



Selwyn Water

BOARD PACK

for

Selwyn Water Board Meeting - 13 November 2025

Thursday, 13 November 2025

9:30 am (NZDT)

Held at:

Virtual | Te Ara Atea

Rolleston

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AGENDA



SELWYN WATER BOARD MEETING - 13 NOVEMBER 2025

| | |
|-----------------------|---|
| Name: | Selwyn Water |
| Date: | Thursday, 13 November 2025 |
| Time: | 9:30 am to 10:00 am (NZDT) |
| Location: | Virtual Te Ara Atea, Rolleston |
| Board Members: | Murray Strong (Chair), Dame Karen Poutasi, Linda Falwasser, John Brockies |
| Attendees: | Alex Cabrera, Amon Nunns, Heather Geddes, Jo Gallop, Rachael Brown, Sydney Mallon-Piper, Toni Forrest |

1. Opening Meeting

1.1 Whakataka Te Hau - Opening Karakia

Supporting Documents:

| | | |
|-------|--|---|
| 1.1.a | Opening Karakia - Whakataka Te Hau.pdf | 6 |
|-------|--|---|

1.2 Confirm Minutes

For Noting

Minutes of Selwyn Water Board Meeting, 8 October 2025, for confirmation.

Supporting Documents:

| | | |
|-------|--|---|
| 1.2.a | Minutes : Selwyn Water Board Meeting - 8 October 2025 - 8 Oct 2025 | 7 |
|-------|--|---|

1.3 Interest Register

For Noting

Supporting Documents:

| | | |
|-------|--------------------|---|
| 1.3.a | Interests Register | 9 |
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2. Actions from Previous Meetings

2.1 Action List

For Noting

Supporting Documents:

| | | |
|-------|-------------|----|
| 2.1.a | Action List | 10 |
|-------|-------------|----|

3. Major Decisions and Discussions

3.1 Risk Register

Alex Cabrera

For Noting

Attached for information.

Supporting Documents:

| | | |
|-------|---|----|
| 3.1.a | 03.1 Governance Risk Register - October 2025.docx | 12 |
| 3.1.b | 03.1A Governance Risk Register.pdf | 13 |

3.2 Appointment of Auditor

Alex Cabrera

For Noting

Verbal update

4. Health Safety and Wellbeing

4.1 Health Safety and Wellbeing Establishment Activity Update

Alex Cabrera

Laura King will provide an overview of the HSW Establishment Activity.

HSW Charter for discussion and approval.

Supporting Documents:

| | | |
|-------|---|----|
| 4.1.a | 04.1 SWL Board Report Health Safety and Wellbeing Establishment Update.docx | 14 |
| 4.1.b | 04.1A Appendix A SWL HSW Management Charter.pdf | 15 |
| 4.1.c | 04.1B Appendix B SWL HSW Strategic Objectives.pdf | 19 |
| 4.1.d | 04.1C Appendix C SWL Critical Risks.pdf | 20 |

4.2 HSW Monthly Dashboard Report

Alex Cabrera

Laura King, People Lead, will provide an overview of the HSW Dashboard for November 2025.

Supporting Documents:

| | | |
|-------|---|----|
| 4.2.a | 04.2 SWL HSW Monthly Dashboard Reporting November 2025.docx | 21 |
|-------|---|----|

5. Information

5.1 Communications and Engagement Report

Alex Cabrera

An overview of key communications and engagement activities.

Supporting Documents:

| | | |
|-------|--|----|
| 5.1.a | 05.1 Communications and Engagement Board Report - November 2025.docx | 23 |
|-------|--|----|

6. Other Business

6.1 Resolution to move into Public Excluded

6.2 Unuhia - Closing Karakia

Supporting Documents:

| | | |
|-------|------------------------------|----|
| 6.2.a | Closing Karakia - Unuhia.pdf | 25 |
|-------|------------------------------|----|

7. Close Meeting

7.1 Close of the Public meeting

Next meeting: Selwyn Water Board Meeting - 10 Dec 2025, 9:30 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 |
| Tihei mauri ora! | |

MINUTES (in Review)

SELWYN WATER BOARD MEETING - 8 OCTOBER 2025



| | |
|-----------------------|---|
| Name: | Selwyn Water |
| Date: | Wednesday, 8 October 2025 |
| Time: | 9:30 am to 9:50 am (NZDT) |
| Location: | Default Location, 2 Norman Kirk Drive, Rolleston, New Zealand |
| Board Members: | Murray Strong (Chair) |
| Attendees: | Alex Cabrera, Jo Gallop, Heather Geddes, Amon Nunns, Rachael Brown, Sydney Mallon-Piper, Toni Forrest |

1. Opening Meeting

1.1 Confirm Minutes

Selwyn Water Board Meeting - 10 September 2025 10 Sept 2025, the minutes were confirmed as presented.

1.2 Interest Register

2. Actions from Previous Meetings

2.1 Action List

| Due Date | Action Title | Owner(s) |
|--------------|---|-------------------------|
| 30 Sept 2025 | Appointment of Auditors Status: In Progress | Alex Cabrera, Jo Gallop |

3. Major Decisions and Discussions

3.1 Board of Director Induction

Induction program to be confirmed; preference for 60/40 face-to-face vs online initially. Meeting dates through Dec 2026 to be scheduled (Google poll suggested). Induction day expected in person.



Board Induction

Jo to schedule induction day and poll for meeting dates. Heather to prepare induction materials.

Due Date: 31 Oct 2025
Owners: Heather Geddes, Jo Gallop

3.2 Risk Register

Document noted; will evolve during transition. Board to monitor updates.

3.3 Appointment of Auditor

Audit NZ required under legislation. Chair and Alex to meet Auditor-General during Wellington trip.

3.4 Legal Representaton



Legal Representation

Confirmed: Bell Gully is Selwyn Water Ltd legal advisor. LGFA engagement clarified.

Decision Date: 8 Oct 2025

Outcome: Approved

4. Management Reports

4.1 Finance Report



Finance Reporting in Public

Agreed: financial reports reviewed in PX, then moved to public minutes post-approval.

Decision Date: 8 Oct 2025

Outcome: Approved

5. Other Business

6. Close Meeting

6.1 Close the meeting

Next meeting: Selwyn Water Board Meeting - 13 November 2025 - 13 Nov 2025, 9:30 am

Signature: _____

Date: _____

Interests Register

Selwyn Water



As of: 13 Nov 2025

| Person | Organisation | Active Interests | Notice Date |
|------------------------|--|--|-------------|
| John Brockies | Resolve Group Ltd - independent non exec | Fees Paid | 8 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 | Director - 21/10/2016 - current. Fees paid. | 1 Oct 2025 |
| | Te Mana o Ngāti Rangitihi Limited | Director - 31/03/2025 - current. Fees paid. | 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 |

Action List

Selwyn Water



As of: 10 Nov 2025

Appointment of Auditors

In Progress

Confirm process and timing for the appointment of auditors and report back to the Board.

Due Date: 30 Sept 2025

Owners: Alex Cabrera, Jo Gallop

Meeting: 10 Sept 2025 Selwyn Water Board Meeting - 10 September 2025, 4.1 Implementation Activity Update

Latest Update:

Board Chairman to discuss options with Auditor General. Update will be provided by CE at next Board meeting

Alex Cabrera | 23 Sept 2025

Staff Benefits - Life Insurance transferred from SDC (Public Excluded)

Done

Life insurance for some transferring staff was raised. A paper has been requested to understand further.

Laura King, People Workstream Lead will assist with this.

Due Date: 31 Oct 2025

Owners: Alex Cabrera, Jo Gallop

Meeting: 10 Sept 2025 Selwyn Water Board Meeting - 10 September 2025, 4.2 Transfer of Staff

Threshold for public excluded papers to be refined

Done

The threshold for public excluded papers to the Board will be determined and refined.

Due Date: 31 Oct 2025

Owners: Alex Cabrera, Rachael Brown

Meeting: 10 Sept 2025 Selwyn Water Board Meeting - 10 September 2025, 4.4 Board Meeting Public Notification

Health & Safety discussion with CORDE

Done

A health & safety conversation will be held with CORDE regarding thorough and accurate reporting. Laura King, People Workstream lead to be involved.

Due Date: 31 Oct 2025

Owner: Alex Cabrera

Meeting: 10 Sept 2025 Selwyn Water Board Meeting - 10 September 2025, 4.5 CORDE SDC Monthly Report

Board Induction

Done

Jo to schedule induction day and poll for meeting dates. Heather to prepare induction materials.

Due Date: 31 Oct 2025

Owners: Heather Geddes, Jo Gallop
Meeting: 8 Oct 2025 Selwyn Water Board Meeting - 8 October 2025, 3.1 Board of Director Induction

Transfer Agreement & Due Diligence Done

Heather to flag asset misalignments early. Amon to prepare one-page briefing note on LGFA funding structure.

Due Date: 3 Nov 2025
Owners: Amon Nunns, Heather Geddes, Jo Gallop
Meeting: 8 Oct 2025 Selwyn Water Ltd Board Meeting- Public Excluded - 8 October 2025, 2.2 Transfer Agreement & Due Diligence

Finance Done

Gavin to extend cashflow forecast to June 2026. Amon to draft briefing note for Mayor and Council on funding structure.

Due Date: 3 Nov 2025
Owners: Alex Cabrera, Amon Nunns, Jo Gallop
Meeting: 8 Oct 2025 Selwyn Water Ltd Board Meeting- Public Excluded - 8 October 2025, 5.1 Finance Report

Health & Safety Done

Alex to arrange incident presentation at next board meeting. InterSafety to develop notification process improvements.

Due Date: 3 Nov 2025
Owners: Alex Cabrera, Jo Gallop
Meeting: 8 Oct 2025 Selwyn Water Ltd Board Meeting- Public Excluded - 8 October 2025, 5.2 Health & Safety Report

D&O Insurance - Public Excluded Done

Heather to finalise insurance with Gallagher and send confirmation to directors. Heather to draft note to Marsh explaining change of provider

Due Date: 30 Nov 2025
Owners: Heather Geddes, Jo Gallop
Meeting: 8 Oct 2025 Selwyn Water Ltd Board Meeting- Public Excluded - 8 October 2025, 6.2 Board Appointments

Latest Update:

Insurance cover obtained - update to the Board on 13 November

Heather Geddes | 7 Nov 2025

Reviewing of the Delegations Register In Progress

The register will be reviewed prior to December by People Workstream Lead.

Due Date: 21 Dec 2025
Owners: Alex Cabrera, Jo Gallop
Meeting: 10 Sept 2025 Selwyn Water Board Meeting - 10 September 2025, 4.3 Delegations Register

Board Report

13 November 2025

GOVERNANCE RISK REGISTER – SEPTEMBER 2025

Presenter: Alex Cabrera

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

Risk Register Updates

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

| Category | Risk | RISK CONTROL | LEVEL | Risk owner(s) | Risk rating | | | Mitigations/Actions | |
|-------------------------------------|---|--------------|------------|----------------|-------------|----------|----------|---|--|
| | | | | | Probability | Impact | Rating | Mitigation | Action |
| Governance Risks | CCO Transition | | | | | | | | |
| 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 | Governance | Alex Cabrera | 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 subject to SDC providing the information within the agreed timeframes. |
| 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 | Governance | Alex Cabrera | 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. |
| 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 | Governance | Murray Strong | Unlikely | Minor | Low | Governance framework developed with legal team to ensure it meets all statutory requirements. Alignment with SDC process included. | Board appointed against agreed skills matrix. |
| 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 | Governance | Alex Cabrera | 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. |
| 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 | Governance | Murray Strong | 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. |
| 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 | Governance | Alex Cabrera | Unlikely | Major | High Med | Establish a stakeholder engagement plan and implement post October election. | Stakeholders mapped and communications plan drafted. |
| 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 | Governance | Murray Strong | Possible | Major | High Med | Establish a relationship protocol and Transition Steering Group to jointly assess and resolve issues. | Established. |
| 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 | Governance | Alex Cabrera | Possible | Major | High Med | Conduct a thorough asset valuation and condition assessment to anticipate financial and operational risks. | Conduct after transfer. |
| 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 | Governance | Heather Geddes | 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. |
| 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 | Governance | Alex Cabrera | 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. |
| 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 | Governance | Murray Strong | Unlikely | Moderate | Low 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. |

Board Report

13 November 2025

Health Safety and Wellbeing Establishment Activity Update

This update provides a summary of Health Safety and Wellbeing (HSW) work completed to date and upcoming activities. Areas covered are:

1. Charter, Strategic Objectives and Critical Risks
2. HSW establishment activity overview
3. HSW ongoing transition activity overview

Recommendation:

That the Board reviews and accepts the HSW Charter and Strategic Objectives.

Charter, Strategic Objectives and Critical Risks

The following documents are attached for Board oversight and acceptance:

- Appendix A: SWL HSW Charter (for review and sign off)
- Appendix B: SWL HSW Strategic Objectives
- Appendix C: SWL Critical Risks

HSW Establishment Activity

In March 2025 Selwyn District Council engaged Intesafety to support during the establishment phase of Selwyn Water Limited. Intesafety have met with the Selwyn Water team to understand current safety practices and have subsequently partnered with leaders and the People Workstream Lead to develop foundational documentation and process.

Work to date includes:

- Key documentation including HSW Charter, Strategic Objectives, Critical Risks and Risk Registers
- Assessment of current safety platform functionality and suitability going forward
- Review of group behaviours related to safety culture and reporting
- Selwyn Water Induction developed and rolled out to majority of staff
- Safety culture reset presented at Selwyn Water Team Day (4 October 2025)

HSW Transition Activity

The activities outlined below are part of the immediate HSW workplan and are key pieces of work as we continue to clarify our HSW processes and ways of working.

| Activity | Due Date |
|---|-----------------|
| Completion of Induction roll out | November 2025 |
| Confirmation of reporting mechanisms going forward | December 2025 |
| Review of alternative safety software providers to determine best fit for Selwyn Waters future requirements | January 2026 |



Board Health & Safety and Wellbeing Management Charter

1. Health and Safety Charter Statement

Selwyn Water Ltd, as a Person Conducting a Business and Undertaking (PCBU) as defined by the Health & Safety at Work Act 2015 in New Zealand aims to maintain an effective governance framework in accordance with relevant legislative requirements and published good practice principles, to ensure effective Health, Safety and Wellbeing Management process and performance is in place across its scope of operating activities.

This governance framework once implemented, will be routinely monitored by the Board of Directors and Chief Executive (CE) to ensure that the Company is continuously acting in accordance with good practice governance principles and managing its business Health, Safety & Wellbeing risks effectively.

We aim to develop and maintain a culture throughout the business which focuses on the Health, Safety & Wellbeing of our people, our contractors and others to whom we are responsible.

2. Objectives

The key objectives of this charter are:

- To recognise that company Culture (Vision & Values) is key to driving both business and Health, Safety and Wellbeing success.
- To have the governance principles recognised as an integral component of Selwyn Water Ltd activities and decision-making.
- Ensure those principles are integrated into organisational philosophies, culture, practices and company plans through greater understanding of requirements.
- Recognise that the governance function is a component of the Health & Safety Management System and executive management responsibility.
- Outline the duties for Directors and the Chief Executive (CE).

3. Vision & Values

Our Vision and Values underpin our Health, Safety and Wellbeing Culture and are critical to keeping our people safe, these are defined as:

| | |
|----------------------|---|
| Stewardship | <i>Adopting a servant's heart for our precious water systems — caring for them daily, improving them continuously, and doing everything we can to support the sacred duty of the guardians, who hold water in trust for future generations.</i> |
| Conviction | <i>Holding firm to what matters — even when it's not easy, popular, or fast. Making decisions with purpose, daring to do things differently, and staying the course toward a water future we may never see — but deeply believe in</i> |
| Integrity | <i>Having the courage to do what's right, not what's easy — even when no one's watching. Always putting the needs of water, and the people it serves, above politics or pressure.</i> |
| Collaboration | <i>Working alongside iwi, communities, and experts — listening, respecting knowledge, sharing responsibility, and staying open to what others see. Because no-one can do this alone.</i> |

Health, Safety and Wellbeing Management Charter

Transparency *Earning trust, the only way that matters — through action. By sharing what we know, doing what we say we will, showing what we're doing, and owning what we haven't yet got right.*

4. Scope

This Board Health Safety & Wellbeing Charter applies to all Selwyn Water Ltd controlled activities. This includes all workplaces, workers and contractors where Selwyn Water Ltd acts as the primary Person Conducting a Business or Undertaking (PCBU) in New Zealand.

5. Expectations for Workplace Health & Safety

Specific expectations for Health, Safety and Wellbeing performance are set and approved by the Board. Selwyn Water Ltd maintains critical Health & Safety and Wellbeing documents such as Health and Safety Policy Statements and Management Plans that shape our strategy, detail and demonstrate how we manage our specific risks, confirm our obligation and commitment to legislation and form the underlying foundations of our Health & Safety and Wellbeing Management System (HSWMS).

The framework is outlined in the HSWMS and includes:

1. Board Health, Safety and Wellbeing Charter
2. Health & Safety and Wellbeing Policy
3. Detailing our Key Beliefs and Values
4. The whole of company Broad Brush Risk Assessment that identifies our key risks
5. The Health, Safety and Wellbeing Management Plan (operational)

6. Health, Safety and Wellbeing Policy

As part of the executive management commitment to workplace Health, Safety and Wellbeing the company has developed a H&S Policy Statement which is contained in its operational Health, Safety and Wellbeing Management System.

Key aspects include but are not limited to:

- Recognising compliance with legislation as a business risk and outlining our intent to move beyond compliance
- Ensuring effective worker participation
- Understand and manage the businesses specific risks and ensuring risk assessment and management is part of our business
- Maintaining a safe workplace, safe equipment and workers Health & Wellbeing
- Report and investigation of incidents as part of the learning and continuous improvement process
- Having effective assurance functions to provide oversight of business operations

The policy is signed and approved by the CE and reviewed at least annually. Directors are made aware of this policy statement as part of their induction.

Health, Safety and Wellbeing Management Charter

7. Principles of Health and Safety Governance

The fundamental principle underlying the board's role in Health, Safety, and Wellbeing management is leadership. The board will create expectations and exercise due diligence by holding management accountable for meeting them. This approach requires Directors to lead Health, Safety and Wellbeing by:

Policy and Planning

- Ensure that critical risks are identified and that a process is in place to verify these are being controlled, monitored and measured effectively.
- Ensure that all new directors receive an induction which includes Health, Safety and Wellbeing including but not limited to review of the strategic plan and policy.
- Maintain a company culture that lives our values embraces diversity, celebrates success and values the individual so that they may thrive.
- Maintain the Director's & CE commitment to implement, maintain and review the management of Health & Safety and Wellbeing for the company via this Board Health, Safety and Wellbeing Charter.
- Ensure the adaption of an effective high-level Health, Safety & Wellbeing strategy and policy for the organisation.
- Specify targets to be monitored that will enable the Board to track the company's performance in implementing Board strategy and policy as well as operational performance.
- Receive and consider advice from the CE and other Senior Management or external advisors with the intent that organisational Health, Safety and Wellbeing performance will be that of good practice for workplace health and safety in New Zealand.

Delivery

- Undertake training where required to ensure a good understanding of Health, Safety and Wellbeing matters.
- Lay down a clear expectation for the company to have a fit-for-purpose Health, Safety and Wellbeing Management System including reporting systems from operational management to the board.
- Exercise due diligence to ensure that the system is fit-for-purpose, being effectively implemented, regularly reviewed and continuously improved.
- Be sufficiently informed about the company risks, to know whether the Health, Safety and Wellbeing Management System is fit-for-purpose and being effectively implemented.
- Ensure the CE is provided sufficient resources for the development, implementation and maintenance of the system.
- Ensure the CE updates the Board at every Board meeting on Health, Safety and Wellbeing performance.

Monitor

- Conduct routine workplace visits in order to provide visible leadership in the workplace and ensure that the extent of work and the related risks are known and that any opportunities for improvement are discussed with workers and also that safe work is acknowledged. Ensure that KPIs are set for visit frequency for Directors.
- Outline clear expectations on what should be reported to the Board from Management and in what timeframes (including a range of leading performance indicators and high potential events). Be inquisitive and ask questions concerning performance to provide the right level of rigor concerning results.
- Monitor the Health, Safety and Wellbeing performance, particularly against agreed leading and lagging indicator targets, strategic objectives, major change that could impact upon workplace Health, Safety and Wellbeing.

Health, Safety and Wellbeing Management Charter

- Monitor critical risk areas (including critical risk controls) to ensure controls are effective and identify opportunities for improvement.
- Ensure Health, Safety and Wellbeing is discussed at each Board meeting and make themselves familiar with key business risks and processes such as audit, risk assessment, incident investigation.
- Nominate a member of the board to receive basic training in incident investigation methodology to ensure that they can be satisfied with management responses to serious incidents including serious near misses, incidents and non-compliance.
- Seek independent expert advice when required to gain the required degree of assurance.

Review

- Conduct a periodic formal review of the Health, Safety and Wellbeing system to determine its effectiveness via Critical Risk Control Verifications.
- Ensure the Board considers an annual external review is required for an independent opinion.
- Ensure a review of Health, Safety and Wellbeing Management System documentation is conducted including:
 - Board Health, Safety and Wellbeing Charter
 - Health, Safety and Wellbeing Management Plan
 - Health, Safety and Wellbeing Strategic Objectives
 - Business Risk Register

Directors should review these four principles regularly to ensure they are achieving their responsibilities.

8. Responsibility for the Health & Safety Management System

Health, Safety and Wellbeing is the responsibility of everyone in the business, at every location, at all times. All workers have the responsibility and the authority to act to prevent unsafe actions or practices by themselves or others.

The governance and due diligence responsibilities sit with the Officers of the PCBU (Directors and CE). Operationally, the CE is assigned to execute Health, Safety and Wellbeing management throughout the business, assisted by the Senior Leadership Team.

9. Board Health and Safety Meetings Terms of Reference

Board meetings shall discuss Health, Safety and Wellbeing performance and improvement opportunities. The Health and Safety component of Board meeting is the highest formal Health, Safety and Wellbeing meeting and the report template is available in the Health, Safety & Wellbeing Management Plan.

10. Approval

All Board Members accept the requirements of this Board Charter:

Name: _____ Position: Chairperson Date: _____

Name: _____ Position: CE Date: _____

Name: _____ Position: Director Date: _____

Name: _____ Position: Director Date: _____

Name: _____ Position: Director Date: _____

HEALTH, SAFETY & WELLBEING STRATEGIC OBJECTIVES

Selwyn Water Ltd
Strategic Objectives

September 2025
Prepared by Intesafety

Culture

We shall ensure we maintain a culture of trust and care and acknowledge safe behaviors and encourage people to speak up

Monitoring

We shall measure and monitor our health, safety and wellbeing and ensure we monitor our risk controls to ensure they are effective

Critical Risks

We shall understand our critical risks and know how to control them

No Harm

We shall ensure our workers and stakeholders are safe - everyone deserves to go home the same way they arrived

Training

We shall ensure all workers receive an induction and training that focuses on our critical risks

Wellbeing

We shall integrate wellbeing into the fabric of our business, so our people are happy and healthy at work

Reporting

We shall promptly report any pain or discomfort, any incidents, near misses or damage in a no blame environment, allowing us to learn and improve for the future

Selwyn Water Ltd

CRITICAL RISK COMMITMENT

Health Safety and ... 4.1 d

We recognise there are a number of significant risks in our business, and we shall focus our efforts to prevent harm from these



Safety By Design

We shall ensure facilities and equipment are designed safely



Aggression

We shall ensure we identify risks prior and deescalate



Contractor Management

We shall ensure PCBU's that work for us do so safely



Driving

We shall ensure we drive safely, without distractions and fatigue



Health & Wellbeing

We shall ensure we are healthy, well and happy at work



Lone Work

We shall ensure someone knows where we are



Hazardous Substances

We shall ensure we wear the correct PPE and check safe storage and use

Let's get our team home safe

Board Report

13 November 2025

Health Safety & Wellbeing Monthly Dashboard

Recommendation:

That the Board **NOTES** the HSW Monthly Report for November 2025.

Summary

Selwyn Water Limited is currently using councils Damstra software (known as vault internally) for reporting incidents and events.

Whilst importance was placed on safety practices; employee use of the platform has been low and a high degree of resistance to using the system existed when SWL was established. As a result, there was no record of the risks and observations involved in work performed, or ability to review trends, areas of concern and opportunities for improvement or learnings. A behaviour change and culture reset was needed to engage with the system.







A shift in commitment and engagement has been achieved through the establishment phase by focusing on the importance of robust reporting to underpin a strong safety culture. Activities to support this included; HSW inductions and a session at the team day dedicated to HSW, planned items to sustain focus include a vault training session and how to materials

Incidents – Events

| Incidents / Events | | | | |
|---|----------------------------------|---|--|---|
| Type | Location | Description | Actions | Status / Outcome |
| Notifiable Incident (minor injury in a confined space) | Pines Wastewater Treatment Plant | Falling object (mixer) causing grazing and bruising to shoulder of a contractor. No medical intervention required | WorkSafe advised root cause analysis required which was completed by Corde. An independent investigation is underway and will be reported at the Board's December meeting. | OPEN: Reviewing actions from root cause analysis. |
| Ergonomic Strain | Health Hub | Employee experienced pain in back and hip after sitting on a chair that was later discovered to be misaligned | Employee reported incident in vault. Employee advised to rest, monitor advise if pain ongoing. Chair removed and to be replaced / fixed | OPEN: Monitoring discomfort. Chair removal from Health Hub. |

Selwyn Water

| Leading Indicators | | | Lagging Indicators | | |
|----------------------------|-----|-----|--------------------------------|-----|-----|
| Metric | YTD | MTD | Metric | YTD | MTD |
| Training / Inductions | | 18 | MTI (Medical Treatment Injury) | | |
| Inspections (Veh/Facility) | | | LTI (Lost Time Injury) | | |
| HSW Meetings | | 1 | Near Miss | | 1 |
| Observations | | | Incident | | 1 |

| Critical Risks Focus Areas | | | | |
|----------------------------|--|----------------------------------|---|---|
| Critical Risk | Areas of concern or improvement identified (if applicable) | Improvement Plan | Status | Management Update |
| Lone Work | NA | |  | |
| Driving | NA | |  | |
| Health & Wellbeing | Change fatigue and uncertainty | Establish a values-based culture |  | <ul style="list-style-type: none"> Embedding values in organisational activities and processes Establishing code of conduct Continued communication to team on work programme and milestones |
| Contractors | Engagement of high-risk contractors | Review of Pines incident |  | <ul style="list-style-type: none"> Reviewing outcome of Pines incident and process of contractor reporting |
| Violence & Aggression | Access to location of interest database | Confirm access to database |  | <ul style="list-style-type: none"> People Lead to confirm access and review ongoing requirements |
| Safety by Design | NA | |  | |

Board Report

13 November 2025

COMMUNICATIONS AND ENGAGEMENT

Recommendation

That the Board receive the Communications and Engagement report as an update on recent and planned communications and engagement activities supporting the establishment of Selwyn Water Limited (SWL).

Executive Summary

This report provides an overview of key communications and engagement activities supporting the transition to Selwyn Water Limited. Efforts have focused on maintaining transparency, building stakeholder confidence, and supporting a smooth operational shift ahead of the 18 December asset transfer.

Strategic Engagement

Director appointments

A media release announcing SWL's inaugural Board appointments was issued on 10 October, followed by balanced local coverage. A supplementary statement was provided to address queries regarding establishment costs, supporting transparent and accurate public reporting.

Councillor induction

Chair Murray Strong led a session introducing SWL's mandate, governance, and transition pathway as part of Selwyn District Council's new councillor induction. This engagement has been instrumental in building early alignment with key governance partners.

Developer forum - December

SWL will present at the Council's "In the Zone" developer forum, outlining our structure and transition approach. This engagement reinforces our commitment to continuity and improved service efficiency, while setting expectations for future process enhancements and information requirements.

Summer Water Conservation Campaign

The "Every Drop Counts" campaign has launched to promote sustainable water use. Delivered via local print and digital platforms, this initiative aims to manage peak summer demand and reinforce community stewardship of water resources.

Internal engagement

Team Communication

To strengthen organisational culture and cohesion, we've established monthly in-person team briefings, complemented by video and written updates. These channels facilitate engagement, encourage feedback, and promote shared ownership of our mission

Communication channels and templates

Work is progressing on a fit-for-purpose communications framework, including branded templates and protocols to support consistent, values-aligned engagement with staff, partners, and the public during and beyond the transition.

Unuhia - Closing Karakia

| | |
|-----------------------------|----------------------|
| Unuhia, unuhia | Remove, uplift |
| Te pou, te pou | The posts |
| Kia wātea, kia wātea | To be free and clear |
| Āe, kua wātea | Yes, it is clear |