



Selwyn Water

BOARD PACK

for

Selwyn Water Ltd Board Meeting - Public

Wednesday, 7 October 2026

10:00 am (NZDT)

Held at:

Virtual

via MS Teams

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AGENDA



SELWYN WATER LTD BOARD MEETING - PUBLIC

Name:	Selwyn Water
Date:	Wednesday, 7 October 2026
Time:	10:00 am to 10:30 am (NZDT)
Location:	Virtual, via MS Teams
Board Members:	Murray W. Strong (Chair), Allan Dawson, Bruce Gemmell , Jen Crawford
Attendees:	Alex Cabrera, Bronwyn Knutson, Elaine McLaren, Hayley Hobson, Heather Geddes, Hugh Blake-Manson, Jo Gallop, Neisha Livermore, Rachael Brown, Tania Absalom, Helen Graham
Apologies:	Mr Shaun Clarke ONZM

1. Opening Meeting

1.1 Karakia

Supporting Documents:

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1.2 Interest Register

For Noting

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1.3 Confirm Minutes

For Noting

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1.4 Action List

For Noting

2. Compliance

2.1 Regulatory Update

Elaine McLaren, Helen Graham

For Noting

Verbal Update

2.2 Health, Safety & Wellbeing

Bronwyn Knutson, Tania Absolom

For Noting

Supporting Documents:

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3. Governance Risk Register

3.1 Governance Risk Register

Heather Geddes

For Noting

Supporting Documents:

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3.2 Board Workplan

Heather Geddes

For Noting

Supporting Documents:

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4. Business Update

4.1 Organisational Performance Dashboard

Heather Geddes, Neisha Livermore

For Information

Enabling functions dashboard

Supporting Documents:

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5. Other Business

5.1 Resolution to Exclude the Public

Murray W. Strong

Supporting Documents:

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6. Close Meeting

6.1 Close the meeting

Next meeting: Selwyn Water Ltd Board Meeting - Public Excluded - 7 Oct 2026, 10:30 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*

Tīhei mauri ora!

Interests Register

Selwyn Water



As of: 7 Oct 2026

Person	Organisation	Active Interests	Notice Date
Allan Dawson	Arlo Software Limited	Chair (previously Non-Executive Director) - April 2020	5 Oct 2026
	Connexionz Limited	Chair - January 2024	5 Oct 2026
	Image Analyzer Limited (UK)	Non-executive Director - 22 Sep 2026	5 Oct 2026
	Image Analyzer Ltd (UK)	Board Observer 10 Jun 2025 to 22 Sep 2026	5 Oct 2026
	On-Farm Solutions Ltd	Advisory Board Chair - March 2021	5 Oct 2026
	Otago University Holdings Limited	Chair - 1 Jul 2024 (term ends 31 December 2026)	5 Oct 2026
	Otago University, Campus Development Committee (previously Capital Development Committee)	Committee Chair - 1 Jul 2024 (term ends 31 December 2026)	5 Oct 2026
	SC Oscar Fund Management (Singapore)	Advisory Board Member -14 Apr 2026	5 Oct 2026
	Tarbotton Land and Civil	Advisory Board Member - 22 Jun 2026	5 Oct 2026
	Winnow Software Ltd	Director and Shareholder - Mar 2020	5 Oct 2026
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
	Lincoln Agritech Ltd	Chair	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
Jen Crawford	ChristchurchNZ Limited	Deputy Chair	29 Sept 2026
	Davis Ogilvie Limited	Board Advisor (governance consulting)	29 Sept 2026
	Jen Crawford Limited	Director / Shareholder	29 Sept 2026
	Koparima Family Trust	Trustee	29 Sept 2026
	MHV Water Limited	Independent Chair	29 Sept 2026
	Nelmac Limited	Director	29 Sept 2026
	Orion New Zealand Limited	Director	29 Sept 2026
	Rangitata Diversion Race Management Limited	Chair	29 Sept 2026
	Waipā Networks Growth Limited	Chair	29 Sept 2026

	Waipā Networks Limited	Director	29 Sept 2026
Mr Shaun Clarke ONZM	Auckland University of Technology	Member, AUT Governing Council Member of the University's governing Council. The role provides governance oversight of AUT's strategy, performance and institutional responsibilities. Auckland University of Technology June 2024 - present	2 Oct 2026
	Crown Facilitator & Crown Water Services Specialist (Water Services Delivery Plans)	Appointed by the Minister of Local Government to support implementation of the Local Water Done Well reforms. The role includes work with councils on water-service delivery arrangements and assessment of water-service plans. Department of Internal Affairs (NZ) November 2024 - present	2 Oct 2026
	Footprints Waipoua	Director of a Northland tourism company focused on guided experiences in the Waipoua Forest. Its principal activity is guided tours of the kauri giants, including Tāne Mahuta. July 2016 - present	2 Oct 2026
	REO Limited (Resources for Elementary Oral Communication)	Director and owner of a Māori language education company producing teaching and learning resources. The business supplies resources for schools, kōhanga reo and homes across New Zealand. April 1995 - present	2 Oct 2026
	ThinkBird	Director and owner of a consultancy working with organisations and leaders on adaptation, innovation and practical use of emerging methods and technology (especially AI). ThinkBird's profits support the Gillies McIndoe Research Institute. April 2022 - present	2 Oct 2026
Murray W. 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
	Hurunui-Kaikoura WSO	Director - Fees paid	4 Jun 2026
	University of Canterbury	Industry Lead - Executive MBA - Digital Transformation	1 Aug 2025

MINUTES (in Review)



SELWYN WATER LTD BOARD MEETING - PUBLIC

Name:	Selwyn Water
Date:	Wednesday, 15 July 2026
Time:	10:00 am to 10:40 am (NZST)
Location:	Virtual, via MS Teams
Board Members:	Murray W. Strong (Chair), John Brockies, Linda Falwasser, Bruce Gemmell
Attendees:	Alex Cabrera, Heather Geddes, Elaine McLaren, Jo Gallop, Neisha Livermore, Rachael Brown

1. Opening Meeting

1.1 Opening Karakia

1.2 Confirm Minutes

Selwyn Water Ltd Board Meeting - Public 3 Jun 2026, the minutes were confirmed as presented.



Confirmation of Minutes of the Selwyn Water Limited Public meeting held 3 June 2026

The minutes of the public meeting held on 3 June 2026 were approved, noting a minor amendment.

Decision Date: 15 Jul 2026

Outcome: Approved

1.3 Interests Register

The interest register was updated to include:

Murray Strong, Director, Hurunui-Kaikoura WSO

Bruce Gemmell, Chair, Lincoln Agritech (noted that this had been inadvertently omitted from the register).

2. Actions from Previous Meetings

2.1 Action List

3. Discussion Items

3.1 Customer and Billing Go-Live Update

This item was highlighted by the Chair as warranting specific recognition, given the significance of the milestone and the effort involved in reaching it.

The proportioning of bills at the cutover point was confirmed as being managed, with bills reflecting the period from the last meter reading through to the end of June, followed by the first quarterly bill from 1 July.

The board requested that sample invoices be uploaded to BoardPro, noting that different invoice types may exist for different customer categories such as trade waste.

It was noted that data cleanliness is a critical foundation before any meaningful data insights work can be undertaken. The board emphasised that a structured work programme approach to data insights was preferable to ad hoc reporting.

Management confirmed that clean data is a stated priority for Selwyn Water, with obligations including Commerce Commission information disclosures and an integrated performance framework requiring reliable data.



Customer Billing - Upload Invoice Templates to BoardPro

Upload sample invoices (including different invoice types for different customer categories such as trade waste) into BoardPro for board information.

Due Date: 26 Aug 2026

Owner: Heather Geddes

4. Information

4.1 Risk Management and Register Update

It was noted that a risk was added relating to vested infrastructure and assets and compliance with the engineering code of practice. Specifically, an issue has been identified regarding Wye junctions installed across the district that do not meet the engineering code of practice. The extent of this issue is being investigated through on-site inspections, and a mitigation pathway is being developed.

A broader perspective on how non-compliant assets should be considered in the context of a risk register included that the key distinction raised was between assets that are non-compliant but functioning without creating operational risk, versus those that represent a genuine risk of failure or harm. The former may need to be managed within the work programme over time, rather than treated as an immediate red risk.

The fast-track development pipeline was raised, with nine fast-track developments now noted (up from eight at the previous meeting). It was agreed that the fast-track conversation should be brought into the public forum, aligned with the organisation's published priorities, making clear that compliance takes precedence over growth. Any developer expectations around delivery timelines would need to be managed accordingly.

4.2 Engagement and Communications Report

The Significance and Engagement Policy was approved by Selwyn District Council on 24 June 2026 and was presented to the board for endorsement.

The Water Services Strategy was also approved prior to 1 July. Following approval, feedback was closed out with submitters via the engagement platform and published on the website, showing how community feedback was incorporated into the final documents. This was well received.

Work has been ongoing to support customers through the transition to billing, including producing website resources, conducting mail-outs, and including an insert with the first bills to help customers understand the new water charges.

The next phase of the communications plan is being developed and will be brought to the board at the next meeting.



Endorsement of Significant and Engagement Policy

The board endorsed the Significance and Engagement Policy as approved by Selwyn District Council.

Decision Date: 15 Jul 2026
Mover: Murray W. Strong
Seconder: Bruce Gemmell
Outcome: Approved

The Board reaffirmed that all information requests should be directed through the Chair and that Board members should not contact executive staff directly. It was agreed that these protocols, previously discussed in April, be formally documented, with external legal review sought to ensure appropriate governance oversight.



Board Protocols to be formally documented

Board protocols for information requests and information distribution and storage (via BoardPro rather than emails) will be formally documented.

Due Date: 30 Nov 2026
Owner: Alex Cabrera

5. Other Business

5.1 Resolution to move into Public Excluded

The Chair noted the intention to limit the volume of matters going to public excluded sessions, and referenced guidance received from Bell Gully on this. The board expressed a preference for handling matters in public where possible.



Resolution to move into Public Excluded

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: 15 Jul 2026
Mover: Murray W. Strong
Outcome: Approved

6. Close Meeting

6.1 Close of the Public meeting

Next meeting: Selwyn Water Ltd Board Meeting - Public Excluded - 15 Jul 2026, 10:45 am

Signature: _____

Date: _____

Board Report – Public

7 October 2026

Health and Safety

Presenters: Bronwyn Knutson and Tania Absolom

Purpose: For NOTING

RECOMMENDATION: That the Board note the September 2026 monthly health and safety update.

This is the September 2026 Health and Safety report, summarising health and safety performance, incident activity, and assurance work for the month.

Attachment:

July 2026 Summary.

HEALTH AND SAFETY REPORT | SUMMARY | SEPTEMBER 2026

Presenters: Bronwyn Knutson, People and Culture Business Partner; Tania Absolom, Rubix Safe

Purpose: For NOTING

Recommendation: That the Board note the September 2026 monthly health and safety update.

Highlights

No notifiable events and no serious harm. Zero pain and discomfort, zero work-related injuries or illnesses. Sick leave 53 days (up from 31 last period), likely seasonal. Two wellbeing days used. Three H&S inductions completed. Three external recommendations implemented and two corrective actions tracked to closure.

People are using the reporting tools consistently which is an important part of enhancing overall monitoring and performance.

Progress Against our Work Plan

- Vehicle Policy effective 18 September; Driver SOP Quick Reference issued 28 September; Vehicle Use learning module drafted.
- Assurance Framework out for consultation.
- "Know Before You Go" hazard and risk tool in final stages of development — foreseeable hazards, cell coverage, controls, caution sites and maps for every SWL asset. Roll-out scheduled for October.
- SOPs drafted for SCADA network maintenance and land development engineer site visits — for review and implementation this month.
- Lone worker controls: Remote & Lone Site Visit SOP and learning module drafted. Track-Me devices issued to two regular lone workers, plus one shared device.
- Done Safe incident and hazard reporting system implementation under way with first two modules scheduled for rollout October/November.
- Employee Assistance Programme now under SWL control with Telus Health. Induction and training session held with the team; wellbeing calendar circulated.
- Mental Health First Aid training ongoing with St John / Site Safe. Uptake low to date; attendance re-encouraged at the September staff meeting.

Incidents in the Period

- Chlorine gas exposure at Dalethorpe WTP (15 September). Operator discovered a leak, self-evacuated and reported it. Fire Service attended and cleared the site within 90 minutes. Gas detector replaced; follow-up review under way (dosing-system integrity, alarm setpoints, detector calibration, operator PPE).
- Vehicle accident on SH73 (14 September). SWL vehicle struck a third-party trailer after the other driver pulled out from a give-way. No injuries, property damage only.
- Office trip in the Health Hub. Staff member's ankle gave way walking to the kitchen. Cold pack applied; back to work. No obstruction.
- Wetland trip en route to the Thomas River sampling sites. Team member's foot stuck in soft ground; colleague assisted — a real-world validation of the two-person system. Route to be reviewed next visit.

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 06/07/26)
AP001	Asset Performance and Renewals	If the asset valuation and potential liabilities are not known before post wash up of transfer there could be remediation required for asset management and capital delivery that is not included in current budget planning.	Operational, Financial	Chief Executive	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Final valuation conducted post transfer. Validation of valuation to occur post asset condition assessment. Capital delivery and further potential liabilities managed through process and document review.	Risk Reduction	Valuation conducted and a revised value has been reached. Further assurance that all liabilities have been identified is necessary to close off the risk. Issue of further shares to be included in Board papers for approval 15/07/26.
AP002	Asset Performance and Renewals	If there is uncertainty regarding the condition and maintenance and how the history of transferred assets is recorded it may impact costs and efficiencies.	Operational, Financial, Reputational	Chief Executive	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Conduct a thorough asset valuation and condition assessment to anticipate financial and operational risks.	Risk Reduction	Issues register has been developed and joint decisions on issues reached with SDC and recorded.
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	Likely	Major	High	Possible	Major	High Med	Mostly Effective	Establish a criticality and 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. This report will determine risk to the organisation and mitigation steps.
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 (desktop) underway initial report due in August.
AP005	Asset Performance & Renewals	If vested infrastructure and assets are not compliant with the Engineering Code of Practice and prove to be not fit for purpose it may lead to increased costs - maintenance and early renewal.	Operational, Financial	Director Assets	Likely	Major	High	Likely	Major	High	Partially Effective	Investigate compliance of developments against as-builts and recorded variations prior to asset acceptance. Strengthen land and building development processes against ECoP.	Risk Reduction	Development Engineering process revised and strengthened application process requiring quality documentation prior to acceptance established. Go live expected 7 July. Routine assurance activities identified a non-compliant installation in April 2026. Subsequent investigations indicate this may not be an isolated case and relates to infrastructure delivered under historical development and asset acceptance processes, currently being investigated.
CD001	Capital Delivery	If there are undocumented decisions made for capital delivery that are not included in the Water Services Strategy it may cause solvency issues for the CCO.	Operational, Financial	Chief Executive	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	Due diligence done of informal communication channels used to engage with consent applications and a remediation plan established including potential legal and financial considerations. Capital delivery stocktake completed and reviewed against approvals within SDC.	Risk Reduction	Confirmed list of commitments provided as part of transfer. Capital delivery programme assessed against scope, time, cost and quality requirements. Master list established and process defined for projects to be added to the list.
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.
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.
FS002	Financial Sustainability	~~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.~~	~~Operational, Financial~~	Chief Executive	Possible	Moderate	High Med	Unlikely	Minor	Low	Effective	~~LGFA, Bell Gully, Bancorp, Russell McVeigh and Simpson Griereson to engage to identify steps, risks, barriers and establish a path to bring back to SWL and SDC for consideration.~~	~~Risk Reduction~~	~~LGFA registration and accession completed.~~
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. Further commitments have been identified post initial validation, more indepth assessment required.
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 in place 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.

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 06/07/26)
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.
PH001	Public Health and Drinking Water Safety	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.	Operational, Financial, Safety, Reputational	Director Operations	Unlikely	Major	Med	Unlikely	Minor	Low	Effective	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.	Risk Reduction	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.
PH002	Public Health and Drinking Water Safety	Legislative and/or regulatory changes to the Maximum Acceptable Values (MAV) for inorganic determinands e.g. Nitrate	Operational, Financial, Safety, Reputational	Director Operations	Unlikely	Major	High Med	Unlikely	Minor	Low	Effective	Ongoing monitoring of legislative changes.	Risk Reduction	Ongoing dialogue with Taumata Arowai, the Ministry of Health and WHO to understand any potential changes to advice, legislation and/or regulation.
PH003	Public Health and Drinking Water Safety	Treatment failure leads to unsafe drinking water.	Operational, Financial, Safety, Reputational	Director Operations	Possible	Major	High Med	Unlikely	Major	Med	Effective	Treatment processes, CCPs and monitoring to meet compliance and regulatory requirements.	Risk Reduction	Enhance monitoring; redundancy
PH004	Public Health and Drinking Water Safety	Source water contamination risk.	Operational, Financial, Safety, Reputational	Director Operations	Possible	Major	High Med	Unlikely	Major	Med	Partially Effective	Source protection plans	Risk Reduction	Strengthen catchment controls
RC001	Regulatory Compliance	If there is ambiguity over the statutory responsibilities between Council and the CCO 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.
RC002	Regulatory Compliance	If there is insufficient water industry, public health, infrastructure or financial expertise appointed to the Board of Directors it may impact decision making.	Operational, Financial, Safety, Reputational	Board	Possible	Moderate	High Med	Possible	Minor	Low Med	Partially Effective	This is an SDC driven process and SWL mitigations will provide partial effectiveness to mitigate. Governance framework and skills matrix developed with legal team to ensure it meets all statutory requirements. Alignment with SDC process included.	Risk Reduction	Board is appointed against agreed skills matrix. Further Director appointments expected in 2026. Board Directors are selected and appointed by SDC. Advisory Groups established to source speciality advisors for areas such as public health.
RC003	Regulatory Compliance	If SWL does not monitor and forward plan compliance with regulation, the change of regulations may not be included in implementation planning leading to non-compliance.	Operational, Financial	Director Strategy	Possible	Major	High Med	Unlikely	Minor	Low	Effective	Compliance requirements mapped and accountability and responsibility assigned. Mechanisms in place to capture and report.	Risk Reduction	Reporting established, new Commerce Commission requirements added into responsibilities.
RC004	Statutory Compliances	Failure to meet suite of broad legislative compliance requirements	Operational, Financial, Safety, Reputational	Chief Executive	Possible	Major	High Med	Unlikely	Minor	Low	Effective	Develop and implement a compliance programme, capturing the broad suite of legislative requirements. Report and review routinely	Risk Reduction	Compliance assessment underway. Operations, asset management, legal, finance, HR and Health and Safety managed and monitored separately and currently compliant. Asset management team compiling to central source for governance view.
RS004	Reputation and Stakeholder	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)	Operational, Financial	Chief Executive	Unlikely	Moderate	Low Med	Unlikely	Minor	Low	Effective	Clear and open communication process with SDC and SWL to agree SoE contents and a mirroring of expectations with current SDC water service requirements-	Risk Reduction	SoE approved 17 September, ongoing discussions with the new Council. WSS with Council for feedback and expected to progress. Risk downgraded 30/03/26. Risk closed June 26-

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 06/07/26)
RS002	Reputation and Stakeholder	If SWL fails to establish trust and legitimacy with communities, iwi, regulators and the workforce it will impact Council trust with the CCO.	Operational, Reputational	Chief Executive	Unlikely	Major	High Med	Unlikely	Minor	Low	Effective	Establish a stakeholder engagement plan and implement.	Risk Reduction	Further meetings to be scheduled with Taumutu Runanga. Community meetings scheduled and attended as part of WSS engagement. Ongoing engagement with resident associations and community groups.
RS003	Reputation and Stakeholder	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.	Operational, Reputational	Chief Executive	Unlikely	Major	High Med	Unlikely	Minor	Low	Effective	Establish a relationship protocol and Transition Steering Group to jointly assess and resolve issues. Establish regular reporting mechanisms to Council and Councillors	Risk Reduction	Steering Group established and briefing sessions provided to Councillors, regular quarterly reporting activity to be initiated against SoE.
RS004	Reputation and Stakeholder	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.	Operational, Financial	Director Strategy	Possible	Major	High Med	Unlikely	Moderate	Low Med	Mostly Effective	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.	Risk Reduction	Data migration, cleansing and testing plan and resources in place. Prioritisation of customer information, testing with sample groups and gap identification and alignment ongoing.
RS005	Reputation & Stakeholder	If stakeholder confidence is lost, shareholder could review the Statement of Expectations and require more activity to improve stakeholder confidence.	Operational, Financial	Chief Executive	Possible	Major	High Med	Unlikely	Minor	Low	Effective	Engagement plans established and regularly reviewed. Decisions and plans to be included in published documentation for stakeholder to view.	Risk Reduction	Communication plans established and actioned.
SC001	Supply Chain & Resilience	Fuel supply disruption caused by global supply shortages from overseas conflict reducing availability of fuel in New Zealand.	Operational, Financial	Director Operations	Possible	Major	High Med	Unlikely	Minor	Low	Effective	Supply assessed and emergency storage options established. Review against local and central government planning to ensure essential services maintained. Prioritisation schedule established.	Risk Reduction	Fuel storage established. Security being assessed, activity assessed against essential services to understand impact from rationing, cost impacts being assessed. Impact on fuel supply reduced with global political agreements being discussed.
SC002	Supply Chain & Resilience	If there is a critical materials shortage then it may result in a delay in projects, increased costs and reduced quality.	Operational, Financial	Director Assets	Possible	Major	High Med	Unlikely	Major	Med	Partially Effective	Procurement adusted to ensure critical infrastructure requirements can be met.	Risk Reduction	Stockpile materials
TC001	Technology & Cyber	SCADA outage or cyber attack could result in operational technologies being compromised and services impacted.	Operational, Financial	IT Manager	Possible	Major	High Med	Unlikely	Major	Med	Partially Effective	IT controls established against cyber security protocols.	Risk Reduction	Cyber strategy being developed. Currently under SDC protections.
WW001	Wastewater Environmental Compliance	Consent breaches or overflows.	Operational, Financial	Director Assets	Possible	Major	High Med	Unlikely	Major	Med	Partially Effective	Consent monitoring established.	Risk Reduction	Upgrade network; monitoring
WW002	Wastewater Environmental Compliance	Failure to meet future standards.	Operational, Financial	Director Assets	Possible	Major	High Med	Unlikely	Major	Med	Partially Effective	Compliance requirements mapped and accountability and responsibility assigned. Mechanisms in place to capture and report.	Risk Reduction	Plan upgrades

Selwyn Water Annual Board Plan (updated 25 August 2026)

Notes:

- Board meetings are six weekly.
- General updates are provided via email between Board meetings.
- Board meetings agenda items reflect decision points.
- Board meetings are between 2.5 to 3 hours.

		Q3 25/26		Q4 25/26	
Phase		Transitioning			
Board dates		21 January	18 February	8 April	3 June
Category	Strategy and Performance	• Water Services Strategy(WSS) draft review • Significance and Engagement Policy review (S&E)	• WSS update	• WSS update • Review S&E engagement and confirm direction • Taumutu Runanga engagement	• Review and approve WSS (updated in mid June, approval required out of cycle).
	Financial, risk and compliance		• LGFA Update	• Budget to 30 June • DIA quarterly report review	• Billing Go-Live readiness update • Audit update • H&S Site Visit - Pines
	Asset and Growth Management		• Update on SAMP, AMPs and IDP	• Capital delivery programme • Strategic Asset Management Plan review	• Confirm investment and funding assumptions (draft IDP)
Standing items		• Health and Safety • Financial performance • Risk and assurance	• Operational Dashboard • Board Workplan		
Milestones		• Revenue transfer begins	• Asset Management System cutover	• WSS drafted (March 2026) • LGFA Accession (April 2026) • Website live (April 2026) • Quarterly report to Shareholder (April 2026)	• WSS published (end of June) • 26/27 Budget confirmed (end of June)



Selwyn Water Annual Board Plan

		Q1 26/27	Q2 26/27			
Phase		Transitioning				
Board dates		26 August	7 October	18 November	16 December	
Category	Strategy and Financial Performance	- Regulatory compliance framework - Audit update	- Review performance and compliance - Review shareholder feedback - LGFA quarterly reporting	- Review shareholder feedback and engagement - H&S Site Visit - H&S Improvement Plan update	- Draft Water Services Strategy (dependent on Long Term Plan alignment) - Revenue assurance and investment outlook.	
	Capital Delivery		Capital delivery programme update	Strategy workshop (Wastewater Capacity)	Capital delivery programme update	
	Asset and Growth Management	Asset condition assessment initial report (draft)	Asset condition assessment report (final) and asset management plan options.	- Review capital programme priorities - Development Contributions Policy	Wastewater Business Case update	
Standing items		- Health and Safety - Financial performance - Risk and assurance	- Operational Dashboard - Board Workplan			
Milestones		CE Performance Review (date tbc)	- Tradewaste billing refined - Revenue assurance quality review - Quarterly report to Shareholder (end of October)		Half-yearly report to the Shareholder (July to end of December)	

Note: December meeting is now 17 December



Selwyn Water Annual Board Plan

		Q1 26/27			Q2 26/27
Phase		Optimising Operational Effectiveness			
Board dates		27 January	10 March	21 April	2 June
Category	Strategy and Financial Performance	Board performance review and workplan	- Funding and pricing (draft) - Water Services Strategy consultation update - Draft budget (included in WSS)	- Water Services Strategy consultation update - Taumutu Rūnanga engagement	- Water Services Strategy approval - Fees and charges approval - Budget approval
	Capital Delivery	Capital delivery programme update	Capital delivery programme update	Capital delivery programme update	Capital delivery programme update
	Asset and Growth Management	Land transfer update	Development Contributions Policy consultation update	Levels of service / performance review	- SAMP, AMPs and IDP (update) - Development Contributions Policy
Standing items		- Health and Safety - Financial performance - Risk and assurance	- Operational Dashboard - Board Workplan		
Milestones			Mid-point CE Performance Briefing		- Water Services Strategy 2027 to 2037 confirmed. - SAMP, IDP and AMPs updated to WSS revision.



Selwyn Water Organisational Performance Dashboard

RAG status: ■ On track - Meeting expectations ■ Monitor - Some areas require attention ■ Action required - Significant issues require Board attention

Customer and community engagement

Overall status: ■

Executive Summary

Communications and engagement activities are progressing well, with a focus on customer education, project communications and Water Services Strategy planning. Key priorities for the next period include public engagement activities alongside our shareholder, baseline customer awareness survey and finalising the Annual Report.

Strategic areas

Area	Status
Strategic Communications & Customer Information	■
Stakeholder Relationships	■
Community Engagement	■
Reputation & Media	■
Water Services Strategy Consultation Preparation	■

Key achievements this period

- Delivered customer communications supporting the transition to billing
- Launched social media explainers to support understanding of changes
- Customer service support for complex customer enquiries
- New customer-facing tools to improve transparency and customer experience

Priorities for next period

- Conduct a baseline customer awareness and favourability survey to establish customer-focused performance measures
- Proactive, ongoing engagement with our community
- Monitor emerging customer and media issues and provide proactive communications where appropriate
- Deliver summer water conservation campaign

Upcoming milestones

Item	Due	Status
Annual report published	November 2026	■
Water Services Strategy engagement approach finalised	November 2026	■
Baseline customer awareness and favourability survey completed	November 2026	■

Key risks

Risk	Mitigation	Status
Increased customer enquiries, complaints and LGOIMA requests	Proactive communications, timely responses and targeted customer information.	■
Negative public sentiment impacting trust and confidence in Selwyn Water	Ongoing community engagement, transparent communications and customer education initiatives	■

Upcoming decisions (Board/Council)

Decision	Board/Council	Timing
Annual Report	Board approval	November 2026
Engagement Approach WSS	Board approval	November 2026

Organisational enablement

Overall status:



Executive Summary

Enablement services are progressing from standing up systems and process to meet business operating requirements to determining improvements to move the business out of transitioning activity. The main focus for this quarter was to stand up the systems and processed to implement customer billing, complete financial reporting, determine the roles and responsibilities necessary to meet normal operating activity.

Strategic areas

Area	Status
People Strategy – attraction and retention	
Performance and Remuneration Framework	
Stabilisation of core systems and process improvements	
Core capability implementation (HRIS, Antenno, Website upgrade)	
Data, AI and Information Management	
Digital Roadmap	
Financial performance, process and system improvements	

Key achievements this period

- Stand up of the customer and billing processes.
- Preparation of financial statements for audit

Priorities for next period

- Meet audit requirements to finalise for the end of November.
- Close out of post go-live support and implementation of continuous improvement activities to create efficiencies across the all functions.

Upcoming milestones

Item	Due	Status
Implementation of the HRIS system, Bamboo	30 October	
Quarterly Shareholder Report	30 October	
Organisation financial reforecast	30 October	
Office relocation	30 November	

Key risks

Risk	Mitigation	Status
Datascape and Adapt system integration is still a work in progress. Manual processes still in place creating inefficiencies and potential for human error.	Processes have been implemented to complete necessary tasks. PMO is working alongside Datacom and Adapt Solutions to improve integration.	
Key staff risk with many of the current enablement structure fixed-term.	Recruitment of staff into permanent roles being implemented.	

Upcoming decisions (Board/Council)

Decision	Board/Council	Timing
None this reporting period		

Customer services

Overall status:



Executive Summary

Customer services function has been stood up and staff knowledge and capability is building. The priority leaks and water services requirements are being met within the service timeframes. Billing enquiries are taking longer to resolve as more thorough checks are conducted against customer queries to ensure accuracy of data and information relayed to customers.

Strategic areas

Area	Status
Customer queries are answered with consistent messages	
Calls are answered in a timely manner	
Emails are responded to in a timely manner	
Customer Services moves from catch and dispatch to first call resolution	

Key achievements this period

- 9,785 emails and 3,864 calls have been responded to. Main queries are:
 - Billing and invoice enquiries
 - Payment issues and refunds
 - Direct debit setup and processing
 - Water leak reports
 - High consumption / leak adjustment requests
 - Property and account maintenance
 - New connections and development enquiries
 - Service disconnections

Priorities for next period

- Customer Services training continues to improve knowledge, consistency and confidence of the team
- Moving the email inbox away from a work management tool to creating service requests so activity can be monitored for completion and response times.

Upcoming milestones

Item	Due	Status
Develop initial performance baselines until levels of service confirmed through the Water Services Strategy	October 2026	
Customer call data used to train and improve customer experience	November 2026	

Key risks

Risk	Mitigation	Status
Email inbox used as a work management tool creating overly onerous manual processes to manage.	Datascape to scrape incoming emails and create service requests to assign to internal teams.	
Customer queries require longer response times to check accuracy of information.	First quarter requirement to ensure migrated data is accurate. Team is using as an opportunity to gain knowledge for future queries.	

Upcoming decisions (Board/Council)

Decision	Board/Council	Timing
None this reporting period		

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	Health & Safety Review and Progress Update	Good reason to withhold exists under Section 7	Section 48(1)(a)	TBC
2	Financial matters			TBC
3	Asset Lifecycle Management / Asset Condition report			TBC
4	Capital Programme Update			TBC
5	LGFA 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	Protect the privacy of natural persons	Section 7(2)(a)
Item 2	Maintain legal professional privilege	Section 7(2)(g)
Items 1, 2, 3, 4 and 5	Carry on, without prejudice or disadvantage, commercial activities	Section 7(2)(h)
Items 2, 3 and 4	Carry on, without prejudice or disadvantage, negotiations	Section 7(2)(i)

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