Report to:	Council – Public Excluded
Date:	28 October 2026
Subject:	IWK Director Appointment
Prepared by:	P Kearney – Senior Manager Corporate Services
Input sought from:	Alan Gulleford – IWK Chair
Authorised by:	W Doughty – Chief Executive Officer

1. PURPOSE

To seek Council approval for the appointment of Karl Roberts, Laura Dawson and Amanda Henriksen as directors of IWK, following recent resignations from the IWK Board (Board).

2. RECOMMENDATION

It is recommended that Council:

a) Notes the resignations of Diane Brandish and Daniel Yallop from the IWK Board and formally thanks them for their contribution and service as directors.
b) Approves the appointment of Karl Roberts as a director of the Board.
c) Approves the appointment of Laura Dawson as a director of the Board.
d) Approves the appointment of Amanda Henriksen as a director of the IWK Board.
e) Notes that further recruitment has been requested due to the vacancy created by the recent resignation of Robby Roche (October 2026).
f) Delegates authority to the Chief Executive, or delegate, to finalise the shareholder appointment process and complete all actions required to give effect to the appointments.
G) Delegates authority to the Chief Executive to determine the release of this public excluded report.

3. SUMMARY

Following recent resignations from the Board, Council staff supported a recruitment process to identify suitable candidates to strengthen the capability of the Board and fill the resulting vacancies.

The recruitment process was undertaken in accordance with Council's Director Appointment and Remuneration Policy which requires consideration of the skills, knowledge and experience required of directors and the overall mix of capability on the Board. The policy also requires appointments to be made on merit and consistent with good governance practice.

A recruitment panel comprising Alan Gulleford (IWK Chair), Peter Kearney (KDC representative) and Marna Zwarts (KDC Human Resources) reviewed applications, undertook interviews and assessed candidates against a skills matrix developed for the recruitment process. The assessment considered governance capability, financial acumen, infrastructure and water sector experience, leadership capability, health and safety knowledge, and overall board contribution.

While councillor participation in recruitment panels is preferred where practicable, councillor representatives were not involved in this recruitment process due to a range of factors associated with timing and availability. The Mayor was advised accordingly. The Council retains responsibility for making director appointments.

Following assessment of the applicants, the panel concluded that Karl Roberts, Laura Dawson and Amanda Henriksen would provide the strongest overall contribution to the current and future governance needs of IWK. Collectively, the recommended candidates provide complementary strengths across governance, strategy, commercial and financial oversight, risk management, organisational performance, leadership, operational assurance, technology governance, procurement and contract management and stakeholder relationships.

4. BACKGROUND

Clause 7.2(c) of the IWK Constitution requires the Shareholder to comply with Council's Director Appointment and Remuneration Policy when appointing directors. The policy provides that appointments should be made on merit and should consider the overall capability of the Board, including addressing identified skill gaps and maintaining a balanced mix of experience.

Council's policy further notes that candidates should possess skills, knowledge and experience that enable them to guide the organisation and contribute to achieving its objectives. The policy identifies qualities including commercial experience, governance capability, sound judgement, integrity and an understanding of the broader interests of the publicly accountable shareholder.

Applications were received from a diverse range of candidates with backgrounds spanning infrastructure, engineering, local government, executive leadership, governance, technology, sustainability, logistics and commercial operations.

The recruitment process included assessment against a Board skills matrix developed to identify candidates capable of contributing to IWK's future direction while complementing existing Board capability.

5. CANDIDATE SUMMARY (see attachment for full details)

Karl Roberts

Karl Roberts brings a combination of governance, commercial and operational leadership experience gained across the New Zealand Defence Force, consulting, technology and business sectors. He holds an MBA and is a Member of the Institute of Directors.

His governance experience includes directorships, business ownership and the design and operation of governance systems, constitutions, shareholder protections and board reporting frameworks. He has demonstrated strong commercial capability through cost-side P&L accountability, contract management, pricing oversight and strategic investment decision-making.

Mr Roberts also offers strong leadership capability through military command appointments and executive management positions. His experience leading complex operational environments and maintaining strong health and safety performance was considered particularly relevant.

Laura Dawson

Laura Dawson brings extensive governance, strategy, risk management and organisational performance experience. She currently serves as General Manager Strategy and Business Capability at ChristchurchNZ and has extensive experience supporting boards and governance committees.

As Company Secretary for ChristchurchNZ and ChristchurchNZ Holdings Limited, she has significant experience supporting board processes, governance frameworks, financial reporting, contracts, sustainability, risk management and health and safety. She is a Chartered Member of the Institute of Directors.

Ms Dawson has managed significant organisational portfolios and budgets and brings strong expertise in governance reporting, risk oversight, strategic planning and stakeholder engagement. The panel considered that these skills would complement existing Board capability and support the continued development of IWK.

Amanda Henriksen
Amanda Henriksen brings senior procurement, commercial and contract-management experience. She is currently National Procurement Manager at Citycare Water, where she is responsible for procurement strategy, supplier management and oversight of significant supplier and contractor relationships. Her current role provides direct exposure to three waters delivery, local authority and council-controlled organisation operating environments, and the commercial pressures facing essential infrastructure providers.

Henriksen has more than 10 years' procurement experience within a national construction and maintenance business. Her experience includes managing significant supplier contracts, identifying cost savings and efficiencies, managing commercial relationships, and supporting safe and fit-for-purpose fleet and operational outcomes. She also holds a Bachelor of Commerce and Administration and a Diploma in Procurement and Supply.

Her governance and community experience includes serving as a former member of the Hororata Primary School Board of Trustees, Co-Chair of the Christchurch City Holdings Limited Women's Network, and a committee member of the Women's Infrastructure Network Canterbury Chapter. She is an Associate Member of the Institute of Directors and has completed the To The Core Leadership and Governance Development Programme

6. OTHER OPTIONS CONSIDERED

No appointments made
This option is not recommended as it would reduce Board capability and place additional pressure on remaining directors during a period of ongoing organisational development.

Re-advertise the vacancies
This option would extend existing vacancies and delay the strengthening of Board capability. The recruitment process produced a number of suitably qualified candidates, and the panel is satisfied that the three recommended appointees collectively possess the skills and experience required for appointment.

Appoint alternative candidates
A number of candidates demonstrated strong capability and experience. Following assessment against the agreed evaluation criteria and consideration of existing Board capability, the panel concluded that the recommended candidates represented the strongest overall appointments.

7. NEXT STEPS

Subject to Council approval:

i. Advise successful and unsuccessful candidates of the recruitment outcome.
ii. Complete the required shareholder appointment documentation.
iii. Undertake director induction activities, including familiarisation with IWK operations, strategic priorities, governance obligations and key organisational risks.
iv. Update relevant company records and governance documentation.
v. Commence further recruitment process to fill the remaining Board vacancy resulting from the recent resignation of Robby Roche.
vi. Where practicable, include elected member representation in future director recruitment processes while recognising that the final appointment decision remains a matter for Council.

VII. In accordance with clauses 13(e) and 13(f) of the IWK Constitution, the Shareholder retains the right to appoint a Chairperson (and Deputy Chairperson). If the Shareholder does not exercise this right, the Board may elect its own Chair and Deputy Chair.

8. FINANCIAL IMPLICATIONS AND RISKS:

The IWK director positions are not remunerated, however, IWK will incur costs as part of the induction process for disbursements and travel, as relevant.

9. LEGAL CONSIDERATIONS:

The appointment process has been undertaken with reference to Council's Director Appointment and Remuneration Policy which requires an objective and transparent process for identifying and considering the skills, knowledge and experience required of directors.

Council must also satisfy itself that appointed directors possess the skills, knowledge and experience required to guide the organisation and contribute to the achievement of its objectives.

The Companies Act 1993 and the IWK Constitution also apply to the appointment process.

10. COMMUNITY OUTCOMES SUPPORTED



Community
We communicate, engage and inform our community



Development
We promote and support the development of our economy



Services
Our services and infrastructure are cost effective, efficient and fit-for-purpose



Environment
We value and protect our environment



Future We work with our community and our partners to create a better place for future generations

11. APPENDICES

Appendix 1 Applicants CV/Cover Letters - withheld Appendix Section 7(2)(a) - To protect the privacy of natural persons