



Her Majesty's Revenue & Customs

Customs & Excise Change Their Business Delivery

With the Agile-based 'Business Change Lifecycle'

Situation

Her Majesty's Customs and Excise (HMCE) was a department of the British Government responsible for the collection of Value added tax (VAT), Customs Duties, Excise Duties, and other indirect taxes. HMCE didn't have an Information Technology delivery lifecycle and, therefore, in early 2001, Radtac was employed by HMCE to build one and implement it.

Task

Working together with HMCE represented one of Radtac's first large-scale Agile transformation projects - one that required delivering the right combination of services for the transformation to be successful.

In order to create and implement an Information Technology delivery lifecycle, Radtac had to provide a mix of solutions covering training, coaching and consulting, culture transformation management, and talent delivery.



Actions




Radtac applied a combination of DSDM with in-house methods to create a fully integrated delivery, project and programme management method. Services delivered included:

-  Customised Agile-based Business Change Lifecycle (BCL), built as a simple to use website. This integrated Agile with Prince2, MSP, OGC and Euro Gateways and provided support for delivery, project, programme and portfolio management.
-  Fully customised portfolio of Agile-based training across all levels of HMCE staff
-  Consulting support for projects, programmes and teams to implement BCL effectively
-  Culture support for key managers to become transformational leaders
-  Project management of the overall transformation.

Results

The project was highly successful, culminating in the BCL becoming the standard for all HMCE projects with an Information Technology element. The BCL was used as the backbone for the £150m e-commerce programme.

The results of Radtac and HMCE working together included:

-  Radtac helped HMCE gain control over their significant portfolio of programmes and projects.
-  The BCL was so successful that it became mandated for all programmes and projects in HMCE with any element of IT (all of them).
-  The BCL was so successful within HMCE that Radtac was employed to deliver similar products with the Home Office and ODPM (Office of Deputy Prime Minister).