



**Inland Revenue**  
Te Tari Taake

**Waihanga me te Whakahangai Ratonga**  
155 Featherston Street  
Asteron Centre  
Wellington  
P O Box 6011  
Wellington

6 December 2013

Mr Laurence Millar  
fyi-request-1293-f1301b68@requests.fyi.org.nz

Dear Mr Millar

Thank you for your request made under the Official Information Act 1982 (OIA), received on 9 November 2013. You requested:

*I note that IRD undertook "an extensive programme of work" to inform the release of the Expression of Interest for the Provision of Business Transformation Services. I also note that the criteria was approved by the Inland Revenue's Transformation Board on 27 September 2013.*

*Please provide the following:*

- 1. Copies of all working papers and reports produced during the extensive programme of work;*
- 2. A copy of the paper and supporting material that was considered by Inland Revenue's Transformation Board on 27 September 2013;*
- 3. A copy of all emails, letters and file notes of other communications (both internal to IRD and with external advisors) relating to setting the mandatory criteria:*

*Led or managed the overall design and implementation of a \$100 million (NZD) or greater, excluding any applicable taxes, major transformation programme for a national-level tax organisation (including distributions and payments);*

*AND*

*Led or managed the overall design and implementation for delivery of a transformation.*

**1. Copies of all working papers and reports produced during the extensive programme of work**

Given the potential scope of your request, we have interpreted your request to be a request for the papers produced about or relating to the Expression of Interest procurement process. As noted in our response to your previous OIA, the criteria for the current EOI were established following considerable discussion and meetings within Inland Revenue and with Inland Revenue's service providers over recent months.

***Information publicly available***

The documents in Table 1 are publicly available on the Government Electronic Tenders Service (GETS) website or Inland Revenue's website:

*Table 1*

Item	Date	Document	Website
1.	3/10/2013	Changing IR – Expression of Interest for the provision of Business Transformation Services	www.gets.govt.nz
2.	3/10/2013	Expression of Interest for the provision of Business Transformation Services – Attachment 1 – Response schedules	www.gets.govt.nz
3.	3/10/2013	Expression of Interest for the provision of Business Transformation Services – Attachment 2 – IR822 Tax check non-individuals	www.gets.govt.nz
4.	3/10/2013	Expression of Interest for the provision of Business Transformation Services – Attachment 3 – Target Operating Model (TOM)	www.gets.govt.nz
5.	3/10/2013	Expression of Interest for the provision of Business Transformation Services – Attachment 4 – High-level future state customer personas and scenarios	www.gets.govt.nz
6.	21/08/2013	Changing Inland Revenue – Transformation Market Brief	www.ird.govt.nz

Document 6, *Changing Inland Revenue – Transformation Market Brief*, can be found on our website ([www.ird.govt.nz](http://www.ird.govt.nz)) by following the links *About us*, *Reports* and *Business transformation*.

The documents in Table 1 are refused under section 18(d) of the OIA, as the information requested is publicly available.

#### **Information to be refused**

The documents in Table 2 are refused under section 18(c)(i) of the OIA:

Table 2

Item	Date	Document	Refused under
7.	2/2013 to 3/10/2013	Sourcing Risk Register (final version and 5 drafts)	s 18(c)(i) of the OIA
8.	12/2012 to 3/2013	Sourcing Strategy (final version and 10 drafts)	s 18(c)(i) of the OIA
9.	11/2012 to 12/2012	Sourcing Strategy – Market Analysis (final version and 5 drafts)	s 18(c)(i) of the OIA
10.	11/2012 to 21/12/2012	Discovery Report (final and 6 drafts)	s 18(c)(i) of the OIA
11.	Ongoing	Sourcing Project Schedule	s 18(c)(i) of the OIA
12.	3/2013 to 7/6/2013	Domestic Market Strategy (final and 10 drafts)	s 18(c)(i) of the OIA
13.	5/2013 to 7/6/2013	Procurement Plan (final and 8 drafts)	s 18(c)(i) of the OIA
14.	5/2013 to 28/6/2013	Market Sounding Execution Plan (final and 8 drafts)	s 18(c)(i) of the OIA
15.	5/2013 to 8/2013	Transformation Market Brief (15 drafts – the final draft is in Table 1 and publicly available)	s 18(c)(i) of the OIA
16.	8/2013 to 24/9/2013	EOI Execution Plan (final and 5 drafts)	s 18(c)(i) of the OIA

Item	Date	Document	Refused under
17.	8/2013 to 24/9/2013	EOI Evaluation Plan (4 drafts)	s 18(c)(i) of the OIA
18.	24/9/2013	EOI Market Document (15 drafts – the final draft is publicly available)*	s 18(c)(i) of the OIA
19.	1/2013 to 11/6/2013	Sourcing Strategy – Communications and Engagement Plan (Tactical) (final and 19 drafts)	s 18(c)(i) of the OIA
20.	28/6/2013	Probity Plan (final and 9 drafts)	s 18(c)(i) of the OIA
21.	23/11/2012 to 3/10/2013	Strategic Sourcing Project – weekly reports (44 reports)	s 18(c)(i) of the OIA
22.	18/12/2012	Sourcing Strategy Progress Report and Options for Discussion	s 18(c)(i) of the OIA
23.	18/12/2012	Sourcing Strategy Implications	s 18(c)(i) of the OIA
24.	30/1/2013	Strategic Sourcing Update	s 18(c)(i) of the OIA
25.	10/1/2013	Sourcing Strategy Options Follow-up	s 18(c)(i) of the OIA
26.	19/2/2013	Strategic Sourcing Update	s 18(c)(i) of the OIA
27.	19/3/2013	Business Transformation Programme Phase 5 Planning and Requirements, including Procurement and Market Sounding Plan	s 18(c)(i) of the OIA

\* Document 18, *EOI Market Document*, was originally one document, but was split into five documents (documents 1 to 5 in Table 1) when it was posted on the GETS website.

The documents in Table 2 are refused under section 18(c)(i) of the OIA, as making available the information requested would be contrary to the provisions of a specified enactment; namely Inland Revenue's secrecy obligation in section 81 of the Tax Administration Act 1994 (TAA).

Disclosing the information requested does not fall within any of the exceptions to the secrecy obligation, and in particular does not fall within the specific exception in section 81(4)(l) nor the general carrying into effect exception in section 81(1) of the TAA. This is because (among other reasons) Inland Revenue is currently running a procurement process that is unlikely to finish before mid-2014, and releasing the information requested would be disruptive and potentially harmful to that process.

## **2. A copy of the paper and supporting material that was considered by Inland Revenue's Transformation Board on 27 September 2013**

### ***Information to be released***

The following document is partly released to you and is enclosed:

*Table 3*

Item	Date	Document	Decision
28.	27/09/2013	Transformation Mobilisation Programme Steering Committee (PSC) Meeting Agenda	Released in part

The relevant parts of the document are released to you. Some information is withheld as it is not relevant to your request. The secretariat's name is withheld under section 9(2)(a) of the OIA, to protect the privacy of natural persons, including deceased persons.

### ***Information publicly available***

Documents 1 to 5 in Table 1 also fall within the scope of this part of your request. As they are publicly available on the Government Electronic Tender Service website,

www.gets.govt.nz, they are refused under section 18(d) of the OIA, as the information requested is publicly available.

**Information to be refused**

The documents in Table 4 are refused under section 18(c)(i) of the OIA:

Table 4

Item	Date	Document	Refused under
29.	27/9/2013	EOI decision paper	s 18(c)(i) of the OIA
30.	09/2013	EOI Market Document Overview	s 18(c)(i) of the OIA

The documents in Table 4 are refused under section 18(c)(i) of the OIA, as making available the information requested would be contrary to the provisions of a specified enactment; namely Inland Revenue's secrecy obligation in section 81 of the TAA.

Disclosing the information requested does not fall within any of the exceptions to the secrecy obligation, and in particular does not fall within the specific exception in section 81(4)(l) nor the general carrying into effect exception in section 81(1) of the TAA. This is because (among other reasons) Inland Revenue is currently running a procurement process that is unlikely to finish until mid-2014, and releasing the information requested would be disruptive and potentially harmful to that process.

**3. A copy of all emails, letters and file notes of other communications (both internal to IRD and with external advisors) relating to setting the mandatory criteria:**

**Led or managed the overall design and implementation of a \$100 million (NZD) or greater, excluding any applicable taxes, major transformation programme for a national-level tax organisation (including distributions and payments);**

**AND**

**Led or managed the overall design and implementation for delivery of a transformation.**

**Information to be refused**

The documents in Table 5 are refused under section 18(c)(i) of the OIA:

Table 5

Item	Date	Document	Refused under
31.	25/9/2013	Minimum Capability Requirements (email)	s18(c)(i) of the OIA
32.	27/9/2013	Expression of Interest Market Document and PSC meeting (email)	s18(c)(i) of the OIA
33.	09/2013	Review Summary: EOI Market Document Deliverable	s18(c)(i) of the OIA
34.	27/09/2013	Transformation Mobilisation Programme Steering Committee (PSC) (meeting minutes)	s18(c)(i) of the OIA

The documents in Table 5 are refused under section 18(c)(i) of the OIA, as making available the information requested would be contrary to the provisions of a specified enactment; namely Inland Revenue's secrecy obligation in section 81 of the TAA.

Disclosing the information requested does not fall within any of the exceptions to the secrecy obligation, and in particular does not fall within the specific exception in section 81(4)(l) nor the general carrying into effect exception in section 81(1) of the TAA. This is because

(among other reasons) Inland Revenue is currently running a procurement process that is unlikely to finish until mid-2014, and releasing the information requested would be disruptive and potentially harmful to that process.

In making my decisions on your request, I have weighed up the public interest considerations in section 9(1) of the OIA.

This fully covers the information you requested.

You have the right to ask the Ombudsman to investigate and review my decisions on your request. The office of the Ombudsman can be contacted at PO Box 10152, The Terrace, Wellington 6143.

Alternatively, you may have the decisions reviewed by a review officer who reports directly to the Commissioner of Inland Revenue. Choosing the internal right of review does not preclude you from subsequently seeking a review by the Ombudsman, should you be dissatisfied with the department's internal review. To request an internal review, please write to the Commissioner of Inland Revenue, PO Box 2198, Wellington 6140, setting out the details of your complaint.

Yours sincerely



Ron Grindle  
**Acting Deputy Commissioner, Change**