

Successful Go-live for UK Customs System

HMRC's Customs Handling of Import and Export of Freight (CHIEF) system moves to Capgemini

“That you managed to transition at the first attempt is a significant success.”

CIO at CNS, one of six key customers who control trade into and out of UK via CHIEF

“The success of this important transfer is a product of the careful planning, testing, rehearsing and collaboration between Capgemini, the outgoing supplier, Fujitsu, trade users and HMRC.”

Stella Jarvis, programme director, Customs Service Transformation Programme

“This is a perfect example of close collaboration between HMRC and our IT partners resulting in a flawless IT delivery.”

Phil Pavitt,
Chief Information Officer, HMRC

The Situation

CHIEF, one of the largest and most sophisticated electronic Customs systems in the world, is used to calculate and collect £20 billion from imports, handling over 99 percent of all goods imported or exported to or from the UK in real-time. When the IT service contract went to open tender, HMRC selected Capgemini as their new partner to run the critical service, drive economies of scale in service management and develop strategic enhancements to align CHIEF to the programme to modernise HMRC's technical architecture and to facilitate integration with other European customs projects.

The Solution

CHIEF now runs from two state-of-the-art data centres which maintain 24/7 availability, 365 days a year by automatically diverting users if any components fail. The new platform is faster than before, moves from physical to virtual storage and has enhanced security and capacity to

provide the building blocks for future developments. Flexible network communications link six commercial inventory systems and the central hub used by HMRC staff to process individual customers' declarations. The new application support model ensures there is no single point of failure and includes a centralised IT helpdesk to solve user problems remotely. Future enhancements to the application are enabled by simplified, scalable and efficient infrastructure.

The Result

CHIEF transferred on time and ahead of budget, without disruption to the movement of goods and maintaining revenue to the UK Government. The new service assures ongoing availability and costs less, thanks to economies of scale from HMRC's service management structure and value for money decisions, such as connecting traders by

a network so there are no geographic costs. Centralised 24/7 IT support offers improved customer service, and the dual data centre solution assures availability of the service. The move is the first phase in the modernisation of CHIEF.

How HMRC and Capgemini Worked Together

HMRC re-tendered CHIEF, inviting suppliers to recommend solutions which met strict customer service and value for money criteria. As Capgemini already had a successful subcontract with Fujitsu for delivering IT services to HMRC through the Aspire contract, they chose to collaborate on the proposal and worked with the procurement team to understand requirements. The successful bid reflected a deep knowledge of Customs' business and HMRC's IT architecture strategy, and deployed Capgemini service management processes with best practice CMMI (Capability Maturity Model Integration) and ITIL (IT Infrastructure Library) compliance and new data centres.

One integrated team

The CHIEF transfer was a significant undertaking; ensuring movement of goods at ports and airports across the UK, and collection of associated customs revenue was not disrupted.

The Capgemini-led transition ran smoothly thanks to all four organisations working as one integrated team, working to a single programme plan which aligned risks, issues and actions. HMRC and prime contractor Capgemini defined the business context and governance structure and the outgoing supplier's staff shared knowledge of the existing technology and service with a key skills shadow team. Fujitsu helped build the environments and performed interface analysis. Capgemini worked with HMRC and the outgoing supplier's applications specialists to understand the system and define testing. Tools and monitoring teams ensured the new environment had the correct level of service management and reporting.

Capgemini built a new secure support centre, and brought CHIEF into the security, network and support arrangements used on the Aspire IT services contract for HMRC, tailoring standard processes and procedures for CHIEF and bringing significant economies of scale.

The transition data was extensively tested internally and with the Community Systems Providers (CSP) and traders. The cutover plan was developed collaboratively and rehearsed twice, resolving any technical issues and fine tuning connections before the move. On cutover weekend, a coordinated team from 12 organisations worked through the night

and CHIEF was back processing trade data within eight hours, two hours ahead of schedule.

Staff transfer

Staff transfer under the UK's Transfer of Undertakings Protection of Employment (TUPE) legislation was important to the project. The team who had been supporting the service chose to join Capgemini, bringing continuity to the CHIEF service, sharing their expertise and also learning new skills. Consultation meetings, group Q&A events and HR advice helped everyone involved understand what was important to individuals and what they could expect from the new organisation.



About Capgemini and the Collaborative Business Experience™

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience™. The Group relies on its global delivery model called

Rightshore®, which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in more than 30 countries, Capgemini reported 2009 global revenues of EUR 8.4 billion and employs 90,000 people worldwide.

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In collaboration with



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. HMRC's CHIEF contract with Capgemini is separate to the Aspire contract.

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