



Northland Waters Limited

Establishment Plan Summary

July 2026

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1 Purpose

This Establishment Plan sets out the approach for standing up Northland Waters Limited (**Northland Waters** or **NW**), a new multi-council organisation responsible for delivering safe, reliable, and sustainable water services across the Whangārei, Kaipara, and Far North districts. The establishment of Northland Waters is as per the Water Services Delivery Plan (WSDP) prepared jointly by the council shareholders and accepted by the Minister in October 2025.

This plan provides a clear roadmap for the period from incorporation of Northland Waters on 11 May 2026 through to operational go-live on 1 July 2027. It outlines the key milestones, deliverables, and activities required to:

- Mobilise governance, leadership, and operational capability for Day 1;
- Transfer people, assets, contracts, and systems from councils to Northland Waters; and
- Ensure readiness to deliver safe, reliable, and sustainable drinking water and wastewater services across the region from Day 1.

The Establishment Plan is intended to guide the Establishment Team, councils, and stakeholders through the establishment and transition, applying an agreed establishment delivery approach and positioning the organisation to deliver long-term benefits for Northland.

2 Executive Summary

2.1 Purpose and Context

This Establishment Plan sets out how Northland Waters will be established as a new multi-council Council-Controlled Organisation (CCO) responsible for delivering drinking water and wastewater services across the Whangārei, Kaipara and Far North districts.

The Plan provides a clear and structured framework and delivery roadmap for Phase 2 of the Northland Water Done Well (NWDW) programme (*Establishment & Transition*); the period from incorporation of the water organisation on 11 May 2026 through to operational go-live on 1 July 2027. It focuses on ensuring the organisation is fully prepared to assume responsibility for water services on Day 1, while building public confidence and ensuring councils can maintain service continuity and regulatory compliance throughout Phase 2.

This Establishment Plan is a significant revision of the Initial Establishment Plan that is included in schedule 1 of the Transition Agreement. A proposed Establishment Budget has been developed from this Plan and will be integrated once it is approved by the Shareholder Representative Group (SRG).

2.2 Strategic Intent and Day 1 Outcomes

Northland Waters will be a specialist, region-wide water services provider, operating in the best interests of current and future consumers. It will bring together expertise, scale, and investment capability to deliver safe, reliable, and resilient water services, while remaining responsive to local community needs.

All establishment activity is anchored to five Strategic Pillars, which define the required state of readiness on 1 July 2027 and are given effect through the Day One outcomes outlined below and further discussed in section 4.3.

Strategic Pillar	Day 1 Outcomes
Customer focus	1. Customers and communities receive safe and reliable drinking water and wastewater services on Day 1, with no interruption or reduction in service delivery. 2. Customers are supported on Day 1 through clear and stable customer service arrangements, including billing and contact channels. 3. Customers and communities are familiar with the water organisation on Day 1 as a result of open and transparent communication. 4. Key stakeholder relationships relevant to drinking water and wastewater are identified and established in a planned and coordinated way, ensuring trust and continuity on Day 1.
Financial sustainability	5. The organisation can operate independently on Day 1, with delegations, funding, and a financial strategy in place. 6. Sufficient funding and working capital are available and accessible on Day 1 to meet payroll, supplier, and operating commitments. 7. Core financial systems are live, enabling payments, budgeting, and financial reporting.

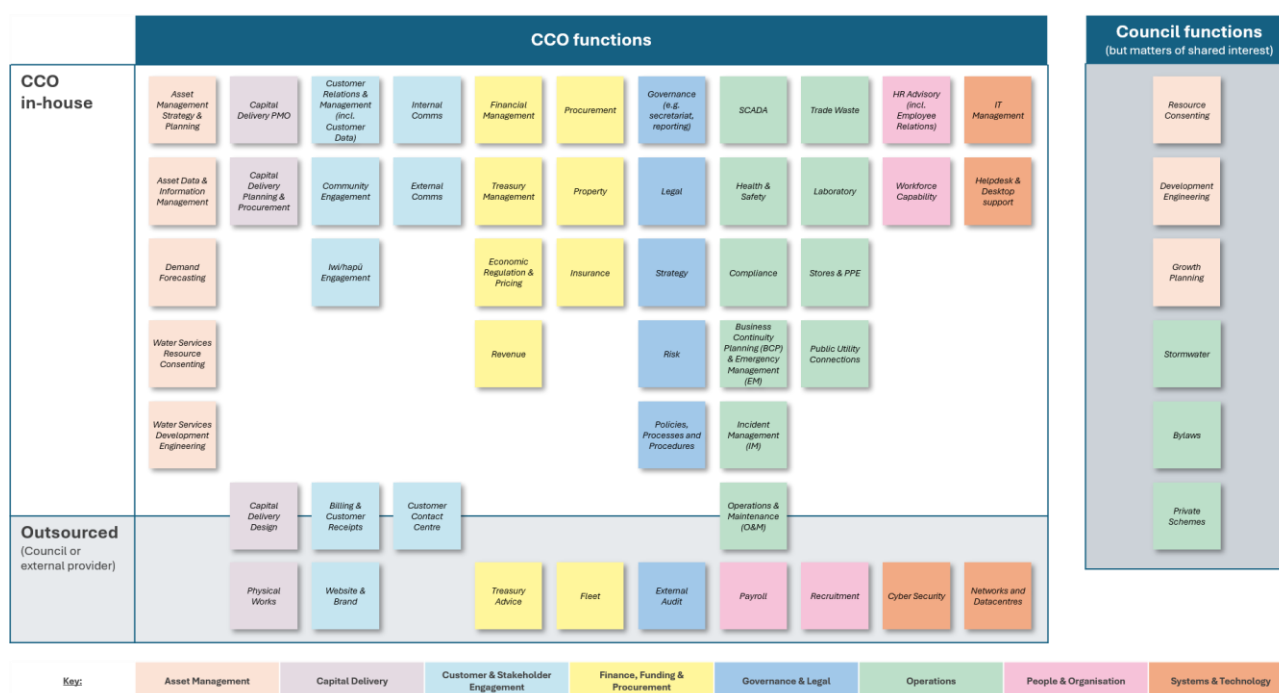
Strategic Pillar	Day 1 Outcomes
	8. Financial systems and reporting arrangements are in place on Day 1 to support compliance with shareholder requirements, including ring-fenced financial reporting.
Resilient and reliable water network	9. A credible investment and capital delivery pipeline is up and running before Day 1, ensuring continuity of works and supplier confidence, with the organisation positioned to deliver an agreed 2027/28 capital programme without loss of momentum. 10. Critical assets are identified and understood on Day 1, with known risks documented and mitigations or contingencies in place.
Safe and compliant operations	11. Regulatory compliance requirements are known on Day 1 and a pathway to compliance has been identified where necessary. 12. Health, safety, and emergency response arrangements are established and understood on Day 1, including clear roles, responsibilities, and escalation pathways. 13. Systems and data required for safe operations are operational on Day 1.
Integrated regional service delivery	14. Staff transfer confidently and seamlessly, with correct pay, clear roles, and minimal disruption. 15. A Water Services Strategy, reflecting the expectations of the shareholder councils, is finalised and approved by Day 1, providing a strategic framework for the organisation's decisions, investment, and service delivery. 16. Governance arrangements are operational on Day 1, with clear and agreed roles between councils, the Shareholder Representative Group, the Board, and Northland Waters leadership. 17. Iwi and hapū relationships and commitments known, with an engagement approach in place from Day 1.

Systems & Technology deliverables will enable every workstream and set the foundation for the CCO and its strategic pillars.

2.3 Scope and Approach

This Establishment Plan outlines the scope of functions required to operate Northland Waters on Day 1, identifying which functions are proposed to be:

- **In-house CCO** – Functions that are core to the CCO's accountability, service delivery, or regulatory obligations and therefore need direct internal ownership. The CCO will need to build the capability to deliver these functions within its organisation.
- **Outsourced** – Functions that can be more efficiently or effectively delivered by external providers (for example councils or specialist suppliers), with the CCO retaining oversight. For any outsourced functions, the CCO will need to have an agreement in place with the external provider(s).
- **Matter of Shared Interest** – Functions that require ongoing coordination with councils due to statutory interfaces, planning dependencies, or shared responsibilities.



Establishment will be delivered through a set of functional workstreams, governed and managed through a structured programme model with clear oversight, reporting, and decision-making arrangements. While the programme adopts a structured, sequential delivery approach, designed to manage interdependencies and risk, it allows for potentially early transfer of (some) functions where this supports readiness and presents low transition risk.

Recognising the inherent uncertainty and complexity of standing up a new organisation, the Plan combines up-front detailed planning with quarterly incremental planning cycles. Shareholders will be informed of any material changes through established reporting and governance arrangements.

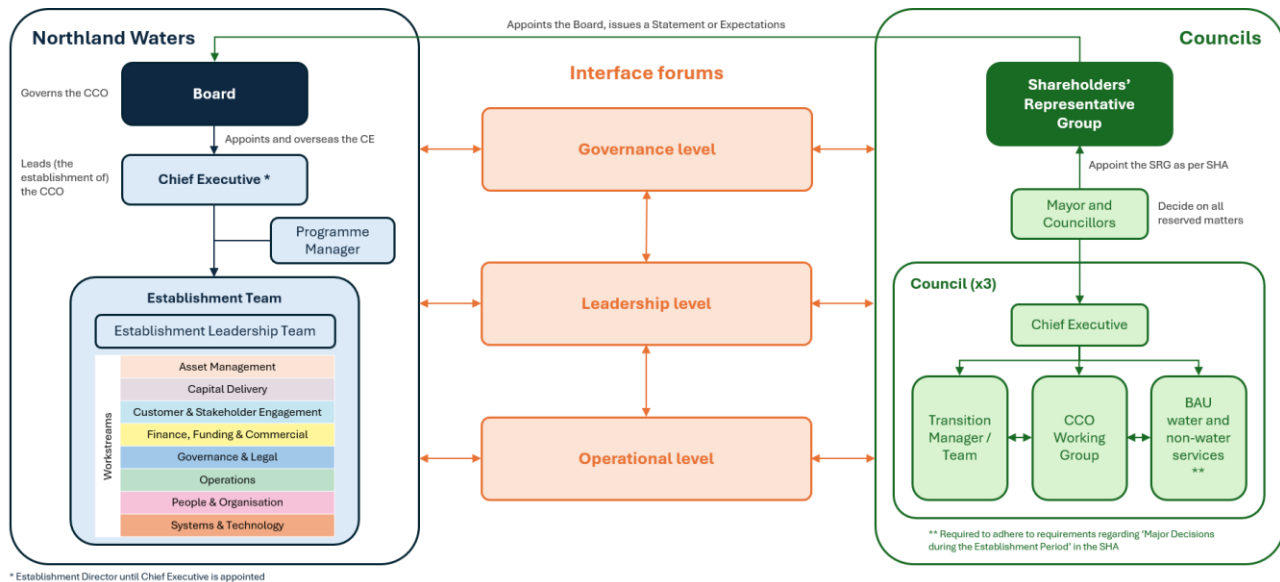
2.4 Programme Governance, Structure, and Delivery Model

As outlined in the WSDP, *Phase 2: Establishment & Transition* comprises two distinct but closely interrelated elements:

- **Establishment** – which focuses on standing up Northland Waters as a new, independent organisation. This includes establishing governance and leadership arrangements, organisational structures, systems, policies, funding, and operational capability required to operate as a standalone water services provider; and
- **Transition** – which focuses on the orderly transfer of water service responsibilities from councils to the new organisation. This includes the transition of people, assets, contracts, data, and day-to-day operational activities, while councils continue to deliver services and manage business-as-usual obligations until go-live.

These two elements run in parallel throughout Phase 2, with establishment activity progressively enabling transition, and transition informing the design and readiness of the new organisation. While this Establishment Plan focuses on the ‘Establishment’ side of the equation, transition and readiness plans and activities are included.

To support effective coordination across these activities, Interface Forums are being established between Northland Waters and councils at the governance, leadership, and operational levels. These forums provide structured mechanisms for joint planning, issue resolution, risk management, and collaboration. The Councils will have their own structure but will provide resource at the appropriate interface forums.



Overall accountability for setting up Northland Waters sits with the Board, which provides strategic oversight and approves key establishment decisions. Day-to-day executive authority will sit with the Chief Executive (or the Establishment Director until the Chief Executive is appointed), supported by an Establishment Leadership Team responsible for programme delivery, managing dependencies, and escalating risks and issues as required.

Delivery is organised across eight functional workstreams, which together cover the full scope of Day 1 readiness:

- Asset Management
- Capital Delivery
- Customer & Stakeholder Engagement
- Finance, Funding & Commercial
- Governance & Legal
- Operations
- People & Organisation
- Systems & Technology

Each workstream is led by a dedicated Workstream Lead who is responsible for planning, delivery, and readiness within their functional area. The Workstream Leads will also ensure the linkages and dependencies between their workstreams, and others are identified with required activities determined in a collaborative manner.

The establishment team structure will evolve over time in response to changing programme demands, periodic reviews of delivery effectiveness, and feedback from governance and assurance processes.

2.5 Council transition

This Establishment Plan focuses on the activities required to establish the Northland Waters. While it touches on elements of transition (and where it interfaces with establishment), responsibility for transition planning and readiness sits with each council. Councils will play a critical role throughout Phase 2, ensuring that their own organisations are maintaining business-as-usual service delivery whilst preparing for the transfer of water services to the CCO on Day 1.

3 Establishment Delivery

3.1 Establishment Delivery Principles

The following establishment delivery principles came from the early planning workshops and will be used throughout the establishment phase to ensure the programme maintains the right focus. They are intended to inform workstream decisions and activities to ensure the programme is applying consistent approaches, priorities, and decision-making throughout delivery. Underpinning these principles is the driver for as much operational independence from the shareholding councils as possible on Day 1.



1. **Lay foundations for enduring success** – Build a strong brand for long-term success, not quick fixes.



2. **Engage with customers and communities meaningfully** – Build trust through open and transparent communication.



3. **Prioritise compliance** – Regulatory and safety standards are non-negotiable.



4. **Engage iwi and hapū to meet statutory requirements** – Take a multi-level approach to engagement with iwi and hapū.



5. **Deliver regionally, tailor locally** – Aim for future consistency across the region while respecting local differences.



6. **Keep it simple** – Minimise complexity and risk.



7. **Maintain service delivery on Day 1** – No disruption to water services or slowdown in capital works.



8. **Learn and pivot when required** – Use lessons from own experiences and from other councils and transitions.



9. **Create certainty for staff** – Provide clarity on roles and future pathways to retain and recruit knowledge and experience.



10. **Transition with balance** – Manage trade-offs between outcomes, risks, and investments.

4 Workstreams

The establishment of Northland Waters will be delivered through a structured set of interconnected workstreams, each responsible for developing the plans, systems, processes and organisational capabilities required for the CCO to be ready on Day 1. Workstreams convert the programme's strategy, scope and principles into focused delivery, ensuring the right work happens in the right sequence to achieve Day 1 outcomes. Together, they provide the structure for clear planning, disciplined tracking and coordinated delivery across Phase 2.

The programme comprises the following workstreams:

Asset Management	Establishes the asset information, planning frameworks and strategies needed to manage Northland's drinking water and wastewater assets from Day 1.
Capital Delivery	Builds the pipeline, processes and continuity arrangements required to deliver all in-flight and new capital projects.
Customer & Stakeholder Engagement	Ensures clear, consistent and trusted engagement with customers and stakeholders from Day 1 through customer arrangements, communications, and continuity of key council-held relationships.
Finance, Funding & Commercial	Establishes the CCO's financial foundations, including budgeting, funding, pricing, financial policies, procurement, commercial arrangements and insurance.
Governance & Legal	Sets up the governance systems, legal frameworks, due diligence, Transfer Agreements, policies and risk/assurance settings required for compliant and effective operation.
Operations	Develops the operational processes, compliance arrangements, health and safety frameworks and service delivery models required to run safe, reliable water services from Day 1.
People & Organisation	Designs the organisational structure, leads recruitment and transition of staff, and establishes HR policies, culture and workforce capability.
Systems & Technology	Delivers the core systems, data migration, testing and digital capability needed to support all operational, customer, asset and corporate functions.

Together, these workstreams provide the backbone of programme delivery. Their outputs form the complete set of Day 1 readiness requirements and ensure that the organisation is safe, customer-ready, compliant and operationally capable on 1 July 2027.

4.1 Asset Management Work Packages and Establishment Objectives

Work Package	What will be achieved during the Establishment Period
Asset Condition & Performance	• A baseline understanding of asset condition, performance, capacity, and risk is established across the network. • Asset condition, criticality, and performance frameworks are in place and applied to support prioritisation and operational decision-making.
Asset Data	• A fit-for-purpose asset register is established, with asset data identified, cleansed, and migrated from councils. • Asset data standards and structures are in place, enabling consistent and reliable asset information. • Data available and prepared for migration to asset management system
Asset Planning	• An approved Asset Management Policy and Strategic Asset Management Plan are in place, providing a clear framework for asset lifecycle management and decision-making. • An asset investment plan is confirmed and aligned with the Water Services Strategy and financial plan.
Asset Valuation	• An independent asset valuation is carried out across the three councils' asset base • Asset valuation outputs are used to allocate Class B shares to shareholders.
Business Cases	• Key capital business cases are reviewed and gaps identified. • Priority business cases for near-term investment are developed and ready to support delivery. • A pipeline of investment-ready projects is in place, aligned with the Water Services Strategy and financial planning.
Development Engineering	• A consistent development engineering approach and standards are established.
Transfer Agreements	• Transfer Agreement schedules for assets and excluded assets are complete and agreed.
Water Services Strategy	• A finalised and approved Water Services Strategy is in place, setting out the long-term service and investment pathway. • The strategy provides a clear foundation for asset planning, financial planning, and decision-making.

4.2 Capital Delivery Work Packages and Establishment Objectives

Work Package	What will be achieved during the Establishment Period
Capital Delivery PMO	• A Capital Delivery PMO is established and operational in advance of Day 1, providing early oversight and coordination of the capital programme (across the three councils) and providing a platform for improved capital delivery. • Governance, controls, and reporting frameworks are in place, enabling effective management of cost, scope, schedule, and risk.
Capital Programme	• A clear and prioritised capital delivery programme is established, based on a comprehensive stocktake of council capital projects. • In-flight projects are identified and supported by defined handover arrangements, ensuring continuity of delivery. • Delivery partners and contractors are confirmed and engaged, and capital delivery arrangements are in place and operational for Day 1.
Transfer Agreement (Capital Contracts)	• Transfer Agreement schedules for capital contracts are complete and agreed.

4.3 Customer & Stakeholder Engagement Work Packages and Establishment Objectives

Work Package	What will be achieved during the Establishment Period
Billing & Invoicing	A defined billing and invoicing approach are implemented and operational, supported by clearly defined processes and service design. <u>Note:</u> Close collaboration with the Finance, Funding and Commercial workstream on this work package.
Comms and Engagement Planning	A clear communications and engagement approach is established, including stakeholder mapping, agreed narrative, and plans to support both the establishment phase and Day 1 operations.
Communications Policies & Frameworks	Core communications policies and frameworks (including Significance & Engagement, media, crisis, and reputation management) are established, providing clear guidance for engagement and communications from Day 1.
Consultation on WSS	Consultation on the Water Services Strategy is completed (if required), in line with the CCO's Significance & Engagement Policy.
Customer	- A customer operating model is defined, including customer contracts, service expectations (LOS), and a Customer Relationship Framework. - Customer contracts are confirmed and published, providing clarity to customers on service terms and expectations.
Customer Contact Centre	A Customer Contact Centre is implemented and operational, with defined service model, processes, and capability to manage customer interactions from Day 1.
Customer Policies	Key customer policies (including complaints, escalation, enforcement, and hardship) are in place, providing clear and consistent guidance for managing customer interactions.
Customer Systems	Customer systems are implemented, tested, and operational, supporting customer management, billing, and service delivery from Day 1.
Day 1 Awareness	A public awareness campaign is delivered ahead of Day 1, ensuring customers understand the new organisation, services, and any changes.
Identity & Brand	A clear organisational identity and Day 1 brand are established and implemented, including a live website and consistent public-facing presence.
Iwi / hapū engagement	Relationships with iwi and hapū are understood, with an agreed engagement framework in place and existing commitments honoured from Day 1.

4.4 Finance, Funding & Commercial Work Packages and Establishment Objectives

Work Package	What will be achieved during the Establishment Period
Advice & Audit	• Appropriate financial, commercial, tax, and audit advisory arrangements are in place to support the organisation through establishment and into ongoing operations, providing continued assurance and specialist advice beyond Day 1. • External audit engagement (through OAG) is confirmed, and audit approach agreed to support statutory and shareholder reporting requirements.
Finance Policies	• Core financial policies are developed, approved, and in place, covering key areas including financial management, procurement, treasury, tax, fleet, and expenditure controls. • Policies support compliant, consistent, and transparent financial management.
Finance Processes	• Key financial processes are defined, documented, and operational, including budgeting, accounts payable/receivable, financial reporting, and controls. • Staff are able to execute day-to-day financial activities effectively from Day 1.
Financial Planning & Modelling	• Financial planning and modelling capability is established, including development of budgets, cashflow forecasts, and funding assumptions. • Financial inputs support and align with the Water Services Strategy, including the development and validation of underpinning financial assumptions. • The organisation has clear visibility of its current and projected financial position from Day 1.
Fleet	• Fleet arrangements are in place to support operational staff, including access to vehicles and equipment required for service delivery. • Any transitional or interim arrangements are agreed to ensure no disruption to operations.
Insurance	• Insurance coverage is in place, aligned to the organisation's risk profile, including operational and asset-related risks. • Insurance policies are active and effective from Day 1.
Office	• Office accommodation and workplace arrangements are established, ensuring staff have appropriate working locations and facilities to operate effectively from Day 1.
Procurement	• Procurement framework, policies, and processes are established, enabling staff to engage suppliers and procure goods and services in a controlled and consistent manner.
Revenue & Pricing	• Revenue and pricing approach is defined, including pricing structure, funding mechanisms, and how revenue flows are managed. • Key settings such as billing frequency, collection processes, enforcement approach, and hardship provisions are established. • Interim arrangements (e.g. via councils) are in place where required to ensure continuity of revenue collection from Day 1.

Work Package	What will be achieved during the Establishment Period
Suppliers & Contracts	• Key supplier and contract arrangements are identified, novated, or established. • Suppliers are engaged, and continuity of critical services is maintained from Day 1 with no interruption to operations.
Transactional Banking	• Transactional banking arrangements are established and operational, enabling the organisation to receive and make payments (including payroll and suppliers) from Day 1.
Transfer Agreements	• Transfer Agreements with councils are developed, agreed, and executable, with all financial and commercial components clearly defined. • Relevant schedules (e.g. assets, fleet, liabilities, contracts, and funding arrangements) are complete, accurate, and support a practical and operationally workable transfer on Day 1.
Treasury & LGFA	• Treasury function is established, including funding arrangements and access to debt (e.g. LGFA where applicable). • Sufficient liquidity and funding are in place to support operations and financial commitments from Day 1.

4.5 Governance & Legal Work Packages and Establishment Objectives

Work Package	What will be achieved during the Establishment Period
Board	The Board is operational, supported by appropriate secretariat, systems, and an agreed work programme enabling effective governance and decision-making.
Bylaws	A clear and consistent approach to bylaw application and enforcement is defined and operational, ensuring continuity of regulatory controls from Day 1.
Council–CCO Joint Operating Arrangements	- Key interface areas between councils and the CCO are defined, with roles, responsibilities, and accountabilities agreed. - Operational processes and workflows are in place, enabling coordinated delivery of shared functions from Day 1.
Legal Capability and Support	- A BAU legal function is established and ready to support organisational operations, governance, and legal obligations from Day 1. - Transfer Agreements demonstrate sufficient due diligence has occurred prior to the transfers taking effect. - Standard legal documentation is in place to support ongoing legal and contractual activities.
Policy framework	- A coherent internal policy framework is established, with core policies (including delegations, privacy/OIA, and assurance) approved and in place. - Policies support staff induction and consistent ways of working from Day 1.
Post Completion Services Agreement (PCSA)	PCSA arrangements are agreed, documented, and operational, ensuring continuity of agreed services delivered by councils from Day 1.
Property & Land	- Property and land arrangements (including ownership, leasing, and access) are agreed and operative, enabling access to all required sites. - Land titles are transferred as required and a property register is in place.
Regulatory Compliance	Regulatory obligations are understood, and compliance processes and reporting are in place, enabling the organisation to meet its requirements from Day 1.
Risk framework	A risk management framework and risk register are in place, with processes and assurance arrangements established to support effective risk oversight from Day 1.
Shareholders	Shareholding arrangements and the Statement of Expectations framework are in place, providing a clear governance relationship between councils and the CCO from Day 1.
Transfer Agreements & Transfer	- Due diligence is robust, systematic, and appropriately documented, providing confidence that all transferred assets, contracts, obligations, and risks are fully understood and managed. - Transfer Agreements are executed, clearly defining the transfer of assets, contracts, and responsibilities, thereby enabling a legally robust transition on Day 1.

4.6 Operations Work Packages and Establishment Objectives

Work Package	What will be achieved during the Establishment Period
Compliance	- A clear operational compliance approach is in place, aligned to regulatory requirements and Levels of Service (LOS). - Performance monitoring and reporting processes are established, enabling the organisation to demonstrate compliance from Day 1.
Consents	- A complete consent and obligations register is established, with known non-compliance issues identified and prioritised. - Arrangements are in place to manage and meet consent conditions from Day 1, supported by clear forward plans and compliance pathways.
Health & Safety	- A Health & Safety framework, policies, and plans are established, providing a consistent and compliant approach to managing safety. - H&S systems, processes, and training are implemented, enabling safe operations from Day 1.
Operational Data	- Key operational data and registers (e.g. water takes, private schemes, inventory) are established and fit for purpose. - Operational data is available to support decision-making, compliance, and service delivery from Day 1.
Operations Contracts & Service Delivery	- Operational and maintenance contracts and service delivery arrangements are clearly defined and in place. - Service delivery models (including O&M) are established and capable of supporting uninterrupted operations from Day 1.
Operations Readiness	- Operational readiness assessments are completed, with critical risks and gaps identified and mitigation plans in place. - The organisation is ready to safely operate services and manage risks from Day 1.
Resilience, Incident & Emergency Management	- A resilience framework (including business continuity, incident and emergency management) is established. - Response plans and procedures are in place, enabling effective management of incidents and emergencies from Day 1.
Stormwater	- Stormwater services, responsibilities, and delivery arrangements are agreed with councils and clearly defined. - Stormwater service delivery is operational, with appropriate risk management and service agreements in place from Day 1.
Trade Waste	- A trade waste framework is established, including permitting, monitoring, and enforcement processes. - Trade waste services are operational, enabling effective management of discharges and compliance with regulatory requirements from Day 1.

4.7 People & Organisation Work Packages and Establishment Objectives

Work Package	What will be achieved during the Establishment Period
Change Management	- A structured change management approach is in place and implemented to support staff through the transition. - Communication is clear, consistent, and timely, enabling staff to understand the change, their role within it, and what to expect on Day 1. - Staff engagement mechanisms and support channels are established and active.
Employment Relations	- Employment relations framework established, including agreed approach to transfers, consultation processes, and union engagement where required. - All statutory and contractual obligations are met, and a clear pathway for post-Day 1 industrial relations (including bargaining where applicable) is defined.
Organisational Design and Operating Model	- Organisation structure, functions, and reporting lines are defined, approved, and communicated. - Roles are clearly described and aligned to Day 1 functions. - The operating model supports integrated regional service delivery while enabling effective decision-making and accountability.
People Data	- Accurate and complete employee data is identified, cleansed, and consolidated from councils. - Transferring employee records (including remuneration, leave balances, and terms) are verified and ready for migration into Northland Waters systems.
People Policies	- A core suite of people policies is developed, approved, and communicated. - Policies provide clear guidance to staff and managers and support compliance and consistent ways of working.
Recruitment – Chief Executive	Chief Executive is appointed, in place, and able to exercise executive leadership during (part of) the Establishment Period and after Day 1.
Recruitment – Tier 2	- Tier 2 leadership roles are recruited or confirmed, with incumbents appointed and in place ahead of Day 1. - Leaders are ready to lead their functions, contribute to establishment activities, and support staff transition.
Staff Transition & Recruitment	- All transferring staff are identified, consulted (where applicable), and issued with transfer or employment offers. - Staff transition to Northland Waters on correct terms and conditions, with continuity of service preserved. - Critical roles are filled, and sufficient appropriately skilled staff are in place to safely and effectively operate the organisation from Day 1. - Any remaining vacancies have agreed interim arrangements to ensure no disruption to service delivery.
Training & Induction	- Induction and training programme delivered to all staff, ensuring understanding of roles, responsibilities, systems, policies, and ways of working. - Staff are equipped to operate effectively in the new organisation from Day 1.

4.8 Systems & Technology Work Packages and Establishment Objectives

Work Package	What will be achieved during the Establishment Period
Technology Selection – tranche 1	• Priority applications required to support Day 1 objectives will be determined and procured with sufficient time for set up, configuration and data migration to be completed ready for Day 1 use. • All applications will be tested and users trained prior to their required first operational use.
Technology Selection – tranche 2	• Supporting applications required to support Day 1 objectives will be determined and procured with sufficient time for set up, configuration and data migration to be completed ready for Day 1 use. • All applications will be tested and users trained prior to their required first operational use.
Cyber Security	• All systems and technology devices are safe for users and the organisation with protection from malicious attacks with the view that Cybersecurity is an always on posture, rather than a feature • Sensitive personal and financial data is protected
IT Policies and processes	• Core policies are developed, approved and in place covering key areas including acceptable use, information security, password and authentication, remote use, and incident/disaster response and recovery • Processes for core functions are defined, documented and operational including service and support, and operations and security
Landscape and Architecture	• The technology landscape required for Day 1 is mapped with future requirements also identified • All solutions where possible will be aligned to or support the various standards and compliance obligations of the organisation