



# INLAND REVENUE NZ BUSINESS TRANSFORMATION PROGRAMME

## VIDEO TRANSCRIPT

Greg James – Deputy Commissioner  
Transformation Inland Revenue: The tax system is so critical to our economy as it is in most countries. When we think about 90 plus billion dollars collected through the tax system that underpins the social fabric of New Zealand, you really have to focus in making sure that you have future proof systems. The main challenges were our mainframe computer system was 25 years old. Our policy, our processes were equally as old and were under mountains and mountains of paper. It was quite compelling proposition to transform.

We selected Accenture very early on the journey. At the start, we were looking for Global tax advice and experience and we got that. That was fantastic. Then we moved on to the next phase which was the coexistence challenge. Coexistence was our single biggest issue and risk right at the start. To be honest, we had no real idea how we were going to solution the coexistence challenge. That was the ability to keep the mainframe going, we couldn't turn it off, we couldn't shut down products within the mainframe. It wasn't architected in a way that allowed us to do that, so we had to kind of build the new plane in flight while we were keeping the old plane in the air so to speak.

Accenture came to the party, worked up a solution and I'm gonna say it was so successful that after the first 12 months, we stopped talking

about the risk of coexistence. This benefits New Zealand citizens in multiple ways. First time in 25 years that we've been in a situation where we've been able to calculate the individual taxpayer's tax position at the end of the year without people having to interact with us. That meant that it's kind of a very much a straight through process system from an individual taxpayer. For businesses, we've worked a lot with software companies to allow businesses to interact in their own systems and basically just submit information though to us without having to double handle it so to speak. I think the game changer that we're seeing now is really around the analytics that we've invested in within the transformation journey and helping people moving away from what I call a compliance or policing type mindset to a mindset of helping people get it right from the start and educating people in terms of what their responsibilities from a tax perspective actually are.

Accenture provided us with a global network of people that we could tap into at times we realized that we needed to have specialists in certain areas. We found Accenture to be exceptionally flexible in providing us with the right sort of expertise, a network of the right sort of experience on what was a complex transformation journey. We at times had upwards of thousand people from within Inland Revenue rolled through the program so they learned new ways of working, learned how to be



successful from a program delivery perspective, they learned from our partners, so they learned lots of skills from our consulting partners like Accenture and our software partners in other areas.

The team we had from Accenture was first rate. Fantastic personalities, a lot of exceptionally competent people and they developed their rapport with Inland Revenue and with our other partners. We had the same people all the way through, I think that says that they were enjoying what they were doing. Success breed success and it was vibrant environment with high performing teams and people enjoying what they delivered. A fantastic result, couldn't have asked for anything better. Truly first class.