

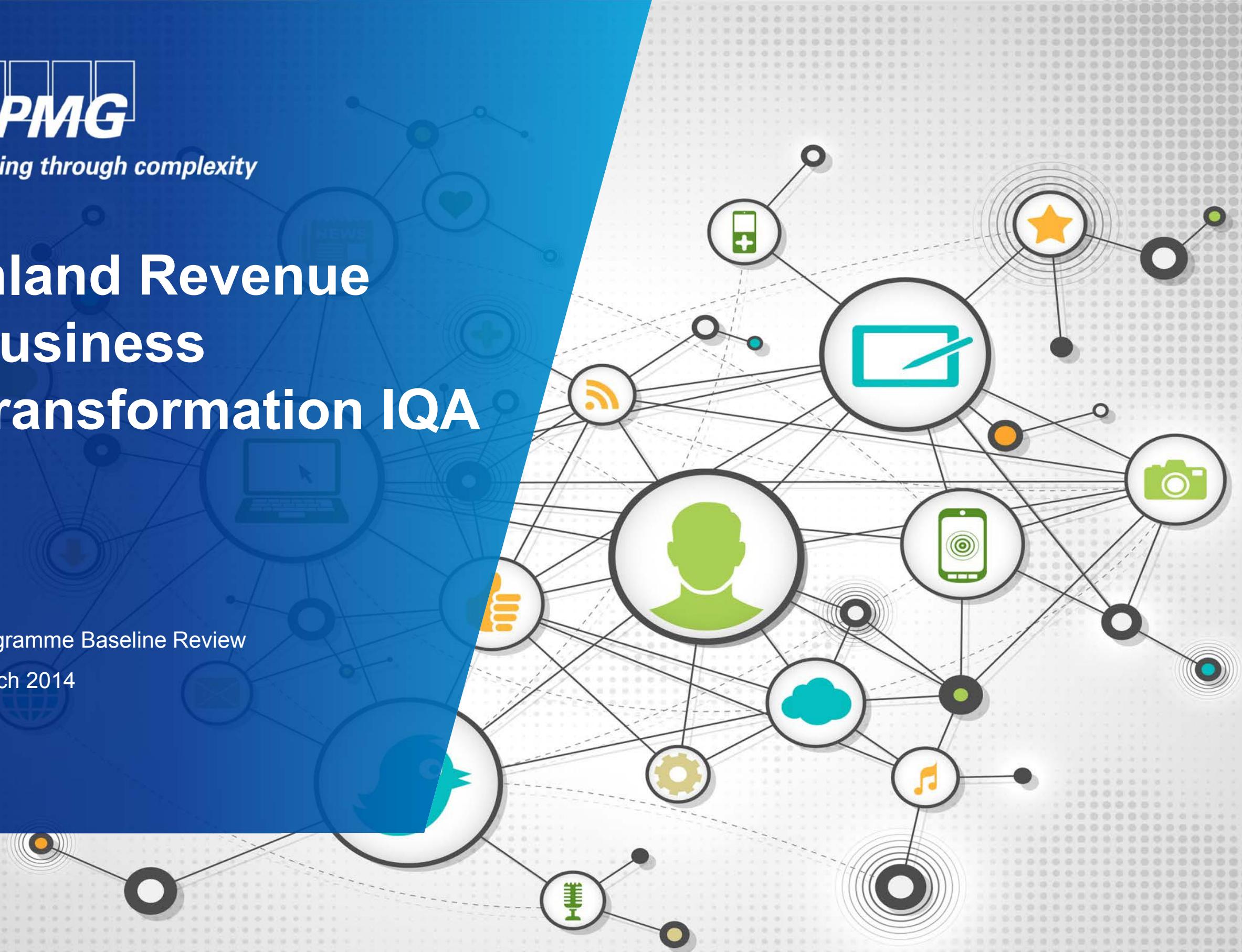


cutting through complexity

Inland Revenue Business Transformation IQA

Programme Baseline Review

March 2014



Executive Summary

Inland Revenue (IR) has been working to meet the Government's expectations of a Public Sector that delivers smarter, modern services for less, and where applicable, is aligned to the Government's Strategy and Action Plan and to meet IR's own strategic ambition of being a Government organisation with world-wide recognition for service and excellence.

Having obtained Government approval and funding to transform Inland Revenue's way of doing business, the Business Transformation Programme is working to change the way business processes are structured using technology to enable the change. To support the delivery of the Programme Inland Revenue engaged KPMG to provide Independent Quality Assurance (IQA) across the Programme.

This report delivers the findings from the Programme baseline review designed to assess and provide advice over the appropriateness of the programme's approach, deliverables, governance and programme management practices.

Our review found that IR has established a sound programme governance structure and effective programme management processes, and has implemented practices that align with New Zealand Public Sector Guidelines for Managing and Monitoring Major Projects.

The programme is being well managed, using a methodology which has been tailored specifically to the transformational needs of the Programme. Strong sponsorship and appropriate governance are also evident given the current stage of Programme establishment.

Implementing the recommendations in this report will ensure that the programme builds on its current strengths and will enhance its likelihood of success.

The output from our Programme Control Strengths tool demonstrates the strength of management across most areas. A rating of ten on the diagram below is the highest rating achievable.

Due to the timing of this initial review the areas of organisational change, benefits realisation and procurement have not been assessed.

