

Minutes of the Board Meeting

held on Tuesday, 25 August 2026 at 11.30am

Present:

Board: Julian Elder (Chair), Mark Christensen, Blair Howell, Becky Lloyd

Apologies: Sina Cotter Tait

QLDC 3Waters Limited: Maseina Koneferenisi (Programme Director),
Sinead Hart (Governance Lead), Gina Walker (Minutes)

Guests: Rupert Mackintosh (PMO Lead), Jaron Shaw (PMO Support),
Tessa O'Rorke (Customer, Communications and Engagement Lead),
Sara Harris (Organisation, People & Transition Lead),

Open session

1. Opening

The meeting was declared opened at 11.57am.

There were no members of public in attendance.

The interest register was updated and noted as current.

2. Internal Policy Framework

The Internal Policy Framework was presented. The purpose of this Framework is to provide clarity on the policies required by QLDC 3Waters Limited and who the approving authority is.

The Board approved the framework but requested the scoring element at the back be removed. The preferred approach is that the Board approve a Day One suite of policies and the register be kept live with details on where approval authority sits – with the Board or with Management.

The Board referred to the list of Day One policies presented with papers and asked that:

- policies that sit under the Board's authority be housed in Diligent;
- the Day One suite of policies presented be amended so that the AI policy, the Media policy, the flexible working, and employment relations policies be elevated to Board approval for now (noting the Company is in establishment); and
- a separate Sustainability Policy be included (separate to compliance).

In relation to the review of policies, these should be marked up and attached to the original when presented to the Board OR if no changes are recommended then this should be clarified. Policies of significant risk should be reviewed every six months; the Delegations Policy should be reviewed annually.

Matters relevant to the Board Charter should be captured by Management progressively as they become known over the Establishment Period so that the scope of the Board Charter is forming

before final development. A Board Charter can be formally adopted once the Company has evolved to having Sub-Committees in place.

It was suggested that an Environmental Policy be separated out to address compliance and sustainability. These will be drafted and brought back to the Board for consideration.

ACTION: *amendments to the Day One policy list and the internal business policy development framework to be made to align with Board feedback.*

With regards to the Meeting Recordings: Retention Policy, that the deletion of recordings from Cloud storage systems and any backup systems is to occur for both public and public excluded recordings.

ACTION: *Secretariat/Data Systems Lead to seek confirmation from QLDC Knowledge Management Team that WSCCO related recordings can physically be deleted from back-up systems.*

The Board meeting moved into public excluded.

Resolution to Exclude the Public: That the public be excluded from the following parts of the meeting pursuant to section 48(1)(a) of the Local Government Official Information and Meetings Act 1987, on the grounds that the public conduct of the business would be likely to result in the disclosure of information for which good reason for withholding exists under section 7 of the Act, including (where applicable):

Section 7(2)(b)(ii) – to protect the commercial position of the person who supplied, or who is the subject of, the information supplied.

Section 7(2)(i) – to enable the Company to carry on negotiations without prejudice or disadvantage.

	Agenda Item	Reason for Public Exclusion	Grounds under section 48(1)(a)
4	Minutes of previous meeting	To protect the commercial position of the information supplied	Sections 7(2)(b)(ii) and 7(2)(i)
5	Establishment Plan and Budget	To protect the commercial position of the information supplied	Sections 7(2)(b)(ii) and 7(2)(i)
6	Land Access	To carry on negotiations without prejudice or disadvantage	Section 7(2)(i)
7	Brand Strategy and Design	To protect the commercial position of the information supplied	Sections 7(2)(b)(ii) and 7(2)(i)
8	Operating Model and Purchased Services	To carry on negotiations without prejudice or disadvantage	Section 7(2)(i)

The meeting closed at 4.15pm.

Next meeting: The next Board meeting will be on Friday 18 September 2026.

These minutes have been accepted as a true and accurate record by the board of QLDC 3Waters Limited.

Signed:  _____
Chair

Date: ____18 September 2026_____