



14 July 2022



Thank you for your request made under the Official Information Act 1982 (OIA), received on 15 June 2022. You requested the following:

- 1. The details of any sessions of "The Wall Walk" that your organisation has paid for since 2016. Please provide the date, time, and job titles of those who attended along with the cost each of these sessions to your organisation.*
- 2. Please provide any records of any feedback your organisation has given to Simone Bull or any other organiser of The Wall Walk.*
- 3. Please provide a list of any documented changes your organisation has made as a result of participating in The Wall Walk.*

Questions 1 and 2

I have located two sessions of The Wall Walk that Inland Revenue has participated in since 2016. These are detailed below.

- Senior Leaders' Forum – 3 December 2019, 9:00am - 1:15pm

Inland Revenue staff attended a session of The Wall Walk as part of the Senior Leaders' Forum in December 2019. A final list of invitees to the Senior Leaders' Forum is attached.

Although the invitee list is known, Inland Revenue does not hold a record of the staff that physically attended the Wall Walk session, therefore this part of your request is refused under section 18(e) of the OIA, as the information does not exist.

There was no cost to Inland Revenue for The Wall Walk portion of this Forum. Inland Revenue provided a koha to the facilitator of the session to the value of \$41.00.

A copy of the feedback provided to the event organisers is attached. The enclosed documents contain information that is outside the scope of your request. The information has not been considered for release and has been withheld as "outside scope".

- The Wall Walk – Tax Counsel Office – 3 May 2021, 10:30am - 3:00pm

Approximately 60 people attended a Wall Walk session on 3 May 2021, which included a range of staff across the Tax Counsel Office and Legal Services business units. Attendees included leaders (including Chief Tax Counsel), tax counsel, solicitors and business support. Inland Revenue does not hold a record of definite attendees to this session; therefore, your request for this information is refused under section 18(e) of the OIA as the information does not exist.

The cost of the Wall Walk portion of this session was \$4,600.00.

Feedback on this session was given to the event organiser on the day. Inland Revenue does not hold a record of this information; therefore, your request for this information is refused under section 18(g) of the OIA as the information is not held by Inland Revenue, and we do not believe it is held by another agency.

The Tax Counsel Office used the Wall Walk as the starting point to launch its Māhutonga strategy. Māhutonga is Inland Revenue's strategic approach to meeting its obligations under te Tiriti o Waitangi. As the Tax Counsel Office is a unit that is responsible for interpreting complex tax law, the Wall Walk experience provided staff with the courage to question how the law they are reviewing impacts Māori customers and to better understand Māori perspectives, processes and practices.

Question 3

The aim of these sessions was to build a greater understanding of the Crown-Māori relationship. The Wall Walk gave Inland Revenue staff the opportunity to view the world through a Māori lens which better prepares our people to understand what they can do to improve outcomes and relationships with Māori.

Inland Revenue has not documented any formal changes to the organisation as a direct result of participating in The Wall Walk, therefore this part of your request is refused under section 18(e) of the OIA as the information does not exist.

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. I trust that the information provided is of assistance to you.

Yours sincerely



Juliet Glass

Service Leader – Commercial Services and Strategic Property

Event: Senior leaders forum

Date: 3 December 2019

Time: 9am – 1:15pm

Invitees by role
Business Integration Manager
Business Partner
Capability and Outcomes Leader
Chief Advisor to DC (Corporate Int & Assurance)
Chief Financial Officer
Chief People Officer
Chief Tax Council
Chief Technology Officer
Corporate Counsel
Customer Segment Lead
Customer Segment Lead - Families
Customer Segment Lead - Families
Customer Segment Lead - Individuals
Customer Segment Lead - Micro Business
Customer Segment Lead - S&M Ent
Customer Segment Lead - Significant Enterprise
DC - Corp Integration & Assurance
DC CCS-B
Deputy Commissioner - CCS Individuals
Deputy Commissioner - He Kotuitui
Deputy Commissioner - I&S
Deputy Commissioner - Transformation
Deputy Commissioner Policy & Strategy
Director Digital Change
Director of Corporate Finance
Director - Digital Change
Director Business Partnering
Director Corporate Planning & Reporting
Director Disputes Review
Director Escalations & Advising
Director of Corporate Finance
Director of Policy
Director of Policy
Director of Policy
Director of Strategy
Director Public Rulings
Director Stakeholder Relations
Director Taxpayer Rulings
Employment Relations Policy & Rem Manager
Enterprise Architecture & Design Lead
Executive Support Advisor
External Relationship Lead
Group Manager Corp Risk & Assurance
Group Manager Facilities
Group Manager Marketing & Communications

Group Manager OCTC
Group Manager SDI
Head of Commercial and Procurement
Intel Leader - Data Science & Analytics
Intelligence Lead - OI&K
Intelligence Leader - I&I
International Revenue Strategy Manager
Legal Services Leader
Management Support
Management Support
Management Support
Manager Business Performance
Manager Governance and Integrity
Manager Performance & Culture
Manager Services & Optimisation
Network lead - Tech Specialist Network
Network Lead-Customer Experience Design
Organisation Design Lead
PMO Lead
Principle Transformation Director
Privacy Officer
Programme Director
Programme Manager
Programme Manager
Programme Manager - Org Design
Programme Manager - Tech Arch Delivery
Programme Manager He Kotuitui
Project Programme Director
Senior Advisor
Senior Advisor to DC
Service Leader
Service Leader
Service Leader
Service Leader
Start Release 4 Manager
Start Release 4 Manager
Strategy and Intelligence Manager
Team Manager - Advisory
Transition Support Lead
Workforce Information & Intelligence Manager

REPEATED UNDER THE INFORMATION ACT

December 2019 Senior Leaders' Forum Survey Results

Outside scope

2. How well did we meet our goal of building greater understanding of the Māori-Crown relations to support Māhutonga?

[More Details](#)



Outside scope

4. Thinking about the Wall Walk, what has changed for you?

24 Responses

ID Responses

ID	Responses
1	Much deeper appreciation, awareness and understanding now.
2	That was awesome! Such an insightful, engaging experience - has left me really thinking about how I learn and understand more about not only NZ history, but what it means in today's world, truly walking across the bridge between the Maori and pākehā worlds.
3	Starting to think about how IR designs with Maori, ethnic minorities and seniors.
4	Better understanding of some history.

ID Responses

5	my knowledge and understanding of why 200 years of Crown relationships with Maori have such a poor record.
6	Hugely increased awareness and inspiration to further grow this for myself and others. Reflection on what that can mean for actions with others in work and outside.
7	I have a greater understanding of the context around Maori and the relationship with the Crown.
8	Having a better knowledge of our history has enhanced my understanding of the Crown and Maori relationship. This enhanced context enables me to appreciate Maori perspective and enables me to incorporate this into my deliverables, activities and leadership approach.
9	If you mean the wall walk being "building greater understanding of the Māori-Crown relations to support Māhutonga?" - I can honestly say that "my mind has shifted from being supportive because it was the politically correct thing to do, to being very supportive because it is the right thing to do."
10	Broader perspective on why we are where we are.
11	Refreshed concern that many just don't understand the depth of deliberate and systematic disempowerment of tangata whenua and it deepened my understanding of our history
12	I have a totally new appreciation for NZ history, form a Maori perspective. It provided so much depth as to the background of some of our major customer groups. It was fantastic.
13	Greater understanding on history and culture which has increased my awareness of the stereotypes or misconceptions
14	It was an opportunity to reflect on how the actions of the Crown impacted on the lives of the people affected.
15	My understanding of the why for Treaty settlement claims. I have a much better appreciation for why settling claims and recognising the injustices experienced by Maori is so important for us - not only for Maori but for all New Zealanders. Also, my appreciation that the journey that many of our Maori people have been on to this point only goes back 6 or 7 generations and this journey is very real and felt by today's generations.
16	To consider things with an increased understanding of the context behind based on historical events. A greater appreciation of how things have evolved in NZ.

ID Responses

17	I've been fortunate enough to have this History and understanding of the perspective - but it has reminded me to pause/reflect when considering how well I as a leader am championing the awareness that I'm lucky enough to have.
18	Deeper understanding of history and personal connection to it
19	Better appreciation of our shared NZ history and the relevance of that to Maori today on current issues.
20	Good session that created balance
21	Greater awareness, and interest in our history.
22	A better understanding of our history and the Maori relationship with the Crown.
23	I have a much better understanding of the issues that Maori faced over a long period of time and how that could have shaped the current state of that relationship. I also was surprised at the emotional connection I felt to the material as we walked it through.
24	Stronger understanding of the reality of our history. It has reinforced how critical Māhutonga is for IR to deliver for NZ (and consequently how we need to work).

5. What will you take to your people from the Wall Walk?

22 Responses

ID Responses

1	How we can embed what we do in a tailored way for Maori and Pasifika peoples
2	As above - and encouraging them to be really curious!
3	Unsure at this early stage - will discuss with my colleagues first.
4	Greater need to co create and act in good faith on the three principles of the Treaty
5	Describe it. Would love them to have the opportunity.
6	I will discuss the importance of understanding our history as context for what we need to do today to support the Crown and Maori relationship, and why we need to consider this in our work.
7	Encourage them to educate themselves on New Zealand history.

ID Responses

8	The need to understand others' perspectives; how to engage with Maori in a way that works for Maori.
9	An organisational design rationale
10	As above, a much richer appreciation for the Maori culture and history over the past 150 years. I want to know more.
11	I will talk about my experience to open a conversation on this.
12	Remind people to ask lots of questions so they can better understand and consider the implications of our actions on customers, before decisions are made.
13	My experience and my learning. I have had the opportunity to share my experience with several people so far and as I go through and explain how Sim took us through the history and journey over the last 50 years or so, I know my amazing experience and what I have learnt is being passed on.
14	To be even more conscious of environmental factors and to understand where people are coming from.
15	The perspective of the journey - and also that I will be challenging their thinking .
16	The need to understand the history
17	Good question - not sure frankly - but will discuss with colleagues.
18	Will discuss further with lead team
19	I think we'll have a good conversation about people's levels of awareness
20	As above.
21	The need to spend more time understanding the point of view of Maori and Pasifika people in regards to the NZ legislation framework and think about what we can all do to promote a better and common understanding.
22	Already had discussion and shared pictures of Sim's posters.

Outside scope