Board meeting | 25 November 2026
Public session

Venue	Watercare Services, Level 4 Boardroom, 73 Remuera Rd, Remuera and via Microsoft Teams
Time	From 10am

	Meeting administration	Spokesperson	Action sought	Supporting material
1	Opening karakia	Rukumoana Schaafhausen	-	Verbal
2	Apologies	Chair	Record apologies	Verbal
3	Quorum	Chair	A majority of directors	Verbal
4	Declaration of any conflicts of interest	Chair	For noting	Verbal
5	Minutes of the previous meeting of 28 October 2026 Board meeting	Chair	For approval	Minutes
6	Public deputations	Chair	For information	Verbal
	Items for information, discussion and approval			
7	Health, safety and wellness update	Andrew Mercer	For discussion	Report
8	Good Employer Policy – update	Sarah Phillips	For approval	Report
9	Chief Executive's report	Executive Team	For discussion	Report
	Governance			
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, 23 February 2027

Karakia Timatanga (To start a meeting)

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

   Whakataka te hau ki te tonga

   Kia mākinakina ki uta

   Kia mātaratara ki tai

   E hī ake ana te atakura

   He tio, he huka, he hau hū

   Tīhei mauri ora!

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

2. **Tukua te wairua kia rere ki ngā taumata**

   Hai ārahi i ā tātou mahi

   Me tā tātou whai i ngā tikanga a rātou mā

   Kia mau kia ita

   Kia kore ai e ngaro

   Kia pupuri

   Kia whakamaua

   Kia tina! TINA! Hui e! TĀIKI E!

Allow one's spirit to exercise its potential
To guide us in our work as well as in our pursuit of our ancestral traditions
Take hold and preserve it
Ensure it is never lost
Hold fast.
Secure it.
Draw together! Affirm

Minutes

Board meeting	Public session
Date	28 October 2026
Venue	Watercare House, Level 4 Boardroom, 73 Remuera Rd, Remuera and via Microsoft Teams
Time	10:00am to 10:39am

Attendance		
Board of Directors	**Watercare staff**	**Guests**
Geoff Hunt (Chair) Andrew Clark Graham Darlow Derrick Adams Julian Smith John Crawford **On Microsoft Teams** Rukumoana Schaafhausen	Jamie Sinclair – Chief Executive Mark Bourne – Chief Operations Officer Andrew Mercer – Head of Health, Safety and Wellbeing (from start until end of item 7) Chris Bauckham – Security Specialist (from start until end of item 6) Matthew Hill – Head of Legal and Governance Izzy Mohammed – Legal and Governance Advisor	Linda Mee, resident of Wai o Taiki Bay (from start until end of item 6) Councillor Ken Turner, Watercare Lead Councillor **On Microsoft Teams** Trudi Fava, Principal Advisor CCO Governance and External Partnerships, Auckland Council

1.	**Opening karakia** The Chair opened the meeting, and Julian Smith led the karakia.
2.	**Apologies** Karen Sherry sent her apologies.
3.	**Quorum** A quorum was established.
4.	**Declaration of any conflicts of interest** Andrew Clark noted his usual conflict of interest when it comes to tax issues, as he is the CFO of Ports of Auckland Limited.
5.	**Minutes of the previous meeting of 29 September 2026 board meeting** *The Board **resolved** that the minutes of the public session of the board meeting held on 29 September 2026 be confirmed as true and correct.*

DRAFT

6.	**Public deputations** Linda Mee, resident of Wai o Taiki Bay presented to the Board regarding wastewater overflows into the Tāmaki Estuary and the impacts on the Glen Innes community. Key points from their deputation included: • Glen Innes is experiencing significant population growth, with around 10,000 new homes planned and the population expected to increase from approximately 80,000 to 120,000 over coming decades. • Residents feel their concerns are not being heard and that decisions are made without meaningful consideration of community feedback. • Historic wastewater overflows into the Tāmaki Estuary continue to be a concern, particularly given the estuary is used by local families for swimming and fishing. • While acknowledging Watercare's investment in pump station upgrades and wastewater storage infrastructure, Linda considered further investment was required to address wastewater issues in the upper estuary catchment, particularly around the Wai o Taiki Bay. • Linda requested the Watercare Board prioritise investment to improve water quality in the area and, if this could not be achieved in the near term, consider supporting local access to swimming facilities. • Concerns were raised regarding Auckland Council's proposed three-metre-wide pathway above wastewater infrastructure within the Wai o Taiki Bay Reserve, including the potential impact on ageing wastewater assets, future maintenance access, and erosion issues. The Chair thanked Linda for her deputation and acknowledged the concerns raised. The Chair noted the Board had heard the issues clearly and would consider the matters raised and provide a formal response in due course. Councillor Ken Turner, Lead Councillor for Parks at Auckland Council, thanked Linda for her feedback and advised he would follow up on the parks-related matters raised.
7.	**Health, safety, and wellness update** The CE introduced the report, and Andrew Mercer spoke to the health, safety, and wellness update. The following key points were made: • Health and safety performance remained stable during the reporting period; however, a significant high-potential close call relating to control works had occurred and could have resulted in a serious incident. • Implementation of the DoneSafe system was progressing, with positive feedback received from employees participating in training and early-stage deployment. The Board noted that the DoneSafe system is used across various external organisations such as Aurecon, Tonkin & Taylor, Vector and Auckland Council. • In response to the Board's query regarding workforce engagement with DoneSafe, it was noted that feedback to date had been obtained from a small user group, with the full rollout scheduled to go live on 1 November 2026. • The Board discussed health and safety governance training for the Board with Kyle McWilliams. Andrew Mercer will coordinate an in-person training session likely as a half-day session. • In response to questions regarding the average return-to-work period of 52 days, Andrew Mercer advised that the measure was influenced by a small number of significant cases involving extended absences.

DRAFT

	• The Board requested additional information on the return-to-work measure, including data excluding the outlier cases. *The Board **noted** the report.*
8.	**Chief Executive's report** The CE introduced the report, which was taken as read. The following key points were made: • The Water New Zealand Conference was well attended and provided positive recognition for a number of Watercare staff. The Board noted that next year's conference will be held in Auckland from 13 to 17 September 2027 and discussed ensuring appropriate Board representation. • The Board received an update on weather conditions and drought preparedness. Current storage levels had just dipped below the historical average. The potential for a dry and windy summer period was noted, as was the importance of maintaining a proactive approach to water conservation messaging and demand management. • Five consent non-compliances had been recorded across the portfolio during the reporting period, which was very low and a good result for the organisation. The CE advised that compliance performance continued to be closely monitored. • The Board discussed public awareness of water conservation. The CE advised that Watercare was increasing its focus on customer education regarding the value of water, water conservation behaviours, and the importance of reporting leaks. This work is being supported by demand management initiatives, including pressure management programmes, with an increased emphasis on bringing customers on the journey as conditions become drier. • Customer performance indicators remained broadly consistent with previous reporting periods. The Board noted that affordability continues to be a key concern for customers, alongside improving public understanding and awareness of Watercare's services and investment programmes. • People metrics remained relatively stable across the organisation. The Board noted that a review of recruitment processes was underway to improve attraction outcomes and workforce planning. • The Board discussed Māori outcomes and the reference in the report to Te Mana o te Wai. The CE advised that this relates to matters being considered through the Water Services Strategy, with mana whenua and iwi engagement forming a key component of future planning. Further discussion on this area was scheduled for the upcoming water services strategy Board workshop. • In response to questions regarding changes to drinking water standards, Mark Bourne clarified that the drinking water quality standards themselves had not changed. Rather, amendments had been made to quality assurance rules, including changes to reporting timeframes and reporting methodologies, as well as technical changes relating to the monitoring of cyanobacteria in water supply dams. • The Board discussed recruitment and vacancy metrics, including the time required to recruit and onboard employees. The CE noted that recruitment performance measures, including average days to fill roles, were reported within the Chief Executive's report. *The Board **noted** the report.*
9.	**Board planner** *The Board **noted** the board planner.*

DRAFT

10.	**Directors' appointment terms, committee memberships and meeting attendances** The Board discussed the concentration of Director terms expiring in 2027 and the importance of maintaining continuity through staggered appointments. Trudi Fava advised that a paper would be provided to Auckland Council's Performance and Appointments Committee to consider future appointment sequencing and term dates. *The Board **noted** the report.*
11.	**Disclosure of directors' and executives' interests** *The Board **noted** the report.*
12.	**General business** The public session closed at 10:39am.

CERTIFIED AS A TRUE AND CORRECT RECORD

.....
Geoff Hunt, Chair

DRAFT

Board meeting | 25 November 2026
Public session

Health, safety, and wellbeing update for Oct 2026

For discussion

Executive summary

Watercare's health, safety and wellbeing performance remained steady during October, with strong results in all lead indicators. Focus remained on proactive critical risk management and leadership engagement. Safety improvement initiatives continue digital safety system implementation and review of hazardous-substances management across regional sites.

Proactive Risk Management

- **Hazard Reporting:** Twenty-six close call and hazard reports were recorded during October, comprising 12 close calls and 14 hazards. This is consistent with long-term trends and continues to provide visibility of operational risks and opportunities for improvement across Watercare activities.
- **Incident Trend:** Sixty-eight events were recorded during October. Of these, 62 events (91%) were assessed as Very Low to Medium potential consequence, indicating that most reported events remained at the lower end of the risk spectrum.
- **High Severity Incidents:** Six events were assessed as having High potential consequence during October, with no Very High potential events recorded. Further details are provided in Attachment 1.
- **Notifiable Events:** No contractor events were identified in the October contractor data as WorkSafe-notifiable.

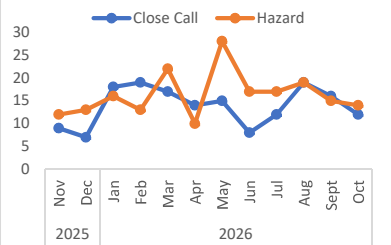
Continuous Improvement

- **Digital System Implementation:** During October the project team has focused on readiness for deployment of the Safety Events module. This module includes reporting and managing incidents, close calls, hazards, pain and discomfort, wellbeing events, and injuries and illnesses. This included a comprehensive training programme, with 821 people attending training sessions across Watercare.
- **Hazardous Substances Management:** Hazardous substances reviews have been completed across 29 smaller, generally unmanned sites. The reviews identified improvement opportunities, primarily relating to chemical inventories, signage and emergency preparedness. The next phase of assessments, covering Watercare's larger, manned sites, is now underway.

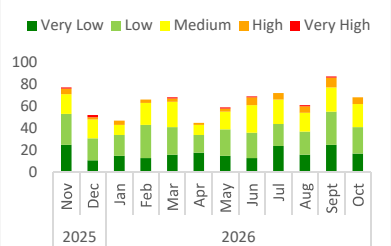
Injury management performance

- **Recordable injuries:** Three work-related recordable injuries were recorded in October, comprising one Lost Time Injury and two Medical Treatment Injuries. The injuries involved lower-back pain following lifting activity, arm and elbow discomfort associated with lifting, and a cut to a finger while manually repositioning hydraulic shoring. One additional Medical Treatment Injury was recorded but was not work-related and has therefore been excluded from the work-related recordable injury total.
- **ACC AEP performance:** All five ACC performance measures continued to meet or exceed target during October. Complicated cover decisions remained at 100%, while non-complicated cover decisions improved slightly to 81.4%. Initial rehabilitation plans remained strong at 89%, slightly below the 90% achieved in September.
- **Return-to-work performance:** Average return-to-work time improved to 41.8 days in October, down from 52.3 days in September and remaining well within the 63-day target. This was the shortest average return-to-work timeframe in the reporting period.

Reporting Trend - 12 month Rolling



Incident Severity - 12 month Rolling



HSW leading indicators				
Key metrics	**Responsibility**	**Oct-26**	**3-month average**	**Key insights/ Analysis**
Leadership walks	Watercare	173	191	Sustained strong leadership engagement across Watercare and contractor work areas
	Contractors	341	333	
Reward & Recognitions	Watercare	209	201	Recognition activity remained strong, with both Watercare and contractor activity above the three-month average.
	Contractors	117	92	
HSR Committee meeting held	Watercare	14/15	15/15	Most HSR meetings continue to occur consistently at a monthly cadence.
Critical risk Review	Watercare	68	61	Critical risk review activity remained strong, with Watercare above the three-month average and contractor activity broadly consistent with recent levels.
	Contractors	143	144	
Emergency Preparedness	Watercare	4	7	Site emergency drills were exercised across a range of operational and project sites.
	Contractors	13	17	
Permit audits	Watercare	64	52	Permit audit activity increased above the three-month average, reflecting continued focus on permit-to-work assurance.
Site Inspection	Watercare	159	179	Continued focus on site safety assurance through general site inspections.
	Contractors	131	134	
Learnings Identified	Watercare	5	3	Safety alerts/learnings issued: - Hired Pump Hose Failure - Vaccine Procedure Update Wastewater - Verify the equipment, not just the label - Pump De-isolation event - Trust your instincts - stop work when conditions change.

* Oct 2026 is compared to the Jul-Sept average as a reference point. These measures currently reflect activity presence only; work is underway to define expected performance levels (KPIs).

Attachment 1: High and Very High Potential Events in October 2026

Watercare events

- **Primary effluent release in a service tunnel:** During recommissioning of an aeration line at the Māngere Wastewater Treatment Plant, a suspected hydraulic or pneumatic surge caused an existing pipe joint to fail, releasing primary effluent into the service tunnel. The work crew evacuated safely and the system was isolated. The work area was cleared before the bypass installation was safely completed.
- **Gas detector not carried during pump-station work:** A worker was identified as attending pump-station jobs without a gas detector. The event highlighted the importance of ensuring atmospheric monitoring equipment is available and used where hazardous atmospheres, including low oxygen, carbon monoxide or volatile organic compounds, may be present.

Contractor events

- **Underground electrical service strike:** A contractor damaged an underground electrical duct while using a reciprocating saw during a water-service repair. Service plans and before dig information were available, but the material was cut without first visually confirming the location of the service. The crew was initially unaware that the electrical supply had been affected.
- **Overhead electrical service strike:** An excavator boom contacted and broke an overhead cable while the excavator was being repositioned at the end of the shift. No one was injured or contacted the cable. The area was isolated, the electricity network operator attended, and the cable was subsequently confirmed as redundant and removed.
- **Mobile plant and pedestrian near miss:** A roller operator was inspecting equipment near the paving operation when another roller reversed towards the worker. The paving foreman observed the developing situation and called for the operator to stop. The roller stopped in close proximity to the worker and no contact occurred.
- **Suspended-load and mobile plant incident:** While a skip was suspended, an excavator bucket contacted it, causing the skip to swing into the excavator and shatter the sliding-window glass. No injury was reported. The event highlights the potential consequences of plant interaction with suspended loads.

Attachment 2: Clarification of Watercare's injury management and return-to-work timeframes

In response to the question raised at the October 2026 Board meeting regarding Watercare's return-to-work timeframes:

A key distinction and point of clarification is between returning to **some form of work** and returning to **full pre-injury duties**.
Watercare's injury management data for the 12 months to 30 September 2026 shows:

- **61.4%** of injured employees returned to some form of work within **14 days**, **78.9% within 28 days**, and **91.2% within 63 days**. The average time to return to any duties was **28.3 days**.
- For full return to pre-injury duties, **56.7%** of cases returned within **28 days**, compared with the ACC AEP target of **37%**, and **76.7%** returned within **70 days**, compared with the ACC AEP target of **63%**.
- The average time to full pre-injury duties was **53 days**, which is **10 days better than the ACC AEP target of 63 days**.

The 53-day average measure should therefore not be interpreted as employees being absent from work for that duration. Many employees are back at work earlier on light, restricted or alternative duties while they continue to recover. Most injury cases are minor and recover quickly, while longer-duration cases can disproportionately skew the average full-return measure.

Overall, Watercare is performing above the ACC AEP targets across the full return-to-work measures. Our focus remains on supporting injured employees back to safe, medically appropriate work as early as practicable, with rehabilitation plans and regular monitoring used where recovery extends beyond expected timeframes.

Board meeting | 25 November 2026
Public session

Good Employer Policy – update

For approval

Document ownership / Whaimana tuhinga

Prepared by / Kaiwhakarite
Kirsty Cels
Head of People Partnering

Recommended by / Kaitaunaki
Sarah Phillips
Chief People Officer

Submitted by / Kaitono
Jamie Sinclair
Chief Executive Officer

1. Purpose of the report / Te take mō te pūrongo

The purpose of this Policy is to ensure that Watercare meets our legal obligations as an employer under Section 59 of the Local Government Act 2002 (the Act), and that our policies, programmes, and practices promote values of equity and fairness.

2. Executive summary / Whakarāpopototanga matua

Minor layout and formatting changes have been made to the Policy in line with other People policies, and it has been updated to reflect our new company values and the change in our Employee Assistance Programme (EAP) provider.

Attachment 1 is the updated Policy, with changes marked in green.

3. Background / Rauhanga ā-kaupapa

This policy:

- provides a policy framework to ensure we meet our statutory obligations
- creates a working environment that promotes our values and focus on Diversity and Inclusion
- supports an engaged and empowered team
- promotes us as an employer of choice by promoting a culture of equity and fairness
- protects staff so that they are healthy, safe and well
- builds internal and external customer trust and value.

4. Next steps / Ngā mahi ka whai ake

Once Board approval is confirmed, this policy will be updated on the Controlled Documents Hub and staff will be notified.

5. Recommendation / Ngā taunakitanga

That the Board approves the updated Good Employer Policy (the Policy).

6. Attachment / Te whakapiringa

Attachment number	Description
1.	Draft Good Employer Policy, changes highlighted in green

Attachment 1

Good Employer Policy

Policy Number: PC-010-POL-007	**Introduction date:** May 2018
Approved for issue by: Board	**Last Revision:** November 2024
Revision approved by: Board	**This revision date:** November 2026
Application: All Staff	**Issue Method:** Controlled Documents Hub

Introduction

The purpose of this Policy is to ensure that Watercare meets our legal obligations as an employer under Section 59 of the Local Government Act 2002 (the Act), and that our policies, programmes, and practices promote our company values of Manaakitanga | We care; Kounga | We adapt and learn; Pono | We do what we say; and Kotahitanga | We work together.

Application of Policy

This policy covers all employees (which includes staff members and contractors) who work for Watercare and its related companies (including all divisions, business units and subsidiaries).

Principles of the Watercare Good Employer Policy

Watercare's Good Employer Policy and associated policies and practices are based on the following principles:

i. **Fair treatment for all**
- At all times we maintain a workplace that is free of discrimination whilst demonstrating zero tolerance for all forms of bullying and harassment. We foster a positive climate in the workplace which celebrates diversity and encourages and supports all employees to access development opportunities.
- We provide clear expectations around integrity, conduct, and concern for public interests. We provide clear performance expectations and transparency in assessment of performance and feedback and access to opportunities.

ii. **Good and safe working conditions**
- We provide good and safe working conditions and take a proactive approach to employee health, safety, and well-being. We create an environment that supports and encourages employee participation in health, safety and environmental initiatives.
- We ensure our culture and practices enable employees to maintain proper standards of integrity, conduct, and concern for the public interest.

iii. **Equal employment opportunities**
- We value diversity and provide an equitable approach to recruiting and developing all employees. We ensure our processes and practices maximise the use of skills and unique strengths of all employees. We recruit on the basis of merit and build inclusive systems and structures that promote equal opportunities in the workplace taking into account the perspectives and experiences of all people.

iv. **Fair recruitment and selection**
- We ensure impartial selection of suitably qualified kaimahi for appointment based on job requirements, giving preference to the person who is best suited to the position.
- We ensure no bias or barriers exist to employ the best person for the job.

v. **Fair remuneration and reward**
- We provide a remuneration framework that reflects the skills and experience required to attract employees. We ensure a remuneration system that is equitable, transparent and gender neutral providing equal access to job opportunities, conditions, development opportunities, and further advancement.

vi. **Leadership and culture**
- We provide a positive organisational culture of accountability and leadership with a clear vision and one where people are valued. We promote open communication with employees and their representatives, respecting a wide range of views and providing opportunities to engage and participate in organisational decisions.
- We recognise the aims and aspirations of Māori and the need for greater involvement of Māori in local government employment and the water industry. We recognise the importance of Te Ao Māori and tikanga in decision making and practices.

Support Available

TELUS Health can be used to address issues of a work or personal nature that may be impacting on health and wellbeing. This service is available for Watercare employees and their immediate family members. More information about TELUS can be found on SharePoint. The TELUS contact number is free phone: 0800 360 364

General

Watercare reserves the right to review, amend or add to this Policy at any time upon reasonable notice to its staff members. This Policy has been reviewed and approved by the Board in November 2026. It will next be reviewed in November 2028 or earlier pending relevant legislation changes. Watercare reserves the right to review, amend or add to this policy at any time.

Questions on this policy? Discuss with your direct manager or your People & Capability Business Partner.

DRAFT



The tower crane that has been set up to build a control chamber that will divert flows from the Herne Bay Collector into the Central Interceptor

Chief Executive's report

Presented by: Jamie Sinclair

Watercare

Public CE's report for October 2026

Executive Summary

October was marked by continued progress across Watercare's strategic priorities, strengthening our ability to fund, plan and deliver the infrastructure and services needed to support Auckland's growth and environmental outcomes.

We successfully raised €500 million (approximately NZ$1 billion) through our inaugural euro bond issue, completing our establishment across the key funding markets we expect to access regularly in the future and broadening access to long-term international capital.

Watercare was recognised at the 2026 New Zealand Association of Graduate Employers (NZAGE) Awards, receiving:

- Best Diversity and Inclusion Strategy
- Best Graduate Development Programme (Small)
- Best Professional: Naomi Houston, Emerging Talent Programme Manager

These awards recognise our commitment to developing future water sector leaders and creating an inclusive environment where graduates and emerging talent can thrive.

Infrastructure highlights for the month include:

- We reached a significant milestone on the $260 million Herne Bay Collector project, with the installation of a 56.5-metre tower crane that will support construction of the 1.7-kilometre wastewater tunnel connecting to the Central Interceptor. Delivered in partnership with Ghella, the project will significantly reduce wet-weather overflows into the Waitematā Harbour by capturing wastewater for treatment rather than allowing it to enter the environment.
- We achieved a major milestone on our $500 million Southwest Wastewater Programme, with next-generation membrane aerated biofilm reactor (MABR) treatment tanks now in place for installation at the Waiuku Wastewater Treatment Plant. Together with advanced membrane bioreactor technology and new aeration systems, this upgrade will deliver higher-quality wastewater treatment, improved environmental outcomes and support sustainable growth across Auckland's southwest.

We announced the appointment of Martine Watson as Watercare's new chief digital officer. Currently chief digital and information officer at Urban Utilities in Australia, Martine will join Watercare in February 2027, bringing extensive water sector, operational and digital leadership experience to support the organisation's next phase of growth, investment and service delivery. The appointment strengthens our leadership capability as we continue transforming how we plan, prioritise and deliver infrastructure, with digital technology, data and innovation playing an increasingly important role in improving decision-making and customer outcomes.

Priority area	SOI targets not met	Result	Updates below?
Priority 1: **Deliver safe and reliable water and wastewater services**	Compliance with Taumata Arowai Quality Assurance Rules D3 – Residual disinfection (chlorine) water quality. Compliance with Taumata Arowai Quality Assurance Rules T3 – Protozoal water quality The percentage of real water loss from the local authority's networked reticulation system. The number of dry weather overflows from the territorial authority's sewerage system expressed per 1000 sewerage connections to that sewerage system.	**98.1%** against a target of 100% (12 month rolling average). **99.5%** against a target of 100% (12 month rolling average). **13.02%** against a target of <13% (12 month rolling average). **5.85** against a target <5.	✓
Priority 2: **Renewing, building and maintaining infrastructure**	Capital expenditure (target is annual with year-to-date quarterly performance updates)	Year to date result is **$326.0m** against YTD budget of $366.4m. **Run rate update in confidential business update*	✘
Priority 3: **Efficient service and infrastructure delivery**	N/a		✘
Priority 4: **Strengthening relationships**	Community Trust Score (rolling 12-month average)	**54%** against target of ≥55% (12 month rolling average)	✓
Priority 5: **Improving organisational performance**	Ratio of procurement sourced through Māori owned businesses (rolling 12-month average)	**2.9%** against a target of 5%	✓
Priority 6: **Embedding a sustainable financial model**	All targets met		✘
Governance and administration	N/a		✓

Key:

✘ No updates this month	✓ Update below for noting	! Update below for board attention/action

Priority 1: Deliver safe and reliable water and wastewater services

Reliable water supply

- Rainfall totals for October were well below normal for the Hunua Ranges (53%) and Waitakere Ranges (44%). This was due to multiple prolonged dry periods and minimal notable rain days. Soil moisture conditions are now below normal across Auckland.
- This lower October rainfall meant Total System Storage (TSS) continued to decline slowly throughout most of the month of October. Overall, TSS at the end of October was 89.9%, down 2.9 percentage points from the end of September, dropping below historical average (only by 0.9 percentage points).
- Non-metro rainfall totals for the month were below normal for both northern (57%) and southern (71%) areas.
- Metropolitan 7-day average demand generally rose throughout the month of October, from around 410 to around 435 MLD. Rain caused temporary dips in demand, which rebounded quickly when drier conditions returned.
- November rainfall is likely to be near normal or above normal for the Auckland region. The first 10-12 days of November are looking to be significantly wetter than normal before high pressure returns, bringing a drier trend to Auckland for the second half of the month.
- Looking further ahead (Dec-Mar) current climate forecasts suggest that Auckland rainfall is most likely to be below normal.
- The Waikato Water Treatment Plant averaged 114MLD for the month of October and this will continue to increase along with demand when we head into the summer months.

Operational compliance – water and wastewater

Attachment 1 is the October 2026 water quality report.

Resource consents

- Attachment 2 is the October 2026 consent compliance dashboard.
- In October 2026, Watercare was managing 459 active resource consents.
- Overall, operational consent non-compliances increased to six in October 2026, compared with five in September. Of these, three were classified as technical non-compliances and three as non-technical (Category 2) non-compliances. No consents were subject to enforcement action during October.

Priority 4: Strengthening relationships

Customer and community

Attachment 3 is the October 2026 customer dashboard. Key points to note:

- Trust improved this quarter to 56%, with a rolling 12-month average of 54%. Customers are noticing the service delivered by our faults team, reflected in a 7% increase in our service delivery trust driver. Many praise our fast response to emergencies and leak repairs.
- The Water Services Strategy Engagement got underway with an Auckland Conversations event at the Aotea Centre on 10 November. The first workshop to review the draft Water Services Strategy is scheduled for 11 November with the Auckland Council Budget and Performance Committee.

Early engagement will also get underway with local boards and key strategic stakeholders, helping build understanding ahead of public consultation in March 2027 and supporting the formal approval process.

- Customer Net Satisfaction (CNS) remained consistently high in October, with customers describing our frontline customer service staff and field crews as friendly, knowledgeable and efficient. Retail volumes continue to decline as our sustained focus on meter reading accuracy delivers reliable invoices.
- In October, developers praised our staff's responsiveness to their queries and noted a sustained improvement in their experience. They also expressed appreciation for the quality of our installations.
- Works Over performance continued to improve this month, with staff recognised for achieving faster turnarounds. However, there is still room to meet these deadlines more consistently.

Tāmaki Ora – Māori Outcomes

- October shows continued progress in moving Māori outcomes further upstream into Watercare's planning, governance and decision-making. The material shift is from engagement as an activity toward mana whenua influence over how options are assessed, decisions are formed and delivery is governed. The next challenge is organisations. Watercare now needs business ownership, capability and performance measures to mature at the same pace as expectations. The test is no longer simply whether Māori outcomes are considered, but whether that influence results in changed decisions, accountable delivery and measurable outcomes.
- Mana whenua participation is increasingly influencing how options are developed and assessed, rather than providing feedback after preferred positions have been formed. The Ngāti Whātua Ōrākei and Ruareoreo/Newmarket Gully programme used a partnership-designed Multi-criteria Assessment framework, with mana whenua values incorporated into the criteria used to evaluate options. Similar approaches are emerging across strategic programmes, including WSS and PQP28, where Māori outcomes and mana whenua perspectives are being introduced earlier into programme planning, options development and engagement design. Watercare is beginning to shift from consultation on predetermined options to mana whenua influence while choices are still being developed and assessed. This provides a stronger basis for identifying cultural, environmental and relationship considerations before programme and investment positions are fixed.
- Across the Waikato-Tainui Kawenata programme and Hingaia Rising Main, the emphasis is increasingly shifting toward delivery commitments, ownership, milestones, funding and implementation, rather than evidence that engagement has occurred. Governance and programme discussions are requiring clearer line of sight between commitments made accountable owners, investment decisions and outcomes delivered. Confidence in Watercare's Māori outcomes commitments will increasingly depend on our ability to demonstrate who owns delivery, what has been committed, what has changed and whether the intended outcome has been achieved. The maturity shift required is therefore from relationship and engagement reporting toward business performance and accountability.
- Demand for specialist Māori outcomes capability continues to broaden beyond engagement into strategic planning, governance, assurance, major infrastructure programmes, organisational change and Executive reporting. This includes significant enterprise kaupapa such as WSS, Tāmaki Ora, Kawenata, major infrastructure programmes, relationship agreements, Independent Verifier preparation and the wider project and consenting portfolio. The emerging risk is not simply Te Rua Whetū workload. It is organisational dependency on specialist intervention.

Media

- October saw an increase in media coverage, largely driven by significant interest in a customer payment processing error.

- Overall volume increased to 221 media items, including 117 distinct pieces of coverage. With the payment issue accounting for 58% of total coverage, it had a significant influence on the month's overall media profile.
- Positive coverage accounted for 13% of coverage, with proactive infrastructure and investment stories continuing to generate positive media interest. Coverage included the Waiuku Wastewater Treatment Plant, Herne Bay Collector and the $95 million investment in Ōtara's wastewater network, alongside Watercare's Euro bond issuance and the appointment of Martine Watson as Chief Digital Officer.
- Net sentiment decreased from 25% to -46%, while the rolling 12-month average moved from 32% to 25%.
- The change in sentiment reflects the significant media attention on a single issue impacting customers. This occurred despite media engagement outlining Watercare's apology and remediation approach. The result highlights that customer-impacting operational issues can have a disproportionate impact on media sentiment and organisational reputation, even when communications are timely and transparent.
- Neutral reporting accounted for 28% of coverage and included reporting on housing development proposals in Ōrewa, as well as Watercare's response to water main breaks in New Windsor and Devonport.

Developers

Our Growth and Development improvement Programme (GDIP) continues:

- The process mapping, relationship framework and policy update work streams continue to progress. Process mapping is nearing completion, and the current phase will finish in November within our output delivery timeframe.
- The process mapping findings will guide the next phase of the programme. We are resequencing the programme into 2027 and will use a prioritisation approach to make sure the findings with the greatest value and impact are delivered first.
- Stakeholder engagement and governance reporting activities continue as planned.
- Part-time interim programme support remains in place. Appointment of a dedicated Programme Manager for the next phase is in progress, which will give the programme continuity and focus into 2027.
- Strategic direction and programme priorities for 2027 will be confirmed through the resequencing and prioritisation work.
- Our engagement and education workstream continue to be affected by the management of a number of tactical, development-related matters. We are still separating our tactical response approach from the work to be completed under the GDIP, and this workstream will be included in the 2027 prioritisation.
- The scope, ownership and delivery approach for the digital workstream after the first phase of our GDIP Phase 1 will be considered as part of the 2027 prioritisation.

Priority 5: Improving organisational performance

Health, safety and wellness (HSW) update

HSW dashboard is included at agenda item 7 of this meeting pack.

Our People

The October 2026 People Dashboard is included as Attachment 4.

Governance and Administration

Risk, Assurance and Compliance

- General Manager Risk and Assurance gave a presentation on Watercare's Incident Response Preparedness to Auckland Council's Civil Defence Emergency Management Committee on 12 November 2026.
- Two Risk Champion refresher training sessions were completed during October 2026, with a total of 27 staff from across the business attending.
- A Space Weather simulation where a solar flare impacted Watercare's operations took place on 5 November 2026. A report on learnings from the incident is being developed. Watercare staff will also participate in Council's group exercise in late November 2026 as Liaison Officers.
- The scope of work for a review and update of Watercare's Risk Appetite was presented to the November 2026 Audit and Risk Committee meeting for discussion.
- There have been no Whistle-Blower disclosures made since the last Board meeting.
- There were no matters reported to the Privacy Commissioner in October 2026.

Public deputation received at the 28 October 2026 Board meeting

At the 28 October 2026 meeting, the Board received a public deputation from Linda Mee, resident of Wai o Taiki Bay. Attachment 5 sets out a response to the public deputation for the Board's information.

Execution of documents

In accordance with the authority delegated, for the month of October 2026:

- there were five documents required to be signed by the Chief Executive in relation to agreements, deeds and other documents.
- there were five deeds signed by directors and/or Chief Executive.
- there were six capex approvals signed by the Chief Executive that were below a threshold of $50m.
- there were three contracts approved by the Chief Executive that were over $100,000. They were as follows:

Contract description	Successful supplier
Contingent Worker Independent	Independent contractor
NICE Contact Centre Service Agreement Renewal	Lexel Systems Limited
Whenuapai Wastewater Scheme	McConnell Dowell Constructors Limited



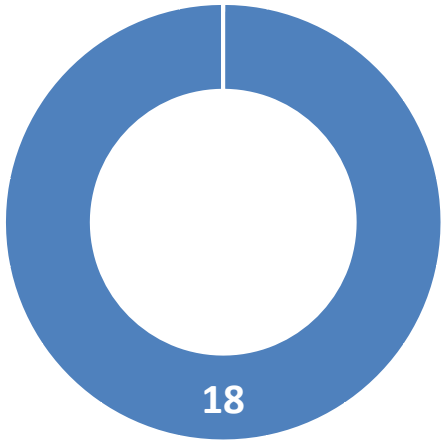
Jamie Sinclair
Chief Executive Officer

Attachment 1 – Water Quality Report October 2026

Water Quality Report – October 2026

Scorecard

Status of Drinking Water Safety Plans



Annual review of Watercare's DWSPs completed. Next review due Dec 2026.

Compliance Summary

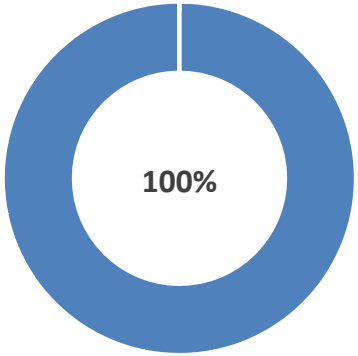
WTPs (18 total)

Bacterial	**100%**
Protozoal	**100%**
Chemical	**100%**
Cyanotoxins	**100%**

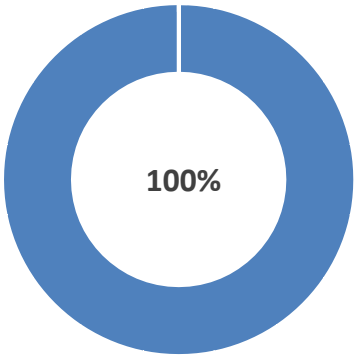
Distribution Zones (40 total)

Microbiological	**100%**
Disinfection by-products	**100%**
Plumbosolvent metals	**100%**
Residual disinfection (Chlorine)	**97.5%**

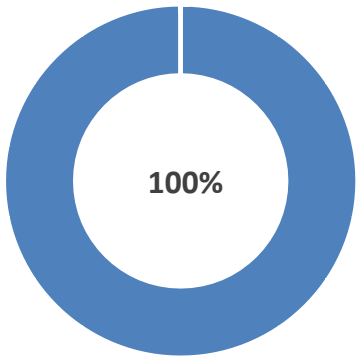
WTPs: Bacterial* Compliance



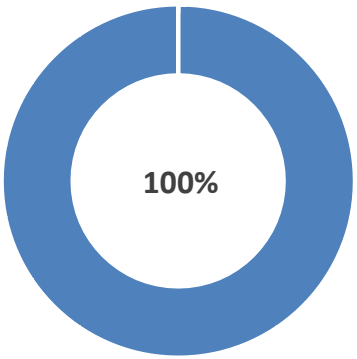
WTPs: Protozoal* Compliance

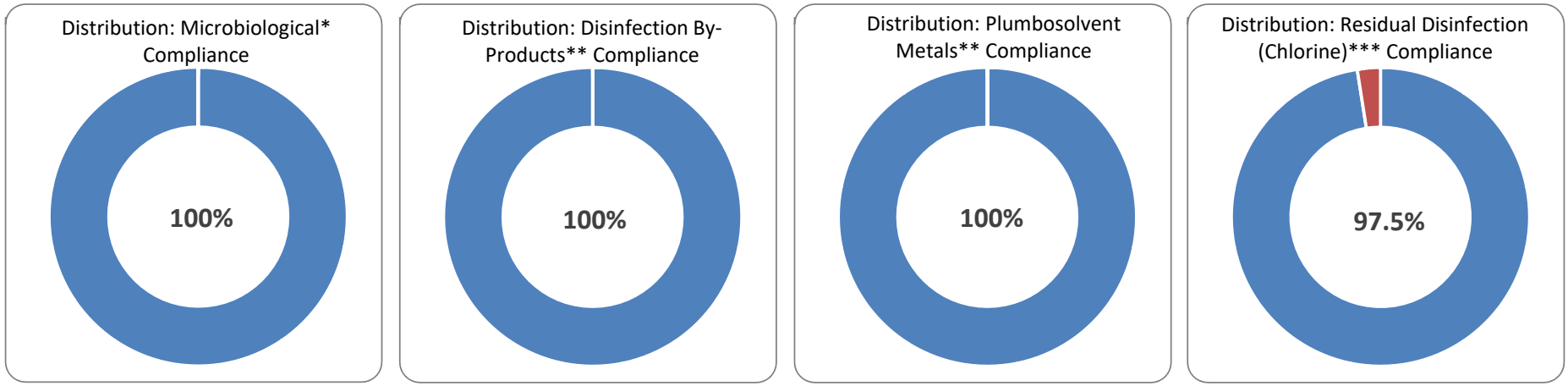


WTPs: Chemical** Compliance



WTPs: Cyanotoxin Compliance





**At the WTPs bacterial compliance is assessed on continuous monitoring results. In the distribution network microbiological compliance is based on the required number of E. coli and total coliform samples and response plans for any positive results.*
*** Chemical compliance: At the WTPs determinands present in the source water at concentrations >50% MAV and those associated with chemicals dosed during the treatment process are monitored. In the distribution network disinfection by-products (DBPs) are monitored in each zone, and chlorates monitored in four zones where chlorine booster stations are utilised as best practice monitoring. Plumbosolvent compliance is assessed in the distribution system by testing for a suite of metals six monthly.*
**** Residual disinfection (Chlorine) – In each distribution network zone, 85% of free available chlorine (FAC) samples in a month must be >0.20 mgL with no results ≤0.1 mgL.*

Spotlight On: Legislation and Compliance

Microbiological and chemical compliance was achieved for all water treatment plants in the month of October. Fluoride dosing at the Waitākere water treatment plant has been temporarily suspended while a storage tank is replaced; dosing will recommence by the end of November. The Ministry of Health has been notified as required by the Health (Fluoridation of Drinking Water) Amendment Act 2021.

All distribution zones achieved microbiological compliance for the month. Chemical compliance was maintained in all distribution zones, except for chlorine compliance in the Montana distribution zone. Montana had one low (≤0.1mg/L) FAC result (notified 28 October). This was responded to by flushing, as per Watercare protocols.

This data for chlorine compliance equates to 98.1% compliance for the 12-month rolling average as of October 2026.

Investigations into Emerging Contaminants – Watercare Operations are looking into global trends and learnings that Watercare should consider in operational and strategic decisions. We continue to discuss our learnings with Taumata Arowai.

Spotlight On: Drinking Water Safety Plan (DWSPs)

The next formal reviews of the DWSPs are due by December 2026.

Spotlight On: Backflow Prevention

The backflow prevention programme protects our networks and customers from third party contamination. Backflow testing and surveys have been completed as per targets set for October 2026. The team is working closely with Lutra to develop an application for streamlining backflow risk survey workflow.

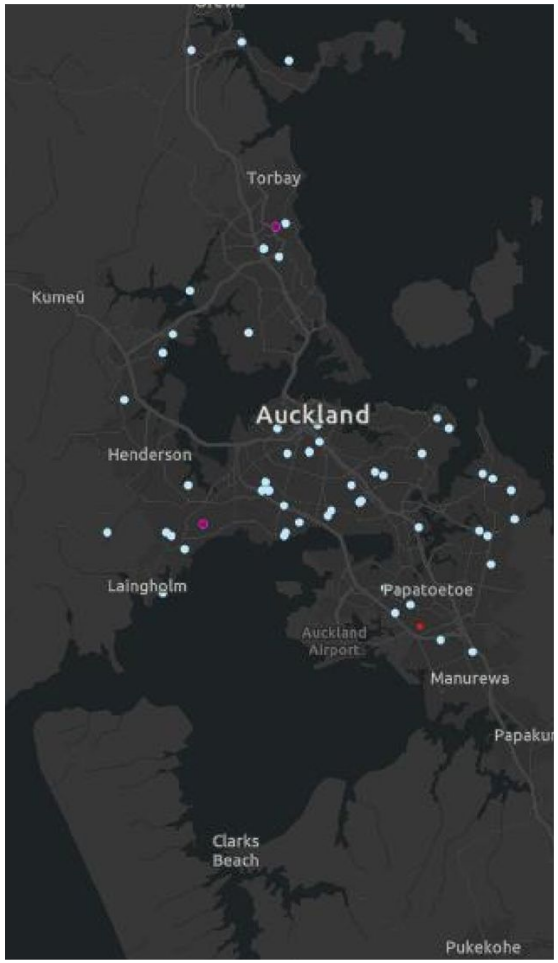
Spotlight On: Condition of Sampling Taps

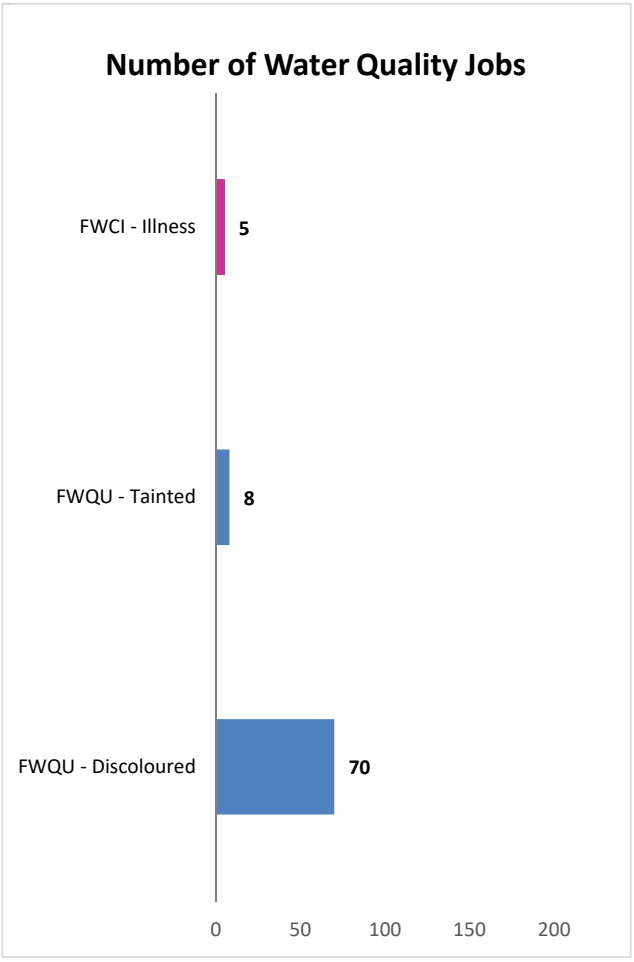
Watercare Operations, Laboratory, and the Asset Management Team continue to work closely to deliver a project for the condition assessment of all distribution sampling taps. Condition assessments have been completed for 251 compliance sample taps. This work is continuing for the remaining 135 compliance sample taps. Findings of the Condition Assessment will inform the next step for maintenance and replacement of these compliance sampling taps.

Spotlight On: Water Supply Interruptions for more than 8 hrs

Five customer water supply interruptions exceeding 8 hours due to watermain bursts were reported to Taumata Arowai in October 2026. This reporting is required under section 25(5) of the Water Services Act 2021 i.e. notification to the Water Services Authority no later than 24 hours after the commencement of the interruption.

Customer Complaints





Actions Taken

Illness Complaints*: Provision of WQ compliance data to customer, water testing and proactive hydrant flushing if appropriate.

Causes: Unrelated health conditions.

**Illness complaint: Arises when a member of the public has an illness that they believe may be related to water quality. All such complaints are investigated and in each case our drinking water has been found to be compliant. All such complaints are referred to their medical professional.*

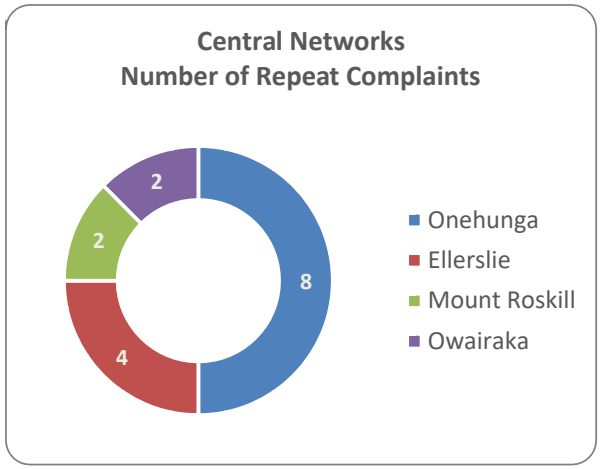
Tainted Water: Network flush with field FAC and turbidity testing. Investigation by Water Quality Science and provision of WQ compliance data if unresolved.

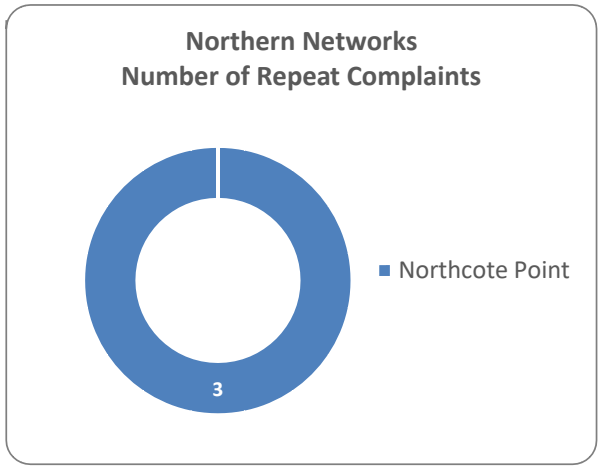
Causes: Taste and odour (usually caused by chlorine residual).

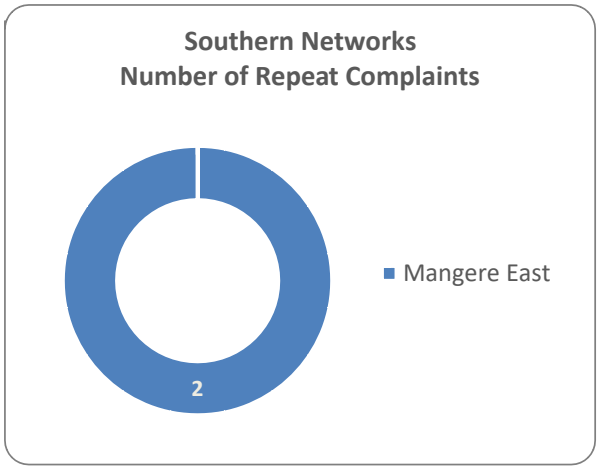
Discoloured Water: Network flush at nearest fire hydrant or at the water meter as appropriate. Provision of WQ compliance data to customer if unresolved.

Main causes: Brown/yellow water is often caused by mineral and sediment build-up coming off pipes when there are changes in flow. “Cloudy” or “milky” water is caused by air bubbles. Black particles are often caused by deterioration of rubber components in fixtures or fittings.

Repeat Water Quality Complaints: May to October 2026







9.1

Actions Taken for Repeat Complaints*

Central

Onehunga – Oranga Ave / Wallath Rd / Normans Hill Rd – Discoloured water at multiple customers. Flushing done at the nearest hydrant for each call. Planned cast iron watermain renewal programme for the Onehunga Local Network.

Ellerslie – Marua Rd – Recurring discoloured water reported by one customer. Flushing done at the nearest hydrant for each call.

Mount Roskill – Stoddard Rd – Discoloured water reported by two tenants in one address. Flushing was done from the nearest hydrant until water ran clear. Follow-up call from other tenant due to remaining discoloured water in private pipework. Customer was advised to flush their taps to clear affected water.

Owairaka – Skeates Ave – Discoloured water reported by one customer. Flushing done at nearest hydrant for all calls.

North

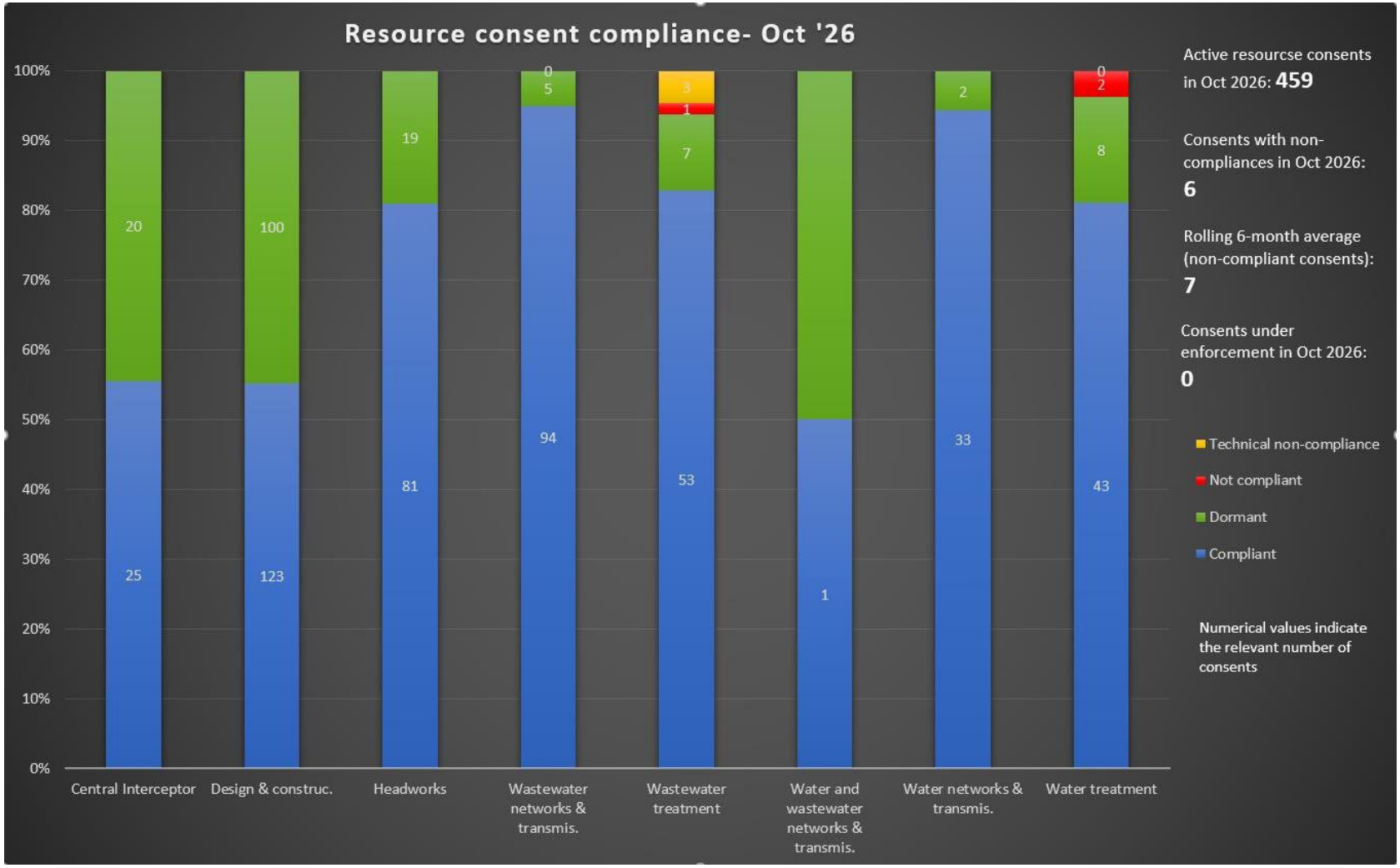
Northcote Point – Alfred St – Recurring discoloured water by one customer. Flushing done at nearest hydrant for all calls.

South

Māngere – Earlsworth Rd – Black particles reported by one customer. Flushing done at nearest hydrant for all calls. No black particles observed from mains or from a sampled customer tap.

**Repeat complaints – A WQ concern raised this month which has been raised at least once before within the last 6 months by the same customer.*

Attachment 2



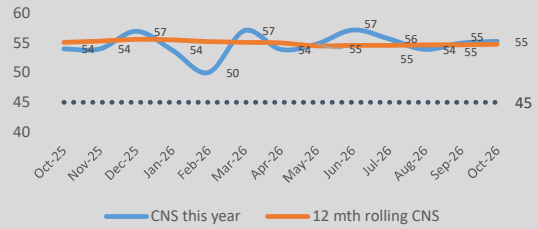
9.2

Attachment 3

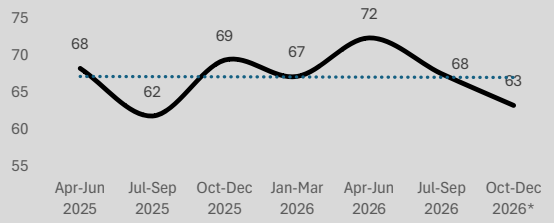
Customer Dashboard – October 26

Overall

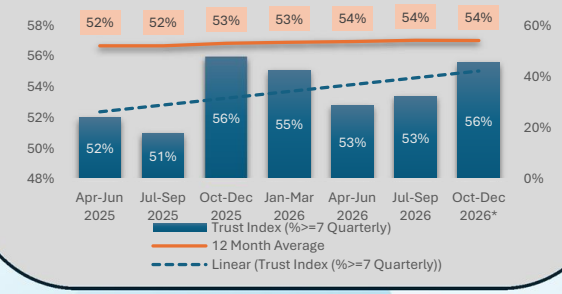
Customer Net Satisfaction



Voice of the Community

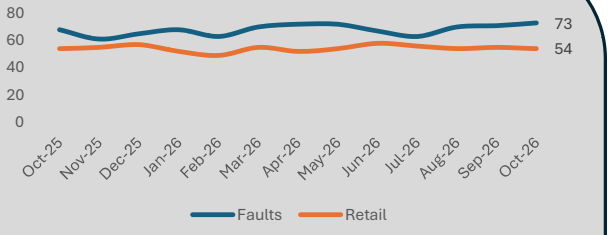


Voice of the City - Trust

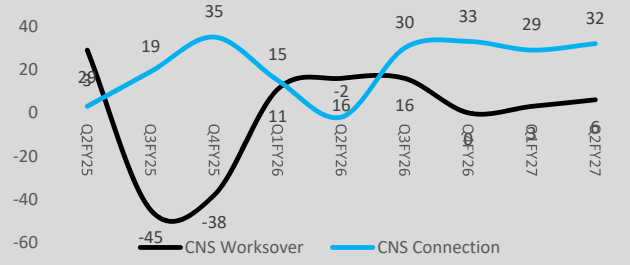


Customer Satisfaction by Function

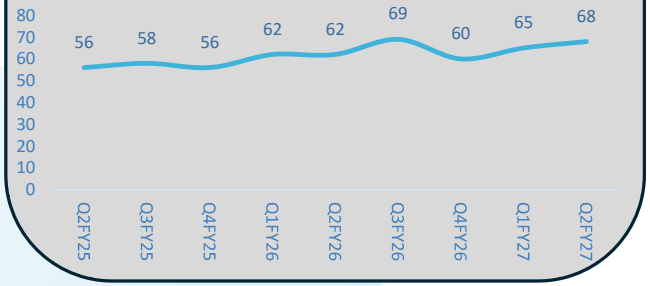
Billing and Faults satisfaction



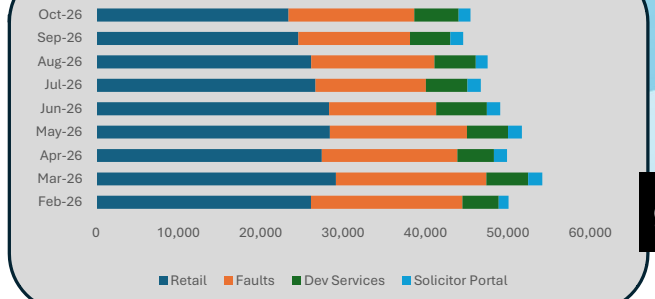
Developer and Works Over Satisfaction



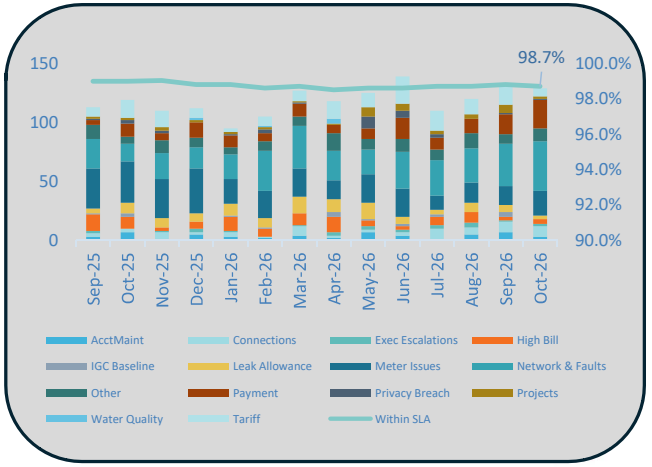
Agent Behaviour- Developers



Inbound contacts by function



Customer complaints by Root Cause



Attachment 4

Monthly Board Dashboard – People

October 2026

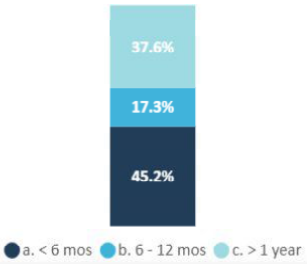
Workforce Composition & Structure

Headcount	1,397	▲	3
FTE	1,377.8	▲	3.7
Budgeted FTE (Sep-26)	*1,455.8*		*-78.0*

Positions Snapshot

Employees	1,397
Contractors	75
Vacancies	70

Contractor Tenure



Diversity, Equity & Inclusion

Māori %	6.37%	*-0.01%*	▼
Female %	37.72%	*0.21%*	▲
Age: Median	41	*0.00*	—
Service: Median	4.29	*0.01*	▲

9.4

Movement & Talent

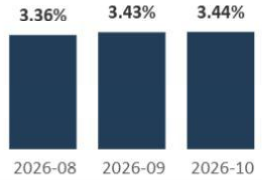
Joiners	18		
Leavers	15		
	23		Offers Completed
	30.4%		Internal Hires
12-Month Rolling Turnover	10.14%	*-0.03%* ▼	
	53.7		Average Days To Fill

Workforce Health & Sustainability

Leave Liability

Total	12.40M	*0.08M*	▲
Average (pp)	8.82K	*-0.01K*	▼
Average Balance *(weeks)*	3.55	*-0.01*	▼

Sick Leave Rate



Commentary

- The increase in headcount for October is due to +6 in Programme Delivery, offset by leavers in other business groups. The higher FTE movement reflects change of a casual to full-time employment.
- Recruitment activity continues to increase with 29 active vacancies (41.4% of the total) listed as new positions, concentrated in Finance, Operations, and Strategy & Planning.
- Days to fill also increased this month as several hard-to-recruit roles remain open, visa processing delays, and one recruitment process paused, but not formally frozen.

Risks

Watch Items

- Female representation increased in October following consistent decreases in previous months, has almost returned to levels recorded in July (37.9%).
- Leave liability shows marginal change for October, compared with increases of $0.55m in August and $0.35m in September. Reflects trend year on year of leave taken over the spring school holidays.
- Rolling 12-month sick leave remains elevated despite the end of winter. However, based on previous seasonal patterns, the rate is expected to moderate and begin to decline over the coming months.

Attachment 5

Watercare Services Limited
73 Remuera Road, Remuera,
Auckland 1050, New Zealand
Private Bag 92521, Victoria Street West,
Auckland 1142, New Zealand
Telephone +64 9 442 2222
www.watercare.co.nz

9 November 2026

Linda Mee
Mee & U Consulting

Via email: [redacted]

Kia ora Linda

Response to your deputation to the Watercare Board on 28 October 2026

Thank you for attending our Board meeting on 28 October 2026 to discuss overflows into the Wai O Taiki Bay Nature Reserve and the Tāmaki Estuary.

Your concerns

You raised concerns about longstanding wastewater infrastructure issues in the Wai O Taiki Bay Nature Reserve and the Tāmaki Estuary. We understand you are seeking action from Watercare:

- to investigate and address the condition of the wastewater infrastructure within the Wai O Taiki Bay Nature Reserve, including the risks associated with ageing assets, sinkholes and land instability;
- to review and explain its decision to approve the Works Over application for the Tāmaki Path Stage 2 project, given your concerns about the condition of the underlying wastewater network and the potential impact on future maintenance and renewal works; and
- to provide an assurance that environmental, public health and operational risks in the area are appropriately managed and considered in future infrastructure planning and investment decisions.

Our response to your concerns

Following your deputation at the Board meeting, the Watercare Board heard from Management regarding the issue, and I have been provided with the information below.

Background and catchment context

The area referred to by you is located at the lower end of the Tāmaki River catchment. The Tāmaki River is divided into two catchments, being the Upper Tāmaki and Lower Tāmaki catchments. The Upper Tāmaki catchment is Watercare's largest catchment under the Network Discharge Consent framework and is currently one of the most challenging catchments in the region. The catchment experiences significant wet-weather wastewater overflow issues and remains a major focus of Watercare's investment programme.

Substantial improvement works are underway and planned within the Upper Tāmaki catchment, including wastewater transmission infrastructure, large pump stations, storage facilities, network upgrades, with the immediate focus being works in Ōtara. These initiatives are intended to progressively improve catchment performance over time.

While the Lower Tāmaki catchment performs significantly better than the Upper Tāmaki catchment, both discharge into the same receiving environment. Consequently, addressing the local issues in the area identified by you would not, on its own, immediately achieve improved water quality outcomes across the wider estuary. Water quality improvements are dependent upon broader catchment-wide interventions and long-term investment programmes.

Public information and SafeSwim

In relation to your concerns that the public may not be adequately informed about water quality risks, please note that SafeSwim remains the primary public information source and provides real-time water quality advice based on continually updated predictive modelling. The model incorporates live operational information and is self-learning. Although there isn't a Safeswim site at Wai O Taiki Bay, there are five SafeSwim sites monitoring the wider Tāmaki Estuary within the Lower Tāmaki catchment. Although the black pin warnings are undesirable, they represent genuine public health advice and provide an important service to the community.

Watercare's Smart Sewer programme has resulted in the installation of a significant number of smart sensors within the catchment. These sensors provide real-time network monitoring information which supports both operational responses and ongoing refinement of water quality and overflow prediction models. This will see operational improvements being implemented to optimise the existing network and provide insight into additional investment programmes.

Sewer infrastructure identified by you

Regarding the specific wastewater asset referenced by you, the sewer is a 225mm diameter wastewater main located beneath reserve land along the foreshore where Auckland Council Parks is constructing a shared pedestrian and cycle pathway.

While geographical information system records identify the asset as a 1954 vitrified clay pipe, this does not reflect more recent improvements. The two public wastewater mains behind 22-32 Silverton Ave are PE pipe or PVC spiral-lined earthenware. Both have been inspected and are confirmed to have no structural issues.

Following receipt of your email dated 16 October 2026, members of Watercare's maintenance services team undertook a physical inspection of the pipeline corridor. The inspection included approximately two hours of field assessment along the length of the asset. No sinkholes, manhole defects or obvious asset failures were identified. Although this does not necessarily mean that no issues exist, none were evident during the inspection.

Capacity constraints and existing overflows

We acknowledge that there is a genuine wastewater capacity issue within the local network serving the area

and agree that there is a long-standing wet-weather overflow at a manhole located within the reserve and that it behaves substantially as described by you, occurring during rainfall events when system capacity is exceeded.

However, the overflow issue forms part of a broader catchment-wide problem, and we are investigating to understand the course of action required to reach a resolution. Factors contributing to the problem include elevated groundwater infiltration, tidal influences due to the coastal location, inflow from private property defects and other network performance issues.

Improving performance in the area requires a broader package of solutions across the wider catchment as unfortunately interventions at individual assets would not be enough.

Works Over Approval for shared pathway

Regarding the approval of construction of a concrete shared pathway above a wastewater asset, please note that the wastewater main is generally located between two and three metres below ground level. Given its depth, current condition and previous rehabilitation works, the presence of the pathway does not create any operational concern for Watercare.

Should future replacement become necessary, it is anticipated that trenchless directional drilling techniques would be utilised, reducing the need to excavate the pathway. The pathway project followed Watercare's normal Works Over approval process, and all necessary applications and reviews were completed before approval was granted. Importantly, access has been maintained to all manholes to meet our operational requirements.

I apologise that your request for a copy of the works over application was refused. Please find attached a copy of the application with this letter.

Future improvements and community expectations

Regarding community expectations about when water quality improvements might become noticeable, we are currently working to define this timeframe. While recent projects, including the 2.1 metre-diameter, 1-kilometre long Glendowie Branch storage tunnel, the associated new Glen Innes Pump Station, and a network diversion at Taniwha Street have delivered increased network storage and some improvements, the overall approach involves progressive and incremental gains over a longer period.

Through continued investigations we are working to understand the next steps and whether further upgrades are required or network improvements and rehabilitation of existing assets will suffice.

Acknowledging the challenge of communicating these benefits and ongoing challenges to communities, the Watercare Board has asked Management whether it could more clearly explain what projects are being delivered, the benefits expected from those projects and the likely timing of environmental improvements. Watercare Management has agreed to improve public communication regarding infrastructure investments and their long-term environmental outcomes.

Prioritisation

Regarding the prioritisation of wastewater network investment, the investment decisions are governed by Watercare's Network Discharge Consent framework, which establishes a defined prioritisation process. Importantly, community feedback forms part of the process.

Management has committed to me that it will undertake a specific investigation into the frequency and cause of the wet weather overflows at the manhole location you have identified. A Watercare representative will be in touch to organise this and we will share the results of the investigation with you.

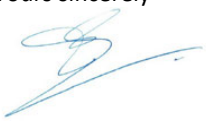
Final comments

I acknowledge the concerns raised and your genuine desire to see improvements. I trust that the information provided in this response demonstrates that improvements in this area depend on substantial catchment-wide investment programmes, which will take some time to complete. However, we are also committed to making short-term operational improvements where possible to reduce the frequency of overflows.

As stated earlier, Watercare Management will be in touch to meet directly with you on site and hear more about your concerns. In the meantime, please continue to reach out to them if you have any questions for the Board.

Thank you again for taking the time to attend our Board meeting.

Yours sincerely



Geoff Hunt
Chair
Watercare Services Limited

		Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27
Meetings	Board	2-Nov (Board Planning Session) 25-Nov	15-Dec (Confidential session)	27-Jan (Confidential session)	23-Feb	25-Mar	28-Apr	12-May (Board Strategy Session) 20-May (Confidential session) 27-May	22-Jun	27-Jul	31-Aug	28-Sep	28-Oct	10-Nov (Board Strategy Session) 30-Nov	14-Dec (Confidential session)
	Audit and Risk Committee	23-Nov			4-Feb		14-Apr	20-May			13-Aug 23-Aug			16-Nov	
	Asset Management Committee	2-Nov	2-Dec		12-Feb	12-Mar	9-Apr	7-May	4-Jun	9-Jul	6-Aug	10-Sep	8-Oct	5-Nov	3-Dec
	Economic Regulation Committee	17-Nov	8-Dec		4-Feb	11-Mar	14-Apr	11-May	3-Jun	8-Jul	12-Aug	9-Sep	7-Oct	9-Nov	2-Dec
Board	Financial	Auckland Council Draft Annual Plan - approve Watercare input Financeability – managing the dynamic between affordability and credit rating			Watercare's FY27 Quarter 2 Forecast, Profit & Loss, Balance Sheet and Cashflow		FY28 Pricing Approval	Watercare's insurance renewal programme 2027-28 Watercare's FY28 profit and loss, balance sheet and cashflow budget	Watercare's FY28 Budget – Capital Expenditure, Balance Sheet and Cashflow Budget		Watercare's FY27 Annual Financial Statements and 2026 Annual Report				
	Auckland Council Appointments and Performance Review Committee		Budget and Performance Committee approves draft Water Services Strategy for Consultation on 10 December 2026		Budget and performance committee approval of consultation material 9 February 2027 Public consultations from 26 February to 28 March 2027			Board approval of Water Services Strategy 27 May 2027	Publication of Water Services Strategy on 15 June 2027	Water Services Strategy effective from 1 July 2027					
	Regulatory reporting	Combined report (Q1/FY27) on opex, capex (due on 31 December 2026) and performance targets (due on 30 November 2026) Draft proposal shared with the Independent Verifier on 2 November 2026			Combined report (Q2/FY27) on opex, capex (due on 31 March 2027) and performance targets (due on 28 February 2027)			Combined report (Q3/FY27) on opex, capex (due on 30 June 2027) and performance targets (due on 31 May 2027) PQ proposal submission for review due on 24 May 2027	Report on FY28 Price Quality Path due on 30 June 2027	Annual disclosure of forecast information due on 31 July 2027 Periodic disclosures due on 31 July 2027 regarding: 1. forecast information, 2. asset management plan, 3. strategic asset management plan, 4. investment delivery plan	Combined report (Q4/FY27) on opex, capex (due on 30 September 2027) and performance targets (due on 31 August 2027)	Annual reports due 30 September 2026 on: 1. efficiency progress, 2. price quality path earning stage, and 3. infrastructure delivery and asset management improvement		Combined report (Q1/FY28) on opex, capex (due on 31 December 2027) and performance targets (due on 30 November 2027) Annual disclosure of actual information due on 30 November 2027	
	Governance and Policy reviews	Good Employer Policy update Programme Delivery T2 and T3 Organisation Chart and Recruitment Status	Review of the Economic Regulation Committee Terms of Reference Board safety training with Kyle McWilliams on 15 December 2026 Board delegations to the CE Policy Fringe Benefit Tax Policy Conflict of Interest Policy – Two-Yearly Review		Review of Watercare's Enterprise Risks Review of Fraud and Corruption Policy Review of Sensitive Expenditure Policy	Half Yearly Statutory Compliance Report	Risk Financing Policy Review of Watercare's Enterprise Risks	Treasury Management Policy	Gifts and Inducements Policy Risk Management Policy Incident Management Policy	Review of Watercare's Enterprise Risks		Review of Watercare's Enterprise Risks Legal Compliance Survey Report			Review of Watercare's Enterprise Risks Board delegations to the CE Policy Review of the Economic Regulation Committee Terms of Reference
	Karakia	Rukumoana Schaafhausen	John Crawford	Geoff Hunt	Andrew Clark	Graham Darlow	Karen Sherry	Julian Smith	Rukumoana Schaafhausen	John Crawford	Geoff Hunt	Andrew Clark	Graham Darlow	Karen Sherry	Julian Smith
	Confidential	Captive Insurance Company WWQIP Motions Wastewater Catchment Improvements – Approval to execute Digital system architecture roadmap Implementation of the Water Services Strategy related Communications and Consultation Plan			Q2 progress update on CE's KPIs		Half-yearly statutory compliance report Q3 progress update on CE's KPIs		Chief Executive's KPIs for FY28	A year end progress update of CE's KPIs		Half-yearly statutory compliance report	Q1 progress update on CE's KPIs		

10

		Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27
Meetings	Board	2-Nov (Board Planning Session) 25-Nov	15-Dec (Confidential session)	27-Jan (Confidential session)	23-Feb	25-Mar	28-Apr	12-May (Board Strategy Session) 20-May (Confidential session) 27-May	22-Jun	27-Jul	31-Aug	28-Sep	28-Oct	10-Nov (Board Strategy Session) 30-Nov	14-Dec (Confidential session)
	Audit and Risk Committee	23-Nov			4-Feb		14-Apr	20-May			13-Aug 23-Aug			16-Nov	
	Asset Management Committee	2-Nov	2-Dec		12-Feb	12-Mar	9-Apr	7-May	4-Jun	9-Jul	6-Aug	10-Sep	8-Oct	5-Nov	3-Dec
	Economic Regulation Committee	17-Nov	8-Dec		4-Feb	11-Mar	14-Apr	11-May	3-Jun	8-Jul	12-Aug	9-Sep	7-Oct	9-Nov	2-Dec
Audit & Risk Committee		Deloitte's Planning Report for Half Year Reporting Planning for Watercare's FY27 Half-Year Reporting Risk Financing Policy Compliance Report Review of the Fringe Benefit Tax Policy Conflict of Interest Policy – Two-Yearly Review Review of Watercare's Risk Appetite Statement Supporting Risk Culture Uplift Internal Audit Plan and Internal Audit Report			Presentation of Watercare's draft half-year accounts Half-year audit update from Deloitte Risk Financing Compliance reporting Internal Audit Report Financeability, affordability and economic regulation Review of Fraud and Corruption Policy Review of Sensitive Expenditure Policy		Insurance matters	Planning report FY27 year-end Insurance renewal programme 2027–2028 Internal Audit Report Capital programme deliverability, cost confidence and developer commitments Gifts and Inducements Policy Risk Management Policy Incident Management Policy				FY27 annual financial reporting Report for the year ended 30 June 2027 and Deloitte's draft audit opinion Insurance Workplan FY28 Compliance reporting commences Internal Audit Report Opportunities and risks arising from the use of Artificial Intelligence Annual Summary of the Performance of Watercare Dams for 2026			Planning report for half-year Compliance reporting Internal Audit Report Internal Audit Plan for the year ending 30 November 2028 System resilience under climate and nterdependency stress Board Delegation to the CE Policy	
Asset Management Committee		WWQJP Avondale CC6 Stage 1 – Approval to execute and WWQJP Motions Wastewater Catchment Improvements – Approval to execute Western Water Supply Programme Strategic Asset Management Plan and Asset Management Plan Overview Capital expenditure analysis Programme procurement approach and delivery model Project and programme dashboards	Project and programme dashboards Quarterly update on $50m plus projects Quarterly update on asset capitalisation Capital infrastructure delivery for the Waikato District Council Contract		Project and programme dashboards	Project and programme dashboards Quarterly update on $50m plus projects Quarterly update on asset capitalisation Capital infrastructure delivery for the Waikato District Council Contract	Project and programme dashboards	Project and programme dashboards	Project and programme dashboards Quarterly update on $50m plus projects Quarterly update on asset capitalisation Capital infrastructure delivery for the Waikato District Council Contract	Project and programme dashboards Strategic AMP periodic disclosure AMP periodic disclosure IDP periodic disclosure	Project and programme dashboards	Project and programme dashboards Quarterly update on $50m plus projects Quarterly update on asset capitalisation Capital infrastructure delivery for the Waikato District Council Contract	Project and programme dashboards	Project and programme dashboards	Project and programme dashboards Quarterly update on $50m plus projects Quarterly update on asset capitalisation Capital infrastructure delivery for the Waikato District Council Contract
Economic Regulation Committee		Auckland Council feedback on the Water Services Strategy 30-year financials Water Services Strategy update Price burden, affordability and hardship Financeability – managing the dynamic between affordability and credit rating Update on Legal Instructions Relating to Pricing Decisions Programme status reports Transition into permanent Economic Regulation	Review of the Economic Regulation Committee Terms of Reference Response to the verifier's findings Programme status reports Transition into permanent Economic Regulation		Programme status reports Transition into permanent Economic Regulation PQP28 Proposal –recommendation of consultation material to Board	Programme status reports Transition into permanent Economic Regulation	Programme status reports Transition into permanent Economic Regulation	Programme status reports Transition into permanent Economic Regulation	Programme status reports Transition into permanent Economic Regulation	Programme status reports Transition into permanent Economic Regulation Annual disclosure of forecast information (s 3.1) Periodic disclosure of forecast information (s 3.3)	Programme status reports Transition into permanent Economic Regulation	Programme status reports Transition into permanent Economic Regulation	Programme status reports Transition into permanent Economic Regulation Annual disclosure of actual information (s 3.2)	Review of the Economic Regulation Committee Terms of Reference

Board meeting | 25 November 2026
Public session

Directors' appointment terms, committee memberships and meeting attendances

For information

Document ownership / Whaimana tuhinga

Prepared by / Kaiwhakarite
Matthew Hill
Head of Legal and Governance

Submitted by / Kaitono
Jamie Sinclair
Chief Executive Officer

1. Purpose of the report / Te take mō te pūrongo

This report is for noting and sets out:

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

2. The details / Kōrero pitopito

We currently have eight directors appointed by Auckland Council.

2.1 The tenure of directors

Director	Original appointment date	End of term
Geoff Hunt (Board Chair)	12 October 2024	1st term ends on 31 October 2027
Graham Darlow	3 February 2021	2nd term ends on 31 October 2027
Julian Smith	1 January 2022	2nd term ends on 31 October 2027
Andrew Clark	1 June 2024	1st term ends on 31 October 2027
Karen Sherry	1 February 2025	1st term ends on 31 January 2028
John Crawford	1 February 2025	1st term ends on 31 January 2028
Rukumoana Schaafhausen	1 June 2025	1st term ends on 31 May 2028
Derrick Adams	1 August 2026	1st term ends on 31 July 2029

2.2 Details of the committees

We currently have three 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.

The table below sets out the membership of the current committees.

Director	Audit and Risk Committee	Asset Management Committee	Economic Regulation Committee
Geoff Hunt (Board Chair)		✓	✓
Graham Darlow		Committee Chair	
Andrew Clark	Committee Chair		
Julian Smith	✓		Committee Chair
Karen Sherry	✓	✓	
John Crawford			✓
Rukumoana Schaafhausen			✓
Derrick Adams[1]		✓	

[1] *Derrick Adams was appointed to the Asset Management Committee, effective 27 August 2026.*

2.3 Directors' attendance at Board meetings is detailed in the table below:

Attended ✓ **Did not attend ✘** **Not on the Board ■**	**Attendance at Board meetings**														
	3 February 2026	**25 February 2026**	**4 March 2026 strategy session**	**30 March 2026 Board workshop**	**31 March 2026**	**29 April 2026**	**27 May 2026**	**30 June 2026**	**28 July 2026**	**27 August 2026**	**29 September 2026**	**28 October 2026**	**2 November 2026 Board Planning Session**	**25 November 2026**	**15 December 2026**
Geoff Hunt (Board Chair)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Graham Darlow	✘	✘	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Julian Smith	✓	✓	✓	✓	✓	✓	✘	✓	✓	✘	✓	✓	✓		
Andrew Clark	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✘	✓	✓		
Karen Sherry	✓	✓	✓	✓	✓	✓	✘	✓	✓	✓	✓	✘	✓		
John Crawford	✓	✓	✓	✓	✓	✓	✓	✘	✓	✘	✓	✓	✓		
Rukumoana Schaafhausen	✘	✓	✓	✓	✓	✓	✓	✘	✓	✓	✓	✓	✘		
Derrick Adams	■	■	■	■	■	■	■	■	■	✓	✓	✓	✓		

2.4 Directors' attendance at committee meetings is detailed in the table below:

Attended ✓ Did not attend ✘ Not on the committee ■	Audit and Risk Committee meetings					Asset Management Committee meetings									Economic Regulation Committee meetings										
	4 February 2026	14 April 2026	21 May 2026	14 August 2026	23 November 2026	6 March 2026	10 April 2026	15 May 2026	8 June 2026	8 July 2026	7 August 2026	4 September 2026	6 October 2026	2 November 2026	2 December 2026	28 January 2026	18 February 2026	14 April 2026	6 May 2026	9 June 2026	14 July 2026	11 August 2026	8 September 2026	13 October 2026	17 November 2026	8 December 2026
Geoff Hunt (Board Chair)						✓	✓	✓	✓	✘	✓	✓	✓	✓		✓	✓	✓	✘	✓	✘	✓	✓	✓	✓	
Graham Darlow						✓	✓	✓	✓	✓	✓	✓	✓	✓					✓	✓	✓				✓	
Julian Smith	✓	✓	✓	✓					✓							✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Andrew Clark	✓	✓	✓	✓				✓								✓		✓			✓					
Karen Sherry	✓	✓	✓	✘		✓	✘	✓	✓	✓	✓	✓	✓	✓						✓	✓	✓			✓	
John Crawford																✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Rukumoana Schaafhausen																✓	✘	✓	✓	✓	✓	✓	✘	✓	✘	
Derrick Adams											✓	✓	✓	✓										✓		

3. Recommendation / Te tūtohunga

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

Board meeting | 25 November 2026
Public session

Disclosure of directors' and executives' interests

For information

Document ownership / Whaimana tuhinga

Prepared by / Kaiwhakarite
Matthew Hill
Head of Legal and Governance

Submitted by / Kaitono
Jamie Sinclair
Chief Executive Officer

1. Purpose of the report / Te take mō te pūrongo

Section 189 of the Companies Act 1993 requires the company to keep an interests register. Section 140 requires all directors to cause to be entered in the interests register, and disclose to the Board of the company, their interests.

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.

2. The details / Kōrero pitopito

2.1 Watercare Services Limited's directors' interests register

The company obtains Directors and Officers (D&O) insurance for of all Watercare directors in accordance with section 162 of the Companies Act 1993.

Director	Interest
Geoff Hunt	• Principal, Geoff Hunt Consulting Ltd • Member, Institution of Engineering and Technology • Member, Institute of Directors • Trustee, Hunt Family Trust • Advisor to the Board, Geostabilization New Zealand Ltd (GSI) • Independent Chair, Propellworks
Graham Darlow	• Director, Holmes GP ANZ Ltd • Director, Hick Group Ltd • Business Executive, Acciona Infrastructure NZ Limited • Director and Shareholder, Brockway Consulting Limited • Direction and Chair, Frequency NZ Limited

Director	Interest
	• Director, Hick Bros. Civil Construction Limited • Director, Hick Bros. Heavy Haulage Limited • Director, Hick Bros. Holdings Limited • Director, Holmes Group Limited • Director, Pac Tranz Limited • Project Governance Group, Sludge Minimisation Project and Major Transport Group, Wellington City Council
Julian Smith	• Board Trustee, Cancer Support New Zealand • Director and Shareholder of JTB Enterprises Limited • Committee member of Institute of Directors, Auckland Committee • Chair, Institute of Directors Te Tai Tokerau, Northland Sub-Committee • Body Corporate Committee member, The Connaught Residential Apartments, Auckland • Group Secretary – Northland Corporate Group • Member, Waikato Tainui Kawenata Joint Governance Oversight Group • Director, Northport Group Limited • Director, Northport Limited • Director, Marsden Maritime Holdings Limited • Director, Marsden Marina Coves Limited • Director, MetService • Director, CDL Investments New Zealand Limited • Strategic Advisory Board, Ministry for Cities, Environment, Regions and Transport • MyCareerBrand
Andrew Clark	• Chief Financial Officer, Port of Auckland Limited • Director, Auckland City Water Limited (Watercare's subsidiary company) • Member, Waikato Tainui Kawenata Joint Governance Oversight Group
Karen Sherry	• Director, Donnell Sherry Ltd • Director, The Power Company Ltd • Director, PowerNet Ltd • Director, Electra Ltd • Director, Sasha & Otto Limited • Director, Electra Generation Limited • Director, Electra Services Limited • Director, Pylon Limited • Director, Lakeland Network Limited • Director, Otagonet Limited

Director	Interest
	• Director, Last Tango Limited • Trustee, Fritz Seppel Trust • Trustee, Freya, Fritzi & Zorba Trust • Trustee of a number of Private Client Trusts which cannot be disclosed due to solicitor/client confidentiality reasons
John Crawford	• Director, Tarata Investments Ltd (Family Investment vehicle) • Director, Tier1 Advisors Ltd (not trading) • Director, Wealth Matters Ltd (not trading) • Director, Punganui Estate Ltd
Rukumoana Schaafhausen	• Shareholder and director, Schaafhausen Inc Limited • Director, Te Whata A Tamihana Limited • Director, Contact Energy Limited • Shareholder and Director, Kaitiaki Guardian Services Limited • Director, Kiwi Group Capital Limited • Director, Tainui Group Holdings Limited • Director, Te Rau o te Korimako Limited • Managing Director, Te Waharoa Investments (GP) Limited • Trustee, The King's Trust Aotearoa New Zealand • Director, Kiwibank Limited
Derrick Adams	• Chair, Vinci Construction NZ • Chair, HEB Construction • Chair, The Blue Pen Ltd • Chair, Cassidy Construction • Chair, Hikuai District Trust • Chair, The Te Ahu a Turanga Project Alliance Board

2.2 Watercare's executives' interests register

Executives	Interest
Jamie Sinclair	• Director and Shareholder, Sinclair Consulting Group Ltd
Priyan Perera	• President, Water New Zealand • Director and Shareholder, Popellow Limited
Mark Bourne	• Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust
Sarah Phillips	• Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust
Richard Waiwai	• Director and owner, Te Hautapu Consultants Limited • Trustee of Te Rana Te Araroa Waiwai Whanau Trust • Relatives work for Waikato Tainui • Director, Moeā Limited • Chair and Trustee of Te Kopani, 27, 28, 29 & 30 Papakainga Trust
Angela Neeson	• Director, Tranquillo Properties Limited
Mark Crowle	• Trustee, JJC Family • Trustee, NMC Family Trust • Member, Infrastructure New Zealand Industry Advisory Council
Anna Shipley	To be confirmed
Nigel Toms	• Co-Chair, Toi Ora Live Arts Trusts • Chair Interim Water Management Committee, Gisborne District Council • Director, TRN Risk & Resilience Consulting • Member, Audit and Risk Committee, Institute of Risk Management • Chair, Institute of Risk Management New Zealand Group

3. Recommendation / Ngā taunakitanga

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