



THE TREASURY

Kaitohutohu Kaupapa Rawa

Gateway Review Report

Inland Revenue

Business Transformation

Release 4

Review 4

Readiness for Service

March 2020

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1 Review Conclusion

1.1 Delivery Confidence Assessment

Delivery Confidence Assessment	AMBER
<p>The Gateway Review Team finds that</p> <ul style="list-style-type: none"> • Business Transformation (BT) continues to be a strongly led programme with a mature delivery approach. • R4 go-live is approaching and there are significant risk being carried, but the risk of not going live is perhaps greater. • R4 residual workload post go-live could be considerable. • The complexity of R5 should not be underestimated. • Organisation change is ongoing and requires raised visibility ahead of programme closure across all elements of the business and the ecosystem. • Programme Closure activities should be formalised. <p>Issues to be tackled in the coming months include:</p> <ul style="list-style-type: none"> • Proximity to go-live relative to outstanding defects; • Kiwisaver reconciliation; • Operational business support resourcing; and • Change fatigue. <p>As R4 go-live approaches, BT remains a high risk endeavour. The Review Team believes that go-live is likely to be successful, but that the period thereafter will require ongoing management attention and prioritisation.</p>	

The Delivery Confidence assessment colour status (RAG, Red/Amber/Green) 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.