

## WATERCARE SERVICES LIMITED

<b>AGENDA</b>	<b>BOARD MEETING</b>	<b>Friday, February 26, 2021</b>
<b>Venue</b>	Watercare Services, Level 3 Boardroom, 73 Remuera Road, Remuera	
<b>Time</b>	10.30am	

*Open Public Meeting*

Item	Spokesperson	Action sought at governance meeting	Supporting Material
<b>1 Opening Karakia</b>	Brendon Green		
1.1 Meeting Administration	Chair	For discussion	Verbal update
<b>2 Apologies</b>	Chair	Record apologies	Verbal
<b>3 Minutes of Meeting</b>	Chair	Approval of minutes of the meeting of 29 January 2021	Minutes of the meeting of 29 January 2021
<b>4 Disclosure of Directors' Interests</b>	Chair	For noting	Report
<b>5 Public Deputations</b>	Chair	For information	Verbal
<b>6 For information</b>			
6.1 January 2021 Central Interceptor Report	Shayne Cunis	For information	Report
6.2 Drought Update	Mark Bourne	For information	Presentation
6.3 Iwi Relationships	Richard Waiwai	For information	Report
<b>7 For discussion</b>			
7.1 Safety Moment	All	For sharing	Verbal
7.2 Preparing for ongoing drought	Mark Bourne	For discussion	Report
7.3 Acting Chief Executive's Report	Marlon Bridge	For discussion	Report
7.4 Board Committee Updates	Committee Chairs	For discussion	Verbal update
<b>8 Directors' Corporate Governance Items</b>			
8.1 Board Planner	Chair	For noting	Report
8.2 Disclosure of Senior Executives' Interests	Chair	For noting	Report
8.3 Directors' Appointment Terms and Committee Memberships and meeting attendances	Chair	For noting	Report
<b>9 General Business</b>	Chair	For discussion	Verbal update
9.1 Closing Karakia	Brendon Green		Verbal
<b>Date of next meeting</b>	Tuesday 30 March 2021		

# MINUTES

SUBJECT WATERCARE SERVICES LIMITED BOARD MEETING

VENUE Watercare, Level 3 Boardroom, 73 Remuera Road, Remuera

DATE 29 January 2021

TIME 9.30am

PUBLIC SESSION			
	<b>Present:</b> Margaret Devlin Dave Chambers David Thomas via Teams Frances Valentine Nicola Crauford	<b>In Attendance:</b> Steve Webster Amanda Singleton Rebecca Chenery David Hawkins Shayne Cunis Mark Bourne Anin Nama Rob Fisher Jason Glennon Bronwyn Struthers Drew Thoresen (until the end of item 6.3) Liam Templeton (for item 6.3) Brendon Dockary (for item 6.3) Jodie Atkin Pinaz Pithadia	<b>Guests:</b> Councillor Linda Cooper (Auckland Council Liaison Councillor). Jim Stabback (Chief Executive of Auckland Council) Glenn Wilcox (Independent Māori Statutory Board)
1.	<p>Frances Valentine opened the meeting with a karakia.</p> <p><b>1.1 Meeting Administration</b></p> <p>The Chair introduced Jim Stabback and Glenn Wilcox and outlined the agenda and focus for the day.</p> <p>The Chair noted that next month's meeting will include the finalised Aurecon Review.</p> <p>She also provided an update on the CEO recruitment process, advising that it is anticipated that an announcement will be made mid-end February.</p> <p>The Chair formally acknowledged the work done by Anin Nama's team on the Waikato 50 tie-in work over the Christmas period. She also acknowledged the work done by Shayne Cunis' team on the recent concrete pour on the Central Interceptor project.</p> <p>The Chair extended her congratulations to Hinerangi Raumati-Tu'ua on her recent re-election to Te Arataura.</p> <p>The Chair also congratulated Nicola Crauford on being awarded a Fellowship from IPENZ.</p>		
2.	<p><b>Apologies</b></p> <p>Apologies were received from: Brendon Green, Hinerangi Raumati-Tu'ua, Marlon Bridge and Shane Morgan.</p>		

3.	<p><b>Minutes of Previous Meeting</b></p> <p><b>3.1 Minutes of 24 November 2020</b></p> <p>The Board <b>resolved</b> that the minutes of the public session of the Board meeting held on 24 November 2020 be confirmed as true and correct.</p> <p><b>3.2 Minutes of 23 December 2020</b></p> <p>The Board <b>resolved</b> that the minutes of the public session of the Board meeting held on 23 December 2020 be confirmed as true and correct.</p>
4.	<p><b>Disclosure of Directors' Interests</b></p> <p>Nicki Crauford advised that she is no longer a member of the Advisory Board of Stats New Zealand.</p> <p>No other changes to the register of Directors' interests were required.</p>
5.	<p><b>Public Deputations</b></p> <p>There were no public deputations.</p>
6.	<p><b>For Information</b></p> <p><b>6.1 December 2020 Central Interceptor Report</b></p> <p>Shayne Cunis (Executive Programme Director for the Central Interceptor) spoke to the report. He noted that the project is progressing well and the concrete pour for the Māngere Pump Station, the naming ceremony for the tunnel boring machine (TBM) and the commissioning of the pre-cast yard have all recently been completed. The micro-TBM (MTBM) has also arrived in Auckland following shipping delays.</p> <p>He advised the Board that there was a recent close-call on the project. A reinforcing cage began to unravel but as there was an exclusion zone in place, no-one was hurt.</p> <p>There was also an incident in which a member of the public drove through a CI site and struck a pedestrian. Traffic control was in place. The driver failed to stop as required by the traffic signal.</p> <p>The current focus is on both the micro-tunnel and the main tunnel which are to start before June.</p> <p>The Board noted that a WorkSafe improvement notice was issued. Shayne confirmed that this related to consistency between plans and actions and did not involve any prohibitions. His team have responded to WorkSafe and the issue has now been addressed.</p> <p>Shayne informed that Board that key staff are back in New Zealand, or due to arrive shortly. David White (Design and Construction Manager) is currently in NZ and Stefano Vittor (Construction Manager) is due to arrive on 7 February 2021. The Chair acknowledged the assistance provided by the Mayor in ensuring that these key people could return to NZ.</p> <p>The need to align staff leave and the programme of works was discussed. This should form part of the overall project planning as well as the need to ensure the supply of equipment, in the context of any impacts that may arise, as a consequence of any possible future Covid-19 restrictions.</p> <p>Shayne advised that three claims, amounting to \$25M, all of which are Covid-19 related, have been lodged by contractors. These are currently being reviewed.</p> <p><b>6.2 Drought Update</b></p> <p>Mark Bourne (Head of Servicing and Consents) provided the drought update for the week. He noted that the current dam storage levels compare favourably to this time last year. He also noted that storage levels are dropping at a rate of 0.1% per day, half the rate in 2020. This week's daily demand has been 440–460MLD which is not unexpected. In February the seven-day rolling target will increase to 511MLD, so there should be no cause for concern if there is an increase in demand in February; the focus will be on remaining below target.</p>

Mark noted that although New Zealand is experiencing a La Niña weather pattern, it is unusual as it is not producing the expected wet conditions.

The Chair noted that, in respect of storage levels and demand, we are currently seeing what we expected to see, except that rainfall has been lower than expected. She noted that the level of demand is lower than expected.

Management noted that 10.3 billion litres of water have been saved by Aucklanders since the restrictions on use were implemented in May 2020.

The Chair invited questions from Jim Stabback, Councillor Linda Cooper and Member Wilcox.

Councillor Cooper noted that she was pleased that we are tracking well and asked what is expected in March. Mark explained that an increase in demand is expected in February, but the rate is expected to decrease in March. He advised that, although lake levels are ordinarily expected to decline over the summer, we are not expecting a significant rate of decline as the forecast is for normal to slightly above normal rainfall.

In answer to a further question from Councillor Cooper, regarding how long water restrictions need to remain place, and how the public are responding to them, Amanda Singleton (Chief Customer Officer) explained there has been a decrease in complaints (dob-ins) being made by customers about breaches of restrictions. This indicates a high-level of awareness by the public. She noted that commercial customers contributed 15% of the reductions in water use that we have seen. This was driven by changes in production methods which will remain in place and should therefore be sustained. David Hawkins said that there is no current fatigue with the restrictions. This is being managed by varying the advertising campaign. However, he noted that in view of the reduction in the use of the Covid-19 tracking app, by example, if restrictions continue for too long, customer fatigue is likely.

Mark summarised the updates to the drought augmentation projects and the non-revenue water projects as detailed in the report.

The Board requested that the AMCC review the completed water augmentation projects.

The Board also requested that for the February 2021 meeting, the Board and management consider the possibility and ramifications of a potential third year of drought.

### **6.3 Learning and Organisational Development**

Jason Glennon (Chief People Officer) introduced the project and Drew Thoresen (Head of Learning and Occupational Development).

Drew spoke to the presentation, noting that it provided a snapshot of what was done in 2020 and what is to come in 2021. The focus was on succession planning and identifying critical roles within Watercare, as well as identifying career pathways. He explained that his team is focussed on developing staff to ensure that any personnel gaps can be addressed to meet the needs of the business, without the need to rely on outside services. Jason noted that with the coming water reforms and water regulation, Watercare needs to build depth of capability.

Of particular note, Drew advised that in Operations, 80% of roles are critical.

In respect of diversity and inclusion, Drew stated that the goal is for this to become something that is inherently within everything we do at Watercare.

Liam Templeton and Brendon Dockary recently completed the Future Stars training programme, during which their team developed a business case for sewer mining and wastewater re-use. They gave a presentation to the Board, on behalf of their team and all of those involved in the programme, about both the business case itself (item 6.3.1 on the agenda and in Board pack) and the training programme.

Both Liam and Brendon found the training invaluable and enjoyable.

The Board were extremely impressed with the presentation, which involves the use of 'sewer mining', or the re-use of wastewater for irrigating green spaces (in this case the Titirangi Golf Course).

The Board discussed issues such as pricing and consenting and were impressed with the level of innovation.

The Board asked that the business case be further developed and the next steps be established.

	<p>Anin Nama, Steve Webster and Amanda Singleton agreed that further due diligence on this project is required.</p> <p>Jim Stabback said that he felt that this project represents something very important for New Zealand. He noted that we are currently in a window of opportunity that puts this kind of project in focus. He also noted that it is important that New Zealand's first foray into this kind of work (wastewater re-use) be successful. He suggested that someone from Council be at the table and ready to assist with the consenting for this project, again noting its importance for all of New Zealand.</p> <p>Councillor Cooper said that we know that harvesting and the re-use of wastewater can be difficult for the public to accept, and so successfully building a project such as this will pave the way for this to be done elsewhere.</p> <p>The Board asked that this project remain in focus for the Board and that we work with Council on moving it forward.</p> <p><b>6.4 CCO Review Outcome – Update</b></p> <p>Rob Fisher (Company Secretary) spoke to this paper which was taken as read.</p> <p>Rob acknowledged Mark Bailey's work on this. The purpose of it is to demonstrate that significant progress has been made.</p> <p>The paper includes some examples of the good progress being made on the recommendations of the CCO Review panel .</p> <p>Jim Stabback noted that the CCO Review was delivered at about the time he took his position as chief executive of the Council, which has enabled him to understand the opportunities presented. He is encouraged by the spirit of intent to make the relationship work. He noted that it is important not to simply tick off the 64 recommendations. He emphasised the need to deliver on the spirit of what was intended.</p> <p>The Chair noted that some of the Watercare staff who participated in the learning and development programmes (such as Future Stars) may be candidates for a secondment to Council to assist with building stronger working relationships between Council and Watercare.</p>
7.	<p><b>For approval</b></p> <p><b>7.1 Corporate Governance Charter Review</b></p> <p>Rob Fisher presented this paper.</p> <p>Rob explained that there were four areas that the Board had asked to be considered in updating the Charter, being:</p> <ol style="list-style-type: none"> <li>1. CCO recommendations</li> <li>2. Statutory responsibilities</li> <li>3. Engagement with iwi</li> <li>4. Board sub-committees</li> </ol> <p>Rob advised that he was looking for guidance from the Board and acceptance of the changes made.</p> <p>He advised that the Charter may not be the most appropriate place to detail iwi engagement, but he recommended it was appropriate to refer to all of the 19 iwi of Tāmaki Makaurau.</p> <p>He noted that it is important that the Charter references section 58 of the Local Government (Auckland Council) Act 2009, dealing with the requirement to give effect to the LTP and other Council plans, as well as section 57.</p> <p>He also noted that customers are not currently specified in the Charter, among the stakeholders, so amendment is recommended to specify them.</p> <p>Rob noted that some sub-committees of the Board have been dis-established, and others have been established which has been reflected in the suggested amendments.</p> <p><i>The Board <b>approved</b> the Charter with the recommended changes.</i></p>

	<p><b>7.2 Te Tangata Komiti charter</b></p> <p>Rob Fisher spoke to this paper.</p> <p>The Te Tangata Komiti Charter was approved by the Te Tangata Komiti (TTK) and was presented to the Board today for final approval by the Board.</p> <p>The TTK Chair advised that no revisions were required.</p> <p><i>The Board <b>approved</b> the TTK Charter.</i></p>
8.	<p><b>For discussion</b></p> <p><b>8.1 Safety Moment</b></p> <p>It was noted that the QR code, Covid-19 app, must be used by all staff in light of the recent cases in Northland and Auckland.</p> <p><b>8.2 Acting Chief Executive's Report</b></p> <p>The report was taken as read and was presented by Steve Webster (Chief Infrastructure Officer).</p> <p><b><i>HSW External Review</i></b></p> <p>The Board asked for an update on the Health Safety and Wellbeing External Review. Jason Glennon explained that the process to appoint a service provider has been thorough, and most of the companies in New Zealand, who do this work, have not had the capacity to act in the timeframe that we asked of them.</p> <p>The process has taken longer than expected because of the difficulties in getting the service providers to respond. Five companies were approached, two of which withdrew, and another (Du Pont) did not respond even after being given further time to do so. He explained that the preferred service provider is Human Synergistics.</p> <p>In response to a question from the Board, Jason explained that the process is expected to take 8 to 13 weeks and the team is hoping to start with a survey, delivered internally, in mid-February. The survey is expected to be available to the Board at the end of February.</p> <p>The Chair requested that an update be included in the Chief Executive's report in February.</p> <p><b><i>Change in terminology for safe drinking water</i></b></p> <p>The Board then discussed the significance and ramifications of the change in terminology, away from using 'Aa' graded water. The Water Safety Plan is to be used to demonstrate that the water is safe. Anin Nama (Manager Improvement Programme and Acting Chief Operations Officer) explained that his team has a work stream focused on what those changes will mean for Watercare.</p> <p>Nigel Toms (Acting Chief Financial Officer) explained that the assessor of drinking water quality is currently being changed. The new assessor is asking questions differently to the previous assessor and Watercare is still getting used to answering these new questions. This situation is the same for all water suppliers across New Zealand.</p> <p>The Board asked what our plan is with respect to the Water Safety Plan, and whether there is any indication that we will be at risk of non-compliance. Anin confirmed that we do not believe there is any significant risk of non-compliance and good progress is being made with our Water Safety Plan. Anin is satisfied that Watercare remains compliant and water is still being produced to the 'Aa' standard.</p> <p>The Chair requested the Q2 Report to Council be updated to communicate to Council how this change will affect Watercare.</p> <p>A paper is also to be presented to the Board at the February meeting updating our position on this.</p> <p>Amanda Singleton explained that we do need to find an easy way to communicate the new measure to our customers.</p>

	<p><b><i>Western water supply strategy</i></b></p> <p>The Board asked how long it is likely to take for the consent to be obtained. Rob Fisher, in response, explained that the delay is in the availability of the three original commissioners to reconvene the hearing. The hearing is likely to be reconvened in February.</p> <p><b><i>HSW incident – power cable struck by a digger</i></b></p> <p>The Board discussed the importance of real consequences for breaches of procedures. Steve Webster confirmed that firm action was taken, and the person involved was extremely remorseful.</p> <p><b><i>Water reform</i></b></p> <p>The Chair asked for an update on the water reform process.</p> <p>In response, Steve Webster explained that the best person to answer this was currently unavailable as he was meeting with the DIA (Department of Internal Affairs, Te Tari Taiwhenua). Steve also acknowledged that Raquel Goldsmith (Financial Planning and Pricing Manager) is doing a stunning job in compiling the responses to the DIA requests (RFI).</p> <p>The Board asked whether Watercare and Council are running two parallel work streams in respect of the RFI. The Board also asked whether Council is engaging with Watercare and obtaining the information it needs from us.</p> <p>Steve Webster and Jim Stabback confirmed that they have discussed doing so. Jim suggested that two separate streams may be in train and that a plan is now in place to address that.</p> <p>The Board noted that a meeting should be arranged between the Board of Watercare and the elected members of Council. The ultimate decision on participation in water reform is not Watercare's, however, Watercare is in a prime position to provide Council with advice on options, risks and opportunities. Jim advised he would follow through on this matter.</p> <p><b>8.3 Board Committee Updates</b></p> <p>David Chambers, Chair of the TTK, informed the Board that the TTK had met on 27 January 2021, during which Drew presented and discussed the presentation given to the Board at this meeting at item 6.3. He explained that the focus of the meeting was on succession planning and developing a dashboard for that.</p> <p>The Komiti Chair also advised that the Work Plan for the Komiti is being re-worked to align with SOI targets.</p> <p>He noted that there was a significant amount of material presented at the meeting, which is available on Boardbooks.</p>
9	<p><b>Directors' Corporate Governance Items</b></p> <p><b>9.1 Board Planner</b></p> <p>Work is to be done on restructuring the Board Work Plan to reflect a more strategic focus in the work cycle. Board meetings are to alternate between a focus on 'house-keeping' items such as statutory requirements in one month, and strategy items in the following month.</p> <p><b>9.2 Disclosure of Senior Executives' Interests</b></p> <p>There were no changes to the documented disclosures.</p> <p><b>9.3 Directors' Appointment Terms and Committee Memberships and Meeting Attendances</b></p> <p>The Chair noted that a recommendation will be put forward to Council on 7 February 2021 for a new Board member.</p> <p>The process will then commence again in March to appoint a new Board member to replace Nicki Crauford.</p>

10	<p><b>General Business</b></p> <p>There was no general business to discuss.</p> <p><b>10.1 Closing karakia</b></p> <p>The closing karakia was performed by Glenn Wilcox.</p> <p>The meeting closed at 11.20am.</p>
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CERTIFIED AS A TRUE AND CORRECT RECORD

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Margaret Devlin, Chair






**Report to the Board of Watercare Services Limited**

Prepared for the 26 February 2021 meeting

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## Disclosure of Directors' interests

Purpose			Team		
Information	Discussion	Approval	Prepared and Recommended	Submitted	
			<b>Rob Fisher</b> Company Secretary	<b>Marlon Bridge</b> Acting 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 directors 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 and Chair, Lyttleton Port Company Limited</li> <li>• Director, Waikato Regional Airport</li> <li>• Director, Titanium Park (wholly owned subsidiary of Waikato Regional Airport)</li> <li>• Director, Waimea Water Limited</li> <li>• Director, Aurora Energy</li> <li>• Director, IT Partners Group</li> <li>• Councillor, Waikato University</li> <li>• Deputy Chair, WINTEC</li> <li>• Independent Chair of Audit and Risk Committee, Waikato District Council</li> <li>• Director, Infrastructure New Zealand</li> <li>• Chair, Advisory Board Women in Infrastructure Network</li> <li>• Chair, Hospice Waikato</li> <li>• Chartered Fellow, Institute of Directors</li> <li>• Member, Institute of Directors, Waikato Branch Committee</li> </ul>

Director	Interest
Nicola Crauford	<ul style="list-style-type: none"> <li>• Chair, GNS Science Limited</li> <li>• Chair, Electricity Authority</li> <li>• Director and Shareholder - Riposte Consulting Limited</li> <li>• Board member – Kāinga Ora – Homes and Communities</li> <li>• Director – CentrePort Limited Group</li> <li>• Trustee – Wellington Regional Stadium Trust</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, Hiringa Energy Limited</li> <li>• Director, Peak2Peak Limited</li> <li>• Executive Director, Advanced Biotech NZ Limited</li> <li>• Management contract, Tainui Kawhia Minerals</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> <li>• Member – Waikato District Council – Infrastructure Committee</li> <li>• Advisor – Te Taumata Aronui – Ministry of Education</li> <li>• Adjunct Senior Fellow – University of Canterbury – Department of Chemical Engineering</li> </ul>
Hinerangi Raumati-Tu'ua	<ul style="list-style-type: none"> <li>• Chair, Parininihi Ki Waitotara Incorporated</li> <li>• Chair – Te Rere O Kapuni Limited</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>• Chair, 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> </ul>

Director	Interest
	<ul style="list-style-type: none"> <li>• Member, Venture Taranaki</li> </ul>
Dave Chambers	<ul style="list-style-type: none"> <li>• Director, Paper Plus New Zealand Limited</li> <li>• Director, Living Clean NZ Limited</li> <li>• Director, Turners and Growers Fresh Limited</li> </ul>
Frances Valentine	<ul style="list-style-type: none"> <li>• Director and CEO, The Mind Lab Limited</li> <li>• Director and CEO, Tech Futures Lab Limited</li> <li>• Director, Harcourt Jasper Limited</li> <li>• Director, Pointed Tangram Limited</li> <li>• Director, Harper Lilley Limited</li> <li>• Director, On Being Bold Limited</li> <li>• Director, Sandell Trustees Limited</li> <li>• Selection Advisor, Edmund Hillary Fellowship</li> <li>• Trustee, Dilworth Trust Board</li> <li>• Futures Advisor, BNZ Bank</li> </ul>



**Report to the Board of Watercare Services Limited**

Prepared for the 26 February 2021 Board meeting

## Central Interceptor report for January 2021

### HIGHLIGHTS AND LOWLIGHTS

- A project wide 'First Day Back Restart' was held on 5 January. The key focus was on ensuring a resumption of works safely, providing a refresher on the systems in place for the high-risk activities, along with checking in on our people's wellbeing.
- The Micro Tunnel Boring Machine (MTBM) was delivered to the May Road Site in the last week of January. The MTBM has been named 'Domenica'.
- The rising main works at Māngere progressed with the welding of the two pipe strings completed inside the trench.
- Dewatering in the Māngere Pump Station shaft is ongoing and unchanged at approximately 21 l/sec. No groundwater pressure has been exerted on the base slab to date.
- Construction of the permanent walls in both the inlet and pump station shafts at Māngere continues.
- Walmsley Park site was established in early January.

### FUTURE OUTLOOK

- Commencement of segment manufacture at Wilsons precast facility in East Tamaki.
- Backfilling of the coastal walkway trench section of the rising main to commence, along with planning for crossing of the odour beds at the WWTP.
- Assembly of the TBM gantries and components continues, coupled with detailed planning of the launch sequence and the impacts on the operation of the Māngere site.
- Commencement of the jacking pipe manufacture for the link sewers at the Hynds facility in Pokeno.



Shayne Cunis

**Executive Programme Director, Central Interceptor**

## 1. PROJECT SUMMARY



### HEALTH, SAFETY & WELLNESS

#### Safety Climate Survey:

- Safety Climate survey carried out with 95% completion rate. A total of 294 responses were received across all worker categories – work is ongoing to roll out results to the people and provide an action plan by the end of February.

#### Lifting Serious Close Call at MPS:

- A pre-fabricated reinforcement cage, weighing approximately 1.2T, was lowered into the shaft, where it was determined to be out of shape. It was returned to the surface for repairs, and whilst being lowered in the lay down area exclusion zone, some of the lifting points failed. Some elements of the cage fell approximately 2m. Work was stopped immediately, and a cessation of lifting cages was implemented until an investigation was complete. A number of improvements to the lifting procedures and systems have been implemented to address the issues identified in the incident review.

#### Safety Management Review into Lifting:

- The Project Executives and senior leaders (Watercare and GAVV) completed a Safety Management Review into lifting practices used on the project. This was in response to the serious close call during a lift at MPS in early January. The review focused on system and process improvements across the project.

#### Good to Great:

- Static cameras for crane operators are in place at May Rd and MPS shafts, which provide greater visibility for the operators. The initial feedback from the crane operators has been positive, and as a result this is being rolled out to additional sites. A different type of camera (hook block) will be trialled in the coming months.

### DELIVERY

#### Māngere Pump Station:

- Shaft dewatering remains ongoing to mitigate against groundwater inflows below the base slab to ensure that no groundwater pressure is exerted on the base slab. This will continue until the walls are completed.
- Permanent walls continue to be installed in the inlet shaft (7m) and the pump station shaft (3.5m). The tunnel eye, through which the TBM is launched has been installed in the inlet shaft.
- Approximately 345m of each PE rising main pipes have been installed, and in situ welding of the strings successfully completed.

#### May Road:

- Shaft A excavation has continued to a depth of 44.4m below ground level.

#### Keith Hay Park:

- Preparations for construction of the Branch 9B diversion chamber has commenced.

#### Haycock Avenue:

- Excavation of the shaft has continued and has reached a depth of 13.7m below ground level.

#### Dundale Avenue:

- Capping beam construction has commenced.

#### Miranda Reserve:

- Construction works have ceased and will recommence in Q2 2021.

#### Walmsley Park:

- Site establishment activities commenced.

## PEOPLE

- We continue to work with CRL and other parties within the heavy construction sector in support of a proposal being sponsored by The Construction Accord seeking the establishment of a managed isolation quota system for the sector. Such a system would go some way towards addressing the challenge of long lead times to secure managed isolation (MIQ) spaces for new overseas workers or expat workers returning from home visits.
- As part of this process, in conjunction with the Contractor we have reviewed the project estimates of MIQ spaces required this year, with a focus on highlighting upcoming urgent requirements.
- Mid-year performance reviews have taken place, with a specific focus on development planning, especially for those individuals identified as talent or high-performing as part of regular succession planning activities

## RISKS

- Section 5 provides greater detail on the current risks in play and the movements from last month.
- There have been no significant risk developments during the month of January.
- Resourcing issues due to offshore travel restrictions and significant local competition in the labour market continue to present risks and challenges to the project.
- Preparations to commence tunnelling continues with heightened focus on tunnelling associated risks. eg. fire in the tunnel.

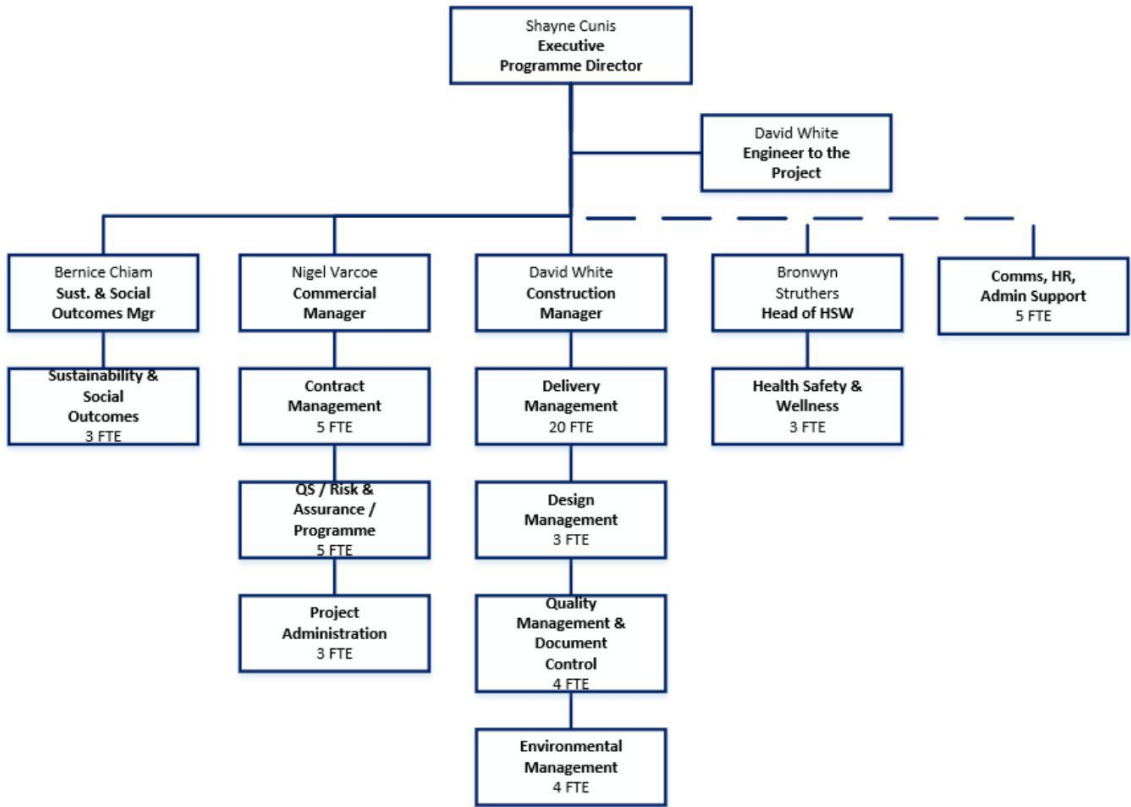
## CONSENTS & APPROVALS

- A joint stormwater management approach for 54 Roma Road (Watercare land) and 105 May Road (leased land) is being developed and the first design meeting was held with the landowner this month. The permanent design is to include an ecological overlay.
- Consent applications and landowner approvals for CC9 (Keith Hay Park to Richardson Road) are underway. Application to be submitted in March.

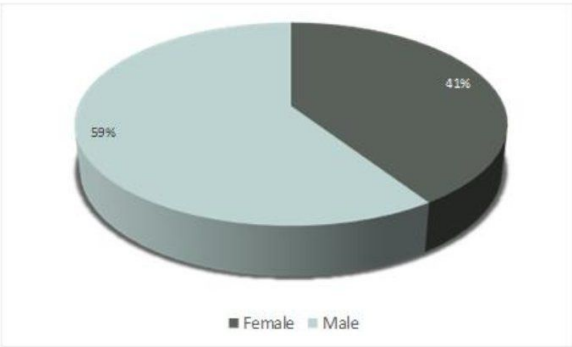
## STAKEHOLDER & COMMUNICATIONS

- After an internal staff consultation on the name for the 2.4m-diameter MTBM, the name 'Domenica' was selected, in honour of two matriarchs of the Ghella family tunnelling dynasty. At the project family picnic on 18 January, CI and GAJV staff members' children decorated canvas sheets with their handprints and names. The canvases will shortly adorn Domenica as she is lowered into the shaft at May Road to dig the first of our sewer link tunnels.
- The latest project newsletter has been produced for our 4900+ project subscribers covering the past year and plans for the first six months of 2021.
- Planning and consultation has progressed with the local Glenavon community for a play-space, replacing the playground removed from Miranda Reserve for the construction period.
- A number of communications with local residents have been distributed, including one with continual complaints about construction vehicles parking at Haycock Avenue.

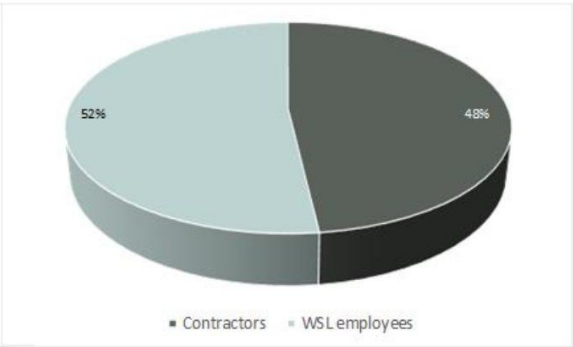
2. ORGANISATION STRUCTURE



Gender balance

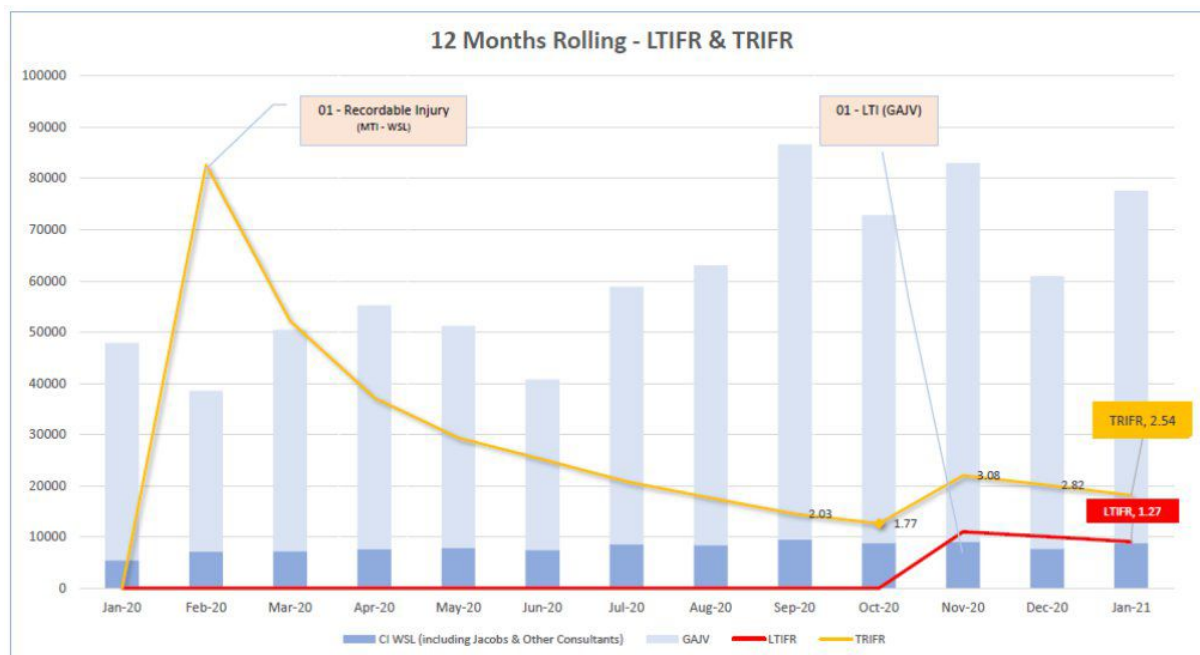


Workforce split



### 3. Health, Safety & Wellness

Watercare, its partners, and the GAJV worked a total of 77,628 hours in January 2021. The rolling Lost Time Injury Frequency Rate (12 monthly) is 1.27 and the Total Recordable Injury Frequency Rate (TRIFR) is 2.54 per million hours



**Figure 1: H&S Statistics (12 months rolling rate)**

GAJV reported a total of four minor first aid, three close call and one report only incident during this period.

	Hours Worked*	FAI	MTI	LTI	Close Call	PD	RO	NI
Watercare Employees	4,033	0	0	0	0	0	0	0
Jacobs Construction Management	2,078	0	0	0	0	0	0	0
Other Consultants*	2,698	0	0	0	0	0	0	0
Ghella Abergeldie JV	68,819	4	0	0	3	0	1	0
<b>Total</b>	<b>77,628</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>0</b>

\*Includes Jacobs Design Support and Grey Lynn Tunnel (88% of hours worked)



Classification	Description
<b>First Aid Incident (FAI)</b>	Refers to any injury that can be treated on the job site without causing lost workdays. Treatment for first aid incidents includes cleaning minor cuts, scrapes or scratches, treating a minor burn, applying bandages or dressings, cold compress, cold pack, ice bag or splint.
<b>Medical Treatment Injury (MTI)</b>	A medical treatment injury (MTI) is defined as an injury or disease that resulted in a certain level of treatment (not first aid treatment) given by a physician or other medical personnel under standing orders of a physician. This does not include preventive medications.
<b>Restricted Duties Injury (RDI)</b>	A restricted duties injury (RDI) is defined as an injury or disease that resulted in a physician or other medical practitioner limiting a worker's hours or work activities for a period of time.
<b>Loss Time Injury (LTI)</b>	A lost-time injury is something that results in a fatality, permanent disability or time lost from work. It could be as little as one day or shift.
<b>Close Call</b>	A close call is an incident which did not result in injury, illness or damage, but could have potentially done so.
<b>Property Damage (PD)</b>	Is when a structure, plant, light vehicle etc. has occurred.
<b>Report Only (RO)</b>	An incident, injury, illness that is not work related and or has happened away from the project, vehicle accident to and from works etc.
<b>Notifiable Incident (NI)</b>	An incident that requires to be Notifiable to WorkSafe.
<b>Combination of incidents</b>	In a result where there are multiply classifications the highest severity and outcomes must be taken into consideration.

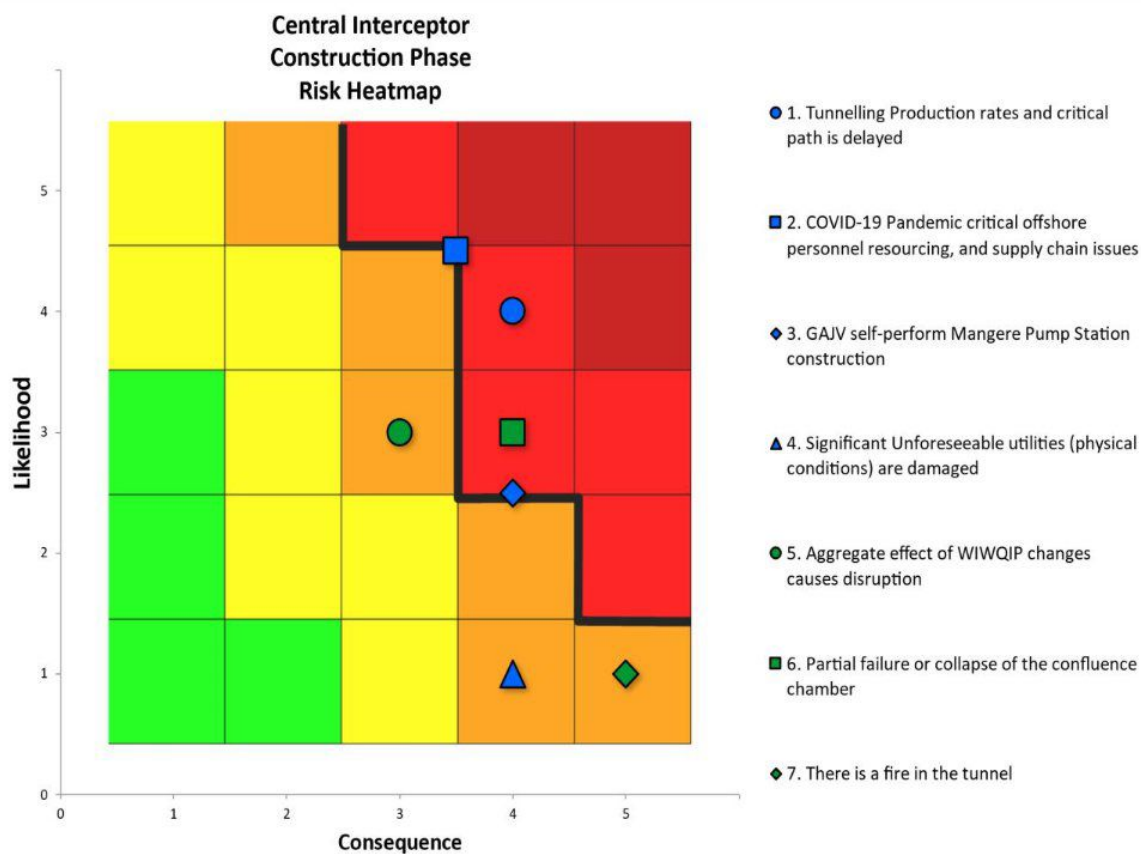
## 4. Risks
















### Existing Risks

There have been no significant movements in any of the existing risks over the month.

Resourcing issues due to offshore travel restrictions and significant local competition in the labour market continue to present risks and challenges to the project. However, GAJV have had some success in recruiting experienced and talented local resources to the project.

Preparations to commence tunnelling continues with heightened focus on tunnelling associated risks, in particular the risk associated with fire in the tunnel due to the tunnel lining. Workshops and planning with GAJV continue in order to manage these risks appropriately.



Risk Description		Risk Reduction Actions
<b>Tunnelling production rates and critical path is delayed</b> Ground conditions are more adverse than baselined in GBR results in delays to programme and additional costs.	 	Additional probe drilling for specific ground conditions. We will actively monitor ground conditions and tunnelling rates during operation. TBM has facility for real-time monitoring.
<b>COVID-19 Pandemic critical offshore personnel resourcing and supply chain issues</b> Resourcing – critical staff not able to obtain exemptions to be able to enter New Zealand. Now presents a critical risk to the project.	  	\$5M expenditure to procure TBM from Germany instructed in late February 2020. Engagement with GAJV for critical resourcing requirements from overseas. WSL can offer endorsements if necessary, to pass government requirements. GAJV have recruited a number of local resources for critical roles. Close monitoring of supply chain impacts due to COVID-19 incl. engagement with suppliers.
<b>GAJV self-perform Mangere Pump Station construction</b> Contractor proposing to self-perform delivery of Mangere Pump Station works. Quality and/or commissioning issues arising from Insufficient capability within Contractor to successfully deliver works.		Approval process and in-depth review of contractor capabilities. Engagement of appropriate sub-consultants where required. The GAJV presented their delivery plan, but it had significant areas of concern. At this time, we have not approved and highlighted that any delays in delivery are, in our view, a result of the contractor's performance.
<b>Significant utilities (unforeseeable physical conditions) are damaged</b> Utilities not shown on drawings or with visible evidence on site. Inadequate investigations		Ensure services investigations are undertaken by the Contractor Review Contractor method statements and risk assessments for utility location.
<b>Aggregate effect of WIWQIP changes causes disruption</b> Sum of WIWQIP changes impacts GAJV scheme procurement activities. Limited internal WSL resource availability to manage additional workload causes delays.	 	Change management process in place. Considering all viable options for delivery of WIWQIP work, and impact of timeframe for delivery of works without impacting CI performance warranties. Jacobs resourcing available to support CI team members.
<b>There is a fire in the tunnel</b> Construction with pre-installed liner, some incident e.g. electrical fire causes the lining to catch fire. Fire in the tunnel impedes evacuation and rescue operations.	  	Electric loco to reduce flammable risk. Detection and suppression systems. PHMPs being agreed with Worksafe. Tunnel mgmt controls around ignition sources. AME system - real-time personnel tracking Integrated and comprehensive emergency management system Early contractor engagement with mines rescue Limiting visitor and personnel access to essential only. Comprehensive underground induction.
<b>Partial failure or collapse of the confluence chamber</b> A lack of understanding/underestimation/inaccurate assessment of the existing asset condition The Contractor's methodology is unsuitable, or a deviation from the approved approach.	  	Provisional Sums removes cost pressure for condition survey and investigation to provide the most appropriate solution. Work will proceed on least risk option. Shutdown works to be programmed for dry season/periods of low flow. Workshop between contractor, designers, and treatment plant to identify the most appropriate solution.

5. Photo Update – January 2021



May Road – delivery of MTBM ‘Domenica’



MPS – children contribute to artwork for the unveiling of the MTBM Domenica at the family BBQ



Haycock Ave – shaft excavation progress



Dundale Ave – Site Engineer checking reinforcing bars for capping beam preparation



May Road – shotcrete being applied at the base of Shaft A



## 6. Construction Programme

## When is the Central Interceptor being built?



## 6.1



Central Interceptor  
Watercare 

**Report to the Board of Watercare Services Limited**

Prepared for the 26 February 2021 Board meeting

## Drought Update

Augmentation and non-revenue water status update for 17 February 2021 have been covered in below tables. Up to date storage and forecast figures will be provided during the Board meeting.

### AUGMENTATION STATUS UPDATE – TO 17 FEBRUARY 2021

Location	Pukekohe Bore Capex Approved	Hays Creek dam in Papakura Capex Approved	Waitākere Water Treatment Plant Capex Approved
On track			
Action	Bringing this bore back into service by setting up modular Water Treatment Plant and local network connections.	Bring this dam back to service by setting up modular Water Treatment Plant and local network connections.	Maximising abstractions.
Additional supply and date that supply comes online	Production outcome of 5MLD has been achieved. WTP has been performing extremely well, consistently producing 5 MLD. Phase 2 works are underway, to be completed late March 2021.	Yield = 8MLD Daily Peak = 12 MLD Stage 1 = 6MLD In Service.	Peak = Restore peak production capacity from 16 to 24MLD  ETA: 24 MLD August 2021.
Action underway	Phase 2 works are underway: <ul style="list-style-type: none"> <li>Completion of the site works</li> <li>Completion of mechanical and electrical installation works</li> <li>Control System enhancements</li> <li>Installation of fluoride dosing systems – has been delayed due to complexities associated with the current good practice guidance and process control requirements.</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">The Papakura Temporary WTP (STPK1) has operated reliably over the past week and been fully compliant with Drinking Water Standards for New Zealand requirements</a></li> <li><a href="#">There have been some minor issues with the distribution of water within the Papakura network, but these have largely been resolved</a></li> <li>Work on Stage 2 is in flight, detailed design processes are underway, as are the development of key site civil works including the installation of the WTP retaining wall and platform. Stage 2 works also include the installation of the fluoride dosing system, which will occur within the next 3 weeks</li> <li><a href="#">Site work is now operating under COVID-19 Level 3 protocols.</a></li> </ul>	<ul style="list-style-type: none"> <li>Procurement plan has been approved</li> <li><a href="#">Filter design review is underway</a></li> <li>Solids handling system improvements to be confirmed, will require external support to assess current loading and determine necessary system improvements.</li> </ul>

**Report to the Board of Watercare Services Limited**

Prepared for the 26 February 2021 Board meeting

Location	Waikato Water Treatment Plant (existing plant)	Ardmore Water Treatment Plant Awaiting Capex Approval	Onehunga Water Treatment Plant Capex approved
On track			
Action	Maximising abstraction.	Reduce minimum flow to reduce abstraction pressure on dams.	Maximising abstractions.
Additional supply and date that supply comes online	Waikato WTP now operates at a maximum production capacity of 175 MLD.	Reduce Water Treatment Plant output to allow enhanced conjunctive use of other water sources ETA: December 2020 Long term improvements: TBC – Whole of System Operational Validation Required.	Maximise production from the existing Water Treatment Plant Restore Maximum Production Capacity up to 24 MLD Stage 1: 22MLD by January 2021 Stage 2: 24MLD by April 2021.
Action underway	Waikato Chemical Upgrade is progressing on site with blower improvements and Hypo and Lime facility construction. This will further improve the reliability and sustainability of the 175MLD production. Piling and foundation work of the lime and hypo facilities are complete and precast concrete and steel frame structures have been erected. <a href="#">High Voltage (HV) works progressed.</a>	Ardmore current minimum flow has been increased to 140 MLD to ensure that our system is resilient for the summer period.  Transition to a minimum of 80 MLD will occur late Autumn/Early Winter 2021.	<ul style="list-style-type: none"> <li>Stage 1 has been completed but due to dry conditions the aquifer level is low and plant operation is limited by aquifer level control which reduces production to 16MLD</li> <li>Stage 2 has commenced, work on the first two filters is complete and return to service processes are in-flight</li> <li>Issues with filter waterproofing and the security of concrete joints have been observed. This was identified as a risk prior to the commencement of this project. This issue requires an adjustment to the implementation methodology, where three filters will be removed from service as opposed to two. This will result in the production capacity of the Onehunga WTP be limited to 15 MLD through to April 2021</li> <li><a href="#">Site work is now operating under COVID-19 Level 3 protocols.</a></li> </ul>

**Report to the Board of Watercare Services Limited**

Prepared for the 26 February 2021 Board meeting

Location	Waikato 50 Capex approved
On track	
Action	Design, consent and build new plant to process the additional water available under the seasonal take and the 2013 application when granted – Waikato A Capex needs development.
Additional supply and date that supply comes online	Stage 1 = 50 MLD by June 2021.
Action underway	<ul style="list-style-type: none"> <li>• For stage 1 - Project team consisting of Watercare staff, designer and contractor is working together with a co-located office on site.</li> <li>• Typically, 250-300 contractors on site now and to be increased to over 350 in coming month. Still over 15 staff working on some final design elements with detailed design substantially complete.</li> <li>• Board of Inquiry (BOI) for 150 MLD consent application lodged. Winter and summer take consent for Waikato 50 secured.</li> <li>• Boost pump station construction progressed ahead of schedule, <a href="#">pumps and major pipework spools</a> received on site, all consents obtained.</li> <li>• Waikato 50 expansion on schedule for 50 MLD by <a href="#">June</a> 2021.</li> <li>• Floating intake pump station <a href="#">piling started</a>, consent obtained, and pontoons <a href="#">and pumps</a> landed in New Zealand with assembly of pump station started.</li> <li>• Risks reviewed on a fortnightly basis - mainly congested site, impact on existing plant, supply chain issues regarding COVID-19 and resource availability.</li> <li>• Long lead items procurement delivery monitored closely with minor delays so far.</li> <li>• Iwi weekly update hui arranged.</li> <li>• Treated water pump station piling and foundation slab complete and precast walls progressing, <a href="#">HV room started</a>, Waikato 50 treatment plant underground pipework and slab complete, HV works progressed and fibre relocation complete. Granular Activated Carbon (GAC) and membrane tanks installed together with pipe racks and secondary treatment facility. <a href="#">Mechanical pipework and electrical works have started working 24/6.</a></li> <li>• Waikato 50 raw water pipeline works progressed on site and HDPE pipe welding and pipe install progressed.</li> <li>• Major tie-in work completed successfully at both the boost pump station and Waikato WTP sites.</li> <li>• Largely due to the risk associated with the effects of COVID-19 on logistics the “into service date” could be delayed by a maximum of four weeks.</li> <li>• <a href="#">Site work is now operating under COVID-19 Level 3 protocols.</a></li> </ul>



**Report to the Board of Watercare Services Limited**

Prepared for the 26 February 2021 Board meeting

**NON-REVENUE WATER STATUS UPDATE – TO 17 FEBRUARY 2021**

Activity	Creating smaller District Metered Areas and Pressure Management
On track	
Action	65% of the City with District Meter Area's less than 10,000 connections installing meters and valves to create geographical areas in which we can measure: <ul style="list-style-type: none"> <li>• Supply</li> <li>• Consumption</li> <li>• Non-revenue water.</li> </ul>
Actions Underway	Stage 1 Waitākere: <ul style="list-style-type: none"> <li>• Rezoned from 6 to 24 DMAs by August 2020 (95% completed - delay due to shutdown scheduling conflict at one site).</li> </ul> Stage 2 Maungakiekie: <ul style="list-style-type: none"> <li>• Rezoned from 1 to 4 DMAs (40% completed -traffic plans application sent to AT)</li> <li>• Design is 95% complete, construction is 35% complete</li> <li>• New change request has been finalised and approved. New completion date is June 2021</li> <li>• Total 19 sites (these are sites where valves, meters and PRV's are being installed to create the watertight boundaries of the 4 zones being created): 7 completed, 2 currently under construction, 4 under design review, 6 awaiting TMP approval from AT.</li> </ul> Stage 3 to be integrated with pressure management programme <ul style="list-style-type: none"> <li>• Scoping of the next tranche of 30 DMA's has commenced in Māngere and Torbay. Preliminary investigative work is underway</li> <li>• Internal scoping and design have begun of Māngere bridge zone boundary, and Lincoln-Swanson sub-zone</li> <li>• Following this a subject to funding a business case to establish the 30 DMAs will be put forward for FY20-21. The capex will be completed by June 2021. This will allow pressure reduction in almost 20% of the city's metropolitan network (by volume).</li> </ul>
Estimated Benefits	<ul style="list-style-type: none"> <li>• The creation of DMAs is an enabler to maximise the efficiency of pressure management and leakage control.</li> <li>• DMAs enable the benefits of all NRW initiatives to be monitored and tracked.</li> </ul>
Future Expenditure for both pressure management & creating smaller DMAs	Total 8.6 MLD savings estimated 11 months from approval of tranche 2: <ul style="list-style-type: none"> <li>• Opex: \$1.4M</li> <li>• Capex: \$7.7M.</li> </ul>

**Report to the Board of Watercare Services Limited**

Prepared for the 26 February 2021 Board meeting

Activity	Leakage Control
On track	
Action	Increase ground surveying of leak detection to 6,000km a year. Contractor has been appointed. Fix all moderate to major leaks detected within 5 days.
Actions Underway	<ul style="list-style-type: none"> <li>• Zones currently in progress               <ul style="list-style-type: none"> <li>○ Owairaka 201km (50% completed)</li> <li>○ Flatbush 433 km (90% completed)</li> <li>○ Crownhill high 19km (delayed in favour of completing Flatbush faster)</li> <li>○ Wiri 92km (delayed in favour of completing Flatbush faster)</li> <li>○ Riverhead 36km (delayed in favour of completing Flatbush faster)</li> <li>○ Pukekohe Kitchener 141km (80% completed)</li> <li>○ Konini 259km</li> <li>○ Total km surveyed to date: approx. 3000km</li> <li>○ <a href="#">Total leaks found: 2444</a></li> <li>○ <a href="#">Total MLD confirmed saved: 5.06 MLD</a></li> <li>○ Zones completed (Maungakiekie, New Lynn, Ōtara, Clarks Beach, Green Bay, CBD, Onehunga, Ōtāhuhu, Northcote, Devonport, Pakuranga, Bombay, Pukekohe, Māngere, Waiuku, Mangawhau, Montana, Duke Street, and Hillsborough)</li> <li>○ <a href="#">Unmetered cross connection found between Watercare network and Veolia. It is understood that a previously recorded valve was opened on 24 November 2020. The cause and quantum of this opened valve are still being verified.</a></li> </ul> </li> </ul>
Estimated Benefits	Total: 6000km surveyed and 8.9 MLD saved by Jun 2021 (Opex funding of \$780K budgeted and approved). Based on progress to date and projected savings of the remaining zones, it is expected that the programme will achieve 8.9 MLD savings by end of June 2021 (93% of original target of 9.6 MLD) due to less savings being achieved than projected in each of the zones completed to date.  Note: these savings are realised under the basis of: <ul style="list-style-type: none"> <li>• All leaks detected can be fixed within 5 days of reporting.</li> <li>• A renewals program is overlaid alongside the leak detection works and is in its design life. This is evident in Maungakiekie where a second sweep of the zone revealed that over 130 new underground leaks had occurred within 6 months period.</li> <li>• Estimated of 1.6MLD saved every 1000km. This is a conservative estimate based on 75% of the savings achieved throughout FY19 of:               <ul style="list-style-type: none"> <li>○ 394km swept in Maungakiekie – (1MLD predicted savings)</li> <li>○ 260km swept in Māngere Airport – (0.4MLD predicted savings).</li> </ul> </li> </ul>
Future Expenditure	Total 15 MLD savings estimated for FY22 which would require: <ul style="list-style-type: none"> <li>○ Opex: \$800K (Leak detection 9.6MLD, management approval)</li> <li>○ Capex: \$60M (Watermain renewals, Board approval).</li> </ul>

**Report to the Board of Watercare Services Limited**

Prepared for the 26 February 2021 Board meeting

Activity	Meter Replacements
On track	
Action	<p>Improve accuracy of customer meters by replacing per year:</p> <ul style="list-style-type: none"> <li>• 30,000 domestics</li> <li>• 1,000 non-domestics</li> </ul> <p>NOTE: This work will decrease the volume of water consumed-unbilled. It is unlikely decrease demand.</p>
Actions Underway	<ul style="list-style-type: none"> <li>• Work started in July 2020 and ongoing throughout FY21:               <ul style="list-style-type: none"> <li>○ 21,457 domestic meters replaced YTD, progress will be reported on the second week of every month</li> </ul> </li> <li>• Meter stock is low, but more are expected to be delivered by May 2021. Most logger deployments should not be delayed due to meter replacements as most can be retrofitted</li> <li>• Out of the planned 150 loggers, 100 loggers will be deployed by end of February due to complexity of bulk meter installation.</li> </ul>
Estimated Benefits	<p>Benefits are \$3.6 M per annum additional revenue based on:</p> <ul style="list-style-type: none"> <li>• 8% revenue gain in domestic meters 6% revenue gain in non-domestic meters.</li> <li>• 460 l/d average consumption of domestic meters.</li> <li>• 22,000 l/d average consumption of non-domestic meters.</li> <li>• Value of water sold: \$4.36 per 1KL.</li> </ul>
Future Expenditure	<p>\$1.2M annually in additional water and wastewater charges which requires:</p> <ul style="list-style-type: none"> <li>○ Capex: \$6.75M (Meter replacement capex).</li> </ul>

**Report to the Board of Watercare Services Limited**

Prepared for the 26 February 2021 Board meeting

Activity	Theft
On track	
Action	<p>Meter fire connections in specified properties to monitor for illegal use.</p> <p>NOTE: This work will decrease the volume of water consumed but unbilled. It is unlikely to decrease demand.</p>
Actions Underway	<p>Property fire supply is being monitored to determine if theft is occurring. All 6 sites now installed.</p> <p>West Auckland shopping centre has shown a pattern of constant use through their fire main. The sensor used is a new technology which is based around temperature change (when water flows from the main into the private network it will decrease the temperature). <a href="#">Site audit undertaken on 9 February 2021. Unrecorded meter located and inspected. Replacement is scheduled for 18 February 2021 to ensure accuracy. However, this may be delayed due to COVID-19 alert Level 3.</a></p> <p>Potential theft cases are reported to the Revenue Assurance team, they also conduct weekly audits at greenfield sites to identify additional theft from the water network.</p> <ul style="list-style-type: none"> <li>Alongside managing theft of services through the wastewater network, the Revenue Assurance team have received the following for FY 2021 YTD.</li> <li>105 potential cases of theft of water services have been reported.</li> <li>Of the cases reported, 48 have been confirmed as theft and chargeback completed (typically through end capping a connection or installing a meter and recovering costs).</li> <li>The remaining 57 cases are under investigation.</li> </ul>
Estimated Benefits	<ul style="list-style-type: none"> <li>Benefits will be determined post trial.</li> </ul>
Future Expenditure	<ul style="list-style-type: none"> <li>Increased expenditure Depending on trial results</li> <li>Unit costs to be determined at end of trial.</li> </ul>

**Report to the Board of Watercare Services Limited**

Prepared for the 26 February 2021 Board meeting

**Iwi Relationships Report for February 2021*****Te kāhu pōkere o Tāmaki Makaurau e kore e ngaro i te hinapouri***

The black hawk of Tāmaki will not be lost to the darkness

**Te Ākitai Waiohūa Waka Taua Incorporated ('the Society')****General background**

Te Ākitai Waiohūa is an iwi whose area of interest centres on Māngere and the wider South Auckland area. Te Ākitai Waiohūa's principal marae, Pūkaki, is located near Auckland Airport in Māngere on the shores of the Manukau Harbour. Te Ākitai Waiohūa are a beneficiary of the Waikato Raupatu Claims Settlement Act 1995 and the Waikato-Tainui Raupatu Claims (Waikato River) Settlement Act 2010. Te Ākitai are also a party to the Ngā Mana Whenua o Tāmaki Makaurau Collective Redress Act 2014. In July 2011, the Crown recognised the mandate of Te Ākitai Waiohūa Iwi Authority to negotiate a comprehensive settlement of the historical Treaty of Waitangi Claims of Te Ākitai Waiohūa.

The Pūkaki Māori Marae Committee operates as a management structure that deals with the day-to-day operational activities of Pūkaki Marae and any ongoing engagement with Auckland Council.

Pūkaki Marae acts as an open forum for Te Ākitai Waiohūa iwi/hapū members to raise any issues they may have.

**Takiwā / Rohe - Boundaries**

South Kaipara in the north west across to Puhoi and Wenderholm Park in the north east and follows the coast down to Tapapakanga Regional Park and the Hūnua Ranges in the south east. The boundary continues from the Hūnuas across Mangatāwhiri, Mercer, Onewhero and Port Waikato in the south west before moving north to Pukekohe and Patumāhoe while excluding Awhitu and Waiuku. The boundary continues north along the coast, including the islands of the Manukau Harbour, past the Waitākere Ranges in the west of Auckland and back up to South Kaipara. The territory of Waiohūa was established throughout Tamaki Makaurau with pa located at Maungakiekie (One Tree Hill) and Maungawhau (Mt Eden). 11. There were Waiohūa pa located on other cones and hills as well, including Owairaka (Mt Albert), Puketāpapa (Mt Roskill), Te Tātua (Three Kings), Te Kōpuke (Mt St John), Remuwa (Mt Hobson), Rarotonga (Mt Smart), Taurere (Mt Taylor) and Maungarei (Mt Wellington).

The Crown and Te Ākitai Waiohūa initialled a Deed of Settlement on 23 December 2020.

**Chair & Chief Negotiator – Karen Wilson**

Watercare (Mark Ford) and Te Ākitai Waiohūa (Karen Wilson) signed a partnership agreement, including a memorandum of understanding for cooperative relationship with Pūkaki Marae.

**Te Ākitai Waiōhūa engagement with Watercare**

- Hūnua 4 Watermain
- Māngere Wastewater Treatment Plant
- Pukekohe WTP, Hickeys Spring
- Ōtūwairoa (Hays creek) Papakura WTP
- Waikato 50 programme of works
- South West WWTP, Clarks Beach consent, Waiuku short-term discharge renewal
- Waikato River 2013 application

## **Ngāti Tamaoho**

*Ko Taupiri te Maunga*

*Ko Waikato te awa*

*Ko Te Mānukanuka o Hoturoa te moana*

*Ko Tainui te waka*

*Ko Māngātangi, ko Whātāpaka, ko Ngā Hau e Wha ngā marae*

Ngāti Tamaoho descend from among the first peoples of Tāmaki and Waikato. Ngāti Tamaoho whakapapa stretches back to the earliest inhabitants of this whenua and their many descendants.

### **Ngāti Tamaoho rohe:**

Akaaka, Awhitū, kahawai, karaka, Māngātangi, Mangatāwhiri, Te Mānukanuka o Hoturoa, Maramarua, Ngā Tapuwae o Matāoho, Onepoto, Papakura, Paparimu, Patumāhoe, Pukekawa, Pukekohekohe, Ramarama, Tāmaki, Te Hūnua, Tuakau, Waitematā, Waitētē, Whangamarino

The Crown and Ngāti Tamaoho signed a Deed of Settlement on 30 April 2017.

Chair, Ngāti Tamaoho Charitable Trust, Tori Ngataki

Chair, Ngāti Tamaoho Settlement Trust, Dennis Kirkwood

Main Office situate, 128 Hingaia Rd, Karaka

### **Ngāti Tamaoho engagement with Watercare**

- Pukekohe WTP, Hickeys Spring
- Waipokapu / Ōtūwairoa (Hays creek) Papakura WTP
- Waikato 50 programme of works
- South West WWTP, Clarks Beach consent, Waiuku short term discharge renewal
- Waikato River 2013 application
- S330 use of emergency powers, environmental flow reductions








<https://www.govt.nz/assets/Documents/OTS/Ngati-Tamaoho/Ngati-Tamaoho-Settlement-Summary.pdf>



## Report to the Board of Watercare Services Limited

Prepared for the 26 February 2021 Board meeting

# Preparing for ongoing drought

Purpose			Team		
Information	Discussion	Decision	Prepared	Recommended	Submitted
			<b>M Bourne</b> Head of Servicing & Consents	<b>S Webster</b> Chief Infrastructure Officer	<b>M Bridge</b> Acting Chief Executive
Intellectual capital	People and culture	Community and stakeholder relationships	Financial capital & resources	Natural environment	Assets and Infrastructure
					

7.2

## 1. Recommendation and key points

That the Board note the potential for the current drought to extend into the summer of 2021–2022 and management’s proposed response.

### Key points

Should the drought continue there are a number of actions proposed to be undertaken. These include:

- hydrology, weather monitoring and system operation responses;
- reviewing and modifying the current demand management initiatives;
- further reducing non-revenue water; and
- augmenting the current water supply if required.

Management will continue to closely monitor and report on the long-range weather forecasts, water demand and other lead indicators to ensure appropriate mitigation is put in place should the drought extend into the summer of 2021–2022.

## 2. Purpose and context

The period January 2020 to April 2020 was the driest on record for the Auckland water supply catchments. In January and February 2020 there were records set for daily demand. Watercare commenced a ‘Be waterwise’ campaign on 10 February to assist in curbing customer demand. In May 2020, at Watercare’s request, Auckland Council implemented Stage 1 water use restrictions in line with the Drought Management Plan. These restrictions were altered in October (for commercial customers) and December (for residential customers) to better reflect summer behaviour. These restrictions, together with a comprehensive customer communications programme, have successfully resulted in water consumption remaining below the established monthly targets and well below demand in the previous year.

Rainfall over the period June 2020 to November 2020 was near normal. This resulted in storage lake levels recovering from the low of 42% in May 2020 to 72% in November 2020. The long-range

weather forecast issued by both MetService and NIWA in November 2020 indicated that summer was expected to yield normal to above normal rainfall. Actual rainfall in December 2020 was 26% of normal and January 2021 was 69% of normal. The current long-range forecast now indicates the balance of summer and early autumn to be normal to below normal rainfall. Despite this rainfall deficit, storage lake levels currently remain above target position as a conservative system storage response forecast was adopted for the summer of 2020–2021.

The system storage response forecast provides an indication of future lake storage levels. The Integrated Storage Management Model used to generate the forecast uses historic rainfall record (around 170 years) and synthetic rainfall record to simulate 1000 years of climate records. This model is run regularly and is updated to reflect additional sources of water as they are added to the system, anticipated demand based on population changes and other external factors such as the requirement for water use restrictions. The summer forecast, with actual results to February, is provided as **Attachment A**. The forecast is presented as a statistical probability in the form of a 'box and whisker' plot. Storage levels are expected to remain above the 10<sup>th</sup> percentile storage response over summer. Whilst the likelihood may be low, it is prudent that Watercare plans for a continuation of the drought into the summer of 2021–2022.

As can be seen, there is a large amount of variability to potential storage levels going into next summer. Importantly, based on this forecast there is a low probability that storage will be below 73% (the peak storage at the start of this summer) going into next summer should Auckland experience similar weather conditions. The system storage response forecast will be updated in March to reflect the new long-range weather forecast and the commissioning of the additional water sources.

### 3. The details

Should the drought continue there are a number of actions that need to be considered. These have been collated into four workstreams and are summarised on the table below. The purpose of undertaking these initiatives is to avoid the need to implement Stage 3 water use restrictions as these would have significant economic impact on the Auckland economy. The responsibility for these initiatives has been assigned to the relevant business unit manager. In this way they have been integrated within business-as-usual operations and will continue, where appropriate, beyond the drought.

The need to increase the drought response beyond the current activities will be driven from the updated weather forecasting and system storage response forecast. Management will report to the Board monthly on any required change.



Hydrology, weather and system operation		
Initiative	Current activities	Future consideration
Weather forecasting	Maintain current short and long-range forecasts.	Consider determining the return period of the drought.
System storage response forecast	Quarterly update of system storage response forecast.	Consider updating the Integrated Storage Management Model to reflect climate change. Whilst the current model mimics 1000 years of climate records including severe droughts, a specific review of climate change potential will strengthen the model accuracy.
System operation	System operated to maximise non-storage production.	Develop new operating mode to reflect increased production at Waikato WTP from mid-2021.

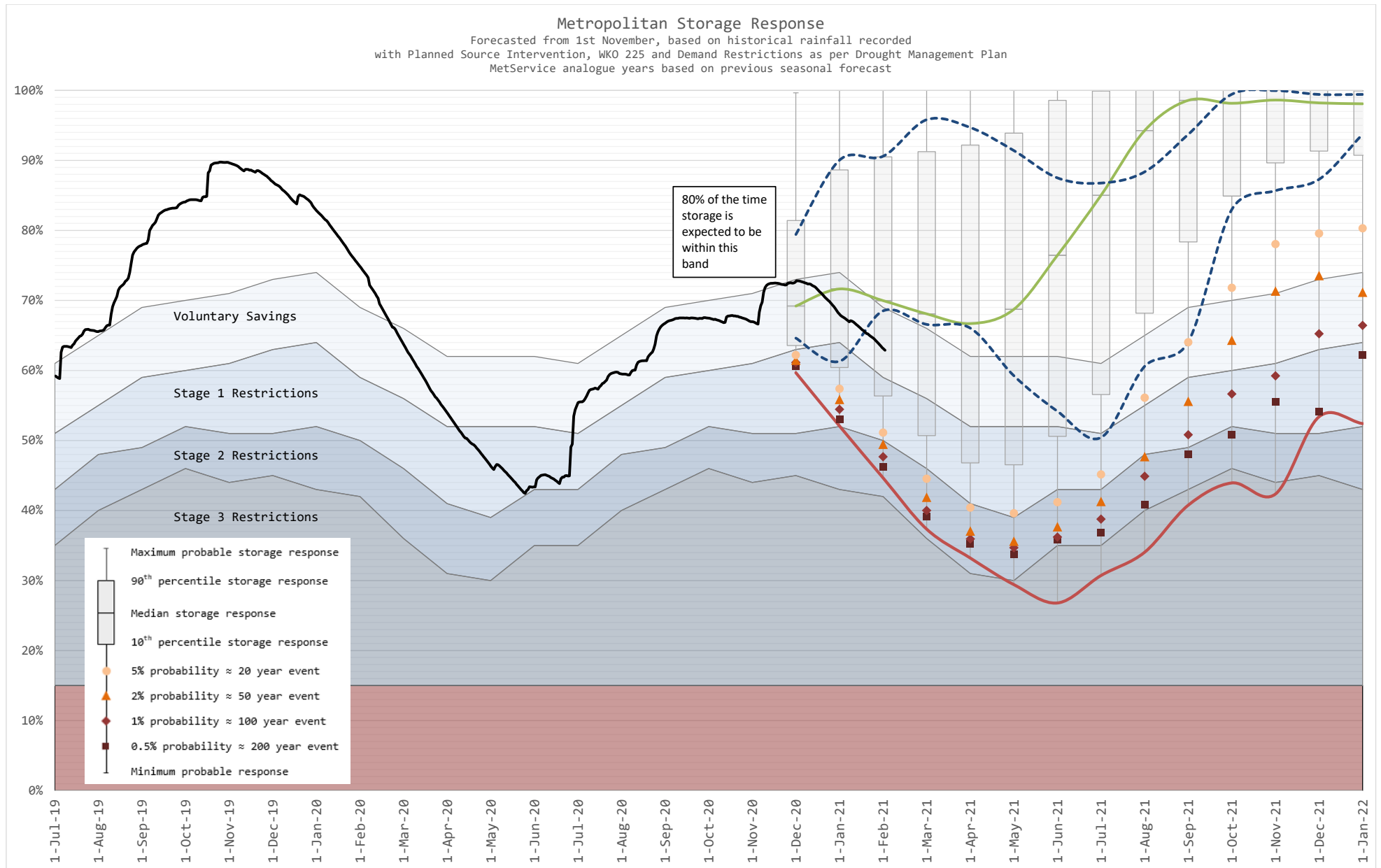
Demand management		
Initiative	Current activities	Future consideration
Auckland Council coordination	Cross Council water efficiency programme underway. Information sharing and reporting.	Accelerate current activities, consider wider use of non-potable for irrigation of reserves.
Auckland Water Strategy	Watercare contributing to the development of the Auckland Council led water strategy for Auckland.	Commence implementation of water strategy, with particular emphasis on demand management, drought security standard, potential for rain tanks and system resilience. Establishment of representative customer group to facilitate implementation.
Restrictions	Stage 1 and Stage 2 restrictions agreed by Council in accordance with bylaw. Stage 1 restrictions now in force.	Review the need for restrictions over winter as well as future scope and Stage requirements. In particular consider clarity, equity and effect of proposed water use restriction. Signal need for summer restrictions, in advance, if required.
Key accounts	Direct targeted communication with high use customers. Monitor consumption and smart meters. Showcase best practice examples. Trade shows and other events.	Continue current activities, extend reach as required. Consider proactive infrastructure growth charge roll-out to commercial customers who are continuing to increase demand.

<b>Demand management</b>		
<b>Initiative</b>	<b>Current activities</b>	<b>Future consideration</b>
Communications & media	Extensive multi-channel campaign to reach Auckland's diverse communities. Covers partnerships, events and mainstream and social media engagement; as well as radio, outdoor, digital and print advertising.	Regularly refresh campaign to maintain support.
Non-potable supply	Three non-potable sites remain operational due to demand. Charging introduced from 1 March 2021. Working with Auckland Council Parks on wastewater reuse opportunities.	Review number of non-potable sites, open additional as required. Consider further non-potable reuse opportunities.
Tanker filling stations	All sites remain open subject to operational requirements. Town to Tank pilot completed and to be expanded to other locations. Two new bores and treatment plants being developed to augment supply.	Continue current activities. Commission new bore sites, consider others as required.
Standpipes	Standpipes suspended for general use and replaced with non-potable supply or construction meter connections.	Continue current activities.

<b>Non-revenue water reduction</b>		
<b>Initiative</b>	<b>Current activities</b>	<b>Future consideration</b>
District metering & pressure management	Creation of smaller DMAs and pressure zones commenced. Stage 1 (28 DMAs, including 4 pressure managed areas) of the programme due for completion in June 2021.	Complete Stage 2 which includes 13 DMAs. Continue with pressure management.
Leakage reduction	Programme in place to survey 6000km by June 2021 to locate unidentified leaks. 3000km surveyed to date, 2408 leaks located, saved 4.8MLD. Accelerated the repair timeframe of public reported leaks.	Continue with next 6000km tranche of leak detection programme. Maintain the new repair timeframes for public reported leaks.
Meter replacement	Programme underway to replace 30,000 domestic and 1000 commercial meters each year. Installation of further 2000 smart meters on key commercial customers and schools to be completed by June 2021.	Continue with meter replacement programme.
Theft	Investigations underway into illegal use of fire connections. Six locations surveyed to date. Water theft audits and site inspections undertaken.	Consider expansion of the current programme. Prosecution of egregious and repeat offenders.

<b>Augment water supply</b>		
<b>Initiative</b>	<b>Current activities</b>	<b>Future consideration</b>
Waikato River expansion	25MLD expansion completed. 50MLD interim plant under construction and due for completion June 2021 taking peak production to 225MLD. New boost pump station on the Waikato No 1 pipeline under construction to deliver 225MLD peak supply to the Auckland metropolitan water network.	Complete Board of Inquiry process for long term consent. Consider advancing permanent intake design and transition to permanent Waikato A WTP.
Pukekohe Bore upgrade	5MLD plant commissioned. Consent lodged for increased supply.	Consider expansion of plant if consent application approved.
Papakura upgrade	6MLD temporary plant commissioned. Permanent 12MLD plant under construction.	Consider reviewing cost and benefits of further expansion.
Onehunga expansion	Stage 1 expansion completed. Stage 2 expansion commenced and will take plant to peak production capacity of 24MLD by April 2021.	Consider reviewing cost and benefits of further expansion noting that increased capacity only available over winter due to aquifer constraints.
Waitākere expansion	Expansion from 16MLD to 24MLD underway and due for completion August 2021.	No opportunity for additional expansion.
Supply / demand balance	Supply / demand balance updated to reflect additional water into supply and latest population forecast.	Consider if additional water sources are required to avoid Stage 3 restrictions over 2021/2022 summer in line with the Auckland Water Strategy requirements. Review previously identified options including wastewater reuse, desalination, surface waters and groundwater.





**Report to the Board of Watercare Services Limited**  
Prepared for 26 February 2021 Board Meeting



## Acting Chief Executive's Report for January 2021

### HIGHLIGHTS AND LOWLIGHTS

7.3

#### 1. Health, Safety & Wellbeing

- There was one medically treated injury (MTI) and one restricted duties injury (RDI) involving Watercare employees in January 2021.
- There were two medically treated injuries (MTI) involving contractors in January 2021.
- The rolling 12-month lost time injury frequency rate (LTIFR) for employees is 7.66 per million hours, exceeding our target of  $\leq 5$ .
- The rolling 12-month total recordable injury frequency rate (TRIFR) for employees is 15.31 per million hours, more than comfortably meeting our target of  $\leq 20$ .

#### 2. SOI Measures and Customer Service

- Our rolling trust score remains steady at 49%, still below target. All trust drivers took a dip in the month. This was driven by the announcement of a price increase in the media. The exception being "our water is safe to drink". More customers consider our water safe to drink following the water quality issues that surfaced across New Zealand, such as those in Wellington and Dunedin.
- Water efficiency, as reported by our rolling water efficiency metric, remains well ahead of target at 74%. This is 1% higher than December 2020. Many customers mention collecting water from different household activities to water their gardens. Our water is safe to drink and the quality of it is highly correlated with customers who are water efficient.
- The 12-month rolling average of complaints closed within SLA is at 96.2%. This is slightly lower than January, however January's results were particularly high. In line with our revised complaint resolution process, we will be capturing complaints regardless of where they enter the company. As we roll this out across the business, we will see an increase in the total number of complaints.
- The rolling agent behaviour score (satisfaction with our services) continues to increase, just under target at 74.4%. We continue to focus on communication and managing customer expectations well.
- The rolling customer NPS is +39, also on trajectory to be ahead of target by end of June. All areas have improved across faults, billing and web performance driven by the halo effect of the chat facility, with most improvement seen in 'ease of service'.
- eBilling increased slightly to 60% due to a more proactive push by front line and chat agents.

### 3. People, Capability and Learning

- The welfare support plan has been updated and implemented across all business functions.
- People and Capability business partners have commenced the first phase for EOY performance conversations with all their direct people-leader stakeholders.

### 4. Community and Stakeholder Relationships

- **Local Boards:** Local boards and elected member business began to increase in early February with workshops and business meetings resuming. Information on changes to Watercare's price path and capital expenditure programme 2021 was shared with the elected officials and support staff. The Manukau Harbour Forum was briefed on progress with the hydrodynamic model for the Manukau Harbour.
- **Waikato District Council:** A new Operations Manager for the Waikato District Council Operations and Maintenance Contract commenced in February. Works are continuing on the Meremere WWTP upgrade. Watercare Waikato has been assigned \$9 million of DIA reform water projects to undertake on behalf of WDC.
- **Legislation and policy update, including submissions on various bills:** The Climate Change Commission released its Draft Advice for Consultation report on 31 January. In a legal first, Ngāi Tahu has lodged a statement of claim to the High Court seeking recognition of rangatiratanga to address the ongoing degradation caused by the environmental mismanagement. Ngāti Whātua Ōrākei has commenced proceedings in the High Court to challenge the Crown's proposals to give two sites to a collective of iwi from Hauraki/Thames to settle their Treaty grievances. Parliament has reconvened and two bills have been introduced under urgency.
- **Māori Engagement & Outcomes:** Numerous engagements are listed. The Mark Ford Scholarship has been awarded and accepted by Ngarui Manukau, of Waikato-Tainui, and Ngā Puhi whakapapa – to become an engineer.
- **Communications snapshot:** There has been extensive coverage on the commissioning of the new Papakura water treatment plant; we distributed the summer issue of Tapped In newsletter to our customers across Auckland; and posts about the Papakura water treatment plant commissioning, Waikato 50 construction and the shells found on the Central Interceptor site were very well-received on social media this month.

### 5. Natural Environment

- Water Resources position: total system storage decreased through January, starting at 68.1% and finishing the month at 63.1%.
- Rainfall for January was below normal for Auckland's catchments.
- Storage remains below normal for this time of year.
- Rain for February is forecast to be near normal for Auckland.

## 6. Strategic Consents

Among the strategic consent updates in this report is that the geotechnical investigations within Auckland Council's Park land for the Dunkirk Road wastewater capacity upgrade, will be undertaken in March. Also, the Papakura temporary WTP is now in service and the application for the permanent WTP will be lodged later this month.

## 7. Enterprise Model Update

Delivery of key drought augmentation projects continues to progress very well, with a number in the completion phase. A review of the capital programme is underway to prioritise and optimise delivery based on the capital profile approved at the 23 December 2020 Board meeting.

## 8. Assets and Infrastructure

### H4 Section 11 grout ingress update:

- Preparation to enable the grout to be removed is near completion. The failure method of the pipe will be determined as the grout is removed.
- This is an insurance claim under our contracts works insurance. QBE have acknowledged this is a claim and AON are supporting us. The loss adjuster has been appointed.
- The focus of the contractor is the grout removal and then the design of the pipe repair.
- There is no delay to the project.

## 9. Resource Consent Compliance

- Watercare currently holds 535 active consents across Auckland and Waikato. Of these, 199 relate to water takes or discharges to water, air, or land. Water takes and discharges are the activities most likely to have non-compliances.
- In January 2021, conditions within 16 of our 199 discharge and take consents were non-compliant: 13 under Auckland Council and 3 under Waikato Regional Council. We consider an environmental incident at Papakura a Category 3 breach which has been remedied.

## 10. Delegated Authority of the Chief Executive

There were no documents in January that required signing under the authority delegated to the CE. There were 8 Capex/Opex contracts, over \$100,000 approved by the Acting Chief Executive and there were no capex approvals signed in accordance with the delegated authority of Acting Chief Executive by the Board in relation to Capex approvals below a threshold of \$15million.



## 11. The end of the RMA – a historic day in New Zealand planning

From the Resource Management Law Association (10 February 2021):

“Minister Parker has today announced the process for the reform of the resource management system. As anticipated, this will involve the repeal and replacement of the RMA within this term of government. It will be replaced with three new Acts: a Natural and Built Environments Act (NBEA); a Strategic Planning Act (SPA); and a Managed Retreat and Climate Change Adaptation Act (CCA).

In summary, the process will involve:

- Progressing the NBEA first, using a special process involving development of an “exposure draft” that will be subject to a select committee inquiry ahead of legislation being formally introduced to the House. The draft is expected to be available mid-year, with consultation occurring over the second half of the year, leading to its introduction to the House at the end of this year. It is not expected to be passed until the end of next year;
- The exposure draft will contain the main structure and headings of the full NBEA, with certain aspects fully drafted;
- The SPA and CAA will not have an exposure draft process but will be developed in parallel with the NBEA;
- The Minister seeks Cabinet’s approval to establish a “Ministerial Oversight Group” (MOG) which will have delegated decision-making powers to progress the exposure draft including development of policy and consultation material, and associated powers relating to the SPA and CAA;
- Key matters of policy the MOG are expected to address include: the purpose of the NBEA; the mandatory national policies and standards to support the NBEA, which include the establishment of biophysical limits, outcome and targets; and providing for a single planning document for each region including the Coastal Marine Area;
- The purpose and supporting provisions of the NBEA proposed by the Randerson Review Panel are proposed to be provisionally adopted, with the Minister recommending caution in departing from that drafting;
- Direct engagement with local government, central government agencies and the Parliamentary Commissioner for the Environment is anticipated;
- Engagement with tangata whenua is proposed to occur through a newly formed “Māori Collective” comprised of existing groups such as the National Iwi Chairs Forum and Kahui Wai Māori. However, this engagement is proposed to occur after development of the exposure draft but before it is finally confirmed; and
- MFE will be the lead agency.

Timing summary:

- Exposure draft of NBEA bill: available mid-year
- Introduction of NBEA and SPA to Parliament: end of 2021
- NBEA passed: end of 2022
- Implementation of new Acts: “a number of years”.

## **12. Waikato Matters**

### **Board of Inquiry**

On 11 December 2020, Watercare filed revised application documents with the Board of Inquiry. The application, which was lodged in 2013, it has been updated to address a range of matters which include:

- updates to population and demand assessments;
- changes to the policy framework within which the application is considered;
- reassessment of potential water supply sources; and
- updated Assessments of Environmental Effects including any effect that the granting of our application could have on water available to others.

The lodgement documents include 14 technical documents and the Assessment of Environmental Effects. Importantly the volume of the application has been reduced from 200 to 150 million litres of water a day (as agreed with Waikato-Tainui). This reduction, plus other reductions managed by Waikato Regional Council, means that the allocation limit will not be exceeded by Watercare's application and those ahead of Watercare in the processing queue.

Recently, an application for 70 million litres of water a day was withdrawn. This means that many of the applications behind the Watercare application are also under the allocable limit.

The Board of Inquiry has undertaken a completeness check and the application was publicly notified on 12 February 2021. The public will have until Friday 26 March to make any submissions on the application. A project page has been set up on the Watercare website to direct the public to all the documents and information on the EPA website. Work is underway on the brief of evidence. Once submissions have closed, we will move quickly to finalise hearing evidence and work to resolve any submitter concerns. The aim is to achieve a hearing date in the middle of this year.

### **Watercare Waikato River Restoration Trust**

We are waiting for any comment on the Trust Deed from Waikato-Tainui and their legal advisor.

We are also waiting for advice as to the persons to be appointed by Te Whakakitenga and Waikato River Authority.

Management have recently held discussions with their counterpart at Waikato-Tainui on the first of the restoration projects with a further meeting in a fortnight.

### **13. Non-potable water supply**

#### **Servicing non-connected Auckland residents through existing bulk supply filling stations and new bore sources filling stations**

Watercare and Auckland Council are developing two new treated groundwater supply sites at Orewa and Karaka to supplement supply to outreach communities relying on rain tank supply. These new sites will provide additional resilience to the existing bulk supply filling stations because at times these filling stations need to close due to the high demand placed on them by tanker operators. The Orewa site will be operational by early February 2021. The Karaka site will be operational by June 2021, in time for 2021–2022 summer demand.

#### **Non-potable supply**

There are currently three collection sites serving the construction and small business segment. Total consumption since May 2020 to date is 66 million litres. Currently non-potable water is supplied at no cost. From 1 March 2021, charges of \$3.20 per cubic metre will apply. Watercare is continuing to work with the construction sector to provide longer-term sustainable supply options.

#### **Parks irrigation**

Watercare is continuing work with Auckland Council and has identified four community parks where potable water can be replaced by groundwater supply for irrigation. The next phase is for Auckland Council to incorporate the bore supplies into the parks irrigation system. A further two locations have been identified at Lloyd Elsmore Park to supply irrigation water to the hockey grounds and sports fields. If feasible, water charges of \$2.00 per cubic metre will apply. Work has started at Eden Park, where ground water will be used to irrigate its fields. The works are expected to be completed in stages between January and March 2021.

#### **Water carriers' engagement**

Watercare and Auckland Council held forums with water carriers during December 2020 and February 2021. The forums provided an update on the current water situation and programmes underway to assist the water carriers during their peak summer period. The forums were well received, although some voiced their dissatisfaction with the new \$3.90 per cubic metre tariff. Watercare has since provided further explanation for the tariff increase to assist them with communications with their customers.

#### **Working with Local Government New Zealand and supporting water authorities in the Pacific**

Watercare, through Local Government New Zealand (LGNZ) and the Ministry of Foreign Affairs, have been supporting the Water Authority of Fiji (WAF) and To Tatou Vai (TTV), Rarotonga's equivalent water authority. During 2020 staff from Watercare visited WAF and TTV. The visit identified various areas requiring improvement, particularly in water treatment, water quality, and distribution. Recently, new chief executives have been appointed to both WAF and TTV. During a meeting between Watercare, LGNZ and the CEs of WAF and TTV in January 2021, our continued support of both organisations was reaffirmed. The Chief Executive of TTV visited Watercare in February 2021 and gained insight into our customer service processes and systems,

procurement, and our response to drought. While travel restrictions are in place, we continue to work with both organisations on various initiatives through digital technology.

#### **14. Town to Tank water supply**

In September 2020, the Board approved the development and implementation of a new water service designed to provide access to reticulated water for customers reliant on water tanks. The value proposition was to offer the customer certainty of supply during dry periods by enabling them a reticulated top up of their rainwater tanks in times of limited rain.

Our new Town to Tank service was launched on 1 December for Whangaparaoa residents. We have now received and accepted 249 applications. 188 customers have been connected in Whangaparaoa. While there were some initial delays in connections, largely due to the ongoing demand for connections throughout the region, most connections have now been completed and, now that the early bird offering has expired, ongoing applications have dropped to less than 10 per week.

These customers were surveyed on completion of the installation. Thirty per cent of customers responded to the survey resulting in an NPS of 61. More than 60% of the customers advised that we exceeded their expectations especially in regard to installation of service, customer support, and the overall product offering. The key words used by customers were: happy, fast, great communication and excellent service. Areas to improve on are how we set expectations for completion of reinstatement work, ensuring our installers notify customers of their attendance a day in advance.

We now intend to make the Town to Tank service available more broadly to qualifying customers throughout the Auckland region. Based on the estimate of qualifying properties we expect a similar number of further connections over the coming two summers.

#### **15. Papakura Temporary Water Treatment Plant**

The Papakura Temporary Water Treatment Plant (WTP) went into service on 5 February 2021, after process commissioning confirmed compliance with all Health (Drinking Water Amendment) Act and Drinking Water Standards for New Zealand requirements. The WTP has been continuously staffed since then to ensure stable treatment and distribution system operation. A transition out of this mode of operation is now in progress. The raw water quality has required the installation of arguably Watercare's most sophisticated WTP. The development of this WTP, in such a short timeframe, can be directly attributed to the internal capability of Watercare, our designers, suppliers and contractors.

Recognition should be given to staff that have been largely full time and/or worked extended hours on the project:

- Watercare staff: project leader Rebecca Upton-Birdsall, and Miguel Santana Gallego, Axel Dumont, Buena van Wyk, Nolwenn Lagadec, Hamish Spence, Jude Fernandes, Laurence Jenner, Sifa Pole, Tom Silton, Kyle Mens, Luke Heath-Edwards, Nick Evans, Tom Surrey, Matt Holmes, Leanne McKenzie, Nathaniel Wilson, Paul Futter, Ashleigh Frew and our Maintenance Services Civil Team; and
- Our Service Providers: Tonkin & Taylor, Neo Consulting, ACH Consulting, ControlWeb WSP, Brian Perry Civil (and their sub-contacting partners including DKJ Engineering & Pipeline and Civil), Kerry Drainage and Civil, Guaranteed Flow Systems, Ward Demolition, Suez, Northern Electrical, H2O Engineering, EMC, Filtec and Bellcon.

## 16. Kāinga Ora – Shovel Ready projects

### Shovel Ready Projects – Enabling housing development in the Kāinga Ora redevelopment precincts (Māngere, Mt Roskill, and Tāmaki)

Watercare is progressing a suite of water and wastewater projects under the three Kāinga Ora water and wastewater bundles. Although all the projects in the bundles are water and wastewater projects, the Shovel Ready projects' funds are being provided to Kāinga Ora by the Ministry of Housing and Urban Development (MHUD). Watercare will invoice Kāinga Ora for the projects. It is required that at least one project in each bundle is started by May 2021 and all are finished by June 2024.

**Mt Roskill – Water and Wastewater:** Several of the projects are now with our design and construction partners. Water projects include two new Bulk Supply Points: La Veta Bulk Supply Point and Wesley Stage 1 Bulk Supply Point. Two modifications have been made to Central Interceptor to accommodate the additional Kāinga Ora growth. These are the modification of two of the CI shafts in the Wesley and Waikowhai areas, and the upsizing of Branch Sewer 9. The work will be undertaken by the CI team. Two of the major projects have been rescoped following additional modelling work. Approval from Kāinga Ora is required to confirm the project changes. One is the requirement for a new water booster pump station and new water ring main and the other is a suite of water main upgrades to service the Wesley neighbourhood. The design and consenting work will be undertaken for these projects. The full projects will be submitted to the Board for approval when the scope is further refined, and the full costs can be assessed by the Enterprise Model partners.

**Māngere – Wastewater:** There are four wastewater projects planned for Māngere. These are in the final stages of modelling and optioneering. Final decisions are required on the option so that the projects can be delivered in the expected timeframe.

**Tāmaki – Wastewater:** The key projects for Tāmaki are a replacement pump station for the existing Dunkirk Pump Station and the upgrading of the Dunkirk Road gravity main. The design of the pump station and gravity main is underway by our design partner Beca and will be delivered by Fulton Hogan under the Enterprise Model. The delivery of the full scope of the two projects is likely to exceed the available Shovel Ready. We are looking at options to revise the scope or delay parts of the project that are not immediately required.

## 17. Appendices

Please see Annexures 1 and 2 for the most recent Water Supply Update and the notice to people with rain tanks.

## FUTURE OUTLOOK

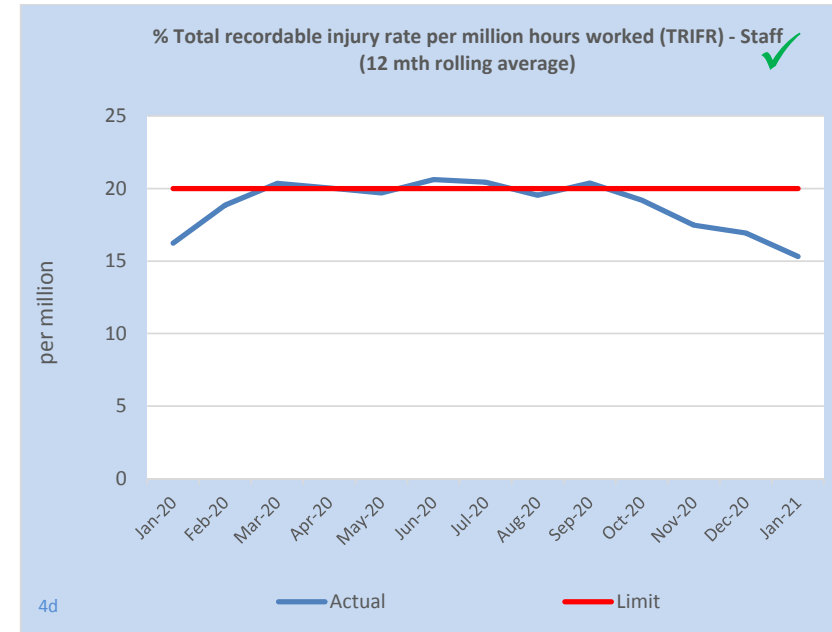
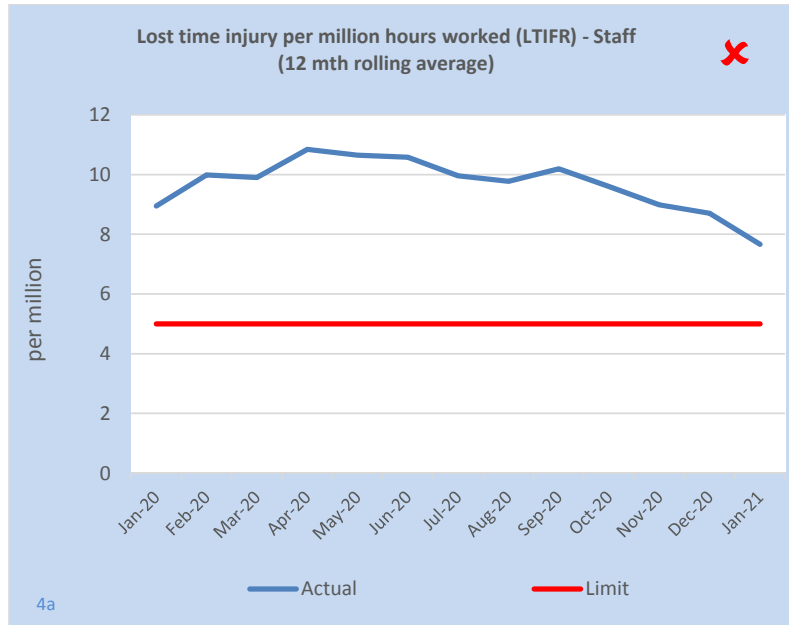
### Upcoming Board activity

Board meeting	30 March 2021
Te Tangata Komiti meeting	28 April 2021
Board meeting	29 April 2021



Marlon Bridge  
**Acting Chief Executive**

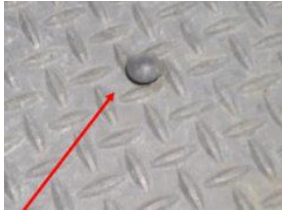
## 1. HEALTH, SAFETY & WELLNESS UPDATE



## HEALTH, SAFETY &amp; WELLNESS UPDATE continued

Worker, type of incident and location	Critical Risk (Yes/No) and Severity	Description of injury/incident	Our learnings	The actions we have taken
<b>Watercare MTI</b> Central Interceptor Māngere Pump Station  17097 13/01/21	No – manual handling  MTI – Treatment only	<p>A worker shifted an office desk and had a sore back for the following two days, before reporting it to their supervisor.</p> <p>The worker was assessed by a doctor and was prescribed painkilling medication.</p>	<ul style="list-style-type: none"> <li>Workers do not always correctly assess risks associated with manual handling tasks.</li> <li>Early treatment and support enable best outcomes for workers.</li> </ul>	<ul style="list-style-type: none"> <li>Worker receiving ongoing support from Watercare Injury Management team.</li> <li>Workers reminded to risk assess prior to all work activities.</li> </ul>
<b>Watercare RDI</b> Customer Team – MSN  16943 12/01/2021	Yes – use of plant  RDI – 3 days	<p>A worker was using a truck-mounted compressor which requires the vehicle to be idling to provide power.</p> <p>The worker was standing in front of the vehicle and when they turned on the air compressor, the vehicle lurched forward, trapping the worker's hand between the vehicle and the fence.</p> <p>The worker called for help, their hand was released, and they were taken to hospital for assessment.</p> <p>The worker's hand was bruised, and they were placed on light duties for three days.</p>	<ul style="list-style-type: none"> <li>Designing out risk is the most effective control.</li> </ul>	<ul style="list-style-type: none"> <li>The worker is being supported by the Watercare Injury Management Team.</li> <li>The vehicle was taken to our servicer for assessment and no faults were found.</li> <li>It seems the vehicle was inadvertently left in gear.</li> <li>Health and Safety committee to investigate relocating 'engage' switch for compressor to inside the vehicle.</li> <li>Incident communicated to all relevant team members.</li> </ul>




Worker, type of incident and location	Critical Risk (Yes/No) and Severity	Description of injury/incident	Our learnings	The actions we have taken
<b>Contractor</b> <b>MTI</b> Customer Team – Meter Reader – Arthur D Riley Ltd  16870 05/01/2021	No – manual handling  MTI – treatment only	<p>A meter reader picked up a large steel meter cover and hurt their arm.</p> <p>The worker received treatment from a physiotherapist.</p> <p>The cover was inspected and was found to be 90cm x 90cm, weighing just over 20kg with a very small lifting device.</p>  <p>The lid has to be pried at the edge and lifted from this lifting point at the same time.</p>	<ul style="list-style-type: none"> <li>Designing for the end user will minimise or eliminate risk.</li> </ul>	<ul style="list-style-type: none"> <li>Work order to split the lid into two and affix more effective lifting handles.</li> </ul>
<b>Contractors</b> <b>MTI</b> Operations Papakura – Brian Perry Civil  17223 12/01/2021	No – manual handling  MTI – treatment only	<p>Two workers were lifting a drill bit into a hole. The workers were lifting from slightly sloping ground, from an awkward position, and dropped the load from a height of 50mm.</p> <p>The drill bit rolled over worker's finger but they didn't notice anything serious at the time. The worker was wearing gloves and when they took off their gloves later, they saw the finger had been cut through the nail.</p> <p>The worker was taken to the doctor where the injury was treated, and antibiotics prescribed.</p>	<ul style="list-style-type: none"> <li>Workers do not always correctly assess risks associated with manual handling tasks.</li> <li>Early treatment and support enable best outcomes for workers.</li> </ul>	<ul style="list-style-type: none"> <li>Review procedure and controls</li> <li>Communicated to all team on site</li> </ul>

### 1.1 SIGNIFICANT INCIDENTS/HAZARDS/CLOSE CALLS

There were four significant incidents in **January 2021**.

Worker, type of incident and location	Critical Risk (Yes/No) and Severity	Description of injury/incident	Our learnings	The actions we have taken
Watercare  Central Interceptor  Incident  Feedback  16979 13/01/2021	Yes – lifting	During a lifting activity, a steel cage unravelled approximately 1.5m from the ground.  This is a high-potential incident as the cage had been lifted in to and out of a shaft. Had it unravelled, people working in the vicinity may potentially have been hurt.	<ul style="list-style-type: none"> <li>Focus on critical risks must be ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>Lifting operations stopped for two days.</li> <li>Full investigation into incident and lifting operations in general.</li> <li>Specialist lift supervisors added to the structure and have been appointed.</li> <li>Project Senior Leadership Team review of incident investigation and lifting operations.</li> </ul>
Watercare  Operations – Rosedale  Close call  17136 19/01/2021	Yes – Loss of containment	Reinstatement was being conducted on an excavation beside an underground biogas line. The gas line was isolated during this work.  A miscommunication occurred and the biogas line was de-isolated prior to the asphalt being laid at the end of the reinstatement.  There was no injury or incident.	<ul style="list-style-type: none"> <li>Overlapping PCBU responsibilities highlighting the importance of communication and collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>HSW and Construction Management Team consulted and tightened communication protocols for site</li> <li>Project Manager liaising with site operations leaders.</li> </ul>

Worker, type of incident and location	Critical Risk (Yes/No) and Severity	Description of injury/incident	Our learnings	The actions we have taken
Contractor  MSN – Greenscene  Incident  16873 07/01/2021	Yes – service strike	An arborist was clearing small roots away from a water main. While cutting through a root, the worker cut a 10mm non-ducted gas service line that was sitting just below the root.  The work crew evacuated the site and the fire service sealed the line. Vector then repaired the gas line and the Watercare crew reinstated the site.	<ul style="list-style-type: none"> <li>Procedures form part of our risk management procedures and must be followed.</li> </ul>	<ul style="list-style-type: none"> <li>Investigation found the work crew did not follow the correct procedure.</li> <li>The crew have completed a learning and disciplinary process.</li> </ul>
Contractor  Infrastructure – North Power  Incident  16999 13/01/2021	Yes – service strike	A work team was relocating a power cable and were using a sabre saw to cut ducting.  When cutting through a power duct a worker struck and cut a gas pipe which was underneath the power duct.  SOP:  	<ul style="list-style-type: none"> <li>Service strikes remain an area of focus for Watercare and our contractors.</li> </ul>	<ul style="list-style-type: none"> <li>Vector attended the site and repaired the line.</li> <li>Investigation found the worker did not follow the SOP which was to place protection between the line being worked on and other services.</li> <li>The work team have completed an investigation and close-out actions.</li> </ul>

### Safe RTW (return-to-work)

It is very pleasing to see a significant improvement in post-Christmas construction RTW outcomes in comparison to the post COVID-19 RTW. This improvement can be attributed to the HSW focus and effort of all workers across all projects.

The Back-to-Basics campaign was adopted by all infrastructure sites and the January theme was 'Are we safe to start?'

Many contractors held RTW events to realign and refocus workers.

### HSW External Review

Human Synergistics has been appointed as the provider for the HSW Review. The review will be delivered in three phases: a survey of all workers followed by face-to-face focus groups to inform a report to the executive and the Board. Following the report, Human Synergistics will facilitate a workshop with key Watercare representatives to develop a HSW plan.

Timeline:

- All of business awareness comms – 17 February
- Survey issued – 23 February
- Survey open – 23 February to 9 March with an option to extend to 16 March
- Survey analysis delivered no later than 26 March
- Focus groups – 1 to 12 April
- Final report no later than 26 April

### Central Interceptor Climate Survey

In December 2020, the CI Project conducted a HSW climate survey of all staff. More than 80% of workers completed the survey. Initial results have been assessed and delivered to workers. Site representatives are being engaged to delve into selected areas highlighted in the results, and to provide feedback to the Project Senior Leadership Team.

### Positive feedback – Good Stuff

Every day on all our worksites, workers are doing great work, putting HSW at the front of their thinking and managing challenges. Both the Central Interceptor and Infrastructure teams have been conducting regular Leadership Walks and are using our HSW reporting system to acknowledge good stuff. In January, CI lodged 15 'Good Stuff' reports and Infrastructure, 13.

The language of HSW is changing to focus on learning from what works well and involving workers earlier and more often in work design and planning.

## HSW Focus Areas

### Online HSW Inductions

Following success of online contractor HSW induction, we are developing an online HSW induction for Watercare staff. Since December, more than 2000 contractors have completed online inductions and we are keen to build on this success, removing further delivery impost from the Operations Team. This will be delivered in May 2021.

### Audit

Recent audit findings have highlighted a gap in our self-audit programme. Production sites and HSW system self-audits are being redesigned and the new programme will be launched in April 2021.

### Reporting

We are updating our reporting to ensure all levels of the business have the information they need to lead and support HSW.

### Control of work operations / infrastructure Interface

When projects are being delivered on operational plants, it is important that all parties are collaborating and communicating clearly so there are no issues arising from conflicting work.

We are working with project managers and engineers as well as the Operations team review current performance and identify any areas that require improvement.

## 1.2 COVID-19 PREPAREDNESS

### Covid-19 Update 15 February 2021

Auckland is currently at Alert Level 3 and the rest of New Zealand is at Alert Level 2.

Watercare is continuing to operate the business at Alert Level 3 protocols with heightened awareness towards hygiene and use of contact tracking procedures at all Watercare sites and for all staff and contractors. The majority of people are working from home.

There have been no known COVID cases amongst Watercare staff or contractors.

The major risks facing the company are:

- The continuing drought recovery, and
- Community transmission reoccurs.

The following email was sent out to all staff on 15 February 2021.

“Hello all,






Following yesterday’s Alert level 3 announcement for Auckland till Wednesday 11:59 pm, here is what it means for Watercare staff:

- 1) The majority of office-based staff will work from home, unless specifically asked to come in to the office or operational sites.
- 2) You’ll have today to come and pick up your laptop or any other accessories. Please only do so if absolutely necessary for you to work: use the COVID tracer app, swipe in and out and maintain physical distance - don’t congregate in large gatherings.
- 3) Please check the locations of interest to determine if you’ve visited any of the sites, and follow the instructions on the site for how long to isolate, when to call Healthline and get tested (the requirements for these have changed a bit this time around).
- 4) Since the rest of NZ is at Level 2, border movements to and from Auckland will be restricted. If any of your team members need to travel out of and into Auckland for essential Watercare work, please email [enquiry covid@water.co.nz](mailto:enquiry covid@water.co.nz) to get an exemption letter.

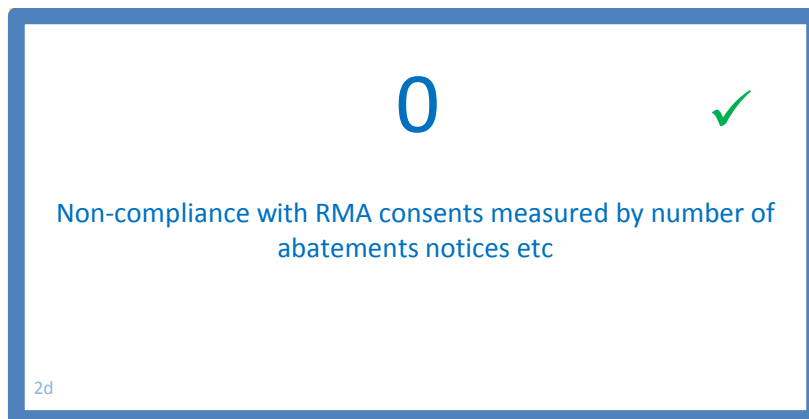
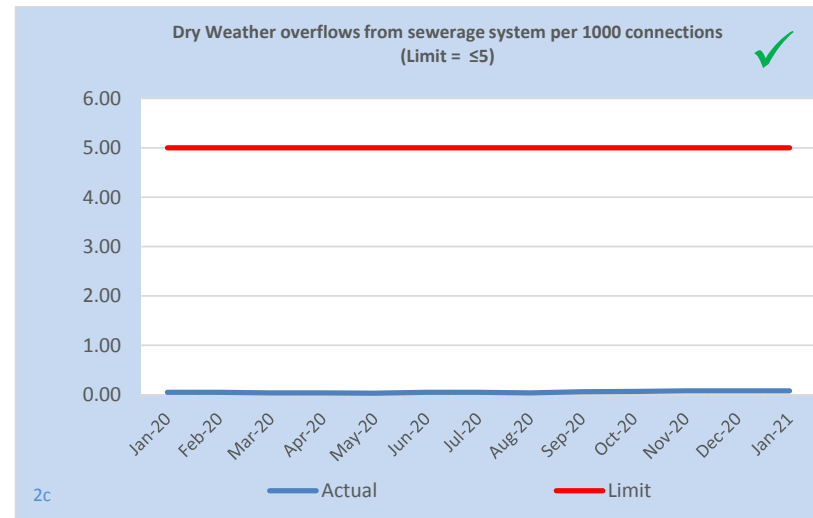
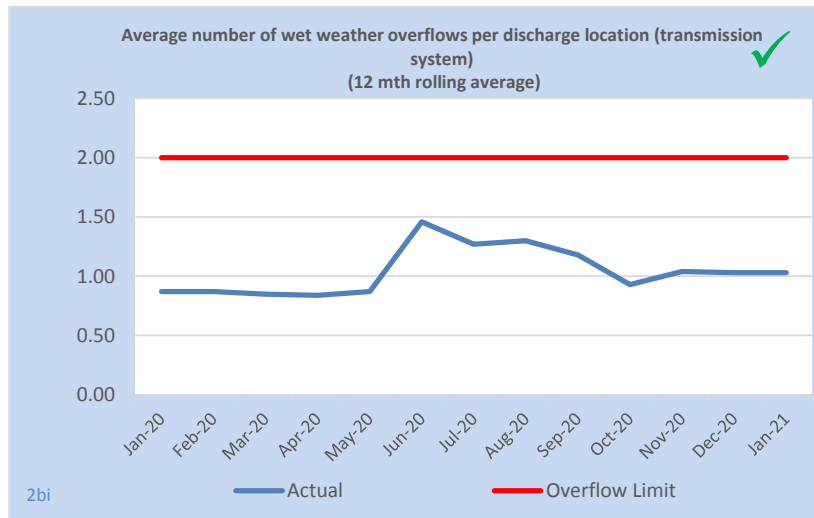
Your safety is our first priority so keep practicing the golden rules for staying safe: Hygiene, physical distancing, using the COVID Tracer App, swiping in and out at work and monitoring for any COVID-19 symptoms.

We have been here before and we have robust plans and processes for this very reason. Let’s be prepared so we are in a good shape to handle whatever comes our way.

We’ll keep you updated on any developments so watch this space.”

COVID-19 Second Wave	Actions completed	Actions Underway
<b>People and Culture</b> 	<ul style="list-style-type: none"> <li>Regular contact is being encouraged for management with staff working from home</li> <li>We have reviewed all the existing protocols for Covid Alert Level 3</li> <li>Masks, hand sanitisers and glove stocks remain at appropriate levels</li> </ul>	<ul style="list-style-type: none"> <li>Messaging continuing to remind staff of golden rules during Covid and PPE ordering procedure</li> <li>EnquiryCovid@water.co.nz email monitored regularly to ensure that staff queries are addressed in a timely manner</li> <li>Office based staff are working from home where possible with few exceptions.</li> <li>The welfare support team is in place providing wellbeing resources and additional support for staff and their families.</li> </ul>
<b>Assets and Infrastructure</b> 	<ul style="list-style-type: none"> <li>All infrastructure projects, meter readings, new connections, lab services and normal operations work continue with the heightened Covid-19 protocols including hygiene, physical distancing and contact tracing protocols in place</li> </ul>	<ul style="list-style-type: none"> <li>Messaging will continue to ensure complacency does not set in</li> <li>No reports of issues with staff movement received and staff have been advised to apply for exemption letter by emailing the Covid team</li> <li>We are following the MBIE registration process to ensure essential workers are able to move across Auckland borders</li> </ul>
<b>Community and Stakeholder Relationships</b> 	<ul style="list-style-type: none"> <li>Email sent out to staff emphasising on Ministry of Health guidelines, contact tracing and good hygiene</li> <li>Enquiry Covid email is monitored for queries and staff are being contacted if they have any concerns or need clarification</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to liaise with third party groups including Auckland Council Crisis Management Team to ensure alignment of the best practice Covid-19 protocols and guidelines on a regular scheduled basis</li> </ul>
<b>Intellectual Capital</b> 	<ul style="list-style-type: none"> <li>We continue to follow Ministry of Health guidance on Covid response measures where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Alert Level 3 guidelines will continue to be updated, in line with official guidance from the Government as these evolve</li> <li>Monitoring of International trends and local updates will continue to be reviewed</li> </ul>
<b>Financial capital and resources</b> 	<ul style="list-style-type: none"> <li>Financial constraints caused by claims from delayed projects are being monitored</li> </ul>	<ul style="list-style-type: none"> <li>The Procurement Team is continuing to monitor stock and order levels. They are also keeping in regular contact with suppliers to ensure market intelligence is maintained on stock availability and International Freight logistics</li> </ul>

## 2. SOI MEASURES — 2020-21 — Natural environment





SOI MEASURES — 2020-2021 — Assets and Infrastructure



100%



Volume of water meeting Aa standard

1a

100%



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

1a

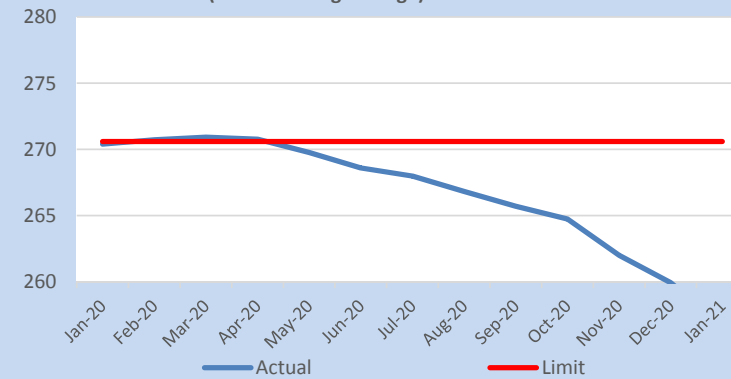
100%



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

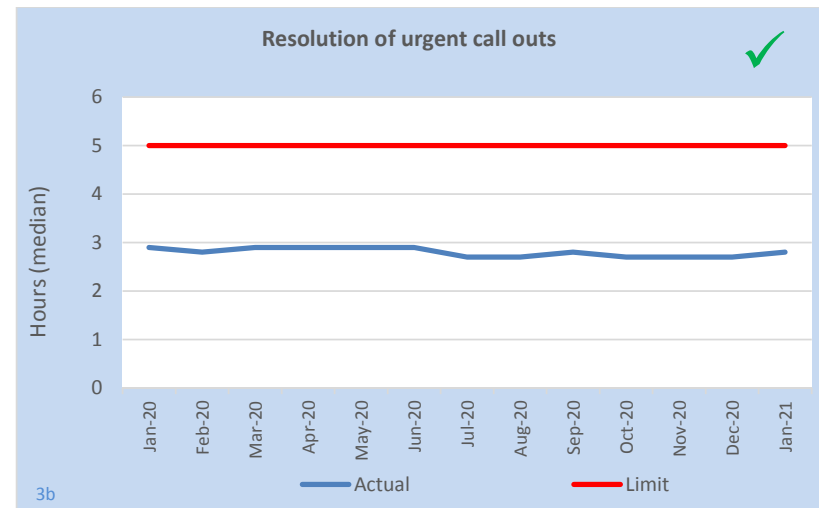
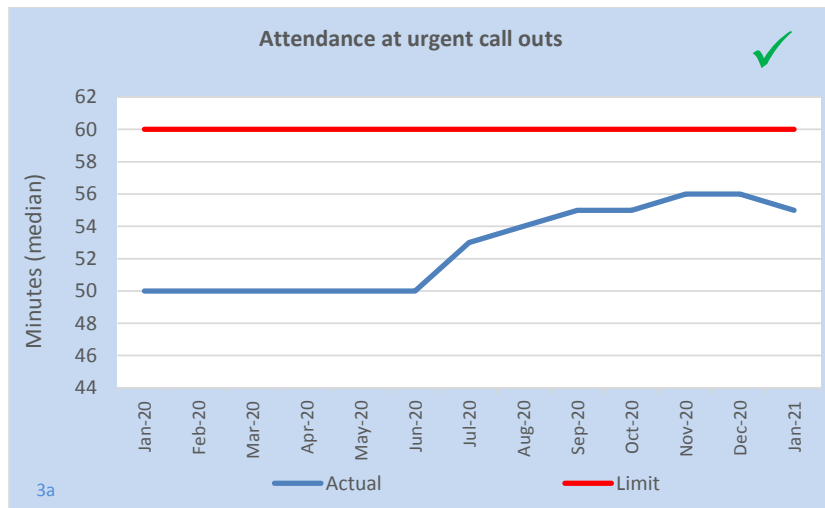
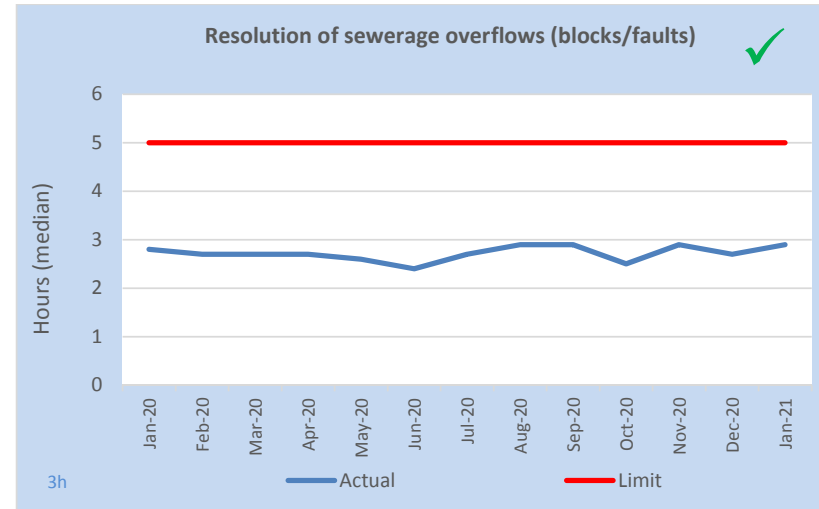
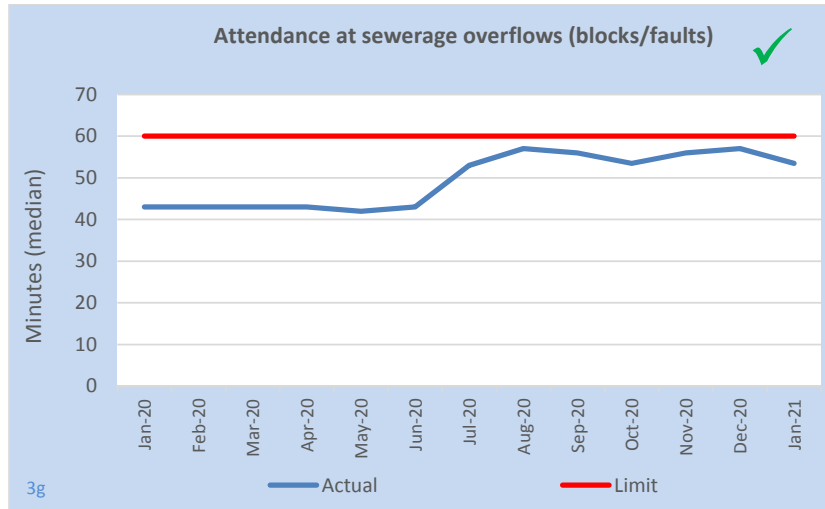
1b

Average consumption of drinking water per day (Gross)  
(12 mth rolling average)



6a

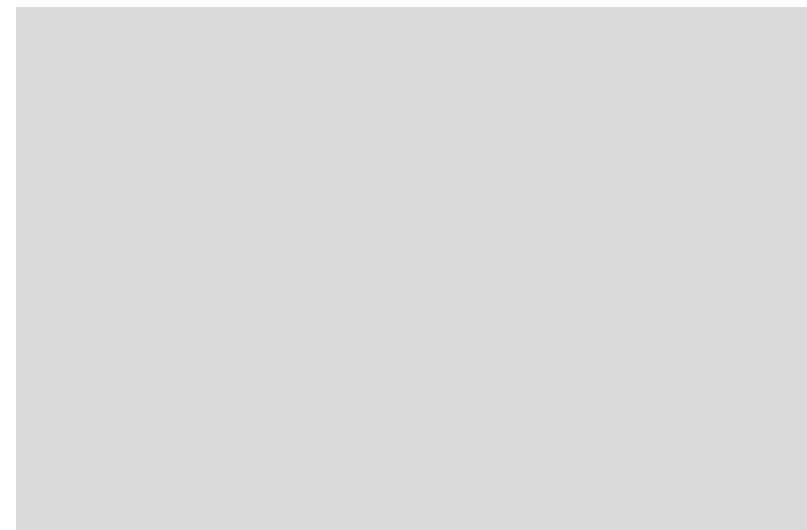
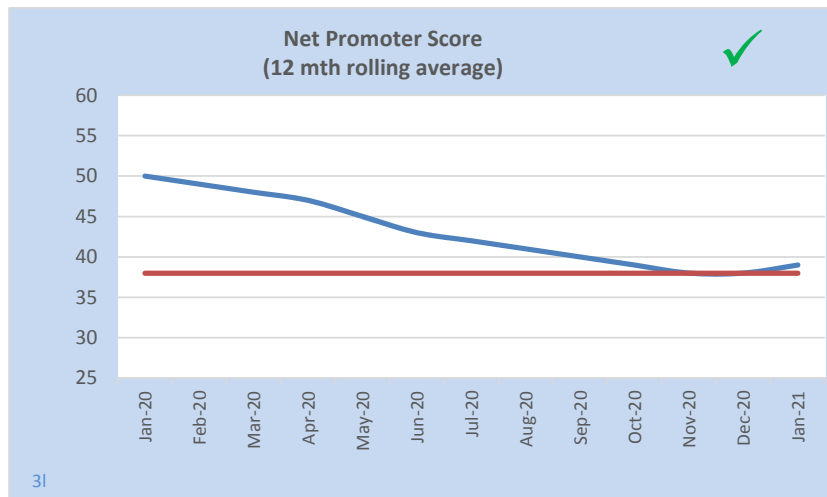
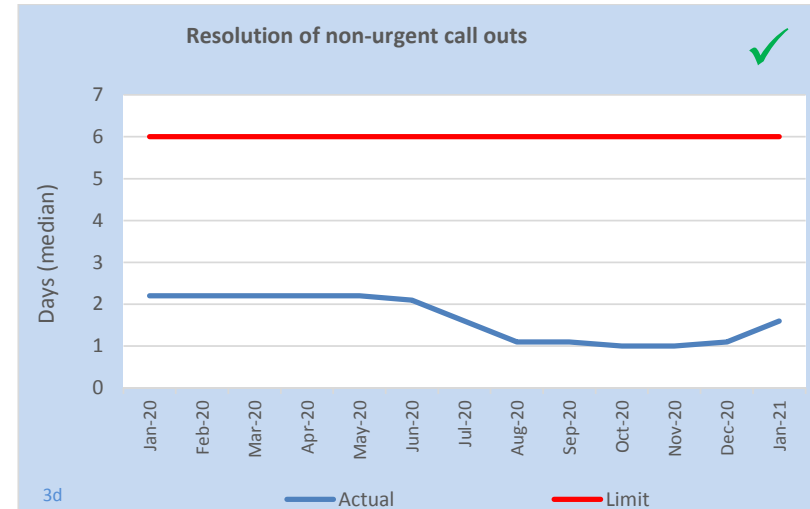
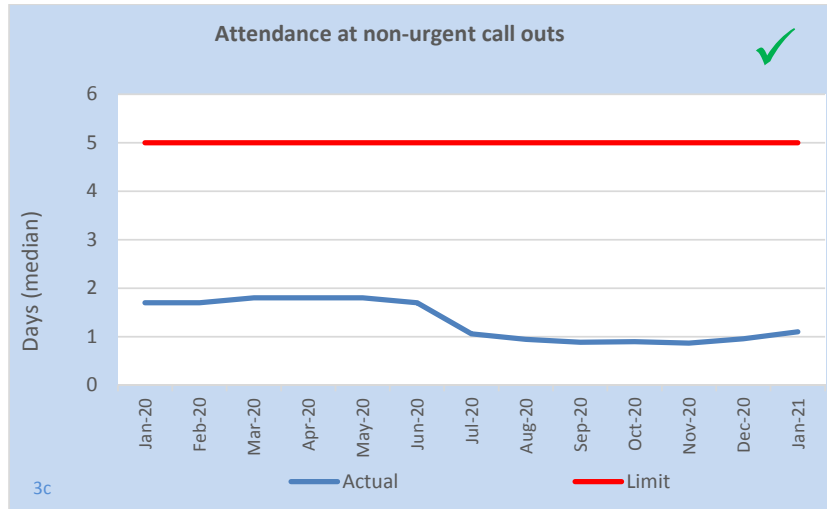
## SOI MEASURES – 2020-2021 – Community and Stakeholder relationships



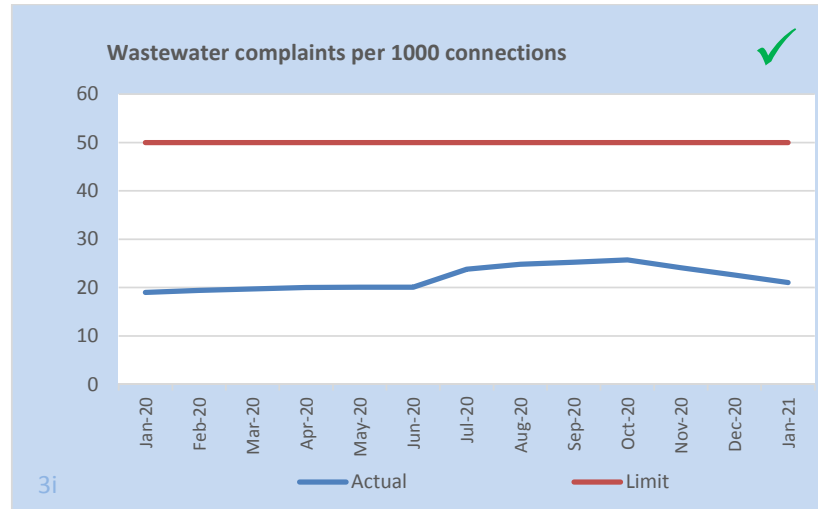
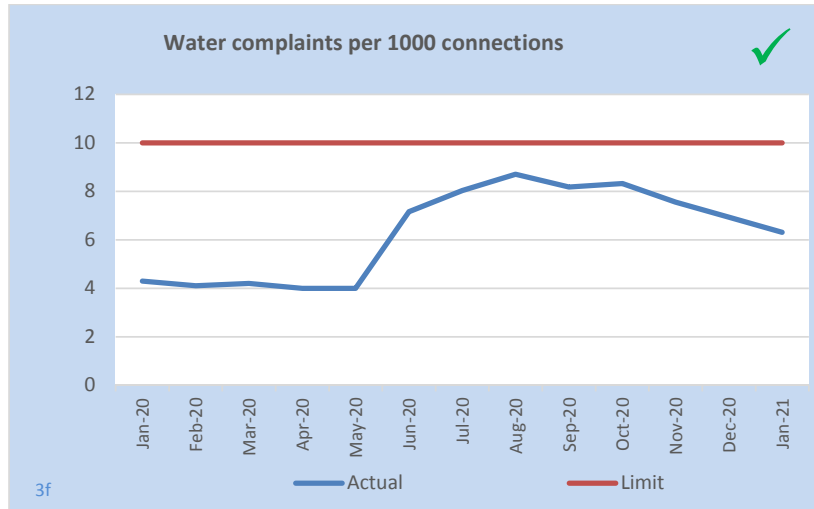
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## SOI MEASURES – 2020-2021 – Community and Stakeholder relationships



## SOI MEASURES – 2020-2021 – Community and Stakeholder relationships



7.3

## Complaints Performance January 2021

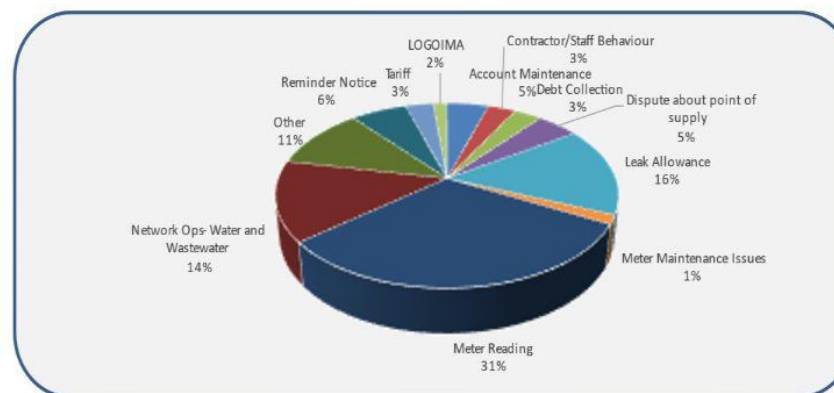


### Complaints within SLA



- Complaints increased +10% increase vs last year and 16% higher than last month
- Complaints closed within SLA (10 days) 12month rolling average is at 96%, slight dip due to a high month Jan 20 dropping off rolling average
- In line with our revised complaint resolution process we will be capturing complaints regardless of where it enters the organisation, as we roll this out across the business we will see an increase in total number of complaints

### Types of complaints



#### Main drivers:

- Meter reading challenges, mostly driven by inability to access the meter, resulting in customer frustration with consecutive estimations.
- Leak allowance complaints largely disputing our process for how leak allowance is calculated
- Networks/Operations: Time taken to repair, lack of shutdown notifications, point of supply dispute.

#### Outcomes:

- Bill shock workshop with staff completed with a consistent triage process being implemented for staff and updated website for customers
- Meter reader journey completed. AD Riley are case managing the consecutive no reads. We are looking to leverage meter reader notes to drive insight into repeat no reads and will be attending their toolbox meetings to build a closer partnership to be aware of issues arising.



## New SOI Measures for 2020-2023

Capital	Measure	SOI Target	Commentary/Result
Customer & Stakeholder Relationships	We contribute to the delivery of Māori outcomes and deliver on the joint outcomes agreed by Council and CCOs (At least one kōrero with each of the 19 iwi every year and work with them to develop meaningful measures for Māori outcomes)	At least one kōrero with each of the 19 iwi every year	Māori Outcomes Plan update – Present to Board at Feb 2021 meeting  Highlight one of the 19 iwi in Tāmaki Makaurau – CE's Report – actioned and submitted to board for feb 2021 board meeting
Customer & Stakeholder Relationships	Watercare will operate responsibly. We will meet the 10 DIA targets that relate to customer and stakeholder relationships (refer Appendix E, numbers 3–12). (Meet 100% of DIA targets) (Complaints, Response/Resolution, Bacteria & Protozoal)	Pass/Fail	Pass Full compliance maintained for Bacterial and Protozoal compliance
People & Culture	We will improve our employee engagement. eNPS	≥20	34.3. Result has remained stable compared to the previous survey.
People & Culture	Watercare has committed to the Diversity Agenda Accord. Improve gender workforce split in departments where the split is uneven (Identify 2020/21 baselines and improve on baseline)	10%	No changes Q1 2020/21 to Q2 2020/21. Female representation in Operations increased by 4% however due to male representation also increasing this did not impact overall numbers
People & Culture	Watercare has committed to the Diversity Agenda Accord. Attract a more diverse range of applicants to apply for jobs at Watercare (Identify 2020/21 baselines and improve on baseline)	10%	Q1 2020/21 to Q2 2020/21 the number of applications from Maori and Pasifika have decreased, however there were significantly less applications made during quarter 2 2021. When comparing the number of applications made as a percentage of total applications: in Q2 7% were from Maori and Pasifika compared to 6% in Q1 20/21.
Financial Capital & Resources	We manage operations efficiently, keeping costs to customers (collectively) at minimum levels. Percentage of household expenditure on water supply services relative to the average household income	≤1.5	0.84%

Capital	Measure	SOI Target	Commentary/Result
Financial Capital & Resources	We are a financially sustainable business. Watercare group's debt headroom (Set measure in conjunction with Council and establish baseline)	Baseline is 3.54	Financial Control has obtained the financial reporting calculation used in Auckland Council's group financial statements for the debt to revenue ratio and created their own template that automatically draws data from the monthly Management Reports. The Oct-20 debt to revenue ratio was 3.46, Nov-20 ratio was 3.26 and Dec-20 is 3.07.
Intellectual capital	We create new value in our infrastructure supply chain through the Enterprise Model. Establish and implement an Infrastructure Carbon Portal and corresponding toolkit to assess ways to reduce carbon emissions during the construction of water and wastewater assets. (Deliver and implement portal and toolkit. For the Enterprise Model, monitor and report on the target of a 40% reduction post 2024.)	Establish Baseline	Carbon portal progress being made through internal and external feedback sessions. Training modules continue to be completed with 144 sessions taken (across 3 modules) and there are now 69 users with access to the Carbon Portal. A trial of a 30kVA solar pod (hybrid solar generator) has started on the Waikato 50 construction site to demonstrate benefit of renewable generation on remote construction sites. The trial is also a low-cost innovation trial for P1st that can be rapidly deployed to other sites and replaces the need for electricity infrastructure to these sites and emissions from the BAU diesel generators.
Intellectual capital	We create new value in our infrastructure supply chain through the Enterprise Model. Establish and implement an Infrastructure Cost toolkit across the programme and project to deliver new ways to reduce costs during the construction of water and wastewater assets. (Deliver and implement the toolkit. For the Enterprise Model, monitor and report on the target of a 20% reduction post 2024).	Establish Baseline	An EM Toolkit structure has been set up. Recent tools added to the toolkit include a project scorecard and value capture process to measure, capture and share performance and 40:20:20 ideas/progress.
Assets and infrastructure	Watercare will operate responsibly We will meet the 2 DIA targets that relate to assets and infrastructure (refer Appendix E, numbers 14 and 15). (Meet 100% of the DIA and Auckland Plan targets)  (Dry Weather and Wet Weather Overflows)	Pass/Fail	Pass

Capital	Measure	SOI Target	Commentary/Result
Assets and infrastructure	We will develop and use talent, processes and technologies to manage non-revenue water and ensure optimal supply efficiency. (Establish baseline and demonstrate continuous improvements on previous year) <b>by 30 June 2021</b>	Establish Baseline by 30 June 2021	Leak detection of 6000km/year is being conducted with the intention to train the capability in house. Pressure management and smart metering trials are underway citywide  Planned Targets: <ul style="list-style-type: none"> <li>• Create ** DMA's PMA's by 2023</li> <li>• Maintain Real losses below 13%</li> <li>• By 2025 achieve **** L/C/d</li> </ul>
Natural Environment	Watercare will operate responsibly. We will meet all DIA natural environment targets (refer numbers 1 and 2 in Appendix E). (Meet 100% of DIA targets) <b>(Compliance, PCC)</b>	Pass/Fail	Pass
Natural Environment	We will implement Mitigation measures in line with our responsibility to keep global warming within 1.5oC. We will reduce annual greenhouse gas emissions from Scope 1 and Scope 2 emissions (operational mitigation). (• 2020/2021: Complete work on a plan to achieve a 45% reduction in operational emissions by 2030 <ul style="list-style-type: none"> <li>• June 2021: Finalise targets in line with ACAP</li> <li>• 1 March 2022: Baseline established and roadmap targets published in our next SOI. These targets will consider the contribution to the region's interim 2030 and 2050 targets.</li> <li>• 30 September 2022: Report on first target and publish targets through to 2024 in the 2021–2024 SOI)</li> </ul>	Finalise Targets by June 2021 Establish Baseline by 1 March 2022	Preliminary reduction pathway established. Presenting to Exec, Committee for Climate Action and ELT. Phase two will include additional work on data validation, cost/benefit analysis and ways to close the gap between projection and target.  WaterNZ have secured funding and established RFP for understanding wastewater process emissions in NZ.
Natural Environment	Water is precious – We continue to encourage our customers to be mindful of their water use The average consumption of water per residential connection. (• 1 March 2021: Baseline established, and sector targets published in our next SOI <ul style="list-style-type: none"> <li>• 30 September 2021: Report on target and publish targets through to 2024 in the 2021–2024 SOI)</li> </ul>	Establish Baseline by 1 March 2022	Connections data has been collated, need to define distinction between domestic and non-domestic and define connections



Capital	Measure	SOI Target	Commentary/Result
Natural Environment	<p>Water is precious – We continue to encourage our customers to be mindful of their water use</p> <p>The average consumption of water per non-domestic connection.</p> <ul style="list-style-type: none"> <li>• 1 March 2021: Baseline established, and sector targets published in our next SOI</li> <li>• 30 September 2021: Report on target and publish targets through to 2024 in the 2021–2024 SOI)</li> </ul>	<p>Establish Baseline by 1 March 2022</p>	<p>Connections data has been collated, need to define distinction between domestic and non-domestic and define connections</p>

### 3. PEOPLE, CAPABILITY AND LEARNING



#### People Welfare Support Plan – COVID-19

The welfare support plan has been updated and implemented across all business functions with respective team-lead and support crew. The Symptomatic Worker Tracking Form has been re-deployed into each function. We have received five of these back, indicating that these five people were showing symptoms. They are currently being tested for COVID.

- An administration and document team has been tasked with identifying the key COVID support information and processes to enable business functions within the correct guidelines.
- All knowledgebase locations will be updated respectively.
- Six employees are showing one or more symptoms, two of these returned a negative result; the remaining four are still waiting on results.

#### Future stars

Participants are being included within their business function succession plans in conjunction with EOY performance conversations via people and capability business partners. One project has been highlighted as an opportunity for Watercare and is currently under development for possible implementation. It relates to recycling wastewater to provide irrigation. The project team are completing their due diligence to validate requirements and associated costs, both to business sectors and to Watercare.

The project cohort's and sponsor retrospect's are in progress to obtain key data on improving the talent workshops. The 2021 Future Stars talent programme is in its final phase to relaunch during March 2021. The selection criteria are being reviewed and aligned with talent mapping and succession planning activities with People and Capability business partners and their respective business functions.

People and Capability business partners are in development and succession planning conversations for all Future Stars participants.

#### Leadership development

The Watercare Leadership development programme continues throughout 2021 with 'leading the Watercare Way' sessions scheduled for February to May, capturing all tier four, five, and six people-leaders. This will build a foundation of understanding in our leadership framework, enhance their current capability in people development / management by aligning to our leadership framework, principles, and competencies in developing high-performing teams in their business functions. A further series of leadership development sessions will follow, and all sessions will be complimented with relevant toolkits.

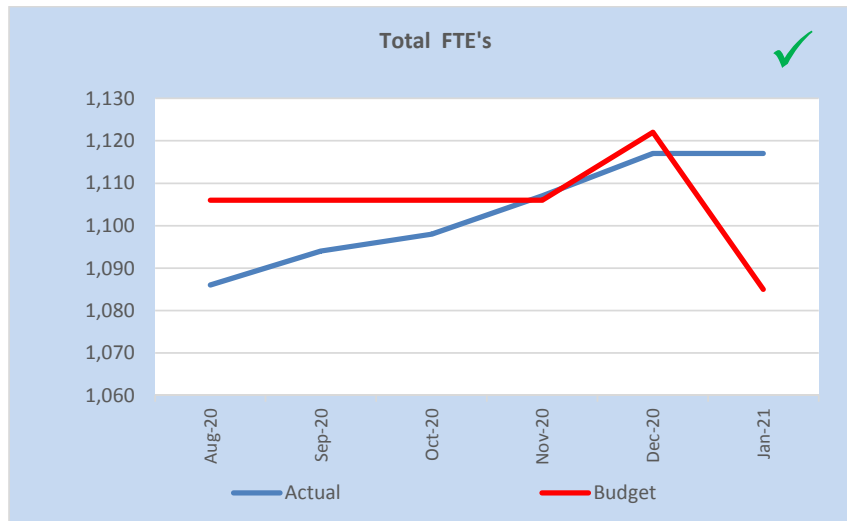
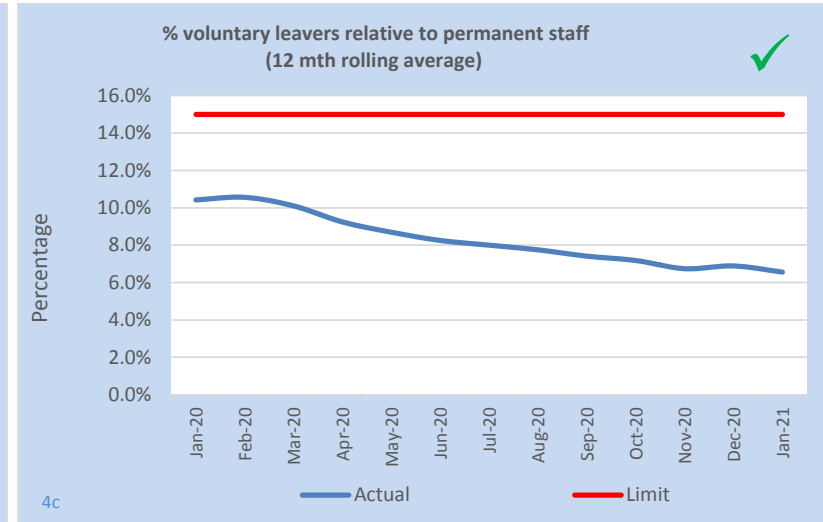
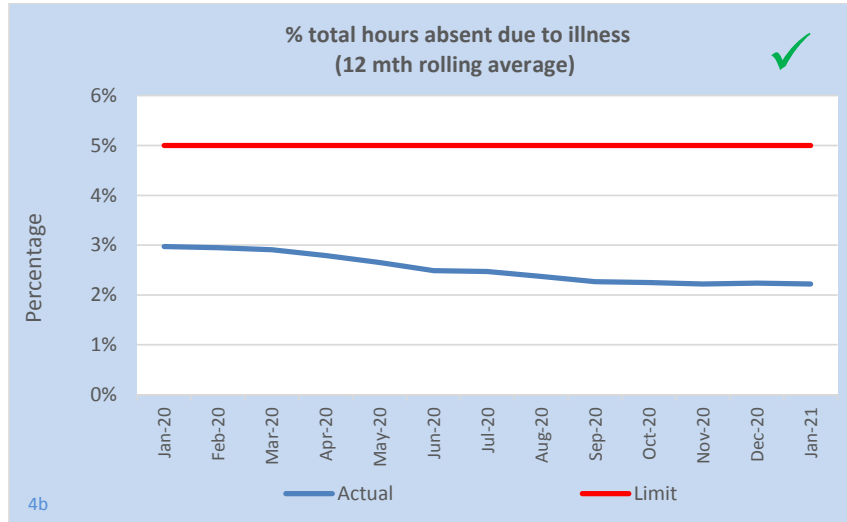
**EOY – End of Year Performance Conversations**

People and Capability business partners have commenced the first phase for EOY performance conversations with all their direct people-leader stakeholders. The target is for all employees to have relevant, quality, and current performance conversations with the correctly identified rating by June 2020. At this point goal setting discussions will commence to ensure all employees have relevant and current goals for 2021–2022 by September this year.

**Ways of Working Update**

Approximately 36% of Watercare employees have completed the Watercare Way immerse module.

Business unit	Percentage completed
Central Interceptor	19%
Communications	50%
Company Secretary	75%
Customer	43%
Digital	30%
Finance	30%
Infrastructure	36%
Operations	29%
People	76%
<b>Grand Total</b>	<b>36%</b>



## 4. COMMUNITY AND STAKEHOLDER RELATIONSHIPS UPDATE

### 4.1 WORKING WITH LOCAL BOARDS

Local boards and elected member business began to increase in early February with workshops and business meetings resuming. A briefing on the Dunkirk Ave wastewater pipeline and pump station upgrade was given to Maungakiekie-Tāmaki Local Board along with a progress report on the Glen Innes wastewater network and pump station upgrades.

Water situation updates continued to be shared with the local boards including progress with the source augmentation projects including the Papakura Water Treatment Plant and Hays Creek Dam which came back into service during February 2021.

Information on changes to Watercare's price path and capital expenditure programme 2021 was shared with the elected officials and support staff. Several members raised questions on commitments to project funding which were responded to.

The Manukau Harbour Forum was briefed on progress with the hydrodynamic model for the Manukau Harbour along with information on the Central Interceptor and other relevant projects.

The number of leaks escalated by elected members has increased slightly with the dryer weather over January and early February. These are prioritised and responded to as appropriate.

### 4.2 WAIKATO DISTRICT COUNCIL (WDC) STATUS UPDATE

- Mat Telfer commenced as the Operations Manager for the Waikato District Council Operations and Maintenance Contract in February.
- Works are continuing on the Meremere WWTP upgrade and the pond reclamation work is complete.
- Watercare Waikato has been assigned \$9 million of DIA reform water projects to undertake on behalf of WDC. The projects commenced in late January with desludging of the oxidation ponds at Huntly WWTP. The detailed design of the UV reactors installation at Te Kauwhata WWTP commenced in early February.
- There were no significant treatment plant or network outages in January 2021.

### 4.3 LEGISLATION & POLICY UPDATE

- The Climate Change Commission released its Draft Advice for Consultation report on 31 January. This report sets out New Zealand's emission reduction pathways to reach net-zero by 2050 and a reduction of biogenic methane emissions by 24–47% by 2050. Public submissions close 14 March 2021. 'Emissions budgets' – which will form the basis of New Zealand's reviewed Emissions Trading Scheme (ETS) – for the next 15 years will also be proposed. Watercare will need to be aware of these proposals and may need to make a submission.
- **Freshwater claim in the South Island – Ngāi Tahu goes to the Christchurch High Court:** In a legal first, Ngāi Tahu has lodged a statement of claim to the High Court seeking recognition of rangatiratanga to address the ongoing degradation caused by the environmental mismanagement. Ngāi Tahu (the largest iwi within the South Island) has just been joined by Ngāti Kahungunu (Northern Hawkes Bay-Wairarapa located iwi). These two iwi share a number of pre-European and historical connections.
- **This isn't a new Treaty claim, or about claiming 'ownership' of freshwater throughout New Zealand.** In essence, Ngāi Tahu have gone to the High Court to argue for the recognition of their rangatiratanga – rights, responsibilities and obligations of freshwater – within their takiwā (district/area); not of all New Zealand. The recognition of their rangatiratanga over freshwater formed part of the Ngāi Tahu Treaty Settlement Act (1998), but Ngāi Tahu are claiming that the Crown, and local government, have not honoured, or advanced this. Hence, they see, as a result, the continued degradation of freshwater quality (and flows) throughout much of the South Island.
- **Ngāti Whātua Ōrākei heads to the High Court (9 February 2021):** Ngāti Whātua Ōrākei has commenced proceedings in the High Court to challenge the Crown's proposals to give two sites (a former Pa site, at Judges Bay, and a former fishing village, Waipapa, in Parnell) to a collective of iwi from Hauraki/Thames to settle their Treaty grievances. It has taken seven years for Ngāti Whātua to get to the High Court, and trial is expected to last for 10-weeks.
- **Parliament reconvenes – bills of interest (both are under urgency):**
  - **Local Electoral (Māori Representation) Amendment Bill:** This Bill was introduced on Friday 5 February 2021 and is under urgency. It will be passed by next month. The purpose of this Bill is to require all territorial authorities and regional councils to establish Māori wards and constituencies. This will be achieved by amendments to the Local Electoral Act 2001. Only those Māori on the electoral roll will be able to vote for ward candidates. This Bill is about enhancing the role of Māori in local government.
  - **Climate Change Response (Auction Price) Amendment Bill:** This Bill was also introduced on Friday 5 February 2021 and is also under urgency. This Bill will be enacted by 15 March 2021. This Bill would allow the Climate Change Minister (James Shaw) to set a confidential reserve price within the NZ Emissions Trading Scheme (NZ ETS). In essence, this means that the Government will not allow the ETS auction price to ever be higher than \$50/tonne in 2021 (currently it is around \$30/tonne).

#### 4.4 MĀORI OUTCOMES AND ENGAGEMENT

##### Kia ora te umanga

- Meetings with EPA staff re: Board of Inquiry process and Watercare 2013 application, mana whenua engagement.
- Register Māori owned businesses to Watercare procurement.

##### Kia ora te reo

- Watercare Māori (Māreikura) staff cultural wānanga, Makaurau Marae, Ihumātao.
- Kia ora Tāmaki Makaurau framework and cultural induction to Watercare for 2020 summer interns.
- Māori Philosophy, tikanga māori wānanga (learning module) for Watercare CI Staff, GAJV interns and Watercare summer interns, Umupuia Marae, Clevedon.

##### Kia ora te whānau

- Mana whenua involvement in CI Project and GAJV celebration of world tunnelling day (Saint Barbara). Support Ngāti Whātua Ōrākei tribal gathering @ karaka.

##### Kia ora te taiao

- Oruarangi Awa hui, Te Kawerau a Maki, Edward Ashby, Watercare Peter Nicoll, property and transfer of riverbed back to Iwi.
- Watercare CI project, GAJV and Mana whenua cultural inductions, Māngere Training Centre.
- CI Project, GAJV and Mana whenua working group, CI project dedications and consenting management plans.
- Engagements with Iwi regarding Waikato Awa water consents and documents Waikato 50 Project, Waikato Tainui, Te Taniwha o Waikato, Ngāti Te Ata, Ngāti Tamaoho and Te Ākitai Waiōhū. Mana whenua engagement @ Waikato Treatment Plant, Tuakau with Waikato Tainui, Te Taniwha o Waikato, Waikato River Authority, Ngāti Te Ata, Ngāti Tamaoho and Te Ākitai Waiōhū re: Waikato 50 project temporary upgrade, consent processes and timelines: Papakura project consents, Pukekohe project consents and engagements.

##### Kia ora te hononga

- Relationship meeting with Ngāti Tamaoho, new chair, Tori Ngataki.
- Relationship meeting with Ngāti Tamaoho, Environ Manager, Carl Wawatai, former Chair, Dennis Kirkwood, and carving team, Papakura WTP, Pukekohe consenting matters. Site visit and planning.
- Relationship meeting with Te Ākitai Waiōhū Chair, Karen Wilson, Technical advisor, Kath Wilson. Papakura WTP, BOI Process and update.
- Engagement with Ngāti Paoa, Haydn Solomon and kaitiaki Chrystal Cherrington.

##### Kia ora Te Rangatahi

- The Mark Ford Scholarship has been awarded and accepted by Ngarui Manukau, Waikato Tainui, Ngā Puhi whakapapa – engineer.

## 4.5 COMMUNICATIONS

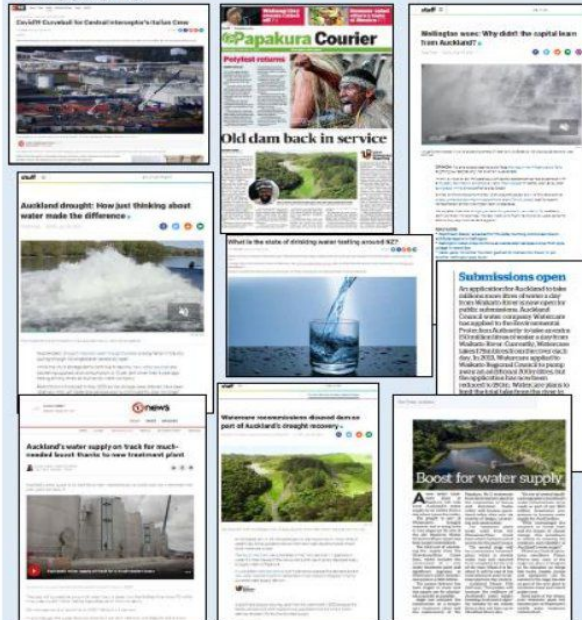
## Monthly snapshot of communications and stakeholder engagement



Enabling engaged communities  
and stakeholders

## Media

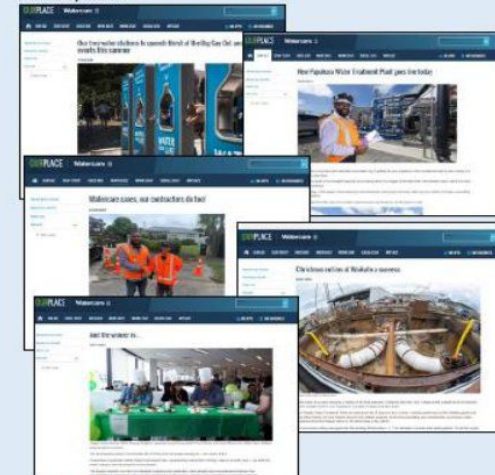
Highlights this month include: extensive coverage on the commissioning of the new Papakura Water Treatment Plant (and Hays Creek dam going back into service) in Stuff, all suburban newspapers and Newstalk ZB; a story on the construction of the Waikato 50 in One News; a feature in RNZ on the impact of COVID-19 on Central Interceptor's Italian crew; an interview with Shayne Cunis in RNZ on the giant shells excavated on one of the CI sites; two positive stories in Stuff on our demand management and infrastructure augmentation efforts; and an interview with principal water quality scientist Tatiana Derevienco on lead in water pipes (RNZ).



Enabling safe, happy and  
empowered teams

## Staff

We promoted milestones on drought projects such as the Papakura Water Treatment Plant commissioning, progress on Waikato 50 and weekly water supply and consumption summaries. We also promoted healthy safety and fundraising efforts by staff.



## Stakeholders



We continued to keep local boards and councillors informed about the water storage levels, consumption and water supply augmentation projects. We updated the elected members on changes to Watercare's price path and capital expenditure programme for 2021.



Enabling customer trust and value

## Customers and communities

We distributed the summer issue of *Tapped In* newsletter to our customers across Auckland. This issue focused on our infrastructure investment, projects across the region and our pricing path.



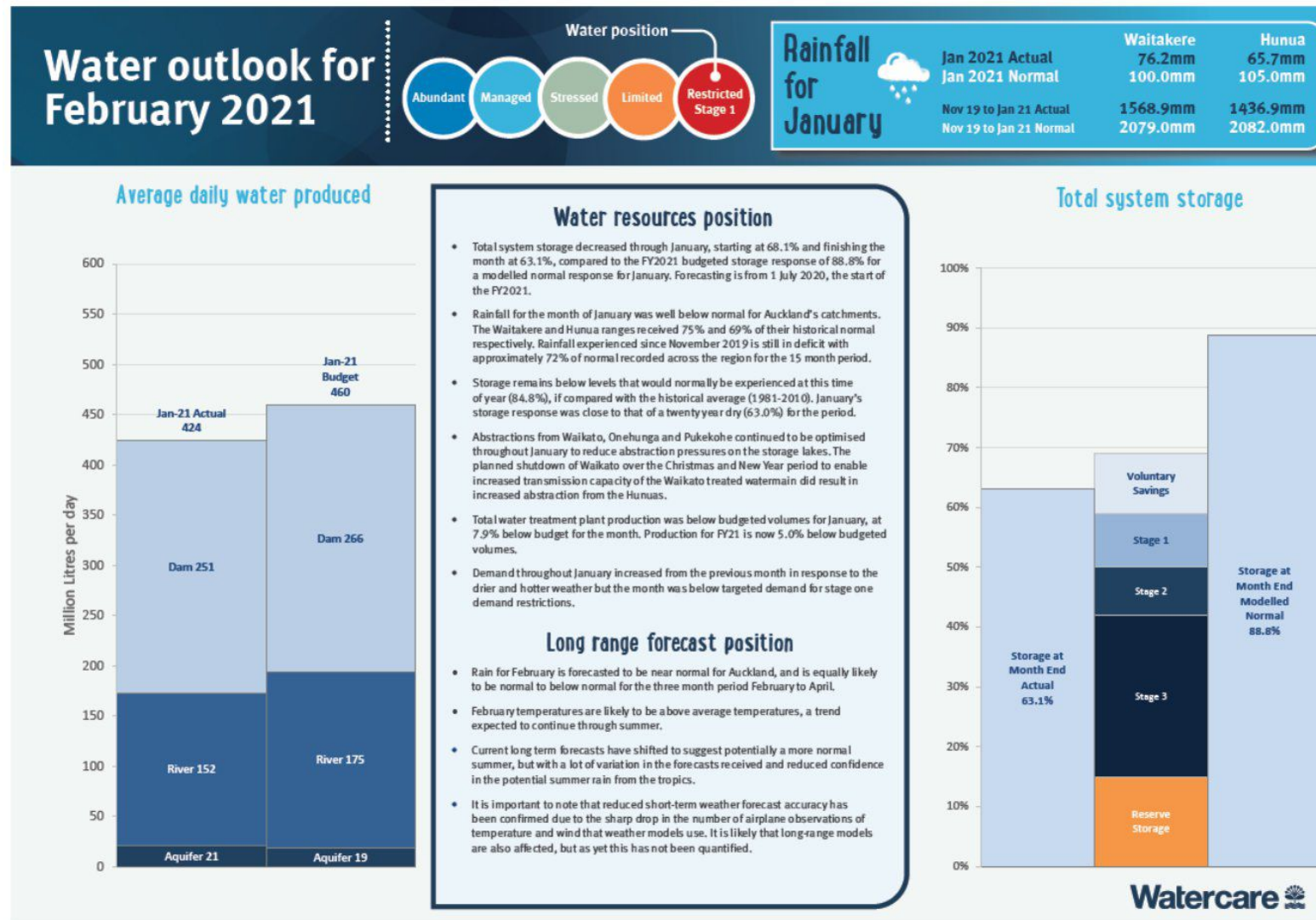
Posts about Papakura Water Treatment Plant commissioning, Waikato 50 construction and the shells found on Central Interceptor site were very well-received on social media this month.



Watercare



## 5. NATURAL ENVIRONMENT - Watercare's Drought Management Response



## 6. STRATEGIC CONSENTS *Changes since last month in blue font.*

Project Name	Description of Activity	Reason for Consent / Designation	Note	Status	Lodgement Date (Target or Actual)	Decision Date (Target or Actual)	Consenting Impact on Project
<b>Dunkirk Road Wastewater Capacity Upgrade</b>	Shovel Ready - New pump station, storage tank, bio filter and approximately 3 km of network in the road reserve from Dunkirk Road to Pilkington Road.	Various consents tbc. Works are in Parks, private property, and the road reserve.	This Shovel Ready project is largely driven by Kainga Ora growth, however there are also some existing level of service issues that will be resolved by the project. The business case for design and investigations was approved 15 November 2020 with construction scheduled to start August 2021. The project team are now progressing through preliminary and detailed design and consenting. <a href="#">Geotechnical investigations within Auckland Council's Park land are planned to be undertaken in March.</a>	PLANNING ASSESSMENT	23/04/21	25/06/21	
<b>North East Wastewater Conveyance - Warkworth to Snells</b>	New alignment being investigated for the NE wastewater conveyance project.	Existing resource consents apply where the project is within the park, and under the river, however a s127 is required to alter condition 1, to change the referenced plans. Additional resource consents are required for earthworks in the private properties.	<p>The existing consents, gained in 2016 and 2019 provide for up to four pump stations on private land, and pipeline mainly within the road corridor. The proposed new alignment includes minor changes to works in Lucy Moore Park and the river crossing but moves the pipeline from the road corridor to being drilled at depth under private properties. Design investigation is progressing, and landowners have been approached.</p> <p>The new consents will be lodged as separate applications. The first application, for the works in Lucy Moore reserve, was granted in December 2020. An application for the works in private properties where the launch pit is sited, will be lodged <a href="#">April</a> 2021. This will enable these works to proceed while the final consents are being granted. Further applications for the full alignment will be lodged later in the year.</p>	MULTIPLE APPLICATIONS AT VARIOUS STAGES	<a href="#">26/04/21</a>	21/06/21	

Project Name	Description of Activity	Reason for Consent / Designation	Note	Status	Lodgement Date (Target or Actual)	Decision Date (Target or Actual)	Consenting Impact on Project
<b>Otara Catchment ww upgrade. (formerly called Otara WW capacity upgrades, Otara Sewer Diversion, 205R East Tamaki Road)</b>	Medium and long term wastewater improvements for the Otara catchment including re-use of the abandoned Hunua 1 watermain, a storage tank adjacent to existing PS31, and a rising main option to follow the southern motorway.	Likely resource consents required for earthworks, vegetation alteration, diversion of water, structure in stream.	<p>Consultation continues with Parks and the Local Board for the 3000m<sup>3</sup> storage tank and the proposed infrastructure in Billington Reserve. Kāinga Ora – Homes and Communities are proposing to develop their land on Billington Avenue (state housing subdivision). This provides an opportunity to purchase one or both of the residential sites at the head of the cul-de-sac and reconfigure the proposed elements that were to be erected in the Reserve onto one or both of the residential properties. This layout would be beneficial to all parties as it would remove the bulk of the structures from the reserve, open up the end of the street and entrance to the reserve, would allow easier construction and provide additional space if required at a later date. Watercare is currently negotiating with Kāinga Ora to purchase the property(ies).</p> <p>The alignment of the section of pipe through the property owned by George Weston Foods (Tip Top) or around the esplanade reserve that bounds this site is still being investigated. The final alignment has not been selected at this stage due to ongoing discussions with the landowner (who are Australia based).</p> <p>Consenting is on hold as the design concept is now under further investigation.</p>	DESIGN UNDER REVIEW	TBC	TBC	
<b>Papakura WTP - Discharge Consent</b>	The Papakura WTP is being reinstated as a response to the drought.	Discharges to water	<p>The temporary and permanent WTPs will require consents for discharge of off-spec water and stormwater into Hays Creek for both commissioning and operation.</p> <p>Consents for stormwater and off-spec water from the temporary WTP were granted in December 2020. <a href="#">The temporary WTP is now in service.</a></p> <p><a href="#">An application for the permanent WTP will be lodged in late February 2021.</a></p>	MULTIPLE APPLICATIONS AT VARIOUS STAGES	19/02/21	19/03/21	

Project Name	Description of Activity	Reason for Consent / Designation	Note	Status	Lodgement Date (Target or Actual)	Decision Date (Target or Actual)	Consenting Impact on Project
<b>Pukekohe WTP - Groundwater and Spring Take</b>	The Pukekohe WTP is being reinstated as part of the drought response. The project includes renewing the existing groundwater and new spring permits.	Water take	<p>A consent application for a ground water take and a spring take was lodged with Council 21 August 2020. A formal s92 request was received seeking clarification on groundwater methodology and ecological matters related to the surface take. A formal response was provided to Council on 16 October addressing these matters.</p> <p>Ngāti Tamaoho have queried the groundwater effects of the water take. Technical information has been provided to Ngāti Tamaoho with a formal response pending.</p> <p>Proposed surface water take consent conditions have been developed by Watercare and submitted to Council. The Council Specialist has included additional conditions, these are being reviewed by Watercare.</p>	COUNCIL PROCESSING	21/08/20	26/02/21	
<b>Waikato 'A' WTP Take, Discharges &amp; Intake Structure</b>	Water take, discharge and in-river works associated with a new supply from the lower Waikato River.	Water take and discharges to water.	A consent application has been lodged for an additional take and awaits processing by the Waikato Regional Council. We understand there are 103 applications ahead of ours to be processed. This application has now been "called in" and is covered below.	COUNCIL PROCESSING	23/12/13	TBC	

Project Name	Description of Activity	Reason for Consent / Designation	Note	Status	Lodgement Date (Target or Actual)	Decision Date (Target or Actual)	Consenting Impact on Project
<b>Waikato 'A' WTP, Water Take &amp; Intake Structure – Board of Inquiry</b>	Water take and in-river works associated with a new supply from the lower Waikato River.	Water take, occupation of riverbed	<p>On 30 June Environment Minister David Parker “called in” Watercare’s 2013 water take application from the Waikato River. The Environmental Protection Authority (EPA) administer the Board of Inquiry process. A three-member panel of commissioners has been appointed. The 2013 application has been refreshed to reflect new information.</p> <p>Watercare has fortnightly meetings with the Project Lead at the EPA to discuss progress, process and time frames. The refresh/amended application was submitted with the EPA on 11<sup>th</sup> December 2020. The EPA have concluded a completeness check of the application. <a href="#">The application will be publicly notified on 12 February with public submissions closing 26 March.</a></p> <p>Mana Whenua consultation is ongoing.</p>	COUNCIL PROCESSING	11/12/20	12/11/21	

<b>Waikato Interim (50MLD) WTP</b>	An interim 50MLD WTP to be operational by May 2021.	Various Consents	<p>Watercare has resolved to construct an interim WTP at the existing Waikato site to be commissioned by June 2021. The WTP will be independent of the existing WTP and will require the design and construction of a number of pieces of infrastructure.</p> <p>The proposal will include:</p> <ul style="list-style-type: none"> <li>• A new temporary intake structure which will be located adjacent to the existing intake structure. At this stage the location of the intake structure, including raw water pump, to be located on a floating barge adjacent to the existing intake structure and fixed into position either by fixing it to the riverbank, or by temporary piles.</li> <li>• A new 600mm diameter rising main from the intake structure to the temporary water treatment plant.</li> <li>• A new temporary treatment plant with the capacity to treat 50 MLD of water, Treated Water Tank and Pump Station.</li> </ul> <p>Watercare met with WRC regulatory team 9 July 2020 to streamline the consenting process.</p> <p>The Project has obtained numerous construction related consents:</p> <ul style="list-style-type: none"> <li>• Bulk earthworks</li> <li>• Contractors laydown area</li> <li>• Treated water raising main</li> <li>• Earthworks and stream works associated with the WTP</li> <li>• Raw water raising main</li> <li>• Geotechnical Investigations for the Water intake structure</li> <li>• Water intake structure (Floating Pump Station)</li> <li>• Commissioning discharge consent</li> </ul> <p>The only remaining consent has been lodged with WRC for:</p> <ul style="list-style-type: none"> <li>• Operational discharge consent</li> </ul>	COUNCIL PROCESSING	23/12/20	TBC	
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Project Name	Description of Activity	Reason for Consent / Designation	Note	Status	Lodgement Date (Target or Actual)	Decision Date (Target or Actual)	Consenting Impact on Project
<b>Waikato WTP Off-spec Water/ Stormwater/ Sparging Discharge Consent Replacement</b>	Replacement of existing discharge permits from process, stormwater and air sparging to an unnamed tributary and the Waikato River.	Discharge to water.	<p>The consents for the discharges from the existing Waikato River WTP expired in May 2017. An AEE and application for replacement consents was lodged in October 2016 and has been accepted for processing by Waikato Regional Council. All technical matters have been addressed with Council.</p> <p>The application has been placed on-hold pending the preparation of a cultural impact assessment by Waikato Tainui/Te Taniwha o Waikato (TToW). On-site meetings have been held in November 2019 on the project.</p> <p>A CIA in support of the application was received from TToW on 8 July 2020. The CIA and proposed conditions were provided to WRC on 10 July. WRC have provided draft conditions; these are being reviewed by Watercare operations team.</p>	COUNCIL PROCESSING	26/10/16	26/02/21	
<b>Western Water Supply Strategy</b>	Upgrade or replacement of the existing Huia WTP. Includes: investigation of best location, new WTP; two new treated water reservoirs and associated pipelines.	Notice of Requirement, various regional consents.	<p>The hearing for the resource consent application commenced on the 24 February 2020. The hearing was adjourned to allow for kauri dieback testing to be undertaken. The Commissioners appointed an independent facilitator to manage the discussions on how the testing for kauri dieback would be undertaken and then analysed. The company that all parties agreed should carry out the work has completed their surveying and forwarded their report on the testing to Watercare on the 23 November.</p> <p>A second round of discussions was held on 6 December 2020 to determine the appropriate kauri dieback protocols to be adopted. The hearing will be reconvened by Auckland Council within the next two months.</p> <p>An Outline Plan of Works (OPW) for the construction of the plant and reservoirs was lodged on 20 December 2019. Watercare has agreed that the comments from the Council on the OPW can be deferred to the release of the decision of the resource consent application so as to allow for the alignment of the conditions for the two separate applications.</p>	HEARING	24/05/19	09/04/21	

Project Name	Description of Activity	Reason for Consent / Designation	Note	Status	Lodgement Date (Target or Actual)	Decision Date (Target or Actual)	Consenting Impact on Project
<b>Westhaven - North Shore Boost Pump Station</b>	Construction of a boost pump station for delivery of water to the south-eastern part of the North Shore through watermain NS 1 & 2.	Potential designation of site and consents.	<p>The proposed site for the Boost Pump Station (BPS) has now been agreed with Panuku, the Local Board and Waka Kotahi, and is not opposed by Mana Whenua.</p> <p>The Project Team are currently working through Concept Phase investigations, including Geotechnical investigations and a Geophysical Survey of the underlying reef (Significant Site to Mana Whenua).</p> <p>Preliminary Design and Consenting is now expected to begin in March 2020.</p>	CONCEPT DESIGN	25/06/21	22/10/21	



Project Name	Description of Activity	Reason for Consent / Designation	Note	Status	Lodgement Date (Target or Actual)	Decision Date (Target or Actual)	Consenting Impact on Project
<b>Whenuapai and Redhills Wastewater Scheme</b>	Provision of new wastewater infrastructure to provide for the proposed growth in Whenuapai. The infrastructure includes a new Brigham Creek wastewater pump station, 2km of rising main, and just over 1 km of 315mm rising main that will divert flow from Kumeu, Huapai, and Riverhead to the new pump station.	Notice of Requirement, various regional consents.	<p>Watercare are providing infrastructure in line with the Whenuapai Plan Change, enabling growth in the north. A site visit with Mana Whenua was undertaken January 2020.</p> <p>The work is provided across 3 packages:</p> <p>Package 1 -The lodgement of this consent is due June 2021. A new location for the temporary pump station was agreed with the developer in September 2020. Geotech and topo survey investigations have been completed. Design has been put on hold to resolve the options for the Massey Connector included in Package 2, but which will determine the termination point of the rising main under Package 1. The construction programme is 18 months long, completion due December 2022. To achieve this, resource consents need to be granted in August 2021. This is a risky target in relation to Council processing timeframes, but we intend to provide all draft management plans and assessments at time of lodgement.</p> <p>Package 2 - The lodgement of consent is due September 2021. A number of options are currently being considered for the Massey Connector pipeline. The preliminary design phase has been put on hold pending the outcome of the Massey Connector options assessment. Topographic surveys have been completed and Geotech investigations will be undertaken in February 2021 to inform the preliminary design phase. The construction programme is 24 months long, completion due December 2023. To achieve this, resource consents need to be granted in December 2021.</p> <p>Package 3 - consenting tbc</p> <p>Geotech investigations and topographic surveys will be undertaken in February 2021. The construction programme is 6 months long, completion due December 2021.</p>	APPLICATION PREPARATION	25/06/21	17/12/21	

## 7. ENTERPRISE MODEL

### ENTERPRISE MODEL STATUS UPDATE AND OVERVIEW

Delivery of key drought augmentation projects continues to progress very well, with a number in completion. A review of the capital programme is underway to prioritise and optimise delivery based on the capital profile approved at the 23 December 2020 Board meeting.

### SUCCESES TO DATE

#### EMA, Governance and Contract Deliverables

- Quarterly Joint Governance Board meeting was held in February. Focus of this session was on alignment, KPI programme reporting, Wellbeing Health & Safety baseline and upcoming programme delivery opportunities.
- Programme Control Group continues to strengthen intervention processes, Value Capture framework and initiative roll out and adoption.

### WORK ALLOCATION

- Programme wide construction partner allocation has been reassessed following allocation of drought augmentation projects. Individual projects are reviewed prior to design phase to ensure the best placed construction partner continues into delivery.

### PROGRAMME LEVEL OPPORTUNITIES AND OUTREACH

- Key supply chain initiatives identified. Market soundings being actioned.
- Assessment of Watercare's digital journey of the tools for asset management, construction delivery and digital design is advancing.
- EM Drought and Kāinga Ora Shovel Ready delivery programmes provide opportunities for continuous improvement and learnings to be integrated into the wider capital programme.
- Watercare EM engagement sessions to Fulton Hogan and Fletcher project field crews continue. This was an opportunity to provide the field crews an EM update, encourage clever ideas to be fed back for continuous learning, and to launch the key 'Mates in Construction' General Awareness training.

### **CARBON AND COST BASELINE**

- Carbon: this baseline has been developed utilising a Carbon Portal developed by Mott McDonald. This portal has been used internationally and modified for New Zealand. This is the first carbon baseline for an infrastructure programme in New Zealand. Our carbon baseline is 374,644 tonnes over ten years.
- Cost: this baseline is based upon the 2018 AMP and is \$2.215 billion over ten years.

### **OPPORTUNITIES AHEAD**

- Supply chain and programme level initiatives have been scoped and are being coordinated with Watercare's Supply Chain Team.
- Wider implementation of EM and commercial principles through the EM Framework and Project Management Frameworks.
- Implementation of KRA / KPI reporting structures for reporting against baselines and training regarding tools.
- Programme First has been exploring with the Watercare consenting team opportunities to leverage the EM partnership to optimise the consenting process. This provides an opportunity for Watercare to understand how the EM construction partners approach consenting in the field and how we can better approach consenting applications with Auckland Council.

### **RISKS & OPPORTUNITIES**

There has been no material change in the risk and opportunities from the last report.

## 8. ASSETS AND INFRASTRUCTURE

### H4 Section 11 grout ingress update

On 15 October 2020 McConnell Dowell notified Watercare that there had been a failure on the section of the CLS watermain, between Broadway and Khyber Pass Road, and approximately 900m<sup>3</sup> of grout entered the pipe during the annulus grouting operation. The Board were advised of the matter in October and an update was provided in November 2020.

Preparation to enable the grout to be removed is near completion. The failure method of the pipe will be determined as the grout is removed.

This is an insurance claim under our contracts works insurance. QBE have acknowledged this is a claim and AON are supporting us. The loss adjuster has been appointed.

The focus of the contractor is the grout removal and then the design of the pipe repair to meet the Watercare 100-year life requirement.

The overall H4 project (\$395m), a 31km route from Redoubt Road to Khyber Pass, is forecast to come in within the approved time (October 2021) and budget.

The current methodology and timelines are as follows:

- Mobilise directional drilling on 16 November 2020. This is to get airflow through the grout. **Complete**
- Undertake drilling 350mm hole through grout. **Complete**
- December 2020 underground breaker arrives onsite. **Complete**
- January 2021 to early February 2021: install track for grout removal in pipe and train operatives on breaker. **Underway**
- Mid-February to May 2021: grout removal.
- June 2021: undertake remedial work on pipe.
- Work complete: August 2021.

## 9. RESOURCE MANAGEMENT ACT COMPLIANCE



### 9.1 AUCKLAND COUNCIL

January 2021	Compliance proceedings	Nil	Environmental incidents of significance	1
Summary	Category 4 non-compliant consents held by Watercare	0	Category 3 non-compliant consents held by Watercare	1

	Aug	Sep	Oct	Nov	Dec	Jan
<b>Number of non-compliant consents held by Watercare in Auckland<sup>1</sup></b>	15	14	12	14	9	13
<b>Number of non-compliant category 3 or 4 conditions<sup>2</sup></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	1	1	0	0	1
<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>	12	12	9	14	8	11

Notes: 1 — excludes trade waste consents; 2 — excludes conditions duplicated across consents.

Area	Background and Reason for Non-Compliance	Summary of Current Actions	Current Self-Assessed Council Compliance Rating
<b>WATER TREATMENT</b>			
<b>Papakura</b>	<p>On 26–27 January 2021, during a planned discharge from the Papakura Water Treatment Plant, we had two breaches of this permit's chlorine condition. The first breach occurred when process water by-passed our dechlorination system. The second occurred due to issues with super-chlorination.</p> <p>At 9:30pm 26 January, the thiosulphate dosing line we use to dechlorinate the discharge developed a blockage. This blockage meant thiosulphate was not dosed to the discharging water until Watercare staff inspected the dosing system the following morning.</p> <p>The following day (27 January), the treatment plant discharge had elevated chlorine concentrations, higher than expected under normal operating circumstances. Chlorine monitoring throughout the day indicated that chlorine concentrations exceeded our consent even after dechlorination at the point of release from the plant.</p> <p>Chlorine is ecotoxic, but inspections of the stream on the morning of 27 and 28 January 2021 indicated no adverse environmental effect or impact on fish or invertebrates.</p> <p>Chlorine concentrations have since returned to normal levels.</p>	<ul style="list-style-type: none"> <li>• Auckland Council notified</li> <li>• Follow-up stream inspections</li> <li>• Additional monitoring of thiosulphate dosing system – with routine operator assessment of system performance during rest of commissioning and discharge period</li> <li>• Installation of dechloromats at the discharge location as a second barrier to chlorine entering Hays Creek</li> <li>• On-line monitoring of chlorine levels using process instrumentation</li> </ul>	<p>3 – Isolated event (no evidence of environmental impact and measures in place to prevent reoccurrence)</p>

## 9.2 WAIKATO REGIONAL COUNCIL

January 2021	Compliance proceedings	Nil	Environmental incidents of significance	Nil
Summary	Category 4 non-compliant consents held by Watercare	Nil	Category 3 non-compliant consents held by Watercare	Nil

	Aug	Sep	Oct	Nov	Dec	Jan
<b>Number of non-compliant consents held by Watercare in Waikato<sup>1</sup></b>	2	1	7	3	0	3
<b>Number of non-compliant category 3 conditions<sup>2</sup></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>	0	0	0	0	0	0
<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>	2	1	4	3	0	3

Notes: 1 — excludes trade waste consents. Consents held by Watercare include the Waikato WTP, Pukekohe WWTP and associated pump stations, along with the Mangatangi and Upper Mangatāwhiri dams. The assets we operate for Waikato District Council are operated under consents held by WDC and are not included in this report. 2 — excludes conditions duplicated across consents.

**10. DELEGATED AUTHORITY OF THE CHIEF EXECUTIVE**

<p>For the month of January 2021, no documents were required to be signed by the Acting Chief Executive with the delegated authority provided to the Chief Executive by the Board in relation to deeds, instruments and other documents.</p>	<p>In January 2021, there were eight Capex/Opex contracts, over \$100,000 approved by the Acting Chief Executive in accordance with the delegated authority provided by the Board.</p> <ul style="list-style-type: none"> <li>• Traction Room Limited – Human Resource</li> <li>• Hi Flo Pumps &amp; Irrigation Limited – General Equipment and Spares</li> <li>• Conhur Limited – Water and Wastewater Production Construction</li> <li>• Spectrum Consulting Limited – IS Hardware</li> <li>• Alta Consulting Limited – Engineering Specialist Professional Services</li> <li>• Suez Water Technologies &amp; Solutions – General Equipment and Spares</li> <li>• Vodafone New Zealand Limited – IS Managed Services</li> <li>• Dimension Software Limited – IS Managed Services.</li> </ul>	<p>In January 2021, there were no capex approvals signed in accordance with the delegated authority provided to the Acting Chief Executive by the Board in relation to Capex approvals below a threshold of \$15million.</p>
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## Auckland water supply update

16 February 2021



Our water catchments have had a good dousing of rain this week, but we still need a whole lot more to make up for the rainfall deficit from last year's drought.

### What is the current situation?

Total dam storage level: 60.6% (as of midday today)

Daily use (seven-day rolling average): 442 million litres a day (MLD)

February target: 511MLD.

Please see our [water supply update](#) for more information.

Next month our target will reduce to 465MLD, which reflects a 5 percent reduction on what we'd expect in March under normal circumstances.

### The impact of yesterday's rain

The rain gauge in our Mangatangi catchment – which feeds into our largest dam – recorded 60mm of rain yesterday and another 30mm already today. To put that in perspective, that's equivalent to a month's rainfall at this time of year. The rain fell slow and steady and is still flowing through the streams into the dams.



*Wairoa Dam in the Hūnua Ranges, yesterday*

In more good news, the rate of decline in our dams is about half what it was a year ago. From 1 January to 15 February 2020, they were dropping 0.3% each day. This year over the same period, the rate of decline is 0.17% a day. This is due to a combination of factors in our favour: Reduced water demand, our new water supplies and a little bit of rain.

**The Covid factor: Level 3 Lockdown**

The move to Alert Level 3 does impact our infrastructure projects. We are taking every precaution to create work environments that meet all Ministry of Health protocols and keep our people and their families safe.

Our Waikato 50 construction project is more heavily impacted this time as the boundaries for restrictions have changed and our site is now considered part of Auckland. We are running shifts both day and night to minimise the number of people on site at any time. It will have an impact on our schedule, but the extent of this impact is unknown due to the uncertainty around how long we may be in Level 3.

**Waikato River take application: submissions open now**

Our resource consent application to draw an additional 150 million litres of water a day from the Waikato River is now open for submissions. Our original application for an additional 200MLD, lodged in 2013, had been held up in a long queue. However last year the Environment Minister deemed it to be a proposal of national significance and 'called in' the application.

Since then we have filed an updated resource consent application, with the most significant change being the reduction from 200MLD to 150MLD. This change was made in consultation with Waikato-Tainui. This reduction, together with reductions by other applicants, allows all applications for Waikato River water that were lodged before ours to be met under the primary river allocation. You can learn more about our application [here on our website](#).

A Board of Inquiry will hear our application this year. Submissions are open until Friday 26 March.

**Papakura Water Treatment Plant performing well**

We are now treating water from Hays Creek Dam again after the successful commissioning of our temporary Papakura Water Treatment Plant. Had the plant not been in service, Hays Creek Dam would be spilling after yesterday's rain, so it is great to be making the best use of this water source.

The plant is operating reliably, meeting all New Zealand Drinking Water Standards and producing up to 6MLD.

When it went into service over Waitangi Weekend, our operations team kept a very close eye on it, manning it 24/7 to ensure everything was functioning as expected. However the plant – our sixth largest water treatment plant – is designed to be operated remotely, and last weekend we mostly left it to its own accord.

Our staff and contractors have now turned their attention to the next stage of the project – the permanent plant, which will deliver 12MLD when it's completed later in the year.

An event planned for this Friday to celebrate the commissioning of the temporary plant has been cancelled due to Covid-19's return to the community. We will instead mark the entire project's completion later in the year.

#### **Onehunga Water Treatment Plant closed after chemical spill**

Last week a [chemical spill at a Penrose business](#) resulted in 5000 litres of methyl methacrylate entering a stormwater drain and ending up in the Manukau Harbour. As our Onehunga Water Treatment Plant treats water from an underground aquifer and spring, we took a very cautious approach and took the plant out of service. Extensive testing is being carried out, which has found no trace of the chemical in the raw or treated water. We expect to put the plant back into service on Friday.

#### **Temporary tanker filling stations welcomed by water carriers**

Our new temporary tanker filling stations in Huapai and Albany are receiving rave reviews from water carriers, who are finding it easier to meet the needs of their customers. [Watch this video to see the solar-powered, mobile unit in Huapai in action.](#)

A third new filling station at Halls Farm, Orewa will open next week. The water is drawn from a bore and treated in a containerised treatment plant.



*Halls Farm filling station site, Orewa*

#### **Price rise at tanker filling stations**

Next month, the price we charge for water at our filling stations will increase from \$1.386+GST per 1000 litres to \$3.90+GST per 1000 litres. It means the cost for 10,000 litres will rise by about \$25+GST. We [announced this increase in November](#) and have been running extensive advertising in community papers servicing coastal and rural communities where many people have rain tanks. Attached is a copy of the ad for your reference.

The new charge better reflects the cost of providing water at filling stations – a service that has been heavily subsidised for many years. We opted to wait until 1 March – after the summer peak – to bring in the new charges. The price increase has been one of the items on the agenda in two recent forums we’ve hosted for water carriers. We will be providing these businesses with flyers that they can pass on to their customers which clearly outline the increased cost.

#### **How can I share the call to save water?**

On Sunday a group from Team Watercare represented us at the Ending HIV Big Gay Out. We handed out shower timers, notepads and important water saving advice at Auckland Council’s chill-out zone. We even broke out a wearable shower for the occasion. It would be great if you could share [our Facebook post](#) with a reminder to keep showers short.

**Thank you for supporting our response to the drought**

# Notice to people with rain tanks

7.3

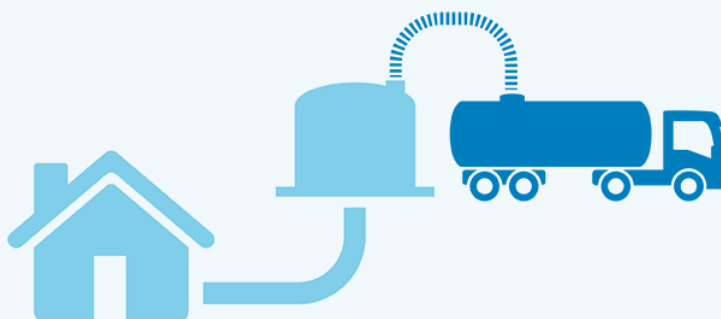
On 1 March 2021, the amount private water carriers pay to fill up their tankers with water at our filling stations will increase.

**Current price:**

\$1.386+GST  
per 1,000 litres

**New price:**

\$3.90+GST  
per 1,000 litres



This means the cost to fill a tanker with 10,000 litres of water will rise by around \$25, from \$13.86 to \$39.00 (+GST).

The new charge better reflects the cost of providing water at filling stations – a service which has been heavily subsidised for many years. It's being applied after the summer peak to reduce pressure on rural and coastal communities, giving people time to learn about the change. This summer, we are opening three additional filling stations to help water carriers serve their customers in a timely manner.

[www.watercare.co.nz](http://www.watercare.co.nz)

**Watercare**   
An Auckland Council Organisation




# Board - Public Session - Directors' Corporate Governance Items

Board Planner 2020			Board Planner 2021											
		December	January	February	March	April	May	June	July	August	September	October	November	December
Meetings	Board	15-Dec 8am-11am (Teleconference) 23-Dec Public Board Meeting	29-Jan	26-Feb	30-Mar	29-Apr		1 June (May Results)	5-July (June Results) 29-July	30-Aug	30-Sep	28-Oct	30-Nov	14-Dec (Teleconference)
	Audit and risk committee			3-Feb			26-May			9-Aug 24-Aug		28-Oct		
	Te Tangata Komiti		27-Jan 3pm			28-Apr 10am			26-July 10am	19-Aug 10am			24-Nov 10am	
	AMP & Major Capex Committee			18-Feb 10am			20-May 10am			11-Aug 10am			18-Nov 10am	
	STP Committee													
	Committee for Climate Action			19-Feb 10am			14-May 10am			16-Aug 10am			3-Nov 10am	
	CCO Oversight Committee meetings	8 Dec (M Devlin)												
Events	Community and Stakeholder Relationships			TBC: Meet the Diversity & Inclusion Committee										
Governance	Charter reviews		Corporate Governance charter				A&R Charter	Committee for Climate Action Terms of Reference		Corporate Governance charter Te Tangata Charter				
	Policy reviews												Good Employer Policy	
	Risk report due to Council		Risk report (due to Council 22 February)			Risk report (due to Council 18 May)		Risk report (due to Council 23 August)		Risk report (due to Council 13 September)			Risk report (due to Council mid-November)	
	Enterprise Risk report to Board		Report to Board			Report to Board		Report to Board				Report to Board		
	Compliance		Statutory compliance			Statutory compliance		Statutory compliance				Statutory compliance		
	H&S Quarterly report			Oct-Dec 20 Report		Jan-Mar 21 Report		Apr-Jun 21 Report				Jul-Sept 21 Report		
	Shareholder Interaction	Q1 briefing to CCO Oversight Committee TBC												
	Site Visits				Water sites CI sites									
Board Training	Board training & development	Privacy Law (once new laws are in place)		Mental Health & Wellbeing in the workplace		Personal Security - RISQ								
Business strategy	Strategic planning & Deep Dives													
Business planning	Key finance and business decisions	Auckland Council Draft Annual Plan - approve Watercare input*	Approve half year accounts	a) approve financials for Draft SOI including projected 21/22 price increases, b) approve long term financials for Auckland Council modelling		Auckland Council to notify Watercare of Group Treasury Interest Rate by 30 April	Present plan for Year End to A&R  Approve Insurance Proposal  Auckland Council and Watercare to review Treasury Interest rate by 31 May		Approval of 2020/21 Budget & updated SOI Financials	a) approve 2020/21 accounts, b) delegate final sign off of 2021/22 Annual Report c) Approve Auckland Council Reporting Pack		AMP		Auckland Council Draft Annual Plan - approve Watercare input*
	Statement of intent		2021/22 Letter of Expectation to be received	Draft 2021-2024 SOI for Board's review	Approval of Draft 2021-2024 SOI		Present shareholder SOI feedback at public meeting. Public Deputations received  Final 2021-2024 SOI issued to shareholder		Final 2021/2022 SOI adopted by Auckland Council			2020/2021 SOI Results to be presented to Board at Public Meeting. Public Deputations received.		2022/23 Letter of Expectation to be received

\* Statutory public Board meeting - deputations invited  
 ^ Extraordinary Audit & Risk and Board Meeting to meet shareholder half year and annual report timeline

**Report to the Board of Watercare Services Limited**  
Prepared for the 26 February 2021 Board meeting

## Disclosure of senior executives' interests

Purpose			Team		
Information	Discussion	Approval	Prepared and Recommended by	Submitted	
			<b>Rob Fisher</b> Company Secretary	<b>Marlon Bridge</b> Acting Chief Executive	
Intellectual capital	People and culture	Community and stakeholder relationships	Financial capital & resources	Natural environment	Assets and Infrastructure
					

8.2

### 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
Marlon Bridge	<ul style="list-style-type: none"> <li>• Trustee – Te Motu a Hiaroa (Puketutu Island) Governance Trust</li> <li>• Director – WCS Limited</li> </ul>
Rebecca Chenery	<ul style="list-style-type: none"> <li>• Director – Lutra Limited</li> </ul>
Shayne Cunis	<ul style="list-style-type: none"> <li>• Director – The Water Research Foundation (USA)</li> </ul>
Rob Fisher	<ul style="list-style-type: none"> <li>• Deputy Chair – Middlemore Foundation</li> <li>• Trustee – Watercare Harbour Clean Up Trust</li> <li>• Trustee – Te Motu a Hiaroa (Puketutu Island) Governance Trust</li> </ul>
Jason Glennon	<ul style="list-style-type: none"> <li>• Director - Michaels Ave Investments Limited</li> </ul>
David Hawkins	<ul style="list-style-type: none"> <li>• Nil</li> </ul>
Shane Morgan	<ul style="list-style-type: none"> <li>• Committee Member – International Water Association, New Zealand</li> <li>• Director – Lutra 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>
Nigel Toms	<ul style="list-style-type: none"> <li>• Director – TRN Risk &amp; Resilience Consulting</li> </ul>
Steve Webster	<ul style="list-style-type: none"> <li>• Director – Howick Swimgym Limited</li> </ul>



**Report to the Board of Watercare Services Limited**  
Prepared for the 26 February 2021 meeting

## Directors' appointment terms, committee memberships, and meeting attendances

Purpose			Team		
Information	Discussion	Approval	Prepared and Recommended by	Submitted	
			<b>Rob Fisher</b> Company Secretary	<b>Marlon Bridge</b> Acting Chief Executive	
Intellectual capital	People and culture	Community and stakeholder relationships	Financial capital & resources	Natural environment	Assets and Infrastructure
					

8.3

### 1. Purpose and context

This paper provides an update on:

- the tenure of the seven current directors of Watercare Services Limited
- details of the committees each director is a member of
- details of directors' attendance at Board and committee meetings over the calendar year.

### 2. The details

**Table 1: We currently 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
Dave Chambers	1 November 2019	31 October 2022
Nicola Crauford	1 April 2014	31 October 2021
Brendon Green	1 November 2016	31 October 2022
Hinerangi Raumati-Tu'ua	1 August 2019	31 October 2021
David Thomas	1 November 2014	28 February 2021*
Frances Valentine	1 November 2019	31 October 2022

\*extended from 31 October 2020



**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	Te Tangata	AMP & Major Capex	Committee for Climate Action
Margaret Devlin (Chair)	*	✓	✓	
Dave Chambers		Committee Chair		
Nicola Crauford			Committee Chair	✓
Brendon Green	✓			Committee Chair
Hinerangi Raumati-Tu'ua	Committee Chair			
David Thomas	✓	✓		
Frances Valintine			✓	✓

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

Table 3: Attendance at Board and committee meetings in 2021 is detailed in the table below:

Board member attendance 2021	Attendance at Board meetings										Attendance at Audit and Risk Committee meetings					Attendance at AMP & Major Capex Committee meetings				Attendance at Te Tangata Komiti meetings					Attendance at Committee for Climate Action meetings					
	Board 29 January 2021	Board 26 February 2021	Board 30 March 2021	Board 29 April 2021	Board 1 June 2021	Board 5 July 2021	Board 29 July 2021	Board 30 August 2021	Board 30 September 2021	Board 28 October 2021	Board 30 November 2021	A&R 3 February 2021	A&R 26 May 2021	A&R 10 August 2021	A&R 24 August 2021	A&R 28 October 2021	AMCC 18 February 2021	AMCC 26 May 2021	AMCC 11 August 2021	AMCC 18 November 2021	TTC 27 January 2021	TTC 28 April 2021	TTC 26 July 2021	TTC 19 August 2021	TTC 24 November 2021	CCA 19 February 2021	CCA 14 May 2021	CCA 16 August 2021	CCA 3 November 2021	
Margaret Devlin	✓											✓									✓									
Nicki Crauford	✓											✓																		
Brendon Green												✓																		
David Thomas	✓											✓									✓									
Hinerangi Raumati-Tu'ua												✓																		
Dave Chambers	✓																				✓									
Frances Valintine	✓																													