

Board meeting | 7 November 2023

Public session



Venue	Watercare Services, Level 3 Boardroom, 73 Remuera Rd, Remuera and via Microsoft Teams
Time	10am to 12 noon

Meeting administration		Spokesperson	Action sought	Supporting material
1	Opening Karakia	Frances Valintine	-	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	Minutes of the previous meeting of 10 October 2023 Board meeting	Chair	For approval	Minutes
6	Public deputations	Chair	For information	Verbal
Items for information, discussion and approval				
7	Our performance under the 2022–2025 Statement of Intent	Emma McBride	For discussion	Report and presentation
8	Te Reo Māori Policy	Richie Waiwai	For approval	Report
9	Chief Executive's report	Dave Chambers	For discussion	Report
10	Health, safety and wellbeing update	Paula Luijken	For discussion	Report and presentation
Governance				
11	Asset Management Committee meeting update	Graham Darlow	For discussion	Verbal update
12	Board planner	Chair	For information	Report
13	Directors' committee memberships and meeting attendances	Chair	For information	Report
14	Disclosure of Directors' and Executives' interests	Chair	For information	Report
15	General business	Chair	For discussion	Verbal update
Date of next meeting		Tuesday, 12 December 2023		



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

Board meeting	Public session
Date	10 October 2023
Venue	Watercare Services, Level 3 Boardrooms, 73 Remuera Rd, Remuera and via Microsoft Teams
Time	10am

Attendance		
Board of Directors	Watercare staff	Guests
Margaret Devlin (Chair) Julian Smith Graham Darlow Nicola Crauford Frances Valintine	Dave Chambers (CE) Shayne Cunis (Exec Programme Director CI) Amanda Singleton (Chief Customer Officer) Sarah Phillips (Chief People Officer/Rem and People Insight Lead) (for items 7.1 to 8) Paula Luijken (Acting Head of Health, Safety and Wellness) (for items 8 and 9) Sharon Danks (Head of Service Delivery) (for items 1 to 9) Nigel Toms (General Manager Risk, Quality and Assurance) (for items 1 to 7.1) Anatoly Yavorskiy (Senior Risk and Resilience Advisor) (for item 10) Sophie Jeffries (Manager Central Developments – Infrastructure) (for item 10) Theresa Malloy (Customer Insight Specialist – Customer) (for item 10) Moana Williams (Manager Strategic Relations and Communication – Customer) (for item 10) Alexey Ilin (Operations Engineer – Operations) (for item 10) Tere Ryan (Security Coordinator) (for items 1 to 7.1) Danielle Hamilton (Head of Communication) (for items 1 to 7.1) Emma McBride (Head of Legal and Governance) Pinaz Pithadia (Legal and Governance Advisor) Via Microsoft Teams Richie Waiwai (Tumuaki Rautaki ā-lwi me ngā Hononga) (for items 1 to 8)	Trudi Fava (CCO Programme Lead, Auckland Council) Lucy Xia, RNZ reporter On Microsoft Teams Cr Ken Turner, Watercare's Lead Councillor

1.	<p>Opening karakia</p> <p>Julian Smith opened the meeting with a karakia.</p> <p>Meeting administration</p> <p>The Chair thanked everyone, including Watercare kaimahi, contractors, local boards, Auckland Council and Ngāti Whātua Ōrākei for their mahi on the Parnell sinkhole.</p> <p>The Chair congratulated the team involved in the successful commissioning of the new Papakura Water Treatment Plant.</p>
2.	<p>Apologies</p> <p>Murray Bain, Board Chair, Wai Tāmaki ki Te Hiku Establishment Board and Councillor Shane Henderson, Chair, CCO Oversight and Direction Committee sent their apologies.</p>
3.	<p>Quorum</p> <p>All directors were present at the meeting, so a quorum was established.</p>
4.	<p>Declaration of any conflicts of interest</p> <p>No conflicts of interest were noted.</p>
5.	<p>Minutes of the previous meeting of 6 September 2023</p> <p><i>The Board resolved that the minutes of the public session of the Board meeting held on 6 September 2023 be confirmed as true and correct subject to following changes on page 3 of the minutes:</i></p> <ul style="list-style-type: none"> <i>The CE is therefore meeting regularly with Jon Lamonte, CE of Wai Tāmaki ki Te Hiku to discuss the transition and manage the impact it is having on Watercare's day-to-day operations.</i> <i>Our investigations suggest this is due to record international migration into Auckland and also the recent Woman's Rugby Football World Cup event bringing more tourists into Auckland, as the bulk supply points around the games and hospitality areas measured increased water use.</i> <p>The CE noted that water usage had dropped following the event, and water use restrictions are already in place in other parts of the country, including Wellington.</p>
6.	<p>Ratification of out of cycle resolution to approve the updated Terms of Reference of the Asset Management Committee</p> <p>The Board ratified its decision of 15 September 2023 via an out of cycle resolution to approve the updated Terms of Reference of the Asset Management Committee. The out of cycle resolution was as follows:</p>

	<ul style="list-style-type: none"> The Board approves the updated Terms of Reference of the Asset Management Committee (AMC), as recommended by the AMC at its meeting of 23 August 2023.
7.	<p>Public deputations</p> <p>The Chair welcomed Lucy Xia, RNZ reporter, who was attending the Board meeting as an observer.</p>
7.1	<p>New item: An update on the Ōrākei main sewer failure and associated sinkhole</p> <p>Nigel Toms and Sharon Danks provided the Board with a presentation (Attachment 1) and made the following key points.</p> <p>Level 3 incident declared</p> <ul style="list-style-type: none"> On 27 September 2023, a level 3 incident was declared following a sinkhole that formed above the Ōrākei main sewer. A multi-functional incident team stood up. Diverting and clearing the blockage to reduce overflows, and worker and public safety, are the incident team's two overarching priorities. Draft terms of reference (TOR) for an independent review into the sinkhole and how it occurred have been prepared and feedback sought from the Board, Healthy Waters, the Local Board, Cr Desley Simpson and Ngāti Whātua Ōrākei. The TOR will be finalised tomorrow, with the review getting underway shortly afterwards. The final report will be published. <p>What happened?</p> <ul style="list-style-type: none"> On 25 September 2023 afternoon, we were alerted to a hole in the ground by a contractor (Northpower) undertaking work at a site on St Georges Bay Rd in Parnell. They notified Watercare's Works Over team that a sinkhole was forming where they were digging a trench. On 26 September 2023, we inspected the site. The hole was widening and by the afternoon, we could see the top of the sewer pipe was visible – the top of the pipe was broken, but wastewater was continuing to flow through the pipe. We took immediate steps to address the situation including seeking advice from geotechnical engineers to guide our approach for repairs. Overnight, the situation worsened and at 7am on 27 September 2023 there was another significant slip into the sinkhole and the pipe was completely blocked. Overflows started within an hour via emergency overflow points, including at in the CBD near Daldy St and Mechanics Bay. The sinkhole is in a tight, busy commercial/residential area. An exclusion zone was immediately set up to protect our staff, contractors and the public from the growing sinkhole. Sharon explained that many of the utilities they were finding and relocating in the ground were supported by concrete poles, which is unusual, but is because the ground composition in this area is unstable. The natural ground level is around 6m below the surface, and the top 6m is fill that was laid in the 1930s/40s. <p>Response works</p> <ul style="list-style-type: none"> Our crew widened the top of the sinkhole with a large excavator to stabilise the sinkhole as much as possible and protect private property. It then took four days to cement the sides of the sinkhole to ensure it was stable. Since this has been done, there has not been any more movement.

- CCTV of the blockage shows it was originally 25m long, comprising boulders and rocks. The broken part of the sewer is 4m long. The sewer is an egg-shaped sewer, and similar in type and size to our Eastern and Western sewers.
- Contractors are now hydrojetting the blockage and sucking the debris out. Approximately 4-5m of blockage is left to clear, but this will need to be done by hand/machines going into the pipe. This will not occur until a heavy metal barrier is installed, to block off the wastewater pipe so it is safe to enter the enclosed space.
- Safeswim has “black flagged” the beaches whilst the overflows continue and Watercare and Healthy Waters are urging Aucklanders to avoid swimming and fishing in the Waitematā Harbour.
- In the meantime, we started planning a bypass pumping solution that will transfer wastewater between two manholes on either side of the blockage.
- Bypass pipe laying is underway, as is excavation of the space that will hold a very large, 8m deep, underground pump station. This pump station will pump 600L/second of wastewater, making it one of the country’s largest pump stations.
- The polyethylene diversion pipe is 600mm-diameter in 12-metre sections and each section is welded together to form the pipeline. Around 400m of pipe is being laid and it will run both below ground, and over land. Many other utilities have had to be moved to accommodate the bypass. The team is not cutting corners and ensuring we take the time to properly relocate other utilities.
- The Ōrākei main sewer was last inspected in 2019 and 2012. The inspections confirmed that the main sewer was in good condition. It therefore went into a standard five-yearly inspection cycle, which is normal for large wastewater pipes. In Sydney and England, there are brick sewer lines built in a similar manner to this one, which are more than 200-300 years old. The condition of the asset is far more important than its age. In our Asset Management Plan, this sewer is estimated to have a 150 year life.

Upcoming works

- 2/3 of the bypass pipeline has been installed, and we expect it to go into service by 17 October 2023.
- Modelling is underway to analyse what an extreme weather event could result in, whilst the bypass is in place.
- Whilst the pipe is out of service, we will be using all the technology available to us to inspect the pipe.
- Once the bypass pumping solution is completed, it will stay in place for three/four months, whilst the remaining blockage is cleared and the sewer permanently repaired. The repair is likely to involve a bespoke GRP liner, which is a glass reinforced plastic.

In response to questions from the Board, the following was noted:

- Since the January weather event, 25-30 sinkholes have been reported across Auckland. Most are small and some have formed around our assets. One in College Hill impacted Healthy Waters’ stormwater pipe. A smaller sinkhole formed in Otahuhu over a private pipe.
- When the Parnell sinkhole formed, we followed the same process as we have done with previous sinkholes. The Parnell sinkhole was originally small, but grew bigger due to the unstable ground conditions.
- We have security on site, keeping the area and the community safe.
- We are working with local businesses to allocate temporary car parks as best as we can and continue to do everything we can to minimise noise and disruption.
- The Board stressed it is important that impacted residents/businesses can easily contact Watercare as the bypass and repair works continue.
- Amanda confirmed that environmental signage is in multiple languages, and includes pictures, but unfortunately people are still swimming and fishing. The Board recommended we continue to work closely with Auckland Council to review further signage and communications with Public Health to ensure

	<p>people do not fish in the harbour. Amanda also confirmed that once beaches re-open, we will work with Healthy Waters to support Safeswim's communications messaging.</p> <ul style="list-style-type: none"> • Once the bypass is operating, the overflows should stop, or at least, reduce into the Waitemāta Harbour. In the meantime, we are testing water quality from the immediate Waitemāta Harbour. This will continue until the dry weather overflows stop and will then move to weekly. • We will retain environmental experts to study the environment, once the overflows cease. In the meantime, we have engaged the Harbour Clean Up Trust to help in that regard. • A rahui is in place over the Harbour and will remain in place until Safeswim removes the black flags. • Our Te Rua Whetū team is in daily contact with Ngāti Whātua Ōrākei. <p>Cr Turner thanked the team for the update and did not have any further questions.</p> <p>The Chair thanked everyone for their hard work on this unprecedented incident, noted the community impact, and the need for constant engagement through the remediation process.</p> <p>Given the scale of works, the Board requested that they be updated on further progress at next Board meeting, in addition to the Incident Control updates.</p>
8.	<p>Chief Executive's report</p> <p>The CE introduced the report. The following key point were made:</p> <ul style="list-style-type: none"> • With more people being seconded to DIA to work for Wai Tāmaki ki Te Hiku, the Finance, HSW, Governance and Legal, Risk and Digital teams began reporting to Chief Executive. Supply Chain and Sustainability are reporting to the Central Interceptor executive programme director Shayne Cunis. Maintenance Services Network now reports to the Chief Operations Officer (formerly to the Chief Customer Officer). With these changes in reporting lines, the CE has now 11 direct reports. • The Assets, Upgrades and Renewals (AUR) request for proposal to the construction industry was released, commencing our search for businesses to partner with on the first half of a decade-long \$3.5 billion programme to replace ageing water and wastewater pipes and upgrade pump stations and treatment plants. We will use all efforts to award the contracts by Christmas. • The new permanent Papakura Water Treatment Plant went live in August, adding 12 million litres to Auckland's water supply. • Ahead of the expected dry summer, we are continuing to encourage Aucklanders to be water efficient. • In response to questioning from the Board regarding the Queenstown cryptosporidium issue, Management confirmed that all our water treatment plants have protozoal barriers in place. • The first part of the Central Interceptor (CI) will go live in late 2024. The Board noted that once it is online, we will use more electricity to run this plant. Shayne explained that in order to minimise electricity use, the Māngere Pump Station will be optimised to run at non-peak times. • We continue our discussion with the appellants to the Huia Replacement Water Treatment Plant. • The CE acknowledged that Rob Tinholt, Resource Recovery Manager, has had a lead role in developing EMERGE® fertiliser. There will be a nationwide roll out of the product through Mitre10 stores before the end of the year. • Despite the challenging year with upcoming water reform, staff turnover continues to decline. Management contributes this to an increase in proactive communications to our people from our leaders.

	<i>The Board noted the report.</i>
9.	<p>Health, safety and wellbeing update</p> <p>The CE noted the following key topics:</p> <ul style="list-style-type: none"> • The audit for ISO 45001 certification is nearly complete. The draft report identified eight non-conformances (two major and six minor). The major non-conformances were around working in isolation and emergency equipment. • TRIFR figures are not tracking in the right direction. The CE is meeting with Graham Darlow with a view towards obtaining an independent review of how we can improve HSW performance at Watercare. • Paula updated the Board on the worker who suffered a broken finger. No distractions were identified which could have led to this injury. This was a regular task that the worker regularly performs in his day-to-day job, the worker was well rested. • The Chair noted that we should continue our messaging to staff to stay focused on their wellbeing and resilience as we approach Christmas. • Cr Turner noted that he had spoken with the HSW leads at the CRL project, and AT, and he was interested to learn that this area is shifting to empowerment of people, rather than prescription. <p><i>The Board noted the report and Critical Risk Review deep dive on Hazardous Energy.</i></p>
11.	<p>Asset management committee meeting update</p> <p>Graham Darlow, the Chair of Asset Management Committee (AMC), provided an update to the Board on the AMC meeting held on 20 September 2023. He noted that the AMC discussed:</p> <ul style="list-style-type: none"> • the funding envelope; • the Snells wastewater treatment plant upgrade project; • lessons learnt from the North-Eastern Wastewater Scheme; and • conducted a deep dive into the Central Interceptor project.
10.	<p>Diversity, Inclusion and Belonging Committee – Strategy and Action</p> <p>Amanda Singleton introduced members of the DIB Committee: Anatoly Yavorskiy (Chair of the DIB Committee), Sophie Jeffries, Theresa Malloy, Moana Williams, and Alexey Ilin.</p> <p>The following key points were made:</p> <ul style="list-style-type: none"> • The DIB Committee underwent for a reset in 2023 and has a refreshed goal of boosting awareness of DIB and boosting connections. • A DIB awards and recognition programme was launched. Three baskets of knowledge awards have been launched – Te Kete Tuauri (Basket of Darkness), Te Kete Aronui (Basket of Pursuit) and Te Kete Tuatea (Basket of Light). The awards are three totara tree carving baskets (taonga), that have been blessed by Te Rua Whetū. • The Committee has developed a road map through to June 2024 to increase and raise DIB awareness for leaders, individuals, and groups.

	<ul style="list-style-type: none"> • In response to a query on accessibility issues, the DIB confirmed that an accessibility audit was undertaken few years ago and work is progressing through our facilities management team. • The focus of the Committee during this quarter is on raising awareness about accessibility. • The Board thanked the Committee for an excellent presentation and their mahi and volunteered to share their own personal stories with the Committee.
12.	<p>Board planner</p> <p>Emma McBride noted that:</p> <ul style="list-style-type: none"> • Auckland Council's annual Governing Body visit to Watercare is on 3 November 2023. • In late October 2023, Watercare's Q1 performance report to Auckland Council's CCO Direction and Oversight Committee will be circulated to the Board for approval via an out of cycle resolution. <p><i>The Board noted the Board planner.</i></p>
13.	<p>Directors' committee membership and meeting attendances</p> <p><i>The Board noted the report.</i></p>
14.	<p>Disclosure of Directors' and Executives' interests</p> <p><i>The Board noted the report.</i></p>
15.	<p>General business</p> <p>The public session closed at 11:45am.</p>

CERTIFIED AS A TRUE AND CORRECT RECORD

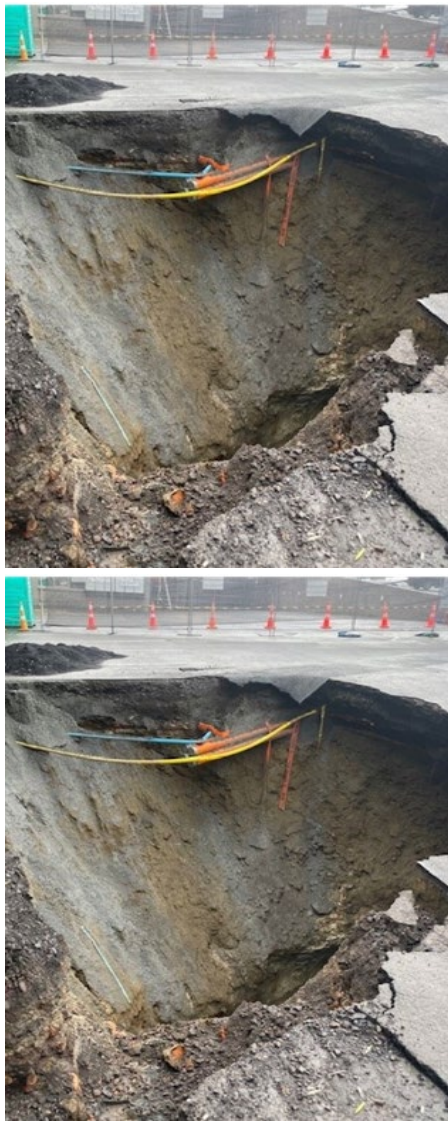
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Margaret Devlin, Chair

Attachment 1

5.1

Ōrākei Main Sewer Failure and associated sinkhole

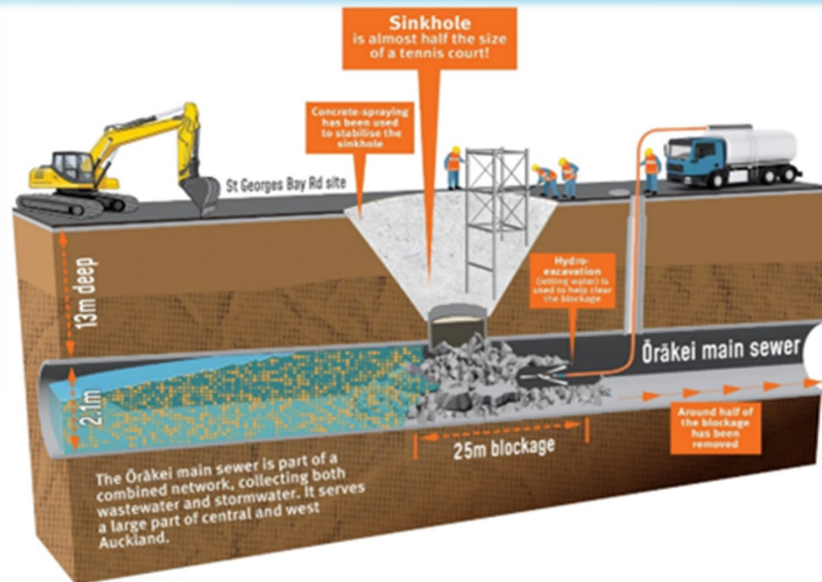
What happened?



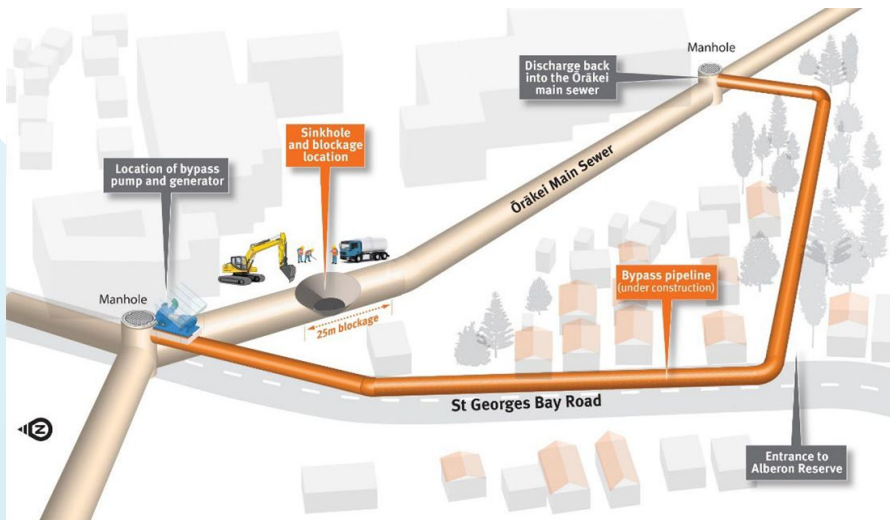
Response works



5.1

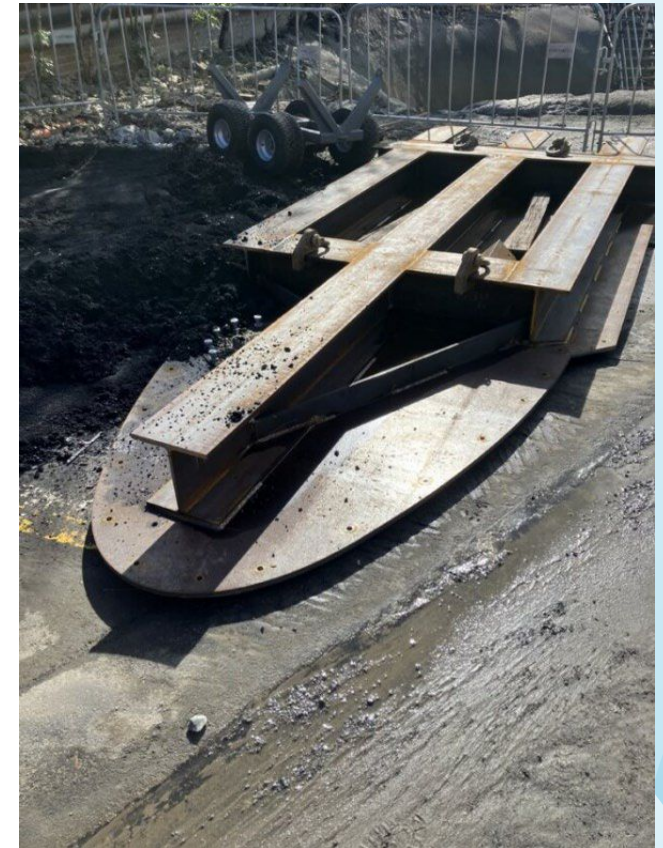
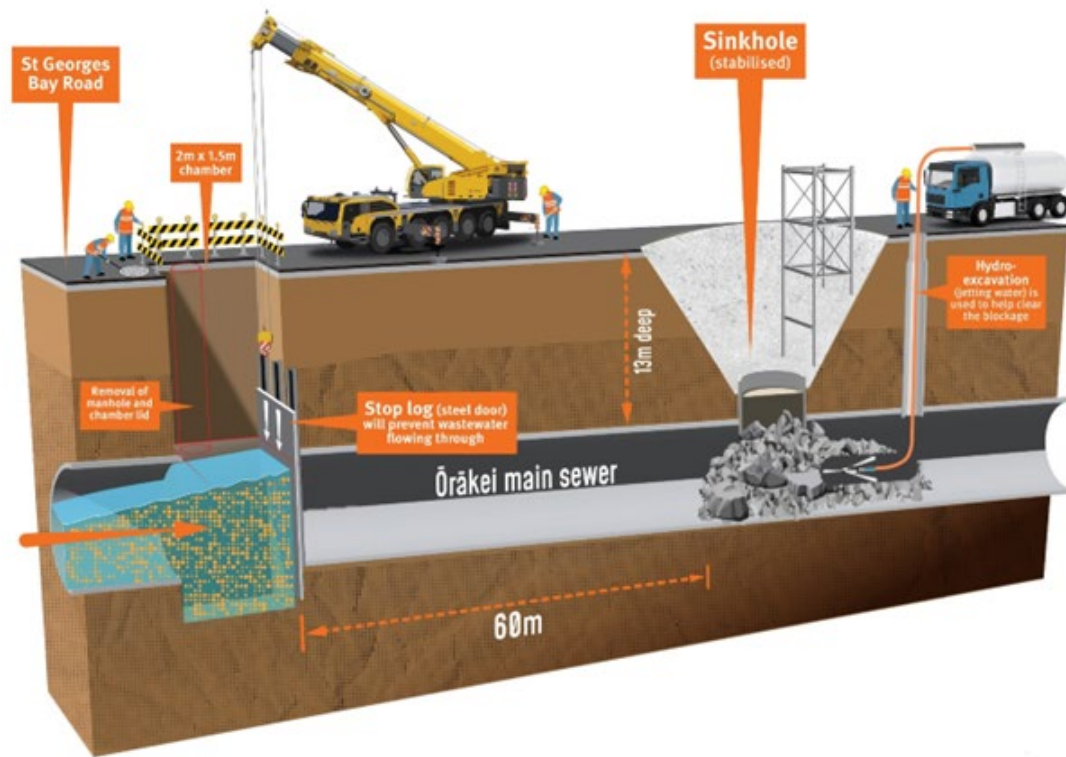


Response works



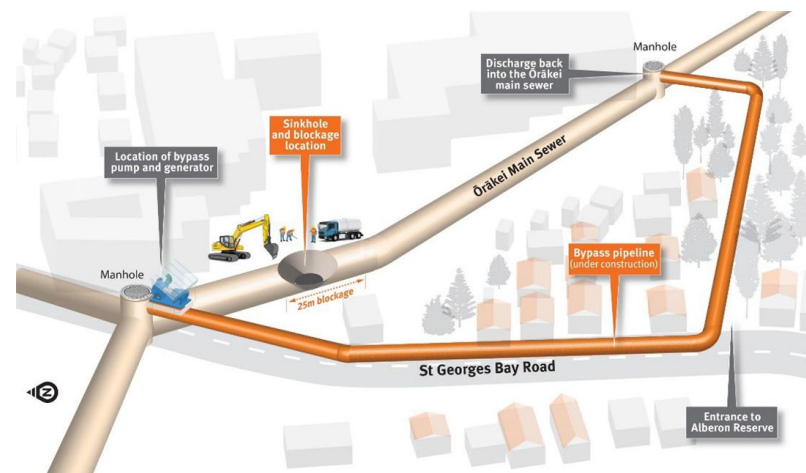
5.1

Response works



5.1

Upcoming works



5.1

- Completion of bypass pumping
- Development of a safe methodology to remove the blockage
- Development of a design for the rehabilitation of the pipeline

Thank you

Questions?



5.1

Board meeting | 7 November 2023
Public session



Our performance under the 2022 – 2025 Statement of Intent

For discussion

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 and the [presentation](#) attached to this report.

2. Take matua / Key points

The key points are:

- The Annual Report 2023, which includes our performance under the 2022–2025 Statement of Intent (SOI), was published on 29 September 2023.
- An overview of Watercare’s performance under the SOI 2022–2025, including our performance under FY23 SOI targets, will be presented in the public session of the Board meeting.
- Members of the public will be allocated time to address the Board in relation to our performance under our SOI.

3. Whāinga / Purpose and context

The Local Government (Auckland Council) Act 2009 (Act) requires council-controlled organisations (CCOs) of the Auckland Council to nominate two Board meetings per year to be open to the public.

- One meeting must be held before 30 June each year for the purpose of considering comments from shareholders on the organisation’s draft SOI for the following financial year
- One meeting must be held after 1 July each year for the purpose of considering the CCO’s performance under its SOI in the previous financial year.

At each of these meetings, the Board must allocate a reasonable amount of time for members of the public attending the meeting to address the Board in relation to the subject matter of the meeting.

4. Kōrero pitopito / The details

The SOI represents Watercare’s public expression of activities, intentions and objectives, and the legislative expression of accountability to its shareholder, the Auckland Council.

We have reported on our overall performance under the SOI

- We report to the shareholder, Auckland Council, via our Quarterly Reports on our progress under the SOI.
- Our overall performance under the SOI is also recorded in the Statement of Service Performance that is included in our Annual Report 2023.
- Our Annual Report 2023 was published online on our website on 29 September 2023 – [Watercare Annual Report 2023](#).

At the Public Board meeting, an overview of our performance under the SOI will be presented

- A copy of the presentation is attached as Attachment 1.

5. Ngā whakaaweawe ki a Watercare / Impact on Watercare

The SOI is structured around our Five Pillars as outlined in the updated Business Plan. Māori Outcomes and Climate Change overarch our Five Pillars.

6. Ā muri ake nei / Next steps

This report and the presentation finalise the reporting for the 2022–2025 SOI. Watercare is now working towards the 2023–2026 SOI.

7. Te whakapiringa / Attachment

Attachment number	Description
1.	Our performance under the 2022–2025 Statement of Intent



Attachment 1

**Our performance under the
2022-2025 Statement of Intent**

7.1

Watercare's overall performance under the 2022-2025 Statement of Intent

In FY23, Watercare had a total of 32 SOI measures, of which 14 were LTP measures.

Of the 32 measures:

- **24 measures were achieved**
- **Eight measures were not achieved**

7.1

24 SOI measures were achieved

NATURAL ENVIRONMENT

- Compliance with Watercare'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 Watercare in relation to those resource consents ✓
- The average consumption of drinking water per day per resident ✓
- We will implement mitigation measures in line with our emissions reduction targets. We will report annual greenhouse gas (GHG) emissions from Scope 1 and Scope 2 emissions (operational mitigation) in line with our emission reduction pathway to meet 50% reduction by 2030 ✓

PEOPLE AND CULTURE

- Safety improvement plans ✓

7.1

24 SOI measures were achieved

CUSTOMER AND STAKEHOLDER RELATIONSHIPS

- The extent to which the local authority's drinking water supply complies with part 4 of the drinking water standards (bacteria compliance criteria) and 1 January 2023 – 30 June 2023 updated to the extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules ✓
- The extent to which the local authority's drinking water supply complies with part 5 of the drinking water standards (protozoal compliance criteria) and 1 January 2023 – 30 June 2023 updated to the extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules ✓
- Median response time for attendance for urgent water call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (minutes) 12-month rolling average ✓
- Median water 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) 12-month rolling average ✓
- 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 ✓

7.1

24 SOI measures were achieved

CUSTOMER AND STAKEHOLDER RELATIONSHIPS (CONT.)

- 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 issuesexpressed per 1000 connections to the local authority's networked reticulation system. (12-month rolling average) ✓
- 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 ✓
- 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 systemexpressed per 1000 connections to the territorial authority's sewerage system (12-month rolling average) ✓

24 SOI measures were achieved

CUSTOMER AND STAKEHOLDER RELATIONSHIPS (CONT.)

- Formal engagement with mana whenua of Ta-maki Makaurau: Partnering with mana whenua of Ta-maki Makaurau to achieve outcomes for Māori each year, at least five priority outcomes within our achieving Māori Outcomes Plan are being progressed with mana whenua (updated measure) ✓
- Ratio of procurement sourced through Māori owned businesses ✓
- Integration/Adoption of Te Reo and Tikanga Māori within Watercare: Ensure all Tier 1-4 job titles include Te Reo Māori translation; and hold a Watercare Tikanga Māori experience for all staff ✓
- Percentage of customer complaints resolved within ten days of notification ✓
- Community trust score ✓

ASSETS AND INFRASTRUCTURE

- The percentage of real water loss from the territorial authority's networked reticulation system (12-month rolling average) ✓
- 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) ✓

24 SOI measures were achieved

ASSETS AND INFRASTRUCTURE

- Leakage target – Economic level of leakage (ELL) – litres/connection/day (l/c/d) ✓
- Leakage performance – litres/connection/day (l/c/d) ✓
- We are sourcing water from a diversity of sources; and we are preparing for, and promoting, the adoption of alternative sources of human drinking water in the future **On track to achieve**
- Debt to revenue ratio ✓
- Percentage of household expenditure on water supply services relative to average household income ✓

7.1

Eight SOI measures were not achieved

PEOPLE AND CULTURE

Total recordable injury frequency rate (TRIFR) per million hours worked (12-month rolling average) ✖

7.1

- The target limit was lowered this year from 20 to 10 to reflect our aspiration to reduce the number of kaimahi being hurt in our workplace.
- While the result has increased versus FY22, it should be noted that the total number of injuries related to critical risk exposure this year is one, relating to a driving incident. Manual handling, slips and trips continue to be our most common cause of injury and remain an area of focus.
- Comparison to the Business Leaders' Health & Safety Forum data shows the average LTIFR across 70 participating NZ businesses of 17.9 (when converted to a rate of per 1m hours worked). We consider 10 to be a “stretch target” and one we will continue to work towards.

Actions / Issues

- Watercare Board has agreed to obtain an independent external review of how we approach Health and Safety and our performance.
- We are also focusing on understanding the effectiveness of critical risk controls and have refreshed our HSW commitment.

Eight SOI measures were not achieved

PEOPLE AND CULTURE

Employee net promoter score (eNPS) ✖

7.1

- Our eNPS score (a metric used to measure employee satisfaction) was below our targeted score (10 against a target of 20 or above).
- The eNPS of 10 for 2022/23 (compared to 23 in 2021/22) can be attributed to a combination of factors. Water reform and what it means for our people, rising cost of living, visibility and understanding of company plan, and transparency of remuneration and its processes continued to be key themes of feedback.

Actions / Issues

- Over the last 18-months we've embarked on a programme to address the remuneration framework, philosophy, and processes.
- This year, the final part of the programme is aligned to the annual remuneration process and will provide transparency and education around remuneration.
- Going forward we will shift to using the average engagement score as our measure instead of eNPS, which only considers extreme sentiments (i.e., promoters and detractors) in its measurements.
- Our average engagement score has remained relatively stable across the last 12 months (7.6 for 2021/22 compared to 7.3 for 2022/23). This speaks to targeted and effective improvement programmes to increase engagement where issues were surfaced through the feedback.

Eight SOI measures were not achieved

PEOPLE AND CULTURE

Gender workforce ratio in fixed term and/or permanent roles, including leadership positions (Tier 3 and above) ✖

7.1

- SOI Target 2022/23: 40% men, 40% women, 20% any gender.
- For the 2022/23 year, we achieved 43% male employees; 37% female employees and 20% male employees under any gender.
- It is important to note that the way we report on this measure has changed. We have moved from a static percentage increase in female employees measured at the end of the year to an aspirational gender split ratio (40% male employees, 40% female employees, 20% any gender) that allows for workforce movement over the year.

Actions / Issues

- Gender diversity is an area of ongoing focus for us. We have analysed our recruitment processes and identified that attracting female candidates to our talent pipeline is where we need to focus our efforts. We are looking at targeted ways to attract a broader range of candidates for Watercare roles. One of our strategies included conducting focus groups with a diverse range of employees to identify why our people chose to work for us and why they continue to do so. This will inform our external outreach going forward.

Eight SOI measures were not achieved

PEOPLE AND CULTURE

Employees in fixed term and/or permanent roles, including leadership positions (Tier 3 and above) identify as Māori ✖

7.1

- SOI Target 2022/23: 6.00%. For the 2022/23 year, we achieved 4.38%.
- Watercare is a diverse workplace, committed to reflecting the diversity of the community it serves across all functions and levels.

Actions / Issues

- We are looking at attraction and retention strategies that target a broader range of candidates for Watercare roles. One of our strategies included conducting focus groups with a diverse range of employees to identify why our people chose to work for us and why they continue to do so. This will inform our programme going forward.

Culture and leadership ✖

- SOI Target 2022/23: 100% of Tier 1 to Tier 4 who have completed at least 10 leadership walks per year. For the 2022/23 year, we achieved 30%.

Actions / Issues

- This KPI does not adequately capture what we are attempting to demonstrate. As a result, for FY24 we have replaced this with a suite of lead indicators that we will be measuring and reporting on a monthly/quarterly basis.

Eight SOI measures were not achieved

CUSTOMER AND STAKEHOLDER RELATIONSHIPS

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) ✖

- SOI Target 2022/23: ≤60 mins. For the 2022/23 year, we achieved 78 mins.

Actions / Issues

- The weather events seen in 2022/23 have significantly impacted the 12-month rolling average. Provisioning of permanent repairs to weather event damage, and deferred leave and overtime requirements continue to put pressure on resource availability.
- Our performance excluding the storms would be 69 minutes.
- Whilst "attendance" time wasn't achieved "resolution of fault" time was, which is much more critical.

7.1

Eight SOI measures were not achieved

CUSTOMER AND STAKEHOLDER RELATIONSHIPS

Customer Net Satisfaction Score (Previously Net Promoter Score) ✖

- SOI Target 2022/23: ≥ 45 . For the 2022/23 year, we achieved 43.

Actions / Issues

- Severe weather events combined with high staff attrition resulted in Watercare missing its Customer Net Satisfaction target for 2022/23.
- 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.

7.1

Eight SOI measures were not achieved

ASSETS AND INFRASTRUCTURE

Average number of wet weather overflows per engineered overflow point per discharge location (12-month rolling average) ✖

7.1

- SOI Target 2022/23: ≤ 2 overflows per year. For the 2022/23 year, we achieved 4.7.

Actions / Issues

- Performance for this measure was significantly impacted by the January/February 2023 extreme weather events. Results have exceeded the target this year due to significant volume of overflows experienced during the storms events and wetter than normal conditions.
- Our performance excluding the storms would be 2.86.

How we delivered value

...

7.1

FY23 Highlights

The anniversary floods and Cyclone Gabrielle

- Both the anniversary floods and Cyclone Gabrielle had a significant impact on our water and wastewater networks. After the weather events, our immediate priorities were to ensure all our customers had water flowing through their taps and to protect the health of our customers and the environment by responding to wastewater network issues.

Building trust and awareness through engagement and

- Engaging with customers and communities was a key focus throughout the year and is reflected in these metrics: our community trust score for 2022/23 was 60 against a target of >55; our voice of community survey, which measures community sentiment in the areas where we have construction works, was +52 against a target of +35; and our customer net satisfaction score was +43 against a target +45, only narrowly missing the target despite an extremely challenging year that saw high call volumes due to several extreme weather events and frontline resourcing constraints.

A citizen's assembly

- We trialled innovative forms of community engagement: in August 2022, we began early engagement on the topic of future water sources for Auckland, through a citizen's assembly of 37 Aucklanders who deliberated over four full days on the various options for a safe and resilient water supply for the region in the long term. The assembly selected direct recycled water as its top recommendation for Auckland's future source.

FY23 Highlights

Safe and reliable services

- Despite extreme weather events and changing regulations around water quality, we ensured our services were delivered safely and reliably. We maintained full bacterial and protozoal compliance for drinking water for the year. We continued to maintain a high level of compliance against the new and more stringent Drinking Water Quality Assurance Rules (DWQAR) introduced by Taumata Arowai in January 2023.

Looking after the environment

- In 2022/23, we progressed and completed various projects to ensure we discharge high quality treated wastewater into the environment.

Delivering our capital programme

- During the 2022/23 year, we invested \$810 million in water and wastewater assets for Auckland – our highest ever spend on capital delivery.

Central Interceptor

- Our super-sized wastewater tunnel, the Central Interceptor, also made great progress in 2022/23. The main tunnel boring machine, Hiwa-i-te-Rangi, successfully crossed underneath the harbour last December, and had bored about six kilometres of its 14.7km route at the end of 2022/23. The tunnel will significantly reduce wet-weather overflows in central Auckland and clean up our waterways.

FY23 Highlights

Climate change preparedness and emissions reduction

- As part of our long-term flood recovery plan, a flood response adaptation framework has been drafted to ensure that we review and improve our resilience to extreme weather events through the recovery projects.
- We also re-examined the need for the peak flow treatment project at the Māngere Wastewater Treatment Plant and determined that the need to cater for increased duration of peak flows can be fulfilled through other projects already planned at the site – saving an estimated 1600 tonnes of carbon emissions.

Focus on innovation

- We continued to explore new, better and safer ways of working. Some examples include: Tracked Carrier, Techsee, RiverWatch Waka and innovative safety structure.
- In 2022/23, we progressed and completed various projects to ensure we discharge high quality treated wastewater into the environment.

Embedding te ao Māori values and partnerships

- Our total Māori business spend for 2022/23 was \$22.84 million, an increase from \$13.26 million in 2021/22.
- We continued to progress outcomes identified in Kia Ora Tāmaki Makaurau through: te reo and tikanga workshops and training for staff, Kaupapa Māori events, rangatahi Māori cadetships and engineering scholarship and Koiora Māori leadership programme.

FY23 Highlights

Commitment to efficiency

- Over the past year, we have focused heavily on reducing our controllable costs and finding efficiencies – whether it is through smarter technology, better processes or prioritisation. We continue to work with the Auckland Council group to find opportunities for efficiency and value for money.

Water reform and the future

- While there are uncertainties still associated with the reform, we continue to focus on delivering safe and reliable services, effective infrastructure and better customer experiences for Tāmaki Makaurau.

7.1

Patai?

7.1

Board meeting | 7 November 2023
Public session



Te Reo Māori Policy

For approval

Te pou whenua tuhinga / Document ownership

Prepared and recommended by

Nikora Wharerau

Mātanga Reo & Tikanga Māori, Te Rua Whetū

Submitted by

Dave Chambers

Chief Executive Officer

1. Te tūtohunga / Recommendation

We recommend that the Board approves the [Te Reo Māori Policy 2023](#), and in doing so, shows its commitment to Watercare celebrating, integrating, protecting, and supporting the revitalisation of the Māori language.

We recommend that this report be made available to the public because by adopting the Policy it shows that we recognise our responsibilities under Te Tiriti o Waitangi and our broader legal obligations to Māori, in a local government, Auckland context. Our commitment to te reo Māori aligns with those articulated in Auckland Council's key strategic planning documents: The Auckland Plan, the Long-Term Plan, Local Board Plans, and the Unitary Plan.

2. Whāinga / Purpose

Te Rua Whetū – Watercare's Māori Outcomes and Relationships unit recommends that this Policy be approved by the Board:

- To give assurance to the organisation that the Policy has been through an appropriate adoption process;
- To instil confidence that te reo Māori enjoys the Board's support as Watercare increases its efforts to have the language seen, heard, spoken, and learned throughout our day-to-day business.

Once the Policy is adopted, Te Rua Whetu will continue working on related documents (either in draft, or being updated), including the Reo Māori Action Plan, the Māori Language Implementation Plan, Reo Māori Style-writing Guidelines, Reo Māori Orthographic Guidelines, and Watercare's Māori Translation Processes.

The adoption of the Policy, and the rolling out of the above related documents, will empower all levels of all business groups throughout Watercare to build their personal and collective capacity to help deliver on our obligations to Te Tiriti o Waitangi.

3. Ngā kōrero hāngai / The details

Adapted

This Policy was originally written for Auckland Council but has been repurposed for Watercare. While most of the document remains as it was when adopted by the Governing Body, we have adapted some content to reflect Watercare's own aspirations.

Te Tiriti o Waitangi

By having a Reo Māori policy, we are articulating our expectations around the outcomes Watercare seeks to achieve as part of our obligations and commitments to Te Tiriti o Waitangi. Without policy, it can be difficult to get buy-in from an organisation and its leaders on any topic, never mind one that only 1-in-100 New Zealanders engage in, daily.

Four pou

The Policy is brief. It is based on a simple framework with just four main outcomes; that the Māori language is seen, heard, spoken, and learnt at Watercare and across all of our business.

The Policy sets out examples of what can be done across Watercare that has potential to deliver on each of the four outcome areas (see page 3).

The relevance of reo

While Te Rua Whetū is often sought out for their specialist knowledge and asked to lead meetings and events that require elements of reo, tikanga and general Māori knowledge they are often unable to assist, having instead to prioritise their own home roles. It is everybody's job at Watercare to integrate the language and culture into the fabric of the organisation. From the Policy, we will develop guidelines and learning modules with the 'how to' so we can all begin our personal development programme in these areas. That said, the Māori Outcomes and Relationships unit is happy to give advice and support when and, if available.

4. Ngā whakaaweawe ki a Watercare / Impact on Watercare

Our people and our customers

The Reo Māori Policy helps set the pathway for Watercare to embed Te Ao Māori across our day-to-day business. Using the Policy to springboard from, we will continue to create online learning modules and conduct inhouse lunchtime learning sessions and webinars to further support the development and confidence of our workforce.

While these efforts will directly benefit our staff, their cultural awareness, and ability to engage with communities in te reo, even at the most basic level it will help foster trust and respect. Normalising the language for future generations whose first language is te reo Māori might be regarded as a transformational business move for Māori. We should not underestimate the positive impact that will have.

As an organisation that recognises Māori language as an official language of Aotearoa, (under Te Tiriti o Waitangi) and that te reo and tikanga Māori forms a critical part of 'a Māori identity that is Auckland's point of difference on the world' we now align with the national strategy under Te Mātāwai which is that by 2040 Aotearoa will have one million speakers of Māori, and 85 per cent of us will value te reo as a key part of our national identity.

Capital programme

While Watercare's Reo Māori Policy would not directly impact financial decisions, forecasting or budgeting our inclusion of the workforce in that part of our business ensures consistency of our commitment to valuing Te Ao Māori.

Where, however, capital and resources require Watercare to engage, or partner with mana whenua and other Māori communities, our ability to demonstrate how te reo and tikanga Māori is valued here will not go unnoticed.

This Policy shows us how to include te reo Māori in projects with scope to include the reclamation of original names and narratives, the naming of treatment plants and waterways or wayfinding signage.

Finance

From a procurement perspective, the Finance team aspires to increase the Māori business spend to five per cent of Watercare's total budget. It aims to do this by the end of 2025. There are other targets that do not relate directly to te reo Māori, but instead relate to the broader association to Te Ao Māori, the wellbeing of Māori, and the environment, which is part of Finance's work plan.

To help our Finance Department grow its Māori supply chain and increase the target spend, they have partnered with Amotai. Amotai is a supplier-diversity intermediary who helps connect Māori and Pasifika-owned businesses with buyers like Watercare who are looking to purchase goods, services or works. Māori businesses are defined as those where Māori own at least 50 per cent of the business partnership, have at least 50 per cent shares in the company, hold at least 50 per cent of the voting shares or assets, or have sole proprietorship.

The criteria do not in any way suggest that by being a Māori business, we are automatically expected to conduct business in te reo but it does give many the comfort of knowing that we value the language, and that we have a commitment to raising our internal capability to include basic reo in our communications.

There is an appetite to grow a knowledge-based understanding of how Finance can increase its responsiveness to Māori and what outcomes might benefit them. They realise that just having Māori on our supply chain is not an outcome for Māori, but by getting to know them, forming genuine relationships with them, and getting to know their business and how it fits with ours is meaningful and appropriate from a Māori perspective. A basic knowledge of te reo and tikanga will be invaluable in fostering meaningful relationships.

Operations

Te Mana o te Wai informs Watercare on how to give effect when implementing the National Policy Statement for freshwater management in the Tāmaki Makaurau Region. For us to do that, we need to gain a deep understanding of the Māori perspective on the world and our natural environment. Manaakitanga is often defined simply as hospitality while kaitiakitanga is labelled as guardianship.

It is well documented that a culture cannot truly be understood without engaging in its language. So, by Watercare adopting this Policy we are effectively unlocking the door to gain better insights into Te Ao Māori and Māori philosophies.

Pockets of the Operations team already do an excellent job of engaging with mana whenua especially when it comes to events and milestones such as sod turning, tunnelling breakthrough, discovery of significant sites and openings of facilities and plants. This Policy enables us to expand on just the language, by building on the practical ways that Operations already practice tikanga Māori.

As well as the human side of manaakitanga and kaitiakitanga, we can educate the group about applying these values to the health and wellbeing of the environment, including our freshwater waterways.

Partnerships

We understand the importance of strong and enduring relationships, not just with individuals but also the organisations they represent. With this comes the obligation to work collaboratively with our Māori partners and other local government agencies. We enjoy good relations with several of our mana whenua partners but understand there is work to be done with others. The Reo Māori Policy illustrates how learning the Māori language and using it in our communications will help further build our relationships.

We are slowly starting to build our internal capacity to meet with mana whenua without having to rely on Te Rua Whetū and we are getting better at being responsive and helpful toward our Māori communities' needs. We recognise that by growing our own team's competencies around te reo and tikanga Māori and understanding the fundamental principles of Te Tiriti o Waitangi and Te Mana o te Wai, engagement with our partners will be much more meaningful and rewarding for both sides.

5. Ā muri ake nei / Next steps

We ask that the Kaupapa Here Reo Māori o Watercare is adopted to illustrate to the Executive Leadership and workforce of our organisation that we value te reo Māori and see the extraordinary dividends that will come from being a business that supports it.

Once adopted, Te Rua Whetū will promptly complete other important work that will further support the learning and development that Watercare will need to demonstrate its commitment to Te Tiriti o Waitangi, both inward and outward facing. Other documents planned for release in the next few months include guidelines for reo Māori translations, reo Māori orthographic conventions, bi-lingual and mono-lingual signage, and using Māori imagery and design at Watercare.

Once adopted we will announce the Reo Māori Policy to the organisation by running an internal story online and running a Lunch and Learn session. We will highlight the significance of the Policy and how we as an organisation can use it to lift our internal capacity to positively affect our external effectiveness.

We are also happy to take any advice from the Board on how else we can maximise the opportunities that can come from this Policy.

6. Te whakapiringa / Attachment

Attachment number	Description
1.	Te Kaupapa Here Reo Māori a Watercare 2023, Māori Language Policy



Te Kaupapa Here

Reo Māori a

Watercare 2023

Māori Language Policy

Rārangi upoko

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Acknowledgement

Kia hiwa rā!

Get ready!

E ohooho te taiao
 Ki ōna reo taketake
 Ka ketekete mai ngā manu i a Tāne
 Ka haruru ngā ngaru i a Tangaroa
 Ka kitā te tātarakihi i a Papa-tū-ā-nuku
 Ka pāorooro te whatitiri i a Rangi-nui

Let the world be alert
 To the primordial languages of itself
 The chattering of birds in the forest
 The crashing of waves on the seashore
 The chirping of cicadas in the fields
 The roaring of thunder in the sky

Kia mataara a Aotearoa
 Ki tōna reo orokohanga
 Ka whakaatahia te pūrākau
 Ka whakarārangihia te whakapapa
 Ka waiatahia ngā mōteatea
 Ka whakataukī

Let New Zealand be awake
 To the indigenous language of the land
 As we acquaint you with our history
 Declare our ancestral links
 As we sing our laments and poetry
 And share wisdom

Ka tae te wā
 Ka kaha te rongo anō i te reo o te Māori
 Huri noa o tēnei whenua

The day will come again when
 The Māori language will strongly resound
 Throughout this land

8.1

He whakamārama

Foreword

Te reo Māori me te tuakiri motuhake i Tāmaki ki Te Hiku o te Ika a Māui

Māori language and the unique identity from Auckland to The Tail of Māui's fish

Watercare recognises that te reo Māori (the Māori language) is a cultural treasure and an official language of Aotearoa. We acknowledge that te reo Māori and tikanga (cultural practices) form a critical part of 'a Māori identity that is Auckland's point of difference in the world'.

Through this policy and Watercare's reo Māori Implementation Plan we are committed to the language being seen, heard, spoken and learned throughout our business and we will contribute to the celebration, protection, revitalisation and integration of te reo and tikanga across our worksites, facilities and offices.

8.1

Te Pou Tarāwaho Reo Māori

The Māori Language Framework

Below is the Māori Language Framework which shows how Watercare will underpin the way we will give effect to this policy.

Wāhi whai huanga Outcome area	Whakamārama Explanation	Wāhi torohū hei whakatinana Potential action areas
Te reo tē kitea Māori language yet to be seen	Te reo tē kitea is about Watercare increasing the incidents of te reo Māori being seen across the business	<ul style="list-style-type: none"> - Bi- and mono-lingual Māori signage - Return of Māori names to waterways - Internet/Intranet
Te reo tē rangona Māori language yet to be heard	Te reo tē rangona is about Watercare increasing the incidents of te reo Māori being heard across the business	<ul style="list-style-type: none"> - Call centre - Iwi engagement - Community events
Te reo tē kōrerohia Māori language yet to be spoken	Te reo tē kōrerohia is about Watercare increasing the incidents of te reo Māori being spoken across the business	<ul style="list-style-type: none"> - Service centre reception - Internal/External meetings
Te reo tē ākona Māori language yet to be learned	Te reo tē ākona is about Watercare increasing opportunities for te reo Māori to be learned across the business	<ul style="list-style-type: none"> - Digital learning modules - Māori language hub - Interpretive signs

Kupu whakataki

Introduction

Watercare is committed to meeting its responsibilities under Te Tiriti o Waitangi (The Treaty of Waitangi) and our broader legal obligations to Māori. Watercare recognises these responsibilities are distinct from the Crown's Treaty obligations, and that they fall within a local government Auckland context.

These commitments are articulated in Auckland Council's key strategic planning documents: The Auckland Plan, the Long-term Plan, Local Board Plans and the Unitary Plan.

In responding to Council's commitments and obligations to Māori in a way that will improve outcomes for all, Kia Ora Tāmaki Makaurau 2021– the Māori outcomes performance measurement framework was developed. Its purpose is to enhance and guide council and its subsidiaries' responsiveness to Māori.

The framework articulates that we will work to ensure our policies and actions consider:

- the recognition and protection of Māori rights and interests within Tāmaki Makaurau, and
- how to address and contribute to the needs and aspirations to fulfil our commitments and obligations to Māori.

Te whāinga

The purpose

The purpose of this kaupapa here reo Māori (reo Māori policy) is to direct and guide the actions of Watercare in relation to the celebration, integration, protection and revitalisation of the Māori language in its business.

Watercare aims to:

- ensure that anyone who receives or uses our services, or contributes to the democratic process has the choice to do so in Māori or English.
- Encourage the use of te reo Māori in the workplace and community.

Ngā mātāpono

Principles

The principles that underpin this Māori Language Policy are:

- Māori language is a cultural treasure which is at the heart of Māori identity.
- Regional language differences reflect tribal identity and considerations have been made in this document.
- Because te reo Māori is an official language of Aotearoa, it shall receive equal status to the English and Sign languages.
- Watercare is committed to celebrating Māori identity as 'Auckland's point of difference in the world'.

Ngā tikanga Conventions

Watercare will apply these practices to all official communications and publications when using te reo Māori:

- i. Refer to the 'Guidelines for Māori Language Orthography' by Te Taura Whiri i te Reo Māori *The Māori Language Commission* when applying Māori language in its written form. This publication gives current best practice for the written word and is the convention Watercare will follow.

However, communications destined for iwi affiliated with, or signage specifically located within the rohe of Waikato-Tainui will use the conventions of 'He Puka Aratohu mō te Reo ā-Tuhi o Waikato-Tainui me āna Tukanga Whakamāori' *Guidelines for Waikato-Tainui Conventions for Writing te Reo Māori and Translation Processes*.

- ii. Interpretations of mana whenua stories and their relationship to Tāmaki Makaurau remain the intellectual property of mana whenua.
- iii. Written reference to ancestral names will be with the Express permission of mana whenua.
- iv. The Māori language will be incorporated in a meaningful way into Watercare's processes, operations, delivery and communications including:
 - key documents and publications
 - meetings and events
 - written and film media
 - internet and social media platforms
 - signage
- v. When using the Māori language in written or spoken communications, Watercare will include an English translation except when the words or phrases are in such common usage that it is considered unnecessary. For example, whānau, iwi, hapū.
- vi. The Māori language shall precede English in signage except where the Health and Safety of staff and public are the priority. For example: Emergency Exit, Fire Extinguisher, Defibrillator, Fire Alarm, Do Not Enter. In such cases, the English language will precede Māori.
- vii. Transliterations will not be used except when identified as the norm for a particular dialect, location or iwi.
- viii. This Māori Language Policy will inform all other Watercare policies and processes that include:
 - signage
 - digital websites
 - social media
 - branding
 - communications
 - naming projects

8.1

Chief Executive's report – November 2023

Presented by: Dave Chambers



1. September 2023 update

September was dominated by the Parnell sinkhole and the subsequent blockage of the Ōrakei Main Sewer. This Level 3 incident has significant resource, energy and focus from right across Watercare. Our teams worked 24/7 from when the sinkhole formed to design and build a 400m bypass and large temporary pump station to divert flows from the sewer and reduce overflows into the harbour, all within 20 days. We have sought the advice of marine environmental experts, Ngāti Whātua Ōrākei and other mana whenua, and are following their recommendations with a monitoring programme to assess the impact of the overflows on the Waitematā Harbour as well as routine beach inspections to assess any noticeable wastewater debris on beaches.

On the water supply side, whilst water resources are in a healthy position at the moment, the El Nino weather predictions are calling for a hot and dry summer so we will continue promoting our water efficiency messaging and encouraging our customers and communities to be mindful of their water use.

As a result of Bronwyn Struthers moving on from Watercare, Paula Luijken is acting head of health, safety and wellbeing until the recruitment process for head of HSW for Watercare is complete. This is a good leadership opportunity for Paula.

We acknowledged and celebrated Te Wiki o te Reo Māori with tikanga learning sessions and other cultural activities. We also promoted Mental Health Awareness Week with talks and activities relating to the 'five ways to mental' wellbeing model.

A special mention to Watercare's Wai Forward cohort who won the Winnovators 2023 challenge, designing a healthcare waste management solution for the rural facilities in Timor-Leste and raising \$13,801 towards a solution. Their solution brings together innovative engineering and a community-led education programme to build user-friendly incinerators that are made from local materials with a minimal impact on the environment.

2. Key performance measures

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

3. Our people and customers

3.1 Our people

In September 2023 we partnered with Dignity, a social outcomes organisation with a mission is to make period products more accessible to those who need them. Products are now available free in all female and unisex bathrooms at Watercare sites and for every product bought, Dignity will give one to the community. The initiative is aimed at improving basic conditions at our workplaces as well as contributing to community efforts to address period poverty.

Building on feedback from our engagement survey, we launched our new recognition app. Developed internally by our People and Digital teams, the app makes it easier to celebrate great work and positive workplace behaviour through peer and manager recognition.

Collective Bargaining

We have successfully ratified one of our two outstanding collective agreements which was endorsed by unions and voted on by members. Efforts are continuing to reach a positive resolution to the one outstanding agreement currently in the bargaining process.

The National Transition Unit have reached agreement on a multi union, multi-employer collective agreement for the future Water Services Entities which has been ratified by members of AWUNZ, Etu and PSA. The agreement is applicable to union members who are future employees of Wai Tāmaki ki Te Hiku. The agreement does not cover employment of Watercare employees until the new entities are stood up.

The People metrics for September 2023 are included in [attachment 2](#). Rolling 12 months turnover continues to positively trend downwards, reducing by a further 1.5% in September.

3.2 Our customers

Update on the recommendations of the Citizens' Assembly

It's been a year since we hosted a Citizens' Assembly in the Fale at Auckland University. This update below explains all of the things we have done as a result of the recommendations of the Citizens' Assembly, including the main recommendation on recycled water:

Operational:

- Pilot plants for both non-potable and potable reuse have been constructed. The nonpotable plant has, since late June, been providing the Central Interceptor's tunnel boring machine with recycled water for drilling and tunnelling. We are hoping to begin running trials in our potable plant in the coming months to help us understand the operational requirements of producing potable recycled water.
- Once the potable (purified recycled water) pilot plant is running, we will be able to collect operational and water quality data to inform our regulatory and community engagement programme.

Regulatory:

- Watercare is a 'first mover' in the recycled water space in New Zealand, so we continue to explore ways of addressing regulatory requirements. For this work, we are also looking to international experience for learnings.
- Watercare has made several submissions to central government supporting the use of recycled water.

- Watercare meets regularly with the Ministry of Health and Taumata Arowai, and at a high level we have discussed recycled water as a potential future water source option. It is expected that conversations will become more focused as our recycled water programme advances.

Community Engagement:

- Various pilot projects have been identified to gradually introduce the concept of recycled water to Aucklanders. These include:
 - Providing recycled water for irrigation from our Rosedale wastewater treatment plant to a nearby golf course. Early conversations with the golf course have been extremely positive, and we have proceeded with both human health and environmental impact reports which have both returned encouraging results.
 - We are partnering with Auckland Council to trial irrigation of soccer and softball fields at Rosedale Park using recycled water from the Rosedale wastewater treatment plant. We are currently in a design phase of the project and are hoping to have resource consent for the irrigation by early 2024.
 - We are exploring the opportunity of using recycled water from the Māngere pilot plants for landscape irrigation at the Māngere wastewater treatment plant and potentially for irrigation of ornamental gardens on the neighbouring foreshore.

Regarding water efficiency and encouraging Aucklanders to use less water, we are continuing to track well against our water efficiency targets, though there wasn't much need to water gardens or get the sprinkler out for the kids last summer! However, NIWA has signalled a hotter and drier spring and summer this year so our campaign on using water wisely has kicked off.

We have also created a webpage on the Watercare website providing information about desalination and other alternative sources of water, and will continue to keep abreast of developments in that field, though our focus remains on recycling water for our future.

More generally, Watercare's recycled water programme will need to align with our water and wastewater servicing strategies which are progressively being developed. A more detailed programme of works for direct recycled water will be available in 2024, as we work the assembly's recommendations into the broader work of planning water and wastewater services across the city.

Koi Tū have also published this update on their website: [Watercare citizens' assembly – one year on](#).

A big shout out to our customer insights specialist Jenny Wigley for winning the planning award for our Citizens' Assembly pilot at the IAP2 2023 Australian Core Values Awards. Well done to Jenny and everyone involved in making this project a success!

4. Operations

4.1 Progress update on Ōrākei main sewer failure

The Ōrākei Main Sewer (OMS) failed on the 26 September due to the formation of the large sinkhole over the sewer at 79 St Georges Bay Road. A 25 metre length of the OMS subsequently became blocked by material from the sinkhole. All flows from the OMS overflowed to the harbour via two discharge points at Halsey Street and Mechanics Bay. A level 3 incident was declared on the 27 September 2023 and a full incident team was formed.

A large by-pass pump station and approximately 400 metres of 600mm diameter pipes was constructed to move wastewater around the failure site. The by-pass pump became operational on the 17 October 2023 and has been successfully pumping 600 litres per second since commissioned. The pumps are operating well, however there are some ongoing noise complaints from residents near the site which Watercare is working to resolve. In addition, a small amount of wastewater has started flowing through the OMS at the sinkhole site. This is due to the jetting contractors removing all the clays from the blockage meaning some wastewater can pass through and continue down the OMS. This flow can be utilised to assist in resolving peak dry weather overflows if they occur in coming weeks.

A Section 330 letter has been issued to regulatory services at Auckland Council to notify them of Watercare's intention to apply for retrospective resource consents for both the discharge and the ongoing sewer repair construction works at 79 St Georges Bay Road. This letter was issued on the 20 October 2023 and Watercare now has 160 working days to apply for the consent.

The contract for the independent review of the incident is finalised and was signed in the week of the 24 October 2023. The review is expected to be completed by early February 2024.

The incident level was reduced from level 3 to a level 2 incident on 18 October 2023 after the successful commissioning of the by-pass pump station. This signified the transition of the works from an unplanned emergency response to a planned repair and rehabilitation project for the OMS. The level 2 incident is being managed within operations and Sharon Danks is the incident controller. Due to the severity and sensitivity of this incident, additional governance has been added to ensure all issues are addressed.

4.2 Water resources

The leak management programme is ongoing. Since the start of the programme approximately 20,000 kms have been surveyed to date with 12,500 leaks found. Since the start of the leak management programme over 23MLD of water savings have been achieved.

4.2 Water quality

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

At the latest Water NZ Conference, Taumata Arowai noted that now the regulations have been in place for some time, and in light of the events that occurred in Queenstown, they have issued more enforcement notices. For example, in early October, they released a list of 27 councils that operate 84 drinking water supplies around New Zealand, that lack a protozoa barrier. It can be noted that all of Watercare's water treatment plants contain a protozoa barrier. Taumata Arowai said they are devising a formal strategy on the way they will approach enforcements, and will communicate this publicly in due course.

Microbiological and chemical compliance has been achieved for the month of September for all water treatment plants (WTPs) and distribution zones (DZs).

Residual disinfection compliance has also been fully achieved for all distribution zones. A new methodology for potable water *E.coli* and Total Coliforms analysis was implemented at the Laboratory. The MI Agar method is IANZ accredited and will result in a reduction in consumables for the Laboratory.

Watercare's Drinking Water Safety Plans are currently undergoing annual review.

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

5. Central Interceptor

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

- Two further sites have attained "Beacon Site" status. This initiative is being used to drive exemplary site standards for Health, Safety and Wellness. Western Springs (1st) and now Mt. Albert and Rawalpindi sites have reached the required standard.
- The Main Tunnel TBM advanced 392m in the month, with a total length of 7,971m installed at month end. This is 100% of the Southern Tunnel completed. The TBM successfully broke through into May Rd Shafts A and B in September 2023 – a very significant milestone for the project. TBM site establishment works are ongoing at May Rd, with the shafts handed over to the tunnelling team.
- MTBM works on Link Sewer B from Mt Albert to Norgrove continues to make good progress. Additional MTBM mobilised at Keith Hay Park for the construction of Branch 9b sewer. Direction drill in progress to install the Branch 9b sewer under SH20.
- Sewer chamber connection work in progress with the live interceptors exposed at PS23, Haycock and PS25.
- Māngere Pump Station (MPS) MEICA works in progress. The installation of the rising main section from the pump station, underneath the Western Interceptor, to the transition to the PE section of pipelines is being progressed, along with construction of the Emergency Pressure Relief structure in the Manukau Harbour.
- Stop plates installed and temporary works for confluence chamber in progress. Confluence chamber excavation to commence in October. Existing interceptors to be removed from the diversion chamber in October.

- Shaft lining permanent works in progress at a number of sites with all shafts fully excavated except Tawiriki St, where excavation is about to commence.



6. Risk and compliance update

6.1 Privacy legislation

In September 2023, we received a complaint from a community member alleging that we had breached the Privacy Act with the release of the “Stakeholder engagement” portion of our Notice of Requirement for the Southwest Wastewater Treatment Plant. We notified the Privacy Commissioner of the potential breach and are now assisting them with their investigations. The Board has already been alerted. Auckland Council are also involved in the breach, as the information was published on their website. On balance, we consider that there is not a risk of serious prosecution or penalty to the company; however, there may be a risk of loss of public confidence. In an attempt to mitigate the breach, and avoid it happening again, we have undertaken the following steps:

- Edited the consultation information for the notice of requirement for the Southwest WWTP, to describe in more general terms the consultation process, and so that contact details are not shown. This has been passed on to Council for uploading to their website and the formal public consultation process is now underway.
- We sent an apology to all of the community members who had their details published to apologise.
- We have updated our processes to ensure that we do not provide this level of detail in future public documents, unless we have consent to do so – in this regard, the Infrastructure team has received advice and a workshop from Simpson Grierson (SG) on how to balance the RMA with Privacy law. The team, together with SG, has also updated the forms that we use to obtain “sign in details” from customers who attend stakeholder events, to ensure they agree to the use of their personal information.
- Our Immerse online learning “Privacy Act” module is already a compulsory learning tool for all Watercare staff. Completion rates are 94.45%. However, as this breach occurred it is evident that the module needs to be updated, and possibly made compulsory learning every year for all staff. Accordingly, we have reached out to Learning and Development team to update the module so it is more relevant and practical, and they will work with me to update it.
- Via Leaders Weekly and CE’s weekly update, the CE will remind all of our staff to be mindful of the information they share with each other.

6.2 Enterprise risk management

- Following Board feedback, new risks representing the potential for Disinformation and Artificial Intelligence to impact our operations have been included in this month’s Enterprise Risk Report.
- The assessments of these risks and development of associated mitigation actions will be refined in the coming months.
- The first two-day Co-ordinated Incident Management System (CIMS) training course for Watercare staff, specifically tailored to include water and wastewater related scenarios was completed in late October 2023. Feedback on both relevance and content of the training has been positive and further training sessions for potential future incident team members and controllers is being arranged.

- The risk team presented at the Dam Safety Preparedness Training in late September 2023. Feedback from attendees showed better understanding of the wider implications of incident escalations and management.
- From late September 2023, risk and assurance staff have been deployed in support of the Level 3 Ōrākei Main Sewer (OMS) incident.

6.3 LGOIMA requests

In September 2023, we received 21 requests for information under the Local Government Official Information and Meetings Act 1987 (the Act). One of these requests was forwarded to us from Auckland Council.

Out of the 21 requests received, three requests were transferred to Auckland Council, 17 requests were responded within 20 working days (in accordance with the Act) and for the remaining request we extended the time to respond by 10 working days. This extension was necessary because the request required us to collate information relating to the overflows at various locations. Our teams were busy attending major wastewater pipe blockage at Parnell. As such, the requested information could not be reasonably collated within the original time limit.

6.4 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. We are in discussions with the appellants though the issues have been narrowed down.
- 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 Hōteao 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).

6.5 Whistleblowing

We were requested by PwC to liaise with Auckland Transport (AT) with regards to a whistleblower related matter that has been made on the AT hotline.

We have contacted AT who advised that they had received a communication from an individual raising concerns around a Watercare employee who they believed, due to their position in another council CCO, had received beneficial treatment from AT.

We have investigated the matter and note that the employee left Watercare more than 6 months ago, and the issues highlighted were focused on AT's internal processes. AT has investigated and have not indicated that they have found anything of concern with regard to this disclosure.

This will be disclosed to the Audit and Risk Committee in the November 2023 meeting.

6.6 Non-compliance with resource consents

Consent compliance improved from July's peak in non-compliances. Ultra-violet (UV) dose issues again triggered non-compliances at the Omaha and Army Bay wastewater treatment plants (two consents at each plant). Non-compliances at Huia water treatment plant and the Warkworth wastewater treatment plants relate to on-going issues that planned capital upgrades will resolve in the short- to medium-term.

The technical non-compliances are inflated by single conditions triggering multiple consents, such as a technical issue with inspection records, which continue to affect all eight wastewater network discharge consents. The other technical non-compliances relate to historical issues that affect annual calculations, which affect compliance of the Māngere, Clarks Beach, Wellsford, and Helensville wastewater treatment plants.

The design and construction non-compliances relate to challenges in progressing riparian restoration at the Waikato treatment plant. A solution that does not include herbicide is required.

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

7. Climate change delivery and sustainability update

The end of year reporting has been completed and this has resulted in two published documents in the climate change space. These documents are on the Watercare and Auckland Council public websites respectively and provide transparency as well as completing voluntary reporting for what will become mandatory in FY24 through the Climate Related Disclosures programme.

- [Watercare Greenhouse gas supplement 2023](#) – an overview of climate change mitigation including details on our annual performance for the year. It also includes additional analysis into embodied carbon emissions and a high-level overview of climate related risks.
- [Auckland Council Volume 4](#) – Climate Statement – a summary of the groups climate related risks and opportunities with a specific chapter on each of the CCO's including Watercare.

8. Matters for noting

8.1 Lessons learned from the Alma Road contractor injury

The review has been slightly delayed as both Watercare and March Cato resources were deployed in support of the Ōrākei Main Sewer Incident.

The final Duty Holder Review Report by March Cato in consultation with WorkSafe and the ICAM Report have now been completed and provided to Watercare for review.

A Lessons Learned exercise specifically related to the incident, including development of corrective actions, is being arranged and should be completed in the next few weeks

Development of a set of formally agreed post incident protocols, which will be followed by Watercare and relevant contractors, sub-contractors and consultants is under development, based on those already in use by the CI Project. This will specify key actions by all parties and expected behaviours after any future incident.

8.2 Significant meetings attended by the CE and Acting CE

- Western Water Supply briefing provided to Cr Turner
- Waikato Water Governance Board meeting
- Auckland Council Audit & Risk Committee meeting
- Mayor's office meeting with Chair

9. Delegated authority to Chief Executive

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

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

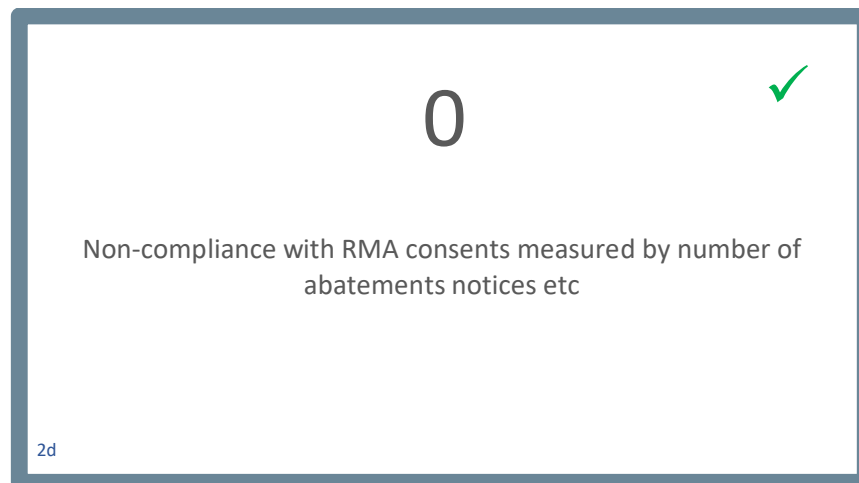
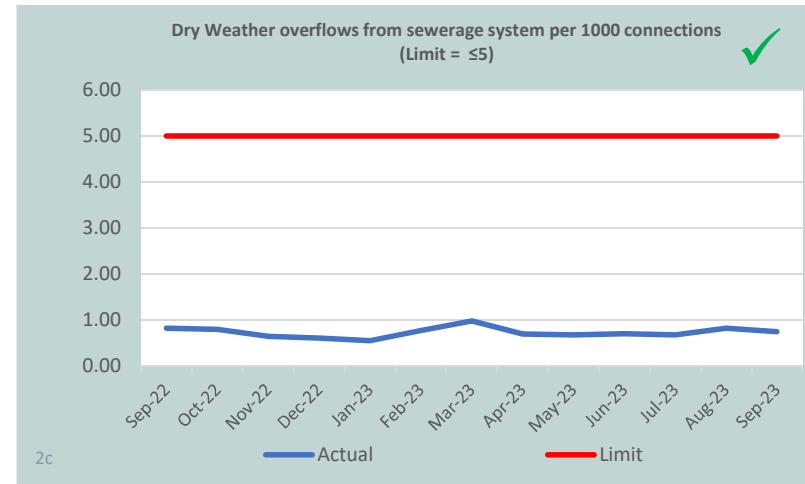
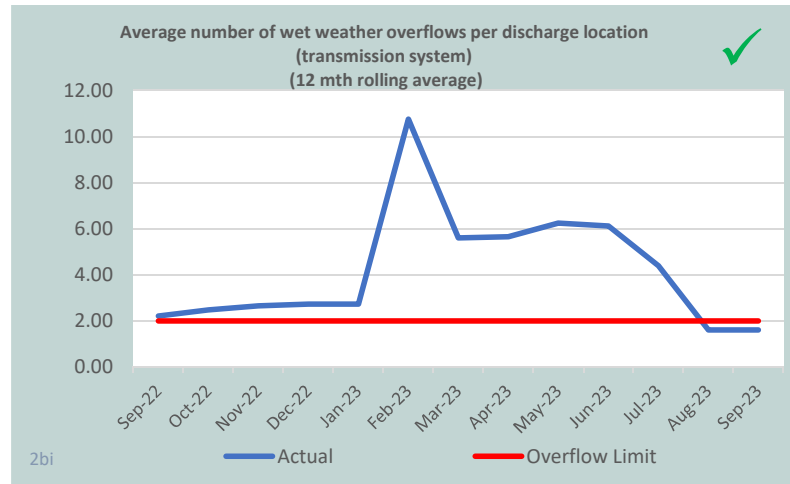
Contract description	Successful supplier
FY24 Transport & Disposal of Waste	Enviro NZ Services Limited
Digital End of Life Hardware Replacement FY24	Acquire.Co.NZ Limited
Compressor Maintenance and Inspection (3 years)	Atlas Copco (N.Z.) Limited
SoW for MSN Salesforce Support	IBM New Zealand Limited



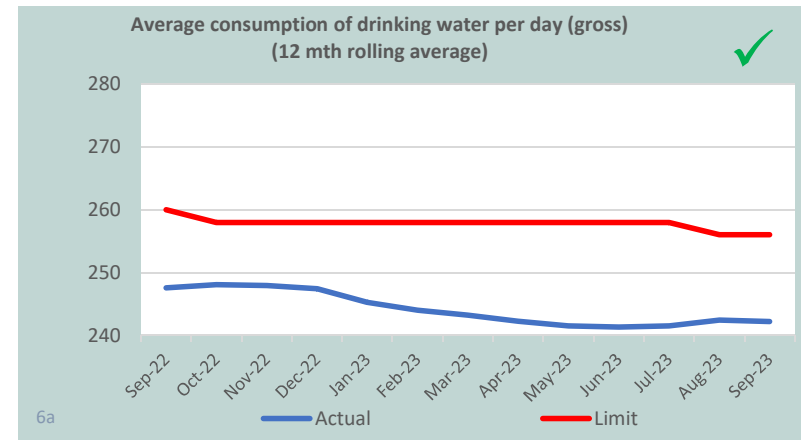
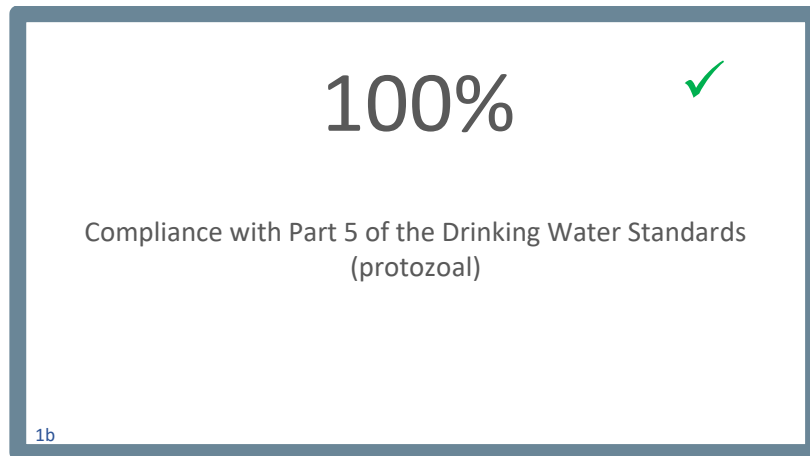
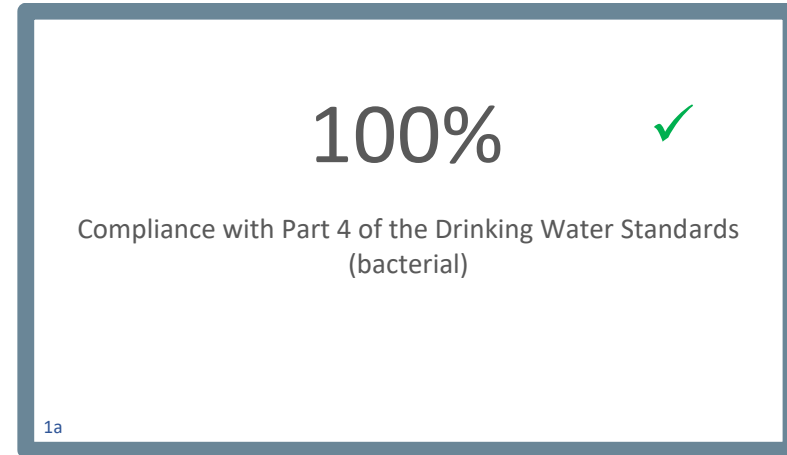
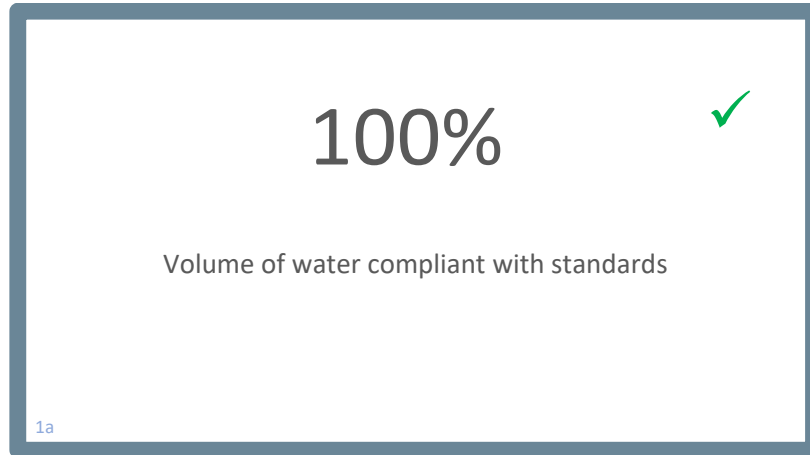
Dave Chambers
Chief Executive

Attachment 1 – Performance against Statement of Intent measures

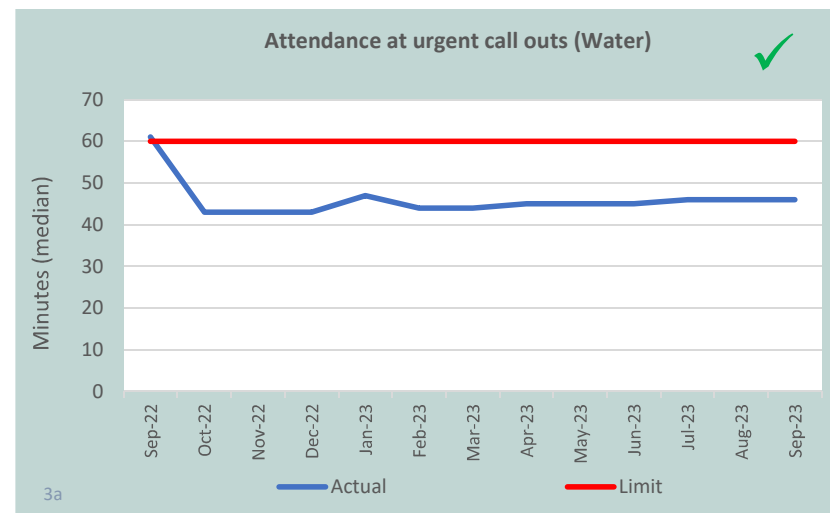
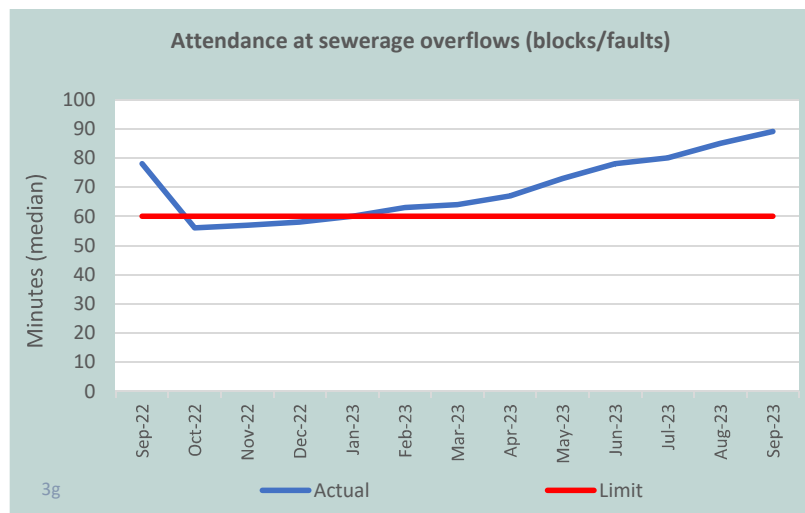
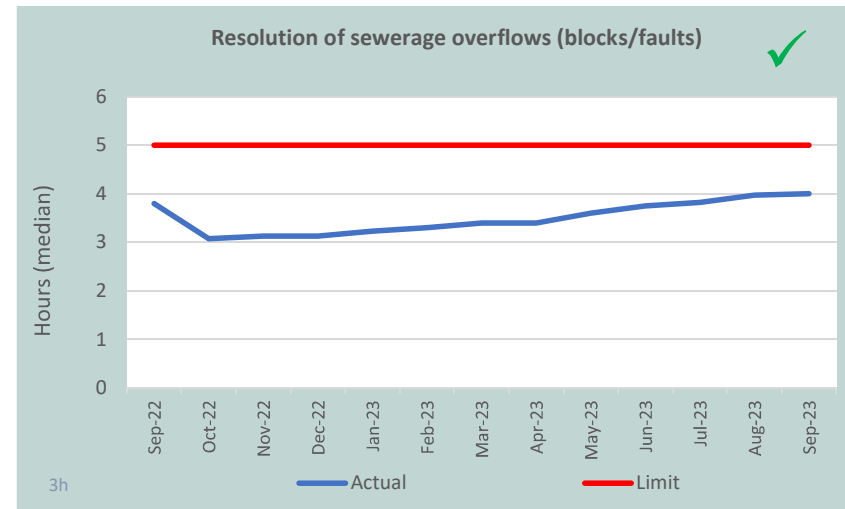
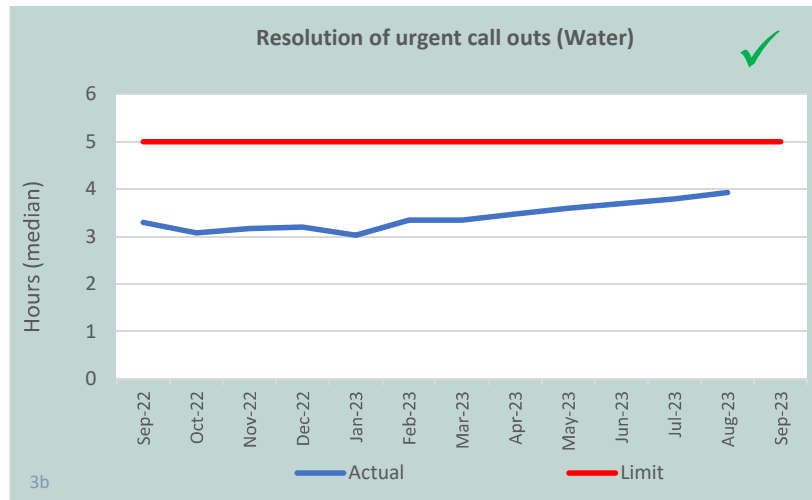
SOI Measures — Natural Environment



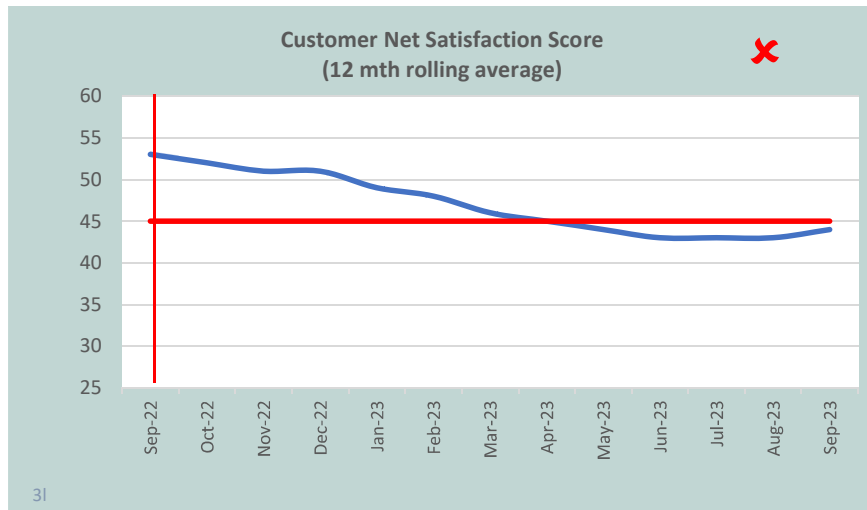
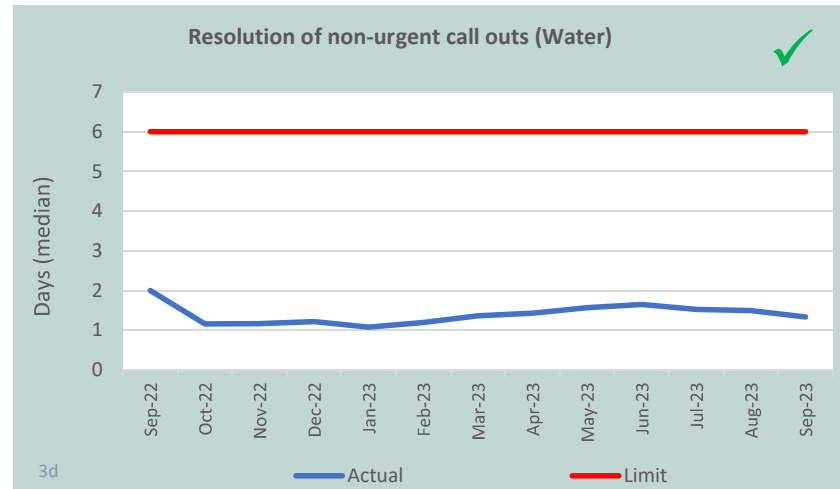
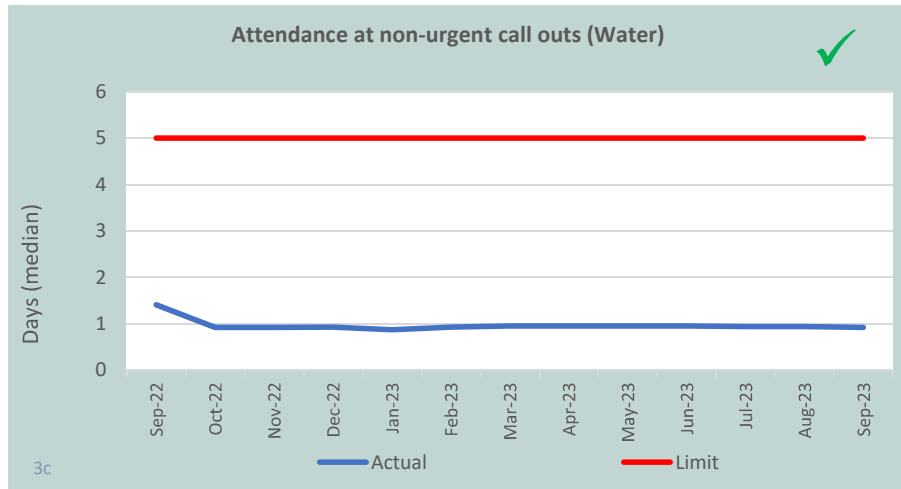
SOI Measures — Assets and Infrastructure



SOI Measures — Community and Stakeholder Relationships



SOI Measures — Community and Stakeholder Relationships



Watercare performance measures (unaudited)

No.	Measure	FY24 Target	Actual			Commentary
			September 2023	August 2023	July 2023	
1.	Total recordable injury frequency rate (TRIFR) per million hours worked (12-month rolling average).	<10	25.62	24.36	23.49	Watercare Board has agreed to obtain an independent external review of how we approach Health and Safety and our performance. We are also focusing on understanding the effectiveness of critical risk controls and have refreshed our HSW commitment.
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	242.2	242.4	241.5	
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	100%	100%	100%	100%	

No.	Measure	FY24 Target	Actual			Commentary
			September 2023	August 2023	July 2023	
	5 of the drinking water standards (protozoal compliance criteria).					
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	46	46	
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	3.9	3.9	3.8	
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	0.92	0.94	0.94	
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 or interruption (days) (12-month rolling average).	≤ 6 days	1.34	1.50	1.53	
10.	The total number of complaints received by the local authority about any of the following: a) drinking water clarity b) drinking water taste	≤ 10	7.30	7.36	7.40	

No.	Measure	FY24 Target	Actual			Commentary
			September 2023	August 2023	July 2023	
	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).					
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	89	85	80	The results for the measure were 80 in July, 85 in August and 89 in September and was above the target of equal to or less than 60. This is a reflection of the extreme wet weather over the past year. It is noted that the resolution of faults has been achieved within the KPI timeframe
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	4	3.97	3.82	
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	≤ 50	23.53	23.47	23.64	

No.	Measure	FY24 Target	Actual			Commentary
			September 2023	August 2023	July 2023	
	expressed per 1000 connections to the territorial authority's sewerage system (12-month rolling average).					
14.	The percentage of real water loss from the territorial authority's networked reticulation system (12-month rolling average).	≤13%	11.66%	11.73%	11.89%	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	0.74	0.82	0.67	
16.	Adherence to all of DIA's non-financial service performance measures*.	100%	92.86%	-	-	Out of 14 DIA measures, 13 measures were met, and one measure (item 11) was not met.
17.	Average number of wet weather overflows per engineered overflow point per discharge location (12-month rolling average).	≤ 2 overflows per year	1.60	1.61	4.40	
18.	Leakage performance – litres/connection/day (l/c/d).	107.9 l/c/d	111.44	112.32	112.20	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 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.

No.	Measure	FY24 Target	Actual			Commentary
			September 2023	August 2023	July 2023	
19.	Deliver capital programme in line with the asset management plan baseline approved by the Board.	80% of projects are in service within approved time and 80% of projects are delivered within approved budget.	66% of projects (2 out of 3) were in service within approved time. 100% of the 2 projects that were in service within the approved time have been delivered within the approved budget*.	66% of projects (2 out of 3) were in service within approved time. 100% of the 2 projects that were in service within the approved time have been delivered within the approved budget*.	100% of projects (1 out of 1) were in service within approved time. 100% of projects (1 out of 1) have been delivered within approved budget.	* We can only determine achievement to budget once projects are in service.
20.	Reactive maintenance spend v's proactive renewals spend.	Establish a methodology on how this should be measured to demonstrate resilience within the network.	Not reported	Not reported	Not reported	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.
21.	Controllable Cost target.	\$396m	YTD Actuals \$106m	\$396m	\$396m	Reform, Flood Management, Ōrākei Main Sewer Incident and additional work delivered on the

No.	Measure	FY24 Target	Actual			Commentary
			September 2023	August 2023	July 2023	
			against the target of \$96m			Waikato District Council Contract have all contributed to the higher costs YTD. The Reform and WDC costs have been offset by increased Revenue, and it is anticipated that the flood management costs will be recovered via insurance claim.
22.	Debt to revenue ratio.	≤3.51	3.47	3.45	3.12	The SOI target was ≤3.35, but after discussions with Council, and a request by Council for a new methodology, an updated target of ≤3.51 for FY24 has been agreed.
23.	Percentage of household expenditure on water supply services relative to average household income.	< 1.5%	0.80%	0.89%	0.93%	
24.	Ratio of procurement sourced through Māori owned businesses.	3%	1.79%	1.70%	2.01%	Direct 0.81% and Indirect 0.98%. Total Māori business spend for FY24 is \$5.18m. (\$2.34m Direct, \$2.84m Indirect). We have 95 active Māori suppliers out of a total of 1929 active suppliers (4.9% of active suppliers).
25.	Percentage of customer complaints resolved within ten days of notification.	≥95%	99.30%	99.20%	99.12%	
26.	Customer Net Satisfaction Score (Previously Net promoter score).	≥45	44	43	43	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.
27.	Community trust score.	≥55	61	60	61	
28.	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</i>	<89,200 tonnes CO ₂ e	Q1/FY24 results: 21,992 tCO ₂ e	Quarterly measure	Quarterly measure	We achieved FY23 target by 3,385 tCO ₂ e (4.3%). Achieving this year's target of 89,200 tCO ₂ e will be a challenge as consumption figures are up for

No.	Measure	FY24 Target	Actual			Commentary
			September 2023	August 2023	July 2023	
	<i>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 SOL's will include these numbers.</i>					natural gas, fuel use, WW process influent, and Puketutu disposal.
29.	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%	88.58%	84.26%	79.61%	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: September

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

Workforce Snapshot



* Contractors and Directors are excluded from the headcount figures above. Long term leave and parental leave employees are included.

Employees by Business Unit & Position Type



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

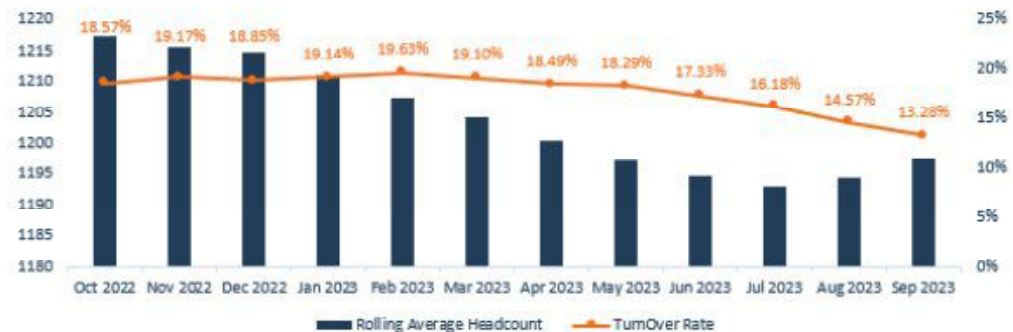
New Hires by Month



Workdays to hire (from job opening to hire date) averaged 61 days for the 23 hires in September (compared to 55.71 days for all hires over the prior 12 months).

September hires by gender: M:30.43%, F:56.52% (13.04% unknown). In comparison to a 12-months view, there were M:52.76%, F:41.46% (5.77% unknown/ Gender Diverse).

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



This does not include anyone that has left for reasons other than resignation. Only Permanent employees (full time and part time) are included in the data.



This snapshot contains all permanent full-time, permanent part-time, and fixed-term employees.

As of 30 September 2023, both total annual leave and long service leave liability are increasing, with AL:\$11.1 million and LS:2.8 million (compared to August AL: \$10.6 million and LS: \$2.7 million).

A minor improvement in the average leave liability per person at 158 units (compared to 160 units in August), but still above the target of 120 units since December 2022.

HR Business Partners will collaborate with the Business Group to manage leave proactively and develop an action plan to reduce excessive accrued leaves in order to meet the intended baseline.

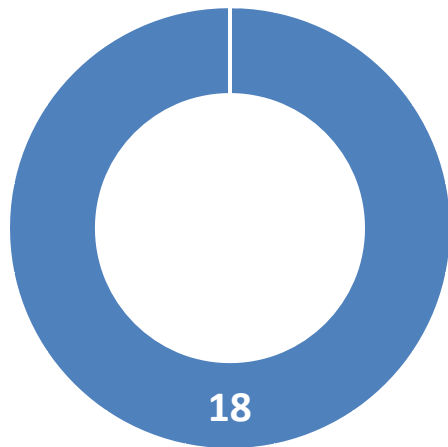


Attachment 3 – Water Quality Report September 2023

Water Quality Report – September 2023

Scorecard

Status of Drinking Water Safety Plans



■ All DWSPs are currently undergoing annual review.

Compliance Summary

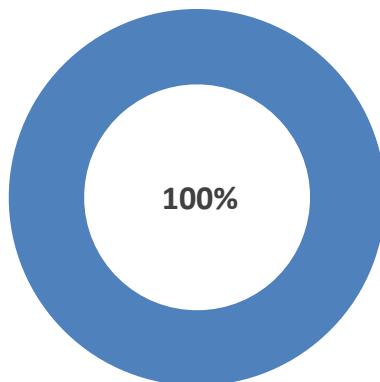
WTPs (17 total)

Microbiological	100%
Protozoal	100%
Chemical	100%
Cyanobacterial	100%
Radiological	100%

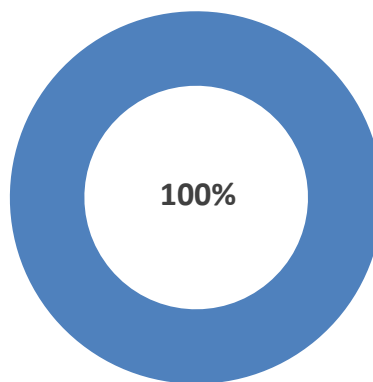
Distribution Zones (40 total)

Microbiological	100%
Chemical	100%

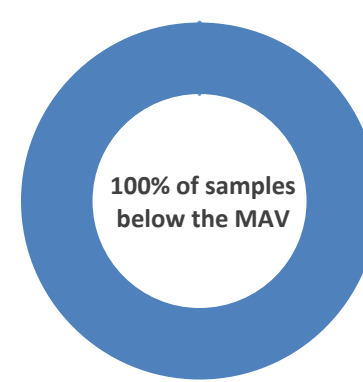
WTPs: Bacterial* Compliance

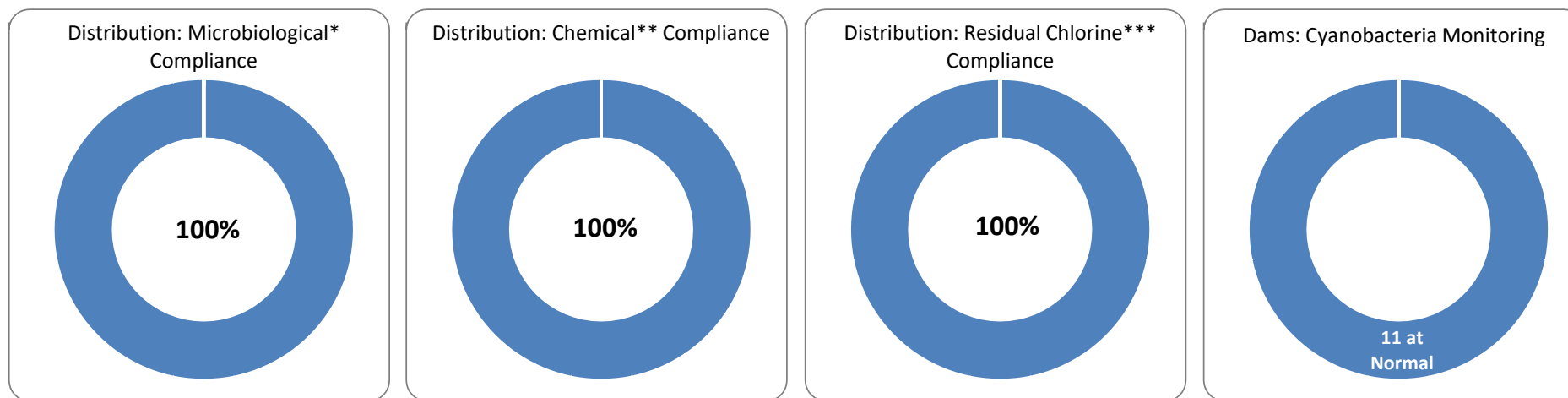


WTPs: Protozoal Compliance



WTPs: Chemical** Compliance





*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 September.

9.3

Spotlight On: Legislation and Compliance

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

Microbiological and chemical compliance has been achieved for the month of September for all water treatment plants (WTPs) and distribution zones (DZs).

Residual disinfection compliance has also been fully achieved for all distribution zones. A new methodology for potable water *E. coli* and Total Coliforms analysis was implemented at the Laboratory. The MI Agar method is IANZ accredited and will result in a reduction in consumables for the Laboratory.

Spotlight On: Drinking Water Safety Plan (DWSPs)

Watercare's Drinking Water Safety Plans are currently undergoing annual review.

Spotlight On: Backflow Prevention

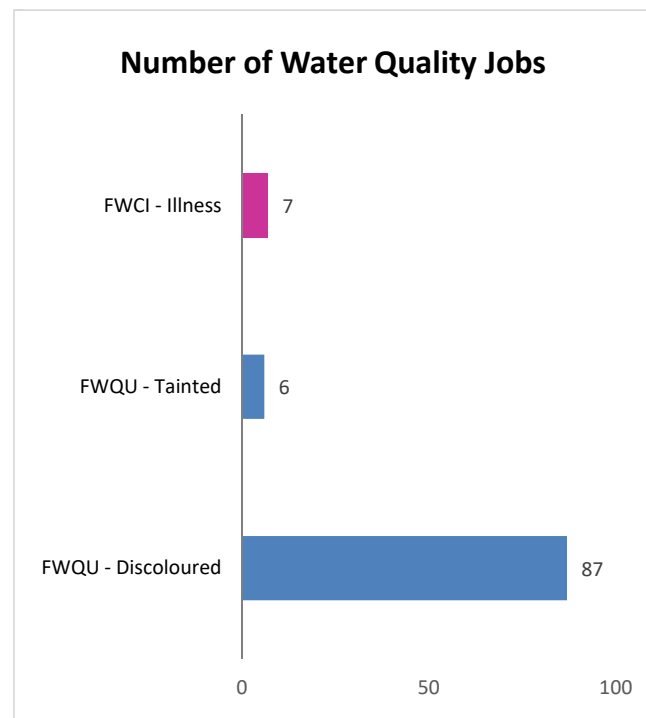
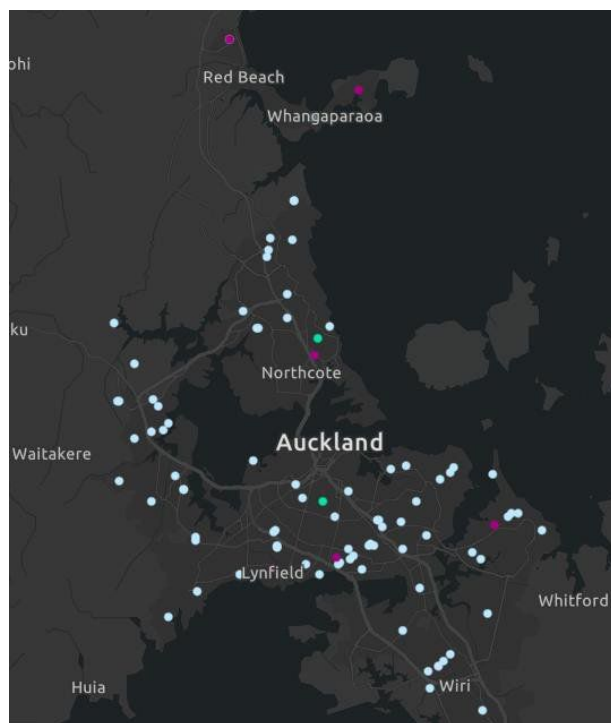
Backflow testing has been completed as per targets set for the end September 2023. Backflow Surveys are progressing for 2023.

Spotlight On: Water Quality

Low Residual Chlorine (FAC) and elevated Disinfection By-products (Trihalomethanes (THMs)) Investigation – Region wide monitoring in-line with the new regulations confirms multiple zones with THMs results over 50% of the MAV, particularly over summer. Multiple zones also experience low FACs during the summer months. Operational improvements and capital investment will likely be required to address this. Networks Planning have engaged a consultant to complete hydraulic modelling. This will assess water age contributions to THMs formation and low FACs as a first options assessment. Modelling has commenced for the first two distribution zones.

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*: Network flush and field testing and provision of WQ compliance reports to customer
Main cause: Health issues unrelated to drinking water.

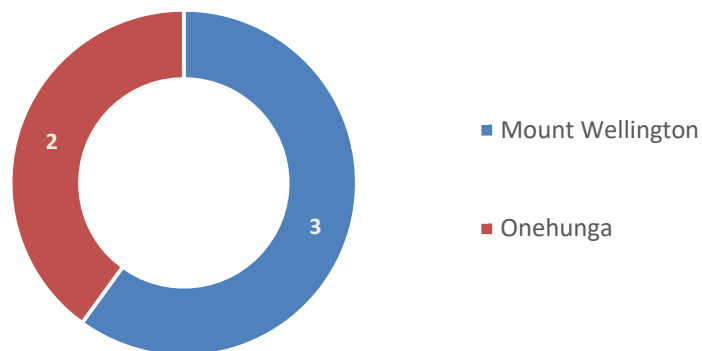
Tainted Water: Network flush and field testing
Main cause: Private plumbing issue causing chlorine odour.

Discoloured Water: Network flush
Main cause: Mineral and sediment build-up coming off pipes.

**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.*

Repeat Water Quality Complaints – September 2023

Central Networks
Number of New Repeat Complaints



Southern Networks
Number of New Repeat Complaints

No new repeat complaints

Northern Networks
Number of New Repeat Complaints

No new repeat complaints

Actions Taken for Repeat Complaints*

CENTRAL:

Mount Wellington – 3 complaints of discoloured water in the last 3 months from the same customer. Flushing was done for most recent event but will be further investigated for underlying cause.

Onehunga – 2 complaints of discoloured water in the last 6 months from the same customer. Network flush resolved issues in both cases.

Update for Onehunga Mall complaint: Flushing done for affected hydrants. No new issues reported in September by original complainant.

Repeat Complaints Business Process: Planned meeting between Faults, Networks and WQ Science with the goal of improving repeat complaints tracking and escalation processes.

**Repeat complaints – Complaints from 1 customer for the same WQ issue within the last 6 months.*

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
September 2023

370

Consents with non-compliances
in September 2023

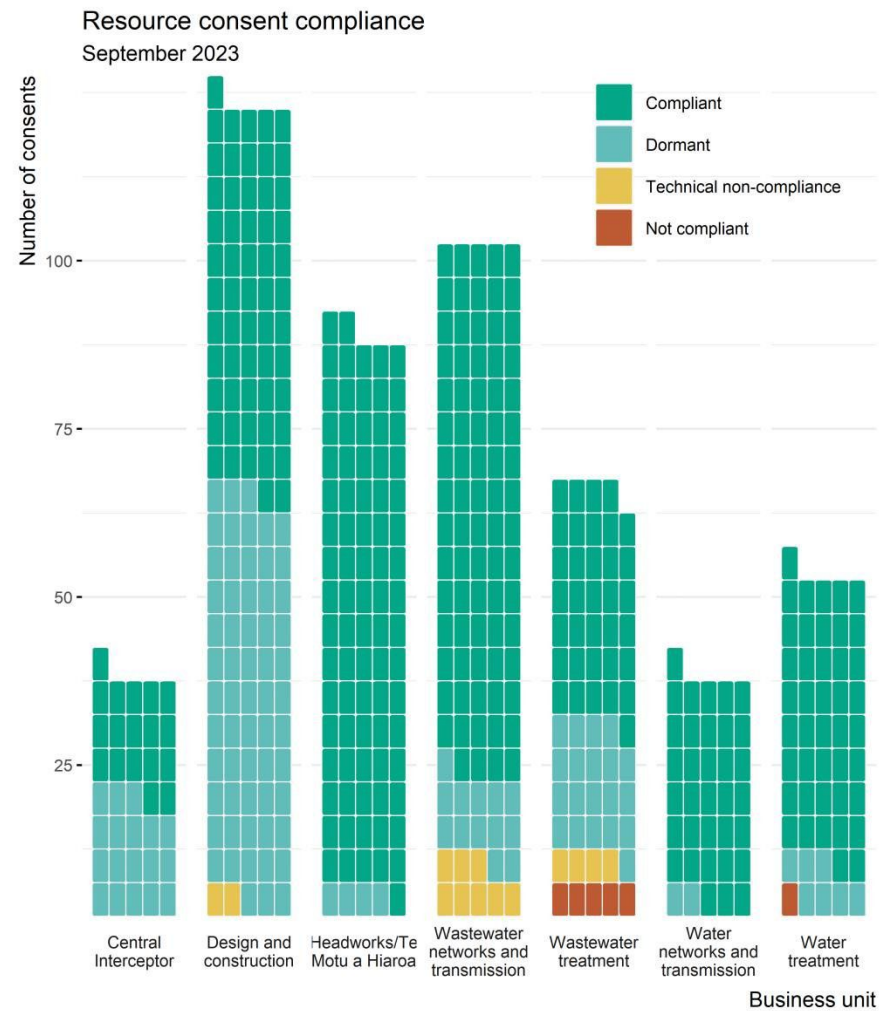
20 ↓

Rolling 6-month average (non-
compliant consents)

23 ↓

Consents under enforcement in
September 2023

0 -



Significant non-compliances for September 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. Performance of UV affected by solids-carry over from upstream treatment processes. Short-term response is to upgrade the inlet screens, scheduled for completion in 2024.	2024 (if screens upgrade provides effective) Long-term upgrades 2030 , but optioneering underway for complete solution to UV performance issues.	Moderate (Grade 3): Long-term and repeat issue. Future Council grading will depend on the efficacy of the screens upgrade.
Huia WTP	DIS80297101	3	High total aluminium in stormwater discharge.	Intermittent issue. Total aluminium is not a direct measure of ecotoxicity. Dissolved concentrations (potentially toxic) remain low.	On-going intermittent issue. Aluminium issue may not be resolved until construction of new Huia WTP and new discharge consent.	Minor (Grade 2): No evidence of environmental effects.
Omaha WWTP	DIS60050606 DIS60050490	19	Low UV dose on occasions.	Isolated issue. Issues with power supply to one bank of UV lamps. Repairs completed in September	Resolved.	Moderate (Grade 2): Issue resolved.
Warkworth WWTP	DIS603386349	8	High suspended solids in discharge	Ongoing issue. Plant is at process capacity and is currently due to be decommissioned once Snells-Algies upgrades are completed. In the interim, solids carry over is an intermittent issue.	2025. Ultimate solution is the new Snells-Algies plant..	Minor (Grade 2-3) Data to date shows no environmental issues in receiving environment.

Board meeting | 7 November 2023
Public session



Health, safety, and wellbeing update

For discussion

Te pou whenua tuhinga / Document ownership

Prepared by

Paula Luijken

Acting Head of Health, Safety and Wellbeing

Submitted by

Dave Chambers

Chief Executive

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 Feedback from last Board meeting

At the Board September meeting, further information was asked about the drill press that broke a worker's finger. It can be confirmed that the drill was regularly inspected, in date for test and tag, and operating as expected.

The Board also requested communication to kaimahi around fatigue and wellbeing in the lead up to Christmas. This has been communicated via the people leader's weekly update and will continue to be monitored.

3.1.2 ISO 45001

The second stage of the assessment of ISO 45001 was conducted in September 2023. The assessor visited a selection of sites over two weeks reviewing the application of the management system across the business.

The auditor recommended Watercare for ISO 45001 Certification. There were eight non-conformances (two major and six minor), identified in the draft report.

The non-conformances were:

- Major: Permitting and Isolations - Enhancing the quality of recording, efficient permit closure, process improvements, and recommendations for form enhancements and process clarity (self-isolation).
- Major: Emergency Equipment - Replacing floatation devices that have exceeded their safe use-by age, indicating a need for improvements in our safety equipment management.
- Minor: HSR Training - Ensuring proper completion and recording of HSR training.
- Minor: Document Control - Resolving issues with various document versions, including drafts, and fixing faulty links in HSW and IMS documents.
- Minor: Emergency Plans - Conducting formal risk assessment reviews for existing emergency plans.
- Minor: Evaluation of Legal Compliance - Shifting from a compliance-by-exception approach to a more proactive verification process, in line with 45001 standards.
- Minor: Internal Auditing - Enhancing HSW systems audits conducted by the HSW team (EAP self-assessments).
- Minor: Site-Level Improvements - Addressing observations made by the auditor, particularly the need for ongoing monitoring and verification of site risk controls and effective change management.

We have six months to respond with an action plan in place to address these. Plans are already in progress.

3.2 HSW metrics – September 2023

Incident metrics are split between Watercare and contractors.

Metric	September 2023	September 2022	YTD 2023	YTD 2022
Total recordable frequency rate	25.62	16.22	-	-
Total recordable injuries	7	2	54	47
Lost Time Injuries	1	1	16	15
Restricted Duties Injury	0	1	7	7
Medical treatment	6	0	31	25
Total Days lost	2	31	197 Total (124 LTI and 73 RDI)	783 Total (190 LTI and 593 RDI)
Average Days of incapacity per injury (RDI and LTI)	2	15.5	3.6	16.7
Notifiable incidents	0	0	1	0

Metric	September 2023	September 2022	YTD 2023	YTD 2022
Critical risk/All incidents	5/48	7/40*	54/343	106/559
High potential critical events	0	0	1	0

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

While our number of incidents is higher than 2022, the number of days off incapacity per injury has reduced significantly.

1 X Lost time injuries

- Two days lost: Safety bar on BOD Skalar (laboratory testing) machine fell and hit safety glasses causing a bruise and a cut on the nose. Machine was inspected on the day and awaiting review from maintenance contractor.

6 x medical treatment injuries

- Prescribed preventive antibiotics: Operator was isolating the valve for pipe modification. Whilst bending to reach the valve, he hit his head on a protruding platform, resulting in a small cut to the head.
- Physio: Operator was undoing bolts and nuts by hand. While tightening the last nut they felt a strain in their right forearm.
- Physio: Operator walking uneven ground and rolled ankle.
- Physio: Operator repairing a wastewater connection and twisted knee.
- Physio: Kaimahi was helping to push a contractor's vehicle that had become stuck, a bog mat was caught by the wheel and came out from behind the vehicle. The bog mat weighs 15-20 kg and hit the bridge of worker's left foot – steel cap boots were being worn, but the bog mat hit the foot in an area not covered by the steel cap.
- Hand therapist: Operator was digging out soil from a meter box and attaching a new gate valve. Whilst pulling back on the gate valve they felt pinch in their left arm, and their arm went "dead".

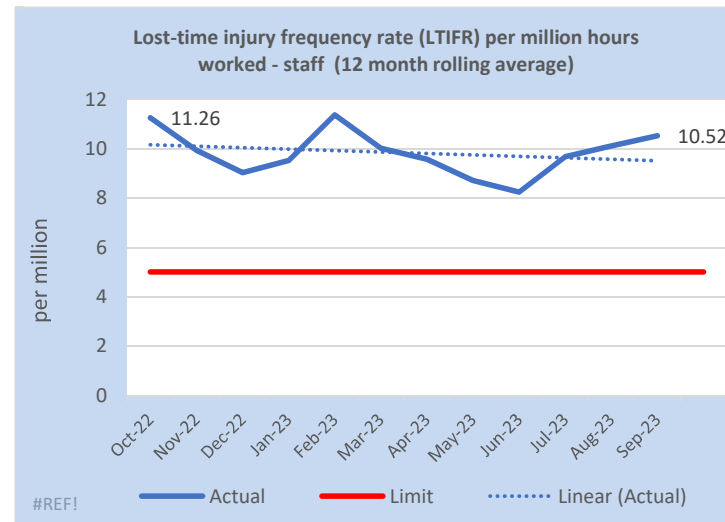
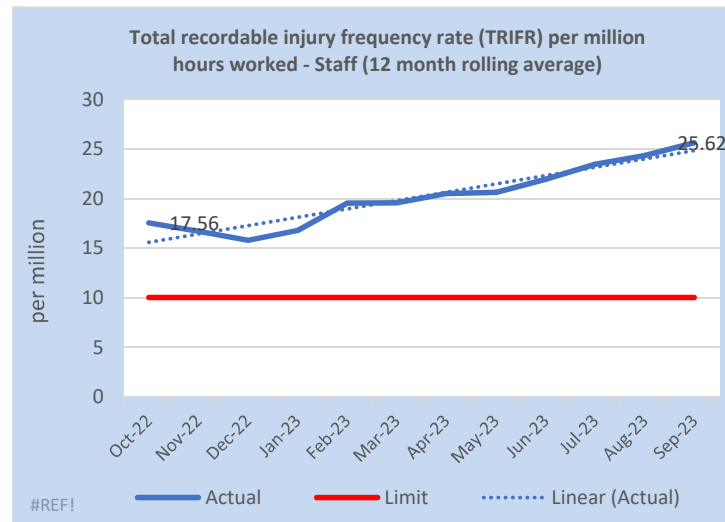
Critical Risk Events

1 x Excavation

- Digger control instrument broke off during use on job site, causing unsafe use of the digger. This was escalated immediately, all crews informed, and other diggers checked for similar issues.

4x driving

- Member of the public rear ended a WSL Driver. Property damage only
- Member of the public pulled out of driveway and hit the side of a WSL van. Property damage only
- WSL Driver forgot to put hand break on and jumped out of truck. The truck then rolled back and hit post.
- WSL Driver did a three-point turn in residential driveway. As they reversed down the driveway, and across the road the rear left tyre dropped off the road into a sinkhole caused by erosion caused by the culvert under the road. They assessed the situation and were able to drive out safely. Rear vision cameras are being reviewed.

3.2.2 LTIFR / TRIFR measures

While our total recordable injuries frequency rate is increasing, our Lost time injury frequency rate is decreasing slightly. A review is being scoped to deep dive into our injury data to look for any trends.

Lead Indicators – Executive HSW KPIs

			July	August	Sept	
HSW Climate	The team targets a HSW climate rating of $\geq 8/10$ in each six-monthly Watercare climate survey.	> 8	7.9			This survey is done every six months. Next survey is in November.
Open iCare cases	95% of iCare cases are closed with appropriate and effective actions within 30 days of having been raised	$< 5\%$	1011	555	241 (5.59%)	This number is the % of open cases raised in the last 12 months, that are currently open, and have been open over 30 days.
Leadership walks	All leaders in the business are to complete leadership engagement walks as per schedule determined by their business unit leadership team	By business unit	-	-	-	Targets are in the process of being confirmed by business unit
Reward & Recognition	Each business unit has a Reward and Recognition programme which is reported on at the monthly performance hui as part of monthly HSW performance for peer review.	By business unit	-	-	-	This is done via the reward and recognition app
Training - Induction	All kaimahi complete and maintain a current online Watercare HSW Induction within two months of starting with Watercare.	100% of kaimahi	44.64%	70.70%	74.37%	Catching up as this induction was made mandatory in July 2023
Training – Safety L-ship in Action	All leaders complete training in leadership engagement interactions	100% of leaders	17.3%	18.9%	18.9%	All people leaders
Permit audits per site	Every month, a minimum of one permit audit is conducted per project/plant	One per site	10	15	20	To confirm which sites require a permit audit (e.g. staffed vs unstaffed)

3.2.3 Contractor incidents

Metric	September 2023	September 2022	YTD 2023	YTD 2022
Total recordable frequency rate	11.56	16.60	-	-
Total recordable injuries	2	4	29	35
Lost time injuries	2	2	4	8
Restricted work injury	0	1	12	16
Medical treatment	0	1	13	10
Notifiable incidents	1	0	2	0
Critical risk/All incidents	5/13	7/40*	69/299	106/559
High potential critical events	0	1	2	3

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

2 x Lost time injuries

- Two weeks lost: This notifiable event was also a Lost time injury. It involved a pump hire employee whose finger was caught in the door of a cage while it was being shut. They were admitted to hospital for treatment. Worksafe did not investigate. The contractor is looking into improving the cage doors.
- Three days Lost: The other lost time injury was due to manual handling of a 150kg plate compactor causing a back sprain.

Incidents involving critical risk**1 x Excavation**

- The excavator was working in close proximity to a building. It was cleaning up some blinding inside a trench. Whilst lifting the blinding, the excavator's bucket slipped, damaging the newly installed cladding on the nearby building. The dogman was taken for Drug and Alcohol testing and returned a non-negative.

1x Temporary traffic management

Members of the public removed the barriers to walk through the site. The Traffic Controller was a small distance away and called out to them that they could not enter through the site and asked them to leave. As he raised his hand and called out again to ask them to stop, one of the groups ran out into the live lane of traffic to cross the road and was hit by an oncoming vehicle. The vehicle was traveling at a slow speed. Traffic was stopped, Ambulance and Police called, and they attended the site. The member of the public who was hit by the car got up straight away and waited until emergency services

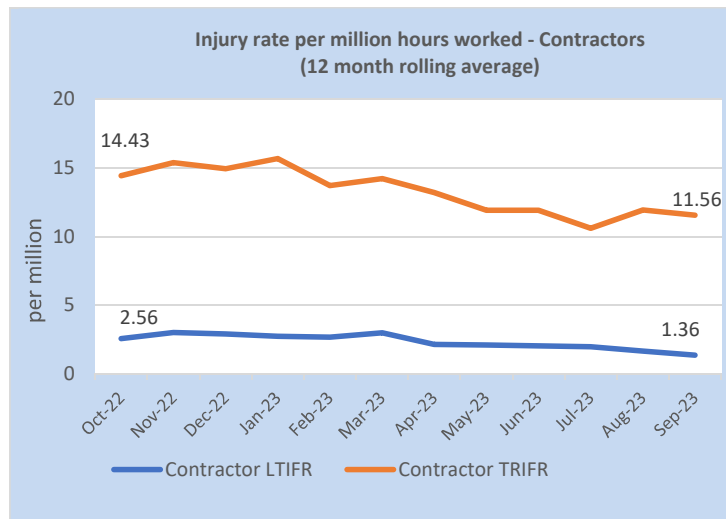
attended. The ambulance cleared them on site, and no further treatment was needed. The site's Traffic Control was complaint and welfare checks completed on the injured person and crew.

1 x Heights

- A subcontractor needed to retrieve some ducts from the top of a container. He climbed on top of the container to retrieve them. After retrieving the ducts, they jumped down approximately 1.7 m onto some adjacent precast concrete double tee beams to get back to the ground. They were keen to get to job done. Contractor has spoken to them about safety being a priority and availability of height access equipment reviewed.

2 x Service Strikes

- A 100mm watermain was struck on Duke St. The service investigation crew had previously potholed the area and showed it approximately 3m away from where it was struck.
- During excavation, a gas service was struck and damaged, leading to a gas leak. Emergency protocols were promptly initiated, and the gas main was successfully isolated and repaired. No issues found during drug and alcohol testing of the crew members involved. The gas line was not shown on any service plans and prior to excavation all known services were marked out/potholed.



3.3 Critical Risk Review

The critical risk review for November is of Working at height (refer [Attachment 1](#)). The team will present this as a slide show to enable discussion and questions.

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

November Board Meeting	Working at height
December Board Meeting	Mental Wellbeing



Attachment 1

Critical Risk Review

Working at Heights

October 2023

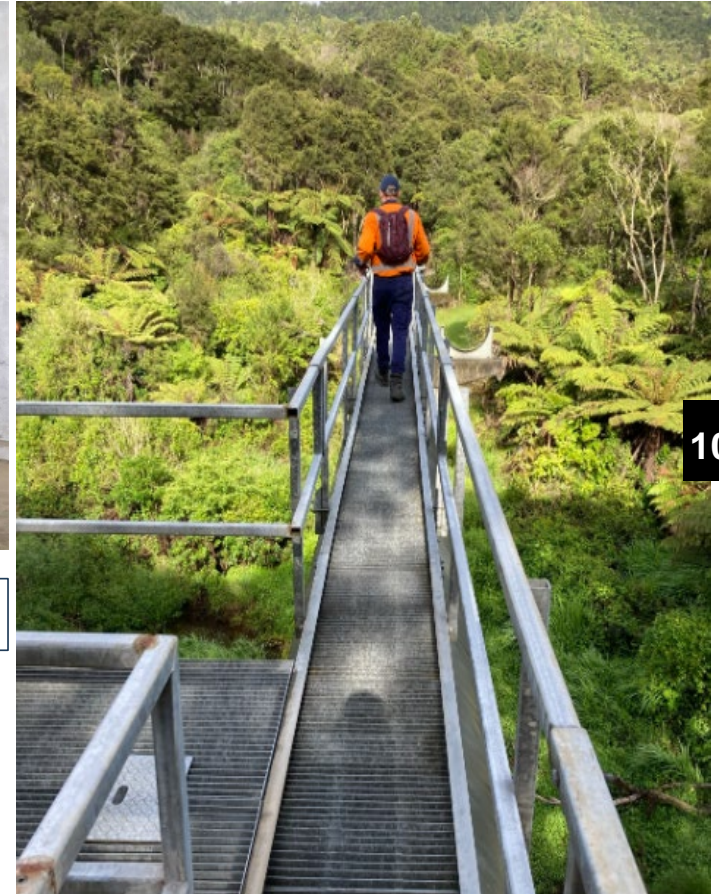
About: what is working at heights?



Working at height is defined as:

A location above or at ground level where if a person or object were to fall from one level to another they could suffer or cause an injury to themselves or someone else.

Note: It does not include slipping, tripping or falling at the same level.



10.1

About: common ways of working safely at height



Ladders



Mobile elevated
Work Platforms



Edge Protection



Scaffolds Fixed
or Mobile



Fall Restraint or Arrest Systems

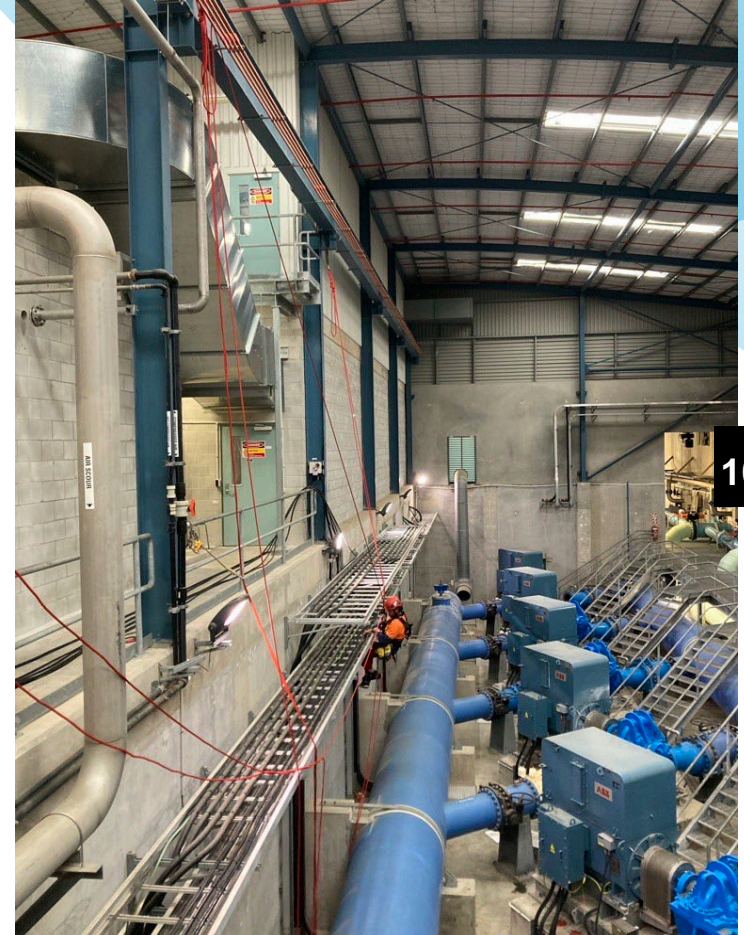
Examples of common controls
used to work at height on our
WSL sites.

About: unusual and unique ways of working at height



- Abseiling to assess structural stability over the Waikato River in Tuakau for the Waikato A project.

- The Central Interceptor project are entering and exiting shafts in a man cage and using scaffolds for access and egress.

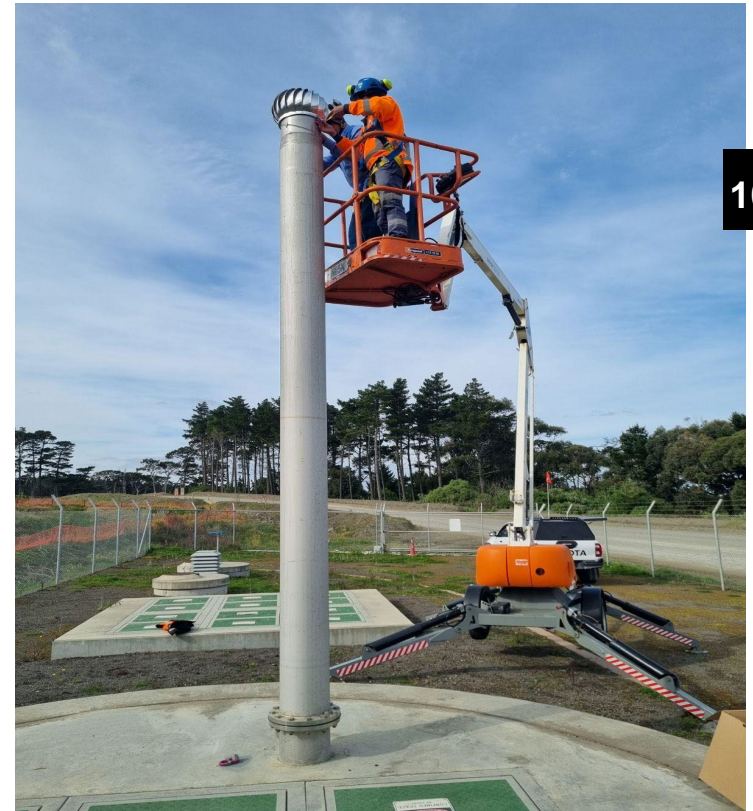


- Sometimes our teams have to get creative to keep our kaimahi safe while working at height. Abseiling at Tuakau WTP.

Operations

Maintenance Delivery, Headworks, and Maintenance Services teams do all the maintenance on WSL assets where they are working from height over manholes, shafts, pump stations, valve towers, buildings, and the common climbing around Watercare trucks for tools etc.

About: common working at heights for our Operational teams

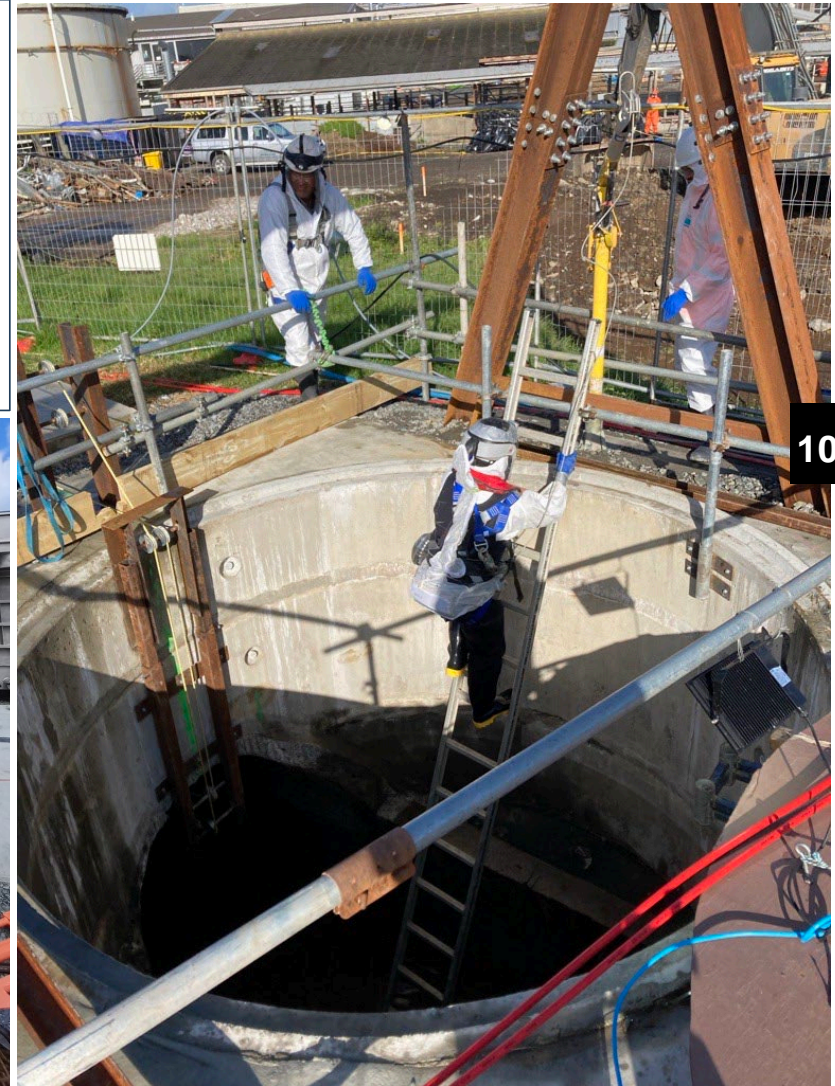


10.1



About: Infrastructure sites working at height

A lot of working at height tasks are carried out by our contractors on our infrastructure sites. We review plans and monitor the work to ensure sufficient height protection is in place.



10.1

Training: Refresher Working at Height at Mangere Training Campus



This training program covers height safety, including PPE care, hazard awareness, safety harness use, and rescue planning. It emphasises prevention and restraint techniques, with practical training in a dedicated facility.

Protect: controls to protect workers

Controls to protect our workers

- Compliant edge protection in place, or
- Work from a certified elevated work platform, or
- Work from a site approved ladder, or
- Have a fall restraint or fall arrest system in place, and
- Have systems in place to prevent objects from falling



Secure tools with lanyards



Trenching – edge protection and safe access

10.1



Safety nets and screens



Exclusion zones for dropped objects



Anchor points for harnesses to prevent falling

Learn: *Watercare Safety Reminder – Lifting and Suspended Loads*



Lifting activities are common on our Watercare sites and suspended loads are a critical risk for Watercare. It is important that we do everything we can to keep our kaimahi (workers) safe. Here are some key points to consider when planning a lift:

- **Risk assessment and lift plan** – proper planning helps to ensure all risks and hazards have been identified and controlled before starting the activity. Workers involved in the activity should be clear about their roles and responsibilities.
- **Correct equipment** – select the right equipment for the job (including rigging gear) and ensure that the equipment is in good condition, has been inspected and certified.
- **Training and competency** – ensure all workers involved in the lift have received appropriate training and are competent and confident with their role.
- **Exclusions zones** – an effective exclusion zone considers the type of lift, weight and dimensions of the load, working environment, and the potential swing and fall zone of the object being lifted.
- **Good communication and spotting** – it is crucial that everyone is aware when objects are being lifted and how this might impact their work area. Establish a clear communication plan with all kaimahi working nearby.

10.1

WSL Safety Alert - June 2023

Learn: *Moving Portable Buildings – Working at Height*

Learning Opportunity



WSL Safety Alert - July 2022

Working at height means working in a place where a person could fall from one level to another. There is no longer a minimum fall distance.

Portable buildings are a common feature at Watercare. We often organise contractors to relocate these building throughout their time on our sites. Moving these portable buildings present a range of hazards and we need to apply controls to mitigate these risks.

What happened:

During a relocation of some portable offices at a Watercare site, a worker was working on top of the portable office without height protection. Soon after, another group were working on top of a portable office as they were connecting the building to a crane without any height protection.

Working at heights is a critical risk for Watercare and we need to apply controls accordingly.

Things to consider:

Planning is crucial and during the risk assessment, check if working at heights will be involved. It is important we eliminate the need to work at heights whenever practicable. If elimination isn't possible, static lines with harnesses are a common option for companies like Portacom.

Board - Public Session - Board planner

		Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
Meetings	Board	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	21-Nov			2-Feb		3-Apr	21-May	21-Jun
	Asset Management Committee	21-Nov							
Running the Business	Financial				Approve half year accounts Approve long term financials for Auckland Council modelling	Approve financials for Draft SOI including projected 24/25 price increases			Board approval of Insurance proposal Board approval of 2024/2025 Budget and updated SOI financials
	Statement of intent	2022/2023 SOI Results to be presented to Board at Public Meeting. Public deputations to be received.	2024/25 Letter of Expectations to be received		Q2 Performance Report - due to Council by 23 February 2024	Draft 2024-2027 SOI for Board's approval - to be sent to Council by TBC	Q3 Performance Report - due to Council by 26 April 2024 (approval via an out-of cycle resolution)	Present shareholder SOI feedback at public meeting. Public deputations to be received..	Q4 Performance Report - due to Council by 30 August 2024
	Community and Stakeholder Relationships	Stakeholder Progress update from Infrastructure, Operations and Customer teams on the recommendations of the Citizens' Assembly	Iwi		Stakeholder Date TBC: CCO Direction and Oversight Committee /Board visit	Iwi	Stakeholder Progress update from Infrastructure, Operations and Customer teams on the recommendations of the Citizens' Assembly	Iwi	Stakeholder
	Governance	Enterprise Risk Report (Board then Council) Q1 Statutory compliance Te Reo Māori Policy	Board Delegations to CE Update on Auckland flood recovery Delegations to the CE Policy		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
	Karakia	Frances Valintine	Nicola Crauford		Margaret Devlin	Graham Darlow	Julian Smith	Frances Valintine	Nicola Crauford
Deep Dives - aligned to the five priorities									
Confidential		CE's KPIs	Long term cost reduction plan		CE's KPIs AMP Implementation Report			CE's KPIs	
Audit & Risk Committee		Delegations to the CE Policy			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		Deep dive on Digital programme							

Board meeting | 7 November 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 ⁺
Margaret Devlin (Board Chair)	✓	✓
Nicola Crauford	Committee Chair	✓
Graham Darlow	✓	Committee Chair
Frances Valintine		
Julian Smith		
Dave Chambers [#]		
Brendon Green [*]	✓	
Hinerangi Raumati-Tu'ua [*]	Committee Chair	

[#] 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.

^{} Resigned on 31 July 2023.*

⁺ 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 ⁺			
	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 [#]																				
Brendon Green [*]	✕	✓	✓	✓	✓	✓						✓	✓							
Hinerangi Raumati-Tu'ua [*]	✓	✓	✓	✓	✓	✓						✓	✓							

[#] 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.

^{*}Resigned on 31 July 2023

⁺The committee was established at the 8 August 2023 Board meeting.



Board meeting | 7 November 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](#).

DIRECTOR	INTEREST
Margaret Devlin	<ul style="list-style-type: none"> • Director, Waikato Regional Airport • Director, Titanium Park (wholly owned subsidiary of Waikato Regional Airport) • Director, Waimea Water Limited • Director, IT Partners Group • Chair, Advisory Board Women in Infrastructure Network • Chair, Hospice Waikato • Chartered Fellow, Institute of Directors • Member, Institute of Directors, Waikato Branch Committee • Director, Dairy NZ Limited
Nicola Crauford	<ul style="list-style-type: none"> • Director and Shareholder, Riposte Consulting Limited • Trustee, Wellington Regional Stadium Trust • Director and Chair, Burgundy Holdco Limited (owner of StraitNZ Limited) • Director, Lyttleton Port Company Limited
Frances Valintine	<ul style="list-style-type: none"> • Director, The Mind Lab Limited • Director, Tech Futures Lab • Director and Shareholder, Harcourt Jasper Limited • Director and Shareholder, Pointed Tangram Limited • Director and Shareholder, Harper Lilley Limited • Director and Shareholder, On Being Bold Limited • Director and Shareholder, Sandell Trustees Limited • Selection Advisor, Edmund Hillary Fellowship • Board of Trustee, University of Silicon Valley • Shareholder, Thought-Wired Limited • Director, Academy EX Limited • Director, Earth Futures Lab • Director, Edlab Limited
Graham Darlow	<ul style="list-style-type: none"> • Director, Holmes GP ANZ Ltd • Director, Hick Group Ltd • Business Executive, Acciona Infrastructure NZ Limited

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

3.2 Watercare's Executives' Interests Register

- All new additions in 2023 are in [Blue](#).

EXECUTIVES	INTEREST
Dave Chambers	<ul style="list-style-type: none"> • Director, Paper Plus New Zealand Limited • Director, Turners and Growers Fresh Limited • Director, GB & DD's Outfit Limited • Director, Watercare Services Limited (on sabbatical since 7 February 2023)
Jamie Sinclair	<ul style="list-style-type: none"> • Finance Lead role on secondment to Wai Tāmaki ki te Hiku establishment team • Director and Shareholder, Sinclair Consulting Group Ltd
Shayne Cunis	Nil
Amanda Singleton	<ul style="list-style-type: none"> • Director, Die Weskusplek Pty Limited (South Africa) • Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust
Nigel Toms	<ul style="list-style-type: none"> • Director, TRN Risk & Resilience Consulting
Steve Webster	<ul style="list-style-type: none"> • Director, Howick Swimgym Limited
Mark Bourne	<ul style="list-style-type: none"> • Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust
Andrew Chin	<ul style="list-style-type: none"> • Transition Lead on secondment to Wai Tāmaki ki te Hiku establishment team
Sarah Phillips	<ul style="list-style-type: none"> • People Stream Lead role on secondment to Wai Tāmaki ki te Hiku establishment team
Richard Waiwai	<ul style="list-style-type: none"> • Tumuaki role on secondment to Wai Tāmaki ki te Hiku establishment team • Director, and owner of Te Hautapu Consultants Limited • Trustee of Te Rana Te Araroa Waiwai Whanau Trust • Relatives work for Waikato Tainui, the Department of Internal Affairs and Three Waters National Transition Unit
Angela Neeson	<ul style="list-style-type: none"> • Director, Tranquillo Properties Limited

