



THE TREASURY
Kaitohutohu Kaupapa Rawa

Gateway Review Report for Inland Revenue Business Transformation Programme

Review 0 Strategic Assessment

September, 2015






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1 Review Conclusion

1.1 Delivery Confidence Assessment

Delivery Confidence Assessment	AMBER/GREEN
<p>The Review Team is pleased to report an increase in delivery confidence since the last Gateway Review.</p> <p>A critical contributor to setting up for success is having the right experience in IR. The Review Team finds that IR has invested significantly in developing in-house staff and bringing in experienced individuals and fresh expertise. In addition, a one-team ethos has been nurtured with delivery partners.</p> <p>There is strong support for the Programme within IR and a sense that the organisation is ready for change. Wider government engagement is evident.</p> <p>High Level Design has been completed on time, under budget and in alignment with the Target Operating Model. As a result, the timeline for updating the Business Case to secure Programme funding has been brought forward.</p> <p>The Review Team observed a number of strengths including:</p> <ul style="list-style-type: none">• Risk management;• Procurement;• Change Management readiness;• Key decision documentation;• Governance practices;• Programme Management;• 'one team' ethos and leadership. <p>Notwithstanding the above, there are a number of residual risks that will need continuous attention to ensure that they do not escalate into issues threatening delivery. These include:</p> <ul style="list-style-type: none">• A lack of common agreement about the contribution to wider all-of-government objectives;• The possibility that the Business Case may not be sufficiently convincing;• Withheld under s18(c)(i) of the OIA• Maintenance of appropriate governance arrangements as the Programme evolves;• Key Person risk;• Too much IT focus at the expense of change management. <p>An Amber/Green delivery confidence assessment at this stage reflects very favourably on the Programme.</p>	

The Delivery Confidence assessment RAG status 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. Urgent 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.