

## WATERCARE SERVICES LIMITED

<b>AGENDA</b>	<b>BOARD MEETING</b>	<b>Tuesday 24 September 2019</b>
<b>Venue</b>	Watercare Services Limited, Level 3, 73 Remuera Road, Newmarket	
<b>Time</b>	9.00am	

### *Open Public Meeting*

Item	Spokesperson	Action sought at governance meeting	Supporting Material
<b>1 Apologies</b>	Chair	Record apologies	
<b>2 Minutes of Meeting</b>	Chair	Approve Board Meeting Minutes 30 August 2019	<a href="#">Board Minutes 30 August 2019</a>
<b>3 Disclosure of Directors' Interests</b>	Chair	For noting	<a href="#">Report</a>
<b>4 For discussion</b>			
4.1 Safety Moment	All	For sharing	Nil
4.2 Chief Executive's Report	Raveen Jaduram	For discussion	<a href="#">Report</a>
4.3 Board Committee Updates	Committee Chairs	For discussion	Nil
<b>5 For information</b>			
5.1 Update on our Water Efficiency Strategy, including District Area Meters and Smart Meters	Amanda Singleton / Shane Morgan	For information	<a href="#">Report</a>
<b>6 Directors' Corporate Governance Items</b>			
6.1 Board Planner	Chair	For noting	<a href="#">Report</a>
6.2 Disclosure of Senior Executives' Interests	Chair	For noting	<a href="#">Report</a>
6.3 Directors' Appointment Terms and Committee Memberships	Chair	For noting	<a href="#">Report</a>
<b>7 General Business</b>	Chair	For discussion	Nil
<b>Date of next meeting</b>	Wednesday 30 October 2019		
<b>Venue</b>	Watercare, Level 3, 73 Remuera Road, Newmarket		

# MINUTES

SUBJECT	WATERCARE SERVICES BOARD MEETING
VENUE	Watercare Services Limited, 73 Remuera Road, Remuera, Auckland
DATE	30 August 2019
TIME	9.30am
STATUS	Public Session

	<p><b>Present:</b> Margaret Devlin (Chair) Julia Hoare (Deputy Chair) Nicki Crauford Brendon Green Catherine Harland David Thomas Hinerangi Raumati-Tu'ua</p> <p><b>Board intern</b> Colin Magee</p>	<p><b>In Attendance:</b> Raveen Jaduram (CE) Marlon Bridge David Hawkins Emma McBride Rebecca Chenery Shane Morgan Steve Webster Rob Fisher Amanda Singleton Shayne Cunis Bronwyn Struthers (From start until 9.55am) Priyan Perera (for item 5.1)</p>	<p><b>Members of the Public:</b>  Two members of the public</p>
1.	<p><b>Apologies</b></p> <p>There were no apologies.</p> <ul style="list-style-type: none"> <li>- The Chair congratulated Raveen Jaduram, CE, on his appointment to the Infrastructure Commission.</li> <li>- The Chair also congratulated Rebecca Chenery, Chief Digital Officer on the successful Action 2030 Watercare Symposium and Digital Day, as well the panel she facilitated at the Women of Infrastructure breakfast at the 14<sup>th</sup> Annual Building Nations Symposium in Rotorua.</li> </ul>		
2.	<p><b>Minutes of Previous Meetings</b></p> <p>The Board <b>resolved</b> that the minutes of the public section of the Board meeting held on 29 July 2019 be confirmed as true and correct.</p>		
3.	<p><b>Review Disclosure of Directors' Interests</b></p> <p>The report was noted.</p>		
4.	<p><b>For Discussion</b></p> <p><b>4.1 Safety Moment</b></p> <ul style="list-style-type: none"> <li>- Amanda Singleton, Chief Customer Officer, provided a "Wellness Moment". In September 2019, the Customer team is walking to New York, virtually. They are tracking the number of steps they take each day and are competing against each other and between teams. Participation rates are high.</li> <li>- In relation to the current measles outbreak, Bronwyn Struthers, Head of Health, Safety and Wellness reported that any of our staff who work in a role where they may be exposed to measles contaminated products are immunised under our current regime. Our nurses could provide vaccinations to other staff.</li> </ul>		

However, we have recommended that they go to their own doctor for the injection as it is free and their vaccination history will also be on their records.

- Our people have been told by that if they come into contact with someone infected with measles or show symptoms of measles they are not to come to work. This has also been communicated by the CE in an email to all staff. In the meantime, our in-house nurses and communications team are continuing to raise awareness around the current outbreak and how to keep themselves, their colleagues and families safe.

#### **4.2 Chief Executive's Report**

The report was taken as read. Management responded to questioning from the Board.

##### ***Heath, Safety and Wellness (Boardbooks pages 14-17)***

- Bronwyn Struthers explained that the caustic incident was caused by a machine that is in the process of being replaced. The worker who was injured was not working on that particular machine, but underneath it. While he had the correct PPE for the task he was working on, the PPE was not what was required to work on the machine. From now on, all workers working under this old machine are to wear more stringent PPE.
- Since the physical attack by a customer on our security manager, we have adopted a new process. Now, two people must attend a customer's property where there is an anticipated risk of an altercation (whether verbal or physical). The security manager, who has completed conflict resolution training in the past, acknowledged that he should not have approached the customer before police officers arrived. He was not harmed by the attack. He was fine to return to work immediately.
- The Board noticed that LTIs have been trending upwards since August 2018. To address this, Management is considering a new maturity model to understand the behaviours we are seeing from our people and contractors. In our business, the majority of injuries are a result of manual handling.
- There is common understanding in the H&S industry that more frequent minor injuries can lead to a higher likelihood of a fatality. Our contractors have advised us that they are more concerned with critical risks, rather than LTIs, as critical risks can more often result in serious injuries and fatalities.
- The CE is a member of the Health and Safety Leaders Forum. The Forum stresses the importance of having robust processes around near misses.
- The Board stressed that they want all of our people to go home safely every day and to be assured that our processes are correct.
- The Executive confirmed that they are regularly conducting H&S visits to our sites.

*Bronwyn Struthers departed the meeting at this point (9.55am).*

##### ***St Mary's Bay and Masefield Water Quality Improvement Project (Boardbooks page 35)***

- Rob Fisher, Company Secretary, reported that a good result had been reached in this area, with funds being allocated by both Watercare and Healthy Waters to complete separation work. Originally, separation was not planned for another 20 years.
- The consent required for the stormwater tunnel, funded by Healthy Waters, to do the separation work is close to being issued now that the parties have reached an agreement on the conditions to the Resource Consent.
- The Chair thanked Rob Fisher and Anin Nama, Networks Improvement Manager for an excellent job in facilitating the negotiations with all of the affected parties to find an agreed solution.

**Waikato District Council (Boardbooks page 34)**

- The Chair and Management attended a ceremony by the Waikato River yesterday to celebrate the signing of the service agreement with Waikato District Council (WDC). WDC were represented by the Mayor, the Waters Governance Board, Councillors, Waikato-Tainui and a large number of staff, some of whom will soon become Watercare employees.
- Management confirmed that regular progress updates on this contract will be provided to the Board.
- The Chair congratulated and thanked Steve Webster, Julia Hoare and Brendon Green for all of their work leading up to the contract being signed.

**Water Resourcing (Boardbooks pages 37-39)**

- The current storage levels are 78%.
- Management explained that the rain received in August was equal to the amount we received between January and July 2019.
- While the dam levels have recovered slightly in the Hūnuas, we are continuing to pump maximum amounts of water from the Waikato River to preserve our dam levels in the Hūnuas.
- We are also continuing to encourage our customers, including commercial customers to use water wisely.
- The Waitakere dams are at capacity and spilling, so we are trying to process more water through our Huia water treatment plant as well (there has been more rain in the west than the south).
- Rob Fisher explained that our Huia water treatment plant is a key part of our network, and this is stressed in the Assessment of Environmental Effects that has been lodged with the Resource Consent application for the replacement Huia water treatment plant. This fact will also be set out in the evidence given at the upcoming hearing.

**Huia water treatment plant replacement project – consent application (Boardbooks page 44)**

- Members of the public can file submissions up until 2 September 2019. To date, we have received around 200 submissions and we are expecting at least the same amount to be lodged by the deadline.
- Local iwi are in the process of developing a Cultural Management Plan for this project.
- Two mature totara trees will need to be removed, so we are working with local iwi to see whether these can be used for carving. However, at the same time, we need to manage kauri dieback concerns.
- We continue to receive a number of Local Government Official Information and Meetings Act (LGOIMA) requests in relation to the replacement plant. We have significant amount of information available on our website. The vast majority of LGOIMA requests relating to the project are based on misinformation. We generally respond in around 2 days following receipt of the request.
- For the September 2019 meeting, for the benefit of our new and incoming directors, the CE's report will include a detailed update on the Huia water treatment replacement project.

**SOI Measures – Percentage of real water loss from the network (Boardbooks, page 21)**

- In response to questioning from the Board, the CE explained that we know where most major losses occur. The area with the most water losses is Maungakiekie, which is one of the oldest parts of Auckland and also a volcanic area, where leaks are harder to detect because of the soakage that occurs.
- We have a three year programme of work to reduce leaks in three wide areas, namely Waitakere, Auckland City (which includes Maungakiekie) and Manukau.

**Resource Management Act compliance (Boardbooks page 41)**

- Management explained that the number of non-compliances has risen from 10 to 21. However, the year-end has meant that we have a number of additional non-compliances for category 1 or 2 conditions, which are technical in nature. For example, one report, which was due to be submitted for Puketutu Island by 30 June 2019 covers 7 different consents. Next month, once this report has been submitted, the number of non-compliances should return to normal levels.
- Two of the category 3 non-compliances have resulted from moving technical non-compliances at Huia and Helensville from category 2 to 3 as they have been at level 2 for an extended period of time.
- The new issue at Warkworth was handled well by the operations team and confirms the need for the new wastewater treatment plant at Snells Beach, which will avoid these types of issues. In the meantime, Management explained that new processes have been put into place to protect oyster farms in the area and the farmers are aware of these new processes.

**4.3 Board Committee Updates****AMP and Major Capex Committee (AMCC)**

Nicki Crauford, Committee Chair, updated the Board on the AMCC meeting held on 29 August 2019.

- The Committee received four project report updates and had a detailed discussion about these projects and the risks of each project.
- The Committee received a presentation on the Asset Management Plan (AMP) from Mark Bourne, Head of Servicing and Consents. This considered how we are delivering to the AMP. The discussion included debate around whether we have sufficient water supplies for future growth and climatic conditions.
- The Committee also received an update on the Enterprise Model from Stuart Bird, Head of Supply Chain.

**Strategic Transformation Programme Committee (STPC)**

Brendon Green, Committee Chair, advised the Board the next STP meeting is scheduled for 24 September 2019.

**People, Remuneration and Appointments Committee (PRAC)**

Catherine Harland, Committee Chair, advised the Board the next PRAC meeting is scheduled for after the Board meeting.

**Audit and Risk Committee (ARC)**

Julia Hoare, Committee Chair, updated the Board on the Audit and Risk meeting held on 23 August 2019.

- The end of year financial statements were considered by the Committee and a recommendation will be provided to the Board during the confidential session of the Board meeting.
- The Committee received updates on fraud, annual leave balances and the whistle-blower process. No concerns were raised.
- The Committee also received a detailed update on probity for the Central Interceptor project.
- Our auditors, Deloitte, attended the meeting and were comfortable with our work to date.




5.	<p><i>Priyan Perera, Head of Operations Excellence, entered the meeting for the following item.</i></p> <p><b>For Information</b></p> <p><b>5.1 Dam Safety Update</b></p> <p>Priyan Perera, Head of Operations Excellence, presented to the Board.</p> <ul style="list-style-type: none"> <li>- Watercare operates 56 dams, including 17 water supply dams, 33 wastewater dams (which are typically oxidation ponds), 5 attenuation dams, and 1 stormwater dam.</li> <li>- We have 12 High Potential Impact Classification (PIC) dams, 1 medium PIC dam and 43 low PIC dams. The High PIC dams are in Hūnua (5), Waitakere (6) and Rosedale (1).</li> <li>- Our Rosedale dam is one of our highest risk dams, as it is in the most populated area. It is designed for a 1/10,000 year earthquake.</li> <li>- Watercare is a member of the New Zealand Society of Large Dams (NZSOLD).</li> <li>- Dam safety engineering is a highly specialist role. Watercare currently has one very experienced staff member, and two intermediate level dam safety engineers, who are being mentored. Our two intermediate engineers have formed a young professional group within NZSOLD. This brings together young dam safety engineers from other dam owners in New Zealand (e.g. Meridian, Mercury, Mighty River Power, Trust Power, etc). Watercare encouraged the formation of this group to manage succession risk in this field.</li> <li>- Watercare has also created a Dam Safety Expert Group within Watercare. This Group is establishing links with national and international experts in this area.</li> <li>- In December 2019, NZSOLD and ANCOLD (Australian National Committee of Large Dams), will be holding a conference in Auckland. Watercare is a gold sponsor and a key member of the organising committee. National and international dam specialists and engineers will be attending the conference. They will also be touring Watercare's dams whilst they are in Auckland.</li> <li>- Dam safety is currently recorded as an Enterprise Risk under the risk "Critical asset failure impacting customers".</li> <li>- New Zealand currently has national guidelines around dam safety but no regulations. Central Government has recently proposed the introduction of a regulator and regulations around dam safety, to ensure all dams are operated and managed in a safe manner.</li> <li>- If the proposed regulations are enacted, regional councils will become the regulator (so in Auckland, that would be Auckland Council). The regulators would draw on the expertise of an MBIE approved panel of recognised independent registered engineers to oversee compliance with the regulations.</li> <li>- Watercare made submission on the proposed regulations, which were largely in support. They also included a statement on the qualifications and competencies all recognised independent engineers should have.</li> </ul>
6.	<p><b>For Approval</b></p> <p><b>6.1 Annual Review of the AMP and Major Capex Committee (AMCC) Terms of Reference</b></p> <p>Nicki Crauford, Chair of the AMCC provided an update to the Board.</p> <ul style="list-style-type: none"> <li>- At the May 2019 meeting, the AMCC recommended that the Board approve the updated Terms of Reference.</li> </ul> <p>The Board <b>resolved</b> to <b>approve</b> the updated AMCC Terms of Reference set out in Appendix A.</p>

7.	<p><b>Directors' Corporate Governance Items</b></p> <p><b>7.1 Board Planner</b></p> <p>The report was noted.</p> <ul style="list-style-type: none"> <li>- The Board requested that the Board Strategy day be moved to earlier in 2020.</li> </ul> <p><b>7.2 Review Executive Management Disclosure of Interests</b></p> <p>The report was noted.</p> <ul style="list-style-type: none"> <li>- The Board resolved to <b>approve</b> Raveen's appointment to the New Zealand Infrastructure Commission - Te Waihangā.</li> </ul> <p><b>7.3 Director Appointment Terms and Committee Memberships</b></p> <p>The report was noted.</p> <ul style="list-style-type: none"> <li>- The Chair is a member of the PRAC, not an ex officio member.</li> </ul>
8.	<p><b>General Business</b></p> <p>There was no general business.</p>
	<p>The meeting closed at 10.55am.</p>

CERTIFIED AS A TRUE AND CORRECT RECORD

Margaret Devlin  
**Chair**

## Disclosure of Directors' interests

Purpose			Team		
Information	Discussion	Approval	Prepared	Recommended	Submitted
			<b>E McBride</b> Governance Manager	<b>R Fisher</b> Company Secretary	<b>R Jaduram</b> Chief Executive
Intellectual capital	People and culture	Community and stakeholder relationships	Financial capital & resources	Natural environment	Assets and Infrastructure
					

### 1. Purpose and context

s140 Companies Act 1993 requires all companies to keep an Interests Register, which must be disclosed to the Board of the company.

### 2. The details

Watercare Services Limited's Directors' Interests Register is set out below.

Director	Interest
Margaret Devlin	<ul style="list-style-type: none"> <li>• Director, Meteorological Services of NZ Limited</li> <li>• Director, Waikato Regional Airport</li> <li>• Chair, Titanium Park (wholly owned subsidiary of Waikato Regional Airport)</li> <li>• Director, IT Partners Group</li> <li>• Director, Aurora Energy</li> <li>• Independent Chair of Audit and Risk Committee, Waikato District Council</li> <li>• Chair, Women in Infrastructure Network</li> <li>• Councillor, WINTEC</li> <li>• Councillor, The University of Waikato Council</li> <li>• Member, Audit and Risk Committee of The University of Waikato</li> <li>• Director and Chair, Lyttleton Port Company Limited</li> <li>• Director, Infrastructure New Zealand</li> <li>• Chartered Fellow, Institute of Directors</li> <li>• Member, Institute of Directors, Waikato Branch Committee</li> <li>• Member, National Infrastructure Advisory Board</li> </ul>
Julia Hoare	<ul style="list-style-type: none"> <li>• Director, AWF Madison Group Limited</li> <li>• Deputy Chair, The a2 Milk Company Limited</li> <li>• Director, The a2 Milk Company (New Zealand) Limited</li> <li>• Director, Port of Tauranga Limited</li> <li>• Director, Auckland International Airport Limited</li> <li>• Chair, Auckland Committee, Institute of Directors</li> <li>• Member, Advisory Panel to External Reporting Board</li> <li>• Vice President, Institute of Directors National Council</li> <li>• Member, The Sustainable Finance Forum Leadership Group</li> </ul>



Director	Interest
Catherine Harland	<ul style="list-style-type: none"> <li>• Director, McHar Investments Limited</li> <li>• Director, Interface Partners Limited</li> <li>• Trustee, One Tree Hill Jubilee Educational Trust</li> <li>• Member, Auckland Regional Amenities Funding Board</li> <li>• Member of the Committee of Broadway Park Owners' Society Incorporated.</li> <li>• Independent Chair of the Aircraft Noise Community Consultative Group</li> <li>• Co-Chair, Sea Change Tai Timu Tai Pari Ministerial Advisory Committee</li> </ul>
Nicola Crauford	<ul style="list-style-type: none"> <li>• Director, Environmental Protection Authority (EPA)</li> <li>• Member of Electoral Authority, Cooperative Bank Limited</li> <li>• Director and Shareholder - Riposte Consulting Limited</li> <li>• Director, Orion New Zealand Limited</li> <li>• Chair, GNS Science Limited</li> <li>• Independent Chair, Joint Governance Board, Chorus and Visionstream UFB Connect.</li> <li>• Member, EPA Decision Making Committee, OMV Great South Basin marine discharge consent application</li> </ul>
David Thomas	<ul style="list-style-type: none"> <li>• Chair, Ngāti Whakaue Tribal Lands Inc.</li> <li>• Chair, Gypsum Board Manufacturers of Australasia</li> <li>• Shareholder / Employee, Fletcher Building Limited</li> <li>• Director, New Zealand Ceiling &amp; Drywall Supplies Limited</li> <li>• Chair, Altus NZ Limited</li> <li>• Director, Winstone Wallboards Limited</li> </ul>
Brendon Green	<ul style="list-style-type: none"> <li>• Director, Kaitiaki Advisory Limited</li> <li>• Director, Tainui Kawhia Incorporation</li> <li>• Director, Peak2Peak Limited</li> <li>• Executive Director, Advanced Biotech NZ Limited</li> <li>• Economic Portfolio Executive, Te Rūnanganui o Ngāti Hikairo</li> <li>• Management contract, Tainui Kawhia Minerals</li> <li>• Advisor, Meterme</li> <li>• Australia-NZ representative, Wattstock LLC (USA)</li> <li>• Representative of Waipapa Marae, Kawhia, Te Whakakitenga o Waikato Tainui</li> <li>• Runanga Manukau Institute of Technology - Te Whakakitenga o Waikato representative</li> </ul>
Hinerangi Raumati-Tu'ua	<ul style="list-style-type: none"> <li>• Chair, Parininihi Ki Waitotara Incorporated</li> <li>• Trustee, PKW Trust</li> <li>• Chair, Ngā Miro Trust</li> <li>• Chair, Nga Kai Tautoko Limited</li> <li>• Chair, Te Kiwai Maui o Ngaruahine Limited</li> <li>• Director, Taranaki Iwi Holdings Management Limited</li> <li>• Director, Aotearoa Fisheries Limited</li> <li>• Director, Sealord Group Limited</li> <li>• Director, Port Nicholson Fisheries GP Limited</li> <li>• Director, Te Puia Tapapa GP Limited</li> <li>• Director, Tainui Group Holdings Limited</li> <li>• Executive Member, Te Whakakitenga O Waikato</li> <li>• Member, Venture Taranaki.</li> </ul>
Colin Magee (Board intern)	<ul style="list-style-type: none"> <li>• Chair, Ākau Ltd and Ākau Foundation</li> <li>• Member, Advertising Standards Complaints Board</li> <li>• Contractor, College of Law</li> <li>• Director, C Magee Limited</li> <li>• Director, MyCap Limited</li> <li>• Director, MyCap Markets Limited</li> <li>• Member, Te Ārai Tūpono (Audit and Risk committee) of Te Wānanga o Aotearoa</li> </ul>



## Report to the Board of Watercare Services Limited

Prepared for the 24 September 2019 Board meeting



# Chief Executive's report for August 2019

## HIGHLIGHTS AND LOWLIGHTS

### 1. Health, Safety & Wellness (HSW)

- There was one Lost Time Injury (LTI) and one Restricted Duties Injury (RDI) involving Watercare employees in August 2019.
- There were two Restricted Duties Injuries (RDI) involving contractors in August 2019.
- There were four near misses involving Watercare workers (1) and contractors (3) in August 2019.
- The rolling 12-month Lost Time Injury Frequency Rate (LTIFR) for employees is 7.60 per million hours exceeding our target of  $\leq 5$ .
- The rolling 12-month Total Recordable Injury Frequency Rate (TRIFR) for employees is 13.45 per million hours, remaining below our target of  $\leq 20$ .
- In August 2019, Watercare hosted a Business Leaders Health and Safety Forum "Leaders Stepping Up" for 13 of our smaller contracting companies.
- Our wellness programme is well underway, with financial literacy consultations being well received by staff and Mental Health First Aid training also being rolled out to our people leaders.
- Watercare has had one confirmed case of measles – we are working closely with our in-house doctor and ensuring our procedures are in line with those set out by the Immunisation Advisory Centre.

### 2. SOI measures

- We met 15 of our 16 SOI targets in August. The one target that we did not meet was the percentage of real water loss.

### 3. People, Capability and Learning:

- The percentage of voluntary leavers and absences due to illness all remain below our limits.
- The number of FTEs remains below our budget.
- Our second annual Digital Day in-house expo allowed our people to access leading edge thought technology and learn more about the digitisation of the workplace.

**4. Customer service:**

- In June 2019, the e-billing total is up to 52.7%, driven by continued activity to encourage our customers to adopt e-billing. A self-service campaign commenced in late August and continues to encourage our customers to adopt e-Billing.
- NPS is 42 (12-month rolling average). The score has increased one point on last month, driven by improved service levels, combined with fewer contacts in August 2019.
- Digital interactions are increasing. Faults logged online were 26%, which is a slight drop, driven by fewer volumes.
- Digital payments remain steady at 92%.
- Customer satisfaction remained reduced slightly to 78%. Complaints remain within our service level agreement at 98.8%.

**5. Community and stakeholder relationships:**

- **Action 2030 Watercare symposium:** Our inaugural two-day industry symposium was attended by 100 delegates from New Zealand, Australia, Europe, Asia and the US. The symposium focussed on empowering resilience and the disruptive forces shaping the world. We are now formulating action plans to take advantage of the insights gained at the symposium.
- **Māori engagement:** We continued to work on mana whenua outcomes by working with Council and Iwi. This month there has been a focus on working together with iwi on the Central Interceptor project.
- **Local Board engagement:** We continue to keep Local Boards up to date with local water and wastewater issues in their areas.
- **Contract signed with Waikato District Council:** From 1 October 2019, Watercare will provide water, wastewater and stormwater services to WDC customers.
- **St Mary's Bay and Masefield Beach Stormwater/Wastewater project:** The residents, Watercare and Healthy Waters are close to reaching a resolution for this project.
- **Water allocation and the Waitangi Tribunal:** The Waitangi Tribunal has released a report dealing with water allocation. The Prime Minister has advised it will not consider the issue of water allocation until after the election.
- **Large number of documents and bills open for public submissions:** In line with our usual practice, we will review each document in order to determine whether Watercare should make a submission, either alone or jointly with our shareholder, Auckland Council.
- **National Policy Statement (NPS) on Freshwater:** This NPS may affect Watercare's water and wastewater operations. We are reviewing the discussion documents before deciding how to make a submission.
- **Communications snapshot:** A snapshot of external media, internal, customer and stakeholder communications is included in this report.

**6. Natural Environment**

- **Water resources outlook:** Auckland's water situation has improved as the region received regular rainfall in August 2019. Dam levels the week beginning 16 September 2019 were 82.93% against a historical average of 89.69%. We also continue to brief the Mayor, Councillors and Local Board members of the current situation.

**7. Resource Management Act compliance**

- **Resource Consent Compliance:** There were two Category 3 non-compliances in August 2019. There were no category 4 non-compliances. The two Category 3 non-compliances included one long term water issue (Huia Village) and one wastewater issue (Helensville). Both issues have negligible environmental effect.

**8. Assets and Infrastructure**

- **Huia water treatment plant replacement project:** During the month, the consent application for Huia was lodged and notified. Submissions closed on 2 September 2019. The application received over 500 submissions, which we are now reviewing. The large majority oppose the application.
- **Watercare wins three big awards:** Watercare's Wynyard Quarter Pump Station and Army Bay Wastewater Outfall Pipe won two of the four big awards at the Civil Contractors New Zealand (CCNZ) Construction Awards. The Army Bay Project also won an award at the NO-Dig Down Under awards in early September 2019.

**9. Digital update:**


- Work continues on Release 7 delivery of our Strategic Transformation Programme, including our new billing platform.
- An independent review of programme quality (testing strategy and execution) and our go-live readiness for our customer and billing value stream has been completed by EY. This report will be reviewed by the Strategic Transformation Programme sub-committee this month.

**FUTURE OUTLOOK****Two new Watercare Board members**

- On 1 November 2019, the Watercare Board will welcome two new board members, Dave Chambers, and Frances Valentine. Dave and Frances' appointments were announced by Auckland Council on Friday, 13 September 2019 and they are currently participating in induction sessions with Watercare staff and Management.

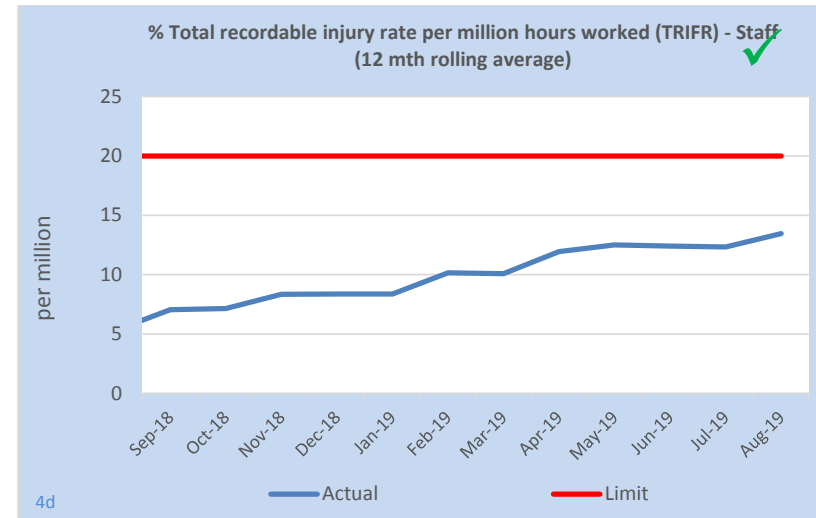
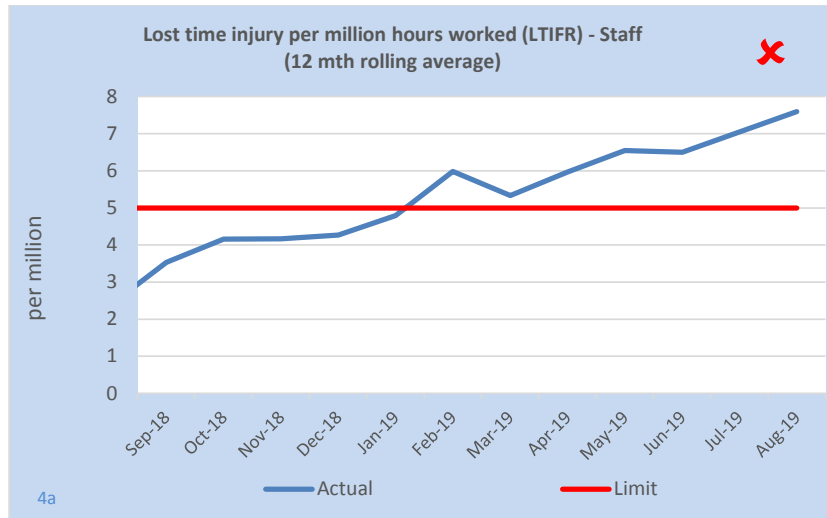
**Water New Zealand conference**

- Many of our people are attending the Water New Zealand conference in Hamilton on 18-20 September 2019. Nine of our experts are presenting papers at the conference on topics such as biosolids, and building technology enabled design and construction capability. A full update on the conference will be provided in next month's Board paper.



Raveen Jaduram  
**Chief Executive**

## 1. HEALTH, SAFETY & WELLNESS UPDATE



Worker	Description of injury/incident	Our learnings	The actions we have taken
Watercare Lost Time Injury	<p>A worker was using a truck-mounted winch to lift a compactor out of his vehicle. The compactor fell onto the worker's foot.</p> <p>The worker reported the incident the following day and went to the doctor. He was given two weeks rest for a closed fracture.</p> <p>The worker was wearing steel-capped boots, which prevented more severe injuries.</p>	<ul style="list-style-type: none"> <li>The importance of reporting incidents promptly</li> <li>Staff being knowledgeable of using equipment equipment provided.</li> </ul>	<ul style="list-style-type: none"> <li>A full investigation is underway</li> <li>The vehicle and winch was isolated until checked</li> <li>All teams are to review the winch operating video</li> <li>The process for incident reporting has been reinforced in toolbox talks</li> </ul>

Worker	Description of injury/incident	Our learnings	The actions we have taken
Watercare Restricted Duties Injury	<p>A worker was digging in hard dirt when he felt a sharp pain in his back.</p> <p>Following a medical examination, the worker was placed on restricted duties for one week.</p>	<ul style="list-style-type: none"> <li>Manual handling injuries continue to be an area of focus.</li> <li>Workers to use engineering controls to minimise manual handling exposure.</li> </ul>	<ul style="list-style-type: none"> <li>We are engaging a physiotherapy student intern to review and develop a body care programme for our workers.</li> </ul>
Contractor Restricted Duties Injury	<p>A worker was flushing a sewer line with a small jetting unit when the hose came back out of the gully trap. As the worker attempted to pick up the hose, the high-pressure water cut his hand.</p> <p>The worker was taken to the doctor to have the cut treated and was placed on restricted duties for one week.</p>	<ul style="list-style-type: none"> <li>It is important to review tasks that are regularly performed to challenge controls and improve before an incident occurs</li> </ul>	<ul style="list-style-type: none"> <li>The Standard Operating Procedure has been reviewed and the task is now a two-person activity</li> <li>A one-metre leader hose will be added to existing flushing hose to help the operator to identify when he is close to the flushing head</li> <li>The contractor is designing a remote emergency stop</li> </ul>
Contractor Restricted Duties Injury	<p>A worker was using a grinder to clean the edge of a pipe. He had finished grinding and left the grinder running as he inspected his work. The blade made contact with his finger, cutting through the glove and into his finger.</p> <p>The worker was taken to the medical centre where the wound was cleaned and dressed. He returned to work the next day on restricted duties.</p>	<ul style="list-style-type: none"> <li>Regular unsafe practice without injury can leave a worker believing that practice is safe</li> </ul>	<ul style="list-style-type: none"> <li>The worker had undertaken this particular task multiple times and had become accustomed to holding the grinder in his right hand whilst checking the surface with his left.</li> <li>Verification of Competency for all personnel who use grinders on site.</li> </ul>

Worker	Description of injury/incident	Our learnings	The actions we have taken
Contractor First Aid Injury	<p>A worker was using a set of Stilsons (pipe wrenches) to undo a piece of equipment. The tool slipped and came into contact with the worker's hand, leaving a minor graze.</p> <p>The worker was wearing gloves at the time of the injury.</p> <p>First aid was administered, and the worker was taken to A&amp;E for review. The worker was able to return to work immediately.</p>	<ul style="list-style-type: none"> <li>Tools must be fit for purpose</li> <li>The wrong size Stilsons were used</li> </ul>	<ul style="list-style-type: none"> <li>The site and rig were stood down</li> <li>The use of Stilsons was prohibited at all Central Interceptor Geotech drilling sites until a full investigation had been completed</li> <li>The incident was discussed at toolbox meeting where it was stressed the correct sized tools must be used.</li> </ul>

**SIGNIFICANT INCIDENTS/HAZARDS/NEAR MISSES**

There were four significant incidents in August 2019; three involving contractors and one involving a Watercare worker.

Worker	Description of injury/incident	Our learnings	The actions we have taken
Contractor Significant Incident	<p>A 12-tonne digger was being used on-site. As the boom was being raised the bucket fell off.</p> <p>The hitch switch had been disengaged, possibly by either the last operator or by an item of clothing when leaving the cab (e.g. hi viz vest).</p>	<ul style="list-style-type: none"> <li>A single control is insufficient unless it is 100% effective.</li> </ul>	<ul style="list-style-type: none"> <li>Incident was discussed at toolbox meeting</li> <li>Incident was discussed at company-wide toolbox meetings</li> <li>Operators have been told that they must ensure the hitch switch is engaged before starting the machine</li> <li>A secondary locking device (bolt) is to be installed so that if the switch is disengaged then the bolt will prevent the bucket from falling off</li> </ul>



Worker	Description of injury/incident	Our learnings	The actions we have taken
Watercare Significant Incident	<p>A Watercare crew truck was towing a 1,500kg digger; the weight was well below the towing limit for the tow bar and vehicle. During the trip, the truck's tow ball broke off completely at the top of the fixing bolt.</p> <p>An accident was avoided because the trailer's safety chains were all connected correctly to the truck and the driver was able to safely pull over.</p>	<ul style="list-style-type: none"> <li>Crashes involving vehicles towing trailers result in a high number of significant injuries on our roads each year. Towing is a significant hazard.</li> <li>Users must properly understand the loads they are carrying and the vehicle capabilities to ensure safe towing</li> </ul>	<ul style="list-style-type: none"> <li>All vehicles were stopped from towing until the towball had been checked and declared serviceable</li> <li>Towball was sent for inspection and review by the manufacturer</li> <li>Wear suggested movement between the towbar and towball was the probable cause of failure</li> <li>A safety alert was issued to all sites for information and action</li> <li>A working group was initiated by Shane Morgan with business process outcomes pending</li> </ul>
Contractor Environmental Incident	<p>A drilling crew were airlifting fresh water out of a bore hole into a container. The water contained a small amount of natural sandstone drilling cuttings, which are a light grey/blue. There were no drilling additives being used.</p> <p>The site superintendent noticed discolouration of the water coming out of the stormwater pipe adjacent to the bore hole on the foreshore of the Manukau Harbour.</p> <p>Approximately 40L of water had leaked out of the container taking with it some drilling cuttings. The Geotech cloth contained the majority of the drilling cutting and only the fine particles passed through the Geotech cloth.</p>	<ul style="list-style-type: none"> <li>Containment controls are effective and demonstrate the value of installing them prior to work commencing.</li> <li>The incident reinforced the importance of equipment inspection prior to starting work and monitoring throughout the work process.</li> </ul>	<ul style="list-style-type: none"> <li>There was a small leak in one of the bottom corners of the pod behind the reinforcing plating, which surrounds the pod.</li> <li>The crew placed a spill containment sock and sandbag in the pipe outlet to prevent further discharge and kept the discoloured water out of the incoming tide as best as practicable via the use of sandbags and physical removal.</li> <li>A vacuum truck subcontractor attended immediately to assist with the clean up.</li> <li>The crew used bentonite to seal the hole on both the inside and outside of the pod.</li> <li>The leak was reported to and investigated by the Project the environmental team. The spill was determined to have no negative environmental effect.</li> </ul>

Worker	Description of injury/incident	Our learnings	The actions we have taken
Contractor Near Miss	During a lifting operation, the agreed lift plan was not followed resulting in one of the outriggers coming off the ground during the lift.	<ul style="list-style-type: none"> <li>A small deviation from a plan can mean a significant difference in outcomes</li> <li>When a task changes, controls must be reassessed to ensure safe outcomes</li> <li>Open communication between all parties is required during planning to ensure all expertise is engaged.</li> </ul>	<ul style="list-style-type: none"> <li>The drilling rig was safely lowered into place</li> <li>The incident was investigated, and learnings shared across the Project team, contractor and sub-contractor</li> <li>The contractor and sub-contractor are working together to develop a safe method to remove the drill rig from site</li> </ul>

#### HSW LEADERSHIP

- A group of our networks contractors participated in a Business Leaders Health & Safety Forum 'Leaders Stepping Up' programme, led by Watercare.
- The workshop was part of our continued commitment to support improved HSW outcomes for all of our workers, which includes our contractors. We hosted and sponsored the event to enable 13 small companies to improve HSW within their own organisations.
- The two-day programme encouraged attendees to share their current practises and drill down into some of the key issues and frustrations often experienced. Everyone agreed that sharing the good as well as the bad in health, safety and wellness performance was important.
- Watercare CE, Raveen Jaduram attended and spoke at the session. He encouraged attendees to take ownership of health and safety and use their own judgment instead of simply accepting and relying on rules.
- The group of 15 will continue to meet every quarter to refresh their intentions and commitment to their health and safety practices.



## HEALTH SAFETY AND WELLNESS continued

### OUR PEOPLE'S WELLBEING – PROGRAMME ROLL OUT

- Individual financial literacy consultations have begun with positive feedback.
- We held the first Mental Health First Aid training session for people leaders and have another six sessions planned prior to Christmas.
- Planning is underway for Mental Health Awareness Week in late September and for our Healthy Habits challenge in October 2019.
- We are preparing to deliver a wellness at work programme developed by the Mental Health Foundation. This is a half-day session, which will be delivered in-house for all of our workers.

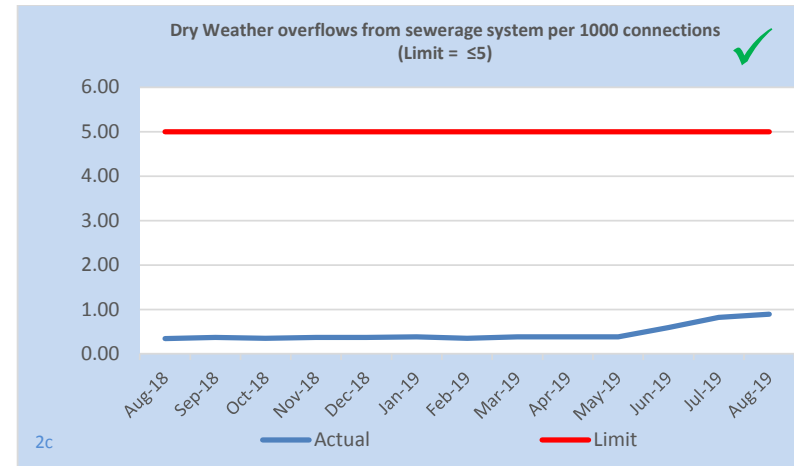
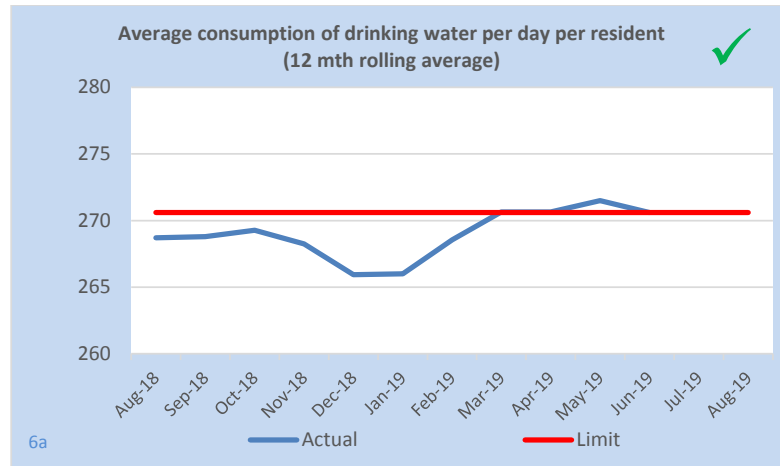
### MEASLES – ONE CONFIRMED CASE

- There has been a confirmed case of measles in the Central Interceptor. The worker has been isolated and all workers in the CI team have been encouraged to ensure they are fully protected from measles.
- The executive team discussed a business response if further cases are identified, based on advice provided by our in-house doctor and the Immunisation Advisory Centre. At this stage, we will continue to communicate with our team, encouraging them to ensure they and their families are fully protected from measles, and that they take precautions to minimise exposure and spread of the disease.

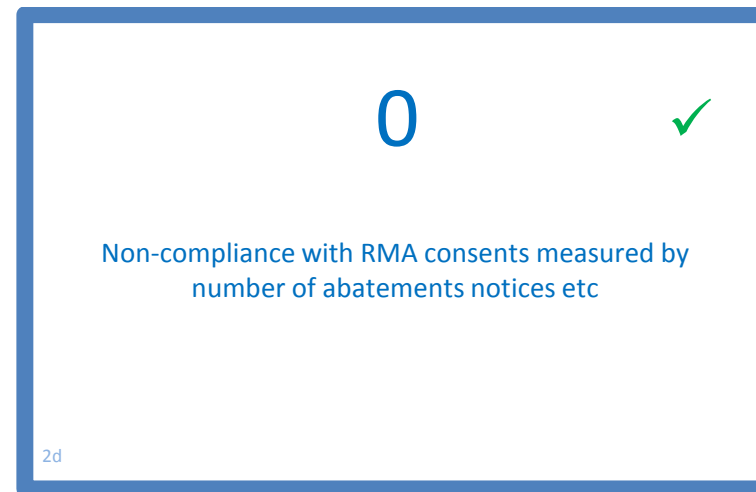
### SYNERGI H&S REPORTING TOOL REPLACEMENT

- Work is progressing on the in-house HSW reporting solution to replace Synergi with our in-house solution, iCare.
- The iCare is on track to be live by the end of October 2019.
- There has been significant consultation with users throughout the business and user groups are engaged in development, review and roll-out of the system.

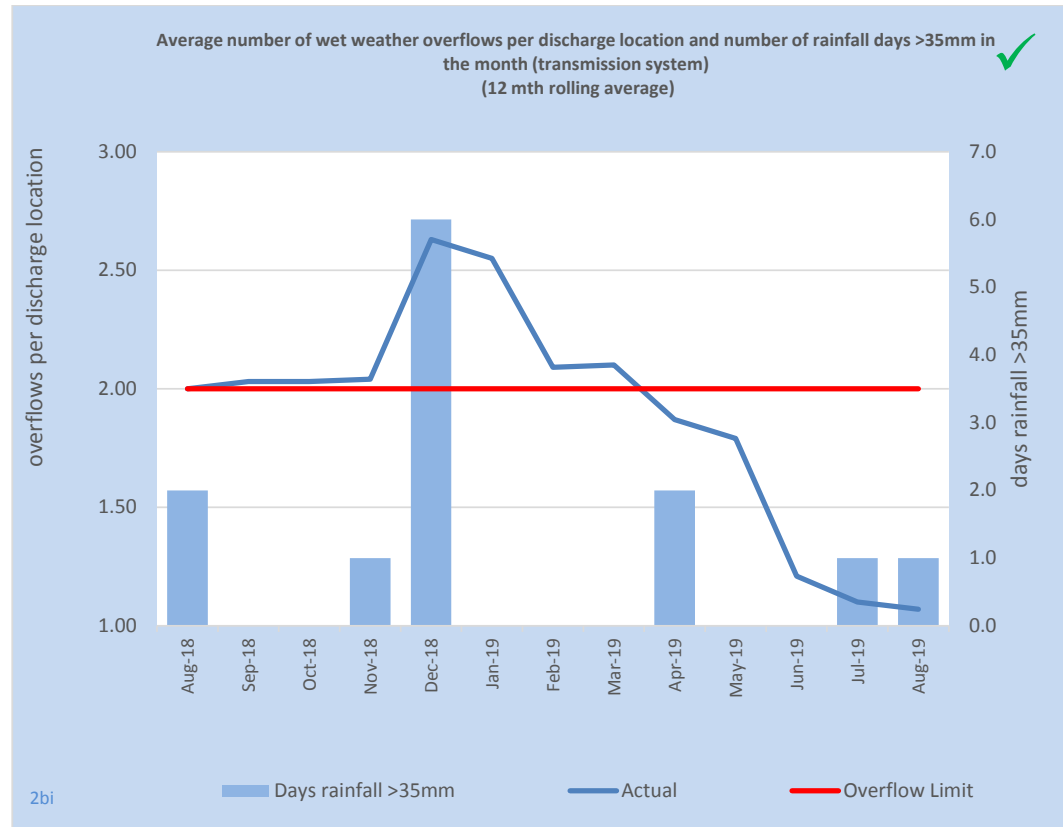
## 2. SOI MEASURES – 2019-2020 - Natural environment



- We have a team who are working with our large commercial customers to encourage them to adopt water efficient practices. 50 high-use commercial customers, 18 high-use high schools and 10 high-use sports clubs will all soon receive digital water meters so they can more closely track their water use.
- We are also asking all Aucklanders to be mindful of their water use.
- The water efficiency strategy also includes programmes of work to reduce our non-revenue water figure.
- With the drier weather, we are still asking customers to be mindful of their water use. Following this, consumption in July and August was around 2.5 per cent lower than June.



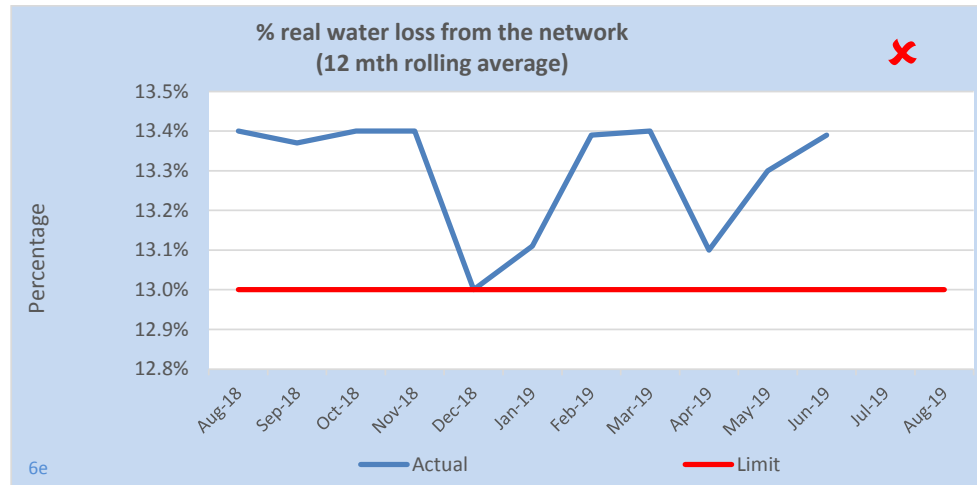
## SOI MEASURES – 2019-2020 - Natural environment continued...



This measure is now being contrasted/compared with the average number of rainfall days greater than 35mm.

More wet days results in more wet weather overflows. The graph shows we had a particularly wet November, December 2018 and January 2019. However, the drier weather has meant there have been fewer wet weather overflows.

## SOI MEASURES – 2019-2020 - Assets and Infrastructure



- Our proactive leak detection programme has escalated. Over the last month, we have identified and repaired leaks in Māngere and Maungakiekie. Work is now getting underway in Waitakere.
- Broadway Park in Newmarket was recently transitioned to the Watercare network. This property has a high meter failure rate and is a leak risk. By November 2019, 93 residences and 272 apartments will all have smart meters, which should drive down our non-revenue water use.
- We have launched an internal water theft campaign to encourage our people to be vigilant and report any potential illegal water use.
- We are also identifying illegal connections and rectifying these so these customers are correctly metered and invoiced.

100% ✓

Compliance with Part 4 of the Drinking Water Standards (bacterial)

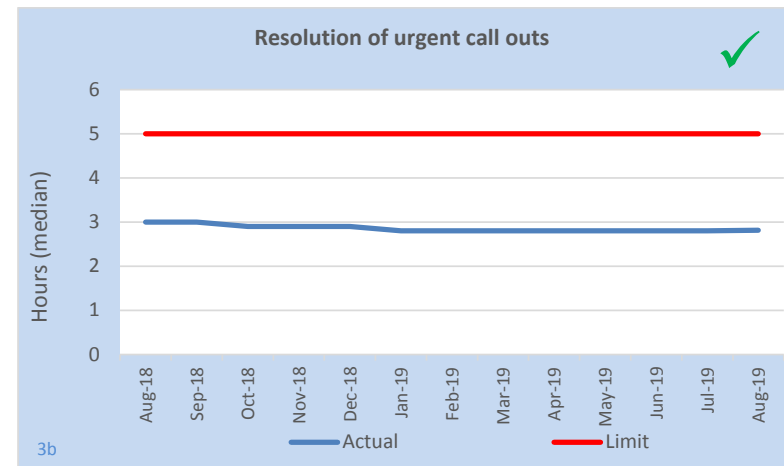
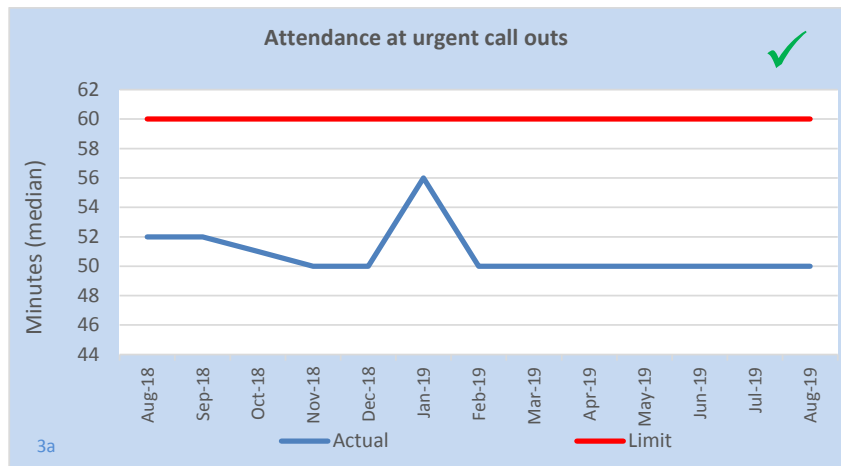
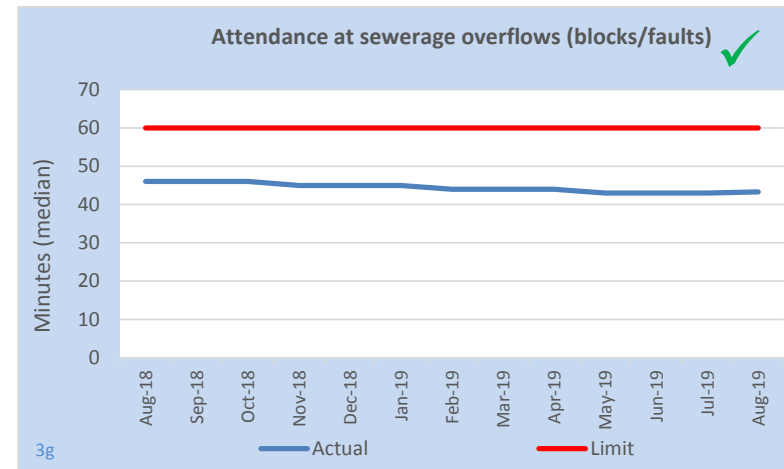
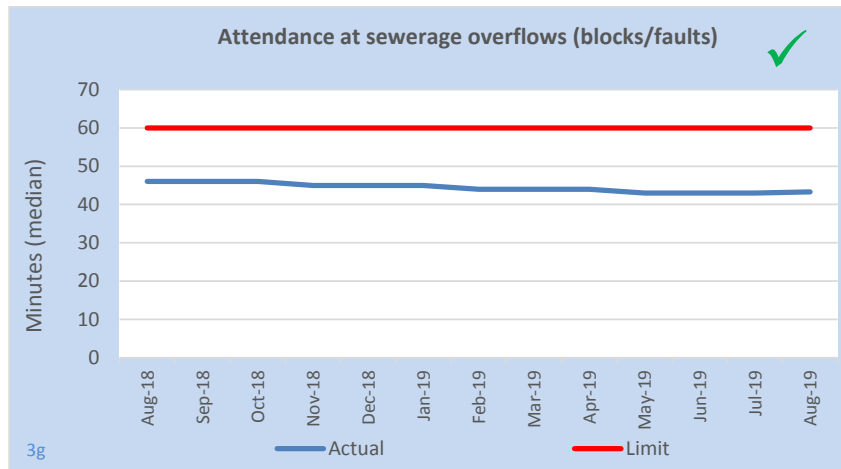
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100% ✓

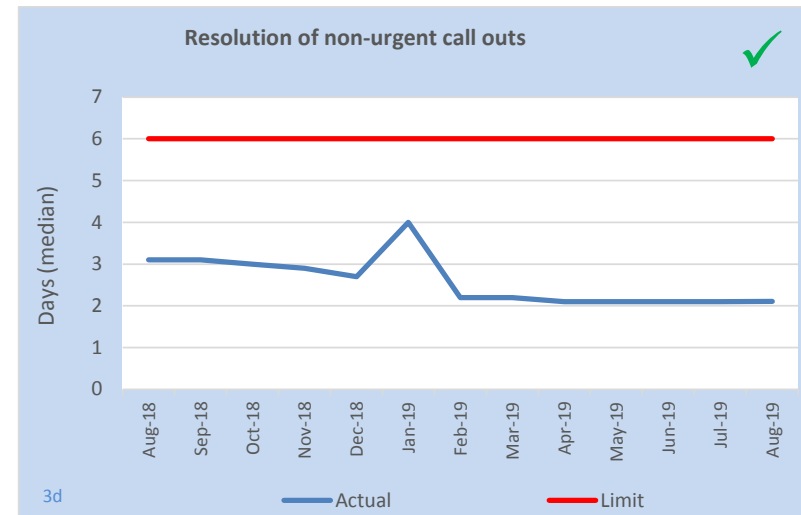
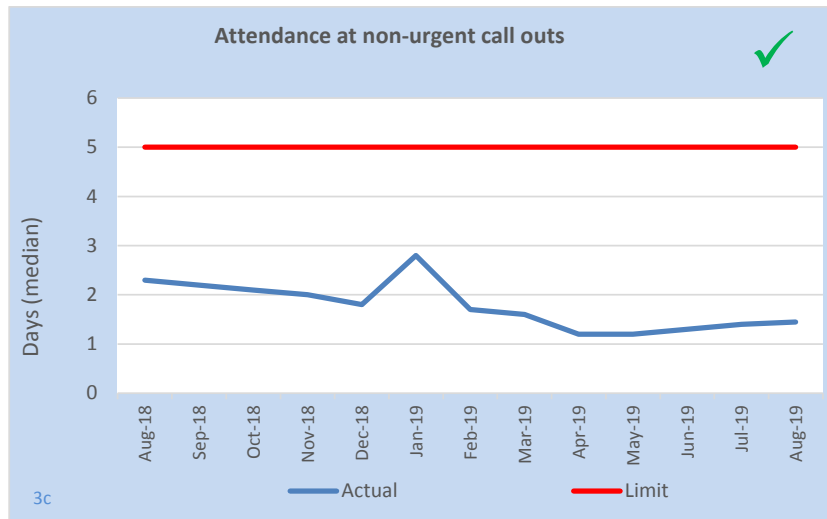
Compliance with Part 5 of the Drinking Water Standards (protozoal)

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## SOI MEASURES – 2019-2020- Community and Stakeholder relationships

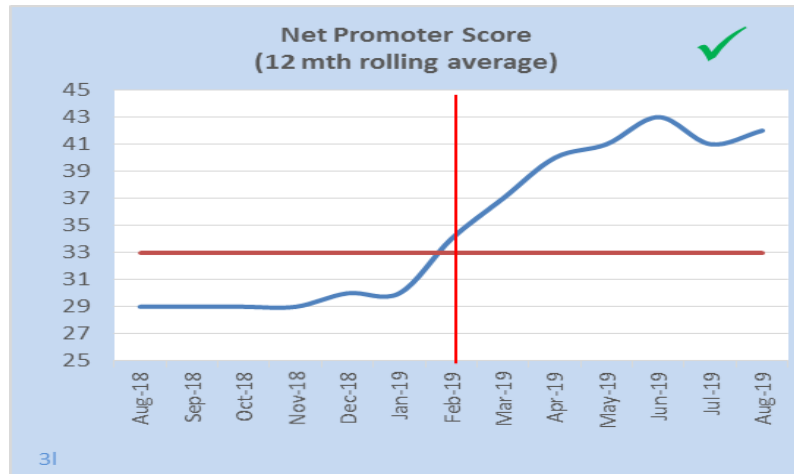


## SOI MEASURES – 2019-2020 - Community and Stakeholder relationships

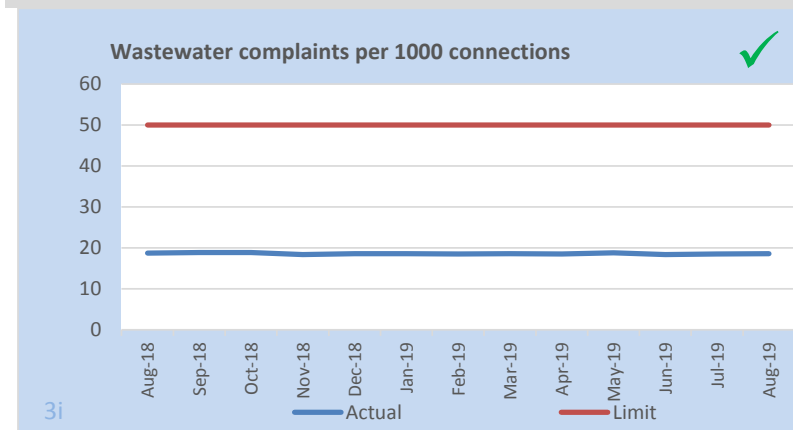
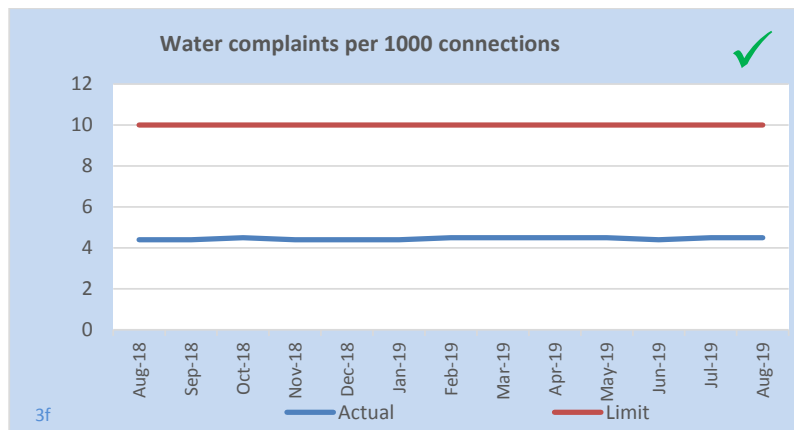




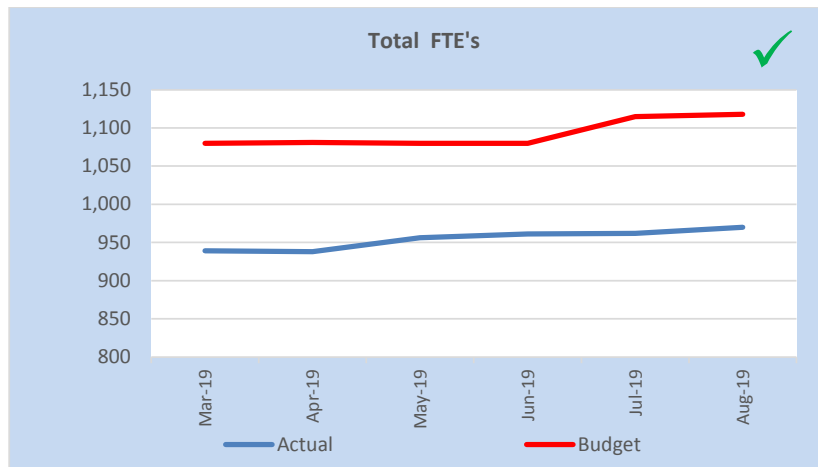
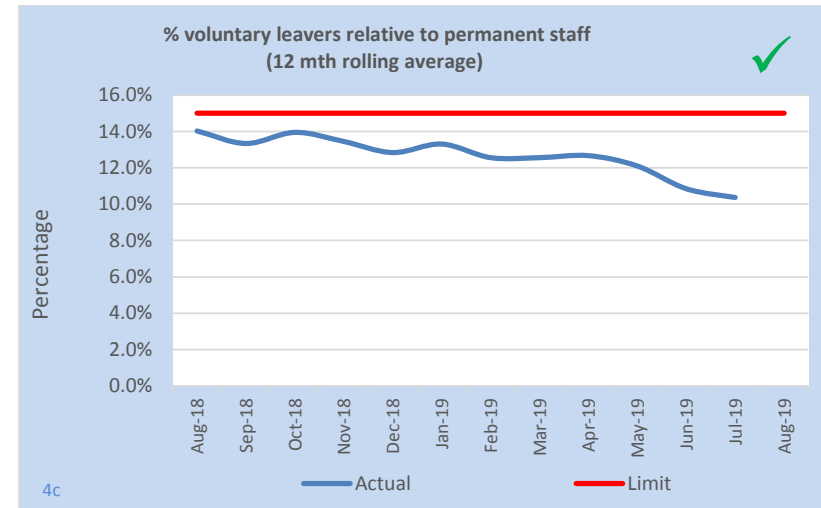
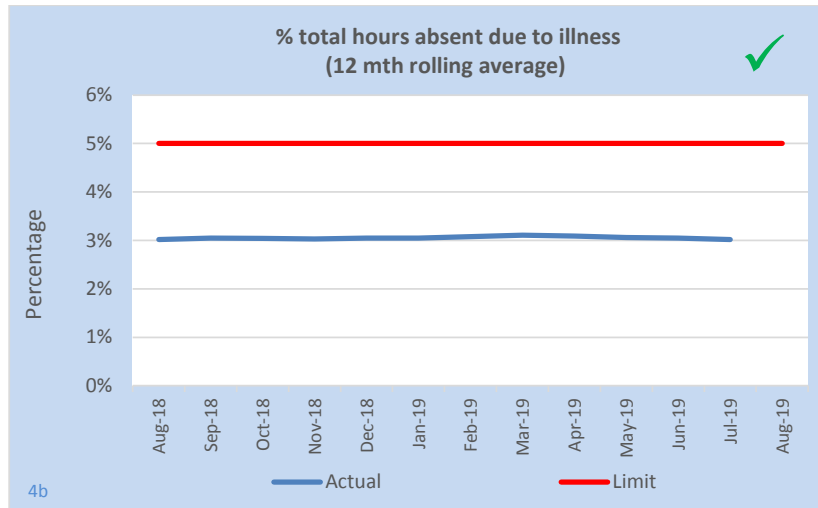
## SOI MEASURES – 2019-2020 - Community and Stakeholder relationships continued

**NPS**

- The new SOI target is 33, up from 30 last financial year.
- NPS is 42 (12 month rolling average).



### 3. PEOPLE, CAPABILITY AND LEARNING



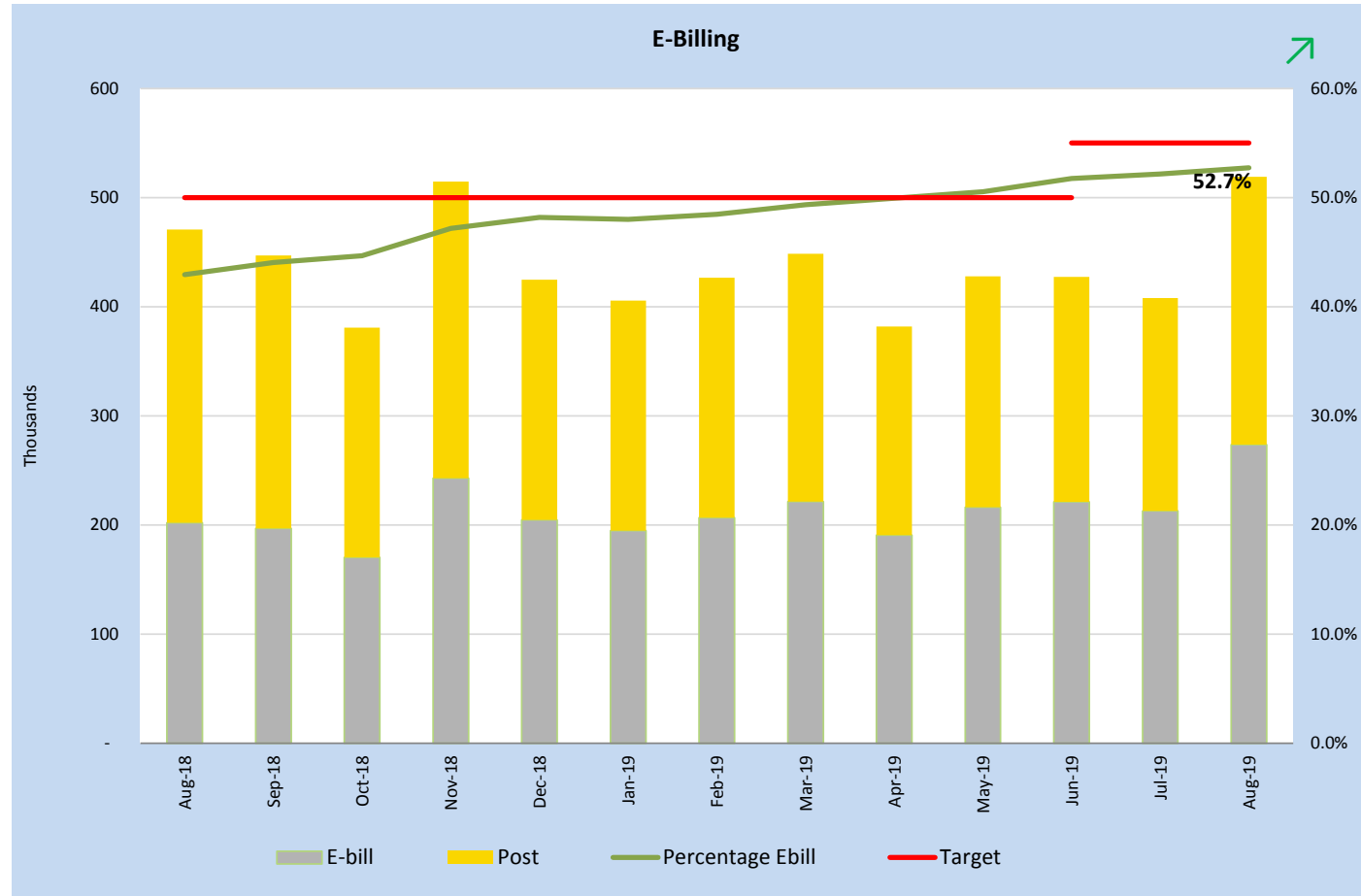
#### OUR SECOND DIGITAL DAY WAS A HUGE SUCCESS

- Digital Day, at our Newmarket office, allows us to share “the art of the possible” with our people and give them access to leading edge thought, technology and digitisation of the workplace.
- Many of our people attended the expo-style event and heard from speakers including Mind Lab’s Frances Valentine, Soul Machine’s Jessica Tulp and an ethical hacker.

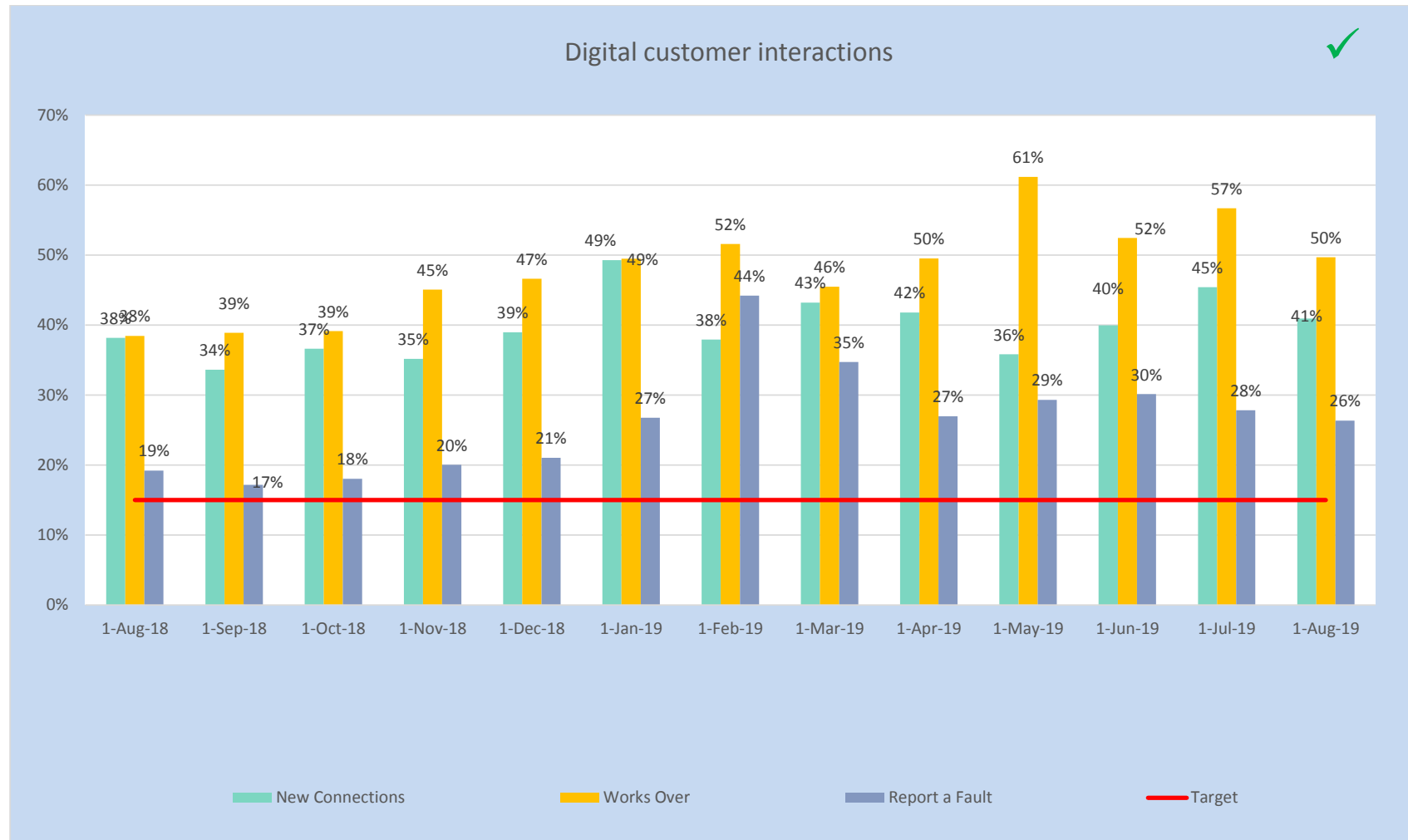
## 4. CUSTOMER SERVICE



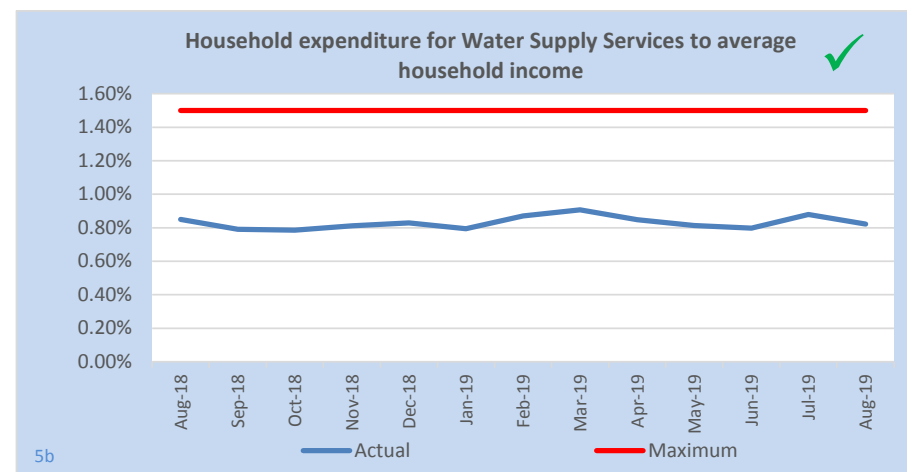
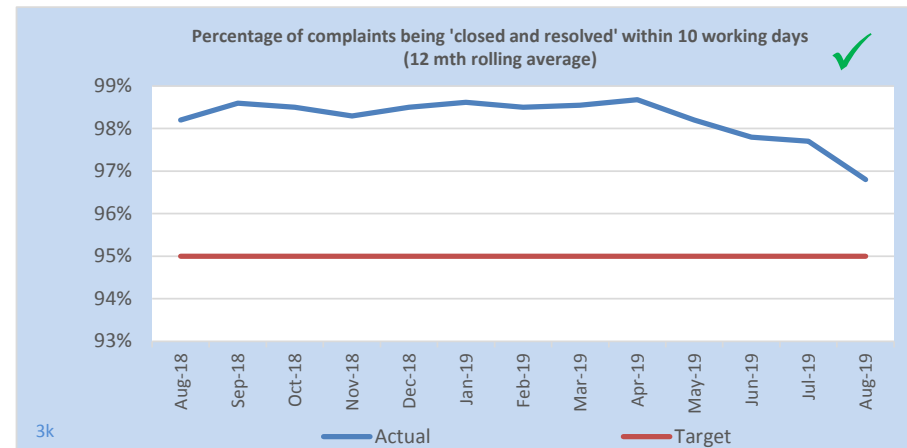
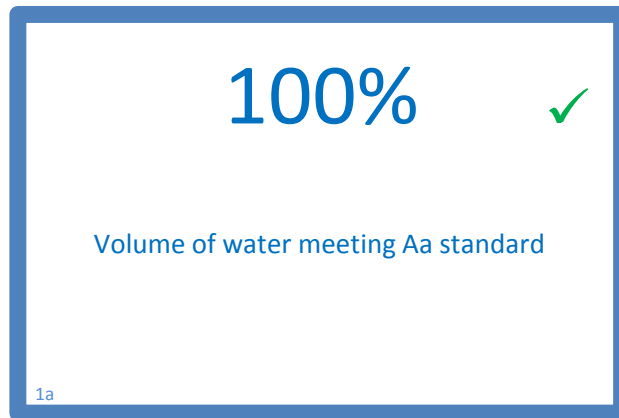
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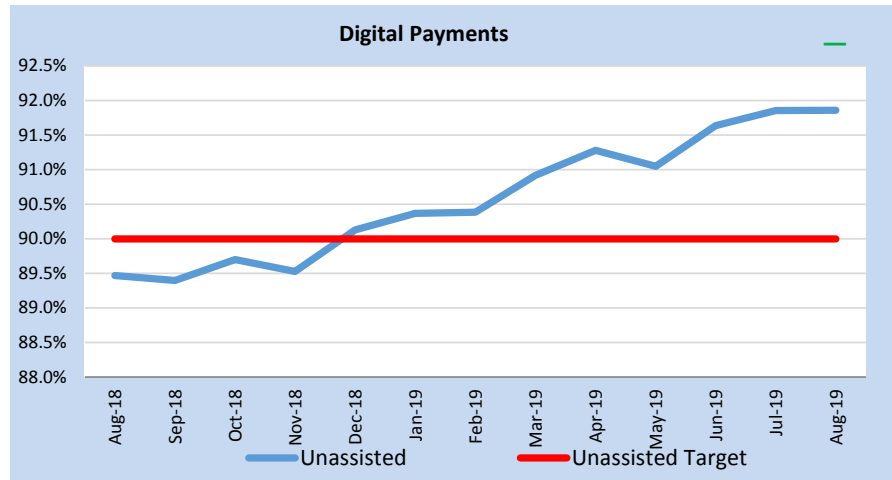
## CUSTOMER SERVICE continued



## CUSTOMER SERVICE continued

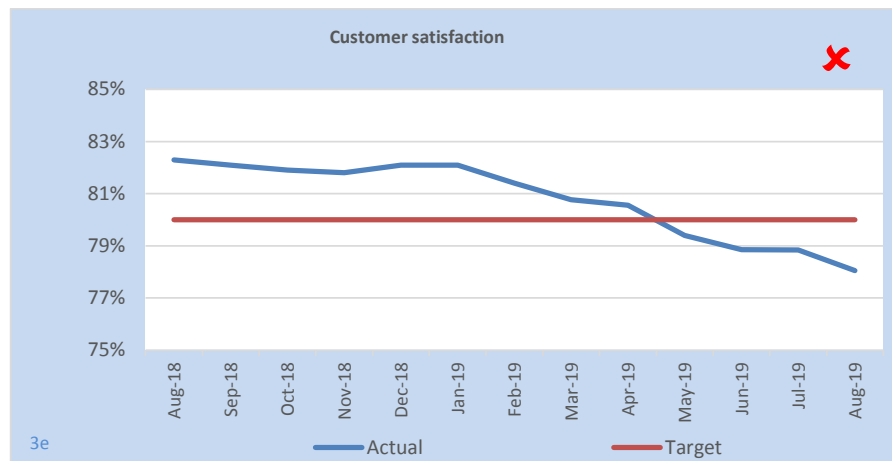


## CUSTOMER SERVICE continued



## DIGITAL PAYMENTS

- Automated payments remains steady at 92%.



## CUSTOMER SATISFACTION

- Customer satisfaction fell one point lower than last month's score.

## 5. COMMUNITY AND STAKEHOLDER RELATIONSHIPS UPDATE

### ACTION 2030 SYMPOSIUM

Over two days in August, a diverse group of business leaders from across Asia, Europe, the US and Australasia attended the Action 2030 symposium, hosted by Watercare. With an emphasis on 'conversations towards action', the 100 delegates focused on two topics:

- Day 1: How organisations become resilient to disruptive forces shaping the world
- Day 2: Individuals building resilience and our role as organisations and employees

Insights from the symposium are summarised **below**.



### ACTION 2030 - NEXT STEPS

- An Action 2030 Insights report is being prepared in collaboration with the expert facilitators. This will be distributed to all delegates and those involved in the symposium.
- Action Groups will be formed around select key insights. These groups will formulate actions, plans and owners to progress areas with the biggest potential impact.
- Measures of success will be established and tracked.

ACTION 2030 INSIGHTS	
65 round table sessions were facilitated by experts in their field. Some insights from delegates are set out below.	
<p><b>In a tight labour market, employers will need to adapt for the workforce of the future</b></p> <p>Structures in the workforce will mix both hierarchies and small teams and quickly form and disband; in these company cultures a 'fail fast' mentality will need to be in place, one in which people are free to express their opinion without fear of retribution, so they can bring their best to work whilst being safe to grow – learning and improving all the time with the company.</p>	<p><b>Leadership in an uncertain, ambiguous world</b></p> <p>In our day-to-day leadership creating 'trust' is key so that people feel able to take action and use judgement in the face of ambiguity – micromanagement conveys a lack of trust in your team, which in turn reduces the trust your team has in you. This is a critical leadership skill that must be mastered at scale for organisations and their people to master taking action in the face of uncertainty.</p>
<p><b>Employee wellbeing – key to organisational results or a 2nd tier priority for HR to lead</b></p> <p>Safety and wellbeing needs to be a core value, not a priority. You can change a priority; you cannot change a core value. Employee wellbeing needs to be treated as a deep, cultural and behavioural issue that is pervasive across organisations. Not as a programme or initiative.</p>	<p><b>Improving organisation resilience through automation and digital transformation</b></p> <p>We need to take our old infrastructure mind set and behave like a start-up...driving new ways of working and innovation and think differently, creating different partnership models with an eye on improving organisation resilience through the better use of automation, data, insights and action. This requires radically new ways of thinking by leadership and it needs to be led from the top from the start.</p>
<p><b>Climate change and its impact on our ability to access capital</b></p> <p>Need to move away from profit maximisation models to greater social good models. Peer pressure, greater governance involvement, education and intensive stakeholder conversations will all be needed to make this happen.</p>	<p><b>What happens when the dams run dry?</b></p> <p>Learn from other countries who are already solving this problem through innovation. Recycle water such as in Singapore. As long as users can get over the 'Yuk' factor, it is possible, but hard work is needed to change public perception about recycled wastewater.</p>
<p><b>A Maori perspective on resilience and wellbeing]</b></p> <p>Maori think and look at the collective and connections with whanau a central focal point. How would you treat 'rivers, mountains, etc' if you see them as your ancestors? Does this make you think differently? The environment is a treasure (a taonga) – do you deplete and exhaust your treasures?</p>	<p><b>Climate change – why the right decisions are quite hard</b></p> <p>People today are living for now and forgetting about tomorrow – there is a real lack of urgency out there. It is not yet a visible crisis. So we need to create this urgency, have the uncomfortable conversations now, and get people really experiencing first-hand what it means if we don't take urgent action. Look for practical options now.</p>



**MĀORI ENGAGEMENT IN AUGUST 2019**

Work over August included the following:

- Meeting with the CE and the Te Toa Takitini (Executive leadership Team, including Stephen Town) regarding the Māori Outcomes portfolio.
- High-level meetings regarding the Central Interceptor Project and Mana Whenua engagement. Iwi present included Ngāti Whātua ki Kaipara, Ngāti Paoa, Ngāti Te Ata, Ngāti Whātua ki Ōrākei and Ngāti Whanaunga
- Sharing with the CE of the IMSB Brandi Hudson information regarding Māori expertise in Watercare organisation.
- Whakatau (welcome) to our three incoming Watercare Board Members, Hinerangi Raumati-Tu'ua, Frances Valintine and Dave Chambers
- Attending the Action 2030 Watercare Symposium to provide cultural lead. This included involvement of Ngāti Whātua ki Ōrākei who led pōwhiri protocols for the international panel and manuhiri (guests).
- Attendance and leading cultural protocols at the Waikato District Council contract signing ceremony in Ngāruawāhia.
- Arranging a relationship hui workshop between the CE of Waikato-Tainui, the CE of Watercare, and senior leadership teams from both organisations.
- Attend and lead Watercare Mana Whenua Managers Kaitiaki Forum
- Attend meetings and provide strategic advice to Shayne Cunis, Mana Whenua Forum Chairman, Tame Te Rangi regarding the CI project to support cultural protocols, and provide technical advice and advise on management plans. Work also included work on the Accidental Discovery protocols and Cultural Monitors documents
- Various support on a number of projects including the Army Bay WWTP discharge project and Snells Algies, including consultation with local mana whenua.
- Attend Māori Outcomes Steering Group meetings at Auckland Council, Tania Winslade GM Te Waka Anga Whakamua ki Uta Unit and Council whānau.
- Supporting Roseline Klein, Head of Water Value with Te Taniwha o Waikato Pukekohe WWTP restoration plan.
- Discussions with Ngāti Whanaunga and Ngāti Paoa regarding the Hūnua ranges proposal restoration Mana whenua.
- Support Watercare staff with Te Reo Māori me ōna Tikanga.
- Arranging and leading Snells Algies site blessing with mana whenua engagement and involvement with tikanga protocols. Attendees included Ngāti Manuhiri, Ngāti Whanaunga, Ngāti Maru, Te Rūnanga o Ngāti Whātua.
- Liaise with Stuart Bird, Head of Supply Chain and Watercare Board Member, Brendon Green regarding Māori procurment opportunities.
- Meeting with Brendon Green to discuss Tikanga Māori strategy for Watercare Board Members.

**COMMUNITY AND STAKEHOLDER RELATIONSHIPS UPDATE continued...****LOCAL BOARD ENGAGEMENT**

- Local Boards received a further follow up on the status of the Auckland water supply situation noting that record rain days over August had increased dam levels beyond 80 per cent full helping to reduce the need for immediate water savings.
- A number of local boards also received updates on escalated issues related to wastewater overflows raised by local constituents as a result of heavy rain.
- Information on the Snells-Algies wastewater outfall replacement was sent to the Rodney Local Board prior to a site blessing to mark the start of works.
- Franklin and Maungakiekie-Tamaki Local Boards received updates on local infrastructure works and improvements to traffic management.
- The Whau Local Board chair brought an issue to our attention regarding Watercare construction staff who were forced to face driver aggression from a member of the public at a construction site in Golf Road – the Chair was thanked for her support and the work crew were praised for their professionalism in dealing with the incident.

**WATERCARE SIGNS CONTRACT WITH WAIKATO DISTRICT COUNCIL TO PROVIDE WATER, WASTEWATER AND STORMWATER SERVICES**

- The services agreement has been signed.
- A formal signing ceremony was held on 28 August in Ngaruawahia.
- Attendees from Watercare were the Chair, Chief Executive, Chief Infrastructure Officer, our Waikato Contract Manager and Operations Manager.
- Waikato attendees included the Mayor, a number of Councillors, the Water Governance Board, WDC Executives, Tainui representatives and the entire WDC water delivery team.
- The contract mobilisation is underway, including employees contracts for all staff moving across from WDC to WSL.
- Operations will begin on 1 October 2019.

**ST MARY'S BAY AND MASEFIELD WATER QUALITY IMPROVEMENT PROJECT**

- The wastewater and stormwater project, proposed by Healthy Waters in St Mary's Bay and Masefield Beach is close to reaching a resolution of the appeals to the Environment Court by the Residents Associations.

## COMMUNITY AND STAKEHOLDER RELATIONSHIPS continued

### WATER ALLOCATION AND THE WAITANGI TRIBUNAL

- In late August 2019, the Waitangi Tribunal released its “*Stage 2 Report on the National Freshwater and Geothermal Resources Claims*”. This report is part of two Treaty claims bought by the New Zealand Maori Council along with other hapu co-claimants claiming that “Māori have unsatisfied or unrecognised proprietary rights in water...”
- A key finding of the report is that the current water allocation regime under the RMA is inequitable for Māori, in breach of the Treaty principle of equity
- The Tribunal recommends that the Crown should recognise Māori water rights through "proprietary redress". This would include phasing out the first-in, first-served water allocation system, and making inalienable and perpetually renewable water allocations for the exclusive use of iwi and hapū.
- Tribunal recommends the setting up of a “co-governance body”, and also recommends a number of RMA related amendments, and recommendations to the NPS for Freshwater Management.
- The report also suggests that the Courts should determine whether “native title” in freshwater exists.
- In the meantime, in early September 2019, the Prime Minister Jacinda Ardern ruled out the Government considering any reports on water allocation before the next election.

### LARGE NUMBER OF DISCUSSION DOCUMENTS AND BILLS FOR PUBLIC SUBMISSION

Over the coming months, there are a large number of discussion documents and national policy statements open for public submission. These include:

- Local Government Funding and Financing draft report
- Proposed National Policy Statement for Highly Productive Land
- Proposed National Policy Statement on Urban Development
- Proposed National Policy Statement on Valuing Highly Productive Land
- Discussion Document on a National Biodiversity Strategy for New Zealand
- Green Paper on the Vision for Hydrogen in New Zealand
- Proposed National Policy Statements for Freshwater (*See below for more detail*)
- Proposed National Policy Statement for Indigenous Biodiversity
- Emissions Trading Scheme Amendment Bill
- Amendments to the Resource Management Act.

In line with our usual practice, we will review each document in order to determine whether Watercare should make a submission, either alone, or jointly with our shareholder, Auckland Council.

## COMMUNITY AND STAKEHOLDER RELATIONSHIPS continued

### FRESHWATER POLICY AND LEGISLATIVE INITIATIVES

- In early September 2019, the Government announced its latest series of freshwater-related policy and legislative initiatives. These are part of the Government's "Essential Freshwater Programme".
- The key document is MfE's "Action for healthy waterways: A discussion document on national direction for our essential freshwater".
- A number of these proposals may have direct operational implications for Watercare, if enacted. Watercare is therefore currently assessing what operational impacts these proposals may have, and from this assessment, will determine if it will develop a submission. If it is thought that Watercare should produce its own submission, it will be developed alongside Council's submission in an effort to be as consistent with it as possible.
- Submissions close **17 October 2019**.

### The main proposals within the discussion document, that may have relevance for Watercare are:

- Proposed amendments to the Resource Management Act.
  - The proposed amendments would introduce a new freshwater planning process, which would require councils to have new plans in place no later than 2025.
- Proposed amendments to the National Environmental Standard for Sources of Human Drinking Water
  - Strengthen land use management requirements to better assess and control risks to drinking water sources.
- A proposal to develop a National Environmental Standard for Wastewater Discharges and Overflows. These requirements could include:
  - minimum treatment standards or 'limits' for nationally-applicable wastewater quality parameters, including biochemical oxygen demand, suspended solids and bacteria
  - targets or limits on the volume and frequency of wet weather overflows
  - methods for monitoring compliance with standards or limits and reporting breaches to regional councils and the public
  - approaches for incorporating culturally-acceptable wastewater treatment processes
- Proposed amendments to the National Policy Statement for Freshwater Management.
  - These proposed amendments seek to restructure the NPS to improve clarity and reinforce a holistic approach to freshwater management and strengthen and clarify the requirements to manage freshwater in a way that prioritises Te Mana o te Wai (the holistic health and wellbeing of the water) in decision making.
- A proposed National Environment Standards for Freshwater.
  - A new NES is also proposed which would require all farmers and growers to have a farm plan by 2025. The NES would also seek to reduce nitrogen loss in catchments with high nitrate or nitrogen levels and would include tight restrictions on further intensification, new irrigation, and conversion to dairying.

## COMMUNICATIONS SNAPSHOT



Enabling engaged communities  
and stakeholders

### Media

Media highlights for the month include further coverage on: the Waterwise Winter campaign including our water storage levels reaching 80 per cent in the New Zealand Herald and Onehunga Community News; our plans for Huia Water Treatment Plant replacement (BFM Radio, Western Leader) and announcement of the floating solar array at Rosedale Wastewater Treatment Plant (Stuff).



Enabling safe, happy and  
empowered teams

### Staff

Internally, we promoted the new employee assistance service offered by OCP, launched a campaign to stop water theft and celebrated Te Wiki O Te Reo Māori with a range of activities.

#### Help us stop water theft



#### Kia Kaha te Reo Māori: Join us to make te Reo Māori strong!



#### Rigorous planning ensures Hunua 3 watermain shutdowns go off smoothly



#### A problem shared is a problem halved



Enabling customer trust and value

### Customers

We updated the customer welcome pack, which is distributed to all new customers, to make it more informative. We also distributed the latest edition of *Tapped In for Business* e-newsletter to our commercial customers, focusing on water efficiency.



### Stakeholders

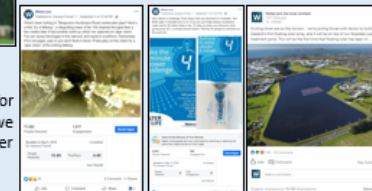
As part of our 'Water for life' brand initiatives, we launched our new water stations at Auckland Council's Hikoi Whakangahau. These water stations will be available to hire free-of-charge for community events.



We also presented to the Mt Albert Residents Association on the Central Interceptor project.



We continued to engage with our customers and the wider community on Facebook and LinkedIn – posts about the fatberg in the wastewater network in Takapuna, our competition to give away 40 shower timers and the floating solar array received excellent engagement.



We organised a site blessing, at Martin's Bay for the new outfall pipe, which is part of wastewater upgrades to service Warkworth-Snells-Algies.



**Watercare**

## 6. NATURAL ENVIRONMENT

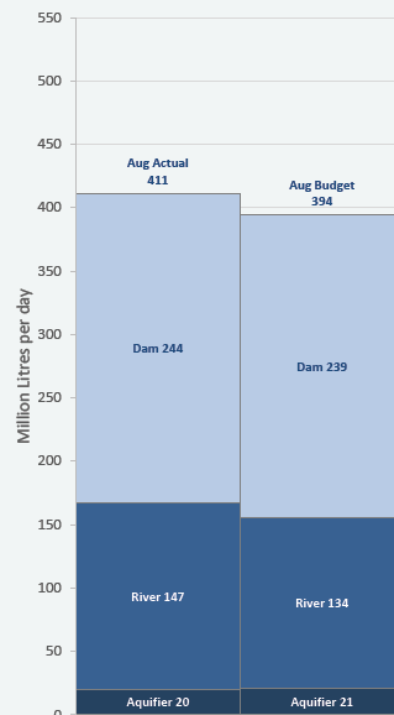


## Water outlook for September 2019

### Rainfall for August

	Waitakere	Hunua
August Actual	269.0	213.4
August Normal	178.4	186.8
Jan – August Actual	936.6	864.5
Jan – August Normal	1177.7	1176.0

### Average daily water produced



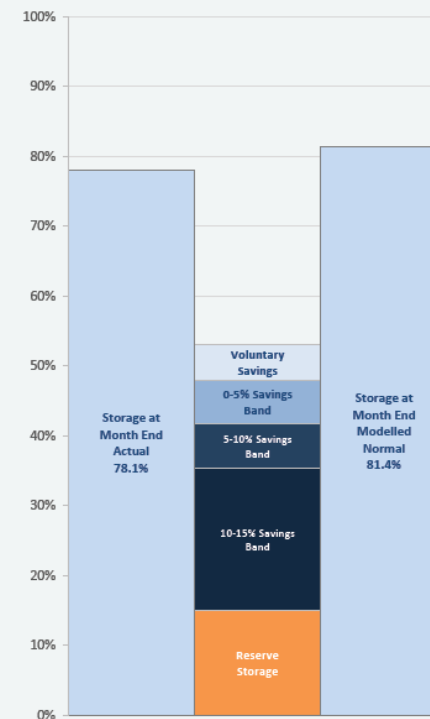
### Water resources position

- Total system storage increased through August, from 65.6% to finish the month at 78.1%, after above normal rainfall for the month and static demand from July.
- Dam storage is at 78.1% compared to the FY2020 budgeted storage response of 81.4% for a modelled response for August. Storage remains slightly below levels that would normally be experienced at this time of year (89.6%), if compared with the historical average (1981-2010). August's storage response was above that of a five year dry (70.9%) and is well above drought management trigger levels for mandatory restrictions (48.0%).
- Abstractions from Waikato and Onehunga continued to be maximised throughout August to reduce abstraction pressures on the storage lakes.
- Total water treatment plant production was 4.8% above budgeted volumes for August.

### Long range forecast position

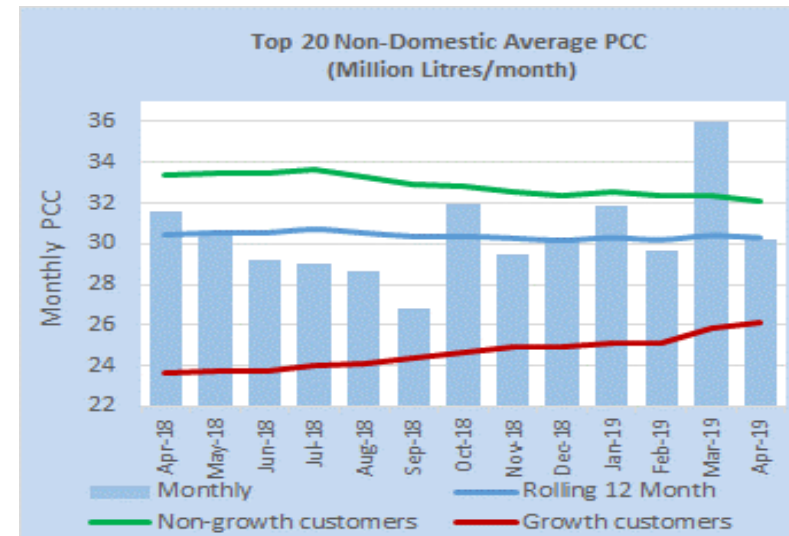
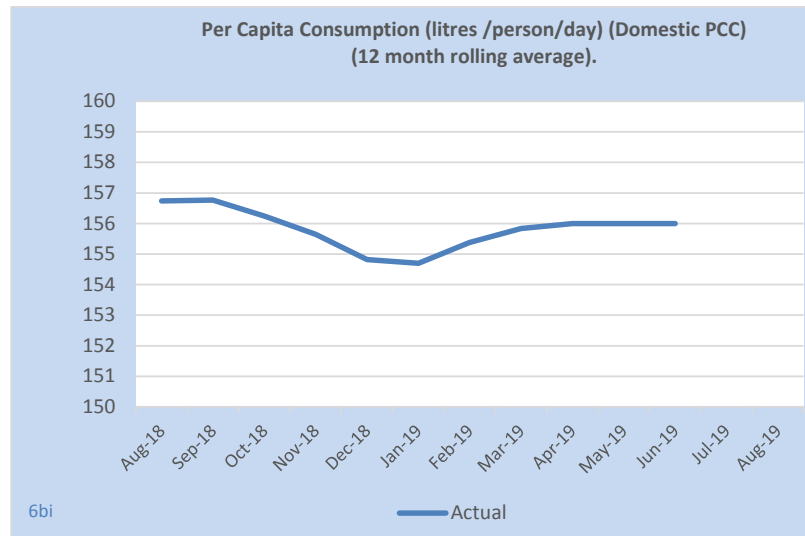
- A wetter than normal September is forecast for most regions, with the exception of Northland and Auckland where near normal rainfall totals are forecasted.
- September temperatures are forecast to bounce around a bit, with monthly temperatures expected to run near average across the upper North Island.
- Predictions of near normal rainfall continue to be forecast for the remainder of the year with increasing confidence.
- Ongoing normal rainfall, combined with maximised abstractions from Waikato and Onehunga, should provide relief for Auckland's water storage position.

### Total system storage



## NATURAL ENVIRONMENT continued

### DOMESTIC AND COMMERCIAL WATER USE



- Given the long spell of dry weather and the lower levels of our dams, we have been asking all Aucklanders to be mindful of their water use.

- The above graph shows non-domestic average water use for our top 20 commercial customers. 7 of the 20 customers' water use is trending upwards (red line) and 13 of our commercial customers' water use is trending downwards (green line). The overall average use of our commercial customers is remaining steady.
- We have a team who are working closely with our large commercial customers to encourage them to adopt water efficient practices.



## 7. RESOURCE MANAGEMENT ACT COMPLIANCE



August 2019 Summary	Compliance proceedings	Nil	Environmental incidents of significance	Nil
	Category 4 non-compliant consents	Nil	Category 3 non-compliant consents	2

12 of our 474 active consents were technically non-compliant. None of the non-compliances were in Category 3 or Category 4.

	Mar	Apr	May	June	July	Aug
Number of total active consents	489	495	490	482	484	474
Number of non-compliant consents <sup>1</sup>	13	15	9	10	21	12
<b>Number of non-compliant category 3 conditions</b> <i>Non-compliance where the result will have or has the potential to have an adverse or significant adverse effect on the environment, or where there has been a repeat of a lower score non-compliance.</i> <i>We would typically receive notification or have warning of a category 4 non-compliance well before we prepare this report.</i>	1	0	0	0	3	2
<b>Number of non-compliant category 1 or 2 conditions<sup>2</sup></b> <i>Technical non-compliance with no more than minor potential or actual adverse effect to the environment. For example, reports provided after due date.</i>	14	18	14	15	16	17

Notes: 1 – excludes trade waste consents;



	Background and Reason for Non-Compliance	Summary of Current Actions	Current Self-Assessed Council Compliance Rating
<b>WATER TREATMENT</b>			
<b>Huia Village</b>	Long-term issue. Consent has a condition for some recycling of process discharges back to the dam, but this recycling is not currently possible given the existing infrastructure at site. Instead, all discharges go direct to Huia Stream, and monitoring shows no adverse environmental effects.	A consultant ecologist will be appointed in September. The results of an investigation will form basis for discussions with Auckland Council to resolve matters. The resolution date is contingent on ecological study.	3 – Ongoing issue (negligible environmental impact)
<b>WASTEWATER TREATMENT</b>			
<b>Helensville</b>	On-going water quality issues at the compliance point.	Upgrade works scheduled to begin in November and are due to be completed in March 2020.	3 – Ongoing issue (negligible environmental impact)

## 8. ASSETS AND INFRASTRUCTURE



### HUIA WATER TREATMENT PLANT REPLACEMENT PROJECT – CONSENT APPLICATION

- The consent application was publicly notified on the 5 August 2019, and closed on 2 September 2019.
- Council received over 500 submissions to the notified application - 8 are neutral, 20 are in support and 491 are in opposition. Council is still working on the number in opposition as several submitters have lodged multiple submissions.
- None of the submissions raised issues that our experts have not addressed in the Assessment of Environmental Effects and supporting reports.
- A number of environmental groups have opposed the application. However, they have provided conditions should the Commissioners decide to grant the consent.
- The Hearing to consider the application should be held early in 2020. This timetable will allow Watercare time to liaise with key submitters in the meantime, and where possible reach a consensus.

### SUCCESSFUL PLANNED SHUT-DOWN OF OUR LARGEST WATERMAIN, HŪNUA 3

- After two years of careful planning, in July and August, the Watercare team undertook a planned critical shutdown of our largest watermain, which supplies up to 200 m litres of treated water daily from the Ardmore Water Treatment Plant (or more than a third of the daily average demand).
- The shutdowns, in June and August, were necessary to install critical valves on the watermain at Ardmore Water Treatment Plant. The valves will improve the distribution of water flows between Hūnua 1, 2 and 3 watermains, increasing overall flows into the network and give us more flexibility if we need to isolate Hūnua 1 or 2 or 3 for maintenance.
- The risks involved in the delicate operation were methodically analysed and addressed. To ensure Aucklanders did not run out of water, we scheduled the shutdowns during winter when demand is lower. We also did a trial shutdown of Hūnua 3 last year to confirm Hūnua 1 and 2 could cater for demand in Hūnua 3's absence.
- The team also carried out several system improvements to increase capacity and ensure reliability.
- The shutdowns took 40 hours in July and 28 hours in August, all within the estimated timeframe.
- The work involved people from infrastructure, commissioning, processes, northern and southern treatment teams, transmission and our central control room.
- The operation was a success and our communities continued to receive treated drinking water 24/7.

## THREE AWARD WINS

### WATERCARE WINS TWO BIG AWARDS AT THE CIVIL CONTRACTORS NEW ZEALAND (CCNZ) CONSTRUCTION EXCELLENCE AWARDS

- The recently completed **Wynyard Quarter Pump Station** project was recognised in the **Projects up to \$5 million category**.
- The upgrade included a 10.5-metre tall pump station aboveground and a giant 14-metre deep circular tank beneath it.
- The pump station was architecturally designed to reflect the silos commonly seen in the area. Visitors can go on the roof of the station to enjoy the views and the ground floor includes a new public toilet.
- The new pump station and underground tanks can store 400,000 litres of wastewater, reducing the incidences of wet-weather overflows during heavy rain, when large amounts of stormwater suddenly enter the system.
- Our contractors Fulton Hogan were commended for "delivering an innovative and technically challenging project involving several main stakeholders."
- The **Army Bay Wastewater Outfall** pipe was recognised in the **Projects between \$20-\$100 million category**.
- Our contractors were McConnell Dowell.
- Projects manager John McCann stated that the judges were very impressed with the innovation of using Direct Pipe method for a trenchless installation and commended the way the risks were managed.
- The project set a world record for the longest drive using this machine.
- The project was also recognised for being completed on time and within budget.
- The upgraded wastewater treatment plant operates more efficiently and will support projected population growth in the wider region.

### ARMY BAY PROJECT WINS MAJOR AWARD AT THE NO-DIG DOWN UNDER AWARDS

- The **Army Bay Wastewater Project** won the **New Technology of the Year award** at the **NO-Dig Down Under** awards dinner in Melbourne in early September 2019.
- The awards are a component of the NO-Dig conference held bi-annually, with 1,800 attendees and in excess of 100 exhibitors. The conference focuses on Trenchless Technology involving the installation, replacement or renewal of underground utilities with minimum excavation and surface disruption. This technology ranges from small diameter (100mm) to large diameters in excess of 5 metres.
- The Army Bay project was recognised for the innovation, success, world record drive and the support Watercare gave enabling this technology to be used for the first time in New Zealand.
- In winning the Down Under award, this project is now a finalist at the International No-Dig conference awards in October 2019.



*John McCann (Watercare), Brent Whiting and Paul Cooper (both McConnell Dowell). Scott Cummins CEO McConnell Dowell was also in attendance at the Awards in Melbourne.*

## 9. DIGITAL UPDATES



### STRATEGIC TRANSFORMATION PROGRAMME (STP) UPDATE

- STP continues to progress to programme with Release 7 delivery.
- Significant progress made across the new billing platform with the squad having now successfully moved into a parallel run. This will continue as we build confidence in the new solution and continue to prepare to switch across to the new platform.
- An independent review of programme quality (testing strategy and execution) and our go-live readiness for our customer and billing value stream (particularly the core billing functionality) has been completed by EY as part of their IQA (Independent Quality Assurance) engagement and will be reported to the STP board sub-committee this month.

### RELEASE 7 WORK UNDERWAY

STP continues to progress to programme with Release 7 delivery. Other areas across the programme continue:

- Updated web portal integrated with the new core billing functionality
- Development of the faults and work order management work flow across Watercare, MSN and contractors
- Asset management roll out completed for northern region. Continue to roll out asset management across the southern regions.
- Development and user testing of the activity tracker to view all work order activities across Watercare continues
- Supporting the new financial and project management activities and develop and migrate remaining functionality
- Develop and rollout of predictive connected network models moving closer towards a digital twin of our network
- Development of our Nerve Centre capability

## 10. DELEGATED AUTHORITY OF THE CHIEF EXECUTIVE

**In August 2019, Watercare processed three deeds, instruments or document, with the delegated authority provided to the Chief Executive by the Board.**

- 1 x Surrender of a section 18 Public Works Act Notice over land in Khyber Pass Rd
- 1 x compensation certificate registered in Watercare's favour
- 1 x Licence to Occupy land in Drury for the construction of a wastewater pipeline

**In August, there were four Capex/Opex contracts, over \$100,000, approved by the CE in accordance with the delegated authority provided to the Chief Executive by the Board.**

- Hingaia Rising Main and Pump Station Upgrade (GHD Ltd)
- Redoubt Rd Flow Control Station – Detailed Design (Beca Ltd)
- Chlorine Gas Auto-shutoff Device (Filtec Ltd)
- Kowhai Reservoir Roof Replacement (Cassidy Construction Ltd)







In August 2019, there were four capex approvals totaling \$7.4m signed in accordance with the delegated authority provided to the Chief Executive by the Board in relation to Capex approvals below a threshold of \$15m.

- Broadway Park Smart Meter Install - \$657,225
- ServiceNow - Business case - \$583,156
- Silverdale West Water Servicing Phase 1, Opportunistic Works - \$6,160,000

**Report to the Board of Watercare Services Limited**  
 Prepared for the 24 September 2019 Board Meeting

**5.1**

## Update on our Water Efficiency Strategy, including District Area Meters and Smart Meters

Purpose			Team		
Information	Discussion	Approval	Prepared and Recommended		Submitted
			<b>A Singleton</b> Chief Customer Officer		<b>R Jaduram</b> Chief Executive
Intellectual capital	People and culture	Community and stakeholder relationships	Financial capital & resources	Natural environment	Assets and Infrastructure
					

### 1. Recommendation and key point

That the Board notes this update from the May 2019 paper on the key projects that are gaining traction on the Water Efficiency Strategy.

#### Key points

- Watercare is making steady progress on the implementation of the water efficiency strategy.

### 2. Purpose and context

Our target is to reduce Auckland's average overall rate of consumption by 15%, by 2025 as compared with 2004. This paper updates the Board on key initiatives that Watercare is investing in so we can meet our water efficiency target. These include:

- Leveraging metering technology to:
  - Reduce non-revenue water through the installation of district meters, allowing us to improve leak management;
  - Installation of smart digital meters to domestic and commercial users, schools and sports clubs so that we can drive awareness of usage and regularly monitor these customers' use to encourage water efficiency;
- Working with our partners and our people to drive awareness of unauthorised water use; and
- Investigating the viability of water re-use for commercial customers.

### 3. The details

#### 3.1 We are leveraging metering technology to reduce non-revenue water by installing district meters and improving leak management

We have identified Bulk Supply Points (BSPs) where we have the highest levels of non-revenue water. We have prioritised leak detection work and also split the areas into smaller District Metering Areas (DMAs). This gives a higher level of priority.

Progress to date:

- Active leak detection work has begun in Maungakiekie. This area had the highest volume of non-revenue water. Investigation is underway to determine the number and boundaries of smaller DMAs to be created. The sweep of Maungakiekie zone commenced in August 2019. 131 leaks have been found on the public network. Estimated volume of the leaks is 265 l/min (380m<sup>3</sup>/day). These leaks are being fixed now.
- Active Leak Detection work in Māngere - 258km of watermain in the Māngere / Airport zone was swept May to July 2019. 127 leaks on the public network were found with an estimated total volume of 275 l/min (395m<sup>3</sup>/day). These leaks have been fixed.
- We have split Waitakere into 25 DMAs (originally there were only 7). The 18 new DMAs have been designed and the contractor is currently pricing the necessary physical works.
- In Manukau we are reviewing which district meters are operational and if there are any DMAs that can be created with existing infrastructure, following which the areas with leaks will be swept.

### 3.2 We are providing smart meters to our top commercial customers, schools and sports clubs and

**Broadway Park to drive awareness of usage and regular monitoring to drive efficiencies**    

Project updates to date:

- Our commercial customer digital meter rollout project includes 50 high-use key customers representing 9 different industry segments (e.g. food manufacturing, education, retail etc), 18 high-use schools and 10 high-use sports clubs. 150 digital meters will be installed across these identified high-use sites, replacing 60 old mechanical meters. The business case for this work has been approved and the project is now being rolled out.
- Watercare, together with Litefoot (a charitable trust that conducts sustainability audits on sports clubs), will soon start monitoring water consumption trends in real time through the installation of the digital meters at the 10 sports clubs. Clubs were selected based on higher water bills and usage, inefficient tap-ware and leaky infrastructure. We will seek to drive water efficient practices in sports clubs through: behaviour change; water efficiency upgrades (small to large interventions); leak audits; and periodic monitoring and reporting of water usage data. Sports clubs will also be encouraged to set water reduction goals and monitor improvements. This follows the success and prototype we had with the Manuaku Rovers Rugby Club.
- Broadway Park, Newmarket, recently transitioned to the Watercare network. This property has a high meter failure rate and is a leak risk. The project has been initiated to reduce the identified non-revenue water.
  - Phase 1: 93 residences and 10 irrigation meters have already been replaced with smart meters.
  - Phase 2: On 10 September 2019 we started work on replacing meters for a further 272 apartments with smart meters. This work should be complete by early November.

- We are also working with the Body Corporate to ensure all water use (e.g. residential, irrigation and common areas) is being metered and invoiced correctly. This should see our non-revenue water rate decrease and our revenue increase.

### 3.2 Working with our partners and our people to drive awareness of unauthorised water use

We have launched a water theft campaign to increase awareness of unauthorised water use with our staff, contractors and meter readers. The campaign encourages our people to be vigilant of any potential illegal water use. Illegal use could come from an illegal/unmetered connection, illegal use of a standpipe or misuse of a fire connection.

- To date we have identified over 1,000 potential illegal connections. Our newly established revenue assurance team is now investigating these properties to ensure they are all metered and being invoiced correctly.
- We have dealt with 62 illegal connections over the last 2 months, which had resulted in \$500k of additional IGC revenue, and water charges, to date.
- We will consider prosecuting customers who do not cooperate.

### 3.3 Investigating the viability of water re-use for commercial customers

Work in this area is already underway by our Water Quality Science Team. Initial feasibility work indicates that the current regulatory frameworks associated with wastewater reuse is vague – there is limited guidance and no specific regulation in this area. The requirements of government bodies (e.g. Ministry of Health) are likely to be complex and will require time to develop and implement.

Additionally, we will be assessing the potential cost of the management, treatment and supply of reuse water to ensure that the proposed options are economically viable and sustainable from a cost and environmental perspective.

That said, in the meantime, we are educating our commercial customers to be open to potential reuse of treated wastewater in the future. To date, we have had preliminary discussions with:

- Auckland Council Parks regarding treated wastewater reuse from our Rosedale plant to irrigate the Rosedale Park; and
- Auckland International Airport Ltd regarding treated wastewater reuse from our Māngere plant to be used in the construction of the second runway. The treated wastewater could also be used for toilets.





Board - Public Session - Directors' Corporate Governance Items




Board Planner 2019 / 2020

	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December
Meetings	Board 24-Sep	30 Oct	26-Nov	17 Dec (Teleconference)	28-Jan 11am-3pm	28-Feb 8.30am-12.30pm	26 Mar 8.30am-12.30pm	28-Apr 8.30am-12.30pm	28-May 8.30am-12.30pm	30 Jun 8.30-12.30pm	28-July 8.30am-12.30pm	25-Aug 8.30am-12.30pm	29-Sept 8.30am-12.30pm	27-Oct 8.30am-12.30pm	24-Nov 8.30am-12.30pm	15-Dec 8am-11am (Teleconference)
	Audit and risk committee	29 Oct (3-5pm)			28-Jan (8-10am)				25-May 1pm-3.30pm		27-July 1pm-3.30pm	24-Aug 10am-12.30pm		TBC		
	People, Remuneration and appointments committee	29 Oct (1-3pm)			TBC			TBC		TBC		TBC			TBC	
	AMP & Major Capex Committee			13 Nov (9.30am-12pm)		TBC			TBC			TBC			TBC	
	STP Committee	24 Sept (after Board Meeting)		25 Nov (3-5pm)			TBC: Final close out meeting									
Events	Community and Stakeholder Relationships				Congratulate 2018 Award Winners (After board meeting)	TBC: Meet the Diversity & Inclusion Committee	Governing Body Workshop TBC	TBC: Joint meeting with Wellington Water				Action 2030 Symposium TBC	Governing Body Workshop TBC			
Governance	Charter reviews		Corporate Governance charter		PRAC charter		AMCC Terms of Reference		A&R Charter							
	Policy reviews		Tax Risk Management Policy Board Delegations to the CE	Fraud Policy				Good Employer Policy	Sensitive Expenditure Policy IGCs	Health, Safety & Wellness	Risk Management Policy (2021)					
	Risk report Due to Council		Risk report		Risk report			Risk report			Risk report			Risk report		
	Enterprise Risk report to Board		Report to Board		Report to Board			Report to Board			Report to Board			Report to Board		
	Compliance		Statutory compliance		Statutory compliance			Statutory compliance			Statutory compliance			Statutory compliance		
	H&S Quarterly report		Jul-Sept 19 Report		Oct-Dec 19 Report			Jan-Mar 20 Report			Apr-Jun 20 Report			Jul-Sept 20 Report		
	Shareholder interaction	Q4 briefing to F&P Committee 17 September 2019 (M Devlin) Auckland Council's A&R Committee Date TBC	Q1 quarterly report due TBC (to be approved by Board at the October meeting).		Q1 briefing to F&P Committee TBC		Q2 quarterly report due on TBC (to be approved by Board at February meeting)	Q2 briefing to F&P Committee TBC		Q3 quarterly report due on TBC (to be approved at the May meeting)	Q3 briefing to F&P Committee TBC	Q4 quarterly report due on TBC (to be approved by Board at July meeting, subject to final sign off)		Q4 briefing to the F&P Committee TBC	Q1 quarterly report due on TBC	Q1 briefing to F&P Committee TBC
	Site Visits	Site Visit (11 September - Rosedale & Huia)		Site Visit (after Board Meeting) - Puketutu Island			CI Induction and site visit to CI sites									
	Board training & development			H&S Board Update (once new board members have started)												
	Strategic planning & Deep Dives	Strategy update		Strategy Update			Strategy Update			Strategy update			Strategy Update			
Business planning	Key finance and business decisions		AMP (Draft)		Auckland Council Draft Annual Plan - approve Watercare input	Approve half year accounts Draft Auckland Council Annual Plan - approve Watercare input	a) approve financials for Draft SOI including projected 20/21 price increases, b) approve long term financials for Auckland Council modelling AMP (Final)		Auckland Council to notify Watercare of Group Treasury Interest Rate by 30 April Approve Insurance Proposal Auckland Council and Watercare to review Treasury Interest rate by 31 May	Approval of 2020/21 Budget & updated SOI Financials Mayor's Treasury Guarantee Letter due by 30 June	Approve Auckland Council Reporting Pack	a) approve 2020/21 accounts, b) delegate final sign off of 2020/21 Annual Report		AMP		Auckland Council Draft Annual Plan - approve Watercare input
	Statement of intent		2018/2019 SOI Results to be presented to Board at Public Meeting. Public Deputations received.		2020/21 Letter of Expectation to be received	Draft 2020-2023 SOI for Board's review	Approval of Draft 2020-2023 SOI		Present shareholder SOI feedback at public meeting. Public Deputations received.	Final 2020-2023 SOI issued to shareholder		Final 2020/2023 SOI adopted by Auckland Council		2019/2020 SOI Results to be presented to Board at Public Meeting. Public Deputations received.		2021/22 Letter of Expectation to be received

**Report to the Board of Watercare Services Limited**  
Prepared for the 24 September 2019 Board meeting

## Disclosure of senior executives' interests

6.2

Purpose			Team		
Information	Discussion	Approval	Prepared	Recommended	Submitted
			<b>E McBride</b> Governance Manager	<b>R Fisher</b> Company Secretary	<b>R Jaduram</b> Chief Executive
Intellectual capital	People and culture	Community and stakeholder relationships	Financial capital & resources	Natural environment	Assets and Infrastructure
					

### 1. Purpose and context

One of key principles of good governance is transparency, and having an open and honest approach to working with the wider community. Watercare not only maintains an Interests Register for its directors (as required by law), but also voluntarily maintains an Interests Register for our senior executives.

### 2. The details

Watercare Services Limited's senior executives' Interests Register is set out below.




Senior Executive	Interest
Raveen Jaduram	<ul style="list-style-type: none"> <li>Steering Committee Member – Business Leaders' Health and Safety Forum</li> <li>Director – Committee for Auckland</li> <li>Director – J N Jaduram Corporation Limited (Fiji)</li> <li>Member - Auditor-General's Local Government Advisory Group</li> <li>Director designate – New Zealand Infrastructure Commission - Te Waihangā</li> </ul>
Rob Fisher	<ul style="list-style-type: none"> <li>Deputy Chair – Middlemore Foundation</li> <li>President – Auckland University Rugby Football Club</li> <li>Trustee – Watercare Harbour Clean Up Trust</li> <li>Trustee – Te Motu a Hiaroa (Puketutu Island) Governance Trust</li> </ul>
Steve Webster	<ul style="list-style-type: none"> <li>Director – Howick Swingym Limited</li> </ul>
Marlon Bridge	<ul style="list-style-type: none"> <li>Trustee – Te Motu a Hiaroa (Puketutu Island) Governance Trust</li> </ul>
Rebecca Chenery	<ul style="list-style-type: none"> <li>Director – Chenery Consulting Services Limited</li> </ul>
David Hawkins	<ul style="list-style-type: none"> <li>Nil</li> </ul>
Jason Glennon	<ul style="list-style-type: none"> <li>Director - Michaels Ave Investments Limited</li> </ul>
Amanda Singleton	<ul style="list-style-type: none"> <li>Director – Die Weskusplek Pty Ltd (South Africa)</li> <li>Trustee – Te Motu a Hiaroa (Puketutu Island) Governance Trust</li> </ul>
Shane Morgan	<ul style="list-style-type: none"> <li>Committee Member – International Water Association, New Zealand</li> </ul>
Shayne Cunis	<ul style="list-style-type: none"> <li>Director – The Water Research Foundation (USA)</li> </ul>



Report to the Board of Watercare Services Limited  
Prepared for the 24 September 2019 Board meeting

## Directors' appointment terms and committee memberships

6.3

Purpose			Team		
Information	Discussion	Approval	Prepared	Recommended	Submitted
			<b>E McBride</b> Governance Manager	<b>R Fisher</b> Company Secretary	<b>R Jaduram</b> Chief Executive
Intellectual capital	People and culture	Community and stakeholder relationships	Financial capital & resources	Natural environment	Assets and Infrastructure
					

### 1. Purpose and context

This paper provides an update on:

- the tenure of the seven directors of Watercare Services Limited
- details of the committees each director is a member of.

### 2. The details

**Table 1: We have seven directors**

Our directors are appointed by Auckland Council

Director	Original appointment date	End of term
Margaret Devlin (Chair)	1 November 2016	31 October 2022
Brendon Green	1 November 2016	31 October 2022
Nicola Crauford	1 April 2014	31 October 2021
Julia Hoare (Deputy Chair)	1 November 2013	31 October 2020
David Thomas	1 November 2014	31 October 2020
Catherine Harland	21 April 2011	31 October 2019
Hinerangi Raumati-Tu'ua	1 August 2019	31 October 2021

**Table 2: We have four committees to assist the Board in its corporate governance**

Committee Chairs and members are appointed by the Chair. Attendance at Committee meetings by non-members is optional.

Director	Audit and Risk	People, Remuneration & Appointments	Strategic Transformation Programme	AMP & Major Capex
Margaret Devlin (Chair)	*	✓		✓
Julia Hoare (Deputy Chair)	Committee Chair			✓
Catherine Harland		Committee Chair	✓	✓
Nicola Crauford			✓	Committee Chair
David Thomas	✓	✓		
Brendon Green	✓		Committee Chair	
Hinerangi Raumati-Tu'ua	✓			

*\*Board Chair attends in ex-officio capacity*

