

Board meeting | 29 April 2025

Public session



Venue	Watercare Services, Level 4 Boardroom, 73 Remuera Rd, Remuera and via Microsoft Teams
Time	From 9:45am

Meeting administration		Spokesperson	Action sought	Supporting material
1	Opening karakia	Frederik Cornu	-	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 25 March 2025 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	Review of Corporate Governance Charter	Jamie Sinclair	For approval	Report
9	Dam safety at Watercare	Shreesh Basnyat	For discussion	Presentation
10	Chief Executive's report	Executive Team	For discussion	Report
Governance				
11	Asset Management Committee meeting update	Graham Darlow	For discussion	Verbal update
12	Board planner	Chair	For information	Report
13	Directors' appointment terms, committee memberships and meeting attendances	Chair	For information	Report
14	Disclosure of directors' and executives' interests	Chair	For information	Report
15	General business	Chair	For discussion	Verbal update

Date of next meeting	Tuesday, 27 May 2025
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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	25 March 2025
Venue	Watercare House, Level 4 Boardroom, 73 Remuera Rd, Remuera and via Microsoft Teams
Time	9:43am

Attendance		
Board of Directors	Watercare staff	Guests
Geoff Hunt (Chair) Julian Smith Frederik Cornu Andrew Clark Karen Sherry John Crawford	Dave Chambers (Chief Executive) Jamie Sinclair (Deputy Chief Executive) (incoming Chief Executive) Mark Bourne (Chief Operations Officer) Shayne Cunis (Chief Programme Delivery Officer) Richie Waiwai (Tumuaki Rautaki ā-Iwi me ngā Hononga) Sarah Phillips (Chief People Officer) Angela Neeson (Chief Financial Officer) Priyan Perera (Chief Strategy and Planning Officer) Emma McBride (Head of Legal and Governance) Pinaz Pithadia (Legal and Governance Advisor) Via Microsoft Teams Tracey Carter (Legal and Governance Business Partner) (from item 6)	Members from Auckland Council Trudi Fava (Principal Advisor, CCO Governance & External Partnerships) Members from Commerce Commission Charlotte Reed, Water Implementation Director (from item 6) (via Microsoft Teams)

1.	Opening karakia Andrew Clark opened the meeting with a karakia.
2.	Apologies Apologies were received from Graham Darlow and Councillor Ken Turner.
3.	Quorum Six directors were present at the meeting, so 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 Board meeting of 26 February 2025 <i>The Board resolved that the minutes of the public session of the Board meeting held on 26 February 2025 be confirmed as true and correct.</i>
6.	Public deputations There were no public deputations.
7.	Health, safety, and wellness update Jamie Sinclair took the report as read. The following key points were made: <ul style="list-style-type: none"> • In terms of resourcing within the HSW team, two safety leads have been appointed. • There is a focus on improving the performance of HSW metrics. An analysis of open iCare cases is provided in the report which indicates that the large number of cases can be closed shortly. • Next month's HSW report will include an update on our contractors' performance, and requested that this explain why TRIFR remains high. • The Board requested that the critical risk incidents and close calls include details of the previous months' results so trends can be easily seen. • Regarding the close call event involving the switchboard, the Board was not comfortable with the actions taken and noted that this was a fundamental failure of the system. They asked management to consider seeking an external investigation into this close call. • The Board recommended that more "safety mangers" inspect the sites regularly as this can help reduce events such as this. • The Board requested a detailed update on the lead indicators, including the critical risk inspections, including what is required to drive compliance as some of these numbers seem low. (page 13 of the pack).

	<i>The Board noted the report.</i>
8.	<p>Review of Watercare's Business Plan</p> <p>The CE introduced the report. The following key points were made:</p> <ul style="list-style-type: none"> • The Business Plan was under development since last 2024. The Board and Capital Finance Committee (CFC) have previously reviewed the draft at various occasions. The Business Plan responds to the Watercare Charter and sets out how Watercare will respond to external challenges and deliver on business priorities over the 10-year period from 1 July 2024 to 30 June 2034. • Only a few changes have been made since the Board last saw the draft – on page 106 of the pack, the amount of Civil Defence Emergency Management Act discretionary funding has been changed from \$76m to \$55m. Given financial independence, \$55m is now a standalone number for Watercare. • To launch the Business Plan publicly, Management has completed around eight media interviews which are embargoed until tomorrow. <p><i>The Board approved the Watercare Business Plan.</i></p>
9.	<p>Review of Capital Finance Committee Terms of Reference</p> <p>Julian Smith and Jamie Sinclair introduced the report. The following key points were made:</p> <ul style="list-style-type: none"> • The Terms of Reference (ToR) was approved by the Board in July 2024 when the CFC was established. • Since then, the main activities of the CFC have evolved and the ToR are therefore being refreshed. • The long-term future of the CFC will be considered by the Board in next three-four months when it is likely to be wound up, and capital finance decisions become the responsibility of management. <p><i>The Board approved the updated Terms of Reference of Capital Finance Committee.</i></p>
10.	<p>Chief Executive's report.</p> <p>The CE introduced the report, which was taken as read. The following key points were made.</p> <p>Operations</p> <ul style="list-style-type: none"> • Mark Bourne was on TV3 news yesterday where he spoke about dam levels in Auckland (currently 61.7%). • Since the drought in 2020, our modelling has been updated to assess the potential impact of climate change as a result of the ongoing dry weather. Mark noted that we seem to be moving into a period of change where history is not a good indicator of the future. • Rainfall for December 2024 to February 2025 was below normal. In March 2025, we had 33ml of rainfall in the catchment and no more rainfall is predicated in March. • The 7-day rolling average was 495MLD in early March and has fallen slightly to 471MLD as at today, but yesterday alone was 496MLD which is a very high level of usage. We are also observing water demand daily.

	<ul style="list-style-type: none"> • A cross-functional drought management incident team has been stood up being, led by Sharon Danks, Head of Water. We are pulling all three levers available to us, namely: <ul style="list-style-type: none"> ○ Demand Management – reducing demand via our “Easy Does It” campaign ○ Utilising non-stored water (eg. maximising the production at Waikato Treatment Plants – currently around 185MLD, and will move to 200MLD, and once planned maintenance is complete, 225MLD), ○ Network efficiency to reduce waste (eg. reducing the number of leaks) and using non-potable water supply where we can (eg. for flushing sewers). • There was a robust discussion around the operational costs associated with the water production from Waikato River. Angela Neeson noted that at the 16 April 2025 Capital Finance Committee meeting, an update on FY26 budget and the impact on revenue due to use of the Waikato River will be provided to Board members for discussion. • The Economic Level of Leakage target (page 153 of the pack) was updated 12 months ago to be at 98.2 (l/c/d) for FY25. The Charter includes a leakage target of ≤140 (l/c/d) (for FY25). <p>Key Performance Measures (KPIs)</p> <ul style="list-style-type: none"> • Debt to revenue ratio is very close to the cap of 400%, but we will not be asking Council for additional cash this year. • The trust score represents the direct and indirect messaging we have had with the customers. While it has dropped slightly, we know that the best way to lift this is to ensure that we communicate well with our customers. <p>Our people</p> <ul style="list-style-type: none"> • Our engagement “pulse” survey closed in mid-March 2025. Overall, the score has improved slightly from 7.7 in November 2024 to 7.8 in March 2025 which is an encouraging result. The participation rate also increased compared to last survey. The next full survey will be in June 2025. <p>Programme delivery</p> <ul style="list-style-type: none"> • The switch on event for the southern half of Central Interceptor tunnel was held on 14 February 2025. • The Snells Wastewater Treatment Plant (WWTP) completion remains on track for end of September 2025. • The completion of the Judges Bay wastewater upgrade remains on track for end of May 2025. • AT has made changes to traffic management rules for the projects, which could make work more challenging. <p><i>The Board noted the report.</i></p>
11.	<p>Capital Finance Committee meetings update</p> <p>Julian Smith, the Capital Finance Committee (CFC) Chair advised that the CFC met on 5 March and 20 March 2025 and noted the following progress:</p> <ul style="list-style-type: none"> • We are now at the execution phase of the bank debt request for proposal (RFP) and the bond programme preparatory work is underway. • From funding perspective, we now have more flexibility in our funding model which allows the team more options. This maturity puts Watercare in a good position.

	<ul style="list-style-type: none"> The Board noted that the Asset Management Plan is comprehensive, and it should be monitored by an inhouse regulatory economist. Angela Neeson confirmed that the recruitment is underway including other resources we may require in light of the Watercare Charter. At the Board only session, held earlier today, the Board discussed how they can share their experience from working in regulatory environments, which can be used as potential lessons learnt for Watercare. Chris Dew (Capital Raising Programme Manager) will reach out to the Board to schedule a focus session with Board members that have regulatory experience.
12.	<p>Board Planner</p> <p>The CE noted that the draft agenda for 12 May 2025 Board Strategy Day was discussed at the Board/CE only session earlier today and a final version would be circulated to the Board shortly.</p> <p><i>The Board noted the Board planner.</i></p>
13.	<p>Directors' appointment terms, committee memberships and meeting attendance</p> <p><i>The Board noted the report.</i></p>
14.	<p>Disclosure of Directors' and Executives' interests</p> <p><i>The Board noted the report.</i></p>
15.	<p>General business</p> <p>The public session closed at 10:30am.</p>

CERTIFIED AS A TRUE AND CORRECT RECORD

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Geoff Hunt, Chair

Board meeting | 29 April 2025
Public session



Health, safety, and wellbeing update

For discussion

Te pou whenua tuhinga / Document ownership

Prepared and recommended by

Andrew Mercer
Head of Health, Safety and Wellbeing

Submitted by

Dave Chambers
Chief Executive Officer

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1. Te tūtohunga / Recommendation

We recommend that the Board notes and discusses this report.

2. Whāinga / Purpose

This report provides an update on health, safety and wellbeing outcomes and performance at Watercare for March 2025.

3. Kōrero pitopito / The details Take matua / Key points

The report includes a summary of monthly activity across five core areas of HSW focus:

- Leadership
- Kaimahi engagement
- Risk management
- Continual improvement
- Performance trends and analysis

The report also includes a follow up commentary from the February 2025 and March 2025 Board meetings:

- Examination of lead indicators and safety assurance
- Review of contractor safety.

4. Kōrero pitopito / The details

4.1 Leadership

	January 2025	February 2025	March 2025	Commentary
Leadership walks Target to be determined by business unit	139 feedback 145 site inspection	157 feedback 147 site inspection	156 feedback 192 site inspection	Since January, leadership walks have increased from 139 in January to 156 in March, and site inspections from 145 to 192. Most of these efforts focus on sites and projects with significant critical risk management.
Training – Safety leadership in action Target: 100% of people leaders	79%	80.5%	82.7%	The first training session for the new calendar year was run in March. Completion rates have improved steadily over the last year, with a small number of leaders yet to complete this training. Remaining leaders are scheduled on upcoming session dates. Future evolution of this training will review effectiveness and capability developed; and update content and approach, as required.

4.2 Kaimahi engagement

	January 2024	February 2025	March 2025	Commentary
HSW climate The team targets a HSW climate rating of ≥8/10 in each six-monthly Watercare climate survey	8.1 (+0.2 above benchmark)			The next survey will be held in May 2025.
Reward & recognition All business units to have a way to reward and recognise positive health, safety and wellbeing	112	267	307	In March, 307 reward and recognition nominations were submitted. Acknowledging employee efforts fosters a positive organisational culture where safety and performance are prioritised.
Training – induction Target: 100% of Kaimahi	99%	99%	99%	A few remaining staff yet to complete this induction.
Communication / engagement	<p>A Health and Safety Representative (HSR) meeting was held this month with all HSR committees. The primary objectives were to enhance communication pathways, address barriers, share lessons learned, and establish a platform for raising concerns. Key topics included:</p> <ul style="list-style-type: none"> Reviewing the HSR guide and election policy to align with our HSR requirements. Ensuring that there is sufficient HSR coverage across the business. Exploring opportunities for advanced and broader training (e.g. occupational hygiene) to upskill our HSRs. <p>Work is also underway to optimise the HSW SharePoint page for HSR recognitions, lessons learnt and projects.</p>			

	January 2024	February 2025	March 2025	Commentary
	A company-wide Health and Safety quarterly update meeting was held, addressing recent HSW team changes, the introduction of tourniquet training, updates on the ISO 45001 review, critical risk inspections, personal security training, flu vaccines, and OCP counselling for mental health support.			

4.3 Risk management and insight into the permit audits

	January 2025	February 2025	March 2025	Commentary
Permit audits per site Target: One per site	49/36 98% Compliance	48/36 88% compliance	51/36 88% compliance	The average 12 months rolling compliance rate of permit audit is at 93%. Over the last 3 months, the top three areas of non-compliance areas were: <ul style="list-style-type: none"> • Lack of approval from the permit issuer. • Discrepancies between the hazards and risks identified on the Job Safety Analysis (JSA) and the actual work being carried out. • Inadequate implementation of the controls listed in the JSA/Risk Assessment • Issues with the permit not being properly displayed or easily located. These issues were found across permit types for confined space, excavation, hot work, work at height, and lifting.
Critical risk inspection Measured as: number of inspections completed	10	30	34	See section 4.3.2 for critical risk inspection coverage and trends in critical risk events. The data set is limited due to the recent deployment of that update to system capability, and work is underway to improve insights reporting in this area.
Emergency preparedness Measured as: number of emergency drills completed	10	6	6	Five fire drills were held at Papakura, Waikato (Tuakau), Huia, Beachlands, and Ardmore treatment plant sites. Papakura WTP also performed a chemical spill drill.
No. of high/very high potential of harm events (incidents and close calls)	6	12	10	In March, out of 10 high or very high-risk incidents and close calls, 9 were related to critical risks, including: <ul style="list-style-type: none"> • 3 Driving/ using vehicles (1 reported involving member of the public) • 2 Working with Plant and Equipment • 1 Working with flammables • 1 Digging and working in Excavations • 1 Working with or near Live Energy • 1 Working with Suspended Loads One high risk event involved a contractor dealing with stacking, racking, and storing materials, classified as a non-critical risk.

4.3.1 Details of events with very/high potential of harm.

A lost time injury involving a contractor's worker was reported to WorkSafe, but deemed non-notifiable. Additionally, a chemist at the laboratory sustained a mild acid burn, classified as a medical treatment injury (with low severity of potential harm).

A positive reporting culture is encouraged. This is reflected in the increase in hazard reporting, rising from 8 in January to 12 in February and reaching 19 in March. This is positive as it allows us to proactively address potential risks before they escalate into incidents.

Events in March 2025	Severity of Harm	Incidents	Close call	Hazard	Total
Watercare employees	Very High/High	0	2	7	8
	Medium – Very Low	25	3	10	38
Contractors	Very High/High	4	3	0	7
	Medium – Very Low	25	3	2	30
Public	Very High/High	0	1	0	1
	Medium – Very Low	2	0	0	2
Total cases reported		56	12	19	87

High potential events involving Watercare employees

1. Close call – The site entrance to Papakura WTP is on a blind bend on Hūnua Rd with poor visibility of oncoming traffic. Close call reported for vehicles using this site entrance. A business case to improve access to the site is under review.
2. Close call – A wastewater treatment plant operator had a close call. They were in the process of fixing the chain hook for the screenings bin on the back of the truck, when the truck driver started to drive the truck forward.

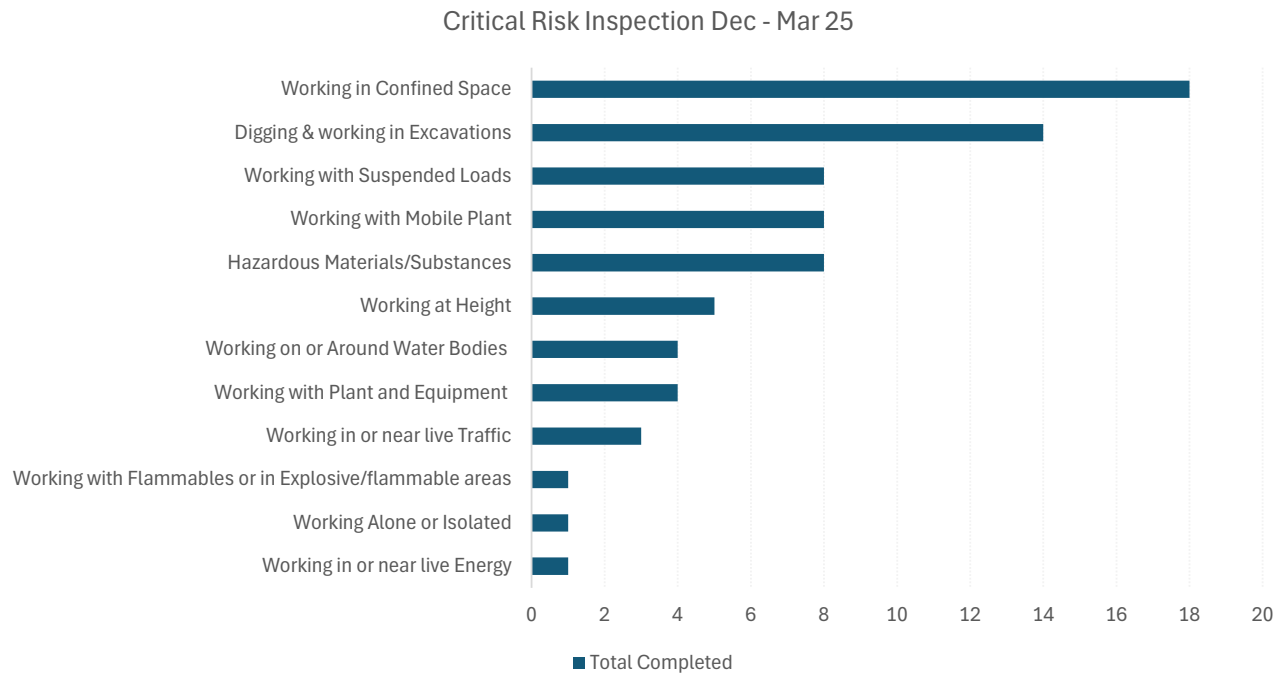
High potential events involving Contractors

1. Incident – Sub-contractor carrying out horizontal pilot drilling for new pipe struck and damaged an underground power cable. Emergency services secured the area, and Vector isolated the power at a transformer, restoring services to some affected properties.
2. Incident – A contractor was injured while performing vertical cuts on a concrete headwall with a concrete saw. The intended shallow cuts went too deep, causing the headwall to shift and the saw to jam. This led to a kickback, striking the contractor's right ear with the saw blade, resulting in a cut ear lobe that required 10 stitches. An investigation and safety alert were issued by the contractor, and the incident was reported to WorkSafe. The contractor was wearing the required PPE however, during the investigation of the incident, it was identified that there was an opportunity for improvement in the PPE standard.

3. Incident – An incident involving a contractor on-site where a piece of pallet timber fell on the head of a worker while removing the steel wrapping from the liner. The worker was assessed on-site and reported only a minor headache before driving to the doctor for further check-up. Investigation is underway.
4. Incident – A service strike, initially reported as a power cable but later identified as a gas service lateral, was struck by a digger bucket. The crew stopped work, cordoned off the area, and Vector resolved the issue on the day. Toolbox talk took place with the contractor and subcontractors involved.
5. Close call – A public vehicle accidentally entered a lane closure via the site access point, proceeding through a dead lane. Since the site was still in the establishment phase, with no fencing or facilities yet set up, the lane was unobstructed. The cones used for demarcation had been temporarily moved to allow a site vehicle entry. Investigation was carried out and both preventative and corrective actions were taken.
6. Close call – Contractors were preparing to perform remedial work on the dry well walls at PS 1 Farnham Street pump station. Upon entry, gas detectors recorded combustible gas levels ranging from 6% to 16% on two different detectors. Investigation found that the ventilation fan motor, removed for overhaul, likely caused the buildup of combustible gases in the dry well. The fan motor was reinstalled and gas levels have since dissipated.
7. Close call – Electrical contractor at Clarks Beach WWTP used a ute to pull in new mains cable. This is an inappropriate method for pulling cable, as this presents a safety risk during the action and also a longer-term risk to the integrity of the cable. A corrective action was implemented to hire a cable pulling winch for the task.

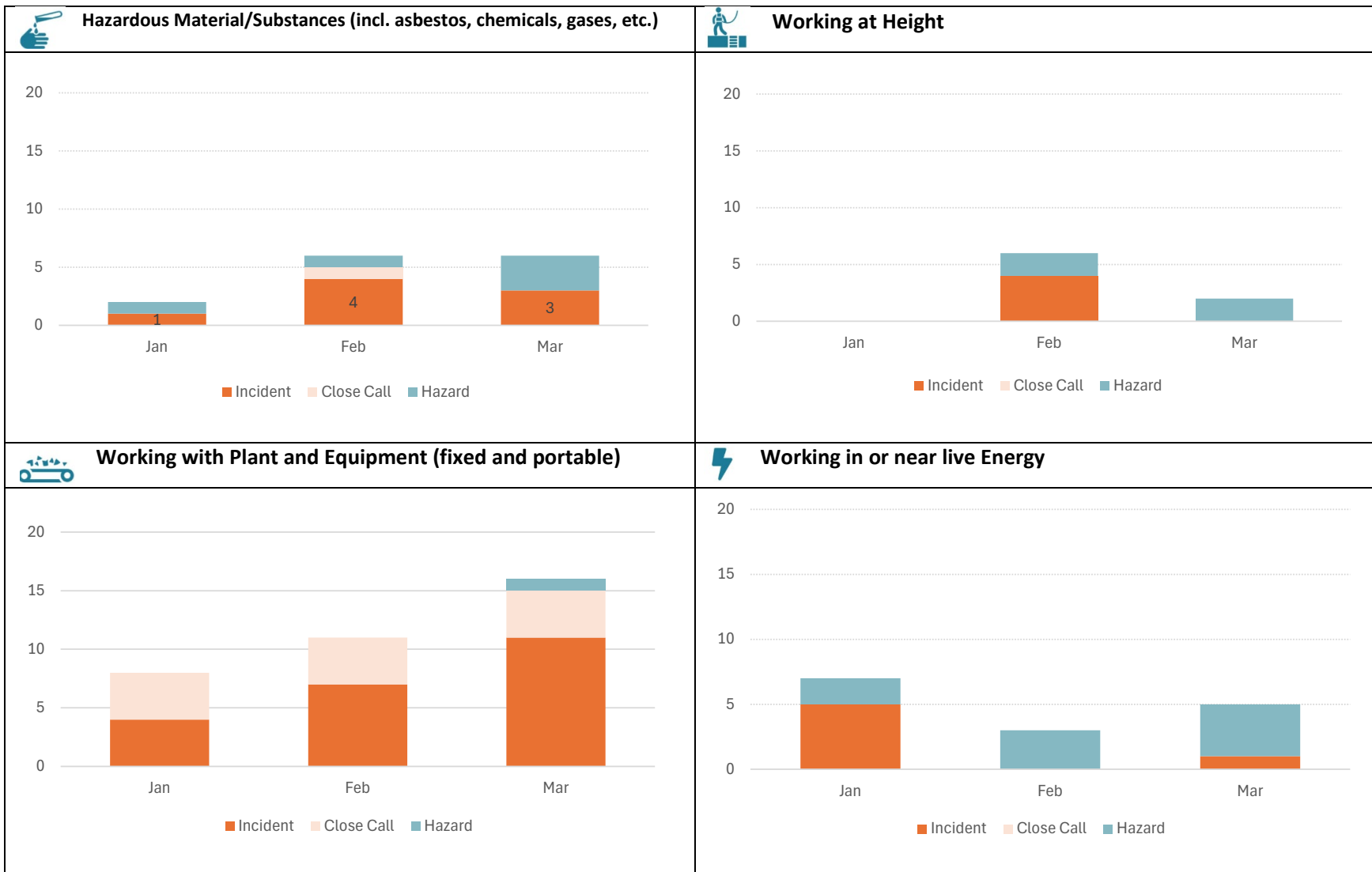
4.3.2 Critical risk inspections and events

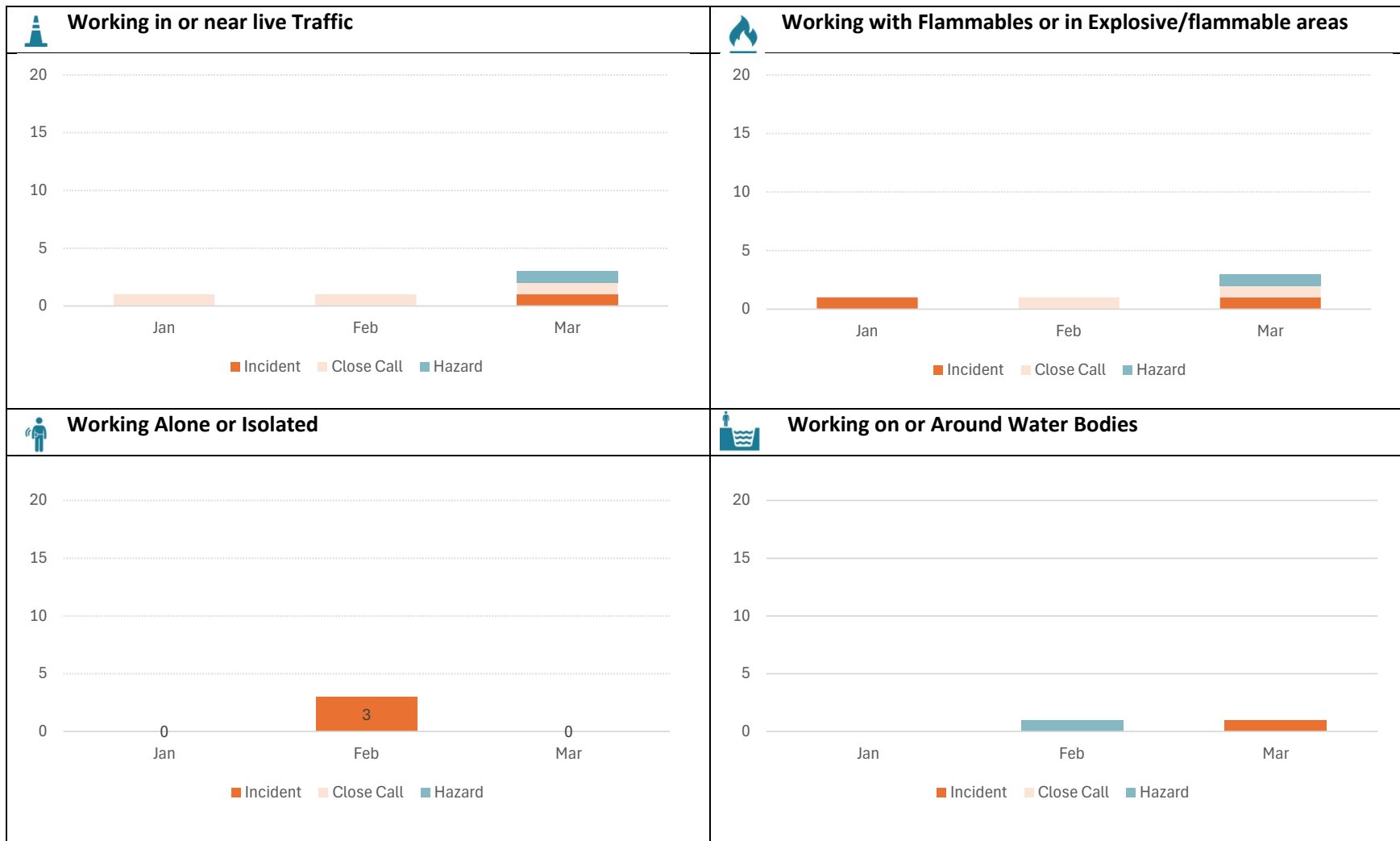
The chart below shows the number of critical risk inspections completed during the last three months, across the identified critical risk areas.

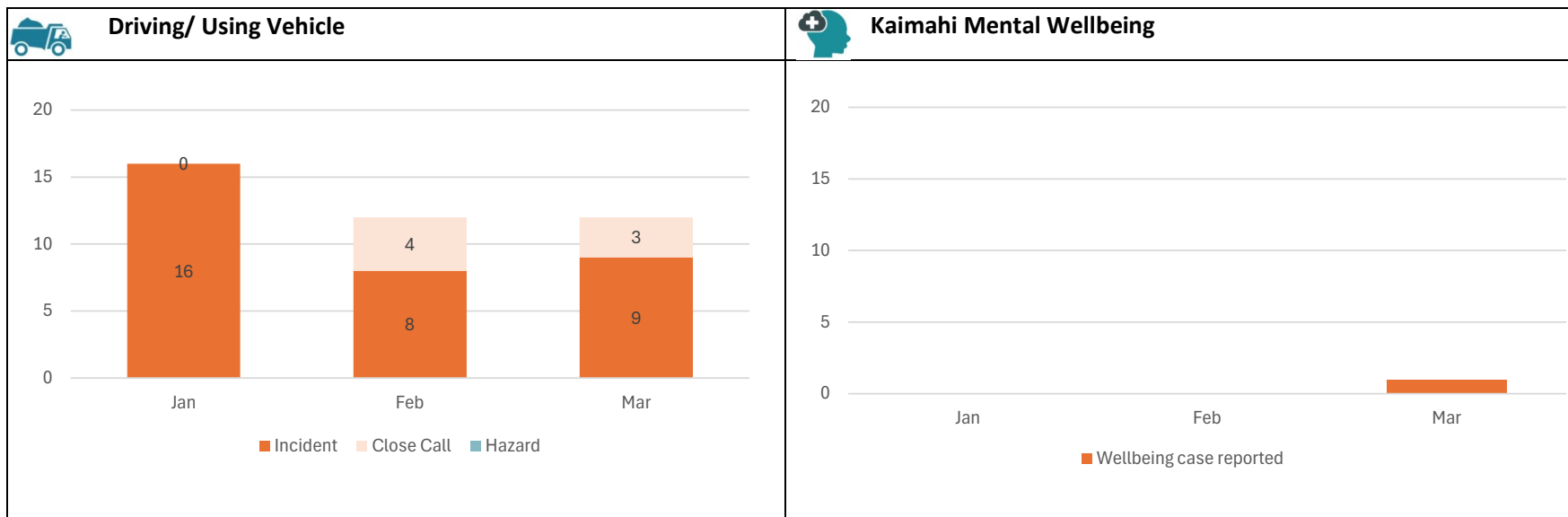


The charts below show the critical risk events (incidents, close calls and hazards) recorded during the last three months. This provides an indication of the comparable occurrence of critical risks across the identified critical risk areas as a trend over time. Note that this data has only been recorded since December 2024, hence the limited timescale at this stage.









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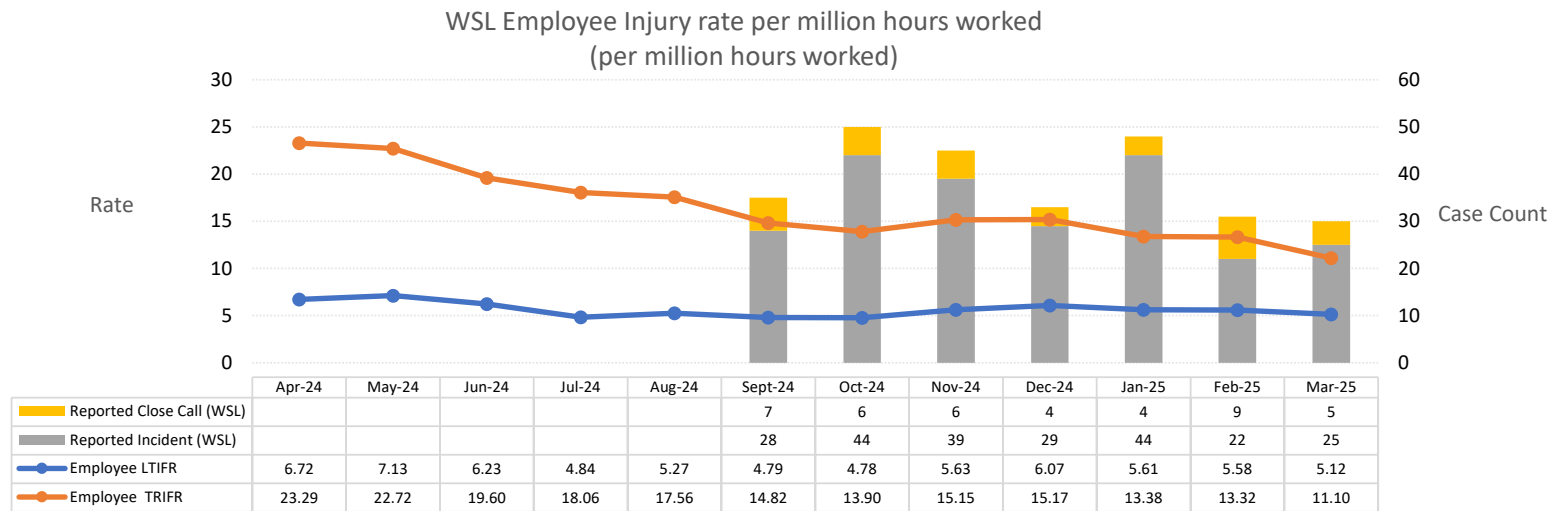
4.4 Continual improvement

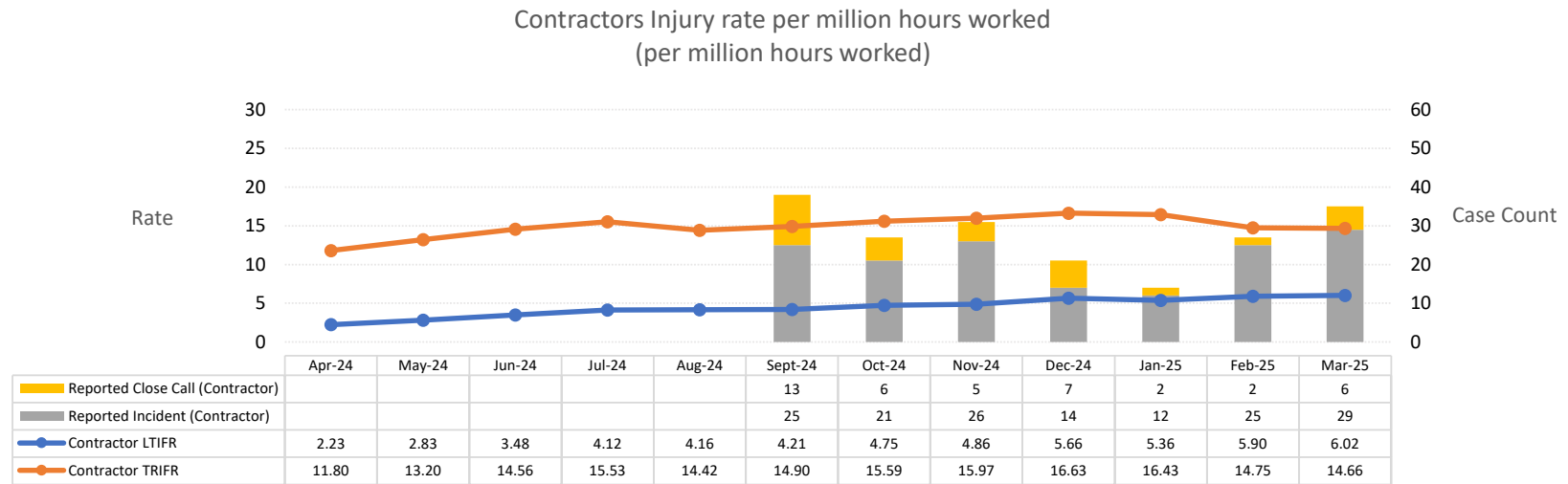
	January 2025	February 2025	March 2025	Commentary
Learnings Identified and Shared	-	1	1	Safety alert for concrete saw incident shared.
Digital Solution	The new digital health and safety information system will be implemented from July 2025. Work is underway to prepare for enabling delivery.			

4.5 Performance trends and analysis

	January 2025	February 2025	March 2025	Commentary
Open iCare cases Target: <5% of iCare cases last 12 months	736 12%	785 13%	787 13%	Over the last three months, the percentage remained at 13%. The majority of the open cases have no actions, but need to be reviewed and closed. Options for efficient closure of these cases are being explored.
OCP programme utilisation (number of referral)	22 (13 new)	14 (7 new)	21 (9 new)	Watercare's programme utilisation rate stands at 8.17%, compared to the overall OCP rate of 6.35%.

	January 2025	February 2025	March 2025	Commentary
TRIFR (Watercare employee per million hours worked)	13.38	13.32	11.10	Watercare continues to encourage a healthy reporting culture for employees and contractors
TRIFR (contractor per mil. Hours worked)	16.43	14.75	14.66	





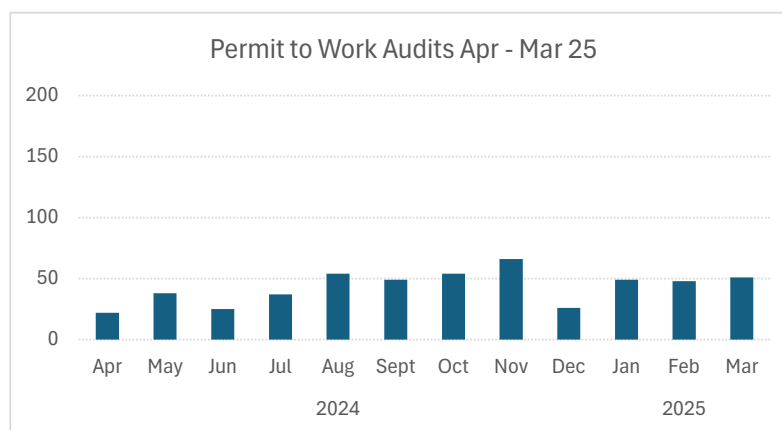
4.6 Examination of lead indicators and safety assurance

At the March 2025 Board meeting, the Board requested a detailed update on lead indicators, including what is required to drive compliance.

Watercare's key lead indicators for health safety & wellbeing include: leadership walks, safety leadership training, health & safety inductions, permit audits and critical risk inspections, rewards and recognition, and the HS&W climate score.

Consistent with good industry practice, Watercare has deliberately refocused from lag indicators to lead indicators as a primary measurement of health and safety performance. Within the last 12 months there has been steady trend of improvement across these lead indicators. This has been driven by senior leadership focus, reflecting the priority for leaders to get out and connect with workers in the field and verify that health and safety systems are functioning as intended.

Two key indicators include leadership walks and permit audits. The charts below demonstrate the completion rate for these lead indicators during the last 12 months. There has also been a substantial increase in verification of risk controls through site inspections and critical risk inspections since December 2024.



Effective engagement with workers and contractors remains another key lead indicator. Health and safety representative committees and site safety meetings form an important component of Watercare's health and safety management system. Opportunities for improvement are raised and addressed at those meetings, with teams empowered and encouraged to identify solutions and empowered to implement change.

Lead indicators should continue to evolve as the focus for safety improvement develops with time.

4.7 Review of Contractor safety

At the 26 February 2025 Board meeting, the Board requested a review of safety performance of Watercare's contractors.

Watercare exercises duty of care for the supply chain as an upstream PCBU, and contractor management forms a core component of the health and safety management system. Contractor management starts with minimum standards for pre-qualification and procurement requirements, and extends through to how Watercare engages with and monitors the performance of contractors executing the delivery of work.

Watercare has a published Contractor Expectations document that forms part of any contract and sets out the minimum requirements when working on Watercare projects. Those minimum requirements are the equal or better than industry standards and the good practice guides provided by WorkSafe. A new version of the contractor requirements document is in draft and will be published this year.

In the past, the Total Recordable Injury Frequency Rate (TRIFR) was viewed as the primary measure of contractor performance. More recently, TRFIR has been considered less useful and reliable as a measure of performance. The H&S Business Leaders Forum discontinued the benchmarking programme, citing the lack of reliability of this metric.

The TRIFR rate that Watercare has reported for contractors and employees has been considered high when compared to other organisational settings. The TRIFR rate cannot be reliably compared with other settings because of the number of variables that affect the calculation, including: accuracy of recorded work hours, accuracy of recorded injuries, ratio of calculation (i.e. per 200,000 hours, or 1,000,000 hours), or inclusion of sub-contractor data.

The renewed focus on proactive leading indicators as a measure of safety success has guided the approach to contractor management for Watercare. The monthly HSW Toolbox is a forum that supports collaboration and sharing of learnings and initiatives among contractors and Watercare staff involved in capital project delivery. Safety leadership and critical management is emphasised, with focus on leadership walks, site inspections, permit audits and critical risk inspections as primarily mechanisms for engaging with contractors and assuring presence of controls.



Board meeting | 29 April 2025
Public session



Review of the Corporate Governance Charter

For approval

Te pou whenua tuhinga / Document ownership

Prepared by
Emma McBride
Head of Legal and Governance

Submitted by
Dave Chambers
Chief Executive Officer

1. Te tūhunga / Recommendation

We recommend that the Board approves the revisions made to the Corporate Governance Charter (the Charter). A marked-up version of the Charter is attached with this report as [Attachment 1](#).

2. Take matua / Key points

- The Charter was last reviewed in June 2024 and was scheduled for review in July 2025.
- The review has been brought forward in light of [the Local Government \(Water Services Preliminary Arrangements\) \(Watercare Charter\) Order 2025](#), gazetted by the Cabinet on 6 March 2025.
- The Charter has been amended to reflect this and other minor modifications. These changes have been highlighted in green in the attached Charter (attachment 1).

3. Ngā whakaaweawe ki a Watercare / Impact on Watercare

The Charter will become outdated and not accurately serve the governance purpose.

4. Ā muri ake nei / Next step

Subject to the Board's approval, the Charter will next be reviewed in April 2026.

5. Te whakapiringa / Attachment

Attachment number	Description
1.	A marked-up version of the Charter





1. Purpose

This is the Corporate Governance Charter (Charter) for Watercare Services Limited (Watercare). This Charter identifies the principles of corporate governance that assist the Board of Directors of Watercare (Board) in performing their duties.

2. Role of the Board

The Board members have been appointed by Auckland Council (shareholder) to govern Watercare. Within the constraints of the legislation, Constitution, the Statement of Intent¹ (SOI), the Statement of Expectations (SOE), and the Watercare Charter² the Board:

- establishes Watercare's purpose
- defines desirable outcomes
- approves major strategies for achieving these outcomes
- sets the overall policy framework within which the business of Watercare is conducted
- monitors Management's performance with respect to the above matters.

The Board delegates day-to-day management to the Chief Executive (CE). The CE in turn delegates authority to Management.

Watercare's obligations to deliver water and wastewater services for Auckland (Watercare's Obligations) are set out in Part 5, sections 57 and 58 of the *Local Government (Auckland Council) Act 2009*. Section 57(1) stipulates that an Auckland water organisation:

- must manage its operations efficiently with a view to keeping the overall costs of water supply and wastewater services to its customers (collectively) at the minimum levels consistent with the effective conduct of its undertakings and the maintenance of the long-term integrity of its assets;

- must not pay any dividend or distribute any surplus in any way, directly or indirectly, to any owner or shareholder;
- is not required to comply with section 68(b) of the Local Government Act 2002;
- must have regard for public safety (for example, the safety of children in urban areas) in relation to its structures.

Section 58 stipulates that an Auckland water organisation:

- must give effect to the relevant aspects of the LTP; and
- must act consistently with the relevant aspects of any other plan (including a local board plan) or strategy of the Council to the extent specified in writing by the governing body of the Council.

The Board members should align themselves with the Institute of Director's Four Pillars of Governance Best Practice for New Zealand directors:

- Determining purpose and strategy for the organisation
- Delivering an effective governance structure
- Holding management to account through effective and independent oversight
- Ensuring effective compliance with statutory and other frameworks.

3. Key activities of the Board

The primary role of the Board is to exercise leadership, enterprise, integrity and judgement in delivering Watercare's Obligations, having regard to the interests of our shareholder and stakeholders and achieving sustainability.

Key activities of the Board include:

Legislative responsibilities

- Setting the price of water and wastewater services
- Complying with Part 5 of the Local Government (Auckland Council) Act 2009, as set out above at point 2

¹ Watercare became a Council-Controlled Company on 1 July 2012 and is governed under a Statement of Intent (SOI).

² *Local Government (Water Services Preliminary Arrangements) (Watercare Charter) Order 2025*

- Complying with all relevant obligations the Board has under the Companies Act 1993 and other statutes and secondary legislation, including the Watercare Charter.

Oversight of Management

- Appointing the Chief Executive
- Reviewing the terms and conditions of the Chief Executive's total remuneration package annually
- Setting objectives for the Chief Executive and monitoring the Chief Executive's performance against those objectives
- Overseeing the operation of Watercare's business to ensure it is being managed appropriately
- Reviewing progress on major projects, strategic plans and operating plans
- Reviewing treasury performance and compliance each quarter
- Monitoring the financial performance of Watercare including approving:
 - forecast borrowing programme (by approving quarterly, annual or Long-Term Plan financial forecasts)
 - approve sustainable finance framework
 - budgets
 - capital expenditure and investments above delegations
 - operating expenditure outside budgets and delegations.
- In the normal course of events, day-to-day management of Watercare will be in the hands of the Management.

Ethics

- Ensuring Watercare adheres to high standards of ethics and corporate behaviour
- Ensuring business is conducted in an honest, ethical, responsible and safe manner
- Safeguarding the reputation of Watercare, the Watercare brand and building public trust and confidence in Watercare and the wider Council Group
- Effectively and confidently manage complaints regarding unacceptable behaviour that are escalated to the Board
- Promote ethical and responsible corporate behaviour, including leading by example.

Governance

- Acting in the best interests of Watercare in a manner based on transparency, accountability and responsibility³
- Balancing these interests against Auckland Council's expectations of Watercare as a council-controlled organisation⁴
- Monitoring the effectiveness of our governance practices
- Monitoring the integrity of all financial and non-financial reporting to the shareholder.

Strategy

- Defining Watercare's purpose
- Overseeing Management's implementation and achievement of the strategic directions, plans and expectations set by the shareholder
- Exercising due care, diligence and effective oversight of all matters relating to the Asset Management Plan (AMP).

Our stakeholders and partners

- Serving the legitimate interests of the stakeholders and community partners of Watercare and accounting to them in a clear, transparent and accessible manner
- Ensuring that Watercare communicates effectively with the shareholder, Crown Monitor, customers, other stakeholders, and community partners
- Ensuring that Watercare complies with all relevant laws and regulations and that it meets its contractual obligations.

Iwi and mana whenua partners

- Provide mechanisms to ensure iwi and mana whenua are active partners, decision makers and participants
- Ensure Watercare's iwi and mana whenua engagement approach is centred on the relationship and connectedness of Māori to wai (water) and whenua (land)
- Ensure that Watercare communicates effectively with iwi, mana whenua, and Houkura (Independent Māori Statutory Board).

³ Note: Under Watercare's Constitution, Directors may act in the best interests of the shareholder

⁴ Auckland Council's expectations of Watercare are set out in the CCO Accountability Policy and the Statement of Expectations for substantive Council-controlled Organisations (July 2021). Expectations are also set by Council via the yearly letter of expectation/statement of intent process.

Achieving outcomes for Māori

Foster positive and productive relationships between Watercare and Māori, develop the ability of Watercare and its people to contribute to Māori social, cultural, environmental and economic wellbeing outcomes by fostering strong Māori communities.

Our people

- Approving and monitoring Watercare's health, safety and wellbeing systems, with a view to ensuring the health, safety and wellbeing of Watercare's employees, contractors, agents, and also the public at all Watercare sites
- Ensuring Watercare is a good employer and acts in accordance with Watercare's Good Employer Policy
- Ensuring sound policies and processes are in place to attract and retain outstanding people to Watercare
- Oversee Watercare's people strategies, remuneration policies and practices
- Monitoring Watercare's workforce diversity (including gender and culture)
- Reviewing Watercare's people strategies, remuneration policies and practices.

Climate change and reducing carbon emissions

Exercise due care, diligence and effective oversight of all matters relating to the actions taken by Watercare to reduce carbon emissions and contribute towards a climate resistant future.

Risk management

- Ensuring Watercare has appropriate risk management and regulatory compliance policies in place, including defining the limits to acceptable risk
- Regularly reviewing processes and procedures to ensure the effectiveness of internal systems of control
- Report to Council quarterly including any new or emerging risks.

4. Board committee

To assist in the process of corporate governance, the Board currently has the Audit and Risk Committee (ARC), Asset Management Committee (AMC) / Komiti Whakahaere Rawa and a Capital Finance Committee.

The Board is responsible for oversight of any committee. Committees may make recommendations to the full Board, but do not make decisions on behalf of the Board unless specifically mandated to do so.

Committee Chairs and members are appointed by the Chair.

The Board may establish or disestablish committees to assist in the process of corporate governance.

5. Duties imposed on Board members

Each Board member must understand the specific legal requirements of their position since this will form the basis of the duties and responsibilities of the individual Board member.

There are three types of duties imposed on Board members:

Fiduciary duties

The fiduciary duties of a Board member are to act honestly, avoid conflicts of interest, and generally act in what the Board member believes to be the best interests of Watercare as a whole. Noting that under [Clause 11.4](#) of the Constitution, a Board member may act in the best interests of the shareholder, **even though it may not be in the best interests of Watercare.**

Duty of care and diligence

Each Board member must exercise the care, diligence and skill that a reasonable person would exercise in the same circumstances.

Legal and statutory duties

These are duties imposed upon Board members by statute and common law, and the Constitution.

In accordance with these requirements, Board members of Watercare must:

- Ensure Watercare gives effect to Te Tiriti o Waitangi, its principles, and its broader legal obligations including being more responsible and effective to Māori
- Discharge their duties in good faith and honesty in what they believe to be the best interests of Watercare and with the level of skill and care of a well-informed Board member of an important company
- Promote a corporate culture that embraces diversity and inclusiveness
- Owe a fiduciary duty to Watercare using the powers of office only for a proper purpose, in the best interests of Watercare as a whole
- Act with required care, diligence and skill, demonstrating reasonableness in their decisions
- Make adequate disclosure to the Board of any actual or potential conflicts of interest
- Act in accordance with the Constitution and the law relating to Watercare and companies generally

- Act for the benefit of Watercare as a whole
- Not make improper use of information gained through their position as Board members
- Not take improper advantage of the position of a Board member
- Not allow personal interests, or the interest of any associated person, to conflict with the interests of Watercare
- Make reasonable inquiries to ensure that Watercare is operating efficiently, effectively and legally towards achieving its goals
- Undertake diligent analysis of all proposals placed before the Board
- Not agree to Watercare incurring an obligation unless the Board member believes at the time, on reasonable grounds, that Watercare will be able to perform the obligations.

6. Role of individual Board members

The Board decides what matters are delegated to either specific Board members or Management and what controls are in place to oversee the operation of these delegated powers.

Board members have no individual authority to participate in the day-to-day management of Watercare. This includes making any representations or agreements with any other party including employees unless such authority is expressly delegated by the Board. The delegation is by resolution, to the Board member (including the Chair) either individually or as a member of a sub-committee.

Board members are expected to give of their specific expertise generously to Watercare.

In respect to any matters not dealt with in an open meeting, Board members will keep Board discussions and deliberations absolutely confidential.

Board members are expected to be forthright in Board meetings. They have a duty to question, request information, raise any issue, and fully canvas any aspects of any issue. Votes must be cast on any resolution according to their own opinion. Outside the Boardroom, Board members will support the letter and spirit of Board decisions in discussions with all external parties including staff.

A Board member present at a Board meeting will be presumed to have voted in favour of a resolution of the Board unless they expressly dissent or expressly abstain from voting.

Confidential information received by a Board member in the course of the exercise of their duties remains the property of Watercare. It is improper to disclose it or to allow it to be disclosed. An exception would be if

disclosure has been authorised by the person from whom the information was obtained, or is required by law.

A Board member will not engage in any conduct likely to bring discredit upon Watercare.

A Board member must not agree to the business being carried in such a way that there is substantial risk of serious loss of reputation.

A Board member has an obligation at all times to comply with the spirit as well as the letter of the law and with the principles of this Charter.

Board members are expected to provide feedback to the Chair if they have any suggestion to improve the performance or effectiveness of the Board.

Board members will act in good faith and conduct themselves in a manner that is consistent with generally accepted procedures for the conduct of meetings at all meetings of the Board.

6.1 Disclosure of interest and conflicts of interest

Board members must make adequate disclosure to the Board of any actual or potential conflicts of interest. These include the interests of Watercare, the Board member and associates of the Board member. All disclosures of interest are recorded and tabled at each Board meeting.

Generally, when a Board member has a conflict of interest, the individual is expected to withdraw for the relevant portion of the meeting.

7. Role of Chair

The role of the Chair is to lead the Board. The Chair is expected to fulfil the following responsibilities:

- Ensure that the Board provides leadership and vision to Watercare
- Assess and implement a balanced Board membership within the confines of the shareholder appointment process
- Ensure that the Board is participating in setting the aims, strategies and policies of Watercare
- Ensure that there is adequate monitoring of the pursuit and attainment of the goals of Watercare
- Ensure that the Board reviews the human resources of Watercare
- Make certain that the Board has adequate information to undertake effective decision making and actions
- Ensure that administrative tasks such as the circulation of Board papers are carried out efficiently and effectively

- Direct the Board discussion to effectively use the time to address important issues
- Develop an ongoing and healthy relationship with the Chief Executive
- Guide the ongoing development of the Board as a whole and individual Board members
- Lead the Board's relationship with the shareholder
- Ensure that all Board members are encouraged to actively participate in Board discussions and decisions
- Ensure that all new Board members are provided with an appropriate induction programme.

The Chair will also:

- Chair board meetings
- Establish the agenda for board meetings in conjunction with the Chief Executive.

8. Board process and proceedings

8.1 Board meetings

Board members will meet either in-person or virtually at least 8 times per year. Additional meetings (including via teleconference) may be scheduled at the discretion of the Board members. Board members may also be required to participate in strategy and professional development workshops.

The agenda and papers for the meeting will be circulated to all Board members in the week prior to the meeting.

The agenda will be constructed having regard to the Board's annual board planner.

The agenda will allow the Board to exercise adequate monitoring of company performance.

Agenda items will be supported by sufficient information to allow effective decision making.

8.2 Conduct of meetings

The Chair will determine the degree of formality required at each meeting while maintaining the decorum of such meetings.

The Chair will ensure that all members are heard.

The Chair will maintain sufficient control to ensure that the authority of the Chair is recognised so that a degree of formality can be reintroduced when required.

The Chair will ensure that the decisions and debate are completed with a formal resolution recording the conclusions reached.

The Chair will take care that decisions are properly understood and well recorded.

8.3 Board minutes

Minutes will contain a brief review of the discussion plus the official resolution adopted by the Board.

All decisions will be recorded by way of a formal resolution.

Board members who dissent or abstain may ask to have their dissent or abstention recorded in the minutes.

Material conflicts of interest will be recorded in the minutes.

9. Key Board functions

9.1 Delegation of authority

Legislation and Watercare's Constitution provide the Board with all the powers necessary for managing, directing and supervising the management of the business and affairs of Watercare.

The Board has in turn delegated an appropriate level of authority to the Chief Executive, for the operation and management of Watercare. Under the Constitution Board members remain accountable for all delegated authority.

9.2 Public representation

Official representation of Watercare publicly (including news media comments) will be by the:

- Chair;
- Chief Executive; or
- in accordance with the [external content and media policy](#).

9.3 Execution of documents

Generally, documents will be signed by the Management of Watercare, provided it is within their delegated authority. Where documents are required to be signed by two directors (including signing delegation to the Chief Executive for such documents), details of each signing will be notified to the Board in the Chief Executive's Report. Such signings are deemed to be ratified at the next Board meeting.

9.4 Supporting the Chief Executive

It is recognised that a key component of Board member duties is providing a sounding board for the Chief Executive's ideas.

In recognition that the Chief Executive–Board relationship is critical to effective governance, Board members should provide frank and honest advice to the Chief Executive. All advice should be constructive in nature and provided in a positive manner. The Chief Executive is not to regard advice from individual Board members (including the Chair) as instructions. Only the Board as a whole may instruct the Chief Executive.

9.5 Chief Executive evaluation

The Chief Executive's evaluation will be undertaken at least once a year by the Board.

9.6 Board composition

As far as possible within the constraints of the shareholder appointments process, the Board should ensure that Board appointments result in a diverse mix of directors which has a balance of:

- skills; knowledge;
- experience; and
- perspectives, including cultural perspectives;

which together add value and bring independent judgement to bear on the decision-making process.

9.7 Board evaluation

At least every two years, the Board will conduct a formal evaluation of its performance.

The evaluation will be aligned with any process required by the shareholder including the opportunity to have input into the shareholder appointment process.

9.8 Board Member development

In order to continually improve Board performance, all Board members are expected to undergo continual professional development.

Where skill gaps are identified, Board members may be provided with training and resources to address them by Watercare at the discretion of the Chair.

9.9 Remuneration

Board member remuneration will be determined from time to time by the shareholder.

Remuneration will be paid on a monthly basis.

Watercare will reimburse reasonable and properly incurred travel, accommodation and other costs which must be pre-approved by the Chair. The Chair's costs must be reviewed and pre-approved by the Chair of the Audit and Risk Committee.

Payment of Board Member fees may be suspended for prolonged absence at the discretion of the Chair, after a thorough investigation of the reason for the absence.

9.10 Director indemnity and insurance

Watercare will ensure that there is current Directors' and Officer Liability insurance cover (including 'run-off' insurance cover) for all Board members and for Senior Managers. Similarly, written indemnities will also be provided for these individuals.

10. Inconsistency with Constitution

To the extent that there is any inconsistency between this Board Charter and the Constitution, the Constitution prevails.

11. Review of the Charter

This Charter was last reviewed by the Board in April 2025. The next review is scheduled for April 2026.

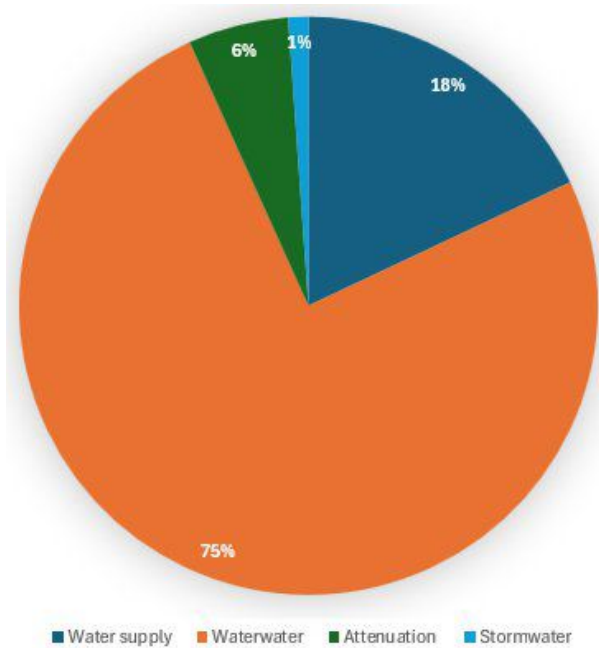
Dam Safety at Watercare

9

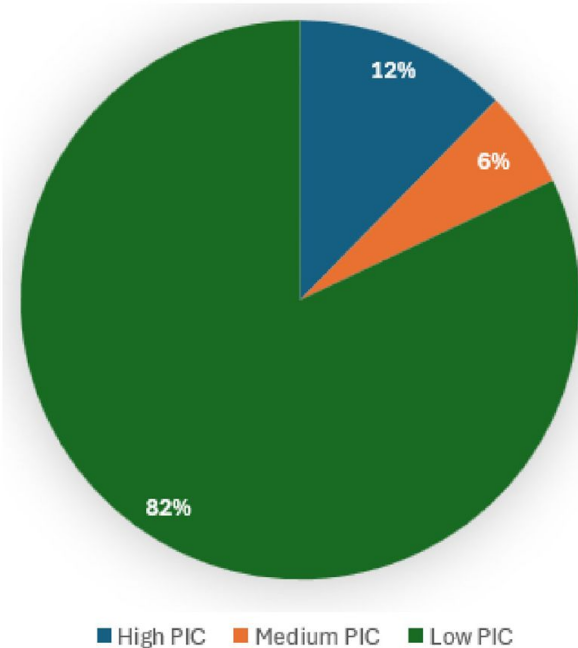
Shreesh Basnyat, Dam Safety Manager
29 April 2025 Board meeting

Watercare 

Watercare Dams Portfolio



- 16 Water Storage
- 67 Wastewater



- 11 High PIC Dams (i.e. Potential Impact Classification)

Watercare's Dam Safety Assurance



Surveillance and
monitoring



Emergency
Preparedness



Reviews and
audits



Training and
competence

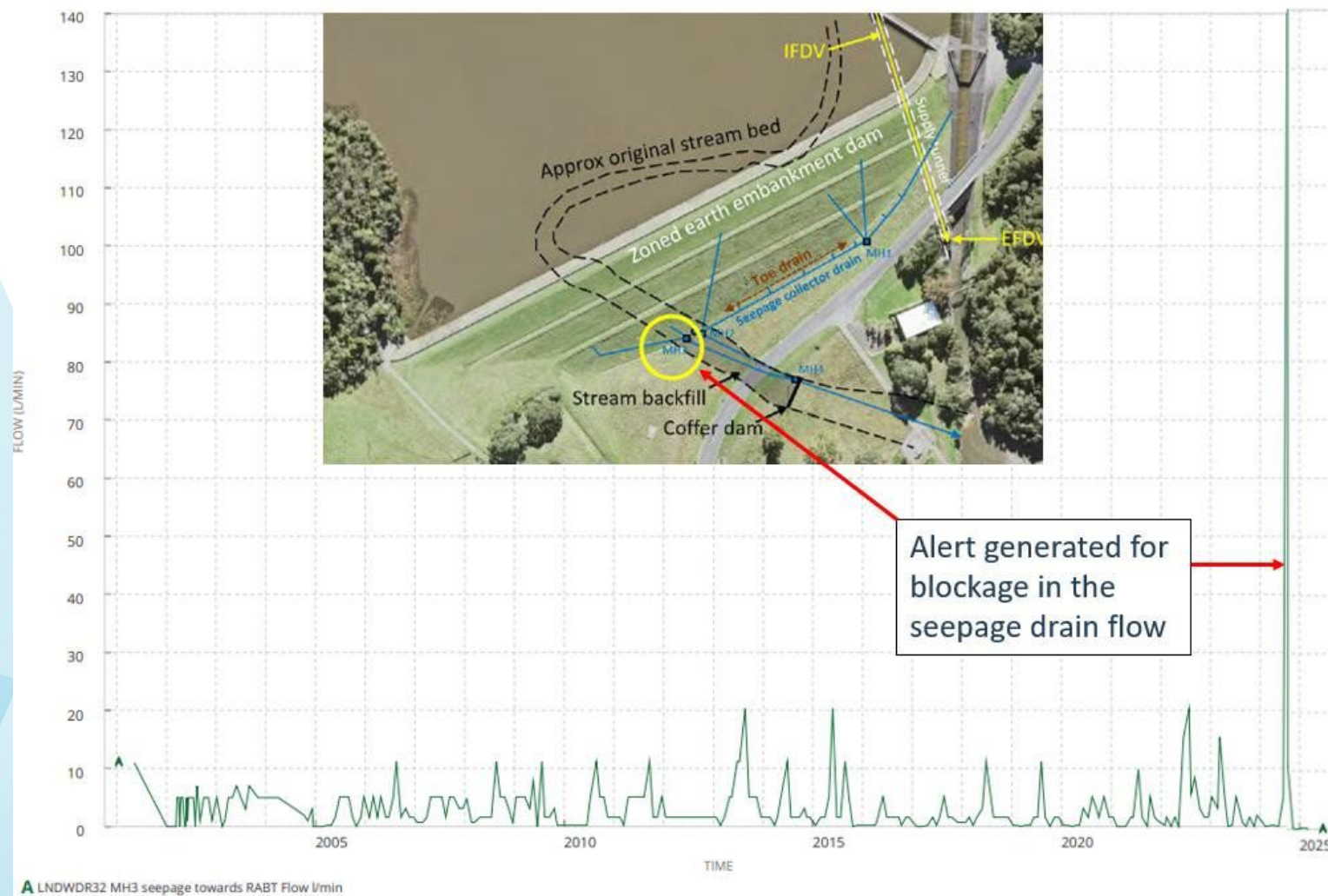


Managing Dam
Safety Issues



Procedure Manuals

Dam Monitoring System



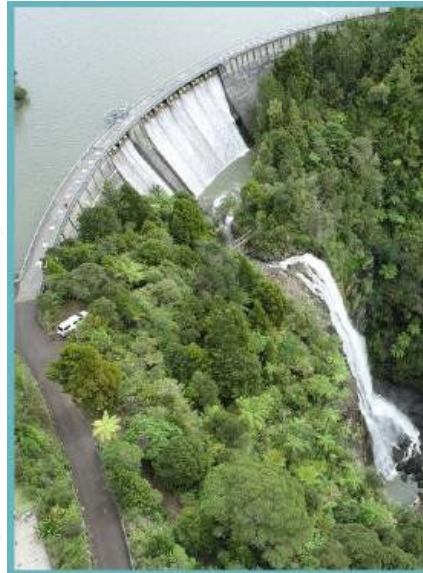
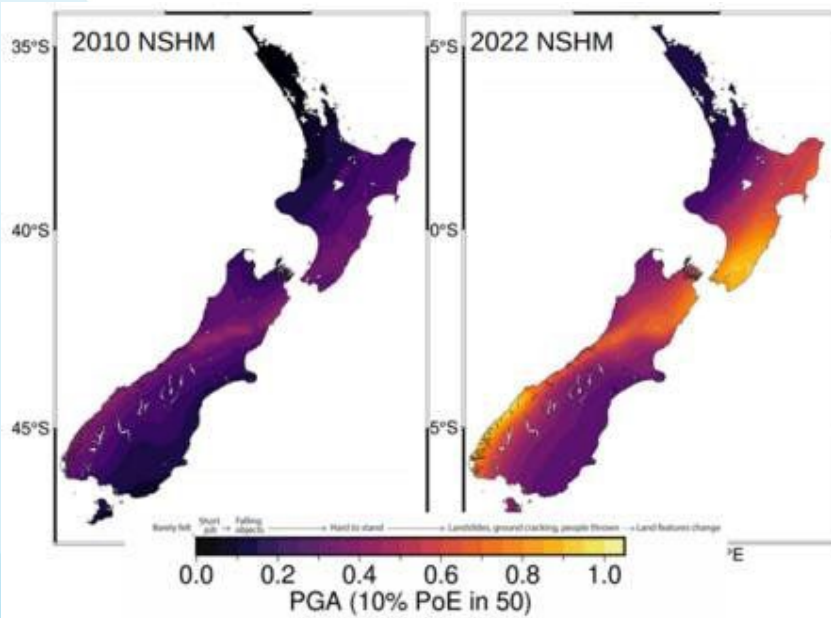
Waitakere Dam: Maintenance



Dam Safety Critical Valve: Condition Assessment



Continuous Improvement



9

Pātai?

9

Chief Executive's report

Presented by: Dave Chambers



10

1. March 2025 update

In March we made excellent progress on our journey to achieve financial independence by 1 July 2025 and set out the strategy to deliver for Aucklanders.

The Watercare Charter which was enacted into law in March and came into effect on 1 April 2025. In response to the Charter, we launched our 10-year business plan for Auckland's water services. The plan outlines how we will spend \$13.8 billion over the next 10 years, delivering more than 1000 projects across Auckland to ensure safe and reliable services, cater for growth and protect the environment. The launch also resulted a record high for proactive media coverage for Watercare.

We worked with Moody's on the release of our very positive credit rating reflecting our strong operational track record and our strategic importance to both Auckland and New Zealand. We have also finalised the first phase of our capital raise, securing debt with a supportive group of major banks that deliver cost-effective funding.

As we signalled in the last quarter, Auckland went into the 'preparing for drought' level in our Drought Management Plan after dam levels dropped below the trigger point in early March. In response, we ramped up our water conservation message, asking Aucklanders to reduce outdoor water use through our "Extra easy does it" campaign.

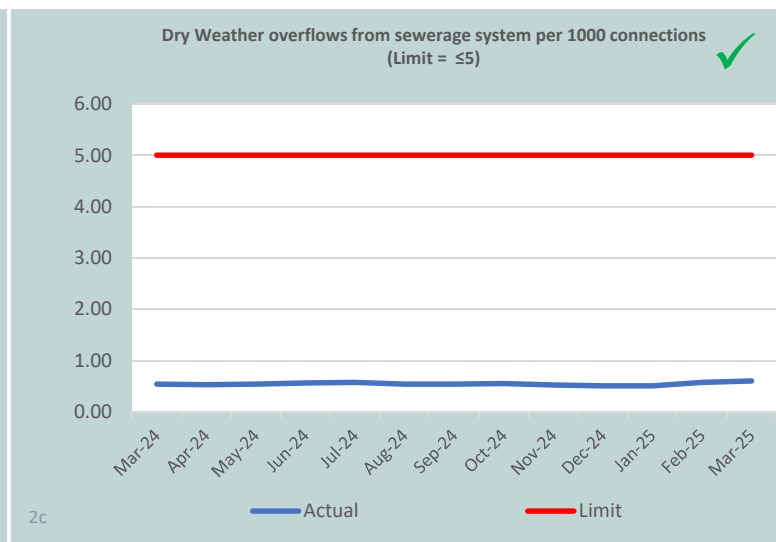
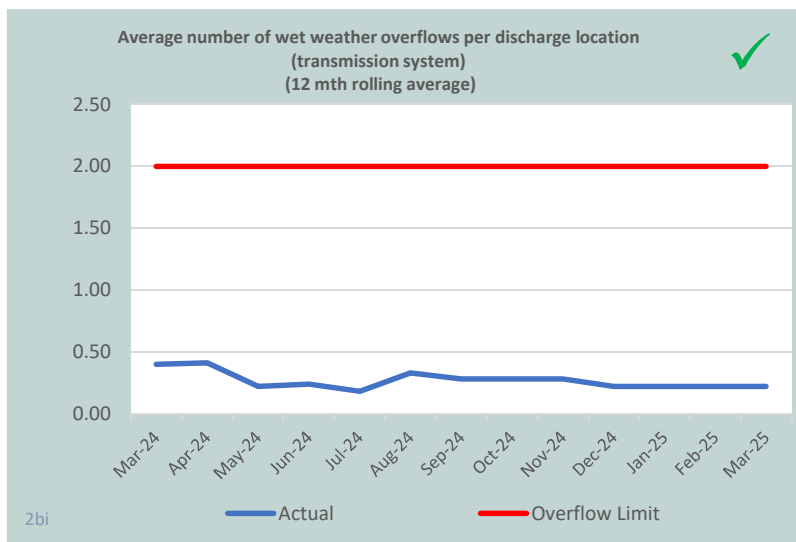
At the end of March, the Central Interceptor (CI) project's main tunnel boring machine had its final breakthrough into a shaft at Point Erin Reserve in Herne Bay, completing the construction of the 16.2km-long wastewater tunnel. The southern section of the tunnel went into service in February 2025 and is operating well. The next stage is to bring the full length of CI into service in late 2026 whilst additional benefits of the project will be realised in late 2028, when new infrastructure such as the Herne Bay Collector is complete and connected to the CI.

The news of Jamie Sinclair as Watercare's new chief executive was very well received; Jamie steps into the new role from 3 June 2025.

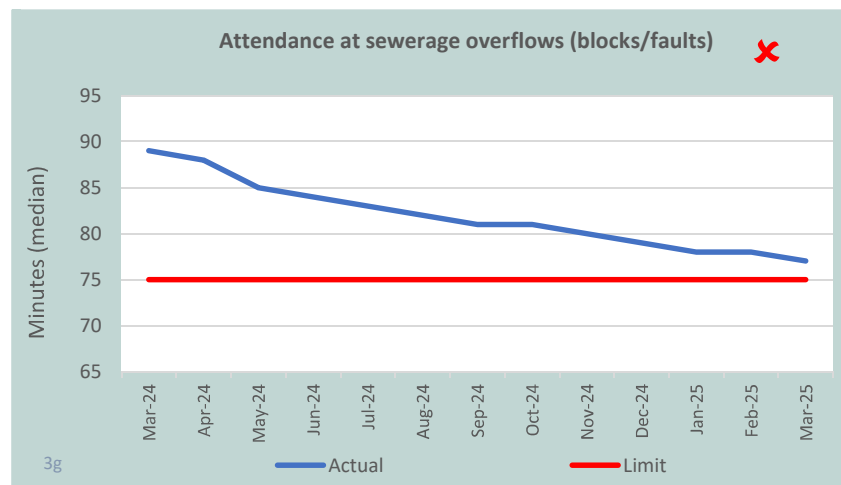
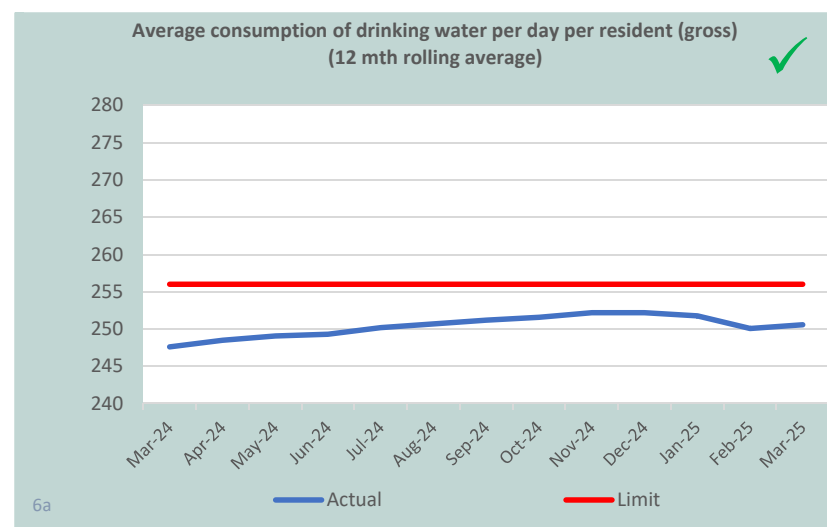
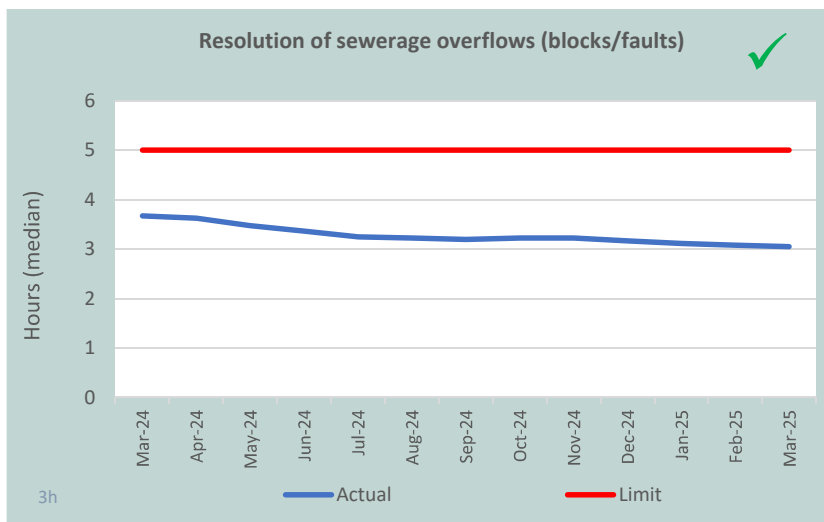
2. Key performance measures

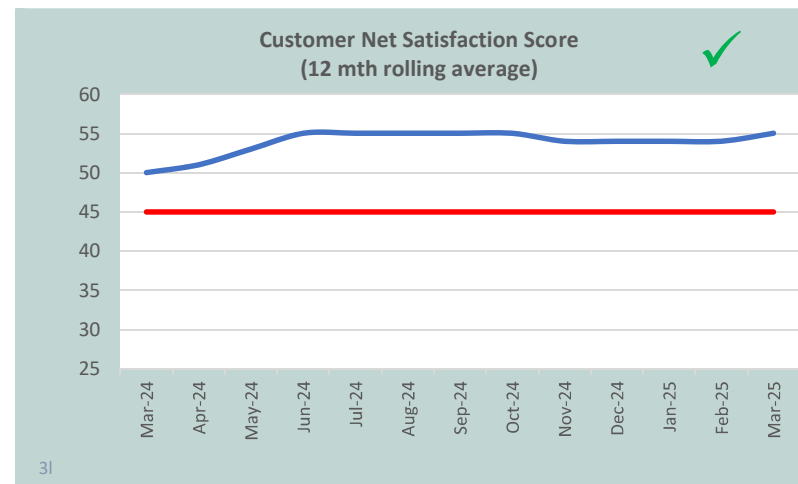
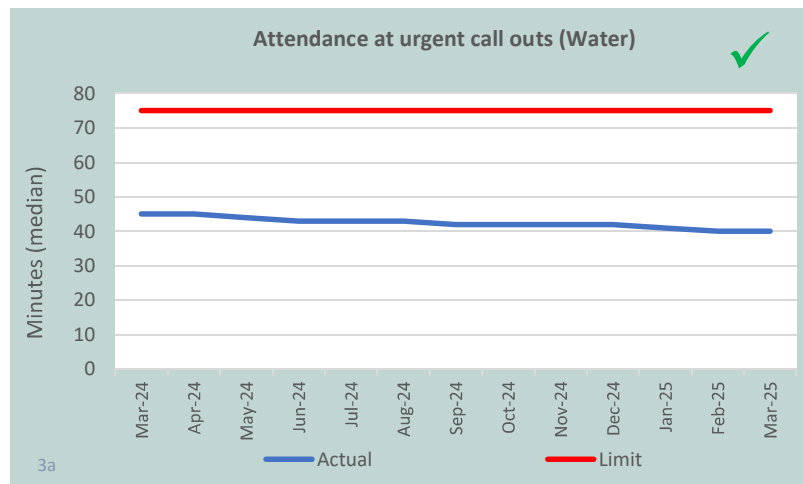
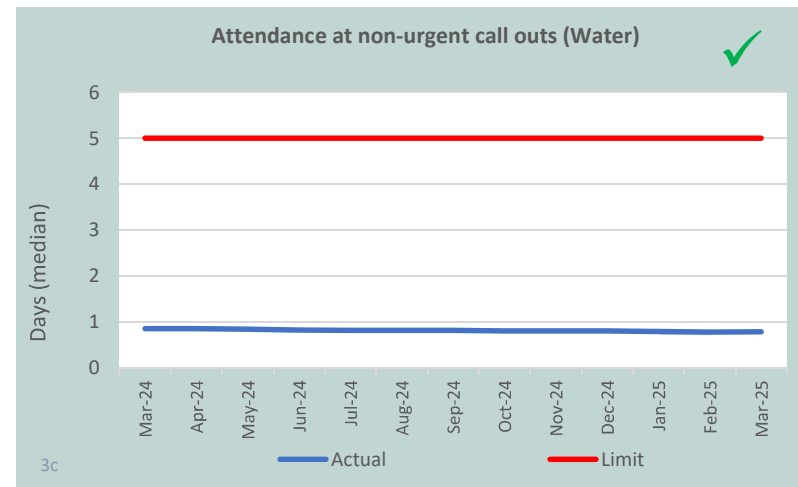
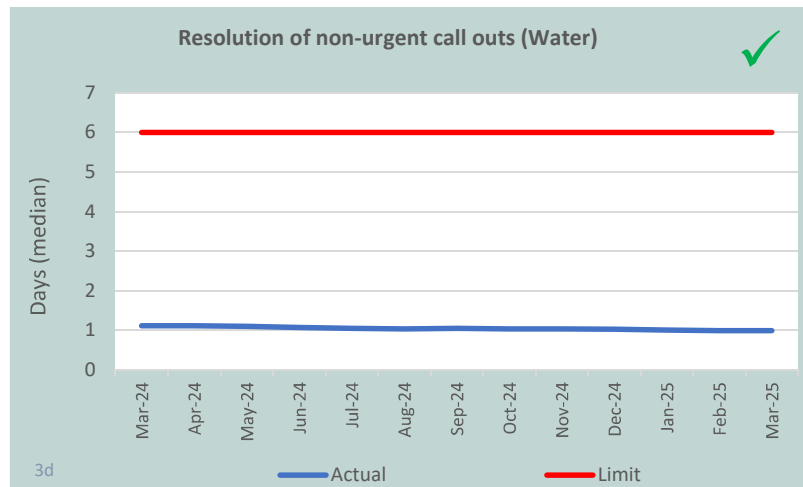
Watercare's unaudited performance against the current Statement of Intent (SOI) measures for March 2025 is set out below.

SOI measures — Natural Environment



SOI measures — Community and Stakeholder Relationships





No.	Measure	FY25 Target	Actual			Commentary
			March 2025	February 2025	January 2025	
1.	Compliance with Taumata Arowai Quality Assurance Rules T3 – Bacterial water quality . The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules T3.	100%	100%	100%	100%	
2.	Compliance with Taumata Arowai Quality Assurance Rules T3 – Protozoal water quality . The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules T3.	100%	100%	100%	100%	
3.	Compliance with Taumata Arowai Quality Assurance Rules D3 – Microbiological water quality . The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules D3.	100%	100%	97.5%	100%	Microbiological and chemical compliance has been achieved for the month of March for all water treatment plants (WTPs) and distribution zones (DZs).
4.	Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of:					<i>Note the assumption is that abatement notices received relates to new notices issued in the financial year.</i>
	a) abatement notices	≤2	0	0	0	
	b) infringement notices	≤2	0	0	0	
	c) enforcement orders	≤2	0	0	0	
	d) convictions	0	0	0	0	
	received by the territorial authority in relation to those resource consents.					
5.	The average consumption of drinking water per day per resident within the territorial authority district (*litres plus/minus 2.5%) (12-month rolling average).	253 litres	250.60	250.1	251.8	
6.	Median response time for attendance for urgent water callouts: from the time that the local authority receives notification to the time that service personnel reach the site (minutes) (12-month rolling average)	≤ 75 mins	40	40	41	

No.	Measure	FY25 Target	Actual			Commentary
			March 2025	February 2025	January 2025	
7.	Median response time for resolution of urgent callouts: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (hours)(water, 12-month rolling average).	≤ 5 hours	3.19	3.28	3.33	
8.	Median response time for attendance for non-urgent water call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (days) (12-month rolling average).	≤ 5 days	0.79	0.78	0.80	
9.	Median response time for resolution of non-urgent water call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (days) (12-month rolling average).	≤ 6 days	0.99	0.99	1.01	
10.	The total number of complaints received by the local authority about any of the following: a) drinking water clarity b) drinking water taste c) drinking water odour d) drinking water pressure or flow e) continuity of supply f) the local authority's response to any of these issues expressed per 1000 connections to the local authority's networked reticulation system (12-month rolling average).	≤ 10	7.77	7.76	7.85	
11.	Attendance at sewerage overflows resulting from blockages or other faults: median response time for attendance – from the time that the territorial authority receives notification to the time that service personnel reach the site (minutes) (12-month rolling average).	≤ 75 mins	77	78	78	Overflows are triaged as either a P1 or P2 response. P1 is for overflows going into a waterway or effecting multiple properties. A P1 response is on site within 60 minutes. A P2 response is for all other overflows. A

No.	Measure	FY25 Target	Actual			Commentary
			March 2025	February 2025	January 2025	
						P2 response is on site with 240 minutes (4 hrs). At 77 minutes this means we are meeting all P1s and probably most P2s The more important measure is resolution of blockages and faults (see row below), and this target is being met.
12.	Attendance at sewerage overflows resulting from blockages or other faults: median response time for resolution – from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault (hours) 12-month rolling average.	≤ 5 hours	3.05	3.08	3.12	
13.	The total number of complaints received by the territorial authority about any of the following: a) sewerage odour b) sewerage system faults c) sewerage system blockages d) Watercare's response to issues with its sewerage system expressed per 1000 connections to the territorial authority's sewerage system (12-month rolling average).	≤ 50	17.43	17.65	17.81	
14.	The percentage of real water loss from the territorial authority's networked reticulation system (12-month rolling average).	≤13%	12.29%	12.30%	12.61%	Watercare calculates its leakage based upon the IWA (International Water Association) water loss calculation. The calculation involves estimates for both volumes produced and utilised. *Water loss result is with 95% confidence limits of +/- 10%.

No.	Measure	FY25 Target	Actual			Commentary
			March 2025	February 2025	January 2025	
15.	The number of dry-weather overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system (12-month rolling average).	≤ 5	0.60	0.57	0.50	
16.	Adherence to all of DIA's non-financial service performance measures (items 1 to 15 above).	100%	93.33%	86.67%	93.33%	Out of 15 DIA measures, 14 measures were met, and one measure (items 11) was not met.
17.	Average number of wet weather overflows per engineered overflow point per discharge location (12-month rolling average).	≤ 2 overflows per year	0.22	0.22	0.22	
18.	Leakage performance – litres/connection/day (l/c/d)	98.2 l/c/d	113.74	114	116.97	<p>Watercare has set an aspirational target for economic level of leakage (ELL) at 98.2 l/c/d.</p> <p>The ELL is the point at which the cost of producing water is equivalent to the cost of the efforts to keep leakage at those levels through a combination of leakage repairs, managing water pressure and renewal of watermains.</p> <p>The aim is to achieve an ELL at or close to the target.</p> <p>The level of leakage is calculated by deducting the volume of water sold and unbilled water usage (or non-revenue water) from the total volume of water produced. The programme to reduce non-revenue water continues.</p> <p>We are above the long run economic level of leakage target, which means we should keep investing in the leakage programme.</p>

No.	Measure	FY25 Target	Actual			Commentary
			March 2025	February 2025	January 2025	
						To bring the result back towards the target, we are continuing our leak reduction efforts, within our existing opex budget.
19.	Compliance with Taumata Arowai Quality Assurance Rules T3 – Chemical water quality . The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules T3.	100%	100%	100%	100%	
20.	Compliance with Taumata Arowai Quality Assurance Rules T3 – Cyanotoxins water quality . The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules T3.	100%	100%	100%	100%	
21.	Compliance with Taumata Arowai Quality Assurance Rules D3 – Residual disinfection (chlorine) water quality . The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules D3.	100%	97.5%	92.5%	90%	Residual disinfection compliance has been achieved in 39 out of 40 distribution zones. The Auckland zone was non-compliant due to one sample with less than 0.1 mg/L chlorine. The non-compliant sample was caused by poor water turnover around the Roberta Avenue sample point. The issue has been rectified and the latest result from the sample point is compliant.
22.	Compliance with Taumata Arowai Quality Assurance Rules D3 – Disinfection by-products water quality . The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules D3.	100%	100%	100%	100%	
23.	Compliance with Taumata Arowai Quality Assurance Rules D3 – Plumbosolvent metals water quality . The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules D3.	100%	100%	100%	100%	
24.	Deliver capital programme in line with the asset management plan baseline approved by the Board.	80% of projects	8 (out of 13) projects, 62	10 projects, 70%, have	8 projects, 80%, have	For the five projects not delivered on time:

No.	Measure	FY25 Target	Actual			Commentary
			March 2025	February 2025	January 2025	
		are delivered within the approved budget and 80% of projects are in service within the approved time.	%, have been completed Q1-Q3 on time and within budget. 5 projects were not completed on time. 1 project is forecasted to complete within the threshold for time and budget and will be reported on next month and hence excluded from above. 100% of the projects delivered on time has been within budget.	been completed July-Feb on time and within budget. 3 projects were not completed on time. 100% of the projects delivered on time has been within budget.	been completed July-Jan on time and within budget. 2 projects were not completed on time. 100% of the projects delivered on time has been within budget.	<ul style="list-style-type: none"> Supply Treatment Huia and Supply Treatment Waitākere Tank Reconciliation is not forecasting to be delivered within budget. Kāinga Ora – Waikowhai Pump Station and Watermain Completion is forecasting to deliver within budget. Glen Innes WW PS (DPS071) Pump Replacement has now been completed (mid Dec, however baselined for completion mid Oct). It did not complete on time nor within budget (8% over). Takapu Street WW is forecasting to deliver within budget. Waikato WTP Waste Management Upgrade is forecasting to deliver within budget. <p>A list of the 19 capital works projects we are scheduled to deliver in FY25 is listed below* (yearly target).</p>

No.	Measure	FY25 Target	Actual			Commentary
			March 2025	February 2025	January 2025	
25.	Planned network pipe renewal Measure – Actual Kilometres delivered /planned kilometres.	26km (+/- 5%) of network planned for year ending 30 June 2025	7.5km	6.0km	6.0km	Yearly target. Operations delivery back on track following Traffic Management Plan delays. Infrastructure delivery business tranche 1 design complete.
26.	Measure: Planned and renewal spend (water and wastewater): reactive maintenance spend <i>Depicted as both a percentage split, and a ratio.</i>	75% (Planned): 25% (Reactive) >3	4.5	4.5	4.5	Reported 6-monthly (yearly target).
27.	Percentage of household expenditure on water supply services relative to average household income.	< 1.5%	0.93%	0.91%	0.87%	
28.	Debt to revenue ratio.	≤4.00	3.95	3.94	3.92	Whilst below the cap of 400% debt/revenue, it is very close as our revenue to budget reduces.
29.	Controllable Cost target (including 4% efficiency target per year, for 10 years, from FY23-FY32).	\$441m	\$37m	\$36m	\$34m	YTD Direct expenditure as at 31 March 2025 is \$313m against a target of \$330m, a favourable variance of \$17m. Variance somewhat due to timing. We are still expecting to meet the target for the year.
30.	Customer Net Satisfaction Score (Previously Net promoter score).	≥45	55	54	54	
31.	Community trust score.	≥55	54	54	55	The 12-month rolling average for trust is currently at 54%, which is below our target of 55%. Trust declined in FY25 Q1 and Q2, but for the month of March alone, trust rose to 58%. This recent improvement is helping to drive scores above the 55%

No.	Measure	FY25 Target	Actual			Commentary
			March 2025	February 2025	January 2025	
						target. However, we are not currently meeting the target because high scores from previous periods are rolling off the 12-month rolling average.
32.	Percentage of customer complaints resolved within ten days of notification.	≥95%	99.32%	99.44%	99.33%	
33.	Ratio of procurement sourced through Māori owned businesses.	5%	3.01%	2.91%	2.97%	Direct 1.15% and Indirect 1.86%. Total Māori business spend for FY25 is \$26.11m. (\$9.99m Direct, \$16.12m Indirect). \$3m of the direct spend has been through our Ngā Kakau Paraha (Māori supplier business network). Comparatively at the same time last year (End Q3) our Māori Business Spend was \$20.64m. We have 131 active Māori suppliers out of a total of 2239 active suppliers (5.85% of active suppliers).
34.	Adherence to the Service Level Agreement with Council (10 working days) for Watercare to provide specialist input into resource consents (3 months rolling average).	90%	90.81%	86.15%	86.84%	
35.	Health & Safety: Every month, a minimum of one permit audit is conducted per site (i.e. all 15 major operational sites, and 21 major construction project sites).	One per site (36)	51	41	44	
36.	We will implement Mitigation measures in line with our emissions reduction targets scope 1 and 2) (Quarterly measure). <i>Note: these targets now include emissions from Puketutu island and also align with our current Asset Management Plan. Previously set target for FY25, excluding Puketutu is <89,200 tonnes CO₂e.</i>	<139,170 tonnes CO ₂ e	78,090 tonnes CO ₂ e (Q3 performance)	-	54,116 tonnes CO ₂ e (Q2 performance)	Overall, tracking well against target. We are seeing positive performance in electricity due to the majority of our purchased electricity being zero emissions from Ecotricity.

*The 19 capital works projects that are scheduled to be delivered in FY25 are set out below (item 24 in the table above):

Project name	FY25 baseline, end of execution phase	On time?	On budget?
1. Mangakura Dam 1 Safety Upgrade	02/09/2024	Yes, delivered on time	Yes, within budget
2. Kahika Rising Main Replacement	30/09/2024	Yes, delivered on time	Yes, within budget
3. Northern Interceptor – Stage 1	30/09/2024	Yes, delivered on time	Yes, within budget
4. Dunkirk Road WW Capacity Upgrade	30/09/2024	Yes, delivered on time	Yes, within budget
5. Glen Innes WW PS (DPS071) Pump Replacement	15/10/2024	No, not delivered on time	Yes, within budget
6. Orewa 3 to Orewa 1 cross-connection Highgate Bridge	31/10/2024	Yes, original scope delivered on time	Yes, original scope delivered within budget
7. Supply Treatment Huia and Supply Treatment Waitākere Tank Reconciliation	30/11/2024	No, not delivered on time	Not forecasted to deliver within budget
8. Glenbrook Estuary Crossing	30/11/2024	Yes, delivered on time	Yes, within budget
9. Rehua Place Stage 2 and Aorere Park WW Pipeline	31/12/2024	Yes, delivered on time	Yes, within budget
10. Kāinga Ora – Waikowhai Pump Station & Watermain	15/02/2025	No, not delivered on time	On track to deliver within budget
11. Takapu Street wastewater	13/03/2025	No, not delivered on time	On track to deliver within budget
12. East Coast Bays Link Sewer Upgrade	31/03/2025	On track to deliver on time	On track to deliver within budget
13. Waikato WTP Waste Management Upgrade	31/03/2025	No, not delivered on time	On track to deliver within budget
14. Pukekohe East Bulk Supply Point	30/04/2025	On track to deliver on time	On track to deliver within budget
15. Branch 3B Judges Bay Replacement	30/04/2025	On track to deliver on time	On track to deliver within budget
16. Rosedale MLE 2_3 wall repair	30/05/2025	Not forecasted to deliver on time	On track to deliver within the total budget for the merged project
17. Warkworth to Snells Transfer Pipeline	30/05/2025	On track to deliver on time	On track to deliver within budget
18. Rosedale MLE Diffuser Renewal	30/06/2025	Not forecasted to deliver on time	On track to deliver within the total budget for the merged projects
19. Waiuku Interim Treatment Facility	30/06/2025	Yes, delivered on time	Yes, within budget

The projects not delivered on time will report on budget at the time of completion.

3. Our customers

A strategic approach to launching Watercare's 10-year Business Plan resulted in 271 pieces of coverage – a record high for proactive coverage for Watercare (e.g. where we've driven the media narrative versus responding in an incident). This has led to another strong net sentiment score for the month of +59%. A small amount of negative coverage included misreporting about the Huia water treatment plant replacement project cost escalation and capacity issues on the Hibiscus Coast. We also engaged widely with stakeholders including the governing body, local boards and Councillors on the Business Plan and on the extended dry weather and preparations underway to prepare for drought.

Trust results for the month have risen to 58% despite the fact we needed to close off the reporting before the final week of March 2025 when the significant media coverage (described above) occurred. Quarter results are also positive with trust for Q3 at 56% compared to 51% in the second quarter. This improvement appears to be due to better service-related performance, especially addressing leaks promptly and catching up on meter reads. While asking Aucklanders to use water wisely, we have also been responding promptly to leaks, achieving a +58 net satisfaction score for our faults team during peak summer demand.

Through our engagement and communications, Aucklanders were urged to reduce outdoor water use as dry weather persisted through March and dam levels dropped. We continued to produce more water at our Waikato plant to take pressure off the dams while also continuing to proactively target water lost through leaks by actively managing pressure within the network.

The March seven-day rolling average water demand remained higher than usual as the warm dry weather continued and outdoor water use persisted. The frequency and tone of our water saving messages increased with a focus on increased radio and social media advertising targeting mindful use of water in the house and outdoors. New forecasts, including for wet weather over Easter, indicate a return to more normal rainfall for the remainder of autumn and into winter. Despite the more immediate forecast for rain we are continuing to take a precautionary approach, monitoring dam levels and preparing to further dial up our communications approach, whilst preparing for further dry weather.

4. Our people

In March, we celebrated International Women's Day with an inspiring event hosted at our Newmarket Hub. This was our first opportunity to showcase the recently refurbished venue which is important for connecting our team across our many sites. This year's International Women's Day theme was 'Accelerate Action', which speaks to the importance of taking swift and decisive steps to address the systemic barriers and biases faced by women. We were lucky to welcome Emily Au Yoong, Founder of Reemi, a not-for-profit organisation providing culturally appropriate and sustainable period products to people around the world living in the most challenging circumstances. Emily shared her personal story in the quest for supporting improved global menstrual hygiene management. We had over 250 of our team join the occasion. At our sites we live-streamed the event and encouraged teams to wear pink and purple in support of important gender-based issues. We all learned a great deal about the extreme challenges faced by some people during a normal monthly occurrence experienced by half the world's adult population. With a gender diverse audience in attendance and thought-provoking discussion on the day, our team showed up to support gender equality.

Our kaimahi are always keen to find fun and healthy ways to connect with colleagues outside of work and this year we participated in Round the Bays. Around 110 of our team and their whānau joined the popular event and the feedback was overwhelmingly positive. Looking ahead, this event is part of a programme of staff-led initiatives, and we are looking to encourage even more participation next year.

Our March engagement pulse survey results came out this month and we are pleased to report that our company engagement continues to improve. Our score was 7.8 out of 10 representing an improvement of 0.1 since the last survey. Alongside this, participation levels were up and remained high, at 83%. Previously, we have reported about the success of our values re-launch. Initiatives such as these have meant we continue to enhance our efforts to maintain and build a healthy, enjoyable and resilient culture made up of the right people to deliver what we need to for Auckland.

Voluntary turnover has dropped slightly compared to last month at 8.5% (8.6% in Feb). Our People dashboards for the month are below.

Actual FTE & Contractors

1,305.5 FTE*

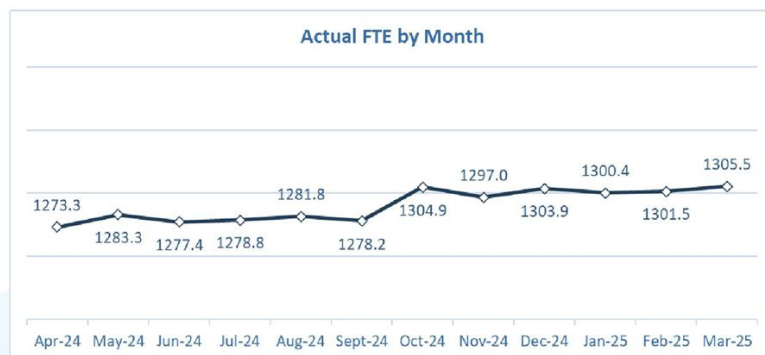


151 Contractors

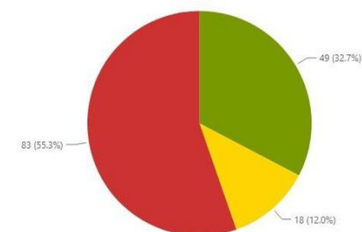


Contractors

- The total number of contractors continues to decrease; from 156 in February to 151 in March.
- While this is a small decrease in overall numbers, reviewing the types and tenure of contractors shows more significant shifts. A continued decrease in tenure of over a year being offset by new contracts coming in:
 - Tenure of over a year decreased again and is now at 84 (55%) from 93 (59.6%) in February and 102 (66.2%) in January.
 - Tenure of less than 6 months after a decrease in January, the numbers are increasing from 45 (28.8%) in February to 49 (33%) in March.



Contractors by Tenure



Tenure Group ● <6 mos ● 6-12 mos ● >1 year

Watercare

* Actual FTE by month is calculated using actual hours worked (not contracted hours). FTE, Headcount, and Positions exclude interns

Workforce Status

Positions, Vacancies & Headcount

1,490 Total Positions ↓

1,327 Headcount ↑

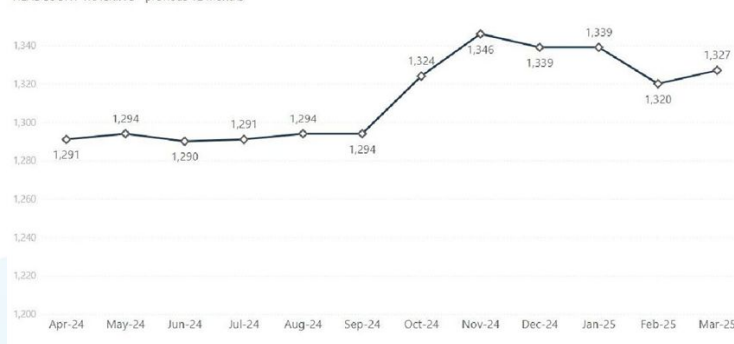
Positions & Vacancies

- There were 1,490 total positions at the end of March, a decrease of 3 from the 1,493 in February.
 - +3 employees, -1 contractor in management role, -5 vacancies
- After a significant shift last month, vacancies are relatively stable with more expected transition. Open vacancies increased by 4 (from 63 to 67) with roles waiting for approval decreasing by 9.

Headcount

- An increase of 7 compared to February figures, due to 21 joiners and 14 leavers from across the organisation (see Joiners, Leavers & Turnover for a breakdown of figures).
- February headcount was previously reporting as 1,324 and has been amended 1,320 due to 4 February leavers who had not been processed at the time of reporting.

HEADCOUNT TRACKING - previous 12 months

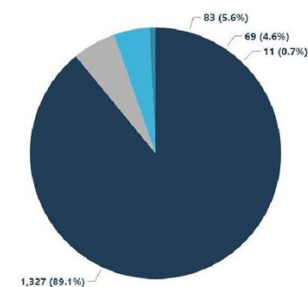


*Contractors, Directors, and Interns are excluded (22 Interns were Fixed Term from Nov-24, left Feb-25). Long term leave and parental leave employees are included.

** There may be minor changes in Headcount and FTE results for previous months due to the 'snapshot' nature of the data (i.e. changes not processed at the time of the data extracts).

Number of Positions by Type

● Active Employees ● Current Vacancies ● Contractors ● Contractor in Management...



Watercare 

Workforce Demographics

Ethnicity, Gender, Tenure & Age

6.0% Māori



38.1% Female

6.6 years Avg. Tenure
(3.6 yrs Median)

Ethnicity

- A slight increase this month (from 5.9% to 6.0%) suggests the proportion of Māori employees may be returning to a gradual upward trend.

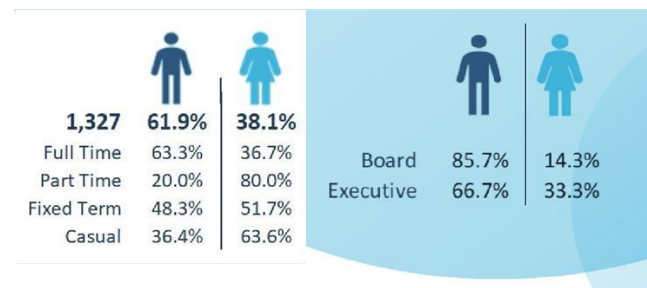
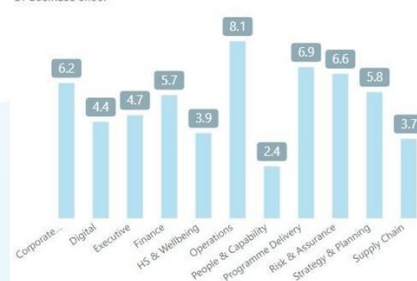
Gender

- Despite two months of decreasing representation (39.3% in December to 38.4% in January and 38.1% in March) the percentage of female employees remains higher than 12 months ago (36.9% in April 2024)

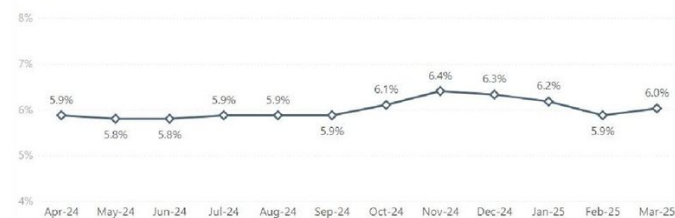
Tenure

- The average tenure remains stable at 6.6 years overall. However, there is notable variation across business groups – ranging from 2.4 years in People & Capabilities to 8.1 years in Operations.

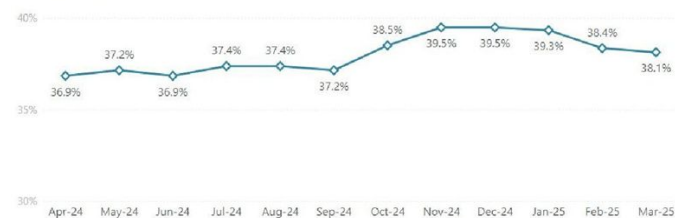
Average Tenure in Years
BY BUSINESS GROUP



ETHNICITY REPRESENTATION - Māori



GENDER REPRESENTATION - Female



Joiners, Leavers & Turnover

21 Joiners / 14 Leavers

8.5% Vol. Turnover



98.9% Retention Rate



46.3 Workdays to Hire



Starters and Leavers

- The number of joiners decreased from 23 in February to 21 in March.
9 of the joiners were in Operations; 4 in Maintenance, 3 in Ops Support, 2 in Water.
- Leavers also decreased from 19 in February to 14 in March.
- Details per business unit in the adjacent chart.

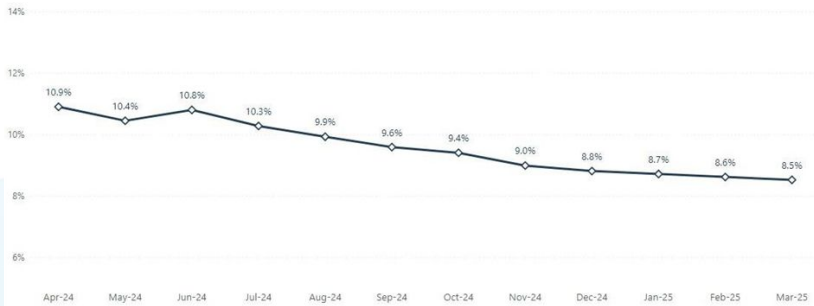
Attrition

- Voluntary turnover of permanent staff continues a slow downward trend, tracking at 8.5% (compared to 8.6% in February).

Hiring

- The average number of workdays to hire has increased from 38.96 to 46.30.
- For context, there has also been an increase in hires, from 27 to 37 in the month. We have also observed a 54% increase in the number of applications received compared to March 2024.

VOLUNTARY TURNOVER - 12-month Rolling Turnover



Leave Liability

\$9.9m Annual
Leave Liability



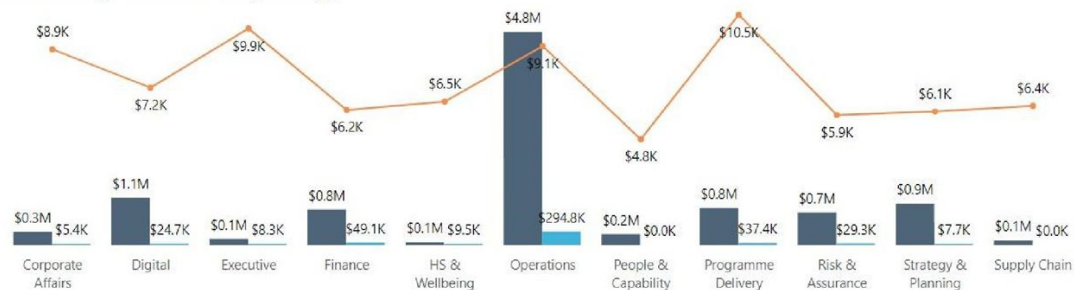
\$466k Long Service
Leave Liability



- **Annual leave liability** was \$9.9 million at the end of March, up from \$9.4 million in February.
 - Average liability increased from \$7.1k to \$7.4k per employee.
- **Long service leave liability** reported at \$440k in February, increased to \$466k in March.

Total Liability Annual and Long Service Leave

● Annual Leave ● Long Service Leave ● Average Liability pp

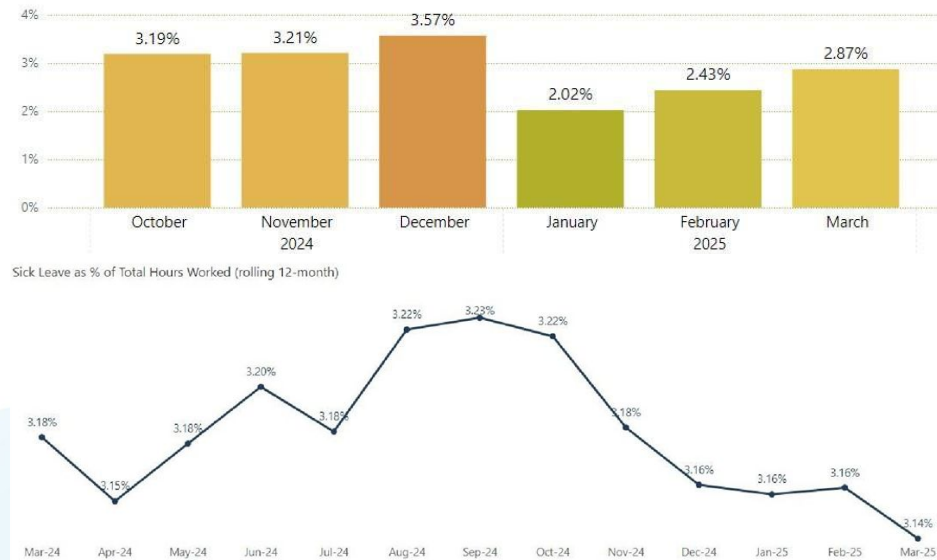


Sick Leave by month & Rolling Total

2.87% Sick Leave
(as % of total hours worked) ↑

3.14% Average
(Rolling 12 Months)

- **Sick leave by month:** consistent with previous years, sick leave peaked at the end of the calendar year, followed by a drop in January. Since then, it has been steadily rising.
- **Rolling total** shows that although monthly sick leave fluctuates, the long-term trend has slightly decreased



5. Our operations

5.1 Water storage update

Auckland's dam storage levels dropped below 60 per cent in early April 2025, after the Hūnua and Waitākere Ranges catchment experienced the driest March since 2010.

However, although not in this reporting period, on 3 and 4 April, the Waitākere Ranges catchments received between 107 and 156 millimetres of rain, and the Hūnua Ranges catchments received between 76 and 239 millimetres. That's greater than the average rainfall for April and there is more rain forecast for late April 2025.

Dam storage recovered to 64.43 per cent. This is currently approximately 10% below historical average storage levels of 74.8 per cent. At present, Watercare is 0.1 per cent above the preparing for drought level in the Drought Management Plan.

Watercare convened a Level 2 incident when storage fell into the preparing for drought zone. The incident will remain until dam storage levels have recovered further.

Key activities undertaken by the Level 2 incident team to date include:

- Continuing to treat more water than normal from the Waikato River which helps to slow the rate of decline in our dams
- Enhanced weather surveillance
- Customer messaging regarding water conservation
- Working with commercial customers to lessen the reliance on potable water for irrigation
- Investigating the accelerated reinstatement of Onehunga Waer Treatment Plant
- Investigating the use of treated effluent for wastewater network flushing.

5.2 Water quality

Microbiological and chemical compliance has been achieved for the month of March for all water treatment plants (WTPs) and distribution zones (DZs).

Residual disinfection compliance has been achieved in 39 out of 40 distribution zones. The Auckland zone was non-compliant due to one sample with less than 0.1 mg/L chlorine. The non-compliant sample was caused by poor water turnover around the Roberta Avenue sample point. The issue has been rectified and the latest result from the sample point is compliant.

Low Residual Chlorine (FAC) and Elevated Disinfection By-products (Trihalomethanes (THMs)) Investigation – Water age modelling to assess water age contributions to THMs formation and low FACs in the network is progressing well. Final modelling reports for the FY25 year are to be issued shortly. Modelling is confirming that water age is contributing to low FACs/elevated THMs in parts of the network. A balance of security of supply (reservoir storage) vs water age will have to be considered for any actions. Longer term solutions will require a review of the wider transmission system; and will be covered in Servicing Strategies that are currently being developed.

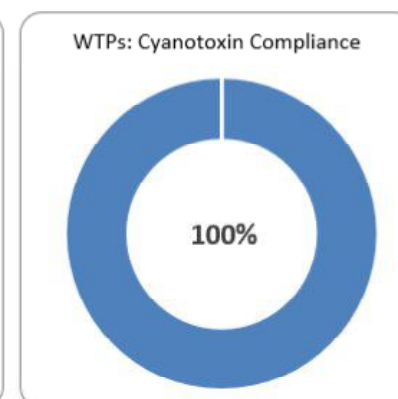
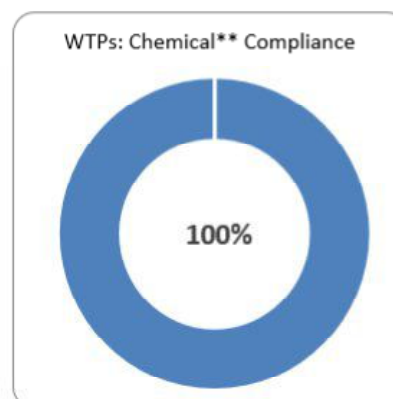
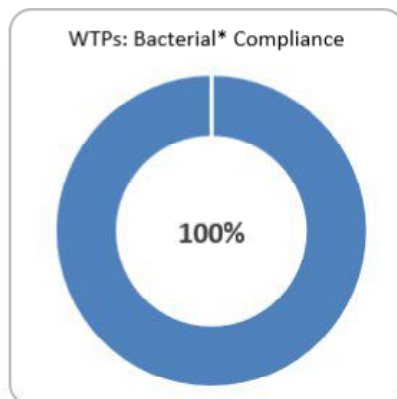
Scorecard

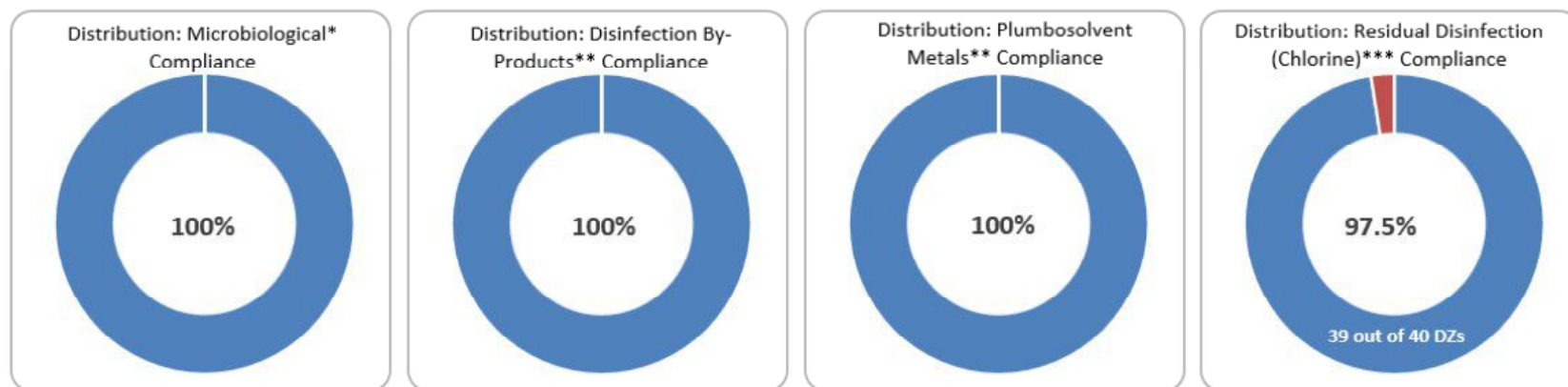
The water quality report for March 2025 is set out below.



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)	97.5%



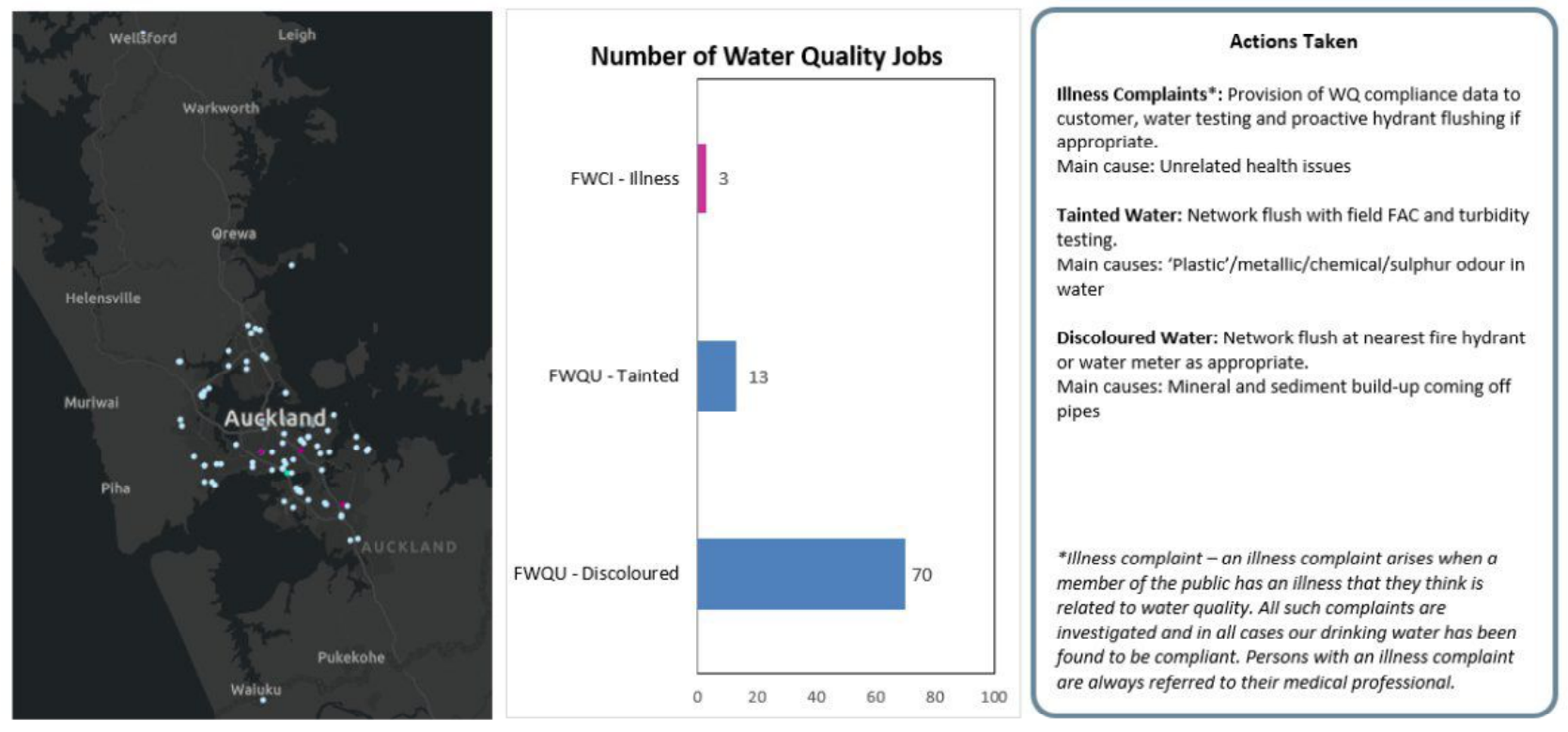


*At the WTPs bacterial compliance is assessed on continuous monitoring results. In the distribution network microbiological compliance is based on *E. coli* monitoring to indicate the probable presence of bacterial contamination of water supply.

** 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.

*** Residual disinfection (Chlorine) – 85% of free available chlorine (FAC) samples in a month must be >0.20 mg/L in each distribution network zone, with no results <0.1 mg/L.

Customer complaints



Repeat water quality complaints – October 2024 to March 2025

Central Networks Number of Repeat Complaints	Northern Networks Number of Repeat Complaints	Southern Networks Number of Repeat Complaints
No new repeat complaints	No new repeat complaints	No new repeat complaints

10

5.3 Leak management programme

The proactive leakage detection programme has surveyed 6,700 km and found over 1,200 leaks with an estimated saving of 8.5 MLD.

Work is commencing on phase 2 of the leakage management system which will be incorporating features such as the natural rate of rise (NRR) calculation and using machine learning to analyse our pressure loggers and PRVs to monitor their performance.

The district metering and pressure management work is ongoing, with construction work occurring in Onehunga and planning underway for Devonport and Māngere.

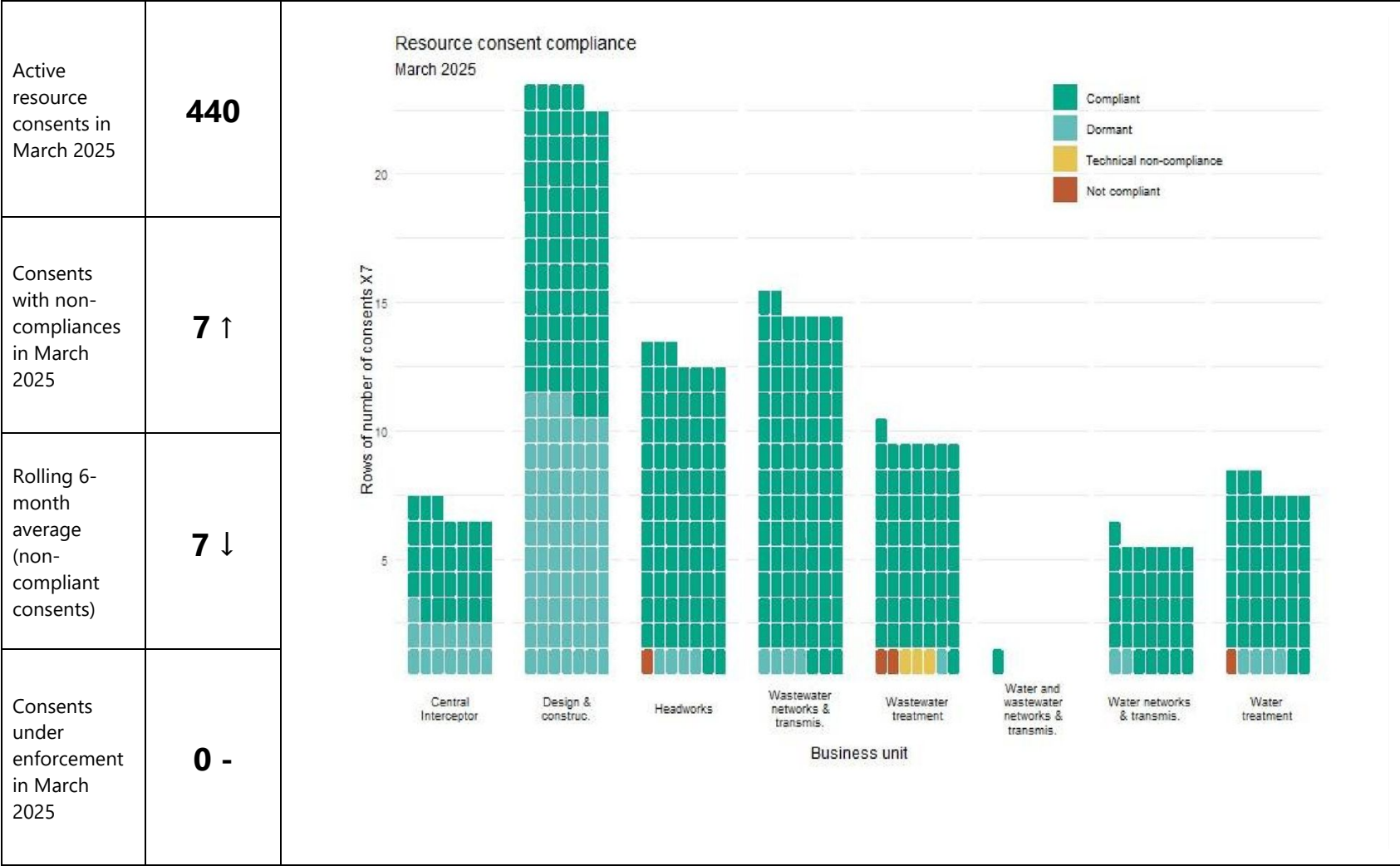
6. Risk and compliance**6.1 Non-compliance with resource consents**

Overall consent non-compliance for operations increased to seven in March, up from six in February. Of these, three were classified as technical non-compliances, while four facilities had non-technical issues. A summary of the technical non-compliances is provided below, with detailed information on the four non-technical cases available in the consent table within this section:

- Waiuku WWTP: Total inorganic nitrogen concentrations remain non-compliant based on the 12-month 92nd percentile, but levels are showing a seasonal decline. Compliance is expected within two months if the trend continues.
- Kingseat WWTP: The 12-month rolling average remains non-compliant for E.coli, despite no exceedances, overflows, or complaints in March.
- Rosedale WWTP: The 2024–2025 Community Odour Survey was delayed due to odour complaints from Unsworth Heights, which investigations confirmed were linked to transmission infrastructure – not the WWTP. Temporary and permanent fixes were implemented, and the survey is now scheduled for completion by June 2025.
- Network Discharge Consent Auckland-wide land discharges: Missing written dry weather overflow reports for three Level 3 incidents for central region. Dry weather overflow reports will be finalised and submitted to Auckland Council when available.

The rating Watercare applies in the detailed breakdown of non-compliance is consistent with Auckland Council's criteria. The rating is below:

Rating	Detail
Category 1	Watercare has complied with the consent condition.
Category 2	Watercare has not complied with the consent condition. Watercare has assessed the non-compliance as technical or having no more than a minor adverse effect.
Category 3	Watercare has not complied with the consent condition. Watercare has assessed that non-compliance has the potential to result in minor adverse effects on the environment. Alternatively, since the last audit, there is evidence of repeat Category 2 non-compliance.
Category 4	Watercare has not complied with the consent condition. Watercare has assessed the non-compliance as having the potential to cause significant adverse effects on the environment. Alternatively, since the last audit, there is evidence of repeat Category 3 non-compliance.



Facility/Asset	Consent	Condition(s)	Issue(s)	Actions and commentary	Resolution	Category
Waikato WTP	AUTH137497.01.01	Condition 5	<p>04/03/2025 – Total suspended solids measured at 470 mg/L, exceeding the consented limit of 50 mg/L.</p> <p>14/03/2025 – Total suspended solids measured at 286 mg/L, exceeding the consented limit.</p> <p>17/03/2025 – Two exceedances recorded: 98 mg/L and 63 mg/L, both above the 50 mg/L consent threshold.</p>	<p>04/03/2025 exceedance – Attributed to two concurrent issues: a gearbox failure on Thickener 1's rake mechanism and deficiencies in sampling procedures. The gearbox is pending repair/replacement, with parts on order. Sampling protocols are currently being revised to improve accuracy.</p> <p>14/03/2025 and 17/03/2025 exceedances – Linked to the BAC 3 media replacement project. Fine sediments from the new media were released during backwashing and discharged to the river along with other process water. Following the initial exceedance, the mud valve from the CCT was left open during subsequent backwashes to help reduce total suspended solids in the discharge.</p>	<p>04/03/2025 exceedance- resolution ongoing</p> <p>14/03/2025 and 17/03/2025 exceedances- resolved</p>	Category 3 Repeat exceedance
Wellsford WWTP	DIS60068492	Condition 24	<p>18/03/2025 and 25/03/2025 – Faecal coliform exceedances: Two exceedances were recorded, with concentrations of 2,000 CFU/100 mL and 2,400 CFU/100 mL, exceeding the 95th percentile consent limit of 1,000 CFU/100 mL. The cause is under investigation, with a suspected fault in the ultrafiltration (UF) system.</p>	<p>Discharge from the WWTP has been temporarily suspended, using the pond as a buffer, to prevent further exceedances. Contractor is scheduled to conduct pressure testing on the membranes next week to help identify potential faults.</p>	Ongoing	Category 2
Waiwera WWTP	CST60263133	Condition 5	<p>Two elevated Enterococci results recorded on 11/02/2025 and 11/03/2025 have caused the 95th percentile of the last 20 consecutive samples</p>	<p>All samples collected by operators over the past two months have returned results within normal ranges. Only the two samples collected by the laboratory showed elevated readings. The discrepancy is under investigation, including a review of potential sampling or analytical errors and whether continued</p>	<p>Subsequent sampling results are within expected ranges, indicating no ongoing operational issue. Clarification is needed</p>	Category 2

Facility/Asset	Consent	Condition(s)	Issue(s)	Actions and commentary	Resolution	Category
			to exceed the consent limit of 3,500 CFU/100 mL.	lab-collected samples are necessary alongside operator sampling.	from the lab regarding the purpose of their additional sampling.	
Cosseys and Wairoa Dams	DIS60382588	Condition 4	On 14 days where the Wairoa River flow was <340 L/s, the compensation flow did not make up 25% of the total flow and concurrently, did not meet the cap of 60 L/s for compensation flow. Actual flow being released fell just short of the 60L/s combined for most days. Although an alarm was in place for low flow conditions, the buffer between the alarm trigger and the actual non-compliance threshold was too wide. As a result, no immediate action was prompted.	Additional alarms have been configured in Hydrotel to provide early warning when flows approach the consent limit, along with a dedicated non-compliance alarm for when flows fall below the required limits. These alarms now include clear requirements for immediate action, ensuring that flow adjustments are made promptly—even during on-call hours.	Resolved	Category 2 Flows represented 99% of the required compensation flow for most of the days where compensation flows were not met and is unlikely to have caused any adverse effects

6.2 Enterprise risk management

Watercare's Enterprise Risks have been revised to improve alignment with the business's strategy and objectives, this includes new risks which have arisen from financial separation and the implementation of interim economic regulation. We expect that this will be a phased development with further refinement over the year.

As noted under the 'Water storage update' section, Level 2 Incident Management Team (IMT) remains in place to oversee drought preparedness actions.

Watercare's draft Climate-related Transition Plan has gone through initial internal review and has been shared with Auckland Council.

6.3 Privacy Act 2020

There have been no matters disclosed to the Privacy Commissioner since the last Board update.

6.4 Whistleblowing update

There were no disclosures to the whistle-blower service since the last Board update.

6.5 LGOIMA requests

In March 2025, we received 12 requests for information under the Local Government Official Information and Meetings Act 1987 (the Act). This brought our total for the financial year to date to 124 requests.

In March, Auckland Council transferred two requests, and the Waikato District Council (WDC) transferred one request to Watercare.

Watercare responded to five requests in accordance with the Act (within 20 working days). At the time of writing this report, we have seven outstanding requests for information, received in March 2025. We aim to process them in accordance with the Act.

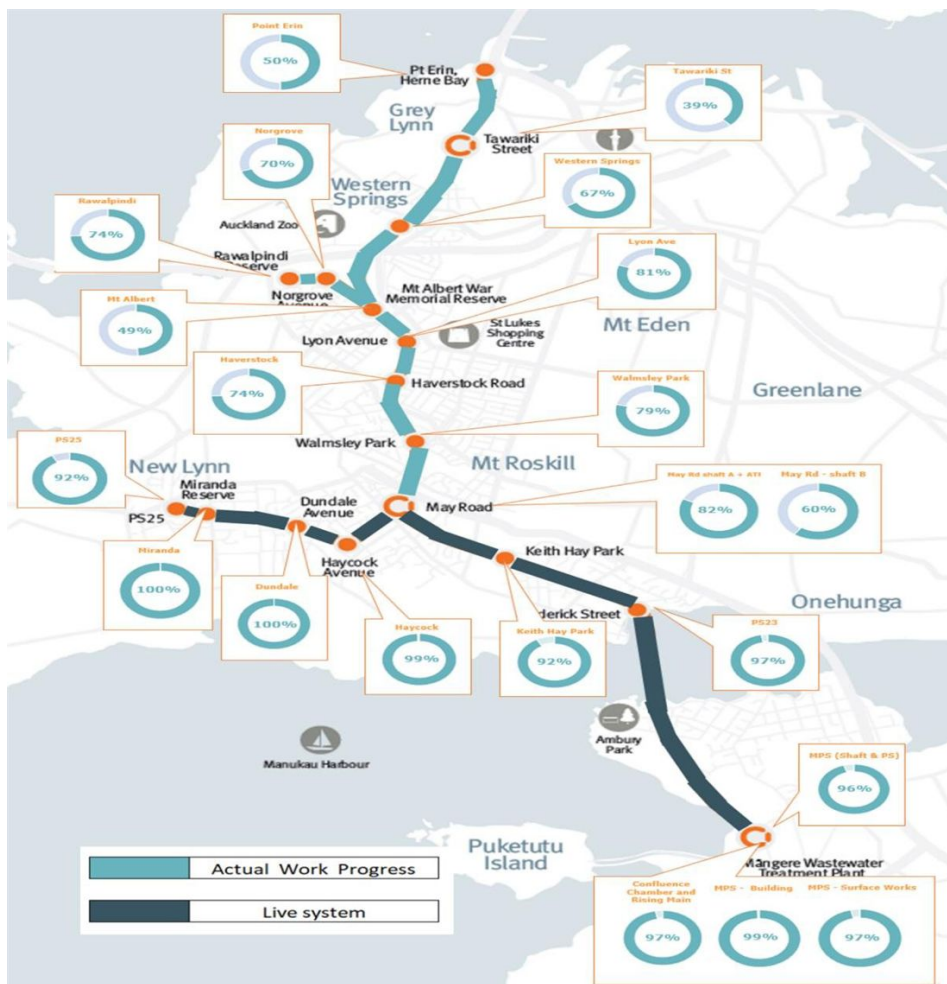
6.6 Non-RMA related legal actions

- There is currently one claim for \$1.2m for alleged damage to a residential property from a burst watermain. The matter is being handled by our insurers. A technical meeting was held with the plaintiff's experts and Watercare's experts in late February 2024. We have reviewed the plaintiff's engineering report into possible causes of damage to the residential property. The next step is to file an updated defence and either enter into mediation, or a Judicial Settlement Conference. If a settlement is not reached, a trial has been set down for April 2026.
- In February 2023, Watercare was served with a copy of proceedings lodged in the Māori Land Court by Te Runanga o Ngāti Whatua, Ngāti Manuhiri Settlement Trust concerning the legal status of the Hōteo Awa bed and customary ownership. Watercare owns property in Wellsford that adjoins the awa and draws water from it. Watercare filed a notice of intention to appear in late March 2023. In December 2024, Watercare filed evidence in the proceedings, setting out the history of the Wellsford WTP and the intake structure in the awa, and information about our consents and take from the awa via the intake structure. Awaiting further update from the Court.
- Watercare is involved in a legal dispute concerning a housing development in Red Hills.

7. Programme delivery

7.1 Central Interceptor

- The main tunnel TBM advanced 389m in March and broke through at Point Erin shaft on 23 March 2025, completing its journey of 16.2km from its initial launch at Māngere Pumping Station in August 2021. A small length of tunnel lining will be installed as the TBM shield is jacked out in early April.
- A breakthrough event with invited stakeholders and VIPs was held on 28 March 2025 to celebrate the milestone of tunnelling, with much media coverage and fun.
- MPS has continued to operate as planned without any major faults or issues. The two-month proving period commenced on 8 February 2025 and continued, largely under dry weather flow conditions during March.
- The air treatment facilities at MPS and May Rd continued to operate well, with no issues with treatment, air quality and noise.



7.2 Queen Street Wastewater Upgrade

- The project team, working in conjunction with the Contractor, has made good progress in site management and separation of people and plant. Observed trends suggest a generally low risk of injury to people, and reflect good reporting practices by the contractor and project team.
- The secant bored piling work for the MTBM drive shaft at Mayoral Drive has been completed, with excavation commenced. The piling equipment has been relocated to the shaft location at Wellesley St.
- Traffic Management Plans for investigative works on Mayoral Drive have been rejected. Further engagement required with stakeholders to resolve the issues as a continued negative response could have a significant adverse effect on delivery of the works.

7.3 Herne Bay Wastewater Upgrade

- No significant changes to the programme, with award of the construction contract on track for July 2025.

7.4 Southern wastewater scheme

- The Outfall team completed the TBM launch pit excavation and took delivery of the separation plant.
- The MABR team installed a new power supply to the site and continued work on equipment that will ensure we are compliant with consent conditions over winter 2025.
- The decommissioning work of the dam at 372 Glenbrook Beach Road is now out for tender with construction on track to start later in 2025.

7.5 Northeast wastewater scheme

Snells Beach WWTP

- The Wastewater Treatment Plant completion remains on track for the end of September 2025. No critical path slippage has occurred in March and Practical Completion is estimated to be end June as planned.
- The Biofilter and Raised Inlet Works construction is now completed which allows the start of final inspections as well as Cold and Hot Commissioning. Site Acceptance Testing (SAT) of UV and Outfall underway and Generator SAT completed.

Warkworth – Snells transmission pipeline

- All connections are now completed, and Practical Completion has been issued on 3 March 2025.
- Reinstatement of the various work sites along the alignment continues.

Warkworth growth servicing wastewater pipeline

- The project aims to provide a necessary capacity upgrade to support growth in the Warkworth area and reduce wastewater overflows into the Mahurangi River from the Engineering Overflow Point (EOP) at Elizabeth Street.
- A trenchless construction method will be used for most of the pipeline, except for the Elizabeth Street section, where the shallow pipe depth requires open-cut excavation.
- The design and construction teams are continuing to prepare construction statements and specialist assessments to support resource consent submissions, which are targeted for the Q2 2025 along with progressing the design and structural assessment of the pipe bridge across the Mahurangi River.
- The site layout and shaft locations along the pipeline alignment have been confirmed.

7.6 Ōrākei Main Sewer

- A significant milestone was achieved this month with the successful jacking and installation of all liner segments for Stage 2 completed in just three days. The jacking rig has since been removed and preparations for the bulkhead construction are underway.
- The grouting contractor is establishing on site from the end of March, with grouting works to commence the week in mid-April, subject to weather conditions.

7.7 Judges Bay wastewater upgrade

- The project is to replace the Branch 3B Judges Bay wastewater main that collapsed during the January 2023 rain event. It includes the installation of a new prefabricated pump station in the road reserve and a new rising main, consisting of both open trenching and horizontal directional drilling sections.
- Steady progress continues, with the first half of the collapsed pipeline grouted. The pump station capping beam has been fully removed, and surface-level backfilling is now 90% complete.
- All station ducting and the magflow chamber, including connecting pipework, has been installed.
- The project remains on schedule to be commissioned in May, with us being out of the road by the start of June.

7.8 Huia 1 and Nihotupu 1 watermain upgrades

This project is upsizing the existing watermain for both the Huia 1 and Nihotupu 1 watermain. The final connections of the Huia 1 are scheduled for early April.

7.9 Penlink Water & Wastewater Pipelines

Watercare is taking the opportunity to prepare for future water and wastewater pipelines to be installed across the Penlink bridge, through engagement with the Waka Kotahi NZTA Alliance.

8. Policy update

Submissions on future bills

- Taumata Arowai's – "Consultation on proposed wastewater environmental performance standards – Discussion document" – Submissions close 24 April 2025. Watercare has inputted into Council submission. The new wastewater standards are likely to be enacted in late 2025.
- Upcoming Resource Management Act (RMA) reform: The RMA is proposed to be replaced, with two new bills expected in late 2025. All existing National Policy Statements (NPS) and National Environmental Standards (NES) will be reviewed/amended. New NPS are expected, including a new NPS for Infrastructure (NPS-I)
- NZ Infrastructure Commission – Infrastructure Priorities Programme (IPP) – Submissions will close 17 April 2025. Watercare is looking to nominate projects.
- Infrastructure Commission. The draft National Infrastructure Plan (NIP) is due mid-2025, at which stage, submissions will open. The final NIP is due to be released in late 2025.

The table below sets out the current programmes of work that are underway, and their expected impacts to Watercare.

Policy / Legislation	Current status	Watercare actions	Priority
Local Water Done Well	Bill #3 (Economic regulation etc) – submissions filed. Select Committee appearance on 18 March. Report expected 17 June 2025.	The December 2024 Bill incorporates the framework for enduring economic regulation and the more detailed powers and duties of the water CCOs. Watercare and Council prepared a joint submission.	High
Ministry of Regulation – Proposed Regulatory Services Bill – discussion document	Submissions to Discussion document have closed. Regulatory Services Bill anticipated to be introduced mid- 2025. Enacted by late 2025.	Watercare to consider potential implications and develop possible submission points to the Bill, when introduced mid-2025.	Med

Policy / Legislation	Current status	Watercare actions	Priority
Resource Management (Consenting & Other Systems Changes) Amendment Bill	Submissions to this 'Phase 2' Bill closed 10 Feb 2025. Select Committee Report due 17 June 2025.	Watercare contributed submission points to Auckland Council's submission.	Med
Marine and Coastal Area (Takutai Moana) (Customary Marine Title) Amendment Bill (MACAA).	The Supreme Court recently released its first of two judgments. Awaiting Parliament's response.	Watching brief	Med

9. Matters for noting

9.1 Board to Board engagement with Water Governance Board

On 25 March 2025, the Watercare Board met with Mayor Jacqui Church and Waikato District Council's Water Governance Board. Following the meeting Mayor Church and Water Governance Board Chair sent the attached correspondence thanking the Watercare Board and Management ([attachment 1](#)).

9.2 Significant meetings attended by the CE

- Auckland Council Group Shared Services Board meeting
- Auckland Council CCO Direction and Oversight Committee meeting
- Auckland Council Group CE regular meetings
- LGWS Submission to Select Committee
- Project Auckland Luncheon, Ministers Bishop and Brown Keynote speeches
- WSP
- Waters Governance Board and Mayor Jacqui Church
- One Mahurangi Business Association
- Media interviews with NZ Herald, Stuff, RNZ and Newstalk ZB.

10. Delegated authority to Chief Executive

In accordance with the authority delegated to the Chief Executive by the Board for the month of March 2025:

- there were two documents required to be signed by the Chief Executive in relation to deeds, instruments and other documents.
- there was one document signed by a director of the Watercare Board in relation to New Zealand Emissions Trading Register application.
- there was no capex approval signed below a threshold of \$50m.
- there was one contract approved over \$100,000. It was as follows:

Contract description	Successful supplier
Te Kauwhata – Stormwater Culvert (Railway and Network) Replacement	Phoenix Civil Limited



Dave Chambers
Chief Executive Officer

Attachment 1

On 26 Mar 2025, at 11:48 AM, Jacqui Church <Jacqui.Church@waide.govt.nz> wrote:

Kia ora Geoff and Dave

A quick note of thanks to you both for your kind hosting of the meetings at Watercare yesterday. Your provision of both time and facilities are very much appreciated.

We will be happy to reciprocate should the opportunity arise. 😊

Ngaa mihi

Jacqui Church
Mayor

Waikato District Council
Te Kaunihera aa Takiwaa o Waikato



Mr D. Chambers
Chief Executive Watercare Services Limited
73 Remuera Road
Remuera
Auckland

26/03/2025

To the Chief Executive of Watercare

The Water Governance Board and Waikato District Council would like to convey their appreciation of the recent achievements made by the Waikato Watercare Capital Delivery Team.

The team have delivered some exceptional projects, of significant strategic importance for the region with concise communications and, in some circumstances, ahead of schedule and under budget. Some examples are the Te Kauwhata WWTP, and the current projects, Raglan WWTP and the Te Kauwhata KiwiRail Stormwater Rail Crossing.

We appreciate the contributions and resources that has enabled the team to get to this point and we hope to see a continuation of this standard and delivery.

During a challenging period, we are grateful to the Waikato Watercare Team for increasing our regions capabilities, resilience, improving our environmental outcomes and helping the region cope with phenomenal growth.

The Water Governance Board appreciated meeting with the Watercare Services Board on Thursday and looks forward to working with Watercare as we transition our service delivery to the new arrangements; as well as our respective teams working to overcome the constraints on the Pukekohe Wastewater Treatment Plant enabling the demand for new connections to be met.

Many thanks

A handwritten signature in blue ink, appearing to read 'David Wright'.

David Wright
Water Governance Board Chair

0800 492 452
info@waikato.govt.nz

Waikato District Council – Private Bag 544,
Ngaaruawaahia 3742, New Zealand

waikatodistrict.govt.nz

Board - Public Session - Board planner

		Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Meetings	Board	29-Apr	12-May (Board Strategy Session) 27-May	24-Jun	29-Jul	26-Aug	30-Sep	28-Oct	19-Nov (Board Strategy Session) 25-Nov	8-Dec
	Audit and Risk Committee		21-May			14-Aug 28-Aug			24-Nov	
	Asset Management Committee	7-Apr		6-Jun		8-Aug (date likely to change)		10-Oct		1-Dec
	Capital Finance Committee		21-May	5-Jun 17-Jun	2-Jul 16-Jul 30-Jul	14-Aug 27-Aug	10-Sep 24-Sep	8-Oct 29-Oct	5-Nov 18-Nov	3-Dec 17-Dec
Running the Business	Financial	Approve financials for Draft SOI including projected 25/26 price increases Board update on 2025/2026 Budget	Board approval of 2025/2026 Budget and updated SOI financials	Board approval of Insurance proposal	Auckland Council and Watercare to review 30 June Treasury Interest rates	Approve Auckland Council Reporting Pack (via an out-of cycle resolution)	Approve 2024/25 accounts Delegate final sign off of Annual Report 2025		Auckland Council Draft Annual Plan - approve Watercare input	
	Statement of intent	Q3 Performance Report - due to Council by 30 April 2025		Present shareholder SOI feedback at public meeting. Public deputations to be received	Final submission of 2025-2028 SOI to Council on or before 31 July 2025	Final 2025-2028 SOI adopted by Auckland Council Q4 Performance Report - due to Council by 29 August 2025		Q1 (FY26) Performance Report due to Council by date TBC	2024/2025 SOI Results to be presented to Board at Public Meeting. Public deputations to be received	2026/27 Letter of Expectations to be received
	Crown Monitor Regulation reporting		Draft opex and capex quarterly report template Draft Reports on price-quality path FY26	Final Operating and capital expenditure report - due to Com Com by 30 June Final reports on price-quality path FY26 - due to Com Com by 30 June Draft Infrastructure delivery and asset management improvement plan	Draft IGC Policy Review and Redesign	Q4 FY25 reports on performance targets due to Com Com by 31 August. Final Infrastructure Delivery and Asset Management Improvement Plan for feedback - due to Com Com by 31 August. Final IGC Policy Review and Redesign for feedback due to Com Com by 31 August.	Q4/FY25 opex and capex quarterly report and publish - due to Com Com by 30 September. Annual Report FY25 to be approved and published.		Q1 FY26 reports on performance targets due to Com Com by 30 November Consider feedback from Com Com on Infrastructure Delivery and Asset Management Improvement Plan. Consider Feedback from Com Com on IGC Policy Review and Redesign, update and publish	Q1/FY26 opex and capex quarterly report and publish - due to Com Com by 31 December. Operating Cost efficiency improvement plan for feedback - due to Com Com by 31 December
	Community and Stakeholder Relationships	Progress update from Infrastructure, Operations and Customer teams on the recommendations of the Citizens' Assembly	Stakeholder Meeting between Watercare Board the Waikato River Authority Group, once the new Board member has started	Iwi	Stakeholder	Iwi, including Te Tiriti, Te Mana o Te Wai, and our purpose Māori outcomes plan	Stakeholder	Iwi	Stakeholder	Iwi
	Governance	Enterprise Risk Report Q3 Statutory compliance Update on Auckland flood recovery Board Deep dive into Dam Safety Review of the Corporate Governance Charter Policy update		Update on Auckland flood recovery Policy update Review of the Audit and Risk Committee Charter Review progress of the entity level climate risk assessment		Enterprise Risk Report Q4 Statutory compliance Update on Auckland flood recovery	Policy update	Update on Auckland flood recovery Board performance review	Enterprise Risk Report Good Employer Policy update Q1 Statutory compliance Policy update	Update on Auckland flood recovery Board delegations to the CE Policy
	Karakia	Frederik Cornu	Graham Darlow	Karen Sherry	Julian Smith	John Crawford	Geoff Hunt	Andrew Clark	Frederik Cornu	Graham Darlow

Board - Public Session - Board planner

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	Audit and Risk Committee		21-May			14-Aug 28-Aug			24-Nov	
	Asset Management Committee	7-Apr		6-Jun		8-Aug (date likely to change)		10-Oct		1-Dec
	Capital Finance Committee		21-May	5-Jun 17-Jun	2-Jul 16-Jul 30-Jul	14-Aug 27-Aug	10-Sep 24-Sep	8-Oct 29-Oct	5-Nov 18-Nov	3-Dec 17-Dec
Confidential		Approval of FY26 pricing and annual plan Q3 progress update of CE's KPIs Southwest WWTP Board update on D&O insurance policy	Approve CE's KPIs	Stakeholder and Government engagement plan	A year end progress update for CE's KPIs			CE's KPIs		
Audit & Risk Committee			Present plan for Year end to A&R A&R Approve Insurance Proposal Review tax ahead of year end Internal Audit Report Loss of critical assets or single points of failure impacting Watercare's ability to maintain adequate water supplies to meet demand Review of the Audit and Risk Committee Charter Review of risk management policy Review of incident management policy			Auckland Council reporting pack Approval of F25 financial statements External audit update Internal audit report Enterprise Risks Deep Dive on maintaining capability and critical mass of essential operational staff Annual Summary of the Performance of Watercare Dams for 2024	Annual update to the Auckland Council Audit and Risk Committee		Board delegations to the CE Policy 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	Enterprise Risks update to the Auckland Council Audit and Risk Committee

Board - Public Session - Board planner

		Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Meetings	Board	29-Apr	12-May (Board Strategy Session) 27-May	24-Jun	29-Jul	26-Aug	30-Sep	28-Oct	19-Nov (Board Strategy Session) 25-Nov	8-Dec
	Audit and Risk Committee		21-May			14-Aug 28-Aug			24-Nov	
	Asset Management Committee	7-Apr		6-Jun		8-Aug (date likely to change)		10-Oct		1-Dec
	Capital Finance Committee		21-May	5-Jun 17-Jun	2-Jul 16-Jul 30-Jul	14-Aug 27-Aug	10-Sep 24-Sep	8-Oct 29-Oct	5-Nov 18-Nov	3-Dec 17-Dec
Asset Management Committee		Project dashboards and AMP financials Quarterly update on capitalisation of Assets Waikato WTP 175 ultimate expansion Rosedale WWTP solid stream upgrade Southern Auckland Wastewater Servicing Scheme Pukekohe Trunk Sewer and Isabella Wastewater Pump station Orakei Main Sewer - rehabilitation project Biosolids Servicing Approach North Harbour 2 Watermain		Project dashboards AMP financials, delivery report and traffic light reporting		Project dashboards AMP financials, delivery report and traffic light reporting Quarterly update on capitalisation of Assets		Project dashboards AMP financials, delivery report and traffic light reporting Quarterly update on capitalisation of Assets		Project dashboards AMP financials, delivery report and traffic light reporting Quarterly update on capitalisation of Assets
Capital Finance Committee			Updated Treasury Management Policy for review							

Board meeting | 29 April 2025
Public session



Directors' appointment terms, committee memberships and meeting attendances

For information

Te pou whenua tuhinga / Document ownership

Prepared and recommended by

Emma McBride
Head of Legal and Governance

Submitted by

Dave Chambers
Chief Executive Officer

1. Te tūtohunga / Recommendation

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

2. Take matua / Key points

The key points are:

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

3. Kōrero pitopito / The details

We currently have seven directors appointed by Auckland Council.

3.1 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
Frederik Cornu	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
Margaret Devlin	1 November 2016	4 th term ended on 18 September 2024
Nicola Crauford	1 April 2014	5 th term ended on 18 September 2024

*Geoff was originally appointed to be the Board Chair by Auckland Council with effect from 1 July 2024 (appointment announced on 4 July 2024). Following a judicial review, the appointment was found to be unlawful and Geoff ceased to be the Chair and a director of Watercare Board with effect from 11 September 2024. Auckland Council ran the appointment process again, and on 11 October 2024, it appointed Geoff Hunt to be the Board with effect from 12 October 2024.

3.2 Details of the committees

We 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.

Director	Audit and Risk Committee ^{&}	Asset Management Committee ⁺	Capital Finance Committee [#]
Geoff Hunt (Board Chair)		✓	✓
Graham Darlow		Committee Chair	
Andrew Clark	Committee Chair		✓
Julian Smith	✓		Committee Chair
Frederik Cornu		✓	
Karen Sherry	✓		
John Crawford			✓
Margaret Devlin (Board Chair)	✓	✓	
Nicola Crauford	Committee Chair	✓	

The Capital Finance Committee was established at the 10 July 2024 Board meeting. Geoff Hunt was on the Committee from 10 July 2024 to 11 September and resumed his committee membership again from 15 October 2024. John Crawford joined the Committee on 5 February 2025.

+ Julian Smith was on the Asset Management Committee from 1 October 2024 to 15 October 2024. Geoff Hunt was on the Committee from 3 September 2024 to 11 September 2024 and was appointed again from 15 October 2024.

& Frederik Cornu was on the Audit and Risk Committee from 3 September 2024 to 5 February 2025. Karen Sherry joined the Committee on 5 February 2025.

3.3 Directors' attendance at Board meetings in 2025 is detailed in the table below:

Attended ✓ Did not attend ✕ Not on the Board ■	Attendance at Board meetings													
	5 February 2025	26 February 2025	25 March 2025	29 April 2025	12 May 2025 Board strategy session	27 May 2025	24 June 2025	29 July 2025	26 August 2025	30 September 2025	28 October 2025	19 November 2025 Board strategy session	25 November 2025	8 December 2025
	✓	✓	✓											
	✓	✓	✕											
	✓	✓	✓											
	✓	✓	✓											
	✓	✓	✓											
	✓	✓	✓											
	✓	✓	✓											
	✓	✓	✓											

3.4 Directors' attendance at committee meetings in 2025 is detailed in the table below:

Attended ✓ Did not attend ✕ Not on the committee ■	Capital Finance Committee meetings																		
	18 February 2025	5 March 2025	20 March 2025	21 May 2025	5 June 2025	17 June 2025	2 July 2025	`16 July 2025	30 July 2025	14 August 2025	28 August 2025	10 September 2025	24 September 2025	8 October 2025	29 October 2025	5 November 2025	18 November 2025	3 December 2025	17 December 2025
Geoff Hunt (Board Chair)	✓	✓	✓																
Graham Darlow		✓	✓																
Julian Smith	✓	✓	✓																
Andrew Clark	✓	✓	✓																
Frederik Cornu																			
Karen Sherry																			
John Crawford	✓	✓	✓																

Attended ✓ Did not attend ✕ Not on the committee ■	Audit and Risk Committee meetings					Asset Management Committee meetings				
	4 February 2025	21 May 2025	14 August 2025	28 August 2025	24 November 2025	7 April 2025	6 June 2025	8 August 2025 (date likely to be changed)	10 October 2025	1 December 2025
Geoff Hunt (Board Chair)						✓				
Graham Darlow						✓				
Julian Smith	✓									
Andrew Clark	✓									
Frederik Cornu	✓					✓				
Karen Sherry	✓									
John Crawford										

Board meeting | 29 April 2025
Public session



Disclosure of directors' and executives' interests

For information

Te pou whenua tuhinga / Document ownership

Prepared and recommended by

Emma McBride
Head of Legal and Governance

Submitted by

Dave Chambers
Chief Executive Officer

1. Te tūhunga / Recommendation

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

2. Take matua / Key points

Section 140 of the Companies Act 1993 requires all directors to keep an interests register, which must be disclosed to the Board of the company.

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

3. Kōrero pitopito / The details

3.1 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 s162 Companies Act 1993.

Director	Interest
Geoff Hunt	<ul style="list-style-type: none"> • Principal, Geoff Hunt Consulting Ltd • Director, Preston 2 Trust Ltd • Director, J Scott and Company Ltd • Director, PSP Ltd • Member, Institution of Engineering and Technology

Director	Interest
	<ul style="list-style-type: none"> • Member, Institute of Directors • Trustee, Hunt Family Trust • Board member, New Zealand Infrastructure Commission • Advisor to the Board, Geostabilization New Zealand Ltd (GSI).
Graham Darlow	<ul style="list-style-type: none"> • 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 • Chair, The LEAD Project Alliance Board • Project Governance Group, Sludge Minimisation Project and Major Transport Group, Wellington City Council
Julian Smith	<ul style="list-style-type: none"> • Advisory Board Member Vadacom Limited • 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 • MyCareerBrand • Group Secretary – Northland Corporate Group • Member, Waikato Tainui Kawenata Joint Governance Oversight Group
Andrew Clark	<ul style="list-style-type: none"> • Chief Financial Officer, Port of Auckland Limited • Director, Auckland City Water Limited (Watercare's subsidiary company) • Member, Waikato Tainui Kawenata Joint Governance Oversight Group

Director	Interest
Frederik Cornu	<ul style="list-style-type: none"> • New Zealand Sustainable Solutions Lead, Schneider Electric • Vice-President and Board Member, French New Zealand Chamber of Commerce (FNZCCI) • Executive Committee Member, New Zealand China Trade Association • Shareholder and New Zealand Planet Leader, Team for the Planet
Karen Sherry	<ul style="list-style-type: none"> • 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, Fritz & Zorba Trust • Trustee of a number of Private Client Trusts which cannot be disclosed due to solicitor/client confidentiality reasons
John Crawford	<ul style="list-style-type: none"> • Director, Tarata Investments Ltd (Family Investment vehicle) • Director, Tier1 Advisors Ltd (not trading) • Director, Wealth Matters Ltd (not trading) • Director, Punganui Estate Ltd

3.2 Watercare's executives' interests register

Executives	Interest
Dave Chambers	• Director, GB & DD's Outfit Limited
Jamie Sinclair	• Director and Shareholder, Sinclair Consulting Group Ltd
Shayne Cunis	Nil
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
Angela Neeson	• Director, Tranquillo Properties Limited
Meg Wiltshire	Nil
Nigel Toms	• Co-Chair, Toi Ora Live Arts Trusts • Director, TRN Risk & Resilience Consulting • Member, Audit and Risk Committee, Institute of Risk Management

