

Board meeting | 28 July 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	Andrew Clark	-	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 30 June 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	Chief Executive's report	Executive Team	For discussion	Report
Governance				
9	Board planner	Chair	For information	Report
10	Directors' appointment terms, committee memberships and meeting attendances	Chair	For information	Report
11	Disclosure of directors' and executives' interests	Chair	For information	Report
12	General business	Chair	For discussion	Verbal update

Date of next meeting	Thursday, 27 August 2026
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Karakia Timatanga (To start a meeting)

1. Whakataka te hau ki te uru

Whakataka te hau ki te tonga

Kia mākinakina ki uta

Kia mātaratara ki tai

E hī ake ana te atakura

He tio, he huka, he hau hū

Tihei mauri ora!

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



2. Tukua te wairua kia rere ki ngā taumata

Hai ārahi i ā tātou mahi

Me tā tātou whai i ngā tikanga a rātou mā

Kia mau kia ita

Kia kore ai e ngaro

Kia pupuri

Kia whakamaua

Kia tina! TINA! Hui e! TĀIKI E!

Allow one's spirit to exercise its potential

To guide us in our work as well as in our pursuit of our ancestral traditions

Take hold and preserve it

Ensure it is never lost

Hold fast.

Secure it.

Draw together! Affirm



Minutes

Board meeting		Public session
Date		30 June 2026
Venue		Watercare House, Level 4 Boardroom, 73 Remuera Rd, Remuera and via Microsoft Teams
Time		10:06am to 11:10am
Attendance		
Board of Directors	Watercare staff	Guests
Geoff Hunt (Chair) Andrew Clark Karen Sherry Julian Smith Graham Darlow	Jamie Sinclair – Chief Executive Mark Bourne – Chief Operations Officer Tuan Hawke – Head of Operations Performance (for item 9) Andrew Mercer – Head of Health, Safety and Wellbeing (from start until end of item 6) Elizabeth Stewart – Stakeholder Engagement Specialist (from start to item 6) Shane Sullivan – Water Resources Manager (for item 9) Tere Ryan – Security Specialist Matthew Hill – Senior Legal Counsel Izzy Mohammed – Legal and Governance Advisor On Microsoft Teams Joanna Tao – Elected Member Relationship Advisor	Members from Auckland Council Councillor Ken Turner, Watercare Lead Councillor Rebecca Purvis, Acting Principal Advisor CCO Governance and External Partnerships (via Microsoft Teams) Members from the public Neil Dingle and Megan Fitter, Waima to Laingholm Pest Free Incorporated
1.	Opening karakia The Chair opened the meeting with a karakia.	
2.	Apologies Rukumoana Schaafhausen and John Crawford sent their apologies. John Crawford was in attendance via Microsoft teams for the Board only and Board/CE sessions that occurred prior to the meeting.	
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.	

	No other conflicts of interest were noted.
5.	Minutes of the previous meeting of 27 May 2026 board meeting <i>The Board resolved that the minutes of the public session of the board meeting held on 27 May 2026 be confirmed as true and correct, subject to the correction of a minor typographical error in section 7 of the minutes.</i>
6.	Public deputations Megan Fitter (Secretary) and Neil Dingle (Chairperson) of the Waima to Laingholm Pest Free Incorporated provided a presentation to the Board (Attachment 1). They outlined the work of the incorporated not-for-profit community organisation, which operates across Waima, Woodlands Park and Laingholm, covering approximately 1,190 hectares. Key points from the presentation included: • Waima to Laingholm Pest Free Incorporated is a grassroots initiative run by residents, with strong links to schools, sports clubs and other community groups. The area encompasses approximately 2,300 households and 5,500 residents. While volunteer recruitment has been successful, coordinating volunteers remains the Group's greatest challenge. • Approximately 47% of the 1,190-hectare area is classified as critical ecosystem. The Group aims to support smaller restoration groups by openly sharing resources, knowledge and expertise. • Strategic priorities include promoting pest control in priority areas, strengthening communication channels and pursuing funding opportunities. • Over the past three years, the Group has partnered with Green Bay High School through the Gateway Programme, providing students with practical field experience. • The Group requested support from Watercare towards the cost of a part-time coordinator role for five years, together with one-off establishment costs in the first year, or the provision of equivalent resources in kind. • They noted additional benefits of partnering with Watercare, including supporting the objectives of the Local Area Plan, enhancing corporate goodwill and creating local employment opportunities. The Chair acknowledged and thanked Waima to Laingholm Pest Free Incorporated for its contribution to environmental restoration and pest management in the area and advised that a response to their public deputation would be provided within seven days. <i>The Board noted the presentation.</i>
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: • A significant motor vehicle collision occurred in May involving a Watercare utility vehicle and another utility vehicle. The Watercare driver had observed the oncoming vehicle and taken evasive action, steering away from a direct head-on impact. As a result, the collision occurred on the front quarter of the

	vehicle rather than head-on. Both vehicles were written off. The safety features of the vehicles played a significant role in preventing serious injury, with both drivers sustaining only minor injuries. • Driving remains a critical risk for the organisation and maintaining effective controls and safety interventions to manage this risk is very important. • In response to questions, Andrew Mercer explained that some Watercare drivers undertake defensive driving training, while specialist driver training is provided for employees undertaking specialist driving activities (such as off-road work). There is currently no organisation-wide defensive driving programme in place. • The Board noted the incident provided a positive example of the effectiveness of existing driving controls and vehicle safety features. • The Board also noted the concrete saw kickback incident as a positive example of safety controls working effectively, with the use of the required face shield preventing what could have been a more serious injury. <i>The Board noted the report.</i>
8.	Chief Executive's report The CE introduced the report, which was taken as read. The following key points were made. • Water supply and storage levels remain high, with dam storage increasing by approximately 4% following rainfall received during the previous week. Forecasts indicate potential El Niño conditions. • Full year capex forecast has increased and is approximately \$100m behind target. • The trust score is derived from customer survey responses, with ratings of seven or above contributing to the overall trust measure. We have a similar trust score to other utilities. Sydney Water has a notably higher trust score but makes significant investment in customer communications and advertising. • • The Faults Team achieved the organisation's highest customer satisfaction score of 72% maintaining this result for two consecutive months. • The Board noted the completion of the annual employee engagement survey, which resulted in an employee engagement score of 7.8 and an employee Net Promoter Score (eNPS) of 34. • The CE advised that information relating to Watercare's growth policy, dividend policy and information disclosure requirements are being published on the organisation's website. <i>The Board noted the report.</i>
9.	Auckland Drought Management Plan The CE and Mark Bourne introduced the report, which was taken as read. The following key points were made: • The Auckland Drought Management Plan will ultimately require approval by Auckland Council, which has the authority to impose water restrictions. The purpose of the plan is to provide clear guidance for Watercare, Auckland Council and customers on their respective roles and responsibilities in responding to drought conditions. • A key objective of the plan is to reduce base water demand, with each stage of restrictions designed to achieve an approximate 5% reduction in demand.

	- Under the proposed framework, Watercare would remain lead agency through earlier stages with Auckland Emergency Management becoming the lead agency at Stage 4 restrictions (when dam storage reaches approximately 15%). It was noted that Stage 4 represents an extreme drought scenario and would require a civil defence response, including the use of emergency powers to secure additional water supplies if required. - The Board reflected on lessons learned during the 2020-2022 drought and noted that some improvements implemented in the updated Drought Management Strategy since that time were not fully reflected in the report. - The Board emphasised the value of the data and reporting available to the Board during droughts. Monitoring systems and reporting tools remain in place and that there is also internal monitoring framework with trigger levels that operate before formal drought preparedness measures are activated. - Seasonal water restrictions to manage peak demand were discussed. Auckland's relatively flat seasonal demand profile, combined with universal water metering and volumetric charging, has contributed to a long-term reduction in water use by customers. - The Board noted the plan applies across the Auckland region, including smaller communities not connected to the main metropolitan water supply, with appropriate triggers and responses reflecting local circumstances. The plan recognises that tanker water supplies may be required for some communities. <i>The Board approved the updated Drought Management Plan to go to the Auckland Council's governing body for approval via either the Emergency Committee, Planning Committee or both.</i>
10.	Review of the Asset Management Committee Terms of Reference The CE introduced the report, which was taken as read. The following key points were made. - The proposed amendments would enable the Asset Management Committee (AMC) to formally approve project funding decisions between \$50m and \$200m, with all approvals to be subsequently noted at the Board for oversight. - The Board noted that construction and project delivery costs have increased significantly in recent years, meaning that projects previously considered major investments are now more routine in scale. - As part of addressing increasing project costs, the AMC's focus includes greater scrutiny of design costs and improved cost management throughout the project lifecycle. - The Board noted that the appointment of Mark Crowle would strengthen the organisation's delivery capability and support more commercially focused approaches to design, procurement, and delivery. - The Board emphasised opportunities to reduce costs through greater standardisation of design, rather than engaging multiple consultants to develop bespoke solutions for similar projects. - The CE advised that Watercare is actively supporting work in this area and that staff are investigating opportunities associated with the development and adoption of national standards. <i>The Board accepted the AMC's recommendation and approved the revisions made to the AMC Terms of Reference.</i>
11.	Board planner <i>The Board noted the board planner.</i>

12.	Directors' appointment terms, committee memberships and meeting attendances <i>The Board noted the report.</i>
13.	Disclosure of directors' and executives' interests <i>The Board noted the report.</i>
14.	General business There was no other general business. The public session closed at 11:10am.

CERTIFIED AS A TRUE AND CORRECT RECORD

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Geoff Hunt, Chair



Attachment 1

Waima to Laingholm Pest Free Incorporated

www.W2L.nz

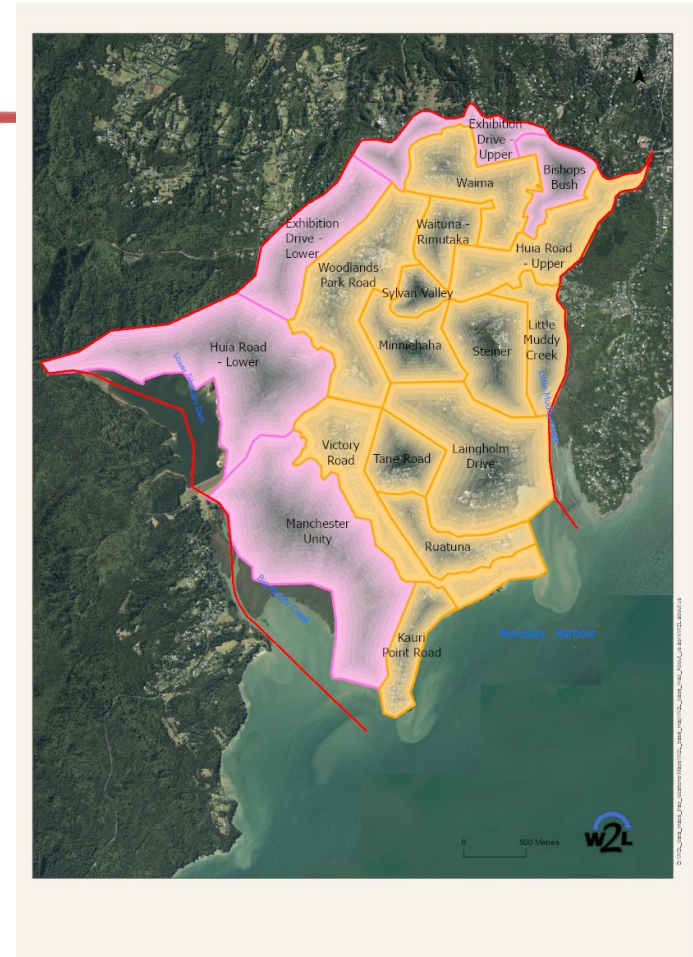
We are a non-profit community group aimed at the eradication of introduced pests in our local area.



5.1

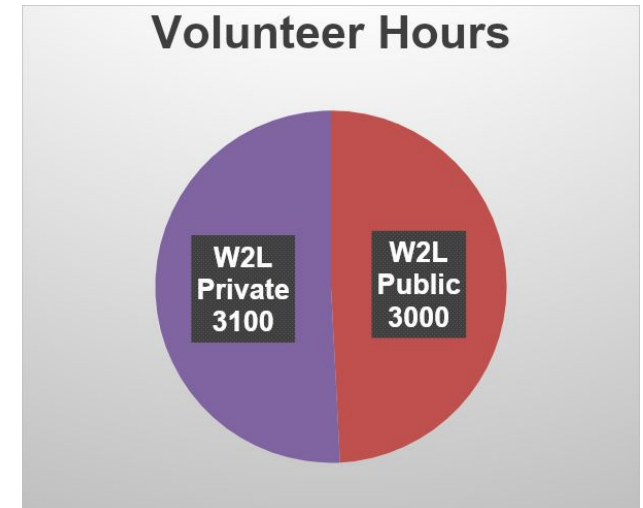
Background

- W2L is a grassroots community organisation that are passionately led by residents who volunteer their time. Their origin is in the (now disestablished) Sustainable Neighbourhood Network.
- We cover Waima, Woodlands Park and Laingholm, an area of 1190 hectares bounded by the north coast of the Manukau Harbour.
- Exhibition Drive was the very first trapline, started in 2017 with some basic Timms traps supplied by Watercare, some are still operational!



For locals by locals

- Of the 2,300 households there are approximately 5,500 people on 600 hectares. This is a tremendous resource for projects if we can coordinate well.
- The 3000 volunteer hours on public traplines is conservatively valued at \$87,000 every year.
- 47% of the area is identified as critical ecosystem.
- We have agreed resources will be made available open source to adapt in other settings, such as smaller restoration groups who need an operational framework.



Public Lines

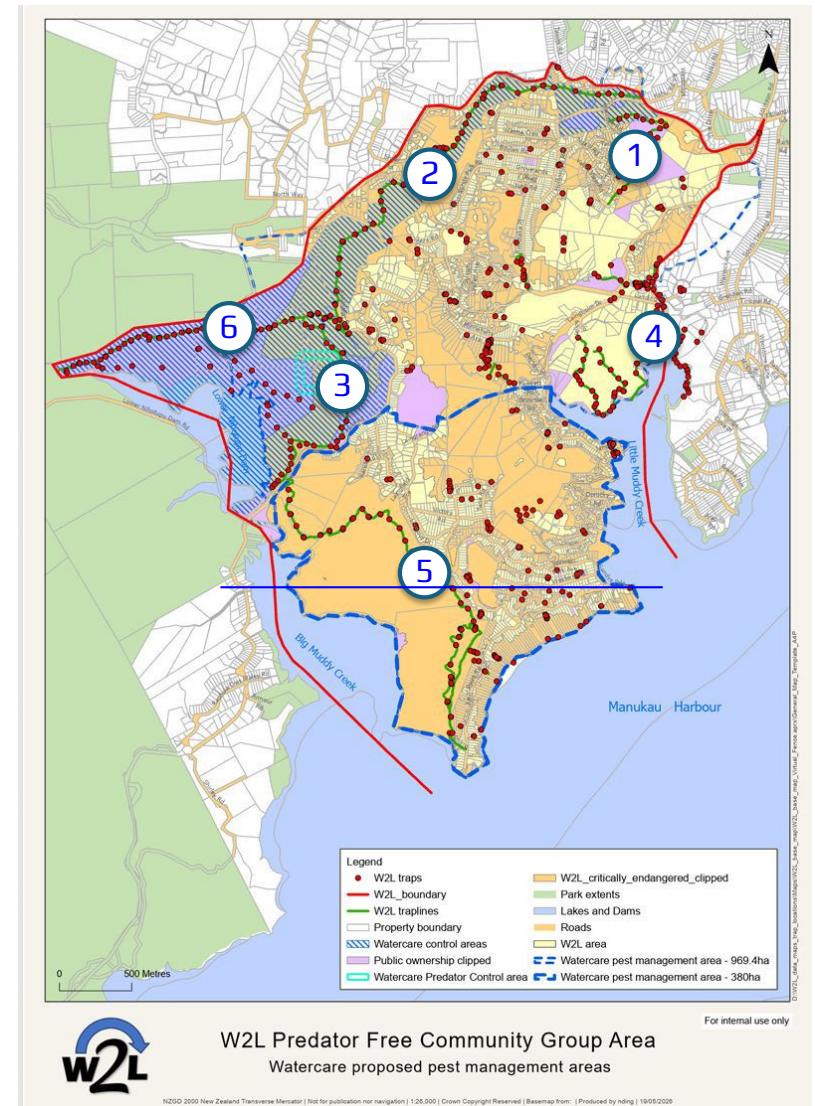
For Waima to Laingholm infilling our 15km of operational public lines - the virtual fence - is essential for sustained success. Supporting our backyard trappers will need to be a bigger focus in the next 5 years and will enhance the Biodiversity Trust project.

Watercare lines
1, 2, 3 & 6

284 Traps
Total

Operational Public Lines -- □

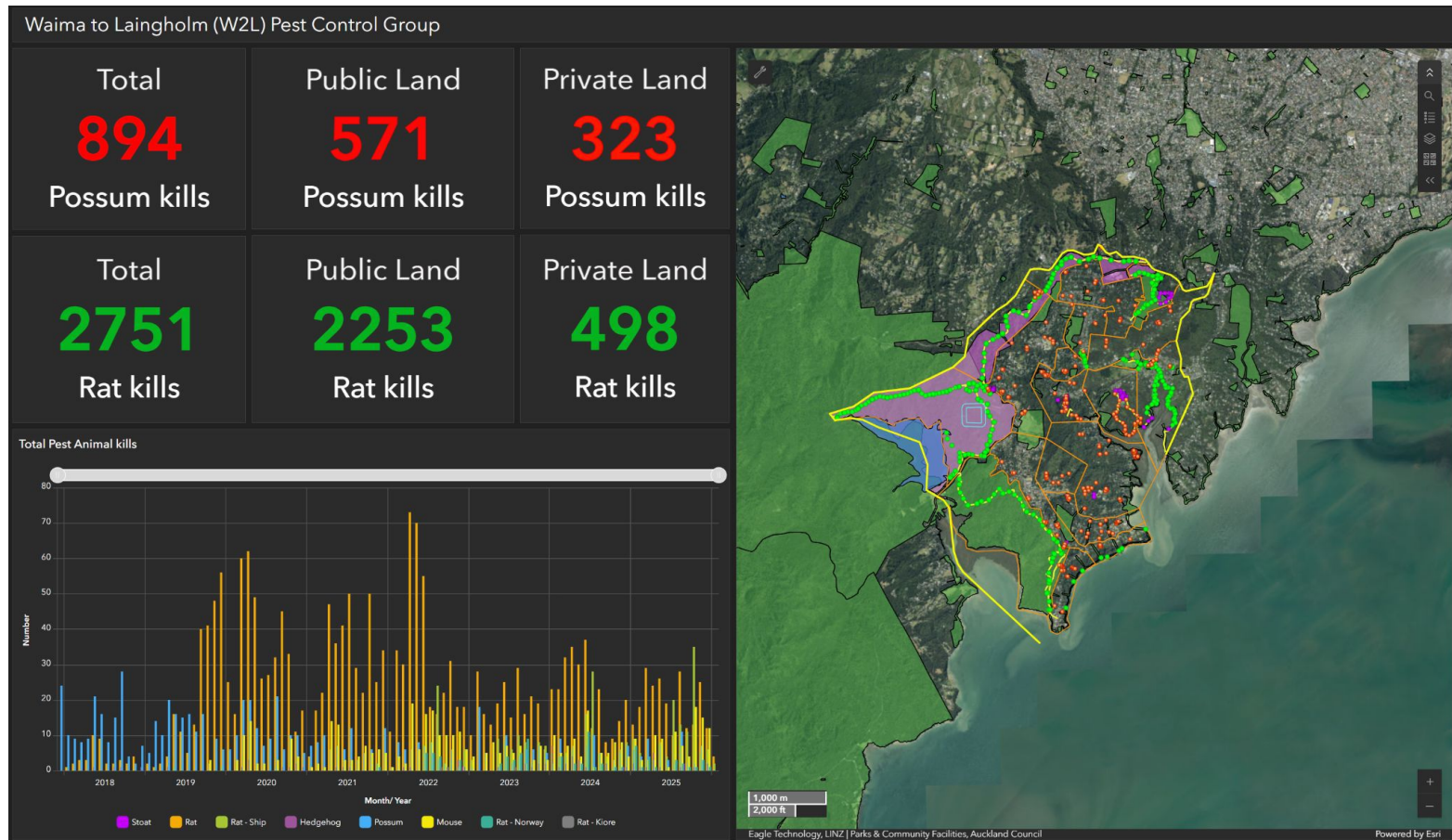
1. Bishops / Clarks Bush
2. Exhibition Drive
3. Huia Road
4. Little Muddy Creek
5. Manchester Unity Block
6. Pipeline Road



W2L Results



5.1



Trap data sourced from W2L TrapNZ projects

Strategic Goals

5.1

Short term and underway:

- Find out who in the community is already carrying out pest control.
- Build community involvement in this project.
- Promote pest control in priority areas.
- Continue trapping - Council and Watercare.
- Develop pest management plans for smaller areas.
- Obtain permission to carry out pest control in the W2L area from landowners.
- Commence with pest control in smaller areas and local neighbourhoods.
- Set up observation methods and monitoring of native birds and other species.
- Build communication channels and relationships across the community and organisations.
- Commence funding applications for pest control and a coordinator.
- Hold community events.

Long term and working towards:

- Set up a long term timeline for this project (30 years +).
- Increase and protect existing and self-repopulated native flora and fauna.
- Expand related activities, such as stream protection, weeding and native planting.
- Preschool and primary school program development.
- Continue to maintain and encourage pet cat responsibility.
- Reintroduction of certain native species.



Kaitiakitanga

maintain and protect our people, environment and taonga

- W2L hold a rāhui warrant with Te Kawerau ā Maki and proactively educate volunteers on phytophthora agathidicida-kauri dieback. Strict protocols are in place for all operations.
- Both Auckland Council and Watercare have also approved our protocols.
- Te Kawerau ā Maki offers our volunteers a cultural induction which is valued by not just the trappers but students and their whanau too.



Clarks Kauri along with Bishops and Alleys nearby are considered the oldest remaining Kauri in the Auckland

5.1



Alleys kauri in Waima has a girth of 827cm

Image Credit: Ash Morton

Social Enterprise

Expanding on our Gateway success

<https://pfwra.org.nz/news-blog/green-bay-high/>

By Fiona Drummond on 31st May 2024



1. Expressions of interest for user pays trial area.
2. Develop paid work opportunities for young people to service residential traps on a user pays model.
3. Provide people with a baseline of work with development pathway career conservation opportunities.
4. With specialist assistance expand to people with disabilities and mental health challenges.

Funding Needs

W2L are seeking funding from a number of sources for the period of their 5 year plan.

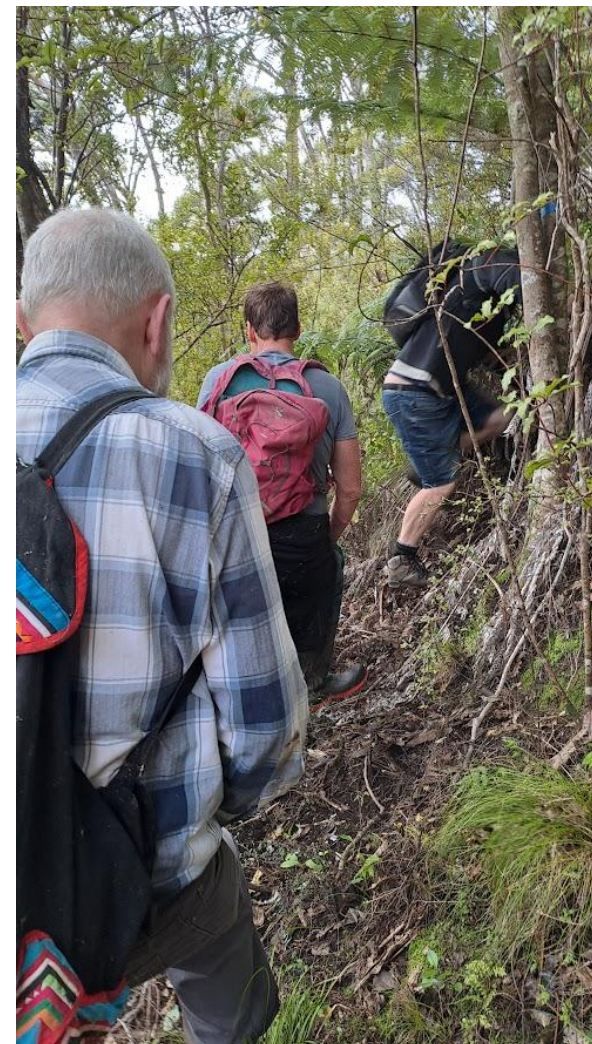
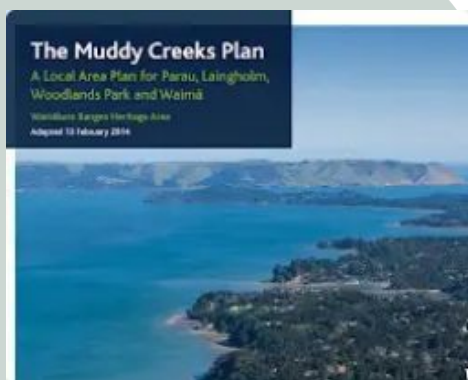
We are asking Watercare to contribute to:

- ◆ Coordinator for 20 hours per week at a cost of \$36,900 per annum for 5 years (\$184,500).
- ◆ \$3,772 one off expenses in Y1 or supply items in kind. Much of this is for renewal of existing assets.



Other Benefits

- Giving effect to the Muddy Creeks Local Area Plan which is a requirement of the Waitakere Ranges Heritage Area Act 2008.
- Corporate goodwill within the community, and positive news to be spread further afield.
- Workforce development, local jobs for local people.



5.1

Questions?

5.1

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Public session



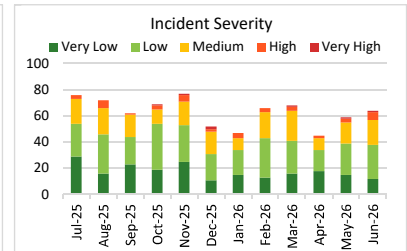
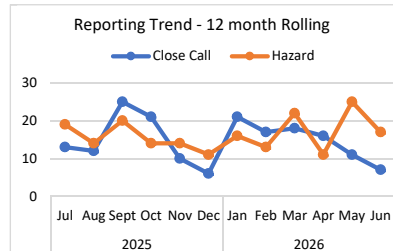
Health, safety, and wellbeing update for June 2026

For discussion

Executive summary

Health, safety and wellbeing performance remained stable across Watercare operations and projects during June, supported by continued leadership engagement, proactive reporting and verification activity.

A key focus for the month was the Mid-Year Contractor HSW Forum, held on 15 June 2026, which brought together Watercare and delivery partners to reinforce shared ownership of health, safety and wellbeing performance. The forum refreshed the HSW Leadership Commitments agreed in 2025, and reinforced consistent expectations for collaborative improvement across the contractor network.



Proactive Risk Management:

- **Hazard Reporting:** Proactive reporting remained strong, with 24 close call and hazard reports recorded. This continues to provide visibility of operational risks and improvement opportunities.
- **Incident Trend:** Sixty-four events were recorded in June. Of this, 89% were Very Low to Medium severity, indicating most reported events remained at the lower end of the risk spectrum.
- **High Severity Incidents:** While actual severity remained low to medium, seven events were assessed as having high or very high potential consequence. Of these, five related to contractor activities and two related to Watercare activities. Further details are provided in Appendix 1.
- **Notifiable Event:** One contractor event was recorded as WorkSafe notifiable, refer Appendix 1.

Driving Continuous Improvement:

- **Critical Risk:** Definition of WSL's critical controls and performance standards were completed in June. Each critical risk has a group of subject matter experts working in a learning team to improve the management of that risk. The new critical controls will be integrated in the upcoming HSW software solution.

Injury management performance:

- **Recordable injuries:** Two recordable injuries were recorded in June, comprising one Medical Treatment Injury and one Restricted Duties Injury. Most injury-related events remained minor, with three First Aid Injuries and one No Treatment injury recorded.
- **ACC EAP performance:** Performance met or exceeded 5 of 5 KPIs. Complex cover decisions remained at 100%; non-complex cover decisions improved to 78.33%; first weekly compensation assessments improved to 60%; IRP completion remained strong at 85%; and average Return to Work improved to 43.2 days, remaining well within the 63-day target.

HSW Leading Indicators				
Key Metrics	Responsibility	June-26	3-month average	Key Insights/ Analysis
Leadership walks	Watercare	281	279	Watercare leadership walk numbers were above the three-month average, reflecting continued leadership engagement. Contractor activity was slightly below the three-month average.
	Contractors	270	300	
Reward & Recognitions	Watercare	308	204	Watercare recognition activity increased significantly above the three-month average, while contractor activity remained consistent with recent performance.
	Contractors	72	75	
HSR Committee meeting held	Watercare	14/15	15/15	HSR committee meetings were completed largely as planned, providing a continued forum for worker engagement and consultation.
Critical risk Review	Watercare	74	40	Watercare critical risk reviews were well above the three-month average, reflecting continued focus on verification of critical controls. Contractor activity remained below the three-month average.
	Contractors	112	136	
Emergency Preparedness	Watercare	10	8	Both Watercare and contractor drill numbers exceeded the three-month average, demonstrating continued focus on emergency readiness.
	Contractors	12	10	
Permit audits	Watercare	70	76	Permit-to-work audit activity remained strong and broadly consistent with recent performance.
Site Inspection	Watercare	233	205	Site inspection activity remained high across operational and project sites, with Watercare activity above the three-month average.
	Contractors	100	118	
Learnings Identified	Watercare	7	4	Safety alerts/learnings were issued in Ops and PD: - Gas Detector use and maintenance - Landed mancage unexpected movement - Extracting I Beam With Excavator - Public Inattention & Vehicle Collisions - Control of Work Systems Failure - Wet Weather Vehicle Safety - PPE Procedure

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

Appendix 1: High and Very High Potential Events in June 2026

Contractor's events:

- Electrical cable contact during temporary formwork: During temporary formwork construction, a screw penetrated a plywood trench shield and contacted a known low-voltage cable, causing a spark and smoke. Work was stopped, the area isolated, and electrical support engaged. No injury occurred. The event reinforces the need for robust controls around known live services. (WorkSafe Notifiable)
- Unauthorised live pipe works: Contractor works commenced on a live combined wastewater/stormwater pipe before Watercare approval was confirmed. Works were stopped while methodology and documentation were reviewed.
- Mobile plant: An excavator operator was observed operating a 33-tonne excavator without wearing a seatbelt. Work was stopped and the team stood down, reinforcing the importance of critical control compliance.
- Public aggression at traffic management site: A member of the public became aggressive toward traffic management staff and contractors, interfered with cones, and allegedly attempted to strike a contractor worker. Police were contacted; no injuries were reported.
- Underground utility strike (Gas pipe): During drilling, a gas line was struck after being mistaken for a watermain. Emergency services and electrical support attended, and no injuries reported.

Watercare events:

- Exposure to biological Hazard: Clarifier water discharged onto a worker lower body during maintenance after equipment had not been verified as drained. The event highlights the importance of isolation verification and clear operational handover.
- Wetwell sampling net retrieval: During routine plankton sampling, a sampling net became stuck in the wetwell chamber and the sampler's hard hat and earmuffs fell into the chamber. Sampling was stopped, Operations support was contacted, and the pump was isolated to retrieve the net and dropped PPE safely. Sampling then resumed and was completed without further issue.



Early works underway on the new wastewater pump station on Isabella Drive

Chief Executive's report

Presented by: Jamie Sinclair

Public CE's report for July 2026

Executive Summary

We confirmed our annual pricing changes, with water and wastewater charges increasing by 7.2% and the Infrastructure Growth Charge (IGC) increasing by 20% from 1 July. These changes support our infrastructure investment programme, which will enhance network capacity, renew ageing assets, improve resilience and support Auckland's growth. For the average household, this equates to an increase of around \$2.20 per week. While we recognise ongoing cost-of-living pressures faced by our customers, we remain committed to the price path signalled through our regulated funding framework, which ensures we can continue to deliver safe, reliable and sustainable water and wastewater services for current and future generations.

Key infrastructure milestones in June include:

- We completed a major new connection into the Mt Albert reservoir, boosting water security and network resilience for Mt Albert, Ōwairaka and Wesley while increasing capacity to support growth across Auckland's inner west. These works form part of Watercare's \$95 million Mt Roskill programme, which also includes a new booster pump station on Dominion Road and 5.6 kilometres of watermains in Waikōwhai. Together, these upgrades are expected to support around 4,000 new homes.
- We completed a key milestone on the Central Interceptor project ahead of the full tunnel's official opening in July – the project team successfully removed the bulkhead that separated the southern and northern halves of the tunnel during construction. This milestone reconnects the two halves of the tunnel and brings this once-in-a-generation project a step closer to improving local waterways and beaches by reducing wet-weather overflows. The project will be formally opened by the Mayor at an event on 20 July 2026.
- We began installing the first section of the new wastewater pipeline in Pukekohe. This is part of a major upgrade to reduce overflows and unlock capacity for around 12,900 homes in the area. This work is being delivered alongside the \$17 million Jutland Road wastewater diversion project, currently underway on Ward Street. Together, these projects will improve network performance, reduce the risk of overflows, and create capacity for future growth in Pukekohe.
- We completed the \$75 million Auckland-wide flood recovery programme, delivering 222 major infrastructure repairs following the 2023 Auckland Anniversary floods and Cyclone Gabrielle. Over the past three years, we have restored and strengthened critical drinking water and wastewater networks and permanently reconnected more than 5,000 households to the wastewater network, while also designing more resilient networks for the future. Key projects included repairs across Waitākere dam catchments and the restoration of the Muriwai and Pukekohe water treatment plants.

Employee engagement

Results from our annual employee engagement in June were encouraging, with our engagement score remaining steady at 7.8 (same as our previous survey) and healthy participation at 80%. Our engagement score is on par with the benchmark for the utilities sector, with our kaimahi mainly connecting to Watercare's core purpose and valuing the development opportunities available in the organisation.

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. The percentage of real water loss from the local authority's networked reticulation system Volume of real water loss from Watercare's supply network (litres per water supply connection per day) (12 month rolling average)	97.9% against a target of 100% (12 month rolling average). In June, all distribution zones achieved full chlorine compliance. This data for chlorine compliance represents 97.9% for the 12-month rolling average as of June 2026. 13.83% against a target of ≤13%. 121.84 against a target of ≤140.	✓
Priority 2: Renewing, building and maintaining infrastructure	Capital expenditure (target is annual with year-to-date quarterly performance updates)	Final Year to date result is \$959.5m against YTD budget of \$1050m (91%). <i>*Run rate update in confidential business update</i>	✗
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) Operational greenhouse gas (GHG) performance. We will implement Mitigation measures in line with our emissions reduction targets (scope 1 and 2).	3.5% against a target of 5% 127,460 tonnes CO2e against a target of <108,000 tonnes CO2e (including emissions from Te Motu a Hiaroa (Puketutu Island)) 102,916 tonnes CO2e against a target of <85,000 tonnes CO2e (excluding emissions from Puketutu Island)	✓
Priority 6: Embedding a sustainable financial model	All targets met		✗
Administration and Governance	N/a		✓

Key:

✗ No updates this month	✓ Update below for noting	! Update below for board attention/action
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Priority 1: Deliver safe and reliable water and wastewater services

Reliable water supply

- Near normal rainfall in the Waitakere Ranges and above normal rainfall in the Hunua Ranges led to a modest increase in metropolitan total system storage (TSS) over the month. At the end of June, TSS was 98.0%, up 3.8 percentage points from the end of May, and around 20 percentage points above historical average.
- Metropolitan 7-day average demand generally fluctuated between 420 and 430 MLD. Demand at the beginning of the month was subdued owing to the King's Birthday long weekend. Overall, 7-day average demand was very similar to June 2025.
- El Niño conditions have now been reached in the tropical Pacific atmosphere and ocean, according to criteria assessed by Earth Sciences New Zealand. The event remains in its early stages; impacts on New Zealand's weather patterns are yet to be fully felt but are anticipated later in the year. Over the next three months, current climate forecasts from our advisers, MetService and Earth Sciences New Zealand, suggest that Auckland's rainfall is most likely to be below normal. We will continue to monitor the latest updates to the predicted El Niño weather pattern.

Operational compliance – water and wastewater

[Attachment 1](#) is the June 2026 water quality report.

Resource consents

- [Attachment 2](#) is the June 2026 consent compliance dashboard.
- In June 2026, Watercare was managing 447 active resource consents.
- Overall operational consent non-compliances increased to ten during June 2026, up from nine reported for May 2026. Of these, three were classified as technical non-compliances, while seven Category 2 non-compliances were recorded across separate facilities and assets.
- Auckland Council completed its compliance assessment of the March–April 2026 non-compliances, assigning an overall Category 3 rating, for Waiuku WWTP. This differs from Watercare's reported Category 2 rating and reflects Council's consideration of the combined March–April events. A formal warning letter has been received requesting further information on planned infrastructure upgrades.

Priority 4: Strengthening relationships

Customer and community

- [Attachment 3](#) is the June 2026 customer dashboard. Key points to note:
- While quarterly trust was 53%, the June result met the target of 55%. The FY26 annual trust score of 54% represents a 2-point improvement on FY25. The increase was largely attributable to stronger perceptions that Watercare is safeguarding water for future generations, reflecting the impact of continued engagement on long-term infrastructure investment plans across Auckland.

- Customer satisfaction remained above target following the rollout of price increase communications. Strong service delivery outcomes were supported by the lowest fault volumes in two years and the Developer Services team's ability to maintain performance under heightened demand as customers accelerated applications ahead of the pricing changes.
- The Significance and Engagement Policy is being presented to the Budget and Performance committee of Auckland Council so that the governing body can formally approve the policy. This will then be presented at Watercare's August Board meeting for formal adoption.

Tāmaki Ora – Māori Outcomes

- Mana whenua perspectives are now being incorporated earlier into governance and programme planning across key initiatives, including the Waikato Water Programme. This has strengthened decision quality by ensuring relationship, consenting, cultural and reputational risks are considered alongside commercial and technical drivers. The result is more informed programme decisions and reduced risk of downstream redesign, delay, or stakeholder challenge.
- Mana whenua participation is now informing evaluation of long-term biosolids servicing options earlier in the decision-making process. This has improved Watercare's ability to identify cultural and consenting risks upfront, strengthening confidence that future investment decisions are informed by both technical and cultural considerations.
- Watercare continues to build internal capability to apply te ao Māori principles more consistently across planning, engagement and delivery functions. A further 50 staff have participated in the Manawa Māori programme, strengthening organisational readiness and supporting the more confident application of Māori outcomes expectations across the business.
- Direct engagement with iwi leadership is strengthening strategic alignment on priority issues and enabling earlier resolution of emerging risks and opportunities. This is improving relationship resilience and supporting more efficient progression of programme delivery matters requiring executive-level oversight.
- FLOW 2026 is strengthening executive and iwi leadership alignment by creating a shared forum to discuss strategic priorities, opportunities, and future partnership approaches. Mana whenua participation will enhance the quality of dialogue on Māori outcomes, strengthen relationship capital, and support earlier identification of opportunities and risks across future programmes and initiatives.

Media

- Watercare featured in 134 distinct media items in June and achieved a +36% Net Sentiment Score, well above our 12-month rolling average (+25%) for the third consecutive month.
- Combined positive coverage accounted for 40% of the reporting. This included coverage of the network capacity update (NZ Herald), the Nitrous Oxide Pilot Plant in Māngere (Three News) and the bulkhead removal from the Central Interceptor (RNZ). Watercare's commentary was highlighted as trending positive within reporting of the price increase (NZ Herald, RNZ).
- Combined negative coverage accounted for 4% of the reporting. This coverage comprised six media items, including criticism and/or disparagement of the 7.2% price increase (Newstalk ZB).

Developers

- **Active engagement:**
 - Developer engagement remains active, with a recent presentation to the UDINZ conference 'beyond the network', and the Mayoral Developers Forum scheduled for 27 July.
 - Major developers have been invited to Flow 2026.
 - Kāinga Ora has also re-engaged seeking a GDIP progress update and next steps.
 - Connections CNS remains high at +22 points for the month, and +38 for the quarter. Works Over CNS has dipped to 0, due to staffing shortages and occasional engineering challenges.
- **Intensification:** Auckland Council is focused on development based on the benefits to be generated by the City Rail Link. Watercare is working with Council on the implications of Proposed Plan Change 120, unanticipated growth, and the Auckland Deal.
- **Consenting performance:** We have increased resources in the Developer Services area to improve response times associated with development resource consents. Backlogs have been significantly reduced but further resourcing is still underway.

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 June 2026 and Quarter 4 FY27 People Dashboard is included as [Attachment 4](#).

Governance and Administration

Risk and Compliance

- The revised Enterprise Risks incorporating Horizon Scanning, Current Operational Risks, and Future Strategic Risks, were presented at the June 2026 Board meeting. The Enterprise Risk Management Framework review has been completed and published on the Controlled Document Hub.
- There have been no new Level 3 (the highest level) incidents since the last report. On 2 July, following routine monitoring, we identified a potential issue at the Bombay water treatment plant and issued a boil water notice for a limited number of properties in the affected area. The incident was managed by the Operational Teams, including direct communication to residents, clear public health guidance, and a water tanker made available for those unable to boil water. We investigated, resolved the issue, and lifted the notice the next day.
- The biannual ComplyWith survey for legislative compliance has commenced. Results will be presented at the September 2026 Board meeting.
- There have been no disclosures made to the Whistle-Blower service since the last Board meeting.
- There were no matters reported to the Privacy Commissioner in June 2026.

Draft statement of expectations

[Attachment 5](#) sets out a letter from Mayor Wayne Brown and Councillor Greg Sayers, Chair of the Budget and Performance Committee. The letter outlines Auckland Council's expectations for Watercare and provides guidance for the preparation of Watercare's Water Services Strategy. Watercare's feedback on the draft Statement of Expectations will be presented to the Board at its August 2026 meeting, ahead of submission to the Council by the 31 August 2026 deadline.

Public deputation received at the 30 June 2026 Board meeting

At its 30 June 2026 meeting, the Board received a public deputation from Waima to Laingholm Pest Free Incorporated. A copy of the presentation is included in this pack and [attached](#) to the draft minutes of the 30 June 2026 Board meeting. [Attachment 6](#) 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 June 2026:

- there were seven documents required to be signed by the Chief Executive in relation to deeds, instruments and other documents.
- there was no deed signed by directors and/or Chief Executive.
- there were three capex approvals signed by the Chief Executive that were below a threshold of \$50m.
- there were twelve contracts approved by the Chief Executive that were over \$100,000. They were as follows:

Contract description	Successful supplier
Ferric Chloride Supply Period 3 (July 2026 1 Dec 2026)	Redox Limited
Hydro-jetting, Hydro-excavation, Vacuum Loading Services	Hydrotech Limited
Leak Detection Services	Detection Services Limited
Maintenance Services	HEB Construction Limited
Maintenance Services	3Waters Limited
Hydro-jetting, Hydro-excavation, Vacuum Loading Service	Intergroup Limited
Hydro-jetting, Hydro-excavation, Vacuum Loading Service	A Drains Limited
Hydro-jetting, Hydro-excavation, Vacuum Loading Service	Strongvac Limited
Fleet Management Services	Custom Fleet NZ
Otara Catchment Wastewater Capacity Upgrade	Fulton Hogan Limited
Independent Contractor Agreement	Becca Ebels Limited
Independent Contractor Agreement	Independent contractor



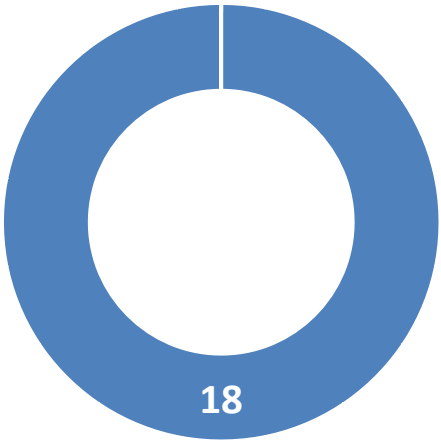
Jamie Sinclair

Chief Executive Officer

Water Quality Report – June 2026

Scorecard

Status of Drinking Water Safety Plans



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

Compliance Summary

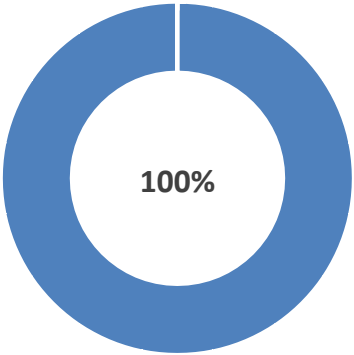
WTPs (17 total)

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

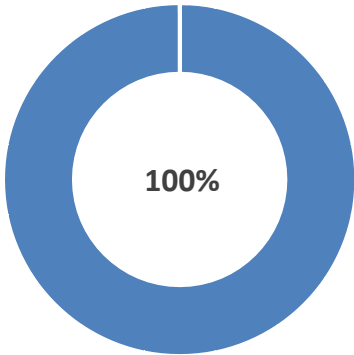
Distribution Zones (40 total)

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

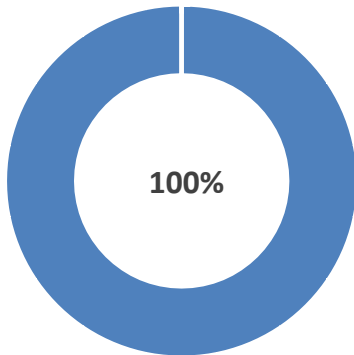
WTPs: Bacterial* Compliance



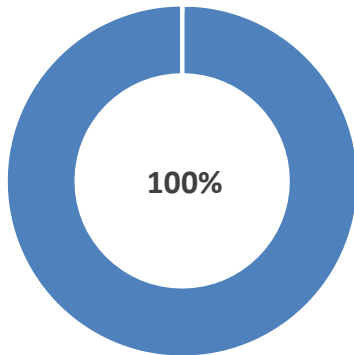
WTPs: Protozoal* Compliance

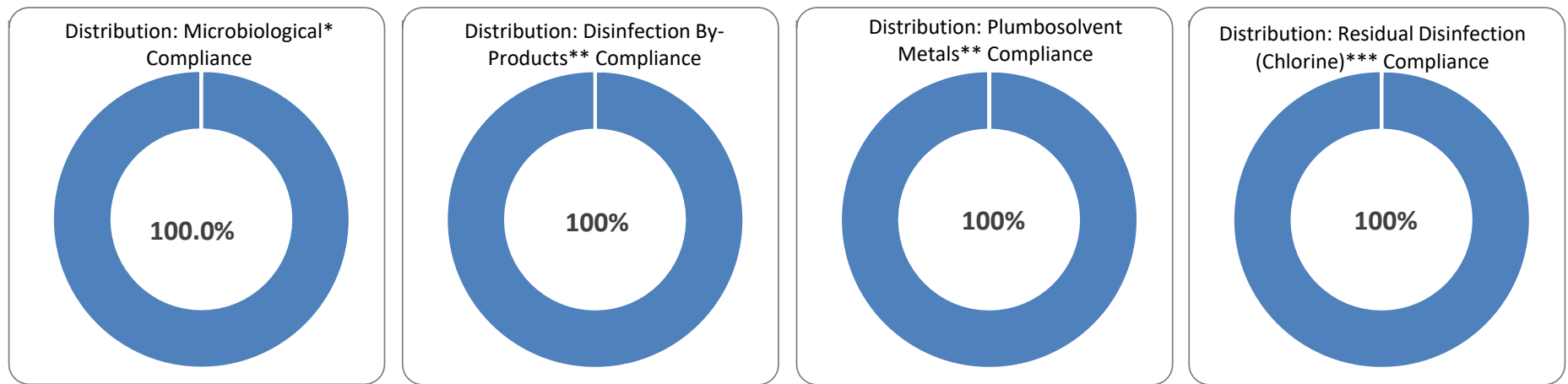


WTPs: Chemical** Compliance



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 mg/L with no results ≤0.1 mg/L.

Spotlight On: Legislation and Compliance

Taumata Arowai released the new Drinking Water Quality Assurance Rules (DWQAR). The DWQARs will come into effect on 1 July 2027.

Until then, the existing Drinking Water Quality Assurance Rules 2022 (Revised 2024) remain in effect. This transition period gives us time to understand the changes and prepare for implementation.

- Read the new [Water Services \(Drinking Water Quality Assurance\) Rules 2026](#)
- Read the current [Drinking Water Quality Assurance Rules \(these remain in effect until 1 July 2027\)](#)

Microbiological and chemical compliance has been achieved for the month of June for all water treatment plants (WTPs) and distribution zones (DZs). This includes full chlorine compliance for all distribution zones. This data for chlorine compliance represents 97.9% for the 12-month rolling average as of June 2026.

Investigations into Emerging Contaminants – We are looking into global trends and learnings that Watercare should take into account in operational and strategic decisions.

Spotlight On: Drinking Water Safety Plan (DWSPs)

We continue to update the DWSPs to ensure the best risk management information is always available. Review of our Source Water Risk Management Plans (SWRMP) for all our catchments completed in June 2026. The next formal reviews of the DWSPs are due December 2026.

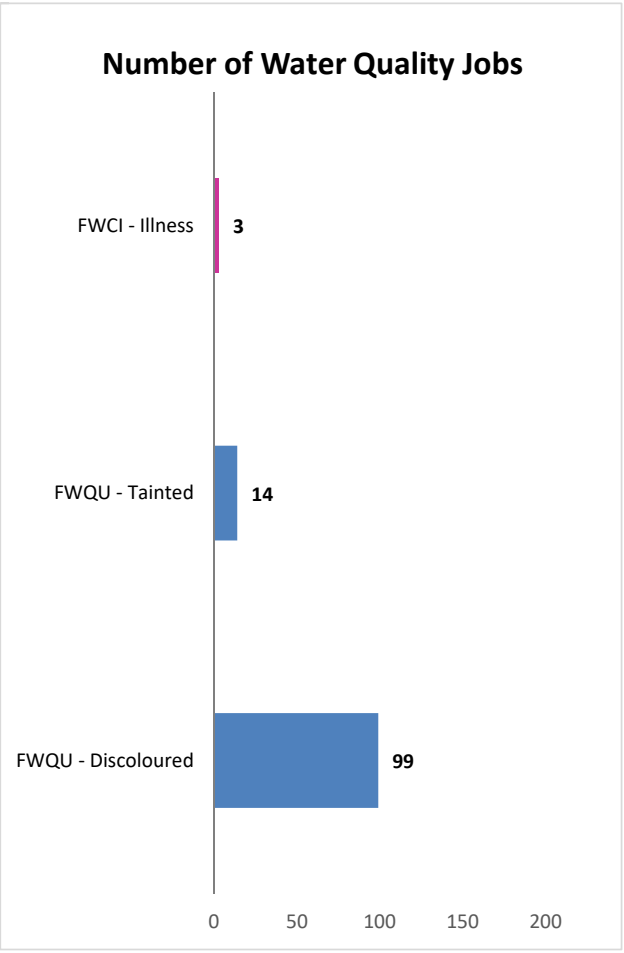
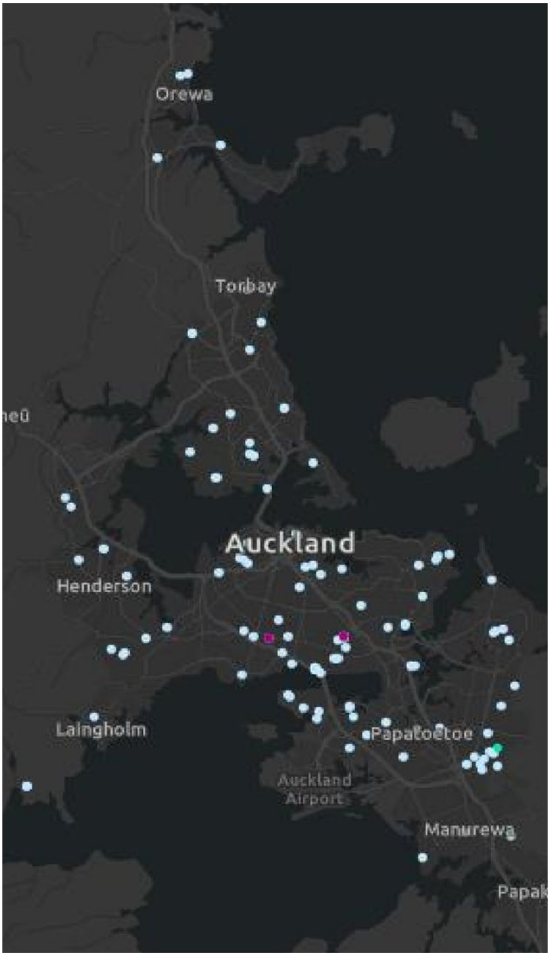
Spotlight On: Backflow Prevention

Our backflow prevention programme protects our networks and customers from third party contamination. Backflow testing and surveys have been completed as per targets set for June 2026. The team is exploring digital solutions to enable targeted surveys of high hazard industries.

Spotlight On: Condition of Sampling Taps

We continue to deliver a project for the condition assessment of all distribution sampling taps. The project is scheduled to run from June to end August 2026.

Customer Complaints



Actions Taken

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

Causes: Unrelated mental or physical 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 complainants 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.

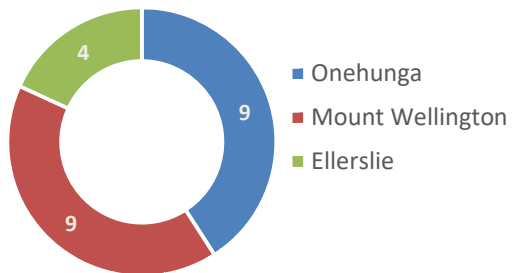
Main causes: Taste and odour (usually chlorine residual).

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

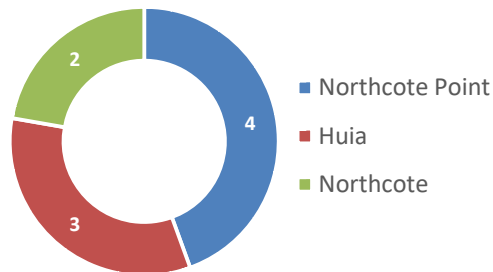
Main causes: Most often brown/yellow water, sometimes black/white particles. Often caused by mineral and sediment build-up coming off pipes when there are changes in flow. "Cloudy" or "milky" water is caused by air bubbles. Sometimes caused by household plumbing.

Repeat Water Quality Complaints: January to June 2026

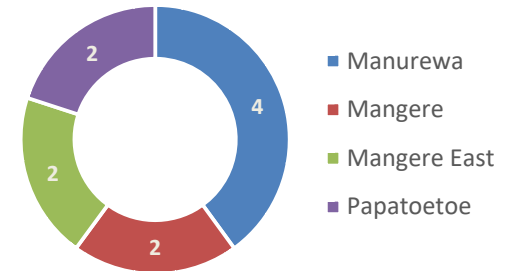
Central Networks
Number of Repeat Complaints



Northern Networks
Number of Repeat Complaints



Southern Networks
Number of Repeat Complaints



8.1

Actions taken for repeat complaints*

Central

Oranga Ave / Selwyn St / Gloucester Park Rd, Onehunga – Discoloured water at multiple addresses. Flushing done at the nearest hydrant for each call.

Panama Rd, Mount Wellington – Discoloured water at 2 different addresses. Flushing done at the nearest hydrant for each call. Metallic tasting water also reported. Lab conducted onsite taste testing, but no taste issue found in mains water.

Marua Rd, Ellerslie – Discoloured water. Flushing from nearest hydrant done for each call. No reoccurrence from 17/06.

North

Alfred St, Northcote Point – Discoloured water. Flushing done at nearest hydrant for 3 hours until turbidity <1 NTU.

Ocean View Rd, Huia – Cloudy/milky water. Flushing done from 3 different hydrants and at the water meter.

Ocean View Rd, Northcote – Repeat discoloured water and low pressure on same day. Flushing done from hydrant at end of zone until turbidity <1 NTU. Flow and pressure checked post-flush.

South

Rondorlyn Pl, Manurewa – Discoloured water and chemical smell reported. Flushing done at nearest hydrant and scour valve until turbidity < 1NTU.

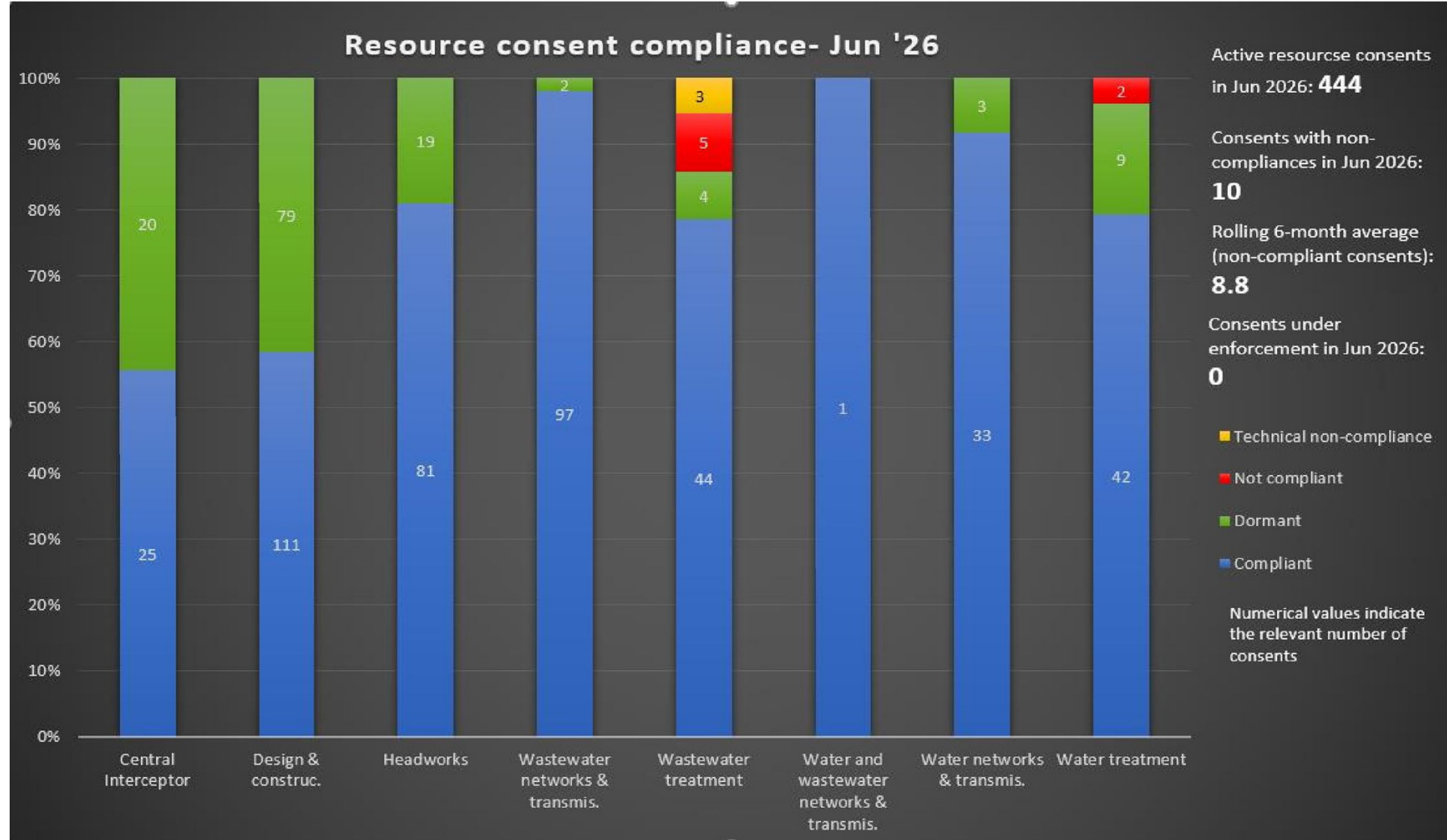
Duggan Ave Rd, Mangere – Discoloured water. Flushing done at nearest hydrant and scour valve until turbidity < 1NTU.

Buckland RD, Mangere East – Discoloured water. Flushing done at nearest hydrant and scour valve until turbidity < 1NTU.

Hillcrest RD, Papatoetoe – Discoloured water and chemical smell reported. Flushing done at nearest hydrant and scour valve until turbidity < 1NTU.

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

Attachment 2



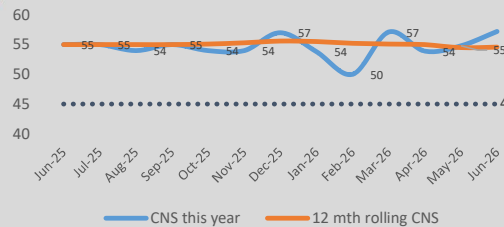
8.2

Attachment 3

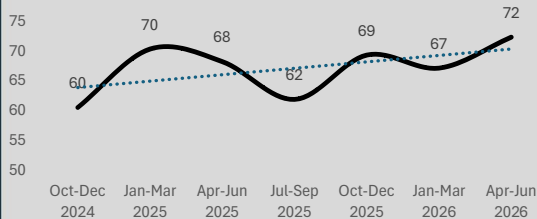
Customer Dashboard – June 26

Overall

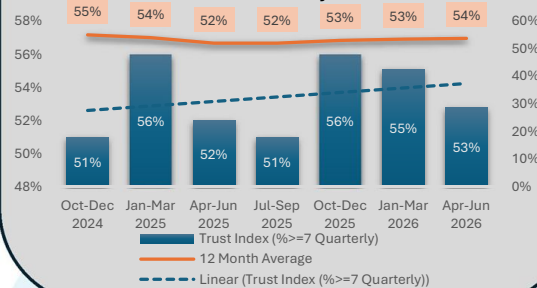
Customer Net Satisfaction



Voice of the Community

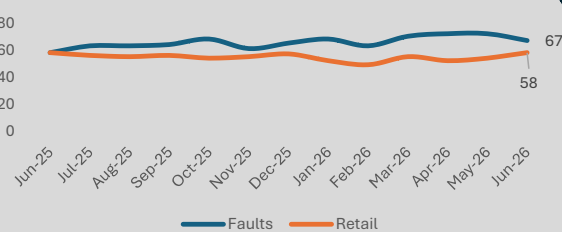


Voice of the City - Trust

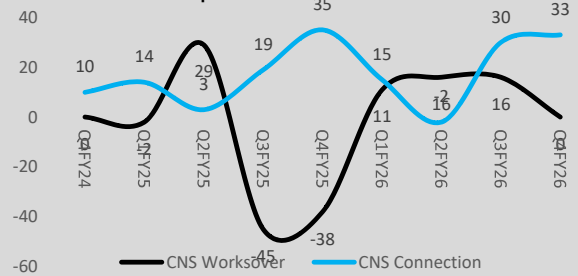


Customer Satisfaction by Function

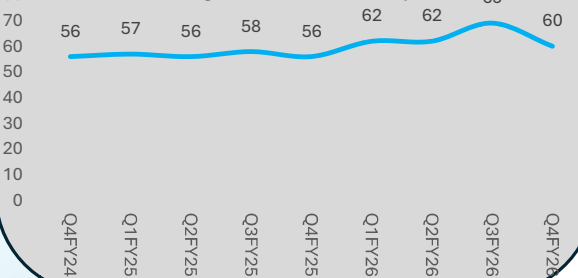
Billing and Faults satisfaction



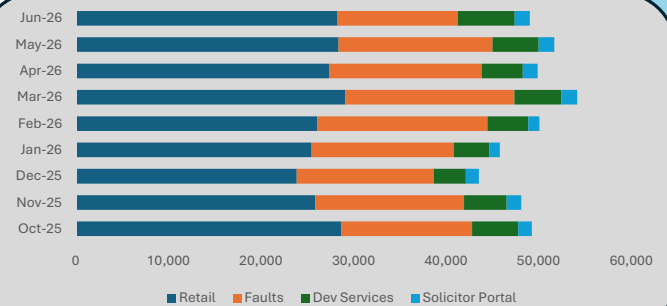
Developer and Workover Satisfaction



Agent Behaviour- Developers



Inbound contacts by function

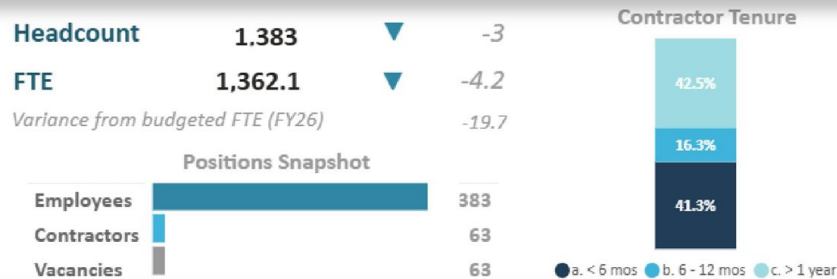


- June trust results was reported in at 55%, this could indicate the tail of impact from the boil water notices. FY26 annual figure has been reported in at 54, 2 percentage higher than FY25
- CNS stays solid for faults, retail teams results have improved due to improvement to meter reading accuracy. Communications for price rises have been completed.
- Developer Services received the highest volume of applications for the month, however continued to see an improved satisfaction result
- Workover team were under pressure to approve complex applications prior to the price increase, where plans were pushed back customers expressed dissatisfaction due to the impending 20% increase

Attachment 4 Monthly Board Dashboard – People

June 2026

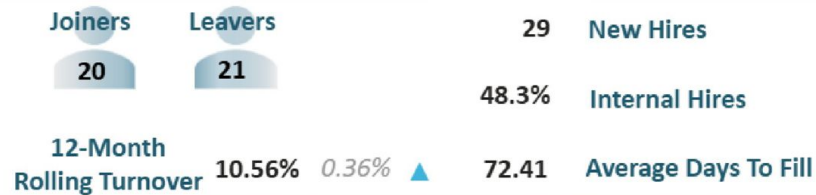
Workforce Composition & Structure



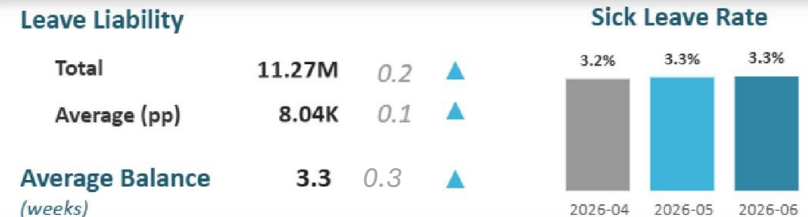
Diversity, Equity & Inclusion

Māori %	6.44%	0.09% ▲
Female %	36.95%	0.08% ▲
Age: Median	41	0.0
Service: Median	4.18	0.03 ▲

Movement & Talent



Workforce Health & Sustainability



Commentary

- Headcount and FTE remained broadly stable, with ongoing recruitment activity largely offsetting employee exits.
- New hire volumes increased this month. Time to fill also increased, driven by several hard-to-fill roles requiring multiple recruitment rounds to secure appropriate resources and, requisitions that remained open while recruitment activity was paused, inflating days to fill. Recruitment activity remains strong, with hiring volumes continuing to track in line with workforce demand.
- Workforce diversity measures improved slightly this month, with female representation increasing marginally following a gradual decline seen over previous months.
- Annual leave balances and associated liability continue to increase. A reduction may be observed following the utilisation of leave during the Term 2 school holiday period.

Risks

Watch Items

- The rolling 12-month sick leave rate remains stable, providing a consistent view of leave utilisation by smoothing normal seasonal fluctuations.

Active Projects

HRIS Phase 2 - Build & Implement ●

DoneSafe – Build & Implement ●

• Learn – Train & Test

Competency Framework ●

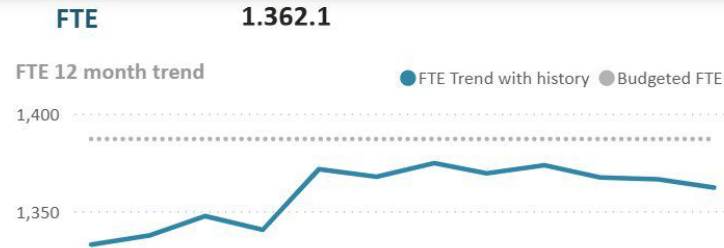
Initial profile mapping confirmed

8.4

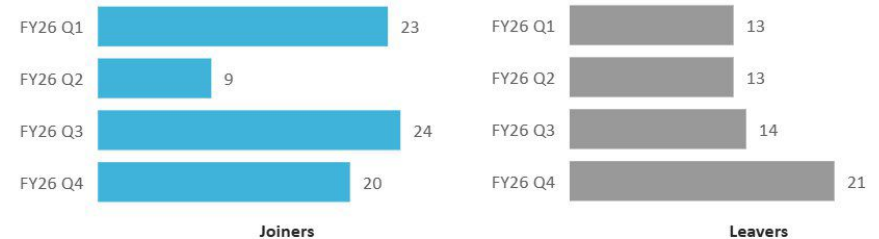
Workforce Composition & Structure

FY26 - Quarter 4

Workforce Size



Nature of Change - FY26 Totals



Current Positions - Resourcing Mix

Employees	1,383
Contractors	63
Open Vacancies	63

Current External Resources

Contractors in Positions	HC Current	Consultants & Project Resources
Vacancy backfill	32	
Contractors in Management Role	7	
Additional BAU Resource	24	
		97

Length of Service

● a. < 6 mos ● b. 6 - 12 mos ● c. > 1 year

Commentary

Risks

Watch Items

Workforce Size: FTE remained broadly stable throughout the second half of FY26. While intern programme positions concluded during the year, this was largely offset by new roles established to support major programme delivery.

Nature of Change: Workforce growth during FY26 was modest and primarily reflected increased operational demand, selective conversion of contractors, workforce optimisation initiatives and the mobilisation of major programmes of work.

Contractor engagement continues to provide targeted capacity to support programme delivery, specialist capability requirements and temporary resourcing needs.

Contractors with over 1 year service remain concentrated within Programme Delivery and Strategy & Planning, reflecting the long-term nature of major infrastructure programmes.

Diversity, Equity & Inclusion

FY26 - Quarter 4

Ethnicity

	12 months ago	Current	Variance
Māori (% of Employees)	5.74%	6.44%	0.70%

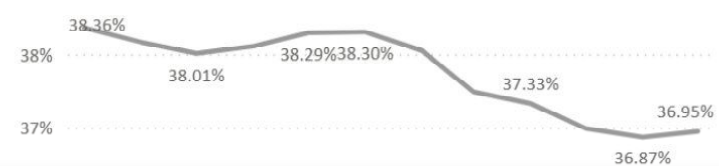
12 month trend



Gender

	12 months ago	Current	Variance
Female (% of Employees)	38.16%	36.95%	-1.21%

12 month trend



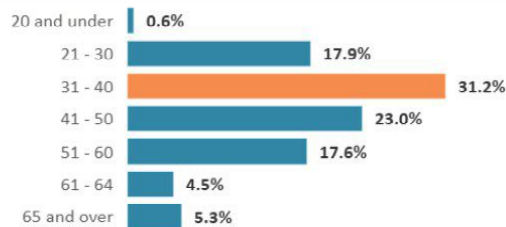
Age Profile

Median Age

41

Average Age

42.3



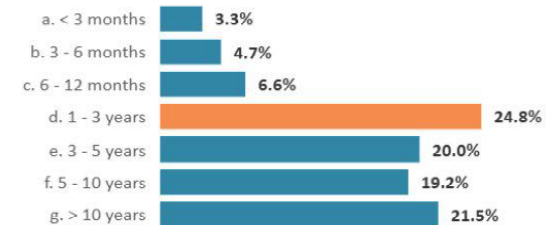
Service Profile

Median Service

4.18

Average Service

6.66



Commentary

Māori representation: Continued its gradual upward trend during FY26, increasing by 0.7 percentage points (+9 employees).

Female representation: Declined by 1.3% during FY26 (-10 employees). While monthly movements were modest, female employees accounted for a disproportionate share of employee exits (42.9%) during the year and will remain an area of focus.

Risks

Watch Items

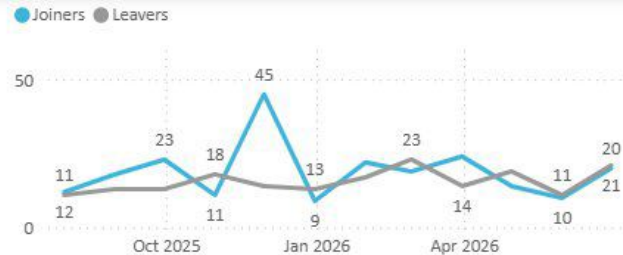
Workforce profile: remains mature and experienced, with strong tenure depth across the organisation. The combination of both age and service profiles reinforce the importance of continued focus on succession planning, capability development and knowledge transfer to support long-term sustainability.

Work underway through implementation of a competency framework and following capability gap analysis is expected to strengthen workforce planning, capability development and knowledge transfer practices.

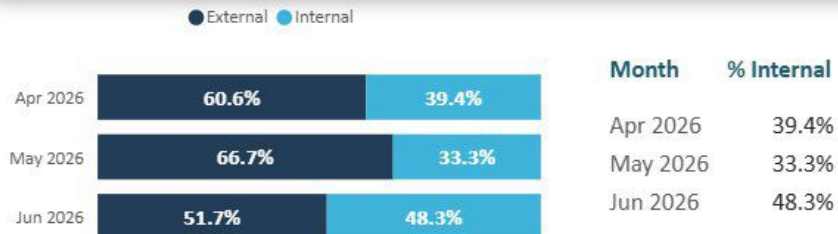
Movement & Talent

FY26 - Quarter 4

Joiners & Leavers



Internal Hires



Rolling 12-Month Turnover



Recruitment Activity - FY26

Total vacancies	377	Avg Applications	41
Hires completed	267	Avg Days to Fill	47.7
New Position	31.3%	Permanent Replacement	56.8%
		Temporary Replacement	10.3%
		Other	1.6%

Commentary

Joiners and leavers: with the exception of Interns starting Nov-25, 12-month trends are largely balanced. As such, we should have the ability to stabilise short-term workforce planning.

Internal appointments continue to account for approximately one-third of all hires, demonstrating ongoing investment in internal capability and career development.

Risks

Turnover increased by 2.5 percentage points during FY26.

While turnover remains within an acceptable range, a deeper review has been completed to better understand underlying drivers to identify any opportunities to strengthen retention outcomes.

Recruitment activity remains predominantly replacement-based, with approximately one-third of hiring supporting newly established positions.

Watch Items

8.4

Workforce Health & Sustainability

FY26 - Quarter 4

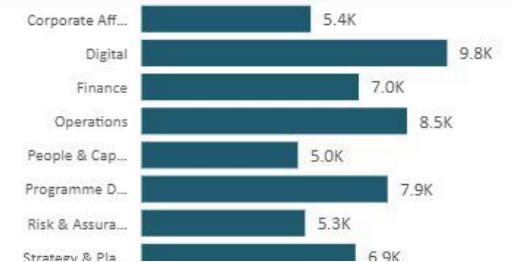
Leave Balances & Unplanned Absences



Leave Liability

Total Liability 11.27M

Average Liability 8.04K



Commentary

Average leave balances have stabilised following seasonal fluctuations associated with the summer holiday period, indicating generally sustainable leave utilisation patterns.

Unplanned absence rates (sick leave) remain within expected parameters. While the annual trend shows a gradual increase, movements have been modest and remain consistent with historical ranges.

Risks

Leave liability continues to increase, reflecting accumulated annual leave balances. This remains an area requiring ongoing monitoring.

Watch Items

Summary

Workforce Composition & Structure

Workforce growth remained modest throughout FY26, with overall FTE levels stabilising following the November intern intake. Additional roles established to support major programme delivery sustained workforce capacity through the second half of the year.

Diversity, Equity & Inclusion

Workforce diversity outcomes were mixed across FY26. Māori representation continued to improve (0.7%, 9 employees), while female representation declined (1.3%, 10 employees), reinforcing the importance of ongoing focus on attraction, retention and career progression outcomes.

Movement & Talent

Internal mobility remained strong throughout FY26, supporting capability development and career progression. While turnover increased during the year, overall levels remain manageable and have been subject to further review to identify any targeted retention opportunities.

Workforce Health & Sustainability

Workforce health indicators remained broadly stable throughout FY26. While sick leave and annual leave liability both increased gradually during the year, overall results remain within expected parameters and continue to be monitored.

8.4

Attachment 5



8 July 2026

Geoff Hunt
Chair [REDACTED]
Watercare Services Limited

Via email

8.5

Tēnā koe Geoff

Draft Statement of Expectations

The attached [draft Statement of Expectations](#) sets out Auckland Council's expectations for Watercare and provides guidance for the preparation of your first water services strategy.

The water services strategy will replace the statement of intent (SOI) from 1 July 2027 as Watercare's primary accountability document to the council and the public. We note that Watercare is modifying your SOI 2025-2028 with updated financials for 2026/2027.

The draft Statement of Expectations has been developed based on the council's agreed strategies, direction and expectations for Watercare, including the existing [Statement of Expectations of Substantive Council-Controlled Organisations \(2021\)](#). It includes outcomes and strategic priorities, decisions needing council involvement, direction on managing growth, principles of value for money and no surprises and reporting requirements.

We ask for your feedback on the draft Statement of Expectations by 31 August 2026. Following that the Statement of Expectations will be finalised by the council in September 2026.

Ngā mihi

A handwritten signature in blue ink that reads "Wayne Brown".

Wayne Brown
Mayor of Auckland

A handwritten signature in blue ink that reads "Greg Sayers".

Cr Greg Sayers
Chair Budget and Performance Committee

cc:

Cr Ken Turner, Lead Councillor

Jamie Sinclair, Chief Executive, Watercare

Claire Gomas, Acting Manager CCO Governance and External Partnerships

Auckland Council draft Statement of Expectations for Watercare Services Limited

Introduction

1. The purpose of this statement of expectations for Watercare Services Limited (Watercare) is to set out the Auckland Council's expectations for Watercare and to inform and guide the decisions and actions of Watercare, including the development of its water services strategy.
2. It has been prepared by Auckland Council under section 224 of the Local Government (Water Services) Act 2025.
3. Since the establishment of the amalgamated Auckland Council in 2010, Watercare has provided essential water and wastewater services to 1.8 million people in the Auckland region.
4. Watercare is a council-controlled organisation, wholly owned by Auckland Council. It is a limited liability company registered under the Companies Act 1993, and a water organisation under the Local Government (Water Services) Act 2025.
5. Watercare operates within a dynamic context that presents both opportunities and challenges. Auckland is New Zealand's largest city and economic centre and contributes nearly 40 per cent of New Zealand's gross domestic product (GDP) and serves as a gateway for trade, innovation and investment. As a growing city, the region contends with issues like congestion and housing affordability. It must balance the need for significant infrastructure investment with financial sustainability. Furthermore, Auckland's vulnerability to extreme weather events due to its coastal exposure, natural hazards and long-term climate risks poses significant challenges.
6. Auckland's population is projected to grow by approximately 520,000 people over the next three decades, reaching a total of 2.29 million by 2052.¹ Auckland Council's direction for our entities, including Watercare, includes responsible urban growth strategies for the region, better land use planning and infrastructure coordination and the achievement of environmental outcomes through prudent infrastructure investment. This includes lowering costs and lowering emissions, making the most of existing infrastructure before building new things, and being smart about delivering services.
7. The statement of expectations will guide Watercare's preparation of its first water services strategy, which must come into force by 1 July 2027 under the Local Government (Water Services) Act 2025.

Review process

8. The Statement of Expectations will be reviewed periodically by Auckland Council. After this first Statement of Expectations, reviews will be undertaken ahead of the preparation of Watercare's next water services strategy and may, at the discretion of the council, occur prior to the preparation of Watercare's annual budget in intervening years. This

¹ <https://knowledgeauckland.org.nz/publications/auckland-growth-scenario-2023-version-11-ags23v11-data/>

review process will aim to ensure ongoing strategic alignment between the council and Watercare.

9. Auckland Council will work with Watercare to provide the statement of expectations in sufficient time in advance of the preparation of Watercare's water services strategy and provide Watercare with the opportunity to review the draft statement and provide comments.

Section 1: Outcomes and strategic priorities for water and wastewater

10. This section covers outcomes for Tāmaki Makaurau that Watercare is to contribute to and strategic priorities to focus on, performance measures and decisions that the council expects to be involved in.

Outcomes

11. Outcomes describe what Aucklanders collectively value and want to achieve in the long-term for Tāmaki Makaurau. Watercare contributes to these outcomes through the provision of water and wastewater services.
12. Through the provision of water and wastewater services Watercare must contribute to achieving the following outcomes:
 - Access to water is equitable and sustainable
 - Assets and services are managed to ensure value for money and whole-of-life costs are optimised
 - Infrastructure planning and delivery supports council's growth approach and enables sufficient capacity in the right places at the right time
 - Mana whenua are partners in the protection, management, and enhancement of te mauri o te wai
 - Auckland has healthy, thriving water ecosystems
 - Infrastructure is regenerative and enhances te mauri o te wai
 - Water infrastructure works with natural systems, minimises emissions, and is resilient to climate change and natural hazards
 - Communities are empowered to shape water services decisions

Strategic priorities

13. The strategic priorities set Auckland Council's directions to Watercare, what the council wants Watercare to focus on and the demonstratable impact council wants Watercare to make through the provision of water and wastewater services.
14. Auckland Council expects Watercare to reflect the following strategic priorities in its water services strategy:
 - i. **Deliver affordable, safe and reliable water services:** Provide water and wastewater services that are affordable for Aucklanders and consistently meet quality and service standards.
 - ii. **Look after assets and lift infrastructure delivery performance and operating efficiency:** Strengthen asset management, investment prioritisation and decision making, and delivery capability and benefits and performance benchmarking to

provide sustainable and prudent financial management, value for money, safe assets and optimisation of whole-of-life costs.

- iii. **Enable quality compact urban development:** Align water and wastewater infrastructure planning, investment and delivery with the Future Development Strategy's quality compact growth approach, deliver on the infrastructure prerequisites and ensure growth pays for growth.
 - iv. **Work with mana whenua and mataawaka to deliver outcomes for Māori and the wider community of Tāmaki Makaurau:** Build strong partnerships with mana whenua and mataawaka. Enable Māori to exercise kaitiakitanga in water and wastewater management. Support economic opportunities for Māori businesses to contribute to a regenerative Māori economy. Invest in water and wastewater services for marae so they can function as thriving hubs for Māori and the wider community. Build the capability of Watercare staff to deliver outcomes for Māori in Tāmaki Makaurau.
 - v. **Enhance environmental outcomes through water and wastewater management:** Provide water and wastewater services that enhance the life supporting capacity of water / te mauri o te wai and advances regenerative and circular resource use.
 - vi. **Build system resilience:** Deliver resilient networks and ensure services adapt to the impacts of climate change.
 - vii. **Minimise whole-of-life greenhouse gas emissions:** Align emissions reductions with Auckland's Climate Plan and pathway.
 - viii. **Prepare for drought, minimise the likelihood of triggering restrictions and address water security risks:** Manage water demand, reduce water losses, and diversify water supply through active demand management, network efficiency improvements, and investigation of future alternative water sources.
 - ix. **Deliver sustainable wastewater and biosolids solutions:** Reduce discharge impacts on the receiving environment, minimise overflows and advance long-term biosolids disposal approaches.
 - x. **Ensure readiness for emergency events:** Contribute to Auckland's readiness with clear emergency plans, skilled personnel, and robust partnerships, equipment and systems.
 - xi. **Empower communities and deliver wider benefits:**
 - Build water literacy, act transparently to build community trust and support communities to engage with water services decision-making processes.
 - Deepen understanding of communities to better reflect diverse needs and expectations.
 - Prioritise infrastructure with multiple environmental, cultural, and community outcomes, including enabling Aucklanders to access and connect with water and their water services.
15. Watercare's asset management plans must demonstrate how the planned investment aligns with the council's strategic priorities and outcomes.

Decisions needing Auckland Council involvement

16. There are decisions that Watercare is required to seek the approval of the council under legislation, its constitution, its significance and engagement policy, and the CCO Accountability Policy.
17. Auckland Council expects to be involved in Watercare's decision-making on additional matters that are of high public interest and that commit Watercare to a revised direction. As such, the council has identified the following non-exhaustive list of matters for which it expects to be involved, and how this should occur:
 - Future water sources: consult the council and obtain our endorsement
 - Future biosolids solution: consult the council and obtain our endorsement
 - Price-quality path proposal to the Commerce Commission: consult the council
 - Any new joint water services provider arrangements: consult the council and obtain our approval
 - Contracts for the operation of a component of the water supply or wastewater network (including any renewals at the contractor's option): consult the council and obtain our endorsement

Performance measures

18. Watercare's performance measures and targets are based on the requirements of the council as shareholder, the Watercare Charter 2025-2028, the mandated non-financial measures of the Department of Internal Affairs and Taumata Arowai - Water Services Authority. New requirements may be established under economic regulation by the Commerce Commission.
19. The aim is that the water services strategy integrates these requirements and provides a coherent performance framework available to the public.
20. Council's expectation is that Watercare continue to report on the following measures in addition to those mandated by other agencies.
 - Customer and developer satisfaction, trust and complaints resolution
 - Service affordability for households
 - Gross per capita water consumption
 - Greenhouse gas emissions reduction
 - Procurement through Māori owned businesses.
21. Watercare will agree the methodologies for these measures with the council.
22. Council notes that transparency on environmental performance was an area for improvement identified by the Commerce Commission in its role as Crown monitor.² Council encourages Watercare to make improvements in this area.

Drinking water assessment

² <https://www.comcom.govt.nz/assets/Documents/crown-monitor/Watercares-performance-in-2025-28-November-2025.pdf>

23. In developing this Statement of Expectations, Auckland Council has considered the Drinking Water Assessment 2026 on the access of Auckland communities to drinking water services.³
24. The assessment found that in relation to the metropolitan network, Watercare has strong water service and quality monitoring and customer response programmes in place across its network and is consistently meeting its performance requirements.
25. Auckland's water supply currently relies on a diversity of major sources that are rainfall dependent. Watercare also has in place a Drought Management Plan for its network.
26. Watercare has set out a programme to upgrade the water supply network aimed at addressing current constraints and meeting projected growth in the region. There will be a need for a new water source for Watercare's water supply network in the 2040s to continue to service growing urban areas as well as provide increased resilience to the changing climate.

8.5

Section 2: Resource management and land use planning requirements

27. This section covers the council's expectations of Watercare on resource management planning and land use planning matters.
28. Watercare planning and investment must align with the growth approach set out in the Future Development Strategy and in the future regional spatial plan once it has been adopted.
29. Investment planning must prioritise Auckland Council's spatial priority locations for growth.
30. Planning and design work must use the Auckland Growth Scenario (current version) as the basis for population forecast.
31. Growth occurring in areas of Auckland that have not been planned for or are ahead of timing in the council's strategic planning documents, is a major consideration for the region. Council will provide direction to Watercare on managing the response to private plan changes or developments, including Fast-Track applications, that do not conform with the council's strategic planning documents. Watercare will follow this direction.
32. Council will need input from Watercare on the development of the combined plan required by the new resource management legislation (Planning Act and Natural Environment Act and associated national instruments), provided that it is enacted. This includes the development of the regional spatial plan. Council will ensure that Watercare is provided with full opportunities to participate in the development of the plans.

Section 3: Expectations for roles and relationships

33. This section covers the council's expectations for Watercare's key governance relationships – with the council (as shareholder), communities, stakeholders and iwi, hapū and other Māori organisations.

Watercare's relationship with Auckland Council

Council's role as sole shareholder of Watercare

³ Required under Section 69 of the Local Government (Water Services) Act 2025.

34. Watercare is a council-controlled organisation (CCO) owned by the council. It is a separate legal entity and a limited liability company. Watercare operates at arm's-length from the council and is financially separate from it. While Watercare operates at arm's-length from elected members, council is ultimately held accountable by the public for Watercare's activities and performance.

35. The role of council, as shareholder, includes:

- providing the strategic direction for Watercare – outlined in sections 1 and 2.
- appointing the board of directors and related functions in line with the Appointment and Remuneration Policy for Board Members of Council Organisations.
- establishing expectations for roles and key relationships – outlined in this section.
- providing direction on operating expectations as part of the council group, for example value for money – outlined in section 4.
- approving accountability documents and monitoring Watercare's performance – also described in section 4.

Role of the Watercare Board

36. Watercare has a qualified, independent board to govern the company and that is responsible for the delivery of water and wastewater services in Auckland. It has operational autonomy from the council.

37. The council expects the board (and Watercare) to:

- make decisions consistent with council expectations (as set out in this document)
- act in accordance with legislation (key pieces of legislation are set out in Appendix A), Watercare's constitution and the CCO Accountability Policy
- act in good faith and demonstrate good governance
- act in a transparent, open and accountable manner. This includes holding board meetings in public, in accordance with requirements under the Local Government (Official Information and Meetings) Act 1987.

38. Watercare has legal obligations that are enforced and monitored by other entities, including Auckland Council as a resource consent authority, the Commerce Commission and Taumata Arowai – Water Services Authority.

39. The board delegates day to day management to the Watercare chief executive, who is accountable to the board.

Auckland Council's shared governance model

40. Auckland Council has a shared governance model – with the governing body and local boards responsible and democratically accountable for the decision-making of Auckland Council. In general, the governing body focuses on region-wide strategic decisions and local boards represent the communities in their area and make decisions on local issues, activities and facilities⁴. The governing body is responsible for decision-making in relation to the governance of the council's CCOs, including Watercare.

⁴ This shared governance structure is underpinned by the Local Government (Auckland Council) Act 2009 and is further defined through the 'Allocation of Decision Making' table in council's Long-term Plan.

41. Watercare must ensure that it works effectively with the governing body and local boards and proactively builds and maintains good relationships with both. Watercare will need to recognise local interests while ensuring that regional priorities and strategies are achieved.
42. There are likely to be cases where the local board is not the decision-maker, but the decision will have a significant local impact or require local or regional community consultation. In these cases, Watercare should consult with local boards genuinely, and early, in a way that allows local boards to influence such decisions.

The 'no surprises' principle

43. Watercare needs to keep the council informed well in advance of anything that could be potentially contentious and update council about issues that arise in a timely manner. The public expects a high standard of accountability and transparency from the council group.
44. Watercare should assess all issues to determine if they are likely to attract significant public interest and ensure the mayor, councillors and/or local boards (as appropriate) and relevant staff members are fully briefed. The council should have an opportunity to provide guidance on significant issues before information is released to the public and (generally) before the board makes decisions on these issues which bind it into a course of action.
45. Examples of issues that should be raised with council include **significant**:
 - matters of high interest to the public and key stakeholders, including potential media coverage
 - conflicts of interests (potential or actual) or fraudulent acts by directors, employees, or contractors
 - litigation by or against Watercare, its directors or employees (potential or actual)
 - large-scale restructuring, redundancies or industrial disputes
 - acquisitions, divestments, and transactions, whether significant in scale or the nature of the activities
 - release of information under the Local Government Official Information and Meetings Act 1987
 - consent applications

Relationships with mana whenua, mataawaka and Houkura

46. The Auckland Council Group is committed to a partnership with Māori based on te Tiriti o Waitangi / the Treaty of Waitangi. Watercare is expected to share this commitment and contribute to the delivery of Māori outcomes, as described in section 1.
47. Council expects all CCOs, including Watercare, to build strong partnerships with mana whenua and mataawaka. This includes recognising te mana o te wai (prioritising the health and wellbeing of water before human activities), the significance of water in te ao Māori (the Māori world view) and the role that mana whenua play as kaitiaki (guardians) of this taonga (treasure).
48. Engagements with Māori should align with the council's Mana ki te Mana approach to Māori engagement, where relationships take precedence over issues or projects. This

approach respects the unique mana motuhake of each iwi and mataawaka entity by prioritising their needs and aspirations.

49. In preparing the Watercare water services strategy, Watercare is expected to partner with council to engage with mana whenua. The purpose is to ensure coordinated early and ongoing engagement on the related topics of water, wastewater and stormwater. Māori participation in the development of the Watercare water services strategy is expected to inform decision-making and be visibly reflected in planning, investment, and service delivery outcomes.

Role of Houkura - Independent Māori Statutory Board

50. Houkura has a statutory role in helping the council make decisions, perform functions and exercise its powers in accordance with te Tiriti o Waitangi / the Treaty of Waitangi⁵. This is an important accountability mechanism and Watercare is expected to maintain and build relationships with Houkura at both a governance and staff level.
51. Every three years, Houkura conducts He Waka Kōtuia Te Tiriti o Waitangi audit, which recommends systemic improvements to the Auckland Council group. In addition, Houkura also prepares He Whenua Makaurau - the Schedule of Issues of Significance to promote cultural, economic, environmental, and social issues of significance for mana whenua and mataawaka of Tāmaki Makaurau.
52. Watercare is expected to contribute to the council group's response to both documents, in collaboration with Ngā Mātārae. This includes implementing relevant audit recommendations, progressing relevant issues of significance, and providing information necessary for the council to fulfil its statutory duties to Houkura.⁶

Relationships with communities and key stakeholders

53. Water and wastewater activities are important to local communities. Watercare is expected to follow key principles of relationships and engagement for council with communities and stakeholders including:⁷
- having regard to the views of all of its communities
 - taking account of the diversity of the community, and the community's interests, within its district or region; and
 - the interests of future as well as current communities; and
 - the likely impact of any decision on each aspect of social, economic, environmental and cultural well-being.
54. The Watercare Significance and Engagement Policy describes Watercare's approach to determining significance of decisions, strategic assets and how communities, including Māori, will be engaged in decisions. It will be consistent with the council's Significant and Engagement Policy. When consulting on significant projects, the council expects local boards to play a critical role in identifying and communicating community views and preferences.

⁵ Under the Local Government (Auckland Council) Act 2009, sections 84 and 85.

⁶ Under the Local Government (Auckland Council) Act 2009, in particular section 88.

⁷ In accordance with Local Government Act 2002, section 14.

55. As a water and wastewater service provider, Watercare also needs to be responsive to customer concerns and complaints. Council will continue to monitor Watercare's performance in this area – including using customer net satisfaction scores, community trust scores and responsiveness to customer complaints.
56. Watercare should advise the council of any potential media coverage of activities that could attract public interest or critical comment (as noted in the 'no surprises' section). In many cases the mayor, committee chairs, councillors or local board members may be asked to comment or answer questions as elected members.

Central government relationship

57. Council sets the strategic direction for Watercare and therefore has the primary relationship with central government and Ministers. Discussion or negotiation with government on any strategic policy relating to water or wastewater should be led by Auckland Council with Watercare in support where required, unless agreed otherwise on a case-by-case basis.
58. Watercare may have an operational relationship with central government departments and entities and work with the government where messages are consistent with, and supports, the strategic direction set for Watercare by Auckland Council. Watercare should inform the council of any conversation with the government on any new proposal or legislative reform. These engagements should be summarised in quarterly reporting. Council should also take the lead on any submissions to legislation, unless agreed otherwise on a case-by-case basis.
59. Watercare is also subject to economic regulation by the Commerce Commission. The Commission is the Crown Monitor for Watercare under the interim Watercare Charter (2025-2028) and Watercare must also comply with information disclosure requirements which apply to all regulated water and wastewater providers. The Commission will set the first price-quality path for Watercare to apply under enduring economic regulation when the Charter ends in mid-2028.
60. During this establishment period of new regulations, Watercare should inform the council of any new direction or requirement imposed by a regulator that is inconsistent with this statement of expectations. Auckland Council acknowledges that the regulator's direction or requirement prevails to the extent of the inconsistency.
61. Reporting to Taumata Arowai - Water Services Authority and the Commerce Commission should be provided to the council and be summarised in quarterly reporting to the council.

Section 4: Operating expectations

62. This section covers the council's expectations about how Watercare will operate as an entity.

The water services strategy will set delivery expectations

63. Every three years Watercare must prepare and adopt a water services strategy that sets outcomes, strategic priorities, long-term infrastructure plans, activities, budgets, and performance measures.

64. The Watercare water services strategy will be approved by both Auckland Council and the Watercare Board and reviewed and updated every three years. It is expected that the strategy will be developed and consulted on at the same time as the council develops its long-term plan. A water services annual budget will be prepared and adopted in the intervening years.

Value for money is a core principle across the council group

65. Council requires Watercare to consider value for money for Aucklanders. This includes using resources effectively and efficiently and identifying costs and benefits in decision-making to deliver the greatest public value for Aucklanders.
66. Council expects that planning and delivery across the council group infrastructure (including transport, stormwater, community, and water), and those of other utility providers, will be effectively and efficiently coordinated.
67. As a council-controlled organisation, Watercare is to participate proactively and constructively in efforts to achieve efficiencies and savings for the council group, making the most of our size and scale, including group procurement and the use of shared services. This should bring benefits to all participating entities in the council group.
68. Watercare needs to ensure it follows good financial practice:
- clear accountability for decisions about spending and the use resources and assets
 - all activities and services are underpinned by prudent use of resources and assets
 - there is a high degree of transparency in financial planning, budgeting, and sources of revenue and they follow the financial policies that apply to the council group.
 - significant investments are supported by robust business cases which meet the standards of the Auckland Council Group Business case policy, better value projects principles and provide a clear and strategic rationale for investment.
69. Under the Watercare Charter 2025-2028, Watercare is expected to demonstrate value for money through implementation of the Operating Cost Efficiency Improvement Plan and [Infrastructure Delivery and Asset Management Improvement Plan](#).
70. Council regularly reviews the services and activities in the council group to assess value for money. Watercare is expected to contribute information and actively engage in reviews that the council commissions.

Council monitors Watercare performance monthly, quarterly and annually

71. The Watercare Board is responsible for the performance of the entity, measured against its accountability documents and legal obligations. Council monitors the performance of Watercare, as shareholder. Elected members are held accountable to their communities for Watercare's performance and activities.
72. The Watercare Chair and Chief Executive are required to attend meetings of the Governing Body or relevant committees to answer questions on this performance and risk management.

Monthly performance reports

73. Monthly reports from Watercare provide information on financial and capital performance against plans to support the council group position. This allows elected members to have timely oversight of the group's financial performance.

Quarterly and half-year performance reports

74. Watercare quarterly and half-year reports are required to show financial, service, capital and operational performance against budget and targets. This allows the council to ensure that Watercare is held accountable for performance between annual reports. These reports must include risk, Māori outcomes and climate matters. Quarterly and half-yearly reports must be provided within two months after the quarter (or half-year) and follow the format required by the council.
75. Quarterly reporting is required by legislation – including financial and other information required by the council to fulfil its reporting obligations under legislation and the New Zealand Exchange (NZX) rules.
76. The release of the half-yearly report is required to be managed in accordance with the Financial Markets Conduct Act 2013 and the NZX listing rules.
77. Watercare also need to report quarterly with a risk summary to the council's Audit and Risk Committee.

Annual performance reports

78. The Watercare annual report is required to show actual entity performance against the water services strategy and explanation of variances. It includes audited financial statements and service performance results to ensure transparency and accountability. The annual report must be delivered to the council no later than three months after the end of the financial year, and must be publicly available on the Watercare website, with a hard copy available to any member of the public upon request.
79. The release of the annual reports is also required to be managed in accordance with the Financial Markets Conduct Act 2013 and the NZX listing rules.
80. Auckland Council is a Climate Reporting Entity under the Financial Markets Conduct Act 2013, which means the council group's climate reporting needs to comply with this Act and consequently the Aotearoa New Zealand Climate Standards. Watercare is required to provide information to support a group view of required disclosures in the climate statement. This includes, but is not limited to, annual greenhouse gas emissions (Scope 1, 2, 3) and associated commentary in line with Auckland Council Group greenhouse gas reporting methodology and policy.

Other reporting

81. Services provided by Watercare contribute to the well-being of Tāmaki Makaurau and the goals and activities of the council group. In some cases Watercare will need to provide additional information to contribute to analysis of the impacts of the council group and the health of the region.

Collaboration across the council group

82. The relationship between Watercare and the Council (as shareholder) is described in section 3. At a practical level this involves collaborating closely and sharing data in a timely fashion across the council group.

83. Key areas of collaboration include:

- Long-term investment strategies including the water services strategy, strategic asset management plan, asset management plan and the council's Infrastructure Strategy.
- Spatial Plans including the Future Development Strategy (or equivalent) and subsequent monitoring reports, Housing and Business Development Capacity Assessment and Plan Change 120.
- Auckland Water Strategy implementation.
- Water-related bylaws and place-based sub regional planning.
- Participation in staff group forums – including meetings of Chief Executives, strategy leads, water investment area oversight group, communications, engagement, finance, Māori outcomes forums.

84. Operational direction is described in Table 1. These include managing risk appropriately, ensuring staff health, safety and wellbeing, group shared services and procurement, job descriptions and salaries. Key policies and links are included in Appendix 2.

Table 1: Operational direction to Watercare

Area	Expectation
Delivering Māori outcomes	Working collaboratively with Ngā Mātārae and other Māori Outcomes specialists across the council group to take a whole-of-council-group approach to delivering outcomes for Māori. This includes continuing to participate in council-led activities and hui such as the Māori Outcomes Steering Committee. Council also expects Watercare to provide both quantitative and qualitative reporting on its progress in delivering its Achieving Māori Outcomes Plan. This qualitative feedback can be gathered using the Tāmaki Ora Monitoring, Evaluation and Reporting framework.
Managing risk appropriately	Proactively manage all risks including strategic, financial, operational, and reputational risks (including the risk of fraud and/or corruption). This includes maintaining an enterprise risk management policy. These risks should be reported to the council: • a risk report and top risks register (as presented to its own audit and risk committee, board or equivalent) to council staff on a quarterly basis • a risk summary (using standard template format) to the council's Audit and Risk Committee on a quarterly basis. • relevant board members (or their delegates) attend the council's Audit and Risk Committee as requested by the committee • as part of end of financial year processes, report all Audit New Zealand findings through council staff to the council's Audit and Risk Committee in format specified by council and attend the relevant Audit and Risk Committee meeting to discuss these audit and financial risk updates.

Area	Expectation
Ensuring staff health, safety and wellbeing	Maintain safe systems of work that comply with legislative requirements and minimise the risk of harm to kaimahi and others impacted by operations. Deliver hauora and wellbeing support for staff and to develop organisational cultures that actively support hauora. This can include support for stress caused by workload and support for staff who are subjected to unacceptable behaviour.
Group shared services and procurement	Actively participate in the Group Shared Services Board to streamline, simplify and improve common support or 'back office' functions across the Auckland Council whānau. This work is to leverage our collective scale and removing unnecessary duplication. This should deliver greater value for money, better tools for our kaimahi, and better customer experiences for Aucklanders. Watercare should follow the group procurement policy. It is particularly important to have a group view of new technology platforms and arrangements of all council entities to ensure that Aucklanders are getting the best value from digital investments.
Job descriptions and salaries	Job descriptions for the Chief Executive and executive level staff should reflect that roles are within the Auckland Council group and the associated obligations. This includes the importance of being responsive to the council direction and developing effective relationships. Salaries should adhere to the Auckland Council Group Remuneration Policy and executive pay should not exceed the salary of the group chief executive.
Media, communications and branding	The council's Communications and Marketing Department maintains the primary relationship with CCO communications staff to promote consistency of messaging across the council group. This is a two-way, no surprises relationship. The council expects Watercare's communications to be strategically aligned with the council to support the public to understand that Watercare is a public service entity and part of the Auckland Council Group. Note that the Auckland Council Group Communications Framework is being reviewed and Watercare will be consulted in its development. The Branding Guidelines 2025 ensure branding is used in a consistent way to increase awareness among Aucklanders of the full range of services and facilities of the council group.
Quality advice	Any advice and options analysis for decision-making should have the rigour reflected in the council's quality advice standards, particularly in relation to risks and credible analysis.

Council agreements with third parties may impact Watercare operations

85. When Auckland Council enters into agreements and arrangements with parties outside the council group, it may expect Watercare to help deliver on commitments with those third parties. This is consistent with the principle of taking a group approach in conducting relationships. An example is the Tūpuna Maunga o Tāmaki Makaurau

Authority that manages ancestral maunga (mountains) across Auckland, some of which contain water infrastructure owned and/or operated by Watercare.

86. These commitments could create additional responsibilities or have unintended consequences for elements for Watercare's strategic and operational programmes. Council will seek input and collaborate with Watercare before entering into agreements which may affect Watercare's business. Likewise Watercare should actively seek clarity from the council on which obligations apply to it and the specific role it would play with the third party. In some cases a formal agreement may need to be negotiated.

Appendix 1: Key legislation that applies to Watercare

Legislation	Description
Key legislation for Watercare Services Limited	
Local Government (Water Services) Act 2025	Establishes the planning and accountability settings for the new water services delivery system. This applies to Watercare as an Auckland water organisation and a water services provider.
Local Government (Water Services Preliminary Arrangements) Act 2024	Sets out the requirements for the Watercare Charter.
Local Government Act 2002	Defines the framework and powers of local authorities. Defines council-controlled organisations.
Local Government (Auckland Council) Act 2009	Establishes the Auckland Council as a unitary authority for Auckland and includes provisions about water supply and wastewater services in Auckland.
Local Government Official Information and Meetings Act 1987	Governs how councils manage requests for information, requires open meetings and provides limited grounds for withholding information. Greater transparency of decision-making can help increase accountability to the public.
Waitākere Ranges Heritage Area Act 2008	Recognises the national, regional and local significance of the Waitākere Ranges Heritage Area and promotes the protection and enhancement of its heritage features for present and future generations. Watercare has five dams in the heritage area.
Water Services Act 2021 and regulations	Establishes a comprehensive regulatory framework for drinking water, wastewater, and stormwater services,
Additional legislation	
Companies Act 1993	Forms the core of the corporate regulatory system, for example it provides for the registration of companies, rules for directors and officers, shareholders or members, disclosure and reporting requirements.
Employment Relations Act 2000	Legal framework for relationships between employees, employers and unions.
Goods and Services Tax Act 1985	Legal framework for the imposition, collection and administration of Goods and Services Tax (GST).
Health and Safety at Work Act 2015	Establishes duties responsibilities and a proactive risk management framework for all workplaces.
Human Rights Act 1993	Aims to give all people equal opportunities and prevent unfair treatment on the basis of irrelevant personal characteristics.

Income Tax Act 2007	Governs the setting, calculation and administration of income tax.
Privacy Act 2020	Sets protection for personal information and establishes clear obligations for agencies.
Protected Disclosures Act 2022	Facilitates the disclosure and investigation of serious wrongdoing in the workplace while providing protection for employees.
Public Records Act 2005	Governs how government information and records are kept, managed and retained to ensure transparency and accountability.
Financial Markets Conduct Act 2013	Council is as a Climate Reporting Entity under this Act and required to make a group climate reporting statement (including on behalf of CCOs).

Appendix 2: List of Auckland Council policies and plans that Watercare need to follow

Policy / plan	Description	Link
Outcomes / objectives set by the council		
Auckland Regional deal dated April 2026	Sets out how Government and the council will work together to unlock Auckland's potential, boosting economic growth and improving living standards.	Link
CCO Accountability Policy	Sets the council's expectations and requirements for its substantive council-controlled organisations (CCOs). It forms part of the long-term plan.	Link
Policies / plans relevant to Watercare operations		
Appointments and Remuneration Policy for Board Members of Council Organisations	Sets the process (for council) for appointing and remunerating directors of council organisations. The section for Watercare is the requirement for them to do a board performance review every two years.	Link
Auckland Council Group Business Case Policy	Ensures consistent business case practice and governance to achieve best value for money.	Link
Auckland Council Group Procurement Policy	Sets the expectations that the council group will procure goods and services together (where possible) to minimise duplication, maximise value and reduce costs.	Link
Auckland Council Group Remuneration Policy	Framework for making decisions on employee remuneration across the council group. Key principles are fairness, financial responsibility, social equity and contribution.	Link
Quality Advice Standards	Sets standards for advice from staff, that analysis should focus on decision-makers and be credible, clear and concise.	Link
Better value projects principles	10 delivery principles to provide rigour across the council group and ensure decisions on projects and spending are considered carefully	Link
Branding Guidelines	Guidelines is to ensure the pōhutukawa logo is used in a clear, consistent and flexible way by CCOs in order to increase awareness among Aucklanders of the full range of services and facilities provided or funded by the council group.	Link
Continuous Disclosure Policy	Established a committee (council staff) to ensure the council's compliance with continuous disclosure obligations for the New Zealand Stock Exchange (NZX).	Link

Group standards for money and assets / sensitive expenditure	Principles and standards for the spending and receiving of public money and include sensitive expenditure principles and non-negotiable rules.	Link
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Appendix 3: Issues of significance to Māori in Tāmaki Makaurau

Houkura Issues of Significance		
He Whenua Makaurau Schedule of Issues of Significance 2025-2030	Prepared by Houkura, this document promotes cultural, economic, environmental, and social issues of significance for mana whenua and mataawaka of Tāmaki Makaurau.	Link



Attachment 6

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7 July 2026

Megan Fitter and Neil Dingle
Waima to Laingholm Pest Free Inc.

Via email: [REDACTED], [REDACTED] and [REDACTED]

Kia ora Megan and Neil

Response to your deputation to the Watercare Board on 30 June 2026

Thank you for attending our Board meeting on 30 June 2026 and for representing Waima to Laingholm Pest Free Incorporated. We appreciated hearing about the Group's history, trapping activities, youth training programme, challenges and opportunities.

Watercare acknowledges the long-standing contribution of the Group in delivering pest control and supporting biodiversity outcomes in the Waitākere Ranges. We recognise the strength of your community-led approach and the positive environmental impact of your work.

We understand the Group is seeking more sustainable funding, including support for a coordinator role, and that current funding uncertainty is making it difficult to plan ahead and secure wider support. Watercare remains committed to supporting pest control and biodiversity initiatives where they directly align with our land, assets, catchments or project outcomes. A member of the Watercare team will be in contact to discuss what practical support may be possible within existing budget parameters.

At this stage, Watercare is not in a position to provide ongoing operational funding for a coordinator role, social enterprise activities or broader programme costs. These activities sit outside our core remit and are more appropriately considered through longer-term funding and partnership pathways, including Auckland Council, the Department of Conservation and other community or environmental grant providers.

As you may be aware, we are working through the establishment of the proposed Waima Biodiversity Trust. Once established, this may provide a stronger platform for collaboration, coordination and future partnership opportunities with groups such as yours, alongside Auckland Council and other stakeholders. We will maintain contact with you as this trust becomes operational, to ensure that we are able to provide support, where appropriate.

We value our ongoing relationship with the Group and would welcome continued engagement to support aligned biodiversity outcomes, with clear roles, expectations and funding pathways.

Thank you again for taking the time to attend our Board meeting and for the contribution your Group continues to make. Please continue to engage with Watercare management as opportunities develop.

Yours sincerely



Geoff Hunt
Chair
Watercare Services Limited

Board - Public Session - Board planner

		Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	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	28-Jul	27-Aug	29-Sep	28-Oct	11-Nov (Board Strategy Session) 25-Nov	15-Dec	27-Jan	23-Feb	25-Mar	28-Apr	12-May (Board Strategy Session) 27-May	22-Jun	27-Jul	31-Aug	28-Sep	28-Oct	10-Nov (Board Strategy Session) 30-Nov	14-Dec
	Ruft and Risk Committee		14-Aug			23-Nov			4-Feb		14-Apr	20-May			13-Aug 27-Aug			16-Nov	
	Asset Management Committee	8-Jul	7-Aug	4-Sep	6-Oct	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	14-Jul	11-Aug	8-Sep	13-Oct	10-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
	Financial	Board approval of 2024 Financials	2025 Financial statements and annual report 2025			Auckland Council Draft Annual Plan - approve Watercare input													
	Auckland Council appointments and Performance Review Committee	Significance and Engagement Policy to be approved by Auckland Council on 21 July 2026. Watercare to attend Appointments and Performance Review Committee on 30 July 2026 to answer questions regarding the Q&A reports. Update to the Statement of Intent due to Council by 31 July 2026	Feedback on the draft Statement of Expectations due to 31 August 2026. Significance and Engagement Policy to be approved by Watercare Board for implementation		Watercare to attend Appointments and Performance Review Committee on 8 October 2026 to answer questions regarding the Q&A reports (from 10am to 1pm) Water Services Strategy: Board approval of draft consultation content and supporting information		Watercare to attend Appointments and Performance Review Committee due 18C		Budget and performance committee approval of consultation material 17 February 2027 Public consultations from 26 February to 28 March 2027			Board approval of Water Services Strategy 11 May 2027	Publication of Water Services Strategy in late June 2027	Water Services Strategy effective from 1 July 2027					
	Regulatory reporting	Submission on Emerging View paper due on 30 July 2026	Combined report (Q&A FY26) on open, capex (due on 30 September 2026) and performance targets (due on 11 August 2026) Cross-submission on Emerging View paper due on 3 August 2026	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 (Q2 FY27) on open, 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 open, capex (due on 31 March 2027) and performance targets (due on 28 February 2027)				Combined report (Q3 FY27) on open, capex (due on 30 June 2027) and performance targets (due on 31 May 2027) PL proposal submission for review due on 24 May 2027	Report on FY26 Price Quality Path due on 30 June 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	Annual disclosure of forecast information due on 31 July 2027	Combined report (Q4 FY27) on open, capex (due on 30 September 2027) and performance targets (due on 11 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 open, 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		Significance and Engagement Policy approval Board delegations to the CE Review of Watercare's Policy	Review of the Corporate Governance Charter Board delegations to the CE Review of Watercare's Enterprise Risks		Good Employer Policy update	Review of the Economic Regulation Committee Terms of Reference Review of Watercare's Enterprise Risks		Sensitive Expenditure Policy	Review of Watercare's Enterprise Risks	Risk Financing Policy	Treasury Management Policy	Gifts and Inducements Policy Risk Management Policy Incident Management Policy Review of Watercare's Enterprise Risks		Board delegations to the CE Policy	Review of Watercare's Enterprise Risks		Review of the Economic Regulation Committee Terms of Reference	Review of Watercare's Enterprise Risks
Confidential	Karaka	Andrew Clark	Graham Darlow	Karen Sherry	Julian Smith	Rakumona Schaffhausen	John Crawford	Geoff Hunt	Andrew Clark	Graham Darlow	Karen Sherry	Julian Smith	Rakumona Schaffhausen	John Crawford	Geoff Hunt	Andrew Clark	Graham Darlow	Karen Sherry	Julian Smith
		Update on Rosedale WWTP Solid Stream Upgrade Thermal Insulation Southwest Wastewater Programme – Conveyance Infrastructure – Execution phase A year and progress update of CE's KPIs Citibank Relationship Mandate Board Delegation	Q4 progress update on CE's KPIs Western Water Supply including the Waikato Biodiversity trust update	Half-yearly statutory compliance report		Q1 progress update on CE's KPIs				Q3 progress update on CE's KPIs	Half-yearly statutory compliance report		Q3 progress update on CE's KPIs		Half-yearly statutory compliance report		Q4 progress update on CE's KPIs and approve CE's KPIs for FY28		

Board - Public Session - Board planner

		Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	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	28-Jul	27-Aug	29-Sep	28-Oct	11-Nov (Board Strategy Session) 25-Nov	15-Dec	27-Jan	23-Feb	25-Mar	28-Apr	12-May (Board Strategy Session) 27-May	22-Jun	27-Jul	31-Aug	28-Sep	28-Oct	10-Nov (Board Strategy Session) 30-Nov	14-Dec
	Audit and Risk Committee		14-Aug			23-Nov			4-Feb		14-Apr	20-May			13-Aug 27-Aug			16-Nov	
	Asset Management Committee	8-Jul	7-Aug	4-Sep	6-Oct	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	14-Jul	11-Aug	8-Sep	13-Oct	10-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			Approval of FY25 financial statements External audit update Internal audit report Enterprise Risks Deep Dive Captive Insurance Annual Summary of the Performance of Watercare Sams for 2025 Tax Risk Management Policy Board delegations to the CE Policy	Annual update to the Auckland Council Audit and Risk Committee		Planning report for half-year accounts Internal audit report and plan Enterprise Risks Deep Dive on opportunities and risk arising from use of Artificial Intelligence Review of Watercare's Risk Appetite			Internal Audit Report		Insurance matters	Internal Audit Report			Internal Audit Report Insurance Workplan FY28			Internal Audit Report and Plan	
Asset Management Committee		Project and programme dashboards North Harbour 2 Watermain - Advanced Works (N4/NH2 Coordination) Update on Rosedale WWTP Solid Stream Upgrade Thermal Hydrolysis Southwest Wastewater Programme - Conveyance Infrastructure - Execution phase Māngere Boulders Servicing Project	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 Quarterly update on \$50m plus projects Quarterly update on asset capitalisation Capital infrastructure delivery for the Waikato District Council Contract		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 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 Quarterly update on \$50m plus projects Quarterly update on asset capitalisation Capital infrastructure delivery for the Waikato District Council Contract
Economic Regulation Committee		Emerging view paper submission and forecast MAAR analysis Commerce Commission Strategic Relationship and Economic Regulation Readiness Plan 2026-2028 Pricing review update Programme status report	Pricing review update Programme status report																

Board meeting | 28 July 2026

Public session



Directors' appointment terms, committee memberships and meeting attendances

For information

Document ownership / Whaimana tuhinga

Submitted by / Kaitono

Matthew Hill

Senior Legal Counsel

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 seven 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	1 st term ends on 31 October 2027
Graham Darlow	3 February 2021	2 nd term ends on 31 October 2027
Julian Smith	1 January 2022	2 nd term ends on 31 October 2027
Andrew Clark	1 June 2024	1 st term ends on 31 October 2027
Karen Sherry	1 February 2025	1 st term ends on 31 January 2028
John Crawford	1 February 2025	1 st term ends on 31 January 2028
Rukumoana Schaafhausen	1 June 2025	1 st term ends on 31 May 2028

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			✓

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	11 November 2026 strategy session	25 November 2026	15 December 2026
Geoff Hunt (Board Chair)	✓	✓	✓	✓	✓	✓	✓	✓							
Graham Darlow	✕	✕	✓	✓	✓	✓	✓	✓							
Julian Smith	✓	✓	✓	✓	✓	✓	✕	✓							
Andrew Clark	✓	✓	✓	✓	✓	✓	✓	✓							
Karen Sherry	✓	✓	✓	✓	✓	✓	✕	✓							
John Crawford	✓	✓	✓	✓	✓	✓	✓	✕							
Rukumoana Schaafhausen	✕	✓	✓	✓	✓	✓	✓	✕							

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	10 November 2026	8 December 2026
Geoff Hunt (Board Chair)						✓	✓	✓	✓	✕						✓	✓	✓	✕	✓	✕					
Graham Darlow						✓	✓	✓	✓	✓									✓	✓	✓					
Julian Smith	✓	✓	✓						✓							✓	✓	✓	✓	✓	✓					
Andrew Clark	✓	✓	✓					✓								✓		✓		✓						
Karen Sherry	✓	✓	✓			✓	✕	✓	✓	✓										✓	✓					
John Crawford																✓	✓	✓	✓	✓	✓					
Rukumoana Schaafhausen																✓	✕	✓	✓	✓	✓					

3. Recommendation / Te tūhunga

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



Board meeting | 28 July 2026
Public session



Disclosure of directors' and executives' interests

For information

Document ownership / Whaimana tuhinga

Submitted by / Kaitono

Matthew Hill

Senior Legal Counsel

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 • Chair, The LEAD Project Alliance Board • Project Governance Group, Sludge Minimisation Project and Major Transport Group, Wellington City Council • Advisor, Wellington Metro Water Services Delivery Plan
Julian Smith	• Board Trustee, Look Good Feel Better Trust • Director and Shareholder of JTB Enterprises Limited • Committee member of Institute of Directors, Auckland Committee • Chair, Institute of Directors Te Tai Tokerau, Northland Sub-Committee • 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 of Environment • 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	Interest
	• Director, Lakeland Network Limited • Director, Otagonet Limited • Director, Last Tango Limited • Trustee, Fritz Seppel Trust • Trustee, Freya, Fritz & 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 • Trustee, The Tindall Foundation • Trustee, Waikato Endowed Colleges Trust

2.2 Watercare's executives' interests register

Executives	Interest
Jamie Sinclair	• Director and Shareholder, Sinclair Consulting Group Ltd
Priyan Perera	• Board member, 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
Brent Evans	• Nil
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

3. Recommendation / Ngā taunakitanga

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

