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*Pragmatic Project Delivery has delivered major business benefit at a pace that would not have been possible before – it's central to the collaborative approach that is at the heart of our relationship.”*

**Keith Spikings**

*CIO, Environment Agency*



## Pragmatic Project Delivery (PPD) with the Environment Agency

**A highly collaborative approach is helping the Agency's IT function achieve an outstandingly agile IT response to emergencies**

### **The client: protecting the UK's environment and people**

The Environment Agency is a UK public body with a remit “to create better places for people and wildlife, and support sustainable development”. That includes dealing with environmental emergencies such as flooding.

Corporate Information Services (CIS), the Agency's internal IT function, has been collaborating with Capgemini since 2009. This outsourcing agreement has been recognised as the most sustainable IT contract in UK government. A comprehensive set of sustainability objectives are written into the contract, and are reinforced by demanding metrics.

The partnership is strongly focused on using innovation to improve the EA's key objectives. The EA has long recognised IT's potential to enable an agile operational response under pressure, and PPD builds on that recognition.

### **Overview**

**Customer Name:**  
The Environment Agency

**Industry:** Public sector

**Location:** UK

**Client Challenges/Business Need:**  
The EA needs to keep modernising and digitalising its IT to meet the need for extremely rapid delivery of certain projects, e.g. responses to flooding emergencies.

**Solution-at-a-glance:** PPD is an approach jointly developed by the EA and Capgemini to increase project delivery speed and flexibility by having supplier and client collaborate as one team, with both parties' objectives aligned around business needs.

## The challenge: accelerating project delivery

To take optimum advantage of digital technology in fulfilling its duties to protect the environment and the public, the EA required a step-change in its pace of IT adoption. Traditional project methodologies and the associated commercial constraints have been a barrier to change and flexibility. For example, securing project funding required detailed ROI projections; exploring innovative tools and technologies was often prohibitively expensive.

The EA therefore needed to accelerate project delivery to enable faster business change and benefit realisation and reduce cost. The EA and Capgemini, as its primary IT outsourcing partner, saw an opportunity to introduce an innovative IT approach that could modernise and digitalise IT. Most importantly, it would meet the need for extremely rapid delivery of certain projects.

## The solution: immediate mobilisation through mutual trust

Capgemini worked with the EA to develop PPD. This innovative approach, which includes elements from Lean, Agile and ITIL, accelerates IT delivery and adoption around a framework that creates agility and pace with minimum waste. PPD's agile IT project management methodology builds trust through continual benefit delivery – with speed and quality improving at each iteration – and through two-way transparency. This trust means that the EA can commit “buckets” of funds that can then be drawn down to allow projects to mobilise immediately, overcoming the delays of traditional commercial arrangements.

The resultant projects are still compliant with audit requirements – for example, Project Change Notices (PCNs) are created for each piece of work. The size and shape of deliveries vary in line with the needs of the business and Capgemini adapts to each, flexing resource pools and implementing projects quickly and safely with minimal interruption to existing services.

Collaboration is fundamental to PPD. Capgemini and EA project staff are jointly responsible to the sponsor, who is accountable for business outcomes. Clear obligations combined with genuine collaborative behaviour prevent a blame culture from developing. The EA has gained:

- A commercial framework allowing for immediate mobilisation of resources in response to urgent requirements.
- Processes optimised to focus on final outcomes rather than individual objectives that may not align.
- A culture of like-minded, tenacious thinkers who “always find a way”.
- A one-team ethos right across the lifecycle, from ideation to run.
- Frequently updated metrics informing follow-on decisions and fuelling momentum.
- A relationship charter defining the preferred way of working, reinforced with a joint award scheme.

*“The Defra Farm Visits project team has been extremely happy with the agile approach of Capgemini and the Environment Agency to deliver this proof of concept, which has enabled the field teams to test functionality and review the benefits of a scheduling tool with only minor investment.”*

John Bilbrough, Technical Lead, Environment Agency

### Results (Benefits):

- Every lifecycle element, from ideation through to outcome, is recognised as being up to 20 times faster than with traditional methodologies.
- Critical outcomes such as an accelerated response to flooding have been enabled by PPD.
- PPD has transformed the supplier-client relationship, enabling fast, pragmatic collaborative working based on trust.
- It enables “two-speed IT”, with waterfall and agile methods combined and juxtaposed to meet individual project needs.

## Progressive introduction

Another innovative aspect is the progressive yet rapid way PPD was introduced, starting with a three-person team that expanded as confidence grew. Adoption was driven top-down, with features like:

- Modelling of cultural change by EA and Capgemini leaders. Senior management showed their teams what they wanted in terms of commercial and financial governance, transformed thought processes, and new ways for teams to engage.
- Building stakeholder confidence by delivering visible results daily. Immense excitement met the discovery that an idea or innovation could be delivered to production in days, not months.
- A new style of governance. Unlike traditional target-based approaches, PPD constantly monitors behaviour and methodology alignment. Stakeholders see the business impact of IT work for themselves on a daily basis.
- Joint investment in a collaborative “One Team” Applications/Infrastructure Build Factory responsible for delivering £12m+ of new business-driven projects, as well as a large-scale transformation programme across the EA.

## The collaborative approach

The key to PPD’s agile project management is a partnering approach that builds trust through continual benefit delivery and value proposition realisation. This trust is reinforced by open and honest communication, from informal updates and discussions to formal customer and supplier governance meetings.

A relationship charter defines the partnering approach; a joint award scheme encourages compliance. The working environment is characterised by continuous collaboration. Capgemini and EA project staff are jointly responsible to the sponsor, who in turn is accountable for business outcomes.

# Our shared ways of working



### Having the right attitude

- Be reasonable
- Look for ‘yes, if’ solutions
- Take a balanced view of risk,
- focusing on how to manage the risks



### Dealing with differences

- Accept different opinions
- Share problems and resolve them together at pace
- Use escalation appropriately and only when the issue is fully understood
- Look for win-win outcomes



### Keeping in touch

- Talk to each other (rather than emailing on all occasions)
- Make time for informal conversations
- Have the right people at the right meetings



### Celebrating our successes

- Recognise and praise achievements
- Accept that sometimes things don’t go to plan, and learn from this without jumping to blame



### Working efficiently together

- Develop Work Orders together, using simple and appropriate language
- Avoid activities that add little value
- Redesign where possible rather than using quick fixes and add ons

## The result: collaboration transforms services to the public

PPD has helped the Environment Agency achieve:

- 1. Better protection of environment and public.** PPD-enabled support has enabled fast, pragmatic, collaborative working based on trust, as seen in the effective response to recent flooding. Capgemini maintained 24x7 availability of critical systems and services, ensuring stable operations and accurate information distribution. As the emergency heightened, Capgemini flexibly scaled up support to cover the mounting workload and manage unforeseen requirements.
- 2. Transformed IT project delivery.** PPD has delivered daily improvements from the outset, introducing new ways of creating and implementing solutions to respond to digital challenges. Every lifecycle element, from ideation through to outcome, is recognised as being up to 20 times faster than with traditional methodologies, with clear operational efficiency gains. For example:
  - A 4G mobile device management solution for the mobile Incident Management Team attending COBRA meetings was delivered in six days. This solution ensures all attendees can access information and that meeting outputs can be relayed afterwards to teams.
  - An Applications Rationalisation Programme decommissioned 400+ applications and 150 servers, simplifying the EA's IT estate, reducing carbon emissions by 165 tonnes annually and saving £4.7m.
  - Completion of technical solution architectures now typically takes two days (down from 20 days).
  - Firewall policy changes take one day (down from 10 days).
- 3. IT implementation without commercial constraints.** Urgent work can start immediately without the need for contractual negotiations, while strong governance controls risk. For example, recently the EA and Capgemini implemented a proof of concept (PoC) for a mobile solution within Defra's Farm Visits Project. Currently, field staff may make more than 30 visits to a single farm because Defra organisations schedule independently. The PoC shows how central coordination can reduce visits, with cost and carbon savings and better customer experience. PPD meant there were no delays in starting the project, so value could be delivered faster.

The Agency now prefers that PPD be adopted for every Capgemini project – and that goes for all stakeholders in the lifecycle, including Agency staff and other IT suppliers. With PPD, agile and waterfall methods can coexist and even be combined to support the needs of different types of project, providing a “two-speed IT” capability.

*“Thank you for your commitment and support and for working with us to help protect local communities across the country. I saw for myself the fantastic work our partners are doing when I visited Preston, Penrith, Keswick and Appleby. It is very much appreciated. We will continue to rely on the strong partnership we have with you and other organisations.”*

Sir James Bevan KCMG, CEO, Environment Agency

*“I value Capgemini's support in a crisis. Your help during flooding events, for example, has been fantastic.”*

Keith Spikings, CIO, Environment Agency

### About Capgemini

With more than 180,000 people in over 40 countries, Capgemini is a global leader in consulting, technology and outsourcing services. The Group reported 2015 global revenues of EUR 11.9 billion. Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness. A deeply multicultural organisation, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

Learn more about us at [www.uk.capgemini.com](http://www.uk.capgemini.com).

Rightshore® is a trademark belonging to Capgemini

### About the Environment Agency

The Environment Agency was established by the UK government in 1996 to protect and improve the environment. An executive non-departmental public body, sponsored by the Department for Environment, Food & Rural Affairs, its 10,600 employees work to create better places for people and wildlife, and support sustainable development.