



Inland Revenue
Te Tari Taake

Business Transformation



Transition and Business Integration Briefing Pack

November 2020

Purpose

- The purpose of this paper is to provide an overview of the approach to transition planning and management for the BT Programme, to inform external and internal stakeholders in regards to how the programme will be concluded at the completion of the Stage 4 plan.
- The planned end date for the BT Programme is 30 June 2022, however as noted in the Baseline 9 PGC paper, the programme activity will have in the main completed by end of December 2021, with the remaining team focussed on decommission and archiving and closure of the programme.

Background and Introduction

Develop and or transition the processes, frameworks and methods (collectively the “ways of working”) that the BT programme has built up over the course of the transformation timeframe, to the post-BT business units.

Support and ensure that all transitioning components are in place to allow business units to self-manage post BT.

Form in conjunction with the FOM (Future Operating Model team), the detailed plan to formally close out the BT programme ensuring that an appropriate transition time is allocated and that transition risk is mitigated.

The transition plan will be progressively implemented, in stages, in line with the establishment of the organisation change, the future operating model and the completion of the BT delivery plan.

BT Transition Objectives and Deliverables

Objectives

- Develop and or transition the processes, frameworks and methods (collectively the “ways of working”) that the BT programme has built up over the course of the transformation timeframe, to the post-BT business units.
- Support and ensure that all transitioning components are in place to allow business units to self-manage post BT.
- Form in conjunction with the FOM (Future Operating Model team), the detailed plan to formally close out the BT programme ensuring that an appropriate transition time is allocated and that transition risk is mitigated.
- The transition plan will be progressively implemented, in stages, in line with the establishment of the organisation change, the future operating model and the completion of the BT delivery plan.

Deliverables

- 1. A BT Programme Transition Plan** including a formal readiness and transition process. The plan will be aligned to both the BT Stage 4 delivery plan and the plan that will establish the post BT organisation and future operating model.
- 2. A detailed plan to close the BT programme** in line with the BT Transition Plan (the BT resource master list reflecting transition approach at an individual level if required).
- 3. Includes the safe storage and archival of all BT Programme collateral that is considered enduring.** This will be the Transformation library or enduring collateral / artefacts (Huringa (*Transformation*) a section of the new Haukāinga IR site).
- 4. Knowledge and formal / informal responsibility transfer as part of the transition,** and this will be executed in alignment with the well tested BT change management method.

BT Transition Planning Approach

BT Transition planning is based around two major areas of activity that the programme currently is responsible for including:

- 1. Programme specific activities** –activities that are specific to delivering the programme Stage 4 scope and plan, these activities are resourced to deliver the programmes agreed scope and achieve the committed outcomes. The resources that undertake these activities are required until those activities are completed, and the scope delivered. The transition approach for these resources is a scheduled “roll off” at a time aligned to the Baseline 9 plan. It is likely that some allowance will be needed for knowledge transfer where applicable.
- 2. Enduring services and activities** –activities that the programme undertakes that will endure post BT, these services and activities are currently the responsibility of the programme however as the future operating model is forming, the activities will progressively transition to the new business units, and subject to a formal transition process including agreed knowledge and responsibility transfer, the programme will cease to provide the services or lead and or resource the activities.

The BT Transition Plan will be formally documented, and progressed through the appropriate governance forums including the PGC.

The transition plan will be tracked with regular progress reporting in place. At the conclusion of programme specific activities and on ceasing to be responsible for enduring services, the BT Programme will formally close

BT Transition Planning Scope

In scope for BT Transition planning includes strong linkages to the following newly established business groups of Corporate and Enabling Services specifically:

- 1. Enterprise Design and Integrity (ED&I)** – for enterprise functions including strategic architecture, strategic portfolio stewardship, and governance.
- 2. Customer & Compliance Services Planning, Design & Delivery (CCS PD&D)** – for planning, design and delivery capability, and customer experience design. This area has responsibility for START delivery in the main, together with customer experience design and START gateway services. In addition to START, responsibilities include delivery of the voice channel including responsibility for the customer contact centre systems.
- 3. Enterprise Services (ES)** – in relation to Technology Services, Enterprise Service Delivery, change
- 4. Information & Intelligence Services (I&IS) Marketing and Communications, Digital Content Management** – Planning Design & Delivery, and Information Sharing

The BT transition and business integration team have been working with the future operating model team to map the enduring services and activities undertaken by the programme to the new business groups. This has been done to a level of detail that enables the capture of required knowledge and responsibility transfer, frameworks, processes, tools etc.

Note that people transition in relation to IR employees is the responsibility of the future operating model team. Transition of programme fixed term resources, contractors and consultants is the responsibility of the BT programme.

1. Transition Planning Approach – ED&I

Add the overview content of the interaction of BT with ED&I including portfolio management, PMO, tools, planning processes etc

And also to governance

And strategic architecture

Should include a high level view of transition activities and potential timing....

Transition state 1 – by March 2021

Transition state 2 – by June 2021

Transition state 3 – by September 2021 (final transition point ?)

At this stage BT programme will only retain enough PMO resourcing to complete programme activities (lean PMO).

2. Transition Planning Approach – CCSPD&D

Add the overview content of the interaction of BT with CCSPD&D including START planning, design and delivery, customer contact centre etc etc...

And also to production support

And solution architecture and design – how this will interact with the broader ED&I strategic architecture

Should include a high level view of transition activities and potential timing...

Transition state 1 – by March 2021

Transition state 2 – by June 2021

Transition state 3 – by November 2021

Final Transition state 4 – by January 2022

4. Transition Planning Approach – II&S

Most of this has already happened – WWW fully transitioned,, DIP transitioned etc

Final Transition – by end of June 2021

Transition 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. A more detailed view is included in the appendix

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 to IR operations (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:

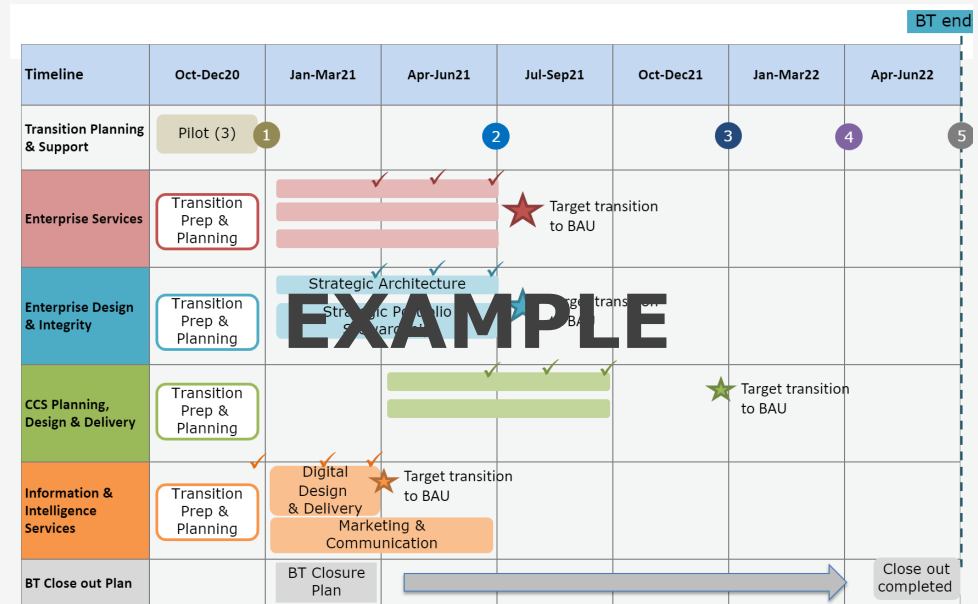
- Group A **High Priority** (rating of 9 to 12)
- Group B **Medium Priority** (rating of 5 to 8)
- Group C **Low Priority** (rating of 4 to 1)
- Group D **Already transitioned/in progress** (no numerical rating)

Transition and Business Integration High Level Plan Dates

- 1 • **Transition Checkpoint Milestone : by December 2020**, Release 4 closed out, the business peak cycle concluded, the Election outcome is known, and any change impacts identified, the programme is well progressed with the first release of START delivery for Stage 4. ESS Release 3 concluded and a decision made on payroll. Areas of the programme identified for transition that have completed the planned process, knowledge and responsibility transfer will be transitioned to business as usual.
- 2 • **Transition Checkpoint Milestone : by June 2021**, the first release of START delivery for Stage 4 will be completed, the second release of START delivery will be well progressed, The Intel Led Workstream will have concluded and completely transitioned to BAU, the majority of the technical changes for TLO would have completed with the exception of the Contact Centre migration. Decommissioning is progressing and ESS will be well progressed on the completion of the final release. All technology processes, knowledge and responsibilities will be transitioned to business as usual including all environment services, testing services and other similar capabilities.
- 3 • **Transition Checkpoint Milestone : by December 2021**, the second and final START releases of Stage 4 will be completed and early life support in progress. At this point FIRST will no longer be processing and the decommissioning process can commence. The programme close down plan will commence in October 2021, with the majority of resources departing the programme around this timeframe, unless they are required for final support, decommissioning, transition support or ESS completion. All final processes, knowledge and responsibilities will have been transitioned to BAU.
- 4 • **Transition Checkpoint Milestone : by March 2022**, the final transition activities and decommissioning is in progress, the ESS Workstream is concluded and [Information redacted] decommissioning is commenced. Physical decommissioning of the [Information redacted] Data Centres will occur in this timeframe and is a progressive process.
- 5 • **Transition Checkpoint Milestone : by June 2022** Programme closure and archiving activities are completed and the formal and final reporting is completed. The [Information redacted] Data Centres are closed and physical decommissioning well progressed, there may be final destruction activities requiring oversight by a BAU team. A final Post-Implementation Review (PIR) may be progressed in early 2022.

Transition Roadmap

- Transition and Business Integration have used the following documents to identify a number of enduring elements that will need to transition from BT to the business:
 - Business Transformation Programme Transition Planning (for input into Baseline 9), and
 - Future Operating Model – packs and information provided by FOM team
- Mapping exercises have been held in conjunction with members of the Future Operating Model Team to align enduring elements with the areas of the business which will take responsibility for the frameworks, processes, models tools and knowledge that currently sit with BT.
- The mapping of these elements will need to be validated by primary stakeholders both within BT and the business and will provide input into the Transition Roadmap.
- The Roadmap will include agreed start dates and appropriate checkpoints (as per the Transition Readiness Framework) to ensure that we allow enough time for the knowledge and responsibility transfer to bed in to our Future Operating Model.



Prioritisation criteria and approach

Enduring capabilities, services and systems are categorised using the BT change impact methodology. 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.

Enduring Element	Priority	Recipient Business Segment	RACI Transfer	% Contingent Workforce	Timing	Comms & Engagement	Knowledge transfer	Hurunga	Readiness Assessment	Post-Integration Support
Business Design		CCS-B			Med early 2021					
Business Architecture		ED&I			Med					
Technical Design		ES			Med					
Technical Architecture		ED&I			Med early 2021					
Technical Architecture - START/Gateway		CCS-B			Med early 2021					
Testing Services - Automation		ES			Med					
Digital Customer Experience (excluding testing)		CCS-B			Med early 2021					
Digital Customer Experience - Practice		II&S			Med early 2021					
Digital Ecosystem Services (excluding testing - APIs onboarding)		CCS-B			June 2022					

Example

Knowledge Transfer Approach

Knowledge transfer forms part of the overall change management approach set out in the Transition Plan and runs through the course of the period of Transition.

The Knowledge Transfer Approach sets out the process for transition by identifying, organising, transferring, and measuring the movement of knowledge into a repository called **Huringa** which houses the library created specifically in SharePoint to capture all the enduring artefacts that the business will need to continue to operate successfully post BT. Further detail can be found **here**.

Identify - where we are currently

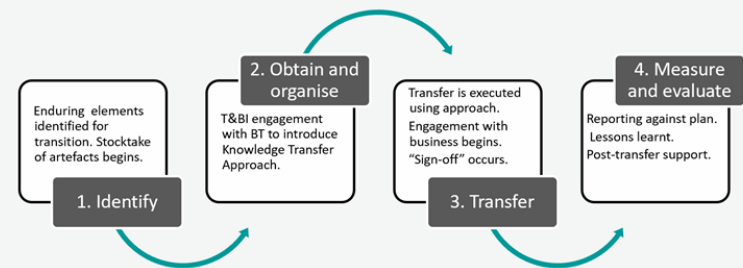
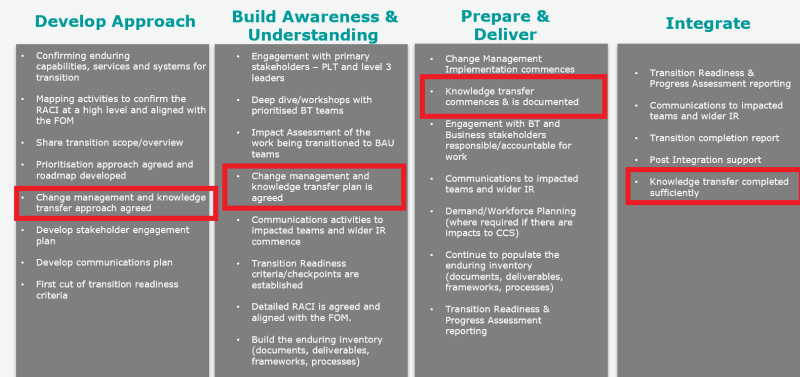
- Knowledge Transfer Approach is developed and tested through several pilot groups.
- Processes created for engaging with BT to facilitate the knowledge transfer in alignment with Information and Knowledge Management principles.

Obtain and organise

- Knowledge Transfer Approach agreed and built into Transition Roadmap for enduring elements.
- Engagement with BT areas to transition begins, workshops and interviews set up to facilitate the transfer of explicit and tacit knowledge into the Huringa library.

Transfer, measure and evaluate

- Transfer of knowledge continues and tracked as part of Transition Readiness checkpoints.
- Post-transfer support established.
- Lessons learnt are captured and fed back to the organisation as part of the overarching Information and Knowledge Management principles.



Transition Readiness Framework

A Transition Readiness Framework is required as part of the overall Transition Plan to assess and report readiness to transition accountability/responsibility

- 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, FOM, 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.

Develop Approach	Build Awareness & Understanding	Prepare & Deliver	Integrate
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 commences Transition Readiness criteria/checkpoints are established Detailed RACI is agreed and aligned with the FOM. Build the enduring inventory (documents, deliverables, frameworks, processes) 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Transition Readiness & Progress Assessment reporting Communications to impacted teams and wider IR Transition completion report Post Integration support Knowledge transfer completed sufficiently

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.

Huringa (Transformation enduring library)

- Huringa is a new SharePoint library created to capture all the enduring artefacts to be transitioned from the BT Programme to the business. These artefacts will enable the business to continue to operate successfully post BT.
- Huringa is distinct from Te Umanga Hou – the Business Transformation SharePoint site which will be closed out at the end of the Programme. Huringa will remain after BT has closed down.
- T&BI will work across BT to determine what needs to be captured for transitioning to the business. Collateral will be carefully managed so that only the enduring items that IR needs to be self-sufficient going forward will be placed there in a logical and easy to access approach.

Approach

- Workshops will be held with BT workstreams to introduce Huringa, set expectations, walk through examples and to help identify what will be enduring.
- Guidance documentation has also been developed to help our BT people determine what needs to be transitioned and how to move those artefacts into Huringa.
- A Teams space will be set up for additional support and to drive engagement with communications, quick surveys, FAQ's, stand ups, workshop recordings and presentations.

Timeline

- A pilot of Huringa and this transition approach is being planned for during the week of 9-13 November with the Digital Experience, Non-Production Environments, BT testing and Cloud Services workstreams.
- Huringa will be launched to wider IR early next year in February allowing everyone to open and view artefacts and see the transition progress.

Key features

- A single register containing (or linking to) all the key collateral that the programme has collected and curated since inception.
- Only final artefacts will be stored in Huringa. Documents still owned and being used by BT will be "linked" within Huringa until they are ready to be handed over.
- Each item will be tagged with:
 - Short description/narrative
 - Transition status
 - Change size
 - Decomposition of the enduring services in the new organisation
 - Related phase of change
 - Related system
 - BT workstream and BT owner
 - Business person responsible and accountable
- Will be "integrated" with the new internal website, Haukāinga.

Stakeholder Engagement and Communications

Stakeholders and audiences are broadly categorised using the Satisfy, Manage, Inform and Engage framework to identify the level and style of engagement required for each group.

Transition and Business Integration will engage and communicate with mainly two audiences within BT and the business:

- Those who will help T&BI achieve its goals, and
- Those who will contribute to and be interested in the transition of enduring processes into the business.

Manage

- PLT (Programme Leadership Team)
- SLT/ELT – (Alignment)
- Targeting PGC – 10 Dec
- BT Workstream leads
- Selected business level 3's
- Optimisation – pilot transition?
- Business integration

Engage

- Future Operating Model programme
- FCOM + IWM
- CCS – strategy/roadmaps
- Pou Whirinaki
- Workforce planning
- Strategy w/force planning
- Business case team

Inform

- BT Programme – updates on planning & approach
- Policy

Satisfy

Communication and engagement with wider IR audiences will be done in collaboration with the Future Operating Model team and will be fully aligned with these activities.

Further detail on engagement and communications can be found in the Transition and Business Integration Stakeholder Engagement and Communications Plan.

Appendix A

Appendix - Business Group/Unit Transition Snapshot

Enduring Element	Priority	Recipient Business Segment	RACI Transfer	% Contingent Workforce	Timing	Comms & Engagement	Knowledge transfer	Huringa	Readiness Assessment	Post-Integration Support
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Testing Services - Automation		ES			Med					
Digital Customer Experience (excluding testing)		CCS-B			Med early 2021					
Digital Customer Experience - Practice		II&S			Med early 2021					
Digital Ecosystem Services (excluding testing - APIs onboarding)		CCS-B			June 2022					

Business Group/Unit Transition Snapshot

Enduring Element	Priority	Recipient Business Segment	RACI Transfer	% Contingent Workforce	Timing	Comms & Engagement	Knowledge transfer	Huringa	Readiness Assessment	Post-Integration Support
Production Support		CCS-B			June 2022					
Enterprise Change and Release Management – Prioritisation and Change Delivery Planning		ED&I			Medium – currently in transition					
Enterprise Change and Release Management – Business Deployment Services		CCS-B			Medium					
Oracle Cloud Suite		ES			High					
HR and Payroll Solution		ES			June 2022					
Content		II&S			Medium					
START reporting		CCS-B			Medium					
Operational Risk - Practice		ED&I			Low					

Business Group/Unit Transition Snapshot

Enduring Element	Priority	Recipient Business Segment	RACI Transfer	% Contingent Workforce	Timing	Comms & Engagement	Knowledge transfer	Huringa	Readiness Assessment	Post-Integration Support
External Comms		II&S			Medium					
Business Case Team		ES			Medium					
Product Ownership		ED&I			Medium					
Testing Services		ES			June 2022					
Business Testers		ES			June 2022					
Account Management		CCS-B			June 2022					
Non-Production environment (New Services Platforms)		ES			June 2022					
Cloud Services		ES			June 2022					
Ātea Support Services		ES			January 2021					
Data and Intelligence Services Management		II&S			December 2020					

Business Group/Unit Transition Snapshot

Enduring Element	Priority	Recipient Business Segment	RACI Transfer	% Contingent Workforce	Timing	Comms & Engagement	Knowledge transfer	Huringa	Readiness Assessment	Post-Integration Support
Information Management and Knowledge		II&S			December 2020					
Portfolio and Programme Management (PMO)		ED&I			Early 2021					
Enterprise Change and Release Mgmt – Technical Deployment Services		ES			Medium – currently in transition					
Design Authority – Business		ED&I			Medium					
Design Authority – Technical		ED&I			June 2022					
Change Management		ED&I			Medium					
START including Gateway and Authentic Web Services		CCS-B			June 2022					
Communications		II&S			Medium					
Core Voice Platform		CCS-B			June 2022					

Business Group/Unit Transition Snapshot

Enduring Element	Priority	Recipient Business Segment	RACI Transfer	% Contingent Workforce	Timing	Comms & Engagement	Knowledge transfer	Huringa	Readiness Assessment	Post-Integration Support
SPK2IR and Voice Biometrics		CCS-B			June 2022					
Development Tools		ES			December 2021					
Process Modelling		ES			December 2021					
PM Tools		ED&I			June 2022					
Intelligent Info Hub		II&S			Medium					
START - FCR		CCS-B			June 2022					
Training - general		ES			Medium					
Confluence (WIKI)		ED&I			June 2022					
START Analytics		CCS-B								
Training - START environment		CCS-B			Low					

Transition and Business Integration – Timeline Overview DRAFT

BT ends

