

## Board meeting | 6 September 2023

## Public session



<b>Venue</b>	Watercare Services, Level 3 Boardroom, 73 Remuera Rd, Remuera and via Microsoft Teams
<b>Time</b>	9:45am

Meeting administration		Spokesperson	Action sought	Supporting material
1	<a href="#">Opening Karakia</a>	Nicki Crauford	-	Verbal
2	Apologies	Chair	Record apologies	Verbal
3	Quorum	Chair	Three directors required	Verbal
4	Declaration of any conflicts of interest	Chair	For noting	Verbal
5	<a href="#">Minutes of the previous meeting of 8 August 2023 Board meeting</a>	Chair	For approval	Minutes
6	Public deputations	Chair	For information	Verbal
Items for information, discussion and approval				
7	<a href="#">Chief Executive's report</a>	Dave Chambers	For discussion	Report
8	<a href="#">Health, safety and wellbeing update</a>	Bronwyn Struthers	For discussion	Report
Governance				
9	Audit and Risk Committee meeting update	Nicki Crauford	For discussion	Verbal update
10	Asset Management Committee meeting update	Graham Darlow	For discussion	Verbal update
11	<a href="#">Board planner</a>	Chair	For information	Report
12	<a href="#">Directors' committee memberships and meeting attendances</a>	Chair	For information	Report
13	<a href="#">Disclosure of Directors' and Executives' interests</a>	Chair	For information	Report
14	General business	Chair	For discussion	Verbal update

<b>Date of next meeting</b>	Tuesday, 10 October 2023
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**Karakia Timatanga (To start a meeting)**

**1. Whakataka te hau ki te uru**

**Whakataka te hau ki te tonga**

**Kia mākinakina ki uta**

**Kia mātaratara ki tai**

**E hī ake ana te atakura**

**He tio, he huka, he hau hū**

**Tihei mauri ora!**

*Cease the winds from the west  
Cease the winds from the south  
Let the breeze blow over the land  
Let the breeze blow over the ocean  
Let the red-tipped dawn come with a sharpened air.  
A touch of frost, a promise of a glorious day.*



2. Tukua te wairua kia rere ki ngā taumata

Hai ārahi i ā tātou mahi

Me tā tātou whai i ngā tikanga a rātou mā

Kia mau kia ita

Kia kore ai e ngaro

Kia pupuri

Kia whakamaua

Kia tina! TINA! Hui e! TĀIKI E!

*Allow one's spirit to exercise its potential*

*To guide us in our work as well as in our pursuit of our ancestral traditions*

*Take hold and preserve it*

*Ensure it is never lost*

*Hold fast.*

*Secure it.*

*Draw together! Affirm*



**Minutes**

<b>Board meeting</b>	Public session
<b>Date</b>	8 August 2023
<b>Venue</b>	Watercare Services, Level 3 Boardrooms, 73 Remuera Rd, Remuera and via Microsoft Teams
<b>Time</b>	9:45am

<b>Attendance</b>		
<b>Board of Directors</b>	<b>Watercare staff</b>	<b>Guests</b>
Margaret Devlin (Chair) Julian Smith Nicola Crauford Frances Valintine	Dave Chambers (CE) Mark Bourne (Chief Operations Officer, for items 1 to 9) Shayne Cunis (Exec Programme Director CI) Amanda Singleton (Chief Customer Officer) Sarah Phillips (Rem and People Insight Lead, for items 7 to 13) Steve Webster (Chief Infrastructure Officer) Bronwyn Struthers (Head of Health, Safety and Wellbeing, for items 1 to 8) Tere Ryan (Security Coordinator) Emma McBride (Head of Legal and Governance) Pinaz Pithadia (Legal and Governance Advisor)  <b>Via Microsoft Teams</b> Richie Waiwai (Tumuaki Rautaki ā-lwi me ngā Hononga, for item 1)	Jim Jackson, a member of the public Councillor Ken Turner (Watercare's Lead Councillor)  <b>Via Microsoft Teams</b> Councillor Shane Henderson (Chair, CCO Oversight and Direction Committee, for items 7 to 13) Trudi Fava (CCO Programme Lead, Auckland Council, for items 7 to 13)



1.	<p><b>Opening karakia</b></p> <p>The Chair opened the meeting with a karakia.</p> <p><b>Meeting administration</b></p> <p>The Chair noted the resignations of directors Hinerangi Raumati-Tu'ua and Brendon Green, who have been appointed to the Establishment Board of Wai Tāmaki ki Te Hiku. On behalf of the Watercare Board, the Chair acknowledged their valuable contribution to Watercare.</p> <p>The Chair noted that she had advised Council of the resignations and how the remaining Board of five directors could proceed over the coming year before the new entity, Wai Tāmaki ki Te Hiku starts on Day 1.</p> <p>The Chair congratulated the team for recent media coverage on our proactive assets and renewal programme.</p> <p>In July 2023, the Chair and Julian Smith visited MSN work sites and enjoyed engaging with our MSN staff and seeing the hard mahi they undertake out in the community.</p> <p>The Chair and CE acknowledged the good work done by the operations and maintenance teams for repairing a tomo (sink hole) that suddenly formed in Princess St, Otahuhu; as well as the water break in Queen Street, where the crews had to cut through 50cm of reinforced concrete and steel plates to get to the break.</p> <p>The Chair thanked Watercare's Te Rua Whetū team for organising the learning seminar on judicial recognition of tikanga and congratulated them on the successful launch of two online learning modules for our kaimahi. The modules cover te reo and tikanga.</p> <p><b>Audit and Risk Committee structure</b></p> <p>The Chair confirmed Nicola Crauford, Graham Darlow and herself as Audit and Risk Committee (ARC) members with Nicola to be the Committee Chair.</p> <p>The Board requested that Management appoint an external expert advisor to the ARC to support the new ARC Chair.</p>
2.	<p><b>Apologies</b></p> <p>Apologies were received from Graham Darlow.</p>
3.	<p><b>Quorum</b></p> <p>The Chair confirmed that a quorum was established.</p>
4.	<p><b>Declaration of any conflicts of interest</b></p> <p>No conflicts of interest were noted.</p>

5.	<p><b>Minutes of the previous meeting of 4 July 2023</b></p> <p><i>The Board <b>resolved</b> that the minutes of the public session of the Board meeting held on 4 July 2023 be confirmed as true and correct.</i></p>
6.	<p><b>Public deputations</b></p> <p>The Chair welcomed Jim Jackson, a member from the public. Mr Jackson confirmed he did not wish to make any comments and was attending the meeting as an observer.</p>
7.	<p><b>Chief Executive's report</b></p> <p>The CE introduced the report and highlighted the following key topics.</p> <p><b>June 2023 update</b></p> <ul style="list-style-type: none"> <li>• Milestones continue to be achieved across the Central Interceptor project as construction continues across 16 sites.</li> <li>• Water reform continues to be a focus area for the business. Parliament needs to pass three pieces of legislation before end of August 2023. We are continuing to second people into Wai Tāmaki ki Te Hiku and the NTU, which is putting pressure on our kaimahi. However, our people are showing resilience. The cost of secondments including, for example, software licences, is being fully reimbursed to us by the DIA.</li> </ul> <p><b>Our people and customers</b></p> <ul style="list-style-type: none"> <li>• Our June 2023 engagement survey showed our engagement level had increased from 7.1 in November 2022 to 7.3 in June 2023. This is a positive result given the level of change across the organisation and impact of potential water reform changes.</li> <li>• Over the past year, Aucklanders' trust in Watercare has increased by 3% to 60%.</li> <li>• The voice of community net satisfaction score from large scale infrastructure projects has doubled – now sitting at 52%.</li> </ul> <p><b>Central Interceptor (CI)</b></p> <ul style="list-style-type: none"> <li>• The Tunnel Boring Machine has 365m further to travel before it reaches May Road.</li> <li>• We had a serious close call last Saturday involving a crane lift at 3am in the morning. The work was repetitive and normally the crane drivers would rotate every two hours, but the other worker called in sick. The crane driver was therefore working a whole shift in a heated cabin and momentarily fell asleep. Exclusion zones worked successfully. Tunnelling was stopped for short period and more formal controls are being put in place.</li> <li>• Francesco Saibene, Ghella Albergeldie Joint Venture (GAJV) appeared on TV news recently as a tunnelling expert to discuss the potential new tunnels under the Waitemata Harbour. He explained that the GAJV had tunnelled a similar distance under the Manukau Harbour in three months with little disruption to neighbours. It was great exposure for the CI project.</li> <li>• The CE noted that once the construction sites are complete from Māngere Wastewater Treatment Plant to May Road, the CI will go live in late 2024, whilst tunnelling continues on the northern section.</li> </ul>

- In response to a query from Cr Ken Turner, Mark Bourne noted that at present we have a large diameter siphon under the Manukau Harbour between Hillsborough and Māngere Bridge. The CI tunnel will replace that siphon. The siphon requires ongoing operational interventions whereas the CI tunnel will not require such interventions.
- In response to a query from the Chair on community disruption from the project, Shayne noted that a kindergarten next to the Dundale Avenue construction site would consider the CI project to be a good neighbour. At Western Springs, we have left some hoardings blank so that graffiti artists could use those, rather than our informational hoardings.

#### ***Climate change delivery and sustainability update***

- The need for the Māngere Peak Flow Treatment project was re-examined. The additional peak flow treatment will no longer be constructed as the need for the project can be fulfilled through other projects already planned. This has resulted in a cost saving of \$37m as well as a significant CO2 saving.
- Our Statement of Intent (SOI) target on greenhouse gas emission (GHG) will be achieved. This is because last year most of New Zealand's electricity was hydro-generated, which has lower GHG emissions than coal-generated electricity.
- The Board asked Management to take into consideration future sources of electricity generation to achieve our GHG targets.

#### ***Water resources***

- Mark Bourne reported that since the start of the leak management programme ~20.1MLD of water savings have been achieved with 11,263 leaks found.
- The Chair noted that long term forecast is for a drier summer. Given this, water savings messages may need to start in October, as the situation can change very quickly.

#### ***Risk and compliance update***

- In response to a query from the Chair, Emma McBride noted that there has been a steady increase in requests for information under the Local Government Official Information and Meetings Act 1987, with no particular pattern in respect of the request. However, the team continues to respond to all requests within 20 working days.

#### ***Performance against SOI measures***

- Our performance, excluding the storms, for attendance at sewerage overflows would be 69 minutes; and average number of wet weather overflows, excluding storms would be 2.86. Even though these numbers are above the targets, they represent the performance without the two extreme weather events. This correlates with the fact that the weather continues to be wetter than normal this year, even discounting the storms. Our aim is to return wet weather overflows number under 2, but this is weather dependent.
- For our leakage performance target, 30,000 smart meter readings were missing from the data set. We have billed our customers and have collected revenue. We are now combining the data set for mechanical meter readings to be able to report on our leakage performance.
- In response to a query from the Chair, Amanda Singleton noted that our current "no read" of meters is sitting at 10% due to the floods resulting in some meters being hidden. However, we should return to normal rates of 3 to 4% "no read" from next month.
- Employee net promoter score (eNPS) result is 10 as compared to our target of 20. However, the leadership team is pleased with this result given the disruption that water reform is causing at present.

- In response to a query from Cr Turner, Mark noted that the current methodology for wet weather overflows measures overflows on the transmission lines. This methodology is changing for our FY24 reporting and will include transmission lines as well as local network overflow points. All of our engineered overflow points are alarmed.
- In response to a query from Cr Turner regarding overcharging customers with defective smart water meters, the CE noted that one of the suppliers of smart meters found a defective meter. The supplier disclosed it to Watercare and on review, we found that around 17,000 Watercare customers have these faulty water meters. Excess charges per meter were under \$10 on average for residential customers and this is being refunded. We are working with the supplier to fix the error and have stopped installing these meters until the error is fixed. The problem will be fully resolved by the end of September 2023. We now have samples of all the meters we use across Auckland in our training centre so we can monitor their performance.
- The Chair noted that the results for the SOI target on diverse water sources should be changed to 'On track to achieve' as we are continuing to develop the adoption of alternative sources of water.

#### ***Engagement survey results***

Sarah Phillips provided an update on engagement survey results and the people update for June 2023:

- Steady improvement in numbers from the last survey of November 2023. However, we are not yet back to our 2022 peak.
- Reform is impacting people's sense of direction and has contributed to a lower score. The CE is urging Wai Tāmaki ki Te Hiku to provide our people with assurances around their positions, post Day 1.
- Our overall health and wellbeing score stands at 7.9, showing a positive improvement in our efforts to help our people cope with stress and stay healthy.
- Overall turnover has decreased to 17.33%, continuing a downward trend.
- The Chair noted that given the reform is still uncertain, we need to start addressing some of the weaker themes (e.g. systems issue) as soon as the 2023 election results are known.

#### ***Water quality***

- Mark Bourne noted that we have achieved 100% compliance for all parameters for all water treatment plants and distribution zones under the new Taumata Arowai drinking water standards.

#### ***Non-compliance with resource consents***

- There has been a minor increase in consent non-compliance as compared to last month, up 6 from May 2023. Each consent has its own unique conditions.
- There are two consents non-compliances at Grade 3, which are at elevated risk of non-compliance. They relate to Army Bay WWTP and Waikato WTP.

#### ***Army Bay WWTP***

- In response to a query from the Board member, Mark noted that Army Bay WWTP has a unique consent condition relating to UV. An upgrade programme is provided for within the Asset Management Plan to address this issue. Performance has deteriorated this year, and this is related to the extreme weather events.

	<i>The Board <b>noted</b> the report.</i>
<b>8.</b>	<p><b>Health, safety and wellbeing update</b></p> <p>The Chair advised the Board that Bronwyn Struthers has accepted a job at ACC starting in September. The Chair acknowledged and thanked Bronwyn for her mahi during her time at Watercare.</p> <p>The CE noted that total recordable injury frequency rate (TRIFR) continues to increase, whereas lost-time injury frequency rate is decreasing. This represents a strong reporting culture at Watercare. Our focus is on continuous improvement in HSW outcomes for our kaimahi.</p> <p>The CE noted that the SOI measure on culture and leadership does not appear to be effective. We have therefore established six new entity wide HSW measures for 2023/24 as set out in the report. One of the measures also include leadership engagement. The performance on these measures will be reported at the executive monthly performance hui. The Board requested that critical risk oversight should be included within the HSW entity wide measures for 2023/24.</p> <p>Bronwyn noted the following key topics:</p> <ul style="list-style-type: none"> <li>• An analysis of TRIFR data of Australian entities suggests that the lack of consistency in calculation means our numbers need to be manipulated to provide direct comparison.</li> <li>• Bronwyn noted that iCare closure rate target is 95% (rather than 100%) because 95% of cases that have been raised are closed within a month of having been raised. However, some cases take longer than a month to close due to longer time it takes to ensure effective actions are taken.</li> <li>• Mark noted that a kaimahi who was pouring sodium hypochlorite into jar was not wearing appropriate PPE. The kaimahi was placed on light duties following the incident and had to refamiliarize themselves with the standard operating procedures.</li> <li>• Mark noted that one of the operators felt discomfort while removing lime during a chlorine tank clean. Investigation found the legs for the Tyvek suits had been tucked into the gumboots, rather than over the gumboots.</li> </ul> <p>The Chair thanked Bronwyn for providing information on benchmarking data on TRIFR as we continue to investigate why our TRIFR rate is increasing.</p> <p><i>The Board <b>noted</b> the report.</i></p>
<b>9.</b>	<p><b>Establishment of new capital committee</b></p> <p>The CE took the report as read.</p> <p>The Chair noted that the committee work plan should include:</p> <ul style="list-style-type: none"> <li>• delivery and performance of the Enterprise Model including each major capital projects and the Enterprise Model in whole,</li> <li>• delivery and performance of the contract with Waikato District Council,</li> <li>• review of overall performance against AMP,</li> <li>• review of draft capital-related papers going to the Board (i.e. over \$50m),</li> <li>• deep dive into major capital projects that are high-value and/or high-risk, and</li> </ul>

	<ul style="list-style-type: none"> <li>• traffic light reporting on projects over \$50m.</li> </ul> <p>The Chair noted that all Board members are welcome to attend the committee meetings as well as Cr Ken Turner.</p> <p><i>The Board <b>resolved</b>:</i></p> <ul style="list-style-type: none"> <li>• to stand up a new capital committee, namely the Asset Management Committee/ Komiti Whakahaere Rawa;</li> <li>• to appoint Graham Darlow, Margaret Devlin and Nicola Crauford as committee members with Graham as the committee Chair;</li> <li>• to appoint Roger McRae to be a non- Board external Advisor to the committee. Note, Roger will not be a committee member;</li> <li>• to approve the committee's draft Terms of Reference, subject to amendments being made to reflect the composition of the committee as resolved above; and</li> <li>• to amend section 4 of the Corporate Governance Charter to note that Watercare now has two committees, the Audit and Risk Committee and the Asset Management Committee / Komiti Whakahaere Rawa.</li> </ul> <p><i>The Board <b>noted</b> the report.</i></p>
10.	<p><b>Board planner</b></p> <p>Emma noted that a Board planner will be amended to accommodate the new Asset Management Committee.</p> <p>The Chair noted that the schedule for strategic pillar deep dive sessions will need to be revised following the outcome of the 2023 elections.</p> <p><i>The Board <b>noted</b> the Board planner.</i></p>
11.	<p><b>Directors' meeting attendances</b></p> <p><i>The Board <b>noted</b> the report.</i></p>
12.	<p><b>Disclosure of Directors' and Executives' interests</b></p> <p>Nicola advised that she is no longer a Chair of Electricity Authority.</p> <p><i>The Board <b>noted</b> the report.</i></p>
13.	<p><b>General business</b></p> <p>Cr Turner noted the great reception the Hūnua Traverse has received from mountain bikers, who can now access this Council owned land. The roads are private and owned by Council and used by Watercare.</p> <p>Before closing the meeting, the Chair checked with Mr Jackson as to whether he wanted to make any comments. Mr Jackson confirmed he did not wish to make any comments.</p>

	The public meeting closed a 11.02am
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CERTIFIED AS A TRUE AND CORRECT RECORD

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Margaret Devlin, Chair

DRAFT



# Chief Executive's report – September 2023

*Presented by: Dave Chambers*



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## 1. July 2023 update

July saw a few key people-focused milestones.

The first was the annual remuneration review which was our opportunity to improve transparency and education around our remuneration framework and processes. We rolled out a comprehensive and staged plan to achieve this, with several people leader briefings, resources, and a new “Understanding Remunerations and Rewards” online learning module for all staff. Watercare’s banding framework and associated salary ranges will be published on our intranet and the pay letters going out to staff in September 2023 will clearly and transparently specify pay increases, and band and position in range, so everyone has visibility of the remuneration process as well as the outcomes. In future we must align our performance review, remuneration review and salary process to eliminate back pay.

The second milestone was the release of the detailed organisational design for Entity A/Wai Tāmaki ki Te Hiku by NTU and accompanying roadshows for Watercare staff. Changes of this scale are naturally unsettling for our people – but their continued engagement throughout the process must be commended. We continue to reiterate the avenues for support available both internally and through the NTU. We are also aware our people are experiencing reform fatigue and have urged people leaders to build engagement with their teams, focus on delivering for Auckland today, and reiterate how valued they are at Watercare. Workloads are also a key consideration, with more Watercare staff being seconded to Entity A; this is likely to grow even more as the establishment team gains momentum.

A new set of HSW KPIs for the 2023/23 year have been confirmed. They will help us deliver on our “people first priority” by giving us a more comprehensive view of health, safety and wellbeing (HSW). The performance measures broadly include:

- HSW climate survey every six months with a target score
- closure rate of cases on iCare
- leadership engagement walks
- reward and recognition of good HSW practices
- competency (training of kaimahi)
- critical risk audit of a project/plant
- Total Recordable Injury Frequency Rate (TRIFR).

Following up on the contractor injury that occurred in July, we are reflecting on how and what we could do better as a key client in the construction industry. We have more than 190 construction sites across Auckland at present and will come back to Board in due course with our findings and recommendations.

Current climate forecasts suggest that Auckland rainfall is likely to be below normal for the next three months, with September 2023 looking particularly dry. Water demand increased in July, and while we believe it could be attributed to more tourists for the FIFA World Cup, we are investigating the drivers of this trend. While our dams are mostly full, we always encourage our customers to use water wisely and will continue our water-efficiency messaging leading into and over the summer months.

Our upgraded Helensville Wastewater Treatment Plant is performing even better than we expected – results indicate that the advanced treatment process (Membrane aerated biofilm reactor – MABR) has vastly improved the quality of the treated wastewater and means the plant is better able to cope with peak flows in wet weather. The MABR installation is the first of its kind in New Zealand.

## 2. Key performance measures

[Attachment 1](#) sets out Watercare's performance against the current Statement of Intent measures for July 2023.

The SOI 2023-2024 has been approved by Auckland Council, so we are now reporting against an updated suite of SOI Performance Measures. There are several new measures, including the following:

- Deliver capital programme in line with the asset management plan baseline approved by the Board – Target: 80% of projects are delivered within the approved budget and 80% of projects are in service within the approved time.
- Reactive spend v's proactive maintenance spend: Target: Establish a methodology on how this should be measured to demonstrate resilience within the Network.
- Controllable Cost target: This year's target is \$396m.
- Adherence to the Service Level: Agreement with Council (10 working days) for Watercare to provide specialist input into resource consents (3 months rolling average): Target: 90%.

This year, our focus will be on achieving the above new SOI performance measures, as well as the following measures which we are not currently meeting:

- Total recordable injury frequency rate (TRIFR) per million hours: Our aspirational target is <10 (previously 20), and the measure is currently 23.49. Work to address it requires coordination across the business. In FY24, as noted above, we are introducing new KPIs at a business level focussed on HSW including one KPI focused on safety observations, which will apply to every Watercare employee.
- Attendance at sewage overflows resulting from blockages or faults: Our target is ≤60 minutes. The 12-month rolling target has been severely impacted by the January/February storms and is very weather dependent. Whilst attendance at overflows does not currently meet our target, we are resolving the issues well within our SOI target.

- Average number of wet weather overflows per engineered overflow point per discharge location: Our target is  $\leq 2$  overflows per year, and again, with the wet weather, our 12-month rolling average has been negatively impacted by the very wet weather and storms Auckland has experienced in 2023.
- Ratio of procurement sourced through Māori businesses: Last year we just exceeded our target of 2%. This year, our target is 3%. To achieve this, we plan to set up a Māori sub-contractor panel through our Asset, Upgrades and Renewals procurement programme that is currently in the market.
- Customer Net Satisfaction Score: Our target is  $\geq 45$  and currently the score is 43. The target was negatively impacted by the January/February storms.
- GHG: Last year, we met our GHG emissions target of  $< 88,500 \text{ tCO}_2\text{e}$ , which was achieved due to emission factor changes that were made in our favour (i.e. New Zealand's electricity in FY23 was mainly sourced from renewables). Achieving this year's target of 89,200  $\text{tCO}_2\text{e}$  will be a challenge as consumption figures are up for natural gas, fuel use, WW process influent, and Puketutu disposal.

### 3. Our people

[Attachment 2](#) sets out People dashboard for July 2023.

### 4. Operations

#### 4.1 Water resources

The leak management programme is ongoing. Since the start of the programme approximately 18,500 kms have been surveyed to date with 11,600 leaks found. Since the start of the leak management programme ~20.1MLD of water savings have been achieved.

#### 4.2 Water quality

Formal compliance reporting to Taumata Arowai has continued with reporting systems operational. In July, we achieved 100% compliance with the new Taumata Arowai drinking water standards and quality assurance rules.

Microbiological and chemical compliance was achieved in July for all water treatment plants (WTPs) and distribution zones (DZs).

Residual disinfection compliance was also been fully achieved in July for all distribution zones.

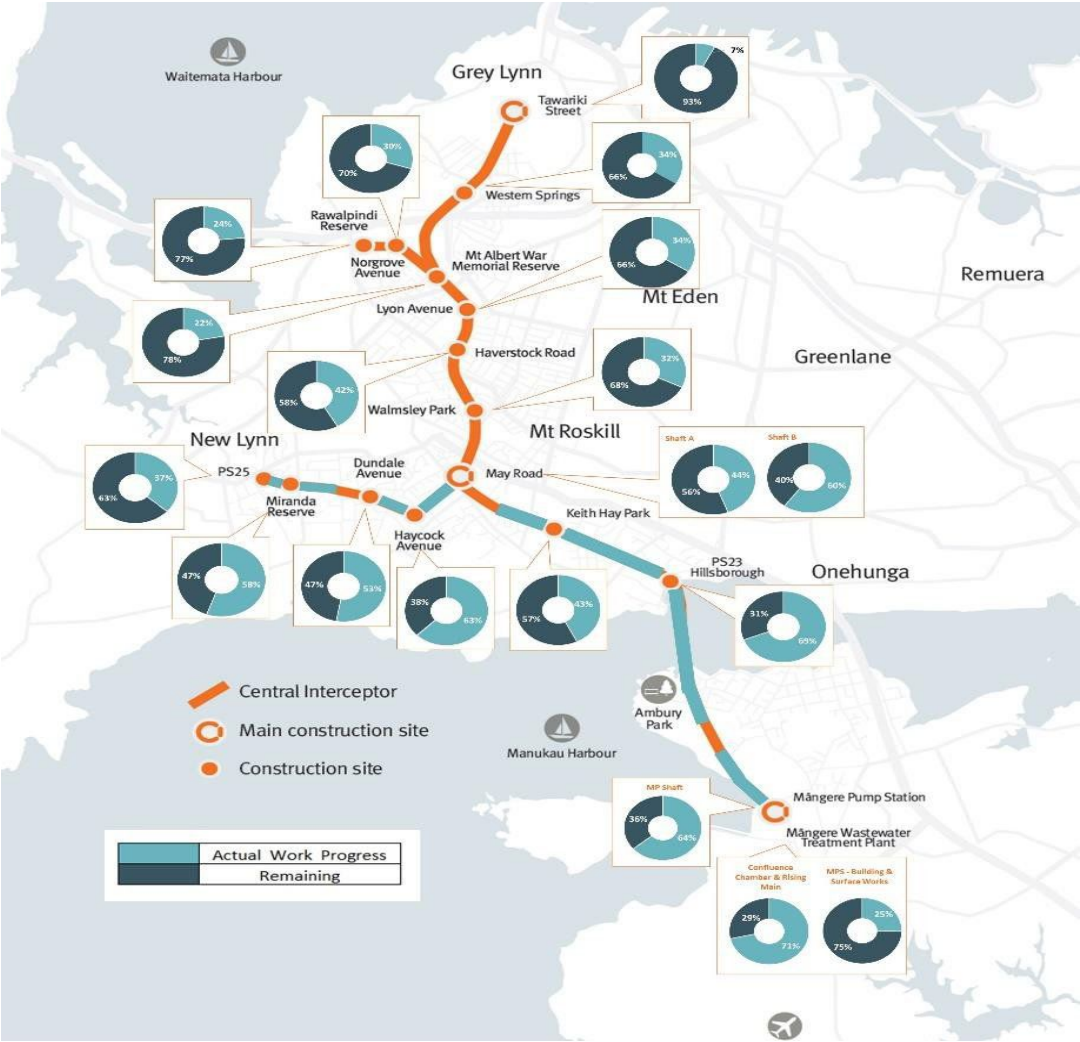
Watercare's internal audit team is currently preparing for internal audits of our Drinking Water Safety Plans.

[Attachment 3](#) sets out water quality report for July 2023.

## 5. Central Interceptor

Milestones continue to be achieved across the project as construction continues across all sites. Monthly highlights are as follows:

- “Beacon Site” initiative – Western Springs achieved Beacon Site status. The Beacon Site initiative is used to drive exemplary site standards for Health, Safety and Wellness.
- The Main Tunnel TBM advanced 470m in the month, with a total length of 7,130m installed at month end. This is 94% of the Southern Tunnel completed. The TBM is expected to breakthrough into May Rd Shafts by the early September 2023
- Māngere Pump Station (MPS) building roof structural steel installed. Three of six vertical riser pipes, pump bases and suction elbows installed. All six main pumps are to be delivered August 2023.
- Diversion Chamber and Confluence Chamber: PE liner welding complete and preparation for next stage of sheet piling and excavation.
- Shaft excavation ongoing at Lyon Ave, Western Springs and Norgrove. Shaft excavation complete at Rawalpindi.
- Shaft lining permanent works in progress at Haverstock, May Rd A, Dundale, Miranda and PS25. Sewer connection chambers ongoing at PS23, Haycock and PS25.
- TBM site establishment works ongoing at May Rd.
- Micro TBM works on Link Sewer B from Mt Albert to Norgrove commenced.
- Watercare supported Te Ahiwaru planting day during Matariki celebration.



## 6. Risk and compliance update

### 6.1 Enterprise risk management

- Following Board feedback, new Enterprise Risks are being developed to address the potential impacts of Disinformation and Artificial Intelligence on our operations.
- Work on actioning Lessons Learned from the January/February 2023 flooding/cyclone is progressing as part of our developing resilience programme. We are enhancing our incident management teams along with supporting resources to improve our ability to respond to future incidents.
- Engagement with Auckland Council Lifelines and Civil Defence is continuing, including participation at the Auckland Lifelines Group committee meetings. This month we also hosted the Response and Resilience Team from Taumata Arowai and had discussions with NEMA on how we could engage more closely in preparation for any future incidents.

### 6.2 LGOIMA requests

In July 2023, we received nine requests for information under the Local Government Official Information and Meetings Act 1987 (the Act). One of these requests were forwarded to us from Auckland Council. We processed all nine requests in accordance with the Act.

### 6.3 Legal action

- RMA related:
  - Huia Water Treatment Replacement Plant: The first Environment Court (EC) mediation on these appeals was held in September 2022. The second EC assisted mediation session was concluded on the 29 and 30 June 2023. Since this session Watercare has been in further discussions with the appellants.
- Non-RMA related:
  - There is currently one claim for \$1.2m for alleged damage to a residential property from a burst watermain. The matter is being handled by our insurers. A further update is expected in late 2023.
  - In February 2023, Watercare was served with a copy of proceedings lodged in the Māori Land Court by Te Runanga o Ngāti Whatua, Ngāti Manuhiri Settlement Trust concerning the legal status of the Hōteo Awa bed. Watercare owns property in Wellsford that adjoins the awa and draws water from it. Watercare filed a notice of intention to appear in late March 2023. The two iwi are now filing their proceedings and the Court will decide how it wishes to hear the case. Further updates that will involve Watercare are not expected for some time (i.e. possibly years).

## 6.4 Whistleblowing

There have been no disclosures made through the PwC whistle-blower service since the last Board meeting. All disclosures are reported to the Audit and Risk Committee on a quarterly basis.

## 6.5 Non-compliance with resource consents

Consent non-compliance in July increased from June due to non-compliances of single conditions triggering multiple consents. The full non-compliance at the Omaha Wastewater treatment plant (two consents) was due to the sustained rainfall over the last 15 months, which has compromised the plant's ability to irrigate to all available land. At Hays Creek, the issue related to a broken meter (three consents), while the issue at Snells-Algies water treatment plant relates to a pump (two consents). The UV dose rate condition for Army Bay triggers non-compliance with two consents as well.

The technical non-compliances relate to reporting issues are also inflated by single conditions triggering multiple consents, such as a technical issue with inspection records affecting all eight wastewater network discharge consents. The design and construction non-compliances relate to delays with riparian restoration at the Waikato treatment plant and delayed close-out reporting for a stage of the Huia 1 renewal project.

[Attachment 4](#) sets out the details on the significant non-compliance for July 2023.

## 7. Climate change delivery and sustainability update

### Carbon emission measurement and reduction

Watercare successfully completed its greenhouse gas (GHG) verification in July with a low number of observations recorded. The final verified GHG number for scope 1 and 2 emissions was 84,617 tCO<sub>2</sub>e, beating the SOI target by 4.3%. We continue to improve the reporting approach and respond to changes in both the science and approach of GHG reporting. For these FY23 figures we have adopted the guidance from the IPCC AR6 report as well as emissions factors released by Ministry for Environment in July 2023. These changes have led to a decrease in our emissions from electricity as well as wastewater processing which has seen us meet the target.

We also hosted Professor Liu Ye from the University of Queensland to discuss our approach to measuring nitrous oxide gas from wastewater treatment. This potent gas contributes a significant amount to our GHG footprint and is not well understood in the industry globally. This is becoming a major focus for Watercare, and the visit confirmed much of the current thinking around measurement approaches. It also provided good learnings on the creation of a standardised methodology.

## 8. Policy update

[Attachment 5](#) sets out the current programmes of work that are underway, and their expected impacts to Watercare.

## 9. Flood response recovery

[Attachment 6](#) outlines the quarterly update from the Flood Recovery Working Group (FRWG).

## 10. Matters for noting

### 10.1 Significant meetings attended by the CE

- 11 July 2023 – Watercare / WSP relationship meeting
- 13 July 2023 – Group CCO CE's fortnightly meeting
- 28 July 2023 – Entity A detailed design staff roadshow Newmarket.

## 11. Delegated authority to Chief Executive

In accordance with the authority delegated to the Chief Executive by the Board for the month of July 2023:

- there were three documents required to be signed by the Chief Executive in relation to deeds, instruments and other documents.
- there were no documents signed by the two members of the Watercare Board.
- there were one capex approval signed below a threshold of \$50m.
- there were two contracts approved over \$100,000. They are as follows:

Contract description	Successful supplier
EAM Enterprise Edition – SaaS (OP-04454259)	Infor (New Zealand)
Agreement for Sale and Purchase of Assets	Lutra Limited

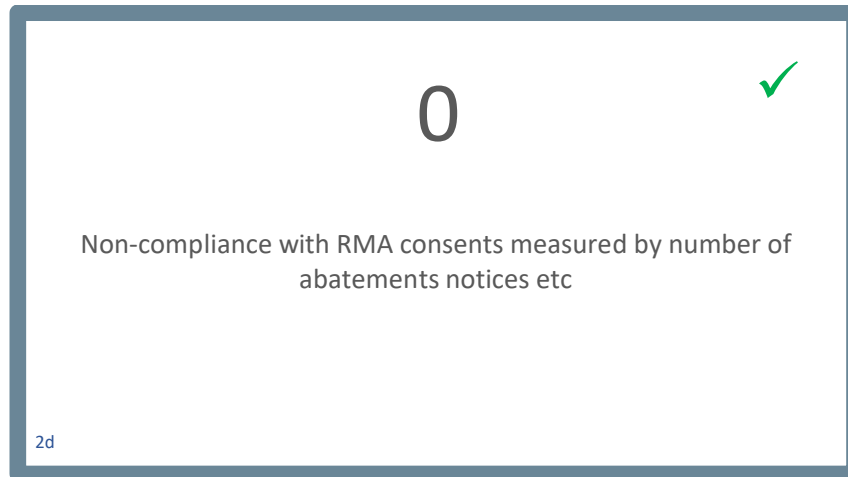
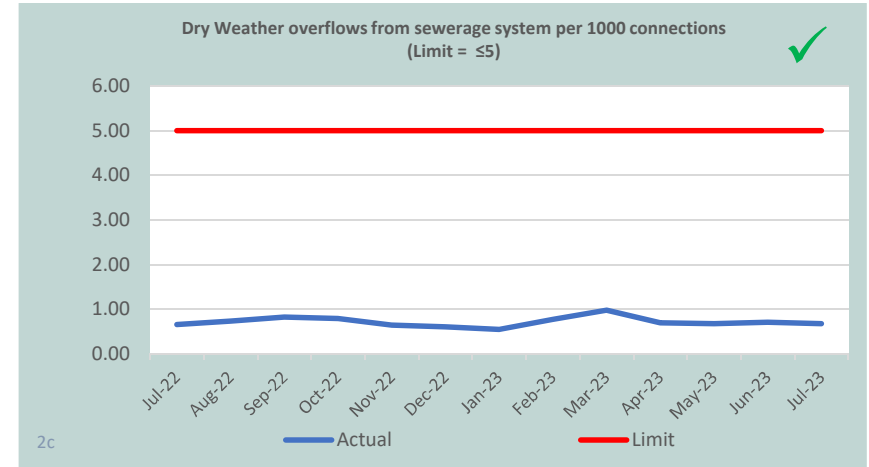
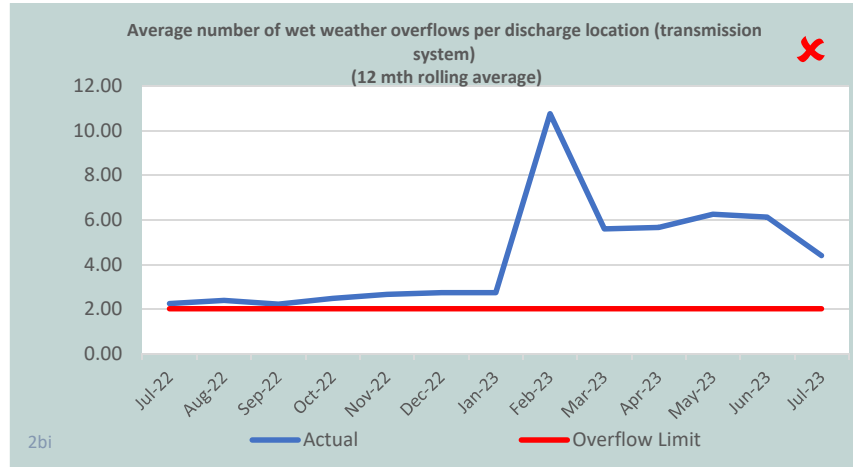


Dave Chambers  
Chief Executive



Attachment 1 – Performance against Statement of Intent measures

SOI Measures — Natural Environment



## SOI Measures — Assets and Infrastructure

100%



Volume of water compliant with standards

1a

100%



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

1a

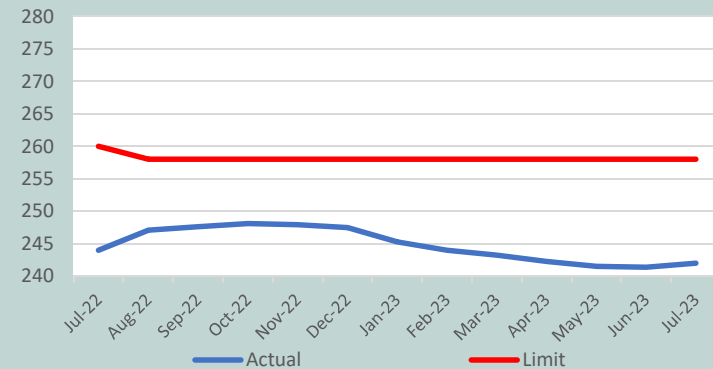
100%



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

1b

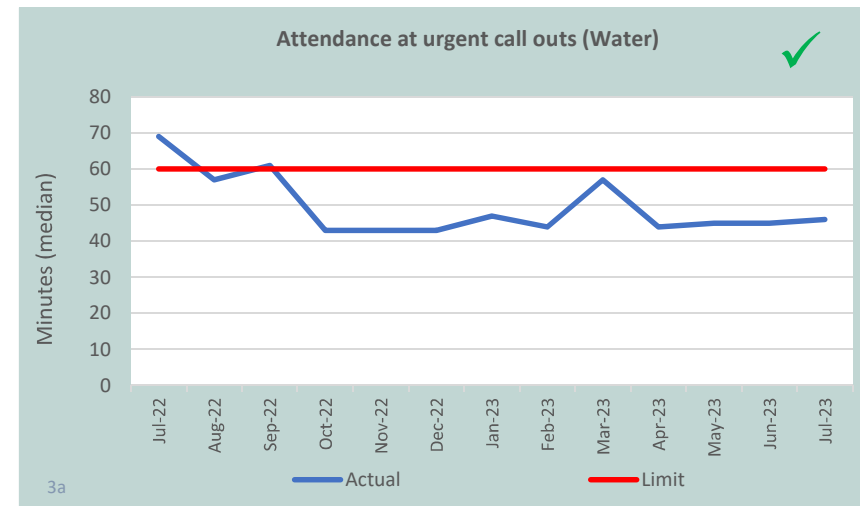
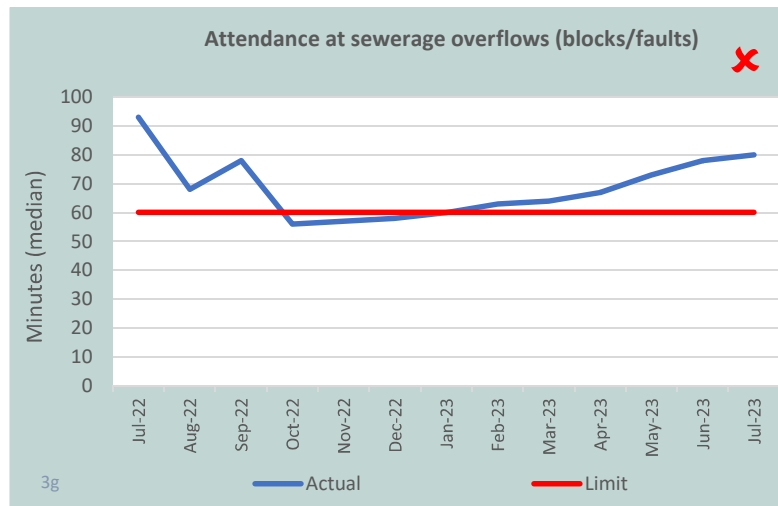
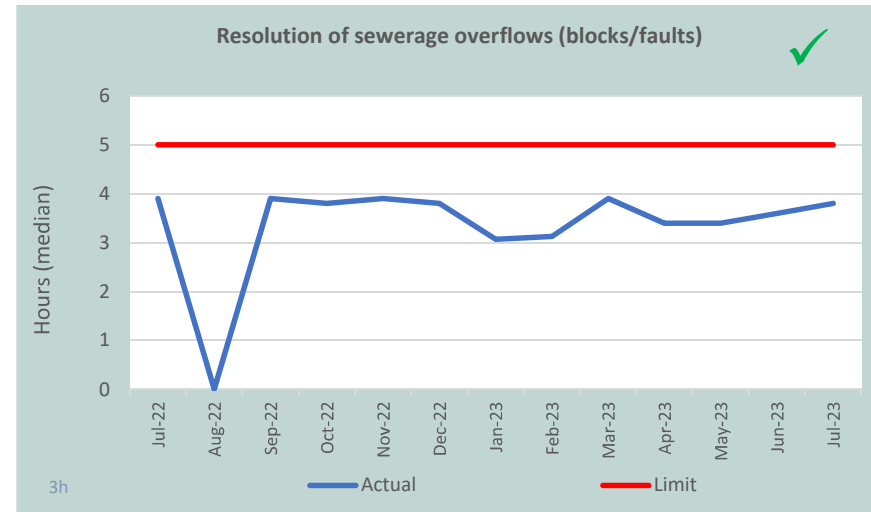
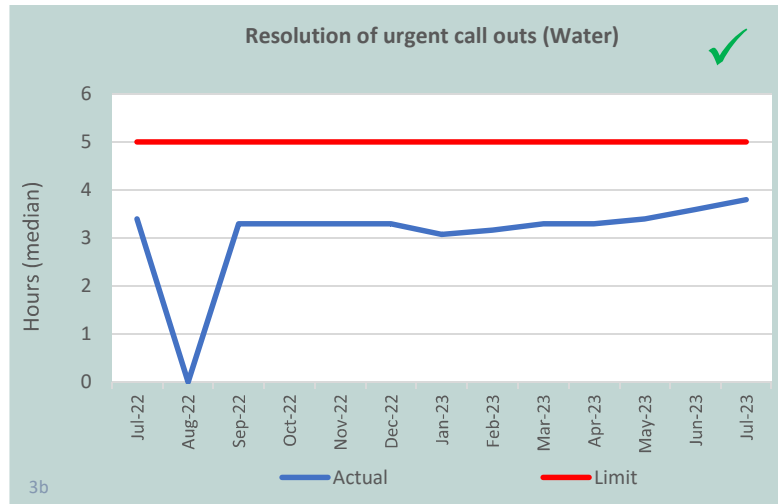
Average consumption of drinking water per day (gross)  
(12 mth rolling average)



6a

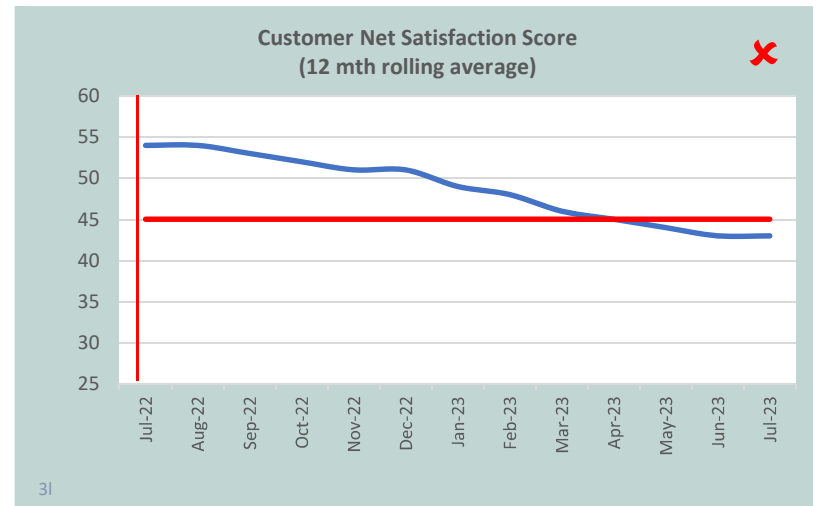
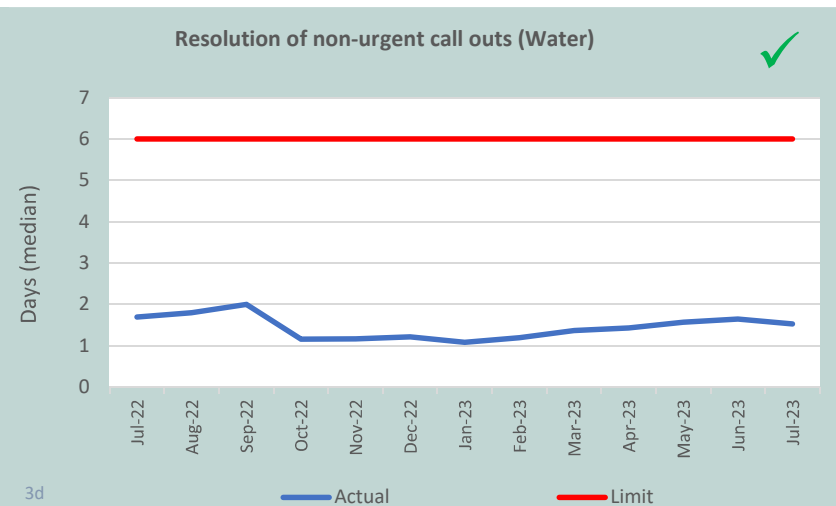
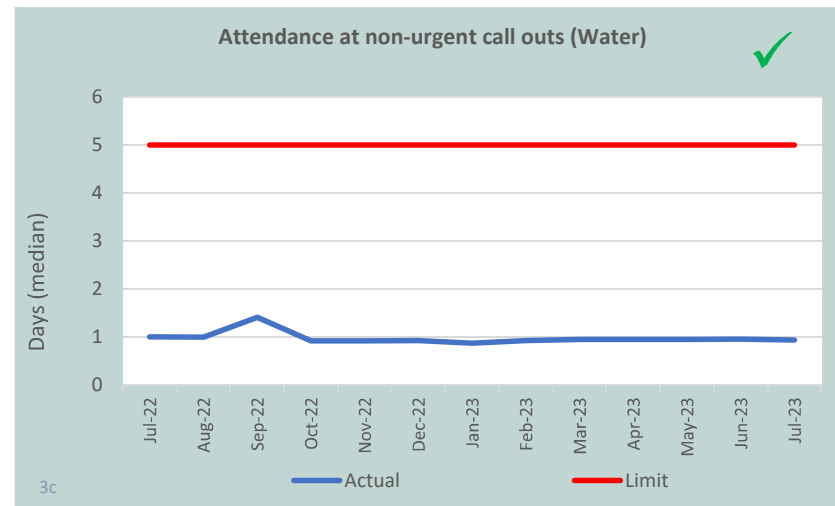
7.1

## SOI Measures — Community and Stakeholder Relationships



7.1

SOI Measures — Community and Stakeholder Relationships



## Watercare performance measures (unaudited)

No.	Measure	FY24 Target	Actual			Commentary
			July 2023	June 2023	May 2023	
1.	Total recordable injury frequency rate (TRIFR) per million hours worked (12-month rolling average)	<10	23.49	21.96	20.62	We are focussing on understanding the effectiveness of critical risk controls and have refreshed our HSW commitment. We are working towards a human-centred safety culture based on the following principles: people make mistakes; blame fixes nothing; context drives behaviour; learning is vital; response matters. In practice, this means: celebrating champions and good HSW behaviours; sharing learnings and best practices; and hands on, meaningful training.
2.	Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of: a) abatement notices b) infringement notices c) enforcement orders d) convictions received by the territorial authority in relation to those resource consents <i>Note the assumption is that abatement notices received relates to new notices issued in the financial year.</i>	≤2 ≤2 ≤2 0	0 0 0 0	0 0 0 0	0 0 0 0	
3.	The average consumption of drinking water per day per resident within the territorial authority district (*litres plus/minus 2.5%) (12-month rolling average)	256 litres	241.5	241.33	241.52	

No.	Measure	FY24 Target	Actual			Commentary
			July 2023	June 2023	May 2023	
4.	The extent to which the local authority's drinking water supply complies with part 4 of the drinking water standards (bacteria compliance criteria)	100%	100%	100%	100%	
5.	The extent to which the local authority's drinking water supply complies with part 5 of the drinking water standards (protozoal compliance criteria)	100%	100%	100%	100%	
6.	Median response time for attendance for urgent water callouts: from the time that the local authority receives notification to the time that service personnel reach the site (minutes) 12-month rolling average.	≤ 60 mins	46	45	45	
7.	Median response time for resolution of urgent callouts: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (hours)(water, 12-month rolling average).	≤ 5 hours	3.8	3.7	3.6	
8.	Median response time for attendance for non-urgent water call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (days) 12-month rolling average.	≤ 5 days	0.94	0.95	0.95	
9.	Median response time for resolution of non-urgent water call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault	≤ 6 days	1.53	1.65	1.57	

No.	Measure	FY24 Target	Actual			Commentary
			July 2023	June 2023	May 2023	
	or interruption (days) 12-month rolling average.					
10.	The total number of complaints received by the local authority about any of the following: a) drinking water clarity b) drinking water taste c) drinking water odour d) drinking water pressure or flow e) continuity of supply f) the local authority's response to any of these issues expressed per 1000 connections to the local authority's networked reticulation system. (12-month rolling average)	≤ 10	7.40	7.53	7.59	
11.	Attendance at sewerage overflows resulting from blockages or other faults: median response time for attendance – from the time that the territorial authority receives notification to the time that service personnel reach the site (minutes) 12-month rolling average.	≤ 60 mins	80	78	73	The January/February weather events significantly impacted the 12-month rolling average. Provisioning of permanent repairs to weather event damage, and deferred leave and overtime compensation continue to put pressure on resources. Our performance excluding the storms would be 69.
12.	Attendance at sewerage overflows resulting from blockages or other faults: median response time for resolution – from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault (hours) 12-month rolling average.	≤ 5 hours	3.82	3.75	3.6	Whilst “attendance” at overflows target is not being achieved (SOI target 11) critically the resolution of overflows target is being exceeded.

No.	Measure	FY24 Target	Actual			Commentary
			July 2023	June 2023	May 2023	
13.	The total number of complaints received by the territorial authority about any of the following: a) sewerage odour b) sewerage system faults c) sewerage system blockages d) Watercare's response to issues with its sewerage system expressed per 1000 connections to the territorial authority's sewerage system (12-month rolling average)	≤ 50	23.64	24.35	24.57	
14.	The percentage of real water loss from the territorial authority's networked reticulation system (12-month rolling average)	≤13%	11.89%	12.69%	N/A	The water losses in this measure are calculated by deducting the volume of water sold and unbilled water usage (or non-revenue water) from the total volume of water produced.
15.	The number of dry-weather overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system (12-month rolling average)	≤ 5	0.67	0.70	0.67	
16.	Average number of wet weather overflows per engineered overflow point per discharge location (12-month rolling average)	≤ 2 overflows per year	4.40	6.12	6.25	The January/February weather events significantly impacted the 12-month rolling average. Provisioning of permanent repairs to weather event damage, and deferred leave and overtime compensation continue to put pressure on resources. Our performance excluding the storms would be 2.86.
17.	Leakage performance - litres/connection/day (l/c/d)	107.9 l/c/d	113.96	111.2	N/A	Watercare has set an aspirational target for economic level of leakage (ELL) at 107.9 l/c/d. The ELL is the point at which the cost of producing water is equivalent to the cost of the efforts to



No.	Measure	FY24 Target	Actual			Commentary
			July 2023	June 2023	May 2023	
						keep leakage at those levels through a combination of leakage repairs, managing water pressure and renewal of watermains. The aim is to achieve an ELL at or close to the target.
18.	Deliver capital programme in line with the asset management plan baseline approved by the Board.	80% of projects are delivered within the approved budget and 80% of projects are in service within the approved time.	45% of projects are being delivered within the approved budget and 64% of projects are in service within the approved time.	New measure	New measure	For July, this measure was calculated using existing data, by identifying the number of projects to be completed in July using the current baseline and then for the cost measure, identifying the number of projects where the actual cost was less than, or equal to, the current baseline budget. For the time measure – the forecast execution phase finish date was used to identify the actual number of projects identified as being in service in July. We are developing a methodology for this measure for subsequent reports.
19.	Reactive maintenance spend v's proactive renewals spend.	Establish a methodology on how this should be measured to demonstrate resilience within the network.	New measure	New measure	New measure	There are various ways to measure resilience in the network. We are working on a methodology on how to best measure this and will keep the Board up to date with our thinking.
20.	Controllable Cost target	\$396m	\$396m	New measure	New measure	
21.	Debt to revenue ratio	≤3.35	3.12	3.3	3.09	

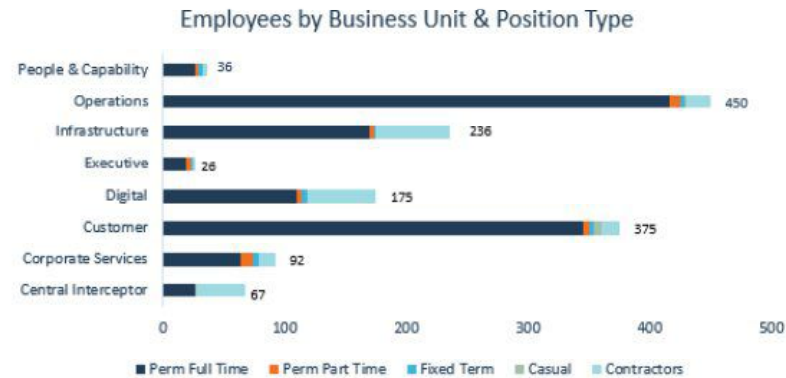
No.	Measure	FY24 Target	Actual			Commentary
			July 2023	June 2023	May 2023	
22.	Percentage of household expenditure on water supply services relative to average household income	< 1.5%	0.93%	0.80%	0.81%	
23.	Ratio of procurement sourced through Māori owned businesses	3%	2.01%	2.22%	2.15%	Direct 0.88% and Indirect 0.53%. Total Māori business spend for FY24 is \$1.92m. (\$0.51m Direct, \$1.41m Indirect). We have 88 active Māori suppliers out of a total of 1982 active suppliers (4% of active suppliers).
24.	Percentage of customer complaints resolved within ten days of notification	≥95%	99.12%	99.24%	99.30%	
25.	Customer Net Satisfaction Score (Previously Net promoter score)	≥45	43	43	44	With time needed to recruit and train new staff, use of the chatbot and proactive notification enabled us to sustain levels of service despite extreme weather events and high vacancy rates. Maintaining our service levels in this environment has been a challenge.
26.	Community trust score	≥55	61	60	60	
27.	We will implement Mitigation measures in line with our emissions reduction targets scope 1 and 2) (Quarterly measure). <i>Note: these targets exclude emissions from Puketutu island as our current measurement methodology does not provide enough accuracy for a performance target. Actions to directly monitor emissions from this source as well as reduce them are being delivered and future SOI's will include these numbers.</i>	<89,200 tonnes CO <sub>2</sub> e	Q1/FY24 results to come later in the year.	84,617 tonnes CO <sub>2</sub> e (June 2023)	74,407 (Q3 result)	We achieved FY23 target by 3,385 tCO <sub>2</sub> e (4.3%)  Achieving this year's target of 89,200 tCO <sub>2</sub> e will be a challenge as consumption figures are up for natural gas, fuel use, WW process influent, and Puketutu disposal.
28.	Adherence to the Service Level Agreement with Council (10 working days) for Watercare to provide specialist input into resource consents (3 months rolling average)	90%	79.61%	New measure	New measure	Reporting issues have hampered performance visibility. These have now been rectified. The team is now focused on the 90% target. A new internal report has been added tracking days from lodgement until day 10.

## Attachment 2

## PEOPLE DASHBOARD: July

Note: As of 1 July 2022, reporting has been changed to align with Finance mapping - people to cost centre, not group.

## Workforce Snapshot

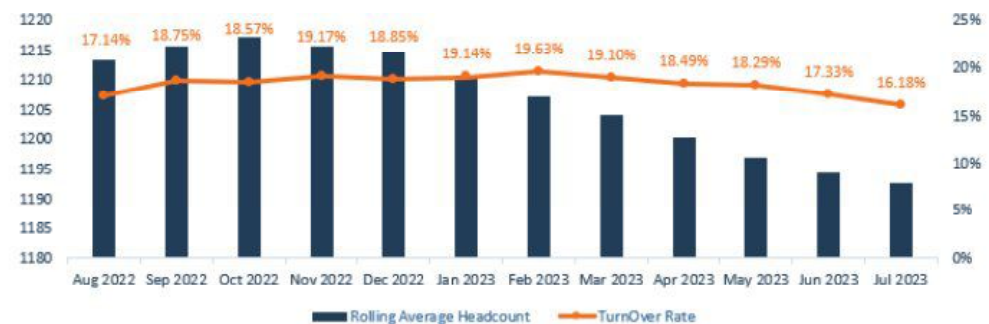


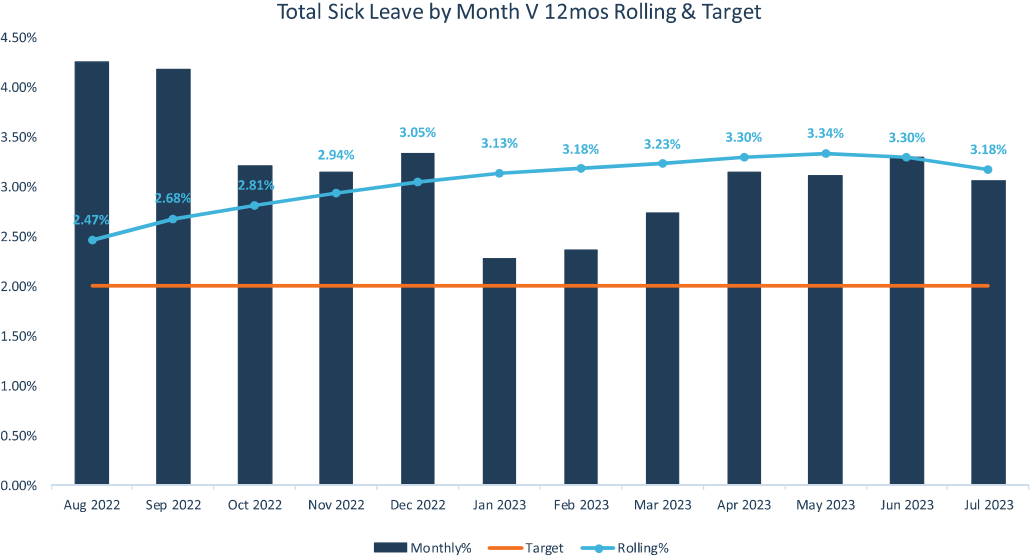
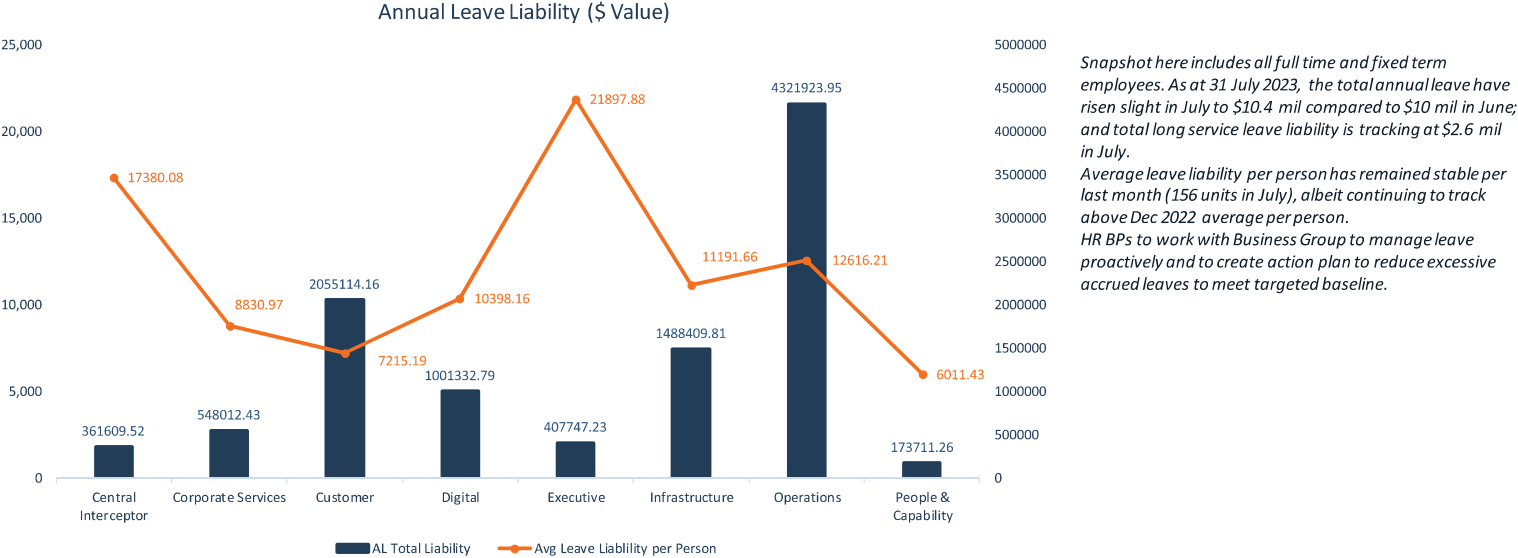
Active contractor information is based on data captured across both ServiceNow & PayGlobal.

## New Hires by Month



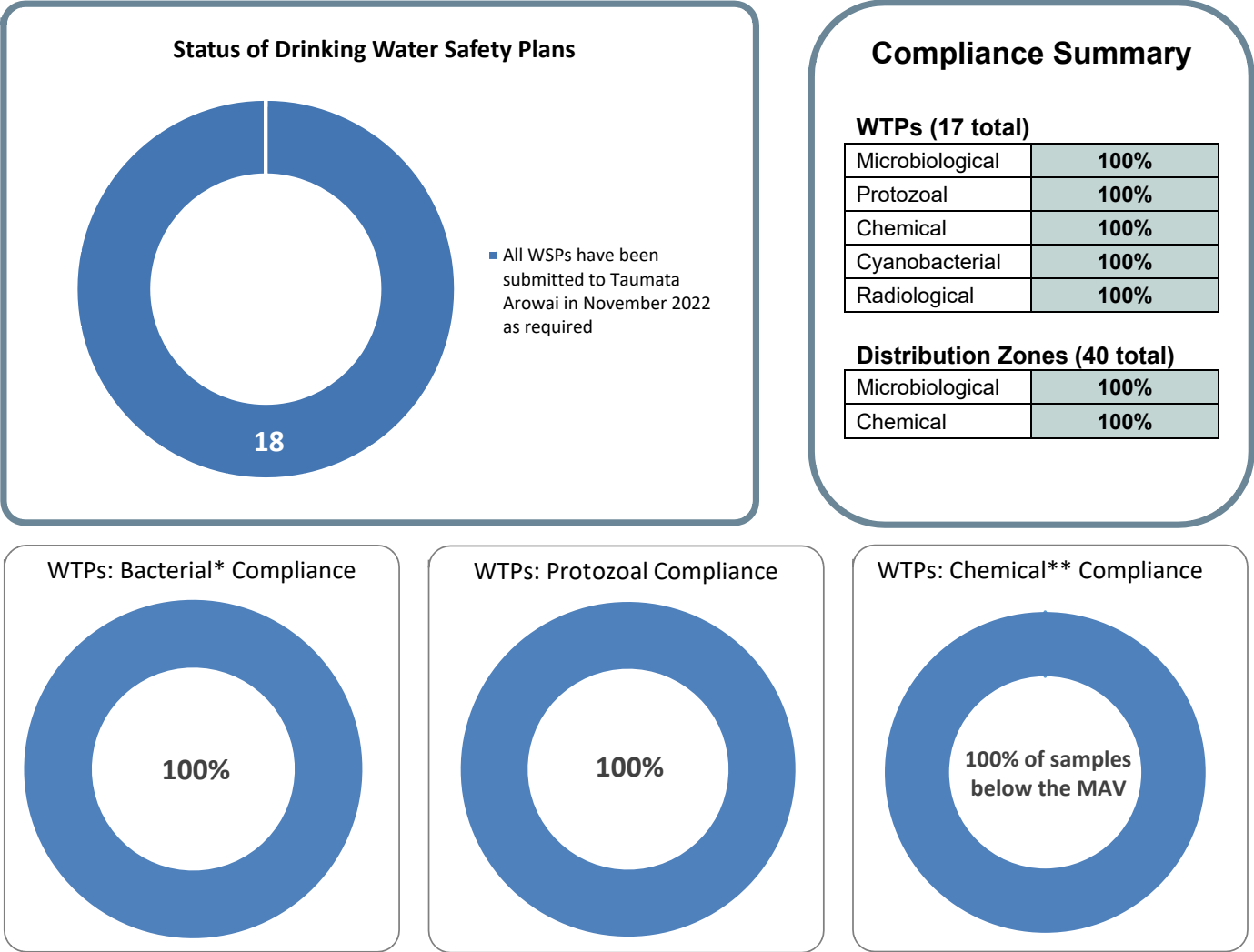
## Average 12 mos Rolling: Headcount V Voluntary Turnover(%)

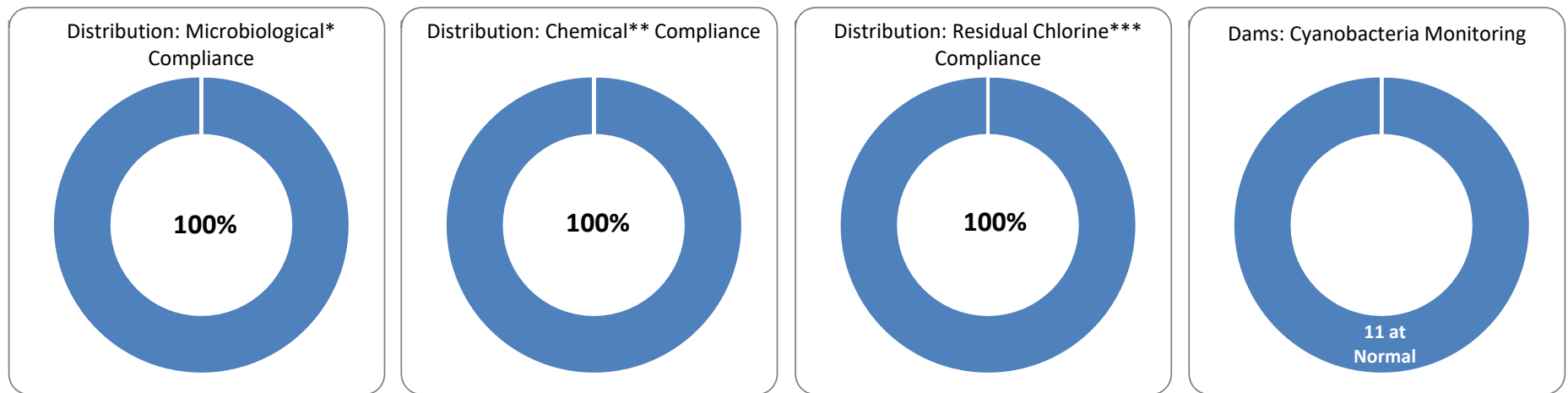




Water Quality Report – July 2023

Scorecard





7.3

\*At the WTPs bacterial compliance is assessed on continuous monitoring results. In the distribution network microbiological compliance is based on *E. coli* monitoring to indicate the probable presence of bacterial contamination of water supply.

\*\* Chemical compliance: At the WTPs determinands associated with chemicals dosed during the treatment process are monitored. In the distribution network disinfection by-products (DBPs) are monitored in each zone, and chlorates monitored in four zones where chlorine booster stations are utilised as best practice monitoring.

\*\*\* Residual disinfection – 85% of free available chlorine samples in a month must be >0.20mg/L in each distribution network zone, with no results <0.1mg/L. Compliance was achieved in all zones in July.

### Spotlight On: Legislation and Compliance

Formal compliance reporting to Taumata Arowai continues with reporting systems operational.

Microbiological and chemical compliance has been achieved in July for all water treatment plants (WTPs) and distribution zones (DZs).

Residual disinfection compliance has also been fully achieved for all distribution zones.

### Spotlight On: Drinking Water Safety Plan (DWSPs)

Watercare's internal audit team is currently preparing for an internal audit of our Drinking Water Safety Plans.

### Spotlight On: Backflow Prevention

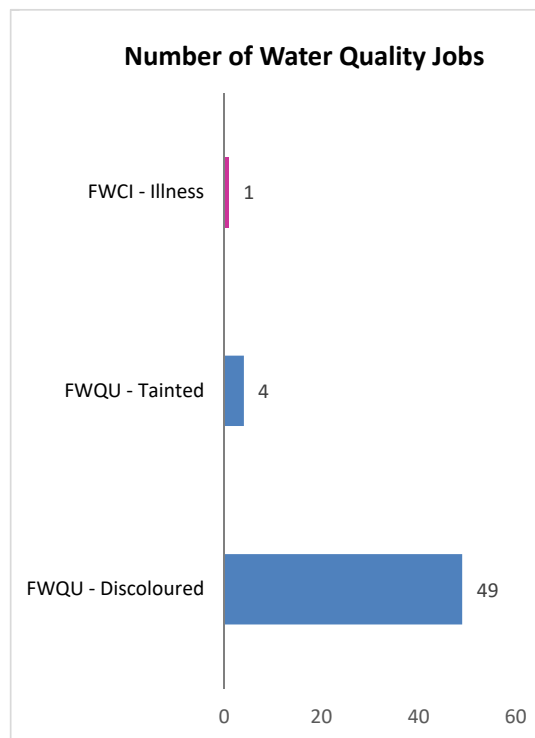
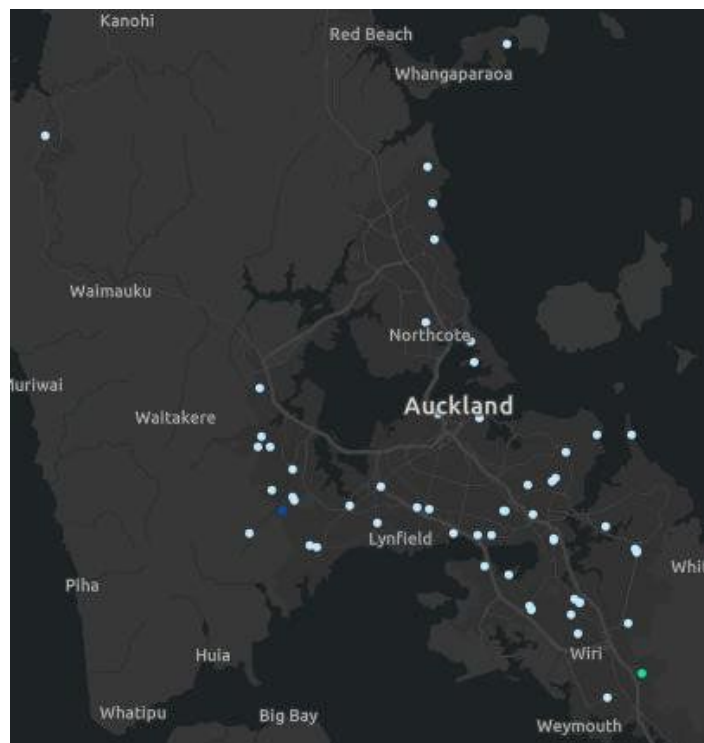
Backflow testing has been completed as per targets set for the end July 2023. Backflow Surveys are progressing for 2023.

## Spotlight On: Water Quality

**Disinfection By-products (Trihalomethanes (THMs)) Investigation** – Region wide monitoring in-line with the new regulations confirms multiple zones with results over 50% of the MAV, particularly over summer. The reduction of THMs will likely require operational improvements and capital investment. Networks Planning have engaged a consultant to complete hydraulic modelling, with the task order and delivery timeframe expected soon. This will assess water age contributions to THMs formation and low chlorines as a first options assessment.

**Investigations into Emerging Contaminants** – Microplastics, PFAS, nematodes, nitrates, viruses - new research highlights new areas for investigation will be required. The Water Quality Science team is looking into global trends and learnings that Watercare should be aware of.

## Customer Complaints



### Actions Taken

**Illness Complaints\*:** Pre-emptive network flush and field testing  
Main cause: Private plumbing issue

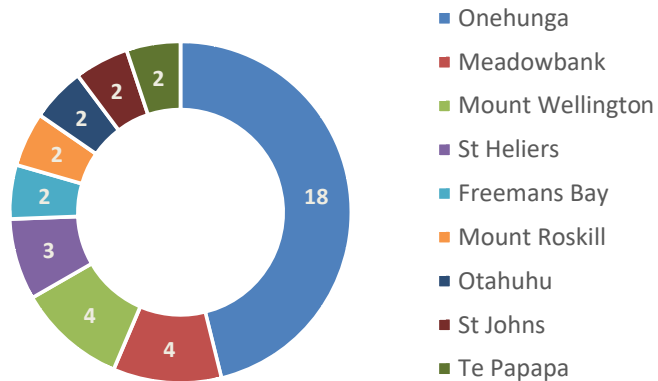
**Tainted Water:** Network flush  
Main cause: Sediment

**Discoloured Water:** Network flush  
Main cause: Mineral and sediment build-up

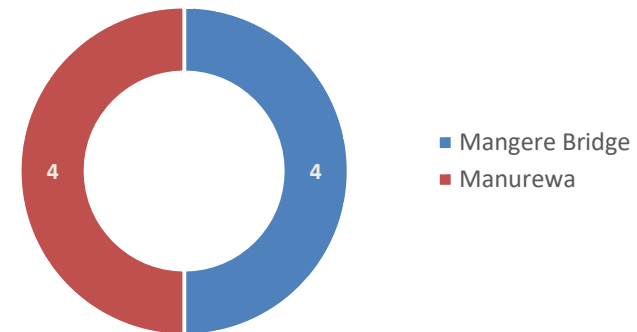
\*Illness complaint – an illness complaint arises when a member of the public has an illness that they think is related to water quality. All such complaints are investigated and in all cases our drinking water has been found to be compliant. Persons with an illness complaint are always referred to their medical professional.

## Repeat Water Quality Complaints – January 2023 to Date

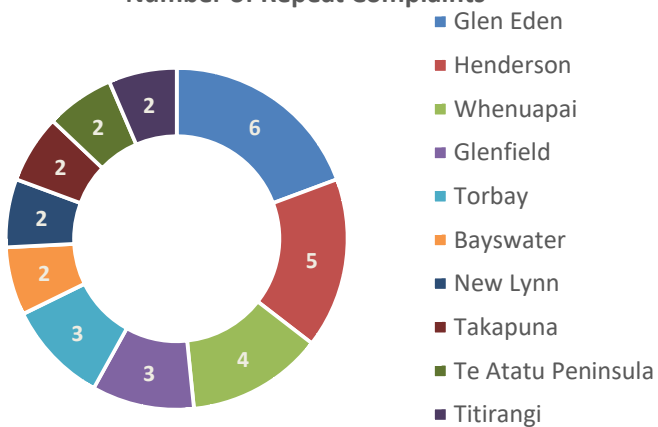
Central Networks  
Number of Repeat Complaints



Southern Networks  
Number of Repeat Complaints



Northern Networks  
Number of Repeat Complaints



### Actions Taken

**CENTRAL - Onehunga:** 7 customers lodged a total of 18 WQ complaints due to discoloured water from March to July 2023. The ongoing investigation is focusing on the Onehunga Low Zone to determine extent of the affected area and identify root causes.

**NORTHERN - Glen Eden:** 2 customers lodged a total of 4 discoloured water complaints from 20<sup>th</sup> to 28<sup>th</sup> of February that were resolved by flushing.

**NORTHERN – Glen Eden, Henderson and Whenuapai:** 1 customer in each suburb raised multiple WQ complaints due to chlorine smell and taste. Flushing was done to improve the aesthetic quality of the water and proof of compliance to DWSNZ were provided to the customers.

**SOUTHERN - Manurewa and Mangere Bridge:** Repeat complaints were received from April to May 2023 and were resolved by flushing.

Others counted as repeat complaints are multiple service requests raised in IPS for the same issue.



**Attachment 4**

The grading Watercare applies in the detailed breakdown of full non-compliance is consistent with Auckland Council's criteria. The grading is below:

Rating	Detail
Category 1	Watercare has complied with the consent condition.
Category 2	Watercare has not complied with the consent condition. Watercare has assessed the non-compliance as technical or having no more than a minor adverse effect.
Category 3	Watercare has not complied with the consent condition. Watercare has assessed that non-compliance has the potential to result in minor adverse effects on the environment. Alternatively, since the last audit, there is evidence of repeat Category 2 non-compliance.
Category 4	Watercare has not complied with the consent condition. Watercare has assessed the non-compliance as having the potential to cause significant adverse effects on the environment. Alternatively, since the last audit, there is evidence of repeat Category 3 non-compliance.

Active resource consents in July 2023

383

Consents with non-compliances in July 2023

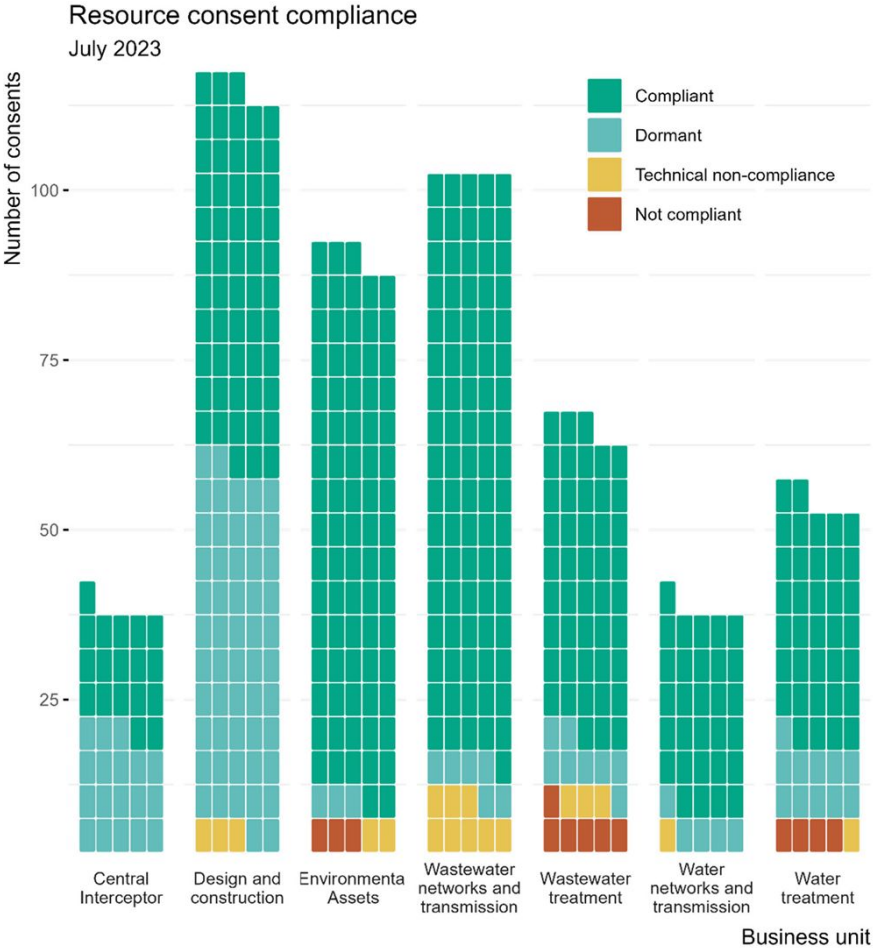
31 ↑

Rolling 6-month average (non-compliant consents)

27 ↑

Consents under enforcement in July 2023

0 -



## Significant non-compliances for July 2023 (excludes technical non-compliances)

Facility/Asset	Consent	Condition(s)	Issue(s)	Actions and Commentary	Resolution	Significance
Army Bay WWTP	DIS60331146; DIS60331113	6	Monthly UV dose target not met.	Ongoing issue. Major capital upgrades are needed, but they are deferred to the end of the decade.	<b>2024</b> (if screens upgrade provides solution) Long-term solution <b>2030</b> .	<b>Moderate (Grade 3):</b> Long-term and repeat issue. Future grading will depend on the efficacy of the screens upgrade.
Clarks Beach WWTP	DIS60084111	18	High bacteria levels in discharge	Accumulation of water in sand-beds after prolonged heavy rainfall affected UV performance.	<b>Intermittent issue</b>  Southwest WWTP is the ultimate solution.	<b>Minor-Moderate (Grade 2-3):</b> Unlikely to have caused adverse environmental effects. But issues becoming more frequent as asset is nearing end of life.
Hays Creek Dam	WAT80317020 DIS80298308 WAT80316391	1(i)	Failure of flow meter	Loss of meter that measures abstraction. Papakura WTP flow provided a proxy.	<b>Resolved.</b> New meter in place.	<b>Minor (Grade 2):</b> Proxy available

Facility/Asset	Consent	Condition(s)	Issue(s)	Actions and Commentary	Resolution	Significance
Huia WTP	DIS80297101	3	High total aluminium in stormwater discharge.	Historical consenting issue – no direct environmental effects as total aluminium is not a direct measure of toxicity. Dissolved concentrations (potentially toxic) remain low.	<b>On-going intermittent issue.</b> Will not be resolved until construction of new Huia WTP	<b>Minor (Grade 2):</b> No evidence of environmental effects.
Omaha WWTP	DIS60050606 DIS60050490	19	Breach of rolling 12-month irrigation volume limit	Continued high flows into treatment plant has limited ability to use whole irrigation field and consequently meant relative over-irrigation of some blocks of land.	<b>Six months.</b> Assumes forecast for dryer weather than experienced over the last 15 months holds.	<b>Minor:</b> No significant environmental effects to date
Papakura WTP	DIS60375065	28	Discharge of low pH water	Pre-dosing system now in place. But further pH issues in discharge during optimisation process.	<b>Resolved.</b> Pre-dosing system commissioned.	<b>Minor (Grade 2):</b> Unlikely to have caused any substantive adverse environmental effects.
Snells-Algies WTP	WAT60275761 WAT60274031	15	Observation monitoring is not possible.	Equipment failure. A broken sampling pump could not be replaced with like-for-like and replacement pump was not fit for purpose. New pump is available. Now awaiting delivery. Not sure what this comment means?	<b>1-2 months –</b> contingent on delivery	<b>Minor (Grade 2)</b> Data to date shows no environmental issues associated with water take.

Facility/Asset	Consent	Condition(s)	Issue(s)	Actions and Commentary	Resolution	Significance
Wellsford WWTP	DIS60068492	15	High bacteria levels in discharge	Process bottleneck means some partially effluent bypasses the final stage of treatment during high wet weather flows. Environmental monitoring programme expanded until plant upgrades completed to confirm no adverse environmental effects occur.	Requires capital works. Design works underway for upgrades in <b>2025-2026</b>	<b>Minor (Grade 2-3)</b> Data to date shows no environmental issues in receiving environment.

## Attachment 5

Upcoming Bills, Government Reforms/Programmes/Policies, Council Plan Changes/Policy Initiatives	Potential implications on Watercare and any associated Watercare actions	Expected date of release/enactment/submissions due	What will Watercare be doing? Filing submissions? Providing Council feedback? Attending hearing?	Who will hold the pen?	Who in Watercare has been / needs to be involved?	High/Medium/Low impact?
<b>Urban Intensification ("Tier 1" Councils) – MfE</b> National Policy Statement for Urban Development (NPS-UD), and Resource Management (Enabling Housing Supply and Other Matters) Amendment Act 2021 <ul style="list-style-type: none"> <li>Auckland Council is developing their Plan Change to give effect to these two initiatives. Watercare has been invited to contribute to the plan change.</li> </ul>	Increased intensification without requiring a resource consent (as a permitted activity) puts Watercare at risk of breaching our existing level of service and network discharge consent conditions due to being unaware of where, and when, growth is occurring in advance. Watercare, AT and HW have been working with Auckland Council to develop Council's plan change.	Submissions to these intensification related plan changes closed at the end of September 2022.	Hearings have been delayed. Watercare is currently preparing its evidence. Expert conferencing and mediation also delayed.	Infrastructure	Policy, Infrastructure, Ops, S&P	Medium
<b>Affordable Water Reform Programme – DIA</b> <ul style="list-style-type: none"> <li>Water Services Entities Bill 2022. ("Bill 1") Now an Act – Royal assent, 14 Dec 2022</li> <li>Water Services Legislation Bill ("Bill 2")</li> <li>Water Services Economic Efficiency and Consumer Protection Bill ("Bill 3")</li> </ul> <b>Associated</b> – Consultation on Taumata Arowai's - Second Tranche of Drinking Water and Wastewater Network Environmental Performance Measures.	Watercare developed submission points. Impacts are wide ranging. Note we have already submitted into previous Water Services related Bills with Auckland Council, namely, the bills that established the regulatory authority Taumata Arowai.  Will impact Watercare's and Healthy Waters reporting requirements and operations.	"Bill 2" and "Bill 3" – now at Royal Assent stage	These bills awaiting Royal Assent	Policy	All	High
<b>Emergency Management Bill</b>	May impact Watercare's future planning work programmes, and emergency management actions	Submissions close 3 November 2023. Auckland Council has invited Watercare to contribute to its submission	Watercare will contribute to Council's submission	Risk	Policy, Risk	Medium
<b>Resource Management (RM) System Reform – MfE</b> <ul style="list-style-type: none"> <li>Natural Built and Environments Act (NBA)</li> <li>Strategic Planning Act (SPA) and</li> <li>Climate Adaptation Act (Bill) (CAA)</li> </ul>	Potentially large implications for Watercare's planning, AMP, and resource consenting processes.	The NBA and SPA bills have now received Royal Assent. No CCA Bill introduction this term.	Watercare has contributed submission points to Council. Watercare working through	Policy	Policy, Infrastructure, Ops, S&P, Finance	High

7.5

Upcoming Bills, Government Reforms/Programmes/Policies, Council Plan Changes/Policy Initiatives	Potential implications on Watercare and any associated Watercare actions	Expected date of release/enactment/submissions due	What will Watercare be doing? Filing submissions? Providing Council feedback? Attending hearing?	Who will hold the pen?	Who in Watercare has been / needs to be involved?	High/Medium/Low impact?
			implications of these Acts			
<b>National Policy Statement – for Freshwater Management (“NPS-FM”)</b> <b>Auckland Council’s Plan Change process</b>	Working through potential implications on Watercare.	Expecting Auckland Council’s Discussion Document to be released mid-late October 2023. Then Draft Plan Change mid-2024, then notified plan change December 2024	Will review once we receive Council’s Draft Discussion Document.	Policy		
<b>Essential Freshwater Package – (NPS-FM) - MfE Waikato Regional Council (WRC) – Freshwater Policy Review</b> <ul style="list-style-type: none"> <li>Waikato Regional Council has begun its Community &amp; Stakeholders Engagement, Round 1 – mid 2022</li> <li>Round 2 – mid-2023</li> </ul>	Watercare will need to engage with Waikato Regional Council as this plan change to their Regional Policy Statement and Regional Plan is rolled out. This plan change is likely to have major implications in relation to water allocation methodology and how freshwater limits/standards will be set.	Waikato Regional Council intends to release their Discussion Document January 2024.	Watercare will review.	Policy	Policy, Infrastructure, Ops, S&P, Finance	Medium to High
<b>Essential Freshwater Package – (NPS-FM) - MfE Northland Regional Council (NRC)</b> <ul style="list-style-type: none"> <li>The Northland Regional Council has begun its engagement by setting up two advisory groups</li> </ul>	Given the three-waters reforms, Watercare will have an interest in how NRC will review its Regional Policy Statement and Regional Plan to give effect to the NPS-FM.	<a href="#">Northland Regional Council intends to release its Draft Plan Change mid-late October 2023</a>	Watercare will review	Reform team.	TBC	Medium
<b>Water Availability and Security Programme – MPI</b> <ul style="list-style-type: none"> <li>Water Availability and Security in Aotearoa New Zealand - Information Paper – August 2021</li> </ul>	Recommended next step for MPI to develop an action plan for NZ. Waikato Regional Council is planning for a “Water Security Strategy for the Waikato Region -Action Plan”. Potential implications for Watercare.	TBC	TBC	TBC	TBC	Medium
<b>Indigenous Biodiversity – DOC</b> <ul style="list-style-type: none"> <li>Aotearoa New Zealand Biodiversity Strategy 2020 (released mid-2020)</li> </ul>	The NPS-IB is likely to have significant implications for Watercare, especially in relation to future renewals, maintenance and	NPS – IB is now active.	Watercare contributed submission points to Auckland	Policy	Policy, Infrastructure, Ops,	Medium to High

Upcoming Bills, Government Reforms/Programmes/Policies, Council Plan Changes/Policy Initiatives	Potential implications on Watercare and any associated Watercare actions	Expected date of release/enactment/submissions due	What will Watercare be doing? Filing submissions? Providing Council feedback? Attending hearing?	Who will hold the pen?	Who in Watercare has been / needs to be involved?	High/Medium/Low impact?
<ul style="list-style-type: none"> <li>Aotearoa New Zealand Biodiversity Strategy Implementation Plan (released April 2022)</li> <li>National Policy Statement for Indigenous Biodiversity (NPS-IB) (upcoming)</li> </ul>	upgrade works in areas of high biodiversity value.		Council's submission. Watercare identifying implications of gazetted NPS-IB		S&P, Finance	
<b>Waste System Reform - MfE</b> <ul style="list-style-type: none"> <li>New Aotearoa New Zealand Waste Strategy Consultation due early 2023</li> <li>New waste related legislation is proposed (to replace Waste Minimisation Act 2008) – expected mid 2023</li> </ul>	Implications of upcoming Strategy, and any resultant legislation, likely to impact Watercare's sludge, biosolids, construction waste disposal aspirations.	Submissions to draft Strategy expected mid 2023. Any resultant bill submissions, likely mid-2023. No updates	Watercare will consider developing submission points.		Ops	Low
<b>Marine and Coastal Area (Takutai Moana) Act 2011 (MACA)</b>	Settlements are still working through the High Court. Settlements may have implications on Watercare's coastal assets, and wastewater treatment plant discharges. Will report any updates.	Currently active	TBC	TBC	TBC	Low - Medium
<b>Energy Strategies for New Zealand</b> The government's energy strategies will set the policy direction and priorities for the NZ energy sector and focus on transitioning to net zero carbon emissions by 2050 – being worked on: <ul style="list-style-type: none"> <li>Aotearoa New Zealand Energy Strategy</li> <li>Gas Transition Plan</li> <li>New Zealand Energy Efficiency and Conservation Strategy (Expires mid 2022)</li> <li>Renewable energy strategy work programme</li> </ul>	The Strategies and plans will be reviewed to determine the impacts on Watercare.	TBC	TBC	TBC	TBC	Low
<b>Auckland Council currently developing a 100-year adaptive policy</b>	Focus - Water-related impacts of climate change.	Delivery 2025 – 2028	TBC	TBC	TBC	Low

7.5



Upcoming Bills, Government Reforms/Programmes/Policies, Council Plan Changes/Policy Initiatives	Potential implications on Watercare and any associated Watercare actions	Expected date of release/enactment/submissions due	What will Watercare be doing? Filing submissions? Providing Council feedback? Attending hearing?	Who will hold the pen?	Who in Watercare has been / needs to be involved?	High/Medium/Low impact?
	Responding to water-related climate change issue. Adaptive (100 year) policy to be developed We expect Watercare will be invited to contribute.					

7.5

Attachment 6

7.6

# Flood Recovery Working Group – Update

August 2023

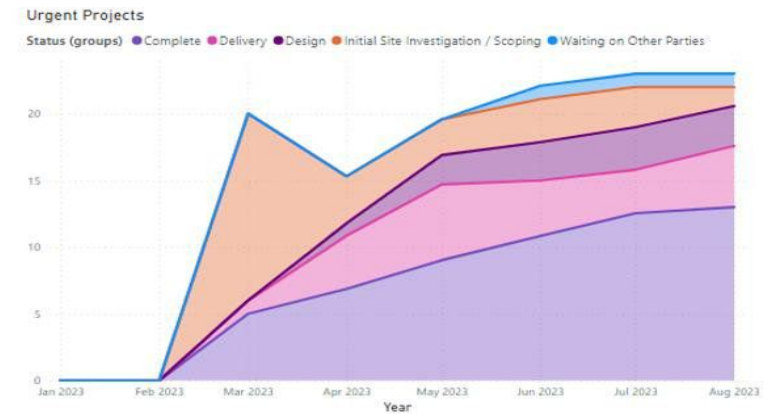
Watercare 

# Issue Identification and Handover Status

7.6



- Issues and faults continue to be identified and handed over to the flood recovery team
- Programmes of work established for similar asset type repairs
- Faults resulting in Environmental impact remain a priority, number of sites with bypass pumping reducing
- Number of projects requiring urgent repairs reducing as we move into more permanent repair solutions – as shown by the purple and pink sections of the graph below



## Project updates

### Muriwai

Testing & replacement of compromised instruments, distribution boards, control system and raw water tanks and pipework complete. Structural review of reservoir undertaken. Debris protection fence installed & problematic trees cleared. Reduction of red-placard to yellow placard

Currently working on re-commissioning the WTP and the development of site- specific H&S documentation. With the goal of acceptance to service in the next couple of months

### Headworks

Work completed on Quinns Bridge and a number of slips cleared and stabilised. Upper Nihotupu line back in service from Mid – Aug 2023

Work continues on detailed design for a number of other large slips

### Akoranga Reserve

Geotech investigations and preliminary design of three proposed options completed

Ongoing monitoring of the temporary support structure

Next steps are workshops with Auckland Council, DoC & Parks and Community Facilities on their remedial solution for the reserve

### Unsworth Reserve

Design of permanent structure is complete. Concrete piles and footing have been installed

Currently completing the construction of the permanent pipe bridge while working with Auckland Council regarding their remediation plans of the reserve



7.6

## Financials and Insurance update

7.6

### Financial update

Currently we are forecasting \$38.28m spend this financial year.

As we progress more sites through the business case and design process, we expect the forecast number to increase.

As we transition from emergency works into more planned construction, we are following the typical Watercare project business case process for spend approval and business sign off.

### Insurance update

Continue to work with AON to progress our claim. Loss adjusters and AON are performing sites visits of all sites deemed to be of a high value. Actual costs continue to be collated and provided to AON to support the estimated value of the claim and progress our initial claim submission.

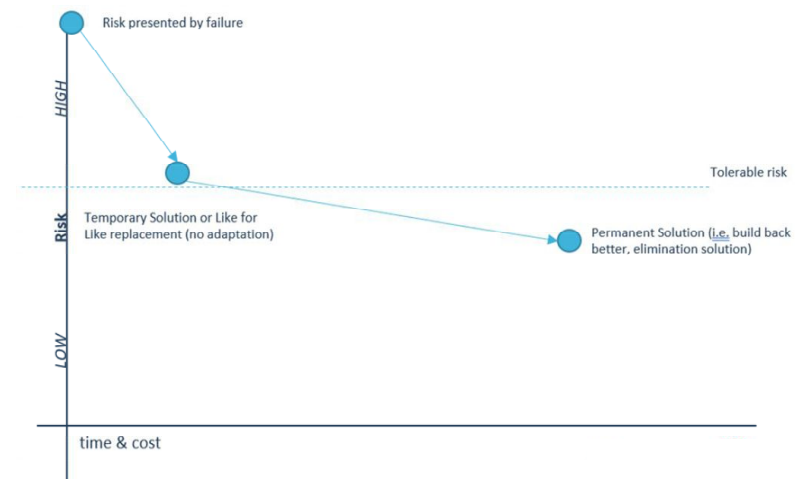
Support has been secured to assist with pulling the claim together. These experts also have significant experience in claim preparation from both the Christchurch and Kaikoura earthquakes.

We are working with Council to identify other sources of funding, NIWE (North Island Weather Events) and resilience funding opportunities from Central Government.

## Adaptation Framework – Build back better

7.6

- A draft adaptation framework has been developed (in conjunction with Strategy & Planning, Operations & the Sustainability teams). The diagram to the side represents our intent to reduce risk over a short period of time via temporary solutions, before moving to greater reduction in risk via a more resilient solution, acknowledging that this will take a longer period of time to plan & construct
- This is being used to determine the build back strategy as flood damaged assets move through the strategy and planning and then design process
- Our framework has been shared with Auckland Council in a workshop sense to help other council agencies form something similar and seek feedback.



# Kōrero

Board meeting | 6 September 2023  
Public session



## Health, safety and wellbeing update

For discussion

### Te pou whenua tuhinga / Document ownership

#### Prepared by

Bronwyn Struthers  
Head of Health, Safety and Wellbeing

#### Submitted by

Dave Chambers  
Chief Executive Officer

### 1. Te tūhunga / Recommendation

We recommend that the Board notes and discusses this report.

### 2. Whāinga / Purpose

This report provides a comprehensive overview of health, safety, and wellbeing at Watercare.

### 3. Kōrero pitopito / The details

#### 3.1 HSW Governance

##### 3.1.1 Executive HSW KPIs

At the August 2023 Board meeting, we listed the six new KPIs that are being presented to the Executive monthly performance hui.

The Board requested that we also consider including a KPI that concerns critical risk oversight. The following seventh KPI is suggested:

**7. Critical Risk:** Every month, a minimum of one permit audit is conducted per project/plant. Permits are required for work involving critical risks. A permit audit is a formal review of the risk assessment for a piece of work, as well as both the preventative and mitigation controls in place to manage those risks. Because the permit audit is completed at the work site, implementation of controls is also reviewed to ensure controls are in place in line with the risk assessment.



### 3.1.2 ISO45001

The second stage of the assessment of ISO 45001 as the HSW management system replacing 4801 is to be conducted in September 2023. The assessor will visit each site and the audit will take two weeks to complete. This review will assess the application of the management system on all sites across the business.

It is anticipated that there will be some gaps identified but overall, the expectation is that the assessment will be positive.

### 3.2 HSW metrics – June 2023

Incident metrics are split between Watercare and contractors.

#### 3.2.1 Watercare incidents

	Note	2023											
		July	June	May	Apr	Mar	Feb	Jan	Dec	Nov	Oct	Sep	Aug
No. of recordable injuries	1	7	8	3	4	5	7	4	0	2	5	4	2
Critical risk/all incidents	2,3	7/33	7/32	3/22	3/25	3/30	12/73 *	4/49	4/29	16/58	17/45	7/40	8/54
High-Potential Critical events	2	-	-	1 Driving	-	-	-	-	-	-	-	-	-

\* Prior to March 2023, a combined WSL/Contractor number was reported

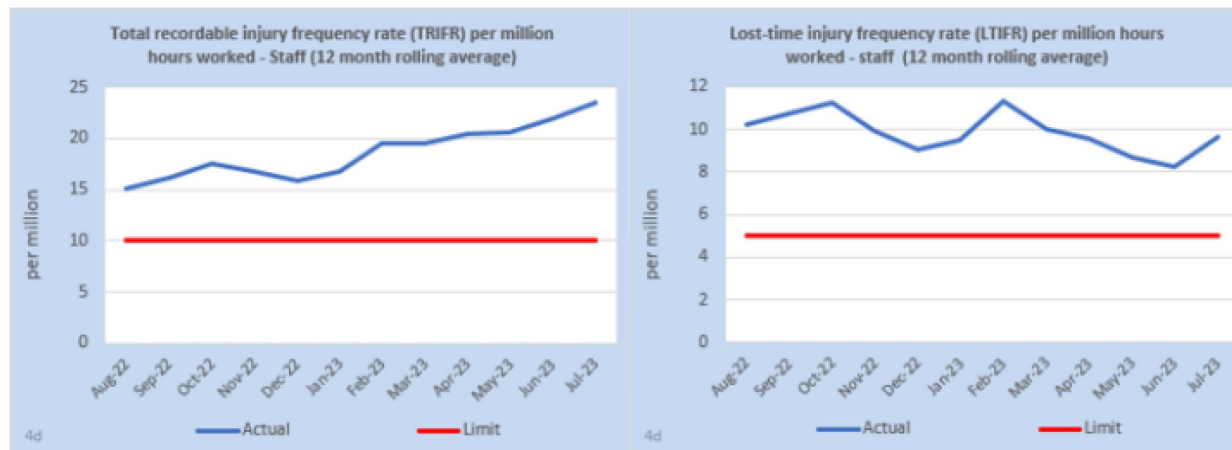
1. In July 2023, there were seven recordable injuries to Watercare kaimahi; five were lost time injuries and two required medical treatment.
2. Of the 40 Watercare incidents recorded in July 2023, eight required first aid on site, seven required no treatment, and 18 resulted in no injuries.
3. Critical Risk Exposures: There were no high potential critical incidents for Watercare kaimahi in July. There were four incidents involving critical risks, two of which resulted in injuries. The four incidents are detailed below.

#### Driving 3

- A car pulled out from a driveway, clipping a Watercare vehicle. There was no injury.
- A driver was involved in a four-car nose-to-tail incident where the Watercare vehicle was hit from behind and pushed into the vehicle in front. The driver had shoulder and neck pain. This has resulted in time off to rest and to receive physiotherapy. **(LTI)**
- A vehicle was struck by a branch that fell off the vehicle in front. There was no injury.

**Working at Height 1**

- A kaimahi was working on the back of a truck when they lost balance and fell off, hurting their ankle. The truck was parked on a slope. The injury has required physio treatment and some time off work. (LTI)

**3.2.2 LTIFR / TRIFR measures**

## Lead Indicators

		July 2023	
HSW Climate	> 8	7.9	June 2023
Open iCare cases	< 5%	1011	Open > 30 days
Leadership Walks	By business unit	-	Roles to be advised
Reward & Recognition	By business unit	-	
Trg - Induction	100% of kaimahi	44.64%	Catching up as this induction was made mandatory in July 2023
Trg – Safety L-ship in Action	100% of leaders	17.3%	As per leadership walks.

8

## 3.2.3 Contractor incidents

	Note	2023							2022				
		Jul	June	May	Apr	Mar	Feb	Jan	Dec	Nov	Oct	Sep	Aug
No. of recordable injuries	1	2	3	3	5	4	8	6	3	3	7	5	4
Critical risk/all incidents	2,3	5/18	3/19	2/23	4/17	21/45	12/73*	4/49	4/29	16/58	17/45	7/40	8/54
High-Potential Critical events	3	1 Mobile Plant	-	-	-	-	-	-	1 Suspend- ed load	-	-	1 Mobile plant	-

\* Prior to March 2023, a combined WSL/Contractor number was reported

1. In July 2023, there were two recordable injuries to contractor kaimahi, one requiring medical treatment and one resulting in lost time. This was the high potential event detailed in this report.
2. Of the 18 contractor incidents recorded in July 2023, four required first aid on site, two required no treatment and ten resulted in no injuries.
3. Critical Risk Exposures: There was one high potential critical incident in July 2023. There were five incidents involving critical risks, one of which resulted in injury. The five incidents are detailed below.

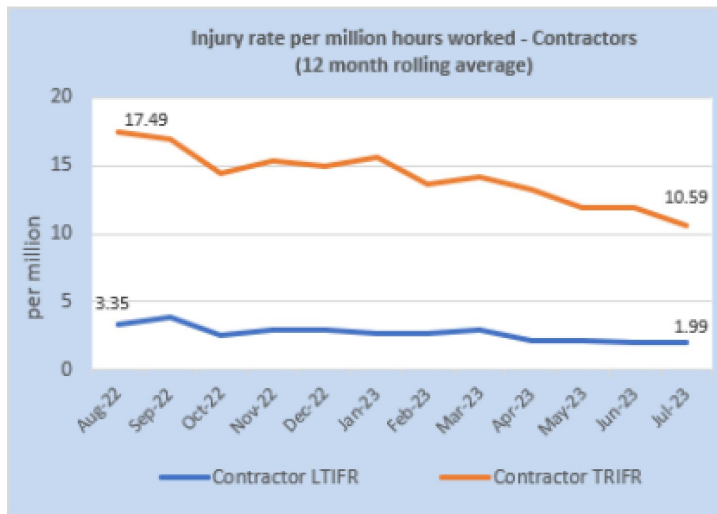
**Service Strike 2** In one case, the service line was not at the correct depth and in the other case, the operator became distracted. In both cases, the lines were quickly repaired and there were no injuries.

#### Mobile Plant 2

- A driver left their truck running when they got out to talk to the Traffic Controller. The truck ran away down the slope where it came to a stop without damage to the truck or any other vehicles. This was a close call and the driver has been coached about the correct procedure.
- While preparing for a lift, a spotter moved from their designated position and became pinned between the articulated crane and a cabinet on the wall of a building. The kaimahi sustained internal crush injuries and is being treated in hospital. **(LTI)**

#### Hazardous Energy Exposure 1

- A rock breaker connected to a generator was being used to finish breaking the concrete. One kaimahi using a pinch bar, hit down into the concrete at the same time as the rock breaker operator moved, which caused the lead connected to the generator to be caught and severed. There was no injury.



### 3.3 Critical Risk Review

The critical risk review for July is of mobile plant (refer [Attachment 1](#)). The team will present this at the review will be presented as a slide show to enable discussion and questions.

The following table lists the critical risk reviews scheduled through to December 2023:

October Board Meeting	Hazardous Energy – Service strikes
November Board Meeting	Working at height
December Board Meeting	Mental Wellbeing



Attachment 1

# Critical Risk Review

## Mobile Plant

August 2023

8.1



## Examples of mobile plant at WSL



Snells Beach WWTP



Puketutu Island – office relocation



Waikato A Raw Water Intake – Tuakau (Waikato WTP)



Puketutu Island – Phase 4

8.1



## Examples of mobile plant at WSL



Puketutu Island – spreading biosolids



Dunkirk WW PS Upgrade



Puketutu Island



Redoubt Road Reservoir



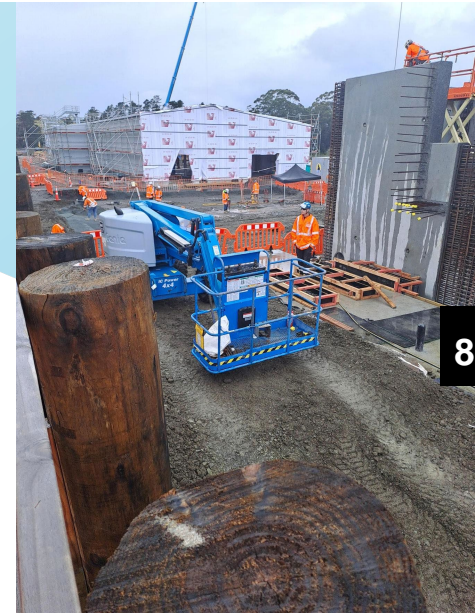
## Examples of mobile plant at WSL



Mairangi Bay PS



Redoubt Road Reservoir



Snells Beach WWT



Waikato A –  
Waikato WTP  
Tuakau



## How do we control the risk?



TARP PS Rehab  
Yr1 – Alma Road  
– exclusion zones,  
overhead power  
line flags



Dunkirk  
Road WW PS  
– exclusion  
zones

8.1



Dunkirk Road  
WW PS  
Upgrade –  
exclusion zones

## How do we control the risk?



Puketutu Island – mobile plant car park

Puketutu Island –  
signage for trucks



8.1



Puketutu Island  
– truck waiting  
area



## How do we control the risk?



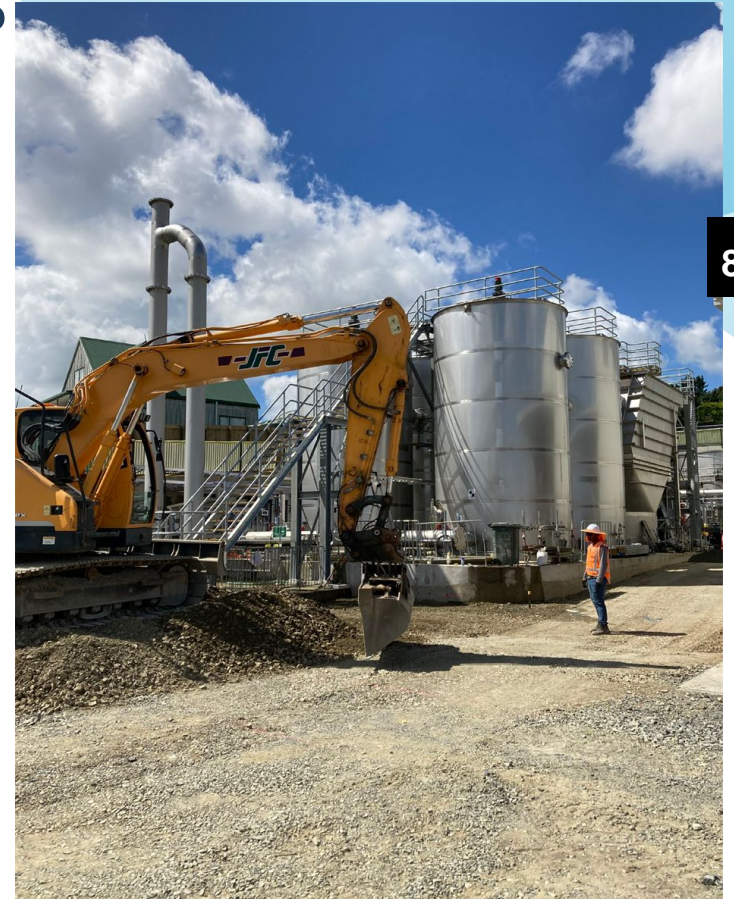
8.1

Warkworth WW PS  
– Emergency response drill.



## How do we control the risk?

Papakura WTP –  
spotters



8.1



Puketutu Island: mobile plant in action – excavator spotting for trucks, separate parking area and signage for waiting trucks



8.1

# Kōrero

# Board - Public Session - Board planner

		Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
Meetings	Board	8-Aug	6-Sep	10-Oct	7-Nov (Statutory Public Meeting)	12-Dec		8-Feb	5-Mar	9-Apr	7-May (Statutory Public Meeting)	12-Jun 25-Jun
	Audit and Risk Committee	15-Aug 31-Aug			21-Nov			2-Feb		3-Apr	21-May	21-Jun
	Asset Management Committee	23-Aug	20-Sep	20-Oct	21-Nov							
Running the Business	Financial	Approve Auckland Council Reporting Pack (via an out of cycle resolution)	Approve 2022/23 financial statements  Delegate final sign off of Annual Report 2023		Auckland Council Draft Annual Plan - approve Watercare input			Approve half year accounts	Approve financials for Draft SOI including projected 24/25 price increases  Approve long term financials for Auckland Council modelling			Board approval of Insurance proposal  Board approval of 2024/2025 Budget and updated SOI financials
	Statement of Intent	Final 2023-2026 SOI adopted by Auckland Council  Q4 Performance Report - due to Council by 25 August 2023		Q1 Performance Report - due to Council - due to Council by 27 October 2023	2022/2023 SOI Results to be presented to Board at Public Meeting. Public deputations to be received.  Q1 Performance Report due to Council (date TBC)	2024/25 Letter of Expectations to be received		Q2 Performance Report - due to Council by TBC	Draft 2024-2027 SOI for Board's approval - to be sent to Council by TBC		Present shareholder SOI feedback at public meeting. Public deputations to be received.  Q3 Performance Report - due to Council by TBC	
	Community and Stakeholder Relationships		Stakeholder	Iwi	Stakeholder	Iwi		Stakeholder	Iwi	Stakeholder	Iwi	Stakeholder
					Progress update from Infrastructure, Operations and Customer teams on the recommendations of the Citizens' Assembly  3 November 2023: CCO Direction and Oversight Committee / Board visit				Progress update from Infrastructure, Operations and Customer teams on the recommendations of the Citizens' Assembly			
	Governance	Q4 Statutory compliance  Enterprise Risk Report (Board then Council)	Update on Auckland flood recovery		Enterprise Risk Report (Board then Council)  Q1 Statutory compliance  Delegations to the CE Policy	Board Delegations to CE  Update on Auckland flood recovery		Enterprise Risk Report  Q2 Statutory compliance	Update on Auckland flood recovery	Enterprise Risk Report	Q3 Statutory compliance	Corporate Governance charter  Update on Auckland flood recovery
Deep Dives - aligned to the five priorities	Karakia	Margaret Devlin	Nicola Crauford	Graham Darlow	Julian Smith	Frances Valentine		Margaret Devlin	Nicola Crauford	Graham Darlow	Julian Smith	Frances Valentine
		Finance - Jamie Sinclair and James Grant	Partnerships - Richie Waiwai, Amanda Singleton, Brent Evans and Andrew Chin	Our customers - Amanda Singleton/Priya Thuralisundaram and Rachel Hughes								
Confidential		A year end progress update for CE's KPIs	Copy of update provided to the Waters Governance Board	AMP delivery Report  Smart network update  Long term cost reduction plan	CE's KPIs			CE's KPIs  AMP Implementation Report			CE's KPIs	
Audit & Risk Committee		Auckland Council FY23 Reporting Pack (15 August meeting)  Approval of Financial Statements FY23 (31 August meeting)			Board Delegations to CE			Approve FY24 half year accounts			Present plan for Year end to A&R  A&R Approve Insurance Proposal  Approval of 2024/25 Budget & updated SOI Financials  Review tax ahead of year end	
Asset Management Committee		Planning meeting	Deep dive on Central Interceptor	Deep dive on Enterprise Model	Deep dive on Digital programme							



Board meeting | 6 September 2023  
Public session



## Directors' committee membership and meeting attendances

For information

**Te pou whenua tuhinga / Document ownership**

**Prepared and recommended by**

Emma McBride  
Head of Legal and Governance

**Submitted by**

Dave Chambers  
Chief Executive Officer

### 1. Te tūtohunga / Recommendation

We recommend that the Board notes this report outlining directors' committee membership and meeting attendances.

### 2. Take matua / Key points

The key points are:

- details of the committees each director is a member of
- details of directors' attendance at Board and committee meetings over the calendar year.

This information is included in Watercare's Annual Report.

### 3. Kōrero pitopito / The details

#### 3.1 Details of the committees

We have two 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 Committee	Asset Management Committee <sup>+</sup>
Margaret Devlin (Board Chair)	✓	✓
Nicola Crauford	Committee Chair	✓
Graham Darlow	✓	Committee Chair
Frances Valentine		
Julian Smith		
Dave Chambers <sup>#</sup>		
Brendon Green <sup>*</sup>	✓	
Hinerangi Raumati-Tu'ua <sup>*</sup>	Committee Chair	

<sup>#</sup> The Board has appointed Dave Chambers as acting chief executive until Entity A is stood up. Dave is therefore on sabbatical from the Board (effective from 7 February 2023) whilst acting chief executive.

<sup>\*</sup> Resigned on 31 July 2023.

<sup>+</sup> This committee was established at the 8 August 2023 Board meeting.

## 3.2 Directors' attendance at Board and committee meetings over the calendar year

Attended ✓ Did not attend ✕ Not on the committee ■	Attendance at Board meetings											Attendance at Audit and Risk Committee meetings					Attendance at Asset Management Committee meetings <sup>+</sup>			
	8 February 2023	7 March 2023	4 April 2023	9 May 2023	13 June 2023	4 July 2023	8 August 2023	6 September 2023	10 October 2023	7 November 2023	12 December 2023	3 February 2023	23 May 2023	15 August 2023	31 August 2023	21 November 2023	23 August 2023	20 September 2023	20 October 2023	21 November 2023
Margaret Devlin	✓	✓	✓	✓	✓	✕	✓					✓	✓	✓			✓			
Nicki Crauford	✓	✓	✓	✓	✓	✕	✓							✓			✕			
Frances Valintine	✓	✓	✓	✓	✓	✓	✓													
Graham Darlow	✕	✓	✓	✓	✓	✓	✕					✓	✕	✓			✓			
Julian Smith	✓	✓	✓	✓	✓	✓	✓					✓	✓	✓			✓			
Dave Chambers <sup>#</sup>																				
Brendon Green <sup>*</sup>	✕	✓	✓	✓	✓	✓						✓	✓							
Hinerangi Raumati-Tu'ua <sup>*</sup>	✓	✓	✓	✓	✓	✓						✓	✓							

<sup>#</sup> The Board has appointed Dave Chambers as acting chief executive until Entity A is stood up. Dave is therefore on sabbatical from the Board (effective from 7 February 2023) whilst acting chief executive.

<sup>\*</sup>Resigned on 31 July 2023

<sup>+</sup>The committee was established at the 8 August 2023 Board meeting.



Board meeting | 6 September 2023  
Public session



## Disclosure of Directors' and Executives' interests

For information

### Te pou whenua tuhinga / Document ownership

**Prepared and recommended by**  
Emma McBride  
Head of Legal and Governance

**Submitted by**  
Dave Chambers  
Chief Executive Officer

### 1. Te tūtohunga / Recommendation

We recommend that the Board notes the directors' and executives' interests.

### 2. Take matua / Key points

Section 140 of the Companies Act 1993 requires all directors to keep an Interests Register, which must be disclosed to the Board of the company.

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, but also voluntarily maintains an Interests Register for our executives.

### 3. Kōrero pitopito / The details

#### 3.1 Watercare Services Limited's Directors' Interests Register

- The Board has appointed Dave Chambers, one of our directors, as chief executive until Entity A is stood up. Dave is on sabbatical from the Board (effective from 7 February 2023) whilst acting chief executive.
- All new additions in 2023 are in [Blue](#).
- All deletions in 2023 have been ~~struck out~~.

DIRECTOR	INTEREST
<b>Margaret Devlin</b>	<ul style="list-style-type: none"> <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, IT Partners Group</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> <li>• Director, Dairy NZ Limited</li> <li>• <del>Director and Chair, Lyttleton Port Company Limited</del></li> </ul>
<b>Nicola Crauford</b>	<ul style="list-style-type: none"> <li>• Director and Shareholder, Riposte Consulting Limited</li> <li>• Trustee, Wellington Regional Stadium Trust</li> <li>• Director and Chair, Burgundy Holdco Limited (owner of StraitNZ Holdings)</li> <li>• <a href="#">Director, Lyttleton Port Company Limited</a></li> <li>• <del>Chair, Electricity Authority</del></li> <li>• <del>Chair, GNS Science Limited</del></li> </ul>
<b>Frances Valentine</b>	<ul style="list-style-type: none"> <li>• <del>Director and CEO, The Mind Lab Limited</del></li> <li>• <del>Director and CEO, Tech Futures Lab</del></li> <li>• Director <a href="#">and Shareholder</a>, Harcourt Jasper Limited</li> <li>• Director <a href="#">and Shareholder</a>, Pointed Tangram Limited</li> <li>• Director <a href="#">and Shareholder</a>, Harper Lilley Limited</li> <li>• Director <a href="#">and Shareholder</a>, On Being Bold Limited</li> <li>• Director <a href="#">and Shareholder</a>, Sandell Trustees Limited</li> <li>• Selection Advisor, Edmund Hillary Fellowship</li> <li>• Board of Trustee, University of Silicon Valley</li> <li>• <a href="#">Shareholder, Thought-Wired Limited</a></li> <li>• <a href="#">Director, Academy EX Limited</a></li> <li>• <a href="#">Director, Earth Futures Lab</a></li> <li>• <a href="#">Director, Edlab Limited</a></li> </ul>

DIRECTOR	INTEREST
<b>Graham Darlow</b>	<ul style="list-style-type: none"> <li>• Business Executive, Acciona Infrastructure NZ Limited</li> <li>• Director and Shareholder, Brockway Consulting Limited</li> <li>• Chair, Frequency NZ Limited</li> <li>• Director, Hick Bros. Civil Construction Limited</li> <li>• Director, Hick Bros. Infrastructure Limited</li> <li>• Director, Tainui Auckland Airport Hotel GP (No.2) Limited</li> <li>• Director, Hick Bros. Heavy Haulage Limited</li> <li>• Director, Hick Bros. Holdings Limited</li> <li>• Director, Holmes Group Limited</li> <li>• Chair, The Piritahi Alliance Board</li> </ul>
<b>Julian Smith</b>	<ul style="list-style-type: none"> <li>• Advisory Board Member Vadacom Limited</li> <li>• Board Trustee, Look Good Feel Better Trust</li> <li>• Director and Shareholder of JTB Enterprises Limited</li> <li>• Committee member of Institute of Directors, Auckland Committee</li> <li>• <a href="#">Chair</a>, Institute of Directors Te Tai Tokerau, Northland Sub-Committee</li> <li>• Committee member of Body Corporate Chairs Group NZ, Auckland Committee</li> <li>• Body Corporate Chair, The Residences, Auckland</li> <li>• Body Corporate Committee member, The Connaught Residential Apartments, Auckland</li> <li>• MyCareerBrand</li> <li>• <del>Board Trustee — Auckland Philharmonia Orchestra</del></li> </ul>

### 3.2 Watercare's Executives' Interests Register

- All new additions in 2023 are in [Blue](#).
- All deletions in 2023 have been ~~struck out~~.

EXECUTIVES	INTEREST
Dave Chambers	<ul style="list-style-type: none"> <li>• Director, Paper Plus New Zealand Limited</li> <li>• Director, Turners and Growers Fresh Limited</li> <li>• Director, GB &amp; DD's Outfit Limited</li> <li>• Director, Watercare Services Limited (on sabbatical since 7 February 2023)</li> </ul>
Jamie Sinclair	<ul style="list-style-type: none"> <li>• Finance Lead role on secondment to Wai Tāmaki ki te Hiku establishment team</li> <li>• Director and Shareholder, Sinclair Consulting Group Ltd</li> <li>• Chair, Lutra Limited</li> </ul>
Shayne Cunis	<ul style="list-style-type: none"> <li>• Director, Lutra Limited</li> <li>• Director, The Water Research Foundation (USA)</li> </ul>
Amanda Singleton	<ul style="list-style-type: none"> <li>• Director, Die Weskusplek Pty Limited (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>
Mark Bourne	<ul style="list-style-type: none"> <li>• Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust</li> <li>• Trustee, Watercare Harbour Clean Up Trust</li> </ul>
Andrew Chin	<ul style="list-style-type: none"> <li>• Transition Lead on secondment to Wai Tāmaki ki te Hiku establishment team</li> </ul>
Sarah Phillips	<ul style="list-style-type: none"> <li>• People Stream Lead role on secondment to Wai Tāmaki ki te Hiku establishment team</li> </ul>
Richard Waiwai	<ul style="list-style-type: none"> <li>• Tumuaki role on secondment to Wai Tāmaki ki te Hiku establishment team</li> <li>• Director, and owner of Te Hautapu Consultants Limited</li> <li>• Trustee of Te Rana Te Araroa Waiwai Whanau Trust</li> <li>• Relatives work for Waikato Tainui, the Department of Internal Affairs and Three Waters National Transition Unit</li> <li>• Manager Strategic Relations, on secondment to the National Transition Unit</li> </ul>
Angela Neeson	<ul style="list-style-type: none"> <li>• Director, Tranquillo Properties Limited</li> </ul>

