

STRATEGIC PROCUREMENT OUTLOOK

Inland Revenue

Period Covered:	1 July 2011 – 30 June 2012
Last Updated:	1 February 2012

Mission

Inland Revenue plays a critical role in improving the economic and social wellbeing of New Zealanders. Inland Revenue collects over 80% of the Crown's revenue as well as collecting and disbursing social support programme payments and providing the government with policy advice.

Inland Revenue is a complex and diverse business, which:

- has over 5,500 staff based in 17 cities and towns;
- has over 7,100,000 taxpayers (individuals, businesses, partnerships, trusts and other entities);
- has over 1,700,000 KiwiSaver members;
- has over 600,000 Student Loan borrowers;
- has over 200,000 customers receiving regular Working for Families Tax Credits payments from Inland Revenue
- has over 180,000 child support paying parents and child support custodians; and
- has over 20,000 paid parental leave recipients.

We also deal with high transaction volumes. In 2010–11 we:

- collected \$46.8 billion in tax;
- answered 5.47 million service customer contacts (correspondence, counter and telephones);
- received 16.06 million self-help service contacts;
- collected \$1,566 million in overdue debt;
- identified \$1,450 million in discrepancies through audit activity;
- distributed \$2,911 million in KiwiSaver funds to scheme providers;

- distributed \$2,746 million in Working for Families Tax Credits;
- distributed \$412 million in child support payments; and
- received \$691 million in student loan repayments

Policies & Programmes

Inland Revenue's key strategies over the next three to five years are outlined in the Statement of Intent. It is based around our new strategic document, *IR for the future*, which describes our aspirations for the organisation. The Statement of Intent and other useful information can be found at www.ird.govt.nz.

Our strategic priorities focus on building our information and intelligence capability, improving our systems, aligning our resources and investing in the future skills required to enable a culture of service and excellence. They are:

- We retain, develop and attract high-calibre people with the skills required in the future—enabling a culture of service and excellence;
- We proactively influence voluntary compliance and address the causes of compliance risk and threats through a range of interventions;
- We move customers to cost-effective channels while creating an environment to make it easy for customers to self-manage;
- We improve the efficiency and effectiveness of government through working with other agencies and private providers;
- We use our information to make timely decisions and build an intelligence-led organisation; and
- Our systems meet current and future needs.

We need to transform the way we work will ensure we deliver better, smarter services that provide value for money to Government and our customers.

Our business transformation is a long-term programme that will make compliance faster, easier and less costly for customers, provide innovative online services, help us respond faster to future changes and maintain the integrity of the tax system. Our transformation goals set out the key features of our business in the future. They are:

- Efficient self-management options for customers that provide speed and certainty;
- A broader approach to compliance based on smarter use of information and a wider range of interventions;
- A range of different working relationships with other organisations, including strategic partnerships to deliver some services;
- Less transactional work and less direct contact with customers;

- Excellence in complex technical work;
- More automation and streamlined information flows;
- Greater use of commercial IT products in our systems and services; and
- A healthy culture which our people value and thrive in.

Our transformation work is being advanced through several key projects and a range of service-focused initiatives across the organisation.

Overarching Purchasing Objectives

Inland Revenue's main purchasing activities relate to:

- Social Policy Programmes including Student Loans, Kiwisaver, Working for Families, Tax Credits and Child Support
- Tax Administration Programmes including various tax compliance initiatives
- Our Business Transformation Programme

General Information

Total number of employees:	5,500
Head office:	Asteron Centre, 55 Featherston Street, Wellington PO Box 2198, Wellington 6140
Other offices	
Website:	www.ird.govt.nz
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