



# UnTY delivers new era of ICT collaboration, innovation and efficiency for Defra

Service integration partnership with Capgemini turns single operating model concept into reality, benefitting staff and citizens alike

The UK Department for Environment, Food & Rural Affairs – or Defra – touches the lives of almost every citizen in the country. Its extensive remit has the protection and enhancement of the natural environment at its heart, and includes supporting the rural economy and communities, and the setting of quality standards for the food we eat, the air we breath and the water we drink.

To fulfil these many responsibilities, the Defra family includes no fewer than 33 agencies and public bodies, such as the Environment Agency, Forestry Commission, Natural England, Drinking Water Inspectorate, Marine Management Organisation and Rural Payments Agency.

In line with Government-wide strategy, and to help deliver its own 2020 vision, Defra's UnTY programme is transforming its approach to ICT, adopting a single, unified operating model, bringing skills and resource in-house, awarding new contracts to a range of specialist suppliers and utilising modern, user-friendly and integrated ICT services and technology.

**“**Capgemini has been a trusted and valued partner for Defra for many years, demonstrating a deep understanding of the history and complexity of the department and the many challenges we face. They bring a powerful combination of service integration skills, public sector experience, commitment and support to the UnTY programme – and with their help our ambitious goals are now in sight.”

**Kevin Barr**  
Service Management and Service Integration  
Workstream Lead, Defra



## Overview

**Customer:** Department for Environment, Food & Rural Affairs

**Industry:** Public sector

**Location:** England

### Client Challenges:

Replace several autonomous ICT environments with new single Service Management operating model to enable cross-department and supplier collaboration, improved services and cost savings.

### Solution-at-a-glance:

Capgemini appointed as Service Integration and Management partner, tasked with turning conceptual model into reality and supporting ongoing implementation of the Defra Service Management Target Operating Model.

### Results:

Single Service Management operating model launched, successful deployment underway, positive feedback from stakeholders and increasing confidence that targets, such as 20-25% cost savings, will be achieved.

## Challenge:

Defra’s ambition is to become a more efficient, more capable, data-driven department, in which its people can take advantage of new ways of working in a modern, flexible and robust environment.

Standardising all aspects of ICT in a consistent, “one Defra” approach will enable more collaborative, integrated working, with teams sharing data and best practice, taking advantage of new technology and tools to improve services for citizens and launch new initiatives more quickly and efficiently.

Moving to a single operating model will streamline ICT management and administration, promoting transparency, control and value for money - and delivering significant cost savings and efficiencies in the process. Achieving the objectives of the UnITy programme presents a diverse range of complex challenges for the department and its partners.

Given the diverse functions and responsibilities of the many agencies and public bodies in the Defra family, these organisations have their own individual and historic IT arrangements, contracts, equipment and ways of working, resulting in barriers to collaboration, inevitable duplication of resources and missed opportunities for economies of scale.

The core Defra team and the Environment Agency had large outsourced ICT contracts in place with IBM and Capgemini, requiring careful management to ensure a smooth transition to fresh arrangements.

A major transformation on this scale required a comprehensive stakeholder engagement programme. Defra invested significant time and resource to capture the pre-existing landscape, understand the individual ICT needs of each organisation, gather support for the new approach and to identify best practice that could be built into a new single operating model for the benefit of the department as a whole.

Programme managers had to strike a careful balance between acquiring the in-house skills and expertise to provide the level of visibility, control and governance that the department sought, while also identifying the best supply chain organisations from which to source additional skills and support - and helping those organisations to become fully operational as quickly as possible.

Crucially, these challenges had to be addressed and overcome – and the new operating model implemented over time – while maintaining Defra’s complete service portfolio and ensuring business as usual at all times.

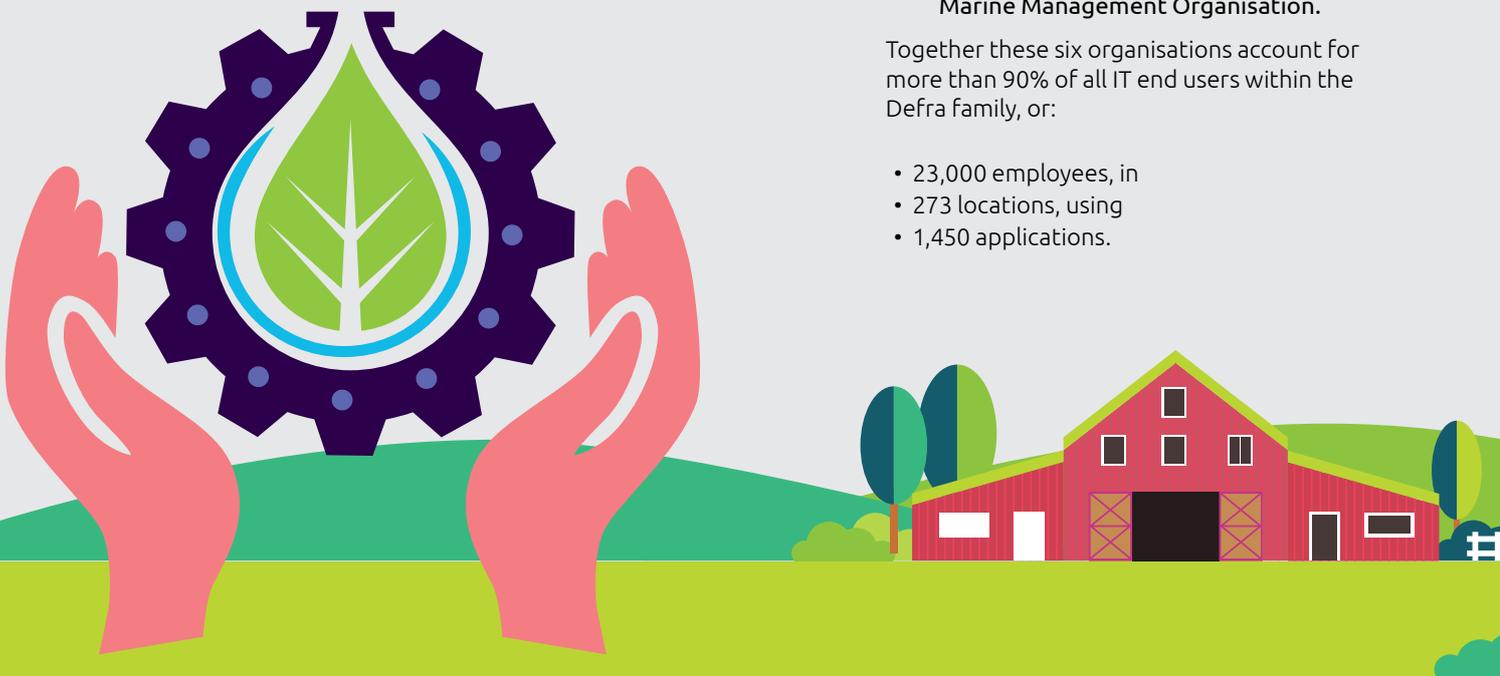
UnITy programme leaders concluded that the department needed a trusted service integration and management (SIAM) partner with the combination of skills, experience and commitment required to support Defra through the transformation - and to help it bring its ambitious goals to reality.

## The Defra UnITy programme embraces:

- Core Defra
- Environment Agency
- Natural England
- Animal and Plant Health Agency
- Rural Payment Agency
- Marine Management Organisation.

Together these six organisations account for more than 90% of all IT end users within the Defra family, or:

- 23,000 employees, in
- 273 locations, using
- 1,450 applications.



## Solution:

After a rigorous competition, in April 2017 Defra appointed Capgemini as its partner, on an 18 month contract with a wide-ranging service integration and management brief to provide ongoing expertise, support and assistance to the UniTy programme team.

*“Capgemini demonstrated a forensic understanding of the public sector environment and the pressures and challenges facing Government departments as they embrace new tools and technology to drive costs savings, efficiencies and improved services for citizens,”* explained Kevin Barr, the Service Management and Service Integration Workstream Lead for UniTy.

*“They have their own legacy in this space, acquired not least for more than a decade of strong performance for the Environment Agency, during which they enhanced their reputation as a skilled, collaborative and committed partner.”*

*“They put forward innovative ideas during the tender process and since their appointment have, in a short period of time, hit the ground running, quickly deploying their teams, delivering excellent results and adding value by working collaboratively and flexibly.”*

A key role for Capgemini was to work with a range of stakeholders to assess and validate the new single operating model that had been designed earlier and in conceptual form for Defra, and to build out the operational detail and develop the user and management tools required to turn the concept into reality.

In addition, Capgemini is delivering an ongoing training, knowledge transfer and support programme to enable teams within six of the largest Defra family organisations, accounting for 90% of Defra employees, to make the most of the new and enhanced ICT capabilities at their disposal.

**“** *We still have a lot of work to do to achieve all the goals we have set ourselves, but, with Capgemini’s support, we are already seeing the first evidence of the benefits of the ICT transformation we’ve embarked upon. At the outset, a key objective of our “one Defra” strategy was to reduce our costs by 20-25% and we’re increasingly confident that we’ll achieve that target.”*

### **Kevin Barr,**

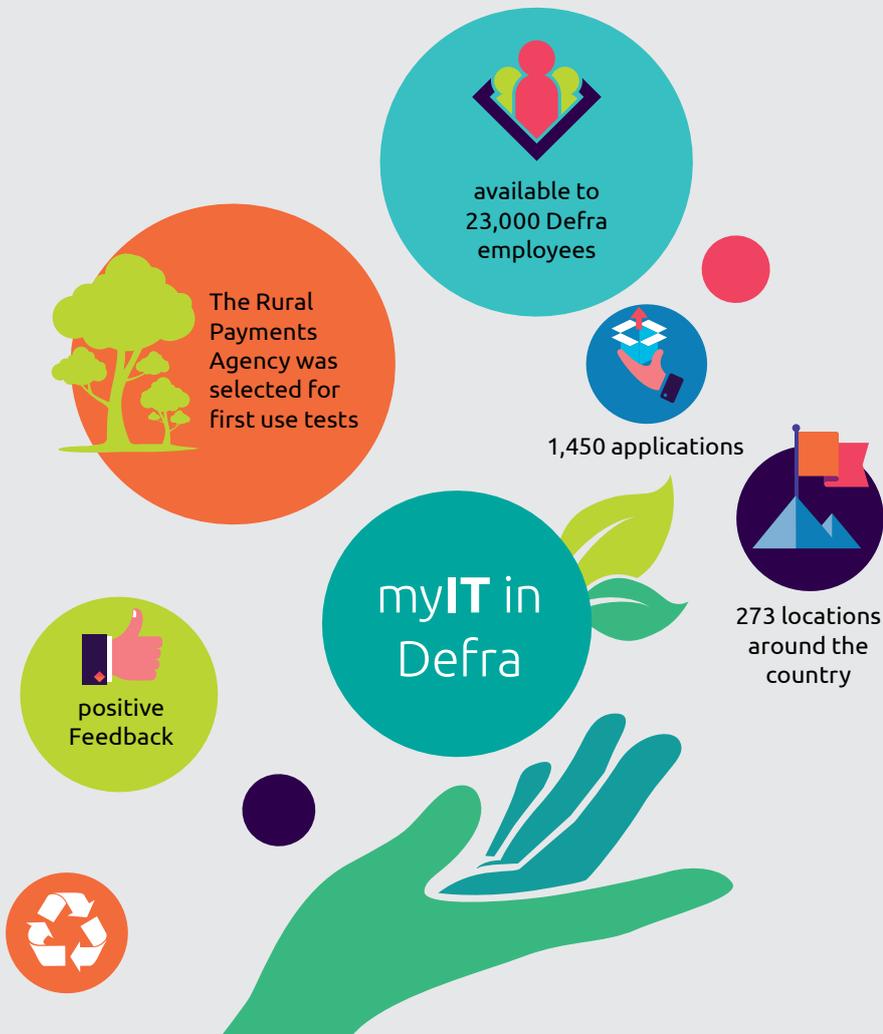
Service Management and Service Integration  
Workstream Lead, Defra.



## Results:

Defra's new single operating model and its associated tools were completed and launched in January 2018, with its ServiceNow system, called myIT in Defra, available to 23,000 Defra employees in 273 locations around the country. The Rural Payments Agency was selected for first use tests. Feedback has been positive with more than 23,000 Incidents reported and 2,500 Changes requested, a key demonstration that the model is fully functioning and trusted by users.

Staff training and support programmes are ongoing, with Capgemini teams engaged throughout the department providing advice and guidance to Defra IT colleagues as they acquire the in-house skills and resources they seek and onboard new systems, solutions and partners.



## About Capgemini

A global leader in consulting and technology services, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of 200,000 team members in over 40 countries. The Group reported 2016 global revenues of EUR 12.5 billion.

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

## About Defra

Defra plays a critical role in Britain's current and future prosperity and the wellbeing of everyone in the country. Our purpose is to unleash the economic potential of food and farming, nature and the countryside, champion the environment and provide security against floods, animal and plant diseases and other hazards.

For more information on this project, please contact:

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