



Appendix A Allocation of Responsibilities under the Different Models

	Shared Services Business Unit	Management CCO	Asset-Owning CCO
Asset Management Plans	<p>Initially, the SSBU would develop a single set of strategic asset management plans and a combined delivery programme for implementation across the region.</p> <p>Each council would still be required to adopt a water, wastewater and stormwater plan as part of their Long-Term Plan, but these would be heavily based on the regional plans developed by the SSBU.</p>	<p>Initially, a management CCO would develop a single set of strategic asset management plans and a combined delivery programme for implementation across the region.</p> <p>Each council would still be required to adopt a water, wastewater and stormwater plan as part of their Long-Term Plan, but these would be heavily based on the regional plans developed by the CCO.</p> <p>If the CCO became regionally funded, it may no longer be necessary to develop individual plans for each territory.</p>	<p>An asset owning CCO would develop a single set of strategic asset management plans and a combined delivery programme across the region.</p>
Growth Planning	<p>Decision remains with the Councils. SSBU provides advice.</p>	<p>Growth planning and sequencing would remain the prerogative of the individual councils.</p> <p>The CCO would be charged with ensuring that waters infrastructure met each council's growth objectives in the most efficient and effective manner.</p>	<p>Broader growth planning and sequencing would remain the prerogative of the individual councils.</p> <p>Three waters growth planning and sequencing transfers to the CCO.</p> <p>The CCO would be charged with ensuring that waters infrastructure met each council's growth objectives in the most efficient and effective manner.</p>
Demand Management	<p>Decision remains with the Councils. SSBU provides advice.</p>	<p>Any decision to introduce water meters would remain with the Councils.</p> <p>Most other decisions (e.g. restricted water season) would transfer to CCO.</p>	<p>A decision to introduce universal water metering would transfer to the CCO, although this could be subject to principles established by shareholders.</p>
Development Engineering	<p>Transfers to the SSBU, although Development Agreements, because of the funding implications, may require adoption by the individual councils</p>	<p>Transfers to the CCO, although Development Agreements, because of the funding implications, may require adoption by the individual councils.</p>	<p>Transfers to CCO.</p>

	Shared Services Business Unit	Management CCO	Asset-Owning CCO
Compliance and Consenting	Accountability and liability would remain with Council	Accountability and liability would remain with Council while it was Council-funded. Consents could transfer to CCO, but Council would still hold some responsibility as asset owners. Liaison with the Regional Council, applications and reporting would transfer to the CCO.	The CCO would hold legal accountability for compliance.
Statutory Planning	Each council would be required to include three waters services in Annual Plans, LTPs, AMPs, Infrastructure Strategies, development contribution policies etc.\ The development of the three waters elements of these documents would be undertaken by the SSBU.	While the CCO is council funded each council would be required to include three waters services in Annual Plans, LTPs, AMPs, Infrastructure Strategies, development contribution policies etc. The development of the three waters elements of these documents would be undertaken by the CCO.	The CCO would be required to produce an annual Statement of Intent.
Resilience Planning	Transfer to the SSBU, but ultimately subject to Council decisions on funding and implementation.	Transfer to the CCO, but ultimately subject to Council decisions on funding for implementation. If regionally funded, then extent of transfer increases.	Transfer to the CCO.
Project Delivery	Transfer to the SSBU	Transfer to the CCO.	Transfer to the CCO.
Project Management	Transfer to the SSBU	Transfer to the CCO.	Transfer to the CCO.
Renewals	Transfer to the SSBU	Transfer to the CCO.	Transfer to the CCO.
Procurement	Transfer to the SSBU	Transfer to the CCO.	Transfer to the CCO.
Network Operations	Transfer to the SSBU	Transfer to the CCO.	Transfer to the CCO.
Plant Operations	Transfer to the SSBU	Transfer to the CCO.	Transfer to the CCO.
Maintenance and Planning	Transfer to the SSBU	Transfer to the CCO.	Transfer to the CCO.

	Shared Services Business Unit	Management CCO	Asset-Owning CCO
Laboratory Services	Transfer to the SSBU	Transfer to the CCO.	Transfer to the CCO.
Trade Waste	Transfer to the SSBU	Transfer to the CCO.	Transfer to the CCO.
Communications	Stays with Councils	Transfer to the CCO.	Transfer to the CCO.
Customer Services	Stays with Councils	Transfer to the CCO.	Transfer to the CCO.
Māori Engagement	Stays with Councils	Transfer to the CCO.	Transfer to the CCO.
Water Education	Transfer to the SSBU	Transfer to the CCO.	Transfer to the CCO.
Finance	Stays with Councils. SSBU gets finance input to analysis and planning from the councils/a Council through SLAs	The CCO, as a stand-alone entity, will require a finance team. The Councils will also require finance staff to undertake the council functions. This reduces under a regionally funded CCO. It may be possible to transfer some finance people to the council-funded CCO while leaving sufficient to manage a smaller water asset workload related to finance.	The CCO would be direct funded, and therefore council finance staff would transfer to the CCO.
Meter Reading	Transfer to the SSBU	Transfer to the CCO.	Transfer to the CCO.
Revenue	Councils would set rates / tariffs to gather revenue based each council's capex and opex plans developed by the SSBU	Councils would set rates / tariffs to gather revenue for a Council-funded CCO based on agreed capex and opex plans. If Regionally funded then, the CCO would set tariffs based on principles established by the shareholders.	CCO would set tariffs, based on principles established by the shareholders.