

Standard Desktop Platform for all HMRC Staff

One of the largest desktop transformations in Europe creates the foundation for economies of scale across UK tax collection

The Situation

When H M Revenue & Customs (HMRC) was created from the merger of two major UK government organizations the aim was to improve customer service, effectiveness and efficiency through economies of scale.

In terms of IT, a single integrated desktop would enable new standardized working structures and processes for all staff to provide foundations for the Department's future and contribute significantly to efficiency. HMRC needed an IT partner capable of managing one of the largest desktop transformations in Europe while maintaining business as usual performance. Capgemini provided this service.

The Solution

The project encompassed mass deployment of 100,000 HMRC desktops and laptops from Windows NT to a standard operating environment based on Windows XP.

Custom legacy Inland Revenue and Customs & Excise

applications were upgraded to work in the new environment and new applications that were previously unavailable in NT were introduced. Sophisticated provisioning enabled staff to customize their desktop with the tools they needed to be productive.

A new systems management infrastructure, and centralized service center, was put in place to provide a single view of the IT environment with tools and processes such as knowledge management for data and trend analysis to fix underlying problems.

Capgemini led the complex program supported by Fujitsu, Avanade, BT, Remedy, Microsoft, HP and Quest. Demanding timescales and technical complexity required meticulous planning and management, and a rapid ramp-up of activity.

At its peak, the program deployed over

“A truly outstanding success given the size and complexity of the task.”

**Nigel Green,
STRIDE Project Director,
HMRC**

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1,500 workstations and up to 8,000 exchange mailboxes each night. Careful coordination ensured applications were ready for XP. Around a thousand servers were upgraded, new ones introduced and over 250 redundant servers decommissioned. To move from site support to the remote model, staff were recruited and trained for the fully operational greenfield service center in just four months.

The Result

Staff can use any workstation in any office to access core business services, including email and shared files, regardless of whether they are in former Customs & Excise or Inland Revenue offices, greatly enhancing performance and availability to all business users. This organizational flexibility is a foundation for HMRC's transformation. Accomplishments include:

- Business continuity during rollout of modern, resilient corporate infrastructure
- Taxpayers and businesses not impacted by the change
- Any application or new IT project can be deployed to any user
- Standardization to drive efficiencies and cost saving
- Full problem management and root cause analysis improves availability
- Incidents are identified centrally and quickly removed from all systems
- Best in class helpdesk achieves 0.50 calls per user per month, 18 second average speed of answer and 71% first time fix of incidents and problems.

How HMRC and Capgemini Worked Together

HMRC and Capgemini worked closely together to deliver the program on budget and meet the immovable end date while maintaining daily roll out targets over eight months. HMRC's IT team aligned to

“I came in, signed on and bingo. No problems, no issues, no disappointments. The on-site team worked a blinder too and the pre-cutover preparation material was first-class.”

**Dave Dally,
PAYE Improvement,
HMRC**

Capgemini's core team, and the business was strongly represented on Steering Group, Project Board and Business Forum meetings.

IT suppliers designed, developed and tested the new infrastructure and software, led by Capgemini and closely supported by Fujitsu. At its peak, the program employed over 1,000 people, taking full advantage of flexible resourcing.

HMRC looks to Capgemini for innovation. When there were no commercially available migration mechanisms suited to the particular needs of the HMRC estate, a Remote Migration Tool was developed to do the job. As well as managing migrations remotely, it also had the ability to regress workstations back to their original state if the business was adversely affected.

Desktop transformation fully aligns HMRC and Capgemini's aims. For HMRC, the new integrated desktop contributes significantly both to efficiencies and to the foundation of the new department. For Capgemini it was vital to the transformational outsourcing objective to deploy new technology which supports future plans, while maintaining efficient, robust and secure IT infrastructure and services. Customs & Excise and the Inland Revenue both operated on Windows NT technology which Microsoft had announced it would no longer be supporting. It was essential to mitigate the risks associated with an unsupported, complex and outdated platform with inconsistent support models and processes.



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HM Revenue & Customs

In collaboration with



HM Revenue & Customs came into being in 2005 following the integration of the former Inland Revenue and HM Customs & Excise.

Aspire is HMRC's 13 year partnership with Capgemini for the provision of systems and IT-led transformation to make it easier and quicker for UK citizens and enterprises to comply with their tax obligations. Capgemini's contract manages a partner Ecosystem to deliver services and foster innovation by providing access to the best available ideas, technology and services at best value for money.