NSW GOVERNMENT | Customer Service

Point of Consumption

Evaluation Report

Document number:	Date: Monday, April 04, 2022

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Document Change Control

Version	Author(s)	Comments	Date
0.1	Dominic Saggers Emaleen Najjar	Draft report	5/07/2021
0.2	Dominic Saggers Emaleen Najjar	Revised draft report incorporating suggested changes from Shane Miller	29 November 2021
0.3	Dominic Saggers Emaleen Najjar	Final report following review and approval from Sandra Rothwell	4 March 2022

Document Sign-Off

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Shane Miller, Manager Strategy and Business Development, Revenue NSW	29 November 2021

Project Sponsor

Name (Position)	Approval date
Sandra Rothwell, Director Business Taxes, Revenue NSW	4 March 2022

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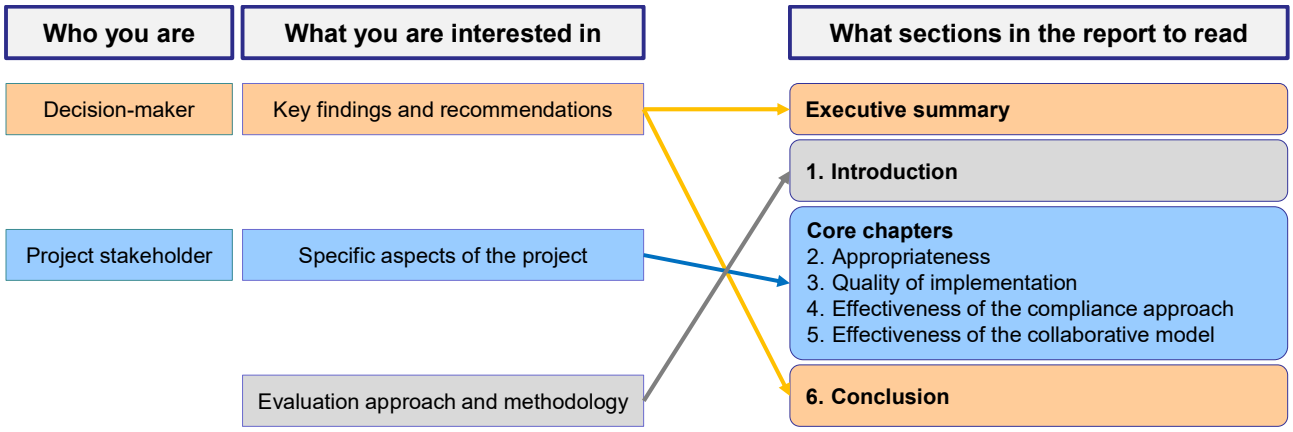
This document

How to read

This report has several levels of reading depending on the role or perspective of the reader as explained in the reading guide pictured in Figure 1. Sections have active headings in the form of key findings to make it easier for the reader to identify areas of interest.

Figure 1. How to read guide



Acknowledgement

This work was completed with the assistance Sandra Rothwell, Scott Nash, Margaux Perrone, Shemai Liang, Joanne Jesswein, Julianna Cabilin, Eric Guo, Revathi Jayakumar and Rosie Wang.

We would also like to thank key informants from the Business Taxes and Revenue Digital teams we interviewed as part of this evaluation. We thank them for their time and insights and trust that their views are adequately represented in this report.

The evaluation team

Shane Miller (Supervisor), Dominic Saggers, Emaleen Najjar

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Glossary

Term	Definition
DCS	Department of Customer Service
RNSW	Revenue NSW
PoC	Point of Consumption
The Project	The project subject to the evaluation – Point of Consumption Wagering Tax
MARS	Modernised Advance Recoups System

Executive summary

Point of Consumption Wagering Tax

Project overview:

Establishing the Point of Consumption (PoC) Wagering Tax project enabled RNSW (RNSW) to undertake the effective collection of a new wagering tax from online betting agencies on a point of consumption basis. A digital solution in the existing Modernised Advance Recoups System (MARS) system delivered the Cluster's requirement for fewer, better systems and to meet customer expectations. As part of the 2018 State Budget, the NSW Government announced and imposed legislative changes to the Betting Tax Act (2001), commencing January 2019. The scope of this project included:

- Developing and aligning a new PoC Tax revenue stream to organisation value chain business processes by 1 January 2019. Business process includes:
    - Customer registration and maintenance
    - Lodgements management
    - Assessment/ reassessments
    - Payment collection management
    - Customer interaction
- Developing technical solution to enable external customers to self-serve in registering, lodging, obtaining assessment of liability and making payments by 1 January 2019.
- Developing information/data sharing processes and technical mechanism with Liquor and Gaming NSW to support compliance activities by 31 July 2019.
- Pilot agile method in delivery approach of the new revenue stream within the RNSW environment.

The evaluation

Purpose and scope of evaluation

The purpose of the evaluation is to examine the effectiveness and efficiency of the process used to deliver the collection of a new PoC wagering tax from online betting agencies on a point of consumption basis, and the execution Agile project delivery methodology when RNSW undertakes

new projects to implement changes in legislation. This evaluation relates to those changes to the Betting Tax Act (2001) effective from January 2019.

The evaluation timeframe in scope is 22 February 2021 to 31 July 2021 to conduct a process assessment on the project delivery methods. This assessment covers the evaluation of the implementation of the changes within RNSW to administer the wagering tax. This includes:

- Use of Agile methodologies to deliver the project in parallel to the legislation changes being implemented. This includes, evaluating the roles of the Sponsor, Product Owner and Scrum Master as part of this project.

- If the digital solution in the existing inhouse MARS system, including the development of the MARS online portal, is for purpose.

Out of scope is the assessment of the changes to the Betting Tax Act (2001) and compliance activities undertaken by Liquor and Gaming NSW.

Evaluation methods:

The methods implemented to undertake this evaluation were:

- Document analysis: Analysis of business case, project management plan and project closure report.
- Review of feedback from surveys.
- Stakeholder interviews

Confidence in the findings and limitations

We were able to implement the methods largely as intended and are confident that the data collected provides a sound basis for the evaluation to draw conclusions about the project.

The evaluation faced some limitations in: (1) seeking advice from project stakeholders, (2) obtaining detailed insight from the identified project stakeholders, and (3) finalising the evaluation report on schedule.

Key findings

- **Timing was a key factor in all design and implementation decisions, however resulted in a solution that was fit-for-purpose.**
    - The business was unable to influence certain system decisions with NSW Treasury
    - Timing was also one of the key factors that resulting in the existing MARS system being the only option considered to implement the digital solution.
    - Having a Product Owner from the business who was able to support rapid day-to-day decision making and to ensure that the solution was fit-for-purpose and implemented by the required date, was a contributing factor for the project's success.

- **The MARS system was the immediate and only solution to collect the new wagering tax.**
    - The primary decision to elect the MARS system as the digital solution to collect the new wagering tax was due to the short time frame for delivery and uncertainty of potential legislative changes throughout the project life cycle.
    - The MARS system is the corporate system of record in collecting state taxes.
    - The use of MARS as the digital solution to collect wagering tax supported the Department's strategy of Fewer Better Systems.
    - MARS will likely be the system of choice for future new taxes.
- **The roles of a Scrum Master and Agile Coaches in the project played a significant role in ensuring that resources were skilled in agile delivery.**
    - The project was identified as a suitable project to pilot agile delivery in RNSW which resulted in recruiting a Scrum Master.
    - The project delivery team advised they had minimal experience in delivering projects under the true Agile methodology, and having two Agile Coaches to not only undertake agile delivery but also upskill their agile capabilities was an effective approach.
- **RNSW would benefit from models and frameworks to support the implementation of new taxes and legislative system changes.**
    - The Agile approach was not unfamiliar to the business; however, this was the agencies first attempt at delivering a project following the true Agile methodology.
    - The delivery team and the business could have benefited from having foundational pieces for agile delivery in place earlier.
    - Project teams in the future will benefit from having this model or framework in place to support the implementation of new taxes.
- **The project would not have met the legislative deadline without a true Agile delivery methodology.**
    - Timing was critical in determining which project delivery methodology would be suitable in delivering this project in the short timeframe.
    - A hybrid or waterfall would not have enabled the timely delivery of the wagering tax solution.
- **Agile roles and team structure had a big impact on the successful and timely delivery of the solution.**
    - The project established a team that was able to deliver the solution using Agile methodology by assigning an experienced Scrum Master and Agile Coaches.
    - The role of the Scrum Master was also key in the project meeting the legislative deadline as they were able to resolve roadblocks and keep progressing the rapid delivery of the digital solution.

- An agile team structure with a Scrum Master, Agile Coaches and product owner was a key contributor to the success of this initiative.

- **The use of Agile methodology resulted in some challenges getting engagement from key stakeholders.**
  - Given the development of the legislation was undertaken in parallel to the implementation of the solution, this resulted in challenges with getting timely decisions on the design and implementation of the solution made by key stakeholders.
  - It was sometimes difficult getting stakeholders to engage and make project decisions.

Recommendations

RNSW should:

- Continue to use existing systems in the delivery of new solutions where feasible (e.g. MARS to administer new taxes).
- Continue to invest into the MARS asset to ensure that it supported and can support future enhancements resulting from the implementation of new taxes.
- Ensure stakeholders clearly understand their roles at the start of the project, to enable timely decision-making.
- Consider for future Agile projects they have access to key roles such as Agile Coaches and Scrum Masters
- Develop a model to make the implementation of new taxes easier, given that there are similarities across many of them. A model would help support the timely delivery of any future system changes that result from legislation changes or new taxes.
- Ensure the foundational pieces for Agile delivery are in place and that agile resources such as the NSW Government Digital Services Toolkit are utilised.

Introduction

1.1 Point of Consumption (PoC) Wagering Tax

1.1.1 Background

As part of the 2018 State Budget, the NSW Government announced and imposed legislative changes to the Betting Tax Act (2001), commencing January 2019. The PoC Wagering Tax project was critical for RNSW to undertake the effective collection of a new wagering tax from online betting agencies on a point of consumption basis, by January 2019.

It was preferable to develop a digital solution to meet the Cluster's requirement for fewer, better systems and to meet customer expectations.

Strategic Alignment:

	Strategic outcome	Proposed project outcome / benefit
Department of Finance, Services & Innovation strategic plan alignment	Strong state finances are supported by effective property, asset, and revenue management	RNSW meets the NSW Government State budget announcements and will have the capability to on board betting operators and collect revenue from 1 January 2019.
	An innovative NSW Government is digital, lean and connected	External customers transact with RNSW on digital platform.
RNSW divisional plan alignment	Increase voluntary compliance, revenue and efficiency (Empower Me)	Collected revenue identified and meets government target.
	Know our customer, anticipate their needs and provide them with self-service options (Know Me)	Develop technical solution by 1st January 2019 to enable external customers to self-serve in registering, lodging returns, obtaining assessment of liability and making payments.
	Quicker and easier transactions	This project will deliver system changes through agile implementation appropriate to a digital world and build necessary delivery capabilities.
ICT strategy alignment	Fewer better systems	Use of existing RNSW systems – in-house core application MARS and MOL

1.1.2 Project design

The target groups of this project are:

- Totalisator and Fixed Odds Operator (TAB Limited)

- On-course bookmakers (approx. 180)
- Online Betting Operators
- Betting Exchange

The **focus** of this project was to enable RNSW to undertake the effective collection of wagering tax from online betting agencies on a point of consumption basis, by January 2019.

The **scope** of the project covered:

High level scope	Key Deliverables
Administration of tax	• Allow external customers to self-serve in registering, lodging, obtaining assessment of liability and making payments. • Provide internal staff registering, lodging, obtaining assessment of liability and collection of payments in line with existing business processes as per organisational value chain.
Data sharing	• Develop information/data sharing processes and technical mechanism with Liquor and Gaming NSW to support compliance activities.
Training / Education	• Education package for external customers that explains their obligations and how to meet those obligations • All internal staff trained - Business Taxes, Tax Debt • New Revenue stream incorporated into existing operational support of MARS application

What was **not in scope** of the project:

- Betting operators who are based outside of Australia (ie. International)
- Compliance activities. These are conducted by Liquor and Gaming NSW (Assumption at this stage)
- Developing enhancements or fixes to existing MARS or MARS Online (MOL) production issues

The project includes the following **main components**:

- Development of project material, including the project business case, project management and other project delivery artefacts
- Development of a minimum viable product for the in-house core application within the existing taxes and levies solution (MARS) to enable to collection of the new wagering tax
- Release in-house core application features into production
- Register wagering tax customers within MARS and implement MARS online (MOL) features
- Develop and deploy functionally for annual returns
- Develop data sharing to support wagering tax compliance activities

The key project stakeholders/ partners are:

- RNSW
- Racing New South Wales
- Harness Racing New South Wales
- Greyhound Racing New South Wales
- Responsible Wagering Australia
- Liquor and Gaming NSW

The original **timeframe** for the project was from July 2018 to March 2019. The project started in July 2018 and finished in April 2019.

The original forecasted **budget** for the project was $494k capex $289k opex. The actual project spend was $608k capex and $226k opex.

1.1.3 Project objectives

The objectives of the project as identified in the project plan were to:

- Develop and align new PoC Tax revenue stream to RNSW's value chain business processes by 1 January 2019. Business process includes:
    - Customer registration and maintenance
    - Lodgments management
    - Assessment/ reassessments
    - Payment collection management
    - Customer interaction
- Develop technical solution to enable external customers to self-serve in registering, lodging, obtaining assessment of liability and making payments by 1 January 2019.
- Develop information/data sharing processes and technical mechanism with Liquor and Gaming NSW to support compliance activities by 31 July 2019.
- Pilot the Agile methodology in delivery approach of the new revenue stream within the RNSW environment.

1.1.4 Program logic

The program logic below outlines the rationale and theory of change of the project of the project.

A program logic is a core evaluation tool, which is essentially a one-page diagram that represents the ideal sequence of outcomes a program intends to achieve. It is a tool used to:

- clarify and communicate the rationale of a project and its intended outcomes
- make causal assumptions explicit
- provide a framework for monitoring and evaluation activities.

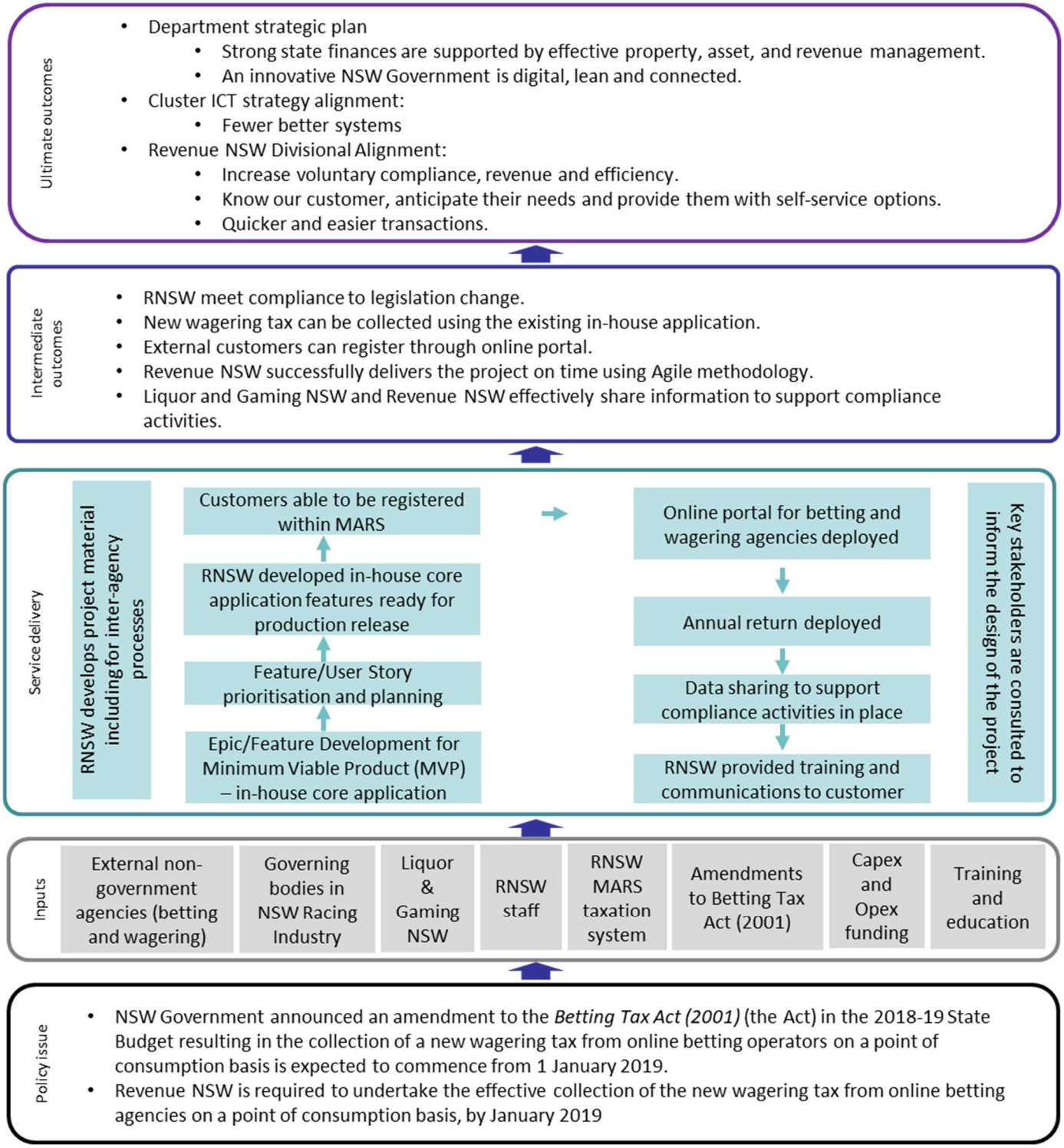
The type of program logic used here is an ‘outcomes hierarchy’ approach that works from bottom to top, showing the initial policy issues or opportunities that triggered the project, then the key inputs to the project, the project activities used to generate some immediate outcomes, which in turn generate intermediate outcomes, which ultimately contribute to long term outcomes which are the organisation’s overarching goals.

We use an ‘outcomes hierarchy’ approach that works from bottom to top, showing the initial policy issues or opportunities that triggered the project, the key inputs to the project, the project activities used to generate a series of immediate outcomes, which in turn generate intermediate outcomes, which ultimately contribute to ultimate term outcomes which are that strong state finances are supported by effective property, asset, and revenue management.

Broad ownership of the program logic – through a collective design process or review and feedback – is critical to support engagement of key project stakeholders in making the project a success and committing to measure its achievements.

This project was initiated as part of the 2018 State Budget, when the NSW Government announced and imposed legislative changes to the Betting Tax Act (2001) to commence in January 2019.

Figure 2. Program logic



1.2 The evaluation

1.2.1 Purpose

The purpose of the evaluation is to examine the effectiveness and efficiency of the process used to deliver the collection of a new wagering tax from online betting agencies on a point of consumption basis, and to consider digital delivery process improvements when RNSW undertakes new projects to adapt to changes in legislation. This evaluation is in relation to changes to the Betting Tax Act (2001) where the NSW Government has announced it will go live by January 2019.

The evaluation timeframe in scope is 22 February 2021 to 31 July 2021 and to conduct a process assessment on the project's delivery. This assessment covers the evaluation of the implementation of the changes within RNSW to administer the wagering tax. This includes:

- Use of Agile methodology to deliver the project in parallel to the implementation of legislation changes. This includes, evaluating the roles of the Sponsor, Product Owner and Scrum Master as part of this project.

- If the digital solution in the existing inhouse MARS system, including a fit for purpose development of the MARS online portal.

Out of scope is the assessment of the changes to the Betting Tax Act (2001) and compliance activities undertaken by Liquor and Gaming NSW.

The **intended use** of the evaluation is to:

- The evaluation findings will inform the design and delivery of future agile projects within RNSW, particularly future system changes that are rapidly required to respond to legislative changes.

1.2.2 Key evaluation questions

The evaluation answers seven key evaluation questions across two evaluation areas as identified in the evaluation plan (Table 1). These questions are a mix of standard evaluation questions and questions of interest to key internal stakeholders as discussed during scoping interviews.

Table 1. Key evaluation questions

Evaluation area	Key evaluation questions	Section in the report where to find the answer
Examine the effectiveness of RNSW's decision on developing a digital solution to meet legislation requirements to enable online capability and the	What level of influence did the business have in the design and implementation of the wagering tax digital solution?	Section 2.1

Evaluation area	Key evaluation questions	Section in the report where to find the answer
collection/administration of the new internal wagering tax by building functionality through the in-house Modernised Advance Recoups System (MARS).	To what extent did developing the solution in the existing MARS system contribute to the success of the administration of the new tax?	Section 2.2
Examine the effectiveness of agile delivery to RNSW's compliance in parallel to legislative changes for collecting the new wagering tax.	To what extent was the project equipped with the resources skilled in agile delivery	Section 3.1
	To what extent did the agile delivery of this project influence and improve how RNSW responds to legislation changes compared to traditional waterfall delivery?	Section 3.2
	How much of an impact did the pilot agile delivery play in completing the project by the required date?	Section 3.3
	How did you establish the project team that was able to deliver in the Agile methodology?	Section 3.4
	How confident was the business in working with the project teams to deliver a project using Agile methodology?	Section 3.5

1.2.3 Evaluation methods

The proposed evaluation is a mix of different evaluation approaches based on possible data sources and methods identified in the last column of the performance information matrix against attributes of success and indicators. Limit new data collection to areas with gaps in the evidence available, building on existing documentation, data, and processes as much as possible.

Use of four evaluation methods in the proposed evaluation and the objective, scope, timeline, and key considerations for implementation of each method can be seen below:

a) **Document review and analysis: Analysis of business case, project management plan, status reports and project closure report.**

This method was utilised to develop an understanding of and assess the project design, delivery, particularly the agile methodology used to deliver the digital solution to administer the tax.

Between April 2021 – June 2021, the focus on analysis was targeted for the following documents:

Project Business Case: to understand and assess the project purpose, scope and design, as well as the baseline budget and timeframe.

Project management plan: to understand and assess how the project was managed and delivered, including roles and responsibilities within the team.

Project status reports: to understand and assess how the project tracked throughout its delivery.

Project closure report: to understand whether the project was delivered as intended and lessons learnt.

The implementation of this evaluation method was heavily dependent on the quality of the project artefacts and whether they address key evaluation questions.

b) **Stakeholder Surveys:**

The purpose of the stakeholder surveys was to determine whether the wagering tax solution developed as part of this project was fit-for-purpose from a customer point of view.

The focus of the stakeholder surveys was to gain an understanding and insight from internal project stakeholders from the business taxes team on how successfully they believe the program was delivered to meet customer needs. Between the period of May 2021 – June 2021, this was conducted via Microsoft Forms with a series of 8 questions which can be view in Appendix A.

The implementation of this method was heavily dependent on the remaining project stakeholders who are still within RNSW.

c) **Stakeholder Interviews:**

This method was utilised to collect feedback from internal stakeholders within the RNSW Business Taxes team and the project delivery team on the project design, project delivery, behavioural aspects of staff involved with the project, and project outcomes where information located (or not located) from the review of document artefacts require further validation.

Within the period of June 2021, the stakeholder interviews were conducted with each of the identified internal stakeholders who are still within RNSW. The focus is to validate any key questions which could not be confirmed by reviewing document artefacts and analyse the agile delivery history within RNSW.

This method was heavily dependent on the remaining project stakeholders who are still within RNSW.

1.3 Confidence in the findings and limitations

We were able to implement the methods largely as intended and are confident that the data collected provides a sound basis for the evaluation to draw conclusions about the project.

The evaluation faced some limitations in: (1) seeking advice from project stakeholders, (2) obtaining detailed insight from the identified project stakeholders, and (3) finalising the evaluation report on schedule.

(1) The original project manager(s), a majority of the project delivery team and some of the internal staff involved in the project were no longer in RNSW. Given the two-year advancement from when the project was finalised, many of the stakeholders were unavailable to participate in the evaluation of this project which as a result limited the diversity of obtaining feedback and data for the evaluation methods: Stakeholder Surveys and Stakeholder Interviews.

(2) The identified stakeholders participating in the evaluation were limited by what they were able to recall from the project implementation, as the project was completed two years ago. However, under the circumstances, the insight of the project was provided to the best of their recollection.

(3) The finalisation of the evaluation report was delayed due to covid priorities and the transition of the evaluators moving into different roles. Both the delay and limited resourcing was a key factor in reducing the momentum of finalising the evaluation. As a result, the solution of obtaining other resources to finalise the evaluation proved difficult due to most potential resources were working on other initiatives and/or covid priorities and possessed limited knowledge on the current progress of this evaluation.

2. Effectiveness of solution design

This chapter examines the effectiveness of RNSW's decision on developing a digital solution to meet legislation requirements to enable online capability and the collection/ administration of the new internal wagering tax by building functionality through the in-house Modernised Advance Recoups System (MARS). It answers the following evaluation questions:

1. What level of influence did the business have in the design and implementation of the wagering tax digital solution?
2. To what extent did developing the solution in the existing MARS system contribute to the success of the administration of the new tax.

2.1 Timing was a key factor in all design and implementation decisions, however resulted in a solution that was fit-for-purpose.

Throughout the project life cycle, timing played a major role in the design, decisions and delivery approach for the project. It was the basis in which the business had to take into consideration for all aspects of the project delivery. The project commenced on 23 July 2018 and would need to enable a digital solution to collect the new wagering tax by 1 January 2019. Under these circumstances, the business would need to determine realistic requirements in which the system was fit for purpose to deliver within this timeframe.

As a result, the business was unable to influence certain system decisions with NSW Treasury. In further detail, they could not propose the customisation of additional features, nor add new functions to the system as it would require additional research and amendments to other parts of the system design which would delay the delivery and implementation of the project. Timing was also one of the key factors that resulted in the existing MARS system being the only option that was considered to implement the digital solution.

As part of the agile methodology, this project had a product owner from the business to support decision making. The success of the project was partly attributed to having a product owner from the business who was able to support rapid day-to-day decision making and to ensure that the solution was fit-for-purpose and implemented by the required date.

While there were at times challenges getting timely decisions and engagement from some stakeholders, survey results indicate that the solution that was implemented by the legislation date was fit for purpose and supported the business' needs, indicating that the business did have adequate influence in the design and implantation of the wagering tax solution (Figure 1). The full survey results are available in Appendix A.

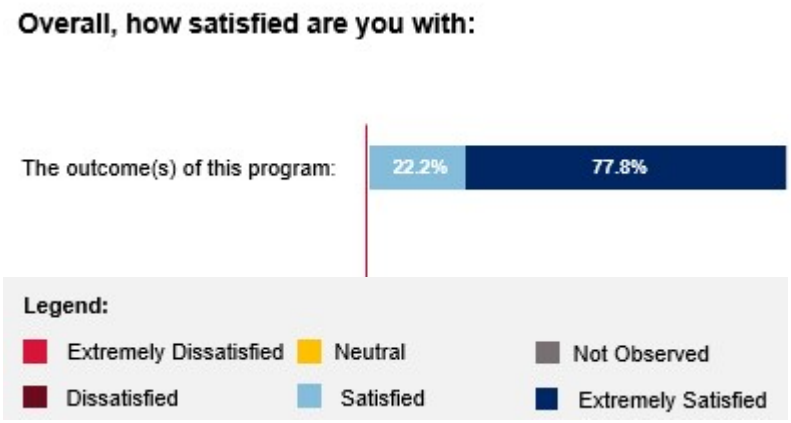


Figure 1: Evaluation survey results

2.1 The MARS system was the immediate and only solution to collect the new wagering tax.

The primary decision to elect the MARS system as the digital solution to collect the new wagering tax was due to the short time frame for delivery and uncertainty of potential legislative changes throughout the project life cycle. The project commenced on 23 July 2018 and would need to enable a digital solution to collect the new wagering tax by 1 January 2019. Within this timeframe, conversations were taking place in finalising legislation in alignment with developing the digital solution.

The MARS system is the corporate system of record in collecting state taxes. Given the timing constraints, seeking use of other systems to collect the new wagering tax was not recommended and would've most likely delay the delivery of collecting the new wagering tax by 1 January 2019.

While the use of the existing MARS system did have some limitations due to its complexity, it was a system that was well known and understood by the delivery team, which allowed the timely implementation of the solution. The delivery team were able to work around the restrictions within the system. The use of MARS as the digital solution to collect wagering tax supported the Department's strategy of Fewer Better Systems. It is recommended that RNSW considers using existing systems as the first option when implementing a new solution to support this strategy and is likely to result in a cost-effective solution that can be delivered rapidly, is operationally feasible and well-understood.

Given that MARS was the immediate and only solution to collect the wagering tax and will likely be the preferred solution for future taxes, it is recommended that there continues to be sufficient investment into the MARS asset to ensure that it supported and is able to support future enhancements resulting from the implementation of new taxes.

3. Appropriateness and effectiveness of agile delivery

This chapter examines the effectiveness of agile delivery to RNSW's compliance in parallel to legislative changes for collecting the new wagering tax. It answers the following evaluation questions:

1. To what extent was the project equipped with the resources skilled in agile delivery?
2. To what extent did the agile delivery of this project influence and improve how RNSW responds to legislation changes compared to traditional waterfall delivery?
3. How much of an impact did the pilot agile delivery play in completing the project by the required date?
4. How did you establish the project team that was able to deliver in the agile methodology?
5. How confident was the business in working with the project teams to deliver a project using agile methodology?

3.1 The roles of a Scrum Master and Agile Coaches in the project played a significant role in ensuring that resources were skilled in agile delivery.

The project was identified as a suitable project to pilot agile delivery in RNSW which resulted in recruiting a Scrum Master who was experienced with agile capabilities, understood the agile methodology, and possessed the ability to drive the compliance.

As identified in the stakeholder interviews undertaken as part of this evaluation, the project sponsor advised recruitment was undertaken for the top resources for project delivery from the BTS business unit (now known as Revenue Digital). Although the project delivery team advised they had minimal experience in delivering projects under the true agile methodology, they were greatly supported by two Agile Coaches to not only undertake agile delivery but also upskill their agile capabilities. This can be referenced to when the project manager provided agile training to the delivery team to understand the terminology for agile delivery before project implementation.

3.2 RNSW would benefit from models and frameworks to support the implementation of new taxes and legislative system changes.

RNSW has historically undertaken projects initiated by legislation change by adopting an agile approach to deliver under constraining timeframes. This means the agile approach was not unfamiliar to the business, however this was the agencies first attempt at delivering a project following the true agile methodology. Given this project was the pilot in true agile methodology, the business gained valuable insight and learnings when delivering future agile projects.

It was evident in the stakeholder interviews that the agile capabilities within RNSW were not yet mature at the time, and while the Agile Coaches and Scrum Master played a major role in ensuring that the other project resources were well-equipped and skilled in agile delivery, the delivery team and the business would have benefited from having foundational pieces for agile delivery in place, for example style guides for MARS, frameworks etc. Resources such as the NSW Government Digital Services Toolkit that launched in 2020 would have been beneficial in supporting the delivery of this project and it is recommended that this toolkit is used in the delivery of any future agile projects within RNSW.

It was also identified in the lessons learnt register (Appendix B) as part of the project closure that an improvement that can be implemented for future projects is to develop a model to make the implementation of new taxes easier, given that there are similarities across many of them. A model would help support the timely delivery of any future system changes that result from legislation changes or new taxes.

3.3 The project would not have met the legislative deadline without a true agile delivery methodology.

Timing was critical in determining which project delivery methodology would be suitable in delivering this project in the short timeframe.

Both the delivery team and stakeholders from the business identified in the stakeholder interviews advised that given the legislation was being implemented in parallel to the Point of Consumption Wagering Tax project and business requirements were not understood, true agile delivery was the only option to ensure that the legislation deadline was met. A hybrid or waterfall would not have enabled the timely delivery of the wagering tax solution as decisions were required to be made frequently in sprints in alignment to any changes with legislation, rather than undertaking the usual waterfall methods of decisions being made during scheduled governing forums.

Within the circumstances of the project objectives to deliver a digital solution to collect the wagering tax by 1 January 2019, the most appropriate delivery method was to follow the true agile methodology.

3.4 Agile roles and team structure had a big impact on the successful and timely delivery of the solution.

As identified previously in this report, the project established a team that was able to deliver the solution using agile methodology by assigning an experienced Scrum Master and Agile Coaches, which in turn, supported and upskilled the rest of the team. The delivery team interviewed as part of this evaluation highlighted that while having two Agile Coaches was highly beneficial, having a bit more time upfront to become familiar with agile methodology would have better positioned the team. As also mentioned previously in this report, having a product owner from the business taxes team enabled decisions to be made on the spot and reduced the risk of project delays. The role of the Scrum Master was also key in the project meeting the legislative deadline as they were able to resolve roadblocks and keep progressing the rapid delivery of the digital solution. A challenge faced in the team was a change of Scrum Master mid-project. This resulted in a brief disruption in the delivery schedule however the team able to sustain momentum to deliver the project on time.

The delivery team identified as part of this evaluation that changes were to be made to the team structure, it would be to allow for more testing and developer resources in the team as often during the project, there was pressure put on resources to push to deliver by the legislated time frame. Overall, it was evident that having an agile team structure with a Scrum Master, Agile Coaches and product owner was a key contributor to the success of this initiative.

3.5 The use of Agile methodology resulted in some challenges getting engagement from key stakeholders.

With the legislation being written in parallel to the implementation of the solution, this resulted in challenges with getting timely decisions on the design and implementation of the solution made by key stakeholders.

As identified in the stakeholder interviews, it was sometimes difficult getting stakeholders to engage and make project decisions, particularly as the project was moving fast to keep up with the changes around legislation. While it would have helped if the legislation was already in place and the project was able to go through a detailed design stage before implementation commenced, this is often not an option when RNSW is required to make system changes to support new legislation.

In the case of this project, it is thought that the use of agile methodology may have been a contributing factor to the challenges around stakeholder engagement, as there were difficulties in getting engagement from stakeholders at the various agile ceremonies where decisions were made, for example, stand-ups, retrospectives etc. It was also highlighted in the evaluation interviews that one thing that could’ve been done differently as part of this project was to more effectively communicate the roles and responsibilities of not just the delivery team, but also the wider stakeholder group involved in the project. To ensure that timely decisions are made, it is recommended that stakeholders understand their roles in such projects going forward.

4. Conclusion

2.2 Overview of key findings

- Timing was a key factor in all design and implementation decisions, however resulted in a solution that was fit-for-purpose.
- The MARS system was the immediate and only solution to collect the new wagering tax.
- The roles of a Scrum Master and Agile Coaches in the project played a significant role in ensuring that resources were skilled in agile delivery.
- RNSW would benefit from models and frameworks to support the implementation of new taxes and legislative system changes.
- The project would not have met the legislative deadline without a true agile delivery methodology.
- Agile roles and team structure had a big impact on the successful and timely delivery of the solution.
- The use of Agile methodology resulted in some challenges getting engagement from key stakeholders.

2.3 Recommendations

A total of 6 recommendations were identified across 2 areas.

Table 2. Recommendations

Area	Recommendation
Area 1 – Effectiveness of Solution Design	• It is recommended that RNSW continues to use existing systems in the delivery of new solutions where feasible (e.g. MARS to administer new taxes). • It is recommended that there continues to be sufficient investment into the MARS asset to ensure that it supported and can support future enhancements resulting from the implementation of new taxes.

Area	Recommendation
Area 2 - Appropriateness and effectiveness of agile delivery	• To ensure that timely decisions are made, it is recommended that stakeholders clearly understand their roles at the start of the project. • It is recommended that for future agile projects, projects continue to include key roles such as Agile Coaches and Scrum Masters • It is recommended that RNSW develops a model to make the implementation of new taxes easier, given that there are similarities across many of them. A model would help support the timely delivery of any future system changes that result from legislation changes or new taxes. • It is recommended that RNSW Digital ensures that the foundational pieces for agile delivery in place and that agile resources such as the NSW Government Digital Services Toolkit are utilised.

Appendix 1. Project Material Checklist

- Project Business Case
- Project Closure Report
- Project Management Plan
- Project Status Reports

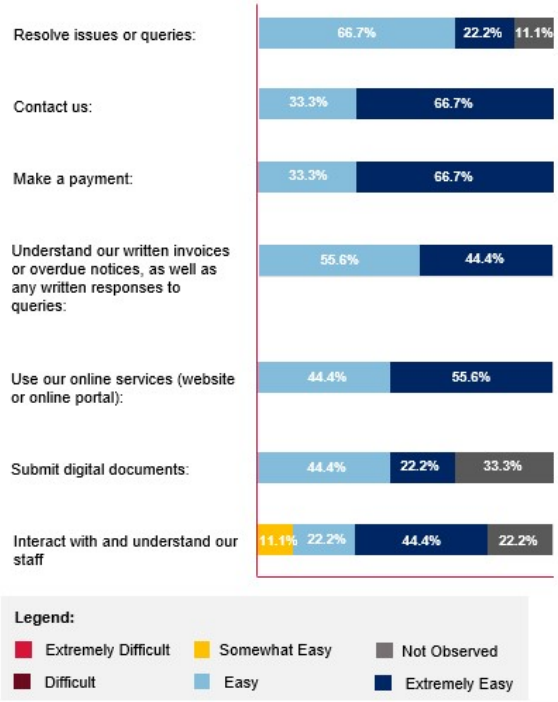
Appendix 2. Stakeholder Interview Questions

1. Key Evaluation Questions
a) To what extent did developing the solution in the existing MARS system contribute to the administration of the new tax b) To what extent was the project equipped with the resources skilled in agile delivery c) To what extent did the agile delivery of this project influence and improve how RNSW responded to legislation change implementation, compared to traditional waterfall delivery? d) How much of an impact did the pilot agile delivery play in completing the project by the required date? e) How did you establish the project team that was able to deliver in the agile methodology? f) How confident was the business in working with the project teams to deliver a project using agile methodology?
2. Do service delivery activities meet quality standards?
a) Were operational and/or project risks/issues clearly identified by the business and if so, how were they managed? b) Additionally, how were stakeholders involved in any decision making to ensure the solution was fit for purpose?
3. Quality of project delivery
a) What was your experience of the project's delivery compared to the Small Business Grants Scheme project? b) To what extent do you agree with this statement and can you provide further comments? "Business processes have been documented, well understood and followed by the business". c) Have there been any modification to the operational activities implemented by the project to date? If so, why? d) Were there barriers to the operational activities? Did any unforeseen issues arise during the delivery of the project? If so, how were they overcome?
4. Effectiveness of project implementation
a) Are process requirements well communicated and understood by its intended users? What did RNSW do to promote the Point of Consumption Wagering Tax to its intended users?
5. Conclusion
a) If RNSW was to implement the PoC Wagering Tax again, what would you like to see done differently? b) What worked well? c) Any other comments?

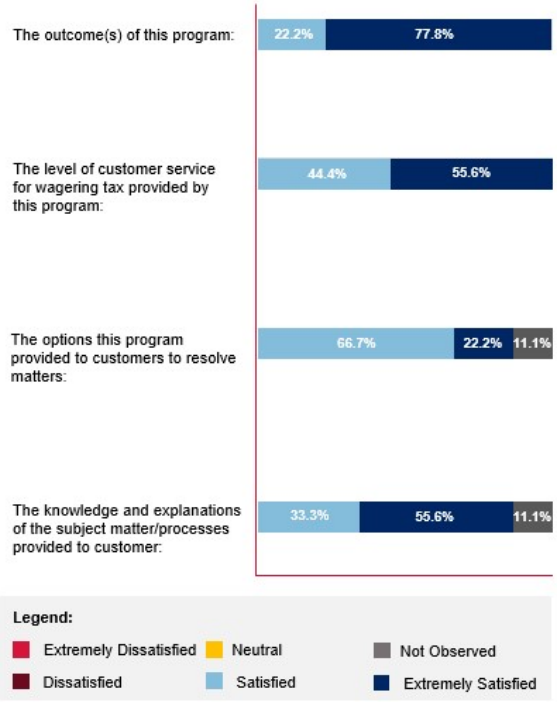
Appendix 3. Stakeholder Survey Results

Overall Summary

In your opinion, how easy did this program make it for customers to:

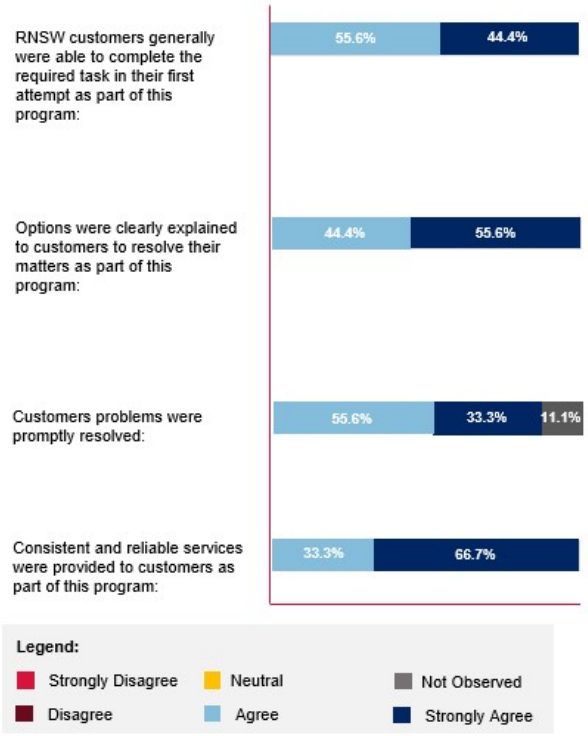
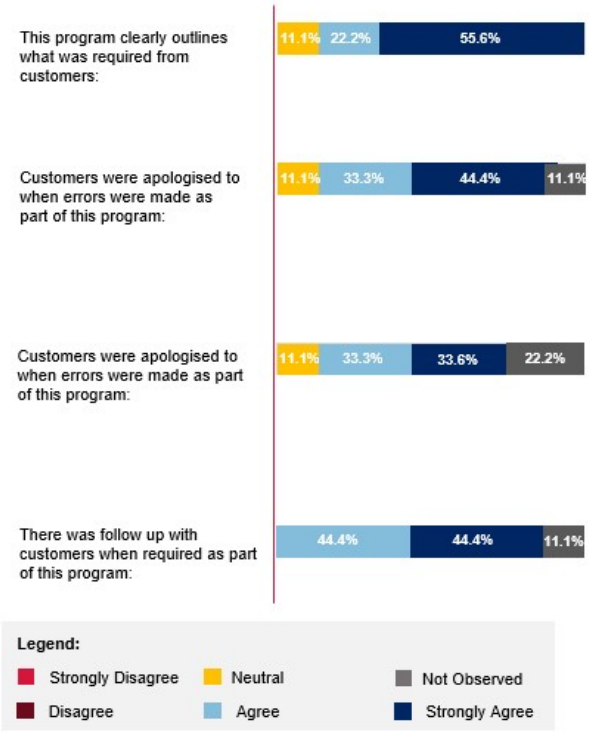


Overall, how satisfied are you with:



Overall Summary - continued

Please rate how much you agree with each statement:



Please rate how much you agree with each statement: