



Inland Revenue

Independent Quality
Assurance
Business Transformation
Programme

June 2014

This report contains 28 pages

IR BTIQA report FINAL.doc

1 Executive summary

Inland Revenue (“IR”) has engaged KPMG to provide Independent Quality Assurance (“IQA”) services over the Business Transformation Programme through a Programme Baseline review.

The Programme Baseline IQA review has been undertaken in two parts: an initial assessment in February 2014, followed by the Addendum review in May 2014.

This report delivers the findings from an independent quality assurance review designed to assess and provide advice over the appropriateness of the Programme’s approach, deliverables, governance, and programme management practices in regard to:

- Organisational Change
- Benefits Management / Realisation
- Procurement.

Our review found that Inland Revenue has implemented programme practices that align with the State Services Commission (“SSC”) Guidelines for Managing and Monitoring Major ICT projects and with the Managing Successful Programme (MSP) practices. We also found that the Programme has met all its planned milestones to date and is not reporting any unforeseen deviations.

Organisational Change Conclusion

For the stage that the Programme is at, we found that the organisational change activities and planning is both robust and effective. The organisational change deliverables are of a quality that is consistent with the Programme’s quality principles. The assessment score, which reflects the current level of planning, is expected to increase over time as activities within this work-stream develop.

Benefits Management / Realisation Conclusion

The Business Transformation Programme, currently in the Mobilisation Phase, is at the conception end of the benefits management process. Plans are in place to ensure that the benefits to be realised by the Programme are integrated with the project’s structure, methodology and control procedures. For the stage that the Programme is at, we find that the benefits management activities and planning is effective.

Procurement Conclusion

The level of detail and consideration for each stage of the procurement activities has provided a robust process, which has been rigorously followed by the Programme team. From the planning of each stage, through the execution and reporting, consistently high quality deliverables have been produced enabling confidence in the procurement outcomes.

Interviewees that have been involved in the procurement activities to date reported the process to be thorough and comprehensive and, in their view, over and above the requirements of the Government rules of sourcing.

1.1 Programme Control Strengths

The output from our Programme Control Strengths tool, represented in Diagram 1 below, is a point in time assessment and demonstrates the strength of management across 13 areas of the Programme. A rating of 10 on the diagram below is the highest rating achievable.

Diagram 1 incorporates the results from our initial review in February 2014 as well as the results for Organisational Change, Benefits Realisation and Procurement areas assessed in May 2014.

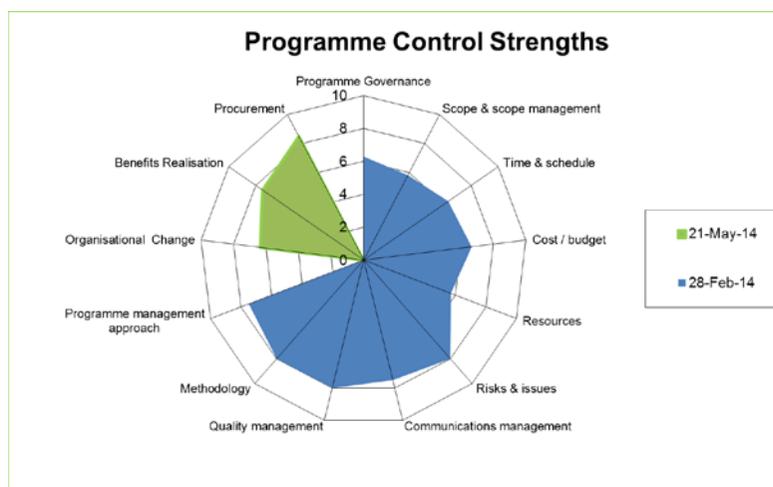


Diagram 1

Control Tool Level	Definition	Control Tool Level	Definition
1 – 2	Unpredictable environment where controls are not in place.	7 – 8	Monitored - controls designed and adequately documented for standardised use. Some periodic testing is completed to report to management on the effective design and operation of the controls.
3 – 4	Informal environment where many controls are not in place.	9 - 10	Optimised – integrated controls designed and documented with real time monitoring being completed and continuous improvement efforts underway to refine the control framework.
5 – 6	Standardised – some controls are in place and adequately documented but no monitoring for which to test or improve framework.		