

Minutes

Board meeting	Public session
Date	28 October 2025
Venue	Watercare House, Level 4 Boardroom, 73 Remuera Rd, Remuera and via Microsoft Teams
Time	9:37am

Attendance		
Board of Directors	Watercare staff	Guests
Geoff Hunt (Chair) Frederik Cornu John Crawford Rukumoana Schaafhausen Graham Darlow Julian Smith Karen Sherry Andrew Clark	Jamie Sinclair (Chief Executive) Meg Wiltshire (Chief Corporate Affairs Officer) Richie Waiwai (Tumuaki Rautaki ā-Iwi 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) Richie Rameka (Head of Maintenance Services and Acting Chief Operations Officer) Michael Webster (Head of Business Performance and Acting Chief Financial Officer) Priya Thura Sundaram (Head of Customer Insights) (from the start until the end of item 8) 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 Members from Auckland Council Rachel Wilson, Principal Advisor CCO Governance and External Partnerships (via Microsoft Teams) (from item 7 until the end)

1.	Opening karakia The Chair opened the meeting with a karakia.
2.	Apologies There were no apologies.
3.	Quorum A quorum was established.
4.	Declaration of any conflicts of interest Andrew Clark noted his usual conflict of interest when it comes to tax issues, as he is the CFO of Ports of Auckland Limited. No other conflicts of interest were noted.
5.	Minutes of the previous meeting of 30 September 2025 board meeting <i>The board resolved that the minutes of the public session of the board meeting held on 30 September 2025 be confirmed as true and correct.</i>
6.	Public deputations There were no public deputations.
7.	Health, safety, and wellness update Andrew Mercer presented the report which was taken as read. The following key points were made: <ul style="list-style-type: none"> • Overall performance of our lead indicators remains steady. • Our dam technician recognised a fault in a portable davit arrest system at Lower Nihotupu Dam valve tower. The board noted it was a good call-out. • The board were concerned with the Onehunga wharf incident (page 13 of the pack). Andrew Mercer and Suzanne Lucas explained the incident and noted that the contractor lost his balance while jumping from the wharf to a moored boat, he then self-rescued. This incident could have been more serious, especially if the contractor had hit his head. The board requested a detailed update on this incident including whether the contractor was wearing a life jacket. • In relation to the recent increase in incidents involving dogs and abuse from members of the public (1-2 per month), the Chair asked Richie Rameka to provide an update from an MSN perspective. Richie noted that we encourage our frontline field staff to de-escalate during such incidents and where possible, immediately remove themselves from danger (i.e. know the line between keeping yourself safe and taking on a policing role). Staff and

	<p>contractors also undergo de-escalation/conflict resolution training courses. In addition, we also put a flag on properties in our GIS systems that pose a risk (e.g. dangerous dogs).</p> <ul style="list-style-type: none"> On page 16 of the pack, the average return to work after an ACC injury is 33.6 days against a target of ≤63 days. The board asked Management for an update on this measure, how we manage return to work, and how many employees are currently under the ACC. <p><i>The board noted the report.</i></p>
8.	<p>Statement of Intent measures: residential per capita consumption (PCC) and gross PCC</p> <p>The CE and Emma McBride introduced the report, which was taken as read.</p> <p><i>The board approved the changes to the Statement of Intent (inclusion of the Gross PPC and Residential PCC targets for the next three years), as well as the draft letter to the Mayor communicating the amendments to the Statement of Intent, and delegated the final sign off of the letter to Geoff Hunt (Board Chair).</i></p>
9.	<p>Chief Executive's report</p> <p>The CE introduced the report, which was taken as read. The following key points were made.</p> <p>September 2025 update</p> <ul style="list-style-type: none"> Under the domestic medium term note programme, \$400m worth of bonds have now been issued. Moody's has affirmed our Aa3 issuer rating. The renewals programme commenced with \$500m of investment committed to replacing and upgrading ageing infrastructure. Water NZ's September conference was excellent and Watercare staff proudly represented the company. Our performance against our SOI measures is tracking mostly in the right direction. The community trust score has stabilised, and the ratio of procurement sourced through Māori owned businesses rose in September 2025, and consent non-compliance for operations decreased to eight in September 2025. <p>Customer and communities</p> <ul style="list-style-type: none"> Customers related metrics are relatively stable. The strong media net sentiment score reflects our coverage of the \$500m renewals programme. Following the Local Government Elections, all five new councillors were local board members, so we already have established relationships with these new councillors. This underscores why it is important for us to continue to have high-engagement with local boards. In response to a questioning regarding financially struggling customers, the CE and Meg Wiltshire explained that the Water Utility Consumer Assistance Trust (WUCAT) provides financial support to residential customers who are struggling to manage their water and wastewater costs. We also work with the customers before they reach to the WUCAT stage, providing payment plans. We have approximately 40 to 60 customers qualify for WUCAT assistance each year. However, our most vulnerable customers are Kāinga Ora (KO) tenants, and they have their water bills paid by KO. We can also refer customers to Ecomatters, which helps customers find ways to save water, and therefore reduce their water bills. Meg noted that there are number of ways where we also educate our customers to save water (eg. <i>Tapped In</i>, Wonder Wai Discovery Centre and water efficiency school programmes).

- It was noted that the NZ water sector is interested in how we manage customers who are financially struggling, and further detail will be provided to the board at a future meeting.

Mana whenua and iwi engagement

- The Houkura election for new board members has occurred and we are awaiting the results.
- The Tāmaki Ora and Achieving Māori Outcomes Plan will be presented to the Board in November 2025.
- Kupu Wai means “lets talk about water”.
- The Te Ahiwaru Trust has signalled that they want to continue to work together and agreed to develop their narratives by way of a short film.

People

- There was a slight increase in sick leave liability and staff turnover in September 2025.
- 64 contractors have been with Watercare for more than a year, mostly in capital delivery, strategy and planning and finance, working on longer term projects.
- The board requested an update on the joiners/leavers graph (page 43 of the pack) to demonstrate the proportions of joiners/leavers as a percentage.

Operations

- Richie Rameka provided an update on the wastewater overtopping at the Ngāruawāhia wastewater treatment plant (WWTP) that occurred on 15 September 2025 (page 46 of the pack). The incident was fully investigated, and several actions have been taken to prevent this happening again.
- The board asked whether Watercare Laboratories test e-Coli results for DNA to determine if the contamination was caused by animals or humans.

Capital delivery

- Suzanne Lucas provided a high-level update on the capital delivery. The update included Central Interceptor, Queen Street wastewater upgrade, Southern wastewater scheme, Snells Beach WWTP and Ōrakei Main Sewer (OMS) rehabilitation projects.
- After a 3.5 months pause, works have recommenced at the OMS site. The stand down was due to the sewer levels being too high to work safely during wet weather. The board noted that it is a tricky job to install a liner in the OMS as it is an egg shaped liner and this work can only be completed during nights when there are low flows in the pipe. As this is a very complex piece of work, we have a full team on site – team members who enter the sewer are tethered and gas monitored. The OMS is 100 years old sewer, and this project will extend the operational life of the OMS by another 100 years. On other parts of the pipe where the liners cannot be installed, we will most likely install a new tunnel nearby. Our OMS works have received a good coverage on social media. Deputy Mayor, Desley Simpson visits the site to talk to our contractors and has also posted on social media. The board asked that we ensure we properly thank and acknowledge the hard work of this team.
- The board was concerned about the 30 properties that will fall below the minimum pressure standard (page 69 of the pack). Priyan Perera noted that we are working hard to put in place a long term solution as this is a better investment and solution than temporary fixes.

Information Disclosure

- Watercare has provided comprehensive feedback to the Commerce Commission on their Information Disclosure (ID) draft determination.

	<ul style="list-style-type: none"> Charlotte Reed noted that the Commerce Commission's key focus is on ensuring there is a good balance of information on water entity's asset management plans, ring fencing and their financial performance. 38 submissions were received by the Commerce Commission from a variety of entities. The Commerce Commission is now working to ensure that they get the balance right when they finalise the determination. <p><i>The board noted the report.</i></p>
10.	<p>Asset Management Committee meeting update</p> <p>Graham Darlow, Chair of the Asset Management Committee (AMC), provided an update.</p> <ul style="list-style-type: none"> The 10 October 2025 meeting discussed two papers, and they are included in the confidential pack of today's meeting for approval. The AMC received an update on Watercare's response to the growth. A link to this paper will be included in the November confidential board pack. The AMC also received an update on the network performance modelling. The AMC provided feedback on the templates for project dashboards and capital expenditure dashboards. Ahead of the board meeting, the AMC Chair and the CE discussed whether the AMC is serving the organisation. Both agreed that it could be improved to maximise its ability. We are ensuring the right level of information is provided to the AMC as we move to the programme approach. <p><i>The Board noted the update.</i></p>
11.	<p>Board planner</p> <p><i>The board noted the board planner.</i></p>
12.	<p>Directors' appointment terms, committee memberships and meeting attendances</p> <p>Andrew Clark noted that he was marked as not present for the 10 September 2025 Asset Management Committee meeting. He was on teams and asked that we update the table to mark his attendance.</p> <p><i>The board noted the report.</i></p>
13.	<p>Disclosure of directors' and executives' interests</p> <p>The Chair noted that he had finished his directorship term with the New Zealand Infrastructure Commission.</p> <p>Frederik Cornu noted that he is now the Co- President of the French New Zealand Chamber of Commerce.</p> <p><i>The board noted the report.</i></p>

14.	<p>General business</p> <p>There was no other general business.</p> <p>The public session closed at 10:45am.</p>
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CERTIFIED AS A TRUE AND CORRECT RECORD

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 Geoff Hunt, Chair