

WATERCARE SERVICES LIMITED

STATEMENT OF INTENT 2016 - 2019



INTRODUCTION

Me mihi ki te whenua, me tangi hoki mō rātou kua okioki

E ngā mana, e ngā reo, e ngā huihuinga tāngata puta noa Tāmaki Makaurau Tāmaki Whānui hoki tēnā koutou i raro i te pikinga ake o Matariki o Puanga hoki. E manakohia nei kia pērā ano hoki te pikinga ake o ā tātou mahi ngātahi āmuri ake nei. Anei rā te tauāki hei tātaki i aua manako. Kāti ake.

We greet the land beneath us; we grieve for those who have gone before us, and we acknowledge their influence upon us.

To you the leaders, you the spokespeople, and to all the people throughout Tāmaki Makaurau, warm and heartfelt greetings in this time of Matariki.

As the New Year dawns, we come together to seek a new way forward, united in our shared responsibilities, and committed to achieving our collective vision.

This Statement of Intent (SOI) sets out Watercare’s obligations and commitments, how it intends to meet those, and the measures by which its shareholder, the Auckland Council, can assess the company’s success.

Watercare’s mission is to provide safe, reliable and efficient water and wastewater services. The company’s ability to deliver on its mission every day is recognised as a vital prerequisite in making Auckland one of the most liveable cities in the world.

This Statement of Intent (SOI) sets out how Watercare intends to meet its obligations and commitments as well as how its shareholder, the Auckland Council, will measure the company’s success.

The important and mutually dependent relationship that exists between Auckland Council and Watercare is acknowledged in this SOI. Auckland Council requires the company to give effect to its strategic intent and enable the region’s sustainable growth and development, with particular emphasis on Special Housing Areas. Meanwhile, Watercare relies on council to provide a policy and regulatory environment that enables the development and operation of the infrastructure necessary to achieve this.

DAVID CLARKE

JUNE 2016

CHAIRMAN

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1. PURPOSE OF STATEMENT OF INTENT

In accordance with the Local Government Act 2002, this annual Statement of Intent (SOI) publicly states the activities and intentions of Watercare Services Limited for the next three years, and the objectives that those activities will contribute to. This SOI takes shareholder comments into consideration and includes performance measures and targets as the basis of organisational accountability.

2. ABOUT WATERCARE SERVICES LIMITED

Each day, Watercare Services Limited (Watercare) supplies around 326 million litres of water to the people of Auckland and collects, treats and discharges around 400 million litres of wastewater in an environmentally sustainable fashion.

Watercare is a council-controlled organisation (CCO), wholly owned by Auckland Council. It funds all of its activities itself, receives no money from the Council or central government and is prohibited by statute from paying a dividend to the Council.

As Auckland's water and wastewater services provider, Watercare has a significant role to play in making Auckland one of the most liveable cities in the world. Our mission is to deliver safe, reliable and efficient water and wastewater services to our customers. We are committed to ensuring the health and well-being of the people of Auckland and the environment while keeping the costs of service to our customers, collectively, at minimum levels. Our staff work seamlessly around the clock to make sure that when our customers turn the tap on or flush the toilet, they can do so with confidence and certainty.

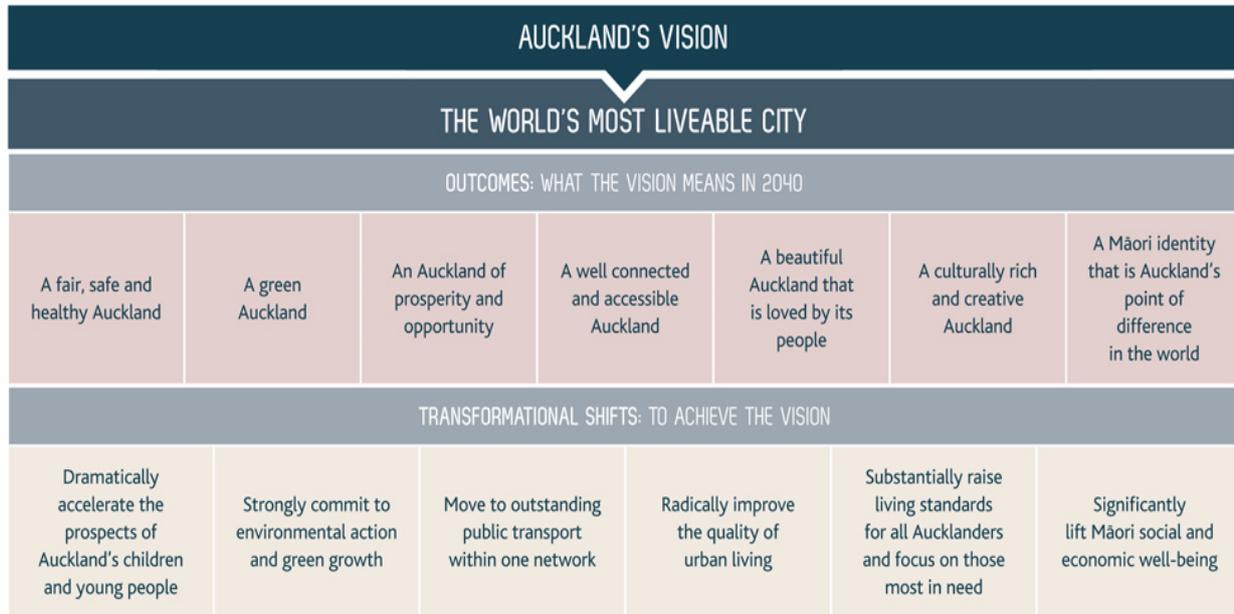
The company's obligations to deliver water and wastewater services for Auckland, are set out in Part 5 section 57(1) of the Local Government (Auckland Council) Act 2009 which stipulates amongst others, that an Auckland water organisation:

- (a) Must manage its operations efficiently with a view to keeping the overall costs of water supply and wastewater services to its customers (collectively) at the minimum levels consistent with the effective conduct of its undertakings and the maintenance of the long-term integrity of its assets; and
- (b) Must not pay any dividend or distribute any surplus in any way, directly or indirectly, to any owner or shareholder; and
- (c) Is not required to comply with section 68(b) of the Local Government Act 2002; and
- (d) Must have regard for public safety (for example, the safety of children in urban areas) in relation to its structures.

This SOI has been prepared in accordance with Schedule 8 of the Local Government Act 2002 and covers a three-year term from 1 July 2016 to 30 June 2019.

3. WATERCARE'S CONTRIBUTION TO THE WORLD'S MOST LIVEABLE CITY

The Auckland Plan is the roadmap to deliver on Auckland's vision to be the world's most liveable city. This is a thirty year plan that is under pinned by a set of outcomes and transformational shifts to achieve this vision which help ensure we focus on the right things.



The Auckland Plan sets strategic direction and transformational shifts to achieve actions, targets and outcomes that are required to achieve the vision to be the world's most liveable city.

Watercare plays a critical part in delivering on actions and targets. In particular, Watercare actions which contribute to the outcomes are outlined in the table below:

Auckland Plan Transformational Shift	Degree of contribution	How Watercare contributes
Quality urban living	Primary	Watercare will continue to provide effective and efficient water and wastewater networks that support growth, including in Special Housing Areas (SHAs), Spatial Priorities Areas (SPAs) and Future Urban Zones. Watercare will contribute to this transformational shift by aligning the timing and sequencing of investment in its networks to support Auckland Council's Future Urban Land Supply Strategy.
Environmental action & green growth	Primary	Effective treatment of wastewater is very important to safeguard human health and to protect our harbours and waterways. Watercare continuously strives to improve its wastewater collection process, reduce overflows, and ensure wastewater is treated to a standard that protects public health, and the local environment.

Auckland Plan Transformational Shift	Degree of contribution	How Watercare contributes
		<p>Through its Waterwise Advice line and Be Waterwise programme, Watercare is promoting water-efficient behaviours to consumers and making every effort to reduce the demand for water services, detailed in the Auckland Regional Water Demand Management Plan.</p> <p>Watercare regularly consults with the specially created Environmental Advisory Group whose experts advise on how the company's activities affect the environment.</p> <p>Watercare's free education programme offers Auckland primary and intermediate school pupils the opportunity to take part in a range of exciting and hands-on lessons that teaches them about water, wastewater and their local environment.</p>
Raised living standards	Secondary	<p>Watercare is committed to providing safe, reliable and efficient water and wastewater services. It has continued to expand its service network to the wider Auckland region, making every effort to supply all Aucklanders with the same quality of service.</p> <p>Watercare is working closely with Auckland Council to ensure that where possible, water and wastewater infrastructure is available in the Special Housing Areas (SHA's).The Watercare Utility Consumer Assistance Trust provides financial support to residential customers of Watercare who are struggling to manage their water and wastewater costs.</p>
Māori social and economic wellbeing	Secondary	<p>Watercare has a close relationship with Māori and recognises the importance of natural resources to mana whenua. Watercare acts in accordance with relevant statutory provisions and Treaty of Waitangi principles. Watercare provides funding for and is a member of the Mana Whenua Kaitiaki Forum. As a member, Watercare attends the quarterly meetings of the forum with the intention of gaining a direct understanding of the issues and objectives of Mana Whenua with respect to Watercare. The Chairman of the Mana Whenua Kaitiaki Forum will continue to have the opportunity to present the annual report of the Forum to the Watercare Board and to prepare a statement for inclusion in the Watercare Annual Report. The Chairman of the of the Mana Whenua Kaitiaki Forum and the Watercare Chief Executive will meet annually with the Chairman and Deputy Chairman of the IMSB to consider Watercare's performance with regards to engagement with Mana Whenua.</p> <p>Watercare will continue to engage with mana whenua to provide technical advice and support for marae development and papakainga housing.</p>

Auckland Plan Transformational Shift	Degree of contribution	How Watercare contributes
		In doing so Watercare will support Māori representation to Government for funding of infrastructure for those rural marae in the Auckland region.
Children & young people	Secondary	Children and young people benefit from a high quality, reliable supply of drinking water.
Outstanding public transport	Not applicable	

Degree of contribution: Primary/ Secondary / Not applicable

4. WATERCARE'S STRATEGIC PRIORITIES

Watercare will continue to support the development of, and give effect to, Auckland Council plans and policies and will continue to actively engage with Auckland Council (and other infrastructure providers) to ensure that, where possible, investment in water and wastewater infrastructure is made in a timely manner to support and service growth.

When planning for growth, size and location matter. Watercare has been working closely with Auckland Council to identify areas where there is sufficient water and wastewater capacity to support growth in the short term, and has been focussing on aligning the planning of new or upgraded infrastructure to meet Auckland Council's spacial development priorities.

Watercare has four strategic priorities – these priorities reflect the organisation's focus on becoming a more customer-centric business and continuing to consistently deliver reliable, safe and efficient water and wastewater services.

- Customer Focus – *Putting customers at the heart of our business by aligning processes, people and systems to deliver exceptional performance at minimum cost.*
- Business Excellence - *We deliver positive customer outcomes by being a commercially-savvy, performance-based organisation that prioritises the development and well-being of our people and the long-term resilience of our assets.*
- Financial Responsibility - *We are a financially responsible, efficient business, balancing our long-term financial obligations with our requirement to be a minimum cost service provider.*
- Fully Sustainable - *As custodians of the environment, and responsible members of the community, we effectively manage and minimise the impact of our operations on the environment and embed sustainability into all aspects of our business.*

At the core of Watercare’s business, and underpinning the four strategic priorities above, is the need for Watercare to plan and provide for growth. Watercare works closely with Auckland Council and its stakeholders to ensure planning for, and timely provision of, new infrastructure to support growth across Auckland and North Waikato.

5. THREE YEAR WORKPLAN TO DELIVER ON STRATEGIC DIRECTION

Watercare’s significant capital work programme is a key enabler of the future growth of Auckland. Consequently, Watercare will continue to maintain a strong focus on delivery of the programme. The following are the key initiatives/projects to deliver on Watercare strategic objectives:

Key project and initiatives	Description	Contribution to strategic objectives	Expected three year progress during 2016-2019 period
Water			
Hunua No.4 Watermain Extension	The Hunua watermain will be extended through to the Khyber reservoirs in the central city.	Growth , service level expectations, resilience	Now commissioned from Redoubt Road, Manukau to Campbell Road, One Tree Hill. Campbell Road to Market Road to be completed and commissioned late 2016. Market Road to Khyber Reservoirs under construction 2018 to 2020.
North Harbour Watermain Duplication	Duplicates the North Harbour watermain from a new Titirangi No.3 reservoir to the Albany reservoir.	Growth , service level expectations, sustainability, resilience	Route designated. Duplication of watermain over Upper Waitemata Harbour at Greenhithe to be completed 2018/19. Resource consent obtained. Upper Harbour to Albany stage could be under construction during the period. Remainder to be completed progressively to 2026.
Pukekohe East Reservoir	The provision of additional storage reservoir capacity to maintain security of supply standards for increasing water demand arising from growth .	Growth , service level expectations, resilience	Resource consents obtained, currently subject to land owner appeals. Plan to complete detailed design and commence construction of additional storage reservoirs during the period.
Waikato Water Treatment Plant Expansion	Expansion of the capacity of the existing water treatment plant to cater for additional	Growth , service level expectations, resilience	Complete the upgrade from 150MLD to 175MLD during the period.

Key project and initiatives	Description	Contribution to strategic objectives	Expected three year progress during 2016-2019 period
	water demand arising from growth .		
Waikato Water Treatment Plant	The provision of additional water abstraction, treatment and conveyance capacity from the Waikato River to cater for additional water demand arising from growth .	Growth , service level expectations, resilience	Consent for an additional take from the Waikato River filed with Waikato Regional Council in December 2013. Presently queued. Awaiting public notification. Not expected before mid-2017.
Hunua No.1 and Huia No. 1 Watermains	The replacement of critical watermains which are nearing the end of their design lives.	Service level expectations, resilience	Complete preliminary design and obtain consents and any land owner approvals. Huia 1 watermain is linked to Huia Water Treatment Plant upgrade.
Huia Water Treatment Plant Upgrade	The replacement of the Huia Water Treatment Plan which is reaching the end of its design life and the provision of improved treatment processes which will maintain supply and improve levels of service.	Growth , service level expectations, sustainability, resilience	Site location for the new treatment plant will be finalised, consent process complete and detailed design commenced.
Wastewater			
Central Interceptor	A new wastewater conveyance and storage pipeline to service central Auckland as well as the isthmus, east and south.	Growth , sustainability, resilience	Design to be completed, tendering and procurement to be undertaken and completed, contract let and construction planned to commence in 2019.
Northern Interceptor Hobsonville to Rosedale	A new wastewater pipeline which will divert flows from Mangere Wastewater Treatment Plant catchment to Rosedale Wastewater Treatment Plant.	Growth , service level expectations, sustainability, resilience	Completion of the detailed design and commencement of construction activity. Resource consent has been obtained for this stage of the project.
Northern Interceptor Westgate to Hobsonville	Diverts wastewater flows from Swanson, Massey and Glen Eden catchments to the Rosedale Wastewater Treatment Plant. This project is dependent on the delivery of the Northern	Growth	Obtaining the necessary consents and land owner approvals for the proposed works.

Key project and initiatives	Description	Contribution to strategic objectives	Expected three year progress during 2016-2019 period
	Interceptor from Hobsonville to Rosedale.		
Mangere Wastewater Treatment Plant Solids Stream Upgrade	Provides additional solids treatment capacity to cater for increased population growth .	Growth , service level expectations, sustainability, resilience	Completed and commissioned.
Rosedale Wastewater Treatment Plant Upgrade	Provision of additional treatment capacity to cater for population growth on the North Shore, and the completion of the Northern Interceptor project that will deliver flows from West Auckland catchments. Catchments that are currently served by the Mangere Waste Water Treatment Plant.	Growth , service level expectation, resilience	Commence construction on the East Coast Bays Link Sewer and the Rosedale Treatment Plant Expansion during the period.
Pukekohe Wastewater Treatment Plant Upgrade	Additional trunk network and treatment capacity to cater for population growth in the Pukekohe Wastewater Treatment Plan catchment.	Growth , service level expectations, sustainability, resilience.	Commence construction during the period. Application for discharge to Waikato River to be filed shortly with consenting construction commencing within the 3 years.
Mangere Wastewater Treatment Plant Biological Nutrient Removal	Provides additional biological nutrient removal to comply with resource consent conditions.	Growth , service level expectations, sustainability, resilience.	Completed and commissioned.
Puketutu Island	Restoration of Puketutu Island through biosolids deposition.	Growth , sustainability, service level expectations, resilience.	Continuation of monofill operation associated with the Puketutu Island Rehabilitation Project.

Specific projects delivering on Māori outcomes

Watercare is working collaboratively with the Mana Whenua Kaitiaki Forum and the Independent Māori Statutory Board (IMSB) to identify further opportunities for Watercare to contribute positively to achieving better outcomes for and with Māori. This contribution to date includes the provision of technical advice related to water supply and septic tanks, the development of Māori scholarships and apprenticeships and the ongoing up skilling and training of Watercare staff.

Watercare acknowledges and supports the Council's work on development of a Te Reo framework and will utilise the framework at such time as it is finalised and available.

Key project and initiatives	Description	Contribution to Māori outcomes
Mana Whenua Kaitiaki Forum	<p>Watercare has engaged with 19 Iwi groups throughout Auckland to establish the Mana Whenua Kaitiaki Forum. The emergence of the Kaitiaki Forum resulted from a collective desire for proactive engagement between Iwi and Watercare in order to build strong and enduring relationships and to enhance business efficiencies.</p> <p>Watercare engages with all Mana Whenua entities individually as well as through the Forum, in some cases on a regularly scheduled basis and in other cases, as need arises.</p>	Watercare consults with the Mana Whenua Kaitiaki Forum on infrastructure projects, operations and business decisions that may affect the interests of mana whenua.

6. PERFORMANCE OUTLOOK

Watercare has an agreed set of performance measures and targets which form the basis for accountability to delivering on council's strategic direction, priorities and targets. These are reported on a quarterly basis, in accordance with the CCO Governance Manual. These include the new mandatory DIA measures agreed as part of the Long-term Plan 2015-2025.

Service Level Statement	Measure	2014/15 Actual	2015/16 Annual Plan	2016/17	2017/18	2018/19
Provide uninterrupted access to safe, clean and drinkable water.	The extent to which Watercare's drinking water supply complies with part 4 of the drinking-water standards (bacteria compliance criteria)	100%	100%	100%	100%	100%
	The extent to which Watercare's drinking water supply complies with part 5 of the drinking-water standards (protozoal compliance criteria)	100%	100%	100%	100%	100%
	Median response time for attendance for urgent call-outs: from the time that Watercare receives notification to the time that	New measure	≤60 mins	≤60 mins	≤60 mins	≤60 mins

Service Level Statement	Measure	2014/15 Actual	2015/16 Annual Plan	2016/17	2017/18	2018/19
	service personnel reach the site.					
	Median response time for resolution of urgent call-outs: from the time that Watercare receives notification to the time that service personnel confirm resolution of the fault or interruption	New measure	≤5 hours	≤5 hours	≤5 hours	≤5 hours
	Median response time for attendance for non-urgent call-outs: from the time that Watercare receives notification to the time that service personnel reach the site	New measure	≤3 days	≤3 days	≤3 days	≤3 days
	Median response time for resolution of non-urgent call-outs: from the time that Watercare receives notification to the time that service personnel confirm resolution of the fault or interruption	New measure	≤6 days	≤6 days	≤6 days	≤6 days
	The total number of complaints received by Watercare about any of the following: a) drinking water clarity b) drinking water taste c) drinking water odour d) drinking water pressure or flow e) continuity of supply f) Watercare's response to any of these issues expressed per 1000 connections to the local	New measure	≤10	≤10	≤10	≤10

Service Level Statement	Measure	2014/15 Actual	2015/16 Annual Plan	2016/17	2017/18	2018/19
	authority's networked reticulation system					
	The percentage of real water loss from Watercare's networked reticulation system	13.9%	≤13%	≤13%	≤13%	≤13%
	The average consumption of drinking water per day per resident	270	272 +/- 2.5%	270 +/- 2.5%	268 +/- 2.5%	253 +/- 2.5%
Provide reliable wastewater services and manage discharges to maintain or improve the health of the environment	The number of dry weather overflows from Watercare's sewerage system, expressed per 1000 sewerage connections to that sewerage system	New measure	≤10	≤10	≤10	≤10
	Compliance with the Watercare's resource consents for discharge from its sewerage system measured by the number of: a) abatement notices b) infringement notices c) enforcement orders d) convictions received by Watercare in relation to those resource consents	a) 0 b) 0 c) 0 d) 0	a) ≤2 b) ≤2 c) ≤2 d) 0			
	Attendance at sewerage overflows resulting from blockages or other faults: median response time for attendance - from the time that Watercare receives notification to the time that service personnel reach the site	New measure	≤60 mins	≤60 mins	≤60 mins	≤60 mins

Service Level Statement	Measure	2014/15 Actual	2015/16 Annual Plan	2016/17	2017/18	2018/19
	Attendance at sewerage overflows resulting from blockages or other faults: median response time for resolution - from the time that Watercare receives notification to the time that service personnel confirm resolution of the blockage or other fault	New measure	≤5 hours	≤5 hours	≤5 hours	≤5 hours
	The total number of complaints received by Watercare about any of the following: a) sewerage odour b) sewerage system faults c) sewerage system blockages d) the Watercare's response to issues with its sewerage system expressed per 1000 connections to the Watercare's sewerage system	New measure	≤50	≤50	≤50	≤50
	Average number of wet weather overflows per discharge location	WW network discharge consent lodged and operational	≤2 overflows per year per engineered overflow point	≤2 overflows per year per engineered overflow point	≤2 overflows per year per engineered overflow point	≤2 overflows per year per engineered overflow point
Health, Safety and Well-being	Lost-time injury frequency rate per million hours worked	2.53	≤5	≤5	≤5	≤5
	Total recordable injury frequency rate per million hours worked	19.84	≤30	≤20	≤20	≤20

Service Level Statement	Measure	2014/15 Actual	2015/16 Annual Plan	2016/17	2017/18	2018/19
	Percentage of voluntary leavers relative to number of permanent staff	12.5%	≤12%	≤12%	≤12%	≤12%
Customer Satisfaction	Percentage of customers surveyed satisfied with Watercare's delivery of water and wastewater services	84.7%	≥80%	≥80%	≥80%	≥80%
	Percentage of complaints 'resolved and closed' within 10 working days	94.2%	≥95%	≥95%	≥95%	≥95%
	Percentage of the 19 Iwi groups throughout Auckland that Watercare have entered into a Memorandum of Understanding with	New measure	New measure	60%	75%	85%
Financial	Minimum funds flow from operations to interest cover (FFO) before any price adjustment	3.30	≥2.5	≥2.5	≥2.5	≥2.5
	Percentage of household expenditure on water supply services relative to the average household income	0.90%	≤1.5%	≤1.5%	≤1.5%	≤1.5%

7. SUMMARY OF FINANCIALS

Watercare acknowledges that the Council is looking for financial savings and will continue to work with the Council on co-procurement initiatives.

The following summary of financials supports the delivery of the strategic objectives and performance targets for Watercare.

Operating expenditure (\$ millions)

Operating expenditure (\$ millions)

	2014/15 Actual	2015/16 LTP	2016/17 Annual Plan	2017/18 SOI	2018/19 SOI
Personnel costs	58	69 [▼]	75	78	81
Other expenses	147 [▼]	144	140	144	132
Interest expense	74	78	81	83	84
Depreciation	209	217	227	243	246
Total operating expenditure	488	508	523	548	543
Operating expenditure to be funded	279	291	296	305	297
Funded by:					
External revenue	451	469	488	511	536
Grants/ subsidies					
Auckland Council funding					
Total	451	469	488	511	536
Surplus/ (deficit)	172	178	192	206	239

Capital expenditure (\$ millions)

Capital expenditure (\$ millions)

	2014/15 Actual	2015/16 LTP	2016/17 Annual Plan	2017/18 SOI	2018/19 SOI
Growth	116	200	199	264	255
Level of service	80 [▼]	88	17	23	38
Renewals	82	93	110	125	138
Capital expenditure excluding capitalised interest	278 [▼]	381 [▼]	326 [▼]	412 [▼]	431
Capitalised interest	14	19	11	14	20
Total capital expenditure including cap int	292	400	337	426	451
Funded by:					
Operating surplus	172	178	192	206	239
Infrastructure growth charges	50	58	70	87	96
Debt	70	164 [▼]	75	133	116
Grants / subsidies					
Auckland Council funding					
Total	292	400	337	426	451

Specific expenditure towards Māori outcomes (\$ 000s)

Initiative	2014/15 Actual (000'S)	2015/16 Annual Plan (000'S)	2016/17 LTP (000'S)	2017/18 LTP (000'S)	2018/19 LTP (000'S)
Mana Whenua Kaitiaki Forum	140	140	140	140	140
Iwi Engagement on Watercare Projects	869	1059	1,059	1,059	1,059
Total expenditure	\$1,009	\$1,199	\$1,199	\$1,199	\$1,199

Other financial information

Current value of assets	The current value of Watercare Services Limited assets as at 30 June 2015 is \$8,685 million.	
Shareholder equity ratio	The latest shareholder equity ratio for Watercare Services Limited as at 30 June 2015 is 68%.	
Accounting Policies	Watercare Services Limited accounting policies are consistent with those of the Auckland Council group policies with nominated exceptions (e.g. interest capitalisation).	
Financial Reporting	Watercare Services Limited financial reporting is in accordance with requirements of the CCO Governance Manual.	
Asset sales (\$ million)		
	2014/15 Actual	<i>\$nil</i>
	2015/16 LTP	<i>\$nil</i>
	2016/17 LTP	<i>\$nil</i>
	2017/18 LTP	<i>\$nil</i>
	2018/19 LTP	<i>\$nil</i>

8. APPROACH TO GOVERNANCE

Auckland Council works in partnership with its CCOs and the agreed approach to governance is outlined within the CCO Governance Manual which sits alongside this SOI and also forms part of the annual binding agreement between council and Watercare.

Watercare acts in accordance with the CCO Governance Manual.

Watercare acknowledges the Council's desire for consistent branding and communication and will continue to adhere to the Brand Navigation Guidelines.

Watercare acknowledges the Council's requirement for timely communication and will ensure that all communication is in accordance with the 'no surprises' approach.

Watercare board meetings are open to members of the public. Watercare also meets the public meetings requirement of the Local Government (Auckland Council) Act 2009 which requires Auckland Council CCOs to hold two public meetings a year:

Purpose	Date	Form of Public Notification
Consider shareholder comments on draft SOI	24 May 2016	Public notice
Consider performance against SOI targets	18 October 2016	Public notice
Consider shareholder comments on draft SOI	May 2017	Public notice