



Manawatū Water Services Committee Agenda

Wednesday 09 September 2026, 8:30 am

The meeting will be held at Manawatū District Council,
135 Manchester Street, Feilding, and a video recording
made available on www.mdc.govt.nz.

www.mdc.govt.nz

MEMBERSHIP

Chairperson

Mr Colin McFadzean (external)

Deputy Chairperson

Councillor Shelley Dew-Hopkins

Members

Councillor Bridget Bell
Councillor Grant Hadfield
Councillor Andrew Quarrie
Councillor Jerry Pickford
Councillor Rob Duindam
Mayor Michael Ford

Terms of Reference

Purpose

To provide strategic oversight of Manawatū Water Services, a stand-alone business unit within the Manawatū District Council ("Council"), and ensure operational excellence, asset management planning, project delivery, financial efficiency, risk management and compliance.

To pursue business expansion and network growth with a goal of maximising the efficiency of the business overhead and deliver affordable water charges across the Manawatū district.

Responsibilities

- 1 Financial reporting
 - a. Approve financial and KPI performance reports for vice activities.
 - b. Approve quarterly and year-end financial, KPI performance reports and project reports and recommend their submission to Council;
- 2 Manawatū Water Services reporting to Council
 - a. Review Water Service related Key Status Project Reports and approve their submission to Council;
 - b. Present a quarterly report of the performance of the Manawatū Water Services Unit to Council.
3. Risk management:
 - a. Develop a risk appetite and risk management framework for Manawatū Water Services that complies with the Risk Framework of the Council;
 - b. Cyclic review and discuss key strategic and operational risks across Manawatū Water Services.
- 4 Operational Review
 - a. Review Water Service exception reports for projects which are ongoing;
 - b. Review Water Service project completion reports;

- c. Receive operational performance of the Water Services on an annual basis;
 - d. Receive Water Services updates post-severe weather and Civil Defense Emergency Management related events.
- 5. Compliance reporting
 - a. Review the compliance of the Water Service activities against The Water Services Authority requirements and the National Standards for Wastewater Discharge and any relevant consents issues under the Resource Management Act 1991 and/or any subsequent replacement legislation.
- 6. Recommendation of Water Service strategic documents for approval of Council:
 - a. Water Services Strategy;
 - b. Water Services Asset Management Plan;
 - c. Stormwater Network Risk Management Plan.
- 7. Recommendation of Water Service Rates, Service Charges and Fees to Council for approval.
- 8. Recommendation of operational and capital budgets not included in the Long Term Plan to Council for approval.
- 9. Additional responsibilities:
 - a. Escalate any severe issues, anomalies, or risks to Council for review;
 - b. Any conflict of interest must be managed in a way that is aligned to Council's Conflict of Interest policy.

Delegated Authority

- 1. Committee delegated authority to act on all matters within its Terms of Reference (except those excluded by Clause 32(1) Schedule 7, Local Government Act 2002).
- 2. The committee has delegated authority to approve the expenditure of any Water Services operational and capital budgets within the Council approved Long Term Plan or subsequent Annual Plan.
- 3. The committee has delegated authority to approve unbudgeted expenditure of a scheme reserve for any Water Service scheme.
- 4. The financial delegations are outlined in the Council Delegations Manual.

Quorum

Five members of the Committee.

Meeting Cycle

Meetings held bi-monthly, with additional meetings convened when necessary at the discretion of the Chair.



Shayne Harris
Chief Executive

ORDER OF BUSINESS

	PAGE
1. MEETING OPENING	
2. APOLOGIES	
3. CONFIRMATION OF MINUTES	6
<i>Recommendation</i>	
<i>That the minutes of the Manawatū Water Services Committee meeting held 12 August 2026 be adopted as a true and correct record.</i>	
4. DECLARATIONS OF INTEREST	
Notification from members of:	
4.1	Any interests that may create a conflict with their role as a Committee member relating to the items of business for this meeting; and
4.2	Any interests in items in which they have a direct or indirect pecuniary interest as provided for in the Local Authorities (Members' Interests) Act 1968.
5. PUBLIC FORUM	
There are no public forum items scheduled for this meeting.	
6. PRESENTATION	
6.1	SIGNIFICANCE AND ENGAGEMENT POLICY - SIGNIFICANT CONTRACTS
	Angela Rule, Senior Policy Adviser, will be in attendance speaking to the Manawatū Water Services Committee.
7. NOTIFICATION OF LATE ITEMS	
Where an item is not on the agenda for a meeting, that item may be dealt with at that meeting if:	
7.1	The Manawatū Water Services Committee by resolution so decides; and
7.2	The Chairperson explains at the meeting at a time when it is open to the public the reason why the item is not on the agenda, and the reason why the discussion of the item cannot be delayed until a subsequent meeting.
8. OFFICER REPORTS	
8.1	RISK APPROACH STATEMENT
	Report of the General Manager – Infrastructure.

9. CONSIDERATION OF LATE ITEMS**10. PUBLIC EXCLUDED BUSINESS**

MANAWATŪ WATER SERVICES COMMITTEE TO RESOLVE:

That the public be excluded from the following parts of the proceedings of this meeting, namely:

1. Contract Award - Wastewater Centralisation Halcombe Pump Stations
2. Tender Award Recommendation - Halcombe to Mount Stewart pipeline stage 2
3. Otamakapua Rural Water Supply Scheme: Kānoa Loan Pre-Approval and Financial Modelling Assumptions
4. Key Project Status Reports

That the general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Grounds under Section 48(1) for the passing of this resolution
11.1 Contract Award - Wastewater Centralisation Halcombe Pump Stations	s7(2)(i) <i>This report discusses commercially sensitive contract terms and pricing</i>	s48(1)(a)
11.2 Tender Award Recommendation - Halcombe to Mount Stewart pipeline stage 2	s7(2)(i) <i>This report discusses commercially sensitive contract terms and pricing</i>	s48(1)(a)
11.3 Otamakapua Rural Water Supply Scheme: Kānoa Loan Pre-Approval and Financial Modelling Assumptions	s7(2)(i) <i>This report discusses commercially sensitive contract terms and pricing</i>	s48(1)(a)
11.4 Work Programme Update and Key Project Status Report	s7(2)(h); s7(2)(f)(ii) <i>This report contains detailed information on the status of key projects, which may include sensitive and/or commercially-related information</i>	s48(1)(a)

This resolution is made in reliance on Section 48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interests protected by Section 6 or Section 7 of the Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public as specified above.

13. MEETING CLOSURE

MEETING MINUTES	
MANAWATŪ WATER SERVICES COMMITTEE	TIME
WEDNESDAY 12 AUGUST 2026	8:31 AM

Minutes of a meeting of the Manawatū Water Services Committee held on Wednesday 12 August 2026, which commenced at 8.31 am at Manawatū District Council, 135 Manchester Street, Feilding.

PRESENT:	Mr Colin McFadzean	Chairperson
	Councillor Shelley Dew-Hopkins	
	Councillor Bridget Bell	via Zoom
	Councillor Grant Hadfield	
	Councillor Jerry Pickford	
	Mayor Michael Ford	
IN ATTENDANCE:	Hamish Waugh	General Manager – Infrastructure
	Steph Skinner	Governance and Strategy Officer
	Councillor Alison Short	via Zoom
	Councillor Sam Hill	Via Zoom
APOLOGIES:	Councillor Rob Duindam	
	Councillor Andrew Quarrie	

MWS 25-28/037

MEETING OPENING

MWS 25-28/038

APOLOGIES

RESOLVED

That the apology from Cr Rob Duindam be approved, and lateness for Cr Andrew Quarrie be approved.

Moved by: Mayor Michael Ford

Seconded by: Cr Jerry Pickford

CARRIED (6-0)

MWS 25-28/039

CONFIRMATION OF MINUTES

RESOLVED

That the minutes of the Manawatū Water Services Committee meeting held 23 July 2026 be adopted as a true and correct record.

Moved by: Cr Shelley Dew-Hopkins

Seconded by: Cr Jerry Pickford

CARRIED (6-0)

MEETING MINUTES	
MANAWATŪ WATER SERVICES COMMITTEE	TIME
WEDNESDAY 12 AUGUST 2026	8:31 AM

MWS 25-28/040

DECLARATIONS OF INTEREST

There were no declarations of interest.

MWS 25-28/041

PUBLIC FORUM

There were no requests for public forum.

MWS 25-28/042

PRESENTATIONS

There were no presentations scheduled for this meeting.

MWS 25-28/043

NOTIFICATION OF LATE ITEMS

There were no late items of business notified for consideration.

MWS 25-28/044

REVIEW OF COMMITTEE WORKPLAN

Report of the General Manager – Infrastructure presenting the Water Services Committee Workplan for 2026 and 2027 to the Committee for adoption. The Workplan will be updated as required, and an update provided to the Committee quarterly.

RESOLVED

That the Committee Workplan for 2026 and 2027 be adopted without amendment.

Moved by: Cr Shelley Dew-Hopkins

Seconded by: Mayor Michael Ford

CARRIED (6-0)

MWS 25-28/045

INFORMATION DISCLOSURES TO COMMERCE COMMISSION

Report of the General Manager – Infrastructure advising the Manawatu Waters Committee of the first information disclosures completed for Manawatu Water under the Commerce Commission's new economic regulation framework.

MEETING MINUTES	
MANAWATŪ WATER SERVICES COMMITTEE	TIME
WEDNESDAY 12 AUGUST 2026	8:31 AM

The report presented the three disclosures lodged on 1 August 2026 relating to dividends, funding growth, and water services fees and charges.

RESOLVED

That the Manawatū Waters Committee receives and notes the following information disclosures lodged on behalf of Manawatū Water on 1 August 2026:

- **Statement on Dividends Policy;**
- **Statement on Funding Growth Policies; and**
- **Fees and Charges Information Disclosure.**

Moved by: Cr Shelley Dew-Hopkins

Seconded by: Mayor Michael Ford

CARRIED (6-0)

MWS 25-28/046

QUARTERLY REPORT TO MINISTRY FOR CITIES, ENVIRONMENT, REGIONS, AND TRANSPORT

Report of the General Manager – Infrastructure presenting the Water Services Delivery Plan quarterly monitoring reports for the periods 1 January to 31 March 2026 and 1 April to 30 June 2026, and provide the Committee with an overview of progress against the Delivery Plan.

RESOLVED

That the Manawatū Water Services Committee receives and notes the quarterly monitoring reports for the periods 1 January to 31 March 2026 and 1 April to 30 June 2026.

Moved by: Cr Shelley Dew-Hopkins

Seconded by: Cr Jerry Pickford

CARRIED (6-0)

MWS 25-28/047

CONSIDERATION OF LATE ITEMS

There were no late items notified for consideration.

MWS 25-28/048

PUBLIC EXCLUDED BUSINESS

RESOLVED

MEETING MINUTES	
MANAWATŪ WATER SERVICES COMMITTEE	TIME
WEDNESDAY 12 AUGUST 2026	8:31 AM

That the public be excluded from the following parts of the proceedings of this meeting, namely:

1. Confirmation of Minutes: 23 July 2026

That the general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Grounds under Section 48(1) for the passing of this resolution
11. Confirmation of Minutes; 23 July 2026	<i>To consider the accuracy of the minutes of the public excluded Manawatu Water Services Committee meeting on 23 July 2026.</i> <i>Any changes to previous minutes may require members to discuss the content of the public excluded session.</i>	s48(1)(a)

This resolution is made in reliance on Section 48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interests protected by Section 6 or Section 7 of the Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public as specified above.

Moved by: Cr Grant Hadfield

Seconded by: Cr Shelley Dew-Hopkins

CARRIED (6-0)

The meeting went into public excluded session at 8.47 am. For items MWS 25-28/049 to MWS 25-28/050 refer to public excluded proceedings. The meeting returned to open session at 8.48 am.

MWS 25-28/051

MEETING CLOSURE

The meeting was declared closed at 8.48 am.

Meeting Video

<https://www.mdc.govt.nz/council/meetings-agendas-and-minutes/videos-of-council-and-committee-meetings/manawatu-water-services-committee>

Significance and Engagement Policy

Significant Contracts



Angela Rule
Senior Policy Adviser





Key Matter

Local Government (Water Services) Act 2025, S34

A territorial authority must amend its significance and engagement policy to suit the authority's role, and any changes to its role, as a water services provider.

Mandatory criteria to assess significance

- Whether the proposed contract is of **high value** relative to the revenue ... from providing the water service to which the contract relates.
- Whether the proposed contract will create a **public-private partnership**.
- Consideration of all matters that are essential to the provider's ability to meet its obligations under the **LGWSA**.

Other criteria to assess significance

- **Time period** of the contract
- **Changes to ownership or control** of Council's strategic water services assets.

Criteria thresholds

A contract will be considered significant if either of these thresholds exist:

- High value – 75% or higher of the annual operating revenue for the water service
- Time period – 10 years

A contract will be considered significant if it would create any of these situations:

- Public-private partnership
- Compromised obligations to LGWSA
- Changes to ownership or control

Consultation required when contract is significant

The LGWSA prescribes consultation requirements for significant contracts - 6.4 in policy



Manawatū
Water



Consultation on this amendment

We will not be consulting on this amendment because:

- this is a mandatory addition to the policy, and
- Council has sufficient information about the interests and preferences of the community to enable the purpose of the policy to be achieved.

Next step

Council to adopt amended policy

Update summary of policy for LTP



Manawatū
Water



Significance and Engagement Policy



Adopted/Confirmed:	
Review Frequency:	3 Yearly
Previous Adoption Date:	19 June 2025
Next Review Date:	1 June 2029
Policy Type:	Governance
Reviewer	GM Corporate
Policy Version	P359

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1 Purpose

1.1 The purpose of the policy is to:

- Aid the Council in assessing the significance of ideas, problems, assets, services, planning and finances.
- Explain when the Council will engage with residents.
- Describe the ways that residents can share their opinions with the Council, and how they can influence decision-making.
- Meet the requirements of Section 76AA of the Local Government Act 2002.
- Clarify Council decision making on consultation and engagement.
- Support long-term decision making that considers the needs of future generations.
- Meet the requirements of the Local Government (Water Services) Act 2025 (the Act) and Council's role as a water services provider.

2 Scope

- 2.1 This Policy applies to Council elected members and staff.
- 2.2 This Policy is applicable to any proposal presented to the Council, its Committees, or the Manawatu Water Services Committee (in the case of significant contracts in relation to the provision of water services) for a decision.
- 2.3 The Policy does not affect any statutory requirement to undertake specific consultation and decision-making processes (e.g., under the Local Government Act 2002 or resource management legislation).

3 Community Participation

While the Council has a responsibility for determining how and when to engage with the community, we welcome and encourage the public to reach out to the Council themselves – there are several ways to do this:

3.1 Contacting the Council

The public can contact Council staff for routine matters and queries:

Email: public@mdc.govt.nz

Phone: 06 323 0000

Visit us: 135 Manchester Street, Feilding

Antenno. The public can contact the Council via the Antenno app to report things that need fixing, provide feedback about services or make suggestions. Lodged queries include the GPS location of the submitter, which combined with the ability to send photos, allows the Council to respond quickly to reported issues.

3.2 Contacting the Mayor or Councillors

The public have a right to contact their Mayor or Councillors and to request to meet with them, although routine matters may be referred back through to Council staff if appropriate. Contact details are published on our website.

3.3 Attend Meetings

The Council holds regular meetings where the Mayor and Councillors make decisions. These are advertised on the Council's website. They are open for the public to attend, but may include a "public excluded" portion towards the end of the meeting to discuss anything confidential (e.g., to maintain the privacy of individuals, or to discuss commercially sensitive matters).

Public Forum

The public can speak at a Council meeting if they send the Council a request at least 5 working days prior. The request should describe the subject the individual wants to talk about, and can be made by email (governance@mdc.govt.nz), or by calling Customer Services (06 323 0000).

Deputations

Deputations are when a group or individual wants to speak about an item at the specific time that it is being presented to the Council for consideration. Like

public forums, requests should be made 5 working days prior to the meeting either by email or phone.

3.4 Petitions

The public can present petitions to the Council requesting that they consider a topic or undertake some type of action. A petition must be fewer than 150 words and signed by at least 20 people. It should be sent to the Council at least 5 working days prior to a Council meeting.

3.5 Elections

Elections are held every 3 years (due in 2025 and 2028) to elect our Mayor and Councillors. Anybody over 18 years of age who resides in the District, or owns a property in the District, is eligible to vote.

4 Significance

4.1 The significance of an issue is assessed based on a range of considerations, and while it requires careful judgement, the Council applies a consistent set of factors when making this assessment, including:

- The importance to the District as a whole
- Any disproportionate impacts on some parts of the community
- The amount of money involved (e.g., any impact on rates, debt or financial stability)
- The types of assets involved
- The effects on levels of service that the Council provides (including day-to-day services and longer-term projects)
- The permanence of the decision (e.g., can it be reversed at a later stage)
- Any effects on Council's relationships with partners and the community
- Any inconsistencies with existing strategies, plans and policies

4.2 The way that the Council decides the significance of an issue is explained more fully in Schedule 1 of this policy.

5 Significant Contracts in Relation to Water Services

5.1 The Council will assess whether a proposed contract, in relation to any aspect of providing a water service, is a significant contract.

5.2 The Council will determine whether a water services contract is a "significant contract" by applying the criteria set out below and by the application of other significance criteria and assessments described in this policy.

5.3 Criteria

- (a) Whether the proposed operational contract is of high value relative to the revenue that the provider receives from providing the water service to which the contract relates; and
- (b) High value means 75% or higher of the annual operating revenue for the water service.
- (c) Whether the proposed operational contract will create a public-private partnership;

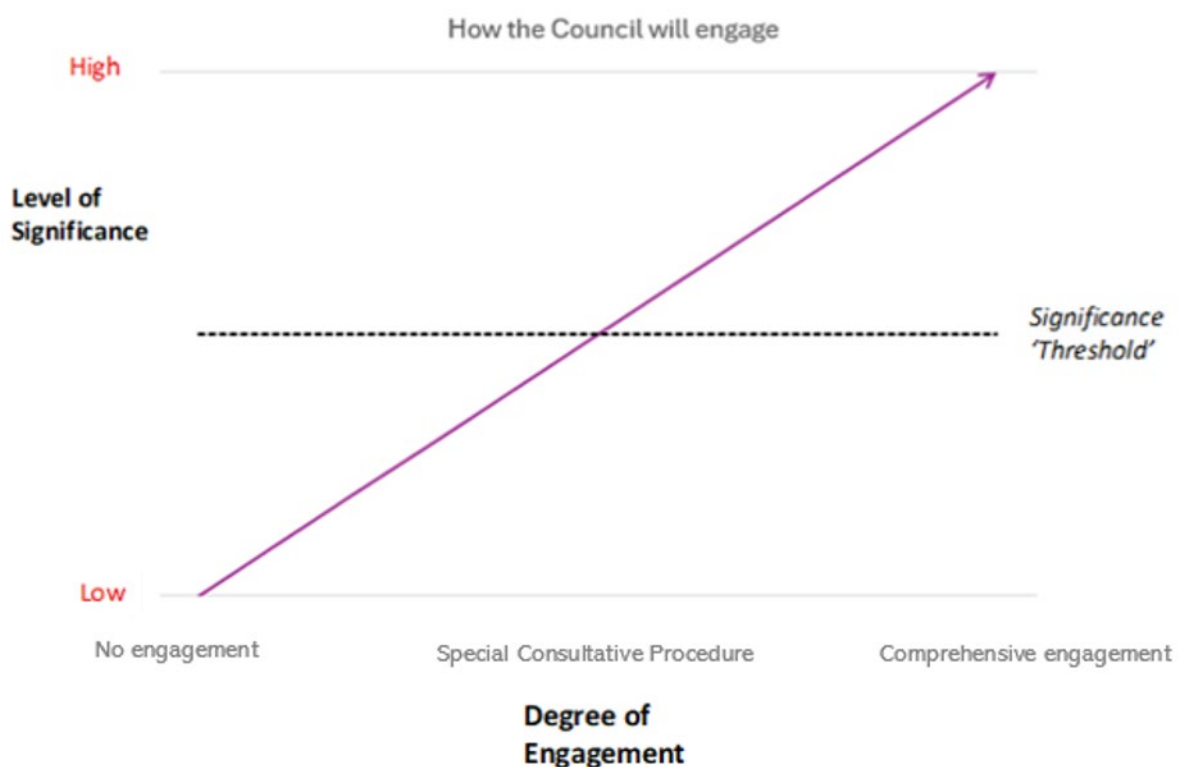
- (d) Consideration of all matters that are essential to the provider's ability to meet its obligations under the Local Government (Water Services) Act 2025 in relation to the water service to which the contract relates; and
- (e) Whether the proposed operational contract will be for a period that is longer than 10 years
- (f) Any change to ownership or control of Council's strategic water services assets.

5.4 Engagement for Significant Contracts in Relation to Water Services

- (g) When a proposed contract is determined to be significant, consultation that meets the requirements of sections 31 and 32 of the LGWSA, and/or according to this policy, will be undertaken.
- (h) Any amendment to a proposal after consultation will be assessed for significance using this policy and any further consultation conducted in accordance with sections 31 and 32 of the LGWSA.

6 Engagement

- 6.1 The Council has a responsibility to engage with the community when a topic is significant. As a general principle, it is also expected that the Council will engage with relevant people when an issue is not significant but may be of interest to specific groups.
- 6.2 The ways the Council will engage are described in Schedule 2 of this policy, but in general the more significant an issue is, the greater the level of engagement will be:



6.3 When the Council won't engage

There are extraordinary cases where the Council won't engage on an issue that is deemed to be significant, such as:

- In an emergency event response
- Where failure to make a decision urgently would risk harm to people or property, cause the Council to miss a substantial opportunity, or result in significant financial loss
- When physical alterations or repairs to strategic assets are required to remove immediate hazards and protect the health and safety of people

In these rare cases, the Council may notify the public of a decision made after the fact. If there are aspects of an issue yet to be resolved, or opportunity to readdress it at a later stage, the Council's engagement response will be reconsidered.

6.4 Special Consultative Procedure

The Local Government Act 2002 (section 82) sets out a legislative minimum for consultation. Consultations following the Special Consultative Procedure must:

- Include sufficient information to inform the public of the issue, and publicise this as widely as practical (e.g., newspapers, website, Council public facilities)
- Provide people with an opportunity to give comment (both in writing and in-person)
- Last for at least 1 month

6.5 There are several things that the Council is legally required to consult on, regardless of whether the Council would have otherwise determined them to be significant. For example, proposed plan changes and variations to the District Plan amendments must be consulted on in accordance with the Resource Management Act 1991, unless the changes are of a minor/technical nature or there is government direction which says consultation is not required.

7 The Community

7.1 While 'the community' is generally referred to in this policy as being everybody in the District, the Council also recognises that there are smaller communities within and across our boundaries that have unique interests.

7.2 Several major communities of note in our District (not a complete list) include:

Community	Description
Feilding community	The Feilding community is made up of residents living in our major District town. Projects in the town are of particular interest to this community, such as industrial and residential expansions. This group may also include commuter workers, visitors and tourists.
Village residents	There are several villages across the District and residents in these may have particular interests in roading, village growth and local facilities.
Rural community	The rural community in our District is closely tied to the land and natural resources, with a deep sense of stewardship and responsibility for the environment. This connection often shapes their way of life and influences

	their perspectives on land use, conservation, and local infrastructure needs.
Iwi, hapū and marae	In the District there are six mana whenua iwi and ten hapū on twelve marae (standing and non-standing). This makes for a complex and diverse cultural narrative but together they share a common affinity to the land and waterways. Members of iwi, hapū and marae are also active parts of other communities across the District.
Youth	Children and youth in the District are more likely to be impacted by education, transport, sport and recreational issues. Additionally, youth will naturally be impacted by Council decisions for a longer-period of time. The Council considers the long-term effect of its decisions on future residents.
Senior residents	Our senior residents may be more impacted by housing, health, and transport topics.
Business community	The ease of doing business in Feilding and the rural areas is important for ensuring the District's economic wellbeing.

- 7.3 Other communities that will have specific interests include whaikaha (those living with disabilities), parents and caregivers of young children, the rainbow community (LGBTQI+), other ethnic communities, migrants, and transient workers.

8 Glossary

Term	Description
Significance	Significance refers to how important something is and its impact on residents. The Council determines this by looking at how the District will be affected, the long-term consequences, and the associated costs. 'Significant' is also defined in section 5 of the Local Government Act 2002: <i>"In relation to any issue, proposal, decision, or other matter, means that the issue, proposal, decision, or other matter has a high degree of significance."</i>
Engagement	Engagement is the process by which the Council seeks input from the community. It ranges from informing residents to actively involving them in decision-making.
Consultation	Consultation is a more formal process than engagement , with principles outlined in section 82 of the Local Government Act 2002 (LGA 2002). In certain cases, the Council is required to use the Special Consultative Procedure (section 83, LGA 2002), which includes specific legal requirements such as: - The type of information that must be provided to the public - The minimum length of the consultation period

	- The opportunity for the public to provide both written and oral submissions Once a consultation period closes, the process typically continues with: - Hearing oral submissions - Deliberating on the content of submissions and public feedback - Deciding whether to adopt the proposal (with or without changes), or not adopt it at all.
Annual Report	A document published yearly that summarises the Council's performance, including how much money it spent. This document allows residents to scrutinise the Council's performance against the goals set out in Long-term Plans and Annual Plans.
Assets	Assets are resources owned by the Council that have economic value and can provide future benefit for the community. Strategic assets are important assets that the Council needs to keep and maintain, in order to continue providing for the needs of the community. The Council's current strategic assets are detailed in Schedule 3 of this policy.
Planning	This refers to the Council's long-term planning. Planning is generally significant, and the community is asked to provide input. Important pieces of planning include: Long-term Plans where the Council decides how to use its finances and how to deliver services. Completed every three years (next due in 2027). Annual Plans which take place in the "in-between years" of Long-term plans. - The District Plan which sets the rules for the District around zoning, land-use and consenting.
Mana Whenua	Refers to iwi/hapū with ancestral connection, custodianship and guardianship over the lands in the Manawātū district. Mana whenua in a Te Ao Māori lense has distinct responsibilities of a particular area.
Tangata Whenua	A translation to "People of the land" and refers to the Māori people or Indigenous people of Aotearoa.
Water Services	As per the Local Government (Water Services) Act 2025 water services means any or all of the following: a) water supply services: b) stormwater services: c) wastewater services

Schedule 1: Determining Significance

The below considerations broadly sit on a continuum of low to high significance. A decision that involves two or more of these factors with greater significance is likely to be important and require some level of engagement with the community.

The Council's risk appetite informs the assessment of significance, particularly in areas such as service delivery, financial affordability, and cultural considerations. These factors are reflected in the table below:

Considerations	Description	Low significance	High significance
Importance to the District	- General sense of importance to the community - The degree of change from the status quo, and whether this is positive or negative - How wide-ranging the impacts will be	Issues that are routine and related to the inner workings of the Council	Controversial subjects, or decisions that will result in very noticeable changes from the present situation
Disproportionate impacts on select parts of the community	- Disproportionate impacts (positive or negative) can lead to perceptions of unfairness - Is it likely to be controversial	The impact is generalised relatively equally across different segments of the community	Decisions that specifically impact one or more community groups
The amount of money involved	- Is this likely to result in higher rates - Who does it benefit - Will it have any impact on Council's borrowing capacity	Low-cost decisions that are more related to the inner workings of Council	Costly decisions that will generate high community interest, and involve risk or opportunity
The types of assets involved	- Strategic assets vs other assets - Sentimental value of assets to the community - Cultural value of land to mana whenua	Low-value assets of limited cultural or social importance	Assets that see high community use or have sentimental value
Effects on levels of service	- Is it an increase or reduction in service - Will the change clash with the expectations of the community	No effects or minor increases to levels of service	Reductions or major increases in levels of service, particularly for publicly valued services
Permanence of the decision	- Will there be opportunity in the future to reconsider, perhaps with some level of community engagement - Is the funding of the decision equitable across existing and future residents	Short-term decisions that do not involve much funding, or are subject to formal engagement	Irreversible decisions that have major impacts on the community, and commit future generations to higher debt
Effects on relationships	Are there any risks around a decision having a negative impact on the Council's relationship with partners and the community	No foreseen impact on Council's relationships with partners and the community	There is a risk that Council's relationship with a partner or the community could be damaged
Inconsistencies with existing strategies, plans and policies	- Is the decision likely to contradict other frameworks the Council has - What degree of change or uncertainty is there in this area	Decisions that do not significantly conflict with existing documentation	Decisions that substantially differ from existing strategies, plans and policies

Schedule 2: Engagement Methods*

Degree of Significance	← Significance →				
	Low Significance (not important)	Limited Significance (of interest to select people or groups)	Significant (i.e., threshold) (community-wide)	High Significance (issue of high interest to the community)	Very high Significance (critical issue)
Council's Method of Engagement	Provide information: Public notices Websites and/or emails Social media posts Media releases Council agendas Community noticeboards Billboards / displays	Provide information, and seek targeted feedback: Brainstorms Surveys Events / roadshows Meeting with Council staff Hui	Involve the community: Formal proposals Hearings Public meetings Community committees Iwi / hapū Partner organisations Antenno	Collaborate with the community: External working groups Steering committees Continuous feedback loops Iterative developments	Empower the community to decide: Legislated processes Externally facilitated Binding referendums
Special Consultative Procedure?	No		Possible	Yes	
When will the Engagement happen?	After a decision has been made	After the issue has been discussed by the Council and Council decides to seek feedback from relevant people or groups	The Council will generally notify the public of the process and topic, before making a proposal for community-wide feedback	The Council will undertake some type of pre-engagement (i.e., prior to making a proposal), to better understand the community's viewpoints	The Council will provide a long lead-in time (typically several months), before facilitating a process that hands decision-making to the community
Example of issues (not an exhaustive list)	Water restrictions Road closures Emergency repair works New policies	Signage Leases and licences New minor facilities (e.g., gardens, toilets)	District Plan Annual Plan (major updates) Changes to level of services Repairs to major facilities	Long-term Plan Changes to strategic assets Key reductions to services Bylaws	Elections Polls Representation reviews

*based on the IAP2 Spectrum of Participation

Schedule 3: Strategic Assets

The Local Government Act 2002 requires the Council to list its strategic assets in this Policy. These assets are essential for the Council to achieve outcomes important for the community's well-being, both now and in the future.

The Council considers its networks and other large assets as “complete single assets”, as it is the group of assets within these that deliver the service. This means that the Council will not follow the special consultative procedure if only part of a strategic asset is affected, unless that part substantially alters the level of service provided to the community.

Any change of ownership or control for a strategic asset as a whole must be provided for in the current Long-term Plan, and the Long-term Plan must involve engagement with the community (including the special consultative procedure).

Strategic Assets

- Parks, reserves and sports grounds
- Council administration building (135 Manchester Street, Feilding)
- Te Āhuru Mōwai (Community Hub Libraries)
- Recreational buildings including theatres, recreation complexes and high-priority halls
- Makino Aquatic Centre
- Roading network
- Stormwater network (urban)
- Land drainage networks (rural)
- Wastewater reticulation networks and treatment assets
- Water supply reticulation networks, treatment assets and storage facilities

Schedule 4: Engagement Principles

Principles <i>Council will reinforce the below principles when engaging with the community</i>	Indicators <i>Engagement processes that follow these principles commonly exhibit the following characteristics</i>	Outcomes <i>Meeting these principles and indicators will be likely to result in the following outcomes</i>
Transparency The Council ensures decision-making is accessible and transparent, providing the community with timely information to participate effectively.	Council will: • Conduct engagement in a genuine effort to listen to, and consider with an open mind, community input • Present realistic and deliverable options for feedback • Ensure that engagement questions are objective (i.e., not leading) • Provide enough time and resources to ensure participants have been provided fair opportunity to understand the matter and contribute their views • Invest time and resources into pre-engagement on matters of importance to the community • Allow sufficient extra time in case other issues arise during an engagement process • Value contributions made by the public, acknowledging the time and effort they have given • Give timely feedback on the results of the public's input, and the subsequent decisions made • Respect and give weight to local knowledge	• Members of the public have a better understanding of the proposal or decision, and are able to participate effectively • Council has an enhanced understanding of community sentiment • The public has confidence in the transparency of the Council's LGOIMA processes (public requests for information under the Local Government Official Information and Meetings Act 1987)
Building Relationships and Community Capacity Engagement is an opportunity for the Council to build on its long-term relationship with the community.	Council will: • Exercise a variety of engagement approaches (as set out in schedule 2) and make optimal use of these to build ongoing relationships with the community • Ensure that engagement opportunities are suited to the target audience, and provide ample opportunity for participants to present their views • Promote ways for the community to raise issues directly with the Council so that it is a two-way relationship (see section 3) • Identify opportunities to work in partnership with the community, to encourage a shared sense of ownership and participation • Ensure that community views and preferences are widely shared among Council members and officers • Engage early with partners and the community in the development of plans, policies and decisions that affect them • Actively consider how to address and contribute to the needs and aspirations of our villages and marae	• Engagement processes improve awareness, elevate future participation and enhance the capacity of the community • A better decision or proposal will result from community participation • The decision or proposal will have greater community acceptance • Residents at our villages and marae will feel more supported in their growth aspirations

Principles <i>Council will reinforce the below principles when engaging with the community</i>	Indicators <i>Engagement processes that follow these principles commonly exhibit the following characteristics</i>	Outcomes <i>Meeting these principles and indicators will be likely to result in the following outcomes</i>
Inclusiveness and Equity Engagement and decision-making processes identify and encourage participation of the community in its full diversity. Historically excluded groups and individuals are included authentically in processes, activities, and decision-making.	Council will: - Fairly identify and distribute costs and benefits, to foster comparable outcomes across the community - Explore creative and genuine ways of reaching community groups and individuals whose views are typically heard from the least often - Identify the specific ways that different demographics of the community may be affected by decision-making, and tailor the engagement process to amplify their views - Provide multiple ways for people to participate, and remove as many physical and mental barriers to this as possible - Ensure that whaikaha (disabled) communities are included in engagement approaches, and that accessibility is considered and integrated at all stages - Where required, invest in community capacity building to enable participation - Consider cultural norms and values when designing engagement techniques for Council decision-making and consultation - Use plain language and avoid jargon or acronyms wherever possible. If formal or legal language is necessary, provide a plain language summary document - Follow up with under-engaged groups to see how the process worked for their community members, and identify improvements for future engagement	- Council activities and decisions are responsive to the full range of needs and priorities in the community - Trust and respect for the Council increases among community members - Inclusivity and equity are increased by actively involving communities that may have been underrepresented in previous decision-making processes - New decisions and policies do not disadvantage historically underrepresented groups
Māori, Mana Whenua and Tangata Whenua participation Council will actively provide opportunities for Māori and Mana Whenua to contribute to its decision-making processes. Joint Management Agreements, Memoranda of Understanding or other similar, high level agreements will be considered when engaging with Iwi and Māori.	Council will: - Work with iwi, hapū and marae to provide for the protection and enhancement of the natural environment (e.g., Mana Whakahaere) - Recognise and protect Māori and Mana Whenua rights and interests within the Manawātū District - Work with Māori to determine who the relevant spokespeople/parties/experts are for each specific matter - Seek guidance from Māori in the ways that they would like the Council to engage with them (e.g., Council-marae liaisons) - As required by Section 81 of the LGA 2002, consider how it will build the capability and capacity of active Māori engagement in Council decision-making (e.g., supporting Māori involvement in briefings and workshops)	- Treaty of Waitangi obligations are met (as per the LGA 2002, RMA 1991 and any other legislation relevant to local government) - Iwi and hapū relationships are maintained, enhanced and nurtured

Manawatu Water Services Committee

Meeting of 005 - 09/09/2026: Manawatu Water Services Committee

Business Unit: Infrastructure
Date Created: August 12, 2026

Risk Approach Statement

Purpose Te Aronga o te Pūrongo

To confirm the strategic risk management approach for Manawatū Water following the Committee workshop, and to seek formal endorsement of the proposed way forward.

Recommendations Ngā Tūtohunga

That the Manawatū Water Services Committee:

1. Confirms that Manawatū Water will operate within Council's existing Risk Management Policy, Risk Appetite Statement and Council-wide strategic risk profiles, with water services-specific impacts and controls considered through those profiles;
2. Confirms that no additional Manawatū Water specific strategic risk drivers will be developed;
3. Recommends to the Finance and Performance Committee that the regulatory and compliance environment be considered for inclusion as an additional Council-wide strategic risk driver; and
4. Notes that officers will implement cyclic strategic and operational risk reporting to the Manawatū Water Services Committee in accordance with the Committee's Terms of Reference.

Report prepared by:
Lara Blackmore
Project Initiation Manager

Approved for submission by:
Hamish Waugh
General Manager - Infrastructure

1 Background Ngā Kōrero o Muri

- 1.1 The Water Services Committee Terms of Reference require the Committee to develop a risk appetite and risk management framework for Manawatū Water that complies with Council's Risk Framework, and to cyclically review and discuss key strategic and operational risks.
- 1.2 Council already has an organisation-wide Risk Management Policy, Risk Appetite Statement and strategic risk profiles. Manawatū Water leadership reviewed how these should apply to the internal business unit and presented the proposed approach to the Committee at its workshop session.
- 1.3 The workshop conducted with the Manawatū Water Services Committee on 12th August 2026 confirmed the proposed direction. No new or different matters were raised by members, and the approach set out in this report reflects the position discussed at that session.

2 Strategic Fit Te Tautika ki te Rautaki

- 2.1 This report supports the Long-term Plan priorities Infrastructure fit for future and Value for money and excellence in local government. A consistent risk approach supports resilient infrastructure planning and delivery while avoiding duplicate governance processes.
- 2.2 The approach also supports a future planned together by ensuring strategic risks are considered consistently across Council, while allowing the Manawatū Water Services Committee to focus on the implications of those risks for delivery of the Water Services Strategy and associated investment programme.

3 Discussion and Options Considered Ngā Matapakinga me ngā Kōwhiringa i Wānangahia

Confirmed approach

- 3.1 Manawatū Water will apply Council's existing strategic risk framework as the foundation for risk governance, including the Risk Management Policy, Risk Appetite Statement, risk assessment methodology, governance responsibilities, escalation requirements and review and reporting arrangements. This establishes a single, consistent framework before the Committee adopts the strategic risk profiles that will apply to Manawatū Water; consideration of those profiles is therefore the application of Council's framework through a water services lens, rather than the creation of a separate risk framework.
- 3.2 The strategic risk drivers for Manawatū Water are considered to be the same as those applying across the wider Council. The potential impact of individual risks may, however, be greater or manifest differently within Manawatū Water because it delivers essential services, manages long-life infrastructure, has significant compliance obligations and a substantial capital programme.
- 3.3 For that reason, Manawatū Water will not establish a separate set of strategic risk drivers. The existing Council profiles will be used, with a water services lens applied to the causes, consequences, controls and residual exposure where appropriate. This preserves a single Council framework and avoids duplicate risk ownership and reporting.

- 3.4 The existing Council strategic risk profiles are considered relevant to Manawatū Water are Financial Affordability, Growth, Staffing, Climate Change, Iwi Relationships, Government Reform and Local Economy. Some of these risks have particular significance for the water business, for example affordability of large infrastructure investment, growth-related capacity decisions, specialist workforce capability, climate resilience and relationships associated with freshwater and consenting.

Regulatory and compliance environment

- 3.5 The review identified one material gap in the current Council-wide strategic risk drivers: the regulatory and compliance environment. Manawatū Water operates within a complex and changing regime covering drinking water, wastewater discharge requirements, resource consents, environmental monitoring, stormwater obligations, economic regulation and information disclosure.
- 3.6 While some regulatory change can be considered through the existing Government Reform profile, the ongoing strategic effect of operating in a highly regulated environment is broader. Failure to anticipate, interpret, resource or respond to regulatory requirements could materially affect service delivery, affordability, infrastructure investment, reputation and the ability to deliver the Water Services Strategy.
- 3.7 Consistent with the principle of maintaining Council-wide strategic risk drivers, officers do not recommend creating a Water Services-only regulatory risk. Instead, the Manawatū Water Services Committee is asked to recommend to the Finance and Performance Committee, as the committee through which the relevant strategic risk profiles are managed on behalf of Council, that the regulatory and compliance environment be considered for inclusion as an additional Council-wide strategic risk driver. The risk profile has been drafted and is attached for input by this Committee ahead of a recommendation to the Finance and Performance Committee.

Options considered

- 3.8 Option 1 - Apply the existing Council framework and strategic risk profiles, with a water services lens, and advocate for regulatory and compliance to be considered as a Council-wide strategic risk driver. This is the preferred option and reflects the direction confirmed at the Committee workshop.
- 3.9 Option 2 - Develop separate Manawatū Water strategic risk drivers and/or a separate risk framework. This is not recommended because it would duplicate Council's existing arrangements, create the potential for inconsistent risk settings and split ownership of risks that are fundamentally organisation-wide.
- 3.10 Option 3 - Apply the Council framework without any water services specific assessment. This is also not recommended because it would not adequately recognise where the scale of consequence, controls or management response differs materially for the water business.

4 Risk Assessment Te Arotake Tūrarū

- 4.1 The key governance risk is fragmentation of Council's risk management arrangements if Manawatū Water establishes separate strategic risk drivers or appetite settings. This

could result in inconsistent assessment, duplicated ownership and unclear escalation pathways.

- 4.2 The proposed control is to retain Council's existing framework and strategic risk profiles, while explicitly considering water services specific impacts and controls through cyclic Committee reporting.
- 4.3 A further risk is that the strategic effect of the regulatory and compliance environment is understated because it is not currently a distinct Council-wide strategic risk driver. The proposed treatment is for this Committee to advocate to the Finance and Performance Committee for its inclusion at Council level.
- 4.4 The approach is consistent with Council's risk appetite and does not itself introduce a new operational, financial or compliance exposure.

5 Engagement Te Whakapānga

Significance of Decision

- 5.1 The Council's Significance and Engagement Policy is not triggered by the decisions sought in this report. The report confirms an internal governance approach and does not alter levels of service or create new funding commitments.

Māori and Cultural Engagement

- 5.2 No separate engagement is required for adoption of the risk approach. Iwi and tangata whenua relationships remain one of Council's existing strategic risk profiles and Water Services will continue to consider water-specific impacts and controls through that profile.

Community Engagement

- 5.3 No community engagement is required for this internal governance decision.

6 Operational Implications Ngā Pānga Whakahaere

- 6.1 The approach uses Council's existing risk framework and therefore avoids establishing a parallel Manawatū Water risk system. Officers will continue to monitor strategic and operational risks through existing management processes and provide cyclic reporting to the Committee.

7 Financial Implications Ngā Pānga Ahumoni

- 7.1 There are no direct financial implications arising from the recommendations. Any future control improvement actions identified through risk monitoring will be considered through normal operational, Long-term Plan or Annual Plan processes as appropriate.

8 Statutory Requirements Ngā Here ā-Ture

- 8.1 There are no specific statutory approvals required. The recommendations give effect to the Manawatū Water Services Committee Terms of Reference, which require the Committee to develop a risk appetite and risk management framework that complies with Council's Risk Framework and to cyclically review key strategic and operational risks.

9 Next Steps Te Kokenga

- 9.1 Following the adoption of the recommendations:

- Existing Council strategic risk profiles will continue to be used, with material water services specific impacts, controls and changes in exposure identified through Committee reporting.
- A recommendation will be forwarded to the Finance and Performance Committee to consider the regulatory and compliance environment as an additional Council-wide strategic risk driver.
- Officers will develop a concise approach to cyclic reporting of strategic and operational risks to meet the Committee's Terms of Reference, with material or severe matters escalated as required.

10 Attachments Ngā Āpitihanga

- Draft Strategic Risk Profile – Regulatory and Compliance

Regulatory and Compliance	Council's ability to anticipate and respond to regulatory requirements and maintain compliance while delivering its strategic priorities and services	23 September 2026
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Risks – Causes and consequences
Causes • Rapid or complex changes to legislation, regulation, standards and regulator expectations. • Insufficient capability, systems, data or clear ownership to identify and demonstrate compliance. • Late awareness of emerging requirements or inadequate lead time to fund and implement change. • Dependence on external regulators, approvals, guidance and specialist advice. Consequences • Breach of legal, consent or mandatory requirements, including enforcement action or loss of approvals. • Service or project disruption and inability to deliver strategic outcomes. • Unplanned cost, affordability pressure and reprioritisation of investment. • Harm to people or the environment, and loss of regulator, community or elected-member confidence.
Opportunities – Causes and outcomes
Causes • Early regulator engagement and participation in sector guidance and submissions. • Improved compliance systems, data, assurance and cross-Council coordination. Outcomes • Earlier identification of obligations and better planning and investment decisions. • More efficient compliance and fewer breaches. • Greater confidence and ability to influence workable regulatory settings.
Assurance and accountability
Reporting: Deep dive report to the Finance and Performance Committee (annually) Ongoing monitoring: Hamish Waugh (General Manager – Infrastructure)

Controls/enablers in place
Council Risk Management Policy, delegations and governance oversight. Named operational owners and subject-matter specialists. Compliance/consent monitoring and internal/external assurance. Regulator and sector engagement, with regulatory change considered through planning processes.
Controls/enablers planned
Strengthen the organisation-wide view of material obligations, ownership and assurance. Integrate material regulatory change into strategy, asset, financial and workforce planning. Develop targeted capability, systems and data where new regimes create material gaps.
Factors outside of Council's control
Government policy, legislative change and implementation timing. Regulator interpretation, enforcement approach and approval timeframes. Availability of national guidance, specialist capability and sector capacity.
References
Council Documentation • Risk Management Policy • Relevant compliance, consent, asset and operational policies/plans/registers Previous Reporting: • Identified through Manawatu Water Services strategic risk work and Committee workshop, 2026.

Risk Appetite
Legal Compliance - Averse-Minimalist Health, Safety & Wellbeing - Minimalist Financial & Investment - Cautious Reputational - Cautious Service Delivery - Cautious-Open Environmental - Open