



**Inland Revenue**  
Te Tari Taake

Business Transformation



# High Level Transition Plan Transition and Business Integration

July 2020

*Draft Deliverable Outline*

# Scope and overview

The BT Programme Transition Plan describes the enduring frameworks, processes, models tools and knowledge that the programme has developed since inception.

The plan shows when, how and to whom they will be transitioned and will align to the establishment of the operating model changes being delivered by He Kōtutui.

The plan will also incorporate the transition of enduring services that BT are currently responsible for which will be specifically covered in the responsibilities transition component of the plan.

## **The BT Programme Transition Plan will provide the following:**

- An inventory of all enduring components that IR will need to be self-sufficient when the BT programme closes.
- Impact assessment describing the current state of enduring components and providing analysis on the future state of the transfer to recipient BAU teams.
- Knowledge transfer plan (for tacit knowledge).
- Alignment between BT transition planning and He Kōtutui organisational changes.
- Stakeholder engagement and communications plan.
- Transition Readiness framework and approach for reporting progress on transition (RAG/Harvey Balls).
- A mechanism to identify any gaps in supporting components that IR will need post BT (Pou Whirinaki model?).

# Change approach

- The transition plan will use and adapt the BT change methodology and will adopt the “pull” model of change management.
- The change approach will also ensure that plans are derived and delivered in partnership with the business and in alignment with He Kōtuitui and the Future Operating Model (FOM).



## Develop Approach

- Confirming enduring capabilities, services and systems for transition
- Mapping activities to confirm the RACI at a high level and aligned with the FOM
- Share transition scope/overview
- Prioritisation approach agreed and roadmap developed
- Change management and knowledge transfer approach agreed
- Develop stakeholder engagement plan
- Develop communications plan
- First cut of transition readiness criteria

## Build Awareness & Understanding

- Engagement with primary stakeholders – PLT and level 3 leaders
- Deep dive/workshops with prioritised BT teams
- Impact Assessment of the work being transitioned to BAU teams
- Change management and knowledge transfer plan is agreed
- Communications activities to impacted teams and wider IR commence
- Transition Readiness criteria/checkpoints are established
- Detailed RACI is agreed and aligned with the FOM.
- Build the enduring inventory (documents, deliverables, frameworks, processes)

## Prepare & Deliver

- Change Management Implementation commences
- Knowledge transfer commences & is documented
- Engagement with BT and Business stakeholders responsible/accountable for work
- Communications to impacted teams and wider IR
- Demand/Workforce Planning (where required if there are impacts to CCS)
- Continue to populate the enduring inventory (documents, deliverables, frameworks, processes)
- Transition Readiness & Progress Assessment reporting

## Integrate

- Transition Readiness & Progress Assessment reporting
- Communications to impacted teams and wider IR
- Transition completion report
- Post Integration support
- Knowledge transfer completed sufficiently

**By December 2020**

**January to June 2021**

**January to June 2021**

**July 2021 to June 2022**

# Transition schedule, tasks and activities

| Category                                                                               | Activity                                                                                                                                                                                                                                           | Owner | Status | 2020 |     |      |     |     | 2021 |     |     |     |     | 2022 |      |      |     |      |     |     |     |     |     |     |     |     |      |
|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|------|-----|------|-----|-----|------|-----|-----|-----|-----|------|------|------|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|------|
|                                                                                        |                                                                                                                                                                                                                                                    |       |        | July | Aug | Sept | Oct | Nov | Dec  | Jan | Feb | Mar | Apr | May  | June | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June |
| Awareness - by December 2020                                                           | Understand enduring capabilities/services/systems for transition:<br>- Identify capabilities, services and systems via mapping exercise (segment approach to manage engagement)                                                                    |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Identify primary stakeholders                                                                                                                                                                                                                      |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Share transition scope/overview:<br>- Via Governance channels<br>- BT Communications channels                                                                                                                                                      |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Prioritisation approach agreed and implemented across enduring capabilities/services/systems                                                                                                                                                       |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Knowledge Transfer approach agreed - including development of "database" for documentation                                                                                                                                                         |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Develop communications plan (high level vs separate approach for each segment)                                                                                                                                                                     |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Establish first cut of transition readiness criteria                                                                                                                                                                                               |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Create Impact Assessment Template                                                                                                                                                                                                                  |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
| Develop stakeholder engagement plan (high level vs separate approach for each segment) |                                                                                                                                                                                                                                                    |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
| Understanding - January to June 2021                                                   | Engagement with primary stakeholders<br>Deep dive/workshops:<br>- Current state including maturity<br>- Crucial artefacts i.e. process maps, existing stakeholder relationships<br>- Future state<br>- Identify/validate impacts, risks and issues |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Communication activities begin                                                                                                                                                                                                                     |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Establish readiness criteria/checkpoints                                                                                                                                                                                                           |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Knowledge Transfer documented                                                                                                                                                                                                                      |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
| Preparation (in parallel with Understanding) - January to June 2021                    | Impact Assessment Plan                                                                                                                                                                                                                             |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Change Management Plan                                                                                                                                                                                                                             |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Training Plan (where required)                                                                                                                                                                                                                     |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
| Integrate                                                                              | Stakeholder engagement and communications                                                                                                                                                                                                          |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Demand/Workforce planning (where required)                                                                                                                                                                                                         |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Training delivery (where required)                                                                                                                                                                                                                 |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Transition readiness assessment                                                                                                                                                                                                                    |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Communications                                                                                                                                                                                                                                     |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Transition "handover"                                                                                                                                                                                                                              |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Post Integration support                                                                                                                                                                                                                           |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |
|                                                                                        | Knowledge transfer documents embedded                                                                                                                                                                                                              |       |        |      |     |      |     |     |      |     |     |     |     |      |      |      |     |      |     |     |     |     |     |     |     |     |      |

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# Prioritisation criteria and approach

The BT change impact rating scale has been adapted for the Transition Plan. Enduring capabilities, services and systems are categorised using the criteria below and assigned a RAG rating.

Assuming that there are no mitigations in place at the time of prioritisation, each item is assessed on the following criteria:

- a. **Criticality** to the programme or IR operations could be disrupted
- b. **Complexity** of transition – scale of knowledge transfer, current capability, technology
- c. **Capacity** to transition – constraints due to current programme delivery and/or business work programme
- d. **Timing** of transition – constraints due to decommissioning, vendor off-boarding, delivery of work programme completed.

A numerical impact rating is then assigned to categorise the capability, service or system into the following groups:

- Group A **High Priority** (rating of 9 to 12)
- Group B **Medium Priority** (rating of 5 to 8)
- Group C **Low Priority** (rating of 4 to 1)
- Group D **Already transitioned/in progress** (no numerical rating)

# Change groups



**Group A  
High  
Priority**

- Business Design & Architecture
- Technical Architecture and Design
- Digital Customer Experience (excl testing)
- Digital Ecosystem Services (excl testing - API's and includes onboarding)
- Production Support – issues management/break fix across primary services e.g START, Atea
- Enterprise Change and Release Management – Prioritisation and change delivery planning

# Change groups



**Group B  
Medium  
Priority**

- START including Gateway and Authenticated Web
- Account Management
- Non-Production Environments (NSPs)
- Speak2IR and voice biometrics
- Ātea Support Services
- Data and Intelligence Services Management
- Information Management and Knowledge
- Portfolio and Programme Management (PMO)
- Change Management and Communications
- Enterprise Change and Release Management
- Business/Technical Deployment Services
- Design Authority (Business and Technical)
- Core Voice Platform
- Dev & Test tools
- Process Modelling
- PM Tools
- START – FCR
- Testing Services
- Business Testers
- Cloud Services

# Change groups



**Group C  
Low Priority**

- Currently no items in this category



# Change groups

**Group D  
Already  
transitioned/  
in progress**

- Public Website
- Data and Intelligence Platform
- STAX
- Windows 10/Office 365
- IT Service Management (SNOW)
- Call recording
- Digital Forensics
- Intelligent Info Hub
- Paper Records Management
- Lightweight Application Platform

# Knowledge Transfer Approach

| Identify knowledge that needs to be gathered                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Obtain and organize outputs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Execute the transfer                                                                                                                                                                         | Measure and evaluate the knowledge transferred                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>- Where is the knowledge coming from? An individual or business unit?</li> <li>- Who will be the recipient of the knowledge? Has the individual or business unit already been identified as part of mapping exercise?</li> <li>- What needs to be transferred i.e. relationship management, process?</li> <li>- Risk of not transferring the knowledge: i.e. if an individual, would anyone know how to do what they do if they left?</li> <li>- Are there any dependencies on this knowledge?</li> <li>- When does the knowledge need to transfer?</li> </ul> | <ul style="list-style-type: none"> <li>- The individual/business unit we are collecting knowledge from</li> <li>- The critical tasks/relationships/processes this individual/business oversees and their importance level</li> <li>- The availability of this information (i.e., does anyone else in the organization know or have access to it?) – tacit and/or explicit? Is it as simple as saving documents into SharePoint or does it require one on one conversation?</li> <li>- The impact level of others not having this information causes</li> <li>- The resources that are needed to share the information with others</li> </ul> | <ul style="list-style-type: none"> <li>- Formally as part of Transition plan.</li> <li>- Business and Programme working together for hands on elements (adapt Key User approach).</li> </ul> | <ul style="list-style-type: none"> <li>- Build into Transition Readiness approach with checkpoints during and after knowledge transfer.</li> </ul> |

# Transition Readiness Approach

- The purpose of the Transition Readiness Approach will be to allow primary stakeholders to contribute to readiness assessment and decision making as enduring capabilities, services and systems transition from the programme to the business. Stakeholders will be identified as part of the Stakeholder Engagement Plan.
- The BT Readiness Framework approach will be used to provide the structure and purpose for readiness checklists, assessments and reports used at key checkpoints leading up to and during transition. It will enable the assessment of progress and readiness of enduring capabilities, services and systems transition by tranche.
- Readiness will be assessed at each of the checkpoints against a specific set of criteria, with residual risk visible throughout.
- Criteria (or questions) will be specific to each transition and will collectively reflect the readiness of our organisation, Programme and where appropriate, external stakeholders. The cumulative impact of Stage 4, He Kōtuitui, other business activity and environmental conditions will also be taken into consideration.
- Each subsequent Transition Readiness assessment will allow for exception reporting via an executive summary to be tailored for organisation, BT programme and external stakeholders. The IR Enterprise Risk Framework and RAG status definitions will be used to provide a consistent, familiar and standard reference.
- As readiness is considered an enduring process, we will also look to work with the business to embed the framework into IR's change model.

# Appendix – Mapping Spreadsheet/Priority Assessment

## Placeholder slide

|                                                                                                    | Description                                                                                                                                                                                                                                              | Enterprise Design & Architecture (EDA)                                                           | Enterprise Services (ES)                                        | Design, Planning and Delivery (DPD)                                                                       | Information & Intelligence                                      | CCS - Individuals and Business (CCS)                              | Tai Couros Office (TCO) | Notes                                                                         |
|----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------|-------------------------|-------------------------------------------------------------------------------|
| Business Design & Architecture                                                                     | Business services designers, Process Modellers, Product Owners, B2B's and SME's - covering all change and delivery for all of IR including BAU change.                                                                                                   | Business Design & Architecture (EDA)                                                             | Technical and systems architecture delivery                     | Process Architecture (BAU) - the delivery of BAU and BAU change                                           | Business Architecture and design                                |                                                                   |                         | Public Relations, observation and testing                                     |
| Technical Architecture and Design                                                                  | Technical and Solution Architects and Designers with specific technical knowledge (systems). All IR and all BAU change.                                                                                                                                  |                                                                                                  |                                                                 |                                                                                                           |                                                                 |                                                                   |                         |                                                                               |
| Testing Services                                                                                   | All testing for all IR including automated testing services. Business Testers are part of BAU teams as future change model and are formed as networked teams.                                                                                            | Testing services, technical and testing, Testcase and network Management strategy                | Testcase strategy                                               | Test case verification and quality practices                                                              | Testing contract                                                |                                                                   |                         |                                                                               |
| Business Testers                                                                                   | Business testers - focused on START major release testing for instance. This capability may split post IR in a networked manner where Business Testers are called upon as and required depending on knowledge and experience required. Service specific. | Operational, technical, network, testcases and testing, Testcase and network Management strategy | Scope of business Testers for BAU and CCS (enterprise services) | Change of business Testers from CCS to BAU (enterprise services)                                          | Scope of business Testers for BAU and CCS (enterprise services) |                                                                   |                         |                                                                               |
| Digital Customer Experience (end testing)                                                          | All change for all digital systems for all IR, manage a controlled backlog of digital change including the final major START release. Includes BAU.                                                                                                      | Business Strategy and network Management strategy                                                |                                                                 | Release of business Testers for BAU and CCS (enterprise services)                                         |                                                                 |                                                                   |                         |                                                                               |
| Digital Ecosystem Services (end testing)                                                           | Perform all onboarding to new gateway services for all of IR including services that are deployed and to be developed.                                                                                                                                   | Business Strategy and network Management strategy                                                |                                                                 | Release of business Testers for BAU and CCS (enterprise services)                                         |                                                                 |                                                                   |                         |                                                                               |
| START Production Support - issues management/break fix across primary services such as START, Atea | Undertake all "small" and or minor change for all of IR. Supported by business SME's and also the Business Arch and Design and Testing Services teams above.                                                                                             |                                                                                                  |                                                                 | START production support                                                                                  |                                                                 |                                                                   |                         |                                                                               |
| Account Management                                                                                 | External stakeholder engagement including other agencies and participants in the broader system.                                                                                                                                                         | Executive level representation and network Management strategy                                   | Internal stakeholder engagement                                 | Project management - technology, network, testcases and testing, Testcase and network Management strategy | Internal stakeholder engagement                                 | Release of business Testers for BAU and CCS (enterprise services) |                         | Stakeholder engagement for Primary Architecture (in consultation with others) |
| Non-Production Environments - New Services Platform(s)                                             | Manage all environments for both IT Programme and all of IR where they are Non-Production (for secure Dev, Test etc). Excludes production. This is for all business systems and is not limited to START although strong focus on BSP.                    |                                                                                                  | Production and or Non-Production Environment                    |                                                                                                           |                                                                 |                                                                   |                         |                                                                               |
| Cloud Services                                                                                     | IR/BSM is to provide a program management approach across all cloud environments across IR however current team is focused on Amazon Web Services (AWS) and mainly smaller services and managed. Needs to extend coverage to all cloud environments.     | Strategic cloud                                                                                  | Operational cloud                                               |                                                                                                           |                                                                 |                                                                   |                         |                                                                               |
| Area Support Services                                                                              | Currently managed in IT (by the ESS team) however this is a joint team with IR BAU teams. This will transition once future change model in place and the Atea programme concludes.                                                                       |                                                                                                  | Operational support                                             |                                                                                                           |                                                                 |                                                                   |                         |                                                                               |

|                                                                                              | Priority (a)                                                                                                                         | Priority (b)                                                                                             | Priority (c)                                                                                                                                                                                      | Priority (d)                                                  | Risk |
|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|------|
| Business Design & Architecture                                                               | Medium - IT will continue to deliver change (BAU) but will support new teams to get up to speed to deliver other medium sized change | High                                                                                                     | High                                                                                                                                                                                              | Medium - need to be operational by early 2021                 | 10   |
| Technical Architecture and Design                                                            | Medium - programme will continue to provide until handover to inhouse team                                                           | High                                                                                                     | High - most Tech Archs are contractors.                                                                                                                                                           | Medium - need to be operational by early 2021                 | 10   |
| Testing Services                                                                             | Medium - programme will continue to provide until handover to inhouse team                                                           | High overall<br>Low - business system testing<br>High - system to system testing/Assurance environments. | Medium<br>Risk time - Recruitment risk. Need to determine best time/leverage opportunities to give experience Core release 2 or casual release                                                    | Low - End of programme                                        | 8    |
| Business Testers                                                                             | Low                                                                                                                                  | Medium                                                                                                   | Medium<br>Business Testers already in the business. Business model needs consideration. Capability for test scenario development is limited to BAU. Need to look at broader testing as a STRATEGY | Low - End of programme                                        | 6    |
| Digital Customer Experience (end testing)                                                    | Medium - programme will continue to provide until handover to inhouse team                                                           | High                                                                                                     | High - capability/knowledge gap                                                                                                                                                                   | Medium - need to be operational by early 2021                 | 10   |
| Digital Ecosystem Services (end testing - API's and includes onboarding)                     | High                                                                                                                                 | High<br>No BAU equivalent/reliance on contractors.                                                       | Medium<br>depending on whether using contractors or establishing permanent team and ongoing demand. Area of growth.                                                                               | Low - End of programme                                        | 9    |
| Production Support - issues management/break fix across primary services such as START, Atea | Medium - programme will continue to provide until handover to inhouse team                                                           | High                                                                                                     | High                                                                                                                                                                                              | Low - End of programme                                        | 9    |
| Account Management                                                                           | Medium - programme will continue to provide until handover to inhouse team                                                           | Medium                                                                                                   | Medium                                                                                                                                                                                            | Low - End of programme                                        | 7    |
| Non-Production Environments - New Services Platform(s)                                       | High                                                                                                                                 | Medium                                                                                                   | Medium                                                                                                                                                                                            | Low - End of programme                                        | 8    |
| Cloud Services                                                                               | High                                                                                                                                 | Medium                                                                                                   | Medium                                                                                                                                                                                            | Low - End of programme                                        | 8    |
| Area Support Services                                                                        | Medium                                                                                                                               | Medium                                                                                                   | Medium                                                                                                                                                                                            | Medium - most deliverables should be complete by January 2021 | 8    |

# Minimum requirements of transition

- We know that when it comes to transition to BAU, there will be varying levels of maturity across the frameworks, processes, models tools and knowledge which need to endure beyond BT with some areas already actively transitioning (e.g. Data and Intelligence Platform, STAX) and others that are yet to transition.
- We are very conscious of the fact that we don't want to be too prescriptive when it comes to the processes/methodology we use for transition. In order to have consistency (and a baseline for building the transition plan), minimum requirements will be established for the collection, analysis, documentation and transfer of processes, services, tools and knowledge.

## **Proposed minimum requirements:**

- Current state of the process, service, tool or knowledge
- Any crucial artefacts I.e. process maps, existing stakeholder relationships, existing knowledge receptacles
- Primary stakeholders (including RACI) formally as a stakeholder engagement plan - to overlay the impact assessment and transition readiness assessment
- Future state of the process, service, tool or knowledge (where it will sit in BAU and who will own it)
- Transition readiness criteria - including Pou Whirinaki support where required
- Communications plan – both internal and external where required. This will be sequenced with He Kotuitui and Future Operating Model communications plans.