



5 September 2023

[Redacted]

Dear [Redacted]

Thank you for your request made under the Official Information Act 1982 (OIA), received on 25 July 2023. You requested the following:

The IRD website states that "Due to high customer demand we are unable to answer your call. Self-Service options are available online via myIR or our self-service line on 0800 257 777. Information can also be found on our website, ird.govt.nz. Simply type what you are trying to do into the search bar. Thank you for your understanding."

1. *Over the past year, or period which you track, how many days has the customer demand been so high that IR has been unable to answer calls, and this message has been displayed on the website?*
2. *Please provide any internal memos or communications to the Executive Leadership Team regarding phone wait times/failure to be able to answer calls, and plans to address this.*
3. *Please provide any statistics showing how many MyIR messages are answered within the 15 working day goal.*

On 22 August 2023 we advised you of our decision to extend the time to make a decision on your request by 10 working days.

Question 1

The web message, referenced in your request, is displayed on Inland Revenue's website each time a period of high customer demand occurs. This can occur intermittently throughout the day in order to balance customer demand with staff availability.

Table 1 below shows the days for each month, between 1 July 2022 to 30 June 2023, when there were intra-day periods of high customer demand, and therefore how often the web message would be displayed.

Table 1: High customer demand by day between 1 July 2022 to 30 June 2023

Month	High Demand (days)	Non-operating days ¹	Days message is not displayed	Total
Jul 2022	24	5	2	31
Aug 2022	25	4	2	31
Sep 2022	21	5	4	30
Oct 2022	18	7	6	31
Nov 2022	21	4	5	30
Dec 2022	15	11	5	31
Jan 2023	22	7	2	31
Feb 2023	21	5	2	29
Mar 2023	27	4	0	31

¹ Inland Revenue's call service does not operate on Sundays or on public holidays. Inland Revenue also has a shutdown period over December/January.

Month	High Demand (days)	Non-operating days ¹	Days message is not displayed	Total
Apr 2023	21	9	0	30
May 2023	27	4	0	31
Jun 2023	25	5	0	30
Total	267	70	28	365

Question 2

I am releasing in full, attached as **Appendix A**, two documents that fall within the scope of your request. These are updates provided to Inland Revenue's Executive Leadership team, including the Commissioner, in preparation for his appearance before the Finance and Expenditure Committee at both the Annual Review hearing (16 November 2022) and the Estimates hearing (21 June 2023).

There are no specific internal memos or communications provided to Inland Revenue's Executive Leadership team that solely comment on phone wait times, failure to be able to answer calls or plans to address this. However, this is touched upon in wider performance updates that are provided to the Enterprise Priorities and Performance Committee (EPPC) each month. I am releasing a summary, attached as **Appendix B and C**, of each of the updates provided in these monthly and quarterly updates respectively.

Three documents in scope, attached as **Appendix D**, were provided to the Portfolio Governance Committee (PGC) on Pou Here Tangata. Pou Here Tangata is Inland Revenue's project to create a future-proofed, adaptable voice channel that supports vulnerable customers, has prompt resolution of complex customer issues, and enhances overall customer experience with Inland Revenue.

I am partially releasing these three documents with some information withheld under the following sections of the OIA:

- 9(2)(a) - to protect the privacy of natural persons; and
- 9(2)(b)(ii) – to protect the commercial position of the person who supplied the information or who is the subject of the information.

The documents include some content that is outside the scope of your request. Where this is the case, the information has not been considered for release and has been redacted as "not in scope".

One document in scope, attached as **Appendix E**, proposes changes to voice hours. I have decided to release this document to you in part, with some information withheld under section 9(2)(k) of the OIA, to prevent the disclosure of official information for improper gain or improper advantage. As is required by section 9(1) of the OIA, I have considered whether the grounds for withholding the information required are outweighed by other public interest considerations which would make it desirable to make this information available. In this instance, I do not consider that to be the case. The full document will be released to you on October 17 2023.

Question 3

Table 2 on the following page details how many web notices were completed within the 15-day working goal between 1 July 2022 and 30 June 2023. There are web notices on hand that have not been included as the response date cannot yet be measured.

Please note, we have included the web notices completed that required customer action, such as Inland Revenue waiting for additional information/response from customer. Special files customers are excluded from the table due to access level.

Table 2: Web notices completed within 15-day timeframe between 1 July 2022 and 30 June 2023

Completion timeframe	Volumes	Percentages
Completed in 15 days or less	1,130,601	76.8%
Completed 16 days or greater	341,263	23.2%
Total	1,471,864	100.0%

Right of Review

If you disagree with my decisions on your OIA request, you can ask an Inland Revenue review officer to review my decisions. To ask for an internal review, please email the Commissioner of Inland Revenue at: CommissionersCorrespondence@ird.govt.nz.

Alternatively, under section 28(3) of the OIA, you have the right to ask the Ombudsman to investigate and review my decision. You can contact the office of the Ombudsman by email at: info@ombudsman.parliament.nz.

If you choose to have an internal review, you can still ask the Ombudsman for a review.

Publishing of OIA response

Please note that Inland Revenue regularly publishes responses to requests that may be of interest to the wider public on its website. We consider this response is of public interest so will publish this response in due course. Your personal details or any information that would identify you will be removed prior to it being published.

Thank you for your request.

Yours sincerely



Andrew Robertson
Segment Management Lead, Individuals

Appendix A

FEC Annual hearing update November 2022

Customer Contact and Demand

Key messages

- Our availability to service contacts via our voice channel has changed, which has resulted in more calls being capped.
- This is a combination of impacts:
 - changing priorities and support requirements of COVID-19 initiatives,
 - impact to our own people of COVID-19 for absence due to COVID-19 isolation and illness and availability, with
 - lockdowns across New Zealand and long lockdowns in Auckland and Waikato regions in 2021/22.
 - our voice queues were closed due to COVID-19 restrictions, these contacts were considered to have been capped, all queues were opened by 18 October 2021.
- We have continued to offer overtime to our people to work on priority work.
- We are preparing for our busy period of the year with individual income tax assessments being issued from May.

Key Statistics

Table 1: Customer contacts received:

	Full Year (Jul-Jun) 2019-20	Full Year (Jul-Jun) 2020-21	Change from 20 to 21	July 2020 – March 2021	July 2021 – March 2022	Change from 2021-22
Paper correspondence	570,476	334,670	-41%	259,987	142,595	-45%
Digital Correspondence	1,055,174	1,394,747	+32%	873,922	1,106,403	+27%
Phone calls answered	2,071,136	1,654,874	-20%	1,225,476	946,155	-23%
Complaints	4,461	2,881	-35%	3,053	3,555	+16%
Total	3,701,247	3,387,172	-8%	2,362,438	2,198,708	-7%
Phone calls capped	1,359,717	643,437	-53%	133,995	651,035	+386%

	Full Year (Jul-Jun) 2019-20	Full Year (Jul-Jun) 2020-21	Change from 20 to 21	July 2020 – March 2021	July 2021 – March 2022	Change from 2021-22
Phone calls received² (accepted + abandoned + capped calls)³	3,775,422	2,475,772	-34%	1,474,623	1,699,650	+13%

² The 2020-21 Annual Report refers on page 30 to call demand decreasing by 30% compared to the previous year. This has been calculated based on total call answered plus capped using rounded figures, this is 30%.

³ These figures include all calls, and no adjustment has been made to these figures for repeat callers.

Table 2: Customer contacts self-service channels

Customer Self-Service contacts	Full Year (Jul-Jun) 2019-20	Full Year (Jul-Jun) 2020-21	Change from 20 to 21	July 2020 – March 2021	July 2021 – March 2022	Change from 2021-22
Successful Self-Service Voice contacts	422,470	308,389	-27%	217,065	381,553	+76%
IR Website visits	37,459,100	57,092,823	+52%			-
myIR visits	53,192,367	52,883,865	-1%			-

Supporting messages

- The data does not include calls to support COVID-19 support payments administered by other agencies – wage subsidy, leave support scheme and short-term assistance payment (in 2020-21, Inland Revenue took an additional 127,848 wage subsidy calls)
- Our contacts from customers regarding the COVID-19 Support Payment (CSP) and Small Business Cashflow (loan) Scheme (SBCS) are included in the above volumes.
- The table below reflects contacts that have been completed by IR staff to support the Ministry of Social Development (MSD) with COVID-19 initiatives Wage Subsidy, Leave Support Payments and Short-Term Absence Payment.

COVID-19 Support contacts	Full Year (Jul-Jun) 2019-20	Full Year (Jul-Jun) 2020-21	Full Year (Jul-Jun) 2021-22
Total calls answered	329,854 ⁴	105,842	158,049
Total calls received	340,521	109,576	171,471

- We answered approximately 19,623 contacts in 2019-20 and 17,678 contacts in 2020-21 in addition to the reported call numbers above, via a buddy system with Ministry of Social Development (MSD) as support systems were being implemented.
- We are publishing our estimated response times on our website to give customers more certainty about when they can expect a response from us.
- Our digital exclusion work programme focuses on key areas to ensure people facing barriers to participate fully in society because of information and services being online can be improved. We are focusing on an enterprise-wide approach for digitally excluded customers and have drafted an approach to this.
- We are working with NZ Relay to enable our deaf and hearing-impaired customers to contact IR via an alternative 0800 number so that their calls can be prioritised. Our pilot concluded this quarter, and we are working through our findings and recommendations now.

⁴ An additional 8,167 calls were answered in 2019-20 year – these have been included in reported calls already, therefore not duplicated here.

FEC Estimates hearing update 21 June 2023

CUSTOMER CONTACT AND DEMAND

KEY MESSAGES

- Seeing an overall reduction in contact demand across voice and correspondence channels with a general shift towards digital correspondence.
- During times of high demand, prioritisation has been given to: COVID-19 related assistance, and social policy payments for Working for Families and Child Support.
- Adverse weather events during January and February saw several Inland Revenue office closures and assisted in the Napier, Gisborne communities as part of an all-government response.
- The January to March quarter was impacted by severe weather events which led to fewer customer contacts. Inland Revenue ceased all collection procedures and encouraged people to look after their whānau and business. The department provided additional support to those directly affected through community visits, remitting penalties and interest on delayed payments/filing and writing off debt in specific circumstances.
- The disaster line and myIR services were prioritised for faster assistance.
- Overtime has been utilised throughout the year to work on priority work and will continue to be used during periods of high demand (over late May - August).
- Recruitment and retention have been a challenge in the current tight labour market. Inland Revenue has looked at different ways to attract new talent. Over the last year ~200 new people have come into Inland Revenue's frontline business areas to balance out attrition. This has a toll on capability as it takes some time to upskill people.
- Inland Revenue is bringing on additional some temporary workers to complement its workforce
 - ~ 20 Madison staff for a period of four months (commencing 1 May to 30 August)
 - Up to 80 Fixed Term employees for 12 months from late May. A quarter of these are likely to be remote workers.

KEY DATA

Table 1: Customer contacts received:

	Full Year (Jul – Jun) 2020-21	Full Year (Jul – Jun) 2021-22	Change from 21 to 22	July 2021 – March 2022	July 2022 – March 2023	Change from 2022 - 2023
Paper Correspondence	334,670	185,358	-45%	142,595	126,004	-12%
Digital Correspondence	1,394,747	1,559,159	+12%	1,106,403	959,601	-13%
Phone calls answered	1,654,874	1,326,291	-20%	946,155	988,150	+4%
Complaints	2,881	3,455	+20%	2,470	1,754	-29%

	Full Year (Jul – Jun) 2020-21	Full Year (Jul – Jun) 2021-22	Change from 21 to 22	July 2021 – March 2022	July 2022 – March 2023	Change from 2022 - 2023
Total	3,387,172	3,074,263	-10%	2,198,708	2,075,509	-6%
Phone calls capped	643,437	912,547	+42%	651,035	295,044	-55%
COL phone calls answered	--	15	--	--	49,189	--

	Full Year (Jul – Jun) 2020 - 2021	Full Year (Jul – Jun) 2021 - 2022	Change from 21 to 2022	July 2021 – March 2022	July 2022 – March 2023	Change from 2022 - 2023
Phone calls received* (answered + abandoned + capped calls)	2,475,201	2,373,226	-4%	1,699,650	1,372,489	-19%

SUPPORTING INFORMATION

- Total call volumes include Cost of Living Payment contacts as Inland Revenue delivered this from Budget 2022. While most Cost of Living payment calls were answered by a temporary workforce the overflow was managed by Inland Revenue staff. These calls were to query or confirm eligibility to receive the Cost of Living payments.

The first two quarters of 2021/22 were busier with complaints. Complaints were mainly about access to voice channels and dissatisfaction with Income Tax Assessment (ITA) outcomes particularly in relation to debts. There was a notable decrease in ITA complaints in relation to the 2022 Individual Income Tax Assessment (IITA) process with customers adjusting to the process and many praising its speed and ease now.

Q&A

What is Inland Revenue doing about long wait times for calls and delayed response for web messages.

Inland Revenue is completing as much work as possible to minimise wait times and help customers as quickly as possible.

Inland Revenue has a call back system rather than customers having to wait on the phone.

Where possible, customers are directed to online channels such as myIR, the self-service option when calling and the website for assistance.

When demand does exceed capacity, customers will be asked to call back later. This is a last resort, and Inland Revenue acknowledge that this can be frustrating.

Inland Revenue actively monitors call volumes, wait times, and reviews forecasts so Inland Revenue can adapt where possible to changing levels of customer queries.

Appendix B – Summary of related updates from Monthly performance reports

Month	Call volumes	% of calls capped	Average speed to answer Target 4:30m	Key points highlighted in updates
Jun 2022	258,000	39.1%	3:49m	38.5% capped in 2021 – 2022 Financial year 4.14m during the 2021 – 2022 financial year
Jul 2022	222,852	35.2%	3:47m	Call volumes down
Aug 2022	247,252	27.3%	4:01m	1 st COL payment made – 1 August 2022 Upskilling of people planned in September and October to relieve some of the pressure, reduce the number of transfers and lessen the need for skill-stripping to manage some queues.
Sept 2022	141,000	14.3%	3:40m	Peak demand levels have decreased from 2021
Oct 2022	122,774	10.2%	3:25m	New recruits have assisted in reducing response times
Nov 2022	116,000	8.3%	3:25m	Received call volumes include where customers have contacted us more than once on any given day. For example, they can't reach us the first time.
Dec 2022	89,000	7.9%	3:20m	Call volumes down
Jan 2023	124,000	14.4%	3:33m	Lower contact centre capacity due to staff on leave
Feb 2023	138,000	16.1%	3:41m	Call volumes affected by impacts of weather on telecoms infrastructure. Lower volumes helped with managing some of the capacity challenges IR faced from office closures and affected staff.
March 2023	171,000	35%	3:57m	Work has been undertaken to balance capacity across a number of channels so that the highest priority queries get completed first, which can lead to long wait times on non-priority queues
April 2023	192,000	47%	4:11m	Overall average handling time is slightly higher than same time last year. We've been seeking to balance capacity across several channels so that the highest priority queries are completed first.
May 2023	268,000	49.8%	4:27m	The first bulk select of IITA ran over the last weekend of May. We sent out automatic assessments to 160k more customers than in May 2022. Deliberately balanced capacity across channels so the highest priority queries are completed first.

Appendix C - Summary from quarterly reports

Quarter 4: April 2022 – 30 June 2022

	June 2022	June 2021	Change
Calls received	2.4 million	2.5 million	-4%
Calls answered	56%	67%	11%

Key points

- The total volume of priority work has impacted our capacity, resulting in reduced call capacity and a reduction in some compliance activities.
- Fewer calls were received in 2021-22 than last year (2.4 million in 2022 compared with 2.5 million in 2021), the increase in other work volumes and smaller workforce impacted our ability to meet voice channel demand.

Average speed to answer telephone calls - Achieved Actual 4 minutes 14 seconds | Target 4 minutes 30 seconds

Quarter 1: July 2022 – 30 September 2022

	Sept 2022	Sept 2021	Change
Calls received	611,499	804,667	-24%
Calls answered	412,647	369,828	+12%
% calls answered	67%	46%	+21%

During this quarter we applied different methods to maintain quality of service to customers:

- Offering call backs
- Directing customer to on-line channels for self-help
- Managed work performance through overtime and cross-skilling our workforce across a range of products and services.
- Used focus days to divert workforce to areas of risk to ensure customers get the outcomes they need in a timely manner.

Initiatives underway to improve delivery of services:

- Pou Here Tangata is IR's project to create a future-proofed voice channel and integrated planning. Our vision is to have an adaptable voice channel supporting vulnerable customers and the prompt resolution of complex customer issues, so enhancing customer's experience with IR.
- From late October 2023, our voice channel technology will be replaced with a new platform that has all the current functionality and capability for potential future enhancement. The new technology will be cloud-based and more cost effective for IR going forward. This will benefit IR in many ways, including enabling our people to work from different locations.

Average speed to answer telephone calls | Measure achieved this quarter
Actual 3 minutes 40 seconds | Target 4 minutes 30 seconds
Last year, our average speed to answer for the quarter was 4 minutes 14 seconds.

Quarter 2: 1 October – 31 December 2022

	December 2022	December 2021	Change
Calls received	328,210	399,580	-17%
Calls answered	279,044	263,795	+12%
% calls answered	85%	66%	+19%

As our automated individual income tax assessment process matures, we continue to see fewer calls over typical periods of high demand.
Average speed to answer telephone calls
Actual 3 minutes 20 seconds | Target 4 minutes 30 seconds

Quarter 3: – 1 January 2022 – 31 March 2023

	March 2023	March 2022	Change
Calls received	432,780	495,403	-13%
Calls answered	296,459	312,532	-6%
% calls answered	77%	69%	+8%

Last year's contacts were impacted by COVID-19.

Average speed to answer telephone calls (YTD)
Actual 3 minutes 57 seconds | Target 4 minutes 30 seconds

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Pou Here Tangata–Integrated Planning, Voice & more (IPV) Previously known as “Future Proofed Contact Centre”

Portfolio Governance Committee (PGC)

Date: 20 October 2022

SRO : Sharon Thompson

Sponsor : James Grayson

Business Owner : William MacKay

Programme Director : Peter Croudace

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PGC recommendations

It is recommended that the Committee:

- **Approves** ... The IPV steering committee recommendation of a quarterly update to PGC, with an option to request an out-of-cycle engagement.
- **Approves** ... The approach of a joint steering committee with ^{s 9(2)(b)(ii)} [redacted], with only IR having voting rights, and the terms of reference revised accordingly.
- **Approves** ... The steering committee authority to carry programme financial risks and opportunities (forecast at completion) and only seek approval to draw down on contingency if the net financial risk (opportunities less risk) exceeds ^{Not in scope} [redacted] across the programme.
- **Notes** ...
 - The programme status update.
 - The update to benefits, and approach to continuous identification and valuation.
 - That the programme is formally measuring and reporting the performance of ^{s 9(2)(b)(ii)} [redacted] to the steering committee. (ref Appendix 2)

Executive Summary

Prev	Curr	Trend
LG	LG	LG
LG	LG	LG


- Overall the Pou Here Tangata programme remains at Light Green and on track.
- Not in scope
- Key IR resources are mobilised, including a strong business leadership team.
- There are some key dependencies to note, as these may become escalations.
- Not in scope
- Financial and non-financial benefits continue to be both identified and evaluated.

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Joint Steering Committee – IR IPV SC Terms of Reference (ToR) – For Approval

<p>Role</p> <p>The Pou Here Tangata – Integrated Planning, Voice and more.. Steering Committee (IPV-SC) will govern the “day to day” delivery of the programme in line with its delegated authority.</p> <p>The IR group is empowered to take decisions related to the programme under its control but will escalate to the PGC for broader impacting decisions or ones which have a material change impact on customers.</p>	<p>Meetings</p> <p>Frequency The IPV-SC will meet via TEAMS on a monthly basis. Any changes to meeting frequency or locale will be at the discretion of the Chair.</p> <p>Quorum A quorum shall be five of the nine permanent IR members, including delegates; and four of the permanent VF members (one must be the Programme Manager or delegate), of the eight from the VF governance group.</p> <p>Attendance</p> <ul style="list-style-type: none"> Members (or persons formally acting for them) are expected to attend each meeting. Where delegates are attending, prior advice must be provided to the Chair. The IPV-SC Programme Manager may invite other attendees as it considers necessary to provide appropriate information and explanations. The Senior Responsible Officer (SRO) will have a standing invite to meetings. Delegates are permitted and they will be empowered to make decisions on behalf of the Voting members. Continuity of delegates is preferred. The key Implementation Vendor will have representation, but may be released from some sections of the agenda, at the discretion of the Chair. <p>Coordination The IPV Programme Administrator will be responsible for providing the meeting administration including meeting schedules (including calendar requests), agendas, meeting papers and minutes within 48hours of the meeting time.</p>
<p>Responsibilities</p> <ul style="list-style-type: none"> Provide guidance and champion the project Consider the wellbeing of our people (injury prevention, mental health and appropriate workplace behaviours) that align with our Code of Conduct. Project Status updates on Delivery Monitoring and Decisions e.g. Resource, Timeline, Procurement, Risk, Cost, Quality and Benefits Strategic decisions on Solution Design and escalate as required Approve the Initiative Charter (in addition to IR PPG) Decisions on conflicting priorities Approve change requests Endorse recommendations such as risk mitigation actions that pose a high-risk rating or improvements to service <p>Steering Committee Papers and Principles It is proposed that emphasis is placed on relevant recent up-to-date items rather than long lead time on papers.</p> <ul style="list-style-type: none"> Table dropped papers are allowed, however there may be a need to defer a decision to the next meeting or an out of cycle decision depending on the urgency of the decision. The discussion is more valuable than detailed papers. There will be a two parts to the Steering Committee meeting: <ol style="list-style-type: none"> Joint Steering Committee with key Partners IR Only 	

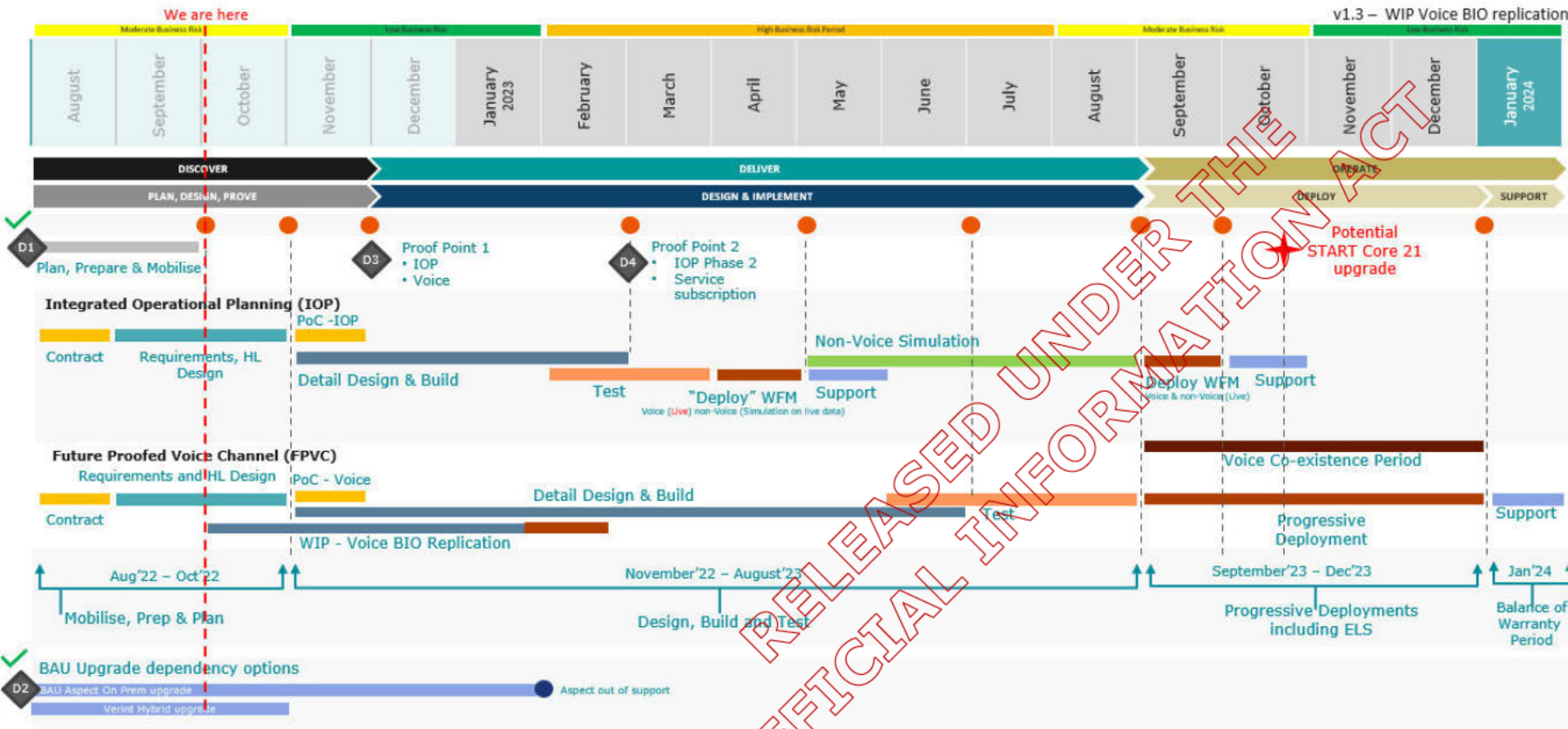
Joint Steering Committee – IR IPV SC Terms of Reference (ToR) – For Approval

<p>Membership</p> <p>Voting Members</p> <ul style="list-style-type: none"> • Deputy Commissioner, CCS-I (Chair and SRO) - Sharon Thompson • Enterprise Leader • CCS Planning, Design & Delivery – James Grayson • Customer Segment Leader • Individuals Customer Segment – Jane Elley • Customer Segment Leader • Families Customer Segment – Sue Gillies • CCS-B representation – Bernie Newman • Enterprise Leader, Strategic Architecture - Patrick O'Doherty • IIS • Information & Intelligence Services – Aaron Parker • Technology Services - Malcolm Breadmore • IPV Programme Manager, Peter Croudace • Chief Information Security Officer (CISO) – Jay Harris (only as required) <p>Non-voting Attendees</p> <ul style="list-style-type: none"> • Other Vendor Representation (Post mobilisation) <ul style="list-style-type: none"> • FAST – Ryan Woodfall • Other invitees as required on per meeting basis • Programme Business Owner – William MacKay • Integrated Operational Planning (IOP) – Ben Pimm • Future ProofVoice Channel (FPVC) – Michael Taylor <p>Support</p> <ul style="list-style-type: none"> • IPV Programme Administrator (minutes) Chris Anderson 	<p>s 9(2)(a)</p> 
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Prev	Curr	Trend
LG	LG	LG
LG	LG	LG

Joint Programme UPDATE: Overall the Programme schedule remains on track



Four key decision points

- ✓ **D1: Investment decision**
 - SIB Approved funding
- ✓ **D2: Current WFM upgrade**
 - On prem upgrade approved.
- D3: Proof Point 1**
 - Proof of Concept (PoC) of the Alvaria product for integrating voice and non-voice planning.
 - Refresh of organisational impacts.
 - Refresh of cost to deliver IOP and associated QRA.
 - Refresh of benefits.
 - Viable alternative suggestions if possible and if required.
 - s 9(2)(b)(ii) performance assessment
- D4 : Proof Point 2**
 - PH2 Feasibility Assessment
 - PH2 Implementation Proposal
 - PoC of Other functionality like Agent Assist

Commentary

- Proof Point 1, while under pressure, is still on track.
- Delivering the Voice Biometrics database replication to the cloud early next year as a risk mitigation plan is being considered.
- Initial discussion has been held with the START delivery team on the START Core 21 upgrade which is being considered. Likely to impact the date we can start the Genesys platform migration.
- s 9(2)(b)(ii) has started the Deployment Approach planning with options including single cutover being considered.

Pou Here Tangata – Programme Monthly Report - Peter

Reporting Period: 01/09/2022 – 30/09/2022

Team Summary	Reporting Period	Current Status	Future Trend	Scope	Risk	Issues	Dependency	Schedule	Resources	Stakeholders	Partners	Benefits	Financials
	This	LG	LG	G	LG	LG	LA	LG	LG	LG	LG	LG	LG
	Last	LG	LG	G	LG	LG	LG	LG	LA	LG	G	LG	LG

Overall the programme remains on track. Timeline pressure remains however the immediate key milestone decision Proof Point 1 covering both IOP and FPVC is on track. Both initiatives are on track for proof of concept (PoC) commencement by late October, with key activities & design workshops proceeding well and tracking to schedule. Draft High Level Designs (HLD) are on track and the draft Test Plans is in progress and will follow the HLD. PoC & Test environment builds are also progressing to plan. Commercial preparation for future phase statements of work are underway but are evolving with understanding. Full timesheet and financial reporting in place as per SOW requirements. Planning framework delivered. Slight deterioration in Partners due to the need to have better alignment between and Call Design in project management practices. Progress on dependencies has been limited and new dependencies are emerging.

Assistance Required
There are no requests for assistance or escalations this reporting period.

- Achievements THIS Reporting Period**
The following key milestones have been achieved:
- 02/09 Commence solution & technical design workshops
 - 06/09 SOW2 Designs - 65% complete
 - 06/09 SOW3a Biometrics – 90% complete with final reviews underway
 - 06/09 Draft integrated schedule prepared – living document and will evolve with each SoW
 - 06/09 Service Management dates and dependencies to support development of integrated timeline for key service management milestones
 - 30/09 Planning, preparation and mobilisation completed

- Planned for NEXT Reporting Period**
Key tasks / events / plans for the next reporting period
- 14/10 Test plans for Voice and IOP delivered
 - 21/10 Unit test exit report for PoCs delivered (entry to IR Testing)
 - 26/10 Proof of Concepts (PoCs) Commenced / Ready for Evaluation
 - 31/10 High Level Designs & Integration Catalogue for Voice and IOP delivered
 - 30/11 Proof Point 1 completed

Top 3 Risks under mitigation

JIRA #	Current	Trend	Risk Summary & Commentary
INITR-163	High (Possible/Moderate)	New	There is a risk that Government initiatives could occur in the period being targeted for go-live.
INITR-191	High (Possible/Moderate)	New	Genesys web client has limitations that if not overcome may impact Agent/CSO usability or require a move to the fat client version Genesys
INITR-192	Very High (Likely/Moderate)	New	There is a risk that the window available to deploy Genesys will be constrained by the proposed upgrade to the START platform.

Upcoming Initiative Deliverables, Milestones and Key Dates

Deliverable, Milestone and Key Date	Due / RAG	Status Commentary
FPVC Workshops completed	13/10/22	Workshops commenced / planned. On track
HL Design - FPVC PoC sign-off for PoC entry	14/10/22	On Track
IOP Workshops completed	3/10/22	Outstanding elements from workshops to be completed by this date
HL Design - IOP PoC sign-off for PoC entry	14/10/22	On Track - Walkthrough scheduled 5th Oct
IOP PoC Ready for Evaluation	21/10/22	Handover date to be confirmed. Likely 17 th – 21 st Oct.
POC Evaluation Commences	26/10/22	On Track, tight dependence on C&A risk assessment
POC Evaluation Concludes	5/12/22	On Track, pending PoC solution being ready by 21 st Oct.

Top Issues in triage

JIRA #	Summary	Status Commentary
INITI-009	The upgrade of some of the current Contact Centre services is becoming a challenge	Resolved: Key significant BAU upgrades approaches for Work Force Management and Verint have been agreed including consideration of Early Termination Charges (ETC) which has complicated the decision process noting the potential short life of the upgrade and liability of ETC's
INIT-018	The future customer contact platform/solution will be unable to deliver the web phone business requirement / capability	Medium Severity - § 9(2)(b)(ii) has responded and provide 2 options to address this issue.
INITI-025	Current functionality with screen and Call recording possibly impacted with Genesys Cloud integration and screen pop	High Severity - Being investigated as part of Voice HLD and Genesys

Programme UPDATE - Dependencies - Escalated to or monitored by the PGC

These dependencies are being monitored by the steering committee and should be noted by the PGC.

Dependency #	Summary	Steer Comm Action	Prev	Current	Trend	Owned By	Status
INITD-2	IPV Programme is dependent on the guidance and agreed principles for enterprise-wide data and information approach.	Monitor	Light Amber	Amber	Amber	IIS	Acknowledged by Mary and Mike. Meeting held with Patrick, Mary, Mike C, James G, Tina, Scott M, acknowledged the issue and that first step was to get a small group together to work through a pack to explain detail to ELT for understanding and potential actions. There is an emerging risk around the timing of the completion of this work and when IPV requires clarity.
INITD-3	Assess the overlap or gaps between IPV, Atea Optimisation, and the HR Workforce Planning initiatives and advise the programmes of any scope or naming adjustments required to prevent gaps or overlaps.	Monitor	Amber	Light Amber	Light Amber	ED&I	Work has been delayed due to resource constraints. However, not expecting to have to make any course corrections as a result of the expected outcomes.

Emerging Dependencies

- Ref risk INITR-192; Depending on if the START core 21 upgrade is approved, and where the planning lands, this CORE-21 START upgrade may become a significant dependency.

Not in scope

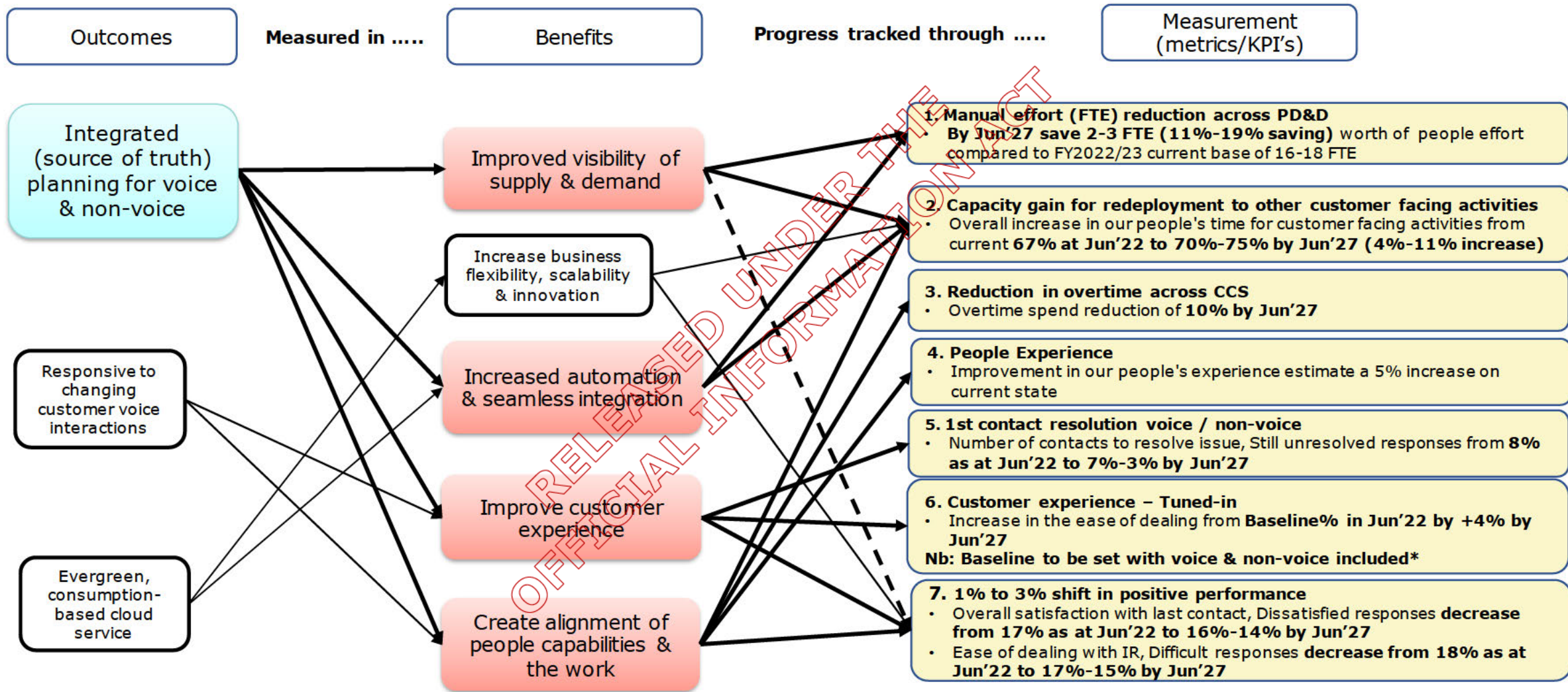
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Not in scope

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Benefits UPDATE - Benefits continue to be identified and quantified where possible – IOP FOCUS





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APPENDIX

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APPENDIX 1

Reminder of the Visions and the problems we are trying to solve for PGC members

– no changes have been made to these

Vision for Voice

"An adaptable Voice Channel supporting vulnerable customers and the prompt resolution of complex customer issues, while enhancing the reputation of IR and enriching the voice of our customers"

Vision for Planning

"An adaptive integrated planning platform spanning voice and non-voice work, enabling our multi skilled workforce to focus on doing the right priority work."

VOICE CHANNEL PROBLEMS

The current platform (Genesys PureEngage v8.5) is based on IR owning licenses and infrastructure housed within a data centre.

As a key enabler of customer interaction, the current contact centre (voice channel) platform is problematic in that:

- It is running applications that are **not up to date** and are costly to maintain or upgrade and is **not a strategic investment** for software vendors.
- Fixed **named user licence** structure vs consumption-based allowing IR to adapt cost structures to changing customer demand over time.
- Configuration changes to the current platform often require the supplier's effort at **cost to IR**, while newer solutions enable more control in-house
- It does **not enable optimal remote** working for contact centre applications (primarily, call taking), and
- It is **not future proof**, cannot easily introduce new service offerings (chat, email, bots etc).

OPERATIONAL PLANNING PROBLEMS

- **Need an integrated view of our (frontline) workforce:** At present we do not know if we are working on the right work, in the right priority order, to meet/improve our outcomes and service levels for customers (outside of voice).
- **Blended Workforce:** People are moving between voice and non-voice work, so we need a single view of what people need to do and when, regardless of channel.
- **Skills Management:** We don't have a standardised, single view of frontline workforce skills (other than voice skills), to close training gaps and improve allocation of tasks.
- **Training:** We are reactive in our training because we don't know what numbers of people with certain skills we will need when (outside of voice). This includes when we need to trigger refresher training (currency).
- **Recruitment and types of recruitment (i.e., permanent, contingent):** At present we are reactive around recruitment needs. We need to lift our recruitment planning horizon to deliver a proactive recruitment plan that aligns with forecast future demand.
- **Scenario modelling:** We currently do some 'what if' scenario modelling which is highly manual and labour intensive. We need to be able to deliver more, and more accurate, "what if" scenario forecasting to make better decisions across all the above areas, and to better inform proposed tax/social policy changes and legislative changes.

APPENDIX 2

s 9(2)(b)(ii)

value assessment update - AU Vendor performance progress update

Ref #	Criteria	16/9	30/9	Exec summary comments
A	Ability to successfully deliver this SoW to agreed scope, timeframes and costs, and demonstrate the capability and capacity to execute the full Transition Programme. Provide leadership in planning, requirements gathering, design and deployment.	4.0	3.8	Rapid mobilisation appreciated. However, Project Management and Deliverable inconsistency between s 9(2)(b)(ii) partners. IR needing to lead SOW development.
B	Demonstrate an increase in performance in the support of existing services (change, incident and change management) whilst delivering Transition. The expectation is that, at a minimum, resourcing of the Transition Programme will not impact on or worsen business as usual support and delivery activities.-	5.0	4.5	BAU projects appear to be tracking well without impacting the programme. However, future focus of service design resource not in place as promised leading to mismatched resourcing.
C	Show a duty of care to s 9(2)(b)(ii) own and third-party resources in terms of workload and responsibility, ensuring resources will not be subject to burnout or lack of motivation. IR would like to see continuity of delivery resources over the duration of the Transition Programme.	4.0	4.0	Good management of s 9(2)(b)(ii) leave coverage. Some challenges with Call Design PM leave coverage.
D	Demonstrate that the technical resources of s 9(2)(b)(ii) and its third parties have the capability, experience and skills required to deliver the services to a high standard and at the pace required by IR. This will be demonstrated through the early delivery of some targeted technical outcomes as specified in the FPVC PoC.	n/a	4.0	Too early for evidence-based assessment. We did appreciate the rapid provisioning through AD though. Tracking towards a 5.
E	PoC using Alvaria Cloud solution to meet the IOP objectives and outcomes. Confirm accurate work (demand) forecasts are created for both voice and non-voice that includes forecasting based on historical work trends and current Work In Progress (WIP).	n/a	4.5	Overall we believe that Call Design are driving to fully understand our business, and are listening carefully to our feedback, in particular to IR's "organisational constraints". IR appreciated the suggestions around Phasing Frameworks (Road Maps) and Maturity Models, and input into engagement and communication planning. The structure of the High-Level design provided by Call Design document was a little lacking (just a set of links).
F	Ability to accurately report on resource effort expended. In addition to other reports as agreed relevant to Ref. A above, the Subscribing Party expects the Service Provider to provide weekly effort expended reporting within 5 business days from the end of the previous week detailing: (a) what activity each resource worked on, (b) hours consumed by each resource on each activity and (c) financial reporting including actuals to date against budget and forecast at completion.	3.0	4.0	While it took a little time to get reporting in place, there has been a significant uplift in performance in timesheet reporting, and programme/initiative reporting in the last period.

APPENIX 3

Programme UPDATE : Risk summary

Risk #	Movement	Assignee	Summary	Current Risk Level	Inherent Risk Level	Current Treatment Plans
INITR-173	☒ Stayed Same	Aaron Parker	Risk that the new platform(s) will not meet the current state requirements of the Reporting Hub	☐ Very High (Possible / Major)	☐ Very High (Possible / Major)	New architect and data analysts work to assess the feasibility of replacement per our plan. Architect and data analysts being recruited. Worst case scenario is that the reporting hub has to stay.
INITR-158	▼ Deteriorated	Aaron Parker	There is a risk that Pou Here Tangata programme will not support the expected data and information benefits expected of the programme	☐ High (Likely/Moderate)	☐ Very High (Likely Major)	Proposed mitigation: Leadership agreement at the DC level accepting that there is a problem, and an enterprise initiative needs to be stood up to mitigate the issue - see dependency (INITD-2), Kick-off an enterprise initiative to investigate & mitigate risks & issues as noted around information architecture with the right networked team. Allow for/budget for required role/s in programme budget (information architecture)
INITR-181	☒ New	William MacKay	There is a risk of mis-alignment of the skill mix and routing model to the training pathways	☐ High (Possible/Moderate)	☐ Very High (Likely/Moderate)	Proposed approach will be to focus on planning processes and out of this make recommendations back into the business on changes to the design of training pathways.
INITR-163	☒ New	Peter Croudace	There is a risk that Government initiatives could occur in the period being targeted for go-live.	☐ High (Possible/Moderate)	☐ Very High (Likely/Moderate)	Timeline contingency funding has been incorporated through the financial Quantitative Risk Assessment (QRA), subsequent Quality Assurance and in the work programme the contingency budget. The low-risk period extends to the end of Feb 2024, so there is available timeline contingency for the programme beyond the busy period / targeted deployment date.
INITR-137	☒ Stayed Same	William MacKay	There is a risk that there will not be internal resource capacity available to support the IPV work programme.	☐ High (Possible/Moderate)	☐ Very High (Likely/Major)	Build, agree and socialise the resource profile, Assess capacity & availability - decide on sourcing model, Early engagement with clarity and certainty, Source and commit resourcing, Engage with HR and link up with dedicated hiring assistance.
INITR-57	▲ Improved	Ben Pimm	There is a risk that the product selected will not meet the "Must Have" requirements of IOP and that integrated planning outcomes will not be achievable	☐ High (Possible/Moderate)	☐ Very High (Possible/Major)	The team would plan the allocation of people, but not schedule them via the system. Worst case scenario is the vision for a fully integrated plan would be de-scoped and workforce management (WFM) would revert to the two separate current state processes with the Voice WFM platform still moved to the cloud. Proof of Concept to be delivered - if this proves not to meet requirements - Plan B is to pursue integrated "planning" using the DIP data.
INITR-52	▲ Improved	Peter Croudace	There is a risk that accessing key technical resources may become challenging (internal/external)	☐ High (Possible/Moderate)	☐ Very High (Likely/Major)	Engage with other organisations and look for sharing opportunities, Build timeline contingency into the schedule and budget, Build resource profile and commence recruitment
INITR-191	☒ New	Tony Blackler	Genesys web client has limitations that if not overcome may impact Agent/CSO usability or require a move to the fat client version Genesys	☐ High (Possible/Moderate)	☐ High (Possible/Moderate)	Tony and his team will do some work with CSOs to understand their requirements in greater detail so we can assess the proposed solution options to overcome the web client limitations.
INITR-192	☒ New	Peter Croudace	There is a risk that the window available to deploy Genesys will be constrained by the proposed upgrade to the START platform.	☐ Very High (Likely/Moderate)	☐ Very High (Likely/Moderate)	START team are starting detail planning and are likely to be taking a proposal to the PPG for a Labour day 2023 go live. Lowest risk option is for Genesys migration to follow the START upgrade.

Emerging risks

- Risk Organisational design and changes in roles and responsibilities may be required e.g. Role of Segment Analysts vs CCS-PDD Operational Planners
- Risk of slicing the contracts into multiple SOW's may lead to losing sight of the big picture and worst case the forecast at completion of costs and schedule



Pou Here Tangata–Integrated Planning, Voice & more (IPV)

Portfolio Governance Committee (PGC)

Date: 16 March 2023

Sponsor: James Grayson

Attendees: Peter Croudace, William MacKay, Michael Taylor, Ben Pimm

Purpose

The purpose of the paper is:

- To provide the agreed quarterly update of the programme status.
 - Future Proofed Voice Channel (FPVC).
 - Integrated Operational Planning (IOP).
- Provide an update on programme benefits.
- Inform the PGC that the CORE21 programme has been included into the Pou Here Tangata steering committee purview.
- Inform the PGC of the next iteration of change impacts and early assumptions on training approach for FPVC.

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Recommendations

It is recommended that the Committee:

- **Notes** ... The programme will revert to the PGC in April with the recommendations emerging from IOP Proof Point 2 (PP2).
- **Notes** ... It is becoming increasingly likely that the overall outcomes of the IOP initiative will not be achievable in the original Pou Here Tangata business case programme timeframe.
- **Notes** ... There is sufficient funds approved under IOP discovery phase to keep going until the end of June with the current "downsized team" without the need to draw on contingency.

Not in scope

- **Notes** ... The updated Organisational Impact assessment and early Training Approach assumptions for FPVC.
- **Notes** ... That the CORE21 programme has been included into Pou Here Tangata steering committee purview.

s 9(2)(a)

Sponsor: James Grayson,
Deputy Commissioner CCSI • Cust & Compliance Services - Individuals

Future Proof Voice Channel (FPVC) – Status Summary

- Remains on track overall, reporting Light Amber trending Light Green.
- The early deployment of a synchronised version of our Voice Biometrics database to the new cloud base repository is on track for the end of March.
- Design, build and test across six sprints to the end of July is tracking well, with solid alignment to CORE21 for both testing and deployment planning.
- Engagement and communication is ramping up in line with the plan, but integrated Organisational Change & Training (OCM&T) planning with CORE 21 is still a work in progress.
- Key risks and dependencies remain around:
 - Operational Reporting and Analytics (R&A) outcomes dependency on enterprise strategic shift in operational reporting.
 - Commercial contract development for both the programme and post go-live operations.
 - Impacts on FPVC from the decision to not progress with Integrated Operational Planning (IOP) at Proof Point 1.
 - Dependent on achieving PCI compliance for the new Voice enabled Credit card payment solution.
- Assuming IOP proceeds at PP2, the Financial forecast at completion (FAC) remains in budget (including contingency). Per prior advice, the standalone delivery of FPVC is a higher cost.
- There are a number of variables influencing the future operating costs and benefits which are being worked through.
- *Note:* Given the significant overlap in stakeholders, timing and solution dependencies, the CORE21 programme has been included into Pou Here Tangata steering committee purview.

Integrated Operational Planning (IOP) Background

Context

Vision for IOP

"An adaptive integrated planning platform spanning voice and non-voice work, enabling our multi skilled workforce to focus on doing the right priority work."

- Given the inherent uncertainty around the feasibility of any product meeting IR's requirements around integrated operational planning, the programme established two proof points (PP) in order to have a controlled release of funds as information grew through the discovery process.
- At PP1 (December 22) following the proof of concept (PoC) exercise where the Pou Here Tangata program evaluated IR's existing workforce management tool (Alvaria), a decision was taken to pause the Integrated Operational Planning (IOP) product implementation while technical and business constraints identified in the PoC were investigated further.
- The second proof point is scheduled for the end of this month - March 2023.

Integrated Operational Planning – Status Summary

Status

Three streams of concurrent work well under way for PP2

- Seeking confirmation on significant business decisions.
- Extending the industry scan wider and deeper than that targeted in the business case phase.
- Deeper evaluation of the “DIP Option”
 - Notable that this option originally presumed that Alvaria (current state Voice WFM tool) would be good enough for Voice Channel only. However, the PP1 outcome fundamentally challenged this assumption.

Good progress is being made on all three streams towards PP2. However, delivery of the overall IOP initiative outcomes in the original business case timelines are unlikely to be met.

- While it is possible that the programme will have reached sufficient certainty on making a recommendation on a way forward for IOP by PP2 (end of March 2023), it is becoming increasingly likely that the overall outcomes of the initiative will not be achievable in the original Pou Here Tangata programme timeframe given that the direction of travel is likely to change.

What have we learned so far...

- 1. We are not seeing a significant shift in strategic direction or requirements, and as such our current solution is not a viable long-term solution (even for just the voice channel) without significant constraints and workarounds.**
 - We have more clarity and refinement on some* of the business decisions that were identified in the PoC, and these will inform future requirements. Re-affirmed the view that our current solution (Alvaria) does not meet even our pure voice channel requirements.
 - We have agreement with the sub-group of our Steering Committee that there are existing barriers to planning at IR, however, to inform a recommendation at proof point 2 IOP will need to propose options to mitigate the two largest barriers: Training/allocation gap and the planning lifecycle.
- 2. We face similar global shift challenges to other organisations, but are unique, in some respects, in our adaption to these. No obvious silver solution bullets so far...**
 - There are tools in the market that are worth deeper analysis that we have identified. However, none of the organisations we have spoken to have found any one solution/tool, and compromises and workarounds are common themes.
 - We have learned that IR is not completely unique in our approach to cross skilling and having a variety of work and that planning for this is a challenge that everyone is trying to overcome.
 - However, our application of broad-based roles as a requirement regardless of the need (as opposed to a necessity for capacity or resource shortfalls), is not something we are seeing widely across the industry.
- 3. DIP + internal tool sets could assist in the short term with integrated visibility and tactical planning but not a long-term Workforce Management solution.**
 - The DIP without a separate Workforce Management (WFM) tool is not a viable solution to achieve IOP.
 - The DIP could be viable for tactical planning alongside a WFM technology for operational planning (including scheduling), potentially enabling us to achieve Integrated Operational Planning, if no suitable alternative planning tool could be found.
 - If we select a WFM tool that is not strong at producing planning visualizations, the DIP is capable of ingesting and visualizing the planning information from a variety of sources.

* Additional decision papers are planned for March for the remaining business decisions.

Six possible PP2 outcomes are emerging

Options

- 1. Retain status quo.**
 - Continue with Alvaria for voice and distributed manual scheduling for non-voice.
- 2. Retain the current toolset (Alvaria) as the strategic choice for Integrated Operational Planning.**
 - Where possible, implement workarounds to cover shortfalls in the product. Redesign the business processes.
- 3. Utilise whatever capability the DIP can deliver on IOP outcomes.**
 - Use the DIP or other internal tools to provide some integrated forecasting and reporting across channels.
 - Potentially retain the current toolset (Alvaria). Redesign business processes. Noting the limitations already identified with Alvaria and the business processes. (This could be an interim solution, or an enduring solution).
- 4. Defer the selection and implementation of an IOP tool but improve the planning processes.**
 - Drive changes to business processes that fully support a future COTS IOP product, across all channels. Then review requirements and undertake a product selection.
 - Alvaria stays on prem as an interim solution.
- 5. Trigger a full procurement process.**
 - Select and implement a new COTS IOP tool now, with the selection criteria being the anticipated future state of CCS business processes and requirements.
 - Note based on lessons learnt, a funded Proof of Concept would be required of any tool before making any long-term commitment.
- 6. Build a solution in house.**
 - Build an inhouse solution. Not aligned to architecture principles, and only post a formal RFI, PoCs.

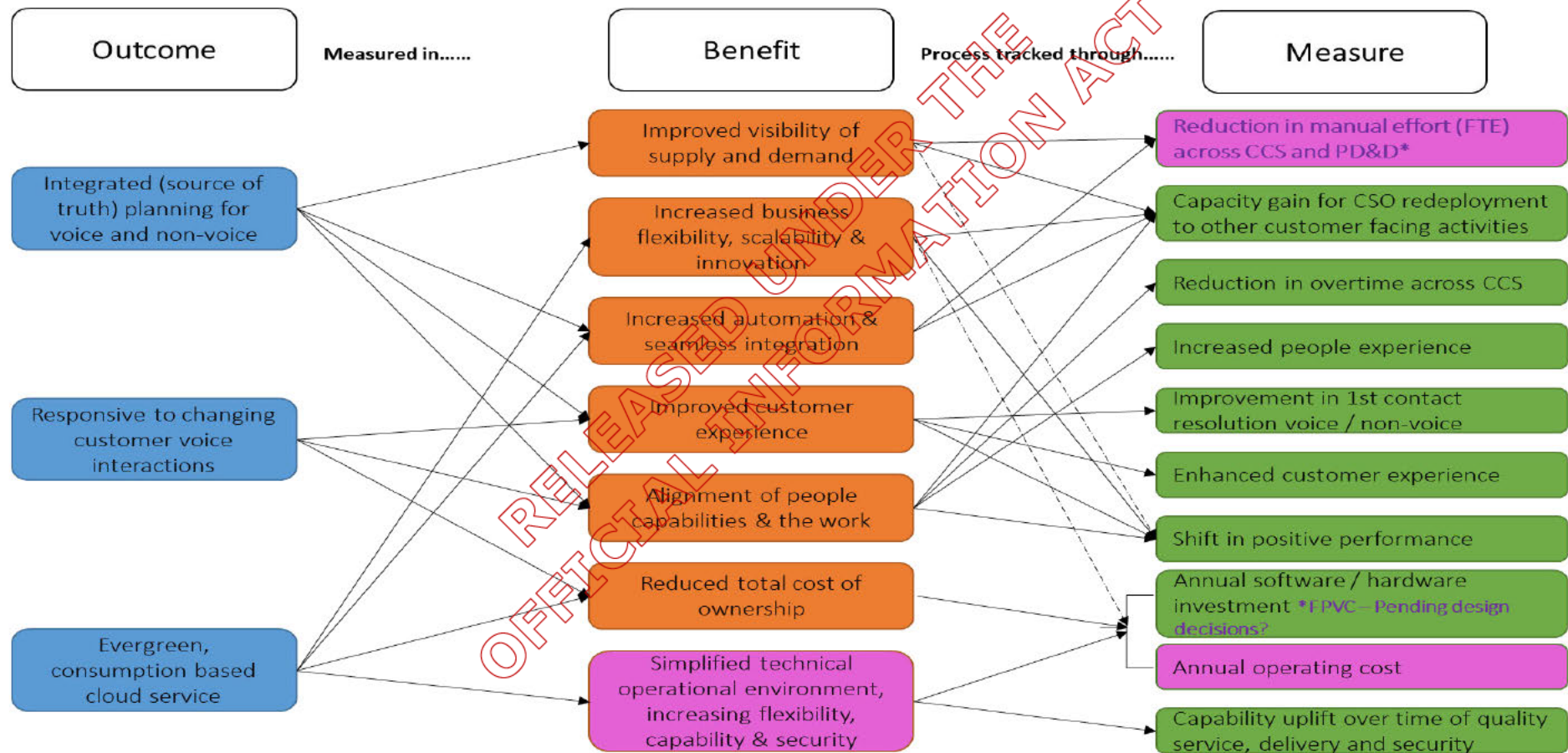
Variations and/or combinations of the above may also materialise e.g. 3.,4. and 5.

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Not in scope

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Programme Benefits update



Programme Benefits update

Potential changes to benefit realisation and monitoring

- FTE savings for PDD administration of 3 FTE are unlikely to be realised. This is based on the Integrated Operational Planning POC (Proof of Concept) discovery, pending industry scan and research outcomes.
- Leaving Alvaria on-premise may have impacts? Variations on time frames and options from proof point two will give direction for a more detailed benefits review once definitive knowns are decided.
- (E.g., using Tuned In customer feedback as work on expanding the channels of measure are still in development).
- Possible increases to IR's ongoing cost of ownership.
- DIP and potential CEDA cost of resourcing and where/how this will sit. Both FPVC and IOP may affect this and subsequent financials and cost centres etc.
- Licencing costs for call recording – needs updating to current knowns. This should be cost neutral, however.

Programme Benefits update

- Intend to take a structured and periodic review of both programme and initiative benefits.
- Will continue to revisit benefits as and when material new information comes to hand i.e. outcome of respective proof of concept (POCs) and/or when key design decisions are approved.
- Additionally we committed to undertake 3 benefit review sessions within 2023 (subject to new information being available):
 1. Post the outcome of proof point two by end March '23
A number of decisions to be made that may impact these.
 2. Benefit refinement mid-year '23
 3. Prior to programme handover to business as usual by end of year '23.

Next steps

- Recommendation on IOP next steps will be taken to Pou Here Tangata Steering committee on 5th April for endorsement followed by PGC for approval during April.

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CORE21 AND GOVERNANCE CHANGES

Changes in
yellow highlight

PROPOSING TO INCLUDE CORE 21 INITIATIVE INTO THIS GOVERNANCE GROUP

Role

The Pou Here Tangata – Integrated Planning, Voice and more.. Steering Committee (IPV-SC) will Govern the “day to day” delivery of **three related initiatives, namely:** Future Proofed Voice Channel (FPVC), Integrated Operational Planning (IOP) **and CORE21 Start Upgrade** in line with its delegated authority.

The IR group is empowered to take decisions related to the programme under its control but will escalate to the PGC for broader impacting decisions or ones which have a material change impact on customers.

Responsibilities

- Provide guidance and champion the project
- Consider the wellbeing of our people (injury prevention, mental health and appropriate workplace behaviours) that align with our Code of Conduct.
- Project Status updates on Delivery Monitoring and Decisions e.g. Resource, Timeline, Procurement, Risk, Cost, Quality and Benefits
- Strategic decisions on Solution Design and escalate as required
- Approve the Initiative Charter (in addition to IR PPG)
- Decisions on conflicting priorities
- Approve change requests
- Endorse recommendations such as risk mitigation actions that pose a high-risk rating or improvements to service

Steering Committee Papers and Principles

It is proposed that emphasis is placed on relevant recent up-to date items rather than long lead time on papers.

- Table dropped papers are allowed, however there may be a need to defer a decision to the next meeting or an out of cycle decision depending on the urgency of the decision.
- The discussion is more valuable than detailed papers.
- There will be a two parts to the Steering Committee meeting:

A. Joint Steering Committee with key Partners

B. IR Only

Meetings

Frequency

The IPV-SC will meet via TEAMS on a monthly basis. Any changes to meeting frequency or locale will be at the discretion of the Chair.

Quorum

A quorum shall be five of the nine permanent IR members, including delegates; and four of the permanent VF members (one must be the Programme Manager or delegate), of the eight from the VF governance group.

Attendance

- Members (or persons formally acting for them) are expected to attend each meeting. Where delegates are attending, prior advice must be provided to the Chair.
- The IPV-SC Programme Manager may invite other attendees as it considers necessary to provide appropriate information and explanations.
- The Senior Responsible Officer (SRO) will have a standing invite to meetings.
- Delegates are permitted and they will be empowered to make decisions on behalf of the Voting members. Continuity of delegates is preferred.
- The key Implementation Vendors will have representation, but may be released from some sections of the agenda, at the discretion of the Chair.

Coordination

The IPV Programme Administrator will be responsible for providing the meeting administration including meeting schedules (including calendar requests), agendas, meeting papers and minutes within 48hours of the meeting time.

POU HERE TANGATA - SHARED STEERING COMMITTEE MEMBERS

PROPOSED NAME CHANGES DUE TO CHANGING PEOPLE IN ROLES

Changes in
yellow highlight

Membership

Voting Members

- Deputy Commissioner, CCS-I (Chair and SRO) – James Grayson (replaces Sharon Thomson and may be delegated)
- Enterprise Leader • CCS Planning, Design & Delivery – Joanne Taranaki (replaces James Grayson)
- Customer Segment Leader • Individuals Customer Segment – Jane Elley
- Customer Segment Leader • Families Customer Segment – Sue Gillies
- CCS-B representation – Bernie Newman
- Enterprise Leader, Strategic Architecture – Cate Robertson (replaces Patrick O'Doherty)
- Centre for Enterprise Data & Analytics – Aaron Parker
- Technology Services - Malcolm Breadmore
- Programme Director, Peter Croudace – (changed role)
- Chief Information Security Officer (CISO) – Jay Harris (only as required)

Non-voting Attendees

- Other invitees as required on per meeting basis
- Programme Business Owner – William MacKay (takes Business Owner role over all three Initiatives)
- Integrated Operational Planning (IOP) – Ben Pimm and Paddy Hanna (Delivery lead)
- Future Proof Voice Channel (FPVC) – Michael Taylor and John Harvey (Delivery Lead)
- CORE21 – Adrian Hudson (Delivery Lead)

Support

- IPV Programme Administrator (minutes) Chris Anderson

s 9(2)(a)

Executive Summary: Future Proofed Voice channel

Organisation impacts

- Current voice channel technology (WDE) will be replaced
 - All people who receive or make customer calls (CSOs, Team Leads, Complaints Management, Ministerial team and the Enterprise Service Desk – internal tickets) will move over to the new voice technology.
 - A proposal has been drafted to assess the implications of bringing CCS's onto the new voice platform (for call recording purposes). Decision tbc.
- Most of the tools used to administer the voice channel will be replaced. This will significantly affect the Voice & SMS Channel Management team. Impact rating is High.
- When Verint (call/screen recording tool) is replaced, a new voice archiving tool may be introduced (solution tbc).
- Urunga (current remote working tool) will no longer be required. People who take/make customer calls from home will be able to do so seamlessly by logging into the same web-based solution they use in the office. This should be positively received.
- Operational voice reporting processes may change, and the Oracle reporting platform may be retired. Teams who create or consume reporting will be affected.
- New voice features may be introduced e.g.:
 - Agent Assist – voice activated prompts will retrieve and display information on the agent's screen based on what the customer has said.
 - Outbound dialer – enabling automatic outbound calling campaigns
- Enhanced speech analytics of customer intents will enable more specialised real-time reporting & insights
- Ministerial team will start using Genesys Cloud voice technology instead of Teams when making customer calls to ensure calls are recorded. A new queue will be created for them.

Overall organisation impact is rated **Medium** with some **High** impacts for specific teams

Business Unit/segment	Impact Rating
CCS-I Individuals	Medium
CCS-I Families	Medium
CCS-I Micro Business	Medium
CCS-I Community Compliance	Low
CCS-B Small & Medium Enterprises	Medium
CCS-B Significant Enterprises	Medium
CCS-B Legal Services	Low
CCS-B PD&D, Operational Support & Planning and Performance teams	High
CCS-B PD&D, Complaints Management team	Medium
Enterprise Design & Integrity - CEDA, Integrity & Internal Assurance and Intelligence & Insights	High
Enterprise Design & Integrity - Privacy	Low
Enterprise Design & Integrity - Ministerial teams	Medium
Enterprise Services - Enterprise Service Desk	Medium

Executive Summary: Future Proofed Voice channel

Customer impacts

- The voice customers hear when they call us will change from a male human voice to female digital voice – ‘Aria’.
- IVR prompts will be easier to understand - plain language used.
- Te Reo Māori words and phrases can be recognised by the IVR.
- A slowed IVR option is being considered.
- The IVR may be able to identify what customers are calling about and send related information to their mobile in real-time.
- Transfers to another queue will no longer “jump the queue” in front of people already waiting.
- The number appearing on mobiles when IR calls will change from unknown to the appropriate 0800 or direct dial number.
- More overseas customers may be able to phone us for free (solution TBC).
- When making credit card payments over the phone, customers will automatically be returned to the agent they were dealing with if a payment process fails.
- Credit card payments in the IVR and over the phone will not be available between 24 Oct and 4 December 2023. Other payment mechanisms will not be affected.

Overall customer impact is rated Low. The changes should be intuitive, and we anticipate most will be positively received.

Customer/Stakeholder Segment	Impact Rating
Individuals: Individuals	Low
Individuals: High Net Worth Individuals	Low
Individuals: Families	Low
Business: Micro-business & Not for profits	Low
Business: Small-medium Enterprises	Low
Business: Significant Enterprises	Low
Intermediaries: Tax Agents	Low
Intermediaries: Tax Pool Intermediaries & Nominated persons, other reps	Low
Intermediaries: Bookkeepers	Low
Business Partners: Govt Agencies, Advocacy Groups, KiwiSaver providers, Overseas Agencies	Low
Business Partners: Service Providers/Financial Institutions	Low
Business Partners: Software Developers	Low

Early assumptions on Training

What guides our approach



Our training deliverables and scope are linked to the Pou Here Tangata IPV Detailed Impact Assessments.



Our training approach aligns with IR's strategic approach to learning.

It recognises that learning happens across different ways, times and places based on the needs and preferences of the learner.



Our approach considers Māhutonga perspectives, and how we can integrate Te Ao Māori principles and views into our learning assets and training delivery.



Existing platforms, tools, resources, networks and established practices will inform decisions on how we'll deliver content for training, and support learning on-the-job.

Approximately 2,100 people require training for IPV – this reflects our estimate for FPVC only. Many of these people will likely require training on **START Core 21 Upgrade** at the same time.

- 25% of these people will complete both online self-paced training and attend trainer-led sessions
- 75% of these people will complete online self-paced training only

We do not have a clear view on the training numbers for IOP, this is dependent on the solution and related change impacts. This will be captured in the next iteration of the IPV End User Training Approach in May 2023.

Training for all End User types will include learning on: Context for Change, System & Process Overviews, System Navigation & Practice, User Support and Help, Prepare & Apply Change. Learning objectives will focus on behaviours and the performance people will require on-the-job. All assets built to deliver training can be used online in a trainer-led setting or self-paced.

Additional training and resources for people who support End Users (e.g. Key Users, CSO L2 for FPVC) will cover further System Navigation & Practice, System Troubleshooting, and 'supporting people through change' core component of the Change management capability in the context of IPV changes.

Trainers will be seconded within IR to deliver training sessions, provide online learning support before rollout, and continue with on-the-job learning support during post go live.

We anticipate we need up to 10 trainers for both FPVC and IOP, we'll confirm this with the FPVC training needs analysis and training plan. Recruitment is planned for April/May, with people starting in July/August.

Training will be delivered from July to November 2023, and will integrate alongside other change activities yet to be confirmed (e.g. Deep Dive sessions), rather than duplicate them. The bulk of training is expected to be completed in September and October.

We will partner with workstreams/teams across Pou Here Tangata and the Business to support the delivery of our training. This also includes updating or creating new user support content required by end users on-the-job e.g. QRGs, Support portal knowledge articles, Te Mātāwai etc.

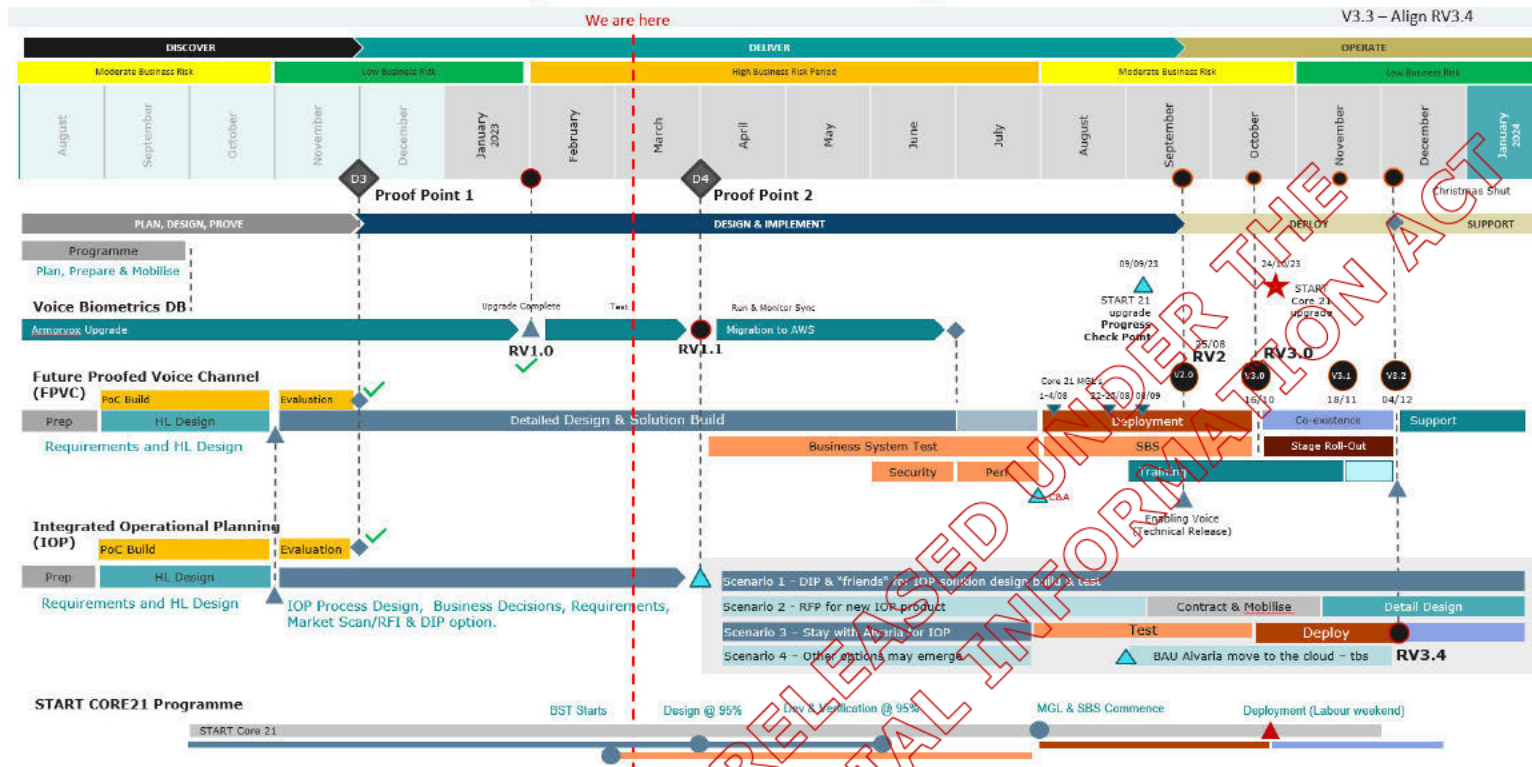


Inland Revenue
Te Tari Taake

APPENDIX

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Pou Here Tangata Programme Schedule Summary



IOP – PP2 on track to make a recommendation on next steps, but overall IOP outcomes are unlikely to be achievable in original timelines.

- Improvement from last month, in that good progress being made by IOP on being ready to make a recommendation on next steps by end of March.
- Risk that the original overall timelines for outcome may not be feasible due to emerging likely next steps.

FPVC – Overall schedule on track.

- Overall Initiative remains on track for key “go live” dates in October through December.
- FPVC Release V1.1 Delivered. V1.2 slight delay from baseline, but no impact on critical path.
- Clarity of alignment around dates between CORE21 and FPVC improving with high levels of engagement.

Four key decision points

- ✓ **D1: Investment decision**
 - SIB Approved funding
- ✓ **D2: Current WFM upgrade**
 - On Prem upgrade approved.
- ✓ **D3: Proof Point 1**
 - Proof of Concept (PoC) of the Alvaria product for integrating voice and non-voice planning.
 - Refresh of organisational impacts.
 - Refresh of cost to deliver IOP and associated QRA.
 - Refresh of benefits.
 - Viable alternative suggestions if possible and if required.
 - s 9(2)(b)(ii) performance assessment
- D4 : Proof Point 2**
 - IOP PH2 Feasibility Assessment
 - IOP PH2 Implementation Proposal
 - PoC of Other functionality like Agent Assist
 - IOP Product - Recommendation on next steps - multiple scenarios which could play out.

Pou Here Tangata – FPVC Initiative Report

Reporting Period: : 18/02/2023 – 03/03/2023

Reporting Period	Current Status	Future Trend	Scope	Risk	Issues	Dependency	Schedule	Resources	Stakeholders	Partners/ Commercial	Benefits	Financial
This	LA	LG	A	LG	LG	LA	LG	LG	LG	A	LG	LG
Last	LG	LA	A	LA	LG	LA	LG	G	LG	A	LG	LG

The FPVC initiative is at a Light Amber (LA) status and is tracking well to the agreed schedule. The deployment of Release RV1.1 where the current repository of Voice Biometrics begin to be replicated to the new cloud base repository, is progressing well. A release date of 22 March is now planned that supports the overall initiative timeline.

Balance of FPVC and other programme activity : The initiative continues to focus on it planning and controlling processes, with further definition of planning protocols and tools used to control the workstreams within initiative. The initiative Test Approach has now been endorsed after refinement to incorporate the revised delivery approach and greater understanding on the interdependencies of the CORE21 testing scope. The design decision process continues to support the initiative and continues to be well supported by the respective design authorities. Sprint One delivery completed on 3March largely delivering its intended scope. The team are taking leanings from sprint one and will further refine the ways of working to continue to build delivery momentum. Analysis of people and customer impacts continues as decisions are made and the detailed solution becomes agreed. Communication planning has now started its regular communication with all segments to ensure people are aware of upcoming changes and initial feedback has been positive regarding the engagement. A key challenge for the initiative currently is the progression of the commercial activities for both Statements of Works and an enduring Master Services Agreement. A go to green plan is in action for this workstream and is showing improvement with increased focus and oversight. The enterprise decision regarding operational reporting and analytics remains a key challenge for the programme in order to deliver its scope. A design decision setting out the preferred approach has been escalated to the EPPC for approval that is due to consider this matter on the 9 March. The reliance on this enterprise decision is being tracked as INITD-2 for the initiative and is reflected as an amber status for the scope. The potential for resource contention is building as the delivery and testing activities draw on a limited pool of subject matter experts. This is under watch.

Upcoming Initiative Deliverables, Milestones and Key Dates

Deliverable, Milestone and Key Date	Due / RAG	Status Commentary
SoW 3 Signed	31/01/23	Under sign out
FPVC Sprint one complete – Foundation GC configuration	03/03/23	Retrospective booked for 6/3/23
SOW#6 approved	10/03/23	On track
Release RV 1.1 complete	22/03/23	On track

Achievements THIS Reporting Period against the work schedule achieved this reporting period:

- The following key milestones have been achieved:
- Release RV1.1 progressed to testing phase
 - Completed top-down planning for Reporting and Analytics workstream.
 - Completed sprint 1 delivery
 - Approved SOW 3.
 - Devised and implemented a Commercial workstream go to green plan.
 - Completed the Security review for release V1.

Planned for NEXT Reporting Period: Key tasks / events & plans

- 1) Complete and approve SOW #6 (support model for RV1.1)
- 2) Complete security C&A for Release RV1.1
- 3) Gain approval to deploy RV1.1
- 4) Conduct Sprint 1 retrospective.
- 5) Plan and start Sprint 2
- 6) Progress next level of detail of the initiative change impact assessment

Top Risks under mitigation

JIRA #	Current	Trend	Risk Summary & Commentary
INITR-158	Very HIGH (possible/major)	↔ Stayed the same	There is a risk that the EVOLVING Enterprise Reporting and Analytics STRATEGY will impact the expected data and information benefits expected of the programme
INITR-296	MEDIUM (Unlikely/Moderate)	▲ Improved	There is a risk that if ADDITIONAL planning, priority and RESOURCES are not COMMITTED to the COMMERCIAL WORKSTREAM then the required contractual vehicles may not be in place in time, resulting in a delay to the programme schedule past PP2.

Top Issues in triage

JIRA #	Summary	Status Commentary
INITI-43	The proposed FPVC payment solution that includes <u>Secureflow</u> maintains the organisations PCI-DSS compliance.	Medium priority ↔ No Movement

Not in scope

Assistance Required: No assistance required this reporting period

Achievements THIS Reporting Period
 Top 4 achievements against the work schedule achieved this reporting period:

- Two more discussion papers delivered to the SCSG to inform PP2 decision process.
- Assessment of internal tools is continuing with a draft report expected in the next week.
- Draft decision process for PP2 created and socialised with IPV leads.
- Industry scan discussions with other agencies continuing , with more scheduled.
- Update to the 27 Feb Steering Committee delivered and well received.

Planned for NEXT Reporting Period
 4 Key tasks / events / plans for the next reporting period

- Progress drafting the PP2 decision paper.
- Further discussion documents to be delivered to the SCSG.
- Requirements and solution blueprint updates progressed
- Further industry scan discussions.

Top 3 Risks & Issues under mitigation

JIRA #	Current	Trend	Risk Summary & Commentary
INITR-242	Very HIGH (Likely/ Major)	↔ Stayed the Same	A risk that the IOP initiative may not deliver outcomes within budget or timeframe. No change 03/03/2023
INITI-37	Medium Priority	↔ Stayed the Same	The PoC has not demonstrated all 'must-have' requirements Mitigations for the visualization not being displayed are under action (Use the Call Design visualization as a service, or use the DIP)
INIT-42	Medium Priority	↔ Stayed the Same	If the Alvaria vendor is unable to deliver IRs visualization requirements, etc. (Proposed to Close)

Upcoming Initiative Deliverables, Milestones and Key Dates

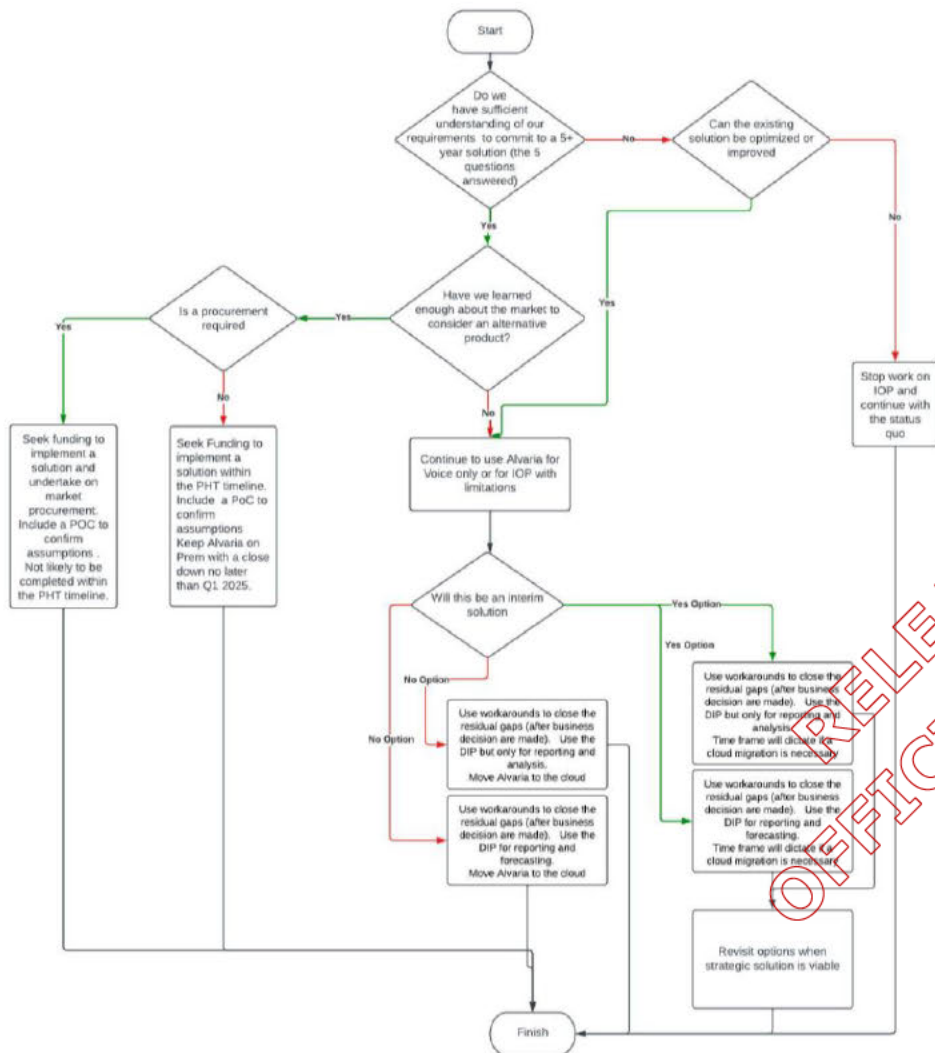
Deliverable, Milestone and Key Date	Due / RAG	Status Commentary
Complete industry scan and gauge progress/options	25/03/2023	On track, mitigations in place if this task slips
DIP options investigated	15/03/2023	On track
IOP Design decisions progressed	25/03/2023	On track

Top PoC Issues as recorded during the PoC Evaluation (business change issues only)

JIRA #	Summary	Status Commentary
PHT-55	Process for assessing contract variation requests may need to change.	Guidance from the SCSG is that contract variations will need to be accommodated by any solution.
PHT-34	Re-establishment of Tactical Planning required to Operationally plan within Alvaria or any WFM software.	Supplementary paper to address planning options
PHT-19	A process needs to be designed to reduce the number of queue changes.	Supplementary paper to address training and work allocation options.

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IOP "Discovery to Decision" framework



Option 1:
Make no changes. Continue with Alvaria for voice and distributed manual scheduling for non-voice.

PROS - Benefits	Commentary	Value
No business disruption	Allows focus on other initiatives.	Very Low
Stop initiative spend	The IOP initiative won't be topped, and resources released	High

CONS - Risks	Mitigation	Residual Risk
Combined scheduling across channels will not be achieved.	None	High
Lack of visibility of plan to work correlation will remain.	Implement alternative business process to match plan to work.	Medium
Prioritisation of work and staff allocation may be sub-optimal	Rely on the knowledge and skills of CCS managers and analysts to prioritize and plan work.	Medium

Example

Option	Scope	Benefits Refer to impact definitions	Schedule	Cost Refer to impact definitions	Principles	Risk	Change Refer to impact definitions on the next slide	Policy
Option 1 Remain As-Is	Low	Medium	Low	Low	Very High	Low	Low	Low
Option 2 XX	Low	Low	Low	Low	Low	Low	Low	Low
Option 3 XX	Low	High	Low	Medium	Very High	Medium	Medium	Low

December 22 forecast of FPVC delivered as a stand-alone initiative if IOP is cancelled at PP2

Not in scope

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What is shared and/or changed

- Shared Programme Manager
- Shared Deployment
- Shared Early Life Support lead
- Shared Project Administrator
- Shared Security C&A
- Shared Infrastructure Costs
- Shared Integrations – e.g. IGA, Atea, SAP
- Shared Communications and OCM&T lead
- New Shared Business Lead

Not in scope



Future Proofed Voice Channel, CORE21 and Integrated Operational Planning initiatives update

Portfolio Governance Committee

Date: 20 July 2023

Sponsor: James Grayson

Attendees: Peter Croudace, William MacKay, Michael Taylor, Ben Pimm, Adrian Hudson, John Harvey.

Purpose

The purpose of this paper is to:

- Provide a general status update across START CORE21 upgrade (CORE21), Future Proofed Voice Channel (FPVC) and Integrated Operational Planning (IOP)
- Seek approval of the CORE21 and FPVC Readiness Assessment Frameworks, including the go-live committee terms of reference for both initiatives.
- Provide an update on benefits (in response to the action point about FPVC benefits from the April PGC meeting)

This PGC paper follows another set of papers approved in June by the Pou Here Tangata Steering Committee for CORE21 and FPVC. Those papers covered more detailed information on:

- The Deployment Approaches.
- The next iteration of Change Impact Assessments.
- The Training Approaches.
- Go-Live Committee Terms of References

Recommendations

It is recommended that the Committee:

- **Approves** the Readiness Assessment Frameworks for Future Proofed Voice Channel and Start Core21.
- **Approves** the Go-Live Committee Terms of Reference for Future Proofed Voice Channel and Start Core21.
- **Delegates** the Future Proofed Voice Channel go-live decision to the FPVC Go-Live Committee, as detailed in that Committee's Terms of Reference.
- **Delegates** the START Core21 Upgrade go-live decision to the Core21 Go-Live Committee, as detailed in that Committee's Terms of Reference.
- **Notes** the Deployment Approaches for both Future Proofed Voice Channel and START Core21
- **Notes** the Change Impact Refreshes and Training Approaches for both Future Proofed Voice Channel and START Core21

s 9(2)(a)

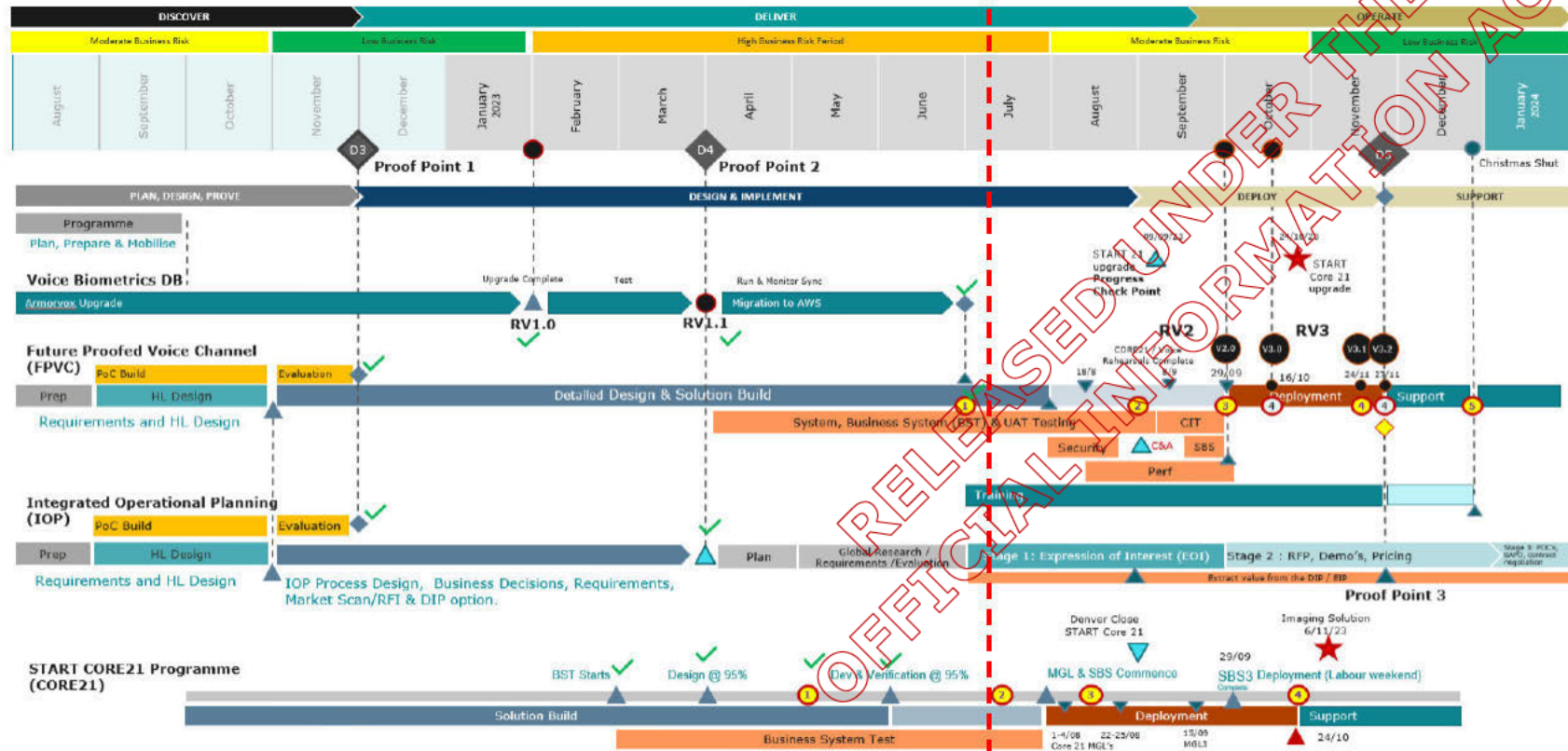
Sponsor: James Grayson,

Deputy Commissioner - Customer & Compliance Services - Individuals

Overall programme remains on track, but entering a pressured phase...

Reporting Period	FPVC	IOP	CORE21
This	A	LG	LA
Last	LA	LG	LG

We are here



Key highlights:

FPVC

- Have re-baselined plan with SC approval – moving Voice Release 2 (RV2) date to end September – no impact overall.
- Pressure in reporting stream with both real-time and EIP (next day reporting)
- One very significant open defect – “Persistence Issue”.
- Change Management on track.

CORE21

- Development and Verification 95% complete.
- Testing and Change Management on track.
- Cutover will be a full outage and much more significant than expected -Resource pressure on deployment planning.

IOP

- Agreement in principle on s 9(2)(b)(ii) involvement in procurement.
- EOI on track to issue on 17th July - very wide targeted suppliers.
- Three stages in procurement plan.

FPVC Status Executive Summary

- The FPVC initiative remains on track for delivery of the move of the voice channel to the cloud by December 2023.
- The initiative is reporting an Amber (A) status due to pressure around build delivery with a corresponding impact on test execution.
- The quality of delivery to date, and overall progress across all workstreams is such that there remains sufficient contingency within the overall schedule for the initiative to have high confidence in achieving the end deployment date.
- The initiative is nearing the end of its core system configuration (build) activities, with both Business System Testing (BST) and User Acceptance Testing underway. One significant issue has arisen from testing relating to the stability of the interaction between Genesys Cloud and START. Resolution options are being developed with focus.
- The Reporting and Analytics workstream is tracking to an Amber (A) status. This is predominantly due to the time to gain approval of an Enterprise approach to deliver aggregated operational reporting. The workstream is mitigating its compressed timeframe by delivering operational reporting incrementally based on business priority. The Genesys Cloud real time reporting capability has been assessed to not fully support the business needs. Options to enhance this capability are being prepared for assessment.
- Deployment planning and Early Life Support are both progressing well to support the move to cloud.
- The change management activities are progressing well across the domain and are all tracking well to the initiative schedule. The first tranche of pre-learning training has started this month.
- PDD's CX team working with the Comms team completed review of the ~4000 prompts which make up our IVR and self-service call flows and have documented hundreds of changes to simplify and apply plain language to our prompts. The CX team will also be running our internal testing of the new user interface with our frontline SMEs, and selected testing of our new IVR prompts with external customers.

Not in scope

CORE21 Status Executive Summary

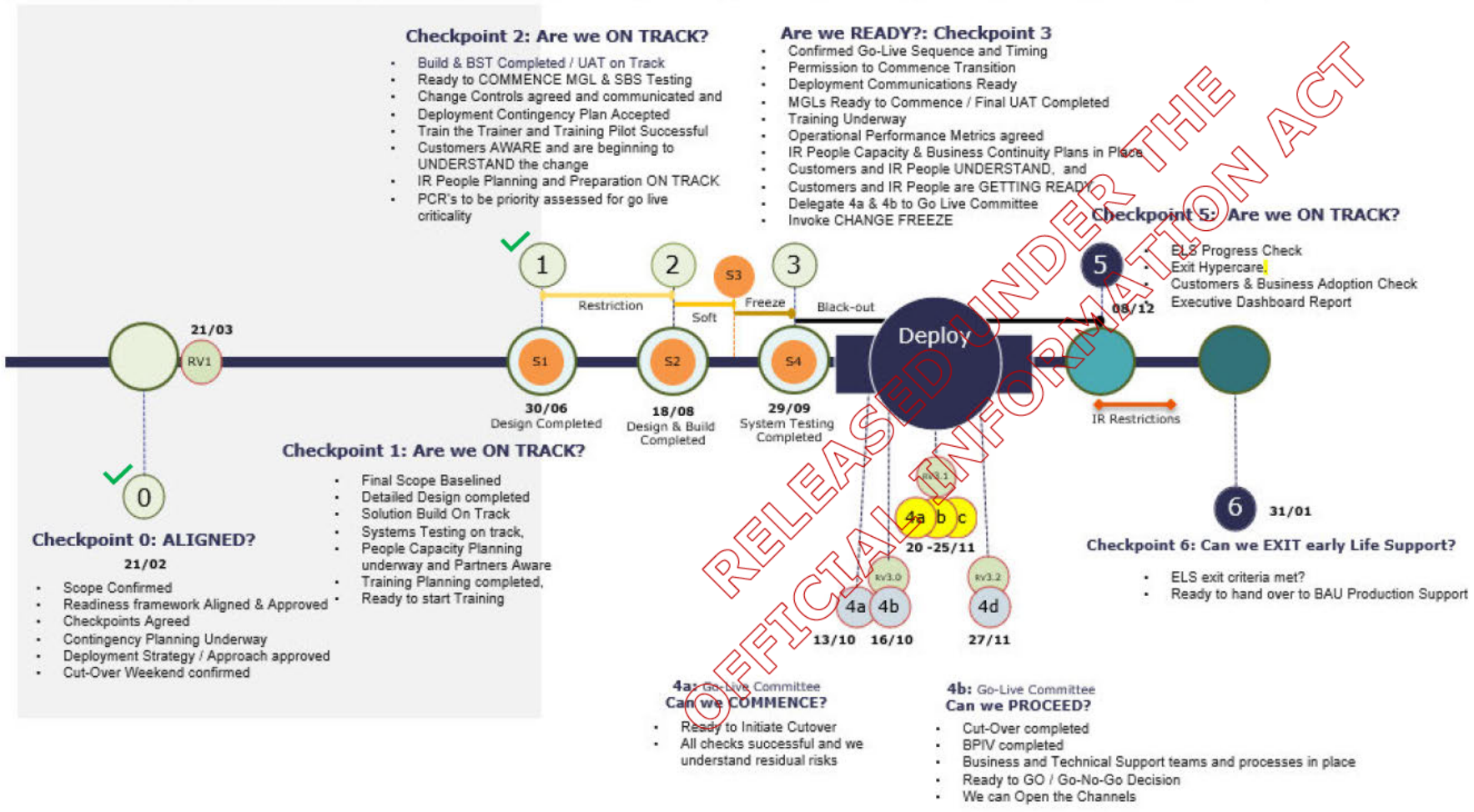
- The CORE21 initiative remains on track for go live on 24 October 2023.
- Development and Verification has progressed to over 95% completed. However, the team are taking a conservative view of progress due to the potential that remaining work may be impacted by unplanned changes required for the remaining development and testing being completed. This will diminish once the final Core21 release is received, and the code is locked from mid-July. Subsequent fixes will continue to be received for defects already identified and any that may arise from the remaining Business System Testing (BST) and Scaled Business Simulation (SBS). A focus on any remaining overdue verification items will be undertaken as this phase closes out.
- A key focus is incorporating changes from the Core21 update release that included Child Support updates. These have been accommodated within the current Development and Testing schedule and are on track.
- BST is tracking largely to plan, with daily defect management to review and manage issues arising from testing. The focus is now moving to detailed planning of SBS, Business Production Verification and Production Quality Assurance detailed planning.
- Notwithstanding some resourcing challenges which are putting pressure on being ready for Mock Go-Live 1 (MGL1), the detailed planning for Deployment and Early life Support is in hand and on track.
- The Pou Here Tangata steering committee has approved the labour weekend cutover with its associated full START and myIR outage.
- The Change team continue to work through Change Impact for staff and customers. Other change and communication activities are in progress, with engagement with business segments underway. Integrated content management changes, particularly to the Te Matawai updates, are progressing and are on track.

Not in scope

IOP Status Executive Summary

- The team have completed an industry scan since proof point 2 (PP2), and this provides confidence that the market will have a suitable solution for Integrated Operational Planning.
 - The team spoke to numerous organisations from across the public and private sectors, within New Zealand and across the world.
 - The team were able to see various product offerings being used to support components of what IR is trying to achieve.
 - However, in comparison to these organisations IR is looking to achieve a higher level of integrated planning maturity. This meant the team were not able to see any organisation that had successfully achieved our vision.
 - At this point, the team expect that our requirements may have to be flexible once the Expression of Interest (EOI) phase is completed. This is not unusual for this type of procurement; however, some of that flexibility will need to be discussed at a Steering Committee and/or PGC level.
- Market scan activity has been completed; this has provided us with a comprehensive list of potential vendors that may suit
 - The team engaged with s 9(2)(b)(ii) to support IR with deeper market penetration.
 - The existing relationship with IDC resulted in a comprehensive list of potential vendors that met the expectation of this activity (refer Appendix A) and provides confidence that the team understand the players in this market.
 - Our Commercial team has reached out to 18 potential vendors as a result to alert to them to our Future Procurement Opportunity (FPO).
- Close to having agreement with s 9(2)(b)(ii) about how they can participate as [part of a consortium, but not priming] in this procurement process.
 - This has been agreed verbally, with a written confirmation due by 13 July 2023.
- Expression of Interest (EOI) is out for internal review with a target market release date of 17 July.
 - The final draft of our EOI is currently being reviewed by a subset of our Steering Committee and Advisory Group (a group of subject matter experts with knowledge we will leverage appropriately throughout this process) for procurement. It is on track to be live on GETS by Monday 17 July.
 - The team have agreed on four potential patterns (see appendix A) in which vendors can respond to the EOI. These patterns enable more than one product to support IR's vision for IOP, provided they meet our requirements. These patterns ensure that IR will not have increased administration or integration responsibilities and confirms the role of s 9(2)(b)(iii) as the "ongoing Service Aggregator" once a solution is selected.
- s 9(2)(b)(ii)
- Plan to refresh the IOP implementation business case, with a view of providing an update in Nov/Dec 2023 of likely cost to implement.
- Overall, forecast project expenditure approved to fund procurement to the end of November 2023 is tracking under budget. See monthly enterprise finance report for details.

FPVC Readiness Assessment Framework



Key points:

- Checkpoints 0,1,3 and 6 will be assessed by the Pou Here Tangata Steering Committee.
- Checkpoints 4 and 5 by the Go-live Committee.
- Programme, Business (including people) and Customers (where applicable and possible) readiness will be assessed.
- Release RV1 and RV2 - will be Change Advisory Board (CAB) only as these are technical dormant releases.
- Release RV3(#):
 - Go Live Committee approves the business go live release.
 - Some checks will be delegated to a Sub-Group

FPVC Readiness assessment framework: Go-Live Committee TOR

Role:

The Go-Live Committee will be responsible for making the following decisions:

1. Should the initiative begin cutover of the release into production based on the Readiness Assessment Framework
2. Should the initiative stop, pause or delay the cutover of the release into production because of a major incident affecting IR or the cutover
3. Should the initiative roll back the release from production because the go-live criteria cannot be met within the agreed change window
4. Should the release go-live because the go-live criteria have been met meaning cutover is complete and Early Life Support can commence.

Responsibilities:

- To provide executive-level decision making during the cutover of the major release.
- Ensure all decisions are made in a timely manner to minimise impact to business operations and customer experience.
- To ensure that decisions are made in adherence to approved entry/exit criteria, and in the best interests of IR.
- To ensure consistent distribution of key messages related to the successful deployment OR to ensure consistent distribution of key messages regarding the rationale for rolling back unsuccessful changes.

Rules of Procedure:

Quorum: Chair + 3 voting members (≥80%)

Consensus: Chair + 3 voting members (≥80%)

Veto rights: Chair (Note 1)

Supporting material: to be tabled by the Release Manager

Minutes: to be taken by the Domain Specialist Governance (L2) (Governance and Ministerial Services) and issued within 1 working day

Note 1: Veto rights will apply to consensus on decisions only and will not include the right to make unilateral decisions. In the event that a decision is vetoed the arbitration process will include one additional extraordinary Go / No-Go meeting to be convened, and in the event that the issue is not resolved it will be referred to the Executive Leadership Team (ELT) for resolution. All members will have the right of referral, i.e. to the ELT.

Membership:

Voting Members

- Deputy Commissioner, CCS-I (Chair and SRO) – James Grayson
- Customer Segment Lead (Individuals) – Jane Elley
- Customer Segment Lead (Families) – Sue Gillies
- Enterprise Leader, CCS PD&D – Joanne Taranaki
- Strategic Architecture - Cate Robertson
- Technology Services - Malcolm Breadmore
- IPV Programme Manager - Peter Croudace

Non-Voting Members:

- Programme Business Owner – William MacKay
- Future Proof Voice Channel – Michael Taylor (for FPVC releases)
- IPV Programme Manager - Matt Collier
- FPVC Initiative Lead – John Harvey (for FPVC releases)
- IPV Solution Lead – Simon Baxter
- s 9(2)(a)
- Other Vendor Representation as relevant (FAST– Ryan Woodfall)
- Domain Specialist - Governance and Ministerial Services – Shelley Hayman

Guests:

Additional attendees may be requested to attend as required by the subject of the discussion.

Non-voting
members include
s 9(2)(b)(ii)
representation

CORE21 Readiness Assessment Framework

Checkpoint 2: Are we ON TRACK?

- Ready to COMMENCE SBS Testing
- Change Controls agreed and communicated and
- Deployment Contingency Plan Accepted
- Training Planning, Train the Trainer and Training Pilot Successful
- Customers AWARE and are beginning to UNDERSTAND the change
- IR People Planning and Preparation ON TRACK
- PCR's to be priority assessed for go live criticality

Are we READY?: Checkpoint 3

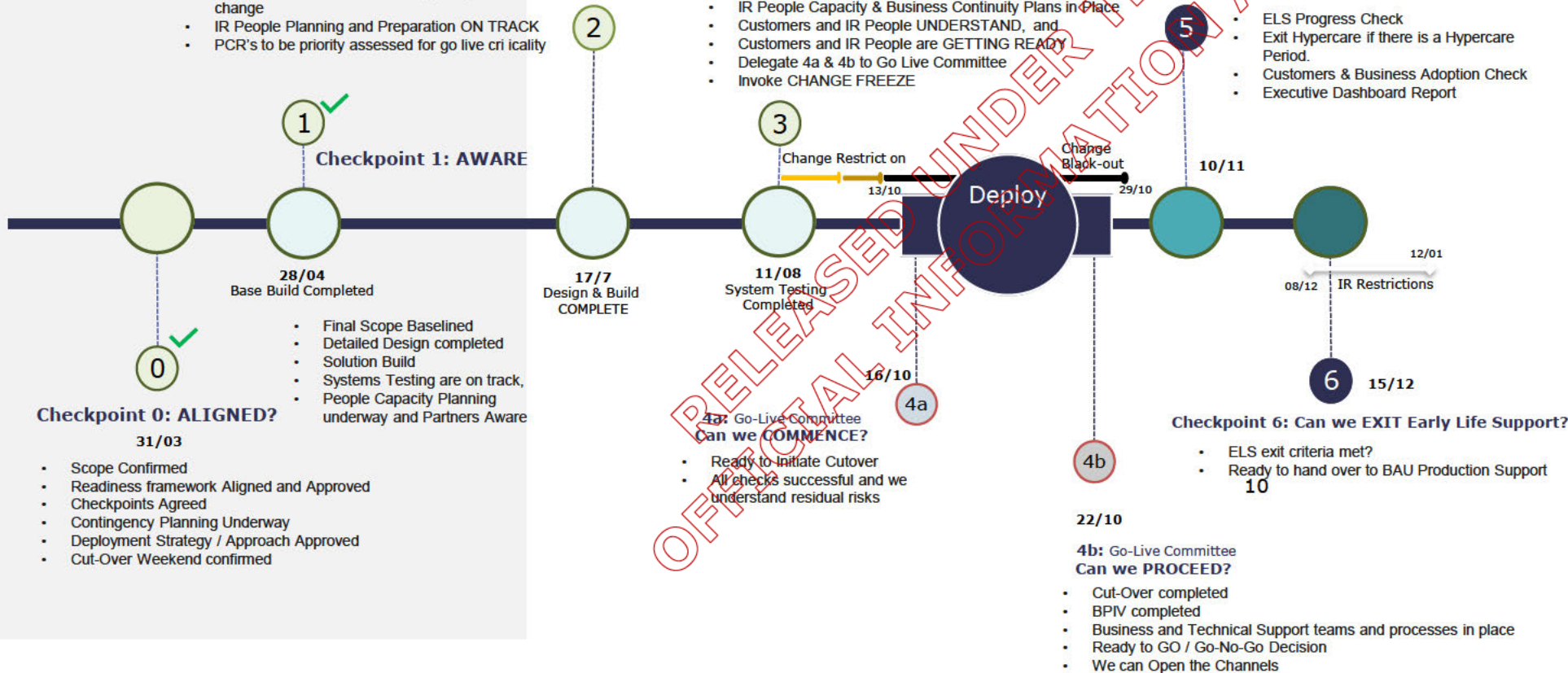
- Confirmed Go-Live Sequence and Timing
- Permission to Commence Transition
- Deployment Communications Ready
- MGLs Ready to Commence / Final UAT Completed
- Training Underway
- Operational Performance Metrics agreed
- IR People Capacity & Business Continuity Plans in Place
- Customers and IR People UNDERSTAND, and
- Customers and IR People are GETTING READY
- Delegate 4a & 4b to Go Live Committee
- Invoke CHANGE FREEZE

Checkpoint 5: Are we ON TRACK?

- ELS Progress Check
- Exit Hypercare if there is a Hypercare Period.
- Customers & Business Adoption Check
- Executive Dashboard Report

Key points:

- Checkpoints 0,1,3 and 6 will be assessed by the Pou Here Tangata Steering Committee.
- Checkpoints 4 and 5 by the Go-live Committee.
- Programme, Business (including people) and Customers (where applicable and possible) readiness will be assessed.



CORE 21 Readiness Assessment Framework: Go-Live Committee TOR

Role:

The Go-Live Committee will be responsible for making the following decisions:

1. Should the initiative begin cutover of the release into production based on the Readiness Assessment Framework
2. Should the initiative stop, pause or delay the cutover of the release into production because of a major incident affecting IR or the cutover
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- Customer Segment Lead (Families) – Sue Gillies
- Enterprise Leader, CCS PD&D – Joanne Taranaki
- Strategic Architecture - Cate Robertson
- Technology Services - Malcolm Breadmore
- IPV Programme Manager - Peter Croudace

Non-Voting Members:

- Programme Business Owner – William MacKay
- Vendor Representation as relevant (FAST– Ryan Woodfall)
- Initiative Lead CORE21 – Adrian Hudson
- Domain Lead – Design Support – Shanil Silva
- Domain Lead – Payments/Financials – Duncan Robertson
- Domain Lead – Digital Experience – Dan Blank
- Fast Initiative/Deployment Lead – Nathan MacNeil
- Domain Specialist - Governance and Ministerial Services – Shelley Hayman

Guests:

Additional attendees may be requested to attend as required by the subject of the discussion.

Difference between FPVC and CORE21 is in the non voting members.

FPVC Benefits update from June Steering Committee meeting

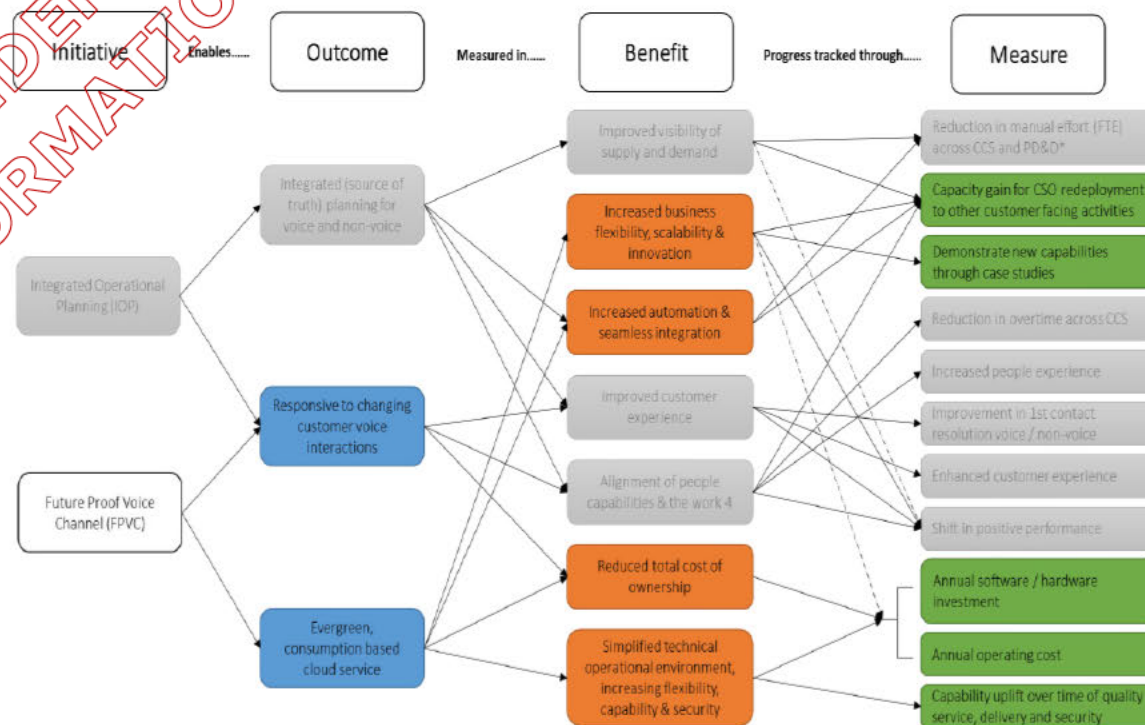
Commentary of uncoupling and why.

A decision has been taken to decouple the two initiatives from a benefit forecasting, tracking, and reporting perspective. The two initiatives, at this point in time, are in different phases of the initiative lifecycle. Future Proofed Voice Channel is well into delivery and expected to handover into BAU within the first quarter of 2024. Whereas Integrated Operational Planning is currently undertaking a procurement process expected to be complete by February 2024.

FPVC Benefit Changes:

Benefit #	Benefit/measure description	Change	Rationale for change
INIT195-001	Removal of current on-premises managed service costs	Benefit realisation to commence 1 Apr'24 as opposed to 1 Feb'24	Decommissioning of the on-premise solution now end of March 2024. Cost savings remain as predicted, but propose that savings delayed until April-24 start due to agreed ramp down/up model
INIT195-02	Reduction for licensing existing remote access solution	Potential to turn-off 1 Jan'24 as opposed to 1 Feb'24	Requires 30-day notice to terminate
INIT195-07	Evergreen technology environment	Inclusion for tracking purposes of cost avoidance associated with WFM solution.	Current scheduling system (Alvaria) will remain on-premise until Jan 2025 and require upgrades to be done manually by IR.

Future Proofed Voice Channel benefit map



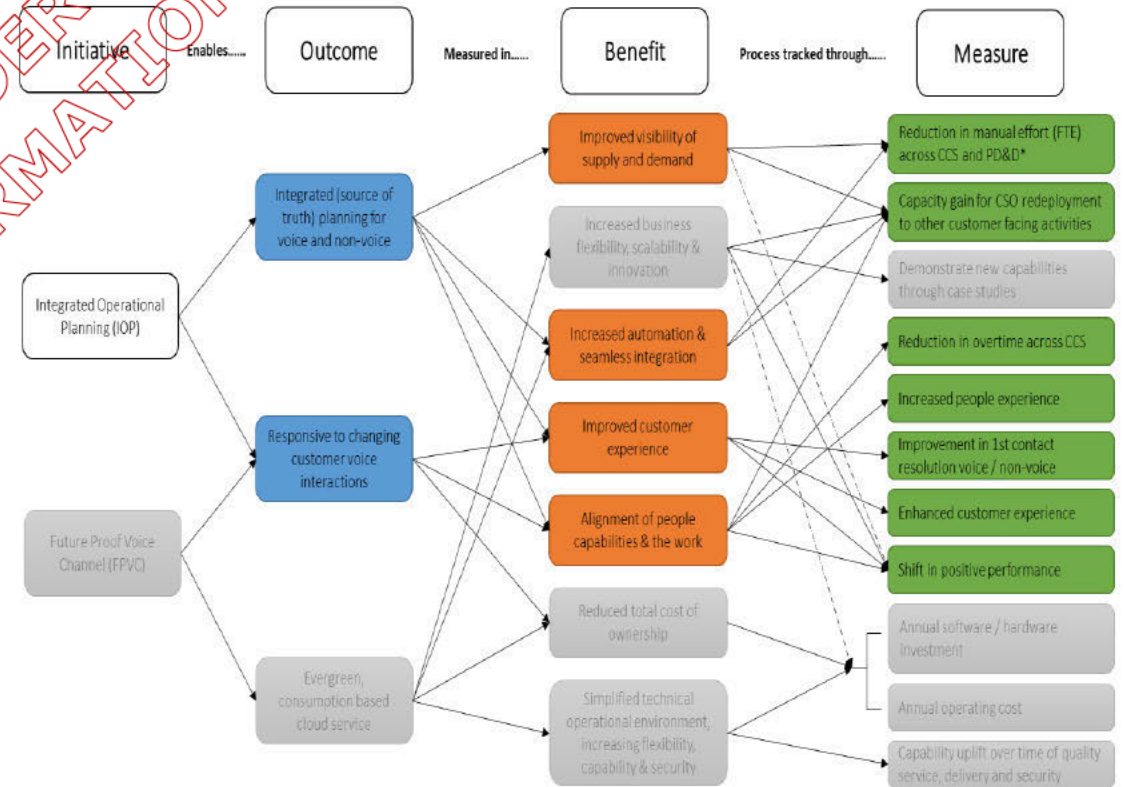
IOP Benefits update (from June Steering Committee meeting)

Note: The future implementation and operational costs of any potential IOP technology solution are uncertain, as are any implications for ongoing costs and benefits relating to s 9(2)(b)(ii) services related to FPVC.

IOP Benefit Changes:

Benefit #	Benefit/measure description	Change	Rationale for change
INIT196-01	Single source of truth	Programme going back to market following the outcome of PoC. Operational date will move out, resulting in deferment of benefit realisation	Assumption was that "The solution will be operational from Feb 2024"
INIT196-02	Increase in capacity		
INIT196-03	Better align people's capabilities, work to enhance customer		
INIT196-03 KPI 6	Increase in our people's experience based on & over time greater surety of work, flexible working practices, and skills matching to work	Propose to remove the current measure	Problematic to isolate influence of IOP on CCS people experience therefore limited value in demonstrating progress

IOP benefit map



Grey means N/A to initiative

Other colours have no meaning



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Detail relating to the "noting" recommendations

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Key noting points **CORE21** Deployment Approach

- Similar proven approach to deployment as taken in Business Transformation (BT)
- Delegated authority for go/no go to a “go live committee”
- Targeting Labour Weekend – 24th Oct go live
 - Shutdown - Friday 20 October at 6pm until Tuesday 24 October at 6am
 - Minister's office to be informed of the outage, but not be on the communication for the cutover weekend.
- A full system outage, including SPK2IR, myIR and Gateway Services.
- Key business events on both sides of cutover – not dissimilar to BT.
 - 20th Oct a key filing/payment due date (EI), 24th Processing and significant disbursements (Fam/PPL).
 - Customers can still process payments over the weekend! (via their bank)
- Almost the scope of a BT cutover, but smaller in scale..
 - Converted Payments Data Verification
 - Revenue Reconciliation
 - Business Post Implementation Verification (BPIV)
- Three Mock Go Lives (MGL) and three Scaled Business Simulations (SBS)
 - Cutover timing will be refined during these MGL's
- Integrated approach to CORE21 MGL's and FPVC Rehearsals
- Standard IR Readiness Assessment framework and checkpoints will be used

Key noting points **FPVC** Deployment Approach

- A delegated authority model is being used to manage go/no go decisions
- Standard IR Readiness Assessment framework and checkpoints will be used
- Very different to CORE21 as the Genesys solution set is "Greenfield's" i.e. production will be set up 8 weeks prior to cutover and tested well before the go live.
- Actual go live is a "switch of phone call traffic to the new system and confirming that agents are assigned to the appropriate queues.
- ES service desk pilot 16th Oct with main go live in two steps 24th Nov and 27th Nov
- Main cutover is a Thursday night to allow a Friday full production load and a weekend to evaluate & remediate any issues before committing to permanent operation on Monday 27th Nov. This approach mitigates the risk of committing to the FPVC solution prematurely.
- There will be two service outages for the contact centre and SPK2IR being the evening of Thursday 23rd Nov and the Weekend 25th -26th Nov
- The rollback scenario of having to revert to the current Genesys Engage solution will be validated as part of the rehearsal.
- No credit card payments available between CORE21 and FPVC go lives.
- No customer voice biometric enrolments over the weekend of 24-27 Nov

Executive Summary: FPVC Change Impacts

Organisation impacts

- Current voice channel technology (WDE) will be replaced
 - All people who receive or make customer calls (CSOs, CSA's, Team Leads, Complaints Management and the Enterprise Service Desk) will move over to the new voice technology.
- Most of the tools used to administer the voice channel will be replaced. This will significantly affect the Voice & SMS Channel Management team.
- Verint (call/screen recording tool) will be replaced by Genesys Cloud functionality (calls up to 2 years old). Verint will only be used as the long-term voice archiving tool (calls older than 2 years old noting that Verint will continuously receive call recordings from Genesys Cloud).
- Urunga (the tool used to connect to WDE remotely) will no longer be required. People who take/make customer calls from home will be able to do so seamlessly by logging into the same web-based solution they use in the office. This should be positively received.
- Operational voice reporting processes will change. Teams who create or consume reporting will be affected by this change. The exact impacts are still being worked through.
- New voice features will be introduced e.g.:
 - Outbound dialer – enabling partially automated outbound calling campaigns
 - Callback changes in START– new on-screen prompts within Genesys Cloud screen show the CSO if a callback is the next call
 - Enhanced speech analytics of customer intents will enable more specialised real-time reporting & insights
- Ministerial & Escalated Complaints team will start using Genesys Cloud voice technology instead of Microsoft Teams when making and taking customer calls to ensure calls are recorded. A new queue will be created for them.

Business Unit/segment	Impact Rating
CCS-I Individuals	Medium
CCS-I Families	Medium
CCS-I Micro Business	Medium
CCS-I Community Compliance	Low
CCS-B Small & Medium Enterprises	Medium
CCS-B Significant Enterprises	Medium
CCS-B Legal Services	Low
CCS-B Planning Design & Delivery– Voice & SMS Channel Management, CCS-B Planning Design & Delivery – Planning and Performance	High
CCS-B Planning Design & Delivery – Complaints Management	Medium
CCS-B Planning Design & Delivery – Scheduling CCS-B Planning Design & Delivery – Customer Action	Low
Enterprise Design & Integrity – Centre for Enterprise Data & Analytics (CEDA)	High
Enterprise Design & Integrity – Integrity & Internal Assurance	Low
Enterprise Design & Integrity - Intelligence & Insights	Low
Enterprise Design & Integrity – Privacy	Low
Enterprise Design & Integrity – Governance, Ministerial & Executive Services	Medium
Enterprise Services – Enterprise Service Desk	Medium
Enterprise Services – Technology Services , Voice Channel team	Low

Overall organisation impact is rated **Medium** with some **High** impacts for specific teams

Executive Summary: FPVC Change Impacts

Customer impacts

- The voice customers hear when they call IR will change from a male human voice to female digital voice – 'Aria'.
- IVR prompts will be easier to understand - plain language used.
- Limited Te Reo Māori words and phrases can be recognised by the IVR.
- A dedicated 0800 number will be introduced for the slowed IVR service.
- Transfers to another queue will no longer "jump the queue" in front of people already waiting.
- When IR calls a customer, it will no longer show "unknown/private number" on their mobile. The number the CSO is calling from will reflect on the customer's mobile.
- More overseas customers can phone us for free. IR will expand free calling for all call types to more countries that have high Child Support and Student Loan debt.
- When making credit card payments over the phone, customers will automatically be returned to the CSO they were dealing with if a payment process fails.
- Credit card payments in the IVR and over the phone will not be available between 24 October and 27 November 2023. Other payment mechanisms will not be affected.
- When a customer requests a call-back from IR, the CSO will have additional time and information regarding the call-back before the call is initiated and answered.

Customer/Stakeholder Segment	Impact Rating
Individuals: Individuals	Low
Individuals: High Net Worth Individuals	Low
Individuals: Families	Low
Business: Micro-business & Not for profits	Low
Business: Small-medium Enterprises	Low
Business: Significant Enterprises	Low
Intermediaries: Tax Agents	Low
Intermediaries: Tax Pool Intermediaries & Nominated persons, other reps	Low
Intermediaries: Bookkeepers	Low
Business Partners: Govt Agencies, Advocacy Groups, KiwiSaver providers, Overseas Agencies	Low
Business Partners: Service Providers/Financial Institutions	Low
Business Partners: Software Developers	Low

Overall customer impact is rated Low. The changes should be intuitive, and we anticipate most will be positively received.

Executive Summary: FPVC Training Approach and Plan

- **2,109 people from CCS Customer Segments, CCS PD&D, ED&I and Enterprise Services have required training to complete before deployment**
 - 1,545 people have online self-paced training only.
 - 564 people have a blend of online self-paced training and trainer-led sessions to attend.
 - Another 39 people will self-serve online self-paced training as needed post-deployment (from CCS Customer Segments, Legal Services and ED&I).
 - We will work directly with segments to capture new recruits who start during the training delivery timeframe and adjust their training plan to suit.
- **Training will be delivered from July to November 2023, staggered in 3 phases and accessed via Atea Learning**
 - Pre-learning and overview available from July (CCS Customer Segments), August (Enterprise Service Desk) and September (CCS PD&D, ED&I, CCS Customer Segments).
 - System overview and navigation available in September (CCS Customer Segments, Enterprise Service Desk) & October (CCS PD&D and ED&I)
 - Practice and Support (includes live environment activities) available in October (CCS Customer Segments, Enterprise Service Desk) and November (CCS PD&D & ED&I)
 - Completion reporting will be available to Leaders in Atea Learning. We will provide training completion and evaluation reports from July.
- **An estimated 11,824 total hours are required to complete training**
 - Most people require an estimated 5-8 hours each to complete the training. The Voice Channel Management training is estimated at 35 hours per person.
 - Most training hours are expected to be used in October (40%) and November (29%).
- **Trainer-led sessions will be delivered in September to November**
 - Trainers will be sourced internally. ^{s 9(2)(b)(ii)} will provide user training as part of Train the Trainer in September.
 - Most sessions will be delivered via Teams.
 - In-person sessions and workshops will be delivered for some audiences in Christchurch, Hamilton and Wellington.
 - ^{s 9(2)(b)(ii)} will also provide specialist training for Voice Channel Management in October and November.
- **We will collaborate on and co-ordinate training logistics and support activities with Core21**
 - This includes joint updates to Collaboration Group, updating of rosters, Atea Learning course build/assignment activities and Training completion reports.

Decisions on the **FPVC Training Delivery Approach** have been informed by the **IPV End User Training Approach (INTDEL-39)** endorsed in March 2023, the FPVC Training Needs Analysis (completed in consultation with business stakeholders & representatives), the **IPV Customer & Organisation Detailed Impact Assessment (INTDEL-38) – Iteration 2** and consultation/validation with: Pou Here Tangata IPV Business Owner, FPVC Business Lead, Pou Here Tangata Change Lead & Analyst, ^{s 9(2)(b)(ii)} and business stakeholders & representatives.

We will continue to refresh the number of people and estimated hours for training as we refine training needs, audiences, learning solutions and delivery plans.

Executive Summary: Core 21 Change Impacts

Organisational impacts

- Core21 is a largely behind the scenes upgrade for START systems, design and programming, with the move to fully supported Microsoft networks allows IR ready access to new features produced by FAST.
- For START users the look and feel refresh with enhancements to navigation, streamlined springboard structure (rearranged tabs and same order throughout) and the introduction of the 360 dashboards. This brings quicker access to key information at-a-glance will be slightly disruptive initially, but availability to the START learning environment prior to deployment will quickly become the new 'normal' and give confidence.
- Manager quick search allows access to managers across the system with fewer clicks.
- Move to Managed payments provides a more flexible approach, improves processing, allocation and reconciliation of payments
 - Payment tasks are visible sooner
 - Fewer tasks require manual intervention.
- Requested enhancements around processing, functionality and layouts.
- Clearer accounting and less manual effort for Revenue accounting.
- 'Activate help mode' dis-continued – same/similar solution provided within IR.

Overall organisation impact is rated **MEDIUM** as the rolled-up impact due to the number of changes.

Business Unit/Stakeholder segment	Impact Rating
CCS-I Individuals	Low-Med
CCS-I Families	Low
CCS-I Community Compliance	Low
CCS-B Micro Business	Low
CCS-B Small & Medium Enterprises	Low
CCS-B Significant Enterprises	Low
CCS-B Legal Services	Neg - Low
CCS-B Planning Design & Delivery	Neg
Enterprise Services – Finance Services	Neg - Low
Enterprise Services - Technology Services, People & Workplace Services, Commercial Services & Strategic Property, Change Design & Enablement, Enterprise Service Management, Marketing & Communications, Enterprise Information & Knowledge	Neg
Enterprise Design & Integrity – Centre for Enterprise Data & Analytics (CEDA)	Neg
Enterprise Design & Integrity – Strategic Portfolio Stewardship	Neg
Enterprise Design & Integrity – Corporate Legal, Digital Ecosystem, Strategic Architecture, Te Kahui Tūhono, Integrity & Internal Assurance, Privacy, Governance, Ministerial & Executive services, Information Security Office, Intelligence & Insights	Neg

Executive Summary: Core 21 Change Impacts

Customer impacts

- Improved visibility and functionality within eServices for payments.
 - Will receive a payment confirmation screen when paying by credit card – confidence IR has received
 - Option to pay by credit card at return filing (doing so removes the ability to 'withdraw' the return)
- Device logon notification email will be sent if a web logon is accessed from a differing device.
- MFA QR code (two-step verification) now contains the customers web logon name.
- Receive submitted confirmation messages for 'Message to IR, Software Intermediary link – Gateway and Register client for new account'.
- Developer portal refresh removing irrelevant statuses, list layout and introduction of 'More' tab .
- Combining payments hyperlinks means that the searches our customers may have used to locate these may not work
- The ability to pay assessment over the phone by credit card will not be available from 20/10/2023 until 04/12/2023 FPVC go live

Overall customer impact is rated **LOW**. We anticipate most changes will be positively received.

Customer/ Stakeholder segment	Impact Rating
Individuals: Individuals	Low
Individuals: High Net Worth Individuals	Low
Individuals: Families	Low
Business: Micro-business & Not for profits	Low
Business: Small & Medium Enterprises	Low
Business: Significant Enterprises	Low
Intermediaries: Tax agents	Low
Intermediaries: Tax Pool Intermediaries & Nominated persons, other reps	Low
Intermediaries: Bookkeepers	Low
Business Partners: Govt Agencies, Advocacy Groups, KiwiSaver Providers, Overseas Agencies	Low
Business Partners: Service Providers/Financial Institutions	Low
Business Partners: Software Developers	Low

Executive Summary: Core 21 Learning Approach

- **3813 people** across the organisation have access to START. However, **not all of these users will require learning** due to the nature of their roles – that is, they are already involved in the background build/design and/or they do not access START as part of their daily work requirements.
- **2783 people in 5 learning audiences have learning to complete from September to late-October.** This is made up of:
 - 2500 people as regular START users
 - 13 people in the Payments team (Upper Hutt, CCS-I)
 - 10 people in Revenue Accounting
 - 150 people in Legal Services
 - 110 Team Leaders
- The changes our people need familiarity with before deployment are **mainly navigational.** Therefore, we believe access to the START learning environment, BAU basic activities/modules and undefined exploratory time will allow most learning styles to succeed.
- We have considered that **different audiences will require different levels of learning** intensity. Some may require specific learning packages, while others can learn 'on the job' or may be sufficed with general communications, and we will work closely with the segments as required.
- We anticipate that for those who require learning, that this can be **completed across 2 x 1-hour self-paced online sessions.**
- All of the learning content is intended to be **delivered through self-paced online learning via Ātea.** This will be **added to people's learning pathways and will be scheduled in rosters (1437 people) where necessary** (dependant on training environment stability and data build).
- The learning will provide:
 - Overviews of features and functionality changes
 - Practice activities and navigation in the START training environment.
- **Help content will be updated** to support our people to navigate the new layout and functionality of START where required. At deployment, this will be in START Help, Te Mātāwai and guided help where relevant.
- We are working with the Pou Here Tangata initiative to **align the delivery of our learning where possible.** Where scheduling is required for both initiatives, we will combine this where we can, to ensure no excessive impact to rosters and capacity.



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APPENDIX A

Detail Supporting Documentation and Reports

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Pou Here Tangata – FPVC Initiative Report



Reporting Period: : 24/6/2023 – 07/07/2023

Reporting Period	Current Status	Future Trend	Scope	Risk	Issues	Dependency	Schedule	Resources	Stakeholders	Partners/ Commercial	Benefits	Financial
This	A	LA	LG	A	A	LG	A	LG	LG	LG	LG	LG
Last	LA	LA	LG	LA	LG	LG	LA	LG	LG	LG	LG	LG

The FPVC initiative is at Amber (A) status and is tracking to the agreed Deployment Date.

The initiative is reporting an amber (A) status due to pressure around build delivery with a corresponding impact on test execution. The quality of delivery to date, and overall progress across all workstreams is such that there remains sufficient contingency within the overall schedule for the initiative to have high confidence in achieving the end deployment date. Solution build sprint 5 completed during the reporting period that included key functionality and the successful delivery of the Quality Environments used to support the User Acceptance testing activity. The final planned build sprint (6) is now underway. The trend of in completed scope moving to later sprints has continued such that it is now anticipated that an additional build sprint will be required. Slowed delivery progress is having a corresponding impact upon the Business System Testing (BST) execution schedule, although test completion dates are still holding. One significant issue has arisen from testing relating to the stability of the integration between Genesys Cloud and START (INTI-52) Resolution options are being worked on with a high degree of management focus. The Reporting and Analytics (R&A) workstream's Business Requirements are signed off and the high-level reporting design in final review. The native Genesys Cloud real time reporting capability has been assessed as unsuitable to support the business functions required. Options are urgently being prepared to mitigate this risk (INTR-390). Work is ongoing defining and delivering the "day one" historical reporting from the Enterprise Information Platform (EIP). Delivery of these outputs remains under pressure. The progress of the workstreams noted above contributes to the Amber (A) status for overall status, risk, issues and schedule. The initiative has these matters under active management and governance support is not sought at this time. The Early Life Support (ELS) approach is being defined and is contributing to the final implementation statement of works with ^{s 9(2)(b)(ii)} (SOW5). This will commission the necessary specialist resources to support the Hypercare and ELS phases. Service management artefacts to support the retirement of the existing Telecommunications Services Outsourcing Agreement (TSOA) contract and adoption of the new Service support structures for FPVC are progressing well. Dependency INITD-12 with regards to the business as usual (BAU) delivery of the ^{s 9(2)(b)(ii)} and IRs Service management technology (Service Now) remains under monitoring. A new dependency is being raised to track the ^{s 9(2)(b)(ii)} Toll Free infrastructure upgrade ahead of the FPVC deployment.

Upcoming Initiative Deliverables, Milestones and Key Dates

Deliverable, Milestone and Key Date	Due / RAG	Status Commentary
UAT Testing to start	26/06/2023	Completed
Sprint 6 completed	28/07/2023	some scope moving added from Sprint 5, a sprint 7 is now planned to complete delivery
BST completed	18/08/2023	Some initial delays due to functionality availability.
UAT completed	08/09/2023	Started 28/06/2023

Top Risks under mitigation

JIRA #	Current	Trend	Risk Summary & Commentary
INTR-334	HIGH (likely / minor)	Improved	There is a risk that the test schedule may be impacted by the delivery dates for key solution components to the test environment.
INTR-390	High (Possible / Moderate)	Improved	While GC can meet some of the GC real time reporting requirements there are a number of gaps that will need to be filled in order to meet the day one business needs without significantly impacting business operation

Achievements THIS Reporting Period against the work schedule achieved this reporting period:

The following key milestones have been achieved:

- 1) Build Sprint 5 completed
- 2) Delivered Integrated FPVC Quality Environment
- 3) Reporting and Analytics Requirements approved
- 4) Approved Detailed Change Impact Assessment (Version 2)
- 5) Approved FPVC Change Approach
- 6) Approved Training Delivery Approach

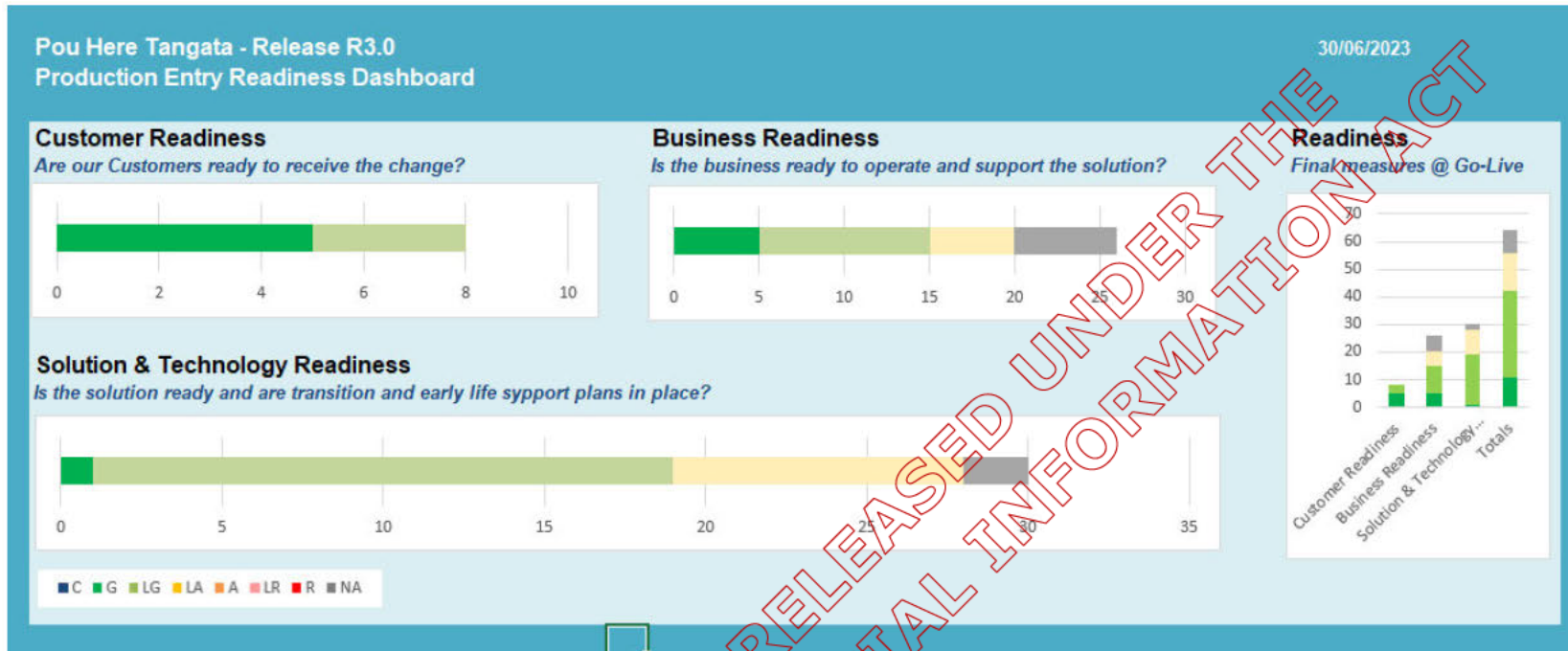
Planned for NEXT Reporting Period: Key tasks / events & plans

- 1) Complete delivery Sprint 6
- 2) R&A High Level Design approved
- 3) Deliver first tranche of training pre-learning modules
- 4) Early Life Support Approach Approved

Top Issues in triage

JIRA #	Summary	Status Commentary
INITI-52 HIGH Remained the same	GC persistent connection drops causing impact to CustomUI & START integration (IPV)	Solution options are being elaborated that minimise the impact on user experience as well as productivity loss.

FPVC Readiness @ Checkpoint 1 – Are we on Track?



- 64 Criteria Assessed
 - 7 Not applicable for this checkpoint
 - 11 Green
 - 31 Light Green
 - 14 Light Amber

The initiative is on track however there are areas of Light Amber concern namely; risk of testing schedule compression, issues identified during testing and deficiencies identified in the out of the box GC reporting capability. Stakeholder communications and readiness for end use training are on track and looking good, preparation for deployment and end-user support have been initiated.

Not in scope

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START Core 21 Upgrade

Reporting Period: 24/06/2023 – 07/07/2023



Team Summary	Reporting Period	Current Status	Future Trend	Scope	Risk	Issues	Dependency	Schedule	Resources	Stakeholders	Partners	Benefits	Financials	
	This	LA	LA	LG	G	G	G	G	LA	LG	G	G	NA	LG
	Last	LA	LA	G	G	G	G	G	LA	G	G	G	NA	LG

Headline – Schedule continues to track to Light Amber (LA) to reflect a conservative view of progress, that may be impacted as development and testing is being completed. Resource LG due to internal appointment from the Deployment team, working with third party provider to secure cover and internal IR team for IP transfer longer term. Scope is LG from incorporating changes from Core21 update release that included Child Support updates, continue to work through Change Impact for staff and Customers. Verification tasks have reduced. however high amount are overdue of items remaining - SME DT will be following up with DS and developers. BST : Payments tracking well, may complete earlier than planned. eServices, Compliance – Tracking behind, further testers added from products and payments which will allow testing team to get back on track. Compliance numbers are predicted to reduce. Families – Testing paused for a week to support DS, BST schedule extended a week. Financials –. Tracking behind schedule, reduced planned scenarios this week to allow testing team to get back on track. Financials scenarios are predicted to reduce. Accounting – Paused for reporting requirements for the Crown Accounting team. Common Services – Task Management extended a week due to NZS availability – which is now resolved. Interfaces – Tracking well, BST schedule extended by a week due as a result of connectivity issues with Study link.

Achievements against the work schedule achieved this reporting period

- Presentations of Change impact assessment and overview of Core21 to CCS segments.
- BST – Products KiwiSaver and Unclaimed Monies - completed

Key Tasks / Events / Plans for the next reporting period

- Complete Development and Verification
- Continue all remaining BST activities.
- Deployment Detailed Planning
- Early Life Support Approach
- Readiness Assessment CP 2
- SBS/BPIV/Prod QA Scenarios

Assistance Required

No assistance is required this reporting period.

Top Risks under mitigation

JIRA #	Current Risk	Trend	Risk Summary & Commentary
INTR-232	MEDIUM (Unlikely / moderate)	▲	Government initiatives may occur during planned go-live - May Budget – No items for go-live period – continue to monitor
INTR-236	HIGH (possible / moderate)	↔	Key resources impacted by absence – No impacts, some recent absences and planned leave
INTR-239	HIGH (possible / moderate)	▲	There is a risk that unplanned changes are required as a result of implementing Core 21 – Tracking to close of Core solution

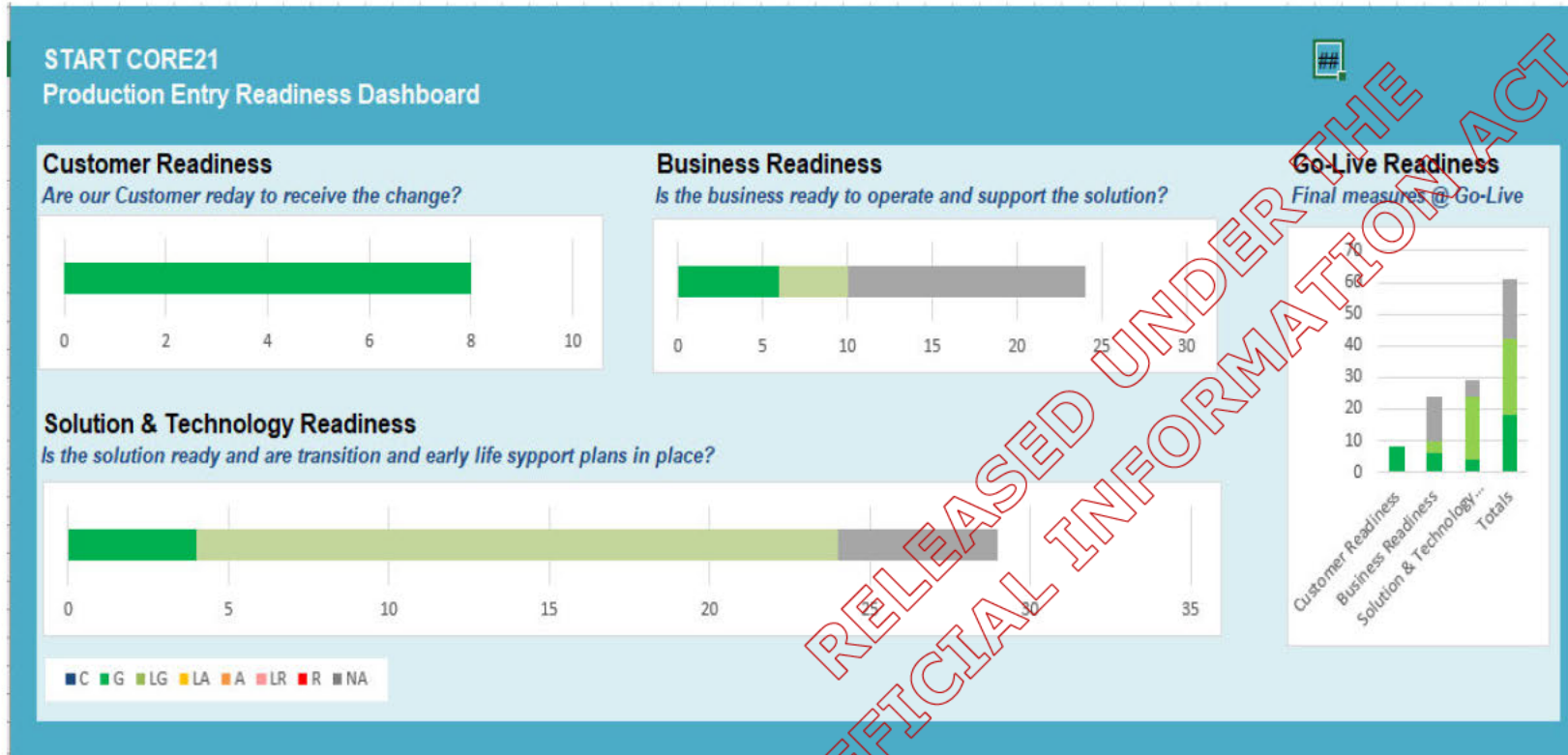
Top Issues in triage

JIRA #	Summary	Status Commentary
INITI-46	Code Dev/Verification inter-dependencies	Payments/Financials continue to be monitored
INITI-48	Content updates for Core21	Progress for Core21 now at 48%, issue to close, tracked via INTR-333

Deliverables, Dependencies and Milestones

Deliverable, Milestone and Key Date	Due / RAG	Status Commentary
Business Function Definition (BFD)	30/04/23	BFD Sessions complete some final updates and approvals in progress. Design Freeze on July 13.
Development & Verification	15/07/23	Majority of Code conversion complete.
Business System Testing	30/7/23	BPIV, SBS, Prod QA session in progress. Verification tasks have reduced however high amount are overdue for remaining tasks working with DS and Devs to reduce. Some BST areas tracking behind, working in streams to manage. Payments ahead of plan.
Detailed Change & Comm's Int 2	29/07/23	Developing Learning "Practice Activities" and external comms material. ICM making good progress.
MGL/SBS STARTS	31/07/23	SBS Scenario planning in progress
Deployment Design and Approach	23/09/23	Progress continues.
ELS Design and Approach	24/09/23	Progress continues.

CORE21 Readiness @ Checkpoint 1 – Aware?



- The awareness CP 1 assessment has been undertaken as at 28/04/23 to confirm the applicable elements of the Assessment showing as Green or Light Green with activities underway.
- Key Elements for CP1
 - Final Scope Baselined – Confirmed (Subject to remaining Sync Packs from Denver)
 - Detailed Design completed – On track for End of May
 - Solution Build – In progress and tracking
 - Systems Testing are on track – Started as planned on 3 April and tracking to plan with low numbers of defects raised to date.
 - People Capacity Planning underway and Partners Aware – Communications and change impact assessments are underway.

Not in scope

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Pou Here Tangata – IOP Initiative Report

Reporting Period 24/06/2023 –05/07/2023



Not in scope

Achievements THIS Reporting Period

Top 4 achievements against the work schedule achieved this reporting period:

- IOP vendors identified through Market Research contacted.
- Detail requirements reviewed (and no significant feedback).
- Planning lifecycle RACI presented to SCSG and SME/SML group for feedback.
- Genesys WFM first demonstration complete.

Planned for NEXT Reporting Period

4 Key tasks / events / plans for the next reporting period

- Lead assigned for the allocation, skills and training work.
- EOI completed and published on GETS.
- Detailed requirements refinement.
- Follow up Genesys WFM demonstration.

Upcoming Initiative Deliverables, Milestones and Key Dates

Deliverable, Milestone and Key Date	Due / RAG	Status Commentary
EOI final draft out for internal reviewed	10/07/2023	Drafting well progressed.
EOI published on GETS	17/07/2023	On target

Assistance Required: No assistance required this reporting period

Top Risks under mitigation

JIRA #	Current Risk	Trend	Risk Summary & Commentary
INITR-340	HIGH (possible / moderate)	↔ Stayed the same	There is a risk that there is a lack of clarity and understanding of what the training and work allocation model should deliver.
INITR-346	HIGH (possible / moderate)	↔ Stayed the same	There is a risk that BAU initiatives will make interim changes to planning processes and systems which are not in line with the strategic direction obtained by the IOP Initiative
INITR-375	VERY HIGH (Almost Certain / Moderate)	NEW	Strategic Planning Timing Preventing IOP Benefits – further work to be done to define this risk
INITR-302	MEDIUM (rare / moderate)	▲ Improved	There is a risk that a decision to RETAIN Alvaria as an interim solution will lead to delivering LIKE for LIKE rather than a future forward solution as per the investment proposal.

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Not in scope

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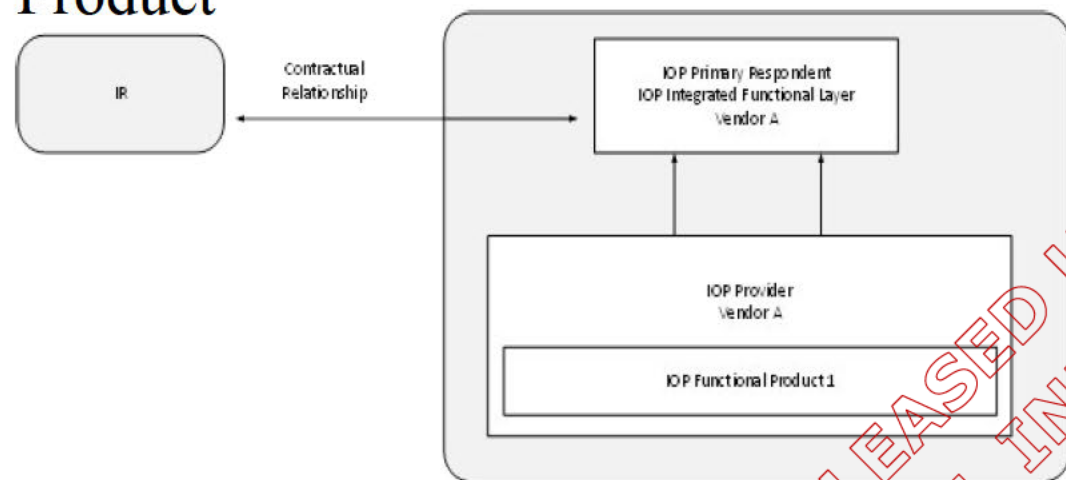
Supply Models (1)

- There are many products and vendors in the market that can meet a subset of our IOP requirements. However, IR does not wish to contract with multiple vendors and be responsible for the integration of multiple solutions/service components.
- We requires the **Primary Respondent** to meet **all** of our requirements for the IOP solution and associated services (e.g. implementation; support).
- The Supply Models that we **prefer** are:

Ref #	Vendor & Product Combinations
Model 1	Single Vendor & Single Product
Model 2	Single Vendor & Two Products
Model 3	A consortium of two Vendors & Two Products
Model 4	A consortium of three Vendors & Two Products

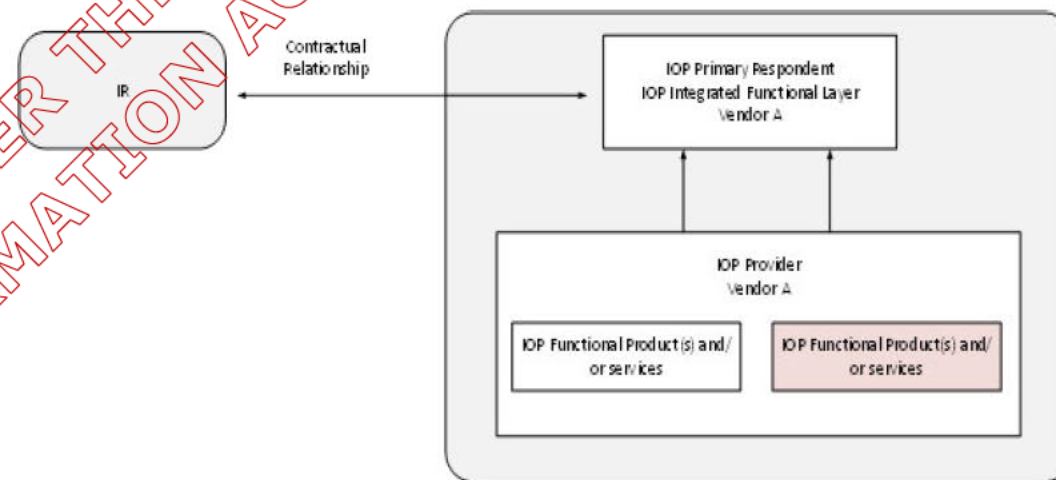
Supply Models (2)

Model 1: Single Vendor & Single Product



1. Vendor A as the IOP Primary Respondent provides the IOP Service to IR.
2. The solution is based on a single product from Vendor A that can deliver all the required IOP Service functions.
3. IR will have contractual relationship with Vendor A.

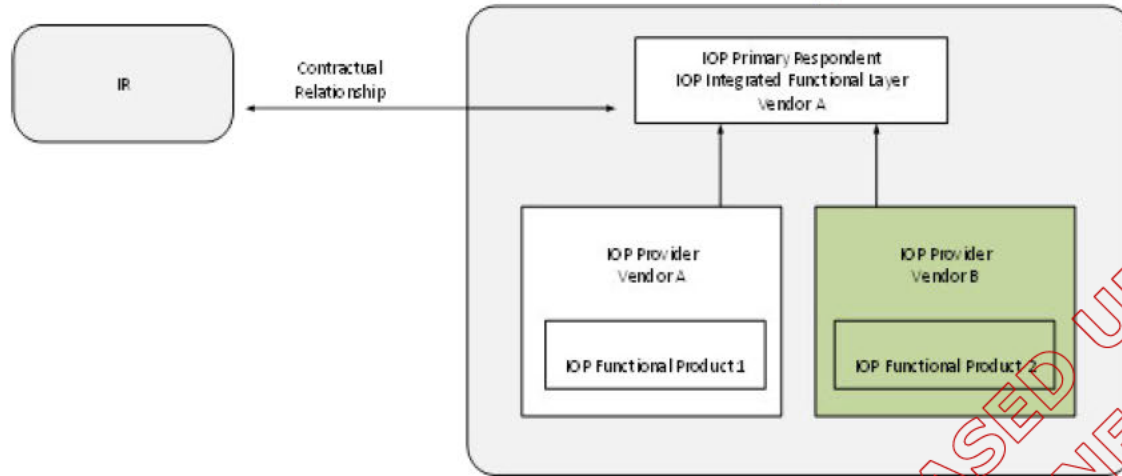
Model 2: Single Vendor & Two products



1. Vendor A as the IOP Primary Respondent provides the IOP Service to IR.
2. Vendor A provides an IOP Service that is formed by two IOP Functional Products also from Vendor A to deliver all functionality required.
3. The IOP Integrated Functional Layer from Vendor A is required and provides
 - A single user interface for all IOP functions
 - Functional integration between the IOP Functional Products of the solution.
1. The IOP Integrated Functional Layer is integrated with two IOP Functional Products
2. IR will have contractual relationship with Vendor A

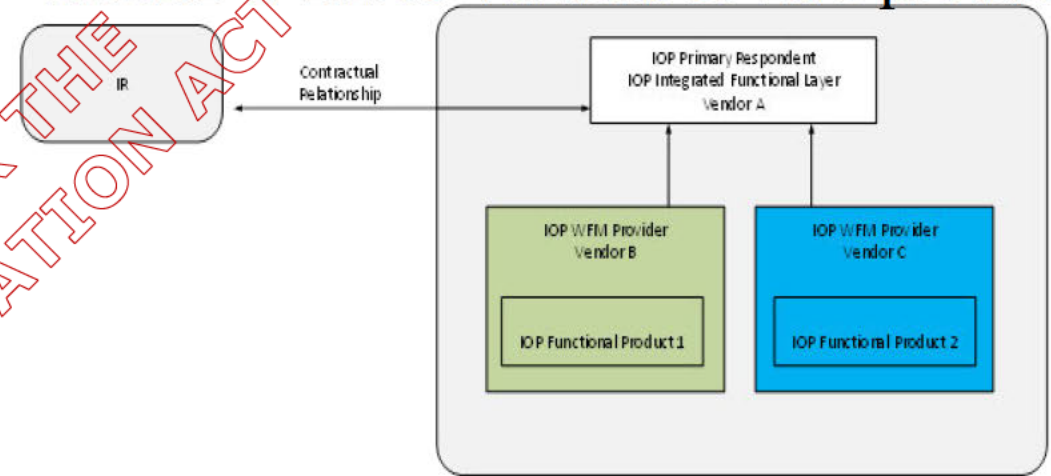
Supply Models (3)

Model 3: Two Vendors & Two products



1. Vendor A as the IOP Primary Respondent provides the IOP Service to IR.
2. Vendor A provides an IOP Service that delivers all functions formed from an IOP Functional Product 1 from Vendor A and a separate IOP Functional Product 2 from Vendor B.
3. The IOP Integrated Functional Layer provided by Vendor A is required and provides:
 - A single user interface for all IOP functions.
 - Functional integration between the IOP Functional Products of the solution.
1. The IOP Integrated Functional Layer is integrated with an IOP Functional Product from Vendor A and another IOP Functional Product from Vendor B.
2. IR will have contractual relationship with Vendor A.

Model 4: Three Vendors & Two products



1. Vendor A as the IOP Primary Respondent provides the managed IOP Service to IR.
 2. Vendor A provides an IOP Service that is formed from IOP Functional Product 1 from Vendor B and a separate IOP Functional Product 2 from Vendor C.
 3. The IOP Integrated Functional Layer from Vendor A is required and provides:
 - A single user interface for all IOP functions.
 - Functional integration between the IOP Functional Products of the solution.
 1. The IOP Integrated Functional Layer is integrated with an IOP Functional Product from Vendor B and another IOP Functional Product from Vendor C.
- IR will have contractual relationship with Vendor A.



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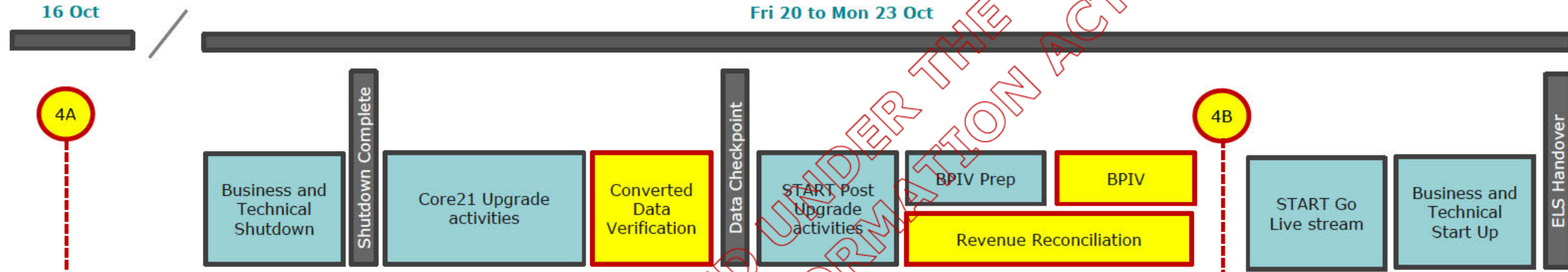
APPENDIX B

Detail Deployment Information

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Executive Summary: CORE21 Deployment Approach

Due to the technical complexity of the Core21 upgrade, it will require a **full system outage, including SPK2IR, myIR and Gateway Services**, to perform the required cutover activities. As with any system outage there will be impacts to both internal IR START users and external customers, requiring careful planning and execution to minimise disruption. The planned cutover outage will run from 6pm Friday 20 October to no later than 6am Tuesday 24 October. Early forecast has the cutover completing Monday; however, this is still indicative and subject to change. Further clarity is expected as the upgrade scripts have been refined during June.



The **4a checkpoint** meeting will assess our readiness to commence Production cutover and is scheduled for Monday 16 October.

The Core21 cutover success criteria that will be measured at the **4b Go/No-Go decision point** are defined as:

- Successfully completing all planned cutover tasks within the agreed outage window (Friday 20 October at 6pm until Tuesday 24 October at 6am – *timing and duration TBC*).
- **Converted Data Verification**; Successful verification of the payments data that is being converted during the Core21 upgrade job stream, with no unexplained variances.
- **Revenue Reconciliation**; Successful reconciliation of the total financial position before and after the Core21 upgrade job stream, with no unexpected variances.
- **Business Post Implementation Verification (BPIV)**; Core21 solution verified to be working as expected in the production environment, through the BPIV activity.
- No open severity 1 issues at the end of the cutover; all open severity 2 issues have an agreed path to resolution; any open severity 3 issues with a business impact will have a business acceptable work-around in place.

The Core21 Cutover will follow IR's 'Remote by Default' model. We will follow remote cutover practices (e.g., virtual cutover control room, MS Teams collaboration spaces for complex cutover tasks) for all deployment activities. Regular deployment communications will be circulated during the cutover period to inform stakeholders with key information on cutover progress, any new issues that have been identified, status updates for open issues and key milestones achieved. **The Minister's office will be informed of the outage, but unlike BT releases will not be on the communication for the cutover weekend.** The team will follow a predefined issue resolution framework to facilitate resolution of cutover issues.

A Release Impact Assessment has been submitted for the June ECRB meeting, to inform enterprise-level deployment coordination.

Executive Summary: CORE21 – Mock Go-Live Approach

Proving the Cutover Schedule via Mock Go-Lives. The execution of the Core21 cutover plan will be rehearsed via a series of Mock Go-Lives (MGLs). MGLs allow the deployment team to realistically simulate the implementation of the Core21 cutover plan in IRs quality environment (NZS). Given the complexity of the Core21 cutover plan, the MGLs are viewed as a series of necessary intermediate steps to prove the entirety of the cutover schedule, prior to implementation within IR's production environment.

In total, three MGLs will be performed, each with a set of clearly defined outcomes. The lessons learned from one MGL will be incorporated into the cutover schedule for the subsequent MGL. Over the course of the rehearsals the master cutover schedule will be refined, with the intention that a full and complete cutover schedule is ready by the third MGL – such that this rehearsal can simulate the production cutover as closely as possible.

The purpose of MGLs is to rehearse the:

- **implementation of the end-to-end cutover schedule:** completing technical and business cutover tasks in accordance with runtimes and dependencies within the cutover schedule. This extends to also confirm that all required tasks have been identified and sequenced correctly in the master cutover schedule
- **running of cutover rituals:** notably the status updates that are issued at regular intervals and via multiple channels during cutover.
- **running of cutover processes:** such as issue management and escalation for complex issue triage and decision making, task initiation, and monitoring of task progress.

Core21 MGL/SBS Schedule



MGL 1: 31-Jul-2023 to 04-Aug-2023

MGL 2: 21-Aug-2023 to 25-Aug-2023

MGL 3: 15-Sep-2023 (Run 24/7)

SBS 1: 07-Aug-2023 to 18-Aug-2023

SBS 2: 28-Aug-2023 to 08-Sep-2023

SBS 3: 18-Sep-2023 to 29-Sep-2023

Code Freeze: 14-Sep-2023

Production Readiness: 01-Oct-2023 to 19-Oct-2023

Go-Live: Labour Day Weekend (20-Oct-2023 to 23-Oct-2023)

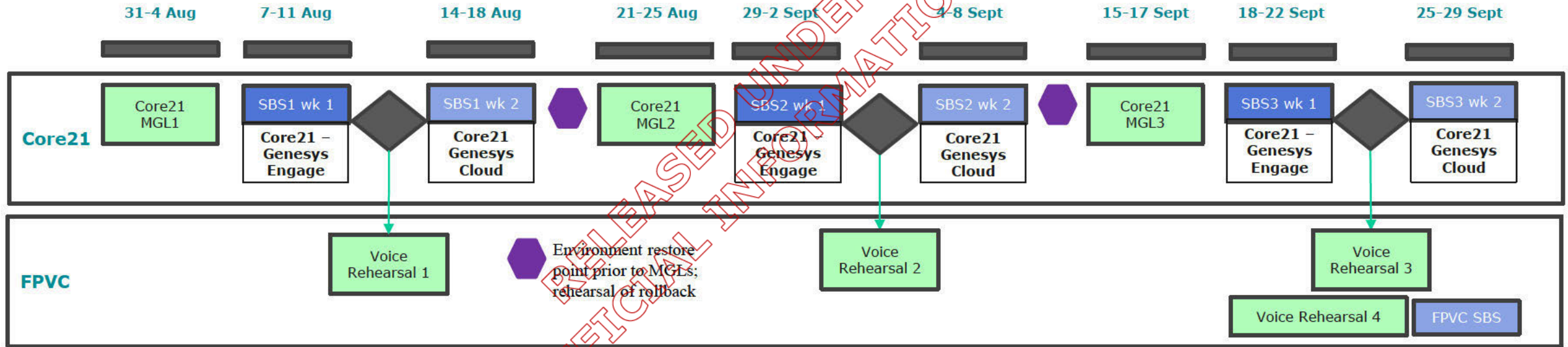
Executive Summary: CORE21 – Managing FPVC Dependencies

The MGLs for Core21 will not only be a rehearsal of all cutover tasks, but they will also prepare the environment for SBS testing:

- **SBS Week One** will focus on the **Core21 go-live state** where START will be integrated to the existing Genesys Engage (GE) solution
- **SBS Week Two** will focus on the **FPVC go-live state** where START will be integrated to the new Genesys Cloud (GC) solution

The second key dependency between the two initiatives is regarding the Payments Voice channel. At Core21 go-live, the existing GE Payments voice channel will be disabled, and it won't be until FPVC go-live that the new GC voice channel will be available.

All GC integrations will be deployed in a dormant state during the Core21 MGLs. The activity to activate the Genesys Cloud integrations and the Payments voice channel for the second week of SBS, will not be tracked as a Core21 MGL activity but will instead be incorporated as a planned FPVC rehearsal activity.



The **Voice Rehearsal 1, 2 and 3** will involve executing the FPVC cutover tasks the FAST team will complete as part of the FPVC cutover schedule. This will involve three key aspects:

- Activating the Core21 to GC integrations
- Enabling the new GC Voice payments channel
- PIV checks to ensure the above tasks have been successful

Voice Rehearsal 4 will involve rehearsing and verifying FPVC Cutover tasks the FPVC project team (s 9(2)(b)(ii) and IR) will complete as part of the FPVC cutover schedule.

Executive Summary: FPVC Deployment Approach

Unlike CORE21, the Voice Channel Migration is a “green fields” production environment, which means the deployment approach is different.

As the detailed deployment planning for FPVC has progressed, the team has been looking at the phasing and timing of the build delivery and feeding this into elaborating on each of the deployment delivery checkpoints.

The FPVC Production deployment will be a phased approach, starting with RV2.0 on 29 September, through to the final deployment checkpoint at the completion of RV3.2 on Monday 27 November.

RV2.0 will mark the completion of the **Base Production environment**, which is aligned with **Readiness Checkpoint 3 (CP3)**, the point in the schedule where the initiative will have a stable tested solution.

Continuing to build on RV2.0 as the team progress through FPVC deployment cycle, the high-level activities and related checks and balances that will take place at each step are being defined.

High risk/complex deployment activities will be rehearsed against the Core21 build in our non-production environments, realistically simulating these implementation steps to prove the entirety of the deployment plan, prior to implementation within IR's new Genesys Cloud Production environment. Activating the integrations with Core21 will be rehearsed in conjunction with the planned Core21 initiative MGL and SBS activities.

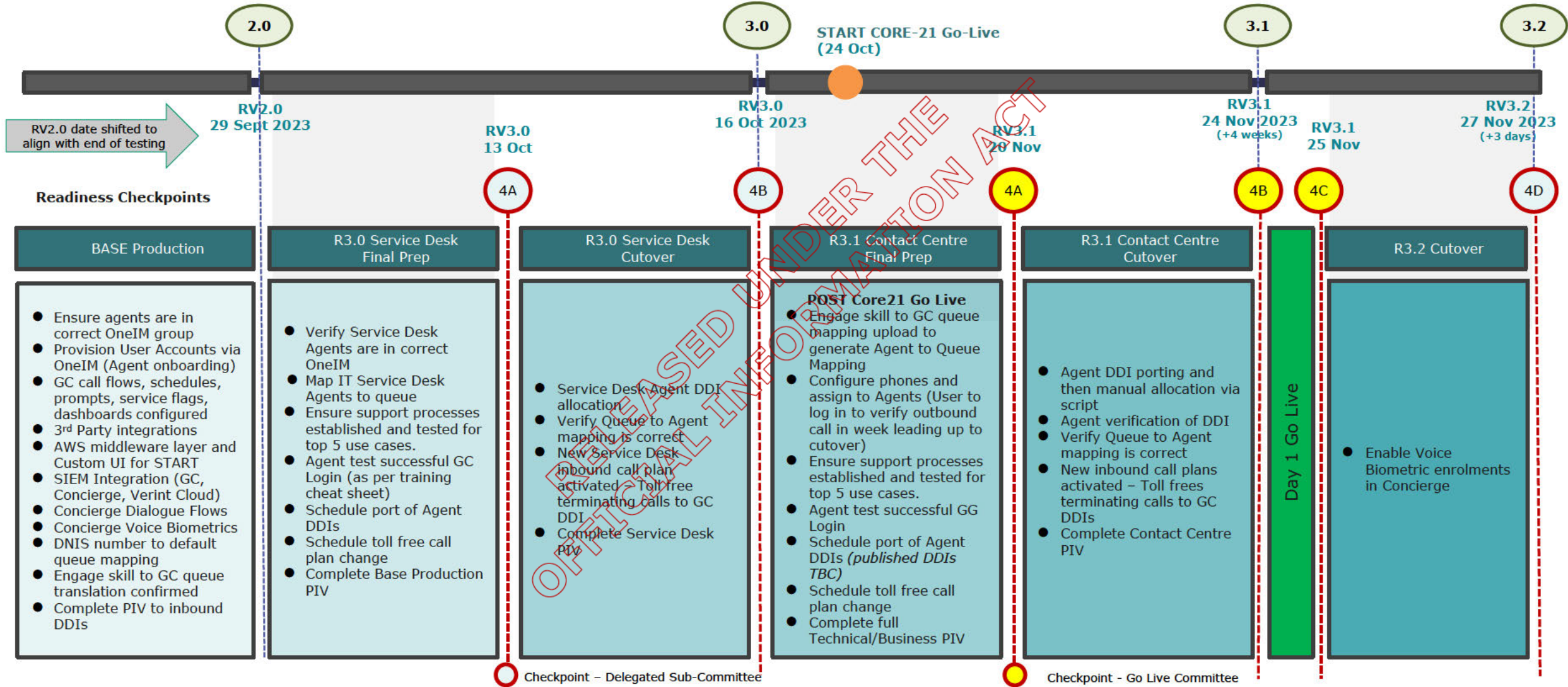
The rollback scenario of having to revert to the current Genesys Engage solution will be validated as part of the rehearsal.

Genesys Cloud integrations to and from START Core21 will be deployed during the Core21 Production cutover. This provides a window to complete extensive Technical and Business Post Implementation Verification (PIV) checks in the Production environment, **during the month leading up to the Contact Centre FPVC go-live.**

The team are in the process of confirming the checks that will be completed during this time, to provide confidence the integrations will work seamlessly when the Contact Centre goes live at the end of November.

The detail planning has assessed that moving to the base production environment too early actually creates risk due to the need for ongoing code and configuration alignment and as such are recommending shifting RV2.0 to the end of testing and aligning it to CP3.

Executive Summary: FPVC Deployment Sequence



Appendix E – Excerpt from Voice channel operational EPPC paper

This table provides information on the total calls received only on Saturdays between 09/01/2022 and 18/12/2022 by queue type.

Queue Name	Real Customer Demand	Calls Attempted	Calls Answered	Calls Abandoned	Calls Capped
CM_Pers_Gen	10,127	8,450	7,891	559	2,624
CM_Online_Services	7,239	7,259	6,602	657	539
CM_Pers_Fam	3,828	3,313	3,018	295	876
CM_Bus_General	4,036	3,261	2,881	380	1,132
CM_CD_Pers_Gen	1,647	1,667	1,547	120	-
CM_Bus_Event2	1,045	1,055	1,010	45	-
CM_Bus_GST	1,103	1,033	869	164	163
CM_Student	720	741	597	144	16
CM_Bus_Employer	761	735	591	144	61
CM_Overseas	652	673	613	60	-
CM_Pers_RADC	592	601	532	69	-
CM_KS_Individual	367	395	305	90	2
CM_Bus_Event1	198	202	190	12	-
CM_Disaster_Line	150	157	132	25	-
CM_VoiceID_Failure	80	82	72	10	-
CM_Pers_Event1	43	44	39	5	-
CM_Pers_Gen_Fraud	24	25	17	8	-
CM_Pers_Event2	23	23	22	1	-
CM_Bus_Tax_Agent	2	2	2	-	-
CM_Pers_Fam_Fraud	2	2	1	1	-
Totals	32,639	29,720	26,931	2,789	5,413

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