



THE TREASURY

Kaitohutohu Kaupapa Rawa

Gateway Review Report

for Inland Revenue Business Transformation Programme

Review 0 Strategic Assessment

July 2017






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1 Review Conclusion

1.1 Delivery Confidence Assessment

Delivery Confidence Assessment	AMBER
<p>The Gateway Review Team notes that the programme is the biggest transformation in Government, involving changes to policy, legislation, tax products, processes, platforms and people simultaneously and across multiple years.</p> <p>The transformation programme is huge in its scope and scale. It impacts all aspects of New Zealand life from individuals, to families, businesses and national interest. The complexity and risk exposure cannot be under-stated.</p> <p>The Review Team has found that much of Inland Revenue's approach is exemplar, for example the approach to planning, risk management, outcomes and benefits management, to learning and adaptive change, and to sharing good practice across Government. Whilst the Programme faces significant challenges in the next releases of delivery, the quality and capability of its leadership and governance is first rate and provides a basis for confidence.</p> <p>Stage 1 has been delivered successfully, within budget, schedule and benefit realisation expectations. Its significance is greater than presented: whilst having delivered GST, it has also put in place the foundation processes for the remainder of the programme.</p> <p>Based on the delivery of Stage 1 and the lessons learned the programme has appropriately reviewed the release plan for stages 2,3 & 4. This review is good practice and should continue to mitigate delivery risk whilst at the same time deliver the outcomes of the business case. The detail of that release plan is not yet complete and thus creates a level of uncertainty surrounding the implications for co-ordinated changes across all stakeholder groups. This will be resolved in the coming weeks.</p> <p>The programme is on a positive trajectory and there must be a continual guard against optimism bias and complacency, especially as the programme approaches a time where there is an increased focus on business change as well as significant technology development. This shift requires a concerted effort to better understand the view from the 'outside in' from the perspectives of the various stakeholder groups and the bottom up views of staff. This understanding will underpin the preparations that need to be put in place to secure successful implementation of change.</p> <p>Successful delivery is feasible but the scale of the challenge, the uncertainty that exists for the next few weeks until the release plan is finalised and the potential impact of the organisation changes present issues requiring timely management attention. Were it not for the strength of leadership and solid approach to programme management, this transformation would not be as positively placed for success.</p>	

The Delivery Confidence assessment RAG status uses the definitions below:

Colour	Criteria Description
	<p>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.</p>
	<p>Successful delivery appears probable however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.</p>
	<p>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.</p>
	<p>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.</p>
	<p>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.</p>