

Setting the Benchmark for Secure Electronic Data Transfer

HMRC and customers transform how they exchange sensitive information

The Situation

Public confidence in how government departments safeguard their personal and business information is vital. HM Revenue & Customs (HMRC) transfers a huge volume of sensitive customer data through its activities to collect the tax and duties vital to fund the UK's public services, and they needed an electronic service to do this. HMRC worked with Capgemini to introduce their new Secure Electronic Transfer (SET) service.

The Solution

HMRC's SET service provides assurance when sharing large volumes of personal and financial details. SET uses a link on the government's online services website, the Government Gateway (GGW), transfers encrypted data over the secure

network and uses multiple layers of security at all stages before it is accessed by the approved party using an electronic signature. It reuses components on the established GGW to support cross-government efficiency, avoiding license fees and ties to specific technology. SET combines proven technology for secure data transfer with the controls and governance provided by HMRC's purpose-designed Managed Data Transfer Service.

The Result

SET is used for over 70% of HMRC's large data transfers and has over 1000 customers. Customer take-up exceeded

expectations, and within ten months of its launch, 900 fewer items of physical media had been sent to HMRC. The new approach dramatically improves security and speed, replaces the use of media and couriers and supports HMRC's efficiency and green priorities.

How HMRC and Capgemini Work Together

The SET project was given executive sponsorship and managed through HMRC's Data Security Programme (DSP). It involved new working practices throughout HMRC, supported by an education and training initiative.

Capgemini played a key role in driving the technology solution and the Programme's business change management, stakeholder engagement, and product strategic design and development as part of the Aspire technology contract with key involvement from GGW specialists from the Department of Work & Pensions (DWP) and their IT partner.

The SET team involved "early adopter" internal customers, and banking and insurance industry bodies to agree the requirements and strategy and to test usability and security. This highly collaborative approach to software development made it possible to take the SET solution from concept to pilot in seven months.

A broader group of customers helped further refine the solution and develop a marketing campaign to drive take-up. The SET service is not mandatory, so customers can choose between continuing to transfer data on physical media or investing in the change to business processes and technology to move to electronic transfer. This was the first time HMRC asked organisations to self-fund a change without the legislative requirement to do so, and they ran a private sector-style customer acquisition campaign with Capgemini, to communicate the business case and drive take-up.

The targeted sales and marketing approach worked. In the first five months, nearly double the target number of customers signed up to use the SET service and the number of customers is still growing.

After organisations signed up to use SET, a dedicated customer support team helped the staff responsible for introducing SET to use the new technology for the first time. This involved working with the customer's IT department, or non-technical users who were responsible for introducing SET.

Internal change at HMRC was also carefully managed. Internal processes were re-engineered to ensure that HMRC teams were operationally ready to receive or send data via SET. Feedback from the business was that the Data Security Programme and Capgemini worked closely to manage the implementation of a new way of working that is both more secure and operationally efficient.



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HM Revenue & Customs (HMRC) collects tax and duties to make sure money is available to fund the UK's public services and makes payments to over seven million families, providing targeted financial

support. Capgemini is HMRC's partner for IT and related services delivered through the Aspire contract. Capgemini is prime contractor for Aspire, and manages key partners and HMRC's Ecosystem of preferred suppliers.

For more information, please visit: www.hmrc.gov.uk