

## WATERCARE SERVICES LIMITED

<b>AGENDA</b>	<b>BOARD MEETING</b>	<b>Tuesday 26 February 2019</b>
<b>Venue</b>	Watercare Services Limited, Level 3, 73 Remuera Road, Newmarket	
<b>Time</b>	9am	

### Open Public Meeting

Item	Spokesperson	Action sought at governance meeting	Supporting Material
<b>1 Apologies</b>	Chair	Record apologies	
<b>2 Minutes of Meeting</b>	Chair	Approve Board Meeting Minutes 29 January 2019	<a href="#">Board Minutes 29 January 2019</a>
<b>3 Disclosure of Directors' Interests</b>	Chair	For noting	<a href="#">Report</a>
<b>4 For discussion</b>			
4.1 Safety Moment	All	For sharing	Nil
4.2 Chief Executive's Report	R Jaduram	For discussion	<a href="#">Report</a>
4.3 Board Committee Updates	Committee Chairs	For discussion	Nil
<b>5 For information</b>			
5.1 Customer Strategy update	A Singleton & Priya Thuraisundaram	For approval	<a href="#">Report &amp; Presentation</a>
5.2 Water Efficiency Strategy implementation update (including update on Non-Revenue Water)	A Singleton, Jane Eggleton, A Nama	For approval	<a href="#">Report &amp; Presentation</a>
5.3 Our Strategic Business Plan update	Chiefs	For approval	<a href="#">Report</a>
<b>6 Directors' Corporate Governance Items</b>			
6.1 Board Planner	Chair	For noting	<a href="#">Report</a>
6.2 Disclosure of Senior Executives' Interests	Chair	For noting	<a href="#">Report</a>
6.3 Directors' Appointment Terms and Committee Memberships	Chair	For noting	<a href="#">Report</a>
<b>7 General Business</b>	Chair	For discussion	Nil
<b>Date of next meeting</b>	Thursday 28 March 2019		
<b>Venue</b>	Watercare, Level 3, 73 Remuera Road, Newmarket		

## MINUTES

DRAFT

SUBJECT WATERCARE SERVICES BOARD MEETING

VENUE Watercare Services Limited, 73 Remuera Road, Remuera, Auckland

DATE 29 January 2019

TIME 10.30am

STATUS Public Session

	<b>Present:</b> M Devlin (Chair) J Hoare N Crauford (by telephone due to flight cancellation) B Green C Harland D Thomas  <b>Board Intern</b> C Magee	<b>In Attendance:</b> R Jaduram (CE) M Bridge R Fisher J Glennon D Hawkins E McBride R Chenery A Singleton S Webster S Cunis B Struthers from start until end of agenda item 5.2 C Thurston from start until end of agenda item 5.4	<b>Members of the Public:</b> Nil
1.	<b>Apologies</b>  Apologies were received from S Morgan, Chief Operations Officer.  The Chair welcomed Colin Magee to his first meeting and advised that Brendon Green would be Colin's mentor for the first three months of his internship.		
2.	<b>Minutes of Previous Meetings</b>  The Board <b>resolved</b> that the minutes of the public section of the Board meeting held on 28 November 2018 be confirmed as true and correct.		
3.	<b>Review Disclosure of Directors' Interests</b>  The report was noted. <ul style="list-style-type: none"> <li>N Crauford has completed her term on the Board of Wellington Water.</li> </ul>		
4.	<b>For Approval</b>  <b>4.1 Our Commitment to Health, Safety and Wellness Policy</b>  J Glennon, Chief People Officer, and B Struthers, Head of Health, Safety and Wellness spoke to the paper. <ul style="list-style-type: none"> <li>The Board requested a comment be included in the policy about us encouraging openness and transparency on HS&amp;W issues.</li> </ul>		

	<ul style="list-style-type: none"> <li>The Board <b>resolved</b> to approve the updated Health, Safety &amp; Wellness policy at Appendix A, subject to additional wording being included around openness and transparency, and that wording being approved and signed off by the Chair.</li> </ul>
5.	<p><b>For Discussion</b></p> <p><b>5.1 Safety Moment</b></p> <ul style="list-style-type: none"> <li>D Hawkins, Chief Corporate Affairs Officer, reminded the meeting that it was unsafe for people to be using their mobile phones whilst using a staircase.</li> <li>At the Chair's request, Management confirmed they have reminded staff and workers of the need to keep hydrated in the current hot weather.</li> <li>The Chief Executive referred to initiatives we use to safeguard our staff, such as the use of 'long longs', and hats to protect against the sun. Supervisors ensure staff manage the time in hot conditions, have regular rest breaks and stop work if it becomes too hot for work to be undertaken.</li> <li>S Webster, Chief Infrastructure Officer, advised that some construction sites have chilled water on site, and staff and contractors are regularly reminded to keep hydrated and apply sunscreen. We also have a "lone worker" policy.</li> <li>In hot buildings, such as some buildings at Māngere, we set up fans and refrigeration units. We have also recently finished installing better ventilation at our Waikato water treatment plant.</li> </ul> <p><b>5.2 Chief Executive's Report</b></p> <p>There was a general discussion regarding the report.</p> <p><b>Health, Safety &amp; Wellness (page 17-19 of Boardbooks)</b></p> <ul style="list-style-type: none"> <li>B Struthers, in answer to a question, agreed that appropriate supervision of contractors continues to provide a critical opportunity to ensure worker safety. Leadership needs to be consistent in its approach. This is a New Zealand wide issue, not just a Watercare specific issue. Watercare is therefore focussing its efforts on leadership training and obtaining a consistent standard of leadership from its staff and contractors, including contractors on the Central Interceptor.</li> <li>The Board discussed the near miss that occurred at Ardmore water treatment plant in December 2018. The Chief Executive advised that the contractor was working towards a pre-Christmas completion date. This had led to worker fatigue and a near miss to a staff member of a sub-contractor. Watercare adjusted the work programme to provide the contractor's workers to take a break during Christmas. The same sub-contractor had recently had another incident.</li> <li>The Board expressed their concern about the near miss incidents, especially the two from the same contractor.</li> <li>There has been appropriate response to both incidents by the contractors. The CEOs met with Watercare Management to discuss the incidents. As a result of this, we are now talking with the contractor and sub-contractor about the need for productivity and efficiency drives to not put workers at risk or harm.</li> <li>The term "ALARP" (As Low as Reasonably Practicable), is a legislative term. The term means companies do not have to do everything possible, but they do need to do everything practicable in light of the time, cost and effort of each solution.</li> <li>The Chair asked about the fitness for purpose of Synergi. In response, R Chenery advised that with all the changes within Watercare, Synergi needs to be updated. There is also an upgrade to the system pending.</li> </ul>

**SOI Measures (Boardbooks, pages 22-26)**

- There are three SOI measures not being met namely:
  - the average consumption of drinking water per person;
  - the number of wet weather overflows per discharge location;
  - the percentage of real water loss from the network.

Each of these will be addressed in a paper for the February Board meeting.

- The Board noted the favourable NPS score for December 2018. The method of assessing the NPS is currently being adjusted, and is being trialled over January. There will therefore be no NPS score for January 2019, and the score will be on a rolling 11 month basis.

**Clevedon water and wastewater networks (Boardbooks, page 35)**

- The Chief Executive clarified that the vacuum wastewater system will be operated by Watercare, similar to the system which works well at Kawakawa Bay.

**WaterPace score (Boardbooks, page 44)**

- This is scored by our Project Managers. There are 18 Project Managers working on construction and four Project Managers working in design.

**5.3 Board Committee Updates****Audit and Risk Committee (ARC)**

- Committee Chair, J Hoare, advised that the Committee had met earlier today and she would report later in the meeting in connection with the half yearly accounts and other matters covered in the ARC meeting.

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

- Committee Chair, C Harland, advised the Committee were meeting later in the day.

**Strategic Transformation Programme Committee (STPC)**

- Committee Chair, B Green, advised there was nothing to report since the last meeting.

**AMP and Major Capex Committee (AMCC)**

- Committee Chair, N Crauford, advised there was nothing to report since the last meeting.

**5.4 Our Climate Change Strategy**

C Thurston, Head of Sustainability, spoke to the presentation.

- The Climate Change Strategy had been completed in December 2018. The process had been thorough and required significant consultation given the large number of people in the business who are interested in the issue, who are committed to making a difference and the impact of climate change across all aspects of the business.
- Watercare is now starting to implement the Strategy.
- The Chair reminded staff that Watercare needed to keep pace with Auckland Council and ensure that effective communication is maintained.

- In response, C Thurston advised that Watercare was continuing to assist Council. Management will be attending the upcoming Climate Symposium being organised by Council.
- Watercare was continuing to show leadership in the area reflected in part by R Klein, Watercare's Head of Water Value, winning the EECA Energy and Emission Leadership Award.
- The Central Interceptor project is leading the way in showing how sustainability can be addressed during procurement and construction of major infrastructure projects in New Zealand. The tender documents made it clear that the project must meet the "Excellence" grade on the Infrastructure Sustainability Council of Australia (ISCA) rating tool, at a minimum.
- S Webster spoke to the 40/20/20 initiative, which has been enthusiastically embraced by staff, being:
  - 40% reduction in our build carbon across Watercare by 2024
  - 20% reduction in cost of delivery of our capital programme by 2024
  - 20% year on year reduction in the number of people hurt building our infrastructure.
- To achieve 40/20/20, we will engage with our supply chain and look at opportunities such as further standardisation of product design.
- The Chief Executive said Watercare needed to challenge requirements that have been set by other members of the Council family and the industry. For example, the size and depth of reinstatements for concrete footpaths required by Auckland Transport is excessive and has a large carbon footprint.
- The Council's Chief Sustainability Officer is using Watercare as the example to drive change in approach by the Council family. We are regarded as leading the utility sector on climate change having been an early signatory to the Climate Leaders Coalition. We are also continuing to talk with other leaders in this area, such as Anglian Water from the UK, who have been working on climate change adaptation and mitigation measures for many years. Greater Wellington Regional Council is also doing good work in this area.
- C Thurston reported that our Communications team is working on both internal and external communications around our Climate Change Strategy, including climate change measures. We already report on our greenhouse gas emissions, but it would be useful to report these over a longer period of time to show trends.
- N Crauford urged Watercare to share our work in the climate change area in all interactions with the Council and other CCOs, including via the Statement of Intent, CCO Chief Executive meetings and CCO Chairs meetings. It is considered that Watercare, in particular, is leading the way on adaptation. For example, the increase in the number of our electrically powered vehicles.
- C Thurston advised that Local Government New Zealand was due to release a report on Thursday on the effects of sea rise from climate change and the replacement cost of buildings and facilities which will be affected.
- It was agreed that the upcoming Governing Body workshop in March should include climate change as one of the key agenda items.
- Management is also to develop some draft climate change KPIs which the Board can discuss with Councillors.
- The Chair confirmed that there was a strong commitment from the Board for Management to implement the Strategy.




	<p><b>5.5 Our Strategic Business Plan Update</b></p> <p>R Chenery, Chief Digital Officer, presented to the Board. Key points from the presentation included the following:</p> <ul style="list-style-type: none"> <li>• The Customer team is on track to meet its target, namely 50% of our customers receiving e-bills</li> <li>• Our Strategic Transformation Programme plans to release further “robots” to replace manual tasks at the Watercare Laboratory and to manage our car fleet and process staff transactions.</li> <li>• Our Learning Management System is being tested prior to rollout to all staff. The system will allow staff to better utilise learning content and build better career pathways.</li> <li>• The Waikato District Council project is on track to go live on 1 July 2019, subject to agreement between the two parties.</li> <li>• The \$7m annual efficiency target is likely to be gained from efficiencies realised in maintenance, transport, fault triaging and prioritisation of jobs. As of December, \$2.8m of savings have been realised.</li> <li>• Our standard-design library is being implemented, which will result in cost savings and consistent approach to design and finished facilities.</li> <li>• Our NPS score is now being calculated via the Voice of the Customer. This is in a trial phase over January.</li> <li>• Our Communications team is working on a collaboration with Plunket to educate new parents about why “flushable” wipes and nappies should not be flushed down the toilets.</li> </ul>
6.	<p><b>Directors’ Corporate Governance Items</b></p> <p><b>6.1 Board Planner</b></p> <ul style="list-style-type: none"> <li>• Site visits are to be included in the Board planner.</li> <li>• Financials go to Council via our Quarterly Reports, and our Half Yearly and End of Year Auckland Council Reporting Pack.</li> </ul> <p><b>6.2 Review Executive Management Disclosure of Interests</b></p> <p>The report was noted.</p> <p><b>6.3 Director Appointment Terms and Committee Memberships</b></p> <p>The report was noted.</p> <ul style="list-style-type: none"> <li>• The Chair reported that Kerridge and Partners is managing the appointment of two new Board members on behalf of Auckland Council. Advertisements are now in the market.</li> </ul>

7.	<b>General Business</b>  Nil.
	The meeting closed at 11.50 am.

CERTIFIED AS A TRUE AND CORRECT RECORD

Margaret Devlin  
**Chair**

## Disclosure of Directors' interests

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

### 1. Purpose and context

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

### 2. The details

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

Director	Interest
Margaret Devlin	<ul style="list-style-type: none"> <li>• Chair, Harrison Grierson Limited</li> <li>• Director, Meteorological Services of NZ Limited</li> <li>• Director, Waikato Regional Airport</li> <li>• Chair, Titanium Park (wholly owned subsidiary of Waikato Regional Airport)</li> <li>• Director, IT Partners Group</li> <li>• Director, Aurora Energy</li> <li>• Independent Chair of Audit and Risk Committee, Waikato District Council</li> <li>• Chair, Women in Infrastructure Network</li> <li>• Councillor, WINTEC</li> <li>• Councillor, The University of Waikato Council</li> <li>• Member, Audit and Risk Committee of The University of Waikato</li> <li>• Director and Chair, Lyttleton Port Company Limited</li> <li>• Director, Infrastructure New Zealand</li> <li>• Chartered Fellow, Institute of Directors</li> <li>• Member, Institute of Directors, Waikato Branch Committee</li> <li>• Member, National Infrastructure Advisory Board</li> </ul>
Catherine Harland	<ul style="list-style-type: none"> <li>• Director, McHar Investments Limited</li> <li>• Director, Interface Partners Limited</li> <li>• Trustee, One Tree Hill Jubilee Educational Trust</li> <li>• Member, Auckland Regional Amenities Funding Board</li> <li>• Member, Urban Planning Pillar Critical Friends</li> <li>• Member of the Committee of Broadway Park Owners' Society Incorporated.</li> </ul>



Director	Interest
Julia Hoare	<ul style="list-style-type: none"> <li>• Director, AWF Madison Group Limited</li> <li>• Director, New Zealand Post Limited</li> <li>• Deputy Chair, The a2 Milk Company Limited</li> <li>• Director, The a2 Milk Company (New Zealand) Limited</li> <li>• Director, Port of Tauranga Limited</li> <li>• Director, Auckland International Airport Limited</li> <li>• Chair, Auckland Committee, Institute of Directors</li> <li>• Member, Advisory Panel to External Reporting Board</li> <li>• Member, Institute of Directors National Council</li> </ul>
Nicola Crauford	<ul style="list-style-type: none"> <li>• Director, Environmental Protection Authority (EPA)</li> <li>• Member of Electoral Authority, Cooperative Bank Limited</li> <li>• Specialist Advisor, WorleyParsons New Zealand Limited</li> <li>• Director and Shareholder - Riposte Consulting Limited</li> <li>• Director, Orion New Zealand Limited</li> <li>• Chair, GNS Science Limited</li> <li>• Deputy Chair, Fire and Emergency New Zealand</li> </ul>
David Thomas	<ul style="list-style-type: none"> <li>• Chair, Ngāti Whakaue Tribal Lands Inc.</li> <li>• Chair, Gypsum Board Manufacturers of Australasia</li> <li>• Shareholder / Employee, Fletcher Building Limited</li> <li>• Director, New Zealand Ceiling &amp; Drywall Supplies Limited</li> <li>• Chair, Altus NZ Limited</li> <li>• Director, Winstone Wallboards Limited</li> </ul>
Brendon Green	<ul style="list-style-type: none"> <li>• Director, Kaitiaki Advisory Limited</li> <li>• Director, Tainui Kawhia Incorporation</li> <li>• Director, Peak2Peak</li> <li>• Executive Director, Advanced Biotech NZ</li> <li>• Executive, Te Rūnanganui o Ngāti Hikairo</li> <li>• Management contract, Tainui Kawhia Minerals</li> <li>• Representative of Waipapa Marae, Kawhia, Te Whakakitenga o Waikato Tainui.</li> <li>• Consultant to Trility (Australian water infrastructure company)</li> <li>• Runanga Manukau Institute of Technology - Te Whakakitenga o Waikato representative</li> </ul>
Colin Magee (Board intern)	<ul style="list-style-type: none"> <li>• Chair, Ākau Ltd and Ākau Foundation</li> <li>• Member, Advertising Standards Complaints Board</li> <li>• Contractor, College of Law</li> <li>• Director, C Magee Limited</li> <li>• Director, MyCap Limited</li> <li>• Director, MyCap Markets Limited</li> </ul>



**Report to the Board of Watercare Services Limited**  
Prepared for the 26 February 2019 Board meeting

## Chief Executive's report for January 2019

### HIGHLIGHTS AND LOWLIGHTS

#### 1. Health, Safety & Wellness

- There were two Lost Time Injuries (LTI) and one Medical Treatment Injury (MTI) involving Watercare employees, and one Medical Treatment Injury (MTI) involving contractors in January 2019. There was one near miss involving a contractor and an incident involving a member of the public.
- The rolling 12-month Lost Time Injury Frequency Rate (LTIFR) for employees has risen to 4.79 per million hours, but remains below the Statement of Intent target of  $\leq 5$ .
- The rolling 12-month Total Recordable Injury Frequency Rate (TRIFR) is unchanged at 8.38 per million hours, remaining significantly below the Statement of Intent target of  $\leq 20$ .
- The rolling 12-month LTIFR and the rolling 12-month TRIFR for contractors while they work for Watercare has been calculated as 14.62 per million hours and 29.24 per million hours respectively. Both numbers are more than three times the rate for Watercare employees.
- The Ardmore Safety Case regarding the storage of chlorine will be resubmitted in March 2019.

#### 2. SOI measures

- Three SOI are not being met, namely the average consumption of drinking water per day per resident, the number of wet-weather overflows per discharge location and the percentage of real water loss from the network.

#### 3. People, Capability and Learning:

- The percentage of voluntary leavers and absences due to illness all remain below our limits.
- The number of FTE remains below our budget.

**4. Customer service:**

- **e-billing:** Focus on the e-billing campaign continues. The year to date improvement is 6%. Further initiatives are planned drive conversion rates higher.
- **Digital interactions:** Report a fault online sits at 25%. This is a 51% increase on December 2018 numbers.
- **Customer Satisfaction:** In January 2019, our customer satisfaction score was 84.3%. The rolling 12-month average remains above target, with an average score of 82.1%, against a target of 80%.
- **Complaints:** There were 63 complaints in January 2019, 62 of which were resolved (98.4% resolution rate). The rolling 12-month average is 98.6% of complaints resolved within the terms of our Service Level Agreement.
- **Digital payments:** Digital payments now includes all unassisted payments including Interactive Voice Response (IVR), Direct Debit, credit cards, payments on web and via My Account. Digital payments in January 2019 were 90.4%, which is a 2% increase on the year to date.

**5. Community and stakeholder relationships:**

- **Māori engagement:** We continued to work on Mana Whenua Outcomes for the Central Interceptor, together with the Mana Whenua Kaitiaki Forum Chair, Tame Te Rangi
- **Local Board engagement:** We continue to keep Local Boards up to date with local water and wastewater issues in their areas. The dry weather has resulted in an increase in escalations related to water faults, as these become more evident in the dry weather.
- **Auckland's Waters Strategy:** "About our Water Future: Auckland's water discussion" consultation document is currently open for public feedback until 19 April 2019.
- **Trade Waste Bylaw Review:** Public consultation on the proposed changes to the Bylaw is likely to occur in May/June 2019. A Watercare Board member has the opportunity to be part of the Panel that will consider the public's submissions.

**6. Natural Environment update:** Watercare and Council are working together to address a number of issues (including illegal connections to the wastewater and stormwater network) contributing to beach overflows in Takapuna.**7. Resource Management Act compliance:** There were no Category 3 or 4 non-compliances with consents in January 2019.**8. Digital updates:** Our Strategic Transformation Programme (STP) continues to progress. The STP recently released a new risk management solution to 13 infrastructure projects, which provides Management with a new level of visibility and improved analytics across risk management.

**9. Assets and infrastructure:**

- **Central Interceptor:** The contract for the construction of the Central Interceptor will be signed shortly. Construction will commence in May 2019, with tunnelling starting in 2020.

**Financial Summary**

- No financial result information is provided in this publicly available Board report, as Watercare must comply with the Council group's obligations as a listed debt issuer.
- Watercare's half-year financial performance will remain confidential until after Group results have been released to the market on 28 February 2019.

**FUTURE OUTLOOK**

**Upcoming Board activity**

- In March, the Board will have a workshop with the Governing Body on Thursday, 21 March 2019.
- The March Board meeting is on Thursday, 28 March 2019.
- The April Board meeting is on Tuesday, 30 April 2019.



Raveen Jaduram  
**Chief Executive**

## 1. HEALTH, SAFETY &amp; WELLNESS UPDATE



Worker	Description of injury/incident	Our learnings	The actions we have taken
Watercare	An electrician was fixing a proximity switch which automatically shuts off ozone bulbs when the door to the ozone chamber is opened. During testing, the worker was exposed to reflection from the ozone bulbs resulting in arc flash burns to the eye. He was medically treated and unfit for work for 5 days.	When safety controls fail (proximity switch), additional controls must be implemented to ensure safe repair.	<ul style="list-style-type: none"> <li>Install welding lens into door to enable confirmation of bulb operation from outside the chamber.</li> <li>A Standard Operating Procedure for work on ozone bulbs is in development.</li> </ul>

Worker	Description of injury/incident	Our learnings	The actions we have taken
Watercare	A Laboratory sample technician was completing a routine lift of an empty sample tray from floor to bench height when she experienced a cramping and tightening in her back. She is currently 6 months pregnant. Her GP deemed her unfit for 5 days as a precautionary measure.	Manual Handling injuries can occur even when the load being moved is light.	<ul style="list-style-type: none"> <li>Working with a physiotherapist who specialises in pregnancy, she has been given exercises and alternative duties arranged to avoid lifting.</li> <li>A workplace assessment has been arranged.</li> <li>Review work design so trays do not need to be stored on the floor.</li> </ul>
Watercare	Two workers were lowering a heavy stainless-steel lid when the lid dropped onto the finger of one of the workers, severing his fingertip. He was wearing three sets of gloves at the time.	PPE is the least effective form of control. We need to look for opportunities further up the hierarchy of controls to manage risk more effectively.	<ul style="list-style-type: none"> <li>A new, lighter, aluminium lid has been installed. We have fabricated and installed a new separate inspection hatch on the lid, so it is no longer always necessary for workers to lift the lid up to do this task. If they do need to lift the lid, it is now lighter.</li> </ul>
Contractor	A contractor was supporting a roll of geotextile material (approx. 80kgs) while another worker attempted to pick the roll up with tractor forks. The load fell on the worker's foot causing loss of balance and fall, twisting his knee.	Effective stockpile management of construction materials prevents "improvising" to lift loads.	<ul style="list-style-type: none"> <li>Management focus on the planning, set up and management of stockpiles to ensure safe practices are enabled through proper set up of staging areas.</li> <li>Team review of methodology for handling geotextile rolls.</li> </ul>

**HEALTH, SAFETY & WELLNESS continued****SIGNIFICANT INCIDENTS/HAZARDS/NEAR MISSES**

There were two significant incidents in January.

Worker	Description of injury/incident	Our learnings	The actions we have taken
Watercare	<p><b>A young boy stepped out in front of an MSN truck as it was moving</b></p> <p>A truck driver saw a child standing on the footpath as he approached a corner to turn left. As he began to turn the child ran in front of the vehicle. Despite applying both the foot and hand brake, the child was pushed by the corner of the vehicle. The child (11yo) was wearing a hoodie at the time of the incident which may have affected his peripheral vision when checking for traffic.</p>	Children can be unpredictable around roads and extra care must be taken.	<ul style="list-style-type: none"> <li>The child took the driver to his mother and the child was taken immediately for a medical check-up. The driver accompanied them to provide support and assistance. The child was unhurt.</li> <li>The driver was shaken from the experience. After a drug test, he was given the remainder of the day to rest. He has been partnered with a colleague to assist in regaining his confidence to drive a truck. His wellbeing is still being monitored.</li> <li>Defensive driving course being reviewed and incident communicated to all work teams.</li> </ul>
Contractor	<p><b>Cable Strike</b></p> <p>An excavator operator working on the Hūnua 4 Project struck and damaged an underground cable. The cable had been identified on the survey documents but had not been transferred to the site documents or communicated with the sub-contractor.</p>	Site procedure required alignment of documentation and site communication. We cannot assume procedures will be followed.	<ul style="list-style-type: none"> <li>Project Managers to form learning group and identify improvement opportunities by late February 2019.</li> <li>For discussion at Executive Monthly HS&amp;W meeting in February 2019.</li> <li>Review Contractor Management documentation.</li> </ul>

**HEALTH, SAFETY & WELLNESS continued****CONTRACTOR INJURY RATES**

- Rolling 12 LTIFR and TRIFR calculated for contractors while they are working for Watercare are 14.62 per million hours and 29.24 per million hours respectively.
- Both these numbers are more than three times the rates of injury to Watercare employees.
- Further investigation to take place in February 2019 including a discussion with Senior Executives.

**ARDMORE SAFETY CASE UPDATE**

- Good progress is being made prior to re-submission of the Safety Case on 1 March 2019.
- A Business Case has been developed for a scrubber and is in the approval process.
- We visited the IXOM site to see their facilities and discuss the Safety Case. IXOM is our chlorine supplier and has had their Safety Case accepted.
- We met with WorkSafe representatives who provided useful feedback on the draft Safety Case.
- WorkSafe confirmed that if our submission on 1 March 2019 has remaining gaps, we will be given a further opportunity to re-submit.

**PROCUREMENT**

- We are working with the Procurement team to improve HS&W content and KPIs in contracts.
- Along with Head of Procurement, the Head of HS&W is participating in the development of a contractor Pre-Qualification framework to support safety outcomes across the construction industry.

**ACC PARTNERSHIP PROGRAMME**

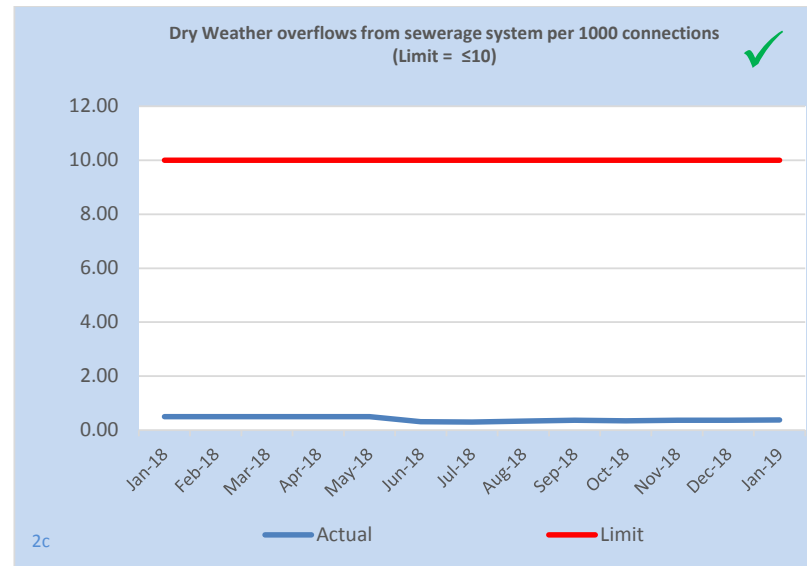
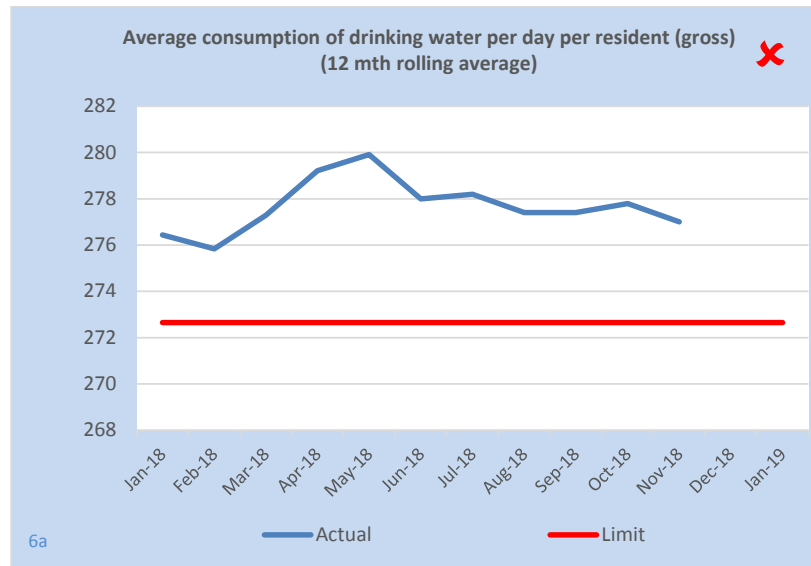
- The HS&W team has been discussing our participation in this programme with the Senior Executives throughout January 2019.
- A recommendation has been prepared for the Board to consider during the confidential session of this Board meeting.

**INDUCTIONS AND TRAINING**

- We are holding induction refreshers for all Operations and Maintenance Team.
- This includes a session on Hazard Identification and Risk Management for front-line staff.

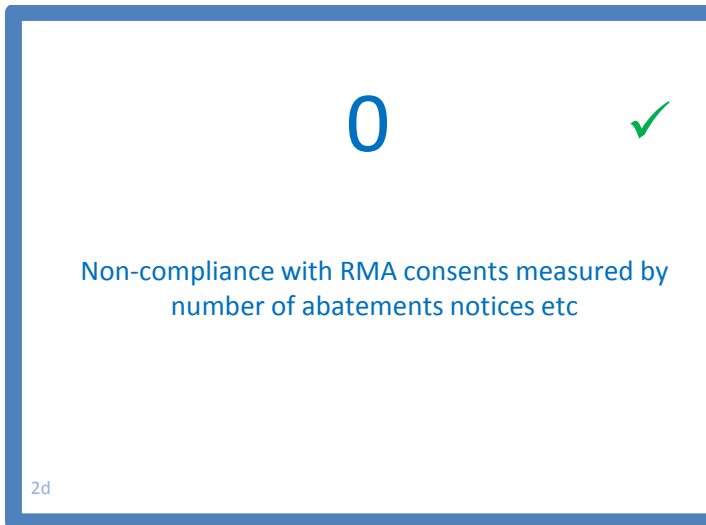
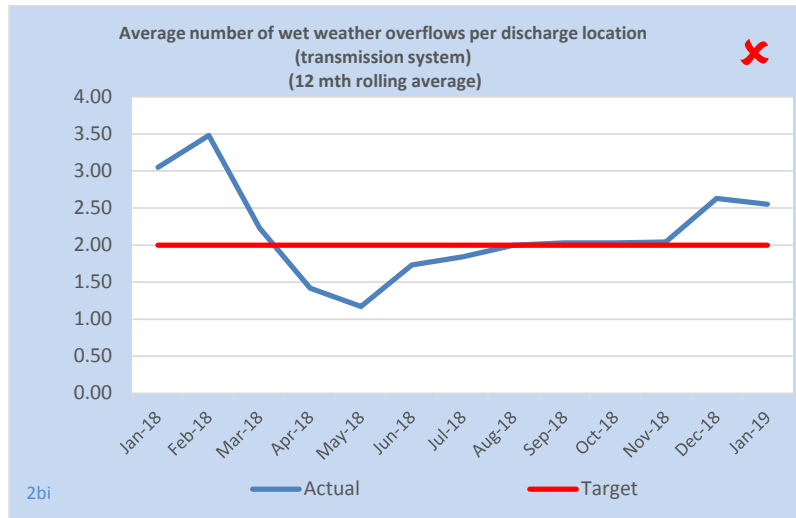


## 2. SOI MEASURES – 2017-2018 - Natural environment



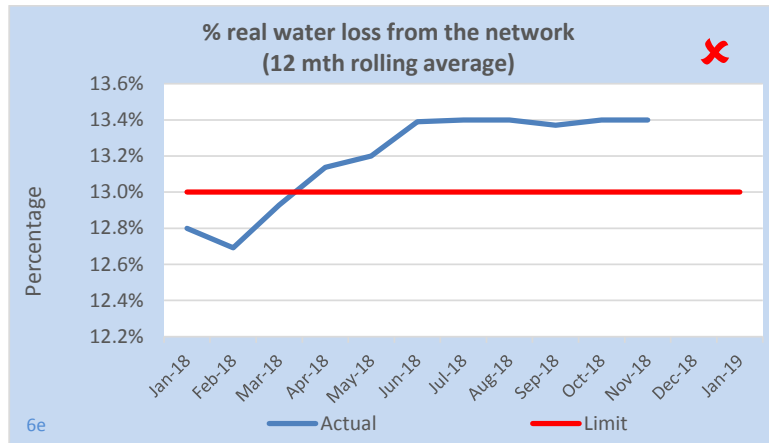
- On Tuesday, 29 January 2019, Watercare produced 524 million litres of water for Metro Auckland. This was 20 million litres more than the previous record set on 14 December 2017. Including non-metro (Warkworth, Waiuku etc), total peak use was 549 million litres. This high level of use continues in February as the weather has remained hot with a lack of significant rainfall events. Indeed, the daily peak record has been broken again in February 2019.
- An update on our Water Efficiency Strategy, which is a long term strategy to encourage Aucklanders to use less water, will be presented to the Board at this meeting.

## SOI MEASURES – 2017-2018 - Natural environment continued



- The adverse result in December was due to a significant rainfall event. Monthly rainfall in December 2018 was 224mm, compared to March 2017 (Tasman Tempest) rainfall of 269mm.
- Work is on-going so we can better understand possible mitigations to these events.

## SOI MEASURES – 2017-2018 - Assets and Infrastructure



- Real loss is holding steady.
- We are continuing to improve data integrity and working towards creating smaller zones to prioritise leak detection, which will assist in lowering this figure.
- The Water Efficiency Strategy is being presented to the Board at the February 2019 Board meeting. This will include a detailed update on Non-Revenue Water.

100% ✓

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

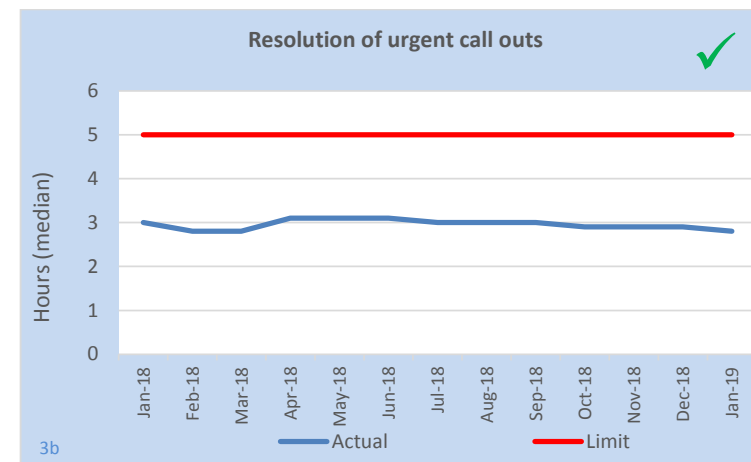
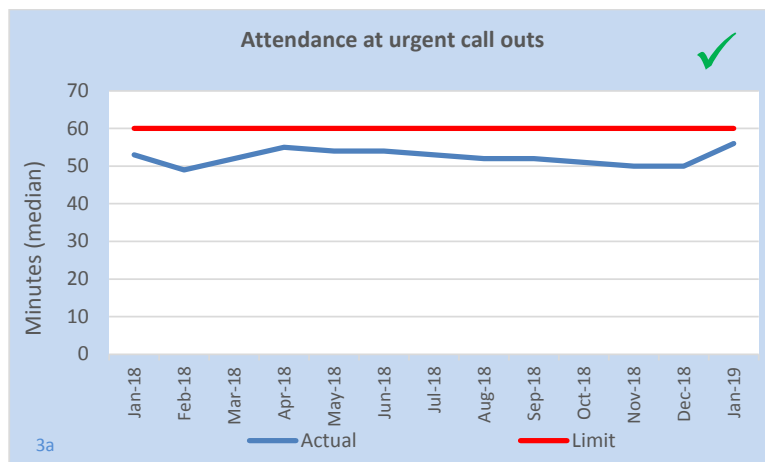
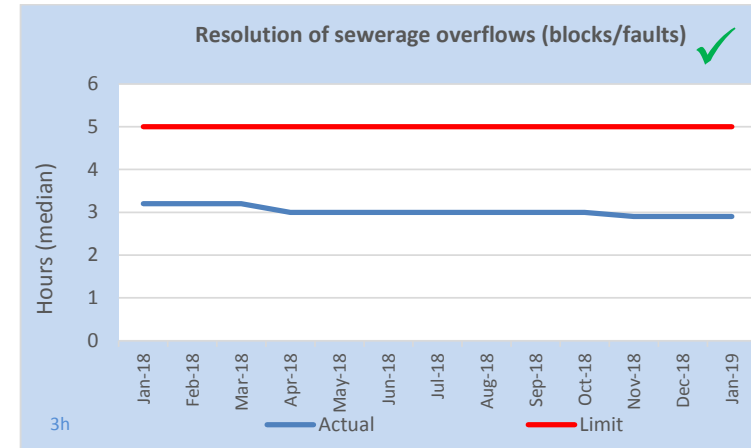
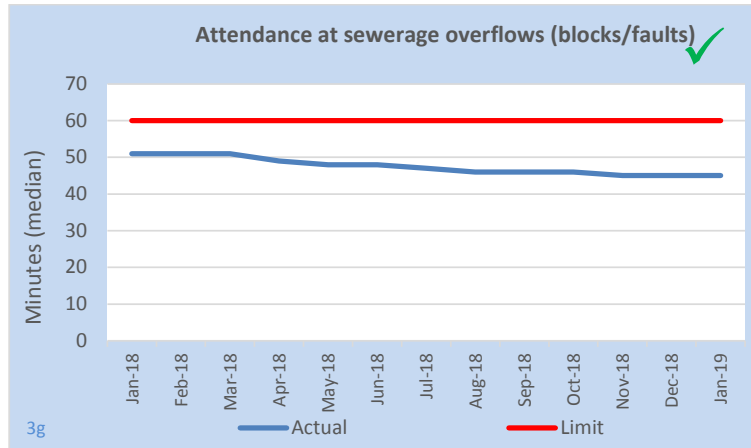
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100% ✓

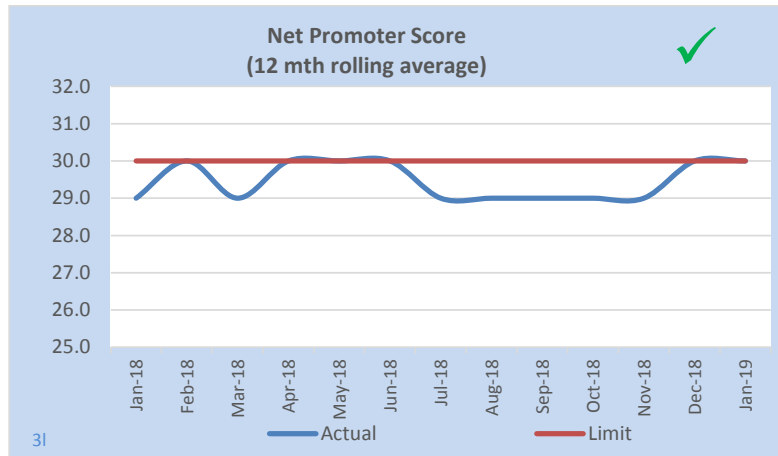
Compliance with Part 5 of the Drinking Water Standards (protozoal)

1b

## SOI MEASURES – 2017-2018 - Community and Stakeholder relationships

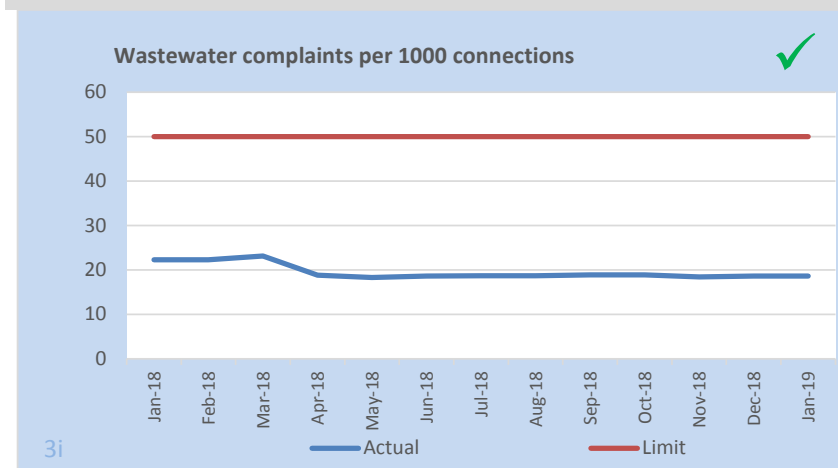
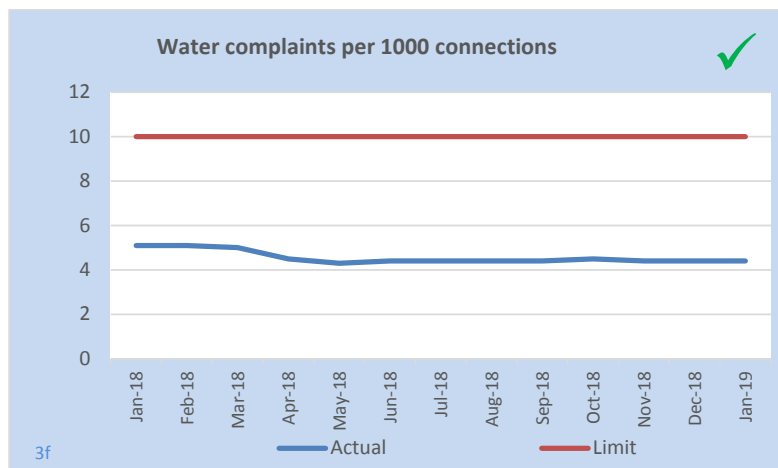


## SOI MEASURES – 2017-2018 - Community and Stakeholder relationships continued

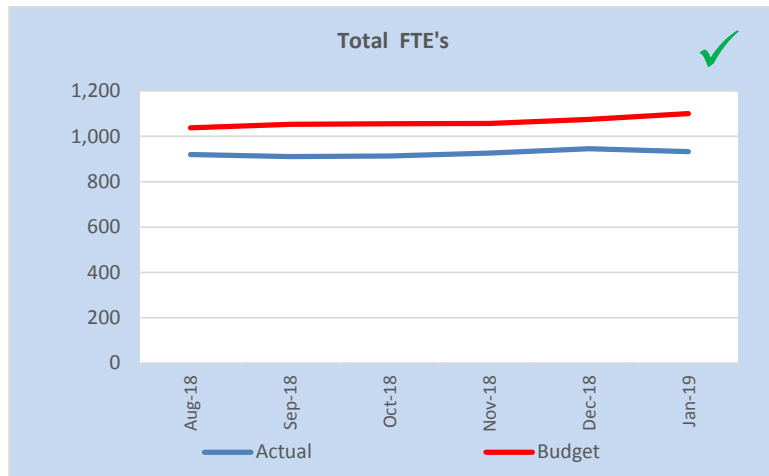
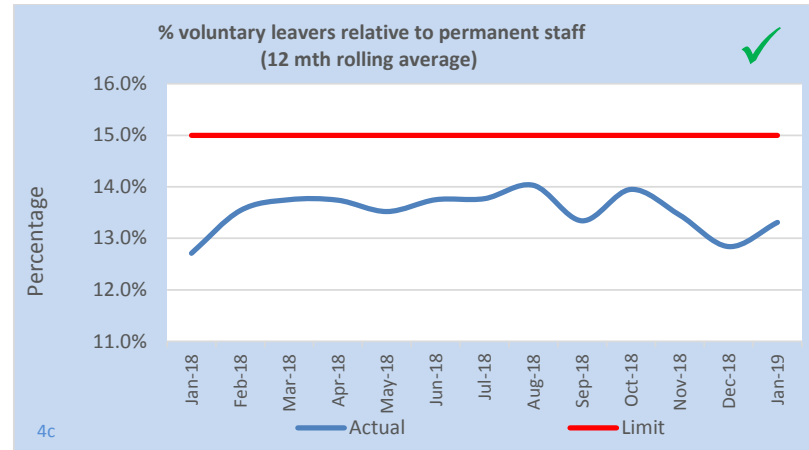
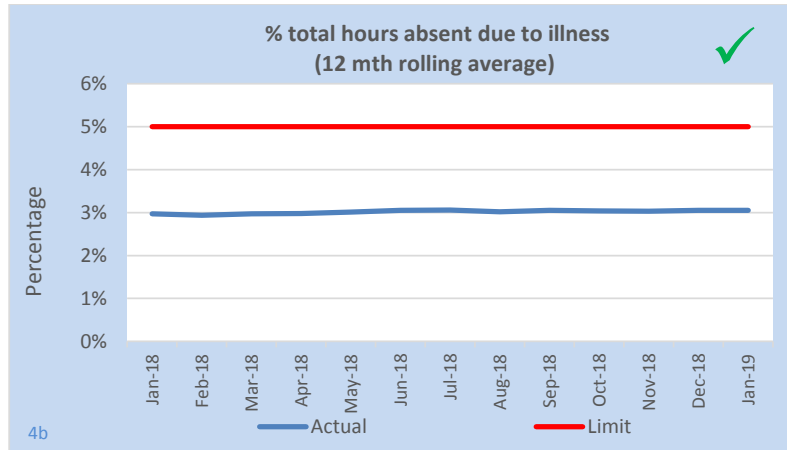


### OUR NPS SCORE

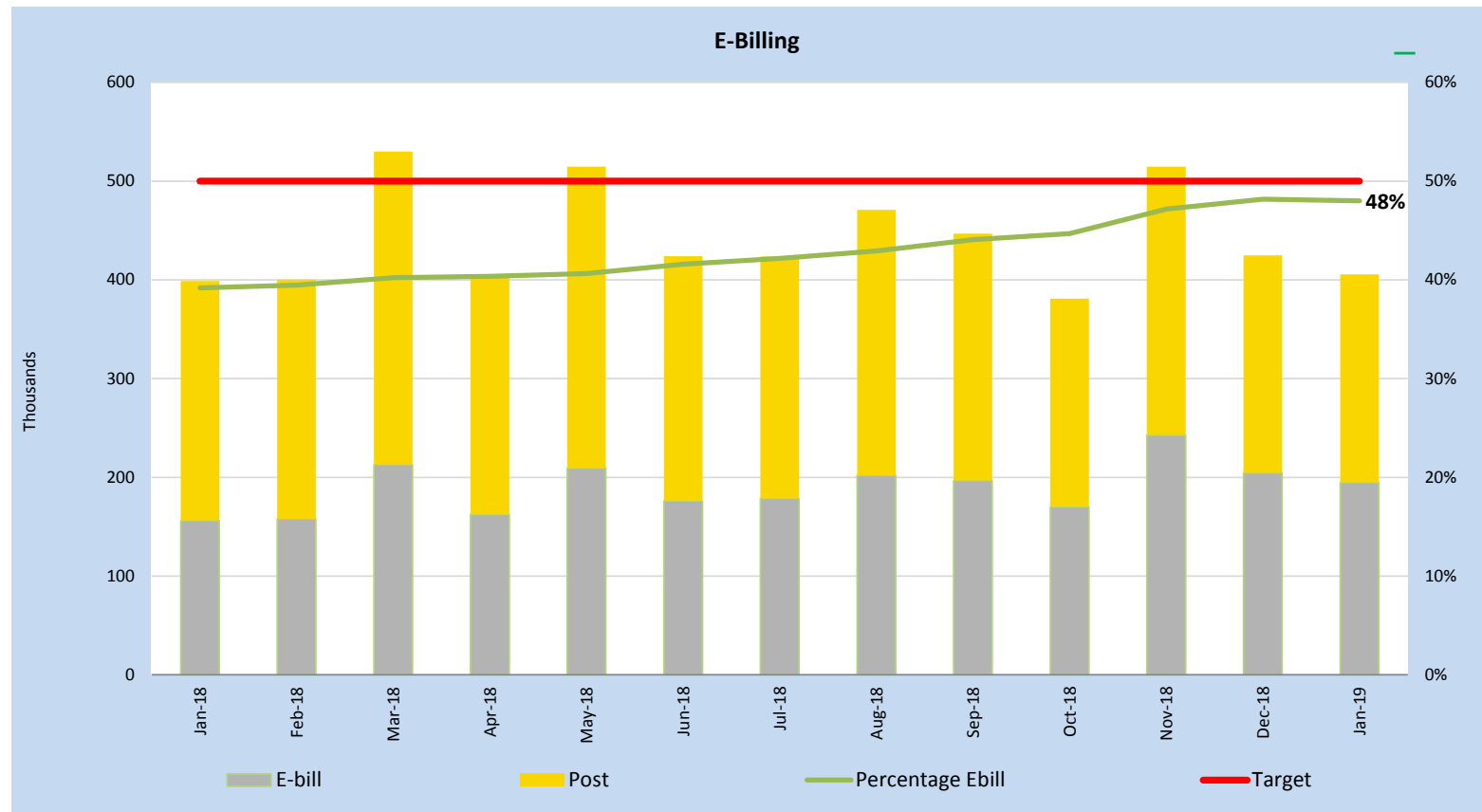
- We launched a new in-house Voice of the Customer survey system in mid-January 2019. This informs our NPS score. Changes included:
  - A revised, much shorter survey
  - New exclusion rules for customers who have already taken a Watercare survey in the past
  - Reporting based on interaction date rather than survey response date.
- Consequently, the number of surveys completed by customers per month has doubled.
- We have used the month of January 2018 as a live pilot and have applied the December rolling average for January 2019.



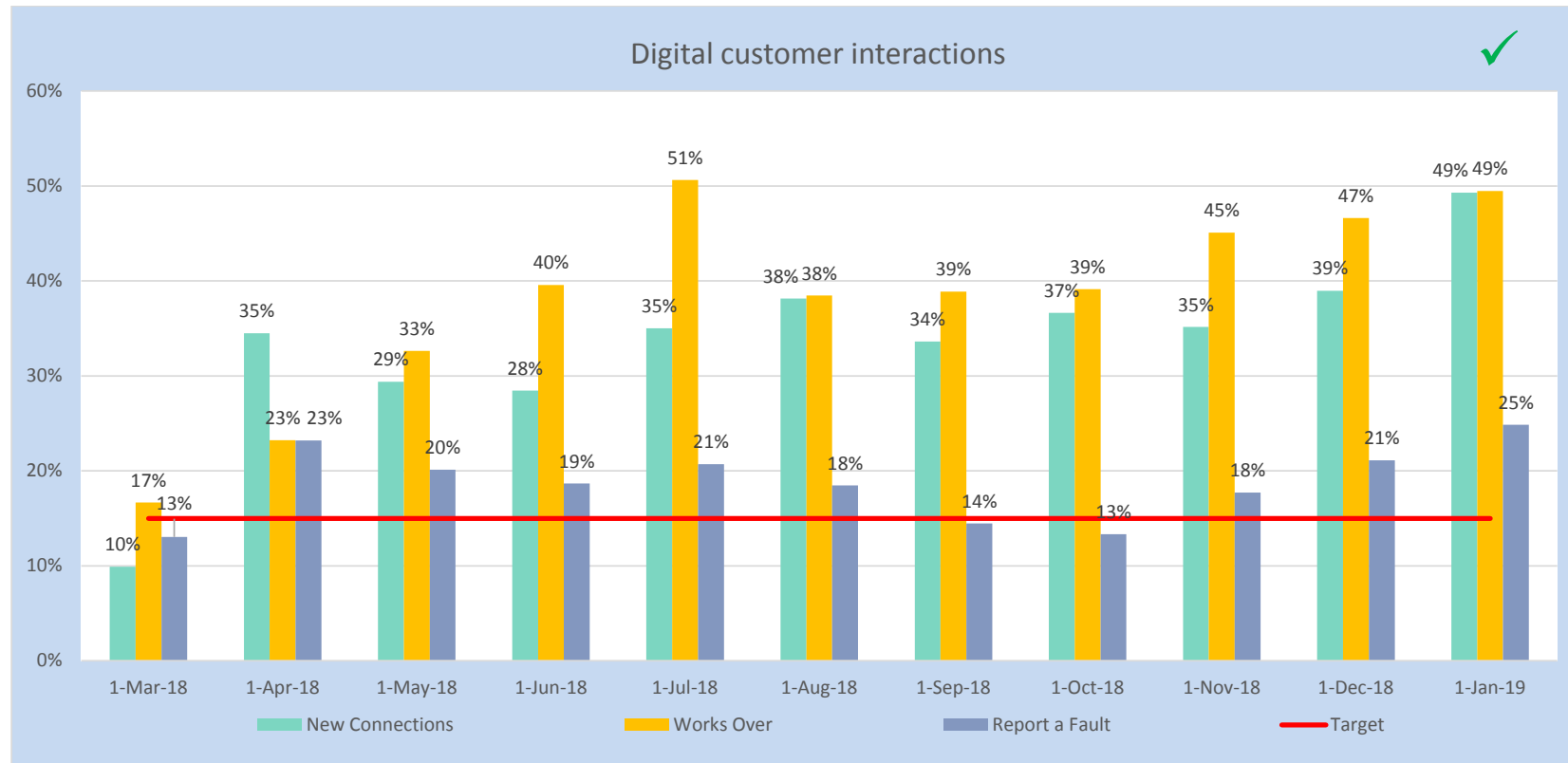
### 3. PEOPLE, CAPABILITY AND LEARNING



## 4. CUSTOMER SERVICE

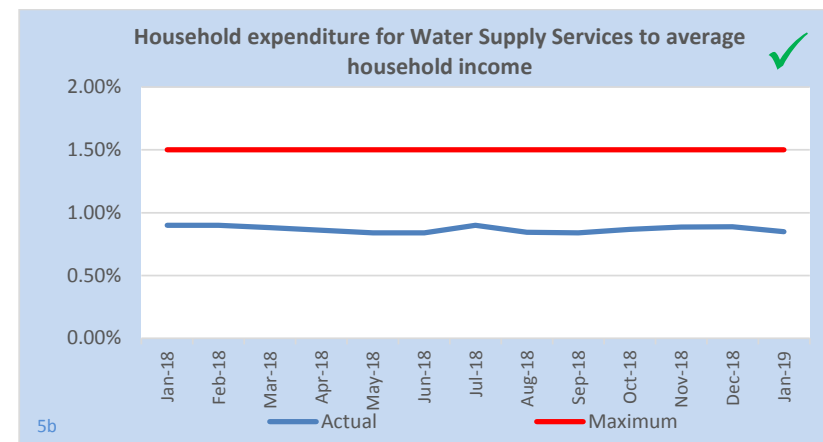
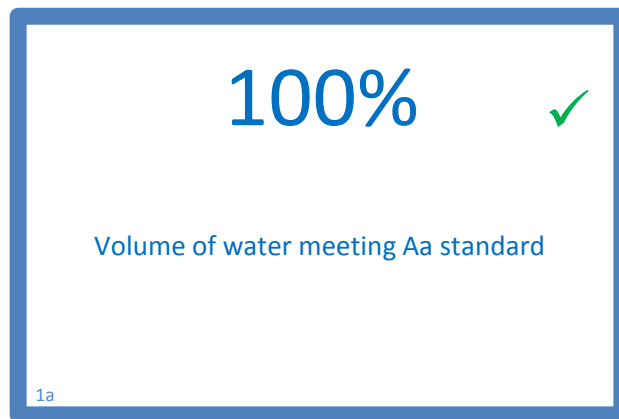
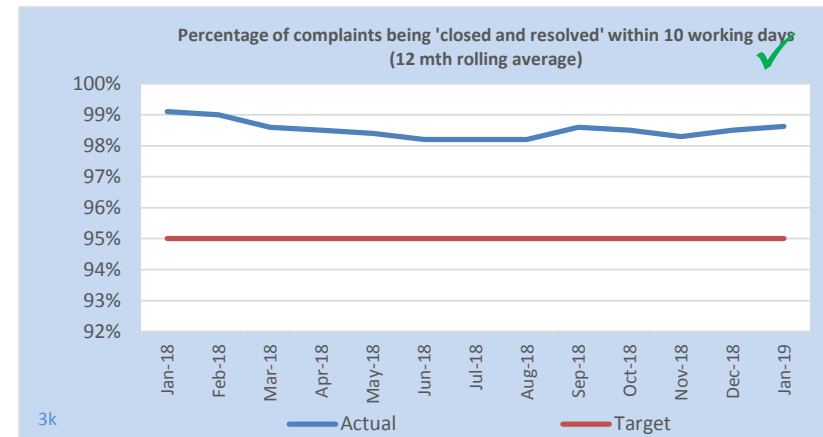


## CUSTOMER SERVICE continued



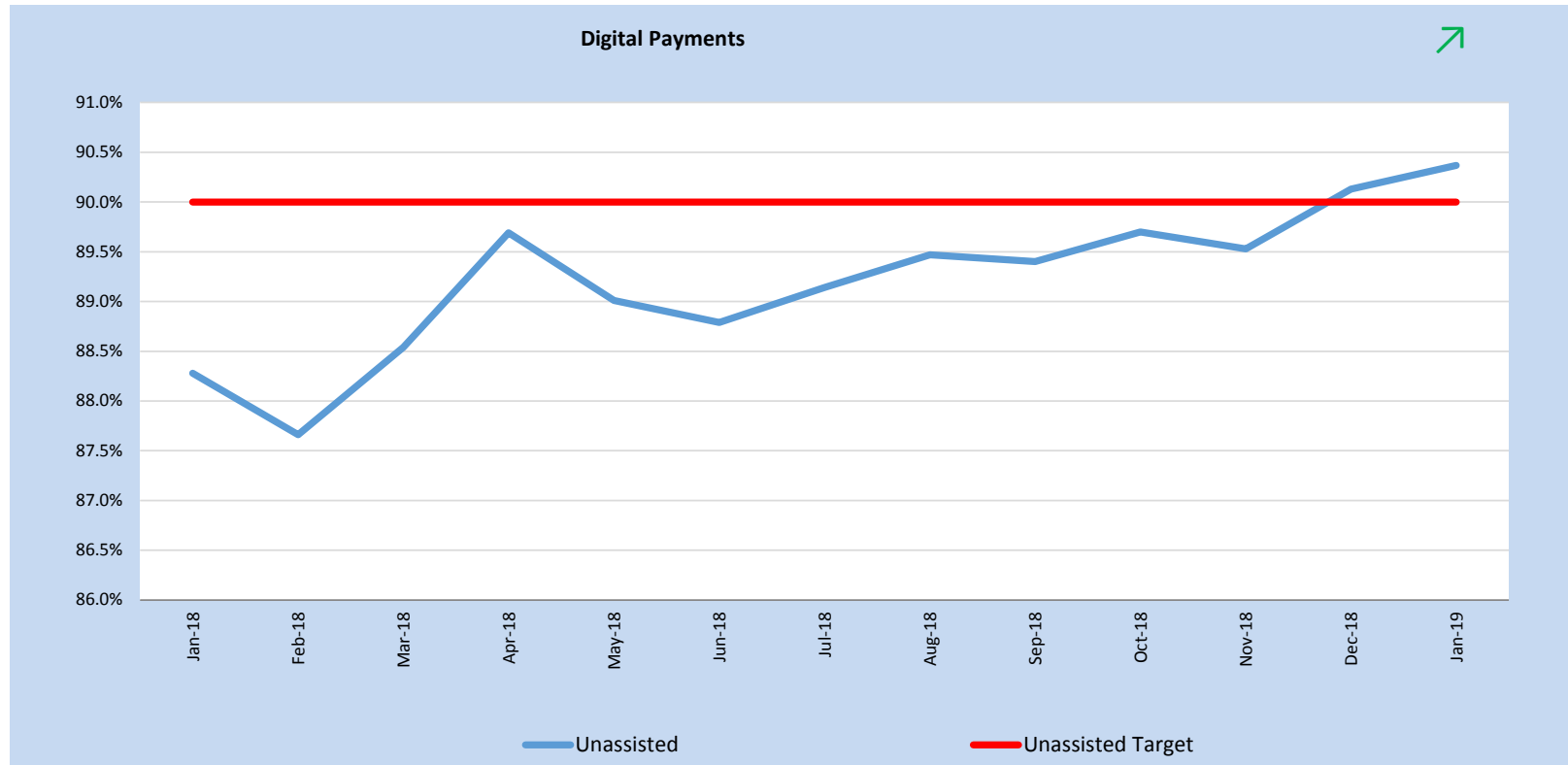


## CUSTOMER SERVICE continued



## CUSTOMER SERVICE continued

4.2





## 5. COMMUNITY AND STAKEHOLDER RELATIONSHIPS UPDATE

### MĀORI ENGAGEMENT IN JANUARY 2019

- We met with Te Wārena Taua and Sunnah Thompson Te Kawerau ā Maki, Ihumātao regarding the Culture and Identity project
- We met with Chair, Te Taniwha o Waikato, Patience Te Ao Pukekohe to discuss growth
- We engaged with Mātāwaka representatives in Manurewa - water meter kaupapa
- We provided marae support and technical advice to Dennis Kirkwood, Chair, Ngāti Tamaoho Whātāpaka marae regarding a wastewater system and building issues
- We engaged with Iwi regarding marae water and wastewater issues at Whātāpaka Marae, Karaka and Piritahi Marae, Waiheke Island
- The Te Toa Takitini (Māori Outcomes Steering Group) continues to work together with Council to respond to the nine priorities in the Te Toa Takitini portfolio, including Water, Marae, Economic Development, Rangatahi, Mana whenua engagement, Papakainga Development
- We continued to work on Mana Whenua Outcomes for the Central Interceptor, together with the Mana Whenua Kaitiaki Forum Chair, Tame Te Rangi
- We continued our work with Council on Te Toa Takitini engagement
- There was a dawn blessing for the Northern Interceptor and Greenhithe Bridge Watermain Duplication Project, involving Mana whenua entities Ngāti Whanaunga, Ngāti Manuhiri, Te Kawerau ā Maki, Ngāi Tai ki Tāmaki and Ngāti Whātua.

### LOCAL BOARD ENGAGEMENT

- The Upper Harbour Local Board joined Watercare, local Iwi and contractors for a dawn blessing for the Northern Interceptor project.
- A memo was provided to the Waitakere Ranges, Whau and Puketapapa local boards on progress with the Huia No. 1 and Nihotupu No. 1 watermain replacement in the interests of no surprises.
- Several local boards received notifications and updates related to a number of incidents and faults including a pipe breakage on the Parakai/Helensville wastewater main and a dry weather overflow in Takapuna. The dry weather has resulted in an increase in escalations related to water faults, as these become more evident in the dry weather.
- Updates were provided to the Rodney Local Board on changes to tanker filling operations.
- A progress update on the consents application for the Huia Water Treatment Plant replacement was sent to the Waitakere Ranges Local Board and Western Councillors. This will be followed by a workshop briefing on 28 February 2019, being the date we plan to lodge the consent application.

## COMMUNITY AND STAKEHOLDER RELATIONSHIPS UPDATE continued

### AUCKLAND'S WATERS STRATEGY

- Auckland's Waters Strategy's "Our Water Future – A discussion document", was released for public consultation on 17 February 2019 via the Auckland Council's "Have Your Say" webpage.
- The consultation period finishes on 19 April 2019.
- A summary of the feedback received by Council will be presented to the Watercare Board at the May 2019 Board meeting.

### TRADE WASTE BYLAW REVIEW UPDATE

- Regulatory Committee and Governing Body meetings relating to the trade waste bylaw review are planned for 14 and 28 March 2019, respectively.
- A Panel will be selected by the Regulatory Committee to meet with Local Boards, Mana Whenua, large trade waste customers and the public over a maximum of two days for a 'consultation event'. The Panel will comprise up to three councillors from the Regulatory Committee, or alternatively, two councillors and a Watercare Board member. Confirmation of the proposed option is required by **3 March 2019**.
- The timeline beyond that is as follows:
  - **Late May/early June 2019:** Consultation event
  - **Late June/early July 2019:** Panel deliberations
  - **Mid-2019:** Amended bylaw to come into force.

## COMMUNICATIONS SNAPSHOT



Enabling engaged communities  
and stakeholders

## Media

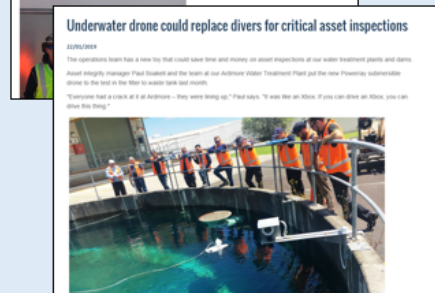
Media highlights for the month include coverage about: Auckland's record level of water consumption and Watercare's ability to meet demand in various media (NZ Herald, RadioNZ, TVNZ), double page spread in New Zealand Garden magazine about the rare yellow pohutukawa in Māngere and radio interviews by environmental scientist Sophie McGuinness and senior planner Apra Boyle-Gotla on MagicTalk (formerly RadioLive). They spoke about fatbergs and ways to save water respectively.



Enabling safe, happy and  
empowered teams

## Staff

Internally, we promoted: Sam Anderton, the 12-year-old eco-warrior who visited our Māngere Wastewater Treatment Plant, new technology we are using in our operations such as underwater drones and ozone disinfection of our water and the Auckland Bike Challenge.

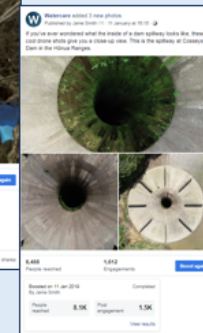
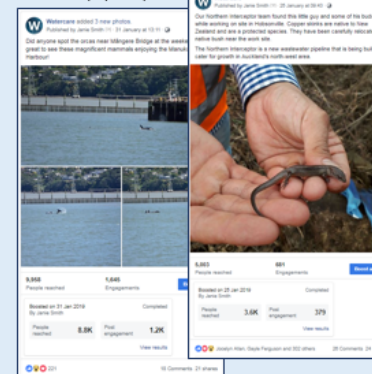


Enabling customer trust and value

## Customers

We signed a partnership agreement with Plunket to communicate non-dispersibles messaging through their networks, clinics and outreach programme.

We continued to engage with the wider community through Facebook and LinkedIn – Orcas found swimming in the Manukau Harbour, skinks relocated from our construction site and a dam spillway made for the most popular posts.



## Stakeholders

We organised a site blessing at Rahui Road for the Northern Interceptor project, where we are upgrading the wastewater network to cater for future population growth. We had staff, iwi, local board members and contractors in attendance.



Watercare

## 6. NATURAL ENVIRONMENT UPDATE



### ILLEGAL DISCHARGES INTO THE WASTEWATER NETWORK - TAKAPUNA

- Recent investigations in Takapuna has identified issues in the public networks as well as a number of illegal private issues. The photos show examples of the issues identified.
- The public issues have been repaired and Auckland Council is working with the property owners to remedy the private issues.
- This is typical of the issues that Watercare and Council encounter, not only in Takapuna, but across the region, where overflows and beach water quality is influenced by many factors outside of Council's and Watercare's control.
- Our Communications team is working on a campaign to educate the public about what they can put down their toilets and drains.

*Takapuna toilet block - leaking wastewater pipe cutting through a stormwater manhole*



*Wastewater pipe cleared of tree roots and relined*



*Private property illegally discharging stormwater into the wastewater network*





**ILLEGAL DISCHARGES INTO THE WASTEWATER NETWORK – TAKAPUNA – CONTINUED**

*Commercial property illegally discharging stormwater into the wastewater network*



*Private grease trap not cleaned*



*Washing machine illegally discharging into a stormwater pipe*



*Soap, from window washing, discharging from a stormwater outfall onto Takapuna Beach.*



*Broken gully dish allowing stormwater to enter the wastewater network*



## 7. RESOURCE MANAGEMENT ACT COMPLIANCE



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

10 of our 485 active consents are technically non-compliant, but none are in either Category 3 or 4.

	Aug	Sep	Oct	Nov	Dec	Jan
Number of total active consents	483	484	482	486	485	485
Number of non-compliant consents <sup>1</sup>	10	9	7	12	12	10
<b>Number of non-compliant category 3 conditions</b> <i>Non-compliance where the result will have or has the potential to have an adverse or significant adverse effect on the environment, or where there has been a repeat of a lower score non-compliance.</i> <i>We would typically receive notification or have warning of a category 4 non-compliance well before we prepare this report.</i>	1	0	0	0	0	0
<b>Number of non-compliant category 1 or 2 conditions</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>	16	12	15	20	18	11

Notes: 1 – excludes trade waste consents

**Non-compliant consents in Category 3 and 4 for December:** There are no Category 3 or 4 non-compliances for January 2019.



## 8. DIGITAL UPDATES



### STRATEGIC TRANSFORMATION PROGRAMME (STP) UPDATE

- A new risk management solution has been released to 13 infrastructure projects. This is part of the STP's continued development of the infrastructure project management capability.
- The new solution provides a new level of visibility and improved analysis across risk management. It also moves towards the objective of continual shared learning across the teams.
- EY are currently completing an independent review of the organisational change management approach as part of their IQA (independent quality assurance) engagement. The review is assessing the STP change management approach with a particular focus on business engagement, business readiness and business adoption. Outcomes of the review will be reported to the STP sub-committee in March.

### STP RELEASE 5 GOALS

- STP continues to progress to programme with Release 5 planning completed and delivery underway.
- Release 5 goals include:
  - Completing and releasing our Watercare first pilot across the new usage to pay processes (core billing functionality)
  - Development of seamless integration and functionality with Fulton Hogan, Citycare, Downer, MSN and others
  - Continue to enhance the new voice of the customer solution with improved insights and analytics across customer responses
  - Phased release of the new work order scheduling, management and enhanced planned maintenance processes
  - Continued development and release of the infrastructure project management capability and development of a product based design platform
  - Build out the Integrated hydraulic models and connected GIS network development
  - Development of the core finance and procurement functional capabilities

## 9. ASSETS AND INFRASTRUCTURE

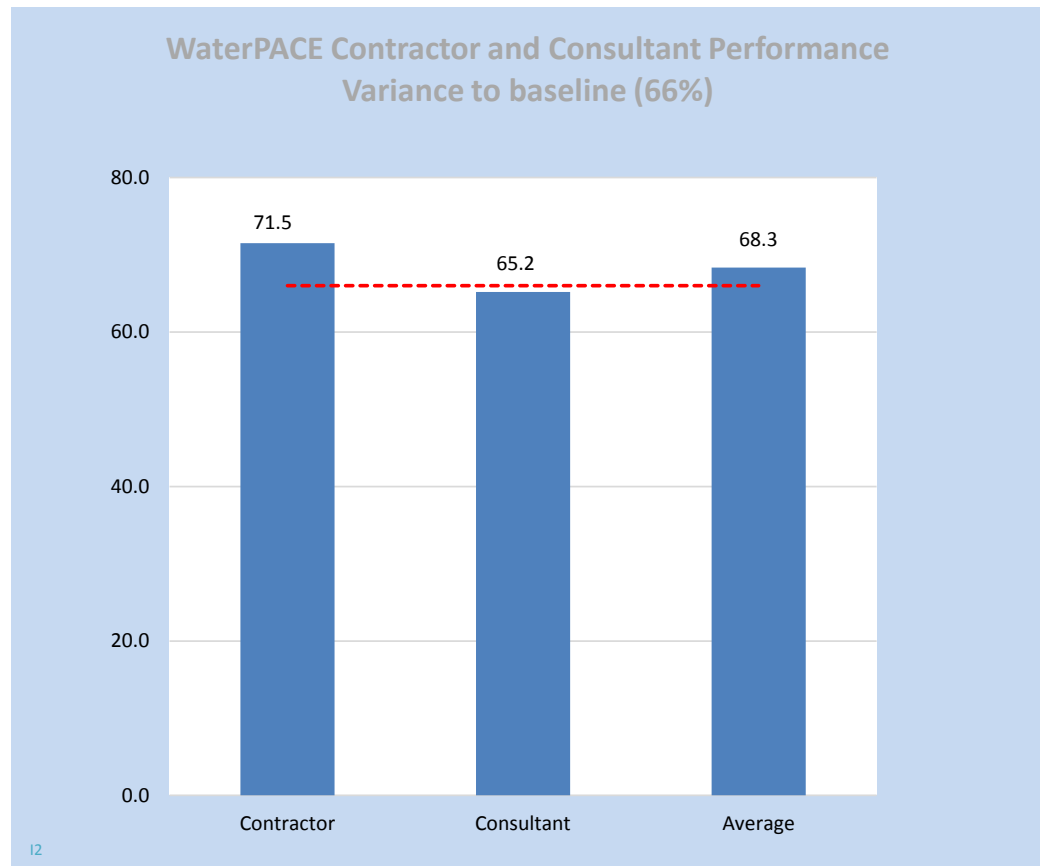


### CENTRAL INTERCEPTOR UPDATE

- A recommendation to award the contract for the delivery of Central Interceptor to the Ghella-Abergeldie (GA) Joint Venture was approved by the Board at the end of January 2019, following confirmation that the outstanding conditions of the tender had been resolved.
- The contract will be signed shortly.
- On 14 March 2019, we will hold a publicity event to celebrate the signing of the contract, which the Mayor has been invited to attend.
- The CI team is now moving towards the execution phase of the project, with the focus on developing the necessary business systems required to ensure an efficient and effective delivery.
- GA will commence works in the first week of May, to avoid the clash with Easter and Anzac Day. The first works will be site establishment at Māngere Pumping Station (within the WWTP) and May Road Shaft site.
- Tunnelling will commence in 2020.

## ASSETS AND INFRASTRUCTURE continued

### CONSULTANT AND CONTRACTOR PERFORMANCE



WaterPace measures the performance of our contractors and consultants.

The baseline target for “good performance” is 60%.

Our contractors and consultants average performance score remained steady at 68.3%, which is still over the baseline target and well above our target for FY19 of 66%.

The scores are an average of the scores our Project Managers give the contractors/consultants in areas including:

- Project leadership
- Risk management
- Communication and responsiveness
- Customer focus
- Health and Safety relationships, management and compliance
- Administration, documentation and handling of variations

## 10. DELEGATED AUTHORITY OF THE CHIEF EXECUTIVE

**In January 2019, Watercare processed two deeds, instruments or documents, executed with the delegated authority provided to the Chief Executive by the Board:**

- A Vector Works Agreement
- An agreement to acquire land by Watercare

**There were five Capex and Opex contracts, over \$100,000, approved by the CE in accordance with the delegated authority provided to the Chief Executive by the Board:**

- Northcote Water Pump Station Switchboard Upgrade (Brightwater Engineers Ltd)
- Kyle Road Pump Station (DPKY1) (Equipment Engineering (2008) Limited)
- AvN Purchase Agreement (World Water Works Inc)
- Huia No.2 Watermain Critical Works - Astley Avenue tie-in work (Guaranteed Flow Systems Limited)
- Speciality Gas Supply (BOC Limited)

**There was one Capex approval totaling \$4.841m signed in accordance with the delegated authority provided to the Chief Executive by the Board in relation to Capex approvals below a threshold of \$15m.**








- Māngere and Ardmore Fire Alarm System Upgrade (\$4.841m)

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

Prepared for the 26 February 2019 Board Meeting

**5.1**

## Customer Strategy Update

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

### 1. Recommendation and key points

That the Board receives this update on our three to five year Customer Strategy.

#### Key points

Our Customer Strategy is informed by:

- the challenges facing the water industry globally
- dynamics in the water industry nationally
- our brand positioning
- anticipated shifts in the personas and expectations of the customer of the future.

### 2. Purpose and context

Developing a customer centric organisation is one of the key strategic pillars of Watercare's corporate strategy. This priority is underpinned by the following principles:

- We understand our customers' needs and deliver value
- We consistently provide exceptional products and services
- We are trusted by our customers who understand our purpose and value our service.

Our Customer Strategy is designed to deliver on these principles, with the Voice of the Customer as the ultimate measure of success.

### 3. The details

#### 3.1 Our Customer Strategy has been informed by the “big picture”

The water industry world-wide faces challenges in four key areas: regulatory, environmental, increasing customer expectations, a lack of public appreciation for the value of water.

##### 3.1.1 Changes to the regulatory environment

The New Zealand government is currently reviewing the water industry landscape in a “comprehensive programme of reform” to transform three water services, strengthen the regulatory regime and start tackling funding pressures facing the local government sector. The focus areas of the review are oversight and regulation, funding and finance, transparency and accountability, capacity and capability of decision-makers and suppliers.

##### 3.1.2 Increasing customer expectations

Customers are now more informed and connected than ever before. Water utilities globally are expected to engage customers on their terms. Customers require greater emphasis on personalisation, innovation, transparency, adaptability (to their needs) and accountability.

Looking at the customer of the future and what their expectations might be, we understand that it will be all about personalisation based on great insights and by providing options around:



##### 3.1.3 Sustainability

Water utilities have a responsibility to maintain and enhance the resiliency of vital ecosystems. Aucklanders share a strong concern about the future of Auckland, more specifically:

- The health of its waterways and infrastructure
- The impact of population growth
- The effect of climate change and how this could contribute to water scarcity;
- What role they can play in improving water efficiency.

##### 3.1.4 Infrastructure resilience

Demand for, “smart water” solutions - monitoring, detecting and reducing leaks and overflows is growing. The water industry needs to find sustainable solutions to challenges like network leaks and non-revenue water.

### 3.1.5 The value of water and our brand

Watercare is recognised as an industry leader within the New Zealand water sector and has a strong record of successfully providing Aucklanders with reliable and safe water services. As a result, Aucklanders are happy with their water. But, our brand strategy recognises that we still have some way to go in this transformation. The community we serve has only limited understanding of the true value we provide, as our communication tends to be functional.

As Watercare grows and takes up future opportunities, we need to clearly articulate and express who we are and what we stand for, so we can take all of our stakeholders with us.

## 3.2 Our Customer Strategy has four elements

### 3.2.1 Our customers

We no longer treat our customers with a one-size-fits-all approach. By developing deep insights into the needs and expectations of our current and future customers, we are defining clear customer segments and will cater to the diverse personas within each key segment. Transforming our customer model will enable us to obtain a single view of all customer information, creating more proactive and personalised customer experiences.

We understand that our customers' expectations centre around availability, reliability, affordability, connectability and sustainability. We recognise that our customers want a seamless, frictionless and personalised experience, which allows them to feel connected to a single brand which they trust. We co-design these experiences with our customers.

### 3.2.2 Our channel strategy

Recognising that our customers' preference is to limit their transactional interactions with us to the bare minimum, our channel strategy is giving preference to predictive, proactive care, progressing through self-care and digitally assisted care to personal care as the level of complexity and emotional impact increase.

### 3.2.3 Our culture

With a customer led approach we will always take an "outside-in" approach. While prioritising the needs of the customer is vital, the needs of our people are just as important. Taking both parties on a transformational journey will enable us to realise continuous improvement. For our people this transformation includes consistent and honest communication on the future we are creating, helping them understand how what they do every day contributes to that future. It also includes setting them up with the right skills and tools to achieve excellence.

### 3.2.4 Our measure of success

We will be successful when our customers tell us that we are. We are set up to use every touch point with our customers to derive actionable insights.

While we continue to measure whether our customers are prepared to speak positively of their experiences with us, we will now also measure their trust in us.



# Customer strategy

Watercare Board Presentation

26 February 2019



# What challenges do we face?

5.1

## Sustainability

Water utilities have a responsibility to maintain and enhance the resiliency of vital ecosystems. Aucklanders share a strong concern about the future of Auckland, more specifically:

- The health of its waterways and infrastructure;
- The impact of population growth;
- The affect of climate change and how this could contribute to water scarcity; and
- What role they can play in improving water efficiency.

## Customers

Customers are now more informed and connected than ever before. Water utilities globally are expected to:

- engage customers on their terms; and
- Provide greater emphasis on innovation, transparency, adaptability (to their needs) and accountability.



## Regulation

The New Zealand government is currently reviewing the water industry, this can:

- Create uncertainty around proposed reforms
- Lead to significant change across four key areas - Oversight and regulation, funding and finance, transparency and accountability, capacity and capability of decision-makers and suppliers.

## People and Infrastructure Resilience

Demand for “smart water” solutions - monitoring, detecting and reducing leaks and overflows is growing. The water industry face the following challenges:

- Utilities can lose up to 30% of their water supply through network leaks (globally);
- Non-revenue water costs utilities up to \$14 billion, per annum (globally); and
- Only 42% of New Zealanders believe that water providers adequately maintain water supplies and assets.

# We provide great value to our customers by connecting with the individual, providing affordable and reliable services to enable a sustainable future

## Our strategic priorities



Customer focus

1. We understand our customer needs and deliver value;
2. We consistently provide exceptional products and service;
3. We are trusted by our customers who understand our purpose and value our service.

5.1

## Our customers



## Customer expectations

## Customer experience

AVAILABILITY

RELIABILITY

AFFORDABILITY

CONNECTABILITY

SUSTAINABILITY

ONE BRAND

SEAMLESS

FRICITIONLESS

PERSONALISED

ENGAGED

## Achieve

BY BEING...



Customer Centric



Digital First



Flexible & Agile



Caring & Nurturing



Insight Led

## Focus

PRIORITIES



CX Design



Technology Enablement



Continuous Improvement

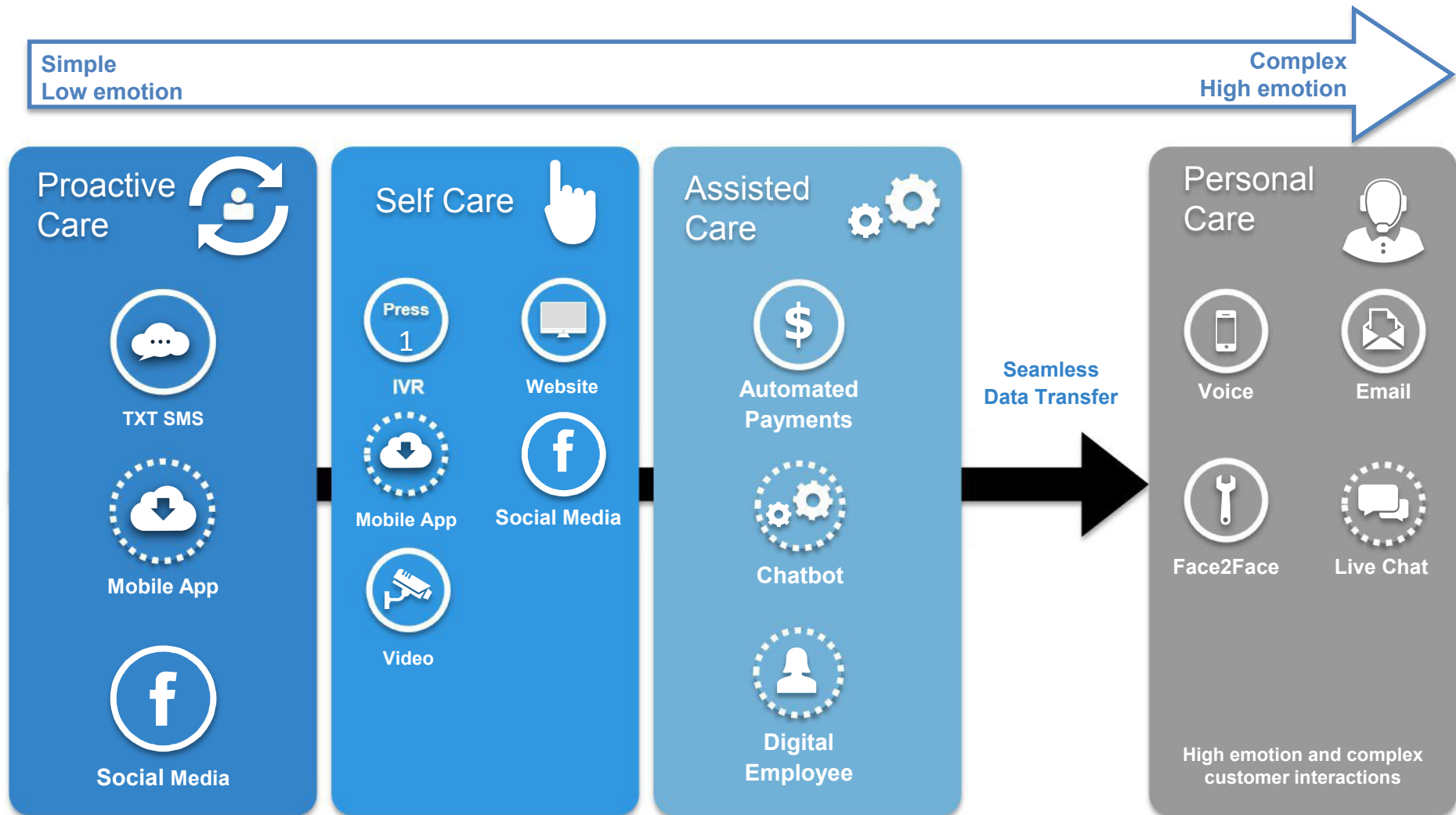


Employee & Partner Engagement, Wellbeing & Safety



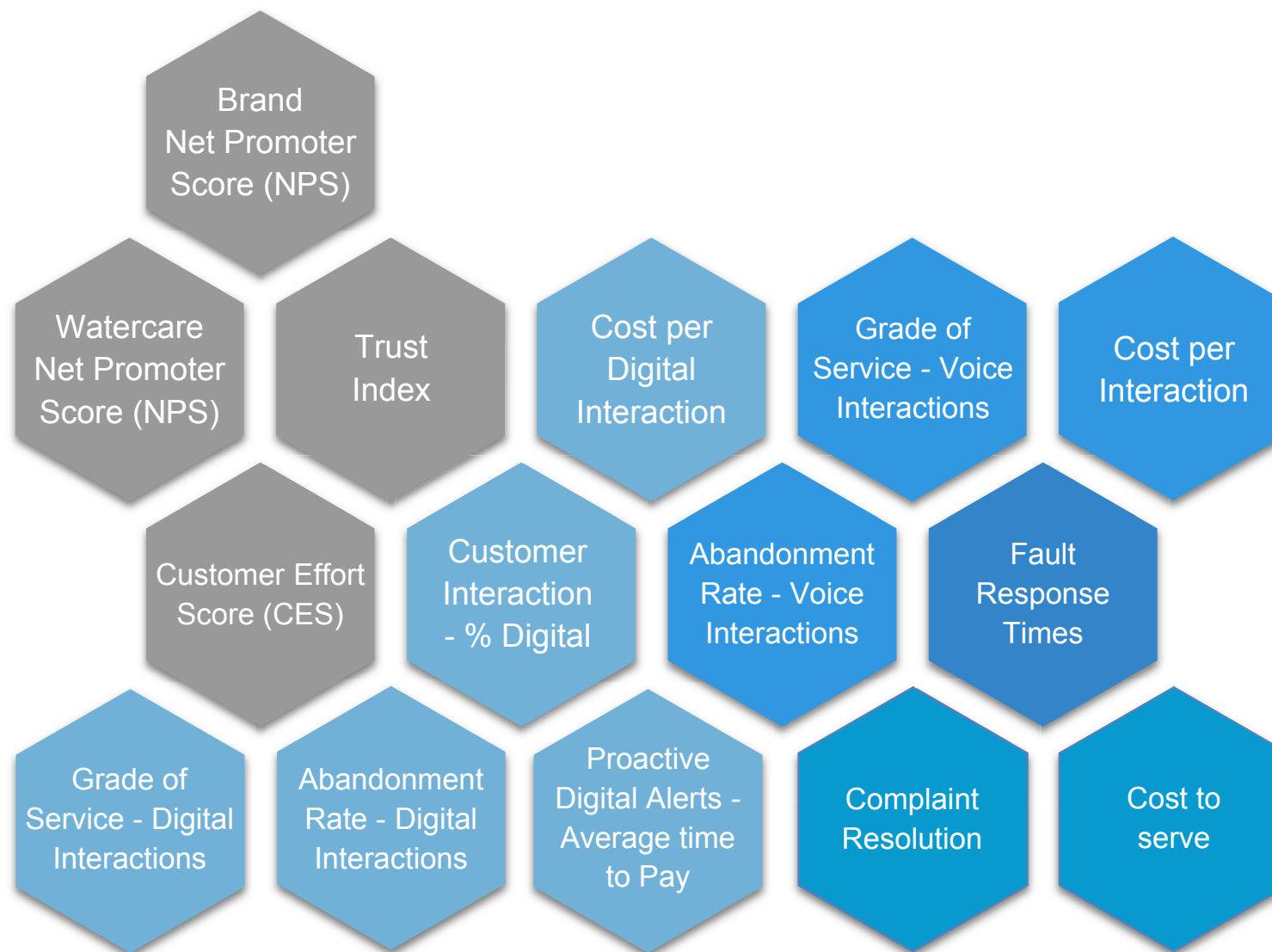
Operational Excellence

# Channel strategy



5.1

# Customer Metrics



5.1

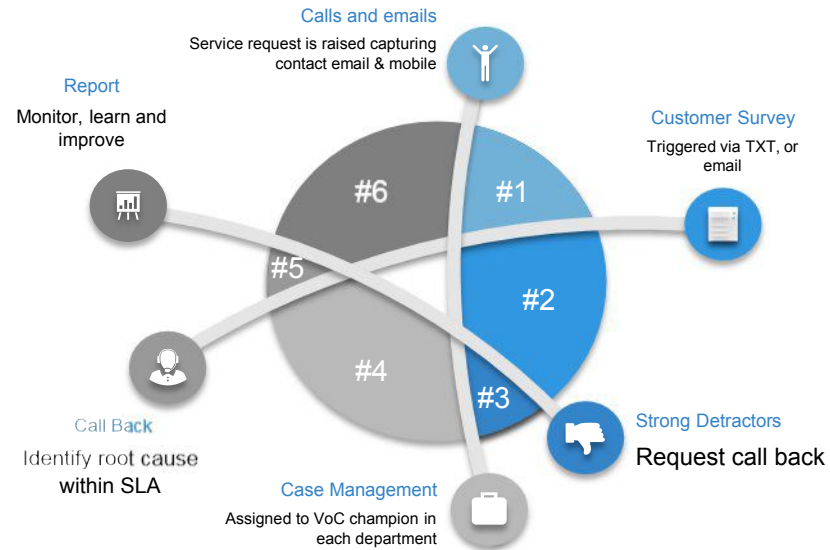


# Revise survey to capture better insights

## Simplified survey and questions to align

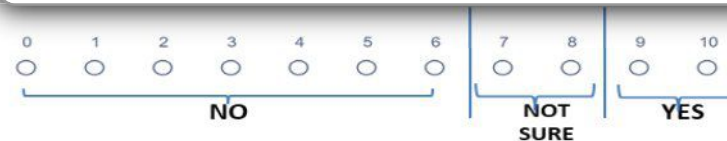
- Simplify survey to drive less customer effort;
- Revise rule to increase sample size;
- Prescribe case management on strong detractors to drive continuous improvement;
- Design a closed loop process to identify root cause;
- Refined NPS question and scale to drive clarity
- AI based TXT analytic tool be implemented to analyse verbatim and high light key themes;
- Interactive web survey to be developed at each stage of CX journey.

## Clearly defined loop to drive more insights



### Watercare NPS Question:

Would you speak positively of your most recent experience with Watercare to friends and family (if asked)?



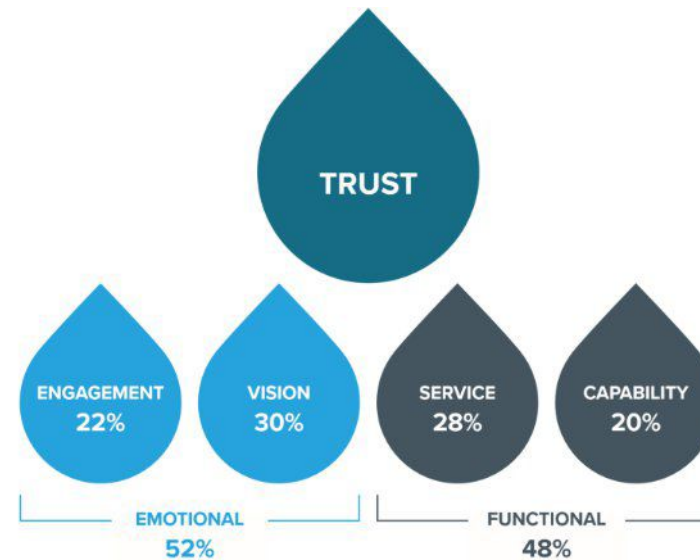
# We need to measure the level of trust

5.1

## Establishing TRUST is key to our Vision

- To live our vision of being “trusted by our communities for exceptional performance everyday” we need a clear understanding of how we are progressing towards achieving this.
- We need to identify which areas have the greatest impact on trust in Watercare and where to prioritise actions.

## The drivers of TRUST









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

Prepared for the 26 February 2019 Board Meeting

**5.2**

## Water Efficiency Strategy implementation update

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

### 1. Recommendation and key points

That the Board notes this update on the implementation of our Water Efficiency Strategy.

#### Key point

- We are focussing on four key programmes to drive awareness, educate and change behaviour.

### 2. Purpose and context

In 2008, Watercare collaborated with the former local councils on the Three Waters Strategic Plan. This set a target to reduce Auckland's average rate of consumption by 15% by 2025, compared with 2004. We are half way towards that goal. Our Water Efficiency Strategy 2017-2020 will help us continue to work towards this target.

To deliver the Water Efficiency Strategy in a sustainable, measurable way, Watercare is investing in four key programmes:

- Accelerating old meter replacement as well as leveraging smart meter technology
- Encouraging developers to deliver water efficient new-builds
- Working with sports clubs and schools to improve their water efficiency
- Developing an educational awareness campaign to make water efficiency a top-of-mind issue for Aucklanders.

### 3. The details

#### 3.1.1 We are replacing old water meters with more accurate water meters

We are accelerating the number of old (20 year plus) water meters we are replacing each year. New meters:

- provide greater confidence and accuracy
- remove the risk of under-readings



- reduce the number of zero reads and the subsequent need for an investigation, which is a common occurrence with old meters.

### 3.1.2 We are leveraging smart meter technology

The benefits of smart meters include:

- ability to identify network and customer leaks faster, reducing water loss
- visibility of water use for customers to assist with and encourage water efficiency
  - commercial customers to gain better insights into their consumption patterns, supporting them with more efficient solutions
  - domestic customers obtain a top-of-mind awareness of their consumption behaviour.
- faulty meters are identified through real time data, facilitating timely replacement of assets and therefore reducing water loss the risk of lost revenue.

#### Update on Waiuku smart meter trial

Waiuku has allowed us to understand the issues smart meters could pose if rolled out Auckland wide. It has also seen us develop a process that allows us to manage and resolve leaks in a timely manner.

#### Smart meters – next steps

We are now exploring:

- alternative smart meter devices and options that can provide an improved service, battery life and signal, so we can find the best device for Watercare
- understanding residential and commercial customer usage data requirements, including frequency of data reporting. This will allow us to determine what type of communication method works best for each type of customer, and the type of logger required
- platforms to provide additional functionality and customer friendly reports and options.

### 3.2 We will encourage developers to build water efficient new build homes

A fully sustainable programme must address both the initial installation of water efficiency technologies and the on-going behaviour related to water use. As a first step, we are exploring a programme that would incentivise developers to build water efficient new build homes.

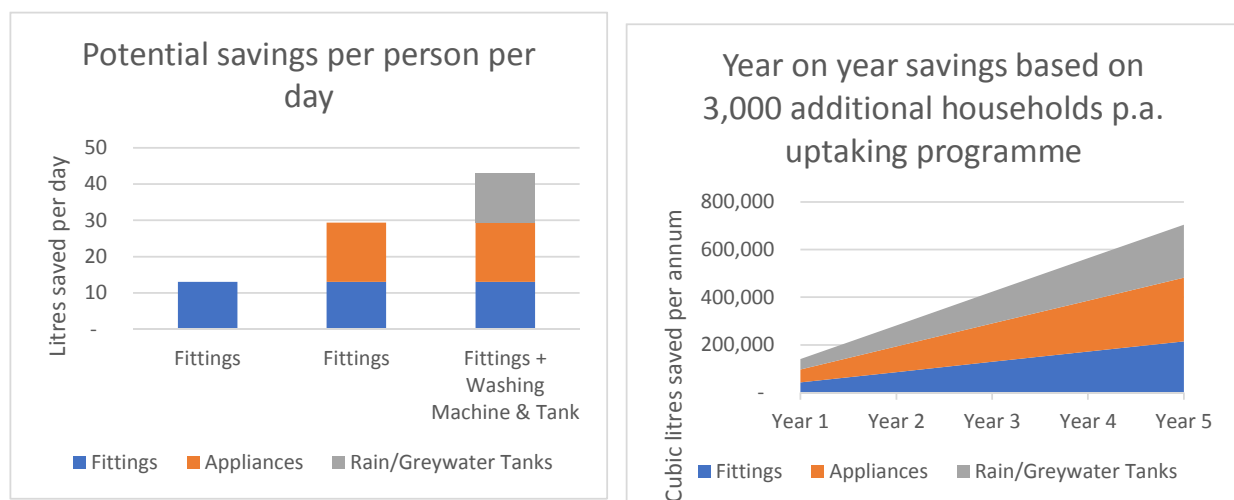
There are three areas for introducing water efficient technologies into a new home:

- The kitchen and bathroom taps, showerheads, and toilets (fittings)
- The appliances, in particular the clothes washing machine
- Rain tanks/grey water systems that can be used for internal and external use.



The installation of more water efficient fittings is a good start, but it is not good enough to achieve significant savings. Additional savings could be achieved if we can encourage or incentivise developers to adopt all three measures.

Actual savings will depend on the uptake of these measures in new builds in Auckland. If 3,000 houses per year adopted all of these measures, by year 5 this would lead to a total savings of 704,000m<sup>3</sup> per year (or 1,930 m<sup>3</sup> per day). This equates to 0.5% of average daily demand or 0.4% of peak daily demand.



### 3.3 We are planning an Auckland-wide water efficiency campaign

Water efficiency and sustainability is of increasing interest to our customers. We are developing a public awareness and educational campaign with the following objectives:

- Drive awareness and engagement among Aucklanders on the importance of water efficiency and the impact on sustainability
  - We will leverage our investment in water fountains by engaging our 21 local boards to decide where these should be placed
- Educate those communities on how they can be more water efficient and contribute towards a better Auckland
  - Actively promote the link between water efficiency and energy savings
  - Subtly remind Aucklanders that they will also save money while contributing to a more sustainable Auckland
- Help the local communities to appreciate the value of our top quality tap water, thereby creating a conscious desire to fight its wasteful use. We will target with the 21 local communities where the fountains are placed to engage with their local schools and sports clubs in particular by providing Watercare branded drink bottles, with a view to -
  - Promote tap water, its quality and ease of access in Auckland
  - Create a strong desire to use water as a highly valued resource that should never be wasted

- To increase the likelihood of fully engaging the target audience, the campaign will be “gamified”. This means we will develop an app-based competition that drives people to actively get involved through fun activities and incentives with a view to:
  - Motivate Aucklanders to participate: chances to win something or gain recognition.
  - Create a more emotional connection between Watercare and its customers.
  - Drive “all-around” behaviour change when expanded to other areas – water conservation, etc.

### **3.4 We are working with sports clubs and schools to improve water efficiency**

We are designing a campaign to actively identify and then work with the local schools and clubs in the communities where the fountains are placed. We will work one-on-one with each school or club. Participants will be provided with smart meters and targets and they will be rewarded when they reach those targets.

The programme will provide participants with the opportunity to become advocates – they will share their experiences and “tell their stories”, thereby encouraging other clubs and schools to join the programme, save water, save money and increase their sustainability.



# Water Efficiency Strategy

Watercare Board Presentation

26 February 2019

# Overview

**Watercare's Water Efficiency strategy has an objective to reduce Auckland's average rate of consumption by 15%, by the year 2025**

5.2

**Save 21 million litres per day by 2025  
A reduction of 15 per cent<sup>9</sup>**



- To deliver the Water Efficiency Strategy in a sustainable, measurable way, Watercare will invest in four key programmes.
  1. Leveraging smart meter technology to enable -
    - Commercial customers with better insights into their consumption patterns, supporting them with more efficient solutions
    - Early leak detection
    - Top-of-mind awareness of consumption behaviour for domestic customers
  2. Encouraging developers to deliver water efficient new-builds
  3. Working with sports clubs and schools to drive awareness and improve their water efficiency
  4. Creating an educational awareness campaign to make water efficiency a top-of-mind issue for Aucklanders

# Leveraging smart meters



5.2

## Update on Waiuku trial:

- Smart meter issues understood and faulty smart meters replaced
- Trial area reduced from five to three zones to prioritise mass balancing for these remaining areas
- Process in place for informing and managing leaks identified to ensure leaks are resolved in a timely manner

## Learnings from Waiuku Trial

1

Approximately 85% of leaks are low volume defined as being less than half a litre loss p/min.

2

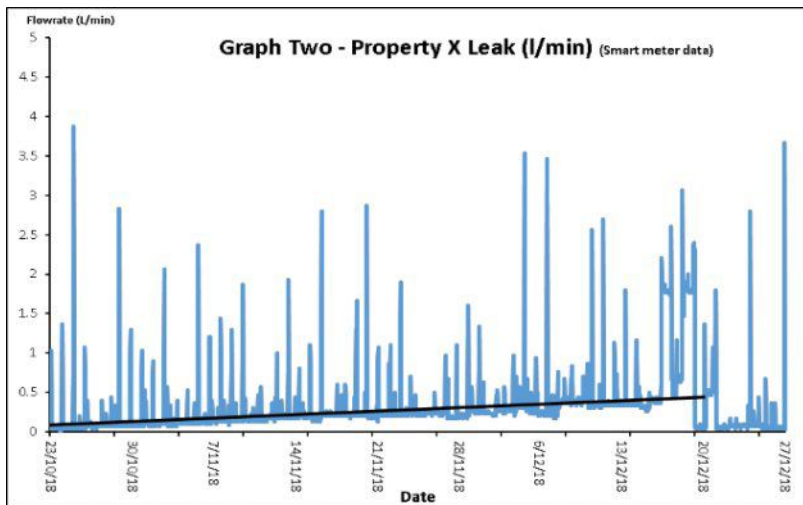
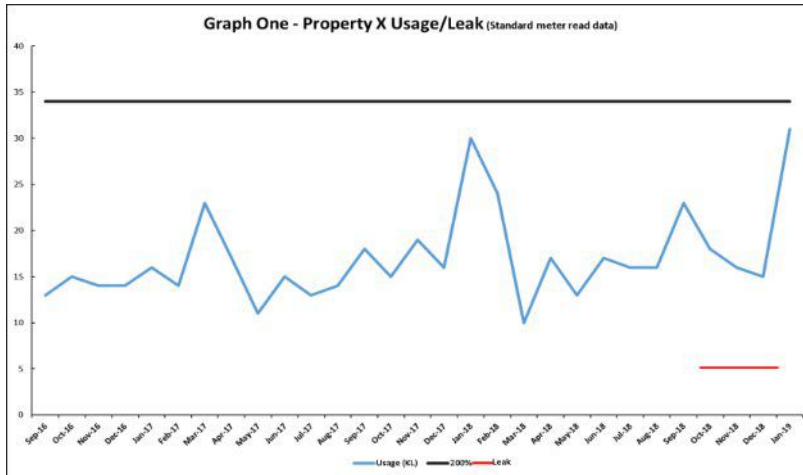
Number of leaks during December/January has increased which is believed to be due to the drier weather

3

Compared to the standard leak process, leaks are detected earlier (within 48 hours vs up to 2 months later).

We estimate that up to 85% of leaks are currently not identified on properties until the leak increases in velocity.

# Smart meters vs standard



The same property was reviewed in standard process and with smart meter device.

Providing savings of min 17kL per month for min 3 – 4 months.



5.2

# Encouraging Water Efficient New Build Homes



5.2

- A fully sustainable programme must address both the initial installation of water efficient technologies and the on-going customer behaviour related to water use
- Our initial focus will be encouraging water efficient new build homes



## Fittings (including toilets)

- Current trends suggest that home builders are already installing more efficient fixtures and fittings in new build homes as a part of a standard package
- There would be very little efficiency gained from further incentives in this space



## Appliances

- Washing machines contribute 23% of household water consumption, while dishwashers only contribute 1%
- However, unlike dishwashers, washing machines are not currently installed by home builders
- Home builder companies do not typically install clothes washing machines in new build homes



## Rain tanks/grey water systems

- Significant water savings can be achieved by using rain tanks and grey water systems however these are fairly expensive to install and take up space
- If these systems are used both in and outdoors, they can have a significant impact on water consumption
- Home builders do not typically install these systems unless required to by resource consent

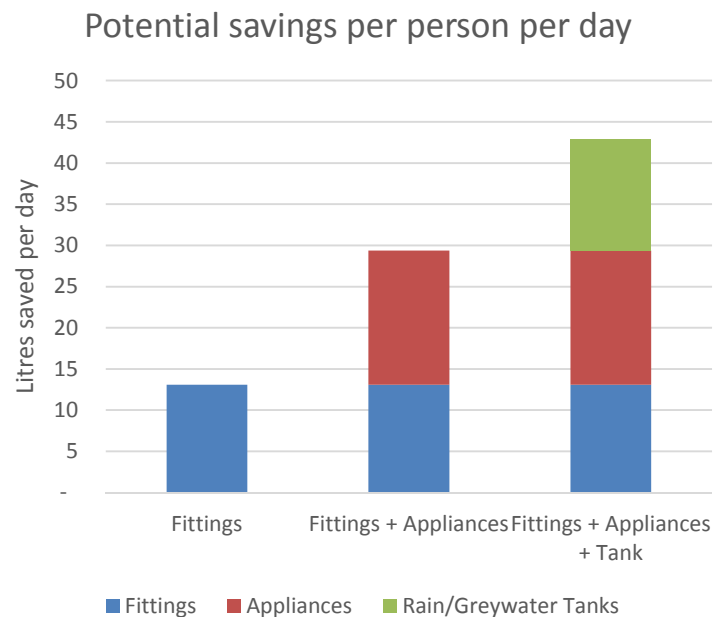


# Water saving opportunity

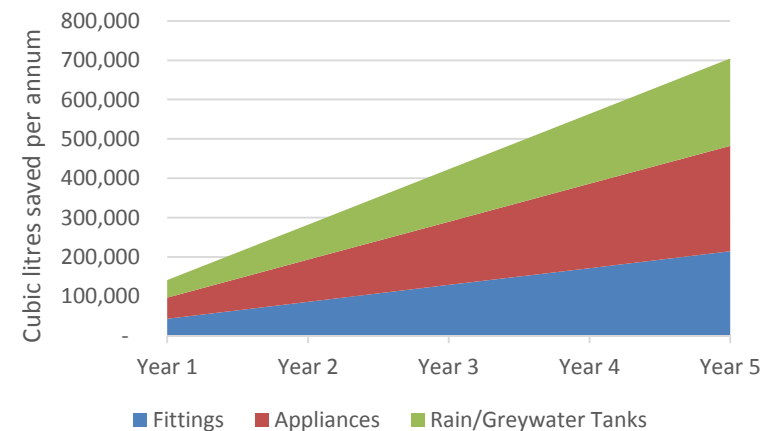


5.2

The graph shows the potential cumulative savings from water saving element: fittings, appliances (washing machines), and tank water used for toilets



Year on year savings based on 3,000 additional households p.a. uptaking programme



If 3,000 houses per year adopted all of these measures, by Year 5 this would lead to a total savings of 704,000m<sup>3</sup> per year



# Potential incentives



5.2

To date, discussions have focused on offering an IGC-based incentive

**Current thinking is that other options could be more effective**

- We could offer cash grants to offset the cost of installing Blue Tick technologies such as a grey water system
- We could enter into supplier partnerships to enable discounts on water efficient appliances

# Drive educational awareness campaign



5.2

## Key Objective:

- **Water efficiency is very much of interest to our customers and Aucklanders are seeking more knowledge on sustainability and water efficiency than ever before**

Develop localised campaign around the communities where fountains will be placed (across 21 local boards) with the following objectives:

1

**Drive awareness and engagement amongst those communities on the importance of water efficiency and the impact thereof on sustainability**

2

**Educate local communities on the ways that they can be more water efficient and contribute how they can towards a better Auckland**

3

**Help them appreciate the value our top quality tap water, with branded water bottles and creating a conscious desire to fight its wasteful use**

- Actively promote the link between water efficient and energy savings
- Subtly remind them that they will also save money while contributing to a more sustainable Auckland

- Help those communities to value our top quality tap water
- Create a strong desire to use water as a highly valued resource that should never be wasted
- Promote tap water, the quality thereof and ease of access

# Educational awareness campaign with a focal point



5.2

- Watercare has invested in a project, as part of our being “Waterwise” drive, of placing water fountains around the 21 local boards across Auckland
- This initiative recognises that people through the ages have gathered around water and that these fountains can serve as a central focal point to very visibly promote a water centred message
- In addition, the fountains provide an opportunity to promote our relationship with the Auckland Māori identity as water plays a central role in the Māori worldview
- The fountains will allow people to refill their water bottles, conserving energy and money, while protecting the environment from plastic pollution



# Educational awareness campaign to driving engagement



5.2

- To increase the likelihood of fully engaging the target audience, the campaign will be gamified
- We will develop an app-based competition that drives locals, schools and sports clubs to actively get involved through fun activities and incentives with a view to:
  - Motivate local communities to participate by filling tap water: chances to win something or to gain recognition
  - Create a more emotional connection between Watercare and its customers by engaging with the fountains and our Māori heritage
  - Drive “all-around” awareness and behaviour change when expanded to other areas – water conservation, etc.



# Focus on sports clubs and schools



5.2

- Leverage the local fountain campaign to actively identify and then work with schools and clubs in that localised area; who are most keen to establish a core group of role models and advocates

## Stage One: Engage Key Stakeholders

- Invite key stakeholders from those communities to an event as fountains are placed
- Establish the objective of the session, the initiatives Watercare is already undertaking to drive water efficiency
- Where by they can sign up to a one on one consultation
- Schools to nominate two student advocates for water efficiency providing key consumption data and drive engagement

## Stage Two: Activate Efficiency Initiatives with one on one site visits

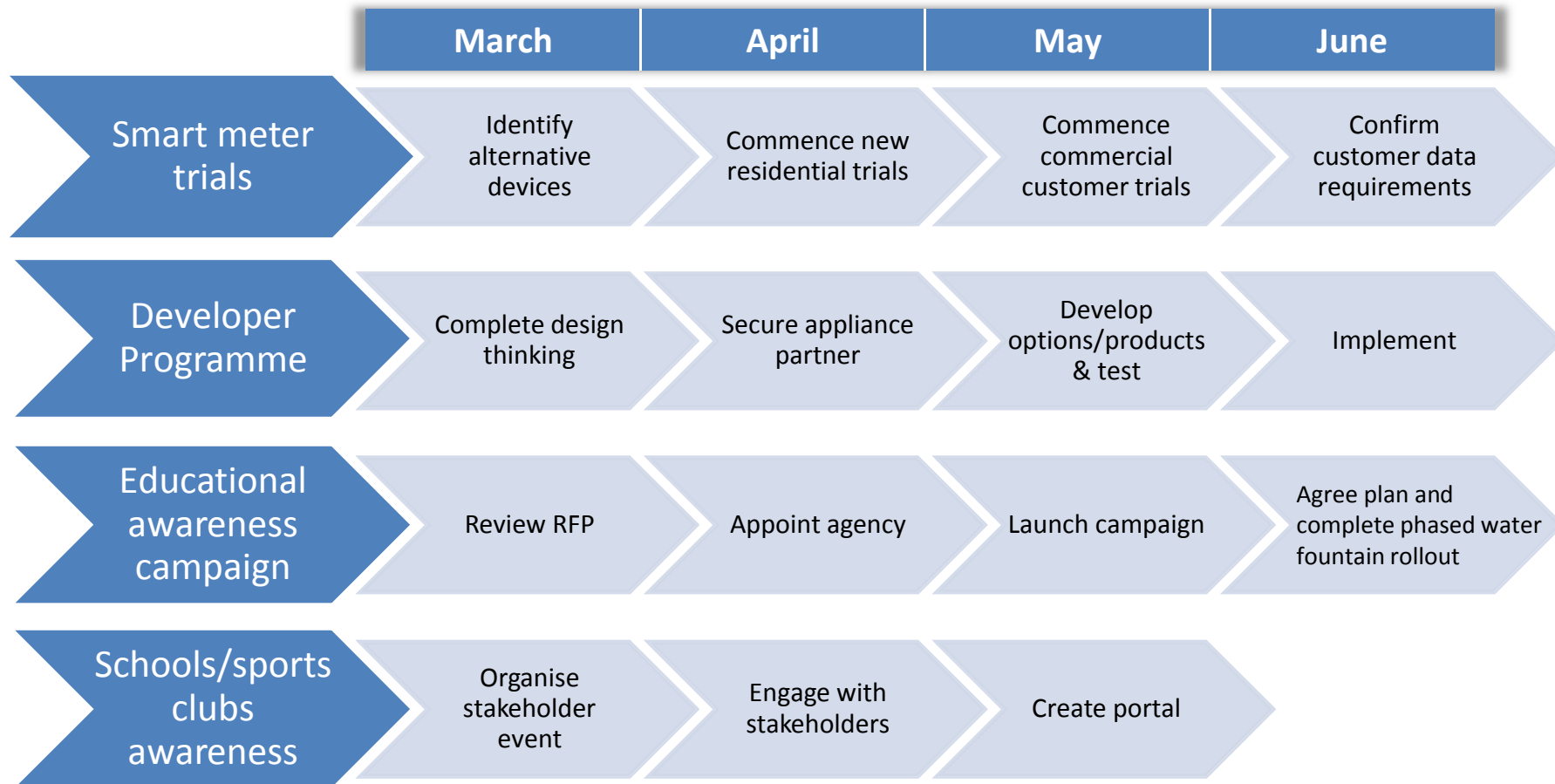
- Develop base line consumption assessment
- Smart meter installation
- Water Management Software Analysis (One2five)
- Set school/club an efficiency target
- Monitor Ongoing progress
- Develop dashboard/lead tables for easy monitoring

## Stage Three: Create a community portal to drive advocacy

- Create a portal on the Watercare website where the results of the initiatives with this audience will be published
- Allow participants to share tips, experiences and “tell their stories”
- School advocates to actively manage content

## Next steps

5.2



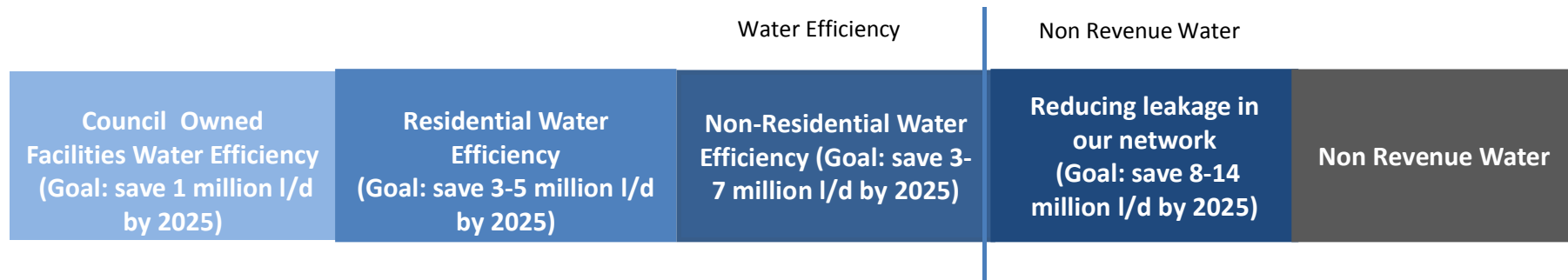


# Non Revenue Water Update

Watercare Board Presentation

26 February 2019

# Auckland Water Efficiency Strategy - Overview





## Current focus

5.2

- Continue residential and commercial meter replacement
- Data integrity
- Additional reporting metrics
- Theft
- Data analytics through STP
- District Metered Area (DMA) (smaller zones) creation
- Deep dive in Rodney and Waitakere (*increasing Non-Revenue Water (NRW) trend in these areas*)
- Hydrant policy

# Programme

5.2

## Planned Meter Replacement

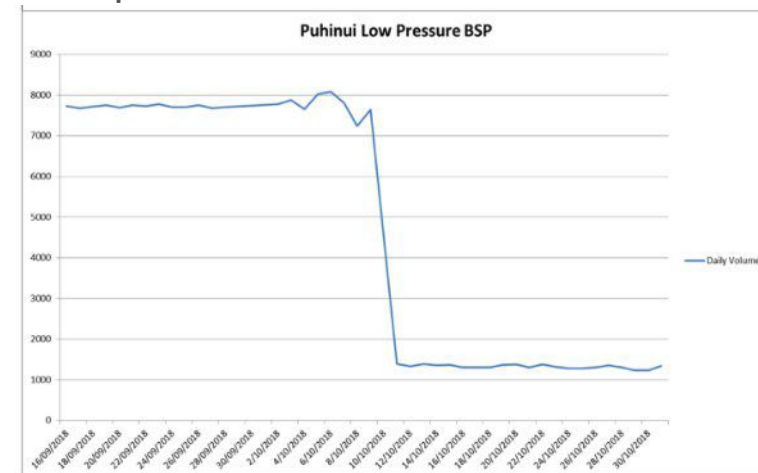
- 30,000 year on year
- 160,000 meters > 20 years old

## Additional reporting metrics by 2019

- Report real losses by I/c/d
- Infrastructure leakage index (ILI)

## Data Integrity

- Deep dive into Bulk Supply Points (BSP) data accuracy
- Daily water demand profiling
- Analyse existing sales reports for completeness



- *This graph shows the BSP was over reporting 4x until the calibration was corrected.*

# Programme cont.

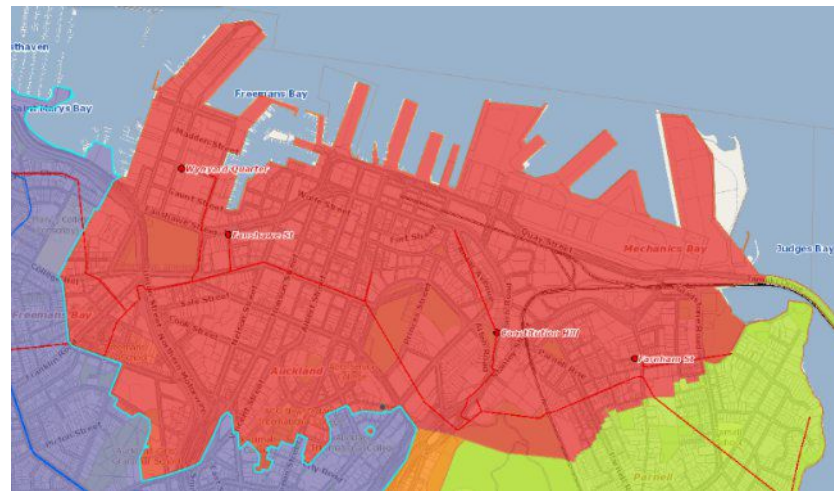
5.2

## Investigate unauthorised use

- Theft is an issue
- Trial check meters on new subdivisions to identify illegal usage (e.g. Arran Point)
- Roll out across other larger developments

## Data analytics

- STP tool connecting all meters to a pipe (connected network) to ensure all sales are included when mass balancing a geographical area
- Create NRW dashboard

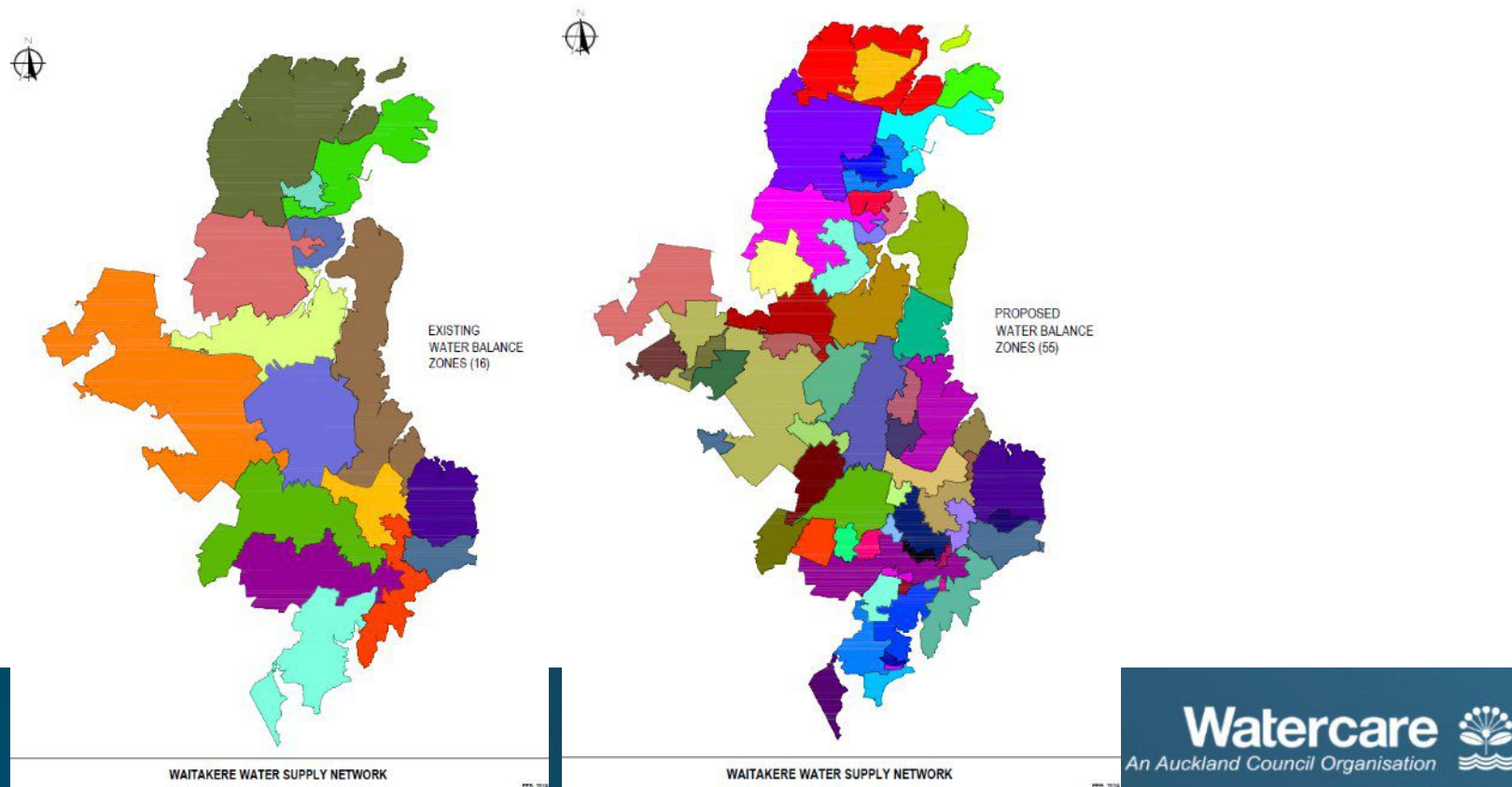


# Programme cont.

5.2

## District Managed Areas (DMA's)

- AWES proposed DMA completed by 2031.
- Proposed to implement in all zones with high NRW by 2021.
- Waitakere, Central and non- metropolitan supplies in 2019.



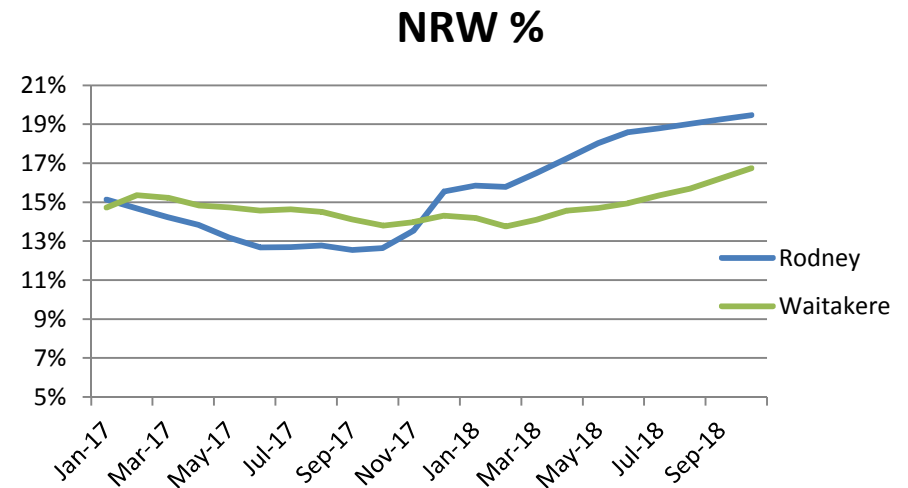
# Programme cont.

## Hydrant usage

- Explore phasing out hydrant usage for non-firefighting or operational use over 36 months
- Establish dedicated water filling stations to provide alternative supply

## Rodney and Waitakere

- Deep dive to establish increasing NRW



# Strategic Business Plan update

Board meeting – 26 February 2019





# Intellectual capital

5.3

Goal	2018/2019 Target	Progress to date
Customer - Enhanced digital enablement for customers	<p>Increase uptake of e-billing (Target – 50%)</p> <p>Channel migration from assisted to unassisted – 5% increase per year</p> <p>Proactive vs Reactive customer engagement split: 15/85</p>	<p>The conversion to e-bill continuous to track well. New initiatives to accelerate uptake are being implemented in March.</p> <p>The volume of transactions via the website is still increasing. We've seen an increase of 14% on average over the last 6 months versus last year.</p> <p>Our Customer Strategy is being presented at the February 2019 board meeting.</p>



# People and Culture

Goal	2018/2019 Target	Progress to date
Develop a 3-year culture programme aimed at helping our people live our values	<p>Measure shift towards greater levels of collaboration, agile ways of working and self-motivated teams</p> <p>Develop and implement a diversity agenda</p>	A Diversity and Inclusion policy has been adopted. A successful event was held around the Rainbow initiative which supports our wider diversity agenda.

5.3





# Financial capital and resources

5.3

Goal	2018/2019 Target	Progress to date
Assist Council with its debt to revenue challenges	Business cases to the Board in respect of the Waikato District Council three waters management and one other opportunity.	<b>Waikato District Council</b> We continue with due diligence and the finalising a financial model in preparation for the a transition once a contract is agreed. Go-live is targeted for 1 July 2019.
Ensure Watercare is 'future-fit' for a potential industry restructure	Identify and influence regulatory model and potential legislative changes.  Prepare for any impending changes.	We are providing information to DIA when requested.
Assist Council with debt to revenue challenges	Achieve \$7m savings target set in 2018/2019 budget.	Efficiency savings are challenging but we are meeting savings plan. Unplanned maintenance costs are being critically reviewed. Pressure is being applied to our supply chain and service providers to make efficiency savings.



# Natural environment

5.3

Goal	2018/2019 Target	Progress to date
We are preparing for climate change	<p>We will create and implement a Climate Change Strategy and associated Sustainability statement. Strategy released.</p> <p>We will collaborate with Auckland Council, Government agencies and other utilities to implement agreed plans and meet climate change targets.</p>	<p>The Climate Change Strategy and plan will be released to the business in March.</p> <p>We are supporting Auckland Council with the Auckland Climate Action Plan (ACAP) and the Auckland Climate Symposium (18 – 20 March).</p>
We will develop a water efficiency strategy	Achieve Year 1 goals in the Auckland Water Efficiency Strategy 2017 to 2020	Our Water Efficiency Strategy is being presented at the February 2019 board meeting.
We will deliver on carbon and energy initiatives that create value to our business	We continue to work on the roadmap for Energy Neutrality at Māngere and Rosedale, saving 37 Gwhr/annum by 2025.	<p>Our first solar array is installed in Pukekohe. Wellsford and Redoubt Road arrays are underway.</p> <p>An infrastructure build carbon reduction target of 40% has been set. A rollout for the business of this target and plan will be in March 2019.</p>
We will create financially beneficial value added biosolids products from our wastes	We are researching a range of commercial biosolids 'products'	Thermal hydrolysis design at Rosedale is proceeding to construction. Delivery contracts are being negotiated. We are exploring opportunities with third parties around beneficial reuse of biosolids.



# Assets and Infrastructure

5.3

Goal	2018/2019 Target	Progress to date
We are increasing our preparedness to deal with extreme and unforeseeable events	We will introduce a Resilience Policy and develop an action plan.	<p>We have selected the Coordinated Incident Management System framework for Incident management across the business. This integrates with council and other life line services.</p> <p>A CIMS training programme has been developed and will be rolled across the business.</p>
We will reduce our infrastructure capital TOTEX (total expenditure approach to build and operate water assets).	We will implement two new initiatives to reduce our TOTEX.	We continue to work on our integrated construction partnering strategy and will be discussed in more detail at a future board meeting.



# Community and stakeholder

Goal	2018/2019 Target	Progress to date
Customer - Improved Net Promoter Score (NPS) (16/17 baseline = 27)	NPS $\geq$ 30	The tool to measure NPS is now inhouse, with a number of changes to facilitate better insights. Customer Strategy being presented to the Board in February 2019.

5.3

# Board - Public Session - Directors' Corporate Governance Items

Board Planner 2019

	February	March	April	May	June	July	August	September	October	November	December	
Meetings	Board	26-Feb	28-Mar	30-Apr	28-May	25 June ( NB: Strategy day on 24 June as well, with Board dinner)	29-Jul	30-Aug	24-Sep	30 Oct (with Board dinner on the 29th)	26 Nov (?)	17 Dec (Teleconference)
	Audit and risk committee				27 May (3pm-5pm)	29 July (before Board meeting)	23 Aug (9-11am)		29 Oct (3-5pm)			
	People, Remuneration and appointments committee			30 Apr (after Board Meeting)		25 Jun (after Board Meeting)	Week starting 15 July - exact date TBC.	30 Aug (after Board Meeting)	29 Oct (1-3pm)			
	STP Committee		28 Mar (after Board Meeting)			1 July (10-12pm)		24 Sept (after Board Meeting)		25 Nov (3-5pm)		
	AMP & Major Capex Committee	21-Feb			29 May (after board meeting)		29-Aug (5-6.30pm)			TBC		
Events	Community and Stakeholder Relationships	26 Feb Morning tea with award winners	28 Mar (Board dinner with Waikato Tainui)									
Governance	Charter reviews		AMCC Terms of Reference	STP Terms of Reference	A&R Charter				PRAC charter			
	Policy reviews			2020 - Good Employer Policy)	(2020 - Sensitive Expenditure Policy) (2020 - IGCs)			Tax Risk Management Policy		Fraud Policy		
	Delegations				Annual review of board delegations to CE							
	Risk report Due to Council	6-Feb			15-May		7 Aug and 21 August				TBC	
	Enterprise Risk report to Board			Report to Board		Report to Board			Report to Board			
	Compliance			Statutory compliance		Statutory compliance			Statutory compliance			
	Shareholder interaction	Q2 quarterly report due on 1 March 2019 (to be approved by Board at February meeting)	Q2 briefing to F&P Committee 20 March 2019 (M Devlin)  Governing Body Workshop - 21 March at 1.30pm		Q3 quarterly report due 31 May 2019 (to be approved by the Board on 28 May)	Q3 briefing to F&P Committee 19 June 2019 (J Hoare)	Q4 quarterly report due 23 August (to be approved by Board at July meeting, subject to final sign off)	Governing Body Workshop - 29 August at 9.30am	Q4 briefing to F&P Committee 11 September 2019 (M Devlin)  Auckland Council's A&R Committee Date TBC	Q1 quarterly report due TBA		Q1 briefing to F&P Committee TBA
	Site Visits		Site Visit (after Board Meeting)			Site Visit (after Board Meeting)	Site Visit (after Board Meeting)		Site Visit (after Board Meeting)		Site Visit (after Board Meeting)	
	H&S Quarterly report			Jan-Mar 19 Report		Apr-Jun 19 Report			Jul-Sept 19 Report			
	Board Training	Board training & development			H&S Board Update							
Business strategy	Strategic planning				Strategy Workshop 24 June followed by Board Dinner							
	Business planning	Key finance and business decisions	a) approve financials for Draft SOI including projected 19/20 price increases, b) approve long term financials for Auckland Council modelling  AMP	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 2019/20 Budget  Mayor's Treasury Guarantee Letter due by 30 June	Approve Auckland Council Reporting Pack	a) approve 2019/20 accounts, b) delegate final sign off of 2019/20 Annual Report	Update from WUCAT	AMP		Auckland Council Draft Annual Plan - approve Watercare input'
		Statement of intent	Approval of Draft 2019-2022 SOI			Present shareholder SOI feedback at public meeting. Public Deputations received.	Final 2019-2022 SOI approved and issued to shareholder		Final 2019/2022 SOI adopted by Auckland Council		2018/2019 SOI Results to be presented to Board at Public Meeting. Public Deputations received.	




\* Statutory public Board meeting - deputations invited

^ Extraordinary Audit & Risk and Board Meeting to meet shareholder half year and annual report timeline



## Disclosure of senior executives' interests

6.2

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

### 1. Purpose and context

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

### 2. The details




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

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



## Directors' appointment terms and committee memberships

6.3

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

### 1. Purpose and context

This paper provides an update on:

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

### 2. The details

**Table 1: We have six directors.**

Our directors are appointed by Auckland Council

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

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

Our four committees assist in the process of corporate governance

Committee Chairs and members are appointed by the Chair

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

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