



Proactive release: This document has been released by Inland Revenue under section 18(3) of the Tax Administration Act 1994. This release supports the purposes of the Official Information Act 1982 by increasing progressively the availability of official information to the people of New Zealand.

Gateway Review Report

Inland Revenue

Business Transformation

Review 0: Strategic Assessment
Review 4: Readiness for Service

July 2021






This report is the property of the Senior Responsible Owner for this programme: Naomi Ferguson, Commissioner, Inland Revenue. It may only be distributed or reproduced with the permission of the SRO.

1 Review Conclusion

1.1 Delivery Confidence Assessment

Delivery Confidence Assessment	AMBER/GREEN
<p>The Gateway Review Team finds that the Programme continues to be strongly led with a mature delivery approach. The focus is on the final release of Stage 4 and the closure of the Programme. The transition to the business is well advanced and many elements of the Programme have been closed and transferred to business leadership. The advent of Covid-19 and the IR response has demonstrated the capabilities that the Programme was expected to deliver. Stage 4 release is well advanced, with the key challenge being the finalisation of testing of Child Support.</p> <p>In the week prior to this Gateway Review, the main IR building (Asteron) Wellington was vacated owing to structural concerns. At this juncture, approximately 1000 IR staff are working from home, presenting a significant issue for the Programme, particularly in software development and testing now on a distributed basis rather than co-located. This activity is on the critical path to go-live.</p> <p>The Review Team makes recommendations in the areas of:</p> <ul style="list-style-type: none"> • Asteron building impact assessment; • Outcomes and Benefits; • Risk Management; • Testing; • Contingency plans; and • Retention of Programme Management skills <p>Successful delivery appears probable but constant attention should be maintained to ensure that risks do not materialise into issues threatening delivery.</p> <p>If the Asteron building situation endures for more than a few weeks, there is the potential for productivity to be severely impeded and delivery confidence (mainly related to timing) of the next release could decrease rapidly.</p> <p>Overall, however, the IR BT Programme is tracking well and looks set to deliver on its intended Outcomes and Investment Objectives.</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. 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.