



THE TREASURY

Kaitohutohu Kaupapa Rawa

Gateway Review Report

for Inland Revenue Business Transformation: Release 3 Interim Healthcheck

Review 4 Readiness for Service

October 2018

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1 Review Conclusion

1.1 Delivery Confidence Assessment

Delivery Confidence Assessment

AMBER/GREEN

The Gateway Review Team finds that the Inland Revenue Business Transformation continues to be strongly led and is firmly embraced by the leadership as the new normal. The tipping point of transformation has been achieved whereby the organisation is leading the change, rather than the programme having to drive the change.

The tax ecosystem is complex and the forthcoming Release 3 involves a significant number of partners outside Inland Revenue. Furthermore, the inclusion of the first social policy product widens the stakeholder net across Government and increases the societal touchpoints that will become immediately obvious post Release 3.






Inland Revenue is acutely aware of the increased risk profile and risk proximity and is preparing numerous contingency plans along with resourcing provision to meet the demand.

The Review Team observes a number of areas where further strengthening would be beneficial to ensure that risks do not materialise threatening delivery, and makes a number of recommendations covering:

- Consideration of third party software;
- Education and media messaging;
- Dedicated and dynamic risk management;
- Resource burnout;
- Readiness outside Inland Revenue's boundary; and
- Triage arrangements for invoking contingencies.

Since the last Gateway Review, there has been a notable step change in preparedness for the challenge of release 3. Issues experienced in Release 2 have resulted in true lessons learnt and a stronger basis from which to proceed into Release 3. That said, the magnitude of risk and complexity for Release 3 means that Inland Revenue must remain focused on the task at hand and the onward contribution to the Investment Outcomes. Maintaining a Delivery Confidence Assessment of Amber/Green, given the size, scale & complexity of the Programme and the challenge of Release 3, is a significant achievement.

The Delivery Confidence assessment colour status (RAG, Red/Amber/Green) uses the definitions below:

Colour	Criteria Description
	Successful delivery to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.
	Successful delivery appears probable however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not impact delivery or benefits realisation.
	Successful delivery is in doubt with major risks or issues apparent in a number of key areas. Prompt action is needed to address these, and whether resolution is feasible.
	Successful delivery appears to be unachievable. There are major issues which at this stage do not appear to be manageable or resolvable. The programme may need re-baselining and/or overall viability re-assessed.