



**Inland Revenue report: Business Transformation programme:
Status update for joint Ministers as at 9
April 2018**

Date:	11 April 2018	Priority:	Medium
Security level:	In confidence	Report number:	IR2018/156

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 April 2018

Minister of Finance
Minister of Revenue

Business Transformation programme: Status update for joint Ministers as at 9 April 2018

1. This report summarises progress and highlights of transformation as at 9 April 2018. Transformation continues to track amber overall, with nine of the ten reporting keys stable as shown in the table below. Issues have returned to amber from light red following a decision that employers will continue to file their employer monthly schedules (EMS) through ir-file, as they do today. Once employers opt into payday reporting, they will use our new eServices.

	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	Light Red	Light Amber	Light Amber	Light Amber	Light Green	Light Green	Green	Green

2. We have successfully run a 'mini mock go-live' for the revised EMS solution, followed by a subset of business verification tests and scaled business simulation (SBS) testing. Four severity 2¹ defects were identified during SBS testing and all were resolved by 5 April 2018.

3. A high-level view of overall progress can be found in the attachment 'BT programme status as at 9 April 2018'.

Summary of progress since last report

4. We remain on track to implement release 2 as planned on 17 April 2018. Scaled business simulation testing (practicing go-live step-by-step) has been completed, and final testing of the revised EMS solution to resolve defects and technical performance testing (testing the technical deployment) are underway. Preparations for cutover weekend (12-16 April 2018) are well in hand. Customer communications have continued to ramp up as go-live approaches. In late March, we began advertising on websites such as Stuff, NZ Herald and Metservice to raise customers' awareness of the improvements being made to our secure online services (myIR) as part of release 2. Classroom training for staff is tracking to schedule, and a spike in on-line learning is expected following the Easter break. Please refer to paragraphs 12 to 30 for more information.

5. Release 2 includes the introduction of the Accounting Income Method (AIM) option for provisional tax. Everything is on track for the implementation of AIM and extensive testing has been successful to date. We are continuing to work very closely with software

¹ A severity 2 defect means that a significant function is affected, with major implications unless resolved.

providers to ensure they are ready for go-live and that customers who want to use AIM are able to. Active engagement with tax agents also continues to reinforce that AIM is very simple and does not involve a full tax return every two months to counter continuing misconceptions amongst tax agents. Marketing and communications activity is continuing, with both us and software providers actively promoting AIM. Please refer to paragraphs 31 to 41 for more information.

6. Preparations for go-live and the period immediately afterward are well in hand. In late March, we successfully passed another readiness checkpoint (which tracks our preparedness for go-live). The checkpoint on 9 April 2018 successfully sought approval to begin cutover. The 3 months' after go-live is referred to as early life support (ELS) and during this period we provide extra support to both customers and staff. The approach we have adopted for ELS for release 2 will help us better understand customer issues, resolve them more quickly, and deliver a more coordinated response. Please refer to paragraphs 43 to 50 for more information.

7. Highlights in the coming weeks include:

- go-live of release 2 on 17 April 2018
- finalising the scope of release 3.

8. Transformation's overall Red, Amber, Green (RAG) status as at 9 April 2018 remains Amber.

9. 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 \$27.1 million for operating expenditure and \$0.8 million for capital expenditure as at 30 June 2018. We are on track to achieve these forecast results. As at 28 February 2018, actual spend to date is \$154.3 million operating expenditure, an under-spend of \$21.9 million against budget, and \$80.5 million capital expenditure, an under-spend of \$4.1 million against budget (excluding contingency).

Release 2 highlights for March 2018

10. Release 2 will:

- provide a pay-as-you-go option for small businesses for their provisional tax – the accounting income method (AIM)
- help combat global tax avoidance through the implementation of the Automatic Exchange of Information (AEOI) with international tax treaty partners
- enable employers to send their information to Inland Revenue digitally and on payday if they choose to do so
- make 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
- collect income information in START so that pre-population of individuals' information can begin.

11. We are confident we are well positioned for a successful go-live on 17 April 2018.

Testing

12. Scaled business simulation (SBS) testing is complete. SBS practices go-live step-by-step, including the migration of data and processes following go-live, such as return filing. Delivery of the integration solutions with partners and service providers is tracking to schedule and testing is in its final stages.

13. Technical performance testing, which tests the full deployment in a technical sense, continues to schedule. Rollback is tested as part of this phase to confirm that we could revert to the pre-implementation state if required.

Closedown

14. We will be closed to customers from 3pm Thursday 12 April until 8am Tuesday 17 April 2018.

15. There may be some systems and services that close slightly later but to keep things simple for our customers we are sticking with one time – 3pm. An exception to this is ir-File, which will shut earlier in the day so we can 'clear the pipes' and process employer monthly schedules that have been submitted. ir-File will not be available from 12.01am on Thursday 12 April 2018.

16. All going to plan, we will have our systems up and running at 8am on Monday 16 April 2018. We may open our contact centres to customers in the afternoon, but we will not be officially open to customers until 8am Tuesday 17 March 2018.

17. Friday 13 April and Monday 16 April 2018 are normal work days for our people. They will use this time to familiarise themselves with the new screens in myIR that a customer might see when they log in for the first time following cutover, refresh their training if necessary, and review support material such as frequently asked questions.

Cutover weekend (12-16 April 2018)

18. During cutover weekend, a team of more than 220 people will be working around the clock in shifts to shutdown customer channels, migrate data from FIRST to START, complete business and technical validation checks, and start up channels again.

19. Compared to implementing GST, we will convert slightly more accounts (1 million, compared to 880,000 for GST) and returns (13 million, compared to 8.1 million GST returns) for release 2 and complete more tasks (500 compared to 350 for GST). The release 2 cut-over is more complex as we have two live production systems this time and need to make changes to both FIRST and START.

20. We will bring the data in FIRST up to date on Thursday afternoon, before migrating it to START during Friday and into the early hours of Saturday morning. Over Saturday and Sunday we will be processing the new data in START and preparing START to go-live. During Saturday we will also be updating myIR and many of our satellite systems.

On Sunday morning we will prepare FIRST for co-existence and complete validation checks.

21. Once these checks have been completed, the final go/no go decision will be made. This decision will be made on Sunday afternoon (15 April 2018) by the go-live committee, which is chaired by the Commissioner, with six Deputy Commissioners as members. This will allow sufficient time to rollback in a worst case scenario.

Customer messaging

22. Our customer messaging allows us to ramp down operations in a controlled way. We are telling customers that we will be closing at 3pm on Thursday 12 April 2018. We will take our last customer call at 3.30pm and all our contact centre staff will be logged out of their phones by 4pm – when we shut down FIRST and START.

23. From 26 March 2018, we began advertising on websites such as Stuff, NZ Herald and Metservice to raise customers' awareness of the improvements being made to myIR (our secure online services) as part of release 2. The advertising will run until the end of June 2018, with the key messages being:

- My business is a new section in myIR
- You can manage your GST and more types of taxes
- It's all part of building improved online services.

24. Direct marketing to business customers will continue into April leading up to go-live. Customers will be emailed 'day 1 information' a week before go-live and again on 17 April 2018. This information will help them navigate to the new 'My business' section in myIR.

25. 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 March is included in appendix 1. The seminars began on 7 February 2018 and will run until May 2018.

26. Engagements during March 2018 continued across a broad range of customers and stakeholders. A list of engagements during the month is included in appendix 2.

27. The Commissioner wrote to Members of Parliament on 10 April 2018, informing them of the improvements being introduced as part of release 2, arrangements for the closedown of our services, our customer communications, and where to get more information if they or their constituents need it.

Preparing staff

28. Training is progressing well, with 8 weeks' pre-go-live classroom training having been completed out of a total of 11 weeks. More than 2,400 of our people have attended classroom training so far. This represents about 95% of those who are scheduled to

attend classroom training, and is where we expected to be at this point. Post-course evaluations are being monitored and are also in line with expectations.

29. Approximately 700 people will be completing their learning online. Progress is tracking slower than we would like. We are expecting a spike in the two weeks leading up to go-live and are comfortable that the training will be completed before go-live.

30. There will also be some post go-live classroom sessions to train any new recruits and those who have recently taken up customer-facing roles.

Accounting Income Method (AIM)

31. Everything is on track for the implementation of AIM. Extensive testing has been successful to date. We are continuing to work very closely with software providers who will progressively make their AIM-capable software available before the first AIM filing date.

32. Teams are in place to support software providers and early adopters of AIM throughout the initial months. A project team will be available to respond to customers after go-live and help with any queries or issues which may arise as providers' software begins checking eligibility for potential AIM customers.

33. MYOB, Reckon and Xero marketing activity is continuing. We have been fielding many enquiries from businesses keen to use AIM but unable to in their Reckon or Xero software. We have designed AIM so that it can be used by both tax agents and businesses. How providers choose to deliver AIM in their software is their business decision.

34. We are continuing our own marketing and communications activity, with our marketing campaign (that began in February) wrapping up at the end of March. There have been some good results, with a high level of hits on the website and positive interest on social media. We will carry on liaising with businesses and communicating key messages to them until 28 June 2018, which is the last date when existing business can adopt AIM for the 2018/19 tax year.

35. The only groups who can adopt AIM after 28 June are new businesses, or sole traders and contractors who are new to paying provisional tax. With approximately 55,000 new businesses per year, there is a significant opportunity to grow the number of businesses using AIM. AIM offers significant benefits for new businesses because provisional tax payments hit new businesses hard with a "double whammy" in their second year of business. Currently, a new business does not have to worry about tax in its first year. But when it enters its second year, it has to meet not only its tax obligations for that second year but also its provisional tax for the following year. Our communications activity from mid-year onwards will be aimed at this audience group.

36. Withheld under s18(c)(i) of the OIA

Withheld under s18(c)(i) of the OIA

37. On 12 March 2018, we held our first webinar of the year on AIM for tax agents. We used this to specifically stress to tax agents that AIM is very simple, and that it does not involve a full tax return every two months - these are the two main misconceptions that we keep hearing. Attendance at this webinar and the number of questions submitted confirms that there are many tax agents who are keen to learn more about AIM and understand the benefits it can offer small businesses. To date, we have talked about AIM to around 10,000 tax agents and businesses through our webinars from September 2017 until the end of March 2018.

38. Attention is now turning to 17 April 2018, when AIM will be available in START. Although users will not be filing their Statement of Activity yet, potential users will be checking their eligibility to use AIM through their AIM-capable software. This will provide an early indication of likely interest.

39. Key filing dates will be 28 May and 28 June 2018. We are expecting a low number of users to opt into AIM on or before 28 May, the one-monthly filing date in line with GST payments. There are only around 30,000 registered businesses that pay their GST monthly, and we anticipate that there are not a significant number with a turnover of under \$5 million. We expect the bulk of those who are going to use AIM to file on or before 28 June 2018 (the two-monthly filers).

40. Some businesses with non-standard balance dates may be able to file their Statement of Activity on or before 7 May 2018, but this depends on whether their software allows them to do this. We have advised these people to consult their software providers to check if this is possible.

41. We intend to make AIM the focus of our contribution to the small business roadshows being run by the Ministry of Business, Innovation and Employment, from 29 May through to the end of August 2018. We hope to interest existing businesses in taking up AIM from 1 April 2019, and new businesses in taking up AIM as soon as they start trading.

Automatic Exchange of Information

42. Automatic Exchange of Information (AEOI) highlights since the last report include:
- Domestic testing of the technology solution has been completed. As we have completed on-boarding to the Organisation for Economic Co-ordination and Development's (OECD's) Common Transmission System (CTS) test environment, we are now testing the international exchange functionality with our Reportable Foreign Jurisdiction partners. Customers will be able to file their CRS disclosures from mid-April 2018.
 - Withheld under s18(c)(i) of the OIA

Withheld under s18(c)(i) of the OIA

- The number of queries being received from customers regarding the CRS remains steady. These are generally related to the application of the CRS to trusts and operational reporting requirements.

Readiness checkpoint

43. A readiness framework tracks our preparedness for go-live across customers, service providers, Inland Revenue and transformation. We successfully passed another checkpoint in mid-March and gained approval from the Programme Governance Committee to continue preparations for go-live weekend.

44. The checkpoint on 9 April 2018 made the decision to begin cut-over. This includes commencing the shut-down of some customer channels.

Early life support

45. 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. Based on our experience with implementing GST, we have made some changes to ELS for release 2.

46. We started planning for ELS earlier and have had several practice runs of how we will operate. There will be two dedicated streams – one focused on helping us and the other focused on helping customers.

47. The desk side support team, known as 'the Blue Crew', has been expanded and extra training and information has been provided to them. The Blue Crew numbers 230 people made up of key users, testers, trainers, training analysts, and FAST support staff.

48. We have introduced key users based on the experiences of other revenue authorities who have implemented START. Key users will triage issues at their site and participate in twice daily conference calls to ensure issues affecting customers and staff are visible and being prioritised appropriately.

49. We have also created a new ELS portal where staff can raise issues and track them through to resolution, and find workarounds and quick reference guides. All customer issues that cannot be resolved up front by the on-site customer support teams will be logged in the ELS portal. Formal customer resolution plans will also be documented in the portal.

50. This more structured approach to supporting our customers will help us better understand customer issues, resolve them more quickly, and deliver a more coordinated response.

Other highlights as at 9 April 2018

Policy and legislation

51. Policy and legislative highlights since the last report include:
- supporting the passage of the Taxation (Annual Rates for 2017-18, Employment and Investment Income, and Remedial Matters) Bill, which received Royal Assent on 29 March
 - Withheld under s18(c)(i) of the OIA

 - Withheld under s18(c)(i) of the OIA

 - Withheld under s18(c)(i) of the OIA

 - supporting the transition to and implementation of the new policies which begin on 1 April 2018, such as AIM and payday reporting, and the design of proposed policies which could begin 1 April 2019.

Commercial arrangements

52. Market engagement activity has continued since the last report.
- Four suppliers have been short-listed for our advanced analytics platform. Detailed meetings with each supplier began in early April 2018.
 - Four suppliers of a web content management solution made presentations and demonstrated their solutions. Two solutions have now been short-listed. The next step is to finalise the selection process with a recommendation.
 - A request for proposal (RFP) for enterprise support services was released on 14 March 2018, with responses due by 12 April 2018. The RFP has been well received in the market with a good selection of questions from the supplier community.
 - A supplier of workplace equipment (laptops) has been selected from the all-of-government hardware panel.
53. A number of statements of work (SoW) have been signed with Deloittes during the month, including for the continuation of our identity and access management services project and our Technology Centre – a single place for users to make all IT requests. A SoW was signed with Spark for migration to the Office 365 solution.

Release 3 – April 2019

54. 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 mid-2018. This phase includes the development of tax and social policy product roadmaps. The programme leadership team had a final scope walk-through on 28 March 2018. The next steps are to take the recommended scope to

the Executive Working Committee (part of our governance processes for transformation) and then to our Executive Leadership Team. Following that, the scope for release 3 will be locked down.

Quality assurance

55. The findings of the recent Gateway review have been reported to you (IR2018-141 refers).

56. In last month's report (IR2018-102 refers) we indicated we expected to report the findings of Independent Quality Assurance review number 7 (IOA7) / Technical Quality Assurance review number 6 (TQA6) to you by the end of April, including the recommendations made and our responses. Finalising the report is taking a little longer than anticipated. We now expect to report the findings to you by the end of May 2018.

57. In line with our usual practice, we will publish summaries of the reviews on our website. We expect to do this during June 2018.

Key risks and issues

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

This month's issues

59. During March 2018, no new issues were reported to the Portfolio Governance Committee (PGC).

This month's risks

60. 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.

61. As at March 2018, the programme had a total of 66 open risks, of which 19 are reported to the PGC. Two new risks were raised and reported to the PGC since the last report. These relate to payday filing and the complexity of the employer monthly schedule (EMS).

62. The payday filing risk relates to how incorrect employment information will be identified and fixed. Our current process is to accept information when it is filed and check it later – which adds time and cost for both us and employers. In the future, all information will ideally be validated when it is received so that errors can be easily corrected by employers before they file it. The risk level is rated as very high as while it is unlikely we would accept incorrect employment information in the future, the

consequences would be severe if we did. The status of this risk is expected to improve as we firm up our approach to validating information as it is filed. Mitigations for this risk include assisting customers to get data right at source, managing exceptions, and working closely with the software industry and employers. Any changes to how information is validated will be introduced over time in a planned way.

63. The EMS risk relates to potential impacts on customers resulting from the design of the new 'My business' solution. The risk level is rated as very high as while the likelihood of this occurring is rated as possible, the consequences would be major if it did. This 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. This will ensure customers continue to have the best possible experiences when filing their EMS.

64. The status of one risk reported to the PGC has improved since the last report. This relates to retaining people. The status of this risk has improved as a recent recruitment round has resulted in a number of people remaining in roles in transformation.

65. Detail on individual risks is available on pages 5 and 6 of the attachment 'BT programme status as at 9 April 2018'.

What's coming up in the next two months

66. Key activities over the next two months include:

April 2018

- Go-live with release 2 on 17 April 2018.
- Provide early life support as required to customers and staff.
- Finalise the scope of release 3.

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 the IQA7 / TQA6 review.

Recommended action

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

Greg James

Deputy Commissioner, Transformation

11 April 2018

Noted

Noted

Hon Grant Robertson

Minister of Finance

/ /2018

Hon Stuart Nash

Minister of Revenue

/ /2018

Appendix 1 – Seminars March 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	
1 March 2018	<ul style="list-style-type: none"> • Havelock North • Palmerston North 	<ul style="list-style-type: none"> • New Plymouth • Invercargill
2 March 2018	<ul style="list-style-type: none"> • Havelock North 	
6 March 2018	<ul style="list-style-type: none"> • Whangarei • Wairoa • Dunedin 	<ul style="list-style-type: none"> • Hamilton • New Plymouth
7 March 2018	<ul style="list-style-type: none"> • Kerikeri • Hamilton 	<ul style="list-style-type: none"> • Matamata
8 March 2018	<ul style="list-style-type: none"> • Tauranga • Wairarapa 	<ul style="list-style-type: none"> • Te Kuiti
13 March 2018	<ul style="list-style-type: none"> • Rotorua 	<ul style="list-style-type: none"> • Christchurch
14 March 2018	<ul style="list-style-type: none"> • Marlborough 	
20 March 2018	<ul style="list-style-type: none"> • Tauranga 	
21 March 2018	<ul style="list-style-type: none"> • Rotorua 	
28 March 2018	<ul style="list-style-type: none"> • Kawerau 	

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	
1 March 2018	<ul style="list-style-type: none"> • New Plymouth 	<ul style="list-style-type: none"> • Palmerston North
5 March 2018	<ul style="list-style-type: none"> • Napier 	<ul style="list-style-type: none"> • Frankton (Otago)
6 March 2018	<ul style="list-style-type: none"> • Hamilton • Wairoa • Stoke 	<ul style="list-style-type: none"> • Gisborne • New Plymouth • Balclutha
7 March 2018	<ul style="list-style-type: none"> • Kerikeri • Matamata • Takaka • Gore 	<ul style="list-style-type: none"> • Thames • Hastings • Franz Josef
9 March 2018	<ul style="list-style-type: none"> • Kaitaia • Te Kuiti 	<ul style="list-style-type: none"> • Tauranga • Wairarapa
13 March 2018	<ul style="list-style-type: none"> • Rotorua • Kaikoura • Te Anau 	<ul style="list-style-type: none"> • Nelson • Christchurch
14 March 2018	<ul style="list-style-type: none"> • Tauranga 	<ul style="list-style-type: none"> • Marlborough
15 March 2018	<ul style="list-style-type: none"> • Upper Hutt 	
21 March 2018	<ul style="list-style-type: none"> • Rotorua 	
27 March 2018	<ul style="list-style-type: none"> • Nelson 	
28 March 2018	<ul style="list-style-type: none"> • Kawerau 	<ul style="list-style-type: none"> • Marlborough

Appendix 2 – Stakeholder engagement March 2018

Industry group associations	
1 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
5 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
6 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
7 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA
8 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA
9 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
20 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
22 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA
27 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
Large businesses	
8 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA
12 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA
13 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA
22 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
23 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA
27 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
Tax professionals and their representatives bodies	
2-4 March 2018	<ul style="list-style-type: none"> • Accountants and Tax Agents Institute of New Zealand (ATAINZ) annual conference
8 March 2018	<ul style="list-style-type: none"> • Chartered Accountants Australia and New Zealand (CA ANZ) – Withheld under s18(c)(i) of the OIA • ATAINZ presentation (Auckland) • CA ANZ special interest group (SIG) presentation (Auckland)
9 March 2018	<ul style="list-style-type: none"> • Certified Public Accountants (CPA) Australia
15 March 2018	<ul style="list-style-type: none"> • Online Tax Association of New Zealand (OTANZ)
19 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
26 March 2018	<ul style="list-style-type: none"> • CA ANZ SIG public practice meeting (Auckland)
Financial institutions	
8 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA
14 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA
15 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
16 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
21 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
22 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
Software providers	
1 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
5 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
6 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA

7 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
12 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA
19 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA
21 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of • Withheld under s18(c)(i) • Withheld under s18(c)(i) of t
23 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)
26 March 2018	<ul style="list-style-type: none"> • Withheld under s18(c)(i) of the OIA • Withheld under s18(c)(i) of the OIA
28 March 2018	<ul style="list-style-type: none"> • Withheld under s • Withheld under s18 • Withheld under s18(
Other Government agencies	
8 March 2018	<ul style="list-style-type: none"> • DIA (Transforming the system of service delivery – approved information sharing agreement – next steps)
12 March 2018	<ul style="list-style-type: none"> • Statistics & IR executive relationship meeting
14 March 2018	<ul style="list-style-type: none"> • ACC (release 3 information sharing arrangements) • Ministry of Justice (release 2 project meeting)
15 March 2018	<ul style="list-style-type: none"> • DIA (digital identity – student loan use case)
20 March 2018	<ul style="list-style-type: none"> • Statistics (release 2 project meeting)
22 March 2018	<ul style="list-style-type: none"> • Treasury (release 2 project meeting)