Gateway Review Report

for Inland Revenue Business Transformation

Review 0 : Strategic Assessment

Review 4 : Readiness for Service

March 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 Programme continues to be strongly led, governed and managed. Release 1 went live broadly successfully in February 2017, though there were some difficulties to be overcome and lessons appear to have been learnt. This has provided greater insight and preparedness for Release 2. Technical developments continue and there is a high degree of confidence arising from considerable system testing in readiness for Release 2 in April 2018. Inland Revenue has completed the first stage of organisational change, which appears to be bedding in reasonably well, notwithstanding some ongoing Union engagement that needs to be resolved. The momentum of the Change is shifting from 'push' to 'pull' with evidence of greater leadership ownership and positive signs of Inland Revenue moving from the 'old world' to the 'new'. The Review Team observes a number of areas that would enhance the potential for success, including: - Updating the Business Case through a light-touch addendum; - Developing a more granular approach to stakeholder engagement; - Enhancing KPIs for take-up of digital services; - Undertaking assessment of cumulative low-severity defects; and - Creating a traceability map for testing to inform business decision-making. Noting that no implementation is risk-free, the Review Team believes that the programme is currently on track for success, both in the immediate term for Release 2 and overall, but that constant attention should be maintained to ensure that risks do not materialise into issues threatening delivery. This programme is of considerably high risk and will remain so. Stakeholders should not lose sight of the high value of the programme. The delivery of that high value will rely on the strong, ongoing, management of the high level of risk. Complacency must not materialise.	

The Delivery Confidence assessment RAG status uses the definitions below:

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