Board meeting | 28 October 2021 Public session



Venue	/atercare Services, Level 3 Boardroom, 73 Remuera Rd, Remuera			
Time	9:15am			

	Item	Spokesperson	Action sought	Supporting material
1	Opening karakia	Board		
2	Meeting administration	Chair	For discussion	Verbal
2.1	Apologies	Chair	Record apologies	Verbal
2.2	Quorum	Chair	Four directors required	Verbal
3	Minutes of meeting	Chair	Approval of minutes of the meeting of 30 September 2021	Minutes of the meeting of 30 September 2021
4	Public deputations	Chair	For information	Verbal
5	Chief Executive's report	Jon Lamonte	For discussion	Report
6	Health, safety and wellbeing report	Bronwyn Struthers	For discussion	Report
7	For discussion			
7.1	Central Interceptor report	Shayne Cunis	For discussion	Report
7.2	Water resources update	Mark Bourne	For discussion	Report
7.3	Māori Outcomes Plan – update	Richard Waiwai	For discussion	Report
7.4	Our performance under the 2020–2023 Statement of Intent	Rob Fisher	For discussion	Report
7.5	Measuring customer experience for infrastructure projects	Amanda Singleton	For discussion	Report
8	Governance			
8.1	Board Committee updates	Committee Chairs	For discussion	Verbal
8.2	Board planner	Chair	For information	Report
8.3	Directors' appointment terms, committee memberships and meeting attendances	Chair	For information	Report
8.4	Disclosure of directors' and executives' interests	Chair	For information	Report
9	General business	Chair	For discussion	Verbal

Date of next meeting	Tuesday 30 November 2021

Watercare
An Auckland Council Organisation

Board meeting | 28 October 2021 Public session

Opening Karakia

E te katoa

Toia mai ngā mahi

Ki te awatea

Haumi e, hui e, tāiki e

To all

bring forth our aims and objectives for today

Embrace, gather, anoint.



Minutes

Board meeting	Public session			
Date	30 September 2021			
Venue	Held via Microsoft Teams due to Covid-19 Alert Level 3 restrictions			
Time	9.15am			

Attendance							
Board of Directors	Watercare staff	Guests					
Margaret Devlin (Chair) Brendon Green Nicola Crauford Hinerangi Raumati-Tu'ua Graham Darlow Dave Chambers Frances Valintine	Jon Lamonte (CE) Rob Fisher (Company Secretary and Acting Chief Officer Support Services) Andrew Chin (Executive Director Special Projects, from item 6) Amanda Singleton (Chief Customer Officer, for item 8.4) Shayne Cunis (Executive Programme Director CI, for item 8.1) Mark Bourne (Chief Operations Manager, for item 8.2) David Moore (Manager of Improvements Programme, for item 9.2) Bronwyn Struthers (Head of Health, Safety and Wellbeing, for item 7) Jenny Wigley (Customer Insight Specialist, for item 8.4) Priya Thuraisundaram (Head of Customer Insight, for item 8.4) Jacky Simperingham (Head of Governance) Jodie Atkin (Governance Coordinator) Pinaz Pithadia (Governance and Research Administrator)	Councillor Cooper Claire Gomas, Principal Advisor, CCO Governance and External Partnership, Auckland Council					

1.	Opening karakia
	The Chair opened the meeting with a karakia.
2.	Meeting administration
	2.1 Quorum
	The Chair confirmed that quorum was established.
	The Chair also acknowledged:
	 The rules of engagement for a seamless virtual meeting that were circulated before the meeting. Jon Lamonte (CE) and his team for the great work during lockdown and the challenging weather conditions.
3.	Apologies
	No apologies were received.
4.	Minutes of meeting
	The Board resolved that the minutes of the public session of the Board meeting held on 30 September 2021 be confirmed as true and correct.
5.	Public deputations
	There were no public deputations.
6.	Chief Executive's report
	Jon Lamonte spoke to this report. He noted:
	• In relation to Covid-19, all projects are now progressing in Alert Level 3. He noted the challenges at the laboratory due to split shifts and the fact that the workload has not reduced as testing was still required.
	• The impacts from the extreme weather event including one dam being out of service for a number of weeks and the turbidity levels. He noted that the weather event will have a long-term effect. Jon acknowledged the huge effort from both the water and wastewater teams.
	84% of Watercare staff have had at least one Covid-19 vaccination. There are now more staff that have had both vaccinations than have
	 had one. The formation of Te Rua Whetū – Māori Outcomes & Relationships Unit which is a big step forward.

- The potential regulatory change in relation to hydrogen sulphide. Management is currently considering the consequences of the potential change.
- The change in approach to the Redoubt Reservoir expansion project, which will result in a better outcome.
- The work undertaken and set out at Attachment 1 which provides further details around the activities undertaken to progress the various recommendations.

The Board suggested Management to connect with the geothermal/energy sector in relation to the potential hydrogen sulphide regulatory changes.

The Board acknowledged:

- The trial of text messages to keep customers informed.
- The approach to the Redoubt Reservoir expansion project seems more optimal than a sequential approach.
- The formation of Te Rua Whetū Māori Outcomes & Relationships Unit.
- The progress made in relation to the recommendations as set out in Attachment 1 and requested that the report be rationalised so it indicates the work that is still in progress.

In response to a question, Management confirmed that there is no further update on the Huia resource consent and noted that the appeal hearing is likely to be by the middle of 2022.

The increased scrutiny of the regulator in relation to wastewater discharge consents was discussed. Management advised that Watercare continues to work with the regulator.

The Board acknowledged the Information Hub for Councillors.

The Helensville Wastewater Treatment Plant and the work that is being done to achieve compliance was discussed, which may include a series of short-term fixes.

The Board noted that the performance against the Statement of Intent measures was good. Jon advised that there is likely to be a change in the results for September as a result of Covid-19 impacts.

Councillor Cooper acknowledged Jon and his staff for the work undertaken in relation to the flooding, including the communications about the dams and the turbidity levels.

The Board **noted** the report.

7. Health, safety and wellbeing report for August 2021

Bronwyn Struthers (Head of Health, Safety and Wellbeing) spoke to this report which she took as read.

She drew the Board's attention to:

- Covid-19 impacts, as this had consumed the team since the middle of August.
- The discussions at the CCO CEO forum regarding appropriate lead indicators for tracking the engagement of Health, Safety and Wellbeing, and the inconsistency in the definitions of the types of meetings. A workshop will be held to agree the lead indicators of engagement across the Auckland Council Group.

The Board acknowledged Watercare for raising this at the CCO CEO forum. The Board noted the proactive approach towards health and safety has been shown to have a big impact on contractor performance.

The Board discussed the critical risk review of working alone or isolated. Management was asked to consider using personal alarms rather than relying on an app on a phone.

In relation to the excavator tip-over, the Board discussed the need to focus on operator competency. Bronwyn explained that the proposed training centre layout includes an area of plant and equipment training. The Board discussed the use of simulators by contractors as an effective tool for training.

A discussion about fatigue, including industry and Covid-19 fatigue, was had. Bronwyn explained the work being undertaken to uplift the teams.

The Board acknowledged the improvement of the report, and the reporting of metrics. In relation to the number of cases longer than three months in iCare, a discussion was had that this number seemed high. Due to work being undertaken, Bronwyn advised that this number should be significantly reduced by the beginning of 2022.

The Board **noted** the report.

8. For discussion

8.1 Central Interceptor report for August 2021

Shayne Cunis (Executive Programme Director CI) spoke to the report which he took as read.

Shayne noted the exemption that the project received. Wilson Precast was also granted an exemption to manufacture and deliver segments for the project.

In response to a query from the Board following the recent floods, Shayne explained that the shafts had been designed with barriers for flooding.

In response to a query from the Board about Keith Hay Park, Shayne explained that they were able to cut the pipe free from the chamber. Geotechnical investigations are ongoing as to why the pipe had sunk by 150mm.

The Board acknowledged the project obtaining an exemption and Wilson Precast's exemption too.

The Board asked Management to review the reporting up to the AMP and Major Capex Committee and to the Board, in relation to the performance against the plan for the project.

The Board and Management discussed the impact on Covid-19, the mood of the CI team and the importance of monitoring the wellbeing of the CI team.

Brendon Green left meeting at this point to attend a scheduled call.

The Board **noted** the report.

8.2 Water resources report

Mark Bourne (Chief Operations Officer) introduced David Moore (Manager of Improvements Programme), who is on secondment covering Anin Nama.

David spoke to the report and noted that demand continues to be low, possibly suppressed by Covid-19.

David noted that storage is increasing and dam levels are where we need them.

David noted that the rainfall has been in both the Waitākere and southern catchments.

He provided an update on the augmentation projects noting that the impacts of delays following lockdown are yet to be known.

Following a query from the Board, David noted that the contractors have been flexible during lockdown by deploying staff to other areas. This results in Watercare not incurring the full delay costs.

A discussion about the cumulative rainfall and storage leading into summer was had. Mark noted that Watercare is currently updating the forecast for the coming months based on current storage.

The Board and Management discussed leak detection at Anglian Water and noted that as the cost of water increases, the activity undertaken to ensure the network is efficient will fluctuate.

The Board **noted** the report.

8.3 CCO review recommendation

Rob Fisher (Company Secretary and Acting Chief Officer Support Services) spoke to this report which he took as read.

Rob noted that Management have been reporting every second month to the Board by exception. Management will provide the detail on all 64 recommendations at the November Board meeting.

Rob noted:

- Watercare is working with Auckland Council on the three waters strategy.
- AMP has been completed and Watercare is contributing to a Community of Practice to share best practice and collaborate across the Council Group.
- Watercare is continuing to contribute to resolving consent processing delays.
- The shared services review is underway. Nigel Toms is leading it from Watercare's perspective, with Stuart Bird assisting from an operational perspective. The CCO Boards will be final decision makers. The review is planned to take four to five months.

The Board discussed the importance of the design of the shared services to ensure it is not to the detriment of individual parts of the Group. The Board encouraged data sharing across the Group to ensure well designed.

Following a question from the Board in relation to the status of the three waters strategy, Jon noted that the focus had been on reform. He noted that the three waters strategy was due to be completed by the end of this calendar year. The Chair asked for the momentum to continue.

Councillor Cooper noted that work is being undertaken between Watercare staff and Auckland Council staff and it is moving forward. She also noted that in relation to shared services, the Councillors are well aware that one size does not fit all.

Claire Gomas (Principal Advisor, CCO Governance and External Partnership, Auckland Council) noted that the three waters strategy is being progressed. She thanked Watercare for the support in relation to reform. Claire noted that the CCO Review is still a focus as there are a lot of benefits of this review, and the CCOs working together. She noted that Watercare will receive a Letter of Expectation and that Council is currently considering the best way to organise a conversation between the Board and Councillors.

The Board **noted** the report.

8.4 Fairness, partnership and a more resilient future: What our customers want from Watercare

Amanda Singleton (Chief Customer Officer) introduced Jenny Wigley (Customer Insights Specialist).

Jenny spoke to the presentation attached to the report which set out the details of both the residential customer study and the commercial customer study. Jenny explained that the studies discovered:

- Residential customers want our investment decisions to reflect fairness to the future.
- Residential customers want to pay it forward.
- Commercial customers have a nearer view of the future.
- Some Aucklanders still find it difficult to believe there is a drought.
- Customers do not understand terms we regularly use, e.g. wastewater.
- The majority of residential customers believe they are saving water, but other people are not doing enough.
- Residential customers felt that commercial customers should be more efficient and commercial customers felt that residential customers should be the ones to restrict use as they use the most.

Jenny noted that the research uncovered key differences between our customers, which we can feed into water efficiency communications.

She explained that residential customers want Watercare to make decisions that balance fairness in customer outcomes. Commercial customers are looking to strengthen their partnerships with Watercare.

Jenny explained that Watercare's customers have a mixed understanding of Watercare's responsibilities.

The Board discussed the presentation and noted:

- The insights are interesting, and this is the beginning of understanding Watercare's customers.
- The difficulty with the definition of 'fairness'.
- Importance to take learnings from overseas. Amanda noted that Watercare is constantly looking overseas to take learnings from organisations like Anglian Water.

In response to a query, Amanda noted that the research has been shared with Auckland Council, along with sharing the deliberative democracy learnings.

Following questions from the Board, the Board and Management discussed the fact there are different demographic groups within Watercare's customer base. Jenny explained that the research company, Read Research, ask the right questions to obtain the necessary data.

Councillor Cooper noted that the research is very insightful and helpful for the three waters strategy.

Brendon Green re-joined the meeting during this agenda item.

The Board noted the report and presentation.

9. Governance

9.1 Board committee updates

Brendon Green, Chair of the **Committee for Climate Action** (CCA), reported that the meeting of the CCA was held on 13 September 2021 and noted the following:

- The CCA received a presentation on the IPCC report in relation to climate change.
- A report on wastewater process emissions was discussed.
- Three strategic priorities of the CCA were agreed, as follows:
 - Roadmap for decarbonisation
 - Leadership
 - Adaptation.

9.2 Board planner

The Board noted the Board planner, which is now a 12-month rolling calendar.

9.3 Directors' appointment terms and committee memberships and meeting attendances

The Board noted the report.

The Chair noted that the recruitment of an additional Director to the Board will be finalised by the end of the year.

9.4 Disclosure of Directors' and Executives' interests

The Board noted the report.

10. General business

The Chair noted that the Board met with the Water Governance Board of Waikato District Council on 21 September 2021. She noted:

- It was a successful meeting.
- The Water Governance Board is pleased with Watercare's performance on the contract.

• The delay in the capital programme was acknowledged, along with the action plan that has been put in place to address this.

The meeting closed at 11.00am.

CERTIFIED AS A TRUE AND CORRECT RECORD

Margaret Devlin, Chair



Chief Executive's report – September 2021

Presented by: Jon Lamonte



1. Ngā take matua o te wā/ Current significant issues

September saw the extension of lockdown for Covid-19, initially at Alert Level 4, then at Alert Level 3, with a subsequent announcement of a strategy to ease restrictions in the Auckland area. Subsequent to the reporting period, areas of the Waikato were placed in Alert Level 3 (from Alert Level 2) as a result of cases spreading from Auckland. For Watercare, the reduction to Alert Level 3 meant the resumption of all infrastructure work, and the return of the Central Interceptor project to full production. All areas of infrastructure work were carefully managed to consider a safe restart with close attention to Covid-19 protocols. Operations continued, with efforts made to address the backlog of maintenance work built up whilst in Alert Level 4. Meter readings were resumed; some customers will therefore be billed for the first time in a while on real figures rather than estimates.

The overall feeling in the organisation, whilst grateful for the slow reduction in alert levels and very gradual easing of restrictions, is one of weariness. A lot of senior management attention has therefore been spent on monitoring wellbeing, with several signs of stress appearing, often related to home childcare and education, plus the long-term impacts of inability to take leave. With no obvious end in sight to the current wave of restrictions, much has been done to encourage high take up of vaccinations, with careful thought around the potential for some work areas to become vaccination required in order to ease the strain of split shift working which is affecting productivity and wellbeing.

The rains continued into the spring period, giving a welcome respite to the dams which have recovered well in both western and southern areas. The provision of daily reporting to the Mayor, and weekly reporting to all stakeholders has been helpful in giving a very open and transparent picture of the recovery from drought, and led to the informal discussion of removal of restrictions at the last Board meeting, subsequently ratified by resolution in October, and thus has provided the basis for advice to the Governing Body of Auckland Council.

The Governing Body also took a paper from Council officials during September, recommending a response to the Government on the Three Waters Reform proposition. The Governing Body agreed to submit the report to Government, which recognised the need for reform, but did not favour the model of governance for a range of reasons, and thought other means might deliver the required levels of financing and efficiencies. It also considered that a split of Healthy Waters responsibilities would be better between water entity and Council, if indeed it should be moved at all. The Government is likely to consider all councils' views in October.

2. He korero hou mo te whakatinanatanga o te mahere rautaki/ Update on strategic plan implementation

The Board strategy day was re-scheduled for 9 November, with the idea that this would allow a meeting of Board members and management in person. It seems much less likely that this will be a viable option, so planning is taking place to enable this to be done virtually.

3. He korero hou mo te kokenga whakamua o nga taunakitanga/ Update on progress on recommendations

The table set out at Attachment 1 provides an update on Watercare's progress against the recommendations it has received from various reviews, including the Aurecon review. A report updating progress on the CCO Review recommendation is provided to the Board every two months.

4. Te tangata/ People

Current staff numbers are 1,169 full time equivalents (excludes contractors filling full time positions).¹ Sick leave for the month of September was 2.43%, which is consistent compared to the previous month and the same period last year. Turnover for the month of September was 10.17%, a marginal change from last month. Average leave liability is 206 hours. As Auckland remains in lockdown, we are experiencing a challenge for employees to take leave and have observed a number of employees cancelling booked leave due to the restrictions. However, we are focussed on driving down leave liability and are actively managing this with employees with high balances.

The continued lockdown in Auckland has refocussed our leadership activity to provide increased support to our people during this challenging time. As mentioned above, several signs of stress are appearing. We have observed the impact of lockdown has affected employees differently depending on their circumstances. Our People team are working closely with people leaders to provide welfare support and respond to individual and collective needs. Some examples of this include the provision of food parcels to operational teams, adjusting work priorities for those managing home schooling and childcare as well as engaging with programmes such as Mental Health awareness week.

We are monitoring closely the national approach to vaccinations in the workplace which is evolving rapidly. We have provided additional leave for employees to get vaccinated and strongly encouraged vaccination or to seek advice from creditable sources. At the time of writing, we have had a high response rate to our internal survey with over 85% of employees responding and of those, over 50% indicating they are fully vaccinated and nearly 90% indicating they have received their first vaccination awaiting the second. Efforts so far have been encouraging and we are exploring a mandatory vaccination approach for applicable employee groups. This will be risk based being cognisant of legal restraints and following wide consultation with those impacted.

¹ Please note, this number is *full time equivalents* and differs from the *number of employees* in the HSW Report. The HSW Report uses the number of persons, whether part-time, full-time, directly employed or contracted.

5. Nga Tohu Matua Takinga Mahi/ Major Key Performance Indicators (KPIs)

Watercare has a number of performance indicators set out in our Statement of Intent. Attachment 2 sets out Watercare's performance against the current Statement of Intent measures for September 2021.

In addition to the Statement of Intent measures, an outcome of the Board strategy day could include a decision on the major KPIs that the Board would like to be updated on every month in this report.

As we continue our narrative around our investment in Auckland's water future, with a particular focus on our work during the floods in the West to maintain water quality, we saw improvement in both the media sentiment and our trust score.

In September the trust score increased to 59%, up 5 points from last month, increasing the 12-month rolling average to 53%. A trust driver that performed particularly well was Watercare provides value for money, increasing to an all-time high of 44% in the last quarter. There is a 50 percentage point split between customers who say that we provide value for money (trust score of 84%) vs those who say we don't (trust score of 34%). The performance of this driver was strongly influenced by water quality (clean, safe water). Customers are willing to pay for a resilient water future and quality of service when they understand the benefits and outcomes that are delivered to meet the growth of their community.

Despite impacts of Covid-19 we continue to work closely with customers and communities impacted by large scale projects. We held our very first online community liaison event on the South-west wastewater conveyance and treatment scheme. The event was constructive and well attended by notable people from the community, including mana whenua, the local board, community liaison group representatives and some developers.

With the change to Alert Level 3 on 22 September, we were able to start attending lower priority leaks, which were backlogged from Alert Level 4. There were 173 overdue leaks and we managed to clear the back log down to 35 in the eight days to the end of September.

Our e-bill campaign in September saw just over 7,000 customers being converted from posted bills. Ongoing focus on quality assurance and coaching to improve agent behaviour and first call resolution, together with improvements in our self-service portal have resulted in NPS of 61 for September and a 12-month rolling average of 50.

New income statistics indicate that the average household income in Auckland has increased by just over 10% from \$2,217 to \$2,457 per week. While this has pushed our affordability measure to 0.77% of household income (inclusive of benefits and Covid-19 fund schemes), we have taken a softer approach to the referral of overdue due to the impact of the Covid-19 lockdown on customers. It is still too early to establish the impact on cash, but receivables performance will be closely monitored in the coming weeks.

6. He korero hou mo nga raru tupono me te aheitanga/ Risk and compliance update

6.1 Update on risk and compliance management

Our updated Risk Policy will be presented to the Board for approval in October 2021. A refreshed Watercare business strategy is being developed, once this has been finalised the Watercare Risk Appetite statement will be defined to ensure alignment.

A full review of the format, risks and associated mitigation actions has been completed.

Reporting changes will be implemented through FY22 with the intention of making the reporting more strategically focused. Planning work has commenced on a new risk system with implementation approach to be finalised by December 2021 and delivery during FY22.

6.2 Risk and compliance incidents

Health, safety and wellbeing

Health, safety and wellbeing incidents are reported separately.

Non-compliance with resource consents

There were 26 resource consents with non-compliances in September. Attachment 3 sets out Watercare's consent compliance.

Covid-19 restrictions have affected resource consent compliance this month, but we expect Council will understand the difficulties we face. Unfortunately, the continued non-compliances at Helensville mean there is an increased risk of Council enforcement. While Watercare continues to investigate what it can put in place to resolve the problems, there is no immediate solution on offer.

Water quality

Attachment 4 sets out the Water Quality Report for September 2021.

All water quality parameters have been met for the month.

Non-metropolitan water treatment plants (WTPs) Water Safety Plans (WSPs) have been approved as required by the Health Act. This concludes approval of all WSPs that were submitted to Wai Comply, Ministry of Health (MoH) appointed Drinking Water Assessor (DWA) at the end of June 2021. It must be noted that water suppliers expected to implement and update their plans, so they remain current, and manage risks associated with a water supply.

The Water Services Bill became the Water Services Act 2021 on the 4 October 2021. This Act details the functions and powers of Taumata Arowai who will become the Water Services Regulator from 1 November 2021.

LGOIMA requests

In September, we received twelve requests for information under the Local Government Official Information and Meetings Act 1987 (the Act). Three of the requests were forwarded to us by Auckland Council and one of the requests was forwarded to us by the Waikato District Council. Watercare responded to eleven of these requests within 20 working days (in accordance with the Act). The twelfth request will also be responded to within 20 working days However, at the time of writing, the response has not been provided as the response is being coordinated with Council's response.

Legal action

- RMA related:
 - Waikato River Board of Inquiry: In response to the recent change to Covid-19 Alert Levels in parts of the Waikato Region (including Hamilton), the BOI panel convened an urgent video conference of parties on the morning of Monday 4 October 2021. As a result of this conference, the BOI panel has deferred the two-week hearing that was to commence kanohi ki te kanohi (face to face) on Tuesday 5 October 2021. The hearing commenced on Monday 11 October 2021 during which time the cases for Watercare, Hamilton City and Waikato Regional Council were heard.

The ability to hold the re-scheduled hearing kanohi ki te kanohi will be subject to Covid-19 Alert Levels. The intention is to hold the hearing at the Waikato-Tainui College of Research and Development in either of the weeks commencing 15 or 22 November. Should the Alert Levels not allow the hearing to take place in person, the BOI panel advises that the hearing will likely be adjourned further. At this stage the Board is still looking to make a decision before Christmas despite the adjournment to the November dates.

Following the entering into Kawenata with both Ngāti Tahu-Ngāti Whāoa and Te Arawa River Iwi Trust (TARIT), they each have withdrawn from the hearing. The focus of each Kawenata is its goal to restore and protect the health and wellbeing of the Waikato River for future generations.

- Huia Water Treatment Plant: There has been no further movement on this since last month. The EC has directed all parties to enter into mediation. Should that be unsuccessful it is anticipated that a hearing will be held before July 2022.
- Non-RMA related:
 - o There is currently one claim for \$1.2m for alleged damage to a residential property from a burst watermain.

Whistleblowing

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

7. He korero hou mo nga wahanga pakihi/ Update on business areas

People & Capability

The focus for building capability not just at Watercare but for the future water industry has two main components: i) growing competency and ii) enabling a culture where our people can thrive.

Growing competency

We are creating a purpose-built training facility to deliver specialist training to increase and retain capability. The facility has the potential to be revenue generating in the future and we can provide services across our industry partners. The campus is divided into zones:

- Learning and administration zone
 - Accommodates classrooms administration, cafeteria, and washroom facilities along with outdoor rest areas and a kennel/run area for the Watercare sniffer dogs.
- Pipe handling, load slinging and forks zone
 - Following several incidents and near misses, pipe slinging and handling is a critical risk identified by both Watercare infrastructure and our Enterprise model partners as a focus area for frontline skill improvement. The pipe slinging, loading and forks zone makes use of an area of the existing pipe yard and lifting equipment and requires minimal development.
- Operations and maintenance zone
 - The plan is to introduce pipelines and other common apparatus used in headworks, transmission, and operations. It is planned to include the central interceptor pipe jacking training structure. This structure will provide a multipurpose function including confined space, working at height and emergency rescue training.
- Network's street zone
 - This looks to improve and expand the current street design to enable a greater range of training including traffic management, underground and overhead services, pipeline repair and replacement.
- Mobile plant training zone
 - This new area will enable our networks and infrastructure construction partners to provide training on various types of mobile plant and tools including elevated work platforms, excavators, materials handling equipment etc.

• Technical training zone

This area makes use of the existing warehouse and provides an all-weather facility to teach technical and safety related training (see schematic below).

The business case has been approved and construction will begin in 2022.

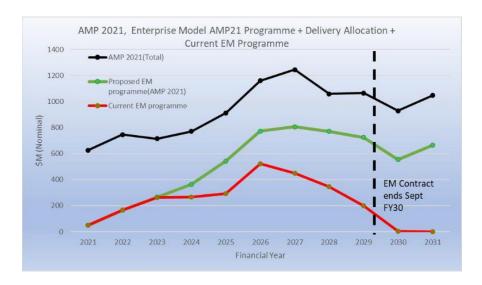
Enabling Culture

- Earlier in 2021 we engaged Human Synergistics to conduct a Culture review, focussing on health, safety and wellbeing.
- The initial survey conducted in March has provided the basis for our culture program across Watercare.
- Results from the survey have been shared with all teams and each business unit have identified their own Culture Coaches who have been trained by Human Synergistics. The role of culture coach is to deliver the survey results and drive action planning across each business area
- A further part of the program focusses on Leadership Impact which provides leaders with unique insights into their personal leadership strategies and the impact of those strategies on the behaviour and performance of others. This is underway and will be completed by the end of the calendar year.
- A resurvey is planned for Q3 to assess progress. The aim of which is to measure the desired shift in culture.

8. Ngā take me whakaaro/ Matters for noting

Enterprise Model Programme

It is proposed that the Enterprise Model (EM) programme is expanded from the current \$2,400M allocation to \$4,464M, (over the ten-year contract term), following the increase in the Asset Management Plan 2021 (AMP21) investment programme from \$5,230M to \$9.652M (nominal). The graph below compares the proposed EM programme to the current EM programme and the total AMP21.



In addition, the range of project values to be adjusted from the original EM range of \$2M to \$150M, to \$5M to \$170M (with approved exceptions). Note the \$150M (\$2019) is equivalent to approximately \$170M (\$2021). The Huia Water Treatment Plant renewal will remain outside the EM programme. Exceptions above \$170M would typically be wastewater or water pipelines of significant length such that the project will have multiple work fronts open at any one time, i.e. North Harbour Watermain Duplication (Southern) and Orewa No.3 Watermain.

An approval paper will be presented to the Board in November 2021.

Hūnua 4 grout removal

In line with the Government's Covid-19 Alert Level 4 directive, work ceased on the Hūnua 4 grout removal on 18 August. Work recommenced, with appropriate safety protocols in place, on the 22 September following the move to Alert Level 3. At the end of September, grout had been removed from approximately 370m of 516m.

Significant meetings

WSAA Board, Three Waters Steering Group on Training and Development, Ngāti Whātua Ōrākei, Beca, CEO WorkSafe, Construction Sector Accord Forum, NZ Green Building Council, Water Governance Board WDC, CCO Oversight Cttee, Governing Boady, Water NZ AGM, Ngāti Tamaoho and Ngāti Te Ata (SWWWTP consent engagement).

9. Te Mana kua Tuku ki te Tumu Whakarae/ Delegated authority to Chief Executive

The delegations of the Chief Executive that have been exercised this month are set out in Attachment 5.

Jon Lamonte
Chief Executive

Son to establish.

Attachment 1

It is recommended that Watercare do a stocktake and map actions/

timeframes, and resources.

initiatives of Watercare, Auckland Council and stakeholders to create shared understanding of their status, gaps, overlaps, synergies,

Update against various recommendations – September 2021

Recommendations	Status	Initiative to address	Status			
	C= critical E= essential D= desirable					
AURECON						
(Note that recommendations 21 and 25 have been removed as they were d Key items identified as being required to be performed:	uplicates)					
- Complete and compile all customer (commercial and residential) e	xpectations around	tl levels of service				
		Council currently expect the currently drought standard to remain)				
- A drought resilience workshop is to be established with the Board	and the Watercare	Management to agree on levels of service				
- Stocktake gaps/overlaps/synergies with Auckland Council						
Recommendations – targeted for completion						
Recommendation no. 1	С	Feedback from Auckland Council during preparation of the Auckland Council Water Strategy is that the current security of supply standard is not being	On track for			
Watercare must review and revise the 2020 DMP. The revised Drought		changed.	December 2021			
Standard should be based on all supply sources and should clearly state the level of service to customers.		Watercare is working to update the Drought Management Plan (referring to national and international learnings, and lessons learnt from our current drought). The work will include a review of communication with our customers (in the form of focus groups) and with Auckland Council (which will be	deadline. Follow on workshops			
		aligned with the work set out above). An internal Watercare stakeholders workshop was held in August with the timeline for completion being December 2021.	being held online.			
		The website has also been updated to include a wider perspective on the water supply situation beyond the dams and to provide more transparency around the water use restrictions and potential trigger levels.	omme.			
Recommendation no. 5	C	Following the completion of the updated Drought Management Plan, Watercare will commence work on a Water Security Plan which will sit alongside our	2022/2023.			
It is recommended that an Integrated Water Security Program for	Č	Asset Management Plan to help identify and manage the reliable availability of an acceptable quantity and quality of water for health, livelihood and	2022/2023.			
Auckland be developed, to ensure water supply security for Auckland for		production, coupled with an acceptable level of water-related risks.				
medium to long-term.		Watercare is working with Auckland Council on the water supply and demand workstream of the Auckland Water Strategy. Watercare has committed to				
		key investments towards the 2030 targets which are a residential smart meter programme and reducing leakage below 132 litres per connection per day				
		(I/c/d), aiming for 123 I/c/d. It is important to note that these targets do note removed the need to secure additional water for Auckland, and therefore				
		Watercare's 2020 application to the Board of Inquiry to take water from the Waikato Awa is still required in order to be a prudent water provider for the				
		city of Auckland. Auckland Council are in support of this application. Watercare continue to support Auckland Council in the development of the other streams of the Auckland Water Strategy, for example, Watercare is				
		working with Auckland Council on the water sensitive cities index, a tool designed to benchmark the city's current performance against seven water				
		sensitive goals.				
Recommendation no. 9	E	Watercare worked with the Auckland Council Infrastructure Strategy team to develop a set of demand side scenarios. These scenarios were presented to	To be			
Watercare should co-develop with key stakeholders, an agreed set of		the Councillors in April 2021, with the most likely demand scenario being approved.	completed late			
integrated 'top-down' future scenarios (most likely, probable, plausible,		The supply side has not been workshopped with Auckland Council, however Watercare have developed a set of supply scenarios with Tonkin and Taylor,	2021, or early			
and preferable/ desirable), to stress-test and develop robust drought strategies and standards.		which we expect to workshop with Auckland Council in the later part of 2021. A kick-off meeting for this was set for 9.9.21.	2022 depending on Auckland			
Strategies and Standards.			Council			
			timelines.			
Recommendation no. 10	С	The 2020 DMP and lessons learnt from the drought are being undertaken as part of the Drought Management Plan update currently being undertaken by	February 2022.			
Watercare must review and revise the 2020 DMP, the Drought Standard,		Aurecon.				
IMP, and the Asset Management Plan (AMP). The revised Drought		All feedback from Auckland Council is that the Drought Standards are not to be changed.				
Standard should be based on all supply sources and should clearly state the level of service to customers.		A full review of Watercare's Incident Management Plan is conducted in a three yearly cycle, although an annual high level assessment is also performed. A full review of the Watercare's Incident Management Plan is planned in Q3 FY22.				
	_					
Recommendation no. 13 Using climate change scenarios, Watercare should review the 2020 DMP	Е	We are updating the tools we use for water source yield to include future climate scenarios. This includes the downscaling of global models and input to the ISMM tool. We expect this work to be completed June 2022. Within the first six months of the project there will be an opportunity to review progress	September 2022 – March			
including hydrology, yield, the Drought Standard, and the restrictions		and see if any updates can be made with the information at hand. Once completed the DMP and Drought standard will be reviewed and revised	2022 – Warch 2023.			
regime, and revise as required.		accordingly.				
Recommendation no. 19	E	A drought resilience workshop with the Board and Watercare Management is to be established. In the first instance we will need to bring all future water	Priyan Perera to			
Watercare's Board and Executive need to build a shared understanding of		source planning into a single location and run this work in a coordinated, collaborative way. This work will be led by a new role in the Strategy and	establish.			
current and future level of water security and drought resilience by		Planning team – the Demand Planner.				
examining potential drought scenarios and the extent of drought						
resilience/ drought proofing to maintain Watercare's mission.	-	This people to be professed	Dobosco van			
Recommendation no. 26	E	This needs to be performed.	Rebecca van			

Watercare can use the shared services review as a place to start when considering overlaps/gaps/resources.

Addressed, but

will continue on

an ongoing

basis.

Recommendation no. 27	С	Following the completion of the updated Drought Management Plan, Watercare will commence work on a Water Security Plan which will sit alongside our	June 2022.
It is recommended that Watercare leads and coordinates the		Asset Management Plan to help identify and manage the reliable availability of an acceptable quantity and quality of water for health, livelihood and	
development of the Integrated Water Security Program. Taking into		production, coupled with an acceptable level of water-related risks.	
consideration the accountability, capability, knowledge base and		Watercare continue to support Auckland Council in the development of the Auckland Water Strategy, for example, Watercare is working with Auckland	
resources the component projects could be led in partnership with key		Council on the water sensitive cities index, a tool designed to benchmark the city's current performance against seven water sensitive goals.	
stakeholders.		Watercare is also supporting a Water Security programme being run by Auckland Council which is part of the C40 Cities programme.	

Recommendations – addressed, ongoing and completed

Recommendation no. 2 Watercare needs to engage with Auckland community and stakeholders on water security to ensure they understand the Drought Standard, water supply resilience and planned response to droughts.

A significant number of workstreams have taken place to address this recommendation:

Supply Management

- The process of meeting with stakeholder/submitters is consistently applied for all notified wastewater and water consents. For example, The Board of Inquiry consenting process was publicly notified with 55 submissions. Watercare has met with most of the submitters.
- The Watercare Tapped In e-newsletter has provided a thorough overview of:
- o our drought response and how we are performing against our drought standard.
- o how the investment in the AMP will deliver customer outcomes as we manage growth and address climate change challenges
- o localised examples of investment the newsletter has been geographically targeted to three regions.
- Jon Lamonte received media training and extensive messaging about our drought response. He is now the spokesperson, highly capable of talking about our drought response, capital programme/AMP and pricing.

Demand Management

- Roll out of smart metres. Commercial roll out complete, with the residential programme established (roll out over the next 5-10 years).
- Deliberative democracy four exploratory workshops have been held across Auckland with approximately 30 participants in each. The participants
 were selected using a tool to ensure there was a representative sample (age and ethnicity) for each of the areas of Auckland. The process was a
 success and addressed the question what should be Auckland's next source of water (beyond 2040). The workshops were refined based on learnings
 and the level of knowledge and will inform the main "citizen's jury" session/s. Interesting initial insights from these sessions include:
 - A preference for reuse (over desalination) in combination with demand management. Acceptability of recycled water options improved after deliberation and hearing from experts.
 - o A desire to learn more (from a fairly low knowledge base) about water and sustainable supply.
 - The partnership approach was vital to the success of the forum. Auckland University facilitated and the people felt they were legitimate and objective
- Participants indicated their interest in participating in further workshops and/or the final "citizens' jury" session to be run over a full weekend (or two).
- We have undertaken:
 - Research on commercial customers and their willingness to pay for future resiliency. The research was qualitative and involved a cross section of 30 key, strategic, major and SME commercial customers. Outcomes are being reported to the Board in this meeting.
 - A monthly tracker a survey of Aucklanders who provide information about their household water use, perceptions of Watercare and levels of water efficiency (among other things).
 - Codesign workshops to design better service offerings and solutions. We conducted these workshops for smart meter dashboards and vulnerable customers, and we have enlisted volunteers to participate in app development. We also plan to co-design solutions to long-term issues that we face, i.e. water efficiency and climate change.
 - Mini deliberative democracy engagements for key infrastructure projects we plan to engage our communities earlier about major infrastructure
 projects using techniques that we have learned from our deliberative engagement. We know that they want to know more about what we are
 doing, why we need to do it and to be more involved in decision making.
 - o Other engagement forums we carry out ad hoc research to drive customer centricity throughout the business. We have regular customer forums with key segments to ensure that we are meeting their needs and building trust beyond the transactional relationship we had in the past (developers, top 50 customers, he taonga te wai).
- A water efficiency expo for commercial customers was held in August connecting commercial customers with key water efficient suppliers. Over 200 customers attended the expo and feedback was very positive. We had thought leaders speaking on the importance of being water efficient in this changing climate. We are planning to make this an annual event.
- Our stakeholder updates, which go to local and central government officials, are continuing. We have also developed an information portal for
 elected members to make it easier to access relevant information about the company and our activities.
- We celebrate our projects, for example the public open day tours of the Central Interceptor and the media engagement for the opening of the water treatment plant in Tūākau.
- Targeted face to face forums are ongoing based on the relevant issues. For example, commercial plant tours, top 50 customer breakfasts, and developer forums have all recently taken place.
- The Watercare Board and Management meet with the CCO oversight committee regularly. A tour of the Management wastewater treatment plant and Puketutu Island also provided a less formal opportunity for open discussion between the Councillors, the Directors, and staff.
- We are planning further paid advertising and partnerships for spring and summer. For example, Eden Park will continue to run our messaging at all events and Countdown will distribute a further 30,000 shower timers. We are also liaising with Auckland Council so that our collateral is used in its digital channels.

		- The winter campaign is complete, which encouraged water efficient behaviour through social media competitions, radio sponsorships on eight major stations and distribution of shower timers across 85 gyms, pools and sports centres around Auckland. We are also reminding people to use water wisely this winter via our <i>Tapped In</i> e-newsletter. A paper on the company narrative was presented to the Board in August. It outlined how internal and external communication would align with the company strategy and incorporate Māori views on the value of water and role of Watercare.	
Recommendation no. 3 Watercare must monitor water security and update relevant strategies regularly to ensure they achieve the desired levels of service. Watercare should engage continually with the community to raise water literacy, maintain trust, and build shared understanding.	E	Watercare monitors water security on a daily to weekly basis to ensure we continually meet our desired level of service. Annual reporting tracks water security for supply and demand over the time and against AMP growth projections. The first phase of the upgrade to ISMM (Integrated Source Management Model) has been completed. This has extended the climate record in ISMM and confirms that the underlying data reflects the current climate. Stage two is underway to model climate change scenarios for mid- and end-century time horizons. We are moving our engagement with customers from one-way information flows to include more inclusive and collaborative engagement (see comments against recommendation 2 above). The participatory model is providing great insights as to the water literacy of our customers. We have analysed our key stakeholders, their areas of interest and the nature of the relationship as well as the effective channels for communication. Work will continue on developing the understanding of these relationships relative to our strategic issues while also providing a much more targeted and coordinated response. Our education programme continues to run in schools, reaching over 8,000 pupils a year. It is focused on raising water literacy and is supporting by water and wastewater hardcopy and digital books (English/te reo Māori versions).	Addressed, but will continue on an ongoing basis.
Recommendation no. 4 Watercare must clarify for stakeholders on how Auckland's water security is being met and the basis for Watercare's confidence must be clearly conveyed to its stakeholders, especially Auckland Council.	С	Addressed in response to recommendation 2 above.	Addressed, but will continue on an ongoing basis.
Recommendation no. 6 Watercare should form a Customer Reference Group or similar body to inform, gain customer insights, co-design solutions, raise awareness and build support, to represent the voice of customers.	E	Refer to comments included in recommendation 2 above. Commercial Customers Refer to comments included in recommendation 2 above. Public Authorities (Auckland Council) The majority of our WWTP and WTP consents require us to hold community liaison group (CLG) meetings at least once a year. The new consents also include technology reviews which we perform and report on regularly. The process of meeting with stakeholder/submitters is consistently applied for all notified wastewater and water consents. For example, the Board of Inquiry consenting process was publicly notified with 55 submissions. Watercare has met with most of the submitters. The Watercare Board and Management met with the CCO oversight committee on a quarterly basis.	Addressed, but will continue on an ongoing basis.
Recommendation no. 7 Watercare and Auckland Council to put in place agreed protocols which would clarify lines of communication and consultation.	E	Watercare have prepared a forward engagement programme with Auckland Council in response made by SenateSHJ as follows: The Rangatira-to-Rangatira relationship – this is the senior relationships with Auckland Council at the elected member/Director/Executive level. Portal for elected members – this will be regularly updated to ensure it remains relevant. Internal communications Watercare meet with Auckland Council staff on a fortnightly basis over summer and a monthly basis over winter to discuss any issues. This is over and above the communication with Auckland Council as a major commercial customer. Watercare acknowledge the critical importance of sharing the water resource position with AC and we will continue to improve on the process around interactions and engagement when resources are challenged.	Addressed, but will continue on an ongoing basis.
Recommendation no. 8 Watercare undertake future scenario planning incorporating internal and external factors/forces of change and trends.	E	Water supply and demand modelling is updated on a regular basis. We use the UK Headroom and Outage planning model that has a significant number of scenarios.	Addressed, but will continue on an ongoing basis.
Recommendation no. 11 Watercare should review the Drought Standard at the same time as the DMP, IMP and the Asset Management Plan (AMP) and if necessary, appropriate revisions made to them.	С	Addressed in response to recommendation number 10 above. The Drought Standard has been reviewed with Auckland Council and a decision has been made to retain our existing drought standard. It is acknowledged that we need to ensure that business critical documents are required to be reviewed at regular intervals. Watercare will continue to do this.	Completed.
Recommendation no. 12 To align the Drought Standard and response measures with customer and community expectations, Watercare should develop a comprehensive desired Level of Service (LoS) for water supply security and resilience.	С	Watercare undertook research on commercial customers and their willingness to pay for future resiliency. The research was qualitative and involved a cross section of 30 key, strategic, major and SME commercial customers. There is a paper on this going to the Board in September 2021 Given the decision to maintain the drought standard, there is no proposed change to residential customer service levels at this stage. However, further work is taking place to better understand domestic customer expectations (see response in recommendation 2 above).	Ongoing.

E	It has been determined by Auckland Council that the Drought Standard will not change at this stage. We have performed a detailed analysis of future and alternate sources. We have also considered decentralised sources to support our application to the Board of Inquiry for the Waikato Water take consent. These decentralised sources do not make financial sense at this stage. We are currently undertaking research with commercial and residential customers to determine their expectations. Refer to comments in recommendation 2.	Ongoing.
D	Watercare is working with Auckland Council on the Auckland Waters Strategy. In the Demand workstream, Auckland Council have made a commitment that all new builds that would be required to install a stormwater tank, will now be required to plumb these tanks into the household. We would also expect stormwater/rainwater harvesting to be covered in some of the other Waters Strategy workstreams that are yet to be completed.	Ongoing.
D	Watercare is using <i>Tapped In</i> , the Website, and many forms of advertising to ensure that stakeholders understand water supply security and resilience. Refer to the comments in recommendation 2.	Ongoing.
С	Watercare is working on some small-scale reuse programs, such as community gardens, to commence the recycled water journey. We expect these small-scale programmes of work will support the establishment of regulations and guidelines. A Recycled Water Strategy has been developed and was presented at the August 2021 Board Meeting. We are working on six non-potable demonstration projects that are all in different stages of development which include sports fields irrigation, golf course irrigation, community garden, recycled water ice rink and our first recycled water pilot plant as part of the CI project. We have also created two focused recycled water roles within the Water Value team with one role being appointed and the other currently going through the interview process. We expect to work closely with Iwi and Auckland Council on this journey.	Commenced and ongoing.
С	Watercare is working with Auckland Council and DIA to support the transition, and to influence policy, with the intention of improving drought resilience and supply reliability across NZ.	Ongoing.
Е	Watercare is using <i>Tapped In</i> , the Website, and many forms of advertising to ensure that stakeholders understand water supply security and resilience. Refer to the comments in recommendation 2.	Ongoing.
Е	We are working closely with our large commercial customers such as Kiānga Ora, Auckland Council and Auckland Zoo to ensure that they are using water wisely and have water sensitive strategies in place.	Ongoing.
Е	Watercare is using <i>Tapped In</i> , the Website, and many forms of advertising to ensure that stakeholders understand water supply security and resilience.	Ongoing.
D	Watercare have held an initial meeting with Brisbane water utility to understand how they developed their water strategy. The intention is to continue this engagement. Watercare also have regular contract with WSAA, to learn from them and connect with other utilities in Australia.	Ongoing.
	D C C	We have performed a detailed analysis of future and alternate sources. We have also considered decentralized sources to so trained financial sense at this stage. We are currently undertaking research with commercial and residential customers to determine their expectations. Refer to comments in recommendation 2. Description of the Walking with Auckland Council on the Auckland Waters Strategy, in the Demand workstream, Auckland Council have made a commitment that all new builds that would be required to install a stormwater tank, will now be required to plumb these tanks into the household. We would also expect stormwater/rainwater harvesting to be covered in some of the other Waters Strategy workstreams that are yet to be completed. Description of the comments in recommendation 2. C Watercare is using Tapped In, the Website, and many forms of advertising to ensure that stakeholders understand water supply security and resilience. Refer to the comments in recommendation 2. C Watercare is working on some small-scale reuse programs, such as community gardens, to commence the recycled water supply security and resilience. Refer to the comments in recommendation 2. C Watercare is working on some small-scale reuse programs, such as community gardens, to commence the recycled water supply security and resilience. A Recycled Water Strategy has been developed and was presented at the August 2021 Board Meeting. We are working on sk non-potable demonstration projects that are all in different stages of development which use ports felds irrigation, community garden, recycled water is rink and our first recycled water pilot plant as part of the Cl project. We have also created two focused recycled water roles within the Water Value team with one role being appointed and the other currently going through the interview process. C Watercare is working with Auckland Council and DIA to support the transition, and to influence policy, with the intention of improving drought resilience and supply reliability across NZ.

Recommendations		Status	Commentary Commentary		
PROPERO	PROPERO				
Recommend	dations – in progress for completion				
Setting up the new CE for success	The Board is to provide a key support role – providing clarity of expectations around strategy and management interaction and setting a framework for this engagement	In progress.	Regular conversations are being held between the Chair and the CE. It will be completed once the strategy is agreed at the 9 November strategy meeting		
Focus on core performance	Build future meeting agendas around the "big rock" areas of strategic focus to carve out high-quality focus / dialogue on these key topics. Seek to streamline public meeting time to support this rebalancing of time	In progress.	This is partially complete, for example, Fulton Hogan and Fletcher Building have presented to the Board regarding the Enterprise Model, and Ghella JV on the Central Interceptor project. This will be complete once the strategy is agreed at the 9 November strategy meeting.		
performance	Ensure clarity on the "golden metrics" – the most critical performance objectives	In progress.	The golden metrics will be identified following the strategy day, the second workshop has been scheduled for the 9 November.		
Shift to a thought partnership	Clarify key goals and align on the company's core focus	In progress.	This will be completed following the strategy day scheduled for the 9 November.		
update	Set clear, aspirational, and realistic goals	In progress.	This will be completed following the strategy day scheduled for the 9 November.		
Recommend	dations – ongoing and completed				
	Ensure the CE has clarity on the Board's view of critical / priority areas of focus	Completed.	Conversations have been held between the CE and Chair as well as with Board members.		
	Keep providing feedback to the CE on what is working well, areas of continuing concern, etc.	Noted and ongoing.			
	Reduce management presence (in some areas of Board meetings) to assist the lift in strategic focus and ability to hold candid conversations with the CE	Completed.	There was reduced management presence at the 5 July Board meeting, and this has continued since then.		
	Work with management to build greater insight in customer reporting	Completed.	Customer monthly dashboard shared with Management.		
Setting up the new CE for success	Jon is to immerse himself in the company and industry to quickly develop his operational knowledge and awareness of stakeholder and customer needs	Completed.	Key focus has been 'business as usual' with initial focus on customer facing roles and interactions, visiting main sites, customer groups, Auckland Council and the Local Boards.		
	The Board is to provide a key support role – providing clarity of expectations around strategy and management interaction and setting a framework for this engagement	Largely completed.	Regular conversations are being held between the Chair and the CE. The development of the strategic plan is underway. The strategy will be agreed at the 9 November Board strategy day (this was previously postponed due to Covid-19 restrictions).		
	Regular feedback (and small 'course corrections' as needed) is required early in his tenure as his key strategic, personal, interpersonal, and operational capabilities develop	Noted and largely completed.			
	Reset the CE performance evaluation, and clarify KPIs (especially early in his tenure)	Completed.	Conversations have been held between the Chair and CE.		
Focus on core performance	Continue streamlining reporting – address the concern of a bias towards 'good news', use an excellent CE report to frame meetings with a depth of strategic insight	Completed and ongoing	Both the CE's Report and the standard Board report template have been reformatted to ensure completeness of reports and consistency.		
	Increase visibility of risk and performance, especially around H&S	Completed and ongoing.	Since the 1 June Board meeting, Management have reported all the relevant information in one agenda item at the Board meeting. Watercare is focusing on lead indicator reporting. Each month since 1 June, Management have been receiving feedback from the Board on the updated HS&W report, and have been updating it accordingly.		
Continue the	Develop a stakeholder engagement plan to track relevant groups and clarify the Board and management's role in leveraging and strengthening these relationships	Completed and ongoing.	A board paper on 'Rebuilding Trust', which is largely about stakeholder relations, was in the 1 June Board pack. An iteration of this board paper is being worked on, and following the Board and Executive meeting, this will be presented to the Board at the 9 November strategy day. A draft forward engagement plan was presented at the 5 July Board meeting, and has been progressed since then.		
rebuild of relationships and perceptions of Watercare	Maintain communication with the Council through regulatory reforms for clarity on shareholder expectations, potential changes in strategic direction, and upcoming risks and opportunities	Ongoing.	Watercare is working with Auckland Council as required. Watercare continues to engage in fortnightly steering group meetings with Auckland Council.		
	Engage with Council around future capability needs (led by the Chair)	Ongoing.	The Watercare Board and Management met with the CCO oversight committee for a tour of the Mängere wastewater treatment plant and Puketutu Island. The visit also provided a less formal opportunity for open discussion between the Councillors, Watercare Board, and staff.		

	With the CE, reset the Board-management relationship – clarify Board expectations and priorities, reduce management's defensiveness, and build greater collaboration and transparency	Completed and ongoing.	
	Management to ensure they are adopting an open stance and sharing a "warts and all" view with the Board	Completed and ongoing.	
Step out of 'activist mode' and shift to 'thought	Board members to focus on constructive challenge / inquiry / debate and ensure they provide a safe environment for management to openly share their challenges	Completed and ongoing.	
partnership mode'	The Chair-CE relationship will be critical to frame the wider dynamic, and both report a commitment to 'setting a tone from the top'	Completed and ongoing.	
	Board to demonstrate confidence and provide clarity around expectations to the team	Noted and ongoing.	
	Board and management commit to providing clear feedback on what is / is not working, increasing transparency and open communication, and decreasing defensiveness	Completed and ongoing.	This is being done via: i) Board and CE only session at each Board meeting, and ii) CE and Chair meeting regularly.
Shift to a thought partnership update	Board and CE-only time	Completed.	This is being done via: i) Board and CE only session at each Board meeting, and ii) CE and Chair meeting regularly.

CCO REVIEW

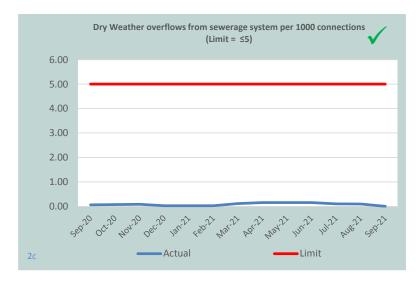
A number of recom	mendations set out in the bi-monthly Board update	Ongoing.	Continue to work on the actions that come out of the number of recommendations from the CCO Review. CCO Review update reported to the Board bi-mont exception. At the November 2021 Board meeting, a status report will be provided on all the 64 CCO review panel recommendations.					
SENATE								
Definition of new relationship responsibility	Appointment and job description of new relationship role.	Completed.	The Deputy CE will take responsibility for this role identified by Senate. It is included in the job description.					
Creating internal	Develop the strategy	Completed.	The draft forward engagement plan was discussed at the 5 July Board meeting.					
strategy and support to make happen	Put in place in plan to support the implementation of this strategy.	Completed.	The draft forward engagement plan was discussed at the 5 July Board meeting.					
Roadmap for implementation		Completed.	The roadmap was discussed at the 5 July Board meeting. The progress made was set out in the Board paper and will be reported on quarterly. The next up at the October Board meeting.					

Attachment 2 – Performance against Statement of Intent measures

SOI Measures — Natural Environment







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Non-compliance with RMA consents measured by number of abatements notices etc

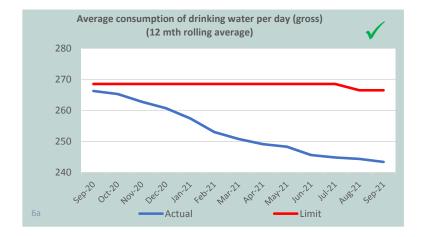
SOI Measures — Assets and Infrastructure



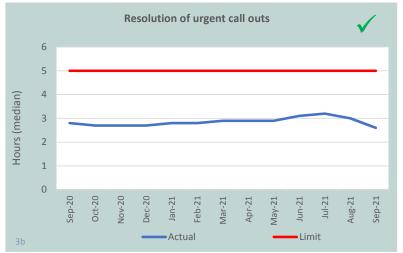
100% Volume of water complaint with standards

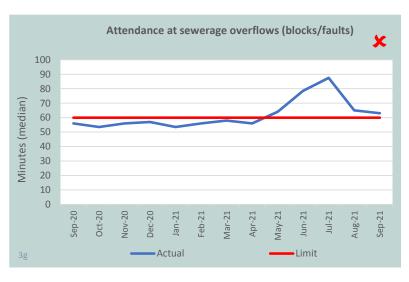
100% Compliance with Part 4 of the Drinking Water Standards (bacterial)

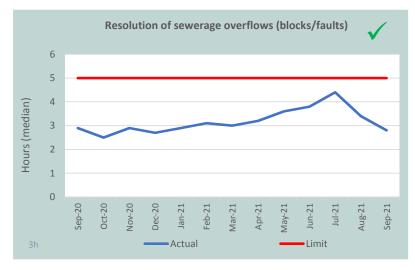
100% Compliance with Part 5 of the Drinking Water Standards (protozoal)

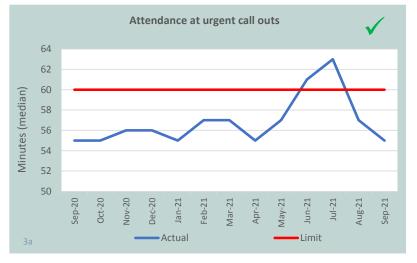


SOI Measures – Community and Stakeholder Relationships

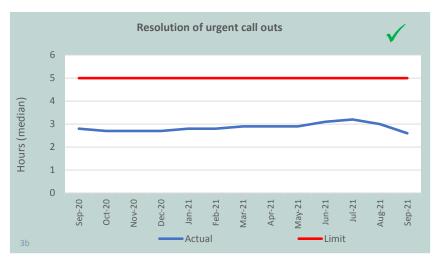


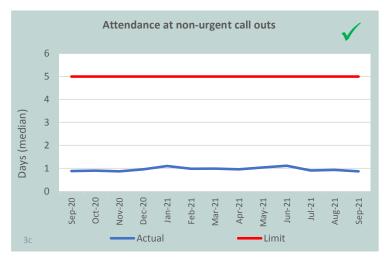


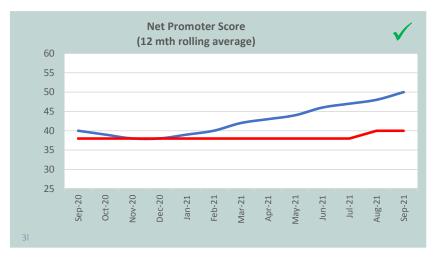




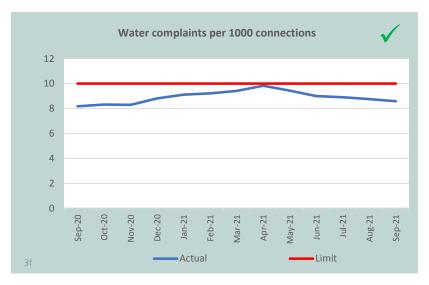
SOI Measures – Community and Stakeholder Relationships

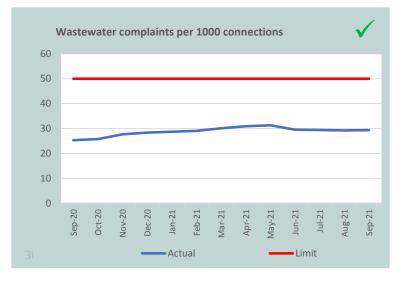






SOI Measures – Community and Stakeholder Relationships





Watercare performance measures (unaudited)

No.	Measure	Target		Actual		Commentary
			September	August	July	
1.	Compliance with the territorial authority's resource consents					
	for discharge from its sewerage system measured by the					
	number of:					
	a) abatement notices	≤2	0	0	0	
	b) infringement notices	≤2	0	0	0	
	c) enforcement orders	≤2	0	0	0	
	d) convictions	0	0	0	0	
	received by the territorial authority in relation to those					
	resource consents					
2.	The average consumption of drinking water per day per	>260	243.42	244.4	244.85	
	resident (gross PCC) (12-month rolling average)					
3.	The extent to which the local authority's drinking water	100%	100%	100%	100%	
	supply complies with part 4 of the drinking-water standards					
	(bacteria compliance criteria)					
4.	The extent to which the local authority's drinking water	100%	100%	100%	100%	
	supply complies with part 5 of the drinking-water standards					
	(protozoal compliance criteria)					
5.	Median response time for attendance for urgent call-outs:	≤ 60 mins	55	57	63	
	from the time that the local authority receives notification to					
	the time that service personnel reach the site.					
6.	Median response time for resolution of urgent calls-outs:	≤ 5 hours	2.6	3.20	3.20	
	from the time that the local authority receives notification to					
	the time that service personnel confirm resolution of the					
	fault or interruption					
7.	Median response time for attendance for non-urgent call-	≤ 5 days	0.87	0.91	0.91	
	outs: from the time that the local authority receives					
	notification to the time that service personnel reach the site					

No.	Measure	Target	Actual			Commentary
			September	August	July	
8.	Median response time for resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption	≤ 6 days	1.0	1.1	1.1	
9.	The total number of complaints received by the local authority about any of the following: a) drinking water clarity b) drinking water taste c) drinking water odour d) drinking water pressure or flow e) continuity of supply f) the local authority's response to any of these issues expressed per 1000 connections to the local authority's networked reticulation system (12-month rolling average)	≤10	8.58	8.91	8.91	
10.	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	≤ 60 mins	63	65	88	Our response times have been improving and are now moving in the right direction. Further improvement should be seen over the coming months due to further improvement in crew training, fleet vehicle management and increased staffing.
11.	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	≤ 5 hours	2.8	4.4	4.4	

No.	Measure	Target	Actual			Commentary
			September	August	July	
12.	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) the territorial authority's response to issues with its sewerage system expressed per 1000 connections to the territorial authority's	≤ 50	29.34	29.41	29.41	
13.	sewerage system (12-month rolling average) The percentage of real water loss from the local authority's networked reticulation system (12-month rolling average)	≤13	-	-	-	Not measured for the period Insufficient data: meters not read during Alert Level 4 lockdown.
14.	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	0.00	0.1	0.1	
15.	Average number of wet weather overflows per discharge location (transmission system) (12-month rolling average)	≤ 2 overflows per year	0.96	0.58	0.58	
16.	Employee net promoter score (eNPS)	≥20	35 (June figure)	35 (June figure)	35 (June figure)	No change as next survey due November.
17.	Gender workforce ratio	Improve on prior year	2% (June figure)	2% (June figure)	2% (June figure)	No change for September 2021 (36%) compared to the baseline from FY20/21 (34.0%).
18.	Total recordable injury frequency rate per million hours worked (12-month rolling average)	<20	15.79	16.41	15.99	
19.	DUEs (domestic unit equivalent) measured through IGCs	TBD	1225	2370	2304	Baseline to be established.

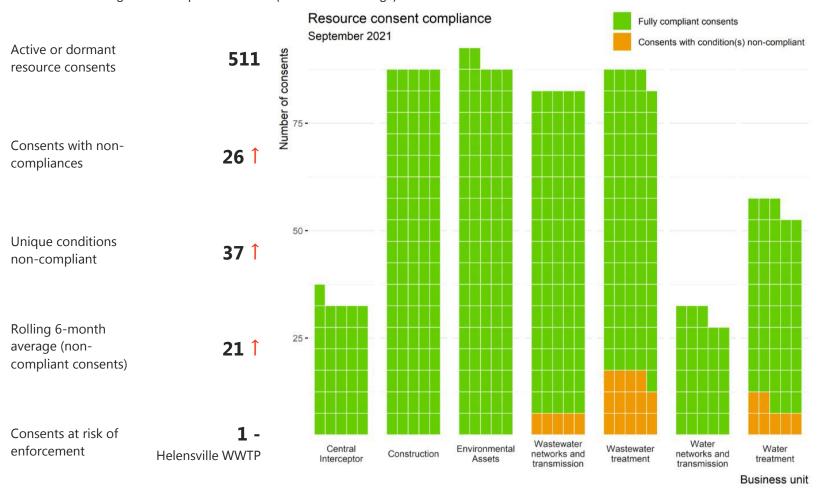
No.	Measure	Target	Actual			Commentary
			September	August	July	
20.	Average asset age	Reduce on	New	New	New	Not measured for the period.
		prior year	measure	measure	measure	This is a long-term measure and will be
						reported every six months to give an
						indication of how this is tracking.
21.	Debt to revenue ratio	3.54	2.6	-	-	
22.	Percentage of household expenditure on water supply	≤ 1.5%	0.77%	0.86%	0.92%	The new income statistics are released every
	services relative to average household income					October and Aucklanders' average income
						(from all sources) rose considerably from
						\$2,217 to \$2,457 per week.
23.	Formal engagement with mana whenua of Tāmaki Makaurau	100%	53%	New	New	This measure will be reported on at year end.
				measure	measure	We are continuing to meet with the mana
						whenua of Tāmaki Makaurau. YTD we have
						met with 10 of the 19 iwi (42%) this includes
						senior members from both sides formally
						meeting.
24.	Ratio of procurement sourced through Māori owned	1%	0.38%	0.5%	0.37%	Up to September figures are direct spend
	businesses					only. We expect to be able to add indirect
						spend from EM and CI suppliers starting
						October.
25.	Percentage of customer complaints resolved within ten days	≥95%	98.3%	98.4%	98.2%	
	of notification					
26.	Net promoter score (NPS)	≥40%	50%	48%	47%	

No.	Measure	Target		Actual		Commentary
			September	August	July	
27.	Community trust score	≥55%	53%	52%	52%	We are tracking well to meet our target of 55% by June 2022. We have developed a trust recovery plan which addresses the issues we faced during the drought and the negative perceptions of Watercare over the last year. Our communication strategy will focus on how we will invest in Auckland's water future
						and the critical services we provide to ensure Tāmaki Makaurau will prosper. We are also working on a two-way customer engagement model that enables customers to have a say on large projects and local community issues that matter to them. As a result, we have increased our media sentiment score and
						trust is heading in the right direction. Our trust score is derived by surveying approximately 400 representative sample of Aucklander's each month (who may or may have had an interaction with Watercare), therefore their responses are very much influenced by general media and events impacting the water industry in New Zealand.
						We are acting now to get well ahead of our target, in order to have a buffer against negative sentiment beyond our control which may impact trust.

Attachment – 3 Resource consent complaince

Resource consent compliance – Watercare (Auckland populace)

Arrows indicate changes from the previous month (- indicates no change)



Non-compliances for September 2021

Facility/Asset	Consent	Condition(s)	Issue(s)	Actions	Potential consequence
Army Bay	Army Bay DIS60331146		UV dose not at target rate for 99% of the time (was 98.5% for the month)	Resolved. Replacement of faulty flowmeter card.	Minor: Minimal adverse environmental effects.
, , , , , , , , , , , , , , , , , , , ,	DI300331140	8	Samples were not collected because of Covid-19 restrictions on laboratory resources	None. Covid-19 related	Minor: Council aware of Covid-related limitations
Auckland-wide Network Discharge Consents	R/REG/2013/3743 R/RED/2013/3755	48	Not all inflow and infiltration remedial works completed within two years from being identified	Ongoing issue. The I&I programme is continuous, and Watercare must prioritise work to meet budgeting and resourcing constraints.	Moderate: Increasing number of community groups monitoring and critiquing Watercare's performance against this consent.
Beachlands WWTP	41105	26	High inflows meant WWTP had to breach discharge volume limits to manage pond levels	Action underway. There is ongoing inflow and infiltration remedial work, but WWTP is approaching capacity.	Moderate: WWTP is routinely struggling to manage high flows after heavy rain.

Facility/Asset	Consent	Condition(s)	Issue(s)	Actions	Potential consequence
Hamilton Road	37953	21	Late reporting and reviews. No forecast	Action underway.	Minor: Reporting issue.
bores (Snells- Algies)	37993	21,22,23	demands for regional water takes	Reports in preparation.	
Helensville WWTP	22225	17	Ongoing issue. High ammoniacal nitrogen in the discharge (above consented limit). Historical high E. coli and total suspended solids Controlled discharge of 1,200 m³ partially treated wastewater (high E. coli) to prevent ponds over- topping 24-26 September due to high rainfall in catchment	Solutions being assessed – recommendations to the Executive due October 2021 with business case to the Board expected in December. Workshops are underway to investigate remedial options.	Very High: Enforcement at Council's discretion
Huia WTP	26979	03 (i)	Ongoing high aluminium in the lagoon	Actions paused. Investigation into the aluminium source cannot progress under Covid019 Alert Level 3.	Minor: Issue may be due to natural processes

Facility/Asset	Consent	Condition(s)	Issue(s)	Actions	Potential consequence
Kingseat WWTP	24255	21	Suspended solids, biochemical oxygen demand and ammonia were above respective rolling 12-month consent limits after high results this month.	The ultimate solution is Southwest WWTP. However, WWTP will need a new consent in 2022. Routine annual problem – WWTP performance compromised in wetter, colder conditions. The WWTP performance was also affected by illegal dumping in the network that feeds the WWTP.	Moderate: Repeat annual non- compliance. The ultimate solution (Southwest) is four- five years away.
	11 30962 (groundwater)	11	Flowmeter for a groundwater take requires replacement	Action underway. Flowmeter replacement and system upgrade currently underway by Central Interceptor project team	Minor: Procedural issue
Mängere WWTP		Samples were not collected because of Covid-19 restrictions on laboratory resources	None. Covid-19 related	Minor: Council aware of Covid-19 related limitations	
	33167 (closed landfill)	25, 29	Samples were not collected because of Covid-19 restrictions on laboratory resources	None. Covid-19 related	Minor: Council aware of Covid-19 related limitations

Facility/Asset	Consent	Condition(s)	Issue(s)	Actions	Potential consequence
		37,39,40	Results for monitoring of the former Pond 2 landfill monitoring have not been reported since 2017	Action paused at Covid-19 Alert Level 3 and 4. The reporting requires a data backfill from the laboratory and a survey of relative levels for all monitoring wells, which cannot occur at Alert Level 3. Resolution expected within 6 weeks of survey. Report scheduling is in place.	Moderate: Potentially had non-compliances not sent to Council.
	41392	19b, 19c	Odour scout walkovers not possible at Alert Level 4 Covid-19 response.	None. Covid-19 related	Minor: Caused by Covid-19 restrictions.
		36	Biofilter media sampling not possible due to Covid-19 restrictions on laboratory resources	None. Covid-19 related	Minor: Caused by Covid-19 restrictions.
Omaha WWTP	DIS60050490 DIS60050606	24	Applied UV dose rate not approved. A minimum treatment dose requires approval by an independent expert.	Action underway. External review by independent microbiologist has commenced with expected delivery to Council in November	Minor: Procedural issue
Orakei Main Sewer	29020 20931	19	No odour walkovers were possible due to Covid-19 restrictions on laboratory resources	None. Covid-19 related	Minor: Caused by Covid-19 restrictions.

Facility/Asset	Consent	Condition(s)	Issue(s)	Actions	Potential consequence	
Orakei wastewater pumping station No. 64	29011	18 20	No odour walkovers or visual inspections were possible due to Covid-19 restrictions on laboratory resources	None. Covid-19 related	Minor: Caused by Covid-19 restrictions.	
Snells-Algies	REG-67909	6	Dry weather flow discharge limit exceeded	WWTP is at capacity and needs upgrading.	Moderate: Completion of upgrades deferred to 2024.	
Wastewater Treatment Plant		8	Not all laboratory sampling was possible due to Covid-19 restrictions.	None. Covid-19 related	Minor: Caused by Covid-19 restrictions.	
Waikato WTP	AUTH141825.01.01	11,12,15	calculated not directly agreed with WRC. Meters lik		Raw and discharge flows calculated not directly agreed with WRC. Meters likely	Minor: Waikato Regional Council
	AUTH142090.01.01	14,18	measured, so they cannot be telemetered.	to be installed in 2022 contingent on timing of ongoing capital works.	aware of problems.	
Waiuku (Victoria bore)	WAT60071034	21	Water strategy and demand forecast overdue.	Action underway. Reports will go to Council in October.	Minor: Reporting issue.	

Facility/Asset	Consent	Condition(s)	Issue(s)	Actions	Potential consequence
Waiuku WWTP	DIS60334129	14	Routinely high historical inorganic nitrogen concentrations in discharge during winter/spring. Compliant in September.	Historical non-compliance affects the rolling consent limit. Winter/spring issue – a lack of light and low temperatures limit treatment efficacy. A known problem of aging treatment technology. Plant upgrade required ultimate solution (Southwest) is four-five years away.	Moderate: Repeat annual non- compliance.
Waiwera WWTP	907537a	4 5	Samples were not collected because of Covid-19 restrictions on laboratory resources	None. Covid-19 related	Minor: Council aware of Covid-19 related limitations
Warkworth WWTP	REG-67905	10	Samples were not collected because of Covid-19 restrictions on laboratory resources	None. Covid-19 related	Minor: Council aware of Covid-19 related limitations
Wellsford WTP	36246	15,16	Overdue monitoring report requires demand forecast.	Action underway. Reports will go to Council in October.	Minor: Reporting issue.
Wellsford WWTP	DIS60068492	24	High faecal coliforms in discharge because of bottle neck at ultrafiltration step forces bypass to wetlands.	Planning assessment underway. WWTP upgrades deferred, but a replacement ultra-filtration train may need to be fast-tracked.	Moderate: Current WWTP at capacity.

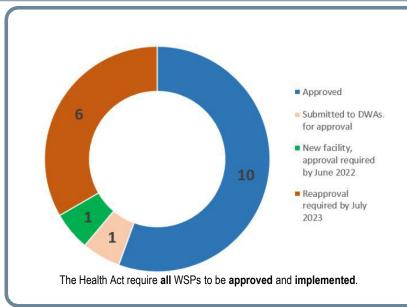
Commentary

Covid-19 restrictions have affected resource consent compliance this month, but we expect Council will understand the difficulties we face. Unfortunately, the continued non-compliance at Helensville means there is an increased risk of Council enforcement at that site. While Watercare continues to investigate what it can put in place to resolve the problems at Helensville, there is no immediate solution on offer.

Attachment 4 – Water quality report September 2021

Water quality report - September 2021

Scorecard



Compliance Summary

WTPs (17 total)

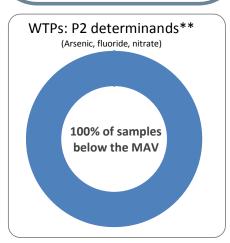
Microbiological	100%
Protozoal	100%
Chemical	100%
Cyanobacterial	100%
Radiological	100%

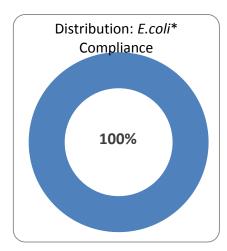
Distribution Zones (40 total)

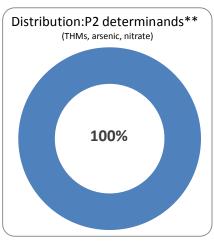
Microbiological	100%			
Chemical	100%			

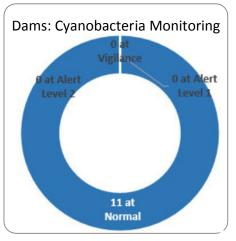












^{*}E.coli -an indicator organism to demonstrate bacterial compliance. E.coli is monitored to indicate the probable presence of bacterial contamination of water supply.

Spotlight On: Legislation

On the 4 October 2021, the Water Services Bill was granted Royal Assent to become law as the Water Services Act 2021. This Act details the functions and powers of Taumata Arowai who will become the Water Services Regulator from 1 November 2021. The Water Services Act is aimed to transform drinking water safety and improve environmental outcomes for New Zealand's wastewater and stormwater networks.

Spotlight On: Water Safety Plan (WSPs)

Non-metropolitan Water Treatment Plants (WTPs) Water Safety Plans (WSPs) have been approved as required by the Health Act. This concludes approval of all WSPs that were submitted to Wai Comply, Ministry of Health (MoH) appointed Drinking Water Assessor (DWA) at the end of June 2021. It must be noted that water suppliers expected to implement and update their plans, so they remain current, and manage risks associated with a water supply.

Spotlight On: Internal Audit Report to the Audit and Risk Committee

Watercare's Internal Audit Manager will now address the internally audited non-conformances that remain outstanding. The liaison with the Executive Team and the Audit and Risk Committee will now be via the Internal Audit Manager and the Chief Operations Officer.

^{**} P2 determinands - one of three classes of determinands defined in the DWSNZ. Priority classes are ranked according to the potential impact on public health if present in excess of its Maximum Acceptable Value (MAV) in drinkingwater. Priority 2 (P2) are chemical determinands.

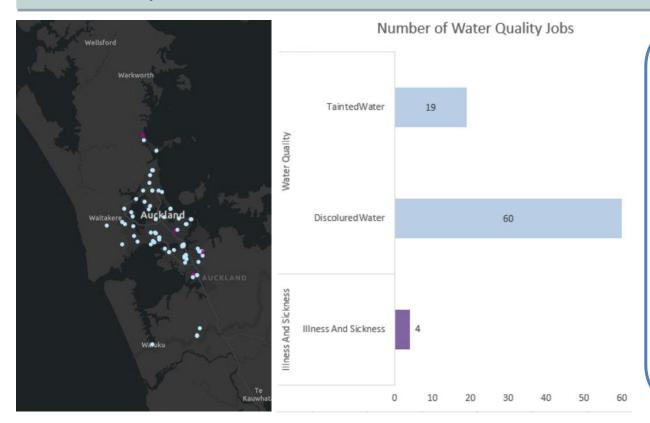
Spotlight On: Water Quality

Total Coliforms Investigation – Good trending continues for reduced total coliforms across Watercare's water supply operations following the delivery of several improvements at the laboratory and across the wider water supply system. These will continue to be monitored with the upcoming warmer months a greater risk for total coliforms growth.

Disinfection By-products (Trihalomethanes (THMs)) Investigation — Whilst THM formation potential is higher in the summer months, the region wide monitoring programme has returned several results over 50% of the MAV during winter. Initial results indicate that a strategy will be required to reduce THM formation. A broader THM management strategy is being developed in conjunction with this data gathering exercise and will require organisational wide input.

Investigations into Emerging Contaminants – Microplastics, PFAS, nematodes, nitrates, viruses including Covid-19 – new research highlights new areas for investigation will be required. The Water Quality Science team looking into global trends and learnings that Watercare should be aware of.

Customer Complaints



Actions Taken

Illness Complaints*: Network flush and sampling Main cause: Private plumbing issue / lack of customer education.

Tainted Water: Network Flush Main cause: chlorine complaint.

Discoloured Water: Network flush Main cause: mineral build up.

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

Attachment 5 – Delegated authority to the CE

For the month of September 2021, in accordance with the authority delegated to the Chief Executive by the Board:

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

Contract description	Successful supplier	
Te Kauwhata Reservoir	Spartan Construction Limited	
Whangamarino WTP Upgrade	HEB Construction Limited	

Board meeting | 28 October 2021 Public session



Health, safety and wellbeing report

For discussion

Te pou whenua tuhinga / Document ownership

Prepared byRecommended bySubmitted byBronwyn StruthersRob FisherJon LamonteHead of Health Safety and WellbeingActing Chief Officer Support ServicesChief Executive Officer

1. Te tūtohunga / Recommendation

We recommend that the Board notes and discusses this report.

2. Take matua / Key points

The key issues are:

- Covid-19 vaccinations
- Worker health mental health and workplace exposures

3. Ngā tuhinga ō mua / Previous deliberations

Date	Report title	Key outcomes	
30 September 2021	Health, safety and wellbeing report for August	This report was discussed and noted	

4. Whāinga / Purpose and context

This report provides a comprehensive overview of health, safety and wellbeing at Watercare for September 2021.

5. Kōrero pitopito / The details

5.1 What we've seen this month

As would be expected with work being minimised across all our sites, there were few incidents and injuries in September.

We worked closely with our Infrastructure contractor group to prepare workers and sites for the **safe return to construction work** at alert level 3. This process highlighted the generic nature of some of the work packs which generated robust discussion. This has highlighted future work we will undertake with our Infrastructure team to strengthen content and review of risk assessments and controls.

Mental Health Week was 20 – 24 September. The week was themed around the Mental Health Foundation's five ways to wellbeing with activities and competitions designed to engage and promote connection. Lockdown and remote working meant activities had to be adjusted but participation and feedback was positive.

5.2 Update for first half of October

In the first half of October, we have had three lost time injuries: two from the Central Interceptor Project and one from the MSN team.

The Central interceptor Leadership Team have reviewed all incidents from the start of the project in an effort to establish commonalities and areas for improvement. Following a project stand-up for safety 20 October, the following areas will have proactive focus applied:

- Access ways, ladders, steps etc.
- Housekeeping (poor housekeeping connected to slip, trips & falls)
- Lifting activities (review implementation of mitigations from previous incidents)
- Working at height, full body harness, etc.
- Electrical.

The MSN / Operations injury involved a lifting trolley detaching from an i-beam during a lift. Testing is ongoing as there appears to be a mechanical failure. All operators and sites have been advised of the incident so similar equipment can be inspected prior to use.

5.2 Current activities

Our **HSW audit programme** has been chopped and changed over the last 18 months. We are working with our auditing agencies to develop an audit calendar that spaces audits more appropriately and includes all audit requirements so the business can be well prepared and get best value from our audit programme.

We are proposing a **mandatory Covid-19 vaccination policy** for Watercare. A discussion paper has been presented to the Executive for feedback and we are planning the consultation process with workers and contractors. Considerations include:

- Risk to supply of water and wastewater services to the people of Tāmaki Makaurau rather than risk of staff being exposed to Covid-19
- Require vaccination to enter sites rather than require workers be vaccinated
- Unions and contractors are supportive in principle
- Input from Sydney Water, Auckland Council and Vector
- Effective consultation is critical.

5.3 Looking ahead

There is growing recognition that **mental health** concerns are increasing as the Covid-19 outbreak continues. Elevated levels of anxiety over an extended period of time can impact health – both physical and mental – and we have seen examples of this within our own team, particularly those who are working from home.

We are developing a wellbeing programme to extend the work of Mental Health Week to support our staff and strengthen resilience.

We are exploring the use of rapid antigen testing (RAT) for Covid-19. This test provides a 15-minute result and, although less accurate than the nasopharyngeal swab, is being used extensively overseas to limit the spread of Covid-19. The RAT is not yet approved for use in New Zealand but will be trialled in October and is likely to be made available soon after.

The RAT could potentially be used to test workers prior to arriving on site or to provide surveillance testing. We are identifying providers to secure early supply.

5.4 HSW metrics September 2021

5.4.1 Context:

No. employees & contractors	Total Hours worked	No. days overtime	Leave Liability
1469	338,991	688 days (2.8%)	206 hours
	(8% decrease on previous month)		(As per P&C number)
Employees 1239 Contractors 230	WC 58% Contractor 42%	Customer 286 days (3.7%) Operations 370 days (4.0%)	on average per employee

5.4.2 iCare:

Average days to incident completion – iCare 17 days Incident close of long-term cases continues to improve

Average time between event and reporting 3 days

Current no. of open cases longer than 3 months in iCare 305 cases This is a 25% decrease on the previous month

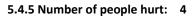
Incident close out continues to improve and iCare enhancement provides improved visibility of close-out actions.

5.4.3 H&S representative numbers: 37

- HSW site committee meetings have been conducted as scheduled, albeit virtually.
- Consistent discussion across meetings regarding COVID and controls, particularly mask use and
 vaccinations. Masks are not consistently being used and workers complain of glasses and safety eyewear
 fogging up. Re-useable fabric masks have been provided to all workers out on sites and feedback has been
 positive. Additional improvements and alternatives are being explored.

5.4.4 Senior Leadership Site Visits





Two Watercare injuries: both resulting from slipping and falling leading to hand / wrist injuries.

Two contractor injuries: both resulting from manual handling activities.

There were no significant incidents in September.



5.4.6 Critical risk exposures: 4

This was from 29 events recorded in iCare.

Excavations 1
Suspended Loads 1
Mobile Plant 2

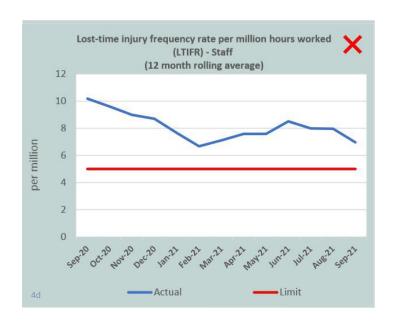
Ten of the 29 events related to manual handling and trips and falls; five related to minor vehicle damage from low-speed events. There were two incidents in which members of the public made threats of violence against our team as whilst they were working in the community.

5.4.7 Incidents

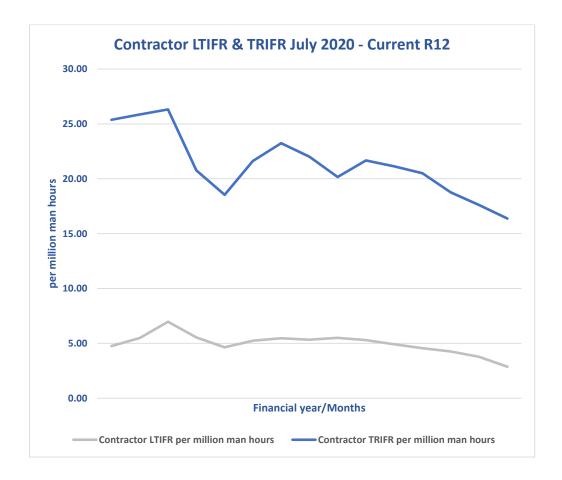
There were no significant events in September.

5.4.9 LTIFR & TRIFR

Employee LTIFR & TRIFR September 2020 - Current R12







Month	Financial year	LTIFR	TRIFR
July 2020	FY21	4.76	20.62
Aug		5.48	20.37
Sept		6.97	19.36
Oct		5.54	15.22
Nov		4.63	13.90
Dec		5.24	16.37
Jan 2021	FY22	5.47	17.77
Feb		5.33	16.67
Mar		5.50	14.66
Apr		5.29	16.39
May		4.92	16.22
June		4.56	15.94
July		4.26	14.50
Aug		3.77	13.83
Sept		2.86	13.51

5.5 Critical risks

Watercare's 13 critical risks are indicated in the table below. Every month the HSW team reviews one of these risks and updates the Board. The table indicates the schedule for the reviews.

		Review Date			Review Date
2	Working in confined spaces	May 2021	9,744,	Working with fixed plant and equipment	February 2022
	Working with mobile plant	June 2021		Working in or near live traffic (includes road corridors, construction and operational sites)	March 2022
	Driving / using vehicles	July 2021		Working at Height	April 2022
	Working alone or isolated	August 2021		Working around waterbodies	May 2022
	Working with hazardous materials	September 2021		Digging and working in excavations (includes tunnelling)	June 2022
ZÀ	Working with suspended loads	October 2021	NŽ.	Working with flammables or in explosive/flammable areas	July 2022
	Working with or near live energy (electrical, mechanical, pneumatic, hydraulic, etc)	January 2022			

5.5.1 Critical Risk Review – Working with Hazardous Materials

Hazardous materials and substances refer to any product or chemical with properties that are oxidising, toxic, corrosive, or toxic to the environment.



Hazards include:

• Biological hazards eg. waterborne diseases, algae

Airborne contaminants
 eg. trade waste, dust, fume hoods, gases (CO₂, CH₄), solvents, fibres, vapour (chlorine or petrol),

silica and asbestos

Chemicals
 eg. chlorine, chlorine dioxide, fibre, ozone, carbon, ammonia, H₂S

Watercare examples include:

- Watercare trucks (MSN) carry oil and petrol; and trade waste cars carry a small amount of chemicals
- Cutting concrete daily and working with asbestos cement (AC) and asbestos pipes
- Drainage and wastewater operators exposed to untreated wastewater
- Pump stations and treatment plants hold large amounts of hazardous material
- WWTPs and laboratory sites utilise a lot of chemicals which are stored onsite.



What it looks like for Watercare

Across Watercare sites most of our workers in our operations, maintenance, and laboratory teams are exposed to some level of risk with hazardous materials. There is no doubt that a high level of exposure is involved, however serious injuries and medical events are uncommon.

Potential Harm:

- Exposure, inhalation or contact with various chemical substances resulting in acute injury such as chemical burns or chronic harm such as respiratory damage
- Illness due to exposure to biological hazards
- Long-term exposure illness
- Environmental harm arising from spillage

Controls currently in place:

Chemical handling

- Chemical registers on sites that are audited every six months
- Major Hazard Facility at Ardmore subject to strict Safety Case protocols
- Hazardous materials are clearly labelled and stored in appropriate hazardous goods areas
- All vehicles and sites have spill kits to manage environmental damage
- Safety data sheets (SDS) are located in the hazardous storage areas and are available online and accessible to field crew through their iPads.
- The laboratory has the largest number of chemicals on site. The site is regularly reviewed by Responsible Care.
- Qualified approved handlers at site

Successful audits and no incidents resulting from poor chemical handling indicate this control is being effectively implemented.





Training & Competency

- Asbestos Awareness
- Hazardous Substances in the Workplace
- Hazard and Risk Management
- Confined Space and Gas Detection.
- Permit to Work
- Field crew are first aid trained and approved chemical handlers

Incidents show Watercare workers have effectively used these techniques in incidents over the last twelve months.

Health Monitoring

Pre-employment health checks and regular inoculations are performed by Watercare occupational health nurse.

This is an area of improvement for Watercare. We are developing a register of health exposures on our sites. This will enable us to understand health risks and ensure that controls and monitoring are appropriate.

All staff are provided with appropriate PPE.



Board meeting | 28 October 2021 Public session



Central Interceptor report

For discussion

Te pou whenua tuhinga / Document ownership

Prepared byMichael Webster
Contract Manager

Recommended by
Shayne Cunis
Executive Programme Director CI

Submitted byJon Lamonte
Chief Executive Officer

1. Te tūtohunga / Recommendation

We recommend that the Board notes the report.

2. Take matua / Key points

The key points are:

- Watercare was granted an exemption under the Public Health Order to increase tunnel boring machine (TBM) and micro-tunnel boring machine (mTBM) activities from 8 September during Alert Level 4.
- The TBM has now progressed 44m and is currently passing under the Western Interceptor at Mangere. Additional settlement monitoring equipment has reported no anomalies to date. By the middle of October, it is expected that the TBM will be past the Western Interceptor.
- Construction resumed at all sites on the 22 September with the move to Covid-19 Alert Level 3. Stringent site-specific operating protocols are in place with the implementation of sub-bubbles at the larger sites (Mangere and May Road).
- Three electric trucks have now been purchased for use on the project by the Ghella Abergeldie Joint Venture (GAJV).
- Staff mental health continues to be key focus on the project as Covid-19 alert levels continue, particularly for our foreign workers. A number of the key Italians are planning to return to Italy for the Christmas period, along with two critical Jacobs resources. We are working to secure MIQ spots under the construction allocations.

3. Ngā tuhinga ō mua / Previous deliberations

Date	Report title	Key outcomes	
30 September 2021	Central Interceptor Report for August 2021	The update of the project for August 2021 was noted and discussed.	

4. Whāinga / Purpose and context

The report is the update of the project for September 2021.

5. Korero pitopito / The details

Project progress

5.1 Health, safety & wellbeing

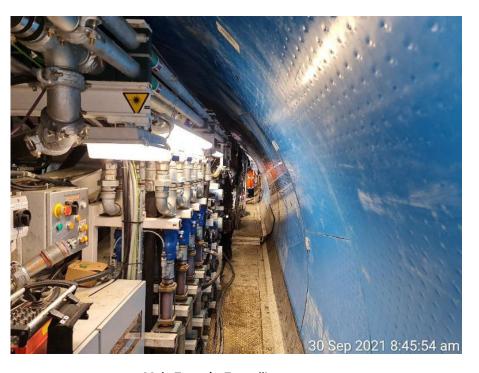
Watercare Senior Project Leadership were present at all sites for Covid-19 Alert Level 3 pre-starts on 22 September. Stringent site-specific Alert Level 3 operating protocols are in place and are working effectively with weekly feedback sessions with staff. A robust management plan has been prepared in readiness should a site worker test positive for Covid.

As Covid-19 alert levels continue, focus on staff mental health has been greater than ever. The project held a virtual Fly the Flag World Suicide Prevention Day on 10 September. The physical event has been deferred till November.

5.2 Delivery

Due to delays, primarily resulting from Covid-19, there has been an agreed extension of time of 100 days to the completion of Section 1 (MPS operational – now 30 April 2024) and Section 2 (Southern system fully operational – now 12 October 2024). The Covid-19 restrictions will further delay the completion of all sections of the project. The overall contract completion is now expected to be in the first quarter of 2026.

5.2.1 Main Tunnel



Main Tunnel – Tunnelling progress

- 17 concrete segment rings installed during the month, 20 built to date.
- Main tunnel south (MPS to May Rd) completed to date: 0.4%.
- Gantries 3 5 lowered into the shaft and installed. In total 18 gantries to be installed.

5.2.2 Mängere pump station

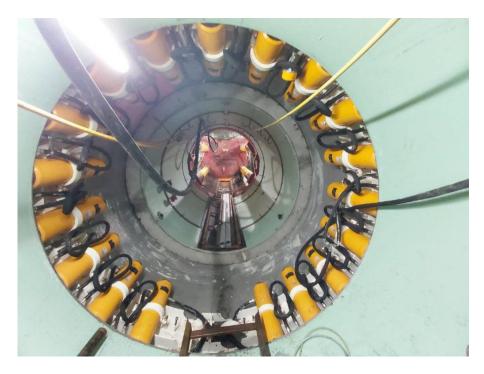
- Shaft dewatering continues at a constant flowrate and with no evidence of environmental impact or to nearby infrastructure.
- Rising main construction continuing with backfilling and rebuild of Odour Bed 4 recommencing on transition to Alert Level 3.
- Construction of the Wastewater Reuse plant has commenced.
- Confluence chamber service diversion and enabling works started and permanent works design activities continuing.



Mangere Pump Station – Level 3 return to work briefing

5.2.2 May Road

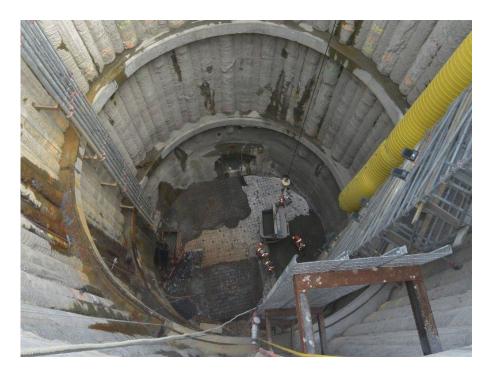
- mTBM tunnelling has now progressed 489m on the first drive from May Road to Haycock Ave (970m).
- Shaft B shaft excavation has resumed under Alert Level 3 and has reached a depth of 8m below ground level.



May Road – An interjack ring on the Link Sewer C drive to Haycock Ave

5.2.3 Other sites

- Keith Hay Park No further settlement of the Branch 9B diversion chamber has been observed. Investigations as to the cause and remedial works required are underway. Work platform preparation now underway in readiness of the shaft secant piling works.
- Haycock Avenue Sheet piling has commenced to enable the construction of the chamber MH1A.
- Dundale Avenue The base slab has been completed in the shaft.
- Miranda Reserve Enabling works for shaft secant piling have commenced.
- Pump Station 23 Site establishment works are ongoing.
- Walmsley Park No works on site. Site to re-establish in November 2021.



Dundale – Pouring the base slab



Rising Main – Rebuild of Odour Bed 4

6. Ngā ūpoko / The capitals

6.1 Natural Environment including Climate Change

- The Central Interceptor Project will improve the health of our waterways by reducing overflows into our streams and harbours by 80%.
- The Central Interceptor Project is the first Watercare project to seek an Infrastructure Sustainability Council of Australia (ISCA) rating in New Zealand, achieving a 'leading' rating on retrospective design. ISCA is an independent tool to guide and assess best-practice sustainability outcomes on infrastructure projects.

6.2 People and Culture

- The project aims to provide job opportunities for a wide range of individuals across many different positions while paying every employee above living wage.
- The Central Interceptor Project has become a foundation partner with Mates in Construction NZ, funding a full-time field officer to deliver a programme of suicide prevention and mental health awareness in the construction industry

6.3 Customer and Stakeholder Relationships, including Māori Outcomes

- The project currently employs six small Māori businesses to provide a variety of services such as iwi liaison and stakeholder engagement services. We aim to increase this statistic over the life of the project through innovative and awareness programmes, such as engaging with Makaurau Marae Maori Trust to set up and run the project laundry facility.
- The Central Interceptor Project engages regularly with the 16 primary and intermediate schools along the route of the tunnel and a 'Wastewater Education' course for Year 5–8 children has been developed in conjunction with Watercare's education advisor, featuring the Discovery Centre to educate pupils about wastewater infrastructure.

6.4 Asset and Infrastructure

• The project will enable Watercare to take critical infrastructure out of service for maintenance without impacting level of service.

6.5 Intellectual Capital

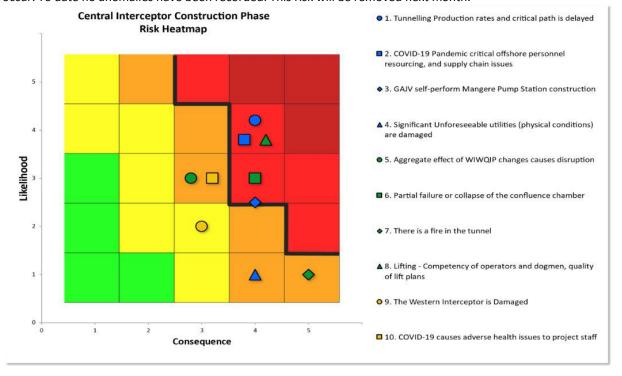
• In order to minimise the consumption of potable water as part our tunnelling and future operating activities at Māngere Pump Station, a pilot wastewater reuse plant is to be constructed at the site. This will be a first for Watercare and New Zealand and is anticipated to encourage further initiatives in the water reuse space. The contract has been awarded and construction is now underway.

6.6 Financial Capital and Resources

• Financials associated with the project now included in the Finance Report.

7. Ngā tūraru matua / Key risks and mitigations

- There has been no significant movement in risks this month.
- Transition into Covid-19 Alert Level 3 has allowed works to restart however it continues to have an aggravating effect on other risks (eg impacts of a infected worker onsite), and will result in a significant claim for costs and time.
- Risk associated with tunnelling production rates continues to be a high risk as alert levels require social distancing and crew 'bubbles'.
- Tunnelling under the Western Interceptor will be completed in October 2021. Additional monitoring has been instructed to ensure early detection if settlement does occur. To date no anomalies have been recorded. This risk will be removed next month.



Risk Description	Risk Reduction Actions
Tunnelling production rates and critical path is delayed	Additional probe drilling for specific ground conditions.
Ground conditions are more adverse than baselined in the Geotechnical Baseline	We will actively monitor ground conditions and tunnelling rates during operation. TBM has facility
Report (GBR) resulting in delays to programme and additional costs.	for real-time monitoring.
COVID-19 impact on resource retention, supply chain and Watercare project costs	Engagement with GAJV for critical resourcing requirements from overseas. GAJV have recruited a
Sourcing and retention of critical staff for the GAJV is becoming more challenging and	number of local resources for critical roles.
now presents a critical risk to the project. This is also impacting Watercare's and	Close monitoring of supply chain impacts due to Covid-19 including engagement with suppliers.
Jacobs' labour costs on the project due to Covid-19 delays and construction labour	Regular revision of Watercare construction management and design support service resourcing for
market influences.	the project and timely demobilisation of resources. Application of liquidated damages where
	appropriate.
GAJV self-perform M\u00e4ngere Pump Station construction	Interim approval to self-perform MPS has been granted following in-depth review of the GAJV
GAJV proposing to self-perform delivery of Mangere Pump Station works. Quality	capabilities.
and/or commissioning issues arising from insufficient capability within the GAJV to	Engagement of appropriate sub-consultants where required.
successfully deliver works.	
Significant utilities (unforeseeable physical conditions) are damaged	Ensure services investigations are undertaken by the GAJV
Utilities not shown on drawings or with visible evidence on site. Inadequate	Review the GAJV method statements and risk assessments for utility location.
investigations.	
Aggregate effect of WIWQIP changes causes disruption	Change management process in place.
Sum of WIWQIP changes impacts GAJV scheme procurement activities.	Considering all viable options for delivery of WIWQIP work, and impact of timeframe for delivery of
	works without impacting CI performance.
There is a fire in the tunnel	Tunnel management controls around ignition sources. Electric locomotive to reduce flammable
Construction with pre-installed liner, some incident e.g., electrical fire causes the lining	
to catch fire.	PHMPs being agreed with WorkSafe. Early engagement with mines rescue.
Fire in the tunnel impedes evacuation and rescue operations.	AME system – real-time personnel tracking.
	Limiting visitor and personnel access to essential only.
Partial failure or collapse of the confluence chamber	Provisional sum removes cost pressure for condition survey and investigation to provide the most
A lack of understanding/underestimation/inaccurate assessment of the existing asset	appropriate solution. Work will proceed on least risk option.
condition	Shutdown works to be programmed for dry season/periods of low flow.
The GAJV's methodology is unsuitable, or a deviation from the approved approach.	Workshop between the GAJV, designers, and treatment plant to identify the most appropriate
lifetin -	solution.
Lifting Supported leads pass a risk of being dropped and sausing injuries to staff	Competent operators and dogmen, operating with high quality lift plans.
Suspended loads pose a risk of being dropped and causing injuries to staff. The Western Interceptor is Damaged	Establishment of critical rules, with a specific rule to eliminate workers under suspended loads. Close monitoring of tunnelling conditions.
Ground settlement due to tunnelling in proximity to WI. Tunnelling process being	Increased ground settlement monitoring.
established.	Contingency planning to limit service disruptions.
cotabiloticu.	Contingency planning to little service distuptions.

Risk Description	Risk Reduction Actions
COVID-19 causes adverse health issues to project staff	HSW Covid response plan developed
Staff catch the virus	Compliance with govt and industry guidelines.
Work continuing during level 4/community transmission	Check in/out monitoring systems.
Focus on Covid distracts staff (creates complacency) from other hazards.	GAJV vaccination programme (WSL inclusive).
'Covid fatigue' - complacency increases as restrictions continue.	

8. When is the Central Interceptor being built?



Board meeting | 28 October 2021 Public session



Water resources update

For discussion

Te pou whenua tuhinga / Document ownership

Prepared byRecommended bySubmitted byDavid MooreMark BourneJon LamonteManager of Improvements ProgrammeChief Operations OfficerChief Executive Officer

Take Matua / Key points

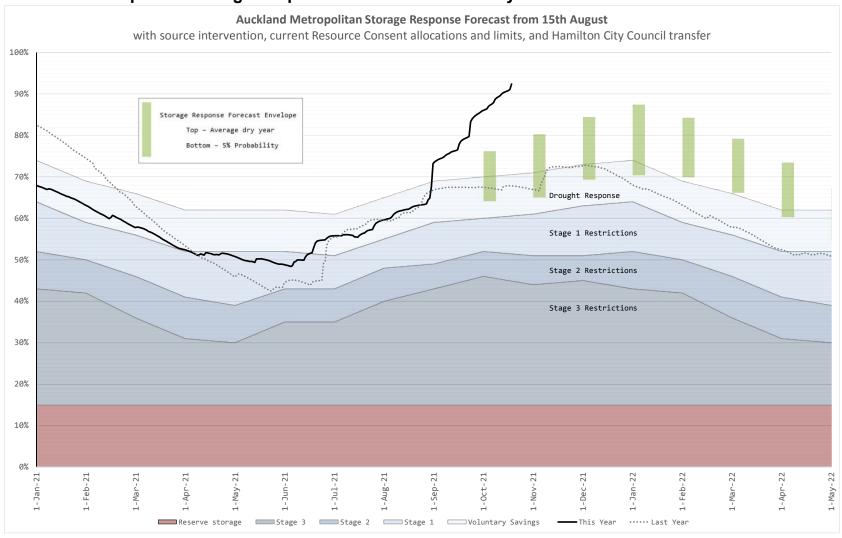
- Demand of 388MLD for the week was well below the target ceiling of 420MLD for October
- Stage 1 restrictions remain in place
- Hamilton City Council has granted consent to Watercare to take 25MLD from the Waikato River between 1 October 2021 and 30 April 2022
- A new website focused on Watercare's Water Efficiency Plan 2021 2025, which marks the final stage of our commitment to the Auckland Three Waters Strategic Plan (2008)

https://waterefficiencyplan.watercare.co.nz/

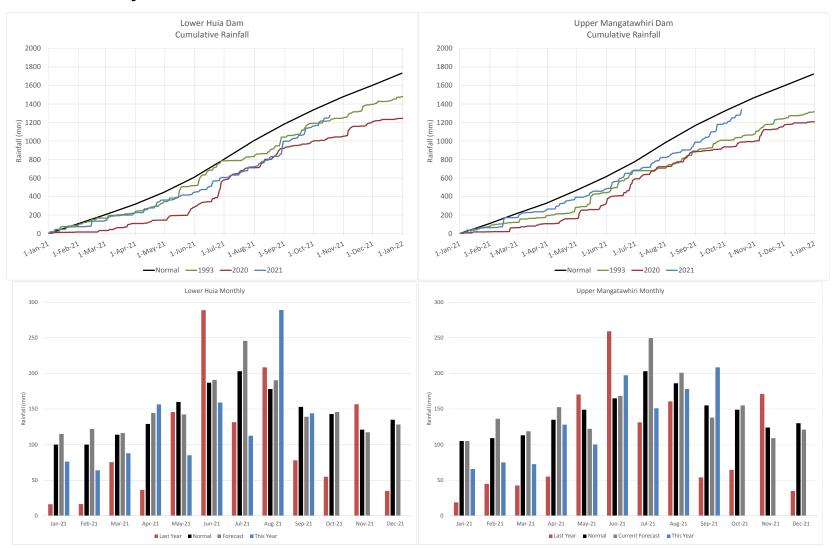
Auckland Metropolitan Total Water Demand – week ended Sunday 17 October



Auckland Metropolitan Storage Response – week ended Sunday 17 October



Rainfall summary



AUGMENTATION STATUS UPDATE

Location	Pukekohe Bore	Hays Creek dam in Papakura	Waitākere Water Treatment Plant				
On track							
Update The Pukekohe WTP is		Stage 1 = 5MLD out of service	Increase Peak production capacity by 8MLD during December 2021.				
	operating reliably at a	Stage 2 = 12MLD in-service is now due	Project delivery and supply chain disruptions due to Covid-19 restrictions have resulted in				
production output of		by March 2022 due to Covid-19 delays.	significant delays to the outcome of delivery date for the centrifuge, which will increase				
	5.5MLD.	Following the commissioning of the	reliability of the plant. Based on current programming this will not be completed until June				
		Waikato 50 WTP, the temporary	2022.				
		Papakura WTP was shutdown to allow					
		the development of the new	The project team is considering reducing the production capacity of the Waitākere WTP on a				
		permanent 12MLD Papakura WTP.	short-term basis (while water storage levels are in a strong position) to reduce the programme				
			impact.				

Location	Waikato Water Treatment Plant (existing plant)	Ardmore Water Treatment Plant	Onehunga Water Treatment Plant		
On track					
Action	Peak capacity increased by 25MLD.	Low flow operation reconfigured to 80MLD – 250MLD.	The Onehunga WTP is operating reliably at a production output of 23MLD.		

Location	Waikato 50					
On track						
Action	Vaikato 50 plant in supply since 14 July 2021 and 225MLD peak supply from the Waikato River tested successfully and is now available.					
	Waikato No.1 water main boost pump station is in service and operational.					

NON-REVENUE WATER STATUS UPDATE

Activity	Creating smaller District Metered Areas and pressure management			
On track				
Action	Target is to develop district meter areas with less than 10,000 connections for 65% of the city			
	Stage 1 Waitākere – rezoned from 6 DMAs to 24 DMAs, 95% complete			
	Stage 2 Maungakiekie – complete rezone from 1 DMA to 4 DMAs. Completion scheduled for the end of October (deferred due to Covid-19 restrictions).			

Activity	Leakage management					
On track	Work stopped due to Covid-19 restrictions					
Action	Increase ground surveying of leak detection to 6,000kms a year					
	Total since start of the programme					
	o 6300kms surveyed to date					
	o 4672 leaks found					
	o 10.26MLD saved					
	Total since July 2021 (works were suspended during Alert Level 4 Covid-19 restrictions but now have resumed)					
	o 900kms surveyed to date					
	o 490 leaks fixed					
	o 1.26 MLD saved					
	97% of leaks are responded to within KPI and fixed all moderate to major leaks detected within five days.					

Activity	Meter replacements					
On track						
Action	Improve accuracy of bulk metering					
	• 208 BSP's					
	17 currently damaged/returning false readings. Values for these BSP's are being assumed based on a fourteen-day averages					
	Improve accuracy of customer meters					
	32,600 domestic meters replaced YTD, target 30,000					
	• 1,530 commercial customer smart meter loggers installed to date, target of completing 2,000 in August 2021 has now delayed due to Covid-19 restrictions.					

Activity		Non-potable and reuse
On track		
Action	•	Currently there are three non-potable sites with a total of 161 commercial customers.
	•	Lake Pupuke, Western Springs and the Hugo Johnston non-potable filling stations are now open again during standard business hours.
	•	The Lake Pupuke non-potable site closure date is now under review due to delays with getting the non-potable station at Halls Farm up and operational due to
		Covid-19 restrictions.

Board meeting | 28 October 2021 Public session



Māori Outcomes Plan – update

For information

Te pou whenua tuhinga / Document ownership

Prepared by Kuiarangi Paki Te Kaiurungi (Senior Lead & Strategic Māori Advisor) **Recommended by** Richard Waiwai Poutiaki Tikanga Māori **Submitted by**Jon Lamonte
Chief Executive Officer

1. Te tūtohunga / Recommendation

We recommend that the Board notes the report.

2. Take matua / Key points

The key points are:

- The Māori Outcomes Plan (MOP) outlines Watercare's approach to support Māori social and economic wellbeing. It aligns to Council's 'Kia Ora Tāmaki Makaurau' Māori outcomes performance measurement framework and Watercare's Statement of Intent (SOI) 2020–2023.
- Following completion of a first draft in November last year, an updated version of the plan was presented to the board in February 2021. Targets and milestones have since been revised, and a final copy of the plan approved by the Chief Executive in September.
- The establishment of Te Rua Whetū (Māori Outcomes & Relationships Unit) enables direct oversight and support for implementation of the plan moving forward. However, our immediate priorities are focused on:
 - o Circulating the finalised plan to all business units for integration into their work programmes
 - Identifying existing projects and initiatives that align to the MOP
 - Confirming how and where business unit resources are currently allocated to deliver on Māori outcomes.
- Socialising the MOP to our iwi and mana whenua partners, Council and wider stakeholder groups will be done in conjunction to ensure collective buyin.
- Reporting against targets and milestones will be on a quarterly basis, as we continue to progress existing projects and initiatives, and identify new
 ones.

3. Ngā tuhinga ō mua / Previous deliberations

Date	Report title	Key outcomes				
February 2021	Māori Outcomes Plan	The Board noted that the plan is comprehensive but noted that targets and milestones needed to be clarified.				
November 2020	Draft of the Māori Outcomes Plan	The Board acknowledged the quality of the plan and was looking forward to the development of specific measures and the resource requirements to deliver the agreed outcomes.				

4. Whāinga / Purpose and context

Watercare has committed to delivering projects that specifically contribute to Māori wellbeing. Targets and milestones for Watercare's Māori Outcomes Plan (MOP) have now been finalised and approved for implementation.

This paper provides information on the main aspects of the revised MOP and the progress made to date.

5. Kōrero pitopito / The details

Māori Outcomes Framework

'Kia Ora Tāmaki Makaurau' is an evolution of Auckland Council's Māori Responsiveness Framework developed in 2015. The framework's priority mana outcomes were identified by Māori as what mattered most to them. These 10 strategic priorities are:

- Kia Ora te Kāinga Papakāinga and Māori Housing
- Kia Ora te Umanga Māori Business, Tourism and Employment
- Kia Ora te Marae Marae Development
- Kia Ora te Reo Te Reo Māori
- Kia Ora te Ahurea Māori Identity and Culture
- Kia Ora te Whānau Whānau and Tamariki Wellbeing
- Kia Ora te Rangatahi Realising Rangatahi Potential
- Kia Ora te Taiao Kaitiakitanga

- Kia Ora te Hononga Effective Māori Participation
- Kia Hāngai te Kaunihera An Empowered Organisation

Forty high-level targets and milestones across these 10 strategic priorities have been identified as part of our MOP. These will be delivered by Watercare over the next 3 to 4 years. Our approach includes external focus areas that support iwi and mana whenua-directed projects aligned to our plan, as well as internal initiatives aimed at building tikanga and te reo Māori capability of Watercare kaimahi (staff) and governors.

Implementation and Key Deliverables

As a member of the wider Council family our plan is guided by the 'Kia Ora Tāmaki Makaurau' framework. The MOP is a first for Watercare, and outlines what projects and initiatives we have committed to deliver to support Māori wellbeing outcomes. Some key deliverables and milestones within the MOP include:

- Programmes that support water infrastructure and improvement developments for marae and papakāinga (Kia Ora te Kāinga)
- Five percent of total spend of contracts (direct and subcontract spend) to be awarded to Māori businesses by 2025 (Kia Ora te Umanga)
- Development of tools and resources to support Te Reo and Tikanga Māori initiatives throughout Watercare (Kia Ora te Reo, Kia Ora te Ahurea, Kia Hāngai te Kaunihera)
- Increased employment and education pathways for rangatahi Māori within Watercare through cadetships, internships, mentorships, and work experience (Kia Ora te Rangatahi)
- Knowledge sharing of Watercare's technical expertise on water with iwi and mana whenua partners, as well as Māori education providers and community groups (Kia Ora te Taiao)

The plan has been shared with our executive leadership team and some senior managers over the past month. Competing priorities, including the Board of Inquiry hearings, have delayed wider internal engagement, but this will be completed by the end of October. In the interim, as we continue socialising the plan with Watercare staff, management have been asked to review their current work plans alongside the MOP's targets and milestones.

This will help us understand what projects and initiatives align to the MOP, and what portion of their budgets are assigned to support Māori outcomes. By the end of Q2, we anticipate that this information will be known and full implementation of the plan underway. In the absence of dedicated funds being secured specifically for the MOP, scoping of projects and allocation of resources including budget is at the discretion of each business unit. Te Rua Whetū's role will be one of coordination only, until we are able to manage any budget for the plan ourselves.

Stakeholders and Reporting

Watercare is the first of Council's CCOs to complete its Māori Outcomes Plan. We have submitted it to Council, and our priority now moves to iwi and mana whenua partners, as well as other key stakeholders. Buy-in from iwi and mana whenua will be critical. Although we have signalled the plans intent and purpose with the Mana Whenua Managers Kaitiaki Forum (MWMKF), we aim to work directly with iwi and mana whenua operational leads to collaborate on projects that achieve shared outcomes for Māori communities.

We acknowledge that Watercare has done this in the past in an ad-hoc manner, based largely on direct requests from our iwi and mana whenua partners. The MOP will now give assurance that shared goals over the next four years can be measured as an indicator of Watercare's contribution to Māori social and economic wellbeing.

Reporting against targets and milestones will be on a quarterly basis. This we believe will allow for more qualitative reporting. It also provides scope for iwi and mana whenua partners to contribute and feedback on our progress. The plan creates a shared accountability for both Watercare and the 19 iwi and mana whenua within Tāmaki Makaurau. It enables Watercare to systematically review the relevance of our plan's deliverables and milestones as and where mana whenua priorities may shift.

We will implement the plan over the next 3 to 4 years. Responsibility for monitoring performance will be led by Te Rua Whetū, with input from our other business units. In addition to quarterly reporting to Watercare's Board, regular updates to Council and the MWMKF will also be undertaken.

6. Ngā ūpoko / The capitals

6.1 Natural Environment including Climate Change

Continued investment in environmental initiatives led by iwi and mana whenua, will ensure our plan delivers on natural environment capitals that advocate kaitiakitanga. We have in the past supported river restoration and riparian planting projects but expect to extend the scope of these types of initiatives as we progress the plan. This includes sustainable solutions for water storage across papakāinga and marae.

6.2 People and Culture

People and culture capital is fundamental to the plan's success. Watercare kaimahi (staff) will be supported to increase their knowledge and understanding of Te Ao Māori tikanga and reo as we implement the plan. Priority outcomes within it, specifically give effect to building cultural awareness and competency of our people at governance and operations levels. The establishment of Te Rua Whetū signals our ongoing commitment to lift Māori wellbeing both internal and external to the organisation.

6.3 Customer and Stakeholder Relationships, including Māori Outcomes

Iwi and mana whenua partners will be key drivers of the MOP. Through the MWMKF we will continue to socialise the plan, extending this to other key stakeholders including business partners and community organisations. High-level milestones identified within the plan provide greater transparency of outcomes and improves our ability to monitor and measure success. Our plan directly supports Council's 'Kia Ora Tāmaki Makaurau' framework and the 10 strategic priorities agreed to as part of its 2018 – 2028 Long Term Plan. We are the first Council CCO to complete our action plan and have circulated it to our council partners to support their own plan developments.

6.4 Asset and Infrastructure

This capital is not relevant as the MOP does not directly affect assets and infrastructure.

6.5 Intellectual Capital

The MOP allows us to share technical knowledge and industry expertise with iwi and mana whenua. This creates value by building capability of our iwi and mana whenua partners. Opportunities also exist for mutual knowledge sharing such as recognition and understanding of mātauranga Māori and its place within future activities of Watercare. We will also leverage insights and learnings from Council and other Council CCOs as they implement their plans for Māori outcomes.

6.6 Financial Capital and Resources

Integration of the current plan requires a reprioritisation of existing operational budgets to identify what can be delivered in Year 1. An annual review of the plan will be undertaken each financial year to ensure priorities are included within operational work programmes over the next 3 to 4 years.

7. Ngā tūraru matua / Key risks and mitigations

Key risk	Mitigation				
Engagement – kanohi ki te kanohi – with iwi and mana whenua impacted and limited due to external factors (e.g., Covid-19)	Facilitation of online engagement and increased communication dialogue. Increase frequency of meetings with the Mana Whenua Managers Kaitiaki Forum as necessary.				
Lack of future resourcing to fully commit to the implementation of actions	Integration of MOP milestones into Watercare's annual business plans and operational work programmes for all business units including dedicated resourcing and budget.				
Organisational dependency on Te Rua Whetū (Māori Outcomes & Relationships Unit) to solely deliver the MOP milestones	Identify internal business leads responsible for delivering MOP projects and initiatives. Regular engagement between Te Rua Whetū and internal business leads.				

8. Ā muri ake nei / Next steps

Continue to implement the Māori Outcomes Plan and prepare to report against the priority mana outcomes from Q2 onwards.

9. Te whakapiringa / Attachment

Attachment number	Description
1.	Watercare – Māori Outcomes Plan September 2021



Attachment 1



Revised September 2021

A framework to measure Māori wellbeing outcomes and performance for Tāmaki Makaurau based on the Auckland Council Group framework



He Mihi

Tēnā koe i ō tātou aituā maha e ngāpu nei te whenua i tō rātou hinganga

Heoi anō, e taea te aha atu i te tangi, i te maumahara ki a rātou me ta rātou i mahi ai?

Nō reira, waiho rātou ki a rātou, ko tātou ki a tātou, tēnā anō koutou

Tāmaki herenga waka, Tāmaki herenga tangata, Tāmaki makau a te rau, kāore tō rite i te ao.

Ngā maunga whakahī, ngā wai tākunukunu, ngā whānau, hapū me ngā Iwi maha e tau nei, tēnā koutou, tēnā koutou, tēnā koutou katoa.

Tēnei mātou te toro atu nei ki a koutou, kia kotahi mai tātou ki te kawe ake i te mānuka, e piki ai to tātou mātauranga,e piki ai tā tātou aronui ki ā tātou kawenga.

Mā ā tātou mahi ka pūāwai ka haumaru ō tātou hāpori, ngā mana whenua me mātāwaka hoki mai te anga kia ora Tāmaki Makaurau

Kia tātou katoa ō Watercare, me kawe ake te mānuka.

Greetings to you and to the many dead whose loss leaves the land bereft.

What else is there to do other than mourn their loss and remember their deeds?

The dead have passed on and the living remain, Greetings to all

Tāmaki anchoring and connecting all peoples, loved by the multitudes, unique in the world

Thy proud mountains, the cool sequential waters, to all families, subtribes and peoples that reside in Auckland, greetings, greetings, greetings to ye all

We reach out to you all, to act together and help us meet the challenge

That is to increase our knowledge, and inform ourselves of our obligations.

It is by our efforts that the aspirations of our communities, mana whenua and mātāwaka can be realised through the framework kia ora Tāmaki Makaurau.

Watercare, let's take up the challenge

Foreword

Tēnā koe, otirā, tēnā koutou

Watercare Services Limited (Watercare) values its relationship and partnership with Māori. The feelings of friendship and mutual respect have developed over many years. Our mutual interest in the environment and in particular water has brought us together.

Ko wai koe? Nā wai koe? Nō hea koe?

For we all consist of water

Ko te wai te oranga ō ngā mea katoa

Water is the life giver of all things

Water binds us all, the past, the present and the future and it is with this in mind that Watercare has prepared this Māori Outcome Plan (MOP) to capture our ongoing commitment to work with all regional mana whenua, our communities and raise relationships with Mātāwaka.

Our plan outlines Watercare's ongoing commitment to meeting its legal and relationship commitments and importantly, how it is seeking to enhance services for the benefit of Māori, mātāwaka and the wider community.

In doing so, we will be advancing the intent of kia ora Tāmaki Makaurau, the Council's overarching Māori outcomes framework to improve Māori social, economic, wellbeing and culture through the Auckland Plan.

Nothing of value ever happens without first looking, listening and discussing. Understanding that all Watercare's work is based upon relationships reveals the underlying premise driving Watercare's MOP.

He aha te mea nui o te ao?

What is the most important thing in the world?

He tangata, he tangata, he tangata

It is people, it is people, it is people!

Nāku iti nei, nā

Jon Lamonte

Tumu Whakarae, Chief Executive Watercare Services Limited

Abbreviations

AC Auckland Council
AT Auckland Transport

CCO Council Controlled Organisation

IMSB Independent Māori Statutory Board

LTP Long Term Plan

MAG Māori Advisory Group MOP Māori Outcome Plan

MWMKF Mana Whenua Managers Kaitiaki Forum

NZTA New Zealand Transport Agency
PMO Project Management Office

RMA Resource Management Act 1991

SOI Watercare Statement of Intent (SOI) 2017/2018/2019/2020

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1. Introduction

Background

Watercare is a utility that provides essential water supply and wastewater services which are critical to the economic, social and environmental well-being of our Auckland communities.

In delivering these services, Watercare is committed to meeting its responsibilities under Te Tiriti o Waitangi the Treaty of Waitangi, and its broader legal obligations including being more responsible or effective to Māori.

In this regard, Watercare and its legacy entities, due to the spiritual significance of water to Māori, have long acknowledged the need for effective engagement and dialogue with Māori. Accordingly, and over a long period of time, we have developed an extensive working relationship with mana whenua.

Initially this was via a Māori Advisory Group (MAG) and then through a ground breaking relationship agreement to form the Mana Whenua Kaitiaki Forum (MWKF) in 2012. This non-statutory collective of Council recognised iwi entities consisting of a governance-strategy forum and a Kaitiaki Managers' Forum (KMF), a regional operational-projects forum. The MWKF reflects iwi governance structures intended initially to work collectively with Watercare in areas of common interest. The MWMKF is a non-statutory entity of which the 19 Council-recognised mandated entities are members. Neither the MWMKF nor the KMF are substitutes for kōrero with individual iwi entities.

In parallel, the **Auckland Plan** provides the overarching strategic mandate for the whole Council family including Watercare. A key overarching outcome in the Auckland Plan is "**A Māori identity that is a point of difference in the world**". This supports the key transformational shift which is to "Significantly lift Māori social and economic wellbeing", as well as enabling customary rights, and Treaty of Waitangi obligations.

Watercare's **Statement of Intent (SOI) 2020-2023** directly links Watercare's contribution to the Māori outcomes in the Auckland Plan including the transformational shifts of significantly lifting Māori social and economic wellbeing.

In particular, Watercare has committed to delivering projects that specifically contribute to Māori wellbeing and its contribution to Council's **Kia ora Tāmaki Makaurau** Māori outcomes performance measurement framework which is based on four key principles:

- Principle 1: Ora I Te Tuatahi (The Connection of all things in Tāmaki Makaurau)
- Principle 2: Mana Māori Motuhake (Māori identity and Māori wellbeing)
- Principle 3: Me Mahi Tahi Tātou (We work together towards wellbeing outcomes)
- Principle 4: Kia Ora Tāmaki Makaurau (Wellbeing for Māori is wellbeing for all Tāmaki Makaurau)

Kia Ora Tāmaki Makaurau is an evolution of the Māori Responsiveness Framework developed in 2015. It is a performance measurement framework and named for its overall outcome: holistic wellbeing for Tāmaki Makaurau. The Framework supplements the responsiveness approach to be relevant to the expectations and aspirations of Māori under the Treaty of Waitangi.

The Framework provides the lens through which the Council family should view all processes, systems and policies in order to give effect to the commitments to Māori highlighted in the Auckland Plan, while:

- ensuring consistency in applying the principles of Te Tiriti o Waitangi/the Treaty of Waitangi;
- fulfilling Council's statutory obligations to Māori under the Local Government (Auckland Council) Act 2009, the Local Government Act 2002 and other statutes;
- enabling Māori outcomes; and
- valuing Te Ao Māori/the Māori world view, the essence of which is relationships.

The framework provides Watercare the opportunity to explicitly capture and document the depth of its engagement practices along with many other initiatives which support Māori outcomes. These are captured in this document and include a list of defined, operational-level actions to be achieved over the next three years. Associated high level MOP risks and issues are incorporated in Attachment A.

These plans and requirements are consistent with Watercare's strategic priorities¹ particularly those related to the "Fully Sustainable" theme incorporating the following goals:

- We are a socially responsible business.
- We protect and enhance our natural environment.
- We meet all our legal and regulatory obligations.

¹ Watercare Strategic Framework

1.1. Legislative Obligations

In meeting its principal objective as a council-controlled organisation (CCO) and in performing its functions, Watercare must "establish and maintain processes for Māori to contribute to its decision—making processes"².

In terms of its functions under Part 5, Local Government (Auckland Act) 2009, Watercare is required by s58 to give effect to the Long-Term Plan (LTP) and act consistently with other specified plans and strategies of the Council.

Further provisions of the Act relate to its decision-making. These include "principles of consultation"³, obligations to assess alternatives⁴ and consideration of the views and preferences of affected and interested parties.⁵

The Resource Management Act 1991 (RMA) also requires Watercare (as an applicant or requiring authority) to consider a range of Māori/Treaty-related matters, including:⁶

- i. "The relationship of Māori and their culture and traditions with their ancestral lands, water, sites, wāhitapu, and other tāonga".
- ii. Kaitiakitanga.
- iii. The "principles" of the Treaty of Waitangi.

While the RMA does not expressly require Watercare to engage with Māori, it is often necessary to do so in order to adequately address the above matters, especially where there are impacts on Māori land or sites or areas of significance. More importantly, it is good planning practice to do so. The Unitary Plan⁷ also places significant emphasis on Māori values, and policy direction ensuring that an environmental effects assessment also includes an assessment of adverse effects on mana whenua values.

A fuller suite of legal obligations is contained in Attachment B and Māori definitions are provided in Attachment C.

² Section 40(a) Local Government (Auckland Council) Act 2009

³ Section 82 of the Local Government Act 2002

⁴ Section 77 of the Local Government Act 2002

⁵ Section 78 of the Local Government Act 2002

⁶ See sections 6(e), 7(a) and 8 of the RMA

⁷ Auckland Council's regional land planning regulations

1.2. Historical context

Following the integration of Auckland local authorities in 2010, the role of Watercare was expanded from that of a wholesaler of water and wastewater services to the Councils, Manukau Water and Metrowater, to a comprehensive water utility organisation with over 440,000 customers. Consequently, Watercare now operates as a customer and stakeholder centric business.

In 2012 Watercare established the MWMKF chaired by Tame Te Rangi. The forum operated at a governance level and operational matters were undertaken by its operational arm KMF. Tame Te Rangi described the forum as "the go-to place for public agencies to discuss important water-related issues with mana whenua". This does not refer to the MWMKF moving to be a Council oriented organisation. Watercare continues to host the KMF meetings bi-monthly. All 19 tribal authorities, representing the mana whenua of Auckland, are invited and have a seat at the table.

1.3. Current operational relationship with mana whenua

Watercare's operations are intrinsically linked to the environment and recognise the role which Mana Whenua can undertake in providing advice which goes well beyond simple project consultation.

In this regard, KMF meets bi-monthly which "reflects the intention of both parties to open the way for wider consideration of other perspectives and ideas that promote the Kaitiaki outcomes advocated as beneficial to the region."

This occurs against a backdrop of Auckland experiencing a period of unprecedented sustained growth with 700,000 additional people projected over the next 30 years.

Watercare, as the integrated supplier of water and wastewater, services the existing 1.7 million people in Auckland, but given the future population projections, is facing both the challenges of improving the services today and providing the infrastructure for the future in a sustainable manner. Accordingly, it is essential that Watercare not only has robust relationships with mana whenua, but also effective forums supported by efficient processes.

To execute on these requirements Watercare also provides formal and regular updates on its projects including site visits, well before resource consent applications and Assessments of Environment Effects (AEE) are drafted. This enables advice from mana whenua to be incorporated into the design of projects. This early notice has been very beneficial for mana whenua and Watercare and avoids the need to subsequently "retrofit", potentially avoiding project delay.

The outcome of this approach has been very effective with a number of major projects receiving resource consent without formal submissions being made by any of the 19 tribal authorities because their input was received and acted on much earlier in the process. Examples of projects consented without formal submissions having been filed include the Central Interceptor; the new outfall from the Army Bay wastewater treatment plant; and the new wastewater treatment plant at Snell's Beach to cater for the growth at Warkworth which along with Pukekohe are the two major areas for growth outside the isthmus. The Pukekohe plant was consented with significant input and support of mana whenua.

1.4. Other achievements and activities

Tangible evidence of Watercare's wider organisational progress towards its Māori Outcomes framework goals includes:

- On 17 September 2020 during te wiki o te reo Māori, Watercare produced and launched interactive eBooks in te reo Māori and English for children and the young at heart to enjoy and learn from. Watercare's te wiki o te reo Māori events included a run and organised māori challenges on Te Pane o Mataoho (Māngere Mountain). Watercare continues to incorporate te reo Māori into everyday business.
- 2. Watercare celebrated the uniqueness of Matariki. Professor Rangi Mātāmua has been instrumental in the revitalisation of this important tohu (sign) for Te Ao Māori, Watercare embraced the learnings and are applying the mātauranga māori indicators into our project work.
- 3. In February 2019, Watercare in partnership with Ngāti Manuhiri unveiled a Pouwhenua at the Warkworth wastewater treatment plant. Culture and identity (kia ora Te Ahurea) are the important outcomes that Watercare and mana whenua work collaboratively together on. Waawaia a kaitiaki to Ngāti Manuhiri is depicted in a pouwhenua that stands at the Watercare Treatment Plant and was carved by Vern Rosieur and Lawrence Makoare, and on the images at on the WTP building. Waawaia has protected the awa for many generations and continues to do so till this day.
- 4. Watercare has progressed in improving its employment brand over the past 18 months with a number of key demographic groups, including Māori and Pasifika young people. Watercare's efforts in this area included Tikanga Māori Protocol workshops, the Mark Ford Ngā Tapuwae Scholarship and, more generally, cultural days that celebrate diversity.
- 5. Cultural Inductions via the Central Interceptor project with Ghella Abergeldie Joint Venture workers and sub-contractors has been in full flight for the past 12 months.
- 6. Watercare operational and infrastructure project consents continue to engage at an early stage with mana whenua. Site blessings and cultural inductions are part of the normal way of practice.

2. What are we aiming to achieve?

Watercare's Māori engagement approach is recognised by the following objectives:

Watercare recognises and acknowledges Māori as Treaty Partners

- A Māori world view is valued in programme and projects.
- Māori know their interests and values are considered as part of the way Watercare works.
- Māori perspectives are included as part of the development and implementation of Watercare strategies and practices.
- Individual relationship agreements (Attachment D) will be established with mana whenua groups to recognise specific iwi/hapū understanding.

There is an agreed Watercare integrated approach to engaging with Māori

- Mana whenua are engaged both informally and formally for Watercare Projects through the MWMKF, the KMF and on an individual basis.
- Mana whenua are offered the opportunity to individually participate in discussions about projects and work programmes through the kaitiaki schedule, published monthly.

Roles and responsibilities for engaging with Māori are clear

- Knowing the right protocols and being able to enlist the most appropriate support when engaging with Māori is clear.
- Departments are clear about their roles, and about the tools, support and advice offered and know how to access the information or engage Māori specialists as required.
- Departments will work together to optimise meeting and engagement opportunities with Māori.
- There is an expectation that employees responsible for engaging with Māori have the skills and competencies they need to engage confidently and effectively.
- We will impose no cost on Māori to participate in engagement.

There is strong understanding of Māori relationships

- Watercare's lwi Māori partners are clearly defined; and other Māori stakeholders—mātāwaka or taurāhere and Māori residents are differentiated appropriately.
- The Chief Executive has relationships with mana whenua governance.
- We have a process for sharing information and intelligence about Māori.
- ♦ Watercare will have a programme of continuous learning to ensure Māori knowledge, philosophy and culture are institutionalised and supported through education, communication and visits to Marae.
- Watercare appointed Richard Waiwai as Poutiaki, Tikanga Māori (Principal Advisor) reporting directly to the Chief Executive. Richard has been involved in developing and building the confidence and capability for Watercare staff in the understanding of the Māori world view including tikanga and te reo Māori and in assisting Watercare and mana whenua on major projects.

3. Methodology

In developing this plan, Watercare has followed the methodology and framework guidance provided by Auckland Council. This includes four main steps:

- Establishing a project team and initial awareness raising. Care was taken to ensure the project team has representation from across Watercare.
- Undertaking the current state: our obligations, commitments, and current state of responsiveness to Māori (current state).
- Definiing our goals regarding relationships, leadership and management, and culture, thinking and practice (future state).
- Developing a list of actions to enhance our responsiveness (link to future state).

4. Setting our context: current state assessment

4.1. Internal capability and processes

In order to understand our obligations, the expectations others have of us and our current level of Māori responsiveness, a review of mana whenua engagement was undertaken. Our actions are based on these findings, in addition to other audits completed by Watercare, the Independent Māori Statutory Board (IMSB), and the Te Toa Takitini contribution.

The current context is set out below:

1. Knowledge capture

- There is no over-arching documentation which captures Watercare's activity with Māori. The MOP will provide an opportunity to address this.
- A central system exists recording the results and process of mana whenua engagement including memoranda of understanding (MoUs) and KMF agendas and minutes.

2. Resourcing and capacity

- Watercare has the resources and corporate culture to adopt and implement Resource Management Act best practice options.
- Resourcing is provided on an as-needs basis to mana whenua where they are required to assist to undertake work related to projects, strategies, resource consents and CIAs.

3. Responsiveness

- Internally there is an understanding that Watercare cannot meet all mana whenua aspirations and must balance these with its wider legislative obligations.
- Watercare seeks to maintain active and participatory local level mana whenua engagement to maximise the opportunity for effective and value added input.
- Successful engagement has helped produce better outcomes in environmental and cultural terms, in addition to faster processing of consents.

4. Communication

- Watercare continually improves its efforts to communicate with mana whenua regularly and consistently.
- Regular production of project schedules and meetings of the MWMKF and KMF provide a solid foundation for two-way communication.
- Successful engagement has been founded on long-term and extensive relationships.
- Understanding of Te Reo is limited across the organisation but is improving due to the implementation of a formal language training programme.

5. Timing

◆ Late engagement is generally not an issue given the MWMKF and the KMF arrangements have now been in place for a number of years.

5. Māori Outcomes Performance Measurement Framework

Our performance measurement framework is based on Auckland Council group's performance measurement framework for Māori Outcomes

	Mana Outcome	Other Strategic	Objectives	Key Deliverables	Measures	Business Unit	Milestones	Timeframes			
		Alianment						FY22	FY23	FY24	FY25
	Whānau Māori live in warm, healthy, and safe homes. Housing options meet the individual and communal needs of	Statement of Intent - Customer and Stakeholder Relationships Deliver safe and reliable drinking water and	The infrastructure of Tāmaki Makaurau supports and enables Māori housing and papakāinga needs and aspirations.	Watercare supports programmes that deliver the infrastructure needs of Māori housing and papakāinga, such as	Contribution to papakainga and marae development outcomes.	Infrastructure Operations Central Interceptor	Water infrastructure and improvement developments for papakāinga with iwi and mana whenua partners are identified and supported				
Kia Ora <u>te Kájnga</u> Papakájnga and Máori Housing	whanau in Tāmaki Makaurau Public sector, iwi and communities work together to ensure	Statement of Intent - Assets and Infrastructure Future-proofed growth and supply assurance		Watercare provides technical advice on water supply and septic tanks	Number of consents issued that support Māori housing, papakainga, and marae infrastructure.	Infrastructure Operations Central Interceptor	Water infrastructure and improvement developments for mana whenua and mātāwaka marae are identified and supported				
	Māori housing is fit- for-purpose					Support Services (Finance) Je. Bua.Whetū	Funding opportunities to support water infrastructure developments for housing and marae are scoped and identified				
						Infrastructure (Servicing & Consents)	lwi and mana whenua partners are supported with consent application processes for Māori housing, papakāinga and marae infrastructure projects				
						Infrastructure Operations Central Interceptor Je Rua Whetū	4 x workshops by Watercare technical experts are held with iwi and mana whenua groups				

	Priority - Mana	Other Strategic	Objectives	Key Deliverables	Measures	Business Unit	Milestones	Timef	frames	
Kia Ora te Umanga Māori Business, Tourism and Employment in 대 대 대 대 대 대 대 대 대 대 대 대 대 대 대 대 대 대 대	Outcome	Alignment						FY22	FY23	FY24 FY25
	Intergenerational wealth is created through a thriving Māori economy	Statement of Intent - People and Culture Safe, engaged, and empowered team	Watercare supports a resilient and regenerative Māori economy by supporting economic opportunities for Māori businesses and iwi	Māori businesses are engaged with Watercare's social procurement opportunities	Number of Māori businesses engaged in social procurement opportunities with Watercare.	Support Services (Finance)	Implement changes to supply chain processes that embed Māori social procurement outcomes			
	significant drivers of a sthriving economy in game Tāmaki Makaurau. Innovation and enterprise are key iii	*Working with our suppliers to build greater pipeline certainty and confidence to	organisations.				5% of total contract spend - (direct and indirect (subcontractor) spend) to be awarded to Māori business partners by 2025.			
Ħ	enterprise are key elements of Māori success and hallmarks	invest for the future					A sliding scale target of to be met from FY22 to achieve the 5% target.			
ployme	success and hallmarks of Māori development. The Māori economy in Tāmaki Makaurau sees hapū and iwi endure through intergenerational approaches to investment outcomes. The Māori economy in Tāmaki Makaurau sees hapū and iwi endure through intergenerational approaches to investment outcomes.					FY22: 1%, FY23: 2%, FY24: 3%, FY25: 5%				
Kia Ora te Umanga Mãori Business, Tourism and Em		d iwi endure erational hes to ent outcomes. ori economy in Makaurau sees d iwi endure erational hes to		Watercare is committed to supporting Māori business networks	Number of industry partnerships formed with Māori networks.	All	Establish partnerships/networks with industry groups to support Māori businesses			
				Watercare supports initiative that contribute to Māori economic development	Number of initiatives supported by LTP Māori Outcomes fund that contributes to Māori economic development.	All	100 Māori business and employment initiatives/opportunities are identified and supported by 2025.			

	Priority - Mana	Other Strategic	Objectives	Key Deliverables	Measures	Business Unit	Milestones	Timef	rames					
	Outcome	Alignment						FY22	FY23	FY24	FY25			
	Marae are centres of excellence for whānau Māori and have an abundant presence in communities	Intent - Customer and Stakeholder and thr Relationship be self-	Intent - Customer and Stakeholder Relationship Deliver safe and reliable drinking water and	Intent - Customer and Stakeholder Relationship Deliver safe and reliable drinking water and	Intent - Customer and Stakeholder Relationship Deliver safe and reliable drinking water and	Invest in marae to be self-sustaining and thriving hubs for Māori and the wider community	Watercare supports better management of water infrastructure and assets	Marae in Tāmaki Makaurau have access to water and wastewater services.	All	Marae in Tāmaki Makaurau are supported with access to water and wastewater services				
	Marae in Tāmaki Makaurau aspire to be self-sustaining and thriving. They provide a cultural connection and space to practice kaitiakitanga for Mana Whenua and Māori				Number of mana whenua and mātāwaka marae that receives support to renew or upgrade marae infrastructure.	Operations Infrastructure	Water infrastructure and improvement developments for mana whenua and mātāwaka marae are identified and supported							
Kia Ora te Marae arae Development	whenta an inwant communities. Mana Whenua marae carry the responsibility of ahikā; mātāwaka marae manaaki whānau and the community. Marae offer services that contribute to and support whānau and community wellbeing, such as civil defence centres, köhanga reo and early childhood education. Marae often deliver a range of health, education, and social services. Marae have a leadership role to manaaki and foster whanaungatanga for	natural		Māori Outcomes funded investment in marae.	Support Services (Finance) Te Rua Whetū	Funding opportunities to support water infrastructure developments for housing and marae are scoped and identified								
Kia		Intent - Assets and Infrastructure Future-proofed growth and supply		Watercare provides technical advice on water supply and septic tanks	Number of consents issued that support marae infrastructure.	Infrastructure (Servicing & Consents)	lwi and mana whenua partners are supported with consent application processes for marae infrastructure projects							
	Māori and the wider community, this requires appropriate resource and support				Number of water-related projects and initiatives by marae that are supported.	Te Rua Whetū Operations (Water Value)	Water-related projects and initiatives led by marae are identified and supported							

	Priority - Mana	Other Strategic	Objectives	Key Deliverables	Measures	Business Unit	Milestones	Timefra	mes		
	Outcome	Alignment						FY22	FY23	FY24	FY25
	Ko te reo Māori te mauri o te mana Māori	Statement of Intent - People and Culture Safe, engaged, and	Watercare supports Te Reo Māori to be visible, heard, spoken, and learned throughout Tāmaki	Watercare provides a range of opportunities for Board Members and all staff to learn Te Reo Māori	Increase in number of staff who have the confidence and competency to engage with Māori.	Te Rua Whetū Support Services (People & Capability)	Develop and implement cultural competency framework for Watercare				
	Te Reo Māori is an official language in Aotearoa New Zealand and fundamental to a thriving Māori identity for Tāmaki Makaurau. Investment and support are needed to create opportunities to see, hear, speak, and learn te reo Māori. * Employing a diverse and inclusive workforce * Unlocking potential through training and development * Working with others	Makaurau. Aspirational goal for whole of Watercare (including Board	Red Madii	Improvement in staff awareness and understanding raised in Te Reo Māori and Tikanga Māori principles. Te Rua Whetū Support Services (People & Capability) Develop and implement Te Reo Māori Action Plan for Watercare							
		d become proficient in Te Reo Māori		Improvement in staff proficiency with pronunciation of Māori words including place names.	All	50% of staff have attended Te Reo Classes to improve pronunciation of Te Reo Māori and understanding of Tikanga Māori by 2025.					
Kia Ora te Reo Te Reo Māori	A bilingual Tāmaki Makaurau can be demonstrated through signage, heard on modes of transport, and reflected on media platforms. Widespread commitment to increase fluency in day- to-day usage of te reo				Increase in the ratio of Te Reo Māori to English content across Watercare's communication and marketing platforms including intranet, external websites, publications, and reports.	Customer Te Rua Whetū	Up to 50% of Watercare communications and marketing content includes Te Reo Māori translations and branding				
					Recruitment and induction processes to include Te Reo and Tikanga Māori component.	Support Services (People & Capability)	Develop and implement Māori cultural component in recruitment and induction processes by 2022.				
	tuku iho (legacy) flourishes for generations to come.	flourishes for		Tools and Resources to support Te Reo and Tikanga Maōri initiatives across Watercare	Number of Te Reo Māori programmes and resources that support Māori language knowledge and skills across Watercare.	Te Rua Whetū Support Services (People & Capability)	Create partnerships with Māori language providers to deliver Te Reo Māori programmes by 2022				
					Increase in dual naming of Watercare offices and work sites, including Te Reo Māori in job titles.	Customer Te Rua Whetū	50% of Watercare offices, worksites and job titles use both Te Reo Māori and English branding by 2025.				
					Number of cultural interpretations at Watercare sites including dams, water treatment and wastewater plants.	Te Rua Whetū	Ten cultural interpretations in collaboration iwi and mana whenua partners are identified and actioned by 2025.				

	Priority - Mana Outcome	Other Strategic	Objectives	Key Deliverables	Measures	Business Unit	Milestones	Timef	rames	
		Alignment						FY22	FY23	FY24 FY25
Kia Ora te Ahurea ri Identity and Culture	Tāmaki Makaurau is rich with Māori identity and culture Mana Whenua identity and Māori culture are Auckland's point of difference in the world – they advance wellbeing and prosperity for Māori and benefit all Aucklanders. Their uniqueness is underpinned by the many iwi and hapū whose mana extends over Tāmaki Makaurau and who are valued for the kaitiakitanga and manaakitanga roles they hold toward all who live and visit here.	Statement of Intent – People and Culture Safe, engaged, and empowered team * Employing a diverse and inclusive workforce * Unlocking potential through training and development * Working with others	Watercare reflects and promotes Māori culture and identity within the environment, and values mātauranga Māori.	Watercare staff have the confidence and competency to engage with Māori	Number of events and programmes supported by Watercare that showcases Māori identity and culture in Tāmaki Makaurau.	All	10% of staff engage or are involved in an event that showcases Māori identity and culture.			
Kia Ora te Māori Identity	VISIT HERE.			Staff awareness and understanding improves in Te Reo Māori and tikanga Māori principles.	Increase in dual naming of Watercare offices and work sites, including Te Reo Māori in job titles.	Te Rua Whetū Customer	50% of Watercare offices, worksites and job titles use both Te Reo Māori and English branding by 2025.			
					Number of cultural interpretations at Watercare sites including dams, water treatment and wastewater plants.	Te Rua Whetū	Ten cultural interpretations in collaboration iwi and mana whenua partners are identified and actioned by 2025.			
					Recruitment and induction processes to include Te Reo and Tikanga Māori component.	Support Services (People & Capability)	Develop and implement Māori cultural component in recruitment and induction processes by 2022.			

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	Priority - Mana Outcome	Other Strategic Alignment	Objectives	Key Deliverables	Measures	Business Unit	Milestones	Timef	rames		
								FY22	FY23	FY24	FY25
Whānau ariki Wellbeing	Empowered whānau Māori across Tāmaki Makaurau Whānau are resilient, confident, and successful. Investment is needed to support the aspirations of whānau Māori. Investing in the future of whānau is vital to advancing Māori wellbeing. Nearly a third of Auckland Māori are under the age of 15, and their wellbeing is intricately interwoven with that of their whānau Statement of Intent - Customer and Stakeholder Relationships Customer trust and value through exceptional performance and engagement * Building trust through education, transparency, and engagement	Stakeholder Relationships Customer trust and value through exceptional performance and engagement * Building trust through education,	Whānau are resilient, confident, and successful. Investment is needed to support the aspirations of whānau Māori. Investing in the future of whānau is vital to advancing Māori wellbeing. Nearly a third of Auckland Māori are under the age of 15, and	Watercare will enable whānau Māori to experience relevant and welcoming public facilities and services. It will support Māori-led services where appropriate.	Percentage of tamariki Māori using the Watercare services is greater than or equal to the Māori population average.	Customer	Deliver resources and tools that incorporate Te Reo and Tikanga Māori principles				
Kia Ora te Wh au and Tamaril			their wellbeing is intricately interwoven with that of their whānau.		Number of initiatives that support whānau and tamariki wellbeing.	Te Rua Whetū	Identify opportunities to collaborate with iwi and mana whenua to support whānau and tamariki wellbeing				
Whān					Customer Te Rua Whetū	Identify opportunities to partner with Māori Medium Schools to promote Watercare services and resources					
						Support Services (Health, Safety & Wellness) Te Rua Whetū	Identify opportunities to partner with Māori hauora and wellbeing providers to promote Watercare services and resources				

	Priority - Mana Outcome	Other Strategic		Key Deliverables	Measures	Business Unit	Milestones	Timef	rames		
		Alignment						FY22	FY23	FY24	FY25
	Rangatahi Māori realise their potential Māori youth have opportunities to become	People and Culture Safe, engaged, and empowered team Safe, engaged team Contribute meaningfully to realising rangatahi Māori potential Māori adetship programmes for the 19 Mana whenua entities of Tāmaki Makaurau within Watercare.					Model for cadetship programme is scoped and resourced accordingly for implementation by 2023				
	important role in contributing to Auckland's present and future. To enable their participation in leadership roles and political decision-making, they need access to relevant education and support to pursue meaningful careers that contribute positively to	through training and development	opportunities to build rangatahi Māori aged 16 poking potential aph training and oppment opportunities to build rangatahi Māori aged 16 poking potential aph training and oppment opportunities to build rangatahi Māori aged 16 poking potential aph training and oppment opportunities to build rangatahi Māori aged 16 poking potential aph training and oppment opportunities to build rangatahi Māori aged 16 poking potential aph training and oppment opportunities to build rangatahi Māori aged 16 poking potential aph training and oppment opportunities to build rangatahi Māori aph training and oppment opportunities to build rangatahi Māori aged 16 poking potential aph training and oppment opportunities to build rangatahi Māori aged 16 poking potential aph training and oppment opportunities to build rangatahi Māori aph training and oppment opportunities to build rangatahi Māori aph training and oppment opportunities to build rangatahi Māori aph training and oppment opportunities to build rangatahi Māori aph training and oppment opportunities to build rangatahi Māori aph training and oppment opportunities to build rangatahi Māori aph training and oppment opportunities to build rangatahi Māori aph training and oppment opportunities to build rangatahi Māori aph training and oppment opportunities to build rangatahi Māori aph training and oppment opportunities to build rangatahi Māori aph training and oppment opportunities to build rangatahi Māori aph training aph tr	4-6 rangatahi Māori aged 16-18yrs placed in work experience roles.	All	Identify work experience opportunities across Watercare business units and network with iwi, mana whenua and education providers to promote placements					
lei				8 x intern positions are awarded to Māori.	All	Identify internship opportunities across Watercare business units and network with iwi, mana whenua and employment providers to promote placements					
Kia Ora te Rangatahi Realising Rangatahi Potential				Number of rangatahi Māori employed with Watercare.	All	Identify employment opportunities across Watercare business units and network with iwi, mana whenua and employment providers to promote roles					
Kia Ora Realising Ra					Māori culture and values are infused through Watercare leadership programmes.	Te Rua Whetū Support Services (People & Capability)	Develop and implement cultural competency framework for Watercare				
				2 x rangatahi Māori on Watercare decision-making forums.	Te Rua Whetū	Support iwi and mana whenua partners to identify suitable rangatahi candidates for governance opportunities including governance training and mentorships					
				Percentage of rangatahi Māori accessing Watercare's youth career and development programmes.	Te Rua Whetū Support Services (People & Capability)	Implement pastoral care support system specifically targeting rangatahi Māori across Watercare's youth career and development programmes					
			Watercare supports scholarships across secondary and tertiary levels.	Seven scholarships awarded annually for Māori (one scholarship per business unit).	All	Collaborate with iwi, mana whenua and education providers to promote scholarships and support applications					

	Priority - Mana	Other Strategic	Objectives	Key Deliverables	Measures	Business Unit	Milestones	Timefr	ames		
	Outcome	Alignment						FY22	FY23	FY24	FY25
	exercise kaitiakitanga of te taiao in Tāmaki Makaurau Mana Whenua actively exercise kaitiakitanga in Tāmaki Makaurau. Kaitiaki provide an aligned approach to remediate, protect, and enhance the mauri of these treasured environments for present and future generations. Embedding these concepts into our thinking and design supports a focus on transpare	Statement of Intent - Protect and enhance our natural environment Mitigate the impact of our water and wastewater activities on the environment	Watercare work with Mana Whenua and actively exercise kaitiakitanga in Tāmaki Makaurau. Kaitiaki provide an aligned approach to remediate, protect, and enhance the mauri of these treasured environments for present and future generations.	Watercare engages with Iwi and Mana Whenua partners when projects affect Kaitiakitanga and embed these concepts into our thinking and design that supports a focus on the interrelationship between the natural environment and people.	Watercare investment into transformational activities that contribute to Māori environmental outcomes.	Support Services (Finance) Te Rua Whetū	Establish water fund for iwi and mana whenua that supports and promotes Kaitiakitanga through Taiao-related initiatives				
Kia Ora te Taiao Kaitiakitanga		Customer and Mana Whenua actively	Mana Whenua actively exercise kaitiakitanga in Tāmaki Makaurau. Kaitiaki provide an aligned approach to remediate, protect, and enhance the mauri of these treasured environments for present			Operations (Water Value) Te Rua Whetū	support iwi and mana whenua to deliver Taiao-related initiative				
Kia e Ka			Watercare provides technical advice on water quality	Number of initiatives with Māori which protect and improve the environment, improve water quality, and reduce pollution.	Corporate Affairs & Communications	Medium Schools to promote Watercare					
						Central Interceptor Infrastructure Operations Te Rua Whetū	4 x workshops by Watercare technical experts are held with iwi and mana whenua groups				

	Priority - Mana	Other Strategic	Objectives	Key Deliverables	Measures	Business Unit	Milestones	Timefra	mes		
	Outcome	Alignment						FY22 F	Y23	FY24	FY25
	Mana Whenua and Māori are active partners, decision- makers, and participants alongside Auckland Council Group	people and Culture thers, decision- kers, and ticipants mgside Auckland uncil Group People and Culture Safe, engaged, and empowered team through training and development * Working with others Māori are active partners, decision- makers, and participants with Watercare. * Working with others	Māori are active partners, decision- makers, and participants with	Watercare engage with all 19 Mana Whenua and <u>Mātāwaka</u> partners	Percentage of adopted core strategies, policies and plans incorporating Māori outcomes or developed with Māori participation.	All	Develop and implement plans and strategies that support Māori outcomes including the Māori Outcomes Plan, Council's 'Kia Ora Tāmaki Makaurau', Te Mana o te Wai and Te Ture Whaimana o Te Awa o Waikato				
Kia Ora te Hononga Effective Māori Participa	exercise rangatiratanga in Tāmaki Makaurau. Establishing partnerships with Mana Whenua and Māori in Tāmaki Makaurau allows the council to meet its	Statement of Intent - Intellectual Capital Industry leading thinking and processes Statement of Intent - Customer and Stakeholder			Percentage of Māori governing body and local body members, relative to the <u>Tāmaki</u> Makaurau population.	All	Support and promote governance opportunities within Watercare to mana whenua and <u>mātāwaka</u> partners				
	commitments under Te Tiriti o Waitangi.	Relationships Customer trust and value through exceptional performance * Building trust through education, transparency, and engagement			Percentage of Māori residents who feel they can participate in Auckland Council decision-making.	All	Support mana whenua and mātāwaka aspirations for whānau, hapū and marae				

	The council group achieves outcomes and benefits for and with Māori The council group has legal and treaty obligations to deliver on Māori outcomes. It needs policies that support effective Māori participation and enables the council to meet its legislative and Te Tiriti derived obligations. An empowered organisation also needs processes that enable Māori to participate meaningfully in council matters, particularly those that support the development of strong, thriving, and flourishing Māori communities.	Other Strategic Alignment	Objectives	Key Deliverables	Measures	Business Unit	Milestones	Timeframes					
	- Cutcome	Angiment						FY22	FY23	FY24	FY25		
a ion	achleves outcomes and benefits for and with Māori The council group has legal and treaty obligations to deliver on Māori outcomes. It needs policies that	People and Culture Safe, engaged, and empowered team * Unlocking potential through training and development * Working with others * Working with others Statement of Intent-pricities that ort effective Māori * Unlocking potential through training and development * Working with others * Statement of Intent-Intellectual Capital Industry leading * Commitments and legal obligations to Māori derived from Te Tiriti o Waitangi and has the capability to deliver * Whenua Iwi and their reincluding IN * Watercare Commitments and legal obligations to Māori derived from Te Tiriti o Waitangi and has the capability to deliver * Whenua Iwi and their reincluding IN * Statement of Intent-Intellectual Capital Industry leading	Watercare Board Chair, Watercare CE and Senior Leadership Team to meet once a year with the 19 Mana Whenua Iwi Chair, CE and their respective SLT including IMSB.	Percentage of Watercare employees in permanent management roles across all tier levels who identify as Māori.	All	12% of Watercare employees in fixed-term and/or permanent roles, including leadership positions (Tier 3 and above) identify as Māori. (A sliding scale target of at least 3% per year to be met from FY22 to achieve the 12% target.)							
Kia Hāngai te Kaunihera An Empowered Organisatic	participation and enables the council to meet its legislative and Te Tiriti derived obligations. An empowered organisation also needs processes that enable Māori to the metal to meet the council to meet its legislative and Statement of Inter Customer and Stakeholder Relationships Customer trust and value through exceptional	thinking and processes Statement of Intent - Customer and Stakeholder Relationships Customer trust and value through exceptional performance	processes of Intent - nd os sist and h		Percentage of adopted core strategies, policies and plans incorporating Māori outcomes or developed with Māori participation.	All	Develop and implement plans and strategies that support Māori outcomes including the Māori Outcomes Plan, Council's 'Kia Ora Tāmaki Makaurau', Te Mana o te Wai and Te Ture Whaimana o Te Awa o Waikato						
	matters, particularly those that support the development of strong, thriving, and flourishing Māori	atters, particularly lose that support the evelopment of rong, thriving, and burishing Māori			Number of staff and elected members that participate in Watercare supported Maori and Te Tiriti learning programmes.	All	50% of staff and elected members have participated in Watercare supported Māori and Te <u>Tiriti</u> learning programmes						
				Percentage of <u>wahine</u> (female) Māori staff that are supported in leadership, growth, and development wānanga (mentoring programme).	All	Identify and support leadership and mentoring programmes for wahine Māori.							

5.1. Plan establishment and deployment

The MOP will have a phased implementation in FY21 with full deployment in FY22.

Phase I - MOP drafting and approval — complete Q4 2020

- Draft the MOP and obtain Board approval.
- Complete FY22 deliverables that are already confirmed and budgeted for.

Phase II - Implementation from Q2 2021 onwards

• Complete or progress core deliverables as appropriate.

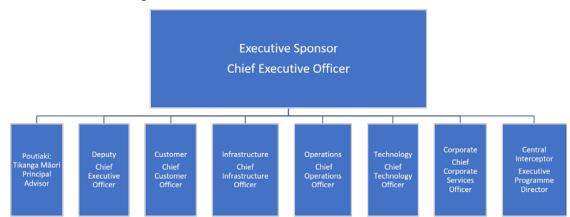
5.2. Māori Outcomes Plan Programmes deliverables

The MOP actions are aligned and grouped under the ten Mana Outcomes of **Kia Ora Tāmaki Makaurau**, consistent with the guidelines and assessment criteria issued by Auckland Council. See Attachment E.

6. MOP Management

6.1. MOP Delivery

The MOP will be managed within Watercare using established management accountabilities with an executive manager.



6.2. Leadership - MOP

The MOP is ultimately under the leadership of the Chief Executive Officer (CEO), who therefore has overall responsibility for the delivery and resourcing of the programme deliverables. The CEO is supported by the Poutiaki: Tikanga Māori and Te Rua Whetū (Māori Outcomes & Relationships Unit), whose key responsibilities are to:

- provide strategic guidance, advice and support for the MOP;
- sign off on the deliverables and associated budgets of the MOP;
- actively promote the benefits of the MOP to the wider Watercare business;
- identify and provide project managers and resources to support the core MOP deliverables; and
- unblock or resolve any issues that cannot be resolved at a programme management level.

6.3. Departmental roles and responsibilities

The high-level roles and responsibilities of the Watercare departments involved with the MOP programme are as follows:

Poutiaki: Tikanga Māori

Te Rua Whetū (Māori Outcomes & Relationships Unit)

The Poutiaki: Tikanga Māori and Te Rua Whetū are responsible for the delivery of the MOP. The responsibilities include:

- ensuring delivery of the MOP within the agreed programme and budgets;
- facilitating the outcomes to mana whenua and Māori as defined in the MOP and monitoring contribution of other key delivery departments;
- providing tikanga Māori and specialist Māori advice for other Watercare departments;
 and
- Overall corporate reporting of MOP matters.

The Poutiaki has overall accountability for the specification and justification of the MOP objectives to maximise business benefit.

Leadership Team

The MOP will have representation and support from the wider business to ensure initiatives, support and communication is delivered appropriately. This involves representation from the different departments within Watercare with overall responsibility as follows:

- Poutiaki: Tikanga Māori Principal Advisor
- Deputy Chief Executive Officer
- ♦ Chief Customer Officer
- ♦ Chief Operations Officer
- ♦ Chief Infrastructure Officer
- ♦ Chief Technology Officer
- ♦ Chief Corporate Services Officer
- ♦ CI Executive Programme Director

The core responsibilities of the Leadership Team in the implementation of the MOP are:

- implementation of good mana whenua practice across planning, consenting and delivery of projects and operations;
- delivering agreed divisional contribution to mana whenua and Māori outcomes; and
- staff training.

7. MOP Control and Reporting

7.1. Reporting

The Poutiaki: Tikanga Māori and Te Rua Whetū are responsible for reporting to the MOP Project leadership team and facilitating face-to-face meetings. The core items for review include:

- initiative updates progress, forecast completion against plan;
- ♦ budgets actuals versus forecasts;
- key risks; and
- issues management.

7.2. Project control and reporting

The Poutiaki Tikanga Māori and Te Rua Whetū will regularly track and monitor engagement performance.

Attachment A: MOP Risks and Issues identified

Watercare's Māori outcomes programme is currently well defined, resourced and embedded from a kaitiaki engagement perspective. Risks and issues are confined to maintaining momentum on the positive foundation that has been built to date. Key components of this momentum risk include:

- organisational staff turnover leading to lack of awareness to support the Māori outcomes programme;
- lack of resourcing in future to fully commit to the implementation of actions;
- maintaining staff and organisational interest in Māori capacity building in order to remove dependency on one person; and
- pandemics such as COVID-19.

Attachment B: Legislation

Key legislation that contains specific requirements for Watercare in working with Māori includes the Local Government and Resource Management Acts with key sections provided in this appendix. Watercare must also comply with a range of other legislation such as the Heritage New Zealand Pouhere Tāonga Act 2014, relating to the management of archaeological sites.

Local Government (Auckland Council) Act 2009 No 32

40 Operating Principles

In meeting its principal objective (as a council-controlled organisation) under section 59 of the Local Government Act 2002, and in performing its functions, Watercare must:

- (a) establish and maintain processes for Māori to contribute to its decision-making processes; and
- (b) operate in a financially responsible manner and, for this purpose, prudently manage its assets and liabilities and endeavour to ensure -
 - (i) its long-term financial viability; and
 - (ii) that it acts as a successful going concern.

- (c) use its revenue efficiently and effectively, and in a manner that seeks value for money; and
- (d) ensure that its revenue and expenditure are accounted for in a transparent manner; and
- (e) ensure that it acts in a transparent manner in making decisions under this Act and the Land Transport Management Act 2003.

Resource Management Act 1991

Section 5 Purpose and Principles

- (1) The purpose of this Act is to promote the sustainable management of natural and physical resources. In this Act, sustainable management means managing the use, development, and protection of natural and physical resources in a way, or at a rate, which enables people and communities to provide for their social, economic, and cultural well-being and for their health and safety while—
- (a) sustaining the potential of natural and physical resources (excluding minerals) to meet the reasonably foreseeable needs of future generations; and
- (b) safeguarding the life-supporting capacity of air, water, soil, and ecosystems; and
- (c) avoiding, remedying, or mitigating any adverse effects of activities on the environment.

Section 6 Matters of national importance

In achieving the purpose of this Act, all persons exercising functions and powers under it, in relation to managing the use, development, and protection of natural and physical resources, shall recognise and provide for the following matters of national importance:

- (a) the preservation of the natural character of the coastal environment (including the coastal marine area), wetlands, and lakes and rivers and their margins, and the protection of them from inappropriate subdivision, use, and development:
- (b) the protection of outstanding natural features and landscapes from inappropriate subdivision, use, and development:
- (c) the protection of areas of significant indigenous vegetation and significant habitats of indigenous fauna:
- (d) the maintenance and enhancement of public access to and along the coastal marine area, lakes, and rivers:
- (e) the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other tāonga:
- (f) the protection of historic heritage from inappropriate subdivision, use, and development:
- (g) the protection of protected customary rights. Section 8 Other matters

In achieving the purpose of this Act, all persons exercising functions and powers under it, in relation to managing the use, development, and protection of natural and physical resources, shall have particular regard to:

- (a) kaitiakitanga:
- (aa) the ethic of stewardship:
- (b) the efficient use and development of natural and physical resources: (ba) the efficiency of the end use of energy:
- (c) the maintenance and enhancement of amenity values:

- (d) intrinsic values of ecosystems:
- (e) [Repealed]
- (f) maintenance and enhancement of the quality of the environment:
- (g) any finite characteristics of natural and physical resources:
- (h) the protection of the habitat of trout and salmon:
- (i) the effects of climate change:
- (j) the benefits to be derived from the use and development of renewable energy.

Attachment C: Māori definitions

Māori definitions

Нарй	Kinship group, clan, tribe, subtribe - section of a large kinship group and the primary political unit in traditional Māori society. It consisted of a number of whānau sharing descent from a common ancestor, usually being named after the ancestor, but sometimes from an important event in the group's history. A number of related hapū usually shared adjacent territories forming a looser tribal federation (iwi)
lwi	extended kinship group, tribe, nation, people, nationality, race - often refers to a large group of people descended from a common ancestor and associated with a distinct territory
Iwi Authorities	Tribal legal entities
Kaitiakitanga	Guardianship, protection or preservation
Kaumātua	adult, elder, elderly man, elderly woman, old man - a person of status within the whānau
Mātāwaka	Māori who have tribal or whakapapa connections outside Auckland (also known as pan tribal, urban Māori or taurāhere groups)
Mana Whenua	Tribes or iwi with whakapapa or genealogy connections to Auckland
Māori	The indigenous population of New Zealand. Also referred to as tangata whenua
Papakāinga	original home, home base, village, communal Māori land
Rangatira	Leader
Rohe	Tribal region
Tāmaki Makaurau	Auckland
Tāonga	treasure, anything prized - applied to anything considered to be of value including socially or culturally valuable objects, resources, phenomenon, ideas and techniques
Taurāhere	tribal members in the city who join taura here groups to help to retain their identity and links back to their tribal homelands
Te Ao Māori	Māori world view
Te Reo Māori	The Māori language

Tikanga	correct procedure, custom, habit, lore, method, manner, rule, way, code,
	meaning, plan, practice, convention, protocol - the customary system of
	values and practices that have developed over time and are deeply
	embedded in the social context
Wāhi tapu	sacred place, sacred site -a place subject to long-term ritual restrictions on
	access or use, e.g. a burial ground, a battle site or a place where tapu
	objects were placed

Attachment D: Mana whenua relationship

Mana whenua relationship status as of March 2020.

Watercare currently has relationship agreements with a number of tribal entities. The engagement, partnership and *kanohi ki te kanohi* (face to face) high level discussions are important for both Watercare and iwi leaders.

Integrity, building trust and confidence, also are key values that iwi and Watercare strive to demonstrate.

Engagements with staff, project leads, technical experts, Watercare executive leadership and Chief Executive are more accessible.

Attachment E: Kia Ora Tāmaki Makaurau

(Council groups performance measurement framework for Māori Outcomes)

The Māori Outcomes Framework - Kia Ora Tāmaki Makaurau is an evolution of the Māori Responsiveness Framework. It is a performance measurement framework and named for its overall outcome: holistic wellbeing for Tāmaki Makaurau. The Framework supplements the responsiveness approach to be relevant to the expectations and aspirations of Māori under the Treaty of Waitangi.

The Framework aligns the mana outcomes that Māori have identified as mattering most for them, with the 10 strategic priorities agreed to as part of the 2018-2028 Long Term Plan.



For more detailed information on the Council groups Māori Outcomes framework please see contact Auckland Council by visiting www.aucklandcouncil.govt.nz.

Board meeting | 28 October 2021 Public session



Our performance under the 2020–2023 Statement of Intent

For discussion

Te pou whenua tuhinga / Document ownership

Prepared byRecommended bySubmitted byEmma McBrideJacky SimperinghamRob FisherJon LamonteHead of GovernanceHead of GovernanceActing Chief Officer Support ServicesChief 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 2021, which includes our performance under the 2020–2023 Statement of Intent (SOI), will be published on 29 October 2021.
- An overview of Watercare's performance under the SOI 2020–2023 including our performance under FY2021 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. Korero 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 2021.
- Our Annual Report 2021 will be published and distributed online on 29 October 2021.

We will distribute copies of our Annual Report 2021

- The online version of the Annual Report 2021 will be available on our website from 29 October: https://www.watercare.co.nz/About-us/Reports-and-publications and also www.watercareannualreport.co.nz.
- The members of the public wishing to receive a hard copy of the Annual Report 2021 should send their name and address in advance to the Company Secretary, via email at Rob.Fisher@water.co.nz.
- The Mayor, Chief Executive and Principal Advisor, CCO Governance and External Partnerships, Auckland Councillors and Local Board Chairs will be sent a link to the online version of the Annual Report 2021 on 29 October 2021: https://www.watercare.co.nz/About-us/Reports-and-publications and also www.watercareannualreport.co.nz.
- Hard copies will be sent to the Mayor, Chief Executive and Principal Advisor, CCO Governance and External Partnerships at Auckland Council in the first week of November 2021.

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.
- Members of the public will be allocated time to address the Board in relation to our performance under our SOI.

5. Ngā ūpoko / The capitals

The SOI is structured around our six capitals and how they align to Council's Auckland Plan Outcomes.

6. Ngā tūraru matua / Key risks and mitigations

Key risk	Mitigation
Performance measure targets may not be met	Continuous monitoring of performance measure targets, and reporting to Council via quarterly
	reports; agreement with Council to review targets should it be necessary
Annual work programme deliverables and outcomes	Continuous monitoring of progress against our agreed work programme, and reporting to
are not met	Council via quarterly reports.

7. Ā muri ake nei / Next steps

This paper and the presentation finalise the reporting for the 2020–2023 SOI. Watercare is now working towards the 2021–2024 SOI.

8. Te whakapiringa / Attachment

Attachment number	Description
1.	Our performance under the 2020–2023 Statement of Intent





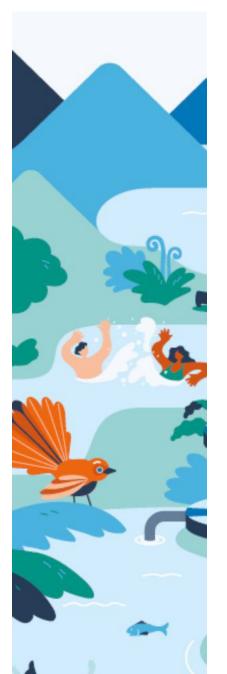
Watercare Services Limited Pouring our energies into tomorrow Our performance under the 2020-2023 statement of intent







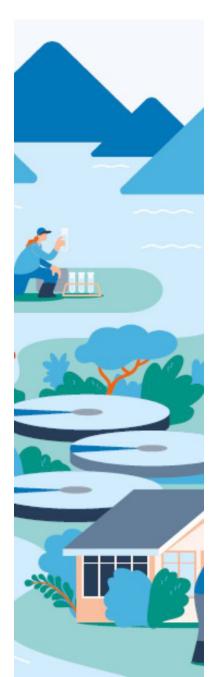




Natural Environment

- 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
- The average consumption of drinking water per residential connection
 ✓ (New measure)
- The average consumption of drinking water per non-domestic connection ✓ (New measure)
- We will implement mitigation measures in line with our responsibility to keep global warming within 1.5°C ✓ (New measure)





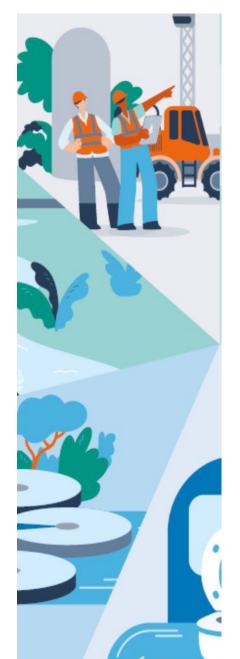
People and Culture

- We will improve our employee engagement (eNPS) ✓ (New measure)
- Improve gender workforce split in departments where the split is uneven ✓
 (New measure)
- Attract a more diverse range of applicants to apply for jobs at Watercare ✓
 (New measure)

Customer and Stakeholder Relationships

- Net promoter score ✓
- The extent to which Watercare's drinking water supply complies with part 4 of the drinking water standards (Bacterial Compliance Criteria) √
- The extent to which Watercare's drinking water supply complies with part 5 of the drinking water standards (Protozoal Compliance Criteria) ✓





Customer and Stakeholder Relationships (cont.)

- Median response time for <u>attendance</u> to urgent call-outs: from the time that
 Watercare receives notification to the time that service personnel reach the site
- Median response time for <u>resolution</u> of urgent call-outs: from the time that Watercare receives notification to the time that service personnel confirm resolution of the fault or interruption ✓
- Median response time for attendance of non-urgent call-outs: from the time that
 Watercare receives notification to the time that service personnel reach the site √
- Median response time for resolution of non-urgent call-outs: from the time that Watercare receives notification to the time that service personnel confirm resolution of the fault or interruption √
- The total number of complaints received by Watercare about any of the: a) drinking water clarity b) drinking water taste c) drinking water odour d) drinking water pressure or flow e) continuity of supply. Watercare's response to any of these issues are expressed per 1000 connections to the local authority's networked reticulation system ✓





Customer and Stakeholder Relationships (cont.)

- Attendance at sewerage overflows resulting from blockages or other faults: median response time for attendance – from the time that Watercare receives notification to the time that service personnel reach the site ✓
- Attendance at sewage overflows resulting from blockages or other faults: median response time for resolution – from the time that Watercare receives notification to the time that service personnel confirm resolution of the blockage or other fault ✓
- The total number of complaints received by Watercare about any of the following: a) sewage odour b) sewerage system faults c) sewerage system blockages. Watercare's response to issues with its sewerage system expressed per 1000 connections to the Watercare sewerage system ✓

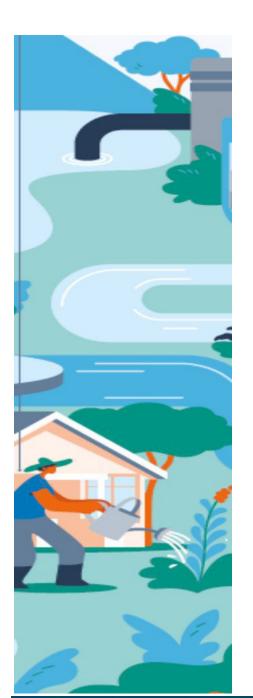




Assets and Infrastructure

- The number of dry-weather overflows from Watercare's sewerage system, expressed per 1000 sewerage connections to that sewerage system ✓
- Average number of wet-weather overflows per engineered overflow point per discharge location in the transmission system (12-month rolling average) √
- We will develop and use talent, processes and technologies to manage non-revenue water and ensure optimal supply efficiency ✓ (New measure)





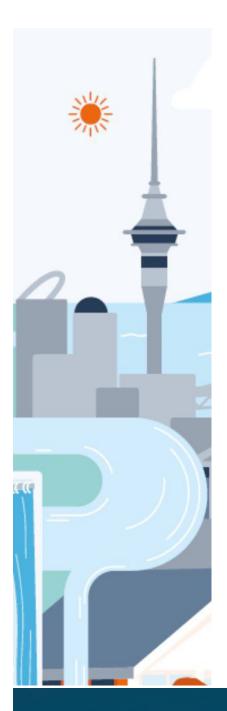
Intellectual Capital

- Establish and implement an Infrastructure Carbon Portal and corresponding toolkit to assess ways to reduce carbon emissions during the construction of water and wastewater assets ✓ (New measure)
- Establish and implement an Infrastructure Cost toolkit across the programme and project to deliver new ways to reduce costs during the construction of water and wastewater assets ✓ (New measure)

Financial Capital and Resources

- Percentage of household expenditure on water supply services relative to the average household income ✓ (New measure)
- Watercare group's debt headroom ✓ (New measure)





Two SOI measure were not achieved

Assets and Infrastructure

The percentage of real water loss from Watercare's networked reticulation system: result: 13.7%, target: ≤13.0% ×

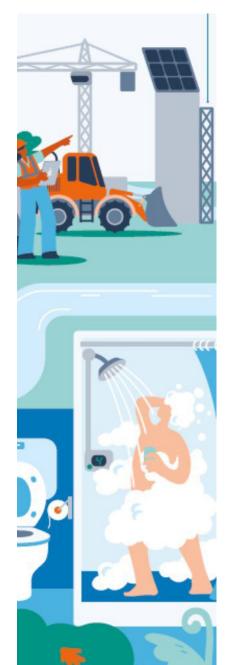
- The water losses in this measure are calculated by deducting the volume of water sold and unbilled water usage (or non-revenue water) from the total volume of water produced.
- Non-revenue water includes leaks (real water losses), water used for firefighting and operational use like pipe flushing. The leaks are the biggest contributor to our non-revenue water figures.
- The result reflects the proportion of water loss rather than the actual volume of water loss. Therefore, higher proportion of loss if the overall demand is low (as it was, due to Covid-19 restrictions and water use restrictions).

Actions we are taking

While leaks are unavoidable for all water networks around the world, we have been proactively working on reducing water loss through early detection and fixing of leaks. In 2020/21, we:

- swept 5,400km of water pipes out of a planned 6,000km, proactively checking for leaks
- saved 9.1MLD that would have been lost to leaks
- replaced 30,000 domestic water meters as part of a planned replacement programme, to ensure accurate meter readings of consumption
- installed about 1,100 smart meters for commercial customers to provide real-time information on water consumption and leaks.





Two SOI measure were not achieved

Customer and Stakeholder Relationships

We contribute to the delivery of Māori outcomes and deliver on the joint outcomes agreed by Council and CCOs *

- At least one korero with each of the 19 iwi every year and work with them to develop meaningful measures for Māori outcomes
- This measure relies in part on third party entities
- We met with 13 iwi groups at least once in 2020/21
- While we continue to meet with many iwi entities on a one-on-one basis, our performance against this measure is also heavily influenced by iwi priorities and their varying levels of interest in meeting with us.

Actions we are taking

Our main focus is on working together as partners to develop meaningful measures for Māori outcomes rather than merely achieving a target for meetings.



Natural environment

Recovery and resilience have characterised the past year for Watercare



New, diverse water sources

Since May 2020, we have been working to increase the total volume of water available for Auckland including: the re-introduction of the Pukekohe bore (5MLD); Hays Creek dam in Papakura (6MLD with a further 6MLD due by December 2021); and upgrades at our existing plants at Tūākau, Onehunga and Waitākere. Together these projects will increase the total additional volume of water available to Auckland by up to 106MLD by early 2022 (enough for 400,000 people) – increasing the resilience of our city's water supply through greater diversity of sources and by reducing the reliance on dams, which suffer the effects of droughts more acutely than river and underground sources.

Environmental Initiatives

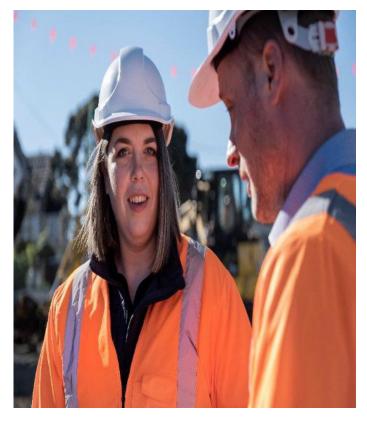
- We continued to implement, together with Council's Healthy Waters, the Western Isthmus Water Quality Improvement Programme to reduce stormwater from entering the wastewater network and to reduce wastewater overflows into the Waitematā Harbour.
- We introduced climate change related performance measures into the SOI and met these measures.
- The Auckland Water Efficiency Plan 2021 to 2025 was launched the final stage of Watercare's commitment to the Auckland Three Waters Strategic Plan (2008).



Protected and enhanced natural environment Leading-edge resource efficiency and reuse of resources including water



People and culture





Safe, engaged and empowered team Customer trust and value Industry talent and skills developed Our response to the drought and Covid-19 over 2020/2021 has demonstrated the collective resilience of our team, whether it is staff or our contractor workforce. They performed exceptionally well during a challenging and uncharted time.

Engaged teams

- Staff engagement measures, eNPS, were well above our targeted score (35 against a target of 20 or above) showing positive increases for our operations and customer functions.
- To address an aging workforce, focus was placed on developing specific career pathways for operations, increasing the number of interns by 40 per cent, and developing a new 3-year graduate programme and apprenticeship scheme.

Cultural shift for a safer workforce

 Our work with Human Synergistics involved people from across the business – including our board and leadership team – to improve our health and safety performance by understanding and addressing implicit behaviours that shape our culture.

Growing talent

 Our leadership development programme was delivered to people leaders, focusing on core competencies, communication and delivering feedback.
 A mentoring programme was also launched to advance our employees' careers and personal development.

Increasing diversity

We have committed to specific targets for increasing diversity. In 2020–
 21, gender and ethnic representation rates improved on the previous year.



Customer and stakeholder relationships





Public health
Engaged communities and
stakeholders
Thriving communities and
economy

The past year has required us to make big decisions to address big challenges.

Drought communications

- We engaged our customers on their water use, encouraging wise indoor water use and adherence to mandatory restrictions outdoors. Over the year, Aucklanders saved 18 billion litres of drinking water.
- We continued to meet the Ministry of Health's drinking water standards.
 We also started preparing for the new nationwide regulator Taumata
 Arowai which will introduce an enhanced drinking water regulatory
 system from late 2021.

Customer engagement

 We ensured that the need to be waterwise stayed top of mind by delivering a widespread campaign coupled with personalised management of commercial customers. By partnering with retailers, we were able to distribute tens of thousands of shower timers, reinforcing our shorter shower message. And by delivering our hands-on education programme, we were able to teach 8,675 pupils about the value of water.

Māori outcomes

 We have continued to nurture relationships with our iwi partners and stakeholders. To specifically actively advance Māori business, identity and culture, we have committed to award five per cent of annual contract expenditure to Māori business by 2025.

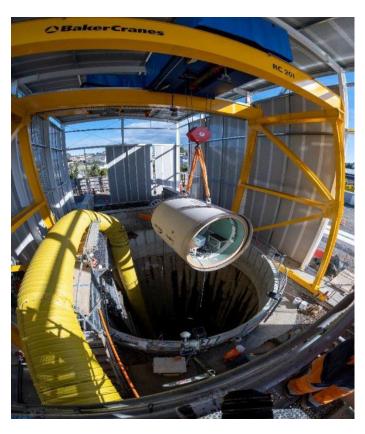
Delivering value for money

- We introduced a new water top-up service in Whangaparaoa allowing customers on tank water to have guaranteed access to water on demand
- In 2020/21, an average Auckland household (comprising three people) spent less than 1% or 0.84% of its monthly income on water and wastewater charges.



Assets and infrastructure

The past year has been notable not only for the infrastructure projects we have delivered, but also for the way we have delivered them.





Future-proofed growth and supply assurance High-performing infrastructure

Investment highlights

- Unveiled our biggest investment programme Asset Management Plan (2021–2041), outlining how we will invest \$18.5 billion over the next 20 years to maintain and develop a resilient water and wastewater network for our customers.
- Significant milestones were achieved on large-scale projects such as the Central Interceptor and Pukekohe Wastewater Treatment Plant upgrade.
- We progressed and delivered almost all of our water supply augmentation projects, adding to Auckland's supply capacity by an additional 106MLD at an investment of \$224 million.
- Received a resource consent to carry out earthworks and vegetation removal for the Huia WTP, a new plant will be capable of treating 140MLD.
- Completed stage 1 of upgrades for Pukekohe WTP.
- We worked closely with Auckland Council on climate action and supported the development and launch of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan. As well as specific actions related to water security for Auckland, Watercare has also aligned emission reduction targets with Auckland Council, aiming for 50% reduction (the 2019 Watercare strategy aimed for 45%) by 2030.

Looking ahead

 Over the coming year we expect to spend over \$747 million, with the completion of the Glen Innes wastewater network upgrade, the Hūnua 4 Watermain, and phase one of the Northern Interceptor.



Intellectual capital





Industry-leading thinking and processes

Whether it was designing and constructing water treatment plants in shorter timeframes, incorporating low-carbon thinking in new infrastructure or working smarter and safer – teamwork and innovation characterised our work in 2020/21.

Our continued commitment

- A key focus during the year was on boosting Auckland's water supply resilience and managing demand. Our new Waikato 50 water treatment plant was delivered through our Enterprise Model partnership and was designed, consented, procured, constructed, and commissioned in just under 12 months a feat that would normally take 3 to 4 years to complete.
- Our Integrated Source Management Model has also been updated to reflect climate impacts on water source yield.
- Over the past year, we installed 1,565 smart meters which are helping many larger customers to manage their water consumption and identify leaks more easily and will extend this programme to homeowners in the next year.
- The floating solar array on the treatment pond at Rosedale Wastewater Treatment Plant generated 1.23GWH since its installation in September 2020, reducing the plant's electricity consumption by 25 per cent.
- Our new Nerve Centre has brought together operational information and various teams to help us be more responsive and deliver better customer outcomes.



Financial capital and resources

We are at a critical time for Auckland's development as the region grapples with population growth, infrastructure development and ongoing environmental concerns.



Minimum-cost, efficient, financially-robust provider

Covid-19 constraints on borrowing

- Covid-19 impacts on the Council's revenue and our subsequent borrowing constraints have led us to revise our indented price path over the next decade and introduce a modified price path starting with a seven per cent rise beginning 1 July 2021.
- We are working with Auckland Council and Government to find an interim measure to address the balance sheet issue and are keeping a close watch on developments with Three Waters reform.

Highlights

- In spite of the challenges we face, we continue to deliver on our mission to be a financially stable business that delivers value to its customers and communities.
- Total revenue at \$802.6m, compared favourably with \$752.2m in 2019/20.
- While we are spending more on capital investment, our operational costs increased 8.6% in 2021 compared to 2020 and have grown an average of 6.6% p.a. over the past four years.
- 2020/21 saw our highest ever investment in capital works, with a total spend of \$767m.
- Total assets grew from \$10.84b to \$12.62b, relating to the cost of new infrastructure spending being capitalized and a revaluation uplift in assets.
- Our operating expenses were higher for the year, due to higher unplanned maintenance costs.







Board meeting | 28 October 2021 Public session



Measuring customer experience for infrastructure projects

For discussion

Te pou whenua tuhinga / Document ownership

Prepared byRecommended bySubmitted byPriya ThuraiJenny WigleyAmanda SingletonJon LamonteHead of Customer InsightsCustomer Insights SpecialistChief Customer OfficerChief Executive Officer

1. Te tūtohunga / Recommendation

We recommend that the Board discusses and notes this paper.

2. Take matua / Key points

This paper is intended to update the Board on the measurement tool developed to determine our customers' experience and perceptions of our delivery of infrastructure projects across Auckland. The results of this measurement will be used as a baseline for setting future key performance indicator (KPI) targets.

It is important we measure customer satisfaction across all our key touchpoints. Customer satisfaction in relation to our infrastructure projects, often have a significant impact on the surrounding communities to those projects, were not part of our suite of customer experience metrics. As we implement the many large-scale projects envisaged by our Asset Management Plan, we want to ensure our customers understand how each project will benefit their community. Keeping customers updated on progress against expected delivery timeframes, will help mitigate the potential inconvenience, building confidence and trust in Watercare. Learnings from Scottish Water and the Water Services Association of Australia (WSAA) indicate that communities want explicit assurance that infrastructure projects are delivering environmental and social outcomes of which they can be proud.

3. Whāinga / Purpose and context

The paper seeks to share how customer experience and perceptions across large scale infrastructure projects will be measured, informed by learnings from a pilot conducted on a project in Mairangi Bay. The measurement tool will be used across 10 significant large-scale projects (including the Central Interceptor) to create a baseline NPS-like (net promoter) score for setting KPI targets for future projects.

4. Kōrero pitopito / The details

Our pilot project was in Mairangi Bay, where we are building a replacement pump station to reduce wet-weather overflows, contributing to cleaner beaches and a better environment. The new pump station, which will also cater for population growth in the area, is leveraging new technology to manage odour and reduce the site's total footprint.

A survey to measure customer experience and perceptions was distributed by QR code on site and via email to just over 800 customers in selected streets in Mairangi Bay. We had a 20% response rate. Customers had the opportunity to provide feedback as well as request contact if they had issues with the project. About 40% of respondents did so, enabling us to case manage requests. This practice has helped us to gather better insights on the issues customers faced.

The learnings we shared with the project team, included:

- Staff behaviour on site was the most positively rated aspect of the project.
- There is still room for improvement around communication, specifically updating affected people around progress against expected timeframes.
- People who gave positive ratings felt the work was well-managed, staff were polite and friendly, and their comments showed that they understood why the work needed to be done. They felt that the outcome of the improved pump station will be worth the disruption.
- People who scored negatively or remained neutral wanted to see the project's progress against key milestones more clearly, with some expressing frustration with the pace and duration of the work. A few raised concerns with issues like odour.
- We were also reminded that our contractors, while being impacted by both positive and negative public perceptions of Watercare (outside of the project), are best placed to turn strong detractors around by their performance and advocacy for our organisation.

The analysis and comments have been shared with all parties involved in the project, to ensure staff know where they are doing well as well as how they might improve. We are also working on more communication support for project management, to improve engagement with customers as we commence works, providing residents with more opportunity to opt in to receiving proactive updates about the project.

Our next survey will pick up customer feedback on the Hillsborough section of our Huia 1 Watermain upgrade (around White Swan, Bremner and Winstone roads), followed by Castor Bay as part of the targeted asset renewal (TARP) programme, then the Orewa 1 pipeline.

5. Ngā ūpoko / The capitals

5.1 Natural Environment including Climate Change

Communities are concerned about the impact of major infrastructure projects on the natural environment. Measuring how they perceive this aspect of our work ensures that we continue to deliver good environmental outcomes as a result of our work, and that our customers understand this connection.

5.2 People and Culture

Obtaining customer feedback has an impact on our people and our culture as it reframes our purpose over time.

5.3 Customer and stakeholder relationships

By asking people to share their experiences at the local level, even if they are negative experiences, we build our reputation as an organisation that cares about its community. By listening and acting on feedback we receive, we help to improve the experience for our customers.

In their work on building trust, Scottish Water noted that their greatest successes came from working with the community to resolve shared issues. They discovered that they needed to go beyond being a 'silent service' to build familiarity and confidence with the public. We can also see that one of our best opportunities to build trust is around the way we engage locally, where we have good reasons to be there: providing a lifeline service and protecting the local environment. Even this small effort at understanding customer experience at the local level has highlighted the importance of communicating the reasons we are there and the outcomes we are trying to achieve.

To build trust with customers we need to go beyond the traditional focus on seeking feedback on our performance, to a model with earlier partnership with the public in the design and delivery of our infrastructure solutions. Our opportunity is to work out our shared issues through a more wānanga-style process, in which people are given a chance to be heard, manaakitanga is practiced, and familiarity grows. In this sense, Māori inputs into our local engagement processes – rather than Māori outcomes – may become more important to improving Customer and Stakeholder relationships.

5.4 Asset and Infrastructure

The way in which we build and deploy assets and infrastructure is important, in addition to the benefits our customers derive from them once they are built. How well we do in this space will be determined not by us, or our Board, or our shareholder, but by our customers. This measurement allows us to get our customers' assessment of our success at an early stage of the investment.

5.5 Intellectual Capital

The learnings acquired from the survey have increased our intellectual capital as we now have more knowledge about our customers' experiences and perceptions of us. We can use this knowledge to improve our customers' satisfaction and our relationship with them.

5.6 Financial Capital and Resources

This capital is not affected by this report.

6. Ngā tūraru matua / Key risks and mitigations

Key risk	Mitigation
Having dissatisfied or discontent customers as a result of lack of insight into their thoughts and opinions	These types of surveys ensure we have the information we need better understand our customers and to enable us work towards addressing their concerns. We have also implemented a case management system to ensure we act on all areas identified for improvement.

7. Ā muri ake nei / Next steps

Three further surveys are planned in the shorter term, with ten to be completed by June 2022. The first will be regarding the Hillsborough section of our Huia 1 Watermain upgrade (around White Swan, Bremner and Winstone roads). The second will be about the work being done in Castor Bay as part of the TARP programme. And finally, we will do a survey regarding the Orewa 1 pipeline.



Board Planner 2021/22 - 12 months rolling

	er 2021/22 - 12	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
	Board	28-Oct*	30-Nov	14-Dec (Teleconference)		8-Feb	1-Mar	5-Apr	3-Мау	7-Jun	5-Jul *	2-Aug	6-Sep
	Audit and risk committee	28-Oct				2-Feb			31-May			15-Aug 29-Aug	
Meetings	Te Tangata Komiti		24-Nov			3-Feb		20-Apr			13-Jul		
Mee	AMP & Major Capex Committee		18-Nov				10-Mar		12-May				15-Sep
	Committee for Climate Action			8-Dec			17-Mar			15-Jun			21-Sep
	CCO Oversight Committee meetings	26-Oct	23 November Presentation of Q1 Performace Report	14 December Letter of Expectation (not confirmed whether CE & Chair required at the meeting)		15 Feb		26-Apr	24 May Presentation of Q3 Performance Report	21-Jun			
Events	Community and Stakeholder Relationships												
	Charter reviews					CCA ToRs *** TTK Charter						Corpoate Governance charter	
	Policy reviews		Incident Management Policy Risk Management Policy				Fraud and Corruption Policy Protected Disclousres Policy				Tax subvention Income Policy		
e	Risk report due to Council		Risk report (due to Council mid- November)			Risk report due to Council			Risk report due to Council			Risk report due to Council	
Governance	Enterprise Risk report to Board	Report to Board				Report to Board			Report to Board			Report to Board	
GO	Compliance	Statutory compliance				Statutory compliance			Statutory compliance			Statutory compliance	
	Shareholder	Q1 Performance Report to Council - due to Council by 29 October 2021				Q2 Performance Report to Council - due to Council by 28 February 2022		Q3 Performance Report to Council - due to Council by 29 April 2022				Q4 Performance Report to Council - due to Council by 31 August 2022	

Board Planner 2021/22 - 12 months rolling

		Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
	Site Visits	CI safety tour CANCELLED to be re-scheduled once Covid levels are lowered											
Board Training	Board training & development		Board strategy day - 9 November										
	Strategic planning & Deep Dives		Critical risk - deep dives on Working with suspended loads			Critical risk - deep dives on Working with or near live energy (electrical, mechanical, pneumatic, hydraulic, etc)	Critical risk - deep dives on Working with fixed plant and equipment	Critical risk - deep dives on Working in or near live traffic (includes road corridors, construction and operational sites)	Critical risk - deep dives on Working at Height	Critical risk - deep dives on Working around waterbodies	Critical risk - deep dives on Digging and working in excavations (includes tunnelling)	Critical risk - deep dives on Working with flammables or in explosive/flammable areas	
Business planning	Key finance and business decisions			Auckland Council Draft Annual Plan - approve Watercare input		Approve half year accounts a) approve financials for Draft SOI including projected 22/23 price increases, b) approve long term financials for Auckland Council modelling			Present plan for Year end to A&R Approve Insurance Proposal Approval of 2022/23 Budget & updated SOI Financials (7 June Board meeting)		Auckland Council and Watercare to review 30 June Treasury Interest rates	a) approve 2021/22 accounts, b) delegate final sign off of 2022/23 Annual Report c) Approve Auckland Council Reporting Pack	
Business	Statement of intent	2020/2021 SOI Results to be presented to Board at Public Meeting. Public Deputations to be received.		2022/23 Letter of Expectations to be received		Draft 2022-2025 SOI for Board's review	Approval of Draft 2022-2025 SOI				Present shareholder SOI feedback at public meeting on 5 July. Final 2022-2025 SOI issued to shareholder	Final 2022-2025 SOI adopted by Auckland Council	
ed	Performance report					Half-yearly performance report						Half-yearly performance report	
Lutra Limited	Statement of intent	2020/2021 SOI Results to be presented to Board at Public Meeting. Public Deputations to be received.		2022/23 Letter of Expectations to be received							Final 2022-2025 SOI to be send to Council	Final 2022-2025 SOI adopted by Auckland Council	

^{*} Statutory public Board meeting - deputations invited

Board meeting | 28 October 2021 Public session



Directors' appointment terms, committee memberships, and meeting attendances

For information

Te pou whenua tuhinga / Document ownership

Prepared byRecommended bySubmitted byJacky SimperinghamRob FisherJon LamonteHead of GovernanceActing Chief Officer Support ServicesChief Executive Officer

1. Te tūtohunga / Recommendation

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

2. Take matua / Key points

The key points are:

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

3. Kōrero pitopito / The details

Table 1: We currently have seven directors

Our directors are appointed by Auckland Council.

Director	Original appointment date	End of term
Margaret Devlin (Chair)	1 November 2016	31 October 2022
Dave Chambers	1 November 2019	31 October 2022
Nicola Crauford	1 April 2014	31 October 2022
Brendon Green	1 November 2016	31 October 2022
Hinerangi Raumati-Tu'ua	1 August 2019	31 October 2024
Frances Valintine	1 November 2019	31 October 2022
Graham Darlow	3 February 2021	31 October 2024

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

Committee Chairs and members are appointed by the Chair. Attendance at Committee meetings by non-members is optional.

Director	Audit and Risk	Te Tangata	AMP & Major Capex	Committee for Climate Action
Margaret Devlin (Chair)	*	✓	✓	
Dave Chambers		Committee Chair		✓
Nicola Crauford			Committee Chair	✓
Brendon Green	✓			Committee Chair
Hinerangi Raumati-Tu'ua	Committee Chair		✓	
Frances Valintine		✓		✓
Graham Darlow	✓		✓	

^{*}Board Chair attends in ex-officio capacity

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

Attended ✓ Did not attend ✗ Not on the committee ■ Not on the Board ☑		Attendance at Board mee						neet	ings			and Risk Committee					Attendance at AMP & Major Capex Committee meetings					Tangata Komiti				Attendance at Committee for Climate Action meetings			or
Board members attendance 2021	Board 29 January 2021	Board 26 February 2021	Board 30 March 2021	Board 29 April 2021	Board 1 June 2021	Board 5 July 2021	Board 29 July 2021	Board 30 August 2021	Board 30 September 2021	Board 28 October 2021	Board 30 November 2021	A&R 3 February 2021	A&R 26 May 2021	A&R 9 August 2021	A&R 24 August 2021	A&R 28 October 2021	AMCC 18 February 2021	AMCC 16 April 2021	AMCC 20 May 2021	AMCC 11 August 2021	AMCC 18 November 2021	TTK 27 January 2021	TTK 28 April 2021	TTK 19 August 2021	TTK 24 November 2021	CCA 19 February 2021	CCA 24 May 2021	CCA 13 September 2021	CCA 8 December 2021
Margaret Devlin	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓		✓	x¹	✓	✓		✓	✓	✓					
Nicki Crauford	✓	>	✓	✓	✓	✓	>	✓	✓								>	✓	✓	✓						✓	✓	✓	
Brendon Green	×	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓											✓	✓	✓	
David Thomas	✓	✓										✓										✓							
Hinerangi Raumati-Tu'ua	×	×	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓			✓	✓	✓									
Dave Chambers	✓	✓	✓	✓	✓	✓	✓	×	✓											✓		✓	✓	✓		✓	✓	✓	
Frances Valintine	✓	✓	✓	✓	✓	✓	✓	×	✓								×						✓	✓		✓	✓	✓	
Graham Darlow		✓	✓	✓	✓	✓	✓	✓	✓				✓	×	✓			✓	✓	×									

^{1.} Margaret Devlin was absent from this meeting as she was required to attend another meeting as Chair of the Board.



Board meeting | 28 October 2021 Public session



Disclosure of Directors' and Executives' interests

For information

Te pou whenua tuhinga / Document ownership

Prepared byRecommended bySubmitted byJacky SimperinghamRob FisherJon LamonteHead of GovernanceActing Chief Officer Support ServicesChief 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

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

DIRECTOR	INTEREST
Margaret Devlin	Director and Chair, Lyttleton Port Company Limited
	Director, Waikato Regional Airport
	Director, Titanium Park (wholly owned subsidiary of Waikato Regional Airport)
	Director, Waimea Water Limited
	Director, Aurora Energy

DIRECTOR	INTEREST
	Director, IT Partners Group
	Deputy Chair, WINTEC
	Chair, Advisory Board Women in Infrastructure Network
	Chair, Hospice Waikato
	Chair, Infrastructure NZ
	Chartered Fellow, Institute of Directors
	Member, Institute of Directors, Waikato Branch Committee
Nicola Crauford	Chair, GNS Science Limited
	Chair, Electricity Authority
	Director and Shareholder, Riposte Consulting Limited
	Director, CentrePort Limited Group
	Trustee, Wellington Regional Stadium Trust
Brendon Green	Director, Kaitiaki Advisory Limited
	Director, Tainui Kawhia Incorporation
	Director, Hiringa Energy Limited
	Director, Hiringa Refueling Investments Limited
	Executive Director, Advanced Biotech NZ Limited
	Management contract, Tainui Kawhia Minerals
	Australia-NZ representative, Wattstock LLC (USA)
	Representative of Waipapa Marae, Kawhia, Te Whakakitenga o Waikato Tainui
	Runanga Manukau Institute of Technology, Te Whakakitenga o Waikato representative
	Member, Waikato District Council – Infrastructure Committee
	Advisor, Te Taumata Aronui – Ministry of Education
	Adjunct Senior Fellow, University of Canterbury – Department of Chemical Engineering
	Co-chair, Waikato Regional Skills Leadership Group
	Member, Construction and Infrastructure Workforce Development Council
Hinerangi Raumati-Tu'ua	Chair, Parininihi Ki Waitotara Incorporated
	Chair, Te Rere O Kapuni Limited
	Chair, Ngā Miro Trust
	Chair, Nga Kai Tautoko Limited

DIRECTOR	INTEREST
	Chair, Te Kiwai Maui o Ngaruahine Limited
	• Trustee, PKW Trust
	Director, Taranaki Iwi Holdings Management Limited
	Chair, Aotearoa Fisheries Limited
	Director, Sealord Group Limited
	Director, Port Nicholson Fisheries GP Limited
	Director, Te Puia Tapapa GP Limited
	Chair, Tainui Group Holdings Limited
	Executive Member, Te Whakakitenga O Waikato
Dave Chambers	Director, Paper Plus New Zealand Limited
	Director, Living Clean NZ Limited
	Director, Turners and Growers Fresh Limited
Frances Valintine	Director and CEO, The Mind Lab Limited
	Director and CEO, Tech Futures Lab Limited
	Director, Harcourt Jasper Limited
	Director, Pointed Tangram Limited
	• Director, Harper Lilley Limited
	Director, On Being Bold Limited
	Director, Sandell Trustees Limited
	Selection Advisor, Edmund Hillary Fellowship
	• Trustee, Dilworth Trust Board
Graham Darlow	Business Executive, Acciona Infrastructure NZ Limited
	Director and Shareholder, Brockway Consulting Limited
	Chair, Frequency NZ Limited
	Director, Hick Bros. Civil Construction Limited
	Director, Hick Bros. Infrastructure Limited
	Chair, Holmes GP Structure Limited
	Director, Tainui Auckland Airport Hotel GP (No.2) Limited
	Director, Hick Bros. Heavy Haulage Limited
	Director, Hick Bros. Holdings Limited

Watercare's Executives' Interests Register is set out below.

EXECUTIVES	INTEREST
Jon Lamonte	 Director, Water Services Association of Australia Member, Water Workforce Development Strategy Steering Group
Marlon Bridge	 Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust Director, WCS Limited
Rebecca Chenery	Director, Lutra Limited
Shayne Cunis	Director, The Water Research Foundation (USA)Director, Lutra Limited
Rob Fisher	Trustee, Watercare Harbour Clean Up Trust Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust
Amanda Singleton	 Director, Die Weskusplek Pty Ltd (South Africa) Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust
Nigel Toms	Director, TRN Risk & Resilience Consulting
Steve Webster	Director, Howick Swimgym Limited
Mark Bourne	 Trustee, Watercare Harbour Clean Up Trust Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust
Andrew Chin	Nil

