

**Date:** Tuesday 8 April 2025  
**Time:** 10.00am  
**Meeting Room:** Room 1, Level 26  
**Venue:** Te Wharau o Tāmaki - Auckland House  
135 Albert Street, Auckland

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**Komiti mō te Whakahaere Tikanga me te Aro ki te  
Pae Tawhiti mō ngā Whakahaere ka  
Whakahaerehia e te Kaunihera /  
Council Controlled Organisation Direction and  
Oversight Committee**

**OPEN ATTACHMENTS**

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Watercare Services Limited  
73 Remuera Road, Remuera,  
Auckland 1050, New Zealand  
Private Bag 92521, Victoria Street West,  
Auckland 1142, New Zealand  
Telephone +64 9 442 2222  
[www.watercare.co.nz](http://www.watercare.co.nz)

27 March 2025

Mayor Wayne Brown  
Office of the Mayor  
Auckland Council  
Council Building  
135 Albert Street  
AUCKLAND

Tēnā koe Mayor Brown

#### Draft Statement of Intent – 2025-2028

On behalf of the board of Watercare Services Limited, I am pleased to **attach** a copy of our draft Statement of Intent (SOI) for 2025-2028 (**Attachment 1**).

Our SOI sets out Watercare's plans over the next three years and responds to each of the requests set out in the Letter of Expectation (LOE). **Attachment 2** explains how we have responded to each of the requests.

This draft SOI aligns with Watercare's Business Plan, which was prepared in response to the Watercare Charter. The Business Plan sets out how Watercare will continue delivering reliable and affordable water services to Auckland, detailing key investments, funding approaches, and service commitments in line with new regulatory requirements and Auckland Council's expectations.

#### SOI/KPI Performance measures

We have reviewed our measures of performance and believe those presented in this SOI will enable Council and also the Crown Monitor to meaningfully assess our performance against our priority activities. As noted in the Letter of Expectation, we are required to report on a broader range of service quality measures and targets now that we are being economically regulated.

We look forward to working with Council officers during this transitional period to ensure that Watercare's quarterly reports to both Council and the Crown Monitor can be streamlined to create efficiencies, rather than double handling.

**Appendix A** to this letter sets out a summary of the changes to the KPI performance measures.

#### SOI Financials

The SOI financials are still being finalised together with Auckland Council and have not yet been approved by the Watercare Board. This information will be provided to Council separately in due course.

The CE and I look forward to attending the 8 April 2025 CCO Directions and Oversight meeting to present this draft SOI to Council. And in due course, we look forward to receiving the Governing Body's formal feedback on Watercare's draft Statement of Intent and our proposed suite of performance measures.

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As agreed with Council officers, the Watercare Board will consider Council's feedback at our 24 June 2025 public Board meeting.

Ngā mihi



Geoff Hunt  
Chair  
**Watercare Services Limited**

Attachment A

**Appendix A – Summary of changes to the KPI performance measures, with reasons why they have been removed, changed or added.**

Removed, added or changed target	Rationale								
<b>Changed:</b> Attendance at sewerage overflows resulting from blockages or other faults: median response time for attendance – from the time that the territorial authority receives notification to the time that service personnel reach the site (minutes).	The target has changed from ≤75 mins to ≤90 mins. The primary reason for this is because sewage overflows are triaged as either a Priority 1 (P1) (60 minute response time) or Priority 2 (P2) (4 hour response time). This means that not all sewage overflows are attended to in 60 minutes, and therefore the median response time is more than 60 minutes as more faults are triaged as P2 than P1. The purpose of undertaking this triaging is to balance field crew resources against sewage faults, with particular emphasis on reducing costs. Except in very urgent situations, overflows are triaged as P2s. That said, we are still responding to half of all P1 and P2s within 75 minutes.  Please note: Resolution timeframes have not changed and are being met.								
<b>Removed:</b> Adherence to all of DIA’s non-financial service performance measures set out in Appendix A1.	Measure removed as it was a catch-all and not completely necessary. All DIA non-financial service performance measures (or their Charter equivalents) remain included in the SOI.								
<b>Removed:</b> Deliver capital programme in line with the asset management plan baseline approved by the Board	Superseded by the <a href="#">‘Local Government (Water Services Preliminary Arrangements) (Watercare Charter) Order 2025’</a> (Charter).  Under the Charter, Watercare now has a price path that assumes capital expenditure over the three years is as set out below. Watercare may deliver lower capital expenditure, if this is considered appropriate for meeting its current and future service commitments, but this should be reflected in lower charges.  <table border="1" data-bbox="842 1290 1339 1397"> <thead> <tr> <th>Watercare Charter</th> <th>FY26</th> <th>FY27</th> <th>FY28</th> </tr> </thead> <tbody> <tr> <td>Capital expenditure</td> <td>\$1,201m</td> <td>\$1,368m</td> <td>\$1,399m</td> </tr> </tbody> </table>	Watercare Charter	FY26	FY27	FY28	Capital expenditure	\$1,201m	\$1,368m	\$1,399m
Watercare Charter	FY26	FY27	FY28						
Capital expenditure	\$1,201m	\$1,368m	\$1,399m						
<b>Removed:</b> Debt to revenue ratio	Watercare will be financially independent, so this measure is no longer required.								
<b>Removed:</b> Controllable cost target (including 4% efficiency target per year, for 10 years, from FY23 – FY32)	Superseded by the Watercare operating cost efficiency plan that is required under the Watercare Charter.								
<b>Removed:</b> Adherence to the Service Level Agreement with Council (10 working days) for Watercare to provide specialist input into resource consents	Removed as this is now business as usual and is not a requirement under the Watercare Charter.								
<b>Removed:</b> Health and Safety: Every month, a minimum of one permit audit is conducted per site (i.e. all 15 major operational sites, and 21 major construction project sites)	Removed as this is now business as usual and is not required under the Watercare Charter.								
<b>Removed:</b> Planned network pipe renewal. Measure – Actual Kilometres delivered /planned kilometres	Removed as there is now a capital expenditure measure in the business plan.								
<b>Removed:</b> Measure: Planned and renewal spend (water and wastewater): reactive maintenance	Removed as there is now a capital expenditure measure in the business plan.								

Removed, added or changed target	Rationale
spend. Depicted as both a percentage split, and a ratio	
<b>Added:</b> Capital expenditure included in Business Plan	This new measure is from Watercare Business Plan and replaces the above two measures.
<b>Changed:</b> Leakage performance – litres/connection/day (l/c/d)	Wording/methodology of the new Watercare Charter measure is slightly different from this Watercare measure. The new measure is set out in the row below.
<b>Added:</b> Volume of real water loss from Watercare’s supply network (litres per water supply connection per day) (12 month rolling average)	Clause 17 of Watercare Charter. This new measure replaces the above measure.
<b>Changed:</b> Median response time for resolution of urgent call-outs (water): from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (hours)	Wording/methodology of the new Watercare Charter measure is slightly different from this DIA measure. The new measure is set out in the row below.
<b>Added:</b> Monthly median resolution time for resolving <b>urgent</b> water supply call-outs: from the time that Watercare receives notification of the call-out, until time Watercare receives notification that the person employed/engaged to respond to the call out that they have resolved the call out (12 month rolling average)	Clause 7(1)(a) of Watercare Charter. This new measure replaces the above measure.
<b>Changed:</b> Median response time for resolution of nonurgent call-outs (water): from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (days)	Wording/methodology of the new Charter measure is slightly different from this DIA measure. The new measure is set out in the row below.
<b>Added:</b> Monthly median resolution time for resolving water <b>non-urgent</b> water supply: from the time that Watercare receives notification of the call-out, until the time Watercare receives notification that the person employed/engaged to respond to the call out that they have resolved the call out (12 month rolling average)	Clause 7(1)(b) of Watercare Charter. This new measure replaces the above measure.
<b>Added:</b> Number of unplanned water supply interruptions within Watercare’s networked reticulation system expressed per 1000 water supply connections (12 month rolling average)	This is a brand new measure required by Clause 8(1)(2) of Watercare Charter
<b>Changed:</b> Attendance at sewerage overflows resulting from blockages or other faults: median response time for resolution – from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault (hours)	Wording/methodology of the new Charter measure is slightly different from this DIA measure. The new measure is set out in the row below.
<b>Added:</b> Median resolution time for resolving wastewater overflows: from the time Watercare receives notification of the overflow until when Watercare receives notification from the person employed /engaged to respond to the overflow that they have resolved the overflow (12 month rolling average)	Clause 10 of Watercare Charter. This new measure replaces the above measure.
<b>Changed:</b> The number of dry-weather sewerage overflows from the territorial authority’s sewerage system, expressed per 1000 sewerage connections to that sewerage system	Wording/methodology of the new Charter measure is slightly different from this DIA measure. The new measure is set out in the row below.

Removed, added or changed target	Rationale
<b>Added:</b> The number of wastewater overflows, expressed per 1000 wastewater connections (12 month rolling average)	Clause 9 of Watercare Charter. This new measure replaces the above measure.
<b>Added:</b> Credit rating	This is a brand new measure now that Watercare is financially independent from Auckland Council.  Clause 13 of Watercare Charter
<b>Added:</b> Maximum Allowable Revenue from prices for providing water supply and wastewater supply services.	This is a brand new measure required by the Charter.  See: Clause 4 of Watercare Charters

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Attachment A

Attachment 1

**DRAFT**

# Watercare Services Limited Statement of Intent

2025 to 2028





All financials are from last year and are highlighted yellow – these will be updated in a future draft

Contents and page numbering to be checked in later draft

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### Message from the Chair of the Board and Chief Executive of Watercare Services Limited

With Local Water Done Well legislation providing Watercare with the financial flexibility and regulatory framework needed to effectively provide affordable and reliable water services for Auckland, this SOI period will be transformational for us.

Starting 1 July 2025, Watercare will become financially independent from Auckland Council. The obligation to deliver water and wastewater services will transfer from Auckland Council to Watercare. We will remain a council-controlled organisation and will continue to receive strategic input from our sole shareholder, Auckland Council, through the Letter of Expectation and our SOI (Statements of Intent) will continue to reflect this strategic oversight.

This SOI aligns with Watercare's Business Plan, which was prepared in response to the Watercare Charter (effective from 1 April 2025). The Business Plan sets out how Watercare will continue delivering reliable and affordable water services to Auckland, detailing key investments, funding approaches, and service commitments in line with new regulatory requirements and Auckland Council's expectations.

Watercare's six key activities for 2025-2028 are:

1. Delivering safe and reliable water and wastewater services to Aucklanders 24/7.
2. Ensuring the successful implementation of Local Water Done Well, including financial separation, compliance with interim economic regulation, namely the Watercare Charter (Charter), and the implementation of new arrangements for water services.
3. Renewing and building the necessary water and wastewater infrastructure to cater for growth, improve resilience and maintain service levels for our customers.
4. Delivering our services and infrastructure projects efficiently, keeping a strong focus on operating costs, so we can minimise price increases.
5. Strengthening our relationships with developers, customers, community stakeholders and our Māori partners.
6. Improving our organisational performance in relation to our core strategic outcomes, namely: Climate Change (including drought and extreme weather resilience and supply); the health, safety, and wellness of our kaimahi (our employees and contractors); and Māori outcomes.

Referring to various specific points raised within the Letter of Expectation.

- We will fully support and actively engage in any s17A value for money and other reviews by Council, as well as support integrated decision-making.
- Watercare looks forward to learning of, and implementing, the range of non-structural changes (such as reforming the existing CCO board appointment and performance review process) to support the reset of the CCO model.
- Watercare will work with the government, only where interests are aligned, and messages are consistent with those of Auckland Council. We will also inform Council of any conversation with the government on any new proposal and summarise these engagements in our quarterly reporting. We note that as part of interim regulation we will necessarily have more day-to-day contact with government officials, including the Crown Monitor, and that this requirement does not include these day-to-day operational interactions
- When responding to Council's requests or initiating new programmes, Watercare will consider our role as a member of the Council group. Where legally possible, and not constrained by legislation, we will operate in ways that contribute to the success of the group as a whole and in ways that do not create risks for the Council group. This includes a commitment to the open sharing of information wherever legally possible.

Like previous SOIs, we continue to include a suite of measures to provide Council and the public with useful information on the quality of our services, performance, and efficiency. With the introduction of economic regulation and the Watercare Charter, we have taken the opportunity to consolidate and refresh the SOI measures to ensure that there is consistency and streamlined reporting to both Auckland Council and the Crown Monitor. Quite a few new measures have been added, and some removed. However, the Watercare Board continues to monitor a wider suite of business

performance measures not included in this SOI, including Māori outcomes, health and safety of our kaimahi, and our diversity and inclusion initiatives.

The Board and Management will ensure compliance with the Council group's no surprises principle, including in the context of iwi relationships, government engagement, seasonal impacts on water supply and potential drought conditions, and as water reform is implemented, to ensure the best outcome for Auckland.

Watercare will continue to engage with Councillors on all aspects of our capital programme via the Transport and Infrastructure Committee. Our capital spend will be guided by Mayor Brown's recently refreshed Capital Spending Rules.

If there are risks to our infrastructure programmes, or our day-to-day operations as we operate under the new legislation and Watercare Charter, we will raise these with Council at the earliest opportunity.

In the meantime, Watercare will continue to work closely with Auckland Council, and the broader Council family to ensure that Council's vision for the city is achieved. Watercare is committed to providing affordable world class water and wastewater services to Aucklanders. Our SOI reaffirms our commitment to work with Council and our partners so that together, we can meet the challenges of today and tomorrow.

**DRAFT**

Geoff Hunt  
Chair

**DRAFT**

Jamie Sinclair  
Chief Executive

## Part 1: Strategic overview

### 1.1 Our purpose

***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.***

### 1.2 Roles, responsibilities and functions

Our primary focus – the provision of reliable, safe and efficient water and wastewater services to Aucklanders – remains unchanged.

Watercare is a lifeline utility providing water and wastewater services to 1.7 million people in Auckland. Our purpose – embodied in the Māori whakataukī (proverb) above – reflects the connection between our services and the wellbeing of our community and the local environment.

We supply an average of 440 million litres of safe drinking water to 484,000 homes and businesses each day. We also collect, treat and discharge an average of 439 million litres of wastewater each day in an environmentally responsible way. With an asset base valued at \$16.4 billion (2024), we plan and build infrastructure to ensure we maintain appropriate levels of service and increase network capacity for a growing population.

Our primary area of operation is the Auckland region. In the suburb of Papakura, we deliver wholesale services to Veolia Water, who are contracted to operate, maintain and develop the local networks. In the northern Waikato region, we deliver wholesale water and wastewater services to Tūākau and Pōkeno under an enduring contract with Waikato District Council. Separately, we operate, maintain and develop the water, wastewater and stormwater networks on behalf of Waikato District Council. This contract term ends June 2028.

We are a council-controlled organisation, wholly owned by Auckland Council (our shareholder). We are also a limited liability company registered under the Companies Act 1993, and a local government organisation under the Local Government Act 2002.

Our Shareholder, Auckland Council, appoints our Board of Directors, who in turn appoint our Chief Executive.

Our services and programmes are financed solely through user charges and borrowings. We are required by law to be a minimum-cost, cost-efficient service provider to our customers (collectively) that operates effectively into the long-term. Our legislative framework is summarised [on our website](#).

### 1.3 The Watercare solution for Local Water Done Well

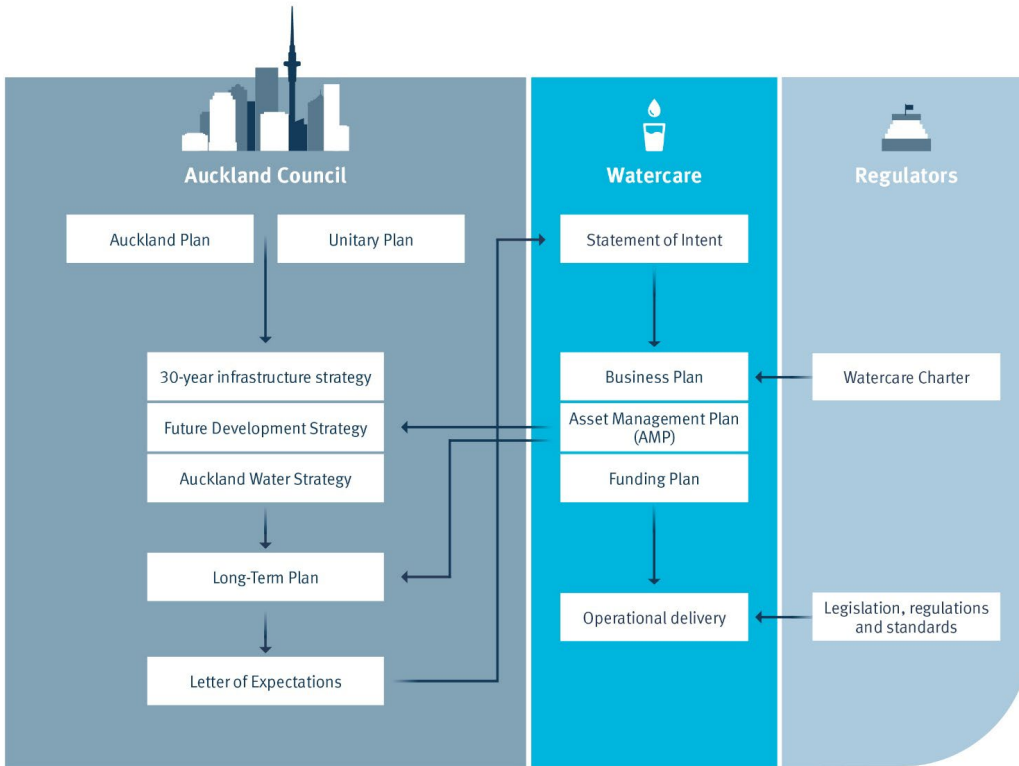
The Local Government (Water Services Preliminary Arrangements) Act 2024 (LG(WSPA)A) introduced a financially sustainable model for Watercare to be financially separate from Auckland Council and an interim economic regulation regime for Watercare that is administered by a Crown monitor (i.e. Commerce Commission).

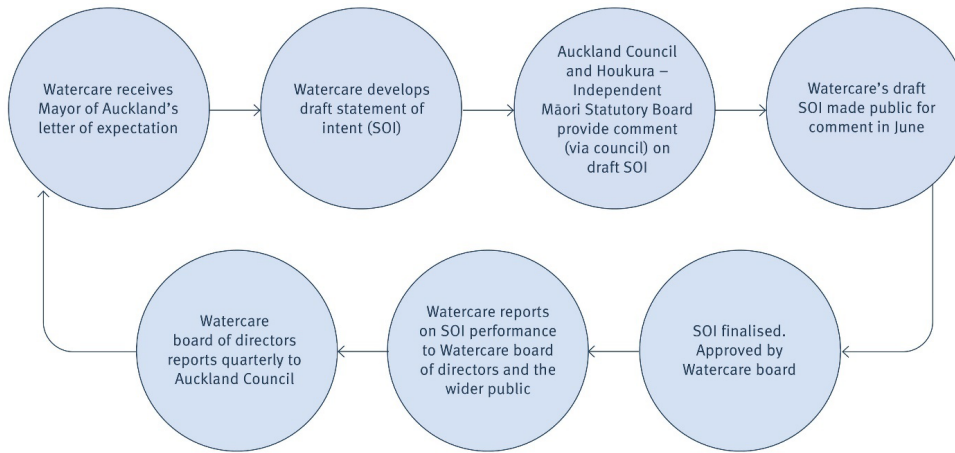
This new regime means that Auckland Council is prohibited from providing financial support to Watercare. This condition is necessary to enable Watercare to be financially independent, with the ability to raise our own capital. Key features under the LG(WSPA) Act are summarised below.

- Auckland Council has no right, title or interest in the assets, security, debts or liabilities of Watercare.
- We cannot provide an equity return, either directly or indirectly, to Auckland Council.
- Auckland Council is prohibited from lending money or providing credit to us.
- Auckland Council is unable to give any guarantees, indemnity or security in relation to the performance of any of our obligations.

1.4 Purpose of statement of intent (SOI)

Our annual SOI is required by the Local Government Act 2002 and publicly states our activities and intentions for the next three years, and how they contribute to the Council’s objectives. Our SOI provides an opportunity for Council to influence the direction of Watercare and provides a basis for the accountability of performance.











1.5 Responses to Council’s strategic objectives and outcomes

We are fully committed to working with the Council group to deliver the Auckland Plan 2050, the Auckland Water Strategy, Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan, Kia ora Tāmaki Makaurau: a framework to measure Māori wellbeing outcomes and performance for Tāmaki Makaurau, relevant performance measures and any associated guidance.

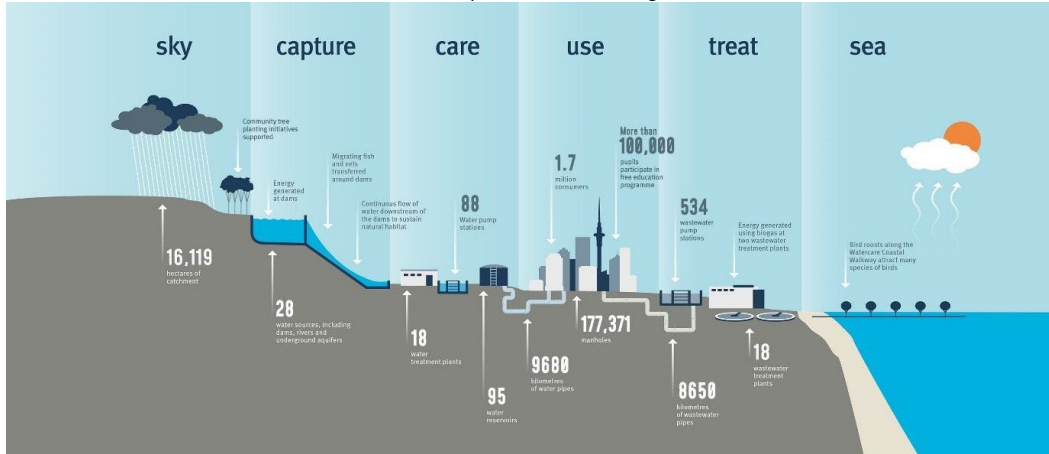
Our major contributions to the Auckland Plan 2050 outcomes are:

Auckland Plan Outcomes	How we will contribute
<p><b>Opportunity and prosperity</b></p>  <p>Auckland is prosperous with many opportunities and delivers a better standard of living for everyone</p>	<ul style="list-style-type: none"> <li>By reliably and efficiently delivering affordable safe drinking water to our customers</li> <li>By reliably and efficiently delivering affordable wastewater services to our customers</li> <li>By building customer trust and value through exceptional performance and engagement</li> <li>By developing and maintaining a safe, engaged, empowered, diverse and inclusive workforce</li> <li>By providing a reliable pipeline of infrastructure programmes</li> <li>By providing high performing infrastructure (reliable and resilient now and in the future)</li> <li>By working with industry partners and tertiary education providers to deliver graduate programmes as well as apprenticeship and internship opportunities</li> <li>By encouraging innovation to find new solutions to improve the way we work – to do this we allow our staff and partners to explore, experiment and if necessary, fail safe and learn fast</li> </ul>
<p><b>Environment and cultural heritage</b></p>  <p>Preserve, protect and care for the natural environment as</p>	<ul style="list-style-type: none"> <li>By working with Council on implementing the Auckland Water Strategy to achieve the Auckland Plan 2050’s objectives of adapting to a changing water future</li> <li>By reliably and efficiently delivering affordable wastewater services to our customers and discharging it in a safe and responsible manner for people and the environment</li> <li>By planning and providing low carbon resilient infrastructure that is adaptive to future changes including climate change</li> </ul>

Auckland Plan Outcomes	How we will contribute
<p>our shared cultural heritage for its intrinsic value, and for the benefit of present and future generations</p>	<ul style="list-style-type: none"> <li>• By adopting Council’s 50% target for greenhouse gas reduction by 2030</li> <li>• By actively promoting water-efficient technologies and behaviours to customers and homebuilders</li> <li>• By engaging and consulting with affected parties on our development plans</li> </ul>
<p>Homes and places</p>  <p>Aucklanders live in secure, healthy and affordable homes and have access to a range of inclusive public places</p>	<ul style="list-style-type: none"> <li>• By reliably and efficiently delivering affordable safe drinking water to our customers</li> <li>• By reliably and efficiently delivering affordable wastewater services to our customers</li> <li>• By collaborating with the wider Council group to support areas of growth identified by Council</li> <li>• By acting consistent with Council’s Future Development Strategy (FDS) for major infrastructure development for future urban areas</li> <li>• By proactively engaging with Kāinga Ora to plan, fund and deliver water and wastewater infrastructure to support its major urban transformation programmes</li> <li>• By collaborating with Council on the implementation of the Auckland Water Strategy, including the introduction of long-term water consumption targets</li> </ul>
<p>Māori identity and wellbeing</p>  <p>A thriving Māori identity is Auckland’s point of difference in the world – it advances prosperity for Māori and benefits all Aucklanders</p>	<ul style="list-style-type: none"> <li>• By actively working with the Council group to deliver our Achieving Māori Outcomes Plan, a framework that will be used to measure Watercare’s contribution to Māori outcomes. Our work is guided by, and is aligned to, Kia ora Tāmaki Makaurau</li> <li>• By actively fostering and maintaining relationships with mana whenua and mātāwaka, including via the Mana Whenua Kaitiaki Forum</li> <li>• By working alongside Council’s Ngā Mātārae and the Māori Outcomes Steering Group to achieve stronger alignment with Kia ora Tāmaki Makaurau regarding: <ul style="list-style-type: none"> <li>a) rangatahi/ intern opportunities; and</li> <li>b) key performance indicators relating to Māori</li> </ul> </li> <li>• By creating opportunities for Māori-owned businesses to be part of our supplier network</li> <li>• By providing technical advice related to water supply and septic tanks to marae</li> </ul>
<p>Belonging and participation</p>  <p>All Aucklanders will be part of and contribute to society, access opportunities, and have the chance to develop to their full potential</p>	<ul style="list-style-type: none"> <li>• By reliably and efficiently delivering affordable safe drinking water to our customers</li> <li>• By reliably and efficiently delivering affordable wastewater services to our customers</li> <li>• By collaborating with the wider Council group to support areas of growth identified by Council</li> <li>• By developing and maintaining a safe, engaged, empowered, diverse and inclusive workforce</li> <li>• By engaging our communities on the pipeline of infrastructure programmes</li> <li>• By engaging Aucklanders on decisions around future infrastructure investments</li> <li>• By developing education programmes for our customers and tamariki</li> </ul>
<p>Transport and access</p>  <p>Aucklanders will be able to get where they want to go more easily, safely and sustainably</p>	<ul style="list-style-type: none"> <li>• By collaborating with Auckland Transport and the wider Council group to support areas of growth consistent with the FDS</li> <li>• By ensuring Watercare works with Council, Auckland Transport, NZTA Waka Kotahi and other utilities to align infrastructure projects wherever possible, to minimise the effects on traffic and neighbourhoods</li> </ul>

1.6 Nature and scope of activities – ‘what we do’

We continue to focus our efforts and resources on creating value for Aucklanders while we prepare and adapt for rapid population growth, the impacts of climate change, higher standards for improved environmental outcomes and fulfil our mandate to be a minimum-cost, cost-efficient service provider into the long-term.



1.7 About us – The Watercare Board’s approach to governance



The Directors and the Executive team are committed to ensuring the company applies best-practice governance policies and procedures. The company has an Audit and Risk Committee, an Asset Management Committee and a Capital Finance Committee. Our Board undergoes Board performance reviews, in line with the Council-adopted process.

Watercare ensures we fulfil the public meetings stipulation of the Local Government (Auckland Council) Act 2009 which requires Auckland Council’s CCOs to hold two public meetings a year and the timing for these is set out below. All other Board meetings also include a public session. Dates and times are publicly notified in advance with agendas and minutes made available on our website. Members of the public are welcome to attend any public Board meeting held by Watercare.

Date	Purpose	Form of public notification
24 June 2025	Consider shareholder comments on draft SOI	Public notice
28 October 2025	Consider performance against SOI targets	Public notice
June 2026	Consider shareholder comments on draft SOI	Public notice
November 2026	Consider performance against SOI targets	Public notice



Watercare works diligently to meet our legal obligations and act in accordance with the Statement of Expectations of substantive council-controlled organisations (SOE), which sits alongside this SOI and forms part of the annual binding agreement between Council and Watercare. We operate under a no-surprises policy and inform the Mayor, Lead Councillor, Councillors or Local Boards, well in advance of anything that could be potentially contentious, whether or not the issue is covered by the SOI or legislation. We also ensure that if an issue is likely to attract public interest, that the Mayor, Deputy Mayor, Lead Councillor, Councillors and/or Local boards are fully briefed.

We are committed to participating in the design and implementation of group-wide policies. Watercare is also supportive of the development of Council group foundation principles and standards.

#### **Managing risk**

We have an established risk management policy and framework, which follows the guidance of the ISO 31000 risk management standard. Risks are identified and evaluated using likelihood and consequence scores and ranked. The highest-ranked and most significant emerging risks are regularly reviewed by senior management and the board via management and board-level reporting.

As part of the risk management framework, Watercare monitors potential emerging risks that could impact delivery of Watercare's services and develops appropriate risk-mitigating actions and strategies.

The internal audit function produces an annual plan that is approved by our Audit and Risk Committee with management's quarterly reporting against the plan to the committee. The Audit and Risk Committee maintains oversight of progress in accordance with the 3 Lines Model and must be satisfied that recommendations arising from internal audit's work are fully addressed by management.

Watercare also provides Council's Audit and Risk Committee with a quarterly report outlining our risk management framework, approach, processes and an overview of the top risks with associated mitigation actions. We proactively report on all significant incidents, risks and issues and their management to ensure no surprises, transparency and that Watercare's most significant risks are being appropriately managed and mitigated.

#### **Measuring our performance**

We have an agreed set of performance measures and targets which form the basis of accountability for delivering on Council's strategic direction, priorities and targets. These are reported on a quarterly basis in accordance with the governance manual for substantive CCOs.

In FY25, we will work with Council to implement the agreed non-structural changes of CCO reform to improve oversight and accountability of the Group's CCOs.

The measures and targets include the measures set out in the Watercare Charter, the mandated non-financial measures of the Department of Internal Affairs, Taumata Arowai, and those that were agreed with Council as part of the LTP 2024-2034.

Part 2: Statement of performance expectations

2.1 Introduction

As we look to the future, and the implementation of Local Water Done Well, we remain committed to providing safe and reliable, affordable water and wastewater services to Aucklanders and to work with Council on delivering the Auckland Plan outcomes.

2.2 How we will deliver – annual work programme

Key activities and programmes over the coming financial year are below. We measure success through the performance measures and targets documented in the Appendices to this document.

Our contributions to the Auckland Plan	Significant activities and programmes over the coming financial year	Direct expenditure \$m	Capex budget \$m
Deliver safe and reliable water services 24/7	<ul style="list-style-type: none"> <li>Water operating activities</li> <li>Meet Taumata Arowai water quality regulations</li> <li>Implementation of the Auckland Water Strategy, including the continued roll-out of smart meters, water efficiency programmes (including reviewing the per capita consumption targets) and management of network leakage to ELL</li> <li>Continue planning and detailed design of the Western Water Supply Programme, including the Huia Water Treatment Replacement Plant to help meet peak demand and improve system resilience</li> </ul>	(numbers to be checked) Controllable costs \$XXX	Refer to page 21-23
Deliver safe and reliable wastewater services 24/7	<ul style="list-style-type: none"> <li>Wastewater operating activities</li> <li>Via proactive renewals, expand the Inflow and Infiltration reduction programme and network renewals programme, to improve and coordinate cost-effective asset refurbishment</li> <li>Deliver our Wastewater Network Strategy and continue work to reduce overflows</li> </ul>	Controllable costs \$XXX	Refer to Page 21-23
Minimum cost, efficient, financially robust provider both now and in the future & industry leading thinking and processes	<ul style="list-style-type: none"> <li>Implement Watercare’s Business Plan and ensure compliance with interim economic regulation as set out in the Watercare Charter</li> <li>Continue collaborating with Council on Climate Related Financial Disclosure (TCFD) reporting requirements</li> <li>Continue to deliver our capital programme</li> <li>Target efficiency savings against current opex costs</li> <li>Refresh Watercare’s Decarbonisation Roadmap</li> </ul>	Within Operating and Capital Budgets	N/A
High performing infrastructure (reliable and resilient now and in the future)	<ul style="list-style-type: none"> <li>Continue work to optimise our AMP</li> <li>Continue to implement the Auckland Water Strategy including continuing our leak detection and refreshing the per capita consumption targets</li> <li>Actively engage with Council in the implementation of the FDS</li> <li>Work with Auckland Council to analyse and understand projected climate change impacts on water sources specifically (Action 5.4 in the Auckland Water Strategy).</li> </ul>	Capex \$XX Controllable cost \$XXX	N/A
Future-proofed growth and supply assurance	<p>We currently have under design or construction (projects over \$50m):</p> <p><b>Water (growth, level of service and renewal)</b></p> <ul style="list-style-type: none"> <li>Huia 1 and Nihotupu 1 Replacement</li> <li>Water Service Connections &amp; Meters</li> <li>Kainga Ora - Waikowhai Pump Station &amp; Water Main</li> </ul> <p><b>Wastewater (growth, level of service and renewal)</b></p> <ul style="list-style-type: none"> <li>Queen Street Diversion</li> <li>Southern Auckland WW Servicing Scheme</li> <li>Southwest Wastewater Conveyance Stage 1A</li> <li>Snells WWTP Upgrade</li> <li>Otara Catchment WW Capacity Upgrades</li> </ul>	Capex FY26 Forecast \$308m	N/A Total approved capex for these are \$2,760m

Our contributions to the Auckland Plan	Significant activities and programmes over the coming financial year	Direct expenditure \$m	Capex budget \$m
	<ul style="list-style-type: none"> <li>• WIWQIP Herne Bay WW Branch 5 Upgrade</li> <li>• Central Interceptor</li> <li>• Whenuapai &amp; Redhills Wastewater Scheme - Package 2</li> <li>• WIWQIP - The Point Erin Tunnel</li> <li>• Orakei Main Sewer</li> <li>• Whenuapai &amp; Redhills Wastewater Scheme - Package 1</li> <li>• Whenuapai &amp; Redhills Wastewater Scheme - Package 3</li> <li>• Whenuapai &amp; Redhills Scheme P1 Rising Main</li> </ul> <p><b>In addition to the above, we have \$778m of water and wastewater projects, under \$50m, in design or construction.</b></p>		
Protect and enhance our natural environment	<ul style="list-style-type: none"> <li>• Continue to investigate approaches to measure the total lifetime emissions of our new assets (totex) and to factor these considerations into asset planning and design.</li> <li>• Continue our work with customers to reduce water demand to ensure we achieve the targets in the Auckland Water Strategy</li> <li>• Working together with Auckland Council to deliver the component parts of the Auckland Water Strategy, including work towards alternative water sources (such as wastewater reuse), demand management and leakage management activities, and also supporting Council with their initiative to enhance rainwater supply capacity.</li> <li>• Continue to educate our communities on the wastewater system to minimise dry-weather overflows due to fats, oil, rags and roots in the network</li> </ul>	Within Water and Wastewater Opex budgets	Within Capex budgets above
Enhance our partnerships and strong relationships with Māori in Tāmaki Makaurau	<ul style="list-style-type: none"> <li>• Continue to deliver on our Achieving Māori Outcomes Plan</li> <li>• Build on our existing procurement programme, which actively seeks to maximise opportunities for Māori businesses to participate in the procurement process, so we can meet or exceed our target to source 5% from Māori owned businesses by the end of 2025</li> <li>• Continue to strengthen existing hononga (relationships) and build new partnerships that represent Māori communities</li> </ul>	Te Rua Whetū team included in Opex  FY26 Target 5% procurement from Māori owned businesses	N/A
Customer trust and value through exceptional performance and engagement	<ul style="list-style-type: none"> <li>• Continue understanding the performance of individual drivers of trust and ensure we course-correct when they are adversely impacted.</li> <li>• Participate in a collaborative working group with Council to assess and define a water literacy framework (Auckland Water Strategy Action 2.1)</li> <li>• Increasingly segment our customer base to engage in ways that are relevant to them and increase water literacy and trust</li> </ul>	Within Water and Wastewater Opex budgets	N/A
Safe, engaged and empowered team	<ul style="list-style-type: none"> <li>• Continue building capability through our staff development and training programmes</li> <li>• Embed employee wellbeing and safety as core principles of the organisation</li> <li>• Further develop our safety systems including critical risk management and focus on critical control verification.</li> </ul>	Within Water and Wastewater Opex budgets	N/A

2.3 Our six key activities for 2025-2028

1. Delivering, affordable safe and reliable water and wastewater services to Aucklanders 24/7

Watercare’s mission is to *deliver affordable, reliable, safe and efficient water and wastewater services 24/7*. Over the period of the SOI, we will deliver on this promise by reporting against drinking water standards, investigating alternative sources for drinking water, ensuring our preparedness for future droughts, and working closely with customers to manage water demand and reduce water losses.

The Water Services Authority – Taumata Arowai has a suite of drinking water standards, quality assurance rules and aesthetic values. These sit alongside the Department of Internal Affairs non-financial performance measures, as well as the requirement to have Drinking Water Safety Plans for each of our water treatment plants (including source risks) and our distribution network.

Ensuring a safe and reliable water supply has always been our core purpose. We remain committed to delivering services that protect public health and comply with all regulatory standards. Watercare’s performance against the standards is reported to the Board monthly. They are also reported to the Governing Body via our Quarterly report. Any non-compliances are reported to Taumata Arowai. At the end of each calendar year, Taumata Arowai produces a summary report, which Watercare shares with Council.

In terms of wastewater, our ability to protect the environment is influenced, to a degree, by weather events. Through the progress of our Central Interceptor wastewater tunnel, our flood recovery programme of work, and our existing Asset Management Plan processes, we are working to upgrade or adapt many of our wastewater assets to ensure they remain resilient in the face of a growing population and more frequent extreme weather events.

Linked to population growth, we currently plan our water security to meet the following standards:

<p><b>Level of Service 1</b> Proactive demand restrictions are to be required for an event no more frequently than that with a 5% probability of occurring.</p>	<p>The peak supply/demand balance is designed to show the forecast peak demand without restrictions during a dry summer with a return period of 1 in 20 years. Under drier conditions, leading to higher demand, Watercare could impose restrictions to reduce peak demand while continuing to meet our Levels of Service.</p>
<p><b>Level of Service 2</b> Annual average demand within the Metropolitan supply area can be met in a drought with a 1% probability of occurrence leaving 15% residual capacity in its water supply lakes.</p>	<p>The annual drought supply/demand balance is designed to show the forecast annual average demand during a drought with a return period of 1 in 100 years can be met and would result in water supply lake levels being no less than 15%. Watercare would expect to impose some restrictions during this event (see Level of Service 1, above).</p>

Consistent with the Auckland Water Strategy (Action 5.3), Watercare will work with Auckland Council on demand management and drought response.

Sitting alongside these Levels of Service is the Drought Management Plan. This Plan provides a series of responses to mitigate the potential impact of droughts so we can continue to deliver water our customers can trust, even during a drought.

The Watercare Board receives regular updates on Tāmaki Makaurau’s water security situation and commits to providing Council with early warning if it looks like we may not be able to meet the above Levels of Service for any reason.

Over the medium to long term, Auckland’s growth and our changing climate will put pressure on our existing water sources. In line with the Auckland Water Strategy, Watercare will work with Auckland Council to understand projected climate change impacts on water sources specifically (Action 5.4 in the Auckland Water Strategy) so we can proactively plan for climate change. We will also continue to investigate options to improve source drinking water diversity and resilience, including demand management, aligned to the Auckland Water Strategy, and researching alternative source options, which could include purified recycled water and desalination.

We are also undertaking various other initiatives, such as our proactive leak detection programme, to reduce water loss. In parallel we continue to encourage and embed water efficiency behaviours across all customer segments, including through our free education programme.

We are committed to a smart network future, including the role of smart meters. Watercare has installed 60,000 smart meters and any new or replacement meters will be smart meters, allowing households and businesses to access to near real-time information on their water usage and enable Watercare to manage the network more closely. We have also committed to smart sensors being installed in parts of our wastewater network to improve network understanding, and have trialled proactive network pressure management, which has delivered promising results in terms of water savings and leaks. Over the course of the SOI period we will continue this work and will be revising our smart network strategy, including the role Watercare plays in the smart network ecosystem.

Watercare will continue its work with Auckland Council on the Auckland Water Strategy and how the Council whānau can further improve and therefore reduce per capita consumption of water.

Watercare must establish and maintain a committee or board within its organisation to promote the vision and strategy for the Waikato River (as set out in Schedule 2 of the Board of Inquiry Waikato Water Take Consent (WRC ref: AUTH131259.01.02)). Representatives of Te Whakakitenga o Waikato Incorporated (Waikato Tainui Governance Board) and Te Taniwha o Waikato (a collection of Marae along the lower river and part of Waikato Tainui) will be invited to be members of that committee or board in order to become material participants and directly involved in all aspects of the management, governance and use of the river, including its water. Generally, the purpose and function of that committee or board under the Board of Inquiry Consent will be to investigate and address options for the percentage reduction in reliance on the awa by Watercare, including identifying new alternative sources for resilient water systems. In particular, the committee and board will be looking at the following:

- reduction in reliance on the Waikato River for the supply of water to Auckland;
- reduction in the volume (both relative (i.e. as a percentage the Waikato makes to Auckland's municipal supply needs) and absolute) of water taken from the Waikato River;
- increased resilience of the Waikato River to human activities and their effects; and
- in that context, recognition of the rights and interests of tangata whenua in fresh water.

As part of the second Waikato River water take consent, by March 2026, Watercare will submit a water management plan to Waikato Regional Council every five years on:

- the forecast level of demand for the period to the expiry of the consent;
- progress being made on the investigation and implementation of future water source options for Auckland;
- level of non-revenue water within the Watercare water supply network, including real water losses, apparent water losses and unbilled authorised consumption, and the steps being taken to reduce real water losses; and
- level of per capita residential consumption and how this relates to targets set in the Water Management Plan.

The five yearly reports will be made publicly available and shared with representatives of Te Whakakitenga o Waikato Incorporated, Te Taniwha o Waikato, Te Tokanganui-a-noho Regional Management Committee and Hauauru Ki Uta Regional Management Committee, Ngā Waihua o Paerangi, Te Kotahitanga o Ngāti Tuwharetoa, Raukawa Settlement Trust, Te Arawa River Iwi Trust, Ngāti Tahu-Ngāti Whāoa, and the Waikato River Authority.

SOI performance measures related to the above activities are set out in **Appendix A and A1**.

**2. Ensuring the successful implementation of Local Water Done Well, including financial separation, compliance with interim economic regulation and the implementation of new arrangements for water services**

**Financial separation**

From 1 July 2025, Watercare will take on debt in its own name, raising capital to fund the operational activity and investment necessary to deliver the Watercare Business Plan and meet repayment obligations in relation to the intercompany loan between Auckland Council and Watercare.

**Compliance with interim economic regulation**

Watercare will comply with the Watercare Charter, which came into effect on 1 April 2025 and ends on 30 June 2028.

Watercare will provide consistent performance reports to both Auckland Council and the Crown Monitor and will give Auckland Council early notice in the event of any unforeseen incident that impacts our ability to meet our requirements under the Charter. In summary, the Watercare Charter requires us to do the following things over the next three years:

**Comply with minimum service quality standards**

The Charter specifies the six minimum service quality standards that Watercare must meet each financial year in relation to the water supply and wastewater networks (e.g. leakage, water interruptions, overflows etc). This set of standards is complemented by a broader range of service quality measures and targets that Watercare has reported against for many years, via this SOI, and that are required by other regulators, including Auckland Council (Network Discharge Consent), the DIA and the Water Services Authority – Taumata Arowai.

**Financial performance objectives**

A requirement of the Charter is that Watercare must maintain an investment grade credit rating when assessed, on a standalone basis, by an established credit rating agency. We can earn no more from water supply and wastewater services for each year of the Watercare Charter than the specified revenue caps (called the Maximum Allowable Revenue, or MAR). The revenue caps will be supplemented by a washup mechanism where water usage and other billed quantities differ from forecasted volumes.

**Price-quality path**

In realising our Maximum Allowable Revenue (MAR) specified under the Charter for combined water and wastewater tariff revenue, we have flexibility to apply different price changes for different tariffs, provided we do not over-recover our MAR.

In addition to our MAR, the Charter also dictates a lower limit on average increases to Infrastructure Growth Charges (IGCs) so that Watercare must recover at least that amount from new connections, resulting in minimum increases in average IGCs.

The price path in the Charter assumes that Watercare’s capital expenditure over the three years is as set out below. Watercare may deliver lower capital expenditure, if this is considered appropriate for meeting its current and future service commitments, but this should be reflected in lower charges.

Watercare Charter	FY26	FY27	FY28
Capital expenditure	\$1,201m	\$1,368m	\$1,399m

**New enduring arrangements for water services**

Watercare will implement the requirements of the Local Government (Water Services) Bill when enacted in mid-2025. The new legislation will provide the new water services delivery system and the new enduring economic regulation and consumer protection regime for water services.

**Watercare must deliver three plans to comply with the Charter**

In accordance with the Watercare Charter, Watercare is also going to develop the following three plans in close consultation with Auckland Council, to ensure that Council’s objectives are met where possible, with formal guidance sought from Council where appropriate.

Plan	Key dates	What is required?
<b>IGC policy review and redesign (Clause 19 of the Charter)</b>	<ul style="list-style-type: none"> <li>• <b>30 September 2025:</b> Submit draft roadmap to Crown Monitor</li> <li>• if the Crown monitor’s feedback is received within 60 working days, do the following within 60 working days after receiving that feedback:</li> <li>• (i) incorporate the Crown monitor’s feedback into the document:</li> <li>• (ii) publish the document that incorporates that feedback on an internet site that is maintained by or on behalf of Watercare and is accessible to the public free of charge.</li> </ul>	<p>Watercare must prepare a document describing its review and redesign of its IGC policy.</p> <p>The document must include—</p> <p>(a) Watercare’s intended approach to all phases of the review and redesign, including—</p> <p style="padding-left: 40px;">(i) any design principles it proposes to use; and</p> <p style="padding-left: 40px;">(ii) how it will implement the redesigned policy in the 2026–2028 financial years; and</p> <p>(b) how Watercare intends to engage with the Crown monitor in the review and redesign process; and</p> <p>(c) a summary of the approach Watercare intends to take to explain to consumers and other stakeholders the expected impacts of the redesigned.</p>
<b>Infrastructure delivery and asset management improvement: planning</b>	<ul style="list-style-type: none"> <li>• Watercare must, by 31 August 2025, give a draft of its infrastructure delivery and asset management plan to the Crown monitor for feedback; and</li> <li>• (b) if the Crown monitor’s feedback is received within 60 working days, do the following within 60 working days after receiving that feedback:</li> <li>• (i) incorporate the Crown monitor’s feedback into the draft plan:</li> <li>• (ii) publish the plan that incorporates that feedback on an internet site that is maintained by or on behalf of Watercare and is accessible to</li> </ul>	<p>Watercare must prepare an infrastructure delivery and asset management improvement plan for the Charter period.</p> <p>The infrastructure delivery and asset management improvement plan must contain the following:</p> <p>(a) the principles that Watercare will use to prioritise investments:</p> <p>(b) a description of Watercare’s planned improvements to infrastructure delivery and asset management, including improvements to—</p> <p style="padding-left: 40px;">(i) its understanding of the linkages between investments and the outcomes (including network resilience) delivered by investments, and how this improved understanding will impact its asset management processes; and</p> <p style="padding-left: 40px;">(ii) processes for identifying preferred solutions (including key inputs such as asset health and criticality modelling); and</p> <p style="padding-left: 40px;">(iii) its programme for risk management and reporting; and</p> <p style="padding-left: 40px;">(iv) cost estimation (such as unit rates for use in budgeting and forecasting);</p> <p>(c) timelines for planned improvements:</p>

























































































































































**Komiti mō te Whakahaere Tikanga me te Aro ki te Pae Tawhiti mō ngā Whakahaere ka Whakahaerehia e te Kaunihera / Council Controlled Organisation Direction and Oversight Committee  
Forward Work Programme 2025**

This committee deals with having a general overview and insight into the strategy, direction and priorities of all Council Controlled Organisations (CCO) and Ports of Auckland Limited, except Auckland Transport.

The full terms of reference can be found here: [Auckland Council Governing Body Terms of Reference](#)

Area of work and Lead Department	Pūnga / Reason for work	Committee role (whakatau / decision and/or tika / direction)	Expected timeframes Highlight the month(s) this is expected to come to committee in 2025											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Strategic direction</b>														
<b>CCO Letters of Expectation 2025-2028</b> CCO Governance and External Partnerships	Council issues an annual letter of expectations to each of its substantive CCOs to inform the development of the CCOs' Statements of Intent.	Seeking committee approval of the content of draft 2024-2025 letters of expectation.  <b>Progress to date:</b> Content of draft 2024-2025 letters of expectation approved February 2025 <a href="#">Link to decision</a>												
<b>Draft and final SOIs 2024-2027</b> CCO Governance and External Partnerships	Statements of intent set out the objectives and activities of each CCO for the next three years. They serve as a basis for accountability to the council, as the shareholder, and provide an opportunity for the council to influence each organisation's direction.  Under legislation CCOs must deliver annually a draft statement of intent to its shareholders on or before 1 April 2024.  Under legislation CCOs must deliver annually a final statement of intent to its shareholders on or before 31 July 2024.  Covers: Watercare, Tātaki Auckland Unlimited, Auckland Future Fund, Manukau Beautification Charitable Trust and Contemporary Art Foundation.	Committee to provide comments on draft statements of intent and approve final statement of intent.  <b>Progress to date:</b>												
<b>Draft and final POAL SCI 2024-2027 and Letter of Expectation</b>	Port of Auckland Statement of Corporate Intent process	Committee to approve letter of expectation – <b>10 June</b>  Committee provide comments on draft Statement of Corporate Intent – <b>9 September</b>  <b>Progress to date:</b>												
<b>Review of non-substantive Council-controlled organisation accountability requirements</b>	Some non-substantive CCOs have been exempted from accountability requirements under Section 7(3) of the Local Government Act 2002. CCO/2022/38 included agreement that these exemptions be reviewed by September 2025.	Committee to make decisions about accountability requirements of non-substantive CCOs.												

Area of work and Lead Department	Pūnga / Reason for work	Committee role (whakatau / decision and/or tika / direction)	Expected timeframes Highlight the month(s) this is expected to come to committee in 2025											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Review of non-substantive Council controlled organisations</b> CCO Governance and External Partnerships	To ensure the governance model for Council's non-substantive CCOs is appropriate. CCO/2020/21 approved the council undertaking a review of the status of non-substantive council-controlled organisations and the framework for undertaking the review. As of January 2025, Council's non-substantive CCOs are: <ul style="list-style-type: none"> <li>Arts Regional Trust / Te Taumata Toi-a-Iwi</li> <li>Contemporary Art Foundation</li> <li>Mangere Mountain Education Trust</li> <li>Mount Albert Grammar School Community Swimming Pool Trust</li> <li>Te Motu a Hiaroa (Puketutu Island) Governance Trust</li> </ul>	Committee to make decisions about the future governance of non-substantive CCOs. Timing is to be confirmed.  <b>Progress to date:</b>												
<b>Performance monitoring and reporting</b>														
<b>Quarterly, Half-Year and Annual Reports 2024/2025</b> CCO Governance and External Partnerships	Under the LGA and LGACA the council must regularly undertake performance monitoring of the CCO to evaluate its contribution to meeting its objectives, and the desired results identified in the SOI.	Committee to receive quarterly reports, receive, and adopt half yearly and annual reports.  <b>Progress to date:</b> Quarter two performance reports 2024/2025 for substantive council controlled organisations and Port of Auckland Limited – 11 March 2025 <a href="#">Link to Decision</a>												
<b>CCO and POAL strategic performance oversight</b>	CCO Board members are requested to attend committee meetings to discuss strategic performance twice yearly. This is to ensure CCO board engagement and relationship building.	Performance oversight focus: <ul style="list-style-type: none"> <li>Watercare – 11 March 2025</li> <li>Port of Auckland – 8 April 2025</li> <li>Tātaki Auckland Unlimited – 10 June 2025</li> </ul> <b>Progress to date:</b> Watercare Performance Update – 11 March 2025 <a href="#">Link to Decision</a>												

Area of work and Lead Department	Pūnga / Reason for work	Committee role (whakatau / decision and/or tika / direction)	Expected timeframes Highlight the month(s) this is expected to come to committee in 2025												
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
<b>The State of the City reporting 2025</b> Tātaki Auckland Unlimited	The committee wishes to be kept informed on work progressing the areas of focus from the annual State of the City reports: Benchmarking Tāmaki Makaurau Auckland’s international performance.	Committee to receive presentation on the results from the annual State of the City reports: Benchmarking Tāmaki Makaurau Auckland’s international performance. Note that following CCO reform, this report may no longer be led out of Tātaki Auckland Unlimited.  <b>Progress to date:</b>													
<b>Lead Councillor Updates</b> CCO Governance and External Partnerships	Mayor Wayne Brown has appointed four lead councillors to attend the board meetings of CCOs allocated to them and report back to this committee quarterly.	Committee to receive verbal updates from the CCO Lead Councillors  <b>Progress to date:</b> Lead Councillor CCO updates – 11 March 2025 <a href="#">Link to Decision</a>													
<b>Haumaru Housing – end of year results 2023/2024</b>	Haumaru Housing is a joint venture established by Auckland Council and The Selwyn Foundation.  This will ensure the long-term provision of affordable housing services for older people in Auckland.	Haumaru Housing will report to the CCO Direction and Oversight Committee once a year to discuss performance and end of year results.  <b>Progress to date:</b>													
<b>Tamaki Regeneration Company (TRC) - end of year results 2023/2024</b>	TRC is a Crown entity that is jointly owned by the government and Auckland Council.  TRC is leading urban regeneration activity in Tāmaki to achieve four strategic objectives: social transformation, economic development, placemaking and housing resource.	TRC will report to the CCO Direction and Oversight Committee once a year to discuss performance and end of year results.  <b>Progress to date:</b>													

Item 12

Attachment A

Completed in 2025

Area of work and Lead Department	Committee role	Whakatau / Decision

Item 12


Attachment A