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# Gateway Review Report

Inland Revenue

Business Transformation

## Review 0 Strategic Assessment

March 2022

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# 1 Review Conclusion

## 1.1 Delivery Confidence Assessment

Delivery Confidence Assessment	GREEN
	The Gateway Review Team finds that the Programme is approaching closure, having successfully delivered on all of its investment outcomes and objectives.
	The Programme is under budget and on schedule, having endured significant environmental turbulence during its life. The November 2017 Kaikoura earthquakes led to significant disruption at the time along with subsequent physical displacement owing to structural damage to the Asteron building in Wellington.
	The multi-year appropriation, solid Business Case stewardship and strong leadership, together with commitment of IR staff and a partnership with the selected IT systems partner have all contributed to the delivery of a modernised IR operating refreshed IT, to deliver significant Capability uplift.
	Policy agility has been achieved, as demonstrated in IR's ability to support Government's response to COVID; something it could not have done to such effect pre-BT.
	As the Programme approaches closure, there is a need to maintain momentum and further embed the culture of ongoing change and learning developed through BT. This Programme is acknowledged to have been a notable success story and there is a keen desire now to leverage the learnings, the leadership, and the technology to greater effect for the wider benefit across the public sector.
	The Review Team makes a few good-practice suggestions for consideration, in relation to:
	<ul style="list-style-type: none"><li>• Taxpayer engagement;</li><li>• Value creation and sustainment; and</li><li>• Cyber security.</li></ul>
	In summary, Inland Revenue Business Transformation is an exemplar of achievement in difficult circumstances, enabling current and future Governments greater agility and tax policy effectiveness. The leadership of the Programme, and the Organisation, have provided the foundations for future evolution and basis upon which to maintain an evergreen status, avoiding the need for a future Transformation.

The Delivery Confidence assessment RAG status uses the definitions below:

Colour	Criteria Description
G	Successful delivery to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.
A/G	Successful delivery appears probable however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
A	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not impact delivery or benefits realisation.
A/R	Successful delivery is in doubt with major risks or issues apparent in a number of key areas. Prompt action is needed to address these, and whether resolution is feasible.
R	Successful delivery appears to be unachievable. There are major issues which at this stage do not appear to be manageable or resolvable. The programme may need re-baselining and/or overall viability re-assessed.