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Gateway Review Report

Inland Revenue

Business Transformation

Review 0 Strategic Assessment

November 2020






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1 Review Conclusion

1.1 Delivery Confidence Assessment

Delivery Confidence Assessment	GREEN/AMBER
<p>The Gateway Review Team finds that</p> <ul style="list-style-type: none"> • Business Transformation (BT) continues to be a strongly led programme with a mature delivery approach. • R4 go-live was successfully achieved during Covid-19 lockdown conditions. • R5 has been re-cast as Stage 4 in five workstreams to be delivered as two releases (plus another 'other' final release) which should not be underestimated, since Child Support has a lot of complexities. • Lessons learnt from R4 in relation to data conversion and data quality have been taken on board for Stage 4. This reinforces IR as a learning organisation. • Organisation change is ongoing and requires raised visibility ahead of programme closure across all elements of the business, together with greater clarity of how structure maps to process to deliver outcomes. • The potential for All of Government leveraging of information to great effect is in evidence, though the temptation to overstretch IR's capability should be resisted until BT is closed. <p>Notwithstanding the success demonstrated during R4 go-live, the residual risk of BT remains high. Complacency should not be allowed to emerge as the programme enters its final stage of delivery. Having achieved so much thus far, BT needs to be drawn to a close in a controlled manner that continues the transition of change leadership from BT to IR; from the programme to the business as usual.</p> <p>To this end, there is a need to maintain a steady hand on delivery, a firm focus on partner engagement and a strong engagement with Central Agencies to ensure that the future funding and resourcing provision is appropriate for the agreed IR mandate.</p>	

The Delivery Confidence assessment RAG status uses the definitions below:

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