



Selwyn Water

BOARD PACK

for

Selwyn Water Ltd Board Meeting - Public

Wednesday, 21 January 2026

8:30 am (NZDT)

Held at:

Virtual

via MS Teams

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AGENDA

SELWYN WATER LTD BOARD MEETING - PUBLIC



Name:	Selwyn Water
Date:	Wednesday, 21 January 2026
Time:	8:30 am to 9:00 am (NZDT)
Location:	Virtual, via MS Teams
Board Members:	Murray Strong (Chair), John Brockies, Linda Falwasser
Attendees:	Alex Cabrera, Amon Nunns, Elaine McLaren, Heather Geddes, Rachael Brown, Sydney Mallon-Piper, Toni Forrest, Jo Gallop
Apologies:	Neisha Livermore

1. Opening Meeting

1.1 Opening Karakia

Supporting Documents:

1.1.a	Karakia Whakataka Te Hau - Opening Karakia.pptx	6
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1.2 Confirm Minutes

For Noting

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

Supporting Documents:

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1.3 Interests Register

For Noting

Supporting Documents:

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1.4 Acknowledgement of Contribution - Dame Dr Karen Poutasi

Murray Strong

2. Actions from Previous Meetings

2.1 Action List

All actions closed.

3. Major Decisions and Discussions

3.1 Asset Transfer Update

Amon Nunns

For Discussion

Supporting Documents:

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3.2 Risk Register

Heather Geddes

For Noting

Attached for information.

Supporting Documents:

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3.2.b	03.2a Governance Risk Register - December 2025.pdf	16
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4. Health Safety and Wellbeing

4.1 HSW Monthly Dashboard Report

Alex Cabrera

For Noting

Provide an overview of the HSW Dashboard for December 2025.

Supporting Documents:

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5. Information

5.1 Engagement and Communications Report

Alex Cabrera

For Noting

An overview of key engagement and communications activities.

Supporting Documents:

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6. Other Business

6.1 Resolution to move into Public Excluded

Supporting Documents:

6.1.a	06.1 Resolution to Exclude the Public 21 January 2025.docx	27
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7. Close Meeting

7.1 Close of the Public meeting

Next meeting: Selwyn Water Ltd Board Meeting - Public Excluded - 21 Jan 2026, 9:00 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 BOARD MEETING



Name:	Selwyn Water
Date:	Wednesday, 10 December 2025
Time:	8:30 am to 9:00 am (NZDT)
Location:	Virtual, via MS Teams
Board Members:	Murray Strong (Chair), John Brockies, Linda Falwasser, Dame Karen Poutasi
Attendees:	Alex Cabrera, Amon Nunns, Heather Geddes, Jo Gallop, Rachael Brown, Sydney Mallon-Piper, Toni Forrest
Guests/Notes:	Neisha Livermore, Laura King, Gavin Brown, Elaine McLaren

1. Opening Meeting

1.1 Opening Karakia

1.2 Confirm Minutes

Selwyn Water Board Meeting - 13 November 2025 13 Nov 2025, the minutes were confirmed with the following changes:

Item 4.1 Health, Safety and Wellbeing Charter

Directors discussed Section 6 of the Health, Safety and Wellbeing Charter on ensuring effective worker participation. Management was asked to consider how these expectations are cascaded to external suppliers and contractors, including whether SWL audits contractor and supplier health and safety performance and how assurance is provided from procurement through to monitoring and reporting.

Item 4.2 Health, Safety and Wellbeing Dashboard

Management was asked to consider including in the Health, Safety and Wellbeing dashboard:

- A graph of health and safety events by month in order to show trends over time.*
- A breakdown of health and safety event counts by location to enable monitoring of any location-based trends.*

Item 5.1 Communications and Engagement

Management was asked whether SWL has a way of measuring current community sentiment and suggested commissioning a brief baseline sentiment assessment prior to go-live, to enable tracking of improvements over time.

The minutes of the previous meeting were **NOTED** and received.

1.3 Interest Register

The Interest Register was **NOTED**.

2. Actions from Previous Meetings

2.1 Action List

It was noted that there were no outstanding actions.

3. Major Decisions and Discussions

3.1 Risk Register

The Board **NOTED** the risk register for November 2025.

Heather Geddes presented the report and noted that an additional risk has been added to the register. Elevated nitrate levels have been identified and split into two separate risks: drinking water quality and legislative/regulatory changes. Mitigation measures are in place.

The Directors proposed holding a dedicated session on risk management, focusing on nitrates, mitigation strategies, and legislative processes.

It was agreed that management should remain the risk owner, and any movement of risk—whether escalation or reduction—should be clearly documented.



Risk Management Integration into Strategic Planning

included in agenda for Board workshop

Due Date: 12 Jan 2026

Owners: Alex Cabrera, Elaine McLaren, Heather Geddes



Risk Ownership and Status Management

Ensure management remains the designated risk owner and implement a process to document any changes in risk status, including escalation or reduction.

Due Date: 12 Jan 2026

Owner: Heather Geddes

4. Health Safety and Wellbeing

4.1 HSW Monthly Dashboard Report

The Board **RECIEVED** the update and dashboard, and **ENDORSED** the continuation of ongoing safety initiatives, and acknowledge the critical risk areas identified for review.

Laura King outlined the H&S paper.

The CEO confirmed that the board strategy session in January will incorporate the Health & Safety strategy, from which KPIs / performance markers will be developed.

Additionally, the directors recommended including an approach to being a good client, ensuring a focus on outputs rather than inputs, with an emphasis on fostering strong relationships with contractors, acknowledging that contractors can often demonstrate higher Health & Safety standards.



Board Strategy Session: H&S and Client Approach

Include in the January board strategy session:

- The Health & Safety strategy.
- Development of KPIs/performance markers.
- Selwyn Water Ltd's approach to being a good client to contractors.

Due Date: 12 Jan 2026
Owner: Alex Cabrera

5. Information

5.1 Communications and Engagement Report

Niesha Livermore, Senior Communications Advisor, presented an overview of the report.

The CEO commended the team's efforts and noted the importance of avoiding confusion within the community regarding the respective roles of SDC and SWL, acknowledging that this distinction is not straightforward.

The history of water conservation initiatives was outlined as primarily focused on summer awareness campaigns, with an emphasis on education in the absence of water restrictions.

Directors acknowledged the updates provided outside the meeting and noted the interest in reviewing the Water Service Strategy draft communications plan, which will inform the broader strategy. This plan will be incorporated into the upcoming strategy session.

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The CEO publicly commended the Selwyn Water Services team, acknowledging their reflections on the past few months and praising the exceptional efforts made to maintain services in a highly complex environment while adapting to a framework that is new to everyone.

6. Other Business

6.1 Resolution to move into Public Excluded

The Board **RESOLVED** to move the meeting into PUBLIC EXCLUDED.

7. Close Meeting

7.1 Close of the Public meeting

Next meeting: Selwyn Water Ltd Board Meeting - Public - 21 Jan 2026, 8:30 am

Signature: _____

Date: _____

Interests Register

Selwyn Water



As of: 21 Jan 2026

Person	Organisation	Active Interests	Notice Date
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	Kohae Limited - Consultancy Services	Director / Principal - 21/10/2016 - current. Kohae provides governance, strategy, advisory and architectural design services to iwi entities, the private sector, local authorities and central government agencies, with a focus on infrastructure, environment, water, funding, investment and economic development.	1 Oct 2025
	Te Mana o Ngāti Rangitihi Limited	Director - 31/03/2025 - current. Fees paid. Iwi-owned PSGE commercial investment company in the Eastern Bay of Plenty.	1 Oct 2025
Murray 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
	University of Canterbury	Industry Lead - Executive MBA - Digital Transformation	1 Aug 2025

21 January 2026

ASSET TRANSFER UPDATE

Presenter: Amon Nunns, Bell Gully

RECOMMENDATION: That the Board **NOTE** the asset transfer update.

- 1.1. Selwyn Water Limited (**SWL**) was incorporated on 22 May 2025 as a council-controlled organisation, being a wholly-owned subsidiary of Selwyn District Council (**SDC**). SWL was established to carry out SDC's role of delivering drinking water and wastewater in the Selwyn Region (Water Services) as contemplated by the Local Government (Water Services) Act 2025 (the **Water Services Act**).
 - 1.2. SWL entered into a Transfer Agreement with SDC dated 8 October 2025 in connection with the transfer of SDC's drinking water and wastewater services (the **Water Services**) to SWL.
-
- 2.1. We confirm that completion of the transfer of relevant assets and responsibilities relating to Water Services occurred on 18 December 2025 (Completion). As part of Completion:
 - a) SWL and SDC entered into:
 - (i) Amendment Agreement to the Transfer Agreement;
 - (ii) Transitional Services Agreement;
 - (iii) Shared Services Agreement;
 - (iv) Vendor Loan Agreement; and
 - (v) Specific Security Agreement;
 - b) SDC transferred management and operational responsibility for Water Services and responsibility for complying with relevant resource consents and statutory functions, duties and powers relating to Water Services;
 - c) SWL took a transfer of Water Services assets;
 - d) SWL assumed liability for selected SDC borrowings, obligations under contractual arrangements and development agreements, accounts payable, and other liabilities relating to Water Services; and
 - e) SWL issued 975,095 ordinary shares to SDC at an issue price of \$1,000 per share.

- a) At Completion, the “Effective Date” under the SWL constitution occurred, meaning that:
- (i) the maximum number of directors of SWL is six and the minimum number of directors is three; and
 - (ii) SWL’s sole business activity is limited to providing drinking water and wastewater services in the Selwyn region, and ancillary activities in relation to these activities.
- b) The objectives and financial principles set out in the SWL constitution are consistent with the Water Services Act, although the Water Services Act prevails in the event of any inconsistency.
- c) Shares cannot be issued or transferred without SDC approval. Any transfer of shares in the future by SDC would be a matter for SDC and potential consultation, but the Water Services Act requires that a water organisation (such as SWL) must be wholly owned by:
- (i) one or more local authorities; or
 - (ii) one or more local authorities and the trustees of one or more consumer trusts; or
 - (iii) the trustees of one or more consumer trusts.
- d) The SWL constitution provides that SWL may explore opportunities to provide Water Services to other regions in the future on the basis that:
- (i) the Board may explore and provide a recommendation to SDC on those opportunities;
 - (ii) the Board’s recommendation will be non-binding; and
 - (iii) any decision to expand the scope of SWL’s business will be subject to the approval of SDC (and any other legal requirements including consultation).

21 January 2026

GOVERNANCE RISK REGISTER – DECEMBER 2025

Presenter: Heather Geddes

RECOMMENDATION: That the Board **NOTE** the Governance Risk register for December 2025

Risk Register Updates

The register was reviewed, updated and will be discussed at the meeting.

The Board to note that:

- Risk G3 *“If there is insufficient water industry, public health, infrastructure or financial expertise appointed to the Board of Directors it may impact decision making.”* The risk rating has moved from low-med to high-med. This is to reflect the sad passing of Dame Karen Poutasi and the potential change to the risk profile without her valuable contribution she made to the Selwyn Water Limited’s board.
- Risk owners have been updated on the register as per the Board’s request.
- A session to discuss risk profile expectations is planned for 20 January 2026. The discussion will inform the review and update the risk management plan and register.
- Information is still being received from Selwyn District Council as part of the Transfer Agreement and principles. As information is received the risk register will be updated to ensure it captures the risks being monitored and mitigated.

RISK #	Category	Risk	RISK CONTROL	Risk owner(s)	Risk rating			Mitigations/Actions	
					Probability	Impact	Rating	Mitigation	Action
G	Governance Risks								
G1	Financial, Reputational, Compliance	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.	In control	Chief Executive	Possible	Major	High Med	Conduct due diligence and agree a remediation plan with SDC that provides for transfer of assets to meet legislation with a remediation period to work through inaccuracies.	Verification and validation requirements identified. SDC provided information, this will be reviewed and an assessment plan put in place.
G2	Financial, Reputational, Compliance	If there is ambiguity over the statutory responsibilities between Council and the CCO during transition this may cause non-compliance.	In control	Chief Executive	Unlikely	Moderate	Low Med	Clear accountability matrix established and a transition plan for statutory obligations.	Roles and responsibilities clarified and paper presented to the Board 13/11. Briefing provided to Council.
G3	Financial, Reputational, Compliance	If there is insufficient water industry, public health, infrastructure or financial expertise appointed to the Board of Directors it may impact decision making.	In control	Board	Possible	Moderate	High Med	Governance framework developed with legal team to ensure it meets all statutory requirements. Alignment with SDC process included.	Board is appointed against agreed skills matrix. Board to discuss director appointments in January.
G4	Financial, Reputational, Compliance	If the asset valuation and potential liabilities are not known before transfer there could be remediation required for asset management and capital delivery that is not included in current budget planning.	In control	Chief Executive	Possible	Major	High Med	Risk assessment conducted with recommendations for inclusion in transfer agreement documentation (if applicable) and asset management plans (if applicable).	Transfer agreement allows for agreed amendments up to 6 months post transfer enactment.
G5	Financial, Reputational, Compliance	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)	In control	Chief Executive	Unlikely	Major	High Med	Clear and open communication process with SDC and SWL to agree SoE contents and a mirroring of expectations with current SDC water service requirements.	SoE approved 17 September, ongoing discussions with the new Council.
G6	Reputational	If SWL fails to establish trust and legitimacy with communities, iwi, regulators and the workforce it will impact Council trust with the CCO.	In control	Chief Executive	Unlikely	Major	High Med	Establish a stakeholder engagement plan and implement.	Stakeholders mapped and communications plan drafted.
G7	Reputational	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.	In control	Chief Executive	Possible	Major	High Med	Establish a relationship protocol and Transition Steering Group to jointly assess and resolve issues.	Established.
G10	Financial, Reputational, Compliance	If there is uncertainty regarding the condition and maintenance and how the history of transferred assets is recorded it may impact costs and efficiencies.	In control	Chief Executive	Possible	Major	High Med	Conduct a thorough asset valuation and condition assessment to anticipate financial and operational risks.	Conduct after transfer.
G11	Financial, Reputational, Compliance	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.	In control	Director Strategy	Possible	Major	High Med	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.	Data migration, cleansing and testing plan and resources in place.
G12	Financial, Reputational, Compliance	If there are undocumented decisions made for capital delivery that are not included in the WSDP it may cause solvency issues for the CCO.	In control	Chief Executive	Possible	Major	High Med	Due diligence done of informal communication channels used to engage with consent applications and a remediation plan established including potential legal and financial considerations.	Confirmed list of commitments has been requested as part of transfer documentation.
G13	Financial, Compliance	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.	In control	Chief Executive	Possible	Moderate	High Med	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.	LGFA registration underway, terms being drafted for agreement.

RISK #	Category	Risk	RISK CONTROL	Risk owner(s)	Risk rating			Mitigations/Actions	
					Probability	Impact	Rating	Mitigation	Action
G	Governance Risks								
	Compliance, Financial, Reputational, Customer relations / service delivery	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.	In control	Director Operations	Unlikely	Major	Med	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.	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.
G14	Compliance, Financial, Reputational	Legislative and/or regulatory changes to the Maximum Acceptable Values (MAV) for inorganic determinands e.g. Nitrate	In control	Director Operations	Possible	Major	High Med	Ongoing monitoring of legislative changes.	Ongoing dialogue with Taumata Arowai, the Ministry of Health and WHO to understand any potential changes to advice, legislation and/or regulation.

Board Report

12 January 2025

Health Safety and Wellbeing: Update and Dashboard for December 2025

RECOMMENDATION: The Board **note** progress updates and are provided with assurance that health safety and wellbeing initiatives are being managed effectively.

Summary

- There were no incidents or events reported in December 2025
- Three health and safety inductions are outstanding for December. These are scheduled for 20 January 2026 when people return from leave.
- In December SWL employees were advised that we will be seeking nominations for health and safety representatives by 9 February 2026.
- We continue to highlight positive safety behaviours in the fortnightly team communications to support embedding safety into our culture
- Actions identified through the Pines incident review are being implemented as recommended in the November Board report (detail set out on page 3).

Incidents / Events

There were no incidents/events reported in December 2025 for Selwyn Water staff.







No major events have been reported from contracted third-parties. Regular Health and Safety reporting from contractors is currently being re-aligned to the monthly reporting cadence expected by Selwyn Water Limited.

The below sets out year to date reporting. Note – of the two incidents one has been resolved (ergonomic strain) with ongoing monitoring in place, and the other (Pines Solids Upgrade Project) has actions assigned – a progress report against these actions is set out on page 3.

Leading indicators		
Metric	YTD	MTD
Training / inductions	18	
Inspections (Vehicle/Facility)		
HSW Meetings	1	
Observations		

Lagging indicators		
Metric	YTD	MTD
Medical Treatment Injury		
Lost Time Injury		
Near miss		
Incident	2	

Critical Risks Focus Areas

Critical Risk	Areas of concern or improvement identified (if applicable)	Improvement Plan	Status	Management Update
Lone Work	N/A			
Driving	N/A			
Health & Wellbeing	Change fatigue and uncertainty	Establish a values-based culture Maintain strong communication Continually review work activities		<ul style="list-style-type: none"> Embedding values in organisational activities and processes Establishing an updated code of conduct Draft of roadmap of key people activities completed and will be discussed at SLT end of January, then shared with team, alongside continued communication on work programme Work activities reviewed, two vacancies advertised in December, and a further two roles will have offers made in January 2026.
Contractors	Engagement of high-risk contractors	Review of Pines incident (November 2025)		<ul style="list-style-type: none"> Progress against actions identified in the improvement plan relating to the notifiable incident - Pines Solids Upgrade Project are detailed on page 3.
Violence & Aggression	Access to location of interest database	Confirm access to database and training De-escalation training		<ul style="list-style-type: none"> Team members have been selected to attend location of interest database training in 2026 De-escalation training to be rolled out in the first six months of 2026.
Safety by Design	N/A			

Progress update - Pines Solids Upgrade Project

Area	Commentary	Due date	Responsible	Progress update
Contractor Pre-Qualification Systems & Contracts	Review contractor verification process and audit the CORDE contractor pre-qualification for effectiveness.	19/12/2025	Projects Delivery Manager	<p>Completed.</p> <p>Site Wise contractor prequalification has been accepted as the minimum level of prequalification system.</p> <p>Site Wise is a prequalification system that grades a contractor's health & safety capability and publishes that grade in a database that can be viewed by main contractor's and principal organisations. This provides a simplified prequalification for businesses/organisations tendering works. Contractors are given color-coded grades based on their annual online assessment (Traffic light Red, amber and Green with exceptional contractors given Gold).</p> <p>Moving forward SWL will also accept other prequalification systems (TOTIKA, +IMPAC PREQUAL etc..) provided they meet the required standards.</p> <p>CORDE is identified as a level 1 contractor or Green status. This shows a proven commitment to health and safety, they are a responsible and professional entity that prioritises well being of its employees, clients and partners but is also committed to continuous improvement. Noting: Contractors/Suppliers lists are maintained in a register within Damstra Suppliers Module. Contractor Work Authorisation form is now required to be filled out and approved for contractors undertaking works on SWL assets.</p>
Critical equipment	Confirm CORDE holds a critical equipment list and that routine inspections/certification are occurring.	19/12/2025	SWL Wastewater & Operations Teams	<p>Work underway.</p> <p>CORDE is currently working on an update of the critical equipment list for Pines WWTP to ensure all items required are covered, draft has been received and comments made.</p>

Contractor Recommendations				
Site Access	Require all personnel, including Operations staff, to sign onto the Daily Work Plan when entering construction zones and CORDE sites. Provide task specific job safety analysis and inductions.	Immediate - SWL to ensure expectations at Contractor prestart/toolbox meetings. Regular monitoring	SWL Operations and Project Teams	<p>Completed.</p> <p>CORDE corrective actions - Newly identified hazards in the Daily Work Plan (DWP), regularly updating the Job Safety Analysis (JSA), and providing weekly email updates to the Operations Team outlining upcoming works and associated hazards; ensure Operations staff/SWL staff sign on before entry to project sites.</p> <p>As part of regular monitoring, SWL Staff will ensure the above actions are occurring and raise at regular site/project meetings.</p>
Strengthening LOTO procedures	Review the CORDE LOTO procedure and ensure all staff are trained, and ensure this is communicated in third party contractor inductions ensuring this is applied uniformly across all sites	Completed / Ongoing	SWL Operations and Project Teams	<p>Completed.</p> <p>CORDE - Reviewed PWWTP Lock Out / Tag Out procedures. No significant changes were made. Tool box meetings were held and procedures reiterated with all staff to ensure consistency and adequacy across operations and construction activities – 30/11/2025</p>
JSEA and Permit Use	Review the use of JSEAs and permits for specific types of work.	19/12/2025	SWL Operations and Project Teams CORDE	<p>Completed.</p> <p>SWL staff to ensure all contractors engaged have correct JSEA and Permits in place. SWL staff to utilise 'Contractor Authorisation to Work' Form 18 includes a detailed checklist for engaging a contractor covering specific risks and pre-work evaluation.</p> <p>CORDE Updated DWP and JSA templates to include new hazards identified during work. CORDE to ensure JSEAs and Permits are correct for the work being undertaken by sub-contractors. 2/10/2025</p>
Include legacy equipment in hazard assessments	Non-operational equipment should be reviewed for potential risks during construction and be subject to inspection regimen.	19/12/2025	CORDE	<p>Completed.</p> <p>CORDE Reviewed frequency of scheduled inspection and maintenance programmes for all davit arms and attached equipment 30/11/2025.</p> <p>Work-In-Progress.</p>

				Provide updated schedule for inspection and maintenance frequency
Remaining actions (due January and March 2025)				
Critical Risk Control	Review all critical risk priority action items.	16/01/2026	Leadership Team	
H&S Resource	Review the requirements for H&S resource, support and software.	30/03/2026	Leadership Team	
Contractor safe work monitoring	Improve the safe work observation programme for contractor works. Review and update KPIs in monthly reporting monitored by SWL.	30/03/2026	Projects Delivery Manager	

Board Report

Selwyn Water

21 January 2026

ENGAGEMENT AND COMMUNICATIONS

Presenter: Neisha Livermore, Senior Communications Advisor

Recommendation

That the Board:

1. Notes and receives the update on recent and upcoming engagement and communications activities; and
2. Endorse the proposed set of community sentiment indicators for use in future reporting.

Summary

This report summarises recent engagement activity supporting the establishment of SWL and presents a baseline community sentiment assessment with recommended indicators for ongoing monitoring.

Engagement

Community engagement planning

Following the asset transfer on 18 December, we are now planning how we will engage with our communities. This phase focuses on introducing Selwyn Water, building trust, understanding and familiarity as a new organisation. As we move towards customer billing, this engagement will help people understand who SWL is, what services we provide, how to contact us, and what to expect, building confidence ahead of the first bills being issued in July.

Engaging on the Significance and Engagement Policy

A draft Significance and Engagement Policy is being developed for feedback from the Board and Council, followed by community engagement. The policy sets out how SWL will determine when and how to engage with our communities and ensures compliance with the Local Government (Water Services) Act 2025.

The draft policy, together with a supporting communications and engagement plan, will be presented to the Board for endorsement following from Board workshop.

Summer water conservation campaign

The summer water conservation campaign continues to promote responsible water use across the district. An external digital marketing campaign launched on 19 January to reinforce water-smart behaviours during the hottest summer months. Print advertising in

local community newspapers supports this activity by reaching audiences who may not engage with digital channels.

Community awareness

Water alerts

Over the New Year period, two conserve water notices were issued for the Acheron Water Scheme, located between Hororātā and Lake Coleridge. Both occasions followed a period of heavy rainfall causing source water quality to deteriorate, requiring water treatment to be temporarily suspended, the scheme continued to run from the WTP reservoir and, if required, on property tank storage. The Acheron Scheme is a fully Restricted drinking water supply, this requires customers to have 3 days storage on property. Customers registered for scheme alerts were notified, and information was shared with the wider community via the Selwyn District Council Facebook page. Both notices were lifted within 48 hours.

Community sentiment on water and SWL

An initial baseline assessment of community sentiment has been completed to support oversight as SWL establishes itself. The baseline has been informed by a review of recent Selwyn Council consultation outcomes, local and regional media coverage, and publicly available community commentary, including online and community group discussions.

Overall sentiment at establishment: *Mixed to cautious, with pockets of negative sentiment*

There is high importance placed on water services and environmental protection, and lower trust in decision-making processes. Cost and affordability remain key concerns, alongside relatively low levels of formal engagement.

This baseline at Year 0, will be used as a reference point for tracking changes in community trust, understanding, and engagement over time.

Category	Baseline assessment	What it means
Importance of water services	High	People place a high priority on reliable, safe water services.
Trust in decision-making	Low to moderate	Many are unsure whether decisions are fair, transparent, or in their best interests.
Understanding of SWL's role	Low (early stage)	Awareness and understanding of SWL is still developing.
Perceived affordability	Low	Water services are widely seen as unaffordable or at risk of becoming unaffordable.
Willingness to engage	Low to moderate	Some engagement occurs, but overall participation is limited
Emotional tone of public discourse	Moderate to high	Public discussion is often emotionally charged and concerned.

Low: *Negative or weak sentiment, or low confidence*

Moderate: *Mixed or uncertain sentiment*

High: *Strongly held sentiment or high confidence*

Measuring community sentiment going forward

A small, consistent set of indicators is recommended to give the Board an accessible, repeatable dashboard for monitoring changes over time.

Indicator	Measure	Frequency	Measurement (Example)	Status (Example)
Media sentiment score	% positive / neutral / negative coverage	Quarterly	55% positive, 30% neutral, 15% negative	🟡 / 🟢 / 🟠
Key concern themes	Top 3 recurring issues	Quarterly	Cost, Water Quality, Governance	
Engagement participation	Number of participants / submissions	Per engagement	180 participants	
Customer feedback and volume	Water-related enquiries & complaints	Quarterly	40 enquiries, 20 complaints	
Trust measure	Survey question (e.g., confidence score)	Annually	3.8 / 5	
Trust-related indicators	Positive feedback tone, reduced misinformation, increased collaboration, public endorsement	Quarterly (qualitative) + Annually (survey)	Qualitative: i.e. fewer negative posts, 2 community groups publicly supporting SWL initiatives	
NPS score	% Promoters – % Detractors (from a survey)	Annually	+25	

Each metric can be tracked regularly to monitor progress against the baseline. The addition of NPS (Net Promoter Score) offers a simple, industry-standard measure of trust and loyalty, complementing qualitative trust indicators.

Traffic-light statuses (🟡 improving, 🟢 stable, 🟠 declining) can help us quickly assess trends and identify areas needing attention. Together, these measures show whether SWL is building confidence, improving transparency, and strengthening relationships over time.

Media update

SWL continues working with the Council and mayor's office on joined-up messaging to the community on water concerns and media responses.

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

Media Release	Media Pick up
Selwyn Water Limited takes ownership of water assets from Selwyn District Council	<ul style="list-style-type: none"> Ashburton Guardian: Selwyn council hands over ownership of \$1.1b water assets

Media enquiry	Response	Articles
<p>The Selwyn Times asked the following question following the SWL deep dive presentation to the Council.</p> <ul style="list-style-type: none"> • What is the total value of the transfer (noting the final amount might be adjusted)? And is there a breakdown of what that includes? • Murray mentioned work on increased water metering reading - when is that expected to take place and will it be after July 1 once it takes over billing? • Murray also mentioned about increasing fairness - can you provide some more detail around this and does it mean that some people are underpaying for water or do not have a water meter when they should? 	<p><i>Our response from Alex Cabrera was:</i></p> <p>The assets transferring to Selwyn Water are currently valued at around \$1.1 billion, with a confirmed figure and detailed breakdown to follow once the transfer process is finalised.</p> <p>As part of modernising our systems, we are improving meter reading and usage data so customers have clearer, more regular information. Selwyn Water will take over billing from 1 July 2026, and we will engage with the community in 2026 to understand how they want this information presented.</p> <p>When we talk about fairness, we are referring to the benefits that come from accurate, timely, and consistent data through enhanced digital systems. This is about ensuring transparency and confidence in how water use is measured and charged across the district.</p>	<p>Water company aims to reduce 'bill shock' Star News</p>

Board Report

21 January 2025

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	Post Transition Wash up Requirements	Good reason to withhold exists under Section 7	Section 48(1)(a)	TBC
2	Executive Update			TBC
3	Finance Report			TBC
5	Implementation Activity Update			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	Maintain legal privilege	Section 7(2)(g)
Items 1, 2, 3, 4, 5	Enable the local authority holding the information to carry on, without prejudice or disadvantage, negotiations	Section 7(2)(i)

The appropriate staff remain to provide advice to the Board.