



# Selwyn Water

BOARD PACK

for

**Selwyn Water Board Meeting**

Wednesday, 10 December 2025

8:30 am (NZDT)

Held at:

Default Location

2 Norman Kirk Drive, Rolleston, New Zealand

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# AGENDA

## SELWYN WATER BOARD MEETING



<b>Name:</b>	Selwyn Water
<b>Date:</b>	Wednesday, 10 December 2025
<b>Time:</b>	8:30 am to 9:00 am (NZDT)
<b>Location:</b>	Default Location, 2 Norman Kirk Drive, Rolleston, New Zealand
<b>Board Members:</b>	Murray Strong (Chair), John Brockies, Linda Falwasser, Dame Karen Poutasi
<b>Attendees:</b>	Alex Cabrera, Amon Nunns, Heather Geddes, Jo Gallop, Rachael Brown, Sydney Mallon-Piper, Toni Forrest
<b>Guests/Notes:</b>	Neisha Livermore, Laura King, Gavin Brown, Elaine McLaren

### 1. Opening Meeting

#### 1.1 Opening Karakia

Supporting Documents:

1.1.a Karakia.pptx	5
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#### 1.2 Confirm Minutes

**For Noting**

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

Supporting Documents:

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#### 1.3 Interest Register

**For Noting**

Supporting Documents:

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### 2. Actions from Previous Meetings

#### 2.1 Action List

No actions were recorded.

### 3. Major Decisions and Discussions

#### 3.1 Risk Register

Heather Geddes

**For Noting**

Attached for information.

Supporting Documents:

3.1.a	03.1 Board cover Governance Risk Register - November 2025.docx	10
3.1.b	03.1 Governance Risk Register Dec 2025.pdf	11

## 4. Health Safety and Wellbeing

### 4.1 HSW Monthly Dashboard Report

Alex Cabrera

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

Supporting Documents:

4.1.a	04.1 SWL HSW Report December 2025.docx	13
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## 5. Information

### 5.1 Communications and Engagement Report

An overview of key communications and engagement activities.

Supporting Documents:

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## 6. Other Business

### 6.1 Resolution to move into Public Excluded

Supporting Documents:

6.1.a	Resolution to Exclude the Public 10 December 2025.docx	18
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## 7. Close Meeting

### 7.1 Close of the Public meeting

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

# Karakia

*Kia tau ngā manaakitanga  
Kia tūhonohono tātou katoa  
Kia anga whakamua  
Mahi tahi, ara hou  
Hui ē, tāiki ē!*

*May the blessings rest upon us  
May we be joined together  
May we move forward  
Work together, new path  
We gather, we stand as one.*

# MINUTES (in Review)

## SELWYN WATER BOARD MEETING - 13 NOVEMBER 2025



<b>Name:</b>	Selwyn Water
<b>Date:</b>	Thursday, 13 November 2025
<b>Time:</b>	9:30 am to 10:00 am (NZDT)
<b>Location:</b>	Virtual   Te Ara Atea, Rolleston
<b>Board Members:</b>	Murray Strong (Chair), Dame Karen Poutasi, Linda Falwasser, John Brockies
<b>Attendees:</b>	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

#### 1.2 Confirm Minutes

Selwyn Water Board Meeting - 8 October 2025 8 Oct 2025, the minutes were confirmed as presented.

#### 1.3 Interest Register

The interested were reviewed and noted that any potential conflicts requiring mitigation will be addressed in future meetings.

John Brockies noted that an additional interest, Tauranga City Te Maunga Program Board, will be added to the register.

### 2. Actions from Previous Meetings

#### 2.1 Action List

Alex confirmed that AuditNZ is the appointed auditor for Selwyn Water, and work is currently underway with Selwyn District Council to finalise requirements

### 3. Major Decisions and Discussions

#### 3.1 Risk Register

The Board RECEIVED the Governance Risk register for October 2025.

Alex provided an overview and emphasised that the timeframe for receiving information from Selwyn District Council regarding the Transfer Agreement is a significant concern and could have serious implications for Selwyn Water Ltd.

### **3.2 Appointment of Auditor**

Noted that the Auditor will be AuditNZ in line with current legislation.

## **4. Health Safety and Wellbeing**

### **4.1 Health Safety and Wellbeing Establishment Activity Update**

The Board REVIEWED and APPROVED the HSW Charter and Strategic Objectives.

### **4.2 HSW Monthly Dashboard Report**

That the Board NOTED the Health, Safety and Wellbeing Monthly Report for November 2025.

## **5. Information**

### **5.1 Communications and Engagement Report**

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

## **6. Other Business**

### **6.1 Resolution to move into Public Excluded**

The Board RESOLVED to move the meeting into PUBLIC EXCLUDED.

### **6.2 Unuhia - Closing Karakia**

## **7. Close Meeting**

### **7.1 Close of the Public meeting**

**Next meeting:** Selwyn Water Board Meeting - 10 Dec 2025, 8:30 am

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# Interests Register

## Selwyn Water



As of: 10 Dec 2025

Person	Organisation	Active Interests	Notice Date
<b>Dame Karen Poutasi</b>	Bay of Plenty Regional Council	Daughter is GM Strategy and Science	27 Nov 2025
	Co-operative Bank NZ	Member Electoral Oversight Panel - Fee paying	12 Nov 2025
	RHCNZ Digital Imaging	Director - Fee paying	12 Nov 2025
	Wellington Uni-Professional	Chair - Fee paying	12 Nov 2025
<b>John Brockies</b>	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
<b>Linda Falwasser</b>	Kohae Limited	Director - 21/10/2016 - current. Fees paid.	1 Oct 2025
	Te Mana o Ngāti Rangitīhi Limited	Director - 31/03/2025 - current. Fees paid.	1 Oct 2025
<b>Murray Strong</b>	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
<b>Murray Strong</b>	University of Canterbury	Industry Lead - Executive MBA - Digital Transformation	1 Aug 2025

# Board Report

Selwyn Water

10 December 2025

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## GOVERNANCE RISK REGISTER – NOVEMBER 2025

**PRESENTER:** Heather Geddes, Deputy CEO

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

### Risk Register Updates

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

The Board to note that one further risk has been added to the register to provide risk monitoring and mitigation against nitrate level monitoring and compliance for the district.

RISK #	Category	Risk	RISK CONTROL	Risk owner(s)	Risk rating			Mitigations/Actions	
					Probability	Impact	Rating	Mitigation	Action
G	<b>Governance Risks</b>								
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	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.
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	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.
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	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.
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	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.
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	Board	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	Alex Cabrera	Unlikely	Major	High Med	Establish a stakeholder engagement plan and implement post October election.	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	Board	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	Alex Cabrera	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	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.
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	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.
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	Board	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	<b>Governance Risks</b>								
	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	Board	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	Board	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.

10 December 2025

## Health Safety and Wellbeing: Update and Dashboard

**PRESENTER:** Laura King, People Lead

**RECOMMENDATION:** That the Board receive the update and dashboard, endorse the continuation of ongoing safety initiatives, and acknowledge the critical risk areas identified for review.

### Summary

- Staff completed vault training on 18 November, and a specific Managers session was completed on 2 December. The Vault training ensured familiarity with the safety software and encouraged staff to be aware, and take ownership, of safety matters.
- In alignment with the Health and Safety at Work Act 2025, our focus over the coming months will be on strengthening safety culture and reinforcing accountability. We will focus on expanding activities that further embed our ways of working and reinforce a safety-first mindset.
  - Incident review: Ongoing review of controls and contractor expectations following Pines incident, maintaining focus on contractors as a critical risk.
  - HSW Training: Priorities include First Aid and de-escalation training to strengthen workforce capability.
  - Team Safety Focus: Safety will be a standing agenda item at all group meetings, led by team members to embed ownership at every level.
  - Recognition: Positive safety behaviours will be highlighted in fortnightly team communications. This will further reinforce awareness, while celebrating safety in action.

### Incidents / Events

Type	Location	Date	Description	Actions / Outcome	Status
Observation	Pines WWTP	20.11.2025	Sub-contractor following their company H & S policy, accessed an aerial at height via a ladder that did not align with the CORDE H & S policy for working at heights.	Work was stopped by the CORDE team and the methodology adjusted.	Closed  Ongoing awareness of contractor activity is being encouraged and supported

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	1	Near Miss		
Observations	1	1	Incident	2	

### Critical Risks Focus Areas

Critical Risk	Areas of concern or improvement identified (if applicable)	Improvement Plan	Status	Management Update
Lone Work	NA			
Driving	SWL vehicles			<ul style="list-style-type: none"> <li>Selwyn Water will take possession of four vehicles on December 18, each requiring a safety review and compliance checks.</li> </ul>
Health & Wellbeing	Change fatigue and uncertainty	Establish a values-based culture Maintain strong communication Continually review work activities		<ul style="list-style-type: none"> <li>Embedding values in organisational activities and processes</li> <li>Establishing code of conduct</li> <li>Developing roadmap of key people activities to share with team, continued communication on work programme</li> <li>Reviewing work activities, vacancies and resourcing needs.</li> </ul>
Contractors	Engagement of high-risk contractors	Review of Pines incident		<ul style="list-style-type: none"> <li>Pines incident has indicated several areas that need addressed, covered in the "Pines Solids Upgrade H &amp; S report"</li> </ul>
Violence & Aggression	Access to location of interest database	Confirm access to database and training  De-escalation training		<ul style="list-style-type: none"> <li>Team members have been selected to attend location of interest database training</li> <li>De-escalation training to be rolled out in 2026.</li> </ul>
Safety by Design	NA			

10 December 2025

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## COMMUNICATIONS AND ENGAGEMENT

**PRESENTER:** Neisha Livermore, Senior Communications Advisor

**RECOMMENDATION:** That the Board receive this 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. Work to date has focused on maintaining transparency, building stakeholder confidence, and preparing for the 18 December asset transfer.

### Strategic engagement

#### Summer Water conservation campaign

The summer water conservation campaign is underway, promoting responsible water use and reinforcing the key message: "Every Drop Counts."

Advertising in the Selwyn Times, the Council's Facebook Stories, Lincoln Community Magazine and the Council's facilities digital screens so far have resulted in 188 visits to the "Be water wise" page on the Council's website since the campaign launch on 12 November (compared to 25 visits for the month of October).

An external digital marketing campaign launches mid-January to support the print campaign with geo-targeted Google advertising, radio and local digital billboard advertising.

#### Asset transfer media release

A joint media release is being finalised with the Council ahead of the 18 December asset transfer, ensuring the community is informed about this significant milestone.

#### New webpage supporting Selwyn Water Limited transition

A new Selwyn Water Limited page is now live on the Council website. The page provides an overview of the establishment of SWL, outlines key milestones, and reassures residents that water services will continue uninterrupted during the transition.

The page highlights upcoming changes, including the development of new communication channels and the shift to SWL billing from 1 July 2026. The page includes an initial set of frequently asked questions that will be expanded as the transition progresses to support ongoing community understanding and engagement.

## Community engagement on water works

A key part of our transition preparation has involved working with our key partners to align on, and take over, communications functions currently delivered by the Council. We are now finalising the processes required for this shift, with works notices and the communication of water outages and projects scheduled to move to SWL before Christmas.

## Brand and communication channels

### Brand collateral development

Work is in progress to develop brand collateral that will support SWL’s identity across all communication platforms. This includes creating templates and assets to ensure consistency and credibility in our messaging.

### Website and social media channels

To support SWL’s transition to independent service delivery and ensure we can communicate directly and reliably with our community, we have commenced a website audit to identify water-related content that will transition from the Council website to SWL’s new website. This work also includes considering the customer experience for new pages, ensuring information is easy to find and aligned with residents’ needs.

Social media planning is also underway to enable SWL to independently communicate and connect with residents. We are targeting the launch of these channels by the end of March 2026.

## Media update

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

Question	Response	Articles
<p>The <i>Ashburton Guardian</i> followed up the Council and SWL after <a href="#">Greenpeace published nitrate test results in Darfield</a> and raised concerns about risks to drinking water.</p> <p>Questions included:</p> <ul style="list-style-type: none"> <li>The average nitrate level in the Darfield water supply, and whether any other Council supplies typically sit above 5.65 mg/L.</li> <li>How often private bore owners should carry out their own water testing.</li> </ul> <p>Greenpeace is demanding councils “must make the community aware of the risk and provide an alternative safe source of water”. Does the Council already do this?</p>	<p><b>Our response from Alex Cabrera</b></p> <p>Our monitoring shows that nitrate levels in Darfield have fluctuated between 4.54 and 5.98 g/m<sup>3</sup> this year. The readings of 4.42 and 6.3 g/m<sup>3</sup> were recorded in 2024, not in the current year.</p> <p>Two sources have recorded levels above 5.65 g/m<sup>3</sup>, however are still well within regulatory limits:</p> <ul style="list-style-type: none"> <li>A backup bore in Rolleston, this is only used when required and when it is used the water is mixed with other sources</li> <li>The Kirwee supply, which has recorded an average of 5.97 g/m<sup>3</sup> this year.</li> </ul> <p>Private water bores are not part of the Council’s public drinking water network, therefore private supplies are not routinely tested or regulated by the Council or Taumata Arowai (the Water Services Authority).</p>	<p><a href="#">Water testing raises concerns over nitrate levels   Star News</a></p>

Question	Response	Articles
	<p>Property owners are responsible for maintaining and monitoring the quality of the water they use from their own bores. We encourage owners to test their water regularly using Environment Canterbury's guidelines.</p> <p>While Council oversees the safety of public drinking water supplies, private bore owners should take proactive steps to protect their own water quality.</p> <p>All our drinking water testing data is made publicly available. All Selwyn drinking water supplies meet the levels in the Drinking Water Standards for all chemicals set by Taumata Arowai as the Water Services Authority and the drinking water regulator. As noted in our earlier response, we know from talking with our residents that drinking water quality, including nitrate levels, is very important to people in Waikirikiri Selwyn. Through the Long-Term Plan, the Council has committed to investigating the development of a new low-nitrate water source as part of our ongoing commitment to providing high-quality, reliable water services.</p> <p>As Selwyn Water Limited prepares to take on operational responsibility, we fully support the Council's commitment to transparency and ongoing investment in high-quality, low-nitrate water sources. Ensuring a safe, resilient water supply for the community is central to SWL's emerging strategy.</p>	
<p>Following the CORDE Deep Dive presentation, the <i>Ashburton Guardian</i> has asked:</p> <ul style="list-style-type: none"> <li>• Why the Pines WWTP saw inflows triple normal levels during heavy rain, indicating stormwater infiltration despite the prohibition on stormwater–wastewater connections.</li> <li>• Who is responsible for fixing these infiltration issues, Council (stormwater) or Selwyn Water Ltd (wastewater).</li> <li>• Whether the split responsibilities could mean the CCO might technically enforce or fine Council for a bylaw breach.</li> </ul>	<p><b>Our joint response from Alex Cabrera and Tim Mason, the Council's Executive Director of Infrastructure and Property.</b></p> <p>In any flood event there is always water that gets into the wastewater network through natural water flows and it is impossible to assess how much of the additional water was natural ingress of water because it was a flood.</p> <p>We do not connect wastewater and stormwater systems, however, in the past connections were not always built to the same regulatory requirements as today. The Council and Selwyn Water are working together to identify these in older areas of the network and fix them.</p>	<p><a href="#">Wrong kind of leaks found in Selwyn wastewater system   Star News</a></p>

# Board Report

10 December 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	Transfer Agreement	Good reason to withhold exists under Section 7	Section 48(1)(a)	TBC
2	SDC Deep Dive Session			TBC
3	CEO Report			TBC
4	Finance Report			TBC
5	Implementation Activity Update			TBC
6	Water Strategy Update			TBC
7	Health and Safety Incident 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:

Items 1, 6	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)
Item 7	Protect the privacy of natural persons, including that of deceased natural persons	Section 7(2)(a)

The appropriate staff remain to provide advice to the Board.