



Selwyn Water

BOARD PACK

for

Selwyn Water Ltd Board Meeting - Public

Wednesday, 15 July 2026

10:00 am (NZST)

Held at:

Virtual

via MS Teams

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AGENDA



SELWYN WATER LTD BOARD MEETING - PUBLIC

Name:	Selwyn Water
Date:	Wednesday, 15 July 2026
Time:	10:00 am to 10:30 pm (NZST)
Location:	Virtual, via MS Teams
Board Members:	Murray W. Strong (Chair), John Brockies, Linda Falwasser, Bruce Gemmell
Attendees:	Elaine McLaren, Heather Geddes, Jo Gallop, Neisha Livermore, Rachael Brown
Apologies:	Alex Cabrera

1. Opening Meeting

1.1 Opening Karakia

Whakataka Te Hau

Supporting Documents:

1.1.a	Karakia Whakataka Te Hau - Opening Karakia.pptx	5
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1.2 Confirm Minutes

Murray W. Strong

For Noting

Minutes of Selwyn Water Board Meeting, 10 December 2025, for confirmation.

Supporting Documents:

1.2.a	Minutes : Selwyn Water Ltd Board Meeting - Public - 3 Jun 2026	6
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1.3 Interests Register

Murray W. Strong

For Noting

No amendments to Interests Register recorded since last meeting.

Supporting Documents:

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2. Actions from Previous Meetings

2.1 Action List

For Information

No actions were recorded.

3. Discussion Items

3.1 Customer and Billing Go-Live Update

Heather Geddes

For Discussion

Supporting Documents:

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4. Information

4.1 Risk Management and Register Update

Heather Geddes

For Noting

Attached for information.

Supporting Documents:

4.1.a	04.1 Risk Register Update 15 July 2026.docx	12
4.1.b	04.1a Governance Risk Register Jul 2026.pdf	16

4.2 Engagement and Communications Report

Neisha Livermore

For Noting

An overview of key engagement and communications activities.

Supporting Documents:

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5. Other Business

5.1 Resolution to move into Public Excluded

Murray W. Strong

Supporting Documents:

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6. Close Meeting

6.1 Close of the Public meeting

Next meeting: Selwyn Water Ltd Board Meeting - Public Excluded - 15 Jul 2026, 10:30 am

Whakataka Te Hau - Opening Karakia

Whakataka te hau ki te uru *Cease the winds from the west*

Whakataka te hau ki te tonga *Cease the winds from the south*

Kia mākinakina ki uta *Let the breeze blow over the land*

Kia mātaratara ki tai *Let the breeze blow over the sea*

E hī ake ana te atakura *Let the re-tipped dawn come with a sharpened air*

He tio, he huka, he hau hū *A touch of frost, a promise of a glorious day*

Tīhei mauri ora!

MINUTES (in Review)



SELWYN WATER LTD BOARD MEETING - PUBLIC

Name:	Selwyn Water
Date:	Wednesday, 3 June 2026
Time:	12:30 pm to 1:00 pm (NZST)
Location:	Virtual, via MS Teams
Board Members:	Murray W. Strong (Chair), John Brockies, Linda Falwasser, Bruce Gemmell
Attendees:	Alex Cabrera, Elaine McLaren, Heather Geddes, Jo Gallop, Neisha Livermore, Rachael Brown

1. Opening Meeting

1.1 Opening Karakia

1.2 Confirm Minutes

Selwyn Water Ltd Board Meeting - Public 8 Apr 2026, the minutes were confirmed as presented.



Resolved: That the minutes of the Selwyn Water Ltd Board meeting - Public 8 April 2026

Resolved: That the minutes of the Selwyn Water Ltd Board Meeting (Public) held on 8 April 2026 be confirmed as a true and accurate record, including amendments circulated after initial distribution.

Decision Date: 3 Jun 2026
Mover: Murray W. Strong
Seconder: Linda Falwasser
Outcome: Approved

1.3 Interests Register

The Chair noted a pending appointment to the board of the Kaikōura Hurunui Water Services Ltd (KHWS), awaiting written confirmation.

2. Actions from Previous Meetings

2.1 Action List

No outstanding actions were carried over from the previous meeting.

3. Discussion Items

3.1 Risk Management and Register Update

Management presented the updated Governance Risk Register highlighting several key developments following the 8 April 2026 board meeting. Key updates included

- Addition of inherent risk and residual risk ratings for each identified risk
- Inclusion of a new risk relating to open water as previously requested
- Updates to align the register with the organisation's risk management framework
- Highlighted risks presented in tabular format in the memo for board members
- General updates to mitigations and actions since the last board meeting

A question was raised regarding how residual risk ratings are being applied using asset performance and renewals as an example, and it was suggested reconsidering the residual risk rating given that current assessments are not yet in place and working. It was noted that the need to examine interdependencies between risks in upcoming meetings, acknowledging this as complex work that would become clearer as the organisation matures.

It was clarified that the current risk escalation process for the transition programme of work includes fortnightly risk review meetings through the Programme Management Office (PMO), with top-of-mind risks escalated into enterprise planning. The escalation flows from the operational risks through the PMO. The same process is following in the capital delivery programme, and the asset operations into the governance risk register.

Supply chain and fuel cost risks were discussed. Preparatory work is being undertaken for potential supply chain disruptions, including prioritisation exercises to determine which projects would be stopped first based on public health criticality, environmental importance, and resilience building. This framework was developed but not activated as the situation had not significantly deteriorated.

4. Information

4.1 Engagement and Communications Report

Management provided a comprehensive update on the recently completed Water Service Strategy consultation process. This included:

- Extensive community engagement conducted across the district
- Collaboration with residents' associations to improve attendance
- Strong support from councillors and Melbourne Community Board members who attended meetings and shared information
- Team members from various communities participated in discussions
- Total Submissions Received: 127 submissions

Early analysis revealed consistent themes aligned with expectations:

- Affordability: Significant community concern about costs
- Water Quality: Particular focus on chlorine and nitrates
- Fairness of Pricing: Community concerns about equitable pricing structures
- Growth Pressures: Issues relating to development contributions and growth management

Next Steps include the collection of all hard copy submissions and loading these into the engagement platform for deeper analysis. A comprehensive report with recommendations for board consideration will be prepared to allow adequate board review time.

Positive feedback from councillors regarding community responses were noted by the Chair. The engagement helped address misconceptions about having a Council-Controlled Organisation managing water services. Team members living in local communities participated in discussions, which was well-received.

Discussion followed on the alignment with compliance, asset maintenance and growth perspectives to provide a weighted analysis of community priorities against operational requirement.

Noted was the positive feedback received from Mayor Lydia regarding community responses to the engagement work being conducted across the district.

5. Other Business

5.1 Resolution to move into Public Excluded



Resolution to move into Public Excluded

The Board resolved to move into Public Excluded session at the conclusion of the public agenda to consider items relating to section 7(2).

Decision Date: 3 Jun 2026
Mover: Murray W. Strong
Outcome: Approved

6. Close Meeting

6.1 Close of the Public meeting

Next meeting: Selwyn Water Ltd Board Meeting - Public Excluded - 3 Jun 2026, 1:30 pm

Signature:_____

Date:_____

Interests Register

Selwyn Water



As of: 15 Jul 2026

Person	Organisation	Active Interests	Notice Date
Bruce Gemmell	ATT Trustee Limited	Director	17 Apr 2026
	Bancorp Treasury Services Limited	Personal friend Miles O'Connor, Manager Corporate Services	17 Apr 2026
	BEL Investments NZ Limited	Director	17 Apr 2026
	Buller Electrical Limited	Director	17 Apr 2026
	Central Plains Water Limited	Director	17 Apr 2026
	Electro Services Ltd	Director	17 Apr 2026
	Lumin PDF Corporation	Director	17 Apr 2026
	NEXIA Limited	Director	17 Apr 2026
	Nitrolabs Limited	Director	17 Apr 2026
	Pioneer Energy Renewables GP Limited	Director	17 Apr 2026
	Planz Consultants Limited	Director	17 Apr 2026
	Selwyn District Council - Audit & Risk Committee	Independent Member	17 Apr 2026
	Southern Waters Limited	Establishment Chair	17 Apr 2026
	The Gemmell Group Limited	Director / Shareholder	17 Apr 2026
	The Second Little Pig Was Right	Director / Shareholder	17 Apr 2026

John Brockies	Resolve Group Ltd - independent non exec	Fees Paid	8 Nov 2025
	Tauranga City Te Maunga Program Board	Fees Paid	13 Nov 2025
	Te Pukenga - independent risk committee member	Fees paid	8 Nov 2025
	Walworth Ltd - director	Fees paid	8 Nov 2025
	Waste Disposal Services - independent chair	Fees paid	8 Nov 2025
Linda Falwasser	Growth NZ	Board Member - 9/04/26 - current.	18 May 2026
	Kohae Limited	Shareholder and Director - 21/10/2016 - current.	1 Oct 2025
	Te Mana o Ngāti Rangitihi Limited	Director - 31/03/2025 - current.	1 Oct 2025
Murray W. Strong	CoDE Ltd	Centre of Digital Excellence, NZ Ltd - Chairman - 1/12/2018-current. Fees paid	3 Jan 2025
	DCC	Digital Interactive Health/MedTechIQ - Chairman - 1/08/2023-current. Fees paid.	3 Jan 2025
	Health NZ	New Dunedin Hospital, Digital Transformation Board - Chairman - 20/12/2021-current. Fees paid.	3 Jan 2025
	Hurunui-Kaikoura WSO	Director - Fees paid	4 Jun 2026
	University of Canterbury	Industry Lead - Executive MBA - Digital Transformation	1 Aug 2025

Board Report

15 July 2026

Customer and Billing Go Live Update

Author: Heather Geddes, Deputy Chief Executive

Presenter: Heather Geddes

Purpose: For NOTING

RECOMMENDATION: That the Board NOTE the Customer and Billing Go Live Update and identify any areas or activities for more in-depth reporting at the next scheduled meeting.

1 July 2026 Go Live

Customer Services

All customer facing aspects of our customer and billing process went live on 1 July 2026. This includes:

- An updated website with additional pages to support customer understanding of the billing process and how to contact us.
- Customer Services team available at our front counter at the SDC reception to answer in-person, online and phone enquiries.
- Customer Relationship Management system went live, recording information against any queries that come in.
- Onsite support was provided to handle any issues or concerns raised from a system and process perspective.
- Escalation and quick solve remediation procedures were established.
- Over 100 calls were logged in the first week.

Billing Go Live

The first few invoices were sent from the billing team on 2 July, the invoices were sent and no issues or concerns were raised by the customers.

The next go live date is 8 July when the first batch of bills are to be released to our customers. Quality checks are underway to ensure they are accurate for go live.

Other types of non-utility billing for other services have been tested and prepared for go live, this includes invoices to developers and to collect development contributions. Please note Selwyn Water has staggered its billing for the first quarter to ensure as each type of service is billed there is time to conduct the appropriate quality checks before release.

A verbal update will be provided to the Board on 15 July for discussion.

Board Report

Date: 15 July 2026

Governance Risk Register

Presenter: Heather Geddes and Elaine McLaren

Purpose: For NOTING

RECOMMENDATION: That the Board **NOTE** the Governance Risk register for July 2026.

Risk Register Update

The risk register has been updated and the following risks added:

Risk #	Category	Risk	Mitigation
AP005	Asset Performance & Renewals	If vested infrastructure and assets are not compliant with the Engineering Code of Practice and prove to be not fit for purpose it may lead to increased costs for maintenance and renewal.	Investigate compliance of developments against as-builts and recorded variations prior to asset acceptance. Strengthen land and building development processes against ECoP.
RC004	Statutory Compliances	Failure to meet suite of broad legislative compliance requirements	Develop and implement a compliance programme, capturing the broad suite of legislative requirements. Report and review routinely

The following risks is to be removed:

Risk #	Category	Risk	Mitigation
RS001	Reputation and Stakeholder	If SDC wants to change the Statement of Expectations (SoE) then the Water Services Strategy cannot be progressed (must be done 6 months post approval of the SoE)	Clear and open communication process with SDC and SWL to agree SoE contents and a mirroring of expectations with current SDC water service requirements.
FS002	Financial Sustainability	If the borrowing arrangements between SWL, SDC, LGFA and the trading banks are not put in place, SWL will not be able to establish debt limits and borrowing arrangements.	LGFA, Bell Gully, Bancorp, Russell McVeigh and Simpson Grierson to engage to identify steps, risks, barriers and establish a path to bring back to SWL and SDC for consideration.

Highlighted risks for governance attention

The following risks are being actively managed to determine materiality and more effective mitigation strategies:

1. AP005

Risk #	Category	Risk	Actions
AP005	Asset Performance & Renewals	If vested infrastructure and assets are not compliant with the Engineering Code of Practice and prove to be not fit for purpose it may lead to increased costs for maintenance and renewal.	Development Engineering process revised and strengthened application process requiring quality documentation prior to acceptance established. Go live expected 7 July. Routine assurance activities identified a non-compliant installation in April 2026. Subsequent investigations indicate this may not be an isolated case and relates to infrastructure delivered under historical development and asset acceptance processes, this is currently being investigated.

Management Update: Engineering Code of Practice – Wye Junction Compliance

Management is investigating an issue relating to the installation of female/female (socket/socket) Wye junctions on wastewater reticulation intended for vesting in Selwyn Water.

Following the transfer of development engineering responsibilities to Selwyn Water in 2026, routine assurance checks identified a non-compliant installation on a development in April 2026. Further investigations indicate this is not an isolated case and may affect a number of developments.

The matter has since been raised by both local contractors and Civil Contractors New Zealand (CCNZ). Industry has acknowledged that the Engineering Code of Practice requires socket/spigot (male/female) Wye junctions and has confirmed its support for the consistent application of the Code going forward. Their concern relates to infrastructure already installed and the approach to addressing historical non-compliance.

Management has paused any further direction requiring replacement while the matter is investigated and discussions are held with industry. Meetings are being arranged with CCNZ and other stakeholders to better understand the historical practices surrounding design changes, inspections and asset acceptance. The issue has also been discussed with the Operational Working Group (OWG), where industry welcomed the clarity provided by Selwyn Water and supported the consistent application of the Code of Practice.

Selwyn Water is working closely with Selwyn District Council to understand the historical processes that existed prior to the transfer of responsibilities. The Chief Executive of Selwyn District Council has been briefed, and both organisations are committed to establishing the relevant facts and identifying any governance or process improvements.

There is no evidence at this stage of an immediate operational or public health risk. Management will provide the Board with a further update once the review is complete, including any recommendations arising from the investigation.

2. FS003

Risk #	Category	Risk	Actions
FS003	Financial Sustainability	Unfunded developer agreements and capital project commitments impact debt.	Financial controls established. Legally structured agreements in place and delegations appropriate and applied.

Management Update: Unfunded developer agreements

Further undocumented developer agreements have been discovered as more developers seek repayment. The documentation accompanying the requests is limited with little to no formal agreements in place or any written documentation to substantiate developer claims.

A more detailed investigation is to be completed reviewing current resource consents against developer agreements to determine what the risk to Selwyn Water is for further claims.

Change from last reporting period

July 2026		April 2026		
Risk Matrix	Number	Risk Matrix	Number	Change
High	1	High	-	Inc
High Med	1	High Med	1	No change
Med	10	Med	10	No change
Low Med	12	Low Med	13	Dec
Low	11	Low	9	Inc
	35		33	

High – AP005 - A revision against the development engineering process and a new potential issue relating to incorrect junctions being used for developments has escalated this risk from the operational risk register to governance.

High-Med – RC002 – residual risk has been revised down as further mitigations identified. While these are still to be implemented the public health risk assessment across compliance monitoring have these risks well controlled. AP-003 – residual risk has been reset while asset condition assessment gets completed, that will determine mitigation requirements which will determine residual risk.

Low – FS002 and RS001 to be deleted, the risk has been eliminated. SC001 – Fuel supply disruption downgraded due to current fuel supply confidence.

RISK #	Category	Risk	Risk Type	Risk owner(s)	Inherent Risk Rating			Residual Risk Rating			RISK CONTROL EFFECTIVENESS	Mitigations/Actions		
					Probability	Impact	Rating	Probability	Impact	Rating		Mitigation	Risk Treatment	Action (updated 06/07/26)
AP001	Asset Performance and Renewals	If the asset valuation and potential liabilities are not known before post wash up of transfer there could be remediation required for asset management and capital delivery that is not included in current budget planning.	Operational, Financial	Chief Executive	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Final valuation conducted post transfer. Validation of valuation to occur post asset condition assessment. Capital delivery and further potential liabilities managed through process and document review.	Risk Reduction	Valuation conducted and a revised value has been reached. Further assurance that all liabilities have been identified is necessary to close off the risk. Issue of further shares to be included in Board papers for approval 15/07/26.
AP002	Asset Performance and Renewals	If there is uncertainty regarding the condition and maintenance and how the history of transferred assets is recorded it may impact costs and efficiencies.	Operational, Financial, Reputational	Chief Executive	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Conduct a thorough asset valuation and condition assessment to anticipate financial and operational risks.	Risk Reduction	Issues register has been developed and joint decisions on issues reached with SDC and recorded.
AP003	Asset Performance & Renewals	Asset failure due to poor condition and inadequate maintenance renewal programme in place leading to higher costs to repair and renew.	Operational, Financial	Director Assets	Likely	Major	High	Possible	Major	High Med	Mostly Effective	Establish a criticality and risk-based renewals programme against AMPs and IDP. Critical assets identified and preventative maintenance programme put in place.	Risk Reduction	Asset condition assessment underway initial report due in August. This report will determine risk to the organisation and mitigation steps.
AP004	Asset Performance & Renewals	Unknown asset condition leads to increased costs to repair or maintain the current assets.	Operational, Financial	Director Assets	Possible	Major	High Med	Unlikely	Minor	Low Med	Mostly Effective	Proactive condition assessment approach used, implement a risk based condition assessment programme (critical assets first).	Risk Reduction	Asset condition assessment (desktop) underway initial report due in August.
AP005	Asset Performance & Renewals	If vested infrastructure and assets are not compliant with the Engineering Code of Practice and prove to be not fit for purpose it may lead to increased costs - maintenance and early renewal.	Operational, Financial	Director Assets	Likely	Major	High	Likely	Major	High	Partially Effective	Investigate compliance of developments against as-builts and recorded variations prior to asset acceptance. Strengthen land and building development processes against ECoP.	Risk Reduction	Development Engineering process revised and strengthened application process requiring quality documentation prior to acceptance established. Go live expected 7 July. Routine assurance activities identified a non-compliant installation in April 2026. Subsequent investigations indicate this may not be an isolated case and relates to infrastructure delivered under historical development and asset acceptance processes, currently being investigated.
CD001	Capital Delivery	If there are undocumented decisions made for capital delivery that are not included in the Water Services Strategy it may cause solvency issues for the CCO.	Operational, Financial	Chief Executive	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Due diligence done of informal communication channels used to engage with consent applications and a remediation plan established including potential legal and financial considerations. Capital delivery stocktake completed and reviewed against approvals within SDC.	Risk Reduction	Confirmed list of commitments provided as part of transfer. Capital delivery programme assessed against scope, time, cost and quality requirements. Master list established and process defined for projects to be added to the list.
CD002	Capital Delivery	Cost escalation and delays in capital delivery programme impacting on CAPEX budget and forecast and investment commitments.	Operational, Financial	Director Assets	Possible	Major	High Med	Possible	Moderate	Med	Partially Effective	Project controls put in place to track time, cost and quality on individual projects and across programme delivery performance. Prioritisation and decision gates implemented.	Risk Reduction	Strengthen governance through Capital Delivery Steering Group and escalation. Strengthened mechanisms in place with main contracting provider.
CD003	Capital Delivery	Contractor performance issues leads to incomplete projects, budget overruns and deficits.	Operational, Financial	Director Assets	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Contract reviewed, terms and conditions assessed and increased visibility through reporting. Establish procurement process to diversify.	Risk Transference	Diversify contractors, review contracts.
CR001	Climate & Resilience	Flood/drought impacts services, stormwater runoff impacts on the ability to process wastewater and supply clean drinking water.	Safety, Operational, Financial	Director Operations	Possible	Major	High Med	Possible	Moderate	Med	Partially Effective	Resilience and climate modelling for flood protection. Catchment and land use reviewed. Steps in place to reduce water take during flooding events.	Risk Reduction	Adaptation strategies included in network capacity planning.
FS001	Financial Sustainability	If the Transfer Agreement is not an accurate reflection of the current assets and liabilities for transfer this may impact on SWL meeting solvency requirements.	Operational, Financial	Chief Executive	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Remediation plan in place with the Operational Working Group. SDC that provides for transfer of assets to meet legislation with a remediation period to work through inaccuracies. ☐	Risk Reduction	Operational Working Group actions in place to work through wash up activities over the next 3 to 12 months.
FS002	Financial Sustainability	If the borrowing arrangements between SWL, SDC, LGFA and the trading banks are not put in place, SWL will not be able to establish debt limits and borrowing arrangements.	Operational, Financial	Chief Executive	Possible	Moderate	High Med	Unlikely	Minor	Low	Effective	LGFA, Bell Gully, Bancorp, Russell McVeigh and Simpson Grierison to engage to identify steps, risks, barriers and establish a path to bring back to SWL and SDC for consideration.	Risk Reduction	LGFA registration and accession completed.
FS003	Financial Sustainability	Unfunded developer agreements and capital project commitments impact debt.	Operational, Financial	Director Finance	Possible	Major	High Med	Possible	Moderate	Med	Partially Effective	Financial controls established. Legally structured agreements in place and delegations appropriate and applied.	Risk Reduction	Confirm commitments and develop a debt strategy. Further commitments have been identified post initial validation, more indepth assessment required.
FS004	Financial Sustainability	Affordability constraints impact ability to pass cost savings to the customer.	Operational, Financial	Director Finance	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Pricing strategy established.	Risk Reduction	Review pricing against asset and operations requirements.
GC001	Growth & Capacity	Cumulative development exceeds network capacity impacting on ability to service the district to meet wastewater capacity requirements.	Operational, Financial, Safety	Director Assets	Likely	Major	High	Possible	Moderate	Med	Partially Effective	Planning coordination between SWL and SDC and growth strategies aligned to network capacity thresholds. New Development Engineering process incorporated, spatial planning identifies high growth areas. Business case being developed to source alternative solutions and share costs. Review capital programme for reprioritisation.	Risk Reduction	Capacity framework established, proactive growth planning and Development Contributions Policy in place for 1 July as lift and shift and reviewed post levies being enacted. Business case in progress. Spatial planning working group with SDC in place.
GC002	Growth & Capacity	Misaligned growth and infrastructure timing.	Operational, Financial, Safety	Director Assets	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Planning coordination between SWL and SDC and growth strategies aligned to network capacity thresholds and capital planning.	Risk Reduction	Planning aligned and shared working groups established to review.

RISK #	Category	Risk	Risk Type	Risk owner(s)	Inherent Risk Rating			Residual Risk Rating			RISK CONTROL EFFECTIVENESS	Mitigations/Actions		
					Probability	Impact	Rating	Probability	Impact	Rating		Mitigation	Risk Treatment	Action (updated 06/07/26)
HS001	Health & Safety	Injury to staff/contractors.	Operational, Financial, Safety	Director Operations	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Health and Safety Systems assessed and monitored. Implementation plan in place to improve Health and Safety practices for SW and third party contractors.	Risk Reduction	Improve oversight established H&S improvement implementation plan being implemented.
HS002	Health & Safety	Critical assets have open water systems which require specialised safety protocols to maintain standards.	Operational, Financial, Safety	Director Operations	Possible	Major	High Med	Unlikely	Minor	Low	Mostly Effective	Guards are in place in Pines Treatment Plant. All open water sites have been assessed for safety requirements and safeguards put in place.	Risk Reduction	Ensure specifically noted on the H&S implementation plan.
HS003	Health & Safety	Age related risks of an aging workforce can contribute to higher incidences of injury, psychosocial issues and illness.	Operational, Financial, Safety	Director Operations	Possible	Moderate	High Med	Unlikely	Minor	Low	Mostly Effective	Health and wellbeing initiatives are in place, regular opportunities to report included within normal one up reporting, training provided and peer support.	Risk Reduction	Ensure specifically noted on the H&S implementation plan.
PC001	People & Capability	Contractor dependency.	Operational, Financial, Safety	Director Operations	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Capacity and capability modelling established against ongoing operational requirements to determine longer term BAU requirements against shorter term specialist work.	Risk Reduction	Develop internal capability, establish protocols against contracting and consultancy use.
PH001	Public Health and Drinking Water Safety	Drinking water source quality – sudden elevated nitrate concentrations exceed the Maximum Acceptable Value (MAV), leading to source water no longer being available for drinking water supply due to non-compliance with the Water Services Act, Drinking Water Quality Assurance Rules. This may cause public health risks (especially for infants), and require do not use notices, trigger regulatory enforcement from Taumata Arowai, result in reputational damage, emergency expenditure, and operational disruption.	Operational, Financial, Safety, Reputational	Director Operations	Unlikely	Major	Med	Unlikely	Minor	Low	Effective	Enhanced monitoring including increased nitrate sampling frequency. Continuing trend analysis to understand source water quality. Review alternate source or additional treatment process options, including long-term option funding. Develop alternative supply options.	Risk Reduction	Work is underway to determine short-term and longer-term measures to respond on current nitrate trends and sudden elevation in levels. Communication of nitrate levels and link to creditable information sources on risk levels available online and to customers/consumers.
PH002	Public Health and Drinking Water Safety	Legislative and/or regulatory changes to the Maximum Acceptable Values (MAV) for inorganic determinands e.g. Nitrate	Operational, Financial, Safety, Reputational	Director Operations	Unlikely	Major	High Med	Unlikely	Minor	Low	Effective	Ongoing monitoring of legislative changes.	Risk Reduction	Ongoing dialogue with Taumata Arowai, the Ministry of Health and WHO to understand any potential changes to advice, legislation and/or regulation.
PH003	Public Health and Drinking Water Safety	Treatment failure leads to unsafe drinking water.	Operational, Financial, Safety, Reputational	Director Operations	Possible	Major	High Med	Unlikely	Major	Med	Effective	Treatment processes, CCPs and monitoring to meet compliance and regulatory requirements.	Risk Reduction	Enhance monitoring; redundancy
PH004	Public Health and Drinking Water Safety	Source water contamination risk.	Operational, Financial, Safety, Reputational	Director Operations	Possible	Major	High Med	Unlikely	Major	Med	Partially Effective	Source protection plans	Risk Reduction	Strengthen catchment controls
RC001	Regulatory Compliance	If there is ambiguity over the statutory responsibilities between Council and the CCO during transition this may cause non-compliance.	Operational, Financial, Reputational	Chief Executive	Unlikely	Moderate	Low Med	Unlikely	Minor	Low	Effective	Clear accountability matrix established and a transition plan for statutory obligations. Shared issues register kept which records decisions.	Risk Reduction	Issues register has been developed and joint decisions on issues reached with SDC and recorded.
RC002	Regulatory Compliance	If there is insufficient water industry, public health, infrastructure or financial expertise appointed to the Board of Directors it may impact decision making.	Operational, Financial, Safety, Reputational	Board	Possible	Moderate	High Med	Possible	Minor	Low Med	Partially Effective	This is an SDC driven process and SWL mitigations will provide partial effectiveness to mitigate. Governance framework and skills matrix developed with legal team to ensure it meets all statutory requirements. Alignment with SDC process included.	Risk Reduction	Board is appointed against agreed skills matrix. Further Director appointments expected in 2026. Board Directors are selected and appointed by SDC. Advisory Groups established to source speciality advisors for areas such as public health.
RC003	Regulatory Compliance	If SWL does not monitor and forward plan compliance with regulation, the change of regulations may not be included in implementation planning leading to non-compliance.	Operational, Financial	Director Strategy	Possible	Major	High Med	Unlikely	Minor	Low	Effective	Compliance requirements mapped and accountability and responsibility assigned. Mechanisms in place to capture and report.	Risk Reduction	Reporting established, new Commerce Commission requirements added into responsibilities.
RC004	Statutory Compliances	Failure to meet suite of broad legislative compliance requirements	Operational, Financial, Safety, Reputational	Chief Executive	Possible	Major	High Med	Unlikely	Minor	Low	Effective	Develop and implement a compliance programme, capturing the broad suite of legislative requirements. Report and review routinely	Risk Reduction	Compliance assessment underway. Operations, asset management, legal, finance, HR and Health and Safety managed and monitored separately and currently compliant. Asset management team compiling to central source for governance view.
RS004	Reputation and Stakeholder	If SDC wants to change the Statement of Expectations then the Water Services Strategy cannot be progressed (must be done 6 months post approval of the SoE)	Operational, Financial	Chief Executive	Unlikely	Moderate	Low Med	Unlikely	Minor	Low	Effective	Clear and open communication process with SDC and SWL to agree SoE contents and a mirroring of expectations with current SDC water service requirements.	Risk Reduction	SoE approved 17 September, ongoing discussions with the new Council- WSS with Council for feedback and expected to progress. Risk downgraded 30/03/26. Risk closed June 26.

RISK #	Category	Risk	Risk Type	Risk owner(s)	Inherent Risk Rating			Residual Risk Rating			RISK CONTROL EFFECTIVENESS	Mitigations/Actions		
					Probability	Impact	Rating	Probability	Impact	Rating		Mitigation	Risk Treatment	Action (updated 06/07/26)
RS002	Reputation and Stakeholder	If SWL fails to establish trust and legitimacy with communities, iwi, regulators and the workforce it will impact Council trust with the CCO.	Operational, Reputational	Chief Executive	Unlikely	Major	High Med	Unlikely	Minor	Low	Effective	Establish a stakeholder engagement plan and implement.	Risk Reduction	Further meetings to be scheduled with Taumutu Runanga. Community meetings scheduled and attended as part of WSS engagement. Ongoing engagement with resident associations and community groups.
RS003	Reputation and Stakeholder	If there is a lack of transparency and visibility of decision making then there may be a breakdown of Council trust of the CCO performance.	Operational, Reputational	Chief Executive	Unlikely	Major	High Med	Unlikely	Minor	Low	Effective	Establish a relationship protocol and Transition Steering Group to jointly assess and resolve issues. Establish regular reporting mechanisms to Council and Councillors	Risk Reduction	Steering Group established and briefing sessions provided to Councillors, regular quarterly reporting activity to be initiated against SoE.
RS004	Reputation and Stakeholder	If data transferred is lost, corrupted or inaccurate it will impact on the ability to use evidence-based data for asset management, financial and customer decisions.	Operational, Financial	Director Strategy	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	A clone is done of each data set to retain historical data within SDC prior to go live operation by CCO, robust user access testing completed prior to go live.	Risk Reduction	Data migration, cleansing and testing plan and resources in place. Prioritisation of customer information, testing with sample groups and gap identification and alignment ongoing.
RS005	Reputation & Stakeholder	If stakeholder confidence is lost, shareholder could review the Statement of Expectations and require more activity to improve stakeholder confidence.	Operational, Financial	Chief Executive	Possible	Major	High Med	Unlikely	Minor	Low	Effective	Engagement plans established and regularly reviewed. Decisions and plans to be included in published documentation for stakeholder to view.	Risk Reduction	Communication plans established and actioned.
SC001	Supply Chain & Resilience	Fuel supply disruption caused by global supply shortages from overseas conflict reducing availability of fuel in New Zealand.	Operational, Financial	Director Operations	Possible	Major	High Med	Unlikely	Minor	Low	Effective	Supply assessed and emergency storage options established. Review against local and central government planning to ensure essential services maintained. Prioritisation schedule established.	Risk Reduction	Fuel storage established. Security being assessed, activity assessed against essential services to understand impact from rationing, cost impacts being assessed. Impact on fuel supply reduced with global political agreements being discussed.
SC002	Supply Chain & Resilience	If there is a critical materials shortage then it may result in a delay in projects, increased costs and reduced quality.	Operational, Financial	Director Assets	Possible	Major	High Med	Unlikely	Major	Med	Partially Effective	Procurement adusted to ensure critical infrastructure requirements can be met.	Risk Reduction	Stockpile materials
TC001	Technology & Cyber	SCADA outage or cyber attack could result in operational technologies being compromised and services impacted.	Operational, Financial	IT Manager	Possible	Major	High Med	Unlikely	Major	Med	Partially Effective	IT controls established against cyber security protocols.	Risk Reduction	Cyber strategy being developed. Currently under SDC protections.
WW001	Wastewater Environmental Compliance	Consent breaches or overflows.	Operational, Financial	Director Assets	Possible	Major	High Med	Unlikely	Major	Med	Partially Effective	Consent monitoring established.	Risk Reduction	Upgrade network; monitoring
WW002	Wastewater Environmental Compliance	Failure to meet future standards.	Operational, Financial	Director Assets	Possible	Major	High Med	Unlikely	Major	Med	Partially Effective	Compliance requirements mapped and accountability and responsibility assigned. Mechanisms in place to capture and report.	Risk Reduction	Plan upgrades

Board Report

Date: 15 July 2026

Engagement and Communications Update

Author: Neisha Livermore, Communications Lead

Presenter: Neisha Livermore

Purpose: For NOTING

RECOMMENDATION: That the Board

- **NOTE** the current engagement and communication activities.
- And **ENSORSE** the Significance and Engagement Policy.

Engagement

Engagement activity during the reporting period focused on supporting the approval of the Water Services Strategy and the commencement of customer billing. Communications were directed towards informing customers and stakeholders of service changes and pricing, and building confidence in Selwyn Water's transition to utility billing.

Key engagement risks relate to customer understanding of the new billing process, water charges and increased enquiry volumes following the release of first bills. These risks are being managed through targeted communications, customer resources, and enhanced support channels.

Community consultations and approvals

Following community engagement and subsequent approval processes, both the [Water Services Strategy](#) and the [Significance and Engagement Policy](#) have now been formally approved.

The Significance and Engagement Policy was approved by our shareholder on 24 June and is included in this paper for Board endorsement.

To support transparency and close the feedback loop with submitters, Community Feedback Reports for both consultations were provided to submitters and published on the Selwyn Water website. These reports summarise the key themes raised during engagement process and identify how community feedback informed the final documents.

Media releases, website updates and targeted communications were also used to inform the wider community and key stakeholders of the decisions and next steps.

Customer billing readiness

On 1 July, Selwyn Water successfully assumed responsibility for billing drinking water and wastewater services.

A communications programme, including website content, digital channels, printed materials, and a direct mail campaign to all water customers, was delivered in the lead up to go-live. This ensured the community understood the upcoming changes, knew how to contact Selwyn Water, and were aware of financial support and payment options.

Customer enquiries relating to drinking water and wastewater services are now managed directly by the Selwyn Water Customer Services team. Additional information and self-service resources continue to be developed to support customers as they begin receiving their first utility bills from 8 July.

Ongoing communications will focus on responding to customer enquiries, supporting understanding of the new bills, and promoting available customer service and payment channels.

Brand and Communication Channel Update

Our communication channels and digital services continue to evolve to support customer interaction and service delivery.

A significant milestone has been the launch of MyWater, our online customer portal, which provides customers with secure, 24/7 access to account information, billing, payments, service requests and account management tools. The portal is accessed via our website and improves accessibility and convenience, while supporting greater customer self-service.

Website content, FAQs and customer resources have also been expanded to help customers navigate billing, payments, account management and portal access.

Throughout the transition to customer billing, we have worked closely with Selwyn District Council to ensure consistent customer communications and customer experience. Regular updates have been provided to Council staff and elected members to keep them informed of key changes and support community enquiries.

Media Update

The following outlines recent media releases and enquiries that Selwyn Water has responded to and links to published articles.

Media Release	Media Pick-up
Selwyn Water ready to deliver for the community as first year Strategy confirmed	Rates hike confirmed for Selwyn District Star News What the rates rise means for your wallet

Media enquiries

Date	Media outlet	Enquiry	Articles
15/6/26	The Press	Enquiry about Upper Selwyn Huts being treated like rest of Selwyn District	After a decade of fighting, Upper Selwyn Huts residents celebrate end to water dispute The Press

Date	Media outlet	Enquiry	Articles
22/5/26	Selwyn Times	Enquiry around billing cycles and a Water Services Strategy consultation update	How the water bill will work (page 4)
26/5/26	Selwyn Times	Enquiry regarding wastewater capacity of the Pines facility	No article published
12/6/26	Selwyn Times	Enquiry on Water Services Strategy submissions and serviceability charge for wastewater	Error spotted in charges for wastewater Star News
25/6/26	The Press	Enquiry about infrastructure pressures in Selwyn (joint response with SDC)	The fastest-growing district in New Zealand has a poo problem The Press

Resolution to Exclude the Public

That the public be excluded from the following parts of the proceedings of this meeting. The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to the matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered		Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution	Date information can be released
1	Board Workplan	Good reason to withhold exists under Section 7	Section 48(1)(a)	TBC
2	Policy Approvals			TBC
3	SAMP, IDP and AMPs			TBC
4	Compliance and Regulatory Reporting			TBC
5	Financial Approvals			TBC
6	Executive Update			TBC
7	Quarterly Report to Shareholder			TBC
8	Health & Safety Report			TBC
9	Asset Condition Report			TBC
10	Enterprise Planning			TBC

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act or section 6 or section 7 or section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are as follows:

Item 1,2,3,4,5,6, 9,10,	Carry out without prejudice or disadvantage, commercial activities	Section 7(2)(h)
Item 7,8	Would unreasonably prejudice the commercial position of a third party	s7(2)(b)(ii)

The appropriate staff and advisors remain to provide advice to the Board.