



Inland Revenue
Te Tari Taake

Minister of Revenue

Briefing to incoming Minister

December 2015

Inland Revenue Department

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Introduction

As Minister of Revenue you are accountable for the overall working of New Zealand's tax system and for Inland Revenue as a government department. You are responsible for the governance of Inland Revenue and budget decisions for its programme of work. Decisions on tax policy and social policy delivered by Inland Revenue are made jointly by you and the Minister of Finance or the appropriate Minister in the case of social policy.

Constitutionally, tax can only be levied according to laws enacted by Parliament. Inland Revenue has an obligation to levy tax in accordance with the law to the best of its ability. The Commissioner has statutory independence from Ministers to ensure Inland Revenue is able to levy tax and carry out its duties independently. The Commissioner also carries prime responsibility for Inland Revenue's performance.

This briefing provides you with some initial information relevant to your role.

New Zealand's tax system

New Zealand's tax system is robust and provides reliable sources of revenue to fund Government programmes.

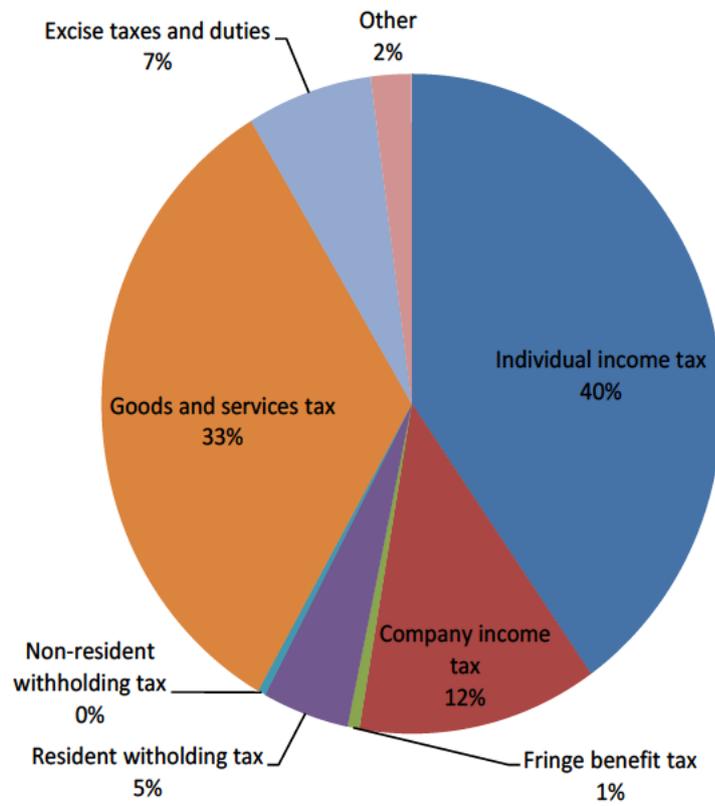
As well as having a coherent tax policy, the tax administration functions well; this is critical as a good tax system is not just about good policy. Both tax policy and tax administration must be working well for the tax system to be effective.

In its Budget 2013 Fiscal Strategy, the Government stated it is comfortable with the broad structure of the tax system and that it has no plans for further major reforms in the near term. That statement mentioned that the Government has considered, and rejected, potential tax changes such as moving away from the broad-based, low-rate structure, a land tax or a capital gains tax.

The Government collects approximately 80 percent of its revenue — around \$59.7 billion per year — through taxes. The two largest sources of tax revenue are PAYE (withholding tax on salary and wages) and GST. New Zealand collects most of this tax revenue through its three major tax bases: personal income, company income and GST. Over 90% of its tax revenue is collected from these or other taxes that help support these three main taxes (including resident and non-resident withholding taxes and fringe benefit tax). Compared to most other countries, New Zealand has very broad and neutral tax bases applying to these three major tax bases.

The chart on the next page shows the source of New Zealand's tax revenue for the period ending in October 2015.

Source of taxation revenue – 12 months to October 2015



Inland Revenue

Inland Revenue contributes to the economic and social wellbeing of New Zealand by collecting and distributing money. Our outcomes are:

- Revenue is available to fund government programmes through people meeting payment obligations of their own accord.
- People receive payments they are entitled to, enabling them to participate in society.

We are New Zealand's principal revenue agency. We also have an important role in administering social policy programmes, often in conjunction with other government agencies. Both of these roles are administered under Vote Revenue.

Inland Revenue must maintain the integrity of the tax system and confidentiality of people's tax affairs. To ensure these duties are met, the Commissioner of Inland Revenue has statutory independence from Ministers.

From time to time the Commissioner must exercise a statutory judgement to determine where resources should be focused. This statutory independence means Ministers cannot direct the Commissioner in how her duties should be carried out.

This is a somewhat different arrangement from other Government departments, where Ministers have more ability to influence how a department should act. Inland Revenue is bound to independently assess and collect tax according to the law; it cannot be influenced in this by Ministers.

Organisational structure

As at 30 June 2015, Inland Revenue employed 5,820 people (5,679 FTE). We operate from 25 offices in 17 towns and cities across the country. Our largest office is in Wellington, but we also have a large presence in Auckland, Hamilton, Christchurch and Dunedin.

To meet our strategic intentions we manage our functions and operations through nine business groups:

Policy and Strategy - undertakes policy development, forecasting and analysis, tax law drafting and strategic planning.

David Carrigan - Deputy Commissioner (Acting) until March 2016 when Struan Little is expected to return.

Service Delivery - provides taxpayer information and education and carries out compliance activities. It is the main point of interaction for customers making payments and filing returns.
Arlene White - Deputy Commissioner.

Office of the Chief Tax Counsel - provides technical taxation advice, rulings and dispute review services.

Martin Smith - Chief Tax Counsel.

Information, Intelligence and Communication - manages corporate and customer information, data analytics and customer intelligence, and internal and external communication including customer complaints and communication with Ministers.

Mike Cunnington – Deputy Commissioner.

Change - supports the Investment Board to determine our investment portfolio, ensures the delivery of that investment portfolio, and develops and maintains our enterprise architecture. It is also responsible for our Business Transformation.

Greg James – Deputy Commissioner.

Corporate Integrity and Assurance - provides corporate support and service functions including governance, legal, risk, assurance and procurement.

Mary Craig – Deputy Commissioner.

Performance, Finance and Facilities - delivers financial planning and services and manages our facilities.

Patrick Goggin –Chief Financial Officer (Acting) until April 2016 when Giles Southwell is expected to return.

Technology, Strategy and Operations - delivers IT operations and services.

Giles Southwell – Chief Technology Officer (Acting) until April 2016 when Gary Baird starts in the role and Giles returns to his role as Chief Financial Officer.

People and Culture - delivers human resource services.

Struan Little – Chief People Officer (Acting) until January 2016 when Mark Daldorf is expected to commence.

Size and scope of Inland Revenue's activities

Inland Revenue interacts with many different entities and individuals. In 2014–15, our tax customers included:

Individuals – about 1.08 million customers filed annual tax returns.

Employers – about 196,000 employers filed over 2.1 million Employer Monthly Schedules.

Companies – about 392,000 companies filed returns.

GST filers – 631,000 registered customers filed 3.0 million GST returns.

In that year Inland Revenue:

- received 5.7 million customer service contacts; and
- received 23.2 million self-help service enquiries.

Inland Revenue manages or shares administration of the following social policy programmes:

Working for Families tax credits - we administer the programme jointly with the Ministry of Social Development, distributing \$2.4 billion in entitlements to support working families.

Child support - we collect child support payments. In 2014–15 we collected \$463 million from 174,000 paying parents and distributed \$265 million to custodial parents.¹

KiwiSaver - we jointly administer KiwiSaver by collecting contributions and transferring them to scheme providers for investment. In 2014–15, we distributed \$4.8 billion to scheme providers on behalf of 2.5 million members.

Student loans - we jointly administer this programme with the Ministries of Education and Social Development (StudyLink). In 2014–15, we had 728,000 borrowers and collected \$1.1 billion.

Paid parental leave - on behalf of the Ministry of Business Innovation and Employment we make payments to parents who take leave from their job or business to care for a new baby. In 2014–15, we made \$180 million in payments to 27,500 applicants.

¹ The balance goes to the Crown to offset sole parent benefits paid to custodial parents by the Ministry of Social Development.

Tax policy

Broad base low rate tax policy framework (BBLR)

Clear and coherent frameworks are very important for good tax policy. International tax reviews have cited the importance of deciding what it is a nation wants to tax and then doing so consistently.

New Zealand is very fortunate to have a clear and coherent broad-base, low-rate (BBLR) framework for taxation. Broad bases help ensure that taxes are fair and efficient and do as little as possible to impede economic growth. Broad bases also allow the government to collect the revenue that is necessary to fund its spending at as low rates as possible. This, in turn, provides a second-round benefit in promoting fairness, efficiency and growth.

This BBLR framework was introduced in the mid-1980s and has a lot of buy-in from the wider New Zealand public. Consistent reviews of taxation, including the McLeod Review in 2001 and the Tax Working Group in 2010 have suggested that there should be a high burden of proof before moving away from BBLR principles.

Leading tax practitioners with experience of tax policy reform in both New Zealand and overseas have commented on a very sharp difference between tax debates in New Zealand and other countries based on the lack of a clear BBLR framework in other countries. They have warned that the lack of buy-in to a clear framework can create a corrosive tendency to undermine compliance. Clear frameworks also help the courts to determine what is, and what is not, tax avoidance.

In New Zealand we have been fortunate that tax reform has not been about giving a set of tax breaks to one group and then attempting to match these with a similar set of tax breaks to another. Countries that do so can find that their tax systems quickly become incoherent and this promotes self-interested lobbying. Instead tax reform has been about applying a set of coherent tax principles as consistently as possible.

We see this principled approach as the cornerstone of good tax policy development in the future. At the same time there should be no complacency. Tax policy will always need to be updated in the face of changing Government priorities, new interpretations of the law, innovations in business practices, concerns of key stakeholders and tax policy developments in other countries.

Generic tax policy process (GTPP)

Tax changes are developed in accordance with the Generic Tax Policy Process (GTPP). This is a very open and interactive process which helps ensure that tax policy changes are well thought through and workable in practice. The key element of this process is consultation. This works especially well as New Zealand has a private sector that is particularly well informed on tax policy issues. We believe this is in large part a legacy of the open and constructive policy debates that have flowed from the GTPP.

A consequence of the GTPP is that it increases the time it takes to develop and implement tax policy. However, we believe the GTPP to be a valuable and essential part of building and maintaining a good tax system. On occasion, there will be some changes that require immediate action to protect the revenue base. It is not possible to respond quickly and, at the same time, engage in wide consultation. In these instances it is accepted that public consultation cannot occur.

The effectiveness of BBLR and GTPP has, to a large extent, been possible due to trusted relationships with stakeholders. We rely on stakeholders to identify issues and help us to refine tax policy. No one group has a monopoly of wisdom on tax reform and it is important that tax policy continues to benefit from the input of tax practitioners and the wider New Zealand community. At times there will always be disagreements on tax policy but GTPP helps ensure that any changes are as well informed and carefully considered as is possible.

Tax policy work programme

Specific policy changes that we work on are based on the Government's tax policy work programme (August update attached). The work programme is updated regularly, with the next update scheduled for January next year.

In 2016 the items on the work programme needing to progress include:

- International: NZs response to Base Erosion and Profit Shifting / Automatic Exchange of Information / Hybrids / interest limitation / Treaties
- Better Public Services: Measuring benefits to businesses / Information Sharing / Uptake of Digital Services
- Business Transformation: Tax Administration Act / GST/ PAYE / Business Tax
- Maintaining Broad Base Low Rate: Employee Share Schemes / Addressing issues raised by the private sector
- Social Policy: Student Loans / Child Support / Working For Families.

We will report to you in January with further details and recommendations about the tax policy work programme in order for you to discuss this with the Minister of Finance when you meet in February.

Bills in progress

In addition to the items ongoing on the work programme, the following table outlines the bills in progress and expected over 2016.

Policy in a context of organisational change

Inland Revenue has a very full tax policy work programme. Given this, and the transformation programme implementation, the department has very limited capacity to make additional change over the next three years. If additional measures are added this is likely to necessitate reconsideration of the administrative feasibility of delivering the work programme. Consideration will also be required to ensure that the change capacity Inland Revenue does have, is used on the Government's highest priority items.

A constraint facing Inland Revenue is that there are only a small number of people with the required skills to make changes in heritage IT systems and these individuals are also key contributors to the design of our new system. In addition to technology matters there is need to have regard for the significant change during this period impacting on Inland Revenue's front line staff and customers.

Any future changes will need to be considered with regard to the fact that:

- Inland Revenue's capacity to deliver further reforms over the 2017 and 2018 income years in heritage systems will likely be exhausted; and
- a number of items on the current tax policy work programme have administrative implications and are also drawing on Inland Revenue's non-Business Transformation change capacity.

Inland Revenue has made some significant contributions from its out-year operating baselines and capital reserves to funding Business Transformation. When Inland Revenue made this commitment it was made clear that any additional significant external imperatives (including Government policy changes) that require changes to heritage systems would need to be fully funded.

Working with Treasury and the Minister of Finance

The Treasury and Inland Revenue jointly develop tax policy. New Zealand is unusual in that much of the resources for tax policy and much of tax policy development is undertaken by the tax collection agency. In most countries the Treasury leads tax policy.

We consider that the success of tax policy over recent years is in part due to the closeness of the implementation and policy functions within Inland Revenue. This proximity has meant that policy can be readily informed by the implementation impacts of change.

Our structure is not without challenges given the implications for the Minister of Finance if tax revenue changes materially. For this reason it is essential that tax policy is developed with a close link to the Minister of Finance.

Business Transformation

The task of modernising the tax administration system (our Business Transformation programme) is a large and complex endeavour that has attracted considerable public interest. The programme will be a key priority and focus for you as Minister of Revenue.

Like other large-scale and complex transformations it is inherently high risk, and keeping on track will remain a significant focus.

It is a multi-year, multi-stage change programme that will help us become the modern world-class revenue organisation that is set out in our vision. It's about changing Inland Revenue to make it simpler, more open and certain for New Zealanders to pay their taxes and receive their entitlements.

The Business Transformation programme brings together elements of work needed to build a modernised tax administration system. It includes understanding community and business needs, creating a new technological environment, re-engineering business processes, and working with business, practitioners, customers and across government to deliver customer-focused services.

Our vision outlines consists of three strategic objectives:

The infographic is a vertical stack of three dark blue boxes with white text and icons. The first box is titled 'Strategic objectives' and contains a numbered list of three points. The second box is titled 'How we'll do this' and contains three bullet points with circular icons. The third box is titled 'What we'll do' and contains three bullet points with circular icons.

Strategic objectives

1. Grow voluntary compliance by making it easier for people to get it right
2. Reduce customer compliance costs
3. Make Government policy changes faster and more cost-effectively

How we'll do this

- 🔗 Link our systems across the government and private sector
- 👤 Fit revenue processes into customers' broader lives
- 📊 Make more intelligent use of information

What we'll do

- 💻 Replace our computer system
- 📱 Become truly digital
- 👥 Upskill our people and change the ways we work

Programme planning and design

Within these overall aims, the Programme Update and Detailed Business Case confirmed six investment objectives:

1. Improving agility so that policy changes can be made in a timely and cost effective manner.
2. Delivering new and more effective services to improve customer compliance and help support the outcomes of social policies.
3. Improving productivity and reducing the cost of providing our services.
4. Improving the customer experience by making it easier and simpler for our taxation and social policy customers, with a particular focus on enhanced digital provision of services.
5. Increasing the secure sharing of intelligence and information to improve delivery of services to New Zealanders and improve public sector performance.
6. Minimising the risk of protracted system outages and immediate systems failure.

We have been working with Ministers on the programme plan and design for the past three years. Cabinet confirmed the need for investment in March 2014. Further approval to start the design phase and deliver some early digital improvements to customers was given in November 2014.

We are now ready to start implementation and are well positioned to do so. In November 2015, Cabinet approved funding for the multi-year programme delivered in four stages. This is scheduled for completion by 2021 (although costs and benefits have been profiled to 2023/24).



Engaging New Zealanders and the BT Policy programme

The generic tax policy process is used to seek public input on any policy and legislative proposals to support transformation and simplify policy settings. The “Making Tax Simpler” consultation is a part of this process. Four consultation documents were released in 2015, and we are working towards a further consultation in 2016.

The first consultation papers: *A Government Green Paper on tax administration* and *Better Digital Services*, were launched in March 2015. These were supported by an online forum that attracted more than 900 comments and 2,300 tick-box responses. Ninety written submissions were also received and feedback generally supported the overall direction outlined in the papers.

In November 2015 the Government released two further papers: *Better administration of PAYE and GST* and *Towards a new Tax Administration Act*. More than 700 comments were received in the first three weeks. Consultation runs until 12 February 2016.

There will also be many non-legislative changes to how taxpayers interact with Inland Revenue. A series of marketing campaigns is planned to draw these changes to the public's attention, and seek their feedback.

In addition to public consultation, Inland Revenue has set up a number of stakeholder panels that give New Zealanders an active voice in our Business Transformation. These include the Taxpayers' Simplification Panel, which represents perspectives from small and medium-sized business and individual taxpayers; and the Commissioner's Transformation Reference Group, which brings together extensive experience from a diverse range of business, ICT and community networks.

Specialist independent advice is provided by the ICT reference group which brings a sector-wide perspective to our transformation programme, focussing on infrastructure and technology issues. The group offers a "sounding board" for ideas and innovation and how we can deliver better services to our customers.

Involvement of New Zealand companies

Business Transformation provides contract opportunities for New Zealand companies and this will continue as the programme progresses. To date (September 2015), 67% of Business Transformation's spend on companies has gone to those registered with the New Zealand Companies Office. Contract opportunities are advertised through the Government Electronic Tendering Service (GETS).

Investment

Inland Revenue is well positioned to commence implementation. Since November 2014, when Cabinet approved the start of the design phase, the department has continued to recruit a highly experienced team and selected a commercial-off-the-shelf (COTS) software package for tax and social policy - GenTax.

This investment will deliver a modern, digital revenue system that will serve the needs of all New Zealanders, improve government's ability to make policy changes faster and more cost-effectively, protect the government's ability to continue to collect tax revenue and distribute entitlements, contribute to a healthy, growing economy, and create an information asset to deliver improved outcomes.

Transformation will re-shape the way the department serves New Zealanders. Simple, certain and open customer-centred services will be designed and delivered in partnership with others inside and outside government. A review of policy and legislative settings is currently underway as part of the Making Tax Simpler consultation to ensure that they are as simple as practical as possible.

The programme will make a significant contribution to our Business Growth Agenda and achieving our targets for Better Public Services Results 9 and 10. Over the next nine years it will deliver cumulative financial benefits to the Crown of between \$2,950 million to \$5,960 million, and cumulative economic benefits of \$1,200, to \$2,025 million.²

² These figures exclude capital charge, depreciation and inflation.

The programme will also generate significant productivity savings. These savings will be reinvested in transformation during the life of the programme, increasing Inland Revenue's contribution to the programme funding.

The new net Crown funding required for Inland Revenue's transformation, up to \$896 million³ (until 2023/24), is significantly less than first anticipated. In line with established public sector practice, additional Crown funding is required for a contingency of up to \$109 million⁴ to be held by the Minister of Finance and yourself as Minister of Revenue.

The revised total incremental costs to complete transformation are between \$1,500 million and \$1,690 million⁵. The difference of \$685 million - \$700 million is being met by Inland Revenue. Costs and benefits to other Crown organisations and other stakeholders in making any changes, if required, to their systems and processes are not included.

Balancing challenges

Embarking on this opportunity is a commitment. Once started, halting implementation will increase risk and cost. In addition, maintaining or improving service levels will be challenging as we transition from old systems to new.

Among the most complex challenges to be managed is the co-existence of business functions and technical capabilities during the transition. Changing to the new platform as quickly as possible and limiting the time we spend supporting both old and new systems, is the best way to manage this complexity. This approach is consistent with other agencies that have adopted GenTax.

Despite a cautious management approach, there will still be an increased operational risk as we introduce fundamental changes to a complex environment. It is Inland Revenue's intention that customers do not experience a drop in service quality, but achieving this will require close and careful attention.

A further consequence is that the Government may not be able to easily implement significant policy proposals at short notice, as Inland Revenue's capacity to readily accommodate sudden changes in sequencing and priorities will be reduced. We know from previous experience that changes to social policy settings such as child support are very complex and costly to implement. Other tax measures, such as the OECD's global automatic exchange of information proposal, are also likely to have major implementation impacts.

On-going dialogue with you and your colleagues will ensure that changes in priorities are understood and that any implications for costs, benefits or risks are highlighted. Considerations may include whether it makes sense from an investment perspective to implement policy changes in heritage systems that will need to be re-implemented in a new system at a later date. It may be, at times, prudent to defer these policy changes until they can be implemented as part of the Business Transformation programme.

³ Ibid

⁴ Ibid

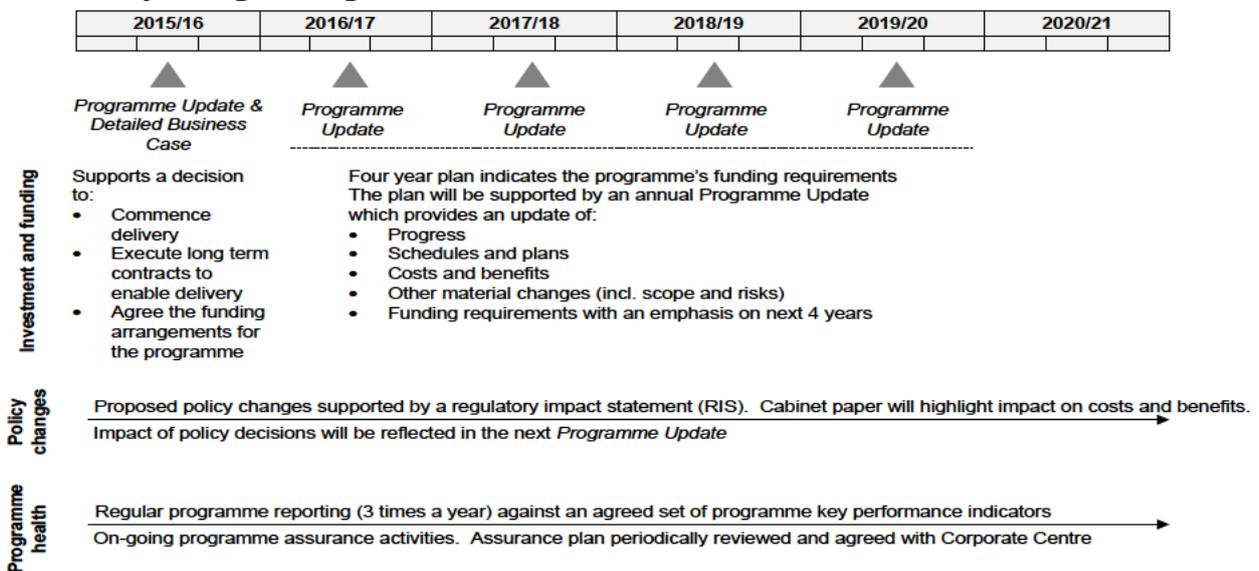
⁵ Ibid

Providing assurance

For any programme of this size and complexity, there is a risk that individual parts of the programme will not go to plan at all times. The programme’s staged delivery approach actively mitigates the risks involved in the changes. We also have robust governance frameworks and a highly skilled team that has experience in delivering complex transformations. These contribute to being able to identify risks early and proactively engage with challenges as they arise.

The Government will be kept up to date through annual programme updates that will be prepared by December each year, as directed by Cabinet. These will provide you and your colleagues with visibility of delivery progress, updated costs and benefits, and any material changes. The diagram below provides an overview of future reporting arrangements.

Future reporting arrangements



In addition to the annual Programme Update, an interim update will be prepared for Cabinet by July each year. These will not only provide a progress update, but also signal any trade-offs that need to be considered.

Inland Revenue will continue to provide you and the Minister of Finance with monthly status reports.

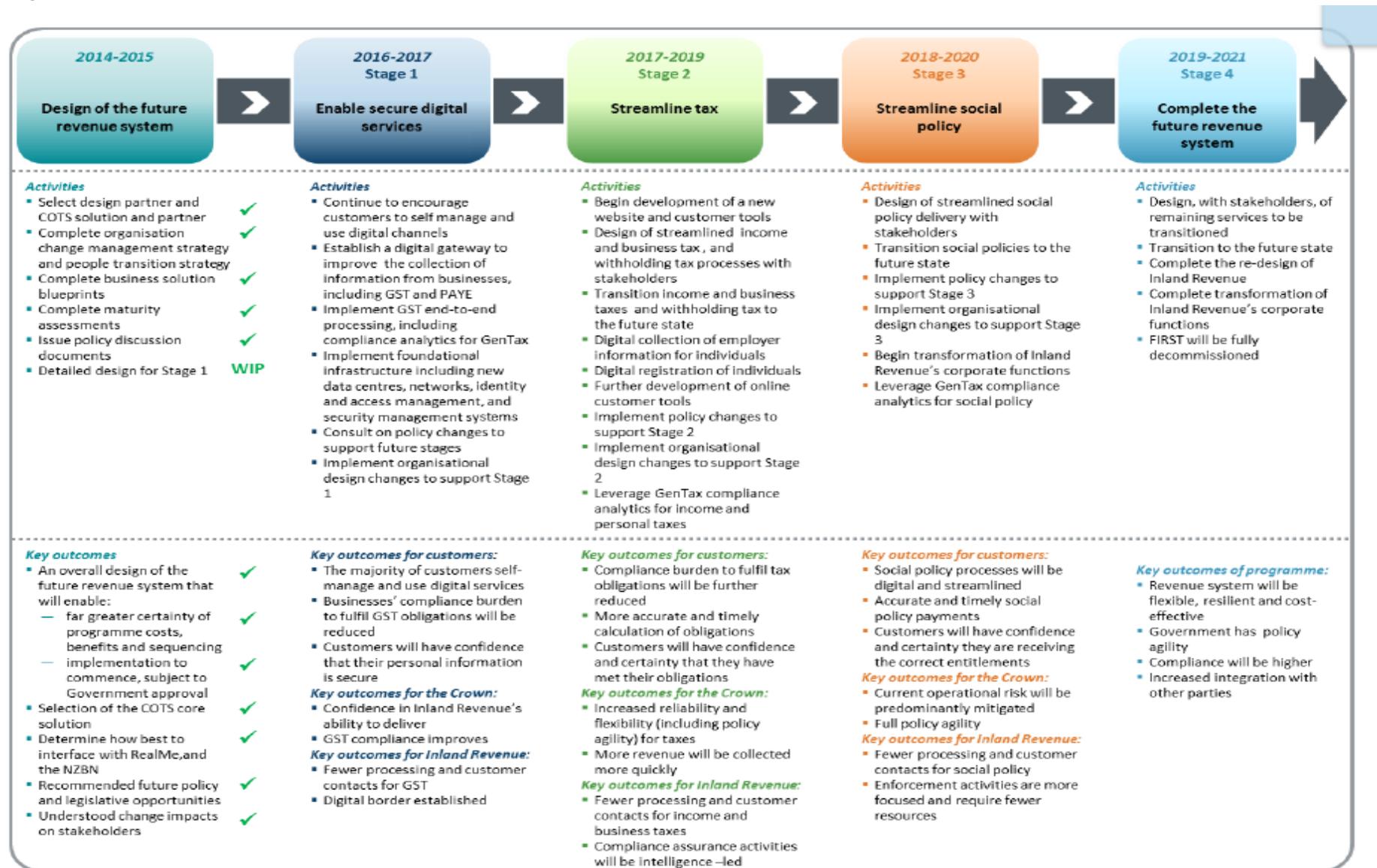
An assurance management plan, which is agreed with the corporate centre, will be in place for the life of the programme.

Implementation

With these governance mechanisms in place we are entering implementation in a strong position. A Gateway review conducted in September 2015 noted “an increase in delivery confidence since the last Gateway review”. It rated the overall status of the programme as Amber/Green, which “... at this stage reflects very favourably on the Programme.”

In addition, our governance processes have been independently described as “robust and fit for purpose”, and the programme has a track record for consistently achieving major milestones and coming in under budget.

Programme roadmap



Stage 1

A pre-requisite for implementation was selecting a commercial off-the-shelf (COTS) software provider to supply the technological core of the new revenue system. In August 2015 we appointed FAST Enterprises LLC. Their modular GenTax product is designed for tax and social policy administration, and has contributed to decreased implementation times and costs. The Inland Revenue-configured version of GenTax has been named START (Simplified Tax and Revenue Technology).

Stage 1 focuses on implementing GST on the new system, resulting in reduced compliance costs for business customers and reduced processing costs for Inland Revenue. We are starting with GST as it is a relatively simple product, but big enough to provide experience for Inland Revenue, as well as customer benefits. The New Zealand Business Number (NZBN) will also be introduced for GST registered customers at this stage. For the Crown, benefits will include improved GST compliance, improved policy agility for GST and productivity savings specific to GST processing. GST implementation is planned to go live in February 2017.

Stage 1 also includes implementing all of the supporting technical infrastructure and solutions that will allow the new system to co-exist with the heritage system. This infrastructure will be used in the coming stages to transition other products to the new platform.

Future stages

Inland Revenue will focus on streamlining tax in Stage 2, for example, streamlining income and business tax, and withholding tax processes; and streamlining social policy in Stage 3. Stage 4 will focus on any remaining taxes and duties. We expect the detailed delivery plan to change over time in response to new opportunities and changes in Government priorities, and as the programme gains experience. Ministers will be involved in these review processes.

People and managing change

Business Transformation will have a significant impact on our work and how we do things. At the end, we expect the result to be a leaner and more agile organisation. The positive engagement of our people will be key to our success. We are therefore committed to engaging with people early, and managing change impacts as openly and transparently as we can.

As we enter implementation, we have started an intensive programme of engaging with staff and leaders from across the business. In addition, we have a regular schedule updating unions on the engagement programme, including organisational change work.

This year, our design work has included an organisational impact scan and high-level plans on how we will manage the change. We are establishing an organisation-wide "transition hub" to facilitate and coordinate the services needed to support our staff. This will be a centralised place with information on the changes; how they are being managed; and services, material and tools for staff. It is expected to be operational in the first part of 2016.

The task ahead

The size and complexity of this programme of work should not be underestimated. It will involve substantial input from:

You as Minister in:

- deciding on the policy and legislative changes to support the business transformation programme
- considering recommendations from officials on any changes to the scope and pace of the programme
- ensuring that officials are engaging with taxpayers, their advisors and the wider community of tax and social policy customers so that their needs are understood and met
- working closely with your Ministerial colleagues to support policy and legislative changes and investment and to steer and manage the scope and fit of the programme within the Government's wider policy and strategy settings such as the ICT strategy
- ensuring the balance between Business Transformation, maintenance of the current tax and social policy system, and the transition to our future state is well planned and delivered.

Parliament in:

- overseeing the passage and enactment of any legislation to support the programme
- reviewing Inland Revenue's Vote and performance.

Our customers including their advisors and other tax intermediaries in:

- engaging with Ministers, Parliament and officials in identifying their needs and the opportunities
- making submissions on consultative documents and proposed legislation, and implementing changes to their business systems
- working with officials to better integrate tax and private sector business systems, and to pilot new processes.

Inland Revenue officials in:

- implementing the modernisation of the tax and social policy system, including system and business process changes and change management
- reviewing implementation priorities to best support investment decisions
- working with the tax community to understand their needs as we implement systems
- drafting consultative material and providing advice on policy legislative settings
- working with the corporate centre and other agencies on the development of policy and legislative proposals, and at critical stages in the roadmap, to ensure that the scope and direction of the programme fits into wider governmental policies and goals
- working with other agencies such as the Accident Compensation Corporation; the Ministry of Business, Innovation and Employment; and the Ministry of Social Development to ensure new systems are aligned with all-of-government services and customers have a joined-up experience of government
- identifying and managing the risks associated with such a business transformation programme
- maintaining business performance through appropriate planning, management and governance during the life of the programme.

Administrative arrangements

Reports and communication

Every week, we will provide you with a status report which will include information relating to Cabinet and Cabinet Committee papers, bills currently in the House, requests under the Official Information Act, media issues and Parliamentary Questions.

Office support

To assist with reports, communication and correspondence, Inland Revenue has previously provided two secondees to your office – a Private Secretary [REDACTED] and a Revenue Advisor [REDACTED]. The secondees act as advisors on tax policy, tax administration and social policy matters, assist in handling media enquiries, help liaise with the Department and manage incoming communication.

Inland Revenue staff have also assisted in providing draft responses to Ministerial correspondence, collating information for Official Information Act requests and Parliamentary Questions.

[REDACTED]

[REDACTED]

Meetings

The table below sets out the regular meetings that the Minister has previously had with officials and other Ministers. We suggest these meetings continue and are happy to discuss this with you.

Meeting	Frequency
Meeting with the Commissioner of Inland Revenue to discuss portfolio-related matters	Weekly
One to one meeting with the Commissioner of Inland Revenue	Six-weekly
Meeting with officials to discuss tax policy issues	Weekly
Meeting with officials to discuss our Business Transformation	Monthly
Meeting with the Minister of Finance to discuss key decisions and issues in the portfolio	Fortnightly
Meeting with the Minister for Tertiary Education, Skills and Employment to discuss student loans issues	Quarterly

<p>[REDACTED]</p>	<p>[REDACTED]</p>
<p>[REDACTED]</p>	<p>[REDACTED]</p>
<p>Briefing note on Taxation (Annual rates for 2015-16, Research and Development and Remedial Matters) Bill timeline</p>	<p>This briefing note provides background on the Bill and why this Bill needs to be passed in February 2016</p>
<p>[REDACTED]</p>	<p>[REDACTED]</p>
<p>[REDACTED]</p>	<p>[REDACTED]</p>
<p>Report on the Tax Policy Work Programme</p>	<p>In January 2016 we will provide you with a full report on the status of the current Tax Policy Work Programme and recommendations for updating and amending the programme. [REDACTED]</p>
<p>Whole of Government Gangs Action Plan</p>	<p>Inland Revenue is a participating agency in the Whole of Government Gangs Action Plan. Officials would like to discuss options for legislative change to enable Inland Revenue to share further information and intelligence with other agencies.</p>

Recommended subsequent briefings

We recommend that officials provide you with more detailed briefings (written and oral) in the near future on the topics listed below. We are happy to work with your office to schedule briefings on these issues and provide advice on sensible sequencing.

- Business Transformation Programme
- Business Transformation policy proposals
- Budget 2016
- Economic Frameworks and the New Zealand Tax system
- The generic tax policy process
- Inland Revenue's roles in Social Policy
- International tax frameworks and Double tax agreements
- Base erosion and profit shifting – New Zealand's response
- Information sharing/exchange
- Inland Revenue's operational activity
- Inland Revenue's customer strategy and compliance model
- Proposed early 2016 tax bill

Stakeholders

Your office will frequently be contacted by various individuals, industry bodies and groups who have certain areas of interest. We will provide you with a more detailed briefing on engagement with stakeholders, issues of interest and key regular meetings.