

Board meeting | 8 February 2022
Public session



Venue	To be held via Microsoft Teams
Time	9.45am to 12pm

Meeting administration		Spokesperson	Action sought	Supporting material
1	Opening Karakia and welcome new directors	Richie Waiwai	-	-
2	Apologies	Chair	Record apologies	Verbal
3	Quorum	Chair	Five directors required	Verbal
4	Minutes of the previous meeting	Chair	Approval of minutes: 30 November 2021	Minutes: 30 November 2021 meeting
5	Public deputations	Chair	For information	Verbal
Running the Business				
6	Chief Executive's report	Jon Lamonte	For discussion	Report
Deliver the Future				
7	Scanning the Horizon	Various	For discussion	Report
Governance				
8	Board Committee updates	Committee Chairs	For discussion	Verbal
9	Disestablishment of Te Tangata Komiti, AMP and Major Capex Committee, and Committee for Climate Action	Chair	For approval	Report
10	Board planner	Chair	For information	Report
11	Directors' appointment terms, committee memberships and meeting attendances	Chair	For information	Report
12	Disclosure of Directors' and Executives' interests	Chair	For information	Report
13	General Business	Chair	For discussion	Verbal update
Date of next meeting		Tuesday 1 March 2022		

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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 November 2021
Venue	Held via Microsoft Teams due to Covid-19 restrictions
Time	9.15am

Attendance		
Board of Directors	Watercare staff	Guests
Margaret Devlin (Chair) Brendon Green Hinerangi Raumati-Tu'ua Graham Darlow Dave Chambers Frances Valintine	Jon Lamonte (CE) Rob Fisher (Company Secretary and Acting Chief Officer Support Services) Shayne Cunis (Executive Programme Director CI, for item 7.1) Mark Bourne (Chief Operations Manager, for item 5 and 7.2) David Moore (Manager of Improvements Programme, for item 7.2) Bronwyn Struthers (Head of Health, Safety and Wellbeing, for item 6) Richard Waiwai (Poutiaki Tikanga Māori, Principal Advisor, for item 6 and 7.1) Emma McBride (Co-Head of Governance) Pinaz Pithadia (Governance and Research Administrator)	Jamie Sinclair (incoming Chief Corporate Services Officer) Councillor Linda Cooper, Auckland Council Liaison Councillor Claire Gomas, Principal Advisor, CCO Governance and External Partnership, Auckland Council Glenn Wilcox, Independent Māori Statutory Board Member

1.	<p>Opening karakia</p> <p>The Chair opened the meeting with a karakia.</p>
2.	<p>Meeting administration</p> <p>The Chair welcomed Glenn Wilcox, Councillor Cooper, Claire Gomas and Emma McBride to the meeting.</p> <p>Jon Lamonte introduced Jamie Sinclair, incoming Chief Officer of Corporate Services, who is joining Watercare from 13 December 2021. Jon also noted that Jamie is currently working as Chief Executive Officer for Ngāti Whātua Orakei Trust.</p> <p>2.1 Apologies</p> <p>Apologies were received from Nicola Crauford (Nicki).</p> <p>The Chair noted that Nicki has had her term extended for a year and therefore she was not originally scheduled to attend this meeting. While not here in person, prior to the meeting, Nicki provided the Chair with detailed notes on the board pack for the Chair to raise as appropriate.</p> <p>2.1 Quorum</p> <p>The Chair confirmed that there were six directors present at the meeting and therefore, the quorum was established.</p>
3.	<p>Minutes of previous meeting</p> <p><i>The Board resolved that the minutes of the public session of the Board meeting held on 28 October 2021 be confirmed as true and correct.</i></p>
4.	<p>Public deputations</p> <p>There were no public deputations.</p>
5.	<p>Chief Executive's report</p> <p>Jon Lamonte spoke to this report. He noted:</p> <ul style="list-style-type: none"> • There have been significant changes since the report was written. • Covid-19 continues to drive changes in the business. However, this week's move to the 'red' traffic light of the Covid Protection Framework will make things more certain and allow the company to operate with fewer obstacles.

	<ul style="list-style-type: none"> • We have continued rolling out the mandatory vaccination policy. This policy requires everyone entering Watercare sites (staff, contractors, visitors and Board members) to have had their first dose of the vaccine by 1 December and their second dose by 14 January 2022. We anticipate Newmarket office staff will gradually return to office from next year after the holidays. At that time, staff that have chosen not to be vaccinated may have their employment terminated. • The dip in the recent eNPS score demonstrates that the business has faced a number of challenges. The score is higher than many other utilities, but there remains room for improvement. <p>Jon recognised the efforts of everyone who took part in the Waikato River water take Board of Inquiry (BOI). Jon noted that Rob Fisher and Mark Bourne led the team with Richard Waiwai and Tanvir Bhamji providing expert support. A decision is expected early in the new year.</p> <p>On the Central Interceptor project, Jon noted that Watercare's senior managers had met with the senior managers of the JV companies in October 2021. A further meeting was scheduled for the 30 November 2021. This project is facing various challenges, including increases in time and cost due to Covid-19. The group will therefore discuss realistic programme adjustments, which could affect the project completion date. Management will keep the Board updated on major developments in this regard.</p> <p>Jon took the rest of the report as read and also advised the Board that:</p> <ul style="list-style-type: none"> • Mark Bourne was present at the meeting in case Board members had any questions relating to the abatement notice issued at the Helensville Wastewater Treatment Plant (WWTP). • On 15 November 2021, Taumata Arowai (TA) took over from the Ministry of Health as the regulator of drinking water for Aotearoa. Jon recently had a discussion with Bill Bayfield, CEO of TA, regarding the implementation of the Drinking Water Quality Assurance Rules. These rules are being consulted on in early 2022, and should come into force on 1 July 2022. It is likely there will be a period of transition when the new rules come into force. • Removal of grout from Hūnua 4 was completed in mid-November 2021 and the pipe is now being repaired. <p>Helensville WWTP</p> <p>Mark advised that since integration in 2010, approximately \$12m has been spent on this WWTP. However, there has been a history of non-compliance. The current issue concerns the concentration of ammonia leaving the WWTP. To resolve the issue and lift the abatement notice issued by Auckland Council, additional form side-stream treatment is required. Watercare will present Auckland Council with part one of its improvement plan by 6 December 2021, with part two due by early February 2022. Working groups have been stood up to work on the improvement plans and achieve both target dates.</p> <p>A business case will be presented to Jon later this week to cover the two steps improvement plan, which should result in the abatement notice being lifted.</p>
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	<p>At the same time, Mark explained that a long-term solution is also needed at this location. The WWTP sits on the flats of the Kaipara River. With rising sea levels, it is unsustainable for the plant to be retained in its current location in the long term. The current resource consent expires in 2025 and we anticipate that the plant will need to be relocated elsewhere after 2025.</p> <p>In response to questioning from the Board on our learnings from the Helensville WWTP, Mark advised that aged assets and the location of the plant have provided the following learnings:</p> <ul style="list-style-type: none"> • The Helensville WWTP was the first treatment plant that Watercare obtained a consent for, post integration in 2010. We have learned much about transforming old plants (this one is from the 1960s) by supplementing it with new technologies. At the time of integration, the required level of improvements was underestimated. This now means that the process units currently available at the plant are not sufficient to meet tighter consent requirements. • In terms of location of the plant, the level of investment required to upgrade the plant will be a short-term investment, but it will be recoverable. The business case to be presented to Jon is likely to propose a skid mounted unit, which can be easily transported to another plant once the new Helensville WWTP is built. <p>Rob Fisher noted that one of the last hearings he did as a resource consent lawyer was to obtain new resource consents for the Helensville WWTP, and Mr Glenn Wilcox was the Chair of the Committee who heard the case. Essentially, Watercare inherited a WWTP that was built at the wrong place using old technology. There was significant pressure from developers and section owners to upgrade the plant to enable more connections. Receiving an abatement notice on this plant is at the lower end of the enforcement actions available to the Council, and Management has a plan to ensure it is lifted.</p> <p>Huia WTP</p> <p>In response to a question from Councillor Cooper on the Huia Water Treatment Plant (WTP), Mark noted that both the age and condition of the Huia WTP are interrelated reasons to rebuild the plant. The primary reason for replacing the plant is to improve process efficacy. Over the past 30 years, the raw water quality has changed and now contains more solids and algae. The new WTP will be built to accommodate a wider range of raw water qualities.</p> <p>The draft Drinking Water Quality Assurance Rules released by Taumata Arowai indicates that water providers will need to have greater control over chlorine disinfection by-products. This will require the new Huia plant to have new process units, which the aging plant does not currently have. The Papakura WTP, which will be commissioned early next year, does have these additional process units.</p> <p>BOI</p> <p>Rob also provided a further update on the Waikato River take BOI. The BOI has until 7 January 2022 to report back to the Minister. Watercare's witnesses presented their evidence extremely well and responses to cross examination were strong. Board members are welcome to request a copy of the submissions in reply.</p>
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	<p>The Chair acknowledged the hard work done by the team on the BOI.</p> <p><i>Woodlands Park Road dispute</i></p> <p>In response to questions relating to the \$1.2m dispute (Boardbooks page 20), Rob advised that this case involves a property on Woodlands Park Road, where a watermain burst and flooded a private property. Considerable effort was made by Watercare staff to help the property owners, including finding them temporary accommodation during the time the house was repaired. A claim was lodged nine months later and it is now being handled by Kennedys, lawyers appointed by our insurance provider AON.</p> <p>Watercare has public liability insurance and Watercare’s excess on this policy is \$100k. Watercare has filed a statement of defence and the Board will be advised of major developments.</p> <p><i>Commercial customers</i></p> <p>The Board acknowledged the work done by the team in developing a segment-specific servicing model for commercial customers, focusing initially on top 100 commercial customers. The agent satisfaction score of 81 was also commended.</p> <p><i>Hūnua 4</i></p> <p>Following a question from the Board regarding the Hūnua 4 grout incident, Jon confirmed this is covered by the contractor’s insurance.</p> <p>The Chair also acknowledged the continuous leadership shown by Jon during the challenging Covid-19 environment.</p> <p><i>The Board noted the report.</i></p>
<p>6.</p>	<p>Health, safety and wellbeing report</p> <p>Bronwyn Struthers spoke to this report which she took as read.</p> <p>She drew the Board’s attention to the following:</p> <ul style="list-style-type: none"> • Implementation of the mandatory vaccination policy and associated risks. <ul style="list-style-type: none"> ○ The supply chain team is working through our new policy with suppliers who provide critical services to ensure uninterrupted supply. ○ The infrastructure and operations teams are working with our contractors, who, from 1 December 2021, must ensure all visitors and contractors have at least one dose of the vaccine. ○ Procedures have been put in place at operations sites to scan vaccinations pass. ○ To mitigate the risks associated with the policy implementation, the People and Capability team is working closely with all staff who have chosen not to get vaccinated. ○ People leaders are also regularly monitoring morale to ensure our people are managing the extended lockdown.

	<ul style="list-style-type: none"> ○ Richard Waiwai explained that his team is working with the Chairs and CEs of Mana Whenua around the implementation of the policy when visiting our sites in Tāmaki Makaurau. ● The customer team is currently facing increased level of aggression and tension from customers. <ul style="list-style-type: none"> ○ There have been acts of physical aggression towards field teams. In response our teams have been given training to enable them to remove themselves from dangerous situations. ○ Our contact centre team is also receiving a higher volume of aggressive phone calls and e-mails. In response, support and training are being provided to the team to build skills in managing emotional boundaries. Specific training is being done through Umbrella which is an organisation that provides training and skill building for the customer team. There have been six courses scheduled before the Christmas break. <p><i>Push Trolley Incident</i></p> <p>The Board discussed the incident happened due to push trolley failure.</p> <p>Bronwyn noted that:</p> <ul style="list-style-type: none"> ● There was no exclusion zone as the work was done over a void. ● A Safety Alert was issued after the incident took place. ● In December 2021, the learning team will work with all the people who do this type of work (in particular, those who work at pump stations) to understand what we can do better in terms of designing and executing this type of work. ● There had been two other incidents on similar types of work in the last 12 months, but the circumstances around those incidents was not the same, and therefore this recent incident was not a repeat. <p><i>Suspended loads deep dive</i></p> <p>Bronwyn confirmed that lifting and rigging is a New Zealand standard competency, which our people must renew and demonstrate currency. Contractors have their own templates for lift plans.</p> <p><i>The Board noted the report.</i></p>
7.	<p>For discussion</p> <p>7.1 Central Interceptor report</p> <p>Shayne presented various photos of progress made to date on the project (attached as Attachment 1).</p>

	<p>Shayne noted that:</p> <ul style="list-style-type: none"> • The last gantry of the tunnel boring machine (TMB) has been installed, so tunnelling to the north will commence in few days. • We are on track to achieve breakthrough at May Road on 9/10 December 2021. • Towards the end of the December 2021, Shayne and Jon will acknowledge and thank the TBM workers for their hard work, including their work throughout the Covid-19 level 4 lockdown. • The CI project has reinstated all of the odour beds at the Māngere Pump Station, which should improve the performance of the plant with regards to odour management for the future. <p>Shayne took the rest of the report as read.</p> <p>The Board members acknowledged the work done by Shayne's team on the project dashboard which was provided at the AMP and Major Capex Committee (AMCC) meeting held on 24 November 2021.</p> <p><i>Domenica TBM</i></p> <p>In response to questioning from the Board, Shayne noted that <i>Domenica</i>, the micro-tunnelling machine had not hit the targets set by the JV, but this is due to the way the shaft-site has been set-up. That said, the JV is a new team, and they are taking time to get familiar with the new equipment. Additionally, due to Covid-19, the project has lost approximately 4 hours a day for 100 days (i.e. loss in productivity of 16%/day).</p> <p><i>Design changes</i></p> <p>Shayne drew the Board's attention to an article in the NZ Herald that morning, which noted that due to design changes, a 30m deep construction shaft is no longer required in Whitney Street. This will avoid community disruption in the Blockhouse Bay area and reduce emissions on the project.</p> <p><i>Staff resourcing</i></p> <p>Shayne explained that a number of staff have now started to leave the country to be with their families over the Christmas period. They will start returning to New Zealand from 17 January 2022 when home isolation is permitted for foreign travellers. Dates of return are unknown for the team who are travelling to Italy.</p> <p>The team is keeping an eye on the Omicron variant which could cause disruptions for overseas travel.</p> <p><i>Crane operator incident</i></p> <p>In response to questioning from the Board regarding a crane operator fall, Shayne explained that the worker was pulling out a strap when he was on the ground. This led to a small bone injury in his elbow. Design changes have been made to mitigate against this going forward.</p> <p>The Chair thanked Shayne for the work done by him and his team during the challenging year.</p>
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*The Board **noted** the report.*

7.2 Water resources update

David Moore spoke to the report and noted that:

- The dam's highest level was 99.39% on 22 November 2021.
- Rainfall expected this week is unlikely to affect the dam levels.
- The water resources update is now being provided fortnightly.
- The rolling 7-day average demand of is 440MLD, up from last week's demand of 420MLD.
- The report has been updated to include the new graph on Auckland Metropolitan Source Utilisation (Boardbooks page 74). This shows how all the water sources work together to make up the total demand. The graph is smoothed by taking a 4-week rolling average.
- Due to the shortage of microchips and lockdown restrictions, the domestic smart meter replacement programme is running behind for the year.

Hamilton City Council allocation of 25MLD

Mark explained that Hamilton City Council has granted Watercare access to 25MLD from the Waikato River.

- This takes our total production capacity to 175MLD from the Waikato River.
- A weekly update goes to the Hamilton City Council and Waikato Regional Council advising them whether we are utilising this 25MLD.
- To date, we have not required this allocation.
- If Hamilton City Council puts water restrictions in place, Auckland will need to match or have higher restrictions than Hamilton, if Watercare is using the 25MLD allocation.
- According to our forecasts, we do not expect to need this allocation.

The Board stressed the importance of continuing our messaging throughout summer around 'water is precious', even though the dams have reached high levels.

*The Board **noted** the report.*

7.3 CCO review recommendations – full update

Emma McBride spoke to this report which she took as read.

<p>Emma noted that:</p> <ul style="list-style-type: none"> • It has been 16 months since the CCO review report was released in July 2020. This report is a full update of all 64 recommendations. • CCO CEs meet fortnightly to discuss the implementations of the recommendations and monitor progress. • The CCO Monitoring Group are scoping and actioning the recommendations. • There are no 'red' recommendations that impact Watercare. • There are six 'amber' recommendations that impact Watercare. However, Watercare has either completed its work on those recommendations, or the item is currently with Council Officers for next steps. • There are 28 'green' recommendations impact Watercare. The most significant of these is the water strategy. A few of these 'green' recommendations will be completed by year end. • Covid-19 have caused slight delay in delivery of some of the recommendations. • The commentary in respect of the shared services will be corrected to note Watercare's continuous engagement with the group. <p><i>The Board noted the report.</i></p> <p>7.4 Our performance under the 2020–2023 Statement of Intent</p> <p>Emma provided the background of the report and noted that in accordance with the Local Government (Auckland Council) Act 2009, Watercare is required to hold two public meeting every year. This public meeting today is the meeting where members of the public are invited to provide comments on Watercare's performance under the SOI.</p> <p>Emma spoke to the presentation.</p> <ul style="list-style-type: none"> • 26 SOI measures were achieved. • Two of the SOI measures were not achieved. Proactive actions have been put in place to address the real water loss percentage measure. Work has been done on the economic level of leakage and this is being folded into the Water Strategy being prepared by Auckland Council, in conjunction with Watercare. • Regarding the delivery of Māori outcomes, our focus is now on the Māori Outcomes Plan and working together with Tāmaki Makaurau's 19 iwi to develop meaningful measures for Māori outcomes. • The rest of the presentation is a summary of the highlights set out in the Annual Report 2021 which are aligned with the six capitals of integrated reporting. <p><i>The Board noted the report and presentation. The Board also noted that there were no public deputations regarding the report and presentation.</i></p>

8.	<p>Governance</p> <p>8.1 Board committee updates</p> <p>Graham Darlow, Committee member of the AMP and Major Capex Committee (AMCC), reported that the last meeting was held on 18 November 2021. He noted that the AMCC:</p> <ul style="list-style-type: none"> • Received the project dashboard on the Central Interceptor (CI). • Received the update on the social outcome work being done by the CI team. • Noted the Enterprise Model programme and the engagement of professional engineering consultancy partners. • Discussed the expansion of the Enterprise Model programme in response to the increase in the AMP 2021. • Discussed various major projects and how they are tracking. • Noted the AMP implementations report. <p>Dave Chambers, Chair of the Te Tangata Komiti (TTK), reported that the TTK meeting was held on 24 November 2021. This meeting discussed the following:</p> <ul style="list-style-type: none"> • The TTK People dashboard which reported 99% of the staff have finished their performance review, a very good result. • How to encourage new hires to disclose their ethnicity voluntarily. • Watercare's new training facility at Ascot Road. • The most recent eNPS results, which have dipped due to the extended lockdown, and the implementation of the mandatory vaccination policy. • A draft strategy on attracting and retaining people. • People and capability metrics and linking them to the SOIs. • A review of the Disciplinary Policy; the Discrimination, Bullying and Harassment Policy; and the Recognition of Service Policy. • A review of the TTK including the Charter. <p>Hinerangi Raumati-Tu'ua, Chair of the Audit and Risk Committee (ARC), reported that the ARC meeting was held after the Board meeting on 28 October 2021. She noted that the ARC:</p> <ul style="list-style-type: none"> • Recommended to the Board for its approval of the Risk Management Policy and Incident Management Policy. • Received a report from Deloitte on integrated reporting. This included a discussion around the need for sustainability reporting on climate change. • Covered the work done by Deloitte on sensitive expenditure update. • Received an internal audit report which reported that the use of audit bots has started; and the internal audit plan for 2022. • Received a deep dive on the Waikato District Council Contract and learning from it.
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	<ul style="list-style-type: none"> Received a deep dive on critical asset failure review on water transmission failure. <p>8.2 Board planner</p> <p>The Chair noted that the CI safety tour will be rescheduled once the Covid-19 restrictions allow. It was also noted that there will be no formal meeting on the 14 December 2021.</p> <p><i>The Board noted the Board planner.</i></p> <p>8.3 Directors' appointment terms and committee memberships and meeting attendances</p> <p>The Chair advised the appointment of a new Board member should be announced before Christmas. The induction of a new Board member should be combined with our new Board intern, Wi Pere Meta who will join Watercare next year for an 18-month term.</p> <p>In terms of meeting attendance, the Chair noted that Nicola Crauford was absent due to the diary conflict as noted earlier. However, she had reviewed all the papers and provided her feedback to the Chair, so the meeting attendance table should not mark her as absent.</p> <p><i>The Board noted the report.</i></p> <p>8.4 Disclosure of Directors' and Executives' interests</p> <p><i>The Board noted the report.</i></p>
9.	<p>General business</p> <p>In closing, the Chair recognised that this will be Rob's last meeting.</p> <p>Councillor Cooper acknowledged the Chair's leadership, governance and ongoing communication regarding water supply and the management of water restrictions.</p> <p>Councillor Cooper thanked Rob for his service to Auckland and his dedication to Watercare's health and safety, staff and customers. She also recognised his very great influence on helping to shape Auckland through his roles at New Zealand Rugby, Eden Park, the Auckland Transition Agency and Watercare.</p> <p>The Chair also extended her thanks and best wishes to Rob on behalf of the Board and Watercare for his tremendous support and dedication to Watercare. She noted that he will be greatly missed but over his 11 years at the company he has built a very strong foundation for the company to move forward on.</p>

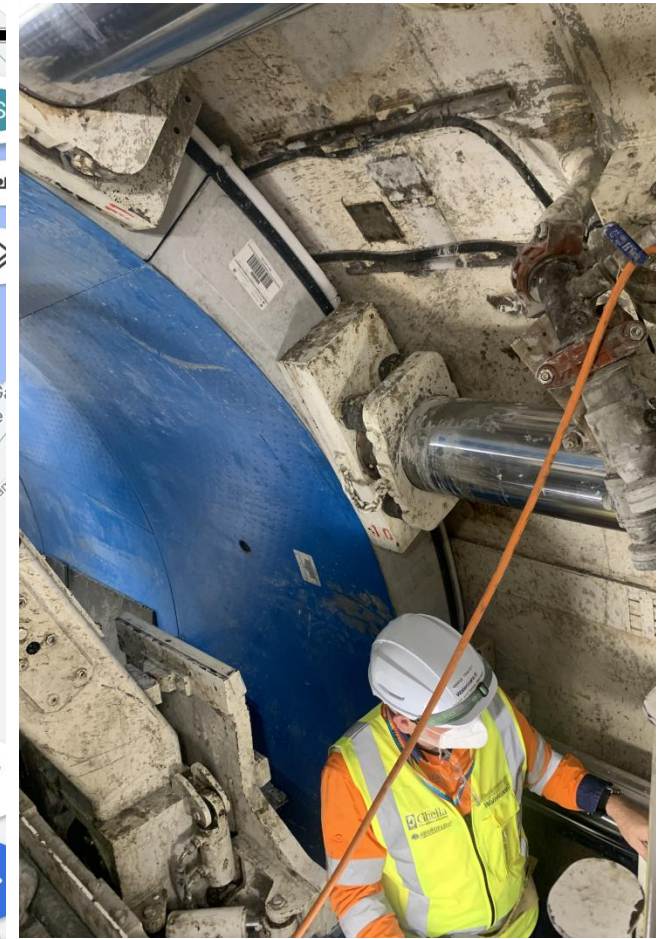
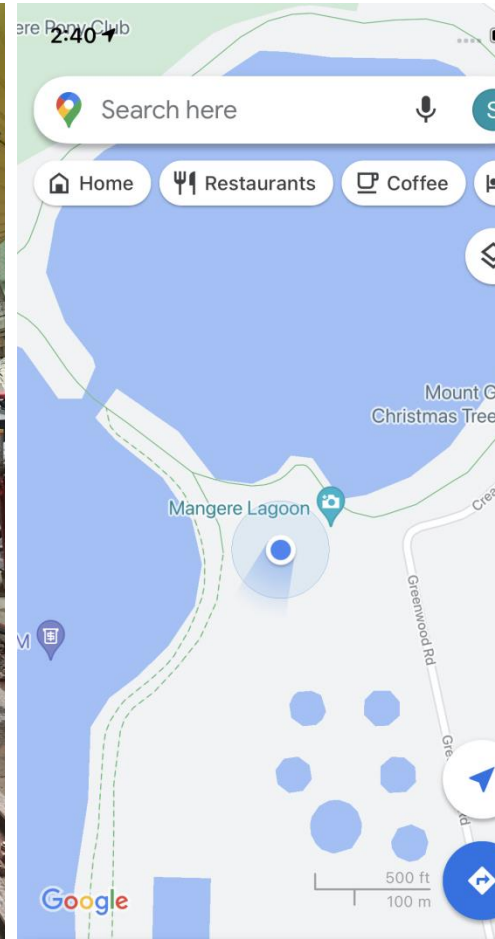
	<p>Rob also shared some of his experiences working at Watercare and how proud he was of all that Watercare has achieved. Brendon Green closed the meeting with karakia and acknowledged Rob for his support and virtues.</p> <p>The meeting closed at 11.00am.</p>
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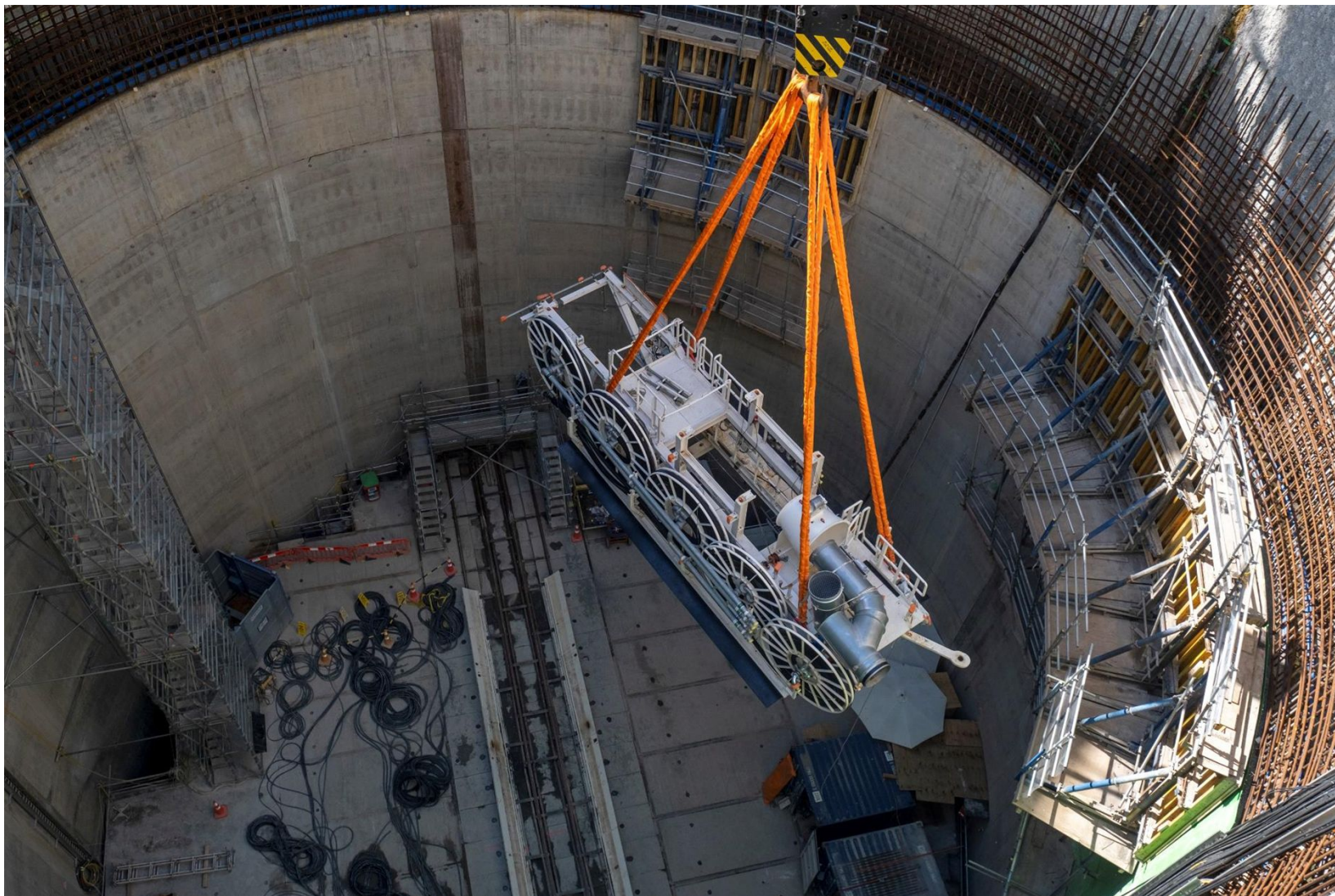
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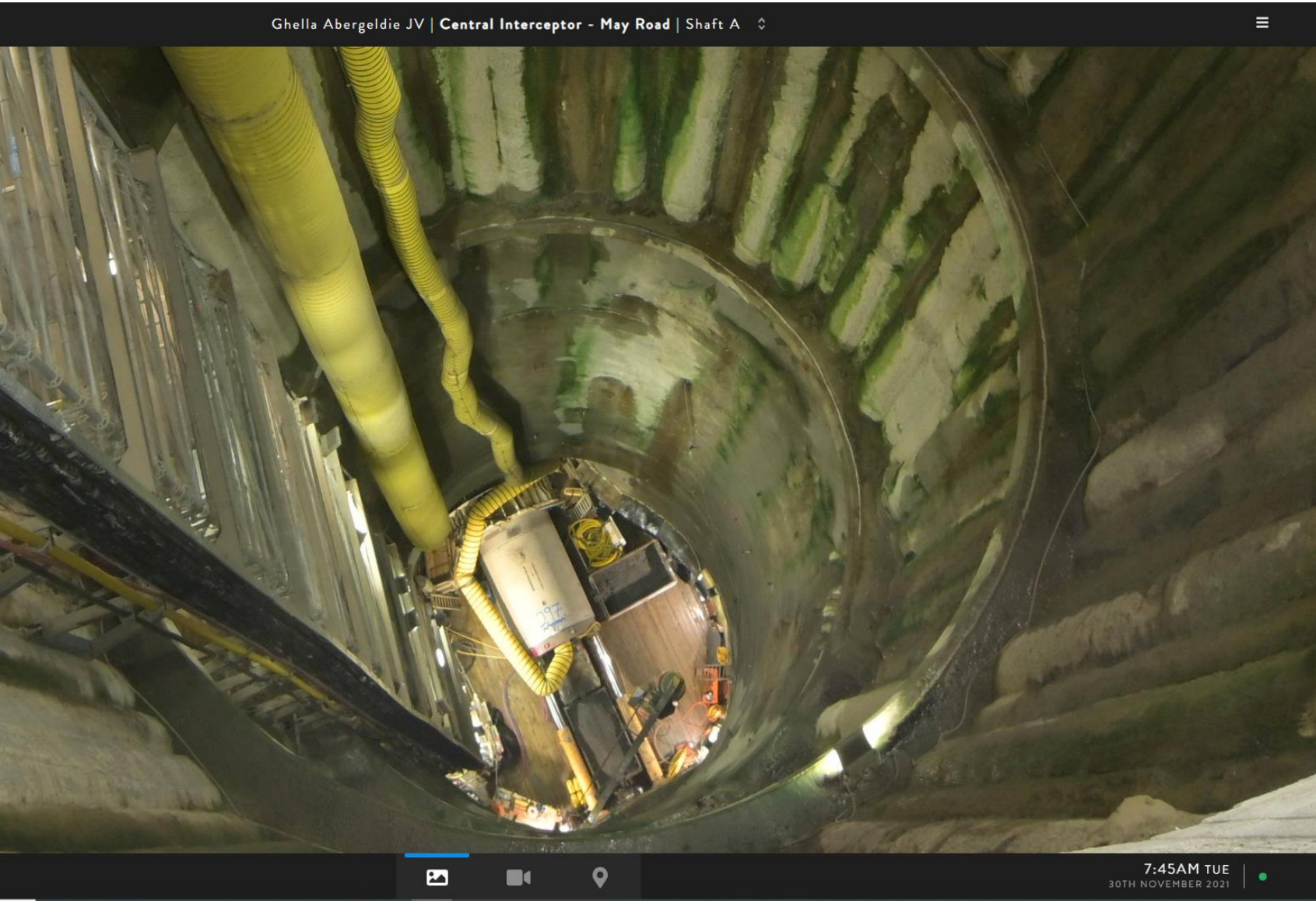
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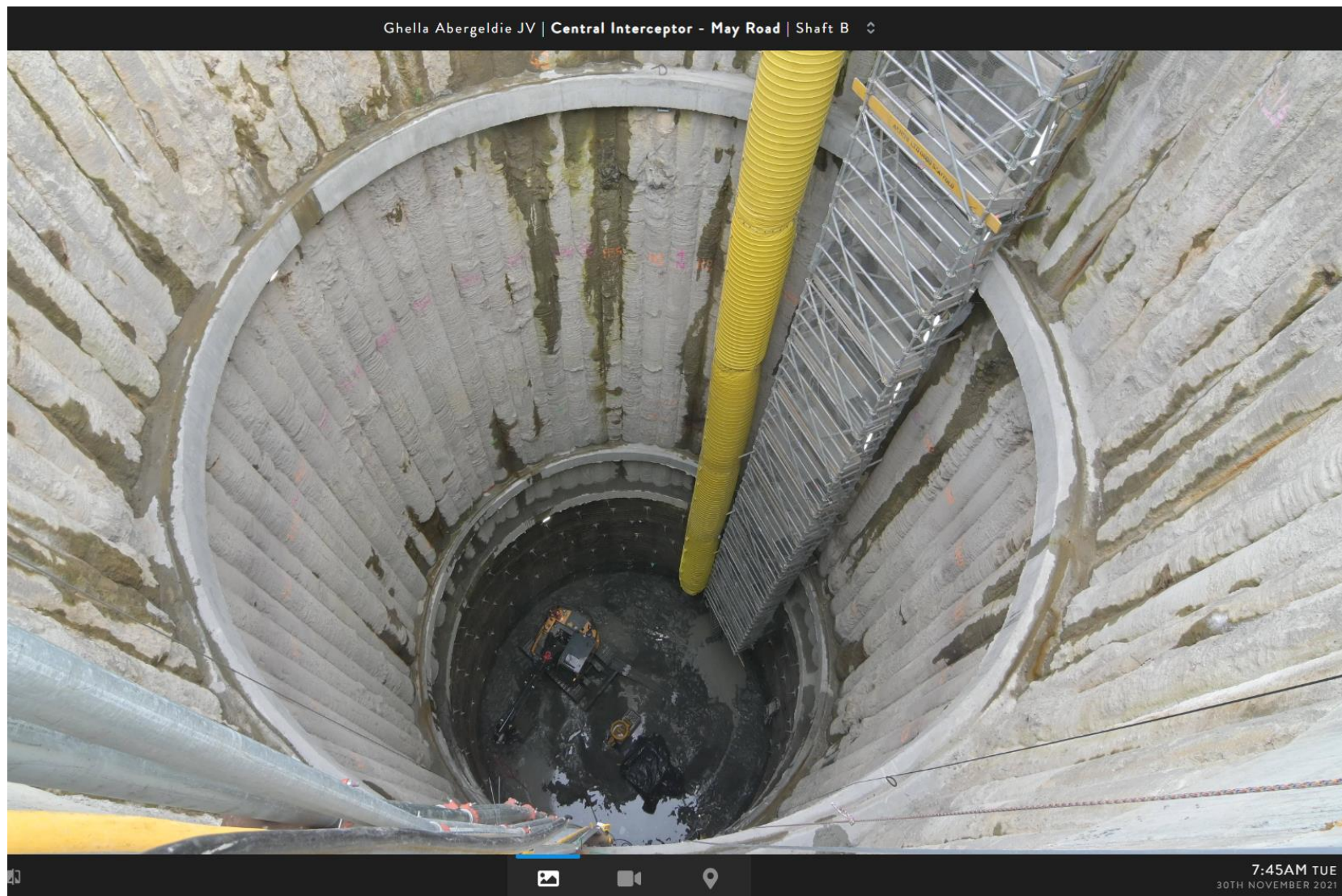
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Attachment 1











Chief Executive's report – December 2021

Presented by: Jon Lamonte



1. Current significant issues

With the majority of staff now back from leave (as of mid-January), it is apparent that people are generally happy to be back in the office and much refreshed after the summer break. For those starting with Watercare in the last 4/5 months, this has been the first time many have been in the office at all. Now that we have entered the Red traffic light framework, our offices are open for our fully vaccinated staff, but it may be appropriate for some staff/teams to continue working from home. This hybrid way of working is based on ensuring our people's health, safety and wellbeing.

Covid-19 continues to be an ever-present challenge to the business. Whilst numbers of cases of the Delta variant in the community are relatively low, the more transmissible Omicron variant is likely to affect our business once it begins circulating widely in the community. We have taken lessons from colleagues in Australia and UK who report that, for many, the illness has not been as severe as Delta, but there are plenty of examples of people who have been very badly affected. Water colleagues in Australia report high levels of absenteeism due to sickness (10-25% depending on industry) and our planning is considering these effects. The use of Rapid Antigen Testing (RATs) has been significant in many places, but the lack of RATs has proved problematic. We now have 45,000 on order, and CI has secured some local supplies at a cost.

We are relatively well placed now because our double vaccination requirement came into effect on 14 January 2022. As of 1 December 2021, we were working with 29 individuals who had not reported their vaccination status or stated an intention not to be vaccinated. A number have now left the business, some are working from home pending any other type of vaccine emerging by 1 March 2022, and we are working with the remaining individuals to see what solutions might be required. In total, some 20 cases are still being progressed.

Water resilience during the summer has been good, with dam levels (as of 27 January 2022) around 93%, while approximately 30% of daily water take is coming from the Waikato. However, total amounts being taken from the Waikato remain lower than this time last year. A review is underway to ensure the most efficient approach for the utilisation of water sources – this will consider the mix of efficient production costs whilst still maintaining appropriate dam storage levels.

With little rain, demand over the Christmas and the January period has been high, and is currently averaging 478MLD (rolling 7 day average), which is still below our target of 490MLD for January 2022. Irrigation would appear to be the main reason for the high demand. This has put pressure on our ability to deliver in places like Waiuku, where production has been strained to maintain demand. However, in the past week, with showery conditions demand has eased. This area remains closely monitored. In Whangaparāoa tanker operators have been busy supplying households that rely on rain-fed water tanks. A planned cut-in of a new pump station in the area has been delayed until May 2022 to prevent a 36-hour isolation causing major customer impact during the summer period.

The level of faults has increased by 11% in December 2021 and January 2022 over the same period last year, with the second week of January increasing by 39% over the same week last year. Part of the reason would appear to be greater awareness of leaks from customers, and several reports of odour that

was caused by stagnant water in nearby streams and gullies. As a result, our maintenance teams have struggled to meet the required levels of service (currently 83% of high priority tasks are being met in 60/120 mins) and a backlog of lower priority tasks has developed again, having done well to recover this post lockdown.

2. Update on organisational plan implementation

On the 26 January 2022 Watercare launched the new Organisational Plan (Attachment 1). This is a framework with targets and deliverables to enable us to be a more purposeful and outcome-focused organisation. The Board and Executive leadership team developed this plan during 2021, with attendance at a number of full-day workshops and wider engagement from across the business.

This intention of this refresh is to develop clear objectives and direction. This will help guide our people in their everyday decision making. It will also ensure the effective allocation of resources to achieve our objectives. It is important to note that this is an organisational service delivery plan – not a public plan. Our plan will give effect to the Auckland Plan, which is public policy. It is in place to ensure we achieve, or exceed, the targets set in the Auckland Waters Strategy, the Māori Outcomes Plan and all other commitments that Watercare have to Auckland Council outlined in the Statement of Intent.

3. People

Attachment 2 is a workforce snapshot for December 2021.

- Current staff numbers are 1,210 full time equivalents (excludes contractors filling full time positions).¹
- The 12-month rolling average for sick leave peaked in August 2021 at 2.49% and has since continued to decline to a December rate of 2.22%.
- Rolling turnover for the full 12-month period January to December 2021 saw an increase month on month from the first calendar quarter (March 2021) to close out at 11.66% (voluntary) and involuntary still tracking below 2% at the end of the calendar year.
- Several factors to be considered in turnover relate to the ongoing impacts, many Covid-19 related:
 - New Zealand's borders are still closed
 - inflation has reached its highest level in 30 years (CPI 5.9%, December 2021) and NZ has the lowest unemployment rate on record at 3.4% (Sept 2021)
 - The impact of the above , combined with lower tenure rates reported amongst those new to the workforce, is consequently creating churn in the market, dubbed 'The Great Resignation'

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.

- People have more choice of roles at more competitive (or flexible) remuneration packages - 65% of companies are reporting paying over current remuneration bands (source Ernst & Young, Nov 2021 insights)
- Many are reconsidering their options – work/life balance, wellbeing, career changes.
- Total Leave Liability has decreased slightly on last quarter, and we expect to see a further drop at the end of next quarter (March 2022) with the inclusion of the shutdown period across December/January period.

4. Community and stakeholder relationship

Local Board and Elected Member Liaison

CCO Review – Reset Relationship with Local Boards

Substantial progress has been made on the recommendations from the CCO Review with the preparation of joint CCO engagement plans for each Local Board. Working with Auckland Council staff and staff from the other CCOs we have developed and populated these plans for the 21 Local Boards. Last year, representatives of the executive leadership team and senior management joined other CCOs at Local Board workshops to receive feedback. Following these productive discussions, the Joint CCO Engagement Plans 2021-2022 have now been agreed and will be updated on a quarterly basis. These will ensure all the Local Boards, and their communities, have a single point of information about planned CCO activities in their area. Regular reporting against these plans is also part of the new commitment from CCO's.

Watercare continues to have a good working relationship with elected members including Local Boards and remains responsive to their diverse needs and interests. These range from engagement and updates on major projects, landowner approval for infrastructure projects and responses to escalations of water and wastewater issues. In January 2022, Ben Halliwell joined the Watercare Stakeholder team as the Elected Member Relationship Manager reporting to Brent Evans, Head of External and Strategic Relations. Having previously worked for Auckland Transport and Auckland Council in similar elected member relationship roles, Ben brings a strong political acumen and the benefit of many well-established relationships with staff and elected members throughout the Council group and beyond, and he is highly regarded for his past engagement with Local Boards.

2022 Local Government Elections – what to expect

Local government elections will be held in October 2022 to determine the next Mayor, Councillors and Local Board members. As the political debate and contest gets underway, we expect an increase in the number and complexity of requests from elected members. This is usually coupled with a strong scrutiny of engagement from other candidates, their organisations, and the media. The communications and stakeholder teams are developing guidelines and protocols to ensure that normal business can continue with minimum disruption and that we can continue to appropriately support elected members

and candidates to a high standard. We will also work with Auckland Council to prepare for the induction process to welcome and onboard new members, We will also work closely with them as they prepare their Local Board plans, which outline aspirations and commitments for their local board areas.

5. Water resources update

Attachment 3 sets out Water resources update as at 23 January 2022. Key highlights of the report are:

- Dams are now at 93.43% capacity.
- Demand of 498MLD for the week ended 23 January 2022 was above the target ceiling of 491MLD for January.
- The current total production of Auckland Metropolitan Water Treatment Plant as at 23 January 2022 is 490MLD.
- The update on augmentation projects has been provided.

6. Major Key Performance Indicators (KPIs)

Watercare has a number of performance indicators set out in our Statement of Intent. Attachment 4 sets out Watercare's performance against the current Statement of Intent measures for December 2021.

Customers perceiving us as working towards 'safeguarding Auckland's water future' had the most significant impact on our trust score of 61% for December 2021, resulting in our strongest quarterly result (at 59%) to date. Another significant influence on the trust score is customers noticing and understanding the value of our infrastructure works. In December 2021 one third of respondents reported noticing works in their area, and this had a positive impact of 10% on trust and 17% on their perception that we provide value for money. Although it is higher than it has been since we started asking the question, most customers still do not agree that Watercare provides value for money. However, customers who have had a service interaction with us are much more likely to perceive us as providing value for money. We had good results for customer perceptions of our water quality and us promoting sustainability.

While the volume of media coverage Watercare received was lower in December 2021 due to the festive season, the sentiment was positive with a media impact score of 2.1. Jon Lamonte's opinion piece in the NZ Herald was well-received. Most customers who read a news article about Watercare in December 2021 reported feeling 'informed', 'happy' or 'reassured' as a result.

Water efficiency as measured by our survey metric is slowly declining - our rolling 12-month average shows 68% of people reporting water efficient behaviours, attitudes, and appliances/devices. This year-on-year decline of 5% is in line with our increasing residential water usage, which has been tracking up since August 2021 (when lockdown started with more people at home, followed by the warmer months). Reported shower times are creeping up and there is a gradual decline in interest in how to save water at home. Nevertheless, our water efficiency metric remains well ahead of our pre-drought

levels. We can see a correlation between continued water efficient behaviour and believing the quality of water is good (and therefore should not be wasted), and Watercare fixes leaks quickly (playing its part by not allowing water to be wasted).

Affordability is still well below our threshold of 1.5% of Aucklanders' household income, at 0.82% for December 2021. Despite slightly increasing consumption and higher prices, Aucklanders' household expenditure on water remains low due to rising average household incomes.

NPS is tracking at +53 (12-month rolling), holding up despite a slight decline in our Faults score driven by higher summer volumes. Customers rate our fault and retail agents highly with our agent behaviour scores ahead of target for FY22 at over 83%.

7. Risk and compliance update

7.1 Update on risk and compliance management

Our simplified enterprise risk report will be presented to the Board for approval in the confidential session of this meeting.

A Risk Appetite Statement has been developed in conjunction with the refreshed Watercare organisational plan to ensure alignment. The finalised Risk Appetite Statement will be presented for Board approval at the confidential session of the March 2022 Board meeting.

7.2 Risk and compliance incidents

Health, safety and wellbeing

The report attached as Attachment 5 provides a comprehensive overview of Watercare's health, safety and wellbeing including the deep dive on one of Watercare's 13 critical risks, namely Working With or Near Live Energy.

What we've seen this month

Covid-19 cases did not impact Watercare sites in December 2021 and planning and communication of Traffic Light guidance was completed.

We continue to struggle to get access to Rapid Antigen Tests.

In preparation for the Christmas period, we ensured Infrastructure sites that were shutting down were safe and secure; and that all sites working through the period were well supported.

Current activities

The Wellbeing team are working with the Te Rua Whetū to frame our wellbeing strategy using Tā Mason Durie's Te Whare Tapa Wha model. This is an exciting approach, bringing the strategy to life and aligning several pou and teams. We will have a draft framework for review in February 2022.

The HSW team have worked closely with the Digital team to develop an interactive reporting tool. This makes information in the HSW reporting system accessible to leaders and business units. This tool is in the final stages of review and testing and will be released to the business at the end of February 2022.

Looking ahead

The impact of the Omicron variant in both the UK and Australia will inform our planning for the early part of the year. It is anticipated we will have a significant number of workers affected by the virus either directly or through whānau members.

The HSW plan for 2022 is under development and will be reviewed to ensure alignment with the Water Company Plan. The plan will be provided to the Chief Corporate Services Officer for review in mid-February 2022.

Non-compliance with resource consents

Attachment 6 sets out Watercare's consent compliance. There were 30 resource consents with non-compliances in November 2021 and 33 with non-compliances in December 2021, up from 17 in October 2021. However, most of these non-compliances relate to technical discretions rather than non-compliances that have any potential for adverse environmental effects.

From November 2021, we brought Lutra's ID system online to manage compliance. All Operations consents (305 active or dormant) are active in ID and Central Interceptor's resource consents (40) will go live in the first quarter of 2022. Infrastructure will move to the platform as projects commence.

In the transition, the Environmental Care team identified consent issues not reported in the old CMS-based system for various reasons, including consents we no longer hold or need but that we have historically reported. The previously unreported consent issues that are now loaded into the new ID system are the principal contributor to the apparent increases in non-compliance.

Helensville Wastewater Treatment Plant is the only asset under Council enforcement. In response to Auckland Council issuing an abatement notice for the treatment plant in November 2021, Watercare submitted a mitigation plan in early December 2021. We are yet to receive a response (as of 20 January 2022).

Water quality

Attachment 7 sets out the Water Quality Report for December 2021.

All water quality parameters have been met for the month.

Taumata Arowai is now seeking feedback on the following new drinking water guidance documents:

- New Drinking Water Standards
- New Drinking Water Quality Assurance Rules
- New Drinking Water Aesthetic Values
- New Drinking Water Network Environmental Performance Measures

Submissions close on **28 March 2022**. Operations together with Policy & Planning and Infrastructure are working through the submission.

LGOIMA requests

In November and December 2021, we received twelve requests for information under the Local Government Official Information and Meetings Act 1987 (the Act). Two of these requests were forwarded to us by Auckland Council. Watercare responded to all twelve requests within 20 working days (in accordance with the Act).

Legal action

- RMA related:
Board of Inquiry Approves Application for Waikato River Water Take: On 21 January 2022, a Board of Inquiry appointed by the Minister for the Environment granted Watercare's application to draw an additional 150 million litres of water a day from the Waikato River (increasing the total available take to 300 million litres per day). This will provide additional water for Auckland, as well as Pokeno and Tūākau.

The Board of Inquiry imposed a set of common conditions for the resource consents, including:

- A duration of 20 years for the operational consents, rather than the statutory limit of 35 years.
- Waikato Regional Council may undertake a review every five years and consider a range of matters, including the appropriateness of take rate and volume.
- Within six months, Watercare must establish an executive committee to investigate options for reducing the volume of water taken and Auckland's reliance on the Waikato River for its water supply network (including investigating alternative supply).
- Representatives from Te Whakakitenga o Waikato and Te Taniwha o Waikato must be invited to be members of this committee. In addition, Kaitiaki Advisors and a Tangata Whenua Liaison Group must be established, to (among other matters) recognise and support the exercise of kaitiakitanga.
- Within two years, Watercare must prepare an ecological enhancement plan.

- Watercare must provide initial funding of \$2 million to the Waikato River Clean-up Trust within 12 months, and a further \$2 million to the Trust annually.

In addition to common conditions, there are consent conditions applicable to each of the resource consents. The full decision of the Board of Inquiry can be found here: <https://www.epa.govt.nz/news-and-alerts/latest-news/watercare-water-take-application-granted-with-conditions/>. All parties have 15 working days to file appeals on points of law with the High Court.

Huia Water Treatment Plant: In December, the Environment Court (EC) directed that all parties enter into mediation via zoom calls. Several parties requested that the mediation be delayed until face to face meetings were permitted. We are now waiting for the EC to set the date for the mediation to start.

- Non-RMA related:
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 disclosures are reported to the Audit and Risk Committee on a quarterly basis.

8. Update on business areas

Waikato District Council (WDC) Contract

From 1 October 2019, Watercare began operating Waikato district's water, wastewater, and stormwater services. WDC continues to own all the assets while Watercare manages the water, wastewater, and stormwater infrastructure above and below ground. The Waters Governance Board, an independent body, manages performance for Waikato District's water services.

Operational performance

- All of the 25 contractual performance measures in the 2021/22 YTD are being achieved.
- Watercare continues to provide advice and support for reviews of several WDC bylaws and policies to ensure they are aligned with best practice. Examples include Three Waters bylaws, Backflow inspections, and Water restrictions (detailed below).

- Restrictions were previously aligned to Hamilton Council and did not account for the actual operations/demand in WDC catchments. Water restrictions can significantly impact reputation, so a review was undertaken to ensure water restrictions were only used as required in the future. The new method is based on a daily assessment of actual water demand vs. the available consented take. Water restrictions will only be initiated when demand exceeds 80% of the available production across a three-day average by catchment. Conservation messaging will continue throughout the high-demand summer period.
- Three digital system implementations are complete but our supplier remains supporting us to resolve some difficulties in the asset management system.

Consent compliance

- The new MBR wastewater treatment plant servicing Meremere is now operational. Sample results representing the plant's performance will be submitted to the Regional Council in January 2022 for the abatement notice to be lifted.
- The solution for the Te Kauwhata wastewater treatment abatement notice is being delivered in three phases. The first two phases will bring the plant back to compliance in the shortest possible timeframe. The first phase will be delivered in April 2022 (UV treatment) and phase 2 (MABR plant) in December 2022. Phase 3 will allow for future growth in the area.
- The preparation of the consent application for the Raglan Wastewater treatment plant is ongoing. The project team is working through a discharge option that aligns with the Whāingaroa community and Tangata whenua preference for a land-based discharge. Investigations with private landowners and WDC as a landowner look encouraging for this to be achieved. Watercare has proposed several actions as an interim solution to improve compliance between now and when the new consent is granted.
- The Raglan Stormwater Discharge consent has had an abatement notice since 2018. The majority of the issues for the abatement have now been resolved. A design for the solution to the final issue is now progressing based on negotiations and pre-consent approval from WDC. The construction will be completed in 2022, resolving this abatement.

9. Matters for noting

9.1 Hūnua 4 grout removal

Repairs are underway in the tunnel. The pipeline has been tested to Newmarket and is connected to the Epsom section. The pipe is forecast to be in service in May 2022. The in-service date is inclusive of Alert Level 4 and Alert Level 3 extensions of time.

9.2 Update on progress on recommendations

Aurecon: The table set out at Attachment 8 provides an update on Watercare's progress against the recommendations it has received from the Aurecon's review. The next update will be provided in the April 2022 Board meeting.

Senate: This is now business as usual and there are the four initiatives including Rangatira ki Rangatira relationships; Information portal for Elected Members; Internal Collaboration and Communication; and Measurement and benchmarking which will help support the Auckland Council – Watercare relationship. Auckland Council and Watercare relationship survey was undertaken in December. We are now undertaking analysis of the findings.

Propero: A report was discussed at the 28 October Board meeting that set out the outstanding actions to complete following the Propero review. These were reliant on the 9 November 2021 Board and Executive planning session. As the organisational plan has been launched (see section 2 above), these actions have now been completed.

CCO review: Work continues on the actions that came out of the number of recommendations from the CCO Review. The CCO Review update is reported to the Board bi-monthly by exception.

9.3 Letter of Expectation for 2022/23

Attached is a Letter of Expectation for 2022/23 received from Auckland Council which sets out Council's priorities and expectations to inform the development of Watercare's draft Statement of Intent (SOI) for 2022-25 (Attachment 9). The draft SOI will be presented to the confidential session of the Board meeting in March 2022, and the public will have an opportunity to provide feedback on the draft on 7 June 2022. The final SOI is due to be delivered to Council by 31 July 2022.

9.4 Written shareholder resolutions for 2021

Attached is a shareholder resolution in lieu of Annual General Meeting received from Auckland Council (Attachment 10).

9.5 Mayor's letter

Attached is a letter received from Mayor Goff and Watercare's response regarding leak management and a specific case in Flat Bush (Attachment 11).

9.6 Significant meetings

Waikato-Tainui (Auckland Water Strategy Framework, Board of Inquiry – Waikato River water take consent), Northern Councils engagement, Tāmaki Makaurau Mana Whenua (Three Waters Reform), Te Akitai Waiohau, Ngāti Te Ata, Te Kawerau a Maki, Waikato-Tainui and Makaurau Marae (Puketutu Island/Te Motu a Hiaroa – water consent engagement), Ngāi Tai ki Tāmaki (Clevedon water supply engagement), Ngāti Te Ata and Ngāti Tamaoho (SWWT), Ngāti Whatua Ōrākei (water recycling options - marae and papakāinga housing), CI mana whenua meetings.

10.Delegated authority to Chief Executive

In November and December 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 two capex approvals signed below a threshold of \$50m.
- There was no capex and opex contracts over \$100,000 approved.

A handwritten signature in black ink, consisting of a large, stylized 'J' followed by a horizontal stroke that loops back to the right.

Jon Lamonte
Chief Executive

Attachment 1

Company Plan (2022 and Future)

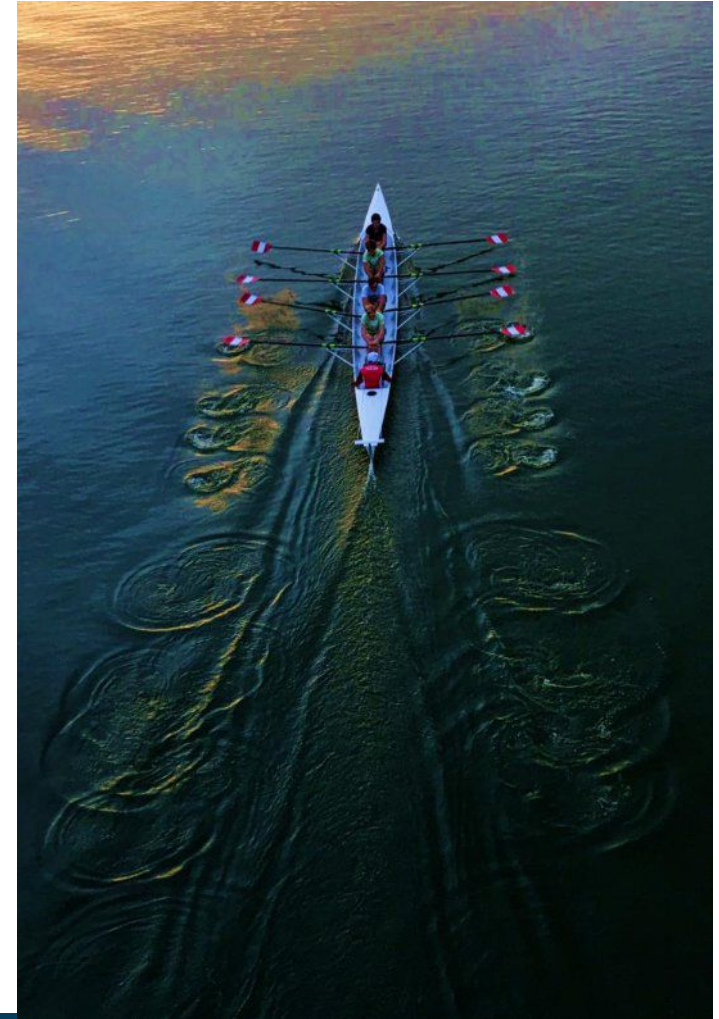
January 2022



Towards a more purposeful future

The Watercare company plan:

- Enables us to deliver on **Auckland Waters Strategy**
- Aligns with our **Statement of Intent, Māori Outcomes Plan and Asset Management Plan**
- Will ensure **we all steer in one direction** ahead of Three Waters reform
- Targets outcomes in six focus areas. **It will help to guide us in our everyday decision making and ensure the effective allocation of resources to achieve our objectives.**



Watercare Strategic Framework



OUR PURPOSE (WHAKATAUKĪ)

*Ki te ora te wai
Ka ora te whenua
Ka ora hoki te tangata*

The wellbeing of our customers and communities depends on us looking after our water sources. Because when the water is healthy, the land and the people are nourished.

OUR VALUES

Respect
Excellence
Make it happen
Accountability
One team

OUR STRATEGIC PRIORITIES



We are fully sustainable



Te ao Māori values are embedded throughout our organisation



We value our people



We educate, innovate, and collaborate for future generations



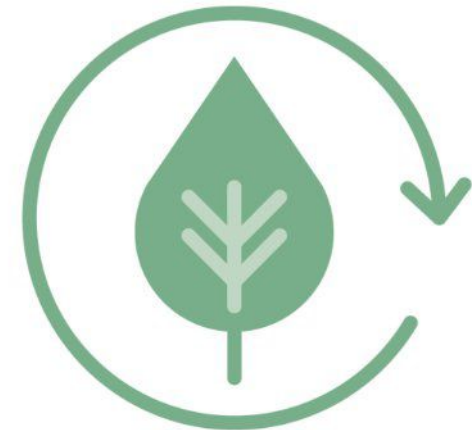
Our communities trust and respect us



We have a resilient water supply

1. We are fully sustainable

- We understand the impacts of **climate change**, taking bold actions to **reduce our emissions and prepare our business for future climate challenges**.
- We protect and enhance **a thriving natural environment**.
- We reimagine **waste as a valuable resource**.
- We are **sustainability leaders** in and beyond our industry and embed sustainability in everything we do.
- We believe that **water is a treasured resource/taonga** and this is part of our cultural DNA.
- We optimise **our investment decisions, are efficient, effective and financially responsible**.



We are fully sustainable – commitments and targets

- **Establish a sustainability framework by the end of 2023.** Develop sustainability performance criteria with 2030 targets for success. Integrate these sustainability outcomes into the reform process, if applicable.
- **Climate mitigation** - meet our ambitious targets in line with global science.
 - 50% emission reduction by 2030.
 - Net zero emissions and energy use by 2050.
 - Energy neutral at major WWTP's by 2030
 - 40% reduction in built carbon by 2025.
- **Compliance with network discharge consents** at all times.
- **Establish a business wide resource recovery and waste reduction strategy** with a vision for 100% of all waste generated by the organisation is repurposed or recycled. By 2025
- **Full solar roll-out programme by 2030.** Establish companywide targets for energy use in the sustainability framework (e.g. 100% renewable sources and 100% self-sufficient)
- **Implement a wastewater emission monitoring and action plan** by 2024
- **Develop a carbon dashboard portal** to track and measure emission activities across the entire business (operational and infrastructure) by 2025
- Our **governance** templates (e.g., business cases and board papers) are amended to include sustainability and Māori outcomes by March 2022.
- By 2023 our people have **sustainability in their KPI's** in line with the sustainability framework.
- We have developed a **climate change risk analysis register** and action plan by December 2022.
- We optimise investment decisions; consider trade-offs and natural capital accounting and we are financially sustainable. We are working on **Climate Related Financial Disclosure (TCFD) metrics** that will be developed by April 2022 and reported on in May 2022.
- We will ensure we are ready for future economic regulation. We will:
 - - **Demonstrate leadership** – All inputs and commentary for the development of economic regulation of our sector will be of the highest quality, well researched and evidenced based to ensure decision makers are well informed. We will continue to develop regulatory capability and resources to ensure we are ready.
 - - **Prioritisation of key issues** - We will take a targeted approach. We will prioritise key issues, such as improvements in our data capture and management making them ready for information disclosure by Dec 2022.
 - - We will ensure we have established a **good quality baseline for ongoing Iwi engagement**.

2. Te ao Māori values are embedded across Watercare

- We value Te ao Māori and **understand the cultural importance of water**
- We **embrace and develop our own Māori identity** and culture competencies.
- We **recognise Te Tiriti O Waitangi and the significance of Te Mana O Te Wai.**
- **Iwi and mana whenua are active partners, decision makers and participants** with Watercare.



Embed te ao Māori values – commitments and targets

- We **action our Māori Outcomes Plan** to support Auckland Council's Kia Ora Tāmaki Makaurau Māori Outcomes Framework by March 2022. The plan will be implemented over the next three to four years.
- We **have an iwi engagement plan focussing on deep enduring relationships** from Board level down to new graduates. The plan will be in place by March 2022.
- We have a **governance engagement plan** that involves all board members to be active in the engagement space. The plan will be in place in April 2022.
- By 2023, we will have **knowledge and representation within our organisation** that recognises the values and principles of:
 - Tikanga Māori
 - Mātauranga Māori
 - Wai Māori
- We create and **build the profile of the Watercare Māori Outcomes & Relationships Team** (Te Rua Whetū) with a focus on integration throughout all business units. Business units are to have their own champion or business partner within teams to link with the Māori Outcomes & Relationships Team by July 2022.
- We recognise the impact of water reforms on iwi and will **continue to strengthen existing partnerships and build new ones** that represent Māori communities.
- We increase the visibility of Te Reo Māori in all Watercare worksites and buildings. We will have **bi-lingual signage** both at sites and within the office (H&S, directions and instructions, naming etc) by June 2022.
- We have a Watercare **Te Reo & Tikanga Māori experience for staff and the Board** by October 2022.
- We will have **an intergenerational commitment with iwi and mana whenua to build capability in water excellence** through governance and operational mechanisms including directorships, people, procurement, business and co-ownership opportunities.
- We **engage with iwi and mana whenua on a bi-monthly basis** to understand their views on key kaupapa such as climate change and fresh water.



3. We value our people

- Our **people are valued**, and **they represent the communities** in which we serve.
- We have **highly capable, engaged, and productive people in an embedded safety culture**.
- We **value diversity and invest in our people**.
- We **meet the learning needs of our people** and provide a safe cultural environment.
- We have **strong brave leadership**.
- We are **proud of the legacy we leave**.



We value our people – commitment and targets

- We provide a safe and healthy work environment where our people can thrive measured by **20% year-on-year improvements to health, and safety, and wellbeing.**
- We foster an inclusive workplace which reflects and celebrates the diversity of our community. We will **annually improve inequalities across the business.**
- We will meet our employee commitments in the Watercare Māori Outcomes Plan. These include:
 - - **12% of Watercare employees** in fixed-term and/or permanent roles, including leadership positions (Tier 3 and above) identify as **Māori** by FY24
 - - Ensuring **development opportunities** at Watercare for **rangitahi**
- We will embed a constructive workplace culture measured by achievement of a **5% improvement on culture** through the Human Synergistics's program by December 2022.
- We have an engaged workforce operating in a flexible working environment, measured through a **10% improvement in eNPS by FY23**
- We will implement a **fit-for-purpose People systems solution** replacing outdated systems to provide a seamless employee experience across the 'hire to retire' journey By Dec 2022
- We will develop a **retention strategy by July 2022** to ensure we are an employer of choice and to mitigate current and future retention risks. This will include a review of our remuneration and benefits package ensuring we are 'Auckland proof' and support the attraction and retention of talent.
- We will **grow industry expertise through clear training pathways** and development opportunities for all employees delivered through the creation of the Watercare Training Facility by FY24.
We ensure all employees have an **annual target of 10 hours of training, including 2 hours in HS&W** in their personal KPI's



4. We educate, innovate and collaborate for future generations

1. **We build trust with stakeholders:** Staff, Customers, Council, Iwi, Government, Interest groups, Communities
2. **Collaboration pathways are paved** between water companies, regulators, supply chains, SMEs, start-ups, academia, customers, and other innovators to allow innovation to work.
3. We drive and showcase **innovation**. We have a shared innovation culture and people are incentivised to contribute. **We take risks, we experiment, and we accept that we may fail.**
4. We **increase the water literacy** of our communities.



Educate, innovate and collaborate – commitments and targets

- We **encourage innovation** to find new solutions to improve the way we work. We will do this by allowing our staff and partners to explore, experiment and if necessary, fail safe and learn fast. We will drive a deliberate outside in approach to gather learning and best in class practices to inform our thinking and ensure we achieve whole of life solutions. We will develop a measurement tool and establish a benchmark to measure future progress by 30 June 2022.
- We will investigate **an innovation and learning centre** which could amplify and create awareness for the work we do.
- We will **increase water literacy by expanding our integrated education programme** that engages school pupils, communities and customers. This will not only build trust but also develop a shared understanding of water as a taonga. In this way, we will encourage behaviours that protect this precious resource. This is measured monthly via our trust index.
- **Our strategic stakeholder engagement plan** will align our vision with our stakeholder's expectations. This is ongoing and is monitored via our stakeholder engagement measures.
- Through our media engagement programme, we share a consistent narrative that aligns with our vision, mission and strategy. This will be measured by **our media sentiment score**.
- Through our **ongoing internal engagement programme**, measured by our eNPS score, we share a consistent narrative that aligns with our external messaging and builds a culture that supports the successful realisation of our vision and mission; and delivery of our strategy.



5. Our communities trust and respect us

- We **trust and have confidence in ourselves** to provide **excellent customer service** across the entire business.
- The **service provision is transparent**, and **customers and communities work with us to improve service and decision making**.



Community trust and respect – commitments and targets

- 1. We will introduce a **customer charter to articulate our customer promise by July 2022.**
- 2. We will continue to **drive customer centricity in all of our decision making** in everything we do across the business. A measure will be developed by July 2022.
- 3. We will have established a **customer panel by July 2022.** This panel will be engaged on a regular basis to help guide our decision making.
- 4. We will **increasingly segment our customer base** to engage in ways that are relevant to them to increase water literacy and trust.
- 5. We will **continue to improve customer experience by improving digital solutions** including a customer app and bespoke service models, such as advisory and plumbing services.



6. We have a resilient water supply

- We provide **excellent water quality** that meets drinking water standards and customer expectations.
- We have **enough water for everyone in Auckland**. We ensure resource sustainability and supply resilience to enable sustainable growth whilst reducing existing demand.
- We **are future proofed** - we have a **balanced** water resource portfolio.
- We **maintain the integrity of our assets** in the long term.



Resilient water supply – commitments and targets

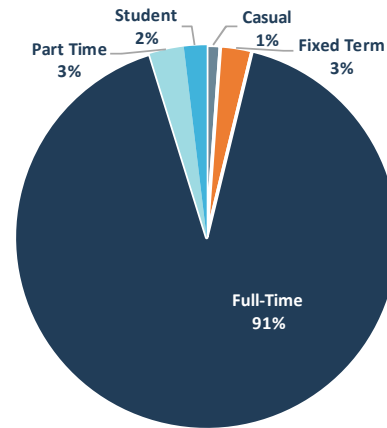
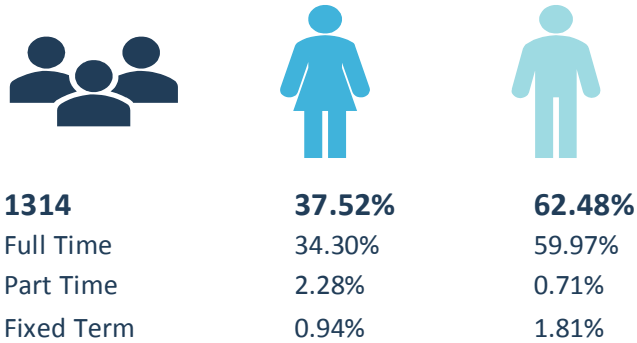
- We ensure the **quality of our water** at all times. We will meet all Taumata Arowai regulations once they take effect.
- We have a **comprehensive demand management plan** that includes:
 - A drought management plan by June 2022
 - A peak management plan by June 2022
 - A reduction in residential water demand to 147l/p/d in 2030 and 135l/p/d in 2050. We will achieve these efficiencies via demand management and the facilitation and support of water efficient housing.
 - We will reduce water loss, targeting the economic level of leakage.
- We are committed to working with Waikato-Tainui and complying with our consent conditions. We will not take more than 300MLD of water from the **Waikato River** and we will reduce our reliance on the Awa as a proportion of supply by are improving water supply options, for example we are creating non-potable where appropriate. We are diversifying the water portfolio via potential reuse and/or desalination. We are starting on the reuse journey now to ensure that reuse is as an acceptable future source if/when needed, i.e. we are focusing on policy, regulation and sustainability. We have a target of 20MLD by 2030 and 100MLD by 2050 – as provided for in the draft Council strategy. We will always consider the cost to communities and impact on the environment when considering future sources, and we will partner with Iwi to tell our reuse story and gain public acceptance.
- We are **preparing for regulation and possible integration** by:
 - Gaining an understanding of the new regulations within Taumata Arowai
 - building relationships in the North; and
 - completing our discovery phase, with a target state architecture in place, and commencement of technical integration of Stormwater into the Nerve Centre by July 2022.
- We are Improving **planning visibility for the development community** by December 2022. We are doing this through developer visibility of the entire consenting lifecycle across the whole council family and improving our GIS development overlays.
- We are improving the **resilience of production facilities**. We are developing an upgrade pathway that will be delivered over the next 10 years. This includes the Huia replacement, the Western pumpstation, NH2, a Rosedale expansion and others.
- We will have completed a thorough **review of the cost of water and wastewater** by February 2022.
- We have **Improved resilience by reducing key single points of failure** (e.g., Waikato 2 pipeline by 2034, Hunua 1 water pipeline replacement 2026, Hunua 4 water pipeline 2022).
- We have deepened our **partnerships with the supply chain** to remove risks, including bringing three consultant partners into the Enterprise Model, for ten years, in 2022.
- We have introduced an **asset integrity and performance function** within the business and have implemented a leading asset management framework. This function covers this entire strategic outcome and is a critical component of the new Infrastructure Operating Model. This will be in place by June 2022.
- We will deliver a new **Wastewater Network Strategy** document by 30 June 2023. In the meantime, we will continue to comply with our Network Discharge Consent conditions and reduce overflows even with the pressure from population growth, in line with the 2017 Network Discharge Strategy.
- We will **expand the Inflow and Infiltration reduction programme and network renewals programme** as we transition our local network management from “respond to failure” to “predict and prevent failure”. Targets for the next five years will be established by December 2022.
- We will have considered how to enhance our smart network sensing and advanced analytics through **implementation of the Smart Network Roadmap** which is to be completed February 2022. Delivery against prioritised capabilities within this roadmap will be complete by July 2023. The purpose of a Smart Network is to optimise operations and maintenance of our assets, and to minimise customer disruption. This will include the use of predictive and advanced analytics to predict asset failure and prevent wastewater overflows.

Attachment 2

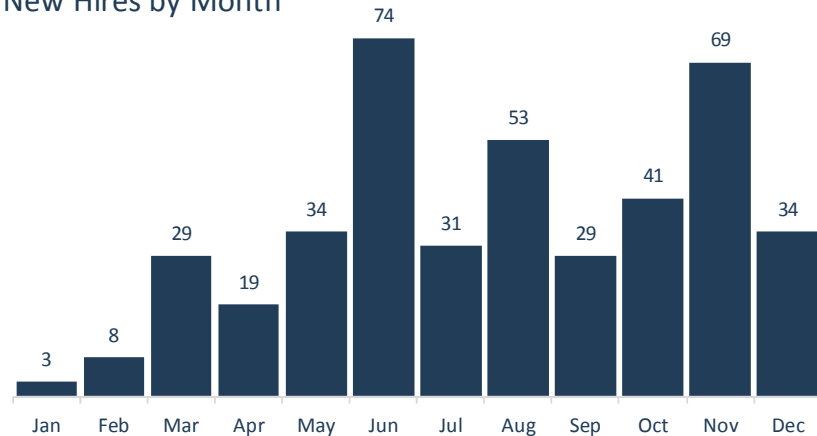
PEOPLE DASHBOARD: December

Workforce Snapshot

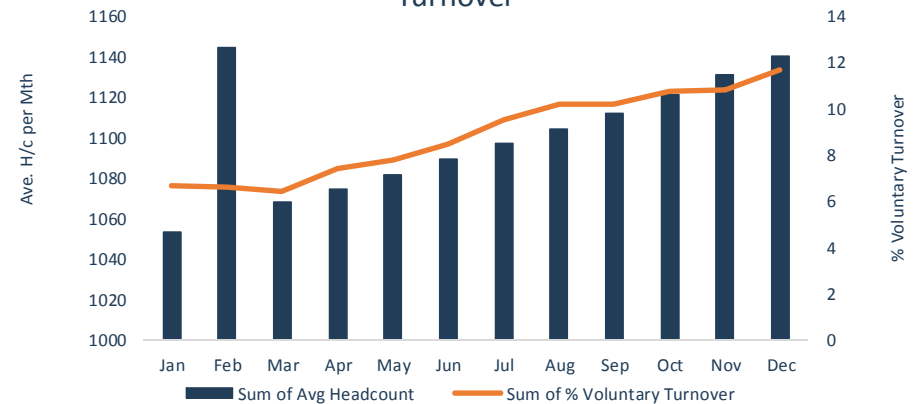
**Does not include contingent workers, casual, student/intern employees*



New Hires by Month



Average 12 mth Rolling: Headcount V % Voluntary Turnover

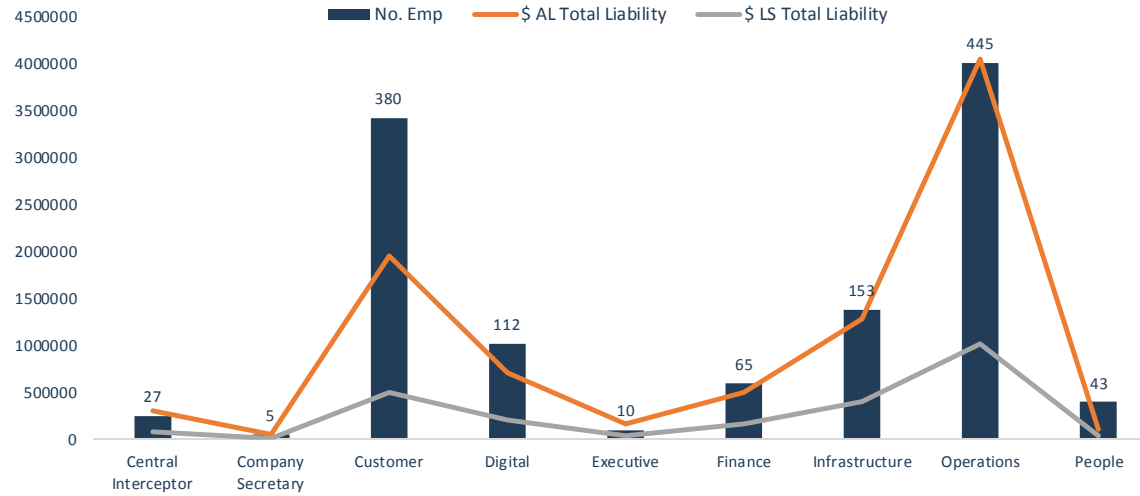


June increase attributed to Customer (Billing & Payments) restructure, residual carried into August - included a number of conversions (FT to Perm)

Accumulative volumes of recruitment across Customer, Infrastructure & Operations May-September, driven by restructures and tighter candidate markets related to ongoing impact of Covid, culminated in a higher than normal number of hires for November

Involuntary turnover <2% month on month, last 12 months

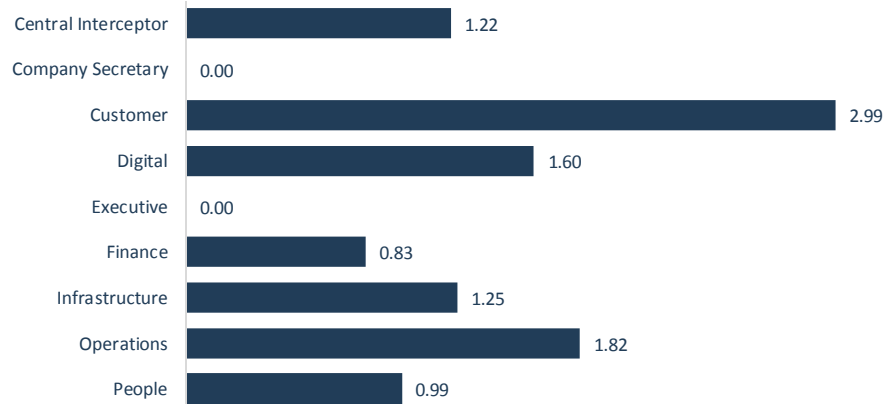
Annual and Long Service Leave Liability (\$ Value) by Headcount



*Includes all Fixed Term Employees
Total Leave Liability \$9,037.5mil
Total Long Service Liability \$2,382.5mil
As at December 2021*

Ave. AL Liability cost/employee \$7,300

Sick Leave by Business Unit (%)

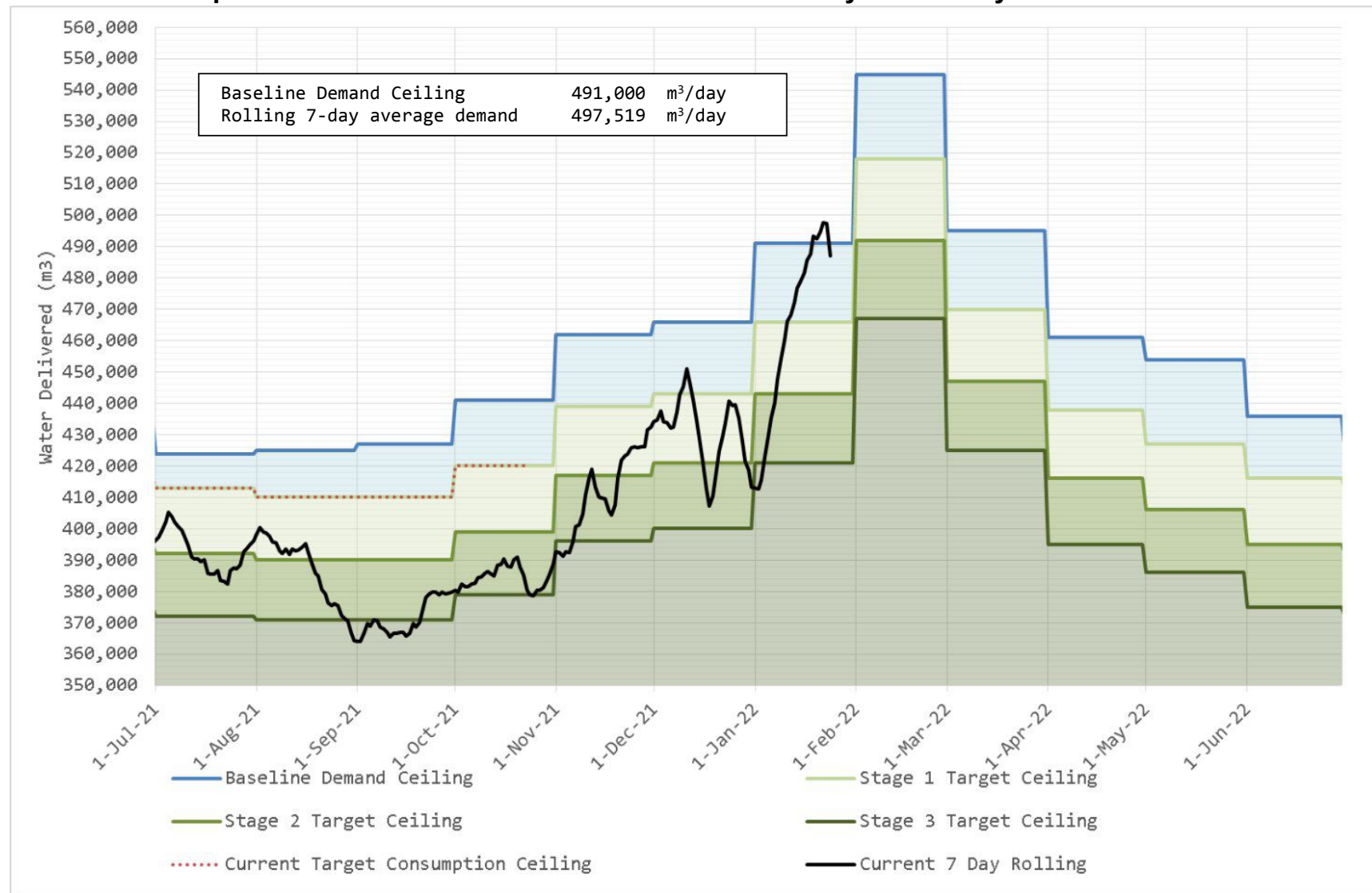


Rolling 12 month Ave. Sick Leave remained at 2.22% as at December 2021, against target of 2%

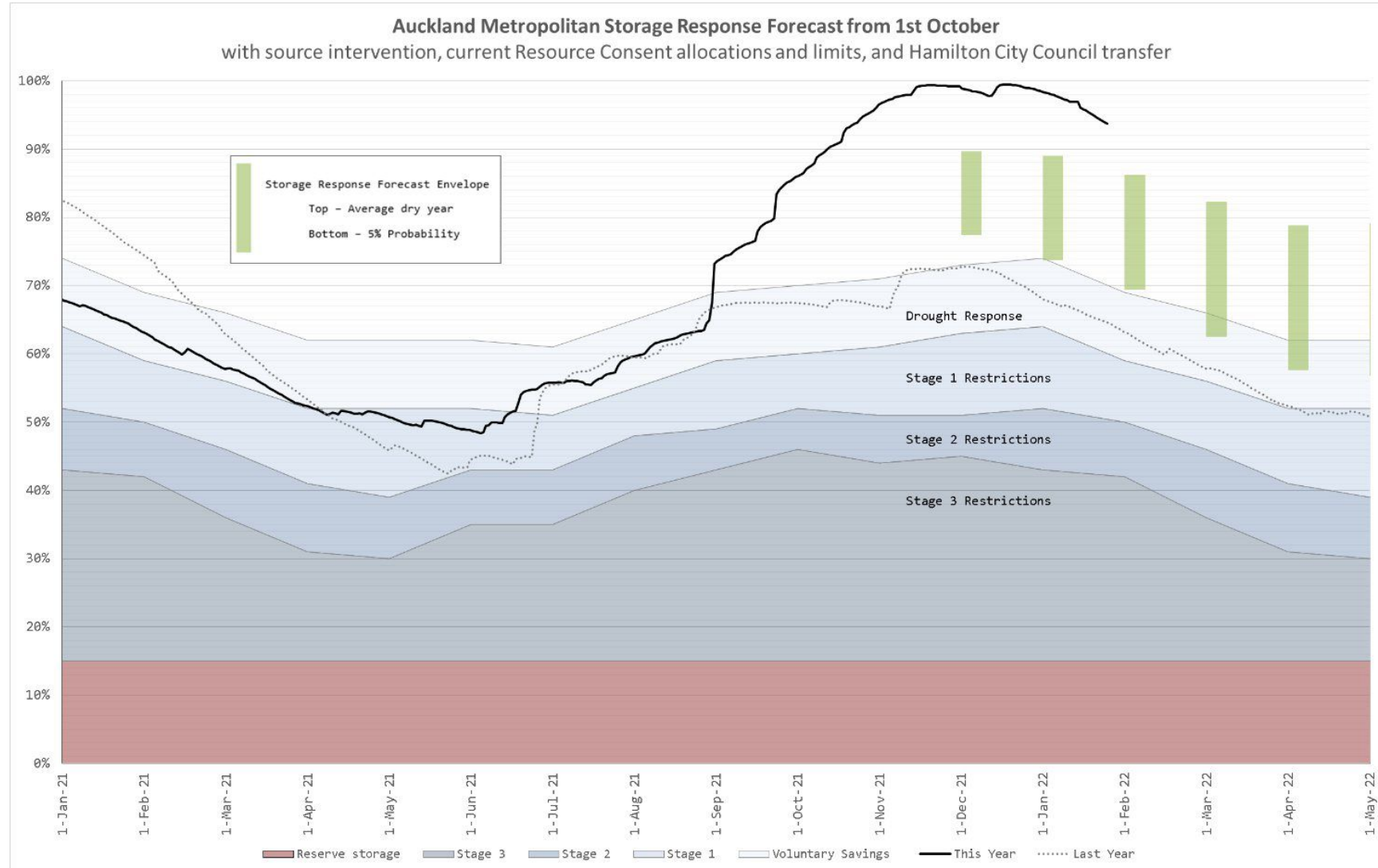
Operations, CI & Finance have all seen a decrease in percentage of sick leave since end Q1 (September 2021)

Attachment 3 - Water resources update

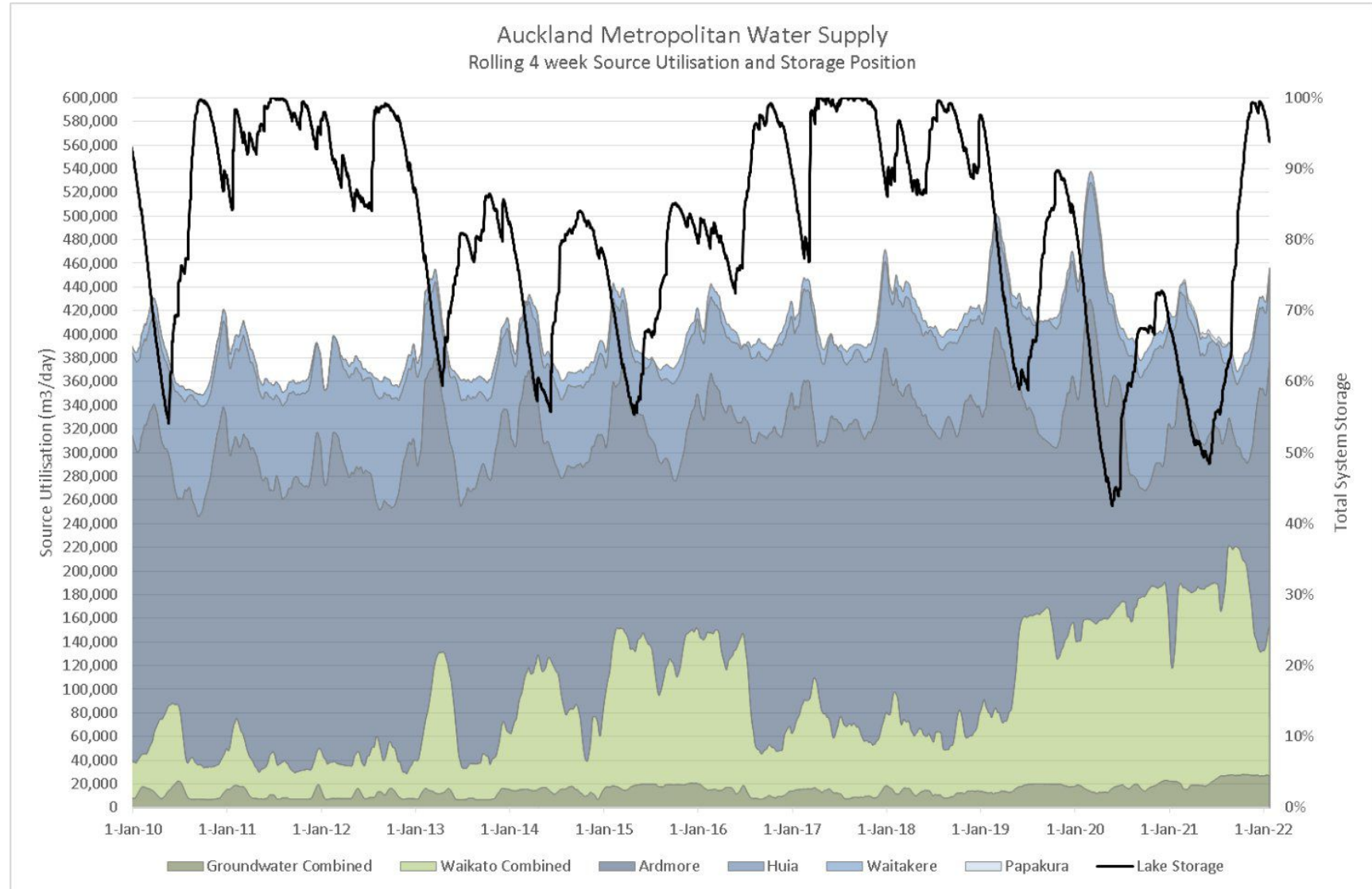
Auckland Metropolitan Total Water Demand – week ended Sunday 23 January



Auckland Metropolitan Storage Response – week ended Sunday 23 January



Auckland Metropolitan Source Utilisation – week ended Sunday 23 January

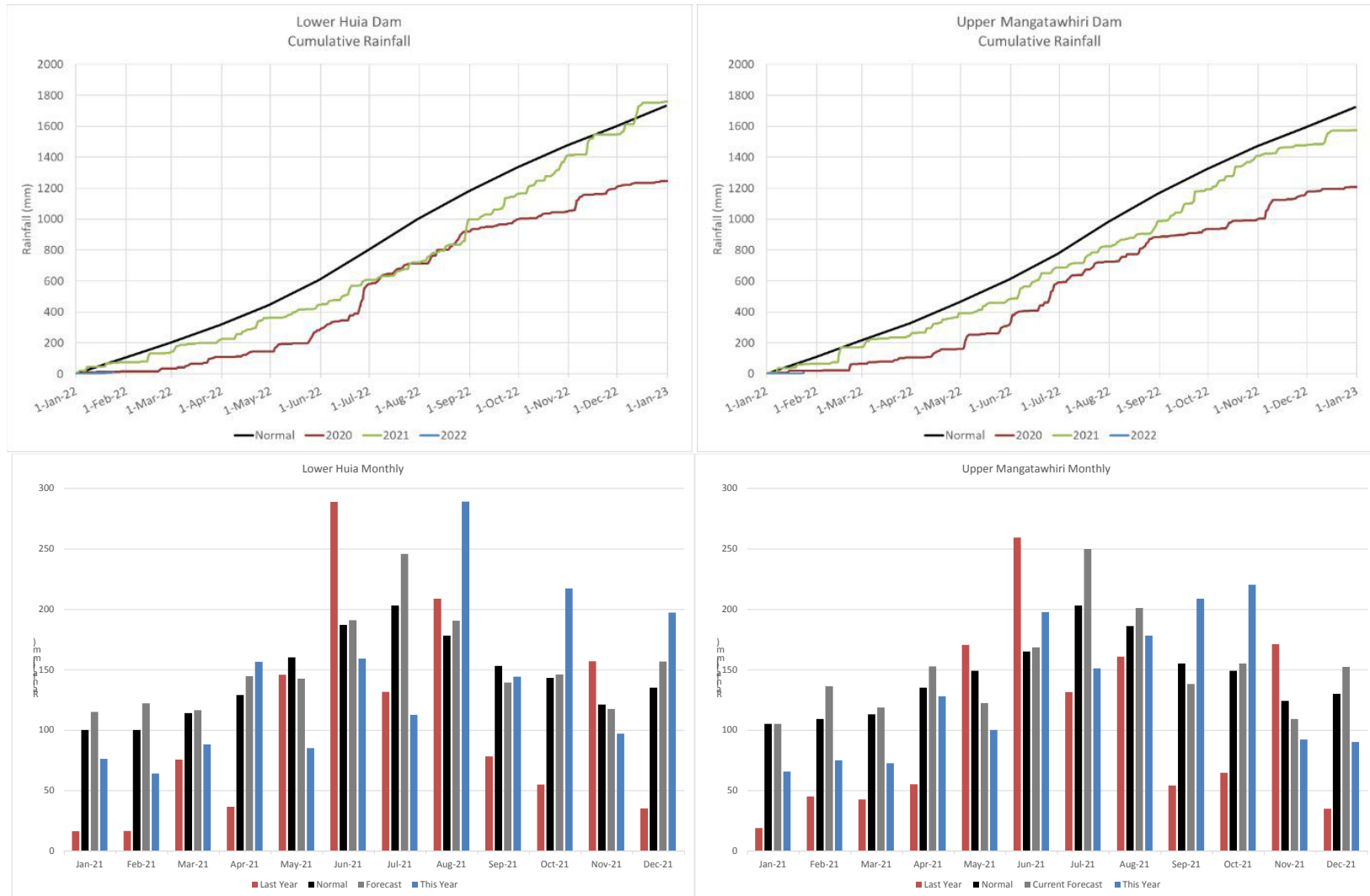


Auckland Metropolitan Water Treatment Plant Availability – week ended Sunday 23 January

Treatment plant	Sustainable peak production (MLD)	Current production (MLD)	Planned production for coming week (MLD)	Comments
Ardmore	330	255	255	
Waikato	170	105	105	Limited to 140MLD due to maintenance and consent limits.
Waikato 50	45	35	35	
Huia	115	73	73	Capacity limited due to solid handling constraints.
Waitākere	14	0	0	Shutdown following break on WTK RWM.
Onehunga	25	17	17	
Pukekohe	5	5	5	
Papakura	3	0	0	New permanent plant being developed.
Total	707	490	490	

January demands	Historical max (MLD)	Last week (MLD)	Last month (MLD)	Last Year (MLD)
	538	498	429	406

Rainfall summary



AUGMENTATION STATUS UPDATE

Location	Pukekohe Bore	Hays Creek dam in Papakura	Waitākere Water Treatment Plant
On track			
Update	The Pukekohe WTP is operating reliably at a production output of 5.5MLD.	<p>Stage 1 = 5MLD out of service Stage 2 = 12MLD in-service is now due by April 2022, due to Covid-19 delays.</p> <p>Following the commissioning of the Waikato 50 WTP, the temporary Papakura WTP was shutdown to allow the development of the new permanent 12MLD Papakura WTP.</p>	<p>Increase peak production capacity by 8MLD. Project delivery and supply chain disruptions due to Covid-19 restrictions have resulted in significant delays to the outcome of delivery date for the centrifuge, which will increase reliability of the plant. Based on current programming this will not be completed until November 2022.</p> <p>The production capacity of the Waitākere WTP has been reduced on a short-term basis (while water storage levels are in a strong position) to reduce the programme impact.</p> <p>A subsequent issue is emerging regarding the replacement of the filter floors at the Waitākere WTP. Filter 1 works progressed to programme, however during commissioning a significant issue (related to filter backwashing) was identified, which is currently being investigated. This issue may cause further delays in the delivery of the Waitākere WTP capacity uplift. The nature and impact of this issue will be confirmed within the next month. It is envisaged this delay will be resolved by March 2022.</p>

Location	Waikato Water Treatment Plant (existing plant)	Ardmore Water Treatment Plant	Onehunga Water Treatment Plant
On track			
Action	Peak capacity increased by 25MLD to 175 MLD.	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	<p>Waikato 50 plant is in supply since 14 July 2021. 225MLD peak supply from the Waikato River (W50 and W175) was tested successfully and is available.</p> <p>Waikato No.1 water main boost pump station is in service and operational.</p>

NON-REVENUE WATER STATUS UPDATE

Activity	Creating smaller District Metered Areas and pressure management
On track	
Action	<p>Target is to develop district meter areas with less than 10,000 connections for 65% of the city</p> <ul style="list-style-type: none"> • Stage 1 Waitākere – rezoned from 6 DMAs to 24 DMAs. Changes to be made live on GIS from 15 December 2021. • Stage 2 Maungakiekie – complete rezone from 1 DMA to 4 DMAs. Civil work completed; zones being commissioned through December and January. • Māngere and Konini zones, studies being undertaken for future demand and growth including creating DMAs and pressure management.

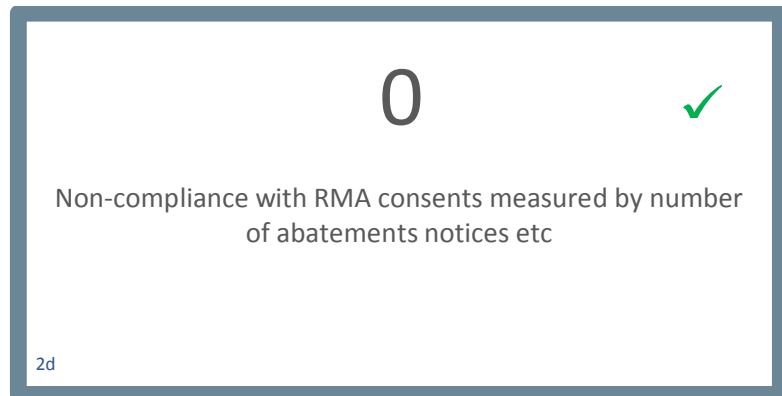
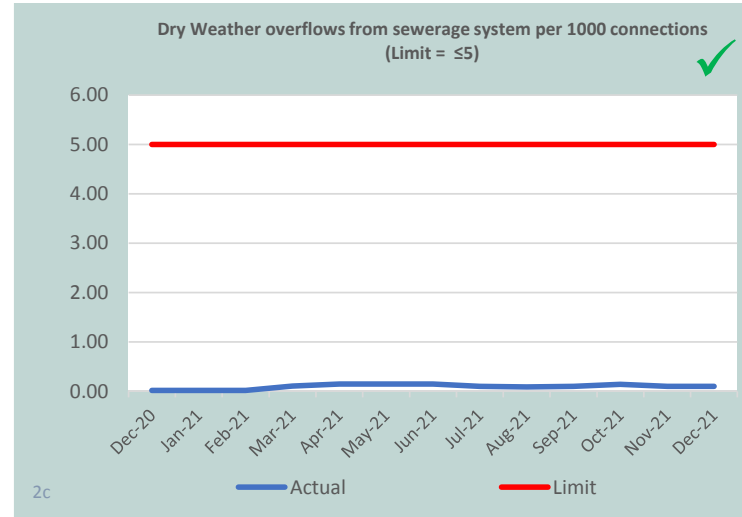
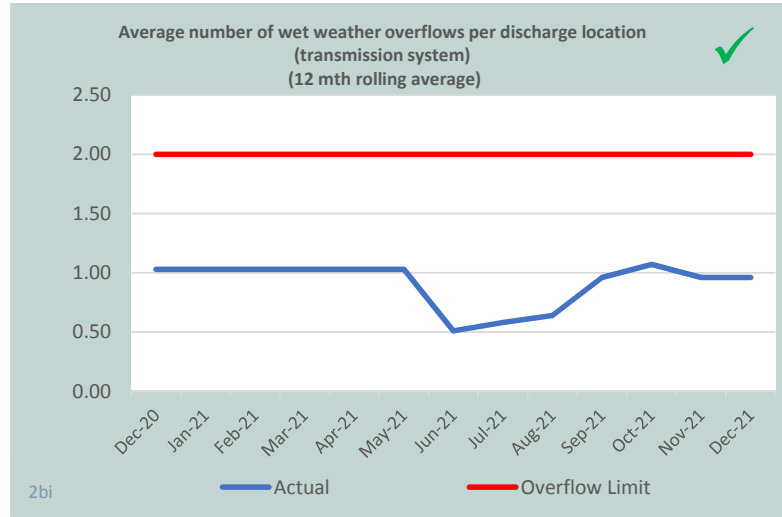
Activity	Leakage management
On track	
Action	<ul style="list-style-type: none"> • Increase ground surveying of leak detection to 6,000kms a year • Total since start of the programme <ul style="list-style-type: none"> ○ Approximately 7,700kms surveyed to date ○ 4,980 leaks found ○ 10.84MLD saved • Total since July 2021 (works were suspended during Alert Level 4 Covid-19 restrictions) <ul style="list-style-type: none"> ○ Approximately 2,300kms surveyed to date ○ 798 leaks fixed ○ 1.70 MLD saved

Activity	Meter replacements
On track	
Action	<p>Improve accuracy of bulk metering</p> <ul style="list-style-type: none"> • 208 BSPs (bulk supply points) • 13 BSPs – currently damaged/returning false readings. Values for these BSPs are being assumed based on a 14-day averages. <p>Improve accuracy of customer meters</p> <ul style="list-style-type: none"> • 2,000 domestic meters replaced YTD, target 30,000. Program has been affected due to lockdown and Watercare suppliers are having problems sourcing smart meters. • 1,540 commercial customer smart meter loggers installed to date, target of completing 2,000 in August 2021 is now delayed due to Covid-19 restrictions.

Activity	Non-potable and reuse
On track	
Action	<ul style="list-style-type: none"> • Currently there are three non-potable sites. • Western Springs, Halls Farm and the Hugo Johnston non-potable filling stations are now open again during standard business hours. • Lake Pupuke non-potable site has closed.

Attachment 4 – Performance against Statement of Intent measures

SOI Measures — Natural Environment



SOI Measures — Assets and Infrastructure

100%



Volume of water complaint with standards

1a

100%



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

1a

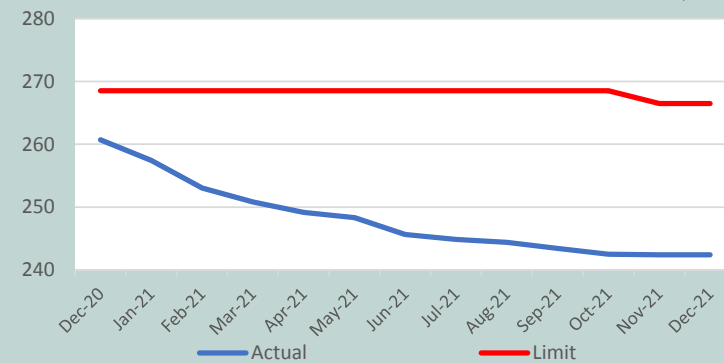
100%



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

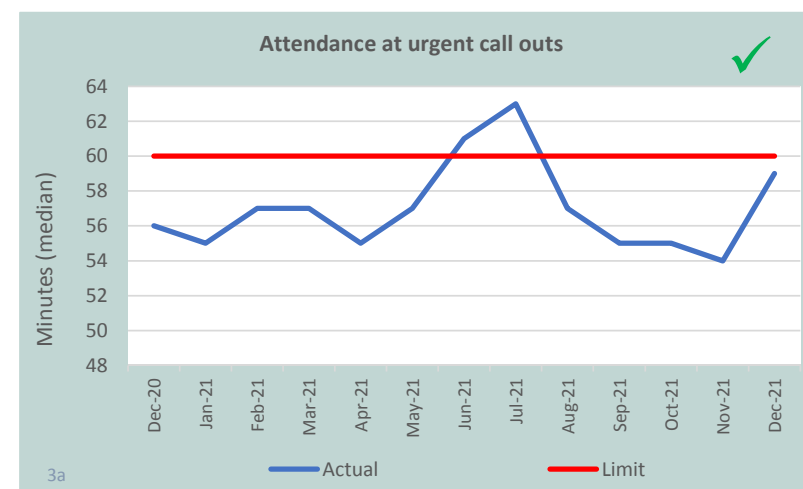
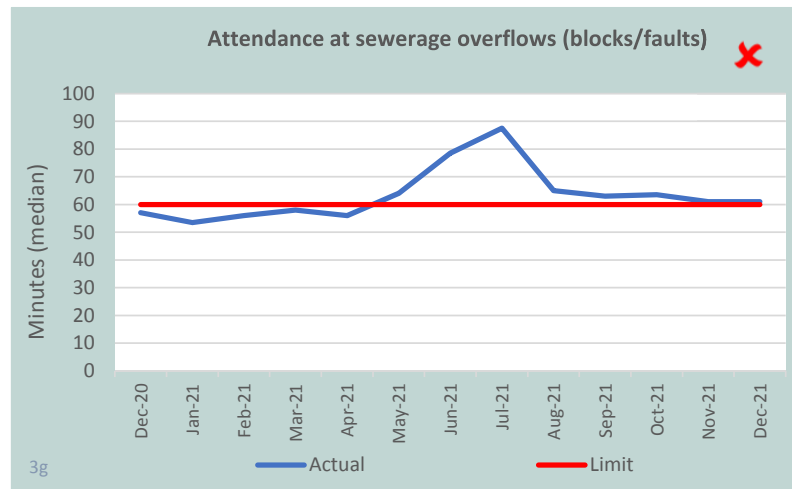
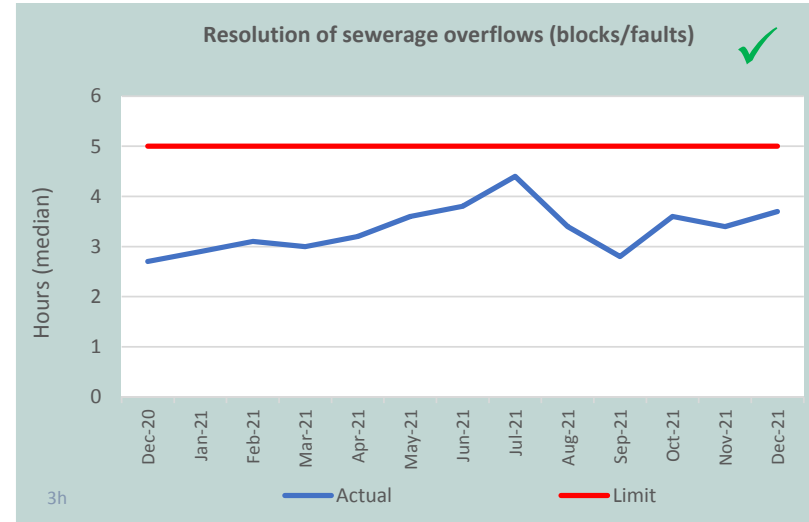
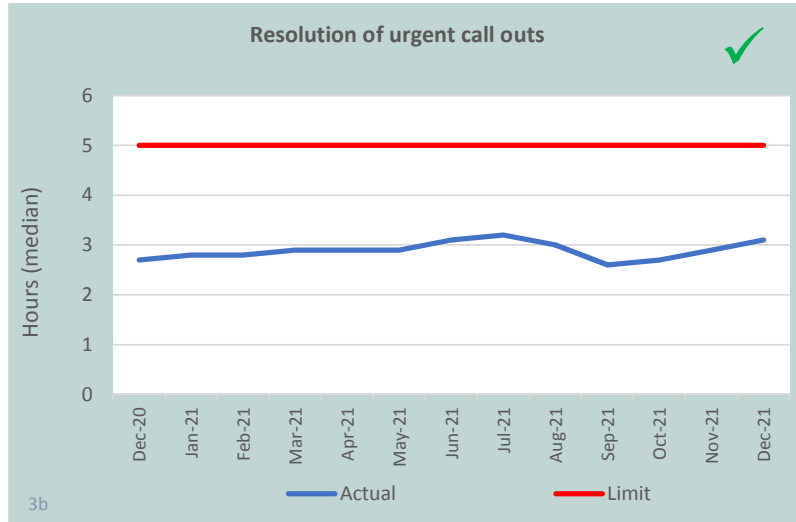
1b

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

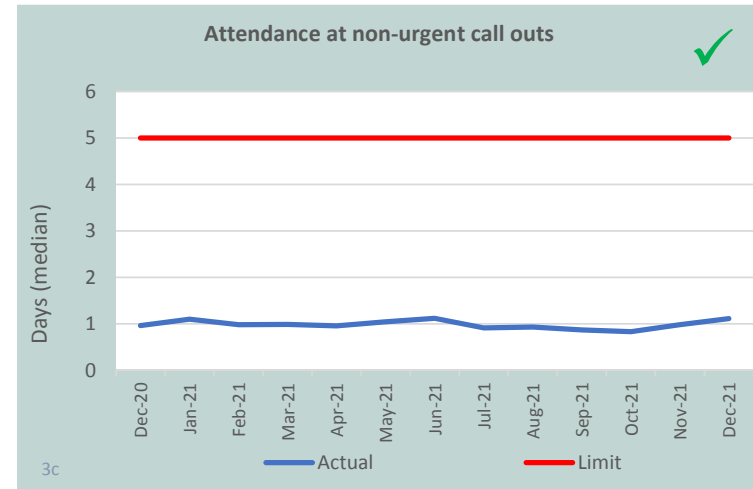
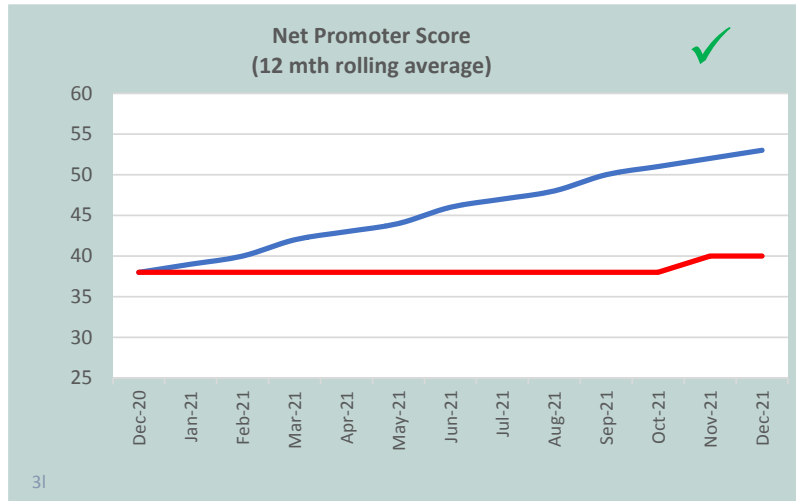


6a

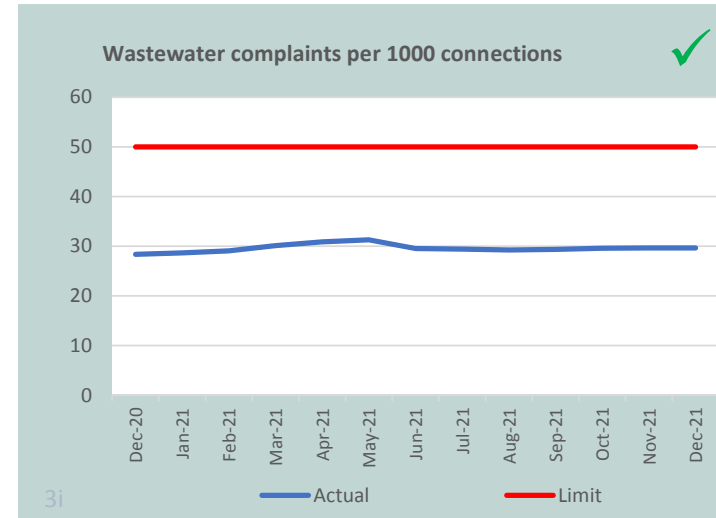
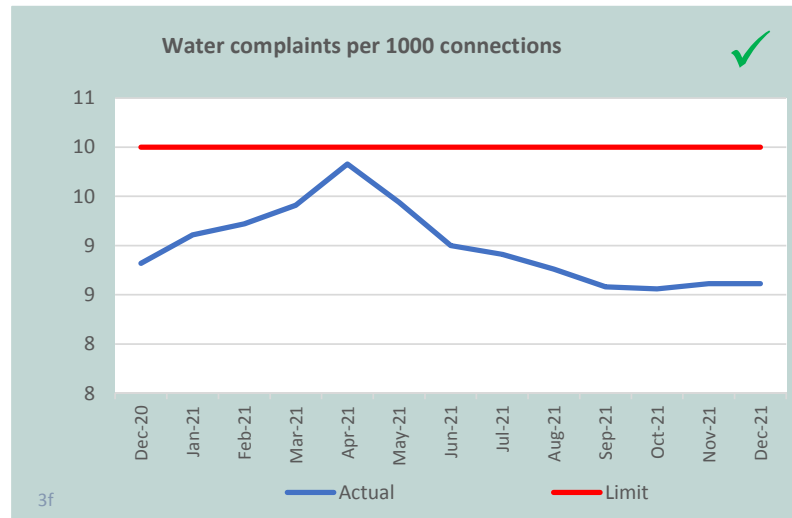
SOI Measures — Community and Stakeholder Relationships



SOI Measures — Community and Stakeholder Relationships



SOI Measures — Community and Stakeholder Relationships



Watercare performance measures (unaudited)

No.	Measure	Target	Actual			Commentary
			December	November	October	
1.	Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of: a) abatement notices b) infringement notices c) enforcement orders d) convictions received by the territorial authority in relation to those resource consents	≤2 ≤2 ≤2 0	0 0 0 0	0 0 0 0	0 0 0 0	
2.	The average consumption of drinking water per day per resident (gross PCC) (12-month rolling average)	260 litres	242.50	242.50	242.50	
3.	The extent to which the local authority's drinking water supply complies with part 4 of the drinking-water standards (bacteria compliance criteria)	100%	100%	100%	100%	
4.	The extent to which the local authority's drinking water supply complies with part 5 of the drinking-water standards (protozoal compliance criteria)	100%	100%	100%	100%	
5.	Median response time for attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site.	≤ 60 mins	59	54	55	
6.	Median response time for resolution of urgent calls-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption	≤ 5 hours	3.1	2.9	2.7	
7.	Median response time for attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site	≤ 5 days	1.11	0.98	0.83	

No.	Measure	Target	Actual			Commentary
			December	November	October	
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	1.8	1.2	1.0	
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	8.61	8.61	8.56	
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	61.0	61.0	63.5	Our response times for this measure 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	3.7	3.4	3.6	

No.	Measure	Target	Actual			Commentary
			December	November	October	
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 sewerage system (12-month rolling average)	≤ 50	29.63	29.63	29.60	
13.	The percentage of real water loss from the local authority's networked reticulation system (12-month rolling average)	≤13	-	-	~14.21%	For the month of October, the data was unreliable due to Covid-19 lockdown restrictions. Therefore, the numbers for October are not accurate. Non-revenue water loss for November 2021 will be reported in February 2022.
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	0.10	0.10	0.14	
15.	Average number of wet weather overflows per discharge location (transmission system) (12-month rolling average)	≤ 2 overflows per year	0.96	0.96	1.07	
16.	Employee net promoter score (eNPS)	≥20	11	35 (June figure)	35 (June figure)	The October eNPS survey coincided with another lockdown due to Covid-19 restrictions, the tail end of a number of restructures within the business, as well as general end-of-year fatigue.
17.	Gender workforce ratio	Improve on prior year	3%	2% (June figure)	2% (June figure)	October 2021 numbers are 37% compared to the baseline from FY20/21 34.0%.

No.	Measure	Target	Actual			Commentary
			December	November	October	
18.	Total recordable injury frequency rate per million hours worked (12-month rolling average)	<20	17.23	16.81	15.55	
19.	DUEs (domestic unit equivalent) measured through IGCs	TBD	1393	1177	1132	Baseline to be established.
20.	Average asset age	Reduce on prior year	39.3	New	New measure	This is a long-term measure.
21.	Debt to revenue ratio	3.54	2.70	-	2.58	Unaudited – numbers are based on forecasting.
22.	Percentage of household expenditure on water supply services relative to average household income	≤ 1.5%	0.82%	0.82%	0.79%	
23.	Formal engagement with mana whenua of Tāmaki Makaurau	100%	63%	63%	63%	This measure will be reported on at year end. We are continuing to meet with the mana whenua of Tāmaki Makaurau. Year to date we have met with 12 of the 19 iwi this includes senior members from both sides formally meeting.
24.	Ratio of procurement sourced through Māori owned businesses	1%	0.60%	0.56%	0.57%	Measure now contains indirect spend from key supply partners (EM, TARP, CI, Valued networks). However, at this stage only Fulton Hogan has been able to report on Māori spend. We are continuing to work with other key supplier partners to assist them in being able to report on the Māori spend. Internally during Q3 we will be increasing communications on this target to increase awareness and working with a motai to increase the uptake of Māori businesses.
25.	Percentage of customer complaints resolved within ten days of notification	≥95%	98.53%	98.20%	98.3%	
26.	Net promoter score (NPS)	≥40%	53%	52%	51%	
27.	Community trust score	≥55%	55%	55%	55%	

Attachment 5

Health, safety and wellbeing metrics for December 2021

Covid-19 response

There were no Covid-19 cases reported at Watercare sites in December.

Planning and communication of the Traffic Light guidance was completed with the move of Auckland to the Orange traffic light setting at the end of December. In preparation for the Christmas period, we ensured Infrastructure sites that were shutting down were safe and secure to do so and that all sites working through were well supported.

With Omicron now in the community, the response team are reviewing guidance and how to support staff where they are unwell or are required to self-isolate. It is anticipated we will have a significant number of workers affected by the virus either directly or through whānau members.

We continue to struggle to get access to Rapid Antigen Tests with high demand across Government and industry. A proposal to establish in-house PCR testing capacity to support the Watercare team and potentially key contractors is being developed and will be presented to the Executive team in early February.

HSW performance – December 2021

HSW context

No. employees & contractors		Total hours worked	No. days overtime		Leave liability
1541		312,338	864 days (3.3%)		23.5 days
Employees	1321	(66% decrease on previous month)			
Contractors	220	WC 51%	Customer	445 days (5.5%)	on average per employee
		Contractor 49%	Operations	398 days (4.2%)	

Incidents and events

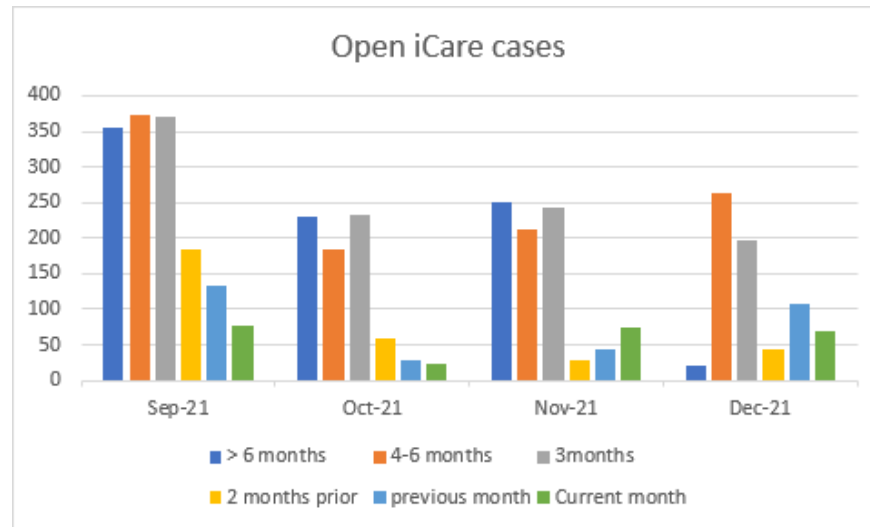
iCare cases

iCare is the Watercare incident reporting system.

Average days to incident completion – iCare 22 days

Average time between event and reporting 3 days

There has been a significant improvement in the open cases, particularly those cases open for more than six months. This improvement will continue with focus moving to those cases open for more than three months.



Incident metrics	Note	Dec-21	Nov-21	Oct-21
Number of people hurt	1	5	9	7
Critical risk exposures / total recorded events	2	8 / 44	11 / 73	5 / 44
Critical events	-	-	-	1
Employee – LTIFR	3	8.85	8.63	7.32
TRIFR		17.23	16.81	15.55
Contractor – LTIFR		3.19	3.20	3.98
TRIFR		14.87	15.27	16.82

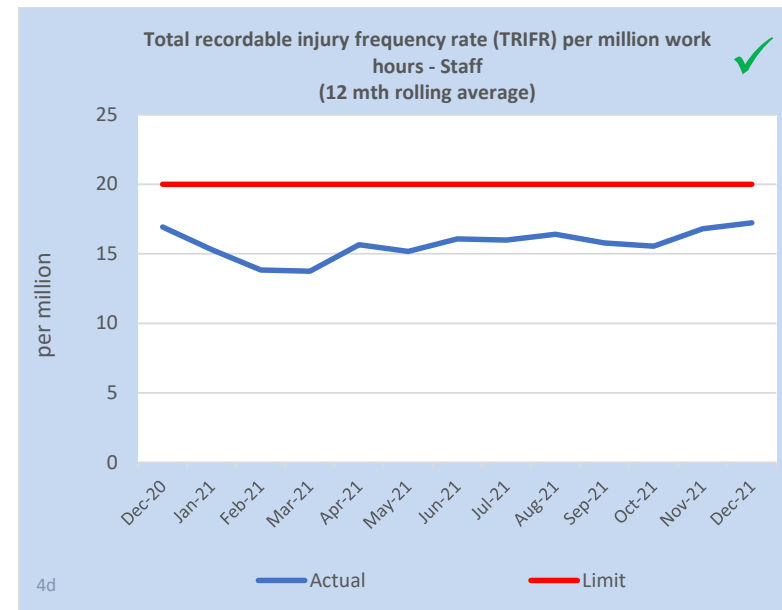
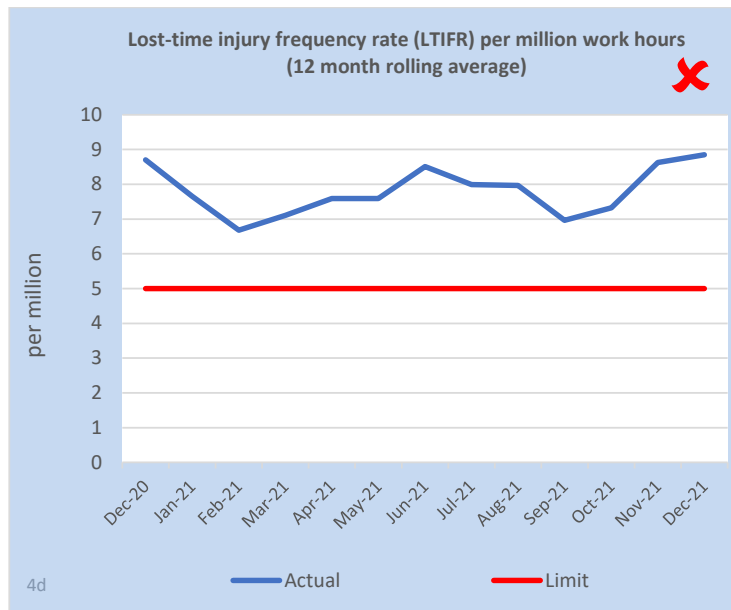
1. There were two Watercare staff injuries and three injuries to contractors. All five resulted from manual handling or slips resulting in a fall on the same level. The injuries were mainly musculoskeletal requiring time away from work to heal.
2. Eight of the 44 events related to manual handling and trips and falls; ten related to minor vehicle damage from low-speed events and there were nine hand injuries.

Critical Risk Exposures:

Working with or near live energy	5
Working around water bodies	1
Mobile Plant	1
Suspended loads	1

3. Our LTIFR remains higher than target level and whilst the TRIFR is below the target of 20, there is a view that the targets are too high. Our preference is to move to a suite of indicators, predominately lead indicators, in consultation with our key contractors to provide greater visibility of the effectiveness of our HSW risk controls. This kaupapa has been held up by lockdown which meant a hui was not possible.

Employee LTIFR & TRIFR December 2020 – Current R12



H&S representatives and committees

HSW committees continue to operate virtually. These committees play a key role in connecting with our workers so training, re-focus and re-energising of the committees is planned for February and March.

Senior leadership site visits

In December, leadership site visits restarted following lockdown.

There were 28 leadership visits to CI sites, 18 to Infrastructure sites, 2 to Operations sites and one to a Customer team site.

Jon Lamonte made three site visits; one to the Waitakere Water Treatment Plant, one to the Huia 1 project and one to an MSN team. All visits resulted in useful insights.

Other matters

- The Wellbeing team are working with Te Rua Whetū to frame our wellbeing strategy using Tā Mason Durie's Te Whare Tapa Wha model. This is an exciting approach, bringing the strategy to life and aligning several pou and teams. We will have a draft framework for review in February.
- The HSW team have worked closely with the Digital team to develop an interactive reporting tool. This makes information in the HSW reporting system accessible to leaders and business units. This tool will be available to the business following review by users at the end of January.
- The HSW plan for 2022 will be to the Chief Corporate Services Officer for review in January.

Critical risks

Watercare's 13 critical safety risks are below. Every month the HSW team reviews one of these risks and updates the Board. The current month review and deep dive is **Working with or near live energy**.

1. Working in confined spaces
2. Working with mobile plant
3. Driving / using vehicles
4. Working alone or isolated
5. Working with hazardous materials
6. Working with suspended loads
7. Working with or near live energy (electrical, mechanical, pneumatic, hydraulic, etc)
8. Working with fixed plant and equipment
9. Working in or near live traffic (includes road corridors, construction and operational sites)
10. Working at Height
11. Working around waterbodies
12. Digging and working in excavations (includes tunnelling)
13. Working with flammables or in explosive/flammable areas

Critical risk review

Working With or Near Live Energy

Risk description: Work being carried out near hazardous energy. Includes:

Electrical – Equipment or circuitry operated by electricity

Mechanical – Operated by a machine or machinery

Pneumatic – Containing or operated by air or gas under pressure

Hydraulic - denoting or relating to a liquid moving in a confined space under pressure

Hazards include:

- Overhead and underground services such as electricity, gas, telecommunications, wastewater, and water mains
- Electrical equipment, supply and power lines
- Hydraulic and pneumatic plant and equipment

Watercare examples include:

- Teams work in residential areas near overhead power lines
- Powered tools are used to dig or cut through cement or dirt
- Live cables are found underground in proximity to Watercare assets
- Watercare Operational and Construction sites utilise powered plant and equipment in different environments and climate
- Sites have switchboards which vary in size and voltage levels

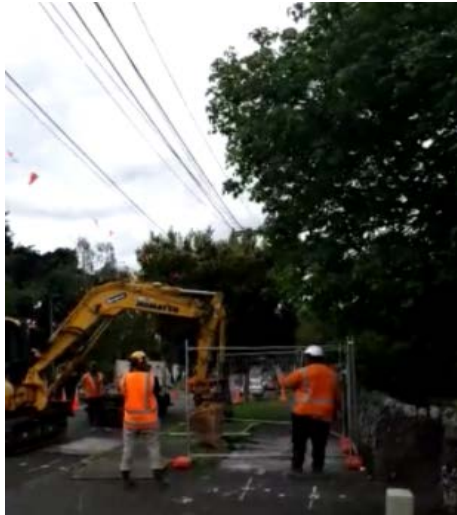
What it looks like for Watercare

Working with or near live energy is a daily activity for Watercare. For the teams working away from our plants and assets, service strikes are regular, although none have resulted in injury.

On our plants and assets, failed and incorrect isolations have occurred a small number of times in the past 12 months, again without injury.

It is considered likely that one of our staff or contractors will sustain an injury if improvement does not occur.

Potential Harm



- Any work done near a live electric line carries a risk of electric shock and severe burns
- Arc flash (release of energy) can result in blast injuries, lung injuries, ruptured eardrums etc.
- Ignition of fires or explosions due to ignition of flammable or explosive materials
- Lacerations or penetrations from high pressure liquid

Controls currently in place

Isolation

- Isolation procedures as part of the HSW Management system
- Hazardous energy is isolated, locked out and tagged out (LOTO)
- Safety signs are displayed where live energy is present on our sites

Service Identification

- Planning - Before You Dig, GIS, P&ID, as-builts
- On site – Potholing, hydrovac, GPR

Training & Competency

- WSL HSW Induction Requirements
- WSL Permit to Work and Isolation Training
- Issue of site-specific work permits



This critical risk is an area for improvement and focus in the first half of this year. Areas requiring attention are:

- Accurate and complete drawings and diagrams for all Watercare assets
- Review of isolation and LOTO procedures
- Review of site safety procedures and PPE
- Continue to work with industry to improve service identification procedures including correct locations and the use of technology.



Attachment 6 - Resource consent compliance

Resource consent compliance – Watercare (Auckland populace)

Active or dormant
resource consents
in November 2021

491

Consents with
non-compliances
in November 2021

30 ↑

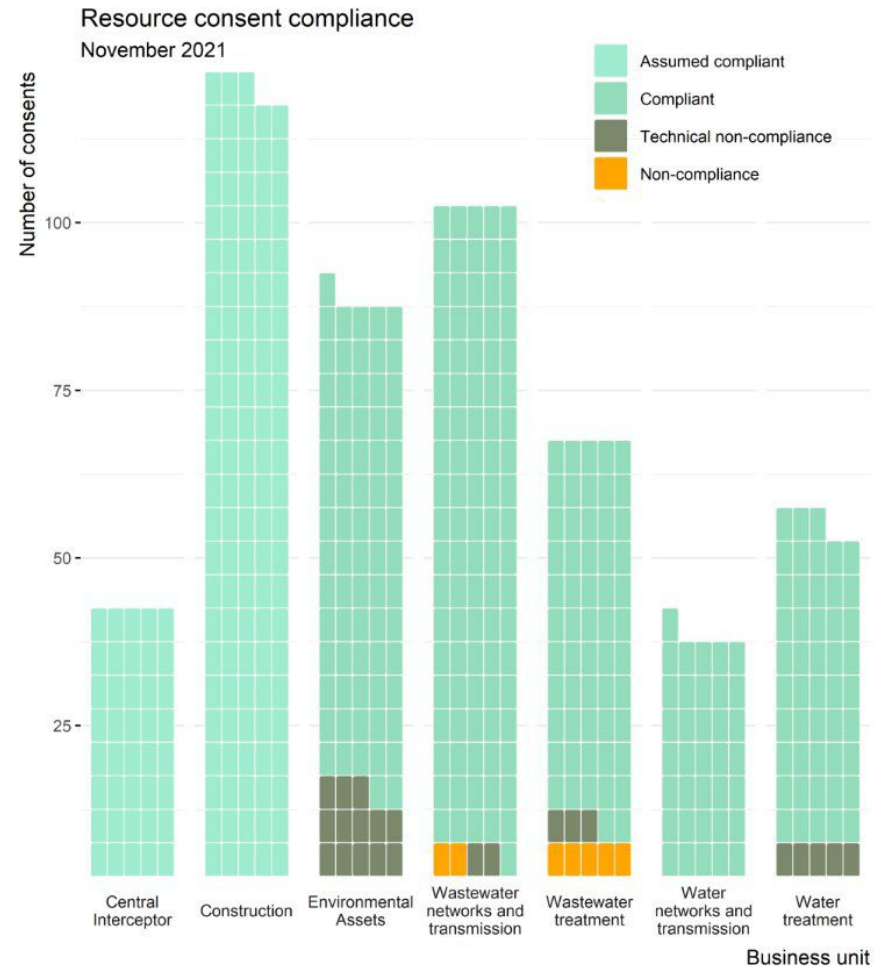
Rolling 6-month
average (non-
compliant
consents)

24 ↑

Consents under
enforcement in
November 2021

1 -

Helensville WWTP



Active or dormant
resource consents
in December 2021

463

Consents with
non-compliances
in December 2021

33 ↑

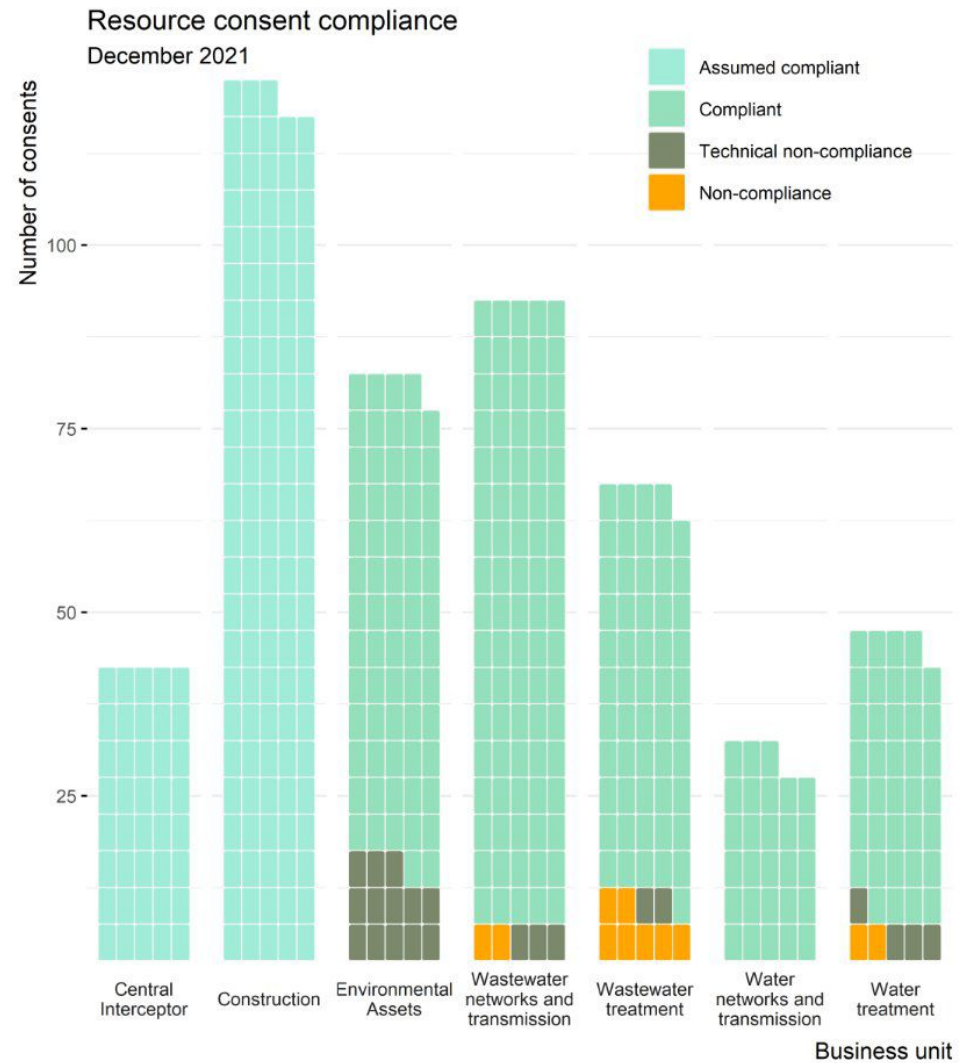
Rolling 6-month
average (non-
compliant
consents)

26 ↑

Consents under
enforcement in
December 2021

1 -

Helensville WWTP



Non-compliances for November and December 2021 (excludes technical non-compliances)

Facility/Asset	Consent	Condition(s)	Issue(s)	Actions and Commentary	Potential consequence
Army Bay WWTP	DIS60331146	6	UV dose not maintained to >99% (96.3% in December). Solids carry-over during heavy rain in early December affected UV system.	The issue is under investigation. Screens upgrade deferred until major upgrades occur. Major upgrades depend on growth, but deferral of screens may need review.	Moderate: This problem also occurred in 2020, so WWTP will not achieve discharge quality compliance for the second year running.
Auckland-wide Network Discharge Consents	R/REG/2013/3743 / DIS60083245 R/REG/2013/3755 / CST60083182	39	Crews did not meet the response time criteria in the central area (80% of dry weather overflows attended to within 60 minutes).	An ongoing plan to improve coordination and response time is in place. Issues are not solely with our contractors. For example, difficulties contacting Council means crews are faced with a choice between prompt response but failing the KPI or delaying work to follow prescribed procedures.	Minor: Council understands that we are working to improve response times.
Helensville WWTP	22225 / DIS60265455	7,17	Ongoing issue. High ammoniacal nitrogen in the discharge (above consented limit). High <i>Escherichia coli</i> during by-pass events	Action underway. 12-month upgrade in the design phase.	Realised: WWTP under abatement notice

Facility/Asset	Consent	Condition(s)	Issue(s)	Actions and Commentary	Potential consequence
Huia WTP	26979 / DIS80297101	3	Elevated total suspended solids and total aluminium in discharge during December	Ongoing problem. The resolution requires significant upgrades and is thus contingent on the timing of capital works.	Minor: No evidence of downstream adverse environmental effects.
Kingseat WWTP	24255 / DIS60264334	21	Historical issue: Ammoniacal nitrogen is above the rolling 12-month consent limit due to high results in February 2021 and September 2021.	The ultimate solution is Southwest WWTP. However, WWTP will need a new resource 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.
Owhanake WWTP	37282 / DIS60263346	24	Natural causes. Discharge quality measured at wetland discharge, not treatment plant. The cause was likely avian or aquatic contamination as there were low bacteria levels in the discharge from the WWTP to the wetland.	No actions necessary. There is no practicable solution under the current consent.	Minor: Issues outside Watercare's control.

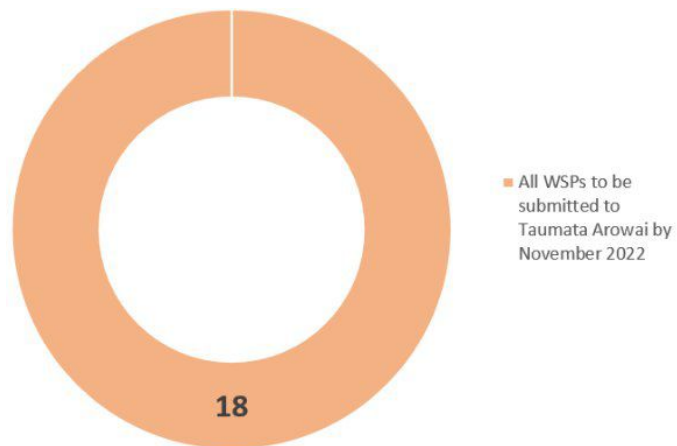
Facility/Asset	Consent	Condition(s)	Issue(s)	Actions and Commentary	Potential consequence
Waikato WTP	AUTH137497.01.01	5	Elevated concentrations of total suspended solids in December	Capital works in 2022-2023 Planned upgrades to the Waikato Treatment Plants should resolve the problem.	Minor: No evidence of downstream adverse environmental effects.
Waiuku WWTP	DIS60334129	14	Routinely high historical inorganic nitrogen concentrations in discharge during winter/spring. High inorganic nitrogen results in November	Winter/spring issue. A lack of light and low temperatures in cold or overcast conditions limits 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.
Warkworth WWTP	REG-67905 / DIS60050164	8	High total suspended sediment in discharge (November and December). Concentrations exceed the 12-month rolling median limit.	Process optimisation. WWTP was due for decommissioning in 2022. The WWTP is near capacity, but it must continue as Snells-Algies upgrades deferred to 2023-2024.	Moderate: Current WWTP at capacity.
Wellsford WWTP	DIS60068492	24	High faecal coliforms in discharge because of a bottleneck at ultrafiltration step forces a by-pass to old wetlands.	Business case in preparation. WWTP upgrades deferred, but a replacement ultra-filtration train needs fast-tracking.	Moderate: Current WWTP at capacity.

Attachment 7

Water Quality Report - December 2021

Scorecard

Status of Water Safety Plans



Compliance Summary

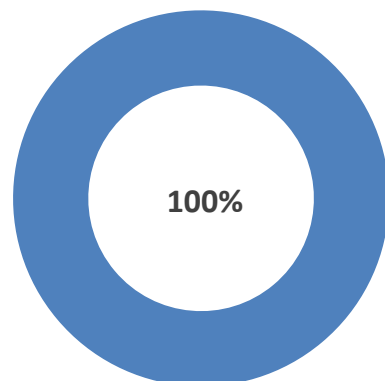
WTPs (17 total)

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

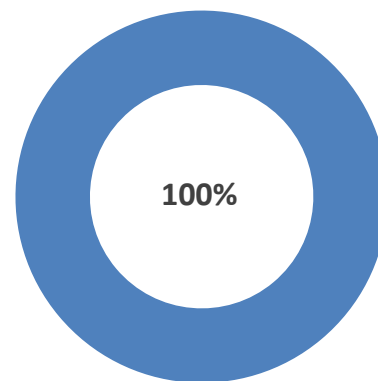
Distribution Zones (40 total)

Microbiological	100%
Chemical	100%

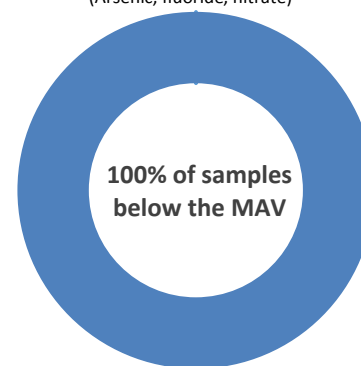
WTPs: *E.coli** Compliance

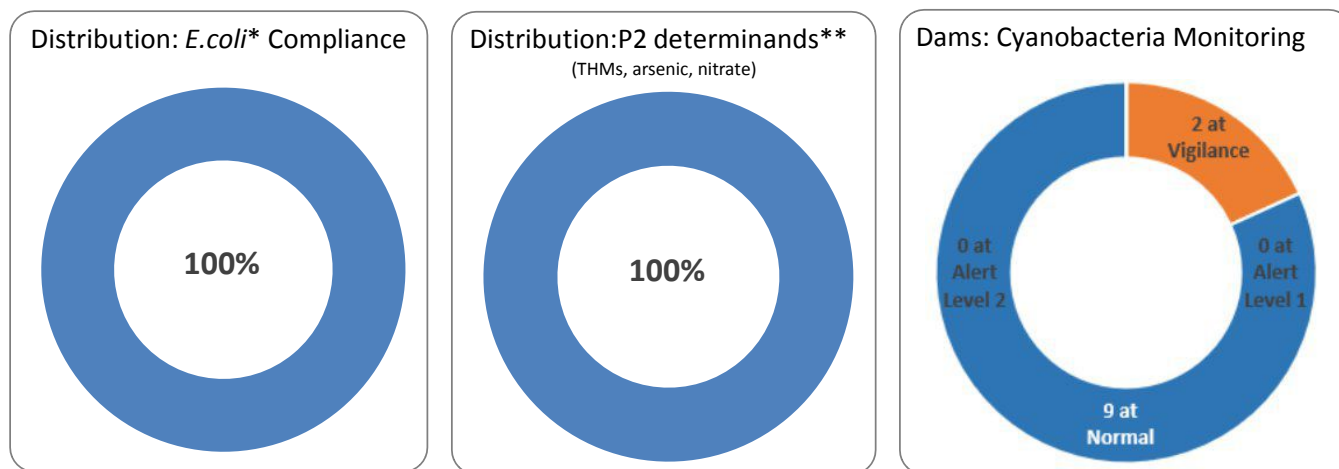


WTPs: Protozoal Compliance



WTPs: P2 determinands** (Arsenic, fluoride, nitrate)





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

** 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 drinking-water. Priority 2 (P2) are chemical determinands.

Spotlight On: Legislation and Compliance

Taumata Arowai are now seeking feedback on the following new drinking water guidance documents: New Drinking Water Standards, New Drinking Water Quality Assurance Rules, New Drinking Water Aesthetic Values, New Drinking Water Network Environmental Performance Measures.

Submissions close 28 March 2022. Watercare Operations together with Policy & Planning, and Infrastructure are coordinating review and submission.

Spotlight On: Water Safety Plan (WSPs)

Taumata Arowai is now an established body and has expressed its expectation that Watercare will continue to implement and update its water safety plans so that they remain operative, managing all identified risks accordingly, until the requirements of the Water Services Act prevail. The submission of plans, commensurate with the Water Services Act is due by mid-November 2022.

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. They will work with the Integrated Quality Systems Manager. Liaison with the Executive Team and the Audit and Risk Committee will now be via the Internal Audit Manager and the Chief Operations Officer.

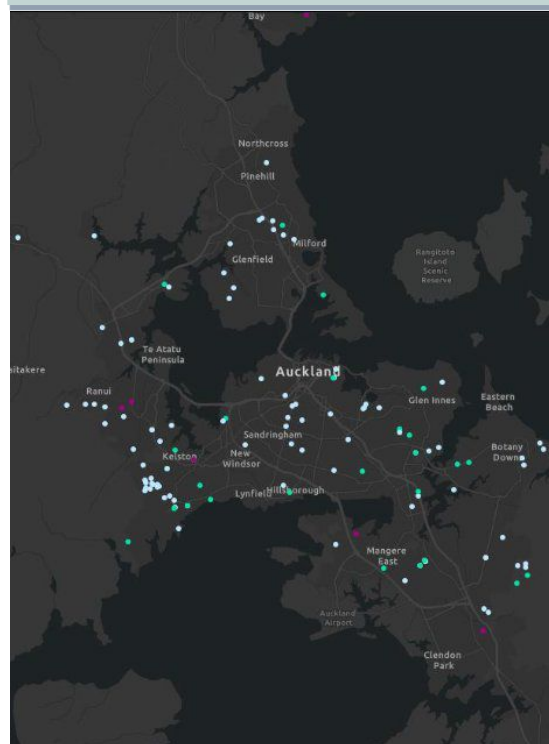
Spotlight On: Water Quality

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. The target of <2 % in the network is being achieved, with October at 0.54%. These will continue to be monitored with the upcoming warmer months a greater risk for total coliforms growth.

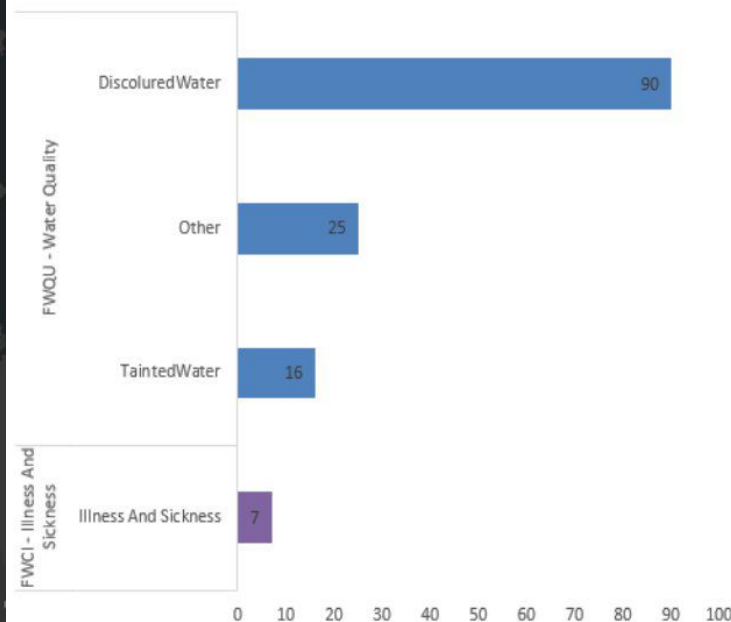
Disinfection By-products (Trihalomethanes (THMs)) Investigation – The region wide monitoring programme is highlighting several results over 50% of the MAV during winter and spring and it anticipated there will be elevated results over summer. Taumata Arowai's Draft Drinking Water Quality Assurance Rules, which are expected to be operative July 2022, require initial monitoring to be undertaken followed by implementation of an ongoing monitoring programme, shaped by the initial monitoring. A working group is being formed to assess our response to any increased THMs over 50% of the MAV. From the monitoring programme there have been 7 results over 50% of the MAV across the region over December (x2) and January (x5) with locations in the Franklin, Central and West Auckland regions. None have exceeded the MAV yet.

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



Number of Water Quality Jobs



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 8

Update against Aurecon Report recommendations – December 2021

Recommendations	Status C= critical E= essential D= desirable	Initiative to address	Status
AURECON <i>(Note that recommendations 21 and 25 have been removed as they were duplicates)</i>			
Key items identified as being required to be performed: <ul style="list-style-type: none"> - Complete and compile all customer (commercial and residential) expectations around levels of service - Feed levels of services expected into drought standards review (noted that Auckland 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 Watercare must review and revise the 2020 DMP. The revised Drought Standard should be based on all supply sources and should clearly state the level of service to customers.	C	<p>Feedback from Auckland Council during preparation of the Auckland Council Water Strategy is that the current security of supply standard is not being changed.</p> <p>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 aligned with the work set out above). An internal Watercare stakeholders' workshop was held in August with the timeline for completion being December 2021.</p> <p>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.</p>	Draft DMP circulated for feedback 21/12/21 (internal drought team, executive team and Auckland Council staff). It is expected to be presented to Councillors in February 2022.
Recommendation no. 5 It is recommended that an Integrated Water Security Program for Auckland be developed, to ensure water supply security for Auckland for medium to long-term.	C	<p>Following the completion of the updated Drought Management Plan, Watercare will commence work on a Water Security Plan which will sit alongside our Asset Management Plan to help identify and manage the reliable availability of an acceptable quantity and quality of water for health, livelihood and production, coupled with an acceptable level of water-related risks.</p> <p>Watercare has obtained resource consent to take additional water (150MLD) from the Waikato River for the next 20 years.</p> <p>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 (l/c/d), aiming for 123 l/c/d. In addition, Watercare continue to support Auckland Council in the development of the other streams of the Auckland Water Strategy, for example, the water sensitive cities index, a tool designed to benchmark the city's current performance against seven water sensitive goals.</p>	2022/2023.
Recommendation no. 9 Watercare should co-develop with key stakeholders, an agreed set of integrated 'top-down' future scenarios (most likely, probable, plausible, and preferable/ desirable), to stress-test and develop robust drought strategies and standards.	E	<p>Watercare worked with the Auckland Council Infrastructure Strategy team to develop a set of demand side scenarios. These scenarios were presented to the Councillors in April 2021, with the most likely demand scenario being approved.</p> <p>Auckland Council have also proposed the use of restrictions to manage peak and the setting of a recycled water reuse target of 100mld by 2050. Once the complete council strategy is approved (March 2022) it is proposed that Watercare prepare scenarios incorporating climate change impacts to stress test drought strategies.</p>	To be performed in 2022.
Recommendation no. 10 Watercare must review and revise the 2020 DMP, the Drought Standard, IMP, and the Asset Management Plan (AMP). The revised Drought Standard should be based on all supply sources and should clearly state the level of service to customers.	C	<p>The 2020 DMP and lessons learnt from the drought were taken into consideration as part of the Drought Management Plan update currently out for final feedback.</p> <p>All feedback from Auckland Council is that the Drought Standards are not to be changed.</p> <p>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.</p>	DMP February 2022. Incident management plan Q3 2022.
Recommendation no. 13 Using climate change scenarios, Watercare should review the 2020 DMP including hydrology, yield, the Drought Standard, and the restrictions regime, and revise as required.	E	<p>The Drought Management Plan has been updated and is awaiting final feedback.</p> <p>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 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 accordingly.</p>	September 2022 – March 2023.

Board - Public Session - Chief Executive's report

Recommendation no. 19 Watercare's Board and Executive need to build a shared understanding of current and future level of water security and drought resilience by examining potential drought scenarios and the extent of drought resilience/ drought proofing to maintain Watercare's mission.	E	A revised Drought Management Plan is under its final review. This plan will detail the Auckland Metropolitan Systems water resources development basis, relative to community expectations of water supply system resilience. A broader communication strategy regarding the management and operation of Auckland's water resources will be developed to ensure that all key stakeholders are aware of the design parameters of the water supply system, our security of supply standard, and the triggers/methodology for the implementation of water conservation and demand management protocols during times of water resource stress.	DMP to be finalised in Q3 of 2022. Comms (led by Infrastructure strategy team) to commence in Q4 of 2022.
Recommendation no. 26 It is recommended that Watercare do a stocktake and map actions/ initiatives of Watercare, Auckland Council and stakeholders to create shared understanding of their status, gaps, overlaps, synergies, timeframes, and resources.	E	This needs to be performed. Watercare can use the shared services review as a place to start when considering overlaps/gaps/resources.	Rebecca van Son to establish.
Recommendation no. 27 It is recommended that Watercare leads and coordinates the development of the Integrated Water Security Program. Taking into consideration the accountability, capability, knowledge base and resources the component projects could be led in partnership with key stakeholders.	C	Following the completion of the updated Drought Management Plan, Watercare will commence work on a Water Security Plan which will sit alongside our Asset Management Plan to help identify and manage the reliable availability of an acceptable quantity and quality of water for health, livelihood and production, coupled with an acceptable level of water-related risks. Watercare continue to support Auckland Council in the development of the Auckland Water Strategy and are also supporting a Water Security programme being run by Auckland Council which is part of the C40 Cities programme.	June 2022.

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.	E	<p>A significant number of workstreams have taken place to address this recommendation:</p> <p>Supply Management</p> <ul style="list-style-type: none"> - 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 met with most of the submitters. - The Watercare <i>Tapped In</i> e-newsletter has provided a thorough overview of: <ul style="list-style-type: none"> 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. <p>Demand Management</p> <ul style="list-style-type: none"> - 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: <ul style="list-style-type: none"> o 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. o The partnership approach was vital to the success of the forum. Auckland University facilitated and the people felt they were legitimate and objective. o 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: <ul style="list-style-type: none"> o 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. o 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). o 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. o 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 2021 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. 	Addressed, but will continue on an ongoing basis.
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Board - Public Session - Chief Executive's report

		<ul style="list-style-type: none"> - 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 Māngere wastewater treatment plant and Puketutu Island also provided a less formal opportunity for open discussion between the Councillors, the Directors, and staff. - A paper on the company narrative was presented to the Board in August 2021. 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. 	
<p>Recommendation no. 3</p> <p>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.</p>	E	<p>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.</p> <p>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.</p> <p>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 (when there are no Covid lockdowns). It is focused on raising water literacy and is supporting by water and wastewater hardcopy and digital books (English/te reo Māori versions).</p>	Addressed, but will continue on an ongoing basis.
<p>Recommendation no. 4</p> <p>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.</p>	C	<p>Addressed in response to recommendation 2 above.</p>	Addressed, but will continue on an ongoing basis.
<p>Recommendation no. 6</p> <p>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.</p>	E	<p>Residential Customers Refer to comments included in recommendation 2 above.</p> <p>Commercial Customers Refer to comments included in recommendation 2 above.</p> <p>Public Authorities (Auckland Council)</p> <ul style="list-style-type: none"> - 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 met with most of the submitters. - The Watercare Board and Management meet with the CCO oversight committee on a quarterly basis. 	Addressed, but will continue on an ongoing basis.
<p>Recommendation no. 7</p> <p>Watercare and Auckland Council to put in place agreed protocols which would clarify lines of communication and consultation.</p>	E	<p>A paper on the Auckland Council and Watercare relationship was presented the Watercare Board in October 2021 outlining the major steps in building and maintaining the relationship with Auckland Council including a transition to business-as-usual practice. The main initiatives include:</p> <ul style="list-style-type: none"> - 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 <p>Watercare meet with Auckland Council staff on a regular basis 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.</p>	Addressed, but will continue on an ongoing basis.
<p>Recommendation no. 8</p> <p>Watercare undertake future scenario planning incorporating internal and external factors/forces of change and trends.</p>	E	<p>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.</p> <p>Watercare are involved in a project with Auckland Council on climate risk assessments and disclosure. This project will include scenario planning for climate futures that will support this recommendation.</p>	<p>Addressed, but will continue on an ongoing basis.</p> <p>Council climate project due for completion Dec2022</p>
<p>Recommendation no. 11</p> <p>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.</p>	C	<p>Addressed in response to recommendation number 10 above.</p> <p>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.</p>	Completed.

Board - Public Session - Chief Executive's report

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.	C	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. 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.
Recommendation no. 14 To ensure drought resilience for the future, further assessment of the level of security in ongoing climate change, benefits of alternative decentralised supply sources, and willingness to pay for extent of drought resilience are recommended.	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.
Recommendation no. 15 Given the community support for stormwater/ rainwater harvesting for augmenting local supplies, Auckland Council and Watercare should explore mutually beneficial precinct level projects to engage with the broader community.	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.
Recommendation no. 16 Watercare needs to raise awareness and understanding of the stakeholders to provide assurance of water supply security and resilience and the integral role of water restrictions in achieving supply security and resilience.	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.
Recommendation no. 17 The lack of regulations and guidelines for use of recycled water is a constraint to supply diversification. This should be addressed at the earliest by the regulators, commencing with guidelines for outdoor use in parks, gardens and playing surfaces	C	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. We expect to work closely with Iwi and Auckland Council on this journey.	Commenced and ongoing.
Recommendation no. 18 Watercare should consider leveraging off the Three Waters Reform opportunity to influence policy and planning to improve drought resilience and supply reliability.	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.	Ongoing.
Recommendation no. 20 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. Since Drought Resilience is a shared responsibility of service providers and consumers/ beneficiaries, the wider community needs to be consulted and have an opportunity to provide input.	E	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.
Recommendation no. 22 Watercare must explore opportunities with large water users, water dependent/sensitive customers, emerging developments, CCOs, water utilities as well as industry researchers and on how to better incorporate water security into their business planning and to explore opportunities of mutual benefit.	E	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.
Recommendation no. 23 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.	E	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.

Board - Public Session - Chief Executive's report

Recommendation no. 24 Auckland could consider collaborating with its sister City Brisbane (given the similarities) to co-develop, adopt, adapt, and apply their collective wisdom and resources in achieving drought resilience.	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.

Attachment 9



16 December 2021

Margaret Devlin
Chair
Watercare Services Limited

By email

Tēnā koe Margaret

Letter of Expectation for 2022/23

This letter of expectation sets out the council's priorities and expectations to inform the development of Watercare's draft Statement of Intent (SOI) for 2022-2025.

It sets out common expectations across all council-controlled organisations (CCOs), and expectations specific to Watercare.

This builds from the workshop held on 10 November 2021 with the CCO Oversight Committee and CCO Board Chairs and Chief Executives, to discuss the strategic priorities for inclusion in the letters of expectation. The content of this letter was approved by the CCO Oversight Committee on 14 December 2021, with delegation to myself and the Deputy Mayor to finalise and issue the 2022/23 letters of expectation.

Before addressing the expectations, I note that due to the uncertainty of the financial context the Committee also approved extensions of the statutory deadlines for the SOI process, as is allowed in the Local Government Act 2002, Schedule 8, section 4. This means the due dates for the process are:

- date of submission of the draft SOIs is 1 April 2022
- date when the boards must have considered shareholder feedback is 1 June 2022
- date for final submission of SOIs is 31 July 2022.

Please liaise with CCO Governance staff about ensuring these dates can be met. Council will likely consider its shareholder feedback on draft SOIs at the CCO Oversight Committee meeting of 26 April 2022.

Part I. Common expectations for all CCOs

Current state

The impacts of COVID-19 are ongoing on the council group and the community. Restrictions, labour market issues impacting the whole group and supply chain issues are resulting in delays and cost escalations for a number of work programmes and capital projects.

Decisions in the LTP anticipated the risk of further outbreak and provided for the impact to certain extent but additional pressures are building up. We need to adjust our expectations accordingly on the delivery of existing programme and on new initiatives that we would clearly like to take.

Long after COVID-19 ceases to be a major threat to us, there will be the ongoing crisis caused by climate change. We cannot afford to put off any longer the action needed to avoid a climate disaster.

In addition, there are a range of reforms, strategic reviews and changes underway, such as the National Policy Statement on Urban Development (NPS-UD), and reforms of the Resource Management Act and three waters. These are also contributing to uncertainty and heavy workloads across the council group.

Given the high level of uncertainty ahead from COVID-19, it is important that we think carefully about how we might want to respond to short-term issues and long-term challenges strategically.

We look forward to continuing to work together with you on these key issues and identifying potential options available to the council group.

Mayor's proposal for the 2022/23 annual budget¹

As Mayor I have proposed items for consultation as part of the annual budget 2022/23 which at a high level include:

- a) a base budget package proposal based on the second year of the 10-year Budget 2021-2031, taking into account the impact of the COVID-19 Delta outbreak and current economic conditions
- b) a package of further climate actions in addition to the base budget proposal to reduce emissions and support adaptation.

It is expected that draft 2022-2025 SOIs will be consistent with the relevant aspects of the Mayoral proposal for the 2022/23 annual budget.

Under the Mayoral proposal, CCOs are also expected to work with council's Chief Executive to implement \$15m of permanent cost reductions in the form of efficiency savings and service reductions across the group in 2023/24, growing to \$30m per annum from 2024/25 onwards. It is proposed council will consult on a set of draft expenditure prioritisation criteria in the 2022/23 annual budget. The criteria will be applied to implement the cost reductions sought.

Working together to progress the agreed areas of focus for growth and development

With limited resources, the Long-term Plan programme focuses on agreed areas of focus for growth and development (North West, CRL stations, Auckland Housing Programme/Tamaki and Drury).

We expect that as a Council group there is a continued commitment to working together to efficiently plan for and prioritise growth and intensification. The monthly GM Housing Group is seen as a key mechanism for coordinating this activity and council's Chief of Strategy is to be consulted with for any development proposal which may not align with council's adopted plans and strategies.

The government's programme to accelerate the supply of housing will require the council group to work together in a coordinated and united way (including implementing the NPS-UD and submitting on new associated legislation). To support this work, CCO contribution is expected in:

- developing the Auckland Future Development Strategy and additions to the Infrastructure Strategy

¹ <https://ourauckland.aucklandcouncil.govt.nz/media/trclridg/annual-budget-2022-2023-mayoral-proposal-december-2021-final.pdf>

- reviewing of any plans and strategies is undertaken in an open and transparent manner
- sharing information in a timely manner across the council group to ensure monitoring, analysis and reporting is consistent
- participation in the further development of organisational strategic priorities (i.e., investment prioritisation) to assess and allocate funding and project creation and implementation.

Climate change and climate related disclosures

As highlighted in Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, our climate is changing. Our emissions continue to rise, and we are seeing more extreme events regionally and around the world. We need to act now – and we must act fast. For Auckland our core goals are:

- to reduce our greenhouse gas emissions by 50 per cent by 2030 and achieve net zero emissions by 2050
- to adapt to the impacts of climate change by ensuring we plan for the changes we face under our current emissions pathway.

The Auckland Council group will be required to prepare a climate-related disclosure under the Financial Sector (Climate-related Disclosures and Other Matters) Amendment Bill from FY23. The disclosure will need to be compliant with the climate disclosure reporting standards that will be aligned to the Taskforce on Climate-related Financial Disclosures (TCFD) framework.

In order for the group to achieve future compliance with the climate disclosure reporting standards, CCOs are expected to work with council to implement the underlying processes that will support the recommended disclosures of the TCFD framework. In addition, collaboration is required on the following enabling projects:

1. Complete a group climate change risk assessment using scenario analysis
2. Identify and implement a process for managing climate risks across the group
3. Complete a climate-risk governance assessment.

Māori outcomes

CCOs should continue to deliver:

- Māori outcomes
 - Kia Ora Tāmaki Makaurau – a Māori outcomes performance measurement framework: implementation/delivery/reporting/monitoring/evaluation across the council group
 - Māori outcomes portfolio - understanding BAU initiatives across the council group which predominantly contribute towards advancing Māori outcomes
- Achieving Māori Outcomes plans (previously named Māori Responsiveness Plans)
 - Delivery, monitoring, reporting
- Māori engagement
 - Developing an engagement approach for the council group
- Māori employment and development
 - Implementation of the Māori employment strategy – MAHI. The strategy is currently being revised.

Other group matters

There is an overall greater focus on **equity and communities in most need** and considering them in all decisions. This is driven by the direction set in the Auckland Plan 2050 and Infrastructure Strategy. This means thinking about who is experiencing barriers to participation and how we address that, whose voices are not being heard or represented; and how the services, programmes and facilities we provide reflect the diversity of Aucklanders we are here to serve.

Council and CCOs shall work in partnership on strategy development, planning and decisions that impact on the council's level of risk and/or level of investment (and affordability). This includes jointly agreeing principles, methodology, shared procurement of services and/or working groups, open and transparent data, and sharing internal work in confidence. The CCO Chief Executive group should have oversight of any joint strategy work.

Statement of Expectation

The CCO review also recommended the development of a Statement of Expectation. Unlike the letters of expectation, this is a tool provided for in legislation, and focusses on council's enduring expectations (e.g. no surprises principle and operating as a group) that have previously been included in letters of expectation. The Statement of Expectation is more focused on how CCOs undertake their operations, rather than work programmes. This letter should be read alongside the Statement of Expectation².

Part II. Specific expectations for Watercare

The broader context for Watercare is framed by the recent government announcements on water reform and the expected establishment of a national Transition Unit by the start of the 2022/23 financial year, as well as council's likely adoption of the Auckland Water Strategy. These are going to require the council and Watercare to work very closely together over the coming year.

Therefore, the specific expectations that Watercare should reflect in your SOI are discussed below.

Water Reform

Watercare is expected to:

- work collaboratively with Auckland Council and the National Transition Unit on transition to a new water services entity
- work with council to provide advice and support to the government on the development of an economic regulator

Water use efficiency, security and diversity of sources

Watercare is expected to:

- deliver to new drinking water standards, as well as environmental and levels of service
- deliver safe and cost-effective water and wastewater services
- focus on water efficiency (for example Economic Level of Leakage and encouraging Aucklanders to be efficient with water) and innovation across the network to improve water service delivery

² http://infocouncil.aucklandcouncil.govt.nz/Open/2021/06/CCO_20210622_AGN_10103_AT.PDF

Auckland Water Strategy

Watercare is expected to:

- implement the Auckland Water Strategy aligned with the initial direction agreed in December 2021, including recognising Auckland's Vision for Te mauri o te wai o Tāmaki Makaurau, the life sustaining capacity of Auckland's water is protected and enhanced.
- work with Auckland Council on the implementation of the National Policy Statement on Freshwater Management
- implement the Watercare aspects of the adopted water consumption targets (April 2021) and continue to work collaboratively on modelling, monitoring and reporting of targets
- update Watercare's Auckland Efficiency Plan to align with the Auckland Water Strategy
- continue to deliver on the Asset Management Plan and align this plan with the Auckland Water Strategy
- work with council to review and update the Auckland Metropolitan Drought Management Plan, including council agreement on the triggers and thresholds for using different water sources

Delivering for communities

Watercare is expected to:

- ensure all aspects of service delivery will be customer and community centered, recognising Watercare's role in the community it operates in, as well as customers. This will be increasingly important in the evolution towards a three waters entity
- ensure programmes are developed and measured that assist Aucklanders to develop their water literacy, so that they are better prepared for and are able to cope with the impacts of extreme water-related events
- work with council on a plan to ensure all Aucklanders have equitable access to essential services

Climate Change

Watercare is expected to:

- monitor and model climate impacts on the water system, including impacts and scenarios for individual sources, to understand the resilience of the network and inform a precautionary approach to operational source management
- work with council on scenario planning and adaptation investment pathways with a 'whole of infrastructure' and 'whole of community' approach (i.e., Parakai/Helensville).

Council looks forward to receiving a draft of Watercare's Statement of Intent by 1 April 2022.

Staff are available to expand or explain aspects of this letter if required. Please contact Edward Siddle, Acting Manager CCO Governance and External Partnerships (edward.siddle@aucklandcouncil.govt.nz) to discuss.

Ngā mihi



Phil Goff

MAYOR OF AUCKLAND

cc: Deputy Mayor Bill Cashmore, Chair CCO Oversight Committee
Jon Lamonte, Chief Executive, Watercare
Edward Siddle, Acting Manager CCO Governance and External Partnerships

Attachment 10

WATERCARE SERVICES LIMITED

(the **Company**)

SHAREHOLDER RESOLUTION IN LIEU OF ANNUAL MEETING AND OTHER MATTERS OF BUSINESS

(Sections 122 and 153(2) of the Companies Act 1993 (the **Act**))

Background

The Company is required to hold an annual general meeting of shareholders not later than 15 months after the previous annual meeting but within 6 months of the Company's balance date. Under section 122 of the Act and 20.1 of the Company's constitution it is not necessary for the Company to hold a meeting if everything required to be done at that meeting is done by written resolution.

The Council-Controlled Organisation Oversight Committee has authorised the Chief Executive of Auckland Council to act as the sole shareholder representative to sign this written resolution instead of holding an annual meeting for the Company (resolution number: CCO/2019/3).

NOTED that:

1. Audit NZ was appointed as Watercare Services Limited's company auditor to undertake the audit on behalf of the auditor general.
- 1 A copy of Watercare Services Limited's 2021/2021 annual report, including audited financials and auditors report, has been provided to the shareholder council in accordance with Watercare Services Limited's 2021-2024 Statement of Intent.
- 2 The Appointments and Performance Review Committee on 2 February 2021 approved the appointment of Graham Darlow to the board of Watercare Services Limited (Resolution Number: APR/2021/4).
- 3 No general meeting of the shareholders of Watercare Services Limited is to be held in respect of the 2020/2021 financial year, as everything required to be considered at such a meeting as been done as at the date of this resolution.

DATED 22 December 2021

SIGNED by the shareholder of the Company: **Auckland Council**

Signature of authorised representative:



Name of authorised representative:

Jim Stabback, Chief Executive

Designation:

Auckland Council's shareholding in Watercare Services Limited

Attachment 11



18 January 2022

Jon Lamonte
Chief Executive
Watercare Services Limited

By email: Jon.Lamonte@water.co.nz

Tēnā koe Jon

My attention has recently been brought to the issue of timeliness when responding to leaks in the water network.

Anecdotal details of an instance have been referred to me where a considerable leak appeared outside a property at 45 Kerrykeel Drive, Flat Bush and was reported by at least two members of the public.

The significance of the leak was a constant flow of water and consequential flooding on the front of the property. A few days later, the leak remained and had not been addressed.

Leaking pipes undermines the effort we have asked Aucklanders to make to conserve water and diminishes confidence and trust in council. It introduces health and safety risks and contributes to a sense of public frustration when issues are appropriately raised and followed up, but not resolved in a timely manner.

I would appreciate a response that details the process Watercare Services Limited follows for responding to leaks of this nature, what timeframes apply for resolution, and advice for members of the public who are exasperated with raising the matter to see little effective action taken.

Ngā mihi

A handwritten signature in blue ink, appearing to read "Phil Goff".

Phil Goff
MAYOR OF AUCKLAND



Watercare Services Limited

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www.watercare.co.nz

19 January 2022

Mayor Phil Goff
Office of the Mayor
Auckland Council
Council Building
135 Albert Street
AUCKLAND

Kia ora Mayor Goff

Leak Management

Thank you for your letter of 18th January regarding leak management and a specific case in Flat Bush.

In broad terms, any fault reported to Watercare is assessed by the contact centre operator and allocated a Priority Code of 1-8. Priority 1, the most serious category, requires a response within 60 minutes, whereas faults at the other end of the scale will be addressed within 12 business days.

Fault reporting in December and January increased by 11% compared to last year, and in the last week, this increased by 39% compared to the same week last year. Inevitably, the teams have focused on resolving the highest priority tasks first, and are currently meeting 83% of the highest priority leaks within the required service level.

In the particular case of Kerrykeel Drive in Flat Bush, I think we could have done better. When the leak was first reported on 9 January, the customer described it as 'a slow trickle' and this was assigned a low priority. When the next customer reported it two days later as 'equivalent to a tap running at half strength', the priority was raised, but in hindsight this should have been raised earlier and to a higher level; this will feature in the training for the contact centre agents. In the event, the repair was effected last night.

Nga mihi

Jon Lamonte
Chief Executive

Board meeting | 8 February 2022
Public session



Scanning the Horizon

For discussion

Te pou whenua tuhinga / Document ownership

Prepared by

Rebecca van Son
Head of Strategy

Submitted by

Jon Lamonte
Chief Executive Officer

1. Te tūtohunga / Recommendation

We recommend that the Board acknowledge and discuss the following information updates:

- Preparing for Omicron
- Mandatory fluoridation of all water supplies across New Zealand
- Review of Taumata Arowai Draft Drinking Water Standards, Drinking Water Quality Assurance Rules and Aesthetic Values
- Climate change
- Customer expectations
- The top five issues for directors in 2022.

2. Take matua / Key points

The key points are outlined in the Details section 5 below.

3. Ngā tuhinga ō mua / Previous deliberations

Date	Report title	Key outcomes
-	Scanning the Horizon	Scanning the Horizon reports were previously reported to the Board subcommittees. This paper is now to be provided at each Board meeting for noting and discussion.

4. Whāinga / Purpose and context

The purpose of this paper is to ensure that the Board remains informed of important issues (both short and longer term) that are likely to have an impact on Watercare in the future. This includes strategic and operational insights as well as possible risks and opportunities on the horizon.

5. Kōrero pitopito / The details

5.1 Preparing for Omicron

Watercare has been actively preparing for the arrival of the Covid-19 Omicron variant. We met with Sydney Water to take learnings from their experience and prepare as best we can. Key points are:

- It is possible that we will have **absenteeism** at 20% or more at various locations and times during the Omicron outbreak, whether due to sickness, or because a team member must isolate as a close contact. Business units have identified key roles and have planned how they will manage coverage, although we will need to remain nimble. This extends to our contractors. Site safety is part of the plan, ensuring there are enough people with the appropriate skills on site to work safely.
- **Isolation requirements** are still a bit unclear but there may be workers who are away from work for several weeks if they have to isolate for a close contact (household member) and then they or other family members fall sick themselves. The Covid-19 special leave provision provides security for workers facing an uncertain and worrying time with the arrival of Omicron.
- **Rapid Antigen Tests** (RATs) are difficult to source. Our procurement team has had a priority order with a supplier since October 2021 and it has yet to be filled. Observations from overseas is that these will be scarce for some time. RATs form a key part of our Covid-19 controls, so we are investigating alternative sources as well as an alternative testing solution. We understand that the Government will allocate RATs to **essential services**. Whilst we are defined as an essential service when it comes to travelling around, utilities were not on the list for prioritised vaccinations so we suspect we may not be prioritised for RATs. The Lifeline Utilities network is lobbying for this to be changed.
- **Saliva PCR testing in-house** – Chris Kinley, Head of Laboratory Services, is investigating whether it is feasible for our Labs to run Covid-19 saliva PCR tests in house. Depending on the need and demand for such tests from Watercare workers, we may also be able to offer PCR testing to our contractor partners and/or to Council. Results from PCR tests can be turned around within a day. This is therefore slower than RATs, but may be useful if RATs remain difficult to source and the government's testing service becomes overwhelmed.
- **N95 / P2 masks** – These masks are more effective at managing Covid-19 spread than cloth or surgical masks, although they are less comfortable. They need to be fitted correctly so we have trained team members to help with the roll-out of these new masks to our workers. We currently have 2-3 weeks supply of N95/P2 masks, with more on order. We anticipate they may become harder to source as demand increases.

5.2 Fluoridation of all supplies

Fluoridation of drinking water legislation has recently amended the Health Act 1956 to give the Director-General of Health, Dr Ashley Bloomfield, the power to issue a direction to local authority water suppliers (including bulk water suppliers) to fluoridate a public drinking water supply.

The Director General of Health has announced that he expects to issue directions to fluoridate from mid-2022 onwards, to align with the Three Waters reforms. He has encouraged all water suppliers to start fluoridation-related preparatory work now.

We have therefore analysed our sites individually at a high level. The direction to fluoridate is expected to have the following impact on Watercare:

- We have 11 sites that are NOT fluoridated. These sites serve a population of approximately 52,000 people (4% of total supply). Most of these people reside in Onehunga, with the other smaller sites being in Waiuku, Warkworth, Wellsford, Snells Beach, Helensville, Huia Village, Muriwai and Bombay.
- We have set a timeline of approximately 2-2.5 years to get all sites ready to fluoridate. This covers three months concept design, six months design, and 18 months execution. Delivery would take place on a plant-by-plant basis starting with the sites where fluoride dosing can be most easily implemented. Some smaller water treatment plants (WTPs) may require the addition of fluoride dosing as part of larger plant works (e.g. control systems, buildings, or service water upgrades). Further investigation will need to take place during the concept design phase to identify the sites where this applies.
- A total cost of \$2.6m initial capital investment (currently unbudgeted).
- Annual opex of \$250k (currently unbudgeted).

The Ministry of Health (the Ministry) have a small amount of funding available for early adopters who could comply by the end of December 2022. Given the complexity of our sites, we do not anticipate meeting this criterion. However, it is recognised that there are complex council-owned supplies across the country where it may not be feasible to fluoridate in such a short timeframe. As part of the Three Waters reforms, new water services entities are due to be established on 1 July 2024. These entities could be responsible for fluoridating these supplies; and the Ministry and the Department of Internal Affairs are working through how this will be managed as part of the asset management planning processes.

Watercare has now provided the Ministry with details of Watercare's supplies that are not currently fluoridated in Auckland. This information is to help the Ministry understand the readiness of local authorities.

We will now commence with concept design for all sites and provide further updates as received from the Ministry.

5.3 Review of Taumata Arowai Draft Drinking Water Standards, Drinking Water Quality Assurance Rules and Aesthetic Values

The water services regulator, Taumata Arowai (TA), released Draft Drinking Water Standards, Drinking Water Quality Assurance Rules and Aesthetic Values (**the Drafts**) on 26 October 2021. The expected date for these to come into effect is 1 July 2022.

On 17 January 2022 TA commenced consultation period, on the following proposed documents (**the Drafts**), which will inform its first set of regulations as the water services regulator:

- Drinking Water Standards
- Drinking Water Quality Assurance Rules
- Drinking Water Aesthetic Values
- Drinking Water Acceptable Solution for Roof Water Supplies
- Drinking Water Acceptable Solution for Spring and Bore Water Supplies
- Drinking Water Acceptable Solution for Rural Agricultural Water Supplies
- Drinking Water Network Environmental Performance.

Watercare has until **28 March 2022** to provide feedback on **the Drafts**.

Currently, Watercare monitors water quality throughout the treatment and network as required by the Drinking Water Standards for New Zealand 2005 (Revised 2018) (**DWSNZ**) and approved Water Safety Plans (**WSP**).

Key differences between the current **DWSNZ/WSP** and **the Drafts** has highlighted the following issues, which are likely to be addressed in Watercare's consultation submission to TA.

Reporting requirements

Compliance monitoring periods and reporting monitoring periods are to be reduced. For example, currently protozoal compliance has a daily compliance monitoring period (midnight to midnight), with the information being provided monthly.

The Drafts require reporting to be monthly, with suppliers having to indicate the number of compliant days and provide a report for each non-compliant day. Watercare will need to assess what system and process changes may be required to remain complaint under a daily reporting regime. Likely impacts include changing alarm settings, augmenting treatment barriers / defences, and shortening event response times.

Event Investigation Reports (EIRs) and Annual Reports are also affected by **the Drafts**.

We are currently assessing our ability to respond and comply with the tightened timeframes, including staff resourcing and training levels, protocols and KPIs. The impact of these changes will be addressed in our consultation submission.

Non-compliances

It is proposed that one exceedance of Maximum Acceptable Value (MAV) equates to a non-compliance. Currently under the **DWSNZ** water suppliers are allowed to remain compliant with one transgression for each 77 samples collected. The option of allowable exceedances is no longer available in **the Drafts**.

With no changes in current practices the likely impact to Watercare is non-compliance with **the Drafts**. Currently we experience between one to five E.coli transgressions per year (bacteriological compliance) and between one to five Trihalomethanes (THM) transgressions per year (chemical compliance). This is well below the current non-compliance limits.

We are currently monitoring for THMs and assessing the remedies that could be applied when compliance breaches occur.

Disinfection

It is proposed that Free Available Chlorine Equivalent (FACE) of at least 0.2mg/L must be always maintained at all locations (i.e. to the very far reaches of the network); and that disinfection by-products must be monitored in all zones.

If these two proposals were adopted, we would need to adopt continuous active monitoring and management of the entire network.

Monitoring

It is proposed that on-line conductivity monitoring to be installed for each source or combined sources before any treatment.

The cost of this additional monitoring and data handling is yet to be determined.

Record keeping

It is proposed that all work (planned and unplanned) must be completed by suitably trained personnel. This will impact our record keeping and management of information requirements.

It is also proposed that record keeping is strengthened, particularly availability of records of all inspections and availability of key operational documentation e.g. Standard Operating Procedures.

This will impact our record keeping and management of information requirements.

Treatment standards

It is proposed that Water Treatment Plants (WTP) utilising water from shallow sources may need to increase the number of barriers / level of protection against protozoa. Referred to as 'log credits', the log credit requirement may need to increase from three to four for Onehunga, Muriwai and Bombay WTPs.

Any capital investment arising due to this requirement will be significant (>\$50m <\$500m) due to the scale of our infrastructure and population served.

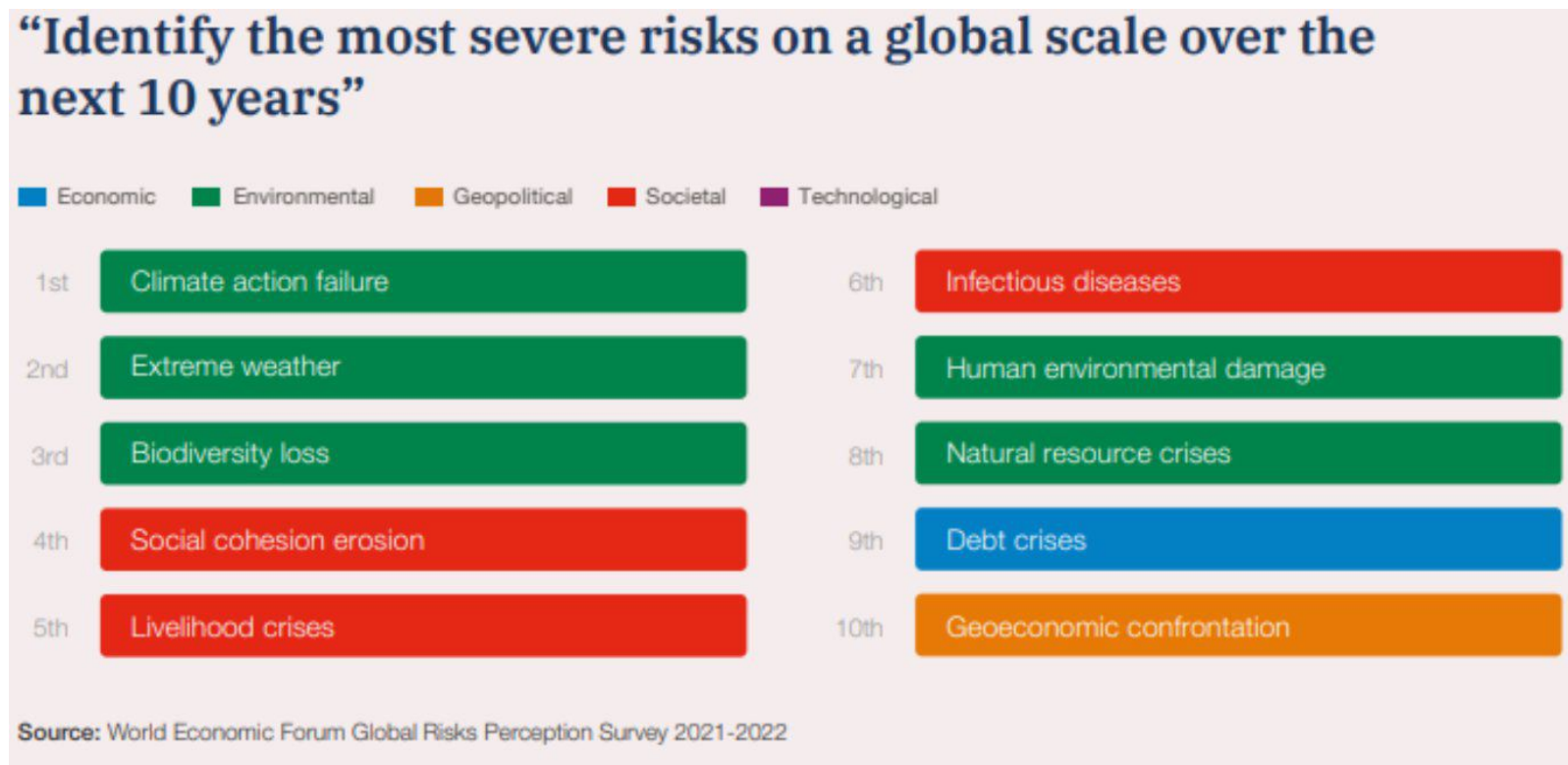
5.4 Climate Change

The World Economic Forum Global Risk Report highlights climate as the highest risk over next 10 years. The 17th edition of this report has provided further insight into the issues being faced at a global level and the mindsets of leaders from around the world. Unsurprisingly a failure to act on climate change and the impacts from extreme weather events (climate change) are at the very top. Both are critical to the operations and reputation of Watercare.

The report states: "climate action failure" ran as the number one long-term threat to the world. It is also the risk with potentially the most severe impacts over the next decade. However, we also know that climate change is already manifesting rapidly in the form of droughts, fires, floods, resource scarcity and species loss, among other impacts. In 2020, multiple cities around the world experienced extreme temperatures not seen for years—such as a record high of 42.7°C in Madrid and a 72-year low of -19°C in Dallas, and regions like the Arctic Circle have averaged summer temperatures 10°C higher than in prior years.

Respondents noted that societal and environmental risks have worsened the most since the start of the pandemic, with "social cohesion erosion" and "livelihood crises" taking the top increasing spots. Other risks identified as having worsened significantly are "debt crises", "cybersecurity failures", "digital inequality" and "backlash against science".

"Social cohesion erosion", "livelihood crises" and "mental health deterioration" are three of the five risks seen as the most concerning threats to the world in the next two years. These should be considered as part of the environment that Watercare operates in, impacting staff, customers and partners. The health of the planet, however, remains a constant concern. Environmental risks—in particular, "extreme weather" and "climate action failure" have the longest horizons and appear as top risks in the short, medium and long-term outlooks.



Climate change risk assessment

The Ministry for Environment has released *‘He kupu ārahi mō te aromatawai tūraru huringa āhuarangi ā-rohe - A guide to local climate change risk assessments’*, a new guide for local government and community on climate change risk assessment. The guide has been created by external risk specialists in close consultation with a local government working group and a Māori caucus and panel. This guidance will be used by Councils around New Zealand for a more standardised approach to climate change risk. This is important in 2022 as additional legislation and the Governments National Climate Change Adaptation Plan are being worked on and launched.

For Watercare this coincides with a significant piece of work being led by Auckland Council on climate risk assessment and increased disclosure requirements stipulated in the Financial Markets Conduct Act. The purpose of this consulting piece is to provide a coherent risk assessment across both

physical and transition risks for the Council group, establish climate risk management processes and governance review, and establish climate scenarios. This work will require engagement from Watercare to be effective in establishing disclosure but most importantly climate risk reduction actions and integrated business practices.

5.5 Customer expectations

Gartner predicts that by 2026, 75% of customers who call customer service and support organisations will do so out of loneliness, not because they have a customer service issue. This shift in customer expectations will significantly impact frontline staff. Besides leading to longer handling times, dealing with emotional customers will take its toll on the emotional well-being of agents.

Corporate leaders quoted in a January 2022 Forbes article corroborate this view, saying customer service organisations must focus on agent preparedness in 2022 as all the data shows customers want to talk to a human being. This is substantiated by the fact that globally phone interactions are up from 40 percent in pre-pandemic to almost 60 percent of interactions currently.

Watercare is continuing investing in front-line staff training to have empathic conversations with our customers.

5.6 The top five issues for directors in 2022

New Zealand's Institute of Directors (IOD) has released its top five issues for directors in 2022:

1. **Climate Crossroads** – This decade is make or break for the planet.
2. **Reconnecting globally** – Travel remains challenging and supply chains continue to be unpredictable
3. **Talent shortage** - An employee-centric approach will be required as organisations seek to retain key staff and attract new talent.
4. **Board character** - Courage and commitment, purpose and values, and culture and inclusion underpin board leadership and set the tone for an organisation.
5. **Active regulators** - Regulatory actions against companies and directors were on the rise and are expected to escalate in 2022 driven by a focus on governance culture and conduct, privacy, health and safety, and expanding out to include new legislative regimes.

The IOD noted that previous top issues, such as Cybersecurity, Health and Safety are no less important now, but should be part of “BAU” for directors and on the board agenda every month. This is already the case for Watercare.

The IOD also notes that many boards are already looking beyond this decade to envision 2040, which coincidentally marks a significant milestone for Aotearoa New Zealand - the bicentenary of Te Tiriti o Waitangi. The IOD recommends asking “where can we go?” rather than “where are we going?”.

6. Ngā ūpoko / The capitals

6.1 Natural Environment including Climate Change

The purpose of this paper is to futureproof Watercare. This paper considers climate change and its impact on Watercare.

6.2 People and Culture

People and Culture are considered within a number of sections in this paper, for example, Preparing for Omicron, and Top five issues for directors sections. Watercare must protect our people.

6.3 Customer and Stakeholder Relationships, including Māori Outcomes

This paper considered the customer of the future under the Customer expectations section. Consultation is not required as this is an information update.

6.4 Asset and Infrastructure

The purpose of this paper is to futureproof Watercare and protect our assets.

6.5 Intellectual Capital

The purpose of this paper is to futureproof Watercare. To do this, we must continually improve organisational capability.

6.6 Financial Capital and Resources

The purpose of this paper is to futureproof Watercare. This paper has highlighted that there are costs likely to arise that have not been budgeted for. We will need to work through how best to allocate funds.

7. Ngā tūraru matua / Key risks and mitigations

Key risk	Mitigation
Not applicable	This paper is for information purposes and has highlighted risks in Section 5 – The details.

8. Ā muri ake nei / Next steps

This paper is a standing agenda item for the Board meeting.



Board meeting | 8 February 2022
Public session



Disestablishment of Te Tangata Komiti, AMP and Major Capex Committee, and Committee for Climate Action

For approval

Te pou whenua tuhinga / Document ownership

Prepared by

Jacky Simperingham
Co-Head of Governance

Emma McBride
Co-Head of Governance

Recommended by

Jamie Sinclair
Chief Corporate Services Officer

Submitted by

Jon Lamonte
Chief Executive Officer

1. Te tūtohunga / Recommendation

That the Board resolves to approve the disestablishment of Te Tangata Komiti (**TTK**), the AMP and Major Capex Committee (**AMCC**), and the Committee for Climate Action (**CCA**), and that the Board agrees to undertake the functions of TTK, AMCC and CCA in its future full Board meetings.

2. Take matua / Key points

The key points are:

- In December 2021, the Board agreed in principle to disestablish the TTK, AMCC and CCA.
- In doing so, the Board agreed that the functions of these Committees should now be fully undertaken by the Board.
- The changes will provide the Board with oversight of matters relevant to delivering on the 'six pillars'.

3. Whāinga / Purpose and context

In 2022, the Board wishes to focus on the 'six pillars' being (in general terms): sustainability; Te Ao Māori; People; education, innovation and collaboration; respect and trust from the community; and resilient water supply.

In order to develop and deliver on these six pillars, the Board requires direct strategic oversight of matters currently sitting within TTK, AMCC and CCA (for example, climate change and sustainability, stakeholder engagement and Māori Outcomes).

Disestablishment of the committees and consolidation of their functions into the Board's remit will ensure that the Board has the information and tools necessary to deliver on the six pillars. It will also avoid any duplication of thinking, actions and resources.

It is not intended that any matters currently considered by TTK, AMCC and CCA be abandoned. Instead, these will be considered by the full Board rather than the relevant committees.

4. Kōrero pitopito / The details

The Board plan for 2022 requires the Board, together with a responsible Executive team member, to present a deep dive on each of the six pillars. Sitting within this, and other standard agenda items, the Board will consider matters previously sitting under TTK, AMCC and CCA as relevant to each pillar. This will be reflected in the updated Board Planner for 2022 and subsequent agendas.

5. Ā muri ake nei / Next steps

If the Board agrees, TTK, AMCC and CCA will be disestablished from 8 February 2022, and these Committees' functions will be consolidated into the Board planner for 2022.

In light of this change, the Watercare Governance Team will review the Board Charter and make recommend any necessary amendments to the Board Charter at the 1 March 2022 Board meeting.



Board - Public Session - Board planner

		Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
Meetings	Board		8-Feb	1-Mar	5-Apr	3- May (Board Development Day)	7- Jun (Statutory Public Meeting)	5-Jul	2-Aug	6-Sep	4-Oct (Board Planning Day)	1-Nov (Statutory Public Meeting)	6-Dec (Update only -not a formal meeting)
	Audit and Risk Committee		2-Feb			31-May			15-Aug 29-Aug			22-Nov	
Running the Business	Financial		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			Board approval of Insurance proposal Board approval of 2022/2023 Budget and updated SOI financials	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			Auckland Council Draft Annual Plan - approve Watercare input	
	Statement of intent		Q2 Performance Report to Council - due to Council by 28 February 2022	Draft 2022-2025 SOI for Board's approval - to be sent to Council by 1 April 2022	Q3 Performance Report to Council - due to Council by 29 April 2022		Present shareholder SOI feedback at public meeting.	Final 2022-2025 SOI issued to shareholder by 31 July 2022	Final 2022-2025 SOI adopted by Auckland Council Q4 Performance Report to Council - due to Council by 31 August 2022			2021/2022 SOI Results to be presented to Board at Public Meeting. Public Deputations to be received. Q1 Report to Council (Date TBC)	2023/24 Letter of Expectations to be received
	HSW Deep Dives		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 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	Critical risk - deep dives on Working at Height (moved from May)			
	Community and Stakeholder Relationships		Stakeholder	Iwi CCO Oversight Committee Half Day Visit : date to be confirmed	Stakeholder		Iwi	Stakeholder	Iwi	Stakeholder		Iwi	
	Governance		Enterprise Risk Report (Board then Council) Statutory compliance	Fraud & Corruption Policy Protected Disclosures (Whistle-blower) Policy	Enterprise Report to Board - Delegate authority to 31 May A&R to approve report to council Statutory compliance	Risk report due to Council		Statutory compliance	Corporate Governance Charter Enterprise Risk Report (Board then Council)	Our commitment to health, safety and wellness Board Delegations to CE		Good Employer Policy Enterprise Risk Report (Board then Council) Statutory compliance	

Board - Public Session - Board planner

		Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
Deliver the future	Aligned to the Six Pillars			Te Ao Māori is embedded throughout our organisation Achieving Māori outcomes	We value our People People & Culture		We are fully sustainable	We educate, innovate, and collaborate for future generations	Our communities trust and respect us	We have a resilient water supply			
Confidential			CE's KPIs Capex approvals				CE's KPIs Capex Approvals		Capex Approvals	CE's KPIs		Capex approvals	
Audit & Risk Committee			Approve FY22 half year accounts Protected Disclosures (Whistle-blower) Policy			Present plan for Year end to A&R A&R Approve Insurance Proposal Approval of 2022/23 Budget & updated SOI Financials Tax Subvention Income Policy Fraud & Corruption Policy			Auckland Council FY22 Reporting Pack (15 August meeting) Approval of Financial Statements FY22 (29 August meeting) Tax Risk Management Policy Conflict of Interest Policy Board Delegations to CE				
Lutra Limited	Performance report		Half-yearly performance report							Half-yearly performance report			
	Statement of intent						Final 2022-2025 SOI to be sent to Council		Final 2022-2025 SOI adopted by Auckland Council			2021/2022 SOI Results to be presented to Board at Public Meeting. Public Deputations to be received.	

Board meeting | 8 February 2022
Public session



Directors' appointment terms, committee memberships, and meeting attendances

For information

Te pou whenua tuhinga / Document ownership

Prepared by

Jacky Simperingham
Co-Head of Governance

Emma McBride
Co-Head of Governance

Recommended by

Jamie Sinclair
Chief Corporate Services Officer

Submitted by

Jon Lamonte
Chief 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 eight current directors of Watercare Services Limited
- details of committee membership
- details of directors' attendance at Board and committee meetings over the calendar year.

3. Kōrero pitopito / The details

Table 1: We currently have eight directors

Our directors are appointed by Auckland Council.

Director	Original appointment date	End of term
Margaret Devlin (Chair)	1 November 2016	2 nd term ends 31 October 2022
Nicola Crauford	1 April 2014	3 rd term ends 31 October 2022
Brendon Green	1 November 2016	2 nd term ends 31 October 2022
Hinerangi Raumati-Tu'ua	1 August 2019	2 nd term ends 31 October 2024
Dave Chambers	1 November 2019	1 st term ends 31 October 2022
Frances Valentine	1 November 2019	1 st term ends 31 October 2022
Graham Darlow	3 February 2021	1 st term ends 31 October 2024
Julian Smith	1 January 2022	1 st term ends 30 June 2024
Wi Pere Mita (Intern)	1 January 2022	30 June 2023

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 Valentine		✓		✓
Graham Darlow	✓		✓	

**Board Chair attends in ex-officio capacity*

The Committees are due to be disestablished at the 8 February Board meeting

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 meetings											Attendance at Audit and Risk Committee meetings					Attendance at AMP & Major Capex Committee meetings					Attendance at Te Tangata Komiti meetings				Attendance at Committee for Climate Action meetings					
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	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✖	✓	✓	✓	✖	✓	✓	✓	✓		✓	✓	✓	✓
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.

Nicki Crauford was absent from this meeting as her term was extended for a year at Watercare and therefore, she was not expecting to attend this meeting. Due to that the invite for this meeting was not in her diary.

Table 4: Attendance at Board meetings (including the Development Day and the Planning Day) and the Audit and Risk Committee for 2022 will be detailed in the table below:

Attended ✓ Did not attend ✕ Not on the committee ■	Attendance at Board meetings 2022								Attendance at Audit and Risk Committee meetings 2022					Attendance at Board Development Day	Attendance at Board Planning Day
	8 February 2022	1 March 2022	5 April 2022	22 June 2022	5 July 2022	2 August 2022	6 September 2022	1 November 2022	1 February 2022	31 May 2022	10 August 2022	29 August 2022	22 November 2022	3 May 2022	4 October 2022
Margaret Devlin															
Nicki Crauford															
Brendon Green															
Hinerangi Raumati-Tu'ua															
Dave Chambers															
Frances Valintine															
Graham Darlow															
Julian Smith															
Wi Pere Mita (Intern)															



Board meeting | 8 February 2022
Public session



Disclosure of Directors' and Executives' interests

For information

Te pou whenua tuhinga / Document ownership

Prepared by

Jacky Simperingham Emma McBride
Co-Head of Governance Co-Head of Governance

Recommended by

Jamie Sinclair
Chief Corporate Services Officer

Submitted by

Jon Lamonte
Chief Executive Officer

1. Te tūhunga / 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	<ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Chair, GNS Science Limited • Chair, Electricity Authority • Director and Shareholder, Riposte Consulting Limited • Director, CentrePort Limited Group • Trustee, Wellington Regional Stadium Trust
Brendon Green	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Chair, Parininihi Ki Waitotara Incorporated • Chair, Te Rere O Kapuni Limited

DIRECTOR	INTEREST
	<ul style="list-style-type: none"> • Chair, Ngā Miro Trust • Chair, Nga Kai Tautoko Limited • 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	<ul style="list-style-type: none"> • Director, Paper Plus New Zealand Limited • Director, Living Clean NZ Limited • Director, Turners and Growers Fresh Limited
Frances Valintine	<ul style="list-style-type: none"> • 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 • Board of Trustee, University of Silicon Valley
Graham Darlow	<ul style="list-style-type: none"> • 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

DIRECTOR	INTEREST
	<ul style="list-style-type: none"> • 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 • Chair, The Piritahi Alliance Board
Julian Smith	<ul style="list-style-type: none"> • Board Trustee – Auckland Philharmonia Orchestra • Advisory Board Member – Vadacom Limited • Board Trustee – Look Good Feel Better Trust
Wi Pere Mita (Board intern)	<ul style="list-style-type: none"> • Chairperson, Copyright Tribunal • Director, Trust Tairāwhiti Trustee Limited • Director, Prime SPV Limited • Director, Te Runanganui o Ngāti Porou - Toitu Ngāti Porou Trustee Limited • Director, Resolution Institute NZ & Australia • Trustee, SkyCity Entertainment Group (SkyCity Auckland Community Trust) • Director and Shareholder, Laidlaw Law and Consultancy Limited • Māori Advisory Board member, New Zealand Police, Counties Manukau East • Member, Community Law Centres o Aotearoa Incorporated • Member, Wayfinding civil access to justice – Advisory Group

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

EXECUTIVES	INTEREST
Jon Lamonte	<ul style="list-style-type: none"> • Director, Water Services Association of Australia • Member, Water Workforce Development Strategy Steering Group
Marlon Bridge	<ul style="list-style-type: none"> • Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust • Director, WCS Limited • The Department of Internal Affairs
Rebecca Chenery	<ul style="list-style-type: none"> • Director, Lutra Limited
Jamie Sinclair	<ul style="list-style-type: none"> • Director and Shareholder, Sinclair Consulting Group Ltd
Shayne Cunis	<ul style="list-style-type: none"> • Director, The Water Research Foundation (USA) • Director, Lutra Limited
Amanda Singleton	<ul style="list-style-type: none"> • Director, Die Weskusplek Pty Ltd (South Africa) • Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust
Nigel Toms	<ul style="list-style-type: none"> • Director, TRN Risk & Resilience Consulting
Steve Webster	<ul style="list-style-type: none"> • Director, Howick Swimgym Limited
Mark Bourne	<ul style="list-style-type: none"> • Trustee, Watercare Harbour Clean Up Trust • Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust
Andrew Chin	Nil

