

Board meeting | 25 February 2026

Public session



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

Meeting administration		Spokesperson	Action sought	Supporting material
1	Opening karakia	Karen Sherry	-	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 November 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	Tāmaki Ora Achieving Māori Outcomes plan	Skye Kimura	For approval	Report
9	Chief Executive's report	Executive Team	For discussion	Report
Governance				
10	Economic Regulation Committee meetings update	Julian Smith	For discussion	Verbal update
11	Audit and Risk Committee meeting update	Andrew Clark	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, 31 March 2026		



Karakia Timatanga (To start a meeting)

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

Whakataka te hau ki te tonga

Kia mākinakina ki uta

Kia mātaratara ki tai

E hī ake ana te atakura

He tio, he huka, he hau hū

Tīhei mauri ora!

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



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

Hai ārahi i ā tātou mahi

Me tā tātou whai i ngā tikanga a rātou mā

Kia mau kia ita

Kia kore ai e ngaro

Kia pupuri

Kia whakamaua

Kia tina! TINA! Hui e! TĀIKI E!

Allow one's spirit to exercise its potential

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

Take hold and preserve it

Ensure it is never lost

Hold fast.

Secure it.

Draw together! Affirm





Minutes

Board meeting	Public session
Date	25 November 2025
Venue	Watercare House, Level 4 Boardroom, 73 Remuera Rd, Remuera and via Microsoft Teams
Time	10am

Attendance		
Board of Directors	Watercare staff	Guests
Geoff Hunt (Chair) John Crawford Rukumoana Schaafhausen Graham Darlow Julian Smith Karen Sherry Andrew Clark	Jamie Sinclair (Chief Executive) Richie Waiwai (Tumuaki Rautaki ā-lwi me ngā Hononga) Sarah Phillips (Chief People Officer) Priyan Perera (Chief Strategy and Planning Officer) Suzanne Lucas (Acting Chief Programme Delivery Officer) Andrew Mercer (Head of Health, Safety and Wellbeing) (from the start until the end of item 7) Michael Webster (Head of Business Performance and Acting Chief Financial Officer) Brent Evans (Head of Strategic Relations and Acting Chief of Corporate Affairs) Emma McBride (Head of Legal and Governance) Via Microsoft Teams Pinaz Pithadia (Legal and Governance Advisor)	Members from Commerce Commission Charlotte Reed, Commerce Commission Head of Water Regulation (via Microsoft Teams) Members from Auckland Council Trudi Fava, Principal Advisor CCO Governance and External Partnerships (via Microsoft Teams)

1.	<p>Opening karakia</p> <p>Graham Darlow opened the meeting with a karakia.</p>
2.	<p>Apologies</p> <p>Councillor Ken Turner sent his apologies.</p>
3.	<p>Quorum</p> <p>A quorum was established.</p>
4.	<p>Declaration of any conflicts of interest</p> <p>Andrew Clark noted his usual conflict of interest when it comes to tax issues, as he is the CFO of Ports of Auckland Limited.</p> <p>No other conflicts of interest were noted.</p>
5.	<p>Minutes of the previous meeting of 28 October 2025 board meeting</p> <p><i>The board resolved that the minutes of the public session of the board meeting held on 28 October 2025 be confirmed as true and correct.</i></p>
6.	<p>Public deputations</p> <p>In response to a questioning, Emma McBride noted the following:</p> <ul style="list-style-type: none"> • As a CCO, Watercare must hold one meeting before 30 June each year for the purpose of considering comments from the public and shareholders on the Watercare’s draft Statement of Intent (SOI) for the following financial year. • Another meeting must be held after 1 July each year for the purpose of considering Watercare’s performance under its SOI in the previous financial year. This item is number 8 on the agenda. • We have not received any public deputations for today’s board meeting.
7.	<p>Health, safety, and wellness update</p> <p>Andrew Mercer presented the report which was taken as read. The following key points were made:</p> <ul style="list-style-type: none"> • The board raised concerns about the Huia operator entering a tank that contained a caustic substance, to retrieve a fallen tool. Mark Bourne noted that active instructions were given to the operator to get out of the tank immediately. The operator is facing disciplinary action, and the Standard Operating Procedure (SOP) has been updated to require two operators for this task to prevent this type of action occurring again in the future. • The board noted that the report includes several serious contractor issues and queried whether the same contractors were involved. It was noted that these were different contractors working on separate capital projects.

	<ul style="list-style-type: none"> • The board noted that another utility has recently seen, post Covid, an increase in safety incidents involving older, more experienced workers, and asked if similar trends exist at Watercare. Andrew Mercer noted that such a theme is not evident at Watercare. • Regarding the high-potential incident involving a drainlayer contractor who stepped over a pipe while a blade was spinning down beside him, the board queried whether the contractor was using the correct equipment to cut a concrete pipe. Andrew Mercer confirmed that the correct equipment and PPE were being used. Although there was no injury, it was positive that the close call incident was reported. • Regarding the high-potential incident at Hays Creek Dam, the Board requested clarification on the key learnings arising from this event. Mark Bourne noted that the preliminary investigation (subject to change) suggests that this was an operator error on the gravel road, rather than a handbrake failure. • The board thanked management for further update in the report regarding the Onehunga wharf incident. The board was pleased to learn he was wearing a lifejacket. This incident highlighted the seriousness of the matter and the associated PCBU responsibilities. The board queried the overlapping PCBU duties and associated reputational risks and sought clarification on the extent to which these responsibilities are clearly defined. Andrew Mercer explained that the report addresses this in detail and notes that contractors have full control of the sites when preparing materials; however, challenges arise when transporting materials between sites. • Graham Darlow attended the recent contractor conference and reported that it was an excellent event, with strong industry engagement and feedback. We have agreed 10 safety commitments for all sites, with follow-up conferences planned. • The Audit and Risk Committee (ARC), at its meeting on 24 November 2025, received an update from Internal Audit regarding the chemical storage compliance review. The update noted that the review was “unsatisfactory”. Andrew Mercer explained that the review was conducted between September 2024 and May 2025, and changes within the HSW team had impacted the resources in the team. He confirmed that the same task had been undertaken by the Operations team via the Critical Risk System inspections, so while it was technically an “unsatisfactory” review because the H&S team did not do the work, the task was undertaken by the Operations team. <p><i>The board noted the report.</i></p>
<p>8.</p>	<p>Our performance under the 2024-27 Statement of Intent</p> <p>Emma McBride took the paper as read.</p> <p><i>The board noted the report and presentation.</i></p>
<p>9.</p>	<p>Chief Executive’s report</p> <p>The CE introduced the report, which was taken as read. The following key points were made.</p> <ul style="list-style-type: none"> • Despite the rolling 12-month trust score remaining below target, the monthly score is improving. Significant improvements are reported in the confidential pack in relation to the developer sentiments score. • The board Chair met with Ngāti Raukawa. Their executive will now meet with the Watercare CE. • The employee engagement survey is currently underway, and the next CE’s report will include an update on the survey results.

	<ul style="list-style-type: none"> Regarding the residual chlorine compliance target that was not met in one zone out of 40. Mark Bourne noted this is the third summer of monitoring, and improvements have been made each year. A summer programme is in place with three components: immediate flushing (reactive response); proactive triggers to reduce water age and add chlorine; and collaboration with planning team to implement capital led solutions. The water quality complaints in Onehunga (noted in the report) are directly linked to upcoming capital works commencing next month, which will change water flow direction. Preparatory works have stirred up suspended materials. Often these materials come from dead-ends in the pipe. Flushing resolves the issue. Mark Bourne also reported on the NZTA works which will occur between Christmas and New Year (item 6.4 of the report). This roading project involves the relocation of the Waikato watermain, so that it is not under the motorway. The cutover to the new 350m relocated portion of pipe will occur over a 3-4 day window starting Boxing Day (weather permitting). We require one day for shutdown, one for doing the cutover and all welding etc, and one day for recharging the water pipe. The work is being done in this holiday window as flows are lowest during this period. Andrew Clark, Chair of the ARC noted that the ARC reviewed this update and emphasised the need to complete works within the 10-day window. Central Interceptor works on Queen Street and Snells Beach project are progressing well. At Warkworth, we are exploring options to accelerate additional packages. The grouting works for the Ōrākei Main Sewer (OMS) relining project are underway, with minor delays due to work in residential areas. <p><i>The board noted the report.</i></p>
10.	<p>Asset Management Committee membership</p> <p><i>The board appointed Karen Sherry as a member of the Asset Management Committee (AMC), effective from 25 November 2025.</i></p> <p><i>With the above appointment, the three members of the AMC are Graham Darlow (AMC Chair), Geoff Hunt and Karen Sherry.</i></p>
11. and 12.	<p>Economic Regulation Committee meetings and Audit and Risk Committee meeting updates</p> <p>Julian Smith, Chair of the Economic Regulation Committee (ERC), and Andrew Clark, Chair of the ARC, confirmed that they will provide an update during the confidential session of the board meeting scheduled for later this afternoon.</p>
12.1 (new item)	<p>Asset Management Committee meeting update</p> <p>Graham Darlow, Chair of the Asset Management Committee (AMC), noted that the AMC will meet on Monday, 1 December 2025. Graham was pleased to see that a new Chief of Programme Delivery had been appointed and will join the company soon.</p>
13.	<p>Board planner</p> <p>Karen Sherry noted that she will be unable to attend the AMC meeting on 1 December 2025. She also cannot attend the 25 August 2026 Audit and Risk Committee meeting.</p> <p><i>The board noted the board planner.</i></p>

14.	Directors' appointment terms, committee memberships and meeting attendances <i>The board noted the report.</i>
15.	Disclosure of directors' and executives' interests <i>The board noted the report.</i>
16.	General business There was no other general business. The public session closed at 10:30am.

CERTIFIED AS A TRUE AND CORRECT RECORD

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Geoff Hunt, Chair

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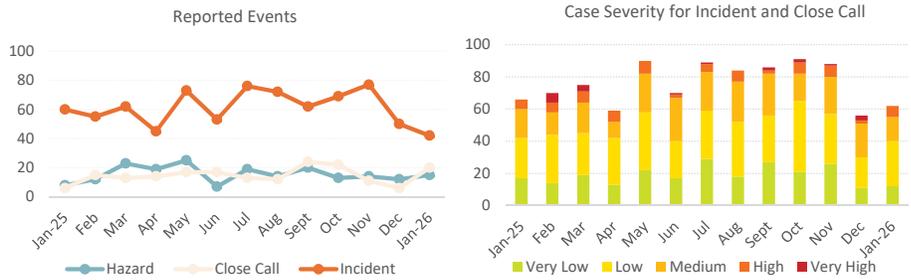
Health, safety, and wellbeing update for January 2026

For discussion

Executive summary

In January we focused on safe restart of project sites and return to work for many staff and contractors. At this time of year, there is a heightened emphasis on strong leadership engagement and connection with workers, and attention to safe work practices and ensuring critical controls are present and effective. The HSW climate score from the most recent engagement survey was 8.1, which is 0.2 above benchmark.

Overall, the key lead indicators covering leadership engagement and critical risk management have remained strong through the summer.



Risk Management:

- Incident severity:** Zero very-high severity incidents maintained the 12-month downward trend, while seven high severity events (six involving critical risks), reinforcing the importance of taking time to start slowly and carefully after the holidays.
- Notifiable events:** Two incidents were notifiable to WorkSafe: a contractor-related close call (investigation and recommendation for improving the work methodology is in progress) and a low-severity chlorine alarm activation at Ardmore (investigation underway).
- Proactive reporting of hazards:** Three high and one very high-potential hazards identified, with mitigation actions underway.

Improvement Initiatives:

- Safety leadership commitments** jointly developed with key contractors rolled out across project sites, setting the tone for culture of care and safety in the delivery of capital programmes.
- Updated contract requirements** and new reporting standards implemented to drive consistent safety improvement across project sites.
- Critical Risk Review Programme** continues to complete the review of critical controls. Work is now underway to finalise critical risk performance standards and deploying a verification checklist to site managers to ensure these critical controls are effectively implemented and monitored.

Injury management:

- ACC benchmarking:** Watercare's claim frequency (0.36 per \$1M liable earnings) is less than half our peer group average (0.73), demonstrating effective early intervention.
- Six workplace injuries occurred:** four involving Watercare employees (2 MTI, 2 FAI) and two involving contractors (FAI)—all resulting from manual tasks and equipment use with low severity.

Key Metric	Responsibility	Jan 26	Status	Trend	Key Insight/ Analysis
Leadership walks	Watercare	142	●	→	Strong leadership engagement remains a focus, with company-wide goals for leadership walks in place.
	Contractors	205	●	→	The focus on highly-engaged leadership is reflected on project sites with contractors' leaders recording regular leadership walks.
Reward & Recognitions	Watercare	153	●	→	Recorded in Watercare's internal recognition app. Many other forms of recognition among different teams.
	Contractors	49	●	→	A range of approaches to recognition on sites, with particular emphasis on acknowledging Safety Champions
Health and Safety Representatives (HSR)	Watercare	65	●	→	90% of our HSRs have completed Stage 1 training, and 12% progressed to Stage 2; smaller number completed Stage 3. 13 HSR meetings held in January.
	Contractors	20	●	→	20 HSRs identified across capital project sites
Permit audits	Watercare	51	●	→	Permit-to-work audits totalled 51 in January (consistent with the 12-month average of 53 per month).
Critical risk inspections/ Review	Watercare	24	●	→	Critical risk inspections dropped slightly to 24 Watercare (average ~30 per month) due to summer shutdowns
	Contractors	133	●	→	133 critical risk reviews by contractors.
Site Inspection	Watercare	152	●	→	Site inspections have remained consistent at the monthly average for the last year
	Contractors	108	●	→	Construction contractors completed 108 site inspections, with more than half (56%) of identified actions closed out within 5 days.
Emergency Preparedness	Watercare	1	●	→	One site-wide drill conducted at Pukekohe Wastewater Treatment Plant.
	Contractors	5	●	→	Five drills completed across 73 active project sites
ACC AEP Performance	Watercare	On track	●	↑	All five KPIs exceeded; Slight decline in weekly compensation assessments but still above target.
Learnings Identified	Watercare	1	●	↑	One contractor management safety alert issued post-incident in Dec. Total learning outputs: 6 formal investigations (ICAMs/Event Analysis) and 7 safety alerts over past 3 months, demonstrating robust incident learning and knowledge-sharing systems.

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Tāmaki Ora Achieving Māori Outcomes Plan

For approval

Document ownership / Whaimana tuhinga

Prepared by / Kaiwhakarite

Skye Kimura

Business Partner- Strategy and Planning, Te Rua Whetū

Submitted by / Kaitono

Jamie Sinclair

Chief Executive Officer

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

To present Watercare's Tāmaki Ora Achieving Māori Outcomes Plan ([Attachment 1](#)) for Board approval.

2. Executive summary / Whakarāpopototanga matua

The Tāmaki Ora Achieving Māori plan provides clear guidance for all Watercare business groups and staff, ensuring Māori outcomes are embedded in core operations and future planning. It reinforces that Māori outcomes are integral to Watercare's purpose and future strategy.

3. Background / Rauhanga ā-kaupapa

We acknowledge the important foundation laid by Whiria Te Muka Tangata 2017, the Māori Responsiveness Framework and Kia Ora Tāmaki Makaurau 2020, Auckland Council's Māori Outcomes Strategy and Performance Measurement Framework. These frameworks brought focus and intent to Māori outcomes across the Council Group.

Kia Ora Tāmaki Makaurau has now evolved to Auckland Council's Tāmaki Ora and the plan provides a unified approach across the Council Group, focusing on seven aspirational ora (wellbeing) outcomes. These outcomes represent shared priorities of mana whenua and mātaawaka (Māori of Auckland not in the mana whenua group), ensuring that Māori aspirations are embedded in planning and service delivery.

Watercare's last Māori Outcomes Plan was revised in September 2021, with a focus on building internal capacity and capability, and prioritising engagement with mana whenua.

Watercare's ongoing commitment to delivering Māori outcomes has required a reprioritisation of initiatives toward areas where there is greater influence and control, while ensuring alignment with Auckland Council's refreshed [Tāmaki Ora Plan](#).

In practical terms, these outcomes now act as a guiding framework for Watercare’s programmes and initiatives. This means that every project and engagement is measured against its ability to deliver meaningful and measurable progress for Māori communities across Tāmaki Makaurau.

The review process has adopted a co-design approach with leadership across the organisation, ensuring Watercare meets its business commitments. The new plan is also consistent with Watercare’s Statement of Intent, He Whenua Makaurau/Issues of Significance and Auckland Council’s Tāmaki Ora plan.

Watercare’s Tāmaki Ora Māori Outcomes Plan:

- Builds on Whiria Te MukaTangata (2017) and Kia Ora Tāmaki Makaurau (2020).
- Prioritises outcomes aligned with our Statement of Intent and 10-Year Business Plan.
- Focuses on three key outcomes:
 - *Marae Ora – We will invest in marae to be self-sustaining and thriving hubs for Māori and the wider community.*
 - *Te Taiao Ora – We will work with mana whenua and mataawaka to actively exercise kaitiakitanga in Tāmaki Makaurau.*
 - *Whai Rawa Ora – We will support a resilient and regenerative Māori economy by supporting and creating economic opportunities for Māori businesses and iwi organisations.*
- Provides a unified framework for measuring progress and embedding Māori aspirations in planning and delivery.

It also focuses on strengthening internal capability in te reo Māori, Māori identity and culture, effective Māori participation, and upholding Te Tiriti o Waitangi.

Risks of delivering to the plan will be defined and embedding in business processes and monitored through standard risk management and reporting.

4. Recommendation / Ngā taunakitanga

That the Board **approves** Watercare’s, Tāmaki Ora Māori Outcomes Plan (Attachment 1).

5. Attachment / Te whakapiringa

Attachment number	Description
1.	Watercare’s Tāmaki Ora Achieving Māori Outcomes plan



Attachment 1

Tāmaki Ora

Achieving Māori Outcomes

Watercare's guide to prioritising and delivering positive social, economic, environmental and cultural outcomes for Māori in Tāmaki Makaurau.

This plan aligns to Auckland Council's Tāmaki Ora framework.

Revised January 2026

8.1

Mihi

Ka whakamānawa atu te rangi e tū iho nei
me te whenua e takoto ake nei.
Ka mihia ngā maunga here kōrero,
ngā pari whakarongo tai,
me ngā awa tuku kiri mō te hia rau tau i mua.
Kua tae mai te wā me whakarauora anō te mauri o te wai.

Ko tēnei taonga-nō te Atua mai.
Toitū te whenua hei ūkaipō mō tātou katoa.

Tū māia e ū tonu ai ō tātou oati ki te iwi me ā tatou mahi.
Kia tūturu ngā manako mō te taiao, ngā iwi me te anamata.
Ko tēnei hei whakareretanga mō ngā uri whakaheke.

Ko wai koe. Ko wai ahau.
Mā te wai ora tāua e ora ai.

*We honour the heavens above
and the earth below.*

*We greet the mountains - holders of ancient knowledge,
the cliffs -that have heard the ebb and flow of tides
and rivers that cleansed our forebears for millennia past.
The time has come for us all to revitalise the life essence of water.*

*This gift was given by the Creator.
Land is permanent -a source of sustenance for us all.*

Dear friends!

*Be unyielding and stay to the course of what we committed to and the good work we do.
Let us realise our aspirations for the environment, the people and the future.
Let this be our legacy to future generations.*

*You are water. I am water.
Healthy water will ensure our survival.*

Foreword

Ki te ora te wai, ka ora te whenua, ka ora te tangata.

When the water is healthy, the land and the people are healthy.

As a water utility, our operations are intrinsically linked to the environment, therefore we recognise the role which mana whenua, as kaitiaki of the taiao (environment) play, going well beyond simple project consultation.

Working with mana whenua is an integral part of how we operate, care for the environment, uphold te mana o te wai, and meet our responsibilities under Te Tiriti o Waitangi.

In the past few years, we've made some great strides in strengthening those relationships – particularly by asking mana whenua how they wanted to engage with us, listening to their request for direct engagement and agreeing on the way forward. We now engage proactively and directly in a 'chief-to-chief' way, rather than through the former Kaitiaki Forum – but there's more to be done.

As Tā Hēmi Hēnare (Ngā Puhī, Ngāti Whātua), said: "Kua tawhiti kē tō tātou haerenga māi, kia kore e haere tonu. He tino nui rawa ā tātou mahi, kia kore e mahi nui tonu. *We have come too far to not go further. We have done too much to not do more.*"

Our Tāmaki Ora Achieving Māori Outcomes (AMO) plan details how we'll build on that momentum, while continuing to honour our relationship and legal commitments to mana whenua. We're prioritising four focus areas – papakāinga and Māori housing; marae development; Māori business, tourism and employment; and kaitiakitanga, where we'll create measurable outcomes across the organisation. This plan will see all parts of Watercare actively involved in championing the delivery of these outcomes.

Jamie Sinclair

Chief Executive

Watercare Services Limited

1. Introduction

Background

We understand the importance of water and our purpose, which is to ensure the health and wellbeing of Aucklanders and the natural environment.

Ki te ora te wai, ka ora te whenua, ka ora te tangata
If the water is healthy, the land is healthy, and the people are healthy

Our commitment to ensuring people in Tāmaki Makaurau/Auckland have access to clean drinking water, that wastewater is treated and discharged responsibly, and that the environment is protected, aligns directly with our obligations as a protector and guardian of natural taonga (treasures) for future generations.

We are Auckland's integrated supplier of water and wastewater which are critical to the economic, social and environmental wellbeing of our communities across Tāmaki Makaurau. We service 1.7 million people in Auckland, but given future population projections, we face both the challenges of improving services today and providing infrastructure for the future in a sustainable and culturally appropriate way. Accordingly, it is essential that we have robust relationships with Māori and effective processes that ensure better outcomes for all.

In 2021 we embarked on a journey to ensure the needs of Māori in Tāmaki Makaurau were prioritised. We did this by aligning ourselves with Auckland Council's Kia Ora Tāmaki Makaurau framework.

Kia Ora Tāmaki Makaurau is an evolution of the Māori Responsiveness Framework developed in 2015. It is a performance measurement framework named for its aspirational outcomes: holistic wellbeing for Tāmaki Makaurau. The framework supplements the responsive approach to be relevant to the expectations and aspirations of Māori under te Tiriti o Waitangi. The framework provided the lens through which the council family should view all processes, systems and policies to give effect to the commitments to Māori highlighted in the Auckland Plan, while:

- ensuring consistency in applying the principles of te Tiriti o Waitangi.
- fulfilling council's statutory obligations to Māori under the Local Government (Auckland Council) Act 2009, the Local Government Act 2002 and other statutes.
- enabling Māori outcomes; and
- valuing the Māori worldview: the essence of which is relationships.

Kia Ora Tāmaki Makaurau has now evolved into Tāmaki Ora.

Auckland Council's Tāmaki Ora plan

Tāmaki Ora is the refreshed Māori Outcomes plan for Auckland Council and the wider council family. Representing an evolution of Kia Ora Tāmaki Makaurau, it sets out a stronger foundation for collective action. Auckland Council undertook consultation across Tāmaki Makaurau to ensure the refresh is fit for purpose and focuses on the areas that matter most for both mana whenua and mataawaka (Māori of Auckland not in the mana whenua group).

Council's new Tāmaki Ora plan consists of seven new 'ora' outcomes that focus on wellbeing:

Marae Ora – Marae are vibrant, resilient centres of Māori life – anchoring whānau, hapū and iwi, enabling papakāinga and supporting wider community connection, care and resilience.

Tuakiri Ora – Reflecting Māori heritage and identity in Tāmaki Makaurau through te reo, iwi narratives, tikanga and events that celebrate Māori culture.

Te Hapori Ora – Whānau Māori are connected, included and thriving – with Māori-led spaces and initiatives across the city, pathways for rangatahi (youth) and support for kaumātua (elders).

Iwi Ora – Enabling iwi to shape the future of Tāmaki Makaurau through recognised authority, strong relationships, and partnership.

Te Taiao Ora – Honouring Māori kaitiakitanga in restoring the mauri of whenua, awa, moana and taonga species - upholding the health and vitality of the natural world.

Huatau Ora – Empowering thriving, resilient Māori communities to shape the future through climate leadership, digital innovation, intergenerational knowledge and the realisation of housing aspirations.

Whai Rawa Ora – Māori businesses, landowners and entrepreneurs drive a thriving, resilient Māori economy and grow intergenerational wealth.

A further three enabling supports have been developed:

- Tūāpapa Hāngai – Strengthening capability
- Tūāpapa Hononga – Foundational partnerships, and
- Tūāpapa Haumarū – Enabling Māori outcomes

Watercare's Tāmaki Ora Achieving Māori Outcomes plan

When we revised our Māori outcomes plan in September 2021, we placed particular emphasis on growing internal capacity and capability strengthening our engagement with mana whenua. A commitment to delivering Māori outcomes has meant reprioritising initiatives to areas with more influence and control and focusing on how core business aligns to Auckland Council's Tāmaki Ora plan.

Our Tāmaki Ora Achieving Māori Outcomes plan prioritises the following outcomes and aligns with other key organisational documents including our Statement of Intent (SoI) and 10-Year Business Plan.

- Marae Ora – We will invest in marae to be self-sustaining and thriving hubs for Māori and the wider community.
- Te Taiao Ora – We will work with mana whenua and mataawaka to actively exercise kaitiakitanga in Tāmaki Makaurau.
- Whai Rawa Ora – We will support a resilient and regenerative Māori economy by supporting and creating economic opportunities for Māori businesses and iwi organisations.
- Tūāpapa Hāngai – Strengthening internal capability. We will continue to support all staff through their cultural journey and effective Māori participation across the organisation. This plan will provide guidance and support to each business group and all Watercare staff. Sure — just paste the text you'd like made more concise, and I'll refine it for you.

The Māori outcomes ecosystem

Māori outcomes are achieved through various initiatives and partnerships with iwi in Tāmaki Makaurau. Key elements to this include Tāmaki Ora Māori Outcomes plans, Issues of Significance (IoS), the Māori outcomes fund, and the input of Māori leads and specialists from the council family and iwi. Progress on our fundamental commitments is made visible through gathering evidence, having the right performance measures, and reporting on them.

Te Tiriti o Waitangi

We are committed to the principles of Te Tiriti o Waitangi with the prime principles being partnership, participation, and protection. Staff across the business will be provided the opportunity for training on these principles.

1. **Partnership** – A relationship between Māori and Watercare where both parties act in good faith.
2. **Participation** – We ensure Māori have opportunities to engage in decision-making processes.
3. **Protection** – The protection of Māori rights and interests regarding taonga, and rangatiratanga (autonomy) is important to us.

Te Mana o te Wai

Ko wai koe? Nā wai koe? Nō hea koe? Ko te wai te oranga o ngā mea katoa.

For we all consist of water. Water is the life-giver of all things.

Te mana o te wai refers to the vital importance of water. It involves lifting the standard of how we care for freshwater, ensuring its life-supporting capacity.

Te aana o te wai has identified a hierarchy of obligations:

- First, the health and wellbeing of water bodies and freshwater ecosystems.
- Second, the health needs of people (such as drinking water); and
- Third, the ability of people and communities to provide for their social, economic, and cultural wellbeing, now and in the future.

In this regard, we and our legacy entities have long acknowledged the need for effective engagement with mana whenua and mataawaka and recognise the spiritual significance of wai (water) to Māori. Accordingly, we have developed a long-standing and extensive working relationship with Māori as part of our engagement processes and commitments that ensure te mana o te wai is recognised.

1.1 Legislative obligations

In meeting our principal objective and function as a council-controlled organisation (CCO), we must 'establish and maintain processes for Māori to contribute to its decision-making processes'².

In terms of its functions under Part 5, Local Government (Auckland Act) 2009, we are required by s58 to give effect to the Long-Term Plan (LTP) and act consistently with other specified plans and strategies of the council.

Further provisions of the Act relate to its decision-making. These include 'principles of consultation'³ obligations to assess alternatives⁴ and consideration of the views and preferences of affected and interested parties.⁵

The Resource Management Act 1991 (RMA) also requires us (as an applicant or requiring authority) to consider a range of Māori/Treaty-related matters, including: ⁶

- i. 'The relationship of Māori and their culture and traditions with their ancestral lands, water, sites, wāhi tapu (sacred sites and burial grounds), and other taonga (treasures).'
- ii. Kaitiakitanga.
- iii. The 'principles' of Te Tiriti o Waitangi.

While the Resource Management Act does not expressly require us to engage with Māori, it is often necessary to do so to adequately address the above matters, especially where there are impacts on Māori land or sites and areas of significance.

The Unitary Plan⁷ places significant emphasis on Māori values and includes policy that requires environmental effects assessments that identify where any adverse effects might breach mana whenua values.

Note that the Natural and Built Environment Act and the Spatial Planning Act have now been repealed, and further reform is expected. Watercare will continue to operate under the Resource Management Act 1991 including its requirements to uphold Māori interests, Te Tiriti principles, and mana whenua values, until any new legislation is introduced.

1.2 Operational relationships with Māori

Our operations are intrinsically linked to the environment. We recognise and value our relationships with iwi and the role they play in providing advice.

Mana Whenua

We use a direct rangatira-ki-te-rangatira (chief-to-chief) approach when partnering with the 19 mana whenua across Tāmaki Makaurau. Each of them has distinct but often overlapping tribal rohe (boundaries) and areas of customary interest. Additionally, we have relationships with iwi further abroad, including iwi along the Waikato River.

We have formalised partnerships with several mana whenua through agreements. These agreements demonstrate the principles of mahi tahi (collaboration) and whanaungatanga (relationships) built on trust and mutual respect.

The agreements signed to date:

- acknowledge the significance and uniqueness of each relationship
- reflect on collective responsibilities
- recognise mana whenua authority
- encourage the integration of kaitiakitanga (guardianship) as part of cultural values
- identify sustainable practices in cooperative water resource management.

They recognise the connection between people, water and the taiao (natural environment).

Mana Whenua Engagement Framework

The Mana Whenua Engagement Framework is a Watercare resource that provides guidance when working with mana whenua. It supports our staff in how to engage effectively and work well with iwi when delivering projects.

We are committed to ongoing support and to improving how we work with and for Māori. We are also ensuring that our people understand and uphold our legal and Treaty of Waitangi obligations.

Link [here](#) to the Mana Whenua Engagement Framework.

Mataawaka

We have a long-standing relationship and history with mana whenua in Tāmaki Makaurau, but we are also committed to working with mataawaka and urban Māori who have lost connections to their hapū and iwi. For the purposes of this plan, we include urban Māori under the group mataawaka.

Houkura – Independent Māori Statutory Board

We have a healthy, respectful, and ongoing relationship with Houkura. However, there is scope to further strengthen that by meeting regularly at both the operational and governance levels, if we are to best understand and respond to their issues of significance and discharge our Te Tiriti o Waitangi audit obligations.

Te Ture Whaimana o te Awa o Waikato

Te Ture Whaimana encompasses the vision for a future where a healthy Waikato River sustains abundant life and prosperous communities. We understand that the timeline to achieve Te Ture Whaimana is intergenerational.

With a large portion of our water supply coming from the Waikato River and a conscious effort to maintain the outcomes articulated in the kawenata (agreement) with Waikato-Tainui, we are committed to ensuring Te Ture Whaimana is reflected in the approach we take to managing the water take from, and discharges to the Waikato Awa (river).

1.3 What are we aiming to achieve?

We recognise Māori as treaty partners.

- The Māori worldview is valued in programmes and projects.
- Māori interests and values are considered as part of the way we work.
- Māori perspectives are considered when developing and implementing our strategies and practices.
- Individual relationship agreements will be established with mana whenua groups to recognise specific iwi and hapū priorities and interests.

We take an integrated approach when engaging with Māori.

- Māori are engaged formally and informally depending on the project and appropriateness.
- Māori are given the opportunity to enter discussions about projects and work programmes by contacting and engaging with us directly.

Roles and responsibilities for engaging Māori are prioritised and planned for.

- Business units are clear about their roles, and about the tools, support and advice offered when engaging with Māori.
- Business units work together to optimise meeting and engagement opportunities with Māori.
- Employees responsible for engaging with Māori have access to the skills and tools they need to engage confidently and effectively.

There is a strong understanding of Māori relationships.

- Our partnerships with mana whenua are clearly defined.
- The chief executive has relationships with mana whenua governance groups.
- We have a process for sharing information and insights we have learnt about Māori.
- We will have a programme of continuous learning that ensures the appropriate level of Māori knowledge, philosophy and culture are shared and that staff are supported through education, communication and visits to marae.

There is a strong alliance and relationship between Auckland Council and the wider council group.

- We will work collaboratively with Ngā Mātārae and other Māori outcomes specialists across the council group to take a whole-of-council-group approach to deliver outcomes for Māori.
- We will continue to participate in Auckland Council-led activities and hui such as the Tāmaki Ora Programme Delivery Board and the Steering Committee.

There is a strong organisational culture across the business that supports achieving Māori outcomes.

- We will identify key Māori outcomes representatives or champions within our business and build capability through training and creating an inclusive culture.

1.4 Watercare values

Values shape the way we work. They are pivotal to the way we deliver on our commitments, and how we make decisions. We uphold four key core values that guide our operations and interactions with communities.

Manaakitanga – We care

As guardians of water services, we are considerate, generous, and respectful towards one another. Our people actively and willingly practise this value through everyday interactions with colleagues, customers and projects. It is through manaakitanga that we prioritise the wellness and safety of all our charges in the workplace and beyond.

Kounga – We adapt and learn

Under the value of kounga, we recognise that not all impacts are positive. We understand that achieving sustainability is challenging and often requires new thinking and innovation. We will work with Māori to consider new ways of doing things and face challenges head on. Solutions are founded on continuous improvement, innovation, research, development, growth, and renewal. Traditional Māori knowledge can also play a part in problem-solving.

Pono – We do what we say

In delivering what we commit to, we are consistent, reliable, ethical, transparent and accountable. Our actions align with our words.

Kotahitanga – We work together

Inclusiveness, information-sharing, open, continuous and consistent communication and informed decision-making underpin our value of working together. We demonstrate this when working with Māori on shared goals. By working together on projects, and not in isolation, we actively exercise our role as kaitiaki: guardians of water.



Manaakitanga
We care



Kounga
We adapt and learn



Pono
We do what we say



Kotahitanga
We work together

1.5 Methodology

We have followed the methodology and framework guidelines provided by Auckland Council in developing this plan. The Watercare executive team and leadership management across the organisation were consulted over a six-month timeframe.

Discussions were about how we currently conduct our affairs that concern mana whenua and mataawaka. With that information our obligations, commitments, practices around engaging with and responding to Māori (past and current) were calibrated, reset and redefined. We now have key initiatives that will guide how business groups and units engage, communicate and inform Māori going forward (future state).

2. Māori outcomes: our key initiatives and deliverables

Marae Ora (Marae wellbeing)

We will invest in marae to be self-sustaining and thriving hubs for Māori and the wider community.

Key focus areas	Activities and initiatives	Other strategic alignment	Measures of success	Milestones
Water and wastewater services <u>Business units:</u> Strategy and Planning, Operations, Te Rua Whetū.	26/27: Identify marae in need of water and wastewater services. Conduct initial assessments and develop service plans. 27/28: Begin implementing service plans. Monitor and support marae throughout the implementation process. 28/29: Complete service implementation for marae. Evaluate success and plan for additional services.	Statement of Intent High performing infrastructure (reliable and resilient now and in the future). Deliver safe and reliable water services 24/7. Enhance our partnerships and strong relationships with Māori in Tāmaki Makaurau.	Marae in Tāmaki Makaurau (including the marae cluster- Te Taniwha o Waikato) are supported with access to water and wastewater services. Marae developments are supported and recorded. Service plans reflect the compliance needs of marae, and marae are part of the overall development.	80 per cent of marae participate in an assessment process and have access to water and wastewater services. New infrastructure and improvement developments for marae are identified. Create and maintain a database. Service plans are developed with marae as part of prioritised planning.
Water and wastewater workshops <u>Business units:</u> People and Capability, Strategy and Planning, Te Rua Whetū.	26/27: Identify potential workshop projects with marae. 27/28: Support the implementation of workshops. 28/29: Monitor and evaluate outcomes. Plan for future workshops.	Mana Whenua Engagement Framework	Marae are supported during times of exceptional hardship, e.g. tangihanga. Marae are supported to maintain their water supply needs and know where to access help. Marae trustees and communities attend workshops, feel supported and have the guidance and information they need.	Four workshops per year are held across Tāmaki Makaurau including the marae cluster- Te Taniwha o Waikato based on the outcomes of infrastructure projects. Evaluations of the four workshops are conducted. Participants provide feedback on the four workshops held per year.

8.1

Te Taiao Ora (Environmental wellbeing)

We will work with mana whenua and mataawaka to actively exercise kaitiakitanga in Tāmaki Makaurau.

Key focus areas	Activities and initiatives	Other strategic alignment	Measures of success	Milestones
<p>Partnerships with kura kaupapa Māori and Māori community groups</p> <p><u>Business units:</u> All business units.</p>	<p>26/27: Identify potential kura kaupapa Māori partners and not-for-profit community groups. Develop working relationships.</p> <p>27/28: Implement partnership activities. Monitor and support initiatives.</p> <p>28/29: Expand partnerships to include more kura kaupapa and Māori community groups. Evaluate and improve working relationships.</p>	<p>Statement of Intent Protect and enhance our natural environment.</p> <p>Enhance our partnerships and strong relationships with Māori in Tāmaki Makaurau.</p> <p>Mana Whenua Engagement Framework</p>	<p>The number of initiatives that protect and improve the environment and water quality, and reduce pollution.</p> <p>Four kura kaupapa Māori and four Māori community groups.</p> <p>Watercare creates a partnership with the Māori-medium education sector and Māori community groups.</p>	<p>Identify opportunities to work with kura kaupapa Māori and Māori community groups to support and promote Watercare services and resources.</p> <p>Kura kaupapa support and resourcing is aligned to the Watercare water literacy programme.</p> <p>Watercare collaborates with four kura kaupapa Māori.</p> <p>Watercare collaborates with four Māori community groups.</p>

8.1

Whai Rawa Ora (Economic wellbeing)

We will support a resilient and regenerative Māori economy by supporting and creating economic opportunities for Māori businesses and organisations.

Key focus areas	Activities and initiatives	Other strategic alignment	Measures of success	Milestones
<p>Procurement of Māori businesses</p> <p><u>Business units:</u> Finance Business, Strategy and Planning, Programme Delivery, Te Rua Whetū.</p>	<p>26/27: Undertake a review of Ngā Kakau Paraha. Undertake an analysis of the Tāmaki Makaurau Māori economy.</p> <p>27/28: Review the procurement target then scope additional procurement initiatives that are aligned to the analysis done in the previous year. Identify partners that will work with Māori businesses to release the opportunities identified. Deliver one wānanga/workshop with Māori businesses. Develop and deliver Māori procurement 101 for internal kaimahi (staff).</p>	<p>Statement of Intent Minimum cost efficient, financially robust provider both now and in the future, and industry leading thinking and processes.</p> <p>Enhance our partnerships and strong relationships with Māori businesses in Tāmaki Makaurau.</p>	<p>Five per cent target is achieved.</p> <p>Māori, particularly mana whenua businesses are contracted for services, and results recorded.</p> <p>Ngā Kakau Paraha are considered and matched for contract opportunities.</p> <p>Number of Māori businesses with long term contracts. Identification of projects that are in the business plan that are of interest to Māori businesses including mana whenua, Wānanga and workshops</p>	<p>Subject to Watercare's procurement policy, five percent of total spend (direct and indirect) will be awarded to Māori businesses over the three years.</p> <p>Review and evaluate the performance of Ngā Kakau Paraha.</p> <p>Recruit more Māori businesses into the Watercare procurement pathway.</p> <p>Conduct and evaluate wānanga/workshops that will help raise the number of Māori businesses procured by Watercare.</p>

	28/29: Ongoing implementation of the new procurement initiatives identified in the previous year and evaluate these. Deliver one wānanga/workshop with Māori businesses. Evaluate the Māori procurement 101 training programme.		delivered with Māori businesses including mana whenua.	
Māori economic development and investment initiatives <u>Business units:</u> All business units.	26/27: Identify strategic investment initiatives to support Māori economic development. Allocate resources and set up support mechanisms. 27/28: Implement approved initiatives. Monitor progress and collect data on impact. 28/29: Support other initiatives based on learnings.		Māori economic development initiatives are identified within projects and supported by Watercare.	Identify and develop key initiatives alongside Māori that support economic development. Māori economic initiatives are identified, implemented, evaluated, and supported over the three-year period.

8.1

Tūāpapa Hāngai (Strengthening internal capability)

We will continue to support all staff through their cultural journey and effective Māori participation across the organisation.

Key focus areas	Activities and initiatives	Other strategic alignment	Measures of success	Milestones
Cultural capability and uplift <u>Business units:</u> Te Rua Whetū and People and Capability (Learning and Organisational Development).	26/27: Undertake scoping exercise to assess baseline capability. 27/28: Develop a cultural competency framework in response to the scoping exercise. Allocate resources and implement key initiatives across the business. 28/29: Review and refine framework. Ensure ongoing evaluation.	Statement of Intent Safe, engaged, and empowered team. Enhance our partnerships and strong relationships with Māori in Tāmaki Makaurau. Mana Whenua Engagement Framework	Scoping exercise provides baseline data Watercare staff feel culturally safe and informed about cultural competency. 50 per cent of staff participate in Watercare cultural competency training. Programmes such as te reo and tikanga Māori, waiata and leadership training continue to support our staff.	A cultural competency framework is developed. A cultural competency framework is delivered. The cultural competency framework is evaluated

<p>Supporting and developing kaimahi Māori</p> <p><u>Business units:</u> People and Capability, all business units.</p>	<p>26/27: Undertake scoping exercise and identify baseline data.</p> <p>27/28: Develop a plan that seeks to address findings in scoping exercises. Develop a plan to increase numbers of Māori staff at Watercare and to support progress and potential elevation of existing Māori staff. Implement the plan and monitor its effectiveness. Monitor progress and collect data on impact.</p> <p>28/29: Adjust the plan based on feedback and outcomes.</p>	<p>Statement of Intent Safe, engaged, and empowered team.</p> <p>Enhance our partnerships and strong relationships with Māori in Tāmaki Makaurau.</p>	<p>The number of staff who identify as Māori is known and recorded.</p> <p>The number of Māori staff enrolled or participating in leadership and career development programmes, or other professional development courses is monitored.</p> <p>Māori employment initiatives are identified and supported by Watercare.</p>	<p>Create a Māori staff network for Watercare.</p> <p>A Māori staff development plan is created.</p> <p>A Māori staff development plan is delivered.</p> <p>The Māori staff development plan is evaluated.</p>
<p>Te reo Māori</p> <p><u>Business units:</u> People and Capability, Te Rua Whetū, Corporate Affairs.</p>	<p>26/27: Develop and implement a Te Reo Māori action plan for Watercare</p> <p>27/28: Implement strategies and monitor their effectiveness.</p> <p>28/29: Evaluate the Te Reo Māori action plan and improve based on feedback.</p>	<p>Mana Whenua Engagement Framework</p> <p>Statement of Intent Safe, engaged, and empowered team.</p> <p>Enhance our partnerships and strong relationships with Māori in Tāmaki Makaurau.</p>	<p>Up to 50 per cent of Watercare communications and marketing content includes te reo Māori.</p> <p>Uplift the proficiency of staff using te reo Māori.</p> <p>Number of staff participating in learning te reo Māori increased.</p> <p>Increased number of incidences of reo Māori being seen, heard, learnt and spoken across the Watercare business.</p>	<p>A reo Māori action plan is developed.</p> <p>A reo Māori action plan is delivered.</p> <p>The reo Māori action plan is evaluated.</p>
<p>Te Tiriti o Waitangi obligations</p> <p><u>Business units:</u> People and Capability, Corporate Affairs, Strategy and Planning. Te Rua Whetū.</p>	<p>26/27: Undertake scoping exercises and identify baseline data.</p> <p>27/28 Develop a Tiriti o Waitangi training programme including a communications campaign that reflects findings in the scoping exercise.</p> <p>28/29: Review and refine the training programme. Ensure ongoing evaluation of the programme.</p>	<p>Mana Whenua Engagement Framework</p>	<p>Percentage of Watercare staff and governors' participation in Te Tiriti o Waitangi training is increased.</p> <p>Watercare staff and governors are educated and informed on Te Tiriti o Waitangi.</p> <p>Watercare staff understand and learn about Te Tiriti o Waitangi and other treaty-related issues relevant to Watercare's core purpose.</p>	<p>Develop and deliver a Tiriti o Waitangi training programme, including learning modules and communications campaign.</p> <p>Training modules on Te Tiriti o Waitangi will include Te Mana o te Wai and Te Ture Whaimana o te Awa o Waikato.</p> <p>Te Tiriti o Waitangi training programme is evaluated.</p>

3. Tāmaki Ora Achieving Māori Outcomes plan management

It is the role of all Watercare employees to ensure the successful delivery of the Tāmaki Ora Achieving Māori Outcomes plan. It will be managed within Watercare using established management accountabilities with the executive team.

3.1 Leadership

The Tāmaki Ora Achieving Māori Outcomes plan is ultimately under the leadership of the chief executive officer (CEO), who therefore has overall responsibility for the delivery and resourcing of the programme deliverables. The CEO is supported by the plan sponsor, Chief - Māori Strategy and Relationships and Te Rua Whetū, the Māori outcomes and relationships unit, whose key responsibilities are to:

- provide strategic guidance, advice and support;
- actively promote the benefits to the wider Watercare business;
- identify and provide Watercare staff with the tools and resources that support the delivery of the key initiatives;
- unblock or resolve any issues that could impact delivery;
- manage and raise risks and issues;
- monitor the overall progress of the key initiatives.

4.1 Reporting

The executive sponsor will report to the Board. Contributions to this report will be managed by Chief - Māori Strategy and Relationships. Each business unit will allocate a section in their reporting for Māori outcomes. This will include initiative updates — progress, forecast completion against the plan, and identifying key risks and issues.

Evaluations will be conducted every year to manage progress and provide updates.

Attachment A: Risks and issues identified

Our Tāmaki Ora Achieving Māori Outcomes plan is currently well defined, resourced and embedded in the business. Risks and issues are reported as part of business-as-usual risk management and align to the overall Watercare risks and issues register. Those risks are, but not limited to:

Risk title

Failure to maintain iwi relations undermines our obligations and ability to be a good treaty partner.

Mitigation actions

- Maintain engagement with all 19 iwi and mataawaka in Auckland and build on the relationship with Waikato-Tainui.
- Adhere to the obligations and requirements of the relationship agreements with iwi and keep these agreements up to date.

Risk title

Organisational staff turnover leads to a lack of continuity to support delivery and implementation.

Mitigation actions

- Invest in training staff across the business.
- Business champions
- Onboarding new staff is priority

Risk title

Lack of resourcing or reprioritisation of resourcing to fully commit to the implementation of initiatives.

Mitigation actions

- Budget accordingly at the planning and implementation stage, e.g. business cases.

Risk title

Overall staff and organisational commitment.

Mitigation actions

- Lunchtime seminars.
- Business unit planning.
- Creating a training framework for business champions of progress.
- Implementation of all the key initiatives.

Attachment B: Mana Whenua relationship agreements

We currently have relationship agreements with several tribal entities. The engagement, partnership and kanohi-ki-te-kanohi (face-to-face) high level discussions are important for both us and iwi leaders.

Integrity, and building trust and confidence are key values that iwi and Watercare strive to demonstrate.

There are 19 mana whenua groups in Tāmaki Makaurau. These are listed below in alphabetical order and are acknowledged as having historical and existing relationships with us.

- Te Ahiwaru Trust
- Ngā Maunga Whakahii o Kaipara
- Ngāi Tai ki Tāmaki
- Ngāti Manuhiri Settlement Trust
- Ngāti Maru Rūnanga
- Ngāti Paoa Iwi Trust
- Ngāti Rehua-Ngāti Wai ki Aotea Trust Board
- Ngāti Tamaoho Charitable Trust
- Ngāti Tamaterā Settlement Trust
- Ngātiwai Trust Board
- Ngāti Whanaunga Incorporated Society
- Ngāti Whātua Ōrākei Trust
- Te Ākitai Waiohua Settlement Trust
- Ngāti Te Ata Waiohua
- Te Kawerau Iwi Tiaki Trust
- Te Patukirikiri Iwi Incorporated
- Te Rūnanga o Ngāti Whātua
- Te Uri o Hau Settlement Trust
- Te Whakakitenga o Waikato Incorporated

Chief Executive's report

Presented by: Jamie Sinclair



9

1. November, December 2025 and January 2026 updates

We completed a significant milestone at the end of 2025, having submitted all three of Watercare's Charter plans – the Infrastructure Delivery and Asset Management Improvement Plan, the Pricing Review Plan and the Operating Cost Efficiency Improvement Plan. They were submitted to the Commerce Commission ahead of deadlines and satisfying their requirements. We will now focus on implementing the relevant key projects under these plans to begin delivering outcomes for the business and ultimately, our customers.

In November, Watercare was part of a delegation arranged by Infrastructure New Zealand, where we studied infrastructure challenges and opportunities in the UK with a particular focus on water. As part of our trip, we attended the British Water Conference, visited water utilities, heard from regulators, innovators and supply chain participants. A particular highlight was a discussion with Liv Garfield, CEO of Severn Trent Water, on how their business is set up, operated and what has made it one of the highest performing organisations in the UK. Given that the sector in New Zealand is relatively small and at a very formative stage, there is much we should learn from global experiences and connections – especially since sector collaboration will be key to lifting our collective performance.

In December, we signed a joint health, safety and wellbeing leadership charter with 25 construction partners that defines the leadership commitments and behaviours we expect to be applied across our projects. Over the next 10 years, we will be delivering more than 1,000 projects across the region involving many worksites and crews undertaking a variety of construction work. Our focus is on delivering these programmes effectively and safely – ensuring our consultants, contractors and sub-contractors are all aligned when it comes to embedding consistent health, safety and wellbeing standards across all projects, no matter which crew is on the ground.

We made two financial support payments of \$1 million each to Mahurangi oyster farmers affected by the late-October wastewater overflow in the Mahurangi River. The first payment was made in November, with the second in December, to provide immediate financial support while the full impact of the incident continues to be independently assessed.

2. Infrastructure delivery programme

Highlights from our infrastructure programme delivery programme:

- We successfully delivered the works to shut down and divert the Waikato 1 watermain post-Christmas. This was an incredibly complex project involving multiple teams within Watercare, construction partners, NZTA and Veolia. This work had to be done within a certain timeframe to enable NZTA's Papakura to Drury project to continue. While the primary objective was the watermain diversion, we took the opportunity to install a connection for the new Quarry Road bulk supply point, which is currently being built, and a future connection to provide water to Wesley and Paerata as the area grows.
- We signed a contract with McConnell Dowell for the delivery of the Warkworth growth-servicing pipeline – the final piece in a \$450 million programme to transform wastewater services in the Warkworth and Snells/Algies areas.
- We broke ground on a \$45 million programme to replace, upgrade and renew critical water and wastewater infrastructure in Waiwera that will cater for growth and improve water quality in the Waiwera estuary.

- We began stage 2 of critical watermain repairs beneath the Auckland Harbour Bridge, to replace several roller supports that protect the lifespan of the two 1.2-kilometre pipelines that run under the landmark bridge. This work is part of Watercare's 10-year proactive renewal programme to upgrade and renew ageing infrastructure across Auckland.

3. Our customers and communities

Refer attached customer dashboard for January ([attachment 1](#)). Key points to note:

- Customer trust remains steady at 53% (12month rolling average), continuing a sustained positive trend. This improvement reflects faster problem resolution, increased visibility of water saving initiatives and increased community engagement, all reinforcing customer confidence in core service delivery.
- January was significantly wetter than usual, with rainfall around three times typical midsummer levels. Despite this, faults were 7% lower than January 2025, enabling timely response and contributing to customer net satisfaction increasing to 56 (12-month rolling average).
- Customer complaints have remained stable and consistent with typical summer patterns, with recurring themes across billing, processing delays, and operational disruptions. These include concerns about high bills, slow account and application processing in new connections, and insufficiently communicated outages or works, while LGOIMA requests continue to signal strong expectations for transparency around operational records, infrastructure, and internal processes.
- Community sentiment remains largely positive, supported by improved communication, effective project management, and professional interactions. Voice of the Community across major projects and renewals continues to track well at 67 year-to-date.
- Watercare featured in 88 media items in January (60 distinct), achieving a strong Net Sentiment Score of +58%, well above the rolling average of +30% since January 2025. Coverage was largely positive (65%), driven by updates on the Clarks Beach wastewater treatment plant and water-wise advice.

4. Our people

Our People dashboard for January 2026 is included ([attachment 2](#)). Key highlights:

- Operationally, our people continue to uphold high standards of work. We recently achieved national recognition for two of our programmes at the industry ACE Awards – our network modelling project and the Ōrākei Main Sewer collapse response. The awards recognise teams who go above and beyond 'business as usual' to deliver projects and initiatives with a backdrop of complex challenges like tight timeframes, small budgets or difficult locations.
- Regarding our workplace inclusion efforts, the momentum continued strongly in the last part of the year and we launched a culturally grounded leadership programme in partnership with The Learning Wave and our Vai Moana Pasifika employee network. Eleven participants, predominantly Māori and Pasifika, took part in a two-day introduction to leadership, exploring authentic leadership, values-based decision-making, and confidence-building.
- Our team also spotlighted an important topic for our men, Men's Health, which is often not talked about. In November our people once again rallied behind Movember, raising funds through a bake sale among other efforts to support men's mental health, suicide prevention, and cancer research.

- Encouragingly, our end of year engagement survey results also endorsed our commitment to maintaining our inclusive, healthy and productive culture. We recorded a stable engagement score of 7.9, remaining above industry benchmark with 80% participation. This stability demonstrates the strength of our culture and the dedication of our people leaders, and the results show our people are strongly connected to our purpose and see Watercare as a supportive and inclusive workplace.

5. Iwi and mana whenua engagement

- Monthly hui are now confirmed with 14–15 iwi, providing consistency, reducing ad hoc engagement, and improving coordination across business groups.
- CE to CE and CE to Governance kōrero with Te Kawerau ā Maki and Ngāti Manuhiri ensured aspirations were clearly conveyed and reinforced a shared pathway forward.
- Guidance and strategic advice provided to the Warkworth Incident Team – managing all comms to mana whenua.
- Governance hui held to progress the Kawenata work programme, with the six month progress report delivered. Areas for improvement identified. Implementing plan to expedite Kawenata work program through 2026 and beyond.
- Positive movement with Ngāti Raukawa, including a constructive hui with CE and Chair.
- Draft MOU with Ngāi Tai ki Tāmaki, providing a framework for strengthened environmental, cultural and social outcomes.
- Māori Cultural Competency Survey has been released (22 January 2026) to establish baseline cultural capability and guide targeted learning and development.

6. Water quality performance

- Microbiological and chemical compliance has been achieved for the month of January for all water treatment plants (WTPs).
- 39 out of 40 distribution zones achieved full chlorine compliance. Low FAC (≤ 0.1 mg/L) on 1 January 2026 was responded to in Mt Hobson distribution zone by flushing, as per Watercare protocols, and no other FAC results in the zone were below 0.2 mg/L. Due to this low chlorine result, the residual disinfection compliance for the month was 97.5 % and the 12-months rolling position is 97.7%. This zone will be subject to Water Age Modelling FY26 so that an evidence-based strategy to address occasional low FAC that adversely impact on DWQAR compliance can be put in place FY27.
- All distribution zones were compliant with other requirements, including microbial compliance.
- This month sees the beginning of the Taumata Arowai DWQAR annual reporting requirements for January – December 2025. We are on target to complete this data intensive reporting via Infrastructure Data software as required by February 2026.
- The next DWSP reviews are due December 2026. In the interim, the team will update the plans on an as required basis to ensure the best risk management information is always available.
- Backflow testing and surveys has been completed as per targets set for January 2026. This important work continues to protection our distribution from third party contamination.

7. Risk and compliance

7.1 *Non-compliance with resource consents*

- In January 2026, Watercare was managing 367 active resource consents. Refer attached summary of consent compliance ([attachment 3](#)).
- Overall operational consent non-compliances increased to 10 during the first month of 2026, with nine reported for December. Of these, one was classified as technical non-compliances, while nine facilities had non-technical issues.

7.2 *Enterprise risk management*

- The Risk Management Framework update is planned for completion by April 2026.
- Following feedback from the October 2025 Board meeting a review of Watercare's strategic and future enterprise risks, including how they will be presented and monitored, is underway. Further work with the Executive is planned for 12 February 2026 to define future enterprise risks. A proposal will be presented to the Audit and Risk Committee meeting in May 2026.
- The Incident Management Plan review has been completed and included learnings from the blackswan exercise held in November 2025.

7.3 *Regulatory compliance*

- The implementation of the ComplyWith software to provide centralised monitoring of Watercare's compliance obligations is complete. A full survey commenced on 2 February 2026, and the results will be reported to the Board at the April 2026 meeting.

7.4 *Whistleblowing update*

- There have been six disclosures made to the Whistle-Blower service since the last Board meeting. Two have been closed out without any additional work required and four are under investigation. These are staff conduct related issues and there are no instances of fraud.

8. Other matters

8.1 *Letter of Expectation*

- In late December, we received the Mayor's letter of expectation ([Attachment 4](#)). This year, we do not need to prepare a Statement of Intent, as we are instead focussing on preparing our new Water Services Strategy under the Local Government (Water Services) Act 2025. Auckland Council has, however, asked us to update the financials in our existing Statement of Intent, which will be done over the coming months.

8.2 *New Zealand General Election*

- With the national election scheduled for 7 November 2026, we are operating in a period of heightened public and political attention. We are updating our election policy and engagement approach to ensure continued political neutrality and appropriate management of interactions, while maintaining focus on reliable service delivery, statutory obligations, and clear communication.

8.3 *Significance and Engagement Policy (SEP) and Engagement Framework*

- Under the new [Local Government \(Water Services\) Act 2025](#) (LGWSA), all water services entities are required to develop a Significance and Engagement Policy (SEP) within 12 months of their establishment. For Watercare, an approved SEP must be in place by the end of August 2026. Watercare's SEP will define what constitutes a “significant” issue or proposal and identify which assets are considered “strategic.”
- In line with the legislative requirements of the new LGWSA, Watercare will consult with customers, communities, mana whenua, and our shareholder, Auckland Council, on the draft SEP. The Council’s Budget and Performance Committee will then review and approve the policy on behalf of the Council before it needs to be formally approved by the Watercare Board.

9. Execution of documents

In accordance with the authority delegated, for the month of November, December 2025 and January 2026:

- there were 13 documents required to be signed by the Chief Executive in relation to deeds, instruments and other documents.
- there were three deeds signed by a director and Chief Executive in relation to release of liability, covenant and transfer of wastewater connection.
- there were 17 capex approvals signed by the Chief Executive that were below a threshold of \$50m.
- there were six contracts approved by the Chief Executive that were over \$100,000. They were as follows:

Contract description	Successful supplier
Independent Contractor Agreement	Private individual
SoW – Phase 2A and Phase 2B	Workday Limited
Infor Main Licence & Subscription (2026-2027)	Infor New Zealand
Independent Contractor Agreement	Private individual
Central District Meters and PRVs Replacement FY26	City Contractors Limited
Ferric Chloride Supply Period 3 (1 Jan 2026 31 Dec 2027)	Redox Limited

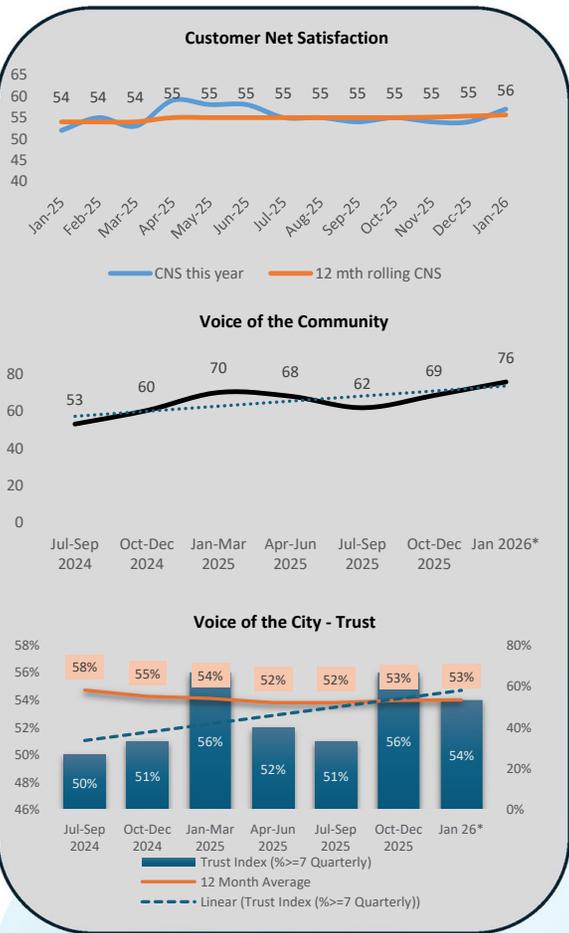


Jamie Sinclair
Chief Executive Officer

Attachment 1

Customer Dashboard – Jan 26

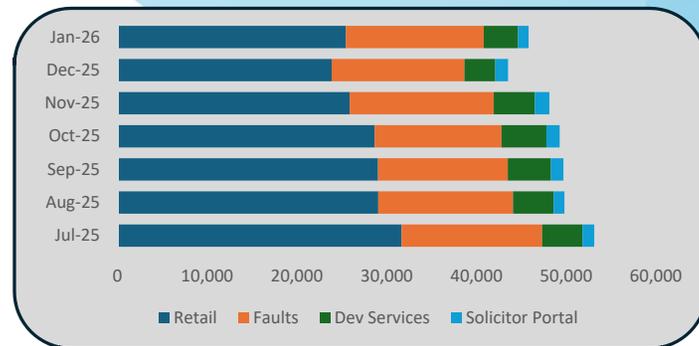
Overall



Customer Satisfaction by Function



Inbound contacts by function



- Trust remains steady at 53% (12-month rolling average), continuing a sustained positive trend. This improvement reflects faster problem resolution, increased visibility of water-saving initiatives and increased community engagement, reinforcing customer confidence in core service delivery.
- Voice of the community remains strong at 76, with continued focus on proactive communication, professionalism of staff and tidy sites.
- Customer satisfaction remains strong at +56 as we have had 6% fewer faults logged over January due to wet weather. This has freed up crew to attend promptly and resolve issues in a timely manner.
- Retail Operations (Billing) satisfaction remains steady with improved performance by meter readers (fewer no reads). The weekly leak notification for smart meter customers without the app is being appreciated.
- Developer services and works over CNS trend is improving, with 2% fewer contacts vs January 25 and improved wait times.
- Overall contacts for Jan 26 are 6% below this time last year. Solicitor queries have increased by 24% vs Jan 25, with lower interest rates improving housing market.

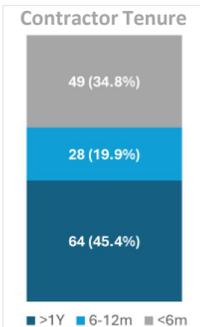
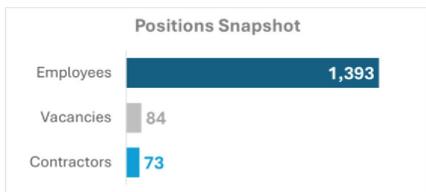
9.1

Attachment 2 Monthly Board Dashboard – People

January 2026

Workforce Composition & Structure

Headcount **1,393** *5* ▲
FTE **1,374.6** *5.8* ▲
Variance from Budgeted FTE (FY26) *-12.5*



Diversity, Equity & Inclusion

% Māori **6.3%** *0.2%* ▲
% Female **38.1%** *-0.3%* ▼
Median Age **41** *0* ▬
Median Service **4.03** *0.16* ▲

Movement & Talent

Joiners **22**
Leavers **17**
12-month Rolling Turnover **9.4%** *0.1%* ▲

New Hires **25** *4* ▲
Average Days to Fill **29.5** *-2.5* ▼
Internal Hires **20.0%** *-22.9%* ▼

Workforce Health & Sustainability

Leave Liability
Total **\$9.36M** *-0.60M* ▼
Average (pp) **\$6.80k** *-0.41k* ▼
Average Balance (weeks) **2.9** *-0.4* ▼

Sick Leave Rate **1.82%** *-1.33%* ▼

Nov-25	3.52%
Dec-25	3.15%
Jan-26	1.82%

Commentary

- Post-holiday rebound with an increase in joiners and hires.
- Continued decreases in leave liability and annual leave balances.
- A significant drop in sick leave rate as we enter the new year.

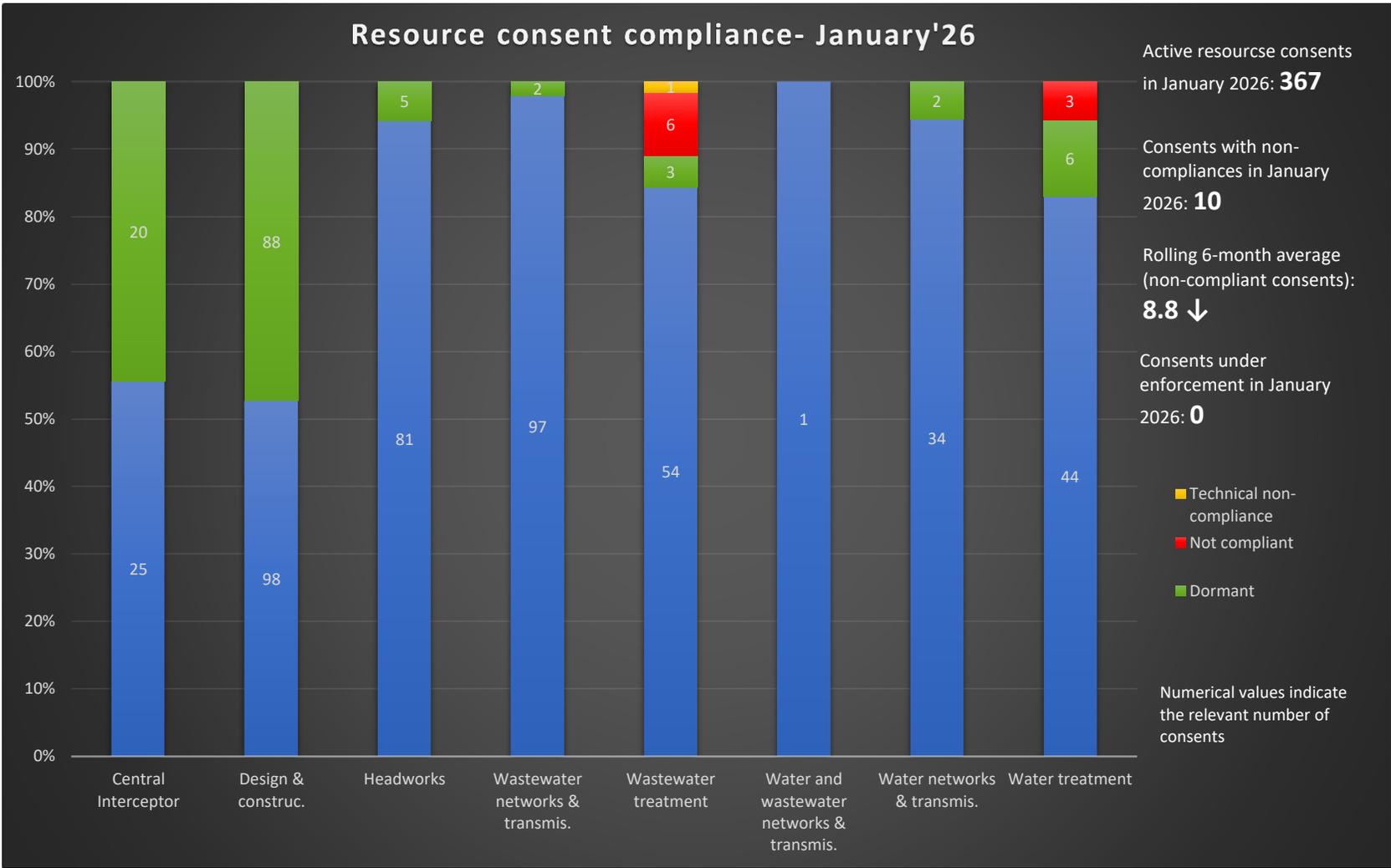
Risks

Active Projects – no change from previous month.

Watch Items

9.2

Attachment 3



9.3

Attachment 4



18 December 2025

Geoff Hunt
Chair
Watercare Services Limited
Via email: [REDACTED]

9.4

Tēnā koe Geoff

Letter of Expectation for Statement of Intent 2026-2029

This letter of expectation sets out the council's priorities and expectations of Watercare for 2026/2027.

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

The content of this letter was approved by the Budget and Performance Committee (the Committee) on 15 December 2025, with delegation to the Mayor, Committee Chair and Lead Councillor to finalise and issue this letter of expectation.

Part 1. Expectations of all CCOs

i. Delivering year three of the Long-term Plan 2024-2034

CCOs are expected to work positively and collaboratively with the council to deliver against the long-term plan investment commitments. Overall financial settings are being maintained. This includes the group savings target of \$20 million, on top of other savings targets agreed through previous plans and decisions, as well as delivering on work programme commitments.

The council will commence public consultation on the draft Annual Budget 2026/2027 in late February 2026. Following consultation and deliberations, the final Annual Budget 2026/2027 will be adopted in June 2026. Once this occurs, final SOIs (including financial information and performance measures) should be aligned with the final annual budget and the strategic priorities contained within.

Under the new water reform legislation, Watercare's SOI 2025-2028 remains in place for 2026/2027 until it is replaced by a new water services strategy by 1 July 2027. The council requests Watercare provides financial updates to your SOI in line with the timeframes provided for group planning. Council staff will work with your teams on the process to modify the SOI 2025-2028 with your updated financials.

ii. Preparation for the Long-term Plan 2027–2037

CCOs are expected to provide updates to their draft asset management plans (AMPs) to inform the Long-term Plan 2027-2037 and input as requested on strategic advice and options development (as applicable to their CCO) as elected members prepare the next Long-term Plan, including assessing strategic alignment and spatial investment priorities.

CCOs deliver on the AMP requirements outlined in the 2025/2026 letters of expectations, and AMPs are updated alongside the Long-term Plan 2027-2037 (as appropriate). CCOs are expected to continue to work with the council's Infrastructure Strategy and Asset Management System teams on the development of asset management plans.

iii. Accelerating group shared services

As previously communicated, CCOs are expected to actively support the Group Shared Services (GSS) board in accelerating the transition of functions to the GSS model to achieve strong financial and other benefits. Transport reform will be a key lever to achieve this. It is particularly important to have a group view of new technology platforms and arrangements of all entities to ensure that Aucklanders are getting the best value from digital investments.

iv. Planning, delivery and paying for growth

Coordinating investment in infrastructure across the council group is important to ensure we can deliver for Auckland's growth. CCO plans and investment should be aligned with the Future Development Strategy, and CCOs are expected to work with the Auckland Urban Development Office on coordinated and effective group planning and delivery and the achievement of the council's urban development outcomes.

Advice from CCOs will be required to support integrated decision-making and the council's consideration of Plan Change 120 and the government's resource management changes.

v. Effective spending

CCOs are expected to continue to focus on value for money initiatives, deliver better value projects and collaborate with the council on reviewing design standards, increasing the focus on benefits and place-based investment, and group procurement rules.

vi. Upholding te Tiriti o Waitangi derived obligations

The council group is committed to upholding its obligations derived from te Tiriti o Waitangi and to achieving better outcomes for Māori. CCOs are expected to share this commitment and contribute to its delivery, including through (but not limited to):

- aligning with Tāmaki Ora Māori Outcomes Strategy and Performance Measurement Framework 2025 – 2027, particularly Achieving Māori Outcomes (AMO) plans.
- reporting on the delivery of their AMO plans as part of the quarterly performance reports. The reporting should include key performance indicators (KPIs) to track progress over time.

- building strong partnerships with mana whenua and mataawaka, and advancing Iwi Ora (iwi wellbeing) and Te Hapori Ora (whānau and community wellbeing). This includes aligning with the council's Mana ki te Mana approach to Māori engagement, where relationships take precedence over issues or projects. This approach respects the unique mana motuhake of each iwi and mataawaka entity by prioritising their needs and aspirations.
- working collaboratively with Ngā Mātārae to progress the shared outcomes across Auckland Council namely Whai Rawa Ora (economic wellbeing and focus on sustainable procurement), Te Hapori Ora (opportunities for young people particularly rangatahi Māori), Tūāpapa Hononga and Tūāpapa Hāngai (mana ki te mana approach to engagement with Māori, and Māori Outcomes staff engagement and connections).
- working collaboratively with Ngā Mātārae and other Māori Outcomes specialists across the council group to take a whole of-council-group approach to delivering outcomes for Māori. This includes continuing to participate in council-led activities and hui such as the Tāmaki Ora Programme Delivery Board (or any internal governance equivalent).

vii. Quality advice

CCOs should provide timely, delivery-focused, quality, concise advice to all elected members and ensure local boards are engaged early on projects and decisions directly impacting their local area. This supports the 'More Empowered Local Boards' approach, consistent with the council's shared governance model.

viii. Climate change

CCOs should continue to be guided by Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan by incorporating climate change considerations (whole of life greenhouse gas emissions and resilience), adaptation and mitigation into work programmes and decisions.

ix. City centre

CCOs are expected to work with the council and partners to support a vibrant, clean, safe, and welcoming city centre and maximise opportunities arising from the City Rail Link, the New Zealand International Convention Centre openings in 2026, as well as any refresh of the City Centre Master Plan.

CCOs are also expected to comply with the ['Statement of Expectations for Substantive Council-Controlled Organisations'](#).

Part 2. Key expectations of Watercare

The council's key expectations of Watercare continue previous directions:

- Work with the council to establish the strategic direction for Watercare within the new legislative planning and accountability framework.
- Aligning growth planning and delivery.
- Implementation of the Auckland Water Strategy.

- Watercare remains accountable to the council and Aucklanders and owned by Aucklanders.

(i) **Strategic direction for Watercare**

The council will outline direction to Watercare in 2026 through a (new type of) statement of expectation under the Local Government (Water Services) Act 2025 (**Act**). Watercare is expected to work collaboratively with the council to develop this statement of expectations, noting Watercare remains owned by, and accountable, to Aucklanders.

The council's direction will inform and guide the decisions and actions of Watercare. This includes when Watercare develops its new Water Services Strategy, which will set strategic, financial and infrastructure plans. The council expects Watercare to be transparent and collaborative when implementing any of the remaining requirements under the Watercare Charter and the Act.

(ii) **Aligning growth planning and delivery remains critical for Auckland**

Watercare needs to continue to work with the council to align planning for growth and respond to the government's reforms to the planning system.

We expect Watercare alignment with council's position in relation to private plan changes or developments that do not conform with the Future Development Strategy.

(iii) **Implementation of the Auckland Water Strategy**

Watercare should continue to collaborate with the council to implement the Auckland Water Strategy with a focus on planning for long-term water security, including:

- to proactively plan for climate change and diverse water supply, including wastewater reuse.
- roll out of smart meters and achievement of water security targets.

(iv) **Watercare is accountable to the council and Aucklanders**

The council remains the sole shareholder of Watercare and good communication, public engagement, no surprises and political oversight are essential. The Watercare SOI 2025-2028 will continue as the key accountability document in 2026/2027, setting the deliverables, budgets and performance measures for 2026-2028 against which Watercare will report. Watercare should inform the council if any further updates are needed to the SOI 2025-2028.

Staff are available to expand aspects of this letter if required. Please contact Alastair Cameron, Manager CCO Governance and External Partnerships to discuss.

Ngā mihi

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

Wayne Brown
Mayor of Auckland

Cc:

Cr Greg Sayers, Chair Budget and Performance Committee
Cr Ken Turner, Lead Councillor
Jamie Sinclair, Chief Executive, Watercare
Alastair Cameron, Manager CCO Governance and External Partnerships
Tamsyn Matchett, Chief of Staff, Mayoral Office

9.4

Board - Public Session - Board planner

		Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
Meetings	Board	3-Feb 25-Feb	4-Mar (Board Strategy Session) 31-Mar	29-Apr	13-May (Board Strategy Session) 27-May	30-Jun	28-Jul	27-Aug	29-Sep	28-Oct	11-Nov (Board Strategy Session) 25-Nov	15-Dec
	Audit and Risk Committee	4-Feb		14-Apr	21-May			14-Aug 25-Aug			23-Nov	
	Asset Management Committee		6-Mar	10-Apr	8-May	8-Jun	8-Jul	4-Aug	4-Sep	6-Oct	2-Nov	2-Dec
	Economic Regulation Committee	18-Feb	18-Mar	14-Apr	6-May	9-Jun	14-Jul	11-Aug	8-Sep	13-Oct	10-Nov	8-Dec
Running the Business	Financial	Approve half year accounts Financial report for November, December 2025 and January 2026 Q2/FY26 Forecast, Profit & Loss, Balance Sheet, and Cashflow		Approve financials for FY26 including projected 26/27 price increases	Board approval of 2026/2027 Budget and updated FY26 financials Board approval of updated financials for the SOI	Board approval of Insurance proposal	Auckland Council and Watercare to review 30 June Treasury Interest rates	FY26 financial statements and annual report 2026			Auckland Council Draft Annual Plan - approve Watercare input	
	Auckland Council Appointments and Performance Review Committee	Q2 (FY26) Performance Report due to Council by 27 February 2026		Watercare to attend Appointments and Performance Review Committee on 23 April 2026 to answer questions regarding the Q2 reports (from 10am to 1pm)	Q3 (FY26) Performance Report due to Council by 27 May 2026	Present shareholder SOI feedback at public meeting. Public deputations to be received	Watercare to attend Appointments and Performance Review Committee on 30 July 2026 to answer questions regarding the Q3 reports (from 10am to 1pm)	Q4 (FY26) performance report due to Council by 28 August 2026		Watercare to attend Appointments and Performance Review Committee on 8 October 2026 to answer questions regarding the Q4 reports (from 10am to 1pm)	Q1 (FY27) performance report due to Council by 25 November 2026	Watercare to attend Appointments and Performance Review Committee date TBC
	Crown monitor Regulation reporting	Q2 (FY26) reports on performance targets due to the Crown monitor by 27 February 2026 Pricing Review Plan for approval	Q2/FY26 opex and capex quarterly report and publish - due to the Crown monitor by 31 March 2026		Q3 (FY26) reports on performance targets due to the Crown monitor by 29 May 2026	Q3/FY26 opex and capex quarterly report and publish - due to the Crown monitor by 30 June 2026		Q4 (FY26) reports on performance targets due to the Crown monitor by 31 August 2026	Q4/FY26 opex and capex quarterly report and publish - due to the Crown monitor by 30 September 2026		Q1 FY27 reports on performance targets due to the Crown monitor by date 30 November 2026	Q1/FY27 opex and capex quarterly report and publish - due to the Crown monitor by 31 December 2026
	Governance	Review of Watercare's Enterprise Risks Treasury Management Policy Tāmaki Ora Achieving Māori Outcomes Plan		Review of Watercare's Enterprise Risks Risk Financing Policy Board delegations to the CE Policy		Incident Management Policy Risk Management Policy	Review of Watercare's Enterprise Risks Treasury Management Policy		Review of the Corporate Governance and Board Committee Charters		Good Employer Policy update	Review of the Economic Regulation Committee Terms of Reference
	Karakia	Karen Sherry	Julian Smith	Rukumoana Schaafhausen	John Crawford	John Crawford	Geoff Hunt	Andrew Clark	Graham Darlow	Karen Sherry	Julian Smith	Julian Smith

Board - Public Session - Board planner

		Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
Meetings	Board	3-Feb 25-Feb	4-Mar (Board Strategy Session) 31-Mar	29-Apr	13-May (Board Strategy Session) 27-May	30-Jun	28-Jul	27-Aug	29-Sep	28-Oct	11-Nov (Board Strategy Session) 25-Nov	15-Dec
	Audit and Risk Committee	4-Feb		14-Apr	21-May			14-Aug 25-Aug			23-Nov	
	Asset Management Committee		6-Mar	10-Apr	8-May	8-Jun	8-Jul	4-Aug	4-Sep	6-Oct	2-Nov	2-Dec
	Economic Regulation Committee	18-Feb	18-Mar	14-Apr	6-May	9-Jun	14-Jul	11-Aug	8-Sep	13-Oct	10-Nov	8-Dec
Confidential				Half-yearly statutory compliance report	Q3 progress update on CE's KPIs		Q4 progress update on CE's KPIs and approve CE's KPIs for FY27		Half-yearly statutory compliance report		Q1 progress update on CE's	
Audit & Risk Committee				Risk Financing Policy Board delegations to the CE Policy	Present plan for Year end Deloitte's planning report for FY26 year end financials Insurance renewal programme update Internal Audit Report			Approval of FY26 financial statements External audit update Internal audit report Enterprise Risks Deep Dive Insurance workplan FY27 Annual Summary of the Performance of Watercare Dams for 2025	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	
Asset Management Committee			Project dashboards Capital expenditure reporting Update on \$50m plus projects	Project dashboards Capital expenditure reporting Update on \$50m plus projects	Project dashboards Capital expenditure reporting Update on \$50m plus projects Quarterly update on asset capitalisation Capital infrastructure delivery for the Waikato District Council Contract	Project dashboards Capital expenditure reporting Update on \$50m plus projects	Project dashboards Capital expenditure reporting Update on \$50m plus projects	Project dashboards Capital expenditure reporting Update on \$50m plus projects	Project dashboards Capital expenditure reporting Update on \$50m plus projects	Project dashboards Capital expenditure reporting Update on \$50m plus projects	Project dashboards Capital expenditure reporting Update on \$50m plus projects	Project dashboards Capital expenditure reporting Update on \$50m plus projects Quarterly update on asset capitalisation Capital infrastructure delivery for the Waikato District Council Contract
Economic Regulation Committee												



Board meeting | 25 February 2026
Public session

Directors' appointment terms, committee memberships and meeting attendances

For information

Document ownership / Whaimana tuhinga

Prepared by / Kaiwhakarite

Emma McBride
Head of Legal and Governance

Submitted by / Kaitono

Jamie Sinclair
Chief Executive Officer

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

This report is for noting and sets out:

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

2. The details / Kōrero pitopito

We currently have seven directors appointed by Auckland Council.

2.1 The tenure of directors

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

2.2 Details of the committees

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

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

Director	Audit and Risk Committee	Asset Management Committee	Economic Regulation Committee
Geoff Hunt (Board Chair)		✓	✓
Graham Darlow		Committee Chair	
Andrew Clark	Committee Chair		
Julian Smith	✓		Committee Chair
Karen Sherry ¹	✓	✓	
John Crawford			✓
Rukumoana Schaafhausen			✓
Frederik Cornu ²		✓	

¹ Karen Sherry joined the Asset Management Committee from 25 November 2025.

² Resigned on 7 November 2025.

2.3 Directors' attendance at Board meetings held 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	11 June 2025	24 June 2025	29 July 2025	26 August 2025	30 September 2025	28 October 2025	25 November 2025	8 December 2025
Geoff Hunt (Board Chair)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Graham Darlow	✓	✓	✕	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Julian Smith	✓	✓	✓	✓	✓	✓	✕	✕	✓	✓	✓	✓	✓	✓
Andrew Clark	✓	✓	✓	✓	✓	✓	✕	✓	✓	✓	✓	✓	✓	✓
Karen Sherry	✓	✓	✓	✓	✓	✓	✓	✓	✓	✕	✓	✓	✓	✓
John Crawford	✓	✓	✓	✓	✓	✓	✕	✓	✓	✓	✓	✓	✓	✓
Rukumoana Schaafhausen	■	■	■	■	✓	■	✓	✓	✓	✓	✓	✓	✓	✓
Frederik Cornu	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	■	■

2.4 Directors' attendance at Board meetings to be held in 2026 will be detailed in the table below:

	Attendance at Board meetings														
	3 February 2026	25 February 2026	4 March 2026 strategy session	31 March 2026	29 April 2026	13 May 2026 strategy session	27 May 2026	30 June 2026	28 July 2026	27 August 2026	29 September 2026	28 October 2026	11 November 2026 strategy session	25 November 2026	15 December 2026
Geoff Hunt (Board Chair)	✓														
Graham Darlow	x														
Julian Smith	✓														
Andrew Clark	✓														
Karen Sherry	✓														
John Crawford	✓														
Rukumoana Schaafhausen	x														

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

Attended ✓ Did not attend ✕ Not on the committee ■	Audit and Risk Committee meetings				Asset Management Committee meetings						Economic Regulation Committee meetings										
	4 February 2025	21 May 2025	14 August 2025	24 November 2025	7 April 2025	6 June 2025	8 August 2025	10 September 2025	10 October 2025	1 December 2025	17 June 2025	2 July 2025	16 July 2025	30 July 2025	14 August 2025	10 September 2025	5 November 2025	18 November 2025	19 November 2025	3 December 2025	17 December 2025
Geoff Hunt (Board Chair)					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Graham Darlow					✓	✓	✓	✓	✓	✓											
Julian Smith	✓	✓	✓	✓			✓	✓			✕	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Andrew Clark	✓	✓	✓	✓				✓													
Karen Sherry	✓	✓	✓	✓						✕											
John Crawford											✓	✓	✓	✓	✕	✓	✓	✓	✓	✓	✓
Rukumoana Schaafhausen											✕	✓	✕	✓	✓	✕	✕	✕	✕	✕	✓
Frederik Cornu	✓				✓	✓	✓	✓	✓												

2.6 Directors' attendance at committee meetings to be held in 2026 is detailed in the table below:

Attended ✓ Did not attend ✕ Not on the committee ■	Audit and Risk Committee meetings						Asset Management Committee meetings						Economic Regulation Committee meetings																		
	4 February 2026	14 April 2026	21 May 2026	14 August 2026	25 August 2026	23 November 2026	6 March 2026	10 April 2026	8 May 2026	8 June 2026	8 July 2026	4 August 2026	4 September 2026	6 October 2026	2 November 2026	2 December 2026	28 January 2026	18 February 2026	18 March 2026	14 April 2026	6 May 2026	9 June 2026	14 July 2026	11 August 2026	8 September 2026	13 October 2026	10 November 2026	8 December 2026			
Geoff Hunt (Board Chair)	■																✓	✓													
Graham Darlow	■																														
Julian Smith	✓						■												✓	✓											
Andrew Clark	✓						■												✓												
Karen Sherry	✓																														
John Crawford	■																✓	✓													
Rukumoana Schaaafhausen	■																✓	✕													

3. Recommendation / Te tūhunga

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



Board meeting | 25 February 2026
Public session



Disclosure of directors' and executives' interests

For information

Document ownership / Whaimana tuhinga

Prepared by / Kaiwhakarite

Emma McBride
Head of Legal and Governance

Submitted by / Kaitono

Jamie Sinclair
Chief Executive Officer

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

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

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

2. The details / Kōrero pitopito

2.1 Watercare Services Limited's directors' interests register

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

Director	Interest
Geoff Hunt	<ul style="list-style-type: none"> • Principal, Geoff Hunt Consulting Ltd • Member, Institution of Engineering and Technology • Member, Institute of Directors • Trustee, Hunt Family Trust • Advisor to the Board, Geostabilization New Zealand Ltd (GSI)
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	Interest
	<ul style="list-style-type: none"> • Director, Hick Bros. Heavy Haulage Limited • Director, Hick Bros. Holdings Limited • Director, Holmes Group Limited • Director, Pac Tranz Limited • Chair, The LEAD Project Alliance Board • Project Governance Group, Sludge Minimisation Project and Major Transport Group, Wellington City Council • Advisor, Wellington Metro Water Services Delivery Plan
Julian Smith	<ul style="list-style-type: none"> • Board Trustee, Look Good Feel Better Trust • Director and Shareholder of JTB Enterprises Limited • Committee member of Institute of Directors, Auckland Committee • Chair, Institute of Directors Te Tai Tokerau, Northland Sub-Committee • Body Corporate Committee member, The Connaught Residential Apartments, Auckland • Group Secretary – Northland Corporate Group • Member, Waikato Tainui Kawenata Joint Governance Oversight Group • Director, Northport Group Limited • Director, Northport Limited • Director, Marsden Maritime Holdings Limited • Director, Marsden Marina Coves Limited • Director, MetService • Director, CDL Investments New Zealand Limited • MyCareerBrand
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
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	Interest
	<ul style="list-style-type: none"> • Director, Last Tango Limited • Trustee, Fritz Seppel Trust • Trustee, Freya, Fritzi & Zorba Trust • Trustee of a number of Private Client Trusts which cannot be disclosed due to solicitor/client confidentiality reasons
John Crawford	<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
Rukumoana Schaafhausen	<ul style="list-style-type: none"> • Shareholder and director, Schaafhausen Inc Limited • Director, Alvarium (NZ) Wealth Management Holdings Limited • Director, Alvarium Wealth (NZ) Limited • Director, Alvarium Investments (NZ) Limited • Director, Te Whata A Tamihana Limited • Director, Contact Energy Limited • Shareholder and Director, Kaitiaki Guardian Services Limited • Director, Kiwi Group Capital Limited • Director, Pathfinder Asset Management Limited • Director, Tainui Group Holdings Limited • Director, Te Rau o te Korimako Limited • Managing Director, Te Waharoa Investments (GP) Limited • Trustee, The King's Trust Aotearoa New Zealand • Trustee, The Tindall Foundation • Trustee, Waikato Endowed Colleges Trust

2.2 Watercare's executives' interests register

Executives	Interest
Jamie Sinclair	<ul style="list-style-type: none"> • Director and Shareholder, Sinclair Consulting Group Ltd
Priyan Perera	<ul style="list-style-type: none"> • Board member, Water New Zealand • Director and Shareholder, Popellow Limited
Mark Bourne	<ul style="list-style-type: none"> • Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust
Sarah Phillips	<ul style="list-style-type: none"> • Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust
Richard Waiwai	<ul style="list-style-type: none"> • Director and owner, Te Hautapu Consultants Limited • Trustee of Te Rana Te Araroa Waiwai Whanau Trust • Relatives work for Waikato Tainui • Director, Moeā Limited • Chair & Trustee of Te Kopani, 27, 28, 29 & 30 Papakainga Trust
Angela Neeson	<ul style="list-style-type: none"> • Director, Tranquillo Properties Limited
Meg Wiltshire	Nil
Mark Crowle	<ul style="list-style-type: none"> • Trustee, JJC Family • Trustee, NMC Family Trust
Nigel Toms	<ul style="list-style-type: none"> • Co-Chair, Toi Ora Live Arts Trusts • Chair Interim Water Management Committee, Gisborne District Council • Director, TRN Risk & Resilience Consulting • Member, Audit and Risk Committee, Institute of Risk Management

3. Recommendation / Ngā taunakitanga

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

