

Infrastructure Delivery Plan

July 2026

1. Introduction and purpose

This Infrastructure Delivery Plan (IDP) sets out Selwyn Water Limited's (Selwyn Water) current approach to prioritising, sequencing and delivering infrastructure investment during the organisation's establishment and transition phase.

The IDP has been prepared to support implementation of Selwyn Water's first Water Services Strategy (WSS), which has intentionally been developed as a transitional 12-month strategy in agreement with Selwyn District Council as shareholder.

This transitional approach reflects:

- The establishment of Selwyn Water under Local Water Done Well;
- The need to support the orderly transfer of responsibilities, systems, assets and operational arrangements from Selwyn District Council to Selwyn Water;
- The continuing development of organisational capability, asset information, modelling and financial maturity; and
- The intention to align future long-term infrastructure planning with Selwyn District Council's next Long-Term Plan (LTP) cycle.

Accordingly, this first-generation IDP focuses primarily on:

- Near-term infrastructure sequencing and investment priorities;
- Continuity of essential drinking water and wastewater services;
- Immediate growth, resilience and compliance pressures;
- Affordability and financing considerations during the establishment phase; and
- Planning and programme development activities required to support future long-term investment optimisation.

The document should be read alongside:

- Selwyn Water's Water Services Strategy (WSS);
- The Strategic Asset Management Plan (SAMP);
- Supporting master planning and modelling work; and
- Water and wastewater Asset Management Plans (AMPs).

While the WSS establishes long-term strategic direction, and the SAMP outlines the overarching asset management framework, the IDP focuses specifically on infrastructure delivery challenges, sequencing and prioritisation, affordability and delivery constraints, programme dependencies, and areas requiring further planning and investment refinement.

As an establishment-phase document supporting Selwyn Water's first transitional WSS period, the IDP reflects currently available planning, modelling and financial information. Selwyn Water expects future iterations of the IDP to progressively incorporate improved modelling confidence, integrated financial and delivery planning, updated growth assumptions, improved programme optimisation and greater long-term planning maturity.

Selwyn Water intends to review and update this IDP within 12 months to reflect transition outcomes, updated planning information, organisational maturity improvements and alignment with future WSS and LTP processes.

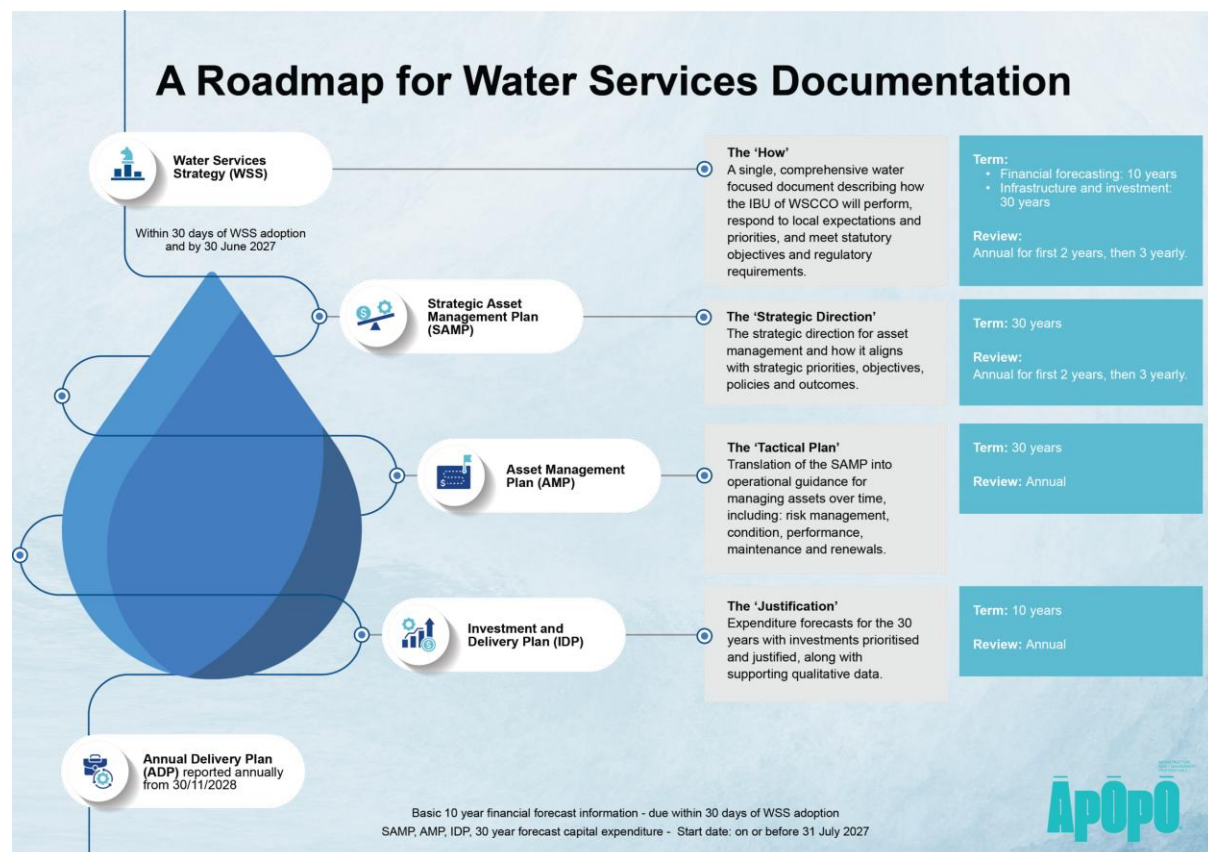


2. Relationship to other planning documents

The IDP forms part of Selwyn Water's broader strategic planning and asset management framework.

The relationship between the WSS, SAMP, IDP and future AMPs is summarised in Figure 2.1.

Figure 2.1 Relationship Between WSS, SAMP, IDP and AMP



Source: Apopo ¹

The WSS establishes long-term strategic direction, including levels of service, growth and resilience priorities, affordability considerations and long-term infrastructure outcomes. The SAMP establishes the overarching asset management framework, including lifecycle management approaches, investment principles and organisational improvement priorities.

The IDP builds on this framework by focusing on major infrastructure programmes, sequencing and prioritisation, delivery pathways, funding and affordability constraints, and infrastructure planning implications over the next ten years.

Future AMPs are expected to progressively provide more detailed programme, operational and lifecycle planning information as organisational capability and asset information maturity improve.

Given the transitional nature of Selwyn Water's first WSS period, this initial IDP should be viewed primarily as an establishment-phase infrastructure sequencing and delivery

¹ <https://apopo.co.nz/product/water-services-organisation-asset-management-documentation-guide/>

framework. The document focuses on immediate and near-term infrastructure priorities, critical risks and planning dependencies, while also identifying broader strategic infrastructure pathways expected to influence future investment planning and future iterations of the WSS, SAMP and AMPs.

3. Strategic infrastructure context

Infrastructure planning and investment prioritisation are guided by the decision hierarchy established in the WSS, namely:

1. Protecting public health and meeting statutory obligations;
2. Maintaining safe and reliable core services;
3. Maintaining affordability for current and future consumers; and
4. Supporting growth and development.

Infrastructure planning is currently influenced by sustained population growth and urban development, increasing regulatory and compliance obligations, resilience and environmental expectations, affordability and financing constraints, and delivery market capacity.

These drivers are creating increasing pressure across the Selwyn Water network, particularly within wastewater conveyance, treatment, and disposal systems supporting high-growth areas.

Detailed strategic context, assumptions and levels of service are provided in the WSS and SAMP.

4. Priority infrastructure challenges

During the first 12 months of operation, Selwyn Water's infrastructure focus is necessarily centred on maintaining service continuity, supporting transition stability, managing immediate infrastructure constraints and progressing critical planning and sequencing activities required to support future long-term investment decisions.

Selwyn Water's most significant infrastructure challenge is currently matching major capital investments with sustained land development and population growth. This challenge applies mainly to water supply capacity, bulk wastewater conveyance, and wastewater treatment.

Wastewater infrastructure remains the most immediate strategic constraint, particularly within the Selwyn Sewerage Scheme growth catchments where ongoing development continues to place pressure on conveyance, storage, pump station, treatment and disposal capacity. Fast-track and future development areas further increase pressure to deliver infrastructure that:

- Meets current growth needs;
- Remains scalable for future demand; and
- Minimises long-term extension and augmentation costs.

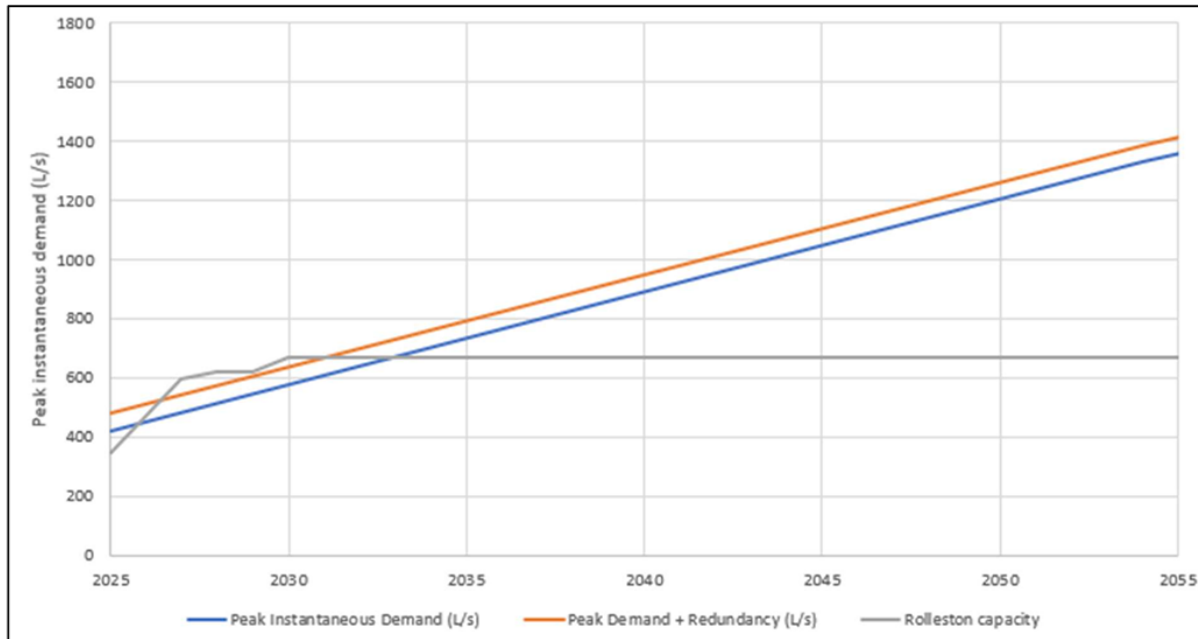
The Selwyn Sewerage Scheme Master Plan (December 2025) confirms that the wastewater system's current capacity is a material constraint on growth servicing, particularly across Prebbleton, Lincoln, Rolleston and West Melton. The Master Plan evaluated likely growth



from current 55,600 PE (population equivalents) to 116,400 PE in the short term and 201,700 PE in the long term. This materially reinforces the IDP's focus on staged wastewater conveyance, storage, pump station and treatment capacity investment.

In parallel, supporting modelling undertaken for the WSS identifies potential water supply constraints within rapidly growing water schemes, such as Rolleston, where planned water supply investments are projected to meet peak day demand only until approximately 2033 under current growth assumptions. This reinforces the need for ongoing source investigations, network modelling refinement, and renewal of infrastructure plans.

Figure 4.1 Rolleston 2055 water balance with committed wells



Source: One Water Modelling (supporting information for WSS) – water models and infrastructure plans review

While total network demand continues to increase alongside population growth, recent analysis indicates that peak day demand per property within Rolleston has reduced over time, reflecting changing property sizes, demand characteristics, water efficiency improvements, evolving consumption patterns, and the early influence of volumetric pricing. This reinforces the importance of ongoing demand monitoring and model refinement to support prudent long-term infrastructure planning, source development timing, and investment sequencing.

Infrastructure planning decisions must therefore balance growth enablement, affordability, long-term financial sustainability, and the need to avoid both reactive under-capacity investment and stranded asset risk.

These challenges are particularly significant where:

- Infrastructure often needs to be delivered ahead of growth occurring;
- Financing capacity is constrained during the establishment phase;
- Delivery capability and workforce capacity remain constrained; and
- Long-term growth timing and spatial distribution remain uncertain, including the likelihood of growth expanding beyond existing plan change areas into more complex and potentially higher-cost servicing areas.

4.1 Growth and sequencing challenges

While long-term growth timing and spatial distribution remain uncertain, Selwyn Water must respond to sustained growth that exceeds prior projections. Accordingly, infrastructure delivery increasingly favours staged and scalable investment approaches where practical.

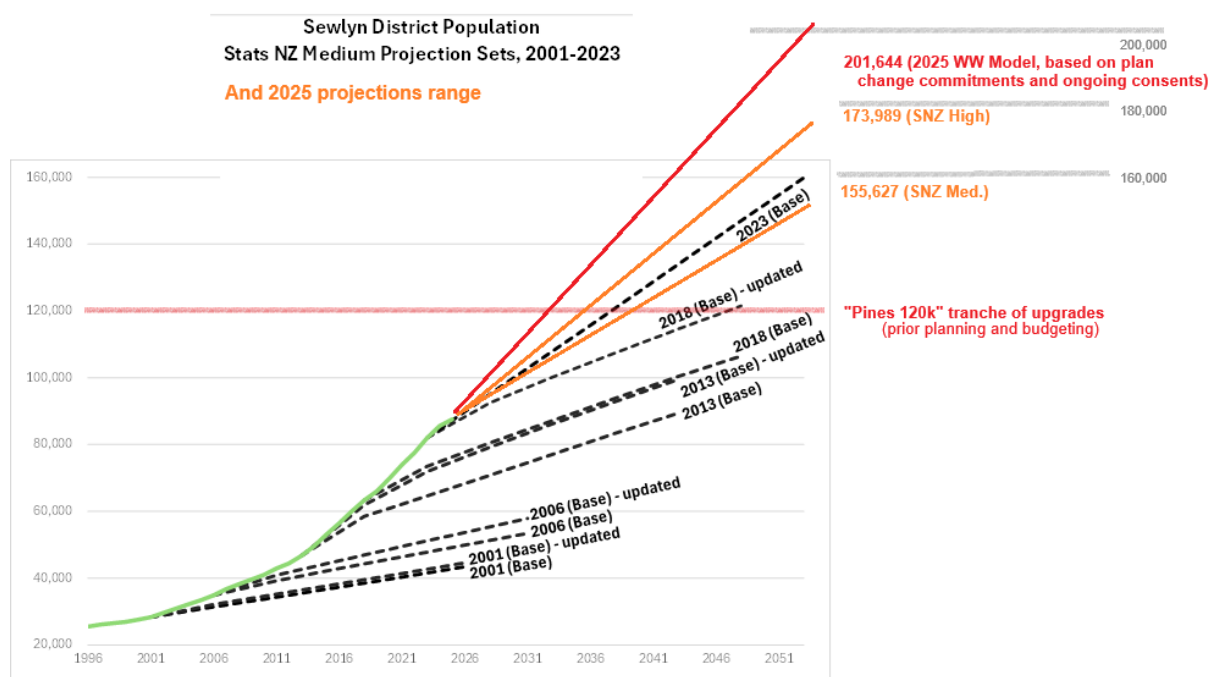
This approach reflects the need to balance growth enablement with affordability, debt headroom constraints, delivery capability and long-term flexibility.

The WSS and SAMP both identify growth uncertainty as a defining strategic issue for Selwyn Water over the coming decades.

Statistical analysis shows that Selwyn District has experienced an increasing rate of population growth. In several areas, actual growth has well exceeded the projections used for prior infrastructure planning, contributing to a 20-year period of under-investment and capacity pressure.

In addition, some smaller communities that have historically relied on onsite wastewater systems are also subject to potential future development pressure. The infrastructure servicing implications of these areas have not yet been comprehensively assessed through the SAMP, AMPs or this first-generation IDP, and may require future investigation as growth patterns and servicing expectations evolve.

Figure 4.2 Actual growth has continually outstripped population projections



Source: Selwyn Water 2026

Investment planning for drinking water treatment has been well developed and maintained, as it has been underpinned by legislation and drinking water safety risk planning. Further, source water is relatively accessible via deep aquifers which occur naturally across the Canterbury plains.

In contrast, the wastewater service is heavily reliant on the capacity of Pines (Rolleston) wastewater treatment plant to manage incoming loads and flows. The wastewater service is also heavily reliant on bulk conveyance infrastructure, much of which has been designed to



prior growth projections. Contributing townships' growth depends on sufficient downstream pumpstation, pressure main, storage, and treatment capacity being available in alignment with growth timing.

Selwyn Water is currently developing a programme business case for wastewater infrastructure, which is expected to provide further direction regarding long-term sequencing and investment priorities.

As existing wastewater discharge consents expire, environmental performance requirements are expected to evolve. In addition to these treatment and discharge compliance upgrades, future programmes of work will be expected to include network discharge risk management and operational response programmes to minimise impacts to communities and the environment. To support effective long-term infrastructure investment, Selwyn Water is focused on:

- Improving data quality and planning maturity; and
- Building delivery and strategic partnerships to strengthen organisational capability and delivery capacity.

5. Planned investment response

Selwyn Water's planned investment response during the establishment phase seeks to address immediate infrastructure risks and constraints while balancing affordability, financing capacity, delivery capability, compliance obligations, resilience requirements and long-term sustainability considerations.

5.1 Infrastructure delivery approach

Selwyn Water intends to progressively deliver infrastructure investment through staged delivery, modular approaches where practical, prioritised sequencing and adaptive investment pathways.

5.2 Major infrastructure programmes

Planned investment is expected to focus primarily on wastewater treatment and conveyance upgrades, growth-related trunk infrastructure, drinking water compliance and resilience improvements, renewals programmes, and operational capability improvements.

The major infrastructure programmes currently anticipated over the next ten years are summarised below. Indicative timing categories are intended to provide broad sequencing context only and do not represent committed delivery schedules.

Figure 5.1 Infrastructure programmes

Programme	Primary Driver	Indicative Delivery Horizon	Sequencing / Needs
Wastewater			
Pines WWTP upgrades	Growth + compliance	Ongoing	Additional offline storage capacity is a near-term priority to assist in managing peak wet weather flows and maintaining treatment and disposal performance during high-demand



Programme	Primary Driver	Indicative Delivery Horizon	Sequencing / Needs
			periods. Treatment and disposal upgrades are expected to occur progressively through modular expansion.
Trunk wastewater upgrades and Selwyn Water-led storage	Growth servicing	Ongoing	Includes staged conveyance, pump station and rising main upgrades supporting the Selwyn Sewerage Scheme growth catchments. Edwards Road pump station and storage works currently underway.
Prebbleton and Lincoln wastewater servicing upgrades	Growth servicing	Short-medium term	Includes terminal pump station, local conveyance and storage upgrades required to support ongoing development and network resilience. Sequencing remains linked to broader Selwyn Sewerage Scheme conveyance capacity.
Wastewater network renewals and inflow/infiltration reduction	Asset stewardship + resilience	Ongoing	Progressive renewals, rehabilitation and inflow/infiltration reduction programmes intended to maintain network performance and reduce wet weather pressures.
Drinking Water			
Drinking water resilience improvements including connections between rural water supplies, inner plains townships and reservoir storage	Compliance + resilience	Ongoing	Includes ongoing resilience and interconnection planning. Delivery timing may be influenced by consenting requirements and infrastructure dependencies.
Urban water source investigations and strategic supply planning	Growth + resilience	Medium term	Existing committed sources are currently projected to meet peak day demand until approximately 2033 under current growth assumptions. Ongoing source investigations and modelling refinement required.
Wai-inu Waimakariri water source, treatment and distribution investigations	Resilience + Compliance	Long term	Long-term strategic water supply investigation programme including future source, treatment and distribution planning
Network renewals and operational resilience improvements	Asset stewardship + resilience	Ongoing	Progressive renewals and operational improvements across water supply schemes to maintain service reliability and resilience outcomes.

In addition, the complexity of systems is increasing as previously discrete or standalone schemes and supplies are progressively joined. This requires increasing focus on pressure and flow balancing, network integration and management of backflow risks across interconnected systems.

6. Funding and affordability

The WSS financial modelling identifies a significant long-term infrastructure investment programme associated with growth servicing, resilience improvements, compliance requirements and asset renewals.

During Selwyn Water's establishment phase, infrastructure sequencing and delivery decisions must carefully balance:

- Transition-related financial pressures;
- Financing capacity and debt headroom;
- Affordability impacts for consumers;
- Delivery capability constraints; and
- The need to progressively mature long-term infrastructure planning and investment frameworks.

Infrastructure sequencing materially influences:

- Debt levels;
- Financing requirements;
- Pricing impacts; and
- Long-term affordability outcomes.

Financing flexibility is expected to be more constrained during the establishment phase, reinforcing the importance of carefully sequencing infrastructure investment alongside affordability and delivery considerations.

This is particularly relevant for growth-related infrastructure investment, where substantial infrastructure may need to be delivered ahead of development occurring. Under the current LGFA framework, development contribution revenue does not fully offset debt impacts for covenant purposes in the same manner as direct revenue streams. This may constrain financing headroom during periods of accelerated growth and reinforces the importance of carefully sequencing infrastructure delivery alongside development timing and affordability considerations.

These constraints may also increase the importance of alternative funding mechanisms, partnership approaches and external funding opportunities to support major growth-related infrastructure investment over time.

This has implications for the timing of major infrastructure delivery, debt headroom management, customer pricing pathways and prioritisation of growth-related infrastructure investment.

Funding sources currently anticipated to support infrastructure delivery include:

- Water service charges;
- Development contributions and developer-funded infrastructure;
- Debt financing;
- Subsidies or external funding where available; and



- Operational funding sources.

Further information regarding financial modelling, pricing pathways and financing assumptions is provided in the WSS.

7. Delivery and procurement capability

Infrastructure delivery is expected to occur within an increasingly constrained construction and infrastructure delivery environment.

Selwyn Water's delivery capability is currently influenced by:

- Contractor and specialist workforce availability;
- Organisational capability and personnel capacity;
- Procurement and supply chain constraints;
- Consenting and statutory approval processes; and
- Coordination requirements with developers, utility providers and transport infrastructure works.

Selwyn Water has access to a strong local and regional pool of specialist services given its location within the wider Waitaha Canterbury region. While specialist delivery capability remains constrained across parts of the infrastructure sector, Selwyn Water is focused on maintaining competitive procurement arrangements and ensuring opportunities remain available for multiple suppliers and delivery partners.

These constraints may influence:

- Infrastructure sequencing;
- Programme affordability;
- Delivery timing; and
- The ability to accelerate infrastructure investment programmes.

7.1 Network complexity considerations

Infrastructure delivery complexity is also increasing as previously discrete or standalone schemes and supplies are progressively interconnected. This requires increasing focus on:

- Pressure and flow balancing;
- Operational integration across schemes;
- Network resilience;
- Telemetry and control integration; and
- Management of backflow risks across interconnected systems.

In addition, significant wastewater growth remains dependent on the timely delivery of downstream conveyance, storage, treatment and disposal capacity associated with the Pines Rolleston wastewater system.



7.2 Delivery and procurement continuous improvement

To support effective long-term infrastructure delivery, Selwyn Water is focused on:

- Improving data quality and planning maturity;
- Strengthening programme coordination and delivery integration;
- Building delivery and strategic partnerships; and
- Progressively improving infrastructure planning, governance capability and organisational maturity, including ongoing project review, lessons learned and monitoring of infrastructure delivery outcomes.

8. Key risks and uncertainties

Infrastructure planning and sequencing remain subject to several significant uncertainties and risks.

Key planning uncertainties across water and wastewater currently include:

- Future growth timing and location;
- Changes in development patterns and demand;
- Financing and affordability constraints;
- Evolving regulatory and compliance requirements;
- Limited remaining space in road corridors to install new infrastructure; and
- Delivery market capacity and construction cost escalation.

The Selwyn Sewerage Scheme Master Plan also identifies specific wastewater delivery risks associated with:

- Aligning timing of conveyance upgrades with treatment and disposal capacity;
- Physical capacity limitations within parts of the network;
- Development sequencing dependencies; and
- Maintaining flexibility regarding long-term growth servicing pathways.

Given these uncertainties, infrastructure sequencing and delivery timing are expected to continue evolving as growth patterns become clearer, infrastructure planning information improves, financial conditions change and additional modelling and programme refinement occurs.

Detailed assumptions and uncertainty analysis are provided in the WSS and SAMP.

9. IDP improvement roadmap

As an establishment-phase document supporting Selwyn Water's first transitional WSS period, this IDP reflects currently available planning, modelling and financial information.

Future iterations of the IDP are expected to progressively incorporate:

- Improved hydraulic modelling confidence;



- More mature asset and growth forecasting information;
- Greater programme optimisation;
- Improved financial and delivery integration; and
- Longer-term infrastructure sequencing aligned with future WSS and LTP processes.

Supporting analysis prepared for the WSS identified that hydraulic (capacity) model maturity and infrastructure planning confidence currently vary across Selwyn Water schemes. While key growth areas such as Rolleston, Lincoln and Prebbleton already have established modelling platforms, the rapid expansion of these areas coupled with fast track and other external zoned growth requires ongoing investment in model verification, infrastructure plan updates, or new model development to support long-term infrastructure planning and investment prioritisation.

Further information regarding water modelling and infrastructure planning improvement priorities is provided in Appendix B.

Appendix A. Key infrastructure constraints

This appendix summarises key infrastructure constraints identified through supporting strategic planning and modelling work undertaken for the Water Services Strategy (WSS) and the Selwyn Sewerage Scheme (SSS) Master Plan.

The constraints summarised below are strategic planning constraints only and are intended to support the infrastructure sequencing, prioritisation and programme summaries included within this IDP.

Figure A.1 Summary of key wastewater constraints

Area / Scheme	Key Constraint	Strategic Implication
Rolleston	Continued pressure on conveyance, storage and treatment capacity	Ongoing staged conveyance and treatment upgrades required
Pines WWTP	Treatment and disposal capacity dependency	Future conveyance growth sequencing dependent on treatment/disposal upgrades
Edwards Road corridor	Bulk conveyance capacity constraints	Significant staged pump station and rising main upgrades required
South East Pump Station	Physical and operational capacity limitations	Potential influence on future growth sequencing and servicing
Lincoln	Increasing dependence on downstream conveyance capacity	Terminal pump station and conveyance upgrades required
Prebbleton	Local conveyance and storage limitations	Additional terminal pump station and storage infrastructure required
West Melton	Long-term conveyance servicing requirements	Strategic long-term conveyance solution required
Existing networks	Wet weather inflow and infiltration pressures	Ongoing rehabilitation and inflow/infiltration reduction programmes required

The Master Plan also identifies the importance of aligning infrastructure sequencing with development timing, protecting future infrastructure corridors, coordinating infrastructure delivery with transport and development works where practical, and maintaining flexibility regarding long-term growth servicing pathways.

Figure A.2 Summary of key water supply constraints

Area / Scheme	Key Constraint	Strategic Implication
Rolleston	Existing committed sources projected to meet peak demand only until approximately 2033	Future source investigations and infrastructure planning required
Inner Plains growth areas	Continued growth-related peak demand pressure	Ongoing network reinforcement and resilience planning required
Reservoir and storage capacity	Future resilience and peak demand requirements	Additional storage and resilience planning required
Scheme model maturity	Variable hydraulic model and infrastructure planning maturity across schemes	Progressive model verification and infrastructure plan updates required



Area / Scheme	Key Constraint	Strategic Implication
Smaller schemes	Limited modelling and infrastructure planning information	Future model builds and infrastructure planning improvement required

Further information regarding water modelling and infrastructure planning improvement priorities is provided in Appendix B.

Planning and sequencing implications

The infrastructure constraints identified through the WSS and supporting technical planning work reinforce the need for staged and scalable infrastructure delivery, ongoing refinement of infrastructure timing assumptions, prudent debt and financing management, and continued improvement in planning, modelling and asset information maturity.

These constraints are expected to continue influencing programme prioritisation, infrastructure sequencing, funding requirements and long-term infrastructure pathways across the Selwyn Water network.

Sources:

- Selwyn Sewerage Scheme Master Plan
- Supporting Information for Water Services Strategy – Hydraulic Modelling and Infrastructure Planning Review
- Selwyn Water’s Water Services Strategy



Appendix B. Water modelling and infrastructure planning improvement priorities

Figure B.1 Summary of model and infrastructure plan recommendations

Scheme	Update priority	Recommendation
Rolleston	1	If possible, update the costings in the final Water Services Strategy to align with the updated infrastructure plan. Plan to drill test bores in the Weedons Road vicinity as soon as possible to confirm water availability.
Lincoln	2	Update and verify the Lincoln model as soon as feasible and update the infrastructure plan. Allocate budget for 2-3 additional wells in the water service strategy with location to be confirmed. Some of the trunk mains may also be upsized to allow for medium to high density development and increased infill density.
Darfield	3	Update and verify the Darfield model as soon as feasible and update the infrastructure plan to include the Darfield to Sheffield reconfiguration. The status of the Creyke Road bores needs to be confirmed.
West Melton	4	Confirm current status of Ridgeland Way bores and reservoir. When the new Ridgeland bore has been commissioned, update and verify the model, and update the infrastructure plan.
MH Hartleys / Hororata	5	Update and verify the model in 2027 to capture recent changes to the network and confirm that the scheme is operating as expected. Undertake pressure and flow monitoring in December 2026 to collect network-wide data for verification.
Leeston	6	Update and verify the Leeston model in 2026 or 2027 to include changes to control sites and review infrastructure plan is still current.
Prebbleton	7	Update and verify the Prebbleton model in 2026 or 2027 to include changes to control sites and review infrastructure plan is still current.
Castle Hill	8	Update and verify the Castle Hill model in 2026 or 2027 to include changes to control sites and review infrastructure plan is still current.
Kirwee	9	Update and verify the Kirwee model in 2026 or 2027 to include changes to control sites and review infrastructure plan is still current.
Southbridge	10	Update and verify the Southbridge model in 2026 or 2027 to include changes to control sites and review infrastructure plan is still current.
Rest of district models	11	Complete model builds and verifications and create infrastructure plans.

Source: One Water Modelling (supporting information for WSS) – water models and infrastructure plans review.

