



Selwyn Water

BOARD PACK

for

Selwyn Water Ltd Board Meeting - Public

Wednesday, 3 June 2026

12:30 pm (NZST)

Held at:

Virtual

via MS Teams

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Agenda

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AGENDA



SELWYN WATER LTD BOARD MEETING - PUBLIC

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

1. Opening Meeting

1.1 Opening Karakia

1.2 Confirm Minutes

Murray Strong

For Noting

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

Supporting Documents:

1.2.a	Minutes : Selwyn Water Ltd Board Meeting - Public - 8 Apr 2026	5
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1.3 Interests Register

Murray Strong

For Noting

No amendments to Interests Register recorded since last meeting.

Supporting Documents:

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

2.1 Action List

[For Information](#)

3. Discussion Items

3.1 Risk Management and Register Update

Heather Geddes

For Noting

Attached for information.

Supporting Documents:

3.1.a	Governance Risk Register June 2026.dotx	11
3.1.b	Governance Risk Register Jun 2026.pdf	12

4. Information

4.1 Engagement and Communications Report

Neisha Livermore

For Noting

An overview of key engagement and communications activities.

Supporting Documents:

4.1.a	Engagement and Communications Board Paper June 2026.docx	13
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5. Other Business

5.1 Resolution to move into Public Excluded

Murray Strong

Supporting Documents:

5.1.a	Resolution to Exclude the Public 3 June 2026.docx	16
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6. Close Meeting

6.1 Close of the Public meeting

Next meeting: Selwyn Water Ltd Board Meeting - Public Excluded - 3 Jun 2026, 12:00 pm

MINUTES (in Review)



SELWYN WATER LTD BOARD MEETING - PUBLIC

Name:	Selwyn Water
Date:	Wednesday, 8 April 2026
Time:	10:20 am to 10:50 am (NZST)
Location:	Virtual, via MS Teams
Board Members:	Murray Strong (Chair), John Brockies, Linda Falwasser, Bruce Gemmell
Attendees:	Alex Cabrera, Elaine McLaren, Heather Geddes, Jo Gallop, Neisha Livermore, Rachael Brown, Bronwyn Knutson, Sydney Blyde
Guests/Notes:	David Walker, Bancorp Finance; Tania Absoloum, Rubix Safe; Helen Graham, Selwyn Water

1. Opening Meeting

1.1 Opening Karakia

The Chair opened the meeting and led the Opening Karakia.

The Chair welcomed new Director Bruce Gemmell, along with other attendees including external advisers and observers, and noted that external observers had no speaking rights during the public session of the meeting.

1.2 Confirm Minutes

Selwyn Water Ltd Board Meeting - Public 18 Feb 2026, the minutes were confirmed as presented.



Resolved: That the minutes of the Selwyn Water Ltd Board Meeting ...

Resolved: That the minutes of the Selwyn Water Ltd Board Meeting (Public) held on 18 February 2026 be confirmed as a true and correct record.

Decision Date: 8 Apr 2026
Mover: Murray Strong
Seconder: Linda Falwasser
Outcome: Approved

1.3 Interests Register

2. Actions from Previous Meetings

2.1 Action List

The Action List as at 30 March 2026 was received and noted. All actions were reported as either completed or in progress.

3. Discussion Items

3.1 Risk Register

The Board received and noted the updated Governance Risk Register.

Key discussion points included:

- Inclusion of additional risk categories requested by the Board at the previous meeting.
- Recognition of the live transition environment and external risks.
- The need for deeper testing of risk ratings and mitigation effectiveness.

The Board supported scheduling a dedicated risk workshop to test assumptions, mitigations, and prioritisation outside of regular Board meetings, with Linda Falwasser suggesting the engagement of an external facilitator with infrastructure experience and noting that she would provide a recommended facilitator to Alex Cabrera.



Board Risk Workshop

Management to schedule a Board risk workshop covering risk ratings, mitigations, and interdependencies.

Due Date: 30 Jun 2026
Owner: Heather Geddes



Facilitator for Risk Workshop

Linda Falwasser to provide a recommended facilitator contact to the CE.

Due Date: 30 May 2026
Owner: Linda Falwasser

3.2 Treasury Policy

The draft Treasury Policy was discussed with input from David Walker, Bancorp Treasury and Bell Gully.

Key points raised:

- Support for the policy framework and concise structure.
- Request to include half-yearly risk management reporting to the Board.
- Discussion of refinancing, interest rate risk management, and potential use of duration-based measures in the future.
- Governance sequencing noted, including alignment with delegations of authority.

The Board agreed to hold formal approval of the Treasury Policy until discussion in the Public Excluded session later in the day.



The Treasury Policy was approved.

The Treasury Policy was approved.

Decision Date: 8 Apr 2026
Outcome: Approved

4. Health Safety and Wellbeing

4.1 HSW Monthly Dashboard Report

Tania Absolom, Rubix Safe and Bronwyn Knutson presented the Health, Safety and Wellbeing Dashboard (February–March 2026) which was received and noted.

Key points included:

- Ongoing improvement in HSW maturity.
- Revised reporting aligned to the calendar year.
- Improved visibility of contractor versus employee incidents.

The Board supported:

- Scheduling Health and Safety site visits for the Board.
- Including these visits in the forward Board work programme.

5. Information

5.1 Engagement and Communications Report

The Engagement and Communications Report was received and noted.

Key updates included:

- Progress on public engagement for the Significance and Engagement Policy.
- Strong visibility at Selwyn District Council annual plan consultations.
- Increasing media interest, particularly around affordability and pricing.

The Board requested improved visibility of media releases provided to the Board prior to, or at the time of, public release where possible.

5.2 Drinking Water - Annual Compliance Report

Helen Graham presented the Annual Drinking Water Quality and Compliance Report (2025) which was received.

The Board noted:

- Improved compliance outcomes year on year.
- Strong operational and monitoring frameworks supporting drinking water safety.
- The importance of formally adopting Drinking Water Safety Plans to support audit assurance and alignment with asset management and financial planning.

5.3 DIA Quarterly Monitoring Report

The DIA Quarterly Monitoring Report (Q3) was received and approved for submission.



Resolved: That the DIA Quarterly Monitoring Report be approved fo...

Resolved: That the DIA Quarterly Monitoring Report be approved for submission.

Decision Date: 8 Apr 2026
Mover: John Brockies
Seconded: Linda Falwasser

Outcome: Approved

6. Other Business

6.1 Resolution to move into Public Excluded



The Board resolved to move into Public-Excluded session at the co...

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

Decision Date: 8 Apr 2026
Mover: Murray Strong
Seconder: Linda Falwasser
Outcome: Approved

7. Close Meeting

7.1 Close of the Public meeting

Next meeting: Selwyn Water Ltd Board Meeting - Public Excluded - 8 Apr 2026, 10:50 am
Due to time constraints, the Chair **adjourned the meeting** at 10.50am with the balance of the agenda to be completed on **9 April 2026**.

Signature: _____

Date: _____

Interests Register



Selwyn Water

As of: 3 Jun 2026

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

John Brockies	Resolve Group Ltd - independent non exec	Fees Paid	8 Nov 2025
	Tauranga City Te Maunga Program Board	Fees Paid	13 Nov 2025
	Te Pukenga - independent risk committee member	Fees paid	8 Nov 2025
	Walworth Ltd - director	Fees paid	8 Nov 2025
	Waste Disposal Services - independent chair	Fees paid	8 Nov 2025
Linda Falwasser	Growth NZ	Board Member - 9/04/26 - current.	18 May 2026
	Kohae Limited	Director - 21/10/2016 - current.	1 Oct 2025
	Te Mana o Ngāti Rangitihi Limited	Director - 31/03/2025 - current.	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

Board Report

Date 3 June 2026

Governance Risk Register – June 2026

Presenter: Heather Geddes, Deputy Chief Executive

Purpose: For NOTING

RECOMMENDATION: That the Board note the Governance Risk Register for June 2026

Risk Register Update

The risk register has been updated to include inherent and residual risk, the categories requested by the Board including a rating of risk control effectiveness. These updates are in line with the approved Risk Management Framework.

Actions have been included in the Board Workplan to reflect the Board's request for strategic risk workshops to take place to improve governance risk management.

Proposals have been sought from external providers to support Selwyn Water's Board of Directors and the Management Team to assess its current risk management processes and registers for improvement. It is expected that this will be an interim step to an enterprise framework approach and implementation.

Highlighted Risks for Governance Attention

A summary of where the current 35 risks sit against the High to Low risk rating is included below.

From the next meeting a comparison table will be available to show movement of mitigations as they are applied.

Rating	Moderate	Minor	Major	Grand Total
High Med	1			1
Med	4		7	11
Low Med	10	2		12
Low		11		11
Grand Total	15	13	7	35

RISK #	Category	Risk	Risk Type	Risk owner(s)	Inherent Risk Rating			Residual Risk Rating			RISK CONTROL EFFECTIVENESS	Mitigations/Actions		
					Probability	Impact	Rating	Probability	Impact	Rating		Mitigation	Risk Treatment	Action (updated 30/03/26)
AP003	Asset Performance & Renewals	Asset failure due to poor condition and inadequate maintenance renewal programme in place leading to higher costs to repair and renew.	Operational, Financial	Director Assets	Possible	Major	High Med	Unlikely	Minor	Low Med	Mostly Effective	Establish a risk-based renewals programme against AMPs and IDP. Critical assets identified and preventative maintenance programme put in place.	Risk Reduction	Asset condition assessment underway initial report due in August.
AP004	Asset Performance & Renewals	Unknown asset condition leads to increased costs to repair or maintain the current assets.	Operational, Financial	Director Assets	Possible	Major	High Med	Unlikely	Minor	Low Med	Mostly Effective	Proactive condition assessment approach used, implement a risk based condition assessment programme (critical assets first).	Risk Reduction	Asset condition assessment underway initial report due in August.
CD002	Capital Delivery	Cost escalation and delays in capital delivery programme impacting on CAPEX budget and forecast and investment commitments.	Operational, Financial	Director Assets	Possible	Major	High Med	Possible	Moderate	Med	Partially Effective	Project controls put in place to track time, cost and quality on individual projects and across programme delivery performance. Prioritisation and decision gates implemented.	Risk Reduction	Strengthen governance through Capital Delivery Steering Group and escalation. Strengthened mechanisms in place with main contracting provider.
CD003	Capital Delivery	Contractor performance issues leads to incomplete projects, budget overruns and deficits.	Operational, Financial	Director Assets	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Contract reviewed, terms and conditions assessed and increased visibility through reporting. Establish procurement process to diversify.	Risk Transference	Diversify contractors, review contracts.
CR001	Climate & Resilience	Flood/drought impacts services, stormwater runoff impacts on the ability to process wastewater and supply clean drinking water.	Safety, Operational, Financial	Director Operations	Possible	Major	High Med	Possible	Moderate	Med	Partially Effective	Resilience and climate modelling for flood protection. Catchment and land use reviewed. Steps in place to reduce water take during flooding events.	Risk Reduction	Adaptation strategies included in network capacity planning.
FS003	Financial Sustainability	Unfunded developer agreements and capital project commitments impact debt.	Operational, Financial	Director Finance	Possible	Major	High Med	Possible	Moderate	Med	Partially Effective	Financial controls established. Legally structured agreements in place and delegations appropriate and applied.	Risk Reduction	Confirm commitments and develop a debt strategy.
FS004	Financial Sustainability	Affordability constraints impact ability to pass cost savings to the customer.	Operational, Financial	Director Finance	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Pricing strategy established.	Risk Reduction	Review pricing against asset and operations requirements.
GC001	Growth & Capacity	Cumulative development exceeds network capacity impacting on ability to service the district to meet wastewater capacity requirements.	Operational, Financial, Safety	Director Assets	Likely	Major	High	Possible	Moderate	Med	Partially Effective	Planning coordination between SWL and SDC and growth strategies aligned to network capacity thresholds. New Development Engineering process incorporated, spatial planning identifies high growth areas. Business case being developed to source alternative solutions and share costs. Review capital programme for reprioritisation.	Risk Reduction	Capacity framework established, proactive growth planning and Development Contributions Policy drafted for 1 July as lift and shift and reviewed post levies being enacted. Business case in progress. Spatial planning working group with SDC in place.
GC002	Growth & Capacity	Misaligned growth and infrastructure timing.	Operational, Financial, Safety	Director Assets	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Planning coordination between SWL and SDC and growth strategies aligned to network capacity thresholds and capital planning.	Risk Reduction	Planning aligned and shared working groups established to review.
HS001	Health & Safety	Injury to staff/contractors.	Operational, Financial, Safety	Director Operations	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Health and Safety Systems assessed and monitored. Implementation plan in place to improve Health and Safety practices for SW and third party contractors.	Risk Reduction	Improve oversight established H&S improvement implementation plan being implemented.
HS002	Health & Safety	Critical assets have open water systems which require specialised safety protocols to maintain standards.	Operational, Financial, Safety	Director Operations	Possible	Major	High Med	Unlikely	Minor	Low	Mostly Effective	Guards are in place in Pines Treatment Plant. All open water sites have been assessed for safety requirements and safeguards put in place.	Risk Reduction	Ensure specifically noted on the H&S implementation plan.
HS003	Health & Safety	Age related risks of an aging workforce can contribute to higher incidences of injury, psychosocial issues and illness.	Operational, Financial, Safety	Director Operations	Possible	Moderate	High Med	Unlikely	Minor	Low	Mostly Effective	Health and wellbeing initiatives are in place, regular opportunities to report included within normal one up reporting, training provided and peer support.	Risk Reduction	Ensure specifically noted on the H&S implementation plan.
PC001	People & Capability	Contractor dependency.	Operational, Financial, Safety	Director Operations	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Capacity and capability modelling established against ongoing operational requirements to determine longer term BAU requirements against shorter term specialist work.	Risk Reduction	Develop internal capability, establish protocols against contracting and consultancy use.
FS001	Financial Sustainability	If the Transfer Agreement is not an accurate reflection of the current assets and liabilities for transfer this may impact on SWL meeting solvency requirements.	Operational, Financial	Chief Executive	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Remediation plan in place with the Operational Working Group. SDC that provides for transfer of assets to meet legislation with a remediation period to work through inaccuracies.	Risk Reduction	Operational Working Group actions in place to work through wash up activities over the next 3 to 12 months.
RC001	Regulatory Compliance	If there is ambiguity over the statutory responsibilities between Council and the COO during transition this may cause non-compliance.	Operational, Financial, Reputational	Chief Executive	Unlikely	Moderate	Low Med	Unlikely	Minor	Low	Effective	Clear accountability matrix established and a transition plan for statutory obligations. Shared issues register kept which records decisions.	Risk Reduction	Issues register has been developed and joint decisions on issues reached with SDC and recorded.

Board Report

Date: 3 June 2026

Engagement and Communications Update

Presenter: Neisha Livermore, Communications Lead

Purpose: For NOTING

RECOMMENDATION: That the Board note the current engagement and communication activities.

Engagement

Engagement activity is increasing as we progress delivery of key strategic programmes and prepare for the introduction of customer billing. Participation in consultation activities continues to grow, reflecting rising community awareness and interest. Key risks remain focused on pricing perceptions and ensuring customers feel informed, supported, and confident ahead of billing commencing on 1 July.

Draft Water Services Strategy

Engagement on the draft Water Services Strategy is now underway, with participation steadily increasing through both online and in-person channels.

At the end of week two, we have received 48 submissions. Early feedback indicates strong community interest, with emerging themes focused on:

- Affordability and the impact of future pricing
- Water quality, including treatment approaches and safety (chlorine and nitrate concerns)
- Fairness of pricing, particularly the expectation that growth pays for growth
- Service levels and infrastructure investment priorities
- Growth pressures and how these will be managed
- Transparency around decision-making and funding

A programme of community meetings, stakeholder engagement, and Council support is building awareness and enabling more informed feedback. These insights will be critical in refining the final Strategy and ensuring this initial 12-month Strategy reflects community priorities and expectations.

Engagement activity will continue until the consultation closes on 1 June.

Customer awareness

A key focus is the implementation of billing preparedness communications. A coordinated, multi-channel approach, including website, digital platforms, print materials, and a direct mailout to all ratepayers, will support customer readiness.

This activity is designed to ensure customers understand upcoming changes, know how to engage with Selwyn Water, and are well prepared ahead of receiving their first bills.

Significance and Engagement Policy

Engagement on the Significance and Engagement Policy closed with 56 submissions received, with 80% of respondents indicating the policy was clear (very or somewhat clear).

The policy is currently progressing through shareholder approval processes with Selwyn District Council in accordance with legislative requirements under the Local Government (Water Services) Act 2025. Subject to Council feedback, the final policy will return to the Board for formal adoption within the required statutory timeframe.

A community feedback report will be issued, outlining key insights and how feedback has informed the final policy.

Brand and Communication Channel Update

As Selwyn Water transitions to full operational delivery ahead of 1 July 2026, our communication channels continue to evolve to support increased customer interaction and service delivery.

Further content development is progressing across the website to support the broader customer journey, with a focus on key areas including the customer portal, account management, billing, and payments. This work will ensure customers can easily access and navigate essential services ahead of receiving their first bill.

We are now live on LinkedIn and are developing key messaging and content themes to support the upcoming launch of Facebook and Instagram channels.

Media Update

We continue to take a proactive and coordinated approach to media engagement with the Council. The following outlines recent media releases and enquiries that Selwyn Water has responded to and links to published articles.

Media Release	Media Pick-up
Community invited to help shape Selwyn's water future	<ul style="list-style-type: none"> Sharp rise forecast for future water bills

Media enquiries

Date	Media outlet	Enquiry	Articles
9/4/26	Selwyn Times	Requested information regarding details of operational changes and water charges for Upper Selwyn Huts.	Plan to charge huts for water, waste (page 7)
16/4/26	RNZ	Enquiry on Selwyn Water's priorities, funding and charges for a combined story with Waikato and Wellington water entities.	Squeeze across the whole country': Where bills are increasing first under water shake-up

Date	Media outlet	Enquiry	Articles
1/5/26	Selwyn Times	Requested further questions from media release on Water Services Strategy	Sharp rise forecast for future water bills (page 1 and 9)
8/5/26	Selwyn Times	Enquired about Selwyn Water's premises and future location after the Council opened expressions of interest on the Health Hub office space	Tenants sought for Health Hub space (page 5)

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	Executive Update	Good reason to withhold exists under Section 7	Section 48(1)(a)	TBC
2	Capital Programme Update			TBC
3	Board Workplan			TBC
4	Policy Framework			TBC
5	Finance Report			TBC
6	Health & Safety Update			TBC
7	Enterprise Planning			TBC

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

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

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