



## **Inland Revenue**

Independent Quality Assurance

Business Transformation Programme

Draft Version 1.1

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This report contains 76 pages

### **1.3 Overview of Our Assessment**

Although not a focal-point for this review, it is apparent from our review that overall the Programme continues generally to be managed in accordance with good industry practice.

We have noted the following summary points for consideration:

- **Programme Management Practices:** In our assessment, the approach to programme management continues generally to be robust and fit for purpose, although there is a recognition that some processes (such as scheduling and dependency management) require further improvement in order to manage testing and data-migration effectively, through the preparation for Stage 1 go-live.
- **Methodology:** The Programme continues to integrate delivery services from the two principal third-party providers (Accenture and FAST Enterprises), each having their own preferred 'ways-of-working', and methodology. In general, the Programme continues to align the differing methodologies effectively, with a focus on achieving outcomes on schedule, whilst allowing FAST, in particular, to follow their preferred project approach; the recent adoption of FAST's approach for data-management is testament to its effectiveness, but we have recommended greater definition and transparency in the detail, and a comprehensive perspective, in order to provide confidence in this approach across the breadth of the Programme.
- **Timescales for testing:** We have noted the Programme risk 182, recording the concern that there may be insufficient time allocated to testing in the current schedule. The planned timescales for testing are predicated on a risk-based approach, on the understanding that this is appropriate for a COTS-based solution. There is a timescale and quality risk inherent in this approach, which the Programme has itself raised, and for which it has put mitigations and controls in place, to the extent possible at this point. Given that the Programme's assessment of the residual risk remains 'high' (and we concur with that assessment), we have recommended that the Programme also defines its contingency plan, in the event that timescale or quality risks materialise during testing.
- **Data quality assessment, and reconciliation approach:** The data reconciliation approach is currently only documented and available for review at a relatively high level. We recommend that the Programme should define and ratify the end-to-end reconciliation approach to an agreed level of detail, and that this be driven from the business perspective of how assurance will be provided over the end-to-end conversion process, and how an audit trail will be provided to validate the conversion at go-live.