Capita reshapes software delivery capability for SIMS

Achieving an Agile delivery capability for a world-class management information system

### Situation

Capita SIMS (School Information Management System) is a world-class management information system used by over 22,000 schools in England, Wales and Northern Ireland. The solution has been developed specifically for the education sector and has been refined to meet the changing needs of schools over the last decades.

### Task

To enable SIMS to keep pace with the changing needs of schools and the education system, Capita chose Radtac to catalyse its Agile transformation and reshape its software delivery capability.

Capita was looking to achieve a number of objectives:

- increase productivity while keeping the same level of quality
- implement a high delivery quality
- protect revenue and underpin revenue growth
- enable a fast and effective delivery capability
- deliver the right product with no waste
- enable responsiveness to change
- increase software quality and reduce the amount of time spent on fixing issues
- ensure better collaboration and empower individuals and teams
- standardise an industry-leading delivery and management framework by 'lifting the lid and starting again'.
To spark Capita’s transformation to an Agile delivery capability, Radtac worked with the Capita team to create a solution which combined coaching, consulting, practitioners and training.

Together the Radtac and Capita teams worked on the following:

- **Transformation management:**
  - integrating existing change initiatives
  - implementing recommended transformation plan
  - introducing an Agile transformation steering group

- **Coaching:**
  - focusing coaching on targeted projects
  - implementing process area champions and special interest groups
  - creating business cases and implementation plans

- **Processes and standardisation:**
  - creating a simple website to highlight and differentiate Capita SIMS’ Agile way of working
  - creating the initial knowledge cube for all other IT frameworks

- **Capability building:**
  - completing a technical skills capability gap analysis
  - recommending tools.

In addition, as part of the transformation program, the Radtac team customised a suite of courses aimed at empowering Capita’s teams to adopt and embed Agile ways of working, which included:

- Certified APMG Agile Project Management courses
- Agile practice (uncertified Scrum Master for all testers and developers)
- Agile Testing for all testers
- Awareness training for teams and individuals in UAT, escalation, publications, product management
- Product Owner training for business analysts and product managers.

Within a few short months, the entire SIMS organisation was well on the way to adopting an Agile mindset and Agile ways of working. The teams had each participated in learning or change support, and the Agile framework is now their standard way of working.

Having kick started Capita’s Agile delivery transformation, the Radtac team has continued to empower the organisation with targeted coaching and consulting initiatives, enabling them to become a more responsive business.