Business Systems Transition Plan
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Each local government can determine their own description of the function being Business Systems, ICT, IT etc. The title of Business Systems has been used for the purpose of this example.

This Example Business Systems Transition Plan was developed by the Western Australia Department of Local Government and Communities as part of the Local Government Reform Toolkit to assist councils in undertaking effective business systems transitional planning. This resource has been adapted for the NSW context.

The Business Systems Transition Plan is a suggested document only. It is not a requirement for councils to complete a Business Systems Transition Plan, however it is strongly recommended. It is the responsibility of each local government to determine how best to undertake transitional planning.

This plan has been designed to assist councils in identifying the type of activities that should be undertaken as part of the transition planning. The plan may be used in full or in part, and edited or adapted to suit the individual requirements of the amalgamating councils.

Operating from a single IT network and standardised software systems from day one (changeover day) of the new local government will be of significant benefit and a key success factor for the transition to the new local government entity. Being on the same network and being able to use the same software, email and telephone systems will enable staff to communicate more efficiently and effectively, to share files and foster collaboration across teams and locations.

However, the reality may be something completely different on changeover day! With the myriad of tasks, legal considerations and the lengthy process of procurement, it is up to the merging partners to determine their priorities for transition, including what is achievable and what is affordable. Facilitating the transition of disparate business systems post changeover day can be achieved via the Business Systems Transition Plan.

Business systems transition planning can be complex due to the systems and network infrastructure involved, and work should commence early to plan for the new IT platform. Refer to the Business Systems Transition Checklist which has been developed to assist and complement the completion of this plan.

Please note that in this plan, instructions and examples have been provided in italics and/or red font. This information was included for guidance purposes only and should be deleted from your final Business Systems Transition Plan document, or once you have an understanding of the type of information that required.

The text that can be deleted from your final Business Systems Transition Plan document is:

- Text in italics – these are instructions on how to use of the Business Systems Transition Plan
- Examples/text in red – these are only to assist in how to complete the relevant section.
- This page entitled “Explanatory Notes”

1. Background

The NSW Government released its Fit for the Future (FFTF) program in September 2014. The State Government announced plans for widespread changes to local government arrangements in NSW.

It has been proposed that the new local government entity <enter the name of your Local Government> will commence on XX XX 2016, formed by the amalgamation of the former <enter the name of the amalgamating councils here>. 
2. **Purpose**

To identify, document and plan for the immediate, short and medium term information technology and information management requirements of the new local government, and ensure that appropriate processes are put in place to enable a smooth transition to the new local government entity.

3. **Current State – <Enter Local Government Name 1>**

3.1 **ICT Strategic Planning**

*Indicate if an ICT Strategic Plan was in place, and if it was endorsed by Executive Management.*

Include a copy of the ICT Strategic Plan as an Appendix.

3.2 **Network**

*Provide a summary of the wide-area network that connects the local government sites:*  
- Main administration building
- Council Chambers
- Depot(s)
- Libraries
- Recreation Centre(s)
- Museums

<table>
<thead>
<tr>
<th>Site</th>
<th>Type of link</th>
<th>Size of Link</th>
<th>Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main administration building</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depot</td>
<td>E.g. Fibre</td>
<td>E.g. 1GB</td>
<td>E.g. LG owned</td>
</tr>
<tr>
<td>Library</td>
<td>E.g. ADSL</td>
<td>E.g. 2MB</td>
<td>E.g. Telstra</td>
</tr>
<tr>
<td>Recreation Centre</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Museum</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (specify)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**NETWORK LINKS - <INSERT LOCAL GOVERNMENT NAME>**

3.3 **Server room/Data centre**

*Provide details of server rooms and their location. Consider capacity of the uninterruptible power supply (UPS), air-conditioning and backup systems, rack space, whether the server room has capacity to expand, load balancing of the server room floor, what work would be required to expand/upgrade server room capability.*

3.4 **Server infrastructure**

*Provide details of servers and infrastructure. Detail what systems are virtualised in Section 3.4 (below).*

3.5 **Virtualisation**

*Provide details of:*  
- To what extent virtualisation technology is in use?  
  - servers (%)  
  - desktops (%)
• What virtualisation software is being used (e.g. VMware, open source, Citrix, Microsoft HyperV, other please detail)
• What other "cloud computing" systems are you using?

3.6 Internet Connectivity
Provide details of all the internet connections.

<table>
<thead>
<tr>
<th>Site</th>
<th>Type of internet link</th>
<th>Link size</th>
<th>Provider</th>
<th>Contract expires term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main administration building</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depot</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recreation Centre</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Museum</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (specify)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3.7 Domain(s) and Active Directory
Provide details of all domains in use.

3.8 IP Ranges
Provide details of internal/external IP address ranges used and allocated IP Addresses.

3.9 Operating Systems
Provide details of the desktop and server operating system(s).

3.10 Standard Operating Environment (SOE)
Provide details of the Standard Operating Environment(s) in use:

FOR EXAMPLE:

The Standard Operating Environment includes:

• Microsoft Office 2010 Professional
• Anti-virus (specify)
• Acrobat Reader (specify version)
• Document management system (specify)
• Financial Management system (specify)

3.11 Naming Conventions – Usernames and Computer names
Detail the policy for user names and email addresses, computer and server naming conventions.

FOR EXAMPLE:

• User names are First + Last Initial. Duplications are handled by adding more letters from the last name.
• Email addresses are: firstname.surname@nsw.gov.au
• Desktop computers are named for their asset number, for example, ASSET101198.
• Servers are given non-functional character names.
3.12 Email

Migrating to a single email system will be one of the most important, yet potentially one of the most complex challenges.

Provide details of the email systems in use, including:

- Backend email systems (e.g. Exchange Server 2010)
- Email client (eg Microsoft Outlook 2010)
- Web-based email clients (e.g. Outlook Web Access)
- Email filtering system in use (where applicable)
- Email address formats
- Total size of email boxes
- Average size of individual email boxes
- What email archiving system in use (where applicable)
- Maximum size of email attachments permitted

3.13 Backups

Details should include:

- Backup system in use
- Whether a documented backup policy is in place
- What the backup schedule is (e.g. incremental backups Mon-Thurs, full backup Friday)
- How often backups are restored/tested
- How often backup media and devices are serviced
- Whether backups are kept offsite and where they are located
- Which backups are archived (e.g. Financial end, Calendar year end, month end)
- Backup system hardware and software maintenance agreements in place

3.14 Disaster Recovery

Indicate whether a documented IT Disaster Recovery Plan was in place, and what controls are in place to mitigate against a disaster (for example a secondary server room at another location).

Indicate when the plan was last tested.

3.15 Desktop Hardware

Provide details of desktop and laptop fleet. Include:

- the total number of desktops and laptops in use
- whether desktops are owned outright or leased
- make and model
- how often desktop/laptop computer fleet is replaced
- details of any maintenance/support contracts in place
- If using virtual desktop computing, provide details of the virtual desktop environment including the number of virtual desktops in use, the location of use and how the virtual desktop service is being provided.

3.16 Telephone/Unified Communications Systems

Provide details of telephone/unified communications systems.

3.17 Mobile

Provide details of the mobile fleet, including number of mobiles supported mobile provider, make and model, contract term expiry, mobile provider account manager contact details.

3.18 Tablets and Mobile Computing Devices

Provide details of the tablet fleet.
3.19 Printers, Scanners, Plotters and Multi-Function Devices

Provide details of all printers, scanners, plotters and multifunction devices. Specify where the devices are located, the brand and model of device, details of service contracts in place, contract, the vendor and contract renewal dates, and if follow-me printing is enabled.

FOR EXAMPLE: Printing is provided by a fleet of 10 RICOH model XX multi-function devices. Follow-me printing is enabled. There are 2 Kofax scanners model XX located in the Records branch.

Use the below table as a guide to identify the devices at each location.

<p>| INVENTORY – Printers, Scanners, Plotters and Multi-Function Devices |</p>
<table>
<thead>
<tr>
<th>&lt;INSERT LOCAL GOVERNMENT NAME&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Device</td>
</tr>
<tr>
<td>Multi-function device</td>
</tr>
<tr>
<td>Printers</td>
</tr>
<tr>
<td>Scanners</td>
</tr>
<tr>
<td>Plotters</td>
</tr>
<tr>
<td>Other (specify)</td>
</tr>
</tbody>
</table>

3.20 ICT Contracts

Provide details of any/all ICT Contracts in place.

<p>| CURRENT ICT CONTRACTS |</p>
<table>
<thead>
<tr>
<th>&lt;INSERT LOCAL GOVERNMENT NAME&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Records number</td>
</tr>
<tr>
<td>11098</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

3.21 Website and Online Systems

List details of:

- Main local government website.
- Any/all other websites support by the LG.
- What services are provided online.
- What payment gateways are used.
- How online systems are secured (DMZ, encryption etc)
- Where the websites are hosted (in-house or offsite location).
- If in-house, details of the infrastructure environment.
- Developers of the website (in-house or third-party).
- Who is responsible for maintaining the website?
- Details of any contracts/support agreements in place.

### 3.22 Intranet

List details of:

- Corporate intranet site
- Any corporate or team wiki’s, enterprise social networking sites, enterprise instant messaging or enterprise collaboration tools in use
- Functionality provided via the intranet (e.g. the intranet is the main corporate communications tool, and includes advertised job vacancies, all HR forms, approved policies and procedures, corporate news, staff phone directory and staff bulletin board).
- Developers of the intranet (in-house or third-party).
- Who is responsible for maintaining the website?
- Details of any contracts/support agreements in place.

### 3.23 Social Media

List details of:

- Corporate Social media websites maintained (e.g. Corporate Facebook, Twitter, YouTube sites etc.)
- Consider all areas of your local government that may have a social media presence including:
  - Corporate communications/marketing
  - Libraries
  - Recreation centres
  - Museums, Art Galleries
  - Youth services
  - Other areas of your local government
- How social media websites are updated.
- The systems and processes in place to ensure appropriate records of corporate social media use are maintained.
- Social media policy (where applicable).

### 3.24 Corporate Software Systems

Provide summary of key corporate applications in place. For each corporate software system, include details of:

- Software and version in use
- Number of licences
- Extent of usage within the local government (for example – for an EDRMS a suitable statement might be – the system is used extensively by all staff as a document management system, or alternatively the system is used primarily as a record keeping system)
- Total number of records and total size of the database (i.e. GB/TB)
- Backend database (e.g. Microsoft SQL, Oracle etc.)
- Server infrastructure and where it is located
- Key users/system champions (within and outside of records)
- Vendor and Account Manager/Primary vendor contact details

Please refer to the checklist above for the following 7 systems:

1. Financial Management System
2. Human Resources and Payroll System
3. Customer Request Management System (CRM)
4. Property and Rating System
5. Asset Management System
6. Geographic Information System
7. Electronic Records and Document Management System

3.25 Other software applications
Provide details of all other software applications. It is recommended to use the accompanying spreadsheet to inventory these systems.

3.26 Radio Communications
Provide details of:
- What radio systems are in place?
- Whether systems are analog/digital.
- Whether the systems are VHF or UHF.
- Distance/penetration.
- Whether the systems integrated to FESA, Police, DEC.
- How often the radio communications network is replaced.

4. Current State – <Enter local government Name 2>
Complete the current state for “Local Government 2” as per section 3.

5. Current State – <Enter local government Name 3>
Where applicable, complete the current state for “Local Government 3” etc as per section 3.

Detail the proposed ICT Platform for the new local government entity.

Identify where the main server room will be located and how the network will be connected.

Detail what software systems will be used by the amalgamated local government.

Detail what software systems will be used by the amalgamated local government.

Use the below table as a guide to develop a suitable summary.

<table>
<thead>
<tr>
<th>System Type</th>
<th>Proposed IT System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td></td>
</tr>
<tr>
<td>HR/Payroll</td>
<td></td>
</tr>
<tr>
<td>Electronic Records and Document Management System (EDRMS)</td>
<td></td>
</tr>
<tr>
<td>Property and Rates</td>
<td></td>
</tr>
<tr>
<td>GIS</td>
<td></td>
</tr>
<tr>
<td>Asset Management</td>
<td></td>
</tr>
<tr>
<td>Recreation Centre</td>
<td></td>
</tr>
<tr>
<td>Enterprise Collaboration</td>
<td></td>
</tr>
<tr>
<td>Desktop processing</td>
<td><em>E.g. Microsoft Office 2010 Professional</em></td>
</tr>
<tr>
<td>Email client</td>
<td></td>
</tr>
<tr>
<td>Email server</td>
<td></td>
</tr>
</tbody>
</table>
7. **Timelines and Milestones**

Determine what the transition period will be and identify the date for “cut-over” to a single network/standardised systems.

Develop a timeline for key activities, such as scope and specification, system design, data migration planning, migration, testing, training and go live.

Communicate timelines and key milestones to staff.

8. **Costing**

Provide details of projected costs to enable the ICT Transition. The following table might assist you in identifying the type of costs and information that may need to be captured.

<table>
<thead>
<tr>
<th>ICT TRANSITION COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item</td>
</tr>
<tr>
<td>----------------------</td>
</tr>
<tr>
<td>Network</td>
</tr>
<tr>
<td>Internet link upgrade</td>
</tr>
<tr>
<td>Telephone system</td>
</tr>
<tr>
<td>Email migration</td>
</tr>
<tr>
<td>Finance system</td>
</tr>
<tr>
<td>Property and rates</td>
</tr>
<tr>
<td>HR and Payroll</td>
</tr>
<tr>
<td>Asset Management</td>
</tr>
<tr>
<td>GIS</td>
</tr>
<tr>
<td>Document management</td>
</tr>
<tr>
<td>Intranet</td>
</tr>
<tr>
<td>Website</td>
</tr>
<tr>
<td>Council minutes and agenda software</td>
</tr>
<tr>
<td>Recreation centre software</td>
</tr>
<tr>
<td>Other (specify)</td>
</tr>
</tbody>
</table>

9. **ICT Service Delivery**

Identify what ICT services will be required by the new local government, and how these will be delivered. This might include: help desk/IT support, applications support, business process analysis, infrastructure and network support.
Consider:

Will the Help Desk function be centralised? If so, how will IT support be delivered to sites outside of the main administration building?

Where will the main server room/data centre be located? If there are multiple server rooms/data centres, identify how these will be supported.

Identify if IT staff will be required to move locations, and what the business impact of doing so might be.

10. ICT Skills and Staffing
Develop an ICT skills resource plan that identifies what skills/staff will be required to undertake the transition and what skills will be required to support and maintain the new ICT platform, and provide ICT services to the newly amalgamated local government.

Third-party IT support arrangements should be identified here.

11. Training Plan
Identify what training is required to be undertaken, costs and timeframes for delivery.

12. Communications Plan
Develop a Communications Plan that identifies the key stakeholders, and what methods will be used to keep stakeholders informed and involved over the course of the transition process.

Note you should identify stakeholders, project teams, communications methods and frequencies that are suitable to your local government, the table provided should be used as an example only.

Use the below table as an example to develop a suitable communications plan.

<table>
<thead>
<tr>
<th>ICT TRANSITION PLANNING – COMMUNICATIONS PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder</td>
</tr>
<tr>
<td>-------------</td>
</tr>
<tr>
<td>Interim CEO</td>
</tr>
<tr>
<td>Transition Working Group</td>
</tr>
<tr>
<td>ICT Transition Working Group</td>
</tr>
<tr>
<td>ICT Transition team</td>
</tr>
<tr>
<td>Corporate Systems working groups</td>
</tr>
<tr>
<td>Staff</td>
</tr>
<tr>
<td>Vendors</td>
</tr>
</tbody>
</table>
13. **Action List**

Develop an action list(s) to identify and guide the required activities to be undertaken. The below example is very high level, but might be useful at the commencement of the ICT transitional planning process. It is recommended that a separate action plan for each of the working groups be maintained.

<table>
<thead>
<tr>
<th>Action Items</th>
<th>Issue Description</th>
<th>Responsible Officer</th>
<th>Due by</th>
</tr>
</thead>
</table>
| **Email**    | **Detail the steps to migrate email boxes.**  
  ➢ FOR EXAMPLE: The current mail for each amalgamating LG account till need to be exported into a .pst file for transfer  
  ➢ New mail accounts will need to be created on the new domain  
  ➢ Mail store size needs to be made available for the hosting of a XXGB archive and an XXGB exchange file. |                |        |
| **Domain**   | ➢ Identify the domains in use by the amalgamating councils.  
  ➢ Determine the steps involved to migrate to the new domain.  
  ➢ What are the interdependencies?  
  ➢ What are the risks? |                |        |
| **IP Range** | ➢ Determine:  
  ➢ the IP ranges in use (internal and external)  
  ➢ the IP ranges to be used by amalgamated local government  
  ➢ Identify the steps to migrate to the new domain  
  ➢ Document the risks |                |        |
| **Naming Conventions** | ➢ Establish the naming convention for:  
  ➢ User names  
  ➢ Email addresses  
  ➢ Computer names  
  ➢ Server names  
  ➢ Identify the steps to implement the new naming convention. |                |        |
<p>| <strong>Active Directory</strong> | ➢ Identify the steps to integrate Active Directory. |                |        |
| <strong>Network</strong>  | ➢ |                |        |
| <strong>Server room/data centre</strong> | ➢ |                |        |</p>
<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAN storage</td>
<td></td>
</tr>
<tr>
<td>Corporate applications systems</td>
<td>- Establish working groups to identify activities to be undertaken to migrate data/integrate systems</td>
</tr>
<tr>
<td>Desktop Computing</td>
<td></td>
</tr>
<tr>
<td>Tablets/laptops</td>
<td></td>
</tr>
<tr>
<td>Telephony</td>
<td></td>
</tr>
<tr>
<td>Mobile</td>
<td></td>
</tr>
<tr>
<td>Intranet</td>
<td></td>
</tr>
<tr>
<td>Website</td>
<td></td>
</tr>
<tr>
<td>Current IT Projects</td>
<td>- Detail the status of current IT projects and document which IT projects are placed on hold</td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>
14. Appendices

Attach as an appendix all details relevant to the ICT Transition Plan, such as:

- Network diagrams for each amalgamating local government.
- Combined inventories of:
  - IT Assets (e.g. PCs, laptops, tablets mobiles, servers, network equipment)
  - Software systems (including versions, number of licences and software renewal dates).
  - ICT contracts currently in place (e.g. third-party support).
  - Printers, scanners, plotters and multi-function devices.
- Combined list ICT Service providers and their contact details.
- ICT Transitional Team – members and roles
- ICT Transition Timeframes and milestones
- Draft ICT Structure
- Training Plan
- Communications plan
- Action list

For each of the amalgamating councils, collate:

- ICT Strategic Plans (where available)
- ICT Policies and procedures, including:
  - ICT Acceptable Usage Policies
  - Backup Policy
  - Security Policy
  - Social Media Policy
- Internal Service Level Agreements (SLA’s) with other business areas
- External Service Level Agreements (SLA’s) with third parties
- Record Keeping policies and procedures
- Record Keeping plans
- Retention and Disposal Schedule