

Minutes

Board meeting	Public session
Date	9 May 2023
Venue	Watercare Services, Level 3 Boardroom, 73 Remuera Rd, Remuera and via Microsoft Teams
Time	9:45am to 11:35am

Attendance		
Board of Directors	Watercare staff	Guests
Margaret Devlin (Chair) Nicki Crauford Julian Smith Frances Valintine Brendon Green Graham Darlow Via Microsoft Teams Hinerangi Raumati-Tu'ua (for items 1 to 8)	Dave Chambers (CE) Jamie Sinclair (Chief Corporate Services Officer, for all items except for first part of item 9) Amanda Singleton (Chief Customer Office, for items 1 to 9) Sarah Phillips (Chief People Officer, for items 1 to 7) Bronwyn Struthers (Head of Health, Safety and Wellbeing, for items 1 to 8) Suzanne Lucas (GM Asset Upgrade and Renewals, for items 1 to 7) Andrew Mercer (Head of Asset Efficiency and Acting Chief Operations Officer) Jonathan Piggot (Production Manager – South, for item 8) Andrew Lester (Water Resources Manager, for item 9) 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 7)	Councillor Ken Turner, Watercare's Lead Councillor (for items 1 to first part of item 9) Via Microsoft Teams Trudi Fava, CCO Programme Lead, Auckland Council

1.	<p>Opening karakia</p> <p>Graham Darlow opened the meeting with a karakia.</p> <p>Meeting administration</p> <p>The Chair welcomed everyone to the meeting.</p>
2.	<p>Apologies</p> <p>Hinerangi Raumati-Tu'ua advised that she currently dialling in from overseas and may need to leave before the end of the public meeting. She also provided her apologies for the confidential meeting, which follows the public meeting. Hinerangi provided feedback to the Chair on the remainder of the papers.</p>
3.	<p>Quorum</p> <p>The Chair confirmed that 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</p> <p><i>The Board resolved that the minutes of the public session of the Board meeting held on 4 April 2023 be confirmed as true and correct.</i></p>
6.	<p>Public deputations</p> <p>The Chair noted that there were no public deputations.</p>
7.	<p>Chief Executive's report</p> <p>The CE introduced the report. The CE highlighted the following key topics from the report.</p> <ul style="list-style-type: none"> • The leadership team has started holding monthly HSW meetings. The most recent meeting focussed on understanding what is leading to the results we have, and why injuries are occurring.

- Last Friday, a HSW leadership forum was held with our industry partners. When they work for Watercare, their safety records are worse than when they work for other companies. At the meeting, Watercare acknowledged that we have an issue to address; we are investigating why our safety record is not as good as it could be and how we can make improvements.
- In response to questioning from the Board, Bronwyn Struthers confirmed that we do have a partnership with Mates in Construction on all infrastructure projects, and some of our operational teams also have a partnership with this organisation.
- Bronwyn also reported that the HSW team has met with Worksafe's Puataunofo Programme team to discuss how culture fits into HSW.
- The CE noted that the Sensitive Expenditure Policy is being presented to the Board in the confidential session for review. This review is not being done in isolation – other non-board approved policies (e.g. P-Cards, Gifts & Inducements and The Watercare Way) – are all being reviewed as well. Once the Policy is approved, it will be circulated to our staff.
- In relation to diversity, including gender diversity, the Board stressed the importance of the business being proactive in improving the position of women in the industry. They noted that Watercare has a massive capital programme of \$1b/year ahead of us, and women should be making a tangible contribution to that capital programme. Suzanne Lucas confirmed that in relation to our AUR programme recently launched, the Watercare team is elevating diversity and gender discussions, including when we select our partners for the work programme.
- In relation to water quality, the CE explained that our DIA performance is 100% compliant. However, the new Taumata Arowai rules include different measures. There is a disparity between the DIA and Taumata Arowai measures. The Board is keen to ensure this issue is addressed and that there is clarity in respect of drinking water quality. We are working on how to illustrate this in a simple manner for the Board.
- In relation to the Central Interceptor: the confluence chamber work is well underway at Māngere and the project, overall, has received positive news coverage by Seven Sharp. The Point Erin extension resource consent was notified on 17 March 2023 and there have been 4-5 (now 8) objections, including from people concerned about the value of their property should a tunnel run under their property.
- In response to a query from the Lead Councillor, Cr Ken Turner, the CE explained that our solar programme has not calculated the total savings we are making from our solar initiatives. However, as Watercare expands the solar network out, the business will consider Totex business cases.
- The Board thanked Management for the update on what we are doing to encourage Māori and Pacific Peoples.

Key performance measures

- In relation to the SOI measures that are not being met because of the January/February storms, the Board requested that we also calculate what the result would have been, but for the storms.
- In relation to the leakage measure, and the water balance in general (water in, water out, consumption), it was confirmed that Finance does do a reconciliation between what has been produced, and what we have sold.
- Cr Turner noted a complaint he had received from Waitakere Primary School, and possible issues with their smart meter. Amanda Singleton confirmed she would follow this up.

- The SOI for Diversity of Sources commentary is not correct and needs to be corrected for year-end.
- In response to questioning from the Board, Amanda noted that customer metrics have dipped over the last few months, but they are now rebounding. We should meet the 12 month rolling target by 30 June 2023.

People dashboard

- Staff turnover is trending down. Annual leave balances are still high, and this has been a challenge due the floods and shift work. Leadership is working to encourage our people to take annual leave.
- In response to queries from the Board, Bronwyn and Amanda noted that whilst HSW is correlated with People metrics, it is often not as simple as getting people to take leave in order to improve HSW metrics. If some teams are not sufficiently resourced, then having people on leave means the teams still rostered on are doing overtime, which can increase safety risks. The aim is to have an optimal level of staffing, which we are working towards.

Flood response recovery plan

Suzanne Lucas provided an update to the Board on the Flood recovery plan.

- Suzanne confirmed there is a database of slips we are dealing with, and there is not much overlap with the slips Council is dealing with. Most of the slips Watercare is dealing with are on landowner properties. If the slip is on their property, typically it will be the landowner's responsibility to fix the land. The team is being very proactive with property owners.
- We are bundling works together and have a big focus on eliminating overflows.
- In terms of resourcing the flood recovery projects, this is mostly being done by external contractors, which means our capital programme can continue uninterrupted.
- We have submitted the "first cut" of our insurance claim, but more detail will need to be provided as further information comes to light as repairs are undertaken. We have requested a first insurance payment be made (as Auckland Council has already received a first payment), and we hope to receive this in June 2023.
- The work in Muriwai has included geotechnical assessments of our damaged Water Treatment Plant. Whilst further testing is required, it is possible we may be able to access 50% of the water source at that site. We also hope to have the WTP operational by the second half of this year.
- Suzanne noted that Watercare staff are meeting with the Recovery Manager at Council twice a week. She also noted that Chris Thurston, Head of Sustainability is part of an adaptation working group looking at the level of repair/adaptation needed to be done in light of the storms.
- It was noted that this Flood Report update will be presented to the Board again in June, and then it will move to quarterly.

	<p>Resource consent compliance</p> <ul style="list-style-type: none"> • The Board queried why resource consent compliance at Army Bay may take until 2026-2031 to be resolved. • Management explained that the plant is non-compliant during heavy loads, not all the time. • A more detailed update on Army Bay will be provided to the Board in June 2023. <p><i>The Board noted the report.</i></p>
8.	<p>Health, safety and wellbeing update</p> <p>Bronwyn Struthers introduced the report and Jonathan Piggot, Wastewater Production Manager South to the meeting.</p> <ul style="list-style-type: none"> • Bronwyn noted that as a part of our emergency response training, a scenario based training session was undertaken by Jonathan. • Jonathan shared a presentation on rehearsals for deep tank rescue (attachment 1). • During the series of rehearsals, FENZ, St Johns Ambulance and contractors also participated. • As well as providing our staff with an opportunity to learn and practice, these sessions also strengthened our relationship with emergency services and enhanced their familiarity with our work and this site. <p>Bronwyn noted the following key topics from the HSW report:</p> <ul style="list-style-type: none"> • HSW accreditation is moving from ISO 4801 to ISO 45001. The accreditation audit process is progressing. The upgrade to 45001 brings a stronger focus on kaimahi consultation and engagement, continual improvement, and a risk-based approach. Last week the auditor did a first review and recommended we move to the next stage of seeking accreditation. • The People team has hired a new analyst who will be able to extract better insights and data from our systems. • For this report, and in the future, our HSW incident metrics have been split between Watercare and contractors to provide more clarity. This has shown that Watercare's exposure to critical risks is lower than for our contractors. There were no injuries from these critical risk exposures. The metrics show that there are working controls in place. That said we are ensuring our focus remains on these risks. • In relation to the hazardous materials critical risk exposure events, Bronwyn confirmed that proper PPE was being worn during both events. <p><i>The Board noted the report.</i></p> <p><i>Hinerangi Raumati-Tu'ua departed the meeting.</i></p>
9.	<p>Auckland Drought Management Plan</p> <p>Andrew Lester took the report as read and noted the following key topics:</p>

	<ul style="list-style-type: none"> • Following the 2019-21 Auckland Drought, an extensive review and consultation process was undertaken with key customers, Council staff, and the Mana Whenua Kaitiaki Forum. In response, the updated 2023 DMP was developed. • The 2023 DMP considers updated climate data, and changes to the water supply system. • The 2023 DMP is an evolution of previous DMPs, however the formatting and language has been improved. • The 2023 DMP has the new trigger levels in place with the associated schedule of water use restrictions. • The 2023 DMP was endorsed by Auckland Council's Planning, Environment and Parks Committee on 30 March 2023. The Committee noted that Council staff and Watercare will work collaboratively to develop a peak demand management plan and ensure integration with drought response in alignment with the Auckland Water Strategy. <p>The Board and Cr Turner acknowledged that the 2023 DMP is a management tool. However, everyone agreed it would be good to have a simplified version as some terms are difficult for customers (including commercial customers required to use non-potable water) to understand. In particular, the Board and Cr Turner asked that the trigger levels and what this means for customers should be clarified in simple terms.</p> <p>Brendon Green noted that he will send his comments on the 2023 DMP for Management's response.</p> <p><i>The Board approved Watercare's Auckland Drought Management Plan (March 2023), which was endorsed by Auckland Council's Planning, Environment and Parks Committee on 30 March 2023.</i></p> <p>The Board advised that whilst the 2023 DMP is approved, Management's next task is to work out how we communicate the 2023 DMP in as simple terms as possible. This piece of work does not need to return to the Board.</p> <p><i>Cr Turner departed the meeting at 11:23am to attend to an urgent phone call regarding the approaching storms and returned at 11:25am.</i></p> <p>The Chair will discuss with the Audit and Risk Committee Chair and the CE about how we look at the risk position of dam failures not only from the operations perspective but also from wider perspective.</p> <p>Cr Turner advised that Civil Defence will soon send out an emergency alert to mobile phones regarding the approaching severe weather.</p> <p><i>Cr Turner departed the meeting at 11:29am.</i></p>
10.	<p>Board planner</p> <p>The Chair noted that the Waikato District Council Waters Governance Board has been invited to a Board-to-Board hui on 13 June 2023.</p> <p><i>The Board noted the Board planner.</i></p>

11.	Directors' meeting attendances The Chair advised that she will be an apology for the 4 July 2023 Board meeting. <i>The Board noted the report.</i>
12.	Disclosure of Directors' and Executives' interests Nicki Crauford advised that she is no longer a Board member of GNS Science Limited. <i>The Board noted the report.</i>
13.	General business The Chair confirmed that due to heavy rain, thunderstorms, and likely flooding, we may close the Confidential session early so Board members and staff could either work on weather incident response, collect children from schools, and get home before the next band of heavy rain arrived. The public meeting closed at 11:35am.

CERTIFIED AS A TRUE AND CORRECT RECORD

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Margaret Devlin, Chair

Attachment 1



Rescue from a Deep Tank exercise

May 2023

Evacuation/Rescue plan from a deep tank

When reviewing the effectiveness and cost efficiency of Evac & Rescue plans from a Reactor Clarifier (RC) it highlighted a few areas of discussion & improvement...

- Gain consistency across contractors (internal & external)
- Identify cost effective way of ensuring evac/rescue plan is in place
- The need to practice the rescue plan to check it works
- Participation of everyone to experience & be comfortable that it is the right option.
- Having professionals in the rescue space, (FENZ & St Johns), involved & familiar with our site, their associated hazards & proposed evac/rescue methods.



Current evacuation/Rescue methods

Current methods listed on RC rescue plans include...

- Self rescue using tower scaffold with egress via ladders & platform hatches
- Tripod or davit arm to winch person in harness out
- Crane on standby using man cage lift to remove person



Practicality and cost of existing plans

- **Winch person in harness via tripod or davit arm**
 - Only if injury/medical event allowed
 - Winch/Davit Cost for 6 weeks = \$1,200
- **Self or assisted rescue by tower scaffold with egress via ladders**
 - Only if injury/medical event allowed
 - Scaffold Cost for 6 weeks = \$7,000
- **Crane on standby & use man cage to lift person out**
 - Limited space in single man cage
 - Crane Cost per week = \$20,000
 - Total cost 40-50K for 6 weeks



Aim of the rescue exercise

After a series of workshops, to engage with staff and other emergency professionals, a preferred solution was identified.

The exercise was to trial the proposed option to practice a safe and effective rescue of an injured person, or someone who has had a medical event, from a deep tank (RC) on the Mangere WWTP facility.

- Perform a rescue using a stretcher with 80kg dummy (Sandy Deadweight) using the scaffold tower stairway
- One trial from both the Clarifier & Reactor
- Then have open discussion with staff & professionals to get feedback on the experience
- Gain consensus from all on mutual approach for evacuation & rescues from an RC

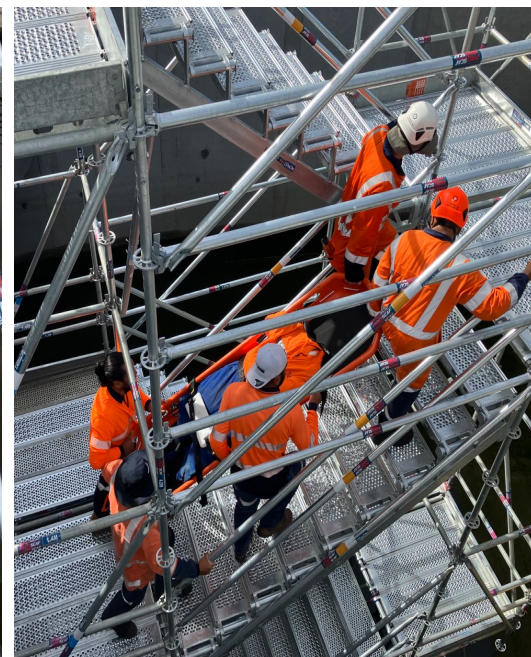
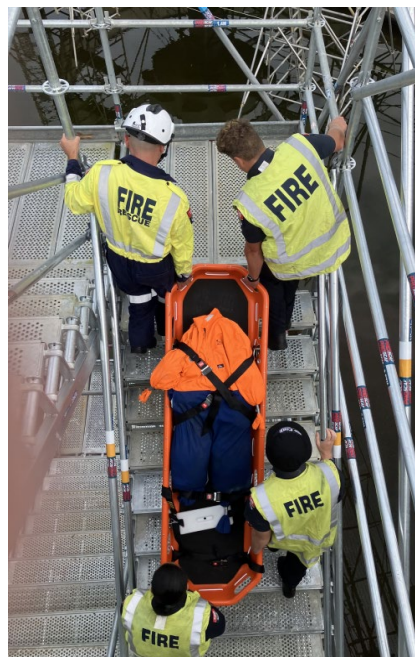


Reactor & Clarifier (6.5m deep)
New tower scaffold with 4 flights
of 1.4m wide stairs

Lessons learnt

Overall, it was a great exercise with positive feedback, great learnings and experiences.

- Multiple FENZ stations now have familiarisation of our Mangere site
- FENZ & St Johns have endorsed our approach and method
- Staff have openly discussed the options and feel included.
- Everyone was surprised at effort required to carry a stretcher with just 80kgs and realised the previous options were lacking
- Cost for new approach is 20k for six weeks
- Next step is investigating cost to fabricate a stairwell structure that can be used in all RCs at Mangere.
- Next Exercise: Large Scale Chemical Spill

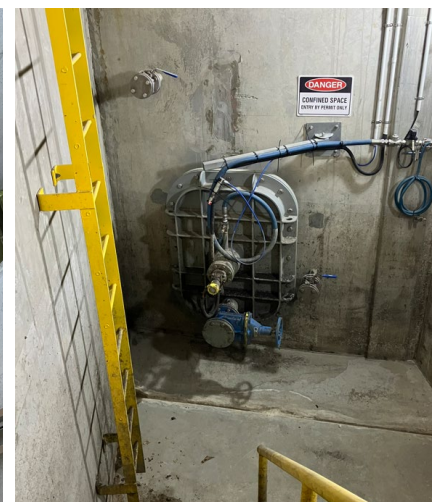


- 51 staff, 10 x 4-person FENZ crews, 8 St John medics & 10 contractors participated

Incorporating lessons learnt

To take advantage of the lessons learnt the following actions are recommended...

- Share the exercise approach and learnings with other Production and Infrastructure Managers
- During design consider, where possible, engineering appropriate access/egress into deep tanks
- Work with WSL HS&W team to set a standard for minimum access/egress from certain deep tanks



Designing access into tanks

- BNR tank lower access (6.5m deep)
- Digester 8 lower access (8m deep)

Open discussion

Any questions?

