

Board meeting | 28 October 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	Julian Smith	-	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 29 September 2026 Board meeting	Chair	For approval	Minutes
6	Public deputations	Chair	For information	Verbal
Items for information, discussion and approval				
7	Health, safety and wellness update	Andrew Mercer	For discussion	Report
8	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	Wednesday, 25 November 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		29 September 2026	
Venue		Watercare House, Level 4 Boardroom, 73 Remuera Rd, Remuera and via Microsoft Teams	
Time		10:29am to 11:22am	
Attendance			
Board of Directors		Watercare staff	Guests
Geoff Hunt (Chair) Karen Sherry Graham Darlow Derrick Adams Julian Smith John Crawford Rukumoana Schaafhausen		Jamie Sinclair – Chief Executive Mark Bourne – Chief Operations Officer Andrew Mercer – Head of Health, Safety and Wellbeing (from start until end of item 7) Marsden Cheung – Senior Elected Member Relationship Advisor (for items 6 and 7) Matthew Hill – Head of Legal and Governance Izzy Mohammed – Legal and Governance Advisor On Microsoft Teams Joanna Tao – Elected Member Relationship Advisor	Trudi Fava, Principal Advisor CCO Governance and External Partnerships, Auckland Council Alexandra Bonham and Peter Elliott, Waitematā Local Board (for items 6 and 7)
1.	Opening karakia The Chair opened the meeting, and Karen Sherry led the karakia.		
2.	Apologies Andrew Clark sent his apology. Andrew Clark 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 No conflicts of interest were noted.		

5.	Minutes of the previous meeting of 27 August 2026 board meeting <i>The Board resolved that the minutes of the public session of the board meeting held on 27 August 2026 be confirmed as true and correct.</i> <i>The meeting moved to item 7.</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: • Three contractor-related notifiable events had been reported to WorkSafe, with no further action taken. • Management continues to focus on staff wellbeing, recognising the impacts of organisational change, demanding workloads, and pressure on key staff. Health and safety metrics remained stable for the month. • The Board noted that staff absences can place additional pressure on teams, although sickness levels were not considered unusually high relative to comparable organisations. • The Board noted a high-potential confined space event related to a fixed access ladder that did not extend as required, creating a fall risk. The Board acknowledged the positive decision by staff to stop work and ensure the task was undertaken safely. • A plant component failure involved the use of unsuitable equipment (an auger) for the task. Appropriate exclusion zones were in place and effective, and lessons learned have been shared by the contractor across its wider operations. • Increased use of the Employee Assistance Programme (EAP) was attributed to encouraging earlier engagement and the introduction of a new provider offering a broader range of wellbeing tools and resources. The Board asked Andrew Mercer to provide future reporting on EAP usage trends and patterns. <i>The Board noted the report.</i>
6.	Public deputations Alexandra Bonham, Chair of the Waitematā Local Board, and Peter Elliott, a member of the Waitematā Local Board, presented to the Board regarding the proposal to outsource central area maintenance services. They acknowledged Watercare's strong reputation and positive engagement with local communities, including work undertaken in the Herne Bay area. Key points from their deputation included: • The Local Board was seeking greater information on the modelling and assessment underpinning the proposal before adopting a formal position. • The current model, which provides Watercare with direct operational knowledge and oversight of maintenance activities, was considered to offer long-term strategic advantages and should not be changed lightly. • Drawing on local government experience, Alexandra noted that outsourcing can reduce maintenance costs in the short term but may result in increased renewal costs or deferred asset issues over the longer term. • It was recognised that external providers can also deliver benefits, including identifying opportunities to extend asset life where they maintain close oversight of facilities.

	- Alexandra emphasised the importance of safe drinking water and wastewater services, and the need to balance service quality, environmental outcomes, affordability, and long-term asset stewardship. - The Local Board requested that local boards and communities be kept informed of any future decisions that may affect Watercare's operational model. The Chair acknowledged and thanked Alexandra and Peter for their feedback, noting that the Board would consider the matters raised and provide a formal response in due course.
8.	Review of Corporate Governance Charter The CE introduced the report, which was taken as read. The following key points were made: - The proposed amendments update the Corporate Governance Charter to reflect recent delegation now held by the Asset Management Committee (AMC). - It was noted that section 58 should also acknowledge the relationship with section 57(1)(a), such that the requirements of section 58 apply only to the extent they do not override section 57(1)(a). - The Board agreed that further consequential amendments were required to reflect AMC delegations throughout the Corporate Governance Charter, including references to delegations in clause 6 and clause 9 of the Charter. The Board requested that delegated authority throughout the document appropriately reflect delegations held by the AMC. - Management was requested to incorporate the proposed amendments and circulate an updated version of the Corporate Governance Charter to the Board. <i>Subject to the agreed changes being incorporated into the Corporate Governance Charter and a revised version of the Charter being circulated to the Board, the Board approved the Corporate Governance Charter.</i>
9.	Chief Executive's report The CE introduced the report, which was taken as read. The following key points were made: - Water storage levels remain in a good position, however, rainfall over the previous 90 days had been significantly below normal winter levels. Management is implementing its drought management plan and has contingency measures in place, including supplementing supply from the Waikato River. - The Board noted that increased operational expenditure may be required if dry conditions continue, although current forecasts indicate the position would improve if rainfall increases by November 2026. - The Board discussed the potential financial impacts of water conservation messaging and restrictions. The CE noted that the pricing framework provides protection through the maximum allowable revenue (MAR) mechanism, with any under-recovery addressed through future wash-up processes. - The CE highlighted Watercare's success at the Water New Zealand Conference, where the organisation received four awards across a range of disciplines. The Board congratulated staff on their achievements, including recognition for work associated with the Māngere Wastewater Treatment Plant. - Compliance performance remained strong and customer metrics were generally stable. The Board discussed customer trust measures and satisfaction reporting, including the distinction between community-wide perception surveys and customer feedback from specific interactions and projects. The Board

	sought clarification on the methodology and trends underlying the Voices of the City trust measure, including the meaning of a benchmark shown in the reporting. It was noted that comparative trust data had recently been compiled, and the CE agreed to provide further detail on the measure and its trends. • The Board discussed workforce capability and recruitment. The CE advised that operational teams remained stable, recruitment activity was continuing to support the capital programme, and candidate quality was generally strong. • It was noted that developing internal capability remains important to address sector-wide skills shortages. • The Board noted positive progress in Watercare's engagement with mana whenua, including a shift towards earlier involvement and partnership approaches. Future reporting should include how these commitments will be supported and funded over the longer term. <i>The Board noted the report.</i>
10.	Board planner • The Board discussed potential topics for the upcoming Board Strategy Day. • The strategy day was identified as an opportunity to discuss organisational capability, accountability, change management, succession planning and the capabilities required to deliver Watercare's transformation objectives. • Directors expressed interest in receiving an update on workforce development initiatives, including early-career programmes, talent pipelines, and long-term workforce planning. The Board discussed the importance of understanding how Watercare is building capability to ensure the organisation remains appropriately resourced over the long term. The CE advised that approximately 50 early-career staff are currently participating across a range of programmes. • The Board discussed the frequency of Board meetings and whether opportunities exist to rationalise the meeting schedule, including the need for a meeting in January 2027. The CE and Chair will review the 2027 meeting planner and advise the Governance team of any potential changes. <i>The Board noted the board planner.</i>
11.	Directors' appointment terms, committee memberships and meeting attendances The Board noted that Trudi Fava would follow up with James Stephens regarding a response to the director term renewal matter raised by the Chair. <i>The Board noted the report.</i>
12.	Disclosure of directors' and executives' interests The Board considered the interests register and noted the following updates: • Graham Darlow advised that LEAD Project Alliance Board and Wellington Metro Water Services Delivery Plan should be removed from his interests. • Julian Smith noted that Look Good Feel Better Trust has changed its name to Cancer Support New Zealand, and that his advisory role should be recorded as Ministry for Cities, Environment, Regions and Transport (MCERT), rather than Ministry for the Environment.

	Rukumoana Schafhausen advised that her interests should be updated to include her directorship at Kiwibank. She also advised that Waikato Tainui Endowed College and the Tindall Foundation should be removed from her interests. In addition, she noted that she will retire from the King's Trust in December 2026. <i>The Board noted the report.</i>
13.	General business The public session closed at 11:22am.

CERTIFIED AS A TRUE AND CORRECT RECORD

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Geoff Hunt, Chair

Board meeting | 28 October 2026
Public session



Health, safety, and wellbeing update for Sept 2026

For discussion

Executive summary

Watercare's health, safety and wellbeing performance remained steady during September. Focus remained on proactive risk management, critical-risk assurance and leadership engagement, supported by continued improvement in injury management performance and the introduction of initiatives to strengthen critical controls, employee wellbeing and fatigue management.

Proactive Risk Management

- **Hazard Reporting:** Proactive reporting remained steady, with 31 close call and hazard reports recorded during September. This represents a decrease from 38 in August and continues to provide valuable visibility of operational risks, emerging trends, and opportunities for improvement across Watercare and contractor activities.
- **Incident Trend:** Eighty-seven events were recorded during September, an increase from August. Of these, 89% were assessed as Very Low to Medium severity, indicating that most reported events remained at the lower end of the risk spectrum.
- **High Severity Incidents:** Nine events were assessed as having High potential consequence, and one Very High potential event was recorded. Further details are provided in Attachment 1.
- **Notifiable Events:** Two contractor events were recorded as WorkSafe-notifiable. Further details are provided in Attachment 1.

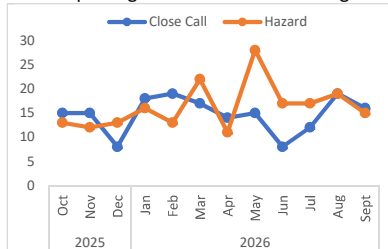
Continuous Improvement

- **Digital System Implementation:** Site risk registers have been successfully uploaded into the new system, establishing a consistent and centralised approach to managing operational risks across Watercare. User acceptance testing of the Safety Events module is progressing well, with go-live planned for 1 November 2026. The module will support a streamlined, enterprise-wide approach to reporting, investigating and learning from incidents and hazards.
- **ISO 45001 Re-certification:** Preparations are underway for Watercare's ISO 45001 re-certification audit in mid-November. HSW is coordinating readiness activities across operational sites to support a consistent and effective audit process.
- **Investigation Capability Development:** Incident investigation training has been delivered to strengthen investigation capability and improve the quality of organisational learning. The training combines specialist investigation expertise with practical application.

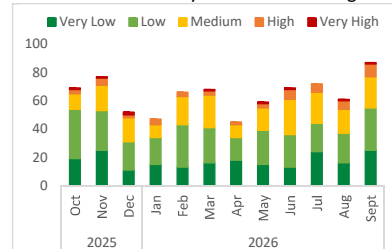
Injury management performance

- **Recordable injuries:** Four recordable injuries were recorded in September, all classified as Medical Treatment Injuries. The injury profile included a slip resulting in an ankle injury, discomfort associated with workload and posture, recurrence of a historical upper-limb injury, and lower-back pain following manual handling. One No Treatment injury was also recorded.
- **ACC EAP performance:** All five ACC performance measures met or exceeded target. Complicated cover decisions remained at 100%, while non-complicated cover decisions reduced slightly to 80%. Initial rehabilitation plans improved to 90%, the highest result in the reporting period.
- **Return-to-work performance:** Average return-to-work time improved to 52.3 days and remained within the 63-day target. First weekly compensation assessments improved to 57%, returning above target following the below-target August result.

Reporting Trend - 12 month Rolling



Incident Severity - 12 month Rolling



HSW leading indicators				
Key metrics	Responsibility	Sept-26	3-month average	Key insights/ Analysis
Leadership walks	Watercare	186	225	Watercare and delivery partners continue a focus on high engagement through leadership walks and connection with work as done on site.
	Contractors	341	333	
Reward & Recognitions	Watercare	196	238	Watercare recognition activity was below the recent average, while contractor recognition continued to perform strongly.
	Contractors	117	92	
HSR Committee meeting held	Watercare	14/15	15/15	HSR engagement remained consistent, with almost all planned committee meetings held.
Critical risk Review	Watercare	75	62	Review activity increased across both Watercare and contractors, reflecting a stronger focus on critical-risk controls and assurance.
	Contractors	159	131	
Emergency Preparedness	Watercare	12	7	Preparedness activity remained above the recent average across both Watercare and contractors.
	Contractors	19	16	
Permit audits	Watercare	49	70	Permit audit activity was below the recent average and will continue to be monitored.
Site Inspection	Watercare	190	207	Overall inspection activity remained broadly consistent, with stronger contractor activity partly offsetting lower Watercare activity.
	Contractors	137	125	
Learnings Identified	Watercare	3	4	Safety alerts/learnings issued: - 11kV Strike - Drill Attachment Failure - High Blood Pressure

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

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

Watercare events

- **Cyclist incident at a site entrance:** A Watercare vehicle was exiting a treatment plant when a cyclist approached from the left, lost balance and fell. Emergency services attended and the cyclist was taken to hospital. The event highlighted restricted visibility at the site entrance.
- **Door failure:** While a worker was opening a blower-room door at a water treatment plant, the door hinges broke and the door fell off due to corrosion. No one was injured. Both existing doors will be replaced with a roller door, which is currently on order.
- **Dog-related event:** A field worker withdrew to the work vehicle after a dog attempted to attack during meter replacement work. No injury occurred. The event highlights the importance of effective controls for workers undertaking activities alone and at private properties.

Contractor events

- **Control-of-works failure:** This event was a serious close-call. Control-of-work process controls on a wastewater relining project failed when pump station isolation locks were removed before positive verification that all workers were clear of the confined space work on the assets. This event highlighted systemic shortcomings in the design and application of control-of-works on site. A thorough investigation was completed, and several process improvements and actions were identified and implemented.
- **Overhead electrical service strike:** An excavator operated by a subcontractor contacted a low-voltage overhead power line while unloading equipment, causing the line to be brought down. No injuries occurred, the area was secured and the electricity network operator attended. The contractor notified WorkSafe and commenced an investigation. The event was reported as being associated with a pre-existing condition and not work-related.
- **Working-at-height controls:** During bolt-grinding work, a worker changed the agreed methodology and used fall-protection equipment to access an alternative position through a handrail. The revised approach had not been communicated and the required working-at-height permit, rescue plan and verified anchor point had not been assessed. The situation was identified during a site walk and the work was stopped.
- **Electrical shock:** A worker experienced a mild electrical shock to the hand while resetting an electrical water pump. The event was classified as a Medical Treatment Injury and was notified to WorkSafe.
- **Watermain strike:** A piling rig struck a 100 mm asbestos-cement watermain during piling activity. Water entered the pile hole and escaped from the work area. The spotter was clear of the immediate area and no injury occurred.
- **Vehicle and cyclist near miss:** A service truck approaching a project yard had a near miss with a cyclist near the site entrance. The truck stopped before contact occurred and no injuries were reported.



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

Chief Executive's report

Presented by: Jamie Sinclair

Public CE's report for September 2026

Executive Summary

We published our first annual report as a financially independent entity, highlighting our performance and key achievements during a year marked by the completion of New Zealand's largest wastewater infrastructure project, strong operational performance and a successful capital raise programme.

Watercare was also well-represented in the 2026 Water NZ Conference in September, with awards recognising our delivery of critical infrastructure and investment in innovation:

- Project Award: Central Interceptor Main Works (Ghella Abergeldie Joint Venture and Watercare)
- Operations Award: Sewer Pipe Failure Repair
- Digital Transformation Impact Award: Asset Risk Intelligence: Transforming Infrastructure Investment Decisions
- Paper of the Year: Designing for Uncertainty: Adaptive Multi Mode Digestion at Māngere Wastewater Treatment Plant (co-authored with Jacobs)

Infrastructure highlights for the month include:

- We opened a Registration of Interest (ROI) process for the \$1.7 billion Waikato Water Supply Programme, seeking Alliance delivery partners to help deliver infrastructure that will strengthen Auckland's water security, improve resilience and support future growth.
- We completed complex repairs for a key-section of the Ōrākei Main Sewer, extending the life of this century old section by another 100 years. We are planning to rehabilitate more sections of the Ōrākei Main Sewer as part of our \$1.1 billion Wastewater Interceptor Renewals Programme.
- We kicked off wastewater upgrades in Ōtara, investing \$95 million to boost network capacity, support growth and reduce wet-weather overflows to the environment. The upgrades will include a new pump station, underground storage tanks and a new wastewater pipeline.
- We began work to deliver a complex \$25 million renewal project at the Rosedale Wastewater Treatment Plant, upgrading three of the four digesters for the first time in 25 years. Digesters play a vital role in the treatment process, stabilising the solids removed from wastewater so they can be converted into biosolids. These renewals are part of our larger \$600 million, 10-year Rosedale Upgrade Programme.

Priority area	SOI targets not met	Result	Updates below?
Priority 1: Deliver safe and reliable water and wastewater services	Compliance with Taumata Arowai Quality Assurance Rules D3 – Residual disinfection (chlorine) water quality. Compliance with Taumata Arowai Quality Assurance Rules T3 – Protozoal water quality The percentage of real water loss from the local authority's networked reticulation system. The number of dry weather overflows from the territorial authority's sewerage system expressed per 1000 sewerage connections to that sewerage system.	98.1% against a target of 100% (12 month rolling average). 99.5% against a target of 100% (12 month rolling average). 13.10% against a target of <13% (12 month rolling average). 5.56 against a target <5.	✓
Priority 2: Renewing, building and maintaining infrastructure	Capital expenditure (target is annual with year-to-date quarterly performance updates)	Year to date result is \$240.5m against YTD budget of \$266.7m. <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 average)	3% against a target of 5%	✓
Priority 6: Embedding a sustainable financial model	All targets met		✗
Governance and administration	N/a		✓

Key:

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

Reliable water supply

- Rainfall totals for September were well below normal for the Hunua Ranges (52%) and slightly below normal for the Waitakere Ranges (83%). This meant Total System Storage (TSS) had a slight drop throughout the month from 94.5% to 92.8%, still 3 percentage points above historical average.
- Non-metro rainfall totals for the month were below normal for both northern (70%) and southern (74%) areas.
- Metropolitan 7-day average demand generally ranged between 410 and 420 MLD, somewhat reduced from the previous month.
- Over the next three months, current climate forecasts suggest that Auckland rainfall is most likely to be below normal, due to this and the narrative around the potential dry summer due to El Niño, as of 1 October production has increased at the Waikato plant to a minimum of 100MLD for the foreseeable future to preserve TSS.

Operational compliance – water and wastewater

[Attachment 1](#) is the September 2026 water quality report. Microbiological and chemical compliance has been achieved for September for all water treatment plants and distribution zones. This includes full chlorine compliance for all distribution zones.

Resource consents

- [Attachment 2](#) is the September 2026 consent compliance dashboard.
- In September 2026, Watercare was managing 457 active resource consents.
- Overall, operational consent non-compliances decreased to five in September 2026, compared with eight in August. Of these, two were classified as technical non-compliances and three as non-technical non-compliances. No consents were subject to enforcement action during September.

Priority 4: Strengthening relationships

Customer and community

[Attachment 3](#) is the September 2026 customer dashboard. Key points to note:

- Quarterly trust remained flat at 53%. Value-for-money perceptions continue to decline, with affordability concerns concentrated among higher-need households and price fairness emerging as a greater concern than trust. Customers are unclear why prices are rising faster than inflation. The Water Services Strategy provides an opportunity to engage Aucklanders in the broader water story.
- Preparations are under way for engagement on the draft Water Services Strategy, subject to Board approval in late October. Engagement activities through November will include a workshop with the Auckland Council Budget and Performance Committee, local boards and key strategic stakeholders, helping build understanding ahead of public consultation in March 2027 and supporting the formal approval process.

- Overall Customer Net Satisfaction (CNS) for September continues to show the benefit of favourable weather. Faults received positive feedback with teams reported as delivering professional and efficient services. ~5000 new smart meters have been successfully installed this month as a key component of our smart network programme.
- Developers continue to express their concerns around the 20% IGC increase which came into effect from 1 July this year, but we are maintaining the improvement to overall Customer Net Satisfaction (CNS). Compared to last year the greatest improvements have been seen in the ability to contact us directly.
- Works Over have delivered their first month of positive net satisfaction with customers highlighting that they are seeing improvements which in turn is helping reduce delays in their own developments.

Tāmaki Ora – Māori Outcomes

- Māori outcomes and Te Mana o te Wai are being incorporated into development of the WSS through internal strategic advice. Mana whenua engagement on the WSS is still to occur and will be important to test these settings and inform the strategy before finalisation.
- The Southern Growth Programme is incorporating Māori outcomes alongside engineering and economic considerations in option assessment. In Biosolids, three technical workshops have enabled mana whenua to engage directly with specialists on location options, cultural impacts, risks, and negotiables and non-negotiables, providing earlier input into future options and decisions.
- Rangatira ki te Rangatira engagement is surfacing broader expectations around growth, water security, environmental outcomes and infrastructure delivery. Engagement with Ngāti Tamaoho and Ngāti Whātua Ōrākei provides practical examples of priorities being identified earlier, enabling Watercare to understand relationship and delivery considerations before key decisions are made.
- Translation of 53 operational signs provides a tangible example of te reo Māori being incorporated into Watercare's operational environment. Broader application of te reo Māori and tikanga Māori continues to strengthen organisational capability and visibility.
- Kawenata delivery advanced through He Piko Phase 2 testing, agreement in principle for Haywards Landing, progress towards a November Te Kōunga o te Wai decision, and continued development of the Te Kete Mātauranga business case.

Media

- September saw a lower volume of media coverage but a stronger overall tone, with positive reporting increasing and negative coverage remaining minimal.
- Watercare's media coverage decreased from 358 items in August to 153 items in September. While overall volume was significantly lower, coverage quality improved, with a greater proportion of positive reporting and very limited negative commentary.
- BusinessDesk and Newstalk ZB were the leading outlets by volume, with nine items each.
- Our proactive media engagement was highlighted by the release of Watercare's Annual Report. We secured coverage with the National Business Review through an exclusive pitch and supported the Chief Executive's interview to help communicate the organisation's performance and strategic priorities.
- Net sentiment improved, with the Net Sentiment Score increasing from +16% to +25%. The rolling 12-month average also increased from +30% to +32%.
- The improved Net Sentiment Score reflects an increase in positive reporting, which accounted for 26% of total coverage (up from 18% in August). This was driven by proactive media engagement on the Waikato Water Supply Programme and wastewater infrastructure upgrades in Ōtara and Waiwera.

- Neutral reporting accounted for 73% of total coverage. Key topics included concerns raised by the Mayor of Auckland about the Government's Fast-track Approvals Panel, including the Delmore housing proposal in Ōrewa.
- Negative coverage fell to 1% of total reporting (down from 2% in August). The small amount of negative coverage was primarily driven by a BusinessDesk article on the Government's proposed development levies scheme, which included criticism from some developers of Watercare's growth charges. Watercare's response was included, noting that we are reviewing our pricing framework to ensure it is fair, transparent, and that costs are allocated appropriately across customer groups.

Developers

Our Growth and Development improvement Programme (GDIP) continues:

- Work streams for process mapping, relationship framework and policy updates progressing well and within our output delivery timeframe.
- Stakeholder engagement and governance reporting activities continue as planned.
- Part-time interim programme support remains in place pending appointment of a dedicated Programme Manager resource. Initial interviews are complete and a second interview for a preferred candidate has been scheduled.
- Strategic direction and programme priorities beyond November 2026 require confirmation.
- Our engagement and education workstream is experiencing delays due to the management of a number of tactical, development related matters. We are working on a plan to separate our tactical response approach from the work required to be completed under the GDIP.
- Digital workstream scope, ownership and delivery approach following GDIP Phase 1 remain to be defined.

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 September 2026 People Dashboard is included as [Attachment 4](#).

Governance and Administration

Risk, Assurance and Compliance

- The quarterly Enterprise Risk Report has been completed and was presented to the Board in September 2026, changes requested by the Board have been incorporated and the updated report has been sent to Council's Audit and Risk Committee.
- The scope of work for a review and update of Watercare's Risk Appetite is with the Executive for consideration. A workshop with the Board is being planned for February / March 2027.

- The biannual ComplyWith survey for legislative compliance has been completed. Further work is continuing to ensure correct allocations of obligations and completion of corrective actions.
- There have been two Whistle-Blower disclosures made since the last Board meeting. One disclosure was made through the Whistle-Blower service and the other directly to the Head of Internal Audit. Both have been assessed as staff issues and are being investigated by line management.
- There were no matters reported to the Privacy Commissioner in September 2026.

Public deputation received at the 29 September 2026 Board meeting

At the 29 September 2026 meeting, the Board received a public deputation from Waitematā Local Board. [Attachment 5](#) sets out a response to the public deputation for the Board's information.

Execution of documents

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

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

Contract description	Successful supplier
Contingent Worker Independent	SEVENO SOLUTIONS LIMITED
Discovery Centre Management	Because Brand Experience Limited
FY27 Planned Sewer Inspection	Hydrotech Limited
North West Network Maintenance Services	Downer New Zealand Limited



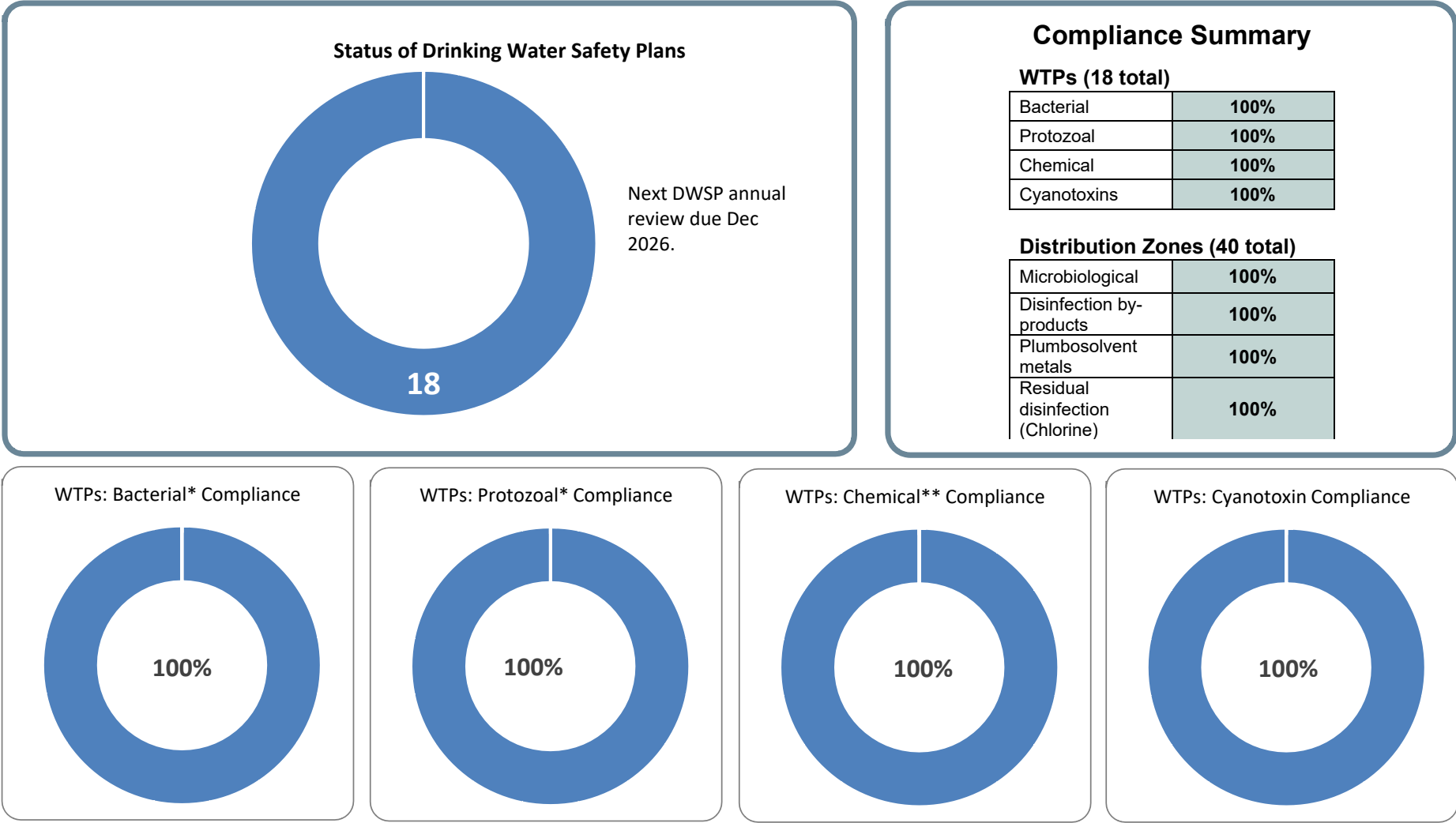
Jamie Sinclair
Chief Executive Officer



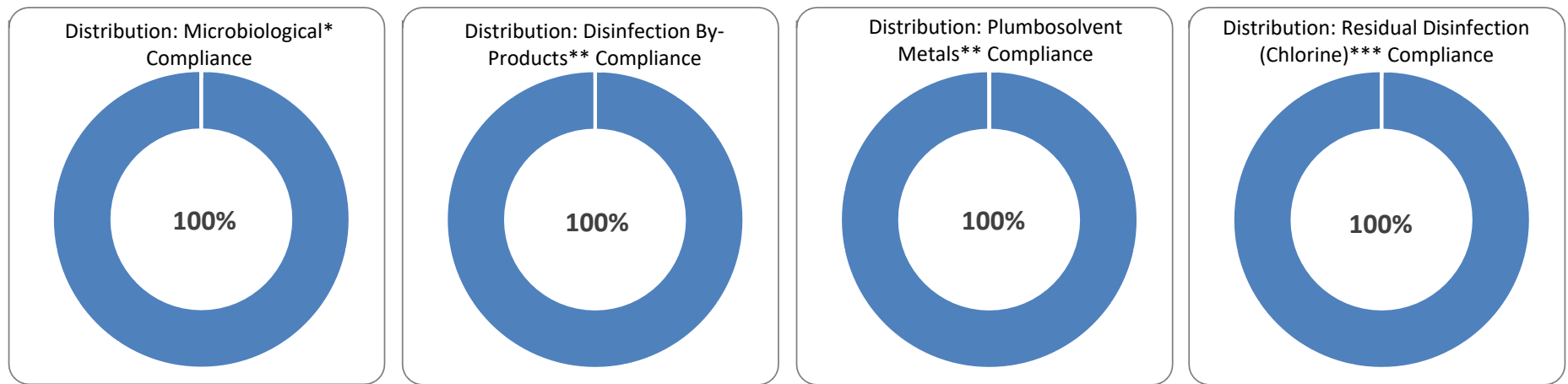
Attachment 1 – Water Quality Report September 2026

Water Quality Report – September 2026

Scorecard



8.1



8.1

*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 September for all WTPs and distribution zones (DZs). This includes full chlorine compliance for all distribution zones, equating to 98.1% compliance for the 12-month rolling average as of September 2026.

Although a sample at 76 Bassett Road, Mt Hobson Zone returned a positive E.coli result on 5 September 2026, we maintained compliance with our reporting measure for the Drinking Water Quality Assurance Rules (DWQAR) while the transgression relates to Drinking Water Standards New Zealand (DWSNZ). We responded to this E.coli detection as per our protocols, involving a thorough investigation and risk assessment. We concluded with a high degree of confidence that the water quality results were

not representative of the supply and public health was not at risk at any time. Furthermore, of the isolates exhibiting an E.coli phenotype on MI Agar in the sample at 76 Bassett Road, three were further analysed for speciation by MALDI-TOF identified as members of the genus *Buttiauxella*, which is included within the total coliform group and is not E.coli. All follow up investigative samples at 76 Basset Road and wider network were negative for E.coli. representative of the supply and public health was not at risk at any time.

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

Three months of PFAS and pharmaceutical sample testing was completed at the Waikato WTP raw water site as part of the Waikato Phase A emerging contaminants investigation. To date, there have been some pharmaceutical compound detections at very low levels, which was expected considering the unprotected catchment and discharges upstream into the river (no current maximum allowable value or guideline value in DWSNZ or DWQAR). No PFAS has been detected in the raw water. We have also carried out the first of four quarterly oestrogen hormone tests within the raw water with no detection. Finally, we have carried out a microplastics test. We are still awaiting the microplastics result as the test had to be subcontracted overseas.

8.1

Spotlight On: Drinking Water Safety Plan (DWSPs)

The next formal reviews of the DWSPs are due by 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 September 2026. The team is exploring digital solutions to enable targeted surveys of high hazard industries.

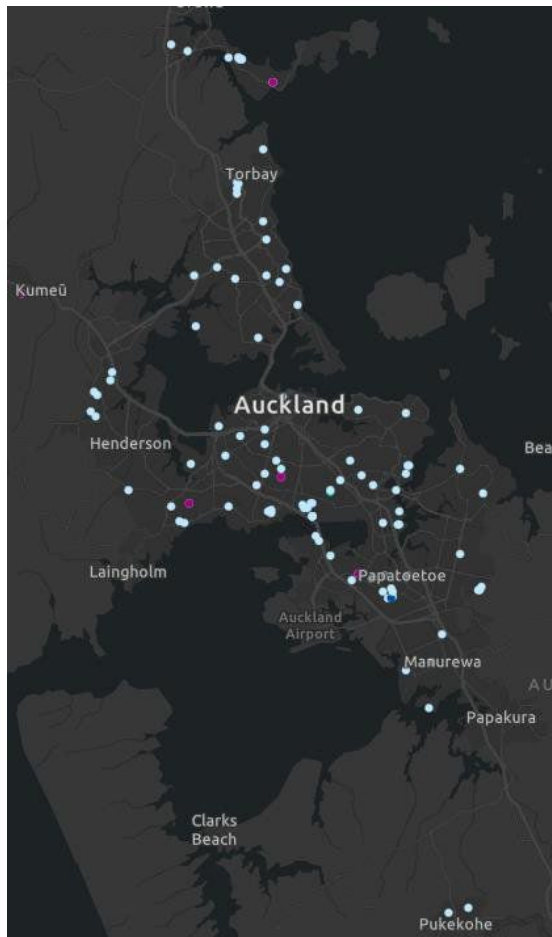
Spotlight On: Condition of Sampling Taps

Watercare Operations, continue to to deliver condition assessments for the remaining 135 compliance sample taps. Findings of the Condition Assessment will inform the next step for maintenance and replacement of these compliance sampling taps.

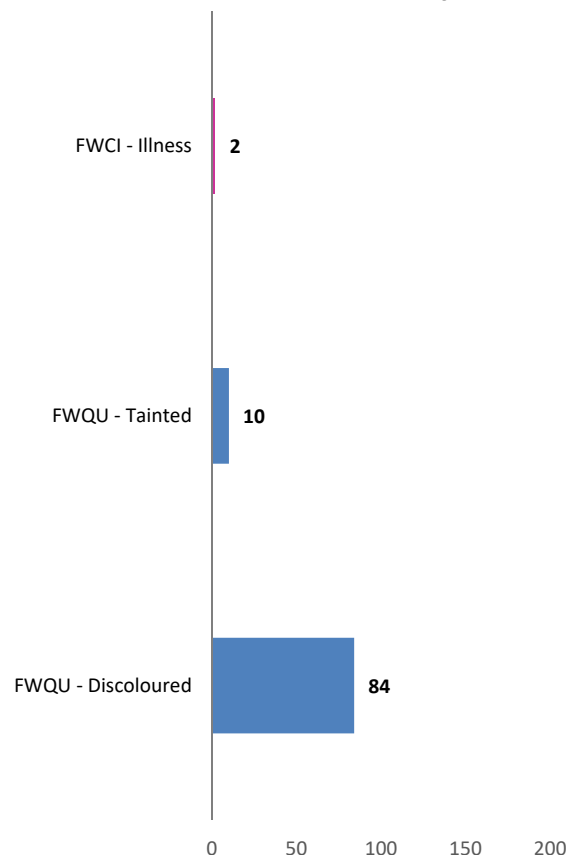
Spotlight On: Water Supply Interruptions for more than 8 hrs

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

Customer Complaints



Number of Water Quality Jobs



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 complaints are referred to their medical professional.*

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

Causes: Taste and odour (usually chlorine residual).

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

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

Repeat Water Quality Complaints: April to September 2026

Actions Taken for Repeat Complaints*

CENTRAL

Selwyn St / Onehunga Mall / Oranga Ave / Arthur St – Discoloured water at multiple addresses. Flushing done at the nearest hydrant for each call.

NORTH

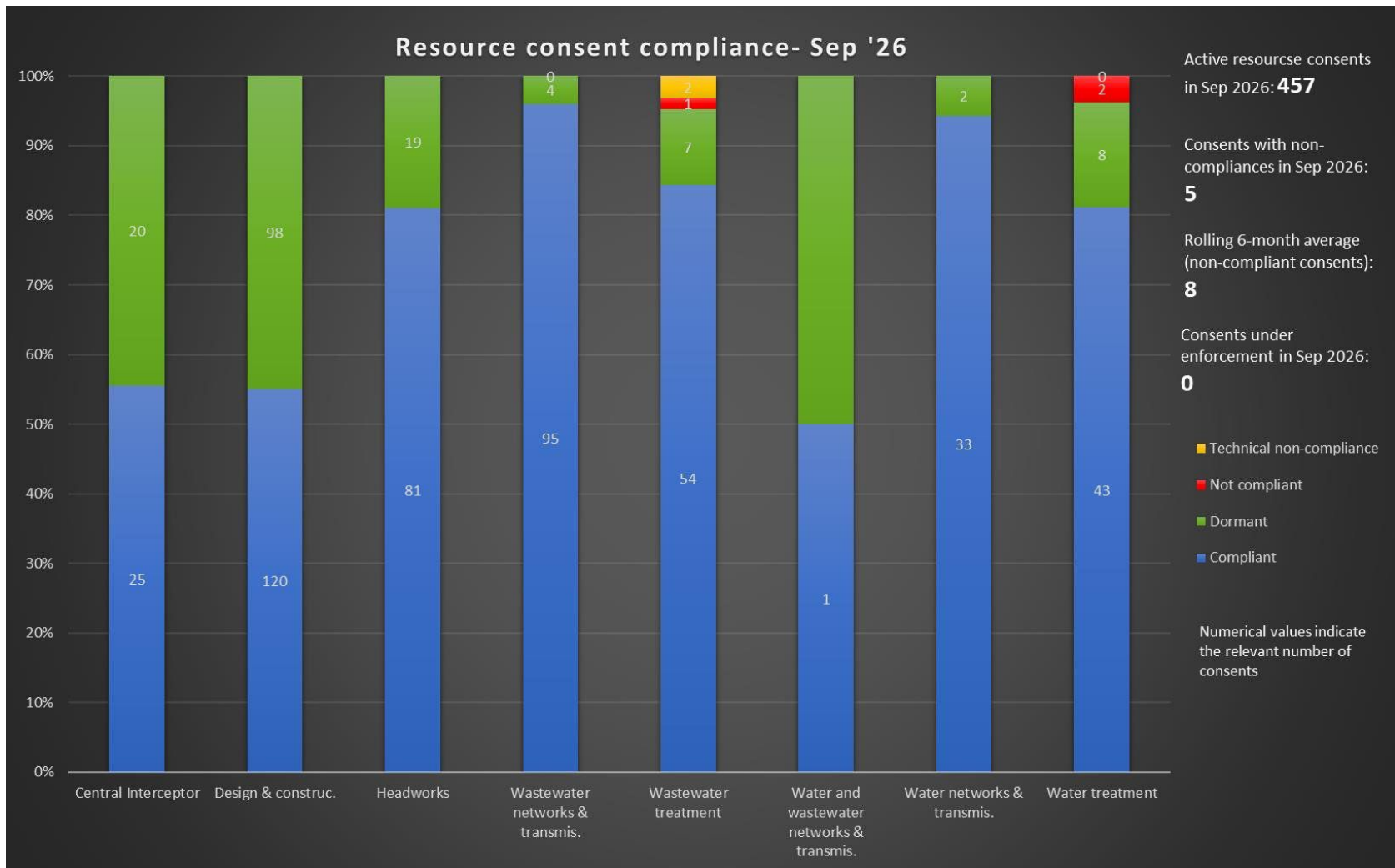
Discoloured Water at 2-13 Alfred Street, Northcote Point resolved by flushing.

SOUTH

Discoloured Water at 2 Sterling Avenue, Manurewa resolved by flushing.

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

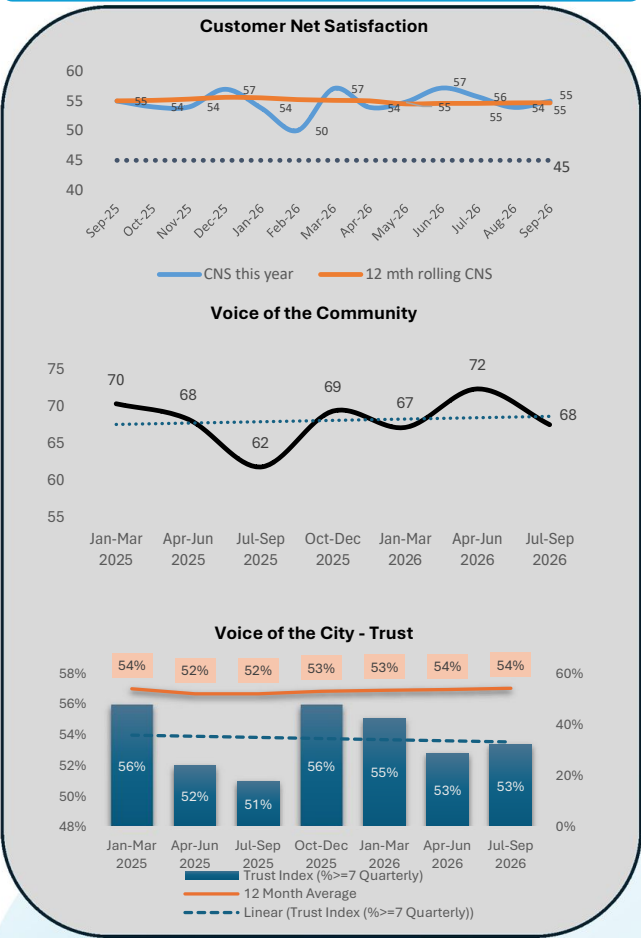
Attachment 2



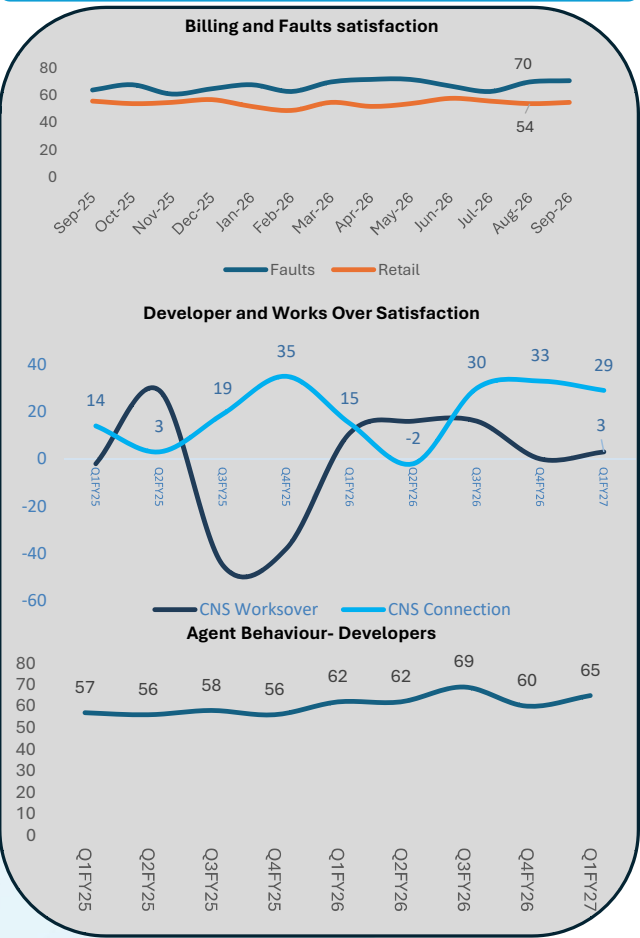
8.2

Attachment 3
Customer Dashboard – September 26

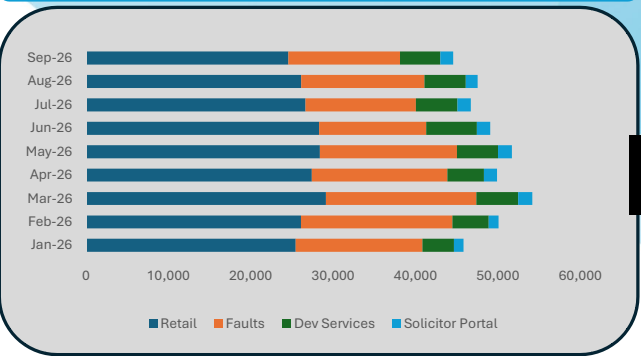
Overall



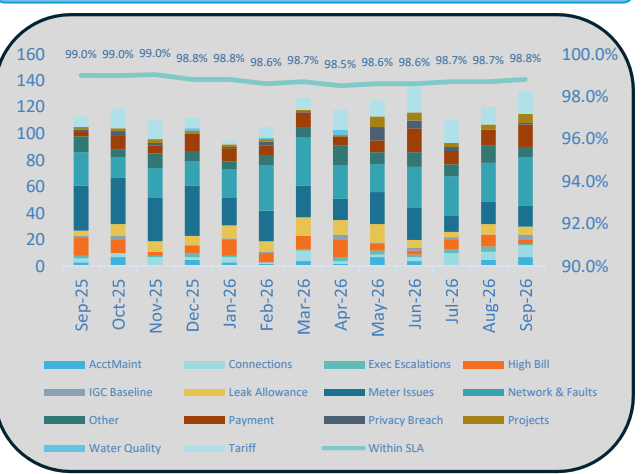
Customer Satisfaction by Function



Inbound contacts by function



Customer complaints by Root Cause



8.3

Attachment 4

Monthly Board Dashboard – People

September 2026

Workforce Composition & Structure



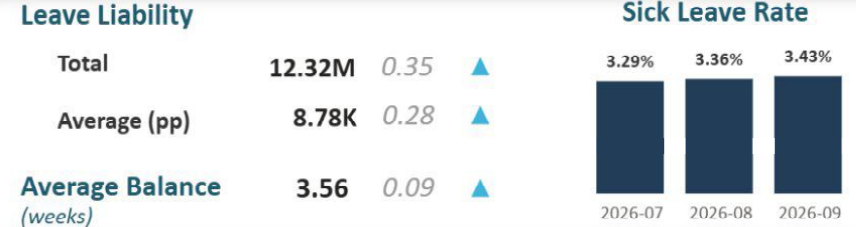
Diversity, Equity & Inclusion

Māori %	6.38%	-0.06% ▼
Female %	37.52%	-0.16% ▼
Age: Median	41	0.00 —
Service: Median	4.28	0.05 ▲

Movement & Talent



Workforce Health & Sustainability



Commentary

- Headcount and FTE decreased modestly in September, while remaining above the 1,368 from last year.
- In addition to headcount increasing by 26 when compared to this time last year, there is also a higher proportion of permanent employees (96.6% to 97.7%) alongside an increase in technical-specialist capacity.
- While joiners and leavers were balanced at 13 each; two back-dated leavers (non-return from parental leave) produced the net headcount decline.

Risks

- Recruitment activity is high with 56 active vacancies comprised of 27 replacements and 29 new positions.
- New positions largely concentrated in Finance, Strategy & Planning, and Operations. Hiring slowed in September with 65% of hires being replacements and 30% being new positions.
- Rolling 12-month sick leave increased from 3.36% to 3.43%, continuing the gradual upward trend despite the end of winter.

Watch Items

8.4

Attachment 5



Watercare Services Limited

73 Remuera Road, Remuera,
Auckland 1050, New ZealandPrivate Bag 92521, Victoria Street West,
Auckland 1142, New Zealand

Telephone +64 9 442 2222

www.watercare.co.nz

8 October 2026

Alexandra Bonham and Peter Elliott
Chairperson and Board member
Waitematā Local Board
Council Chambers
Auckland Town Hall
301-317 Queen Street
Auckland 1010

Via email: alexandra.bonham@aucklandcouncil.govt.nz and Peter.Elliott@aucklandcouncil.govt.nz

Kia ora Alexandra and Peter

Response to your deputation to the Watercare Board on 29 September 2026

Thank you for attending our Board meeting on 29 September 2026 and for representing the Waitematā Local Board. We set out the Local Board's concerns below.

The Local Board has raised a number of questions with Watercare regarding the proposal to outsource central area maintenance work to the private sector. The Local Board has advised that it has not yet received a satisfactory response, particularly in relation to the modelling, methodology, and strategic analysis underpinning the proposal. We also understand that, without this information, the Local Board is unable to form a formal position on whether the proposal is beneficial. However, the Local Board is cautious about any approach that may reduce skills retention and/or increase costs through outsourcing to a service provider that will require a profit margin to operate successfully.

The Local Board considers that the status quo, whereby Watercare maintains hands-on maintenance expertise and direct oversight of the network, offers significant long-term strategic advantages that should not be relinquished lightly. Rather than outsourcing the remaining MSN maintenance teams, the Local Board recommends that Watercare, in addition to considering retaining the current model, investigate opportunities to strengthen and grow this part of the business. The Local Board considers that this could potentially enable Watercare to expand these services into other regions in the future.

Thank you for raising these concerns. Watercare acknowledges the importance of maintaining in-house expertise and direct oversight of critical network assets, and these considerations have been a key part of the review process.

In relation to the potential benefits of an external delivery model, the assessment undertaken to date indicates that a larger organisation, or one that specialises in maintenance services of this nature, may be able to achieve efficiencies through economies of scale. These efficiencies could include spreading corporate and support costs across a larger workforce and wider contract portfolio, sharing plant, equipment, systems and specialist resources, and leveraging greater purchasing power when procuring goods and services. The review also considered whether an external provider may have greater operational flexibility to respond to changing service requirements.

However, Watercare recognises that these assumptions have not yet been tested in practice. No decision has been made to outsource these services. The purpose of the proposed market process is to test whether the market can genuinely deliver the anticipated efficiencies and value while continuing to meet Watercare's service, quality, health and safety, and risk management requirements.

With respect to the modelling and analysis underpinning the proposal, the detailed commercial modelling is currently confidential. However, the Local Board can be assured that the current process is intended to validate the assumptions identified through the review and determine whether the potential benefits and savings can in fact be realised.

Watercare also acknowledges the Local Board's concerns regarding the retention of organisational knowledge and capability. Should any future decision be made to move to an external delivery model, careful consideration would be given to ensuring that Watercare retains sufficient expertise and institutional knowledge to act as an informed asset owner and maintain effective contract management and oversight capabilities. Watercare already manages a number of externally delivered services across other parts of its business and has experience maintaining appropriate governance and oversight arrangements in those contexts.

The feedback from the Waitematā Local Board will be taken into account as the proposal continues to be assessed.

Thank you again for taking the time to attend our Board meeting. Please continue to engage with Watercare management as opportunities develop.

Yours sincerely



Geoff Hunt
Chair
Watercare Services Limited

Board - Public Session - Board planner

		Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27
Meetings	Board	28-Oct	11-Nov (Board Strategy Session) 25-Nov	15-Dec	27-Jan	23-Feb	25-Mar	28-Apr	12-May (Board Strategy Session) 20-May 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		23-Nov			4-Feb		14-Apr	20-May			13-Aug 23-Aug			16-Nov	
	Asset Management Committee	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	13-Oct	10-Nov	8-Dec		4-Feb	11-Mar	14-Apr	11-May	3-Jun	9-Jul	12-Aug	9-Sep	7-Oct	9-Nov	2-Dec
Board	Financial		Auckland Council Draft Annual Plan - approve Watercare input													
	Auckland Council Appointments and Performance Review Committee	Watercare to attend Appointments and Performance Review Committee on 8 October 2026 to answer questions regarding the Q4 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 date TBC Budget and Performance Committee approves draft Water Services Strategy for Consultation on 10 December 2026		Budget and performance committee approval of consultation material 9 February 2027 Public consultations from 26 February to 28 March 2027			Board approval of Water Services Strategy 27 May 2027	Publication of Water Services Strategy on 15 June 2027	Water Services Strategy effective from 1 July 2027					
	Regulatory reporting		Combined report (Q1/FY27) on opex, capex (due on 31 December 2026) and performance targets (due on 30 November 2026) Draft proposal shared with the Independent Verifier on 2 November 2026			Combined report (Q2/FY27) on opex, capex (due on 31 March 2027) and performance targets (due on 28 February 2027)			Combined report (Q3/FY27) on opex, capex (due on 30 June 2027) and performance targets (due on 31 May 2027) PQ proposal submission for review due on 24 May 2027	Report on FY28 Price Quality Path due on 30 June 2027	Annual disclosure of forecast information due on 31 July 2027 Periodic disclosures due on 31 July 2027 regarding: 1. forecast information, 2. asset management plan, 3. strategic asset management plan, 4. investment delivery plan	Combined report (Q4/FY27) on opex, capex (due on 30 September 2027) and performance targets (due on 31 August 2027)	Annual reports due 30 September 2026 on: 1. efficiency progress, 2. price quality path earning stage, and 3. infrastructure delivery and asset management improvement		Combined report (Q1/FY28) on opex, capex (due on 31 December 2027) and performance targets (due on 30 November 2027) Annual disclosure of actual information due on 30 November 2027	
	Governance and Policy reviews		Good Employer Policy update	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
	Karakia	Julian Smith	Rukumoana Schaafhausen	John Crawford	Geoff Hunt	Andrew Clark	Graham Darlow	Karen Sherry	Julian Smith	Rukumoana Schaafhausen	John Crawford	Geoff Hunt	Andrew Clark	Graham Darlow	Karen Sherry	Julian Smith
	Confidential	Q1 progress update on CE's KPIs Long term energy contract Board Conflict of Interest Strategic Communications Update	Captive Insurance Company				Q2 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

		Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27
Meetings	Board	28-Oct	11-Nov (Board Strategy Session) 25-Nov	15-Dec	27-Jan	23-Feb	25-Mar	28-Apr	12-May (Board Strategy Session) 20-May 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		23-Nov			4-Feb		14-Apr	20-May			13-Aug 23-Aug			16-Nov	
	Asset Management Committee	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	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			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 Establishment of the Biodiversity Trust Southwest Waiuku Pump Station Procurement	Project and programme dashboards Western Water Supply WWQIP Avondale CCS Stage 1 WWQIP Motions Wastewater Catchment Improvements Asset Management Plan and Strategic Asset Management Plan	Project and programme dashboards Quarterly update on \$50m plus projects Quarterly update on asset capitalisation Capital infrastructure delivery for the Waikato District Council Contract		Project and programme dashboards	Project and programme dashboards Quarterly update on \$50m plus projects Quarterly update on asset capitalisation Capital infrastructure delivery for the Waikato District Council Contract	Project and programme dashboards	Project and programme dashboards	Project and programme dashboards Quarterly update on \$50m plus projects Quarterly update on asset capitalisation Capital infrastructure delivery for the Waikato District Council Contract	Project and programme dashboards	Project and programme dashboards	Project and programme dashboards Quarterly update on \$50m plus projects Quarterly update on asset capitalisation Capital infrastructure delivery for the Waikato District Council Contract	Project and programme dashboards	Project and programme dashboards	Project and programme dashboards Quarterly update on \$50m plus projects Quarterly update on asset capitalisation Capital infrastructure delivery for the Waikato District Council Contract
Economic Regulation Committee		Price-Quality Path 28 Proposal Pricing review: recommended pricing approach for consultation Water Service Strategy 30 Year numbers Programme Status Reports														

Board meeting | 28 October 2026

Public session



Directors' appointment terms, committee memberships and meeting attendances

For information

Document ownership / Whaimana tuhinga

Prepared by / Kaiwhakarite

Matthew Hill

Head of Legal and Governance

Submitted by / Kaitono

Jamie Sinclair

Chief Executive Officer

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

This report is for noting and sets out:

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

2. The details / Kōrero pitopito

We currently have eight directors appointed by Auckland Council.

2.1 The tenure of directors

Director	Original appointment date	End of term
Geoff Hunt (Board Chair)	12 October 2024	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
Derrick Adams	1 August 2026	1 st term ends on 31 July 2029

2.2 Details of the committees

We currently have three committees to assist the Board in its corporate governance. Committee Chairs and members are appointed by the Chair. Attendance at Committee meetings by non-members is optional.

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

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

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

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

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

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

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

3. Recommendation / Te tūhunga

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



Board meeting | 28 October 2026
Public session



Disclosure of directors' and executives' interests

For information

Document ownership / Whaimana tuhinga

Prepared by / Kaiwhakarite

Matthew Hill
Head of Legal and Governance

Submitted by / Kaitono

Jamie Sinclair
Chief Executive Officer

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

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

One of key principles of good governance is transparency and having an open and honest approach to working with the wider community. Watercare not only maintains an interests register for its directors, but also voluntarily maintains an interests register for our executives.

2. The details / Kōrero pitopito

2.1 Watercare Services Limited's directors' interests register

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

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

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

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

2.2 Watercare's executives' interests register

Executives	Interest
Jamie Sinclair	• Director and Shareholder, Sinclair Consulting Group Ltd
Priyan Perera	• President, Water New Zealand • Director and Shareholder, Popellow Limited
Mark Bourne	• Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust
Sarah Phillips	• Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust
Richard Waiwai	• Director and owner, Te Hautapu Consultants Limited • Trustee of Te Rana Te Araroa Waiwai Whanau Trust • Relatives work for Waikato Tainui • Director, Moeā Limited • Chair and Trustee of Te Kopani, 27, 28, 29 & 30 Papakainga Trust
Angela Neeson	• Director, Tranquillo Properties Limited
Mark Crowle	• Trustee, JJC Family • Trustee, NMC Family Trust • Member, Infrastructure New Zealand Industry Advisory Council
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 • Chair, Institute of Risk Management New Zealand Group

3. Recommendation / Ngā taunakitanga

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

