



THE TREASURY

Kaitohutohu Kaupapa Rawa

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# Gateway Review Report

## Inland Revenue

## Business Transformation

## Release 3

### Review 4

### Readiness for Service

March 2019






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# 1 Review Conclusion

## 1.1 Delivery Confidence Assessment

<b>Delivery Confidence Assessment</b>	<b>AMBER/GREEN</b>
<p>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.</p> <p>Risk Management is a prominent strength as Release 3 approaches and IR is as well prepared as it can be for such a momentous milestone, for those things it can control.</p> <p>Organisational readiness, system testing and tax eco-system stakeholder engagement are substantially complete. Notwithstanding the inherent risk of the unknown, and the potential for things to go wrong, IR will be well placed to proceed with Release 3 go-live.</p> <p>The Review Team makes a number of suggestions for consideration:</p> <ul style="list-style-type: none"> <li>• Working with software developers;</li> <li>• Confirming readiness of other Government agencies;</li> <li>• Closing the loop on stakeholder communications;</li> <li>• Undertaking a final checklist of potential risk hot spots pre-go-live; and</li> <li>• Including an architectural expert in extended support arrangements.</li> </ul> <p>Successful delivery appears probable; however, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.</p>	

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.