

**ATTACHMENT B: Programme Schedule Landmarks for QLDC 3Waters CCO**  
**Note: Change Management, Staff Workshops & Future Improvement Plans will run across all workstreams**

**WS1 Governance, Regulatory & Partnerships**

Q3_26 (27 working days left)	Q4_26	Q1_27	Q2_27	Q3_27	Q4_27
Planning	D&O insurance & indemnity deeds				
Board recruitment	Board appointments	Board induction			
		Interim CE appointed			
		Governance Framework Drafted	Governance Framework		
		CE Recruitment	CE Appointment		
	Company Name				
	Company incorporation				
	Transfer agreement work commences	Transfer agreement	Transfer agreement	Transfer agreement	Transfer agreements executed
	Draft SoE	Statement of Expectations		Governance policies	
Workshops – Constitution & SoE	Workshops – Constitution & SoE				
	Constitution for signing				
Water Services Strategy	Water Services Strategy	Water Services Strategy	Water Services Strategy complete		
	Treaty obligations determined		Partnerships strategy developed	Regulatory and compliance strategy complete	

**WS2 Organisation, People & Transition**

Q3_26 (27 working days left)	Q4_26	Q1_27	Q2_27	Q3_27	Q4_27
Planning			Executive appointments	Executive appointments confirmed	
Staff Engagement plan re Change Process					
Draft components of organisational strategy	Test Org Strategy with QLDC & Board	Organisational strategy finalised			
Draft operating model	Shared Services Framework	Operating model finalised			
Draft high-level organisation design			Detailed organisation design complete		
	Draft org structure & functions		Org structure & functions finalised		
			Transfer agreement inputs complete		
Draft staff transition strategy	Staff consultation on transition guidelines	Role impact assessment complete	Undertake staff change process	Offers made/finalised with transferring staff	Staff induction completed
		Health & Safety Framework			
		Remuneration Framework	Organisational policy framework	Organisational policies finalised	
	Draft office space business requirements		Office lease secured	Physical office set up complete	

**WS3 Finance, Commercial & Risk**

Q3_26 (27 working days left)	Q4_26	Q1_27	Q2_27	Q3_27	Q4_27
Planning					
Draft financial strategy & model scenarios	Financial Modelling		Financial strategy confirmed		Annual budget completed
Draft revenue, pricing & growth strategy & plan		Revenue and pricing strategy confirmed	Revenue and pricing model completed	Investment Delivery Plan complete	
	Draft debt transfer principles/approach		Credit rating achieved (if req.)		Debt transfer completed
	Transfer agreement work commences	Transfer agreement	Transfer agreement	Transfer agreement	Transfer agreements executed
	Funding & Financing arrangement with LGFA	LGFA covenant negotiation complete	LGFA facilities established and Treasury policies in place		
	Insurance Strategy				
	Insurance broker procurement and planning	Broker confirmed			
		Risk strategy	Risk strategy completed	Insurance loss modelling completed	Insurance placement completed
	Economic regulation advice				

## QLDC 3Waters CCO – Programme Schedule Landmarks

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Commercial of foundational docs	Commercial of foundational docs			SLAs for Shared Services executed	
<b>WS3 Finance, Commercial &amp; Risk cont.</b>					
	Est Treasury & banking functions				
	<b>Information Disclosure Reqs Complete</b> <ul style="list-style-type: none"> <li>Dividends policy</li> <li>Funding Growth Policy</li> <li>Charges Policy</li> </ul>			Finance policies finalised	
		Financial reporting framework		Financial reporting framework complete	
		Insurance broker procurement and planning	Broker confirmed		
	Banking procurement	Banking partner confirmed			
Water Services Strategy	Water Services Strategy	Water Services Strategy	Water Services Strategy complete		
<b>WS4 Digital and Systems</b>					
<b>Q3_26 (27 working days left)</b>	<b>Q4_26</b>	<b>Q1_27</b>	<b>Q2_27</b>	<b>Q3_27</b>	<b>Q4_27</b>
Planning					
Systems stocktake commences	Stocktake complete				
	Digital Strategy & day 1 planning (inc transitional arrangements if necessary)				
	Decision on SS products & support				
	Prep for tech stand up for Board arrival	Board systems induction			
	Solutions transition work commences	Dev/System config for Shared S.	Dev/System config for Shared S.	Day 1 systems readiness testing	Parallel running / bug fix period
				Solutions training	
Procurement plan for new systems complete	Procurement phase	Config & Implementation of new systems	Config & Implementation of new systems	Implementation & Testing	Parallel bug fixing & training
			Data migration		Post Go Live Support in place
<b>WS5 Operations, Service Delivery and Operational Risk</b>					
<b>Q3_26 (27 working days left)</b>	<b>Q4_26</b>	<b>Q1_27</b>	<b>Q2_27</b>	<b>Q3_27</b>	<b>Q4_27</b>
Planning					
	AMP & SAMP	AMP & SAMP	AMP & SAMP complete (in parallel with IP)		
			AMP Improvement plan		
	Register of transferring contracts		All contract Transfers/Novations Confirmed		
	Inventory of suppliers				
	Draft register of transferring assets		Final register of transferring assets		
		Report on current state of compliance, i.e. RMA, DWS,			
	Risk register of inherited risks & liabilities new entity will inherit				
	Document interface points with QLDC				
		AMS Implementation	AMS Implementation	Day 1 systems readiness testing	
	Full register of activities/functions developed			Capability uplift assessment (by new Execs)	
				Incident & Emergency Management Model	
		Standard Operating Procedures	Standard Operating Procedures	Standard Operating Procedures	Standard Operating Procedures
	Information Disclosure Requirements 30/6/26				Information Disclosure Requirements 30/6/27
Water Services Strategy	Water Services Strategy	Water Services Strategy	Water Services Strategy complete		

