



## The Revenue and Customs Prosecutions Office – Designing & Implementing an ICT Infrastructure

**The Revenue and Customs Prosecutions Office (RCPO) is the government department responsible for prosecuting all Her Majesty's Revenue and Customs (HMRC) criminal cases. Additionally, it prosecutes a number of cases for the Serious Organised Crime Agency (SOCA). With staff in London and Manchester, the RCPO is responsible for prosecuting some of the UK's largest criminal cases involving drug smuggling, money laundering and tax fraud.**

Comprising parts of the former HM Customs and Excise and the Inland Revenue, RCPO became independent following two Government reviews, Gower Hammond in December 2000 and Butterfield in July 2003, both of which recommended greater independence for prosecutors.

The RCPO offers professional, expert legal advice from the early stages of an investigation, building strong and effective prosecutions cases to present before the courts.

### The challenge

**RCPO became independent from HMRC in April 2005 and overnight went from being part of a department of 100,000 people, to one of 250. With the need to separate and transfer ICT systems and data, it quickly became evident that the major ICT service contract governing HMRC's systems no longer suited the new RCPO.**



"ICT was serviced from HMRC, but as soon as we became a much smaller and independent unit it was clear we weren't going to get any priority," says David Richardson, Chief Operating Officer at RCPO.

"We were undergoing structural and functional changes, we needed to mould ourselves into a new unit and the existing ICT contract was simply not geared to deliver to us – it was geared to the bigger beast of HMRC. We didn't have access when we needed it, didn't have the service levels needed, for example we couldn't wait 30 days to add a new user, so we decided it was best to have an independent contract that enabled us to specify our own equipment needs and service levels."

With an entire ICT infrastructure urgently needed, the RCPO engaged Paul Wilson, a consultant project manager to implement a PRINCE II methodology, starting with the drafting of a statement of service requirements.



Following Board approval, Paul undertook market testing, as well as engaging with HMRC's supplier, and concluded that cost and service benefits could be derived from RCPO having their own contract and systems. An open day for suppliers was then organised where requirements were presented and invitations to tender issued.

The project called for meticulous planning and an aggressive timetable for implementation, as well as a flexible and scalable solution that incorporated the high levels of security and robustness essential for government networks.

Following formal evaluation, SunGard Public Sector was selected as the preferred supplier, on the basis of their technical competence and service contract.

## The solution

**Contracts were signed in April 2007 and an immediate transition plan took shape involving RCPO, SunGard, HMRC and existing suppliers Fujitsu and Cap Gemini.**

On Friday 21st September the existing network links to HMRC were switched off and the task of implementing an entire ICT infrastructure from scratch began. With just the weekend to complete the job, SunGard called on its local resources, transferring staff from other projects to help tackle the logistical challenge.

"As existing hardware and peripherals were removed by one team, replacement ones were fitted by another," says Douglas Prevoo, SunGard's server engineer who works onsite with RCPO. "We worked round-the-clock to fit the wiring, install new servers, run the set-ups and transfer large amounts of data."

Just as the implementation was happening in London, a second SunGard team was in Manchester doing exactly the same at RCPO's northern office.

"We dealt with around 400 PCs and two different types of build," says Douglas. "Some are desktops, some laptops and they run on the Government's secure GSI network as well as an X-GSI network, both of which meet accredited standards for encryption and validation security features to ensure they can't be hacked.

"There were the telephones as well," he adds. "We implemented a new Voice Over Internet Protocol (VOIP) system that allows the creation of user profiles and groups.

The result is a fully integrated IT and communications system that has a robust link between the offices in London and Manchester.”

When RCPO employees returned to work at 9am Monday morning they found a completely new ICT infrastructure and absolutely no loss of data.

“It all went smoothly,” says Douglas, “it had to! It was a completely clean cut from the old system so it had to be right first time.”

## The result

**RCPO now has its own, independent ICT infrastructure and the benefits are clearly recognised. David Richardson comments:**

“It’s one of the best things RCPO has ever done. There’s demonstrable value for money, a much faster response to requests, we have a huge amount of control over our own systems and we get the benefits of SunGard Public Services being onsite, including consultancy days and future planning as part of the contract.”

The quality of relationship between client and supplier is highlighted by both David and Douglas, who says “Being onsite we feel part of the RCPO team. Our doors are always open and people are always happy to chat, it’s a really nice place to work.”

David adds “We don’t notice SunGard at all - in a good way! They’ve blended in to our business so well. It’s having the continuity of people onsite. Users are now set-up within 24 hours and SunGard are helping to facilitate our procurement of other systems and software.”

Such has been the success of SunGard’s work at RCPO the unit is seen to be leading the way in implementing the latest procedures, and the SunGard team is trialling software for other Government departments.

“With the speed, volume and quality of work we’re required to produce, we have to have the right IT equipment and the right IT supplier,” says David Richardson.

“We can’t prosecute properly if the IT falls over. It’s about managing risk, and managing our reputation. And if systems failed then criminals wouldn’t get prosecuted!”



## About SunGard Public Sector

SunGard Public Sector UK serves a wide range of customers - public safety and justice agencies, local and central government and third sector organisations. Solutions include public safety and justice applications as well as systems integration, outsourced managed services, professional services, business process improvement and management consulting. SunGard Public Sector is pleased to have been awarded the Queen's Award for Enterprise in the Innovation category 2008, for its continued development of public safety systems, contributing to control room improvements and thereby saving lives. In the UK more than 50 million citizens - 86% of the population - are served by agencies that rely on SunGard Public Sector solutions.

[www.sungardps.co.uk](http://www.sungardps.co.uk)

## About SunGard

SunGard is one of the world's leading software and IT services companies. SunGard serves more than 25,000 customers in more than 70 countries, including the world's 25 largest financial services companies.

SunGard provides software and processing solutions for financial services, higher education and the public sector. SunGard also provides disaster recovery services, managed IT services, information availability consulting services and business continuity management software.

With annual revenue exceeding \$5 billion, SunGard is ranked 472 on the Fortune 500 and is the largest privately held business software and services company on the Forbes list of private businesses. Based on information compiled by Datamonitor\*, SunGard is the third largest provider of business applications software after Oracle and SAP. Continuity, Insurance & Risk has recognised SunGard as service provider of the year an unprecedented five times.

For more information, please visit SunGard at [www.sungard.com](http://www.sungard.com).

\*January 2009 Technology Vendors Financial Database Tracker <http://www.datamonitor.com>

[www.sungard.com](http://www.sungard.com)