



## **Inland Revenue**

Independent Quality Assurance  
Business Transformation Programme  
FINAL  
Version 3.0

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This report contains 71 pages

## 1. Executive Summary

This report presents the findings from the KPMG Independent Programme Assurance Review 2 (IQA2) and Technical Quality Assurance 1 (TQA1).

The agreed terms of reference for this engagement can be distilled into the following six key questions:

- *Is the Business Transformation Programme (the Programme) ready to enter the design phase?*
- *Is the Programme likely to be successful based on the current state?*
- *Is the programme management approach fit for purpose for a programme of this nature?*
- *Are programme management practices robust and appropriate for a programme of this nature?*
- *Is the design planning and approach aligned with the scope and method approved in the Programme Charter and Programme Execution Plan (PEP)?*
- *Is the approach to the Commercial off the Shelf (COTS) Expression of Interest (EOI) sufficient to result in an optimal fit for purpose solution?*

It is, of course, not possible to predict the eventual Programme outcome, but on all of the above points we have generally found that the Programme has the necessary controls and disciplines in place, and has managed the outputs to the expected milestones with the appropriate rigour and quality in place. The Programme is also looking forwards into the Design process (and acknowledging the associated timescale challenges), while inducting Accenture in a controlled and collaborative way.

Our conclusion, in summary, is that the Programme has been set up to succeed, and is suitably prepared to begin the Design phase, while being aware of the considerable challenge of sustaining the good progress thus far.

In the rest of this Executive Summary we provide further context to our report and present detailed analysis to illustrate the reasoning behind our answers to each of the six key questions. This is followed, in the body of the report, by detailed analysis and responses to the specific terms of reference.

### 1.3 Overview of our Assessment

The terms of reference of this review (IQA2 / TQA1) are different to those of the prior review (IQA1) in several respects. A key focus of IQA1 was to assess the programme governance and programme management set up and mobilisation against the good practice standards as described in “Managing Successful Programmes” (MSP). The terms of reference for this report agreed between IR and KPMG were based on MSP, a reprise or replication of IQA1 was specifically excluded from our scope as key components such as programme governance and management have now been subject to three separate reviews (IQA1, Deloitte and the Gateway Review). However, whilst we have not explicitly tested the areas excluded from our prior review we have drawn together our assessment based on our overall assessment of the Programme.

