



Inland Revenue
Te Tari Taake

Inland Revenue report: Transformation status update as at 4 May 2018

Date:	11 May 2018	Priority:	Medium
Security level:	In confidence	Report number:	IR2018/265

Action sought

	Action sought	Deadline
Minister of Finance	Note the attached status update	None
Minister of Revenue	Note the attached status update	None

Contact for telephone discussion (if required)

Name	Position	Telephone
Greg James	Deputy Commissioner, Transformation	04 890 3381 (wk)

11 May 2018

Minister of Finance
Minister of Revenue

Transformation status update as at 4 May 2018

1. This report summarises the progress and highlights of transformation as at 4 May 2018. Transformation's Red, Amber, Green (RAG) status continues to track amber overall, with all ten reporting keys stable.

	Overall	Scope	Risk	Issues	Inter-dependencies	Schedule	Resource	S/H Engagement	Delivery Partners	Financials	Benefits
CURRENT	Amber	Light Green	Amber	Amber	Light Amber	Light Amber	Light Amber	Light Green	Light Green	Green	Green
PREVIOUS	Amber	Light Green	Amber	Amber	Light Amber	Light Amber	Light Amber	Light Green	Light Green	Green	Green

2. A high-level view of overall progress can be found in the attachment titled 'BT programme status as at 27 April 2018'.

Summary of progress since last report

3. Release 2 successfully went live as planned on 17 April 2018. The cut-over went smoothly, with some services being restored earlier than planned. Compared to the Stage 1 implementation of GST on 7 February 2017, we are in a vastly better situation in terms of requests for help being raised and resolved, positive responses from customers and tax agents, and our people working with new systems and processes. We are expecting to pass the remaining release 2 checkpoints in late May and late June without any issues and end early life support and hand release 2 over to business-as-usual. Please refer to paragraphs 9 to 24 for more information.

4. Release 2 included the introduction of the Accounting Income Method (AIM) option for provisional tax. The connections with our software partners are working as planned, and businesses are completing online eligibility checks. We are now focused on the key filing dates in May and June where we will begin to see users filing their first AIM statement of activity. The filing date on 28 June is when we are likely to see the bulk of activity from businesses that file on a two- or six-monthly basis. Dedicated teams are trained and ready to support businesses when they use AIM for the first time. The first uptake figures will be included in the July status update report. Please refer to paragraphs 25 to 28 for more information.

5. The focus of the team working on transformation has now shifted to release 3, apart from those providing early life support (ELS) for release 2. The scope of release 3 has been finalised and detailed walk-throughs are scheduled for the senior leadership teams in our customer facing areas in May. This will help to build an understanding of the changes that will be delivered and enable the business to begin more detailed planning to

support successful implementation. Please refer to paragraphs 35 to 37 for more information.

6. Highlights in the coming weeks include:

- continuing to provide ELS as required
- completing detailed walk-throughs of release 3.

7. The release 2 solution delivery phase began on 1 March 2017 and will run until 30 June 2018. We are forecasting an under-spend of \$17.6 million for operating expenditure and \$0.3 million for capital expenditure as at 30 June 2018. We are on track to achieve these forecast results. Our forecast under-spend for operating expenditure is less than reported last month (IR2018/156 refers) as \$17 million has been moved to the 2018/19 year through the Supplementary Estimates.

8. As at 31 March 2018, actual spend to date is \$176.7 million operating expenditure, an under-spend of \$17.2 million against budget, and \$87.4 million capital expenditure, an under-spend of \$6.7 million against budget (excluding contingency).

Release 2 highlights

9. Release 2 successfully went live on 17 April 2018. This release:

- provides a pay-as-you-go option for small businesses for their provisional tax – the Accounting Income Method (AIM)
- helps combat global tax avoidance through the implementation of the Automatic Exchange of Information (AEOI) with international tax treaty partners
- enables employers to send their information to Inland Revenue digitally and on payday if they choose
- makes it easier for customers to meet their obligations for withholding taxes, fringe benefit tax, payroll subsidy, and gaming machine duty by moving them to new systems and processes
- collects income information in START so that pre-population of individuals' information can begin – this information will be available at the end of the 2018/19 year.

10. The cut-over went smoothly, with some services restored earlier than planned. Although we did not officially open to customers until 8am on Tuesday 17 April 2018, myIR and eServices were available to customers from 10am on Monday 16 April 2018, business-to-business services in our heritage systems were available from 11am, and service providers' access to their customers was restored at 4pm. Contact centres were opened progressively from 1.30pm on Monday 16 April 2018.

Early life support

11. The three months after go-live is known as early life support (ELS). During this period we provide extra support to both customers and staff. The first 3 weeks of ELS are known as the 'hyper-care' phase where more intensive support is available to our people

and fixes are implemented more regularly to resolve anything that isn't working as intended. ELS is progressing very well.

12. As at 4 May 2018, approximately 970 requests for help had been raised by our people since go-live, none of which were priority 1 (critical impact) issues and just over 50 were priority 2 (high impact). More than 550 requests have since been resolved, including the majority of the priority 2 issues. We passed a tipping point on 30 April 2018, when we had more resolved requests than open. The main areas where requests for help are being raised at the moment are online services and filing returns. We are fixing issues far more rapidly than in Stage 1, before they become major issues for our customers and staff.

13. This is a vastly different picture from where we were at the same time after Stage 1. By way of comparison, three weeks after go-live of GST on 7 February 2017, more than 2,800 requests for help had been raised. Tax agents in particular were experiencing difficulties, which were resolved with improvements being implemented between July and October 2017.

14. Release 2 has resulted in fewer requests for help. The lessons learned from implementing GST resulted in changes including more customer validation testing and the involvement of tax agents during the design and development phase. In addition, improvements made for release 2 allow our people to search in the online ELS portal and, if a request for help already exists, they can add themselves to it and get updates as it is resolved.

15. Our triage processes allow us to identify the most business critical issues quickly and focus our efforts on resolving them as a priority. While we prioritise the issues with greatest impact, the smaller-scale issues are not being ignored, but may take a little longer for us to get to.

16. Responses from business customers and tax agents since go-live are largely positive and well ahead of where we were following the implementation of GST. In the three weeks since go-live, approximately 7% of customers reported experiencing issues finding their way around myIR (compared to approximately 30% three weeks after go-live of GST) and approximately 4% reported issues with system stability (compared to approximately 11% after go-live of GST).

17. We are proactively monitoring systems for GST, withholding taxes, fringe benefit tax, gaming machine duty and payroll subsidy to ensure they are available and performing as expected. On occasions it has taken customers longer to login to myIR than we consider acceptable (delays of up to 40 seconds have been experienced) and a Spark network issue meant some of our services were temporarily unavailable on Sunday 22 April 2018. Both incidents were unrelated to release 2 go-live and have since been resolved. As at the date of this report all systems are available and performing as expected.

18. We are also tracking all first time business events, as release 2 introduced new products in AIM and AEOL. A first time business event is the first time a key business

activity or process is completed in our production systems. Essentially we check that the underlying tasks have been successful. The first AIM filing date is an example. On 21 May 2018, customers will submit their AIM statement of activity and we will track submissions sent from MYOB, Reckon and Xero to check they have been processed successfully end-to-end. To date, 20 first time events have successfully run.

19. We recognise that it takes some time for our people to get used to working with new systems and processes, especially the approximately 700 people who are using START for the first time. As a result, we forecast that our productivity would dip until people feel confident and comfortable with new ways of doing things. Pleasingly, our productivity is slightly ahead of forecast.

Customer communications and engagement

20. The changes introduced in release 2 were widely publicised in the lead-up to go-live. We continue to provide content to industry associations and software developers for them to communicate to their members and customers. A selection of print, digital, and social media coverage about the release 2 changes is included in appendix 1 for your information.

21. In a practical sense, the changes made mean that the titles in the MyIR online service have changed for businesses. The 'My GST' section is now called 'My business'. Within 'My business', businesses can:

- file, pay and amend fringe benefit tax (FBT), gaming machine duty (GMD), and portfolio investment entity (PIE) returns
- include attachments when sending us a message
- register for and cease account types
- continue to file, pay and amend GST
- continue to file employer returns as normal.

22. Tax agents will also notice some differences in myIR. The 'GST' section has been renamed 'Business', and tax agents can file and amend GST, FBT and GMD returns here as well. The process for registering clients for new account types has also been simplified.

23. Seminars about the changes being introduced as part of release 2 for both businesses and tax agents continue to be very well subscribed. A list of the seminars completed during April is included in appendix 2. The seminars began on 7 February 2018 and are continuing into May 2018.

24. Engagements during April 2018 continued across a broad range of customers and stakeholders. A list of engagements during the month is included in appendix 3.

Accounting Income Method (AIM)

25. Connections with our software partners are working as planned, and businesses are now completing online eligibility checks ahead of their first filing date.

26. We are now focused on the key filing dates in May and June, where we will begin to see users filing their first AIM statement of activity. The 28 June 2018 filing date is significant as it is the last opportunity for existing businesses to adopt AIM in the 2018-19 tax year, and is when we are likely to see the bulk of activity from businesses that file on a two or six-monthly GST filing frequency.

27. To support the first AIM filing dates, a range of promotional activity is planned including social media, online advertising, content in our newsletters, promotions in our offices, educational videos, seminars, and a further webinar for tax agents on 11 June 2018.

28. As highlighted in earlier updates, we expect a modest uptake in this first year. Dedicated teams are trained and ready to support businesses when they use AIM for the first time. The first uptake figures will be included in the July status update report.

Automatic Exchange of Information

29. Automatic Exchange of Information (AEOI) highlights since the last report include:

- The technology required to enable the exchange of Common Reporting Standard (CRS) information between Inland Revenue and domestic financial institutions and foreign jurisdictions partners went live on 17 April 2018.
- We continue to test with reportable foreign jurisdiction partners. We are currently testing or planning to test with Singapore, Canada, the United Kingdom, India, South Africa, Hong Kong and Indonesia.
- Withheld under s18(c)(i) of the OIA

- The number of queries being received from customers regarding the CRS is increasing as we approach the CRS filing deadline. Queries are generally related to the application of the CRS to trusts (including Foreign Trusts) and operational reporting requirements.

Handover of release 2 to business-as-usual

30. The next checkpoint for release 2 will be on 24 May 2018 and will look at progress with ELS. The final checkpoint will be on 21 June 2018, at which approval will be sought from the Portfolio Governance Committee to exit ELS for release 2 on Friday 29 June 2018. At that stage, release 2 systems and processes will be managed by business-as-usual teams. Based on our current performance and progress, we are expecting to pass these remaining release 2 checkpoints without any issues.

Other highlights

Policy and legislation

31. Policy and legislative highlights since the last report include:

- Withheld under s18(c)(i) of the OIA
- Withheld under s18(c)(i) of the OIA
- assisting with detailed design for release 3.

Commercial arrangements

32. Market engagement activity has continued since the last report.

- Presentations and demonstrations are underway from the four suppliers short-listed for our advanced analytics platform and will continue until mid-May.
- The selection process for a supplier of a web content management solution is nearing completion, with a recommendation to the Senior Responsible Owner expected in early May.
- A review of the six responses received to the request for proposal for enterprise support services is underway. The next step is to complete the evaluation process and short-list potential suppliers by late May or early June.

33. Statements of work have been signed with a number of suppliers during the month including with:

- Deloitte for an analysis of production support environments for our security applications and for release 3 deployment work
- Spark to scan their infrastructure for security vulnerabilities, and for the security event management service which develops, configures and implements new security rules.

34. Our Telecommunications Services Outsourcing Agreement with Vodafone has been updated to reflect changes in our contact centre environments following the implementation of release 2.

Release 3 – April 2019

35. Release 3 in April 2019 will implement new income tax and Working for Families systems and processes. The definition and design phase for release 3 began in October 2017 and is expected to run until the end of July 2018. The scope of release 3 has now been base-lined, which means any changes to it need to be approved through our governance bodies.

36. Detailed scope walk-throughs are scheduled with the leadership teams in our customer facing areas for mid-May, and further sessions are planned with the Executive Leadership Team in May and June. Release 3 is significant as the products in scope affect most New Zealanders and more legislative changes become effective, e.g. payday reporting becomes mandatory for employers. The walk-throughs will help to build

understanding within Inland Revenue of the changes that will be delivered and enable the business to begin more detailed planning to support successful implementation.

37. Apart from those required for ELS, the team working on transformation have now transitioned to focus on release 3 following the successful implementation of release 2. Some release 3 work has been waiting for people to be freed up from release 2. As we planned for the releases to overlap, there will be no impact on timelines.

Key risks and issues

38. Identifying and managing risks and issues across the programme remains a high priority. During April 2018, the key transformation risks and issues were reviewed by the senior leadership team.

This month's issues

39. During April 2018, one new issue was reported to the Portfolio Governance Committee (PGC). This relates to customers not always being notified when a tax agent links to their account. Linking provides tax agents with the ability to access a customer's information. The issue relates to our heritage systems and is currently rated as medium. Work is underway to identify why this is happening and what options are available to address it.

This month's risks

40. The programme's risk profile remains amber with a future trend of amber. An amber profile means that risks and mitigations are reasonably defined and understood, and support is needed from senior leaders to actively manage specific issues in defined areas.

41. As at April 2018, the programme had a total of 57 open risks,¹ of which 17 are reported to the PGC. One risk reported to the PGC has been closed since the last report and one has been transferred to the business-as-usual owner. The risks relate to legislative changes not being identified early enough, and disaster recovery for release 2 services.

42. The risk relating to the need for legislative change being identified during the detailed design phase rather than the earlier high-level design phase has been closed as this risk did not eventuate for release 2.

¹ Last month, the programme reported 66 open risks. During the month, two new risks were opened at programme level and not reported to the PGC, and eleven risks were closed. Of the closed risks, two were reported to the PGC. The remaining nine risks were managed at programme level. Of these, eight were closed following the successful implementation of release 2, and one was closed as following further analysis the risk identified will not materialise.

43. The risk relating to the ability to recover release 2 services in the event of a disaster has been transferred to the Chief Technology Officer to manage on a business-as-usual basis as these services are now part of our production environment.

44. The status of two risks reported to the PGC has improved since the last report. These relate to processing of employer monthly schedules (EMS) following release 2 and meeting the date new legal requirements take effect from.

45. As reported last month (IR2018/156 refers), the EMS risk has been effectively mitigated following the decision that customers will continue to file their EMS through the existing ir-File system until they opt into payday reporting. As a result, the risk level is now rated as high rather than very high.

46. The risk relating to our inability to meet the date new legal requirements take effect from has lessened following the successful implementation of release 2. The risk level is now rated as low, compared to medium previously, as the likelihood of this occurring is now unlikely.

47. Detail on individual risks is available on pages 4 and 5 of the attachment 'BT programme status as at 27 April 2018'.

What's coming up in the next two months

48. Key activities over the next two months include:

May 2018

- Continue to provide early life support as required to customers and staff.
- Support customers to adopt the new services introduced as part of release 2.
- Report the findings of KPMG's seventh independent quality assurance and sixth technical quality assurance (IOA7 / TQA6) review.

June 2018

- End early life support and hand release 2 over to business as usual.
- Complete detailed scope walk-throughs for release 3.
- Provide draft July 2018 transformation update and Cabinet paper to Minister of Revenue

Recommended action

I recommend that you **note** the contents of this report and attachment.

Greg James

Deputy Commissioner, Transformation

11 May 2018

Noted

Noted

Hon Grant Robertson

Minister of Finance

/ /2018

Hon Stuart Nash

Minister of Revenue

/ /2018

Appendix 1 – Coverage of release 2 changes

Restaurant NZ

Newsletter



Inform

Stay in the loop

— April 2018 News —

The latest news brought to you by Restaurant Association.
Keeping you across what's going on and what's coming up.



Inland Revenue's changes make tax simpler for businesses

On 17 April, Inland Revenue are making changes to streamline business taxes. You will have seen and heard about the changes over the last few months, but here's a reminder of what's going to be in place:

- The new 'My Business' section in myIR, where you will be able to manage tax types like Fringe Benefit Tax and Gaming Machine Duty. [Click here](#) for help navigating myIR.
- The 'Accounting Income Method' (AIM), a new 'pay-as-you-go' method for managing provisional tax, is now available. Talk to your tax agent or software provider about whether AIM is right for your business, and go to www.ird.govt.nz/aim for more videos and information.
- Parliament has recently passed legislation which will require employers to file PAYE information every payday rather than monthly. This is voluntary from April 2018 and mandatory from April 2019. Find out more at www.ird.govt.nz/payday

As always, we will be working closely with Inland Revenue to support you and answer any queries about the changes. Contact us with any questions at 0800 737 827 or at info@restaurantnz.co.nz.

Horticulture NZ

Newsletter



GROWER SUPPORT

Inland Revenue's changes make tax simpler for businesses

On 17 April, Inland Revenue made changes to streamline business taxes as part of the department's commitment to create a modern, user-friendly tax system. Here's a reminder of what's now in place:

- The new 'My Business' section in myIR, where you can now manage tax types like Fringe Benefit Tax. For help navigating myIR, click [here](#).
- The 'Accounting Income Method' (AIM), a new 'pay-as-you-go' method for managing provisional tax, is now available. Go [here](#) for more videos and information.
- Parliament has recently passed legislation which will require employers to file PAYE information every payday rather than monthly. This is voluntary from April 2018 and mandatory from April 2019. Find out more [here](#).

Visit the [IRD website](#) for more information.

Business.govt.nz

Twitter



Federated Farmers

Newsletter

FRIDAY FLASH
Weekly update from Federated Farmers

FEDERATED FARMERS
OF NEW ZEALAND

Phone: 0800 327 646 Website: www.fedfarm.org.nz

Inland Revenue's changes make tax simpler for businesses

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- The new 'My Business' section in myIR, where you can now manage tax types like Fringe Benefit Tax and Gaming Machine Duty. For help navigating myIR, [visit here](#).
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- Parliament has recently passed legislation which will require employers to file PAYE information every payday rather than monthly. This is voluntary from April 2018 and mandatory from April 2019. Visit [here](#) for more information.



Inland Revenue's changes make tax simpler for businesses



On 17 April, Inland Revenue made changes to streamline business taxes. It's part of the department's commitment to create a modern tax system which is simple to use, makes it easy for everyone to get their taxes right, and fits as seamlessly as possible into people's lives.

You will have seen and heard about the changes over the last few months, but here's a reminder of what's now in place:

- The new 'My Business' section in myIR, where you can now manage tax types like Fringe Benefit Tax and Gaming Machine Duty. For help navigating myIR, [click here](#).
- The 'Accounting Income Method' (AIM), a new 'pay-as-you-go' method for managing provisional tax, is now available. Talk to your tax agent or software provider about whether AIM is right for your business, and go to www.ird.govt.nz/aim for more videos and information.
- Parliament has recently passed legislation which will require employers to file PAYE information every payday rather than monthly. This is voluntary from April 2018 and mandatory from April 2019. Find out more at www.ird.govt.nz/payday

As always, we will be working closely with Inland Revenue to support you and answer any queries about the changes.

Civil Contractors

Newsletter



Inland Revenue
Te Tari Taake

Inland Revenue's changes make tax simpler for businesses

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- Parliament has recently passed legislation which will require employers to file PAYE information every payday rather than monthly. This is voluntary from April 2018 and mandatory from April 2019. Find out more [here](#).

For more information about the changes click [here](#).

Taupo Chamber of Commerce

Newsletter



Inland Revenue's changes make tax simpler for businesses

Recently, Inland Revenue made changes to streamline business taxes. It's part of the department's commitment to create a modern tax system which is simple to use, makes it easy for everyone to get their taxes right, and fits as seamlessly as possible into people's lives.

Visit <http://www.ird.govt.nz/transformation/businesses/> for more information on the changes.

NZ Kiwifruit Growers

Newsletter



Inland Revenue's Tax Changes for Businesses

On 17 April, the Inland Revenue made changes to streamline business taxes. A summary, with particular reference to a new 'My Business' section in myIR, a new 'pay-as-you-go' method for managing provisional tax (AIM) and information on filing PAYE information can be read [here](#)

Appendix 2 – Seminars April 2018

Tax Agent seminars

Seminars cover the April 2018 changes to myIR and legislation, including the accounting income method (AIM) option for provisional tax. In some locations, more than one seminar is run on a particular day.

Date	Location
4 April 2018	• Whakatane • Putaruru
5 April 2018	• Tauranga
6 April 2018	• Whitianga
11 April 2018	• Waihi
12 April 2018	• Whangamata
18 April 2018	• Taupo

Business and employer seminars

Seminars update businesses and employers about changes from April 2018, including the accounting income method option for provisional tax. In some locations, more than one seminar is run on a particular day.

Date	Location
4 April 2018	• Whakatane • Tokoroa/Putaruru
6 April 2018	• Whitianga
11 April 2018	• Waihi
12 April 2018	• Whangamata
17 April 2018	• Turangi
18 April 2018	• Taupo
23 April 2018	• Murupara
30 April 2018	• Mangakino

Appendix 3 – Stakeholder engagement April 2018

Industry group associations	
9 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA
12 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
13 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
17 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
19 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
24 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of
Large businesses	
4 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
11 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
11 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) o
20 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
Tax professionals and their representatives bodies	
9 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
11 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
12 April 2018	<ul style="list-style-type: none"> • Withheld
20 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)
30 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
Software providers	
2 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
3 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
4 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) o
6 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)
9 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA
11 April 2018	<ul style="list-style-type: none"> • Withheld under s18 • Withheld under s
16 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
18 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) o • Withheld under s18(c)(i) of the OIA
19 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
20 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)
23 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
24 April 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA
30 April 2018	<ul style="list-style-type: none"> • Withheld under s • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA
Other Government agencies	
19 April 2018	<ul style="list-style-type: none"> • MSD (release 3 – Working for Families)
20 April 2018	<ul style="list-style-type: none"> • ACC (secondary tax)
24 April 2018	<ul style="list-style-type: none"> • Statistics (Statistical Impacts Steering Committee) • MSD (PAYE error correction)
27 April 2018	<ul style="list-style-type: none"> • ACC (PAYE error correction)
30 April 2018	<ul style="list-style-type: none"> • MSD (payday reporting and gateway services)