



Summary

Inland Revenue Department: Benefits management for the Business Transformation programme

In 2011, the Inland Revenue Department (Inland Revenue) began the Business Transformation programme (the programme) to modernise New Zealand's revenue system.

The programme is expected to cost up to \$1.7 billion and is due to be completed in 2021/22. The programme's changes are designed to improve how New Zealanders interact with the revenue system.

This is our third report on the programme. For this audit, we looked at whether Inland Revenue had a robust framework for managing, measuring, and reporting benefits from the programme.

Inland Revenue appears well positioned to realise the benefits of the programme. However, we will not be able to say with certainty that the significant investment in the programme represents value for money until the benefits from the programme are measured.

Inland Revenue is well positioned to continue managing, measuring, and monitoring the programme's intended benefits. This is because

Inland Revenue maintains a strong and deliberate focus on benefits management.

Even though Inland Revenue has been managing benefits well, there are a significant amount of financial benefits to achieve between now and 2023/24, when its monitoring of the programme's benefits is due to finish. There are still significant risks to it successfully delivering the programme and fully realising its benefits.

These include balancing the achievement of benefits with delivering business as usual. To embed the changes arising from the programme and realise its benefits, Inland Revenue must continue to monitor and mitigate those risks.

Our audit shows that successfully delivering outcomes depends on systematically monitoring and tracking benefits for a programme's duration. Simply establishing benefit targets at the beginning and measuring progress against them at the end is unlikely to be an effective approach.

