

Transforming

Government Department's Debt Management:

with seamless integration, rapid deployment, and zero issues.

When a large government organisation needed to overhaul its debt management systems, it turned to Mercator Digital to drive the transformation and lead the way in delivering its new Time To Pay initiative.



Who:

A large central government department

What:

A digital transformation - from legacy systems to service orientated and cloud hosted modules

Why:

To enhance customer service and improve efficiency gains and revenue streams

Benefits:

A rapid deployment with zero issues; cost savings; access to real-time data - enabling a better customer experience

Background:

Our client's Debt Management Systems were running on legacy platforms with outdated technology, making them fragile and unable to handle real-time data. It was a challenge for the system to adapt to timely business changes because of its intricate design, extensive customisation, and reliance on outdated functionality in non-current versions.

To access modern workflow, data access and data management techniques, the client's system would need a complete overhaul. The digital transformation would include transferring functionality of the current, multi-function enterprise system into discrete, service-oriented, and cloud-hosted modules. The new Time To Pay (TTP) initiative would be integral to this.

The business case

HMRC wanted to provide support and flexibility to businesses and individuals facing financial challenges - while ensuring continued tax compliance and revenue collection for the Government. The TTP solution would give HMRC the functionality to break up large unmanageable debts into smaller manageable chunks for taxpayers and provide the client with:

- Improved revenue streams - by implementing new debt types into the system
- Efficiency gains - by implementing low code/no code configurable services
- Enhanced customer service - by using real time data

Rapid mobilisation of a multi-functional team:

By using our extensive internal network, we were able to quickly mobilise a single-supplier, multi-functional team of 12 consultants, within two weeks, compared to a four-week average. The team were involved within the full lifecycle of the project: they built, tested and transitioned the new service and accompanying APIs into the business - with zero impact to the client's business operations.

Innovative testing:

We developed a testing tool that successfully addressed a long-standing problem. Previously, the programme faced limitations in conducting end-to-end testing due to certain components residing in separate environments without a physical connection. To overcome this challenge, we created a test tool that bridged the gap between the two platforms. As a result, the number of tests performed surged from a handful per day to thousands.

Managing scope changes:

As with any complex programme, there were some large changes of scope. We adopted a pragmatic agile approach, enabling us to re-evaluate and innovate large parts of the solution, and were able to absorb this overhead without affecting the project deadlines. We established a great relationship with our client's SMEs to make this possible.

Benefits:

Cost savings - To save the client from funding new teams, we incorporated additional work components into our existing team as new workstreams. We divided our development and testing resources into multiple groups and ensured that other roles spanned across these workstreams.

Rapid deployment - we built fully automated Continuous Improvement/Continuous Deployment (CI/CD) pipelines that enabled us to deploy new features or repair any issues within minutes.

Collaboration and enablement - As our team focused on the back-end infrastructure (not front-end development) we opted for two-week sprints instead of the usual three weeks. This allowed us to prepare the infrastructure quickly and collaborate effectively with other vendors. Through information sharing, we helped other suppliers shape their data models and avoid repetitive work with the client. This ensured alignment among all suppliers and streamlined the development process.

Expectations exceeded - Our services have consistently delivered exceptional quality, ensuring that no live issues have been attributed to any of our work since the deployment.

User impact:

The TTP programme has streamlined processes and increased automation for our client's Debt Advisors to:

- Eliminate manual data entry and reconciliation
- Access real-time data – providing faster solutions, tailored support and proactive engagement to taxpayers
- Provide a more flexible service to the public