**Inland Revenue**
Te Tari Taake

Business Transformation

# Plan and Approach for
# Pou Whirinaki/Early Life Support

## Business Transformation

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# Pou Whirinaki/Early Life Support Approach

This document is the support approach for Stage 4 Workstream 1 Release 2 (S4.1.2).

The approach to BT S4.1.2 Early Life Support (ELS) is based on a similar approach to R4 Pou Whirinaki has been adapted to the change context and scaled appropriately for the level of change and impact:

1. **Implement one extended ELS team that is both internally and externally focused supported by an integrated process and outputs. Clear roles and responsibilities to be agreed. The ELS Central team that is already in place will be responsible for coordination and management of the framework and process including the extended ELS process.**

2. **The Executive Leadership Team (ELT) and the Enterprise Priorities Performance Committee (EPPC) will support the extended ELS team.**

- The approach to S4.1.2 Pou Whirinaki will aim to build enduring IR capability, ie where possible we are looking to support, coach and QA permanent IR staff who will shadow us (or visa versa) while we ensure the outcomes are met.

- FAST will project manage readiness before go live, initial planning meetings will run to address the plan and approach to help mitigate resourcing risks as we transition to the new IR structure. Once initial planning is complete and agreed by EPPC a fortnightly status meeting for final readiness activities will be run as we approach go live. Nominated resources for each support area will lead and own their readiness work. Where possible we will be including BAU teams to lead or shadow roles.

- As agreed at EPPC there will be a Pou Whirinaki Sub-ELT in place for this release to allow quick escalation of issues during hypercare.

- EPPC and the Sub-ELT will approve the exit of HyperCare and the exit of Early Life Support as per the agreed exit criteria on the following slides.

# Pou Whirinaki Success

Working together across IR we provide assurance that we are actively identifying and mitigating risks, monitoring our progress, effective resolution of issues and ensuring a co-ordinated approach during this time.

- **Customers –** Our customers know what they have to do and they can do it.

- **People –** Our people tell us they are being supported, are confident they can raise issues and are able to support each other and our customers.

- **Stakeholders** - Our key stakeholders tell us they are well informed, their customers are supported and where necessary, they are comfortable acting on our behalf.

- **Operations** – Our work programme delivers key business events and manages customer demand.

- **Technology** – Our systems are actively monitored and any issues are resolved quickly.

- **Hypercare/Solution Stabilisation** – Issues are resolved through business-led prioritisation.

# Context and Principles

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- ELT have agreed that the impact for S4.1.2 alongside key business events and possible new Covid initiatives requires a similar integrated support approach to that used for R3 and R4 Pou Whirinaki.

- This approach brings together monitoring, support and response for our customers, staff, systems and events through go live and peak cycle business events from October 2021 to January 2022.

- Pou Whirinaki S4.1.2 will operate using the following principles also used previously:

  - **Current accountabilities are maintained** – use existing teams, people and services, and leverage our ELS processes where these are available and fit for purpose

  - **Coordinated** – to augment existing or add new capabilities using the disciplines of Change Management Team to support S4

  - **Single source of truth** – coordinating all statuses and communications, prioritisation decisions and administration of change control

  - **Transparent & proactive** – to build confidence and trust with our customers, stakeholders and our people

  - **Outcomes focused** – to set an example for our people in collaborative and adaptive ways of working, consistent with our new organisation.

- Pou Whirinaki S4.1.2 will use the learnings from previous releases to run the support teams and meetings online taking advantage of the efficiencies we found doing this regardless of whether we are in the office or working remotely.

# Pou Whirinaki Support Role

- Provision of a central management and coordination function, a HyperCare period and increased support period focusing on:
  - Prioritisation in coordination with the business
  - Triage and assignment of issues
  - Management of business and technical issues with resolver groups
  - Business Operations support
  - Customer support
  - IR People support
  - Management of Major and Sensitive Issues
  - Working closely with the Major Incident team
  - Provision of communications and reporting to key stakeholders
  - Prod QA of new products and updated products

- Pou Whirinaki will also provide planning to increase monitoring and support around Key Business Events

- Pou Whirinaki support approach will operate on the basis that all staff are working online.

# Pou Whirinaki Stakeholder Groups

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Products

## Stakeholders

| Customers | Business | Technology |

## People

# Core Support Capabilities

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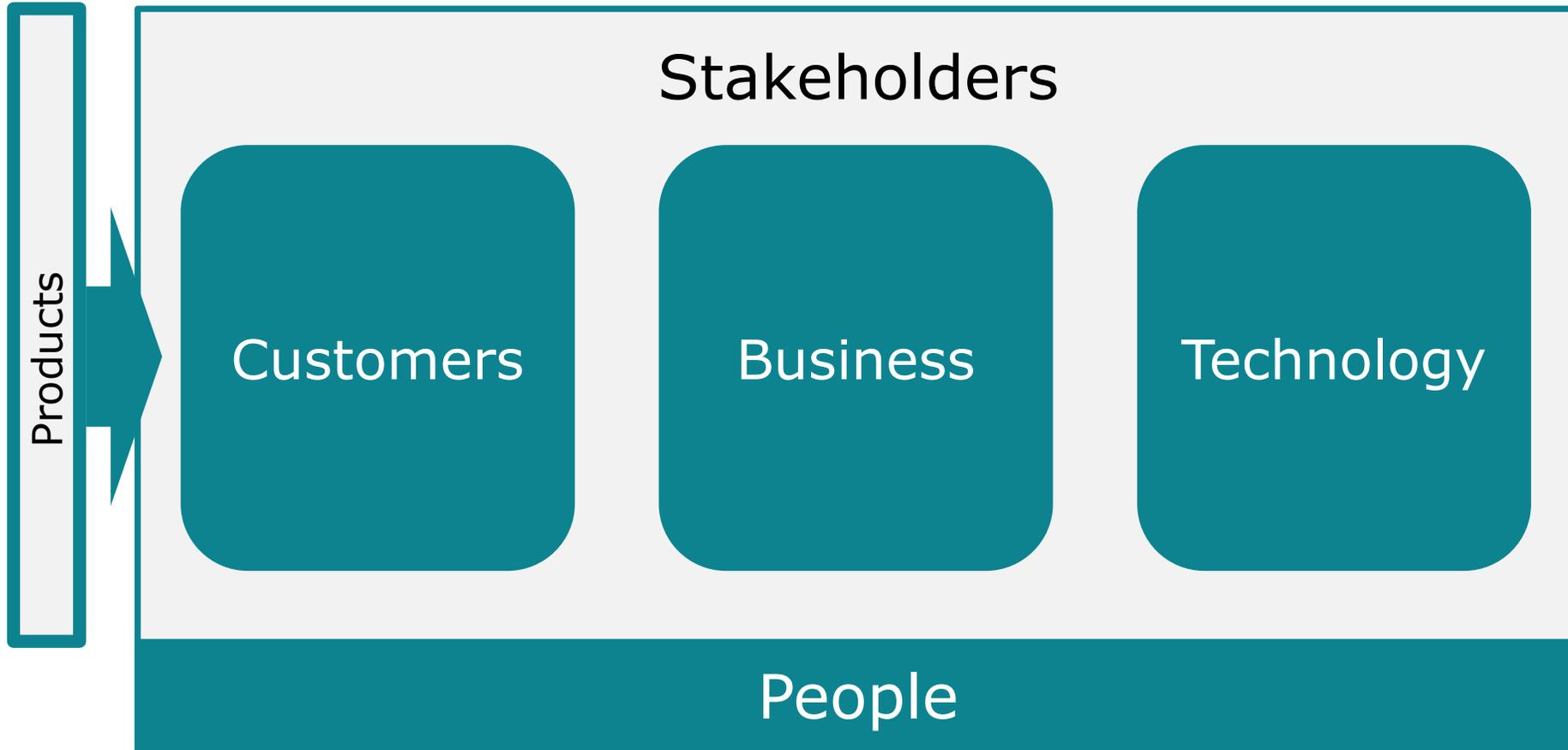
**Monitoring & Reporting**

**Issue & Incident Management**

**Customer & Stakeholders**

**Business & People Support**

# Core Support Capabilities

**Early Life Support (ELS)** for the systems and the processes – is START working as designed?
- Supporting our people and our customers through the changes
- Reactive approach
- Responding to and fixing issues
- Our people are supported by Blue Crew desk side support
- All issues are logged in the support portal, triaged, then managed with technical fixes, training, communications or any other method required

**Operational Support** – how operations are aligning with ELS processes and the alignment of ELS to key business events
- Proactive, agile and responsive
- How we respond operationally to the things we are see happening in our offices
  - Workloads
  - Priorities – decisions on what we will and won't do
  - Alignment with ELS processes and the rest of IR

**Customer Support** – what are customers telling us, what are the pain points, how do we adapt if required?
- What's being said to us and about us by our customers and stakeholders
- Is everything going well or do we need to change the plan?
- Listening to our customers through
  - Complaints data
  - Analytics
  - Voice of the customer information
  - Professional association feedback

**People Support** – what we are doing to help our people stay safe and healthy?
- We demonstrate our care for our people and ensure they feel valued
- We provide leadership that demonstrates empathy and awareness of our peoples wellbeing
- We recognise that everyone is different and ensure we have mechanisms in place to support the diverse needs of our people
- Our people work together to support each others wellbeing

# Pou Whirinaki Support Period Scope

## BT Stage 4.1.2 ELS

- Child Support
- V12 Upgrade

## Product Owners

- Child Support
- External impact V12 Upgrade

## ELS Working groups

- Child Support (Families)
- V12/Employers/Tax Agent/Intermediaries
- Employers
- Tax agents/Intermediaries
- Other customers

## Other events within Pou Whirinaki monitoring scope

- KiwiSaver Default Provider Transfer
- KiwiSaver Gateway
- FIRST Decommissioning
- Contact centre shift to Revera
- Open START backlog
- COVID initiatives (if level change is activated)

## Product Owners

- KiwiSaver
- Open START backlog
- COVID initiatives
- Resurgence Support Payment

# BT S4.1.2 Product Success Statements – HyperCare Exit Criteria

## Overall

- Any open P1 or P2 impact issues have acceptable resolutions plans in place
- All first-time business events within the HyperCare period have successfully completed

## Addition Product Specific Criteria

**Child Support**

- Receiving Carer's being paid on time and accurately (disbursement file runs at 10am)
- Liable Parent's deductions being processed on time and accurately
- Crown entitlement calculating correctly

**Version 12**

- Customers can file and pay (filing volumes and WEB payments are happening at comparable rates to 2020 for GST, income tax and employer information)

# BT S4.1.2 Product Success Statements – ELS Exit Criteria

## Overall

- *Any open P1 or P2 impact issues have acceptable resolutions plans in place*

- *All business events within the ELS period have successfully completed*

- Remaining Prod QA items have plans in place with clear accountability for ensuring they will be run especially:

  - First time Annual Assessment run outside of HyperCare and ELS period in Feb

  - First time contact from Individuals in the lead up to and following the 7 Feb payment due date

## Additional Product Specific Criteria

**Child Support**

- Early interventions in place and successfully working (weekly reports capture right customers)

- *Receiving Carer's being paid on time and accurately (disbursement file runs at 10am)*

- *Liable Parent's deductions being processed on time and accurately*

- *Crown entitlement calculating correctly*

*Note bullets in italics are the same as HyperCare exit measures remain the same*

# BT S4.1.2 Pou Whirinaki/Early Life Support Period

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**3pm Thursday 21 October**

Business ramp down begins

Exit HyperCare 3 Dec

Exit Core ELS 31 January 2022

HyperCare

Readiness & Key Event Monitoring

Deployment

Early Life Support

Key Event Monitoring & ProdQA

**8am Thursday 28 October**

All Channels open to customers
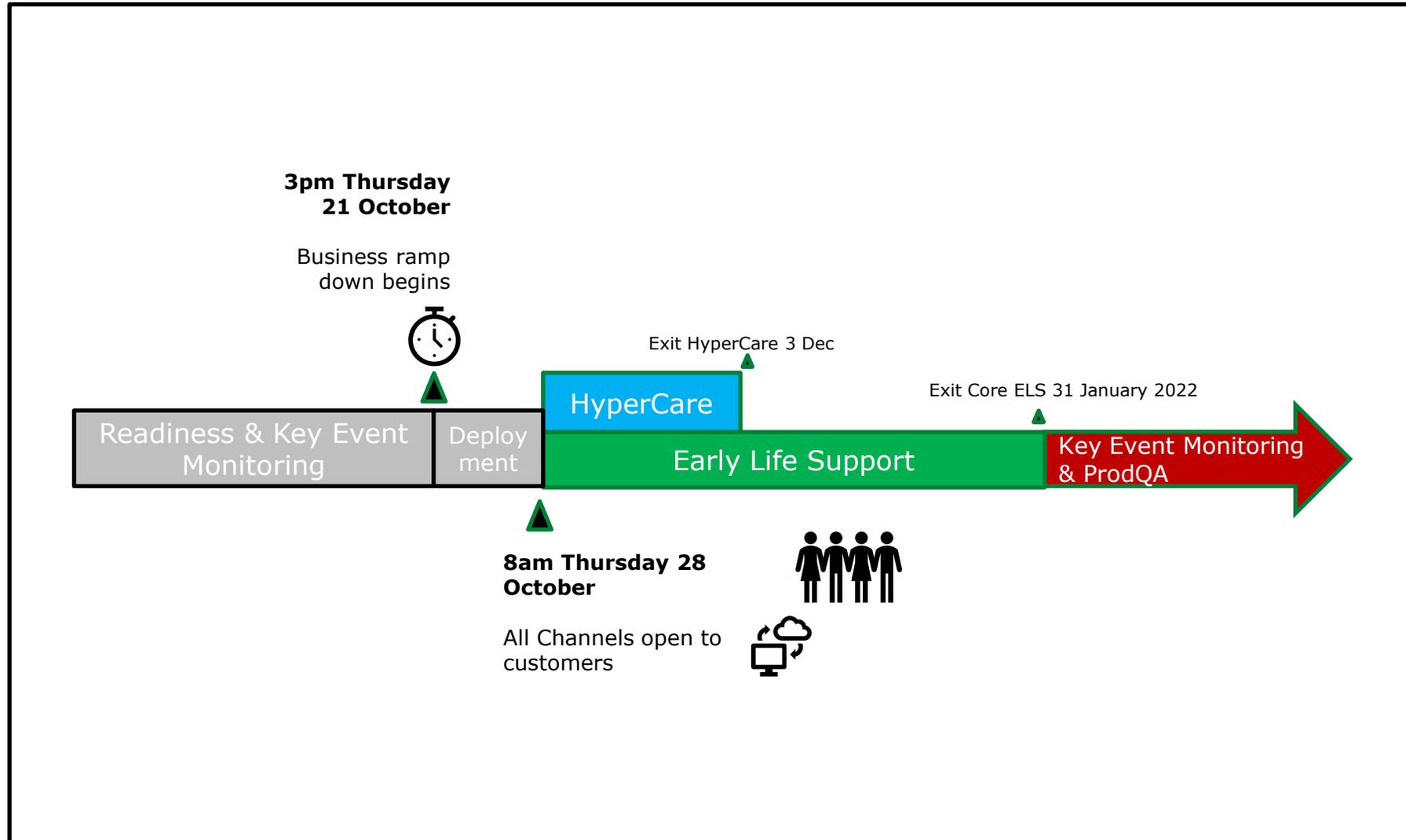
# Pou Whirinaki Stage 4 Release 2 Support Model

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### Pou Whirinaki

- Project Management

- S4 Programme Management

- Reputation & Media

- External Comms – Marketing & Social Media
- Pou Whirinaki Internal Comms
- ProdQA Lead & Batch Processing Reporting
- Mitigation plan response/oversight

### External Stakeholders

- Te Manawa – Voice of the Customer
- External Stakeholder Management
- Tax Agent Support

### CCS co-ordination

- Deskside Support & Level 1 Triage
- Prioritisation
- ELS Working Groups
- Voice of the Business

Business & Customer Support
ELS Comms

- Business & Customer Resolver Group
- Help Content
- Training

Key Events Support

- Heightened Support Events
- Oversight of all Business Events  (new & heritage systems)

### Heritage Enduring

- Level 2 Triage
- Heritage Enduring Delivery

### BTAM & Digital Ecosystem Services

BT Account Management/External Stakeholder Management

Onboarding

- Level 2 Triage & Delivery

- Digital Ecosystem Services
- myIR Channel
- www.ird

### Testing Services

### S4-2 Deployment

### START Support

- Level 2 Triage
- START Delivery Major Issue & Sensitive Issue Management
- Impact Assessment Support (START/DIP)
- Design Authority

### Product Owners

- Child Support
- KiwiSaver
- Working for Families & PPL (Product Architect)
- Student Loans, GST, Income, UCM, Foreign Trusts, Duties

### Strategic Advisors

### Service Management

- CRB & Change Restriction Period
- Service Desk
- ServiceNow & Power BI S4 configuration changes

Service Operations

- Major Incident Management
- 3i's – Infrastructure & Integration Issues
- Problem Management
- Service Monitoring (Grafana, Power BI reports, event management)

### Service Integration & Delivery Management

- Security Operations
- Call Centre

| PW | CCS | BT | IT&C | ED&I |
|----|-----|-----|------|------|

# Pou Whirinaki BT Stage 4 Release 2 Support Resource Baseline

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| | Key Event Support & Readiness | BT S4.1.2 HyperCare | BT S4.1.2 & Key Event Support | BAU & Key Event Support |
|---|---|---|---|---|
| | 1 August to 27 October (12 weeks) | 28 October to 3 December (6 weeks) | 4 December to 31 January (8 weeks) | 1 February to 28 February (4 weeks) |

| Week: | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|

**START Support**

- START Support — **TBC** IR SMEs / **TBC** Information redacted
- Annual Changes & KiwiSaver Default Provider — **TBC** IR SMEs / **TBC** Information redacted
- Business Support Readiness **1** FTE
- Business Support **10** FTE (Lead & ELS Business Support Analysts)
- Help Content **7** FTE / Communications **4** FTE
- Help Content **4** FTE / Communications **4** FTE
- Help Content **3** FTE / Communications **4** FTE
- OCMT Trainers Child Support **8** (as required) / OCMT Training Analysts **7** (as required)
- PROD QA & Batch Monitoring

**Heritage Enduring**

- 100% HyperCare Support
- ELS Support
- *BAU HERITAGE TEAM SUPPORT*

**Product Owners**

- Product Owners **1+3** (as required)

**CCS**

- Blue Crew **250** (as required including **70** Testers)
- *Key Users **250** (as required standard BAU construct)*
- *BUSINESS EVENT MANAGEMENT*
- Active BU Resolvers **20** FTE

**Notes:** 1) Blue Crew priority is desk side support but will perform BAU activity if support is not required
2) During ELS the BT team will support P1 and P2's that occur

# Consolidated Timeline of Key Business Events

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Deployment Begins 22 October △  △ Go-Live 28 October

Deployment

HyperCare

△ Exit HyperCare 3 Dec  △ Exit Core ELS 31 January 2022

MGL2 △  MGL3 △

Readiness & Key Event Monitoring | Early Life Support | Business as Usual

| August | September | October | November | December | January | February | March | April |
|---|---|---|---|---|---|---|---|---|

Early Sep: Overseas Income Request letter

8 Oct: 6 monthly SL bulk statement issued

1 Nov: Mthly Statement Run, Yrly Bulk Inc Request to Aust. 1st Wkly MSD Files received & sent

1 Dec: Handover of FIRST for decommissioning

1 Mar: PIE return due

15-26 Mar: Income Tax Returns Select

2 Nov: Mthly Aust. Payment File sent

5 Dec: 18 Year old child at school cessation notice, Mthly Text for missed Deductions

8-12 Feb: Child Support Annual Assessment Run

17 Mar: Annual Employer Deduction Notice

21 Aug: Annual Square Up

4 Nov: GST 1,2& 6 Monthly Filing & Provisional Tax due

**28 October S4.1.2 Go Live**

5 Nov: MOE File sent

6 Dec: issue letters to members being transferred

23 Feb: Working for Families rollover

24 April: Annual SL bulk statement issued

First run of compulsory automatic deduction EI

8 Nov: Early Payment Reminder

15 Dec: all paper PDS to members

Mar: Annual Changes migrated to production

First Payments to Carers

11 Nov: Monthly Australian Payment File Received

Dec: AC updates to Payroll Providers/ External Developers

1 Apr: Start of Child Support year & Early Int turned on

Annual Changes go live

15 Nov: FIRST Archive available

10 Mar: PPL reassessments from SL annual changes

29 Oct: RSP in V12

19 Nov: Final Payment Reminder

11 Mar: Non-Individual Returns, Right Returns, Indicator added & IR88 select file upload

Annual SL OBB NOA issued, SLS rollover long-term loan, comp interest, apply admin fee

22 Nov: 1st Bulk Payment to Carer, Liable parent penalty policing

Jan-Feb: Contact Centre shift to Revera

Oct-Nov: EI Filing – 1st time processing

30 Nov: 1st Statement Run

Oct-Nov: FIRST notes transferred to START

31 Mar: OBB SL repayments due

Jul - Aug: GVC KiwiSaver

Mid Nov – 23 Jan 22: START Database Server Upgrades

2021 Income tax returns issued

Dec 2020 – Dec 2021 KiwiSaver API Onboarding

6 Dec – 4 Feb 22 KiwiSaver Default Providers Member Transfer

Pay Day Filing V2 compulsory (TBC)

Annual Changes – Design & Development work including transition from Prod Support to end state capability

COVID related initiatives if required – resurgence package, wage subsidy etc

| Indicates a key event with additional support | Go Live | COVID | Income Tax | Investment Income | Student Loans | KiwiSaver | Other | Child Support | Paid Parental Leave | Working for Families |
|---|---|---|---|---|---|---|---|---|---|---|

# Prioritisation during HyperCare for P3/P4 Issues

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*ServiceNow is single source of truth for prioritisation status*

| Issue Identified | Issue Triaged and Accepted | Review of Impact Data | Issue Raised for Prioritisation | Prioritised Issues Scheduled | Issue Resolved |
|---|---|---|---|---|---|

**BAU**

**4.1.2**

**Issue Triaged and Accepted:** Triage completed by a combination of SMEs from Production Support and those working on the release.

Ensures correct categorisation, documentation of business and customer impacts

**Review of Impact Data:** Product Representatives conduct Business Triage

BTMs and SMEs review issues raised and determine impacts

**Issue Raised for Prioritisation:**
*Issues Prioritisation Group – BAU process*
**Twice Weekly Meeting**

**Daily Hypercare Prioritisation Meeting**
*Daily prioritisation of issues raised. Prioritsation groups in FCR updated to reflect the priority of issues*

**Prioritised Issues Scheduled:** Across both groups planned migration date entered which carries through into SNOW.

Provides visibility to our people about when issues will be resolved and allows for comms to be organised for issue

*ServiceNow Support Portal shows*
- *Recently Resolved*
- *Resolution Underway*
- *Scheduled for Resolution*

**BT Release tagged**

**BT Priority tagged**

**Issue resolution scheduled**

# Pou Whirinaki HyperCare Support Process

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# Issue Creation to Resolution Flow

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*Right people, doing the right work at the right time*

Outcome Monitoring & Assurance

VoC, VoB, VoP

Customer Segments

ELS Working Groups

Product Owners

Staff / Customers

**Level 1 Triage**
Sites
Deskside Support
Support Portal
(R4 Scope)

Issues →

**Level 2 Triage**
ELS Central

issues

Any P1 →
3i's

Major Incident Management

DA

issues

**Business Support**
• START Help & Workarounds
• Training
• Internal & External Comms

Major or Sensitive Issue →

START P2 →

START P3/P4 →
Backlog — Prioritisation →

Non-START P2/P3/P4 →

**START**
(SQRs)

**Resolver Groups**
supporting integrated technical & business changes and or stand alone technical & business changes

CRB

Co-ordinated Fixes

**BT Heritage**

incidents

Service Monitoring & ProdQA

Issue or incidents →

**www.ird**

Other (XIAMS, Spark, Call Centre, Network)

External Interfaces (AC Mgt, DES & Onboarding)

Support Portal
(non R4 scope) →

**L2 Triage non-R4**

Non-R4 related systems →

Non R4 related Systems

voice →

**Service Desk**

Stand alone incidents or work raised by technical teams

Resolution of fixes or enhancements

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# BT S4.1.2 HyperCare Support Hours

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## ELS Central

| Period | Weekdays | Contact |
|--------|----------|---------|
| 28/10 - 3/12 | 7am – 5pm | Available |
| | 5pm – 7pm | Available for P1/2s |

**ELS Support Outside Standard Hours post HyperCare**

Support teams will be arranged for agreed specific business events. Teams to be selected to be on-site/on-call will be selected on a team-by-team basis and site by site basis, based on the business event.

## Business Units & Deskside Support

| Period | Weekdays | Contact |
|--------|----------|---------|
| **CONTACT CENTRE** | | |
| 28/10 - 3/12 | 8am – 8pm | Available |
| Weekends are Saturday only Available 9am – 1pm | | |
| **INTERNATIONAL STUDENT LOANS** | | |
| 28/10 - 3/12 | 6.15am – 8pm | Available |
| Weekends are Saturday only Available 9am – 1pm | | |
| **OTHER SITES** | | |
| Rostered by site, according to site hours | | |

**ELS BUSINESS SUPPORT**
(Level 1 Triage)

**ELS CENTRAL**
(Level 2 & 3 Triage)

**ELS WORKSTREAMS**
(Resolver Groups)

A customer needs help

A staff member is trying to resolve a customer issue *or* needs help themselves

Te Mātāwai START Help Support Portal

Check online

Ask a colleague

Ask Deskside Support/Blue Crew

Still not resolved

Your friendly Deskside Support/Blue Crew will help you raise a ticket in the Support Portal allowing them complete level 1 triage and pass it along

**PROD SUPPORT TRIAGE**

BUSINESS | BTMs

CUSTOMER | SMEs | Product Owners

TECHNICAL | FAST

Issue has Business requirements

Issue has Customer requirements

Issue has Technical Requirements **Incident Ticket Raised** and pushed to relevant team

**BUSINESS Resolver Groups**

**TECHNICAL Resolver Groups**

START

Heritage Enduring

Key other

Resolution communicated as necessary eg: Staff, Customers, Software Providers, Tax Agents etc

Daily Issue, Incident, Prioritisation, Working Groups, Change & Management Forums

## Business Support Team

| Period | Weekdays | Contact |
|--------|----------|---------|
| 28/10 - 3/12 | 7am – 4pm | Available |
| | 24 x 7 | Available P1/2s |

## Technical Team

| Week | Mon-Fri | Sat | Sun |
|------|---------|-----|-----|
| 28/10 - 3/12 | Major Incidents | | |
| | 24 x 7 | 24 x 7 | 24 x 7 |
| | All other Incidents | | |
| | 8am – 5pm | NA | NA |

Experiencing a Major (P1 or P2) System Issue outside of ELS Central Support Hours?

Call the Major Incident Phone Number: █████
This phone is answered 24 x 7

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# HyperCare Meetings & Forums

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Contact Centre Open for Business 8.00am

**Desk Side Support**
10 – 10.30am
(daily initially then as required)

*Early warning of issues & trends Communication*

**Standard Production Change Window Starts 5.00pm**

**HyperCare Prioritisation**
8.30am
(daily initially)

**ELS Working Groups**
CS 9.30am & V12 11am
(daily)

**Change Approval Board**
11.30am – noon
(daily)

**Update on Changes**
4 – 4.30pm
(daily)

**L2 Triage Meeting**
10.30am & 2.30pm
(daily)

**"So What" Meeting**
1.30 – 2:30pm
(daily initially then as required)

**Sub-ELT Updates**
3 – 3:30pm
(daily initially then as required)

**Key Messages**
5pm
(Aligned to So What)

**CCS Collaboration Group**
(daily 8.30am)

*Status & Issue updates*

**CCS-LT**
(update as required)

*Review of status, Issues, Escalations & Key Messages, Major Incidents, High Priority items, Backlog Review*

*Exec review of status, key messages & escalations*

*Updates to full ELT via EPPC and email*

| Similar to R4 | Existing | Communications |
|---|---|---|

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# Pou Whirinaki Forum contacts for information & invites

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- HyperCare Prioritisation Forum
- ELS Working Groups
- Desk Side Support
- L2 Triage Meetings
- CCS Collaboration Group
- CCS-LT
- So What Meeting
- Key Messages
- Change Approval Board