Cloud Centre of Excellence
G-Cloud 14

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1 Service Overview

Capgemini stands at the forefront of enabling organisations to harness the full potential of cloud computing through the establishment of a Cloud Centre of Excellence (CCoE). With our extensive expertise and proven history in cloud transformation initiatives, Capgemini is well-equipped to lead and govern cloud adoption within your organisation.

Capgemini can help establish a robust CCoE that serves as the cornerstone of your cloud strategy, facilitating the selection of optimal cloud solutions and driving transformational change. Our approach encompasses a holistic blend of people, processes, and technology elements tailored to your organisation's unique requirements.

By leveraging a centralised and vendor neutral CCoE framework, Capgemini helps to make effective cloud governance while preserving business agility. Whether your IT landscape is decentralised across business units or centralised, our methodology is adaptable and scalable to suit your specific organisational dynamics.

At the heart of our CCoE approach is a focus on agility-driven cloud adoption, balanced with considerations for cost-efficiency and risk mitigation. Capgemini provides comprehensive guidelines to steer decision-making towards best practices while implementing guardrails to mitigate potential cloud-related risks.

With Capgemini as your partner, you can be confident in establishing a Cloud Center of Excellence that not only drives cloud-enabled transformation but also fosters sustainable growth and innovation across your organisation. Let us empower your journey to cloud excellence and unlock the full potential of your digital future.

1.1 CCoE Build-Operate-Transfer (BOT) Services:

Capgemini's Build-Operate-Transfer Services are well-aligned with government organisations' unique needs in establishing and enabling a Cloud Center of Excellence (CoE). Capgemini offers a comprehensive suite of world-class features and services designed to help to succeed and maximize the value derived from cloud adoption:

- **Foundation:** In the Foundation phase, Capgemini lays the groundwork for a robust Cloud CoE by providing essential services (Refer Fig 1.1). Capgemini can help to establish the Cloud CoE foundation by providing the necessary guidance, expertise, and support to set the stage for successful cloud adoption and transformation.

- **Gaining Momentum:** In the Gaining Momentum phase, Capgemini accelerates the pace of cloud adoption and value realization by offering services including the enablement of the public sector to generate novel ideas, technologies, and solutions to address challenges and create value, supporting cloud procurement to get the best possible commercial deal, products etc. (Refer Fig 1.1). Capgemini can help government organisations gain momentum in their cloud journey by accelerating the adoption of cloud technologies and realizing tangible benefits quickly and efficiently.

- **Governed Functioning**: In the Governed Functioning phase, Capgemini focuses on establishing robust governance mechanisms and ensuring compliance and security through services (Refer Fig 1.1). Capgemini can help government organisations establish a culture of governed functioning within their Cloud CoE, ensuring compliance, security, and risk management are prioritized throughout the cloud lifecycle.

- **Scaling the New Normal:** In the scaling the new normal phase, Capgemini focuses on scaling cloud initiatives across the organisation and driving continuous innovation through cloud centre of excellence services (Refer Fig 1.1). Capgemini can assist government organisations in scaling to new heights, driving continuous innovation, agility, and value creation in the digital era.

Each phase of the Cloud CoE journey encompasses a timeline spanning weeks and months, indicative of the comprehensive approach Capgemini adopts. Our commitment extends beyond mere consultation; we offer a collaborative, hands-on partnership model, ensuring that our experts are fully integrated with your organisation

every step of the way. This close collaboration allows us to provide tailored enablement and support, fostering a seamless transition and maximizing the effectiveness of your Cloud CoE initiative.
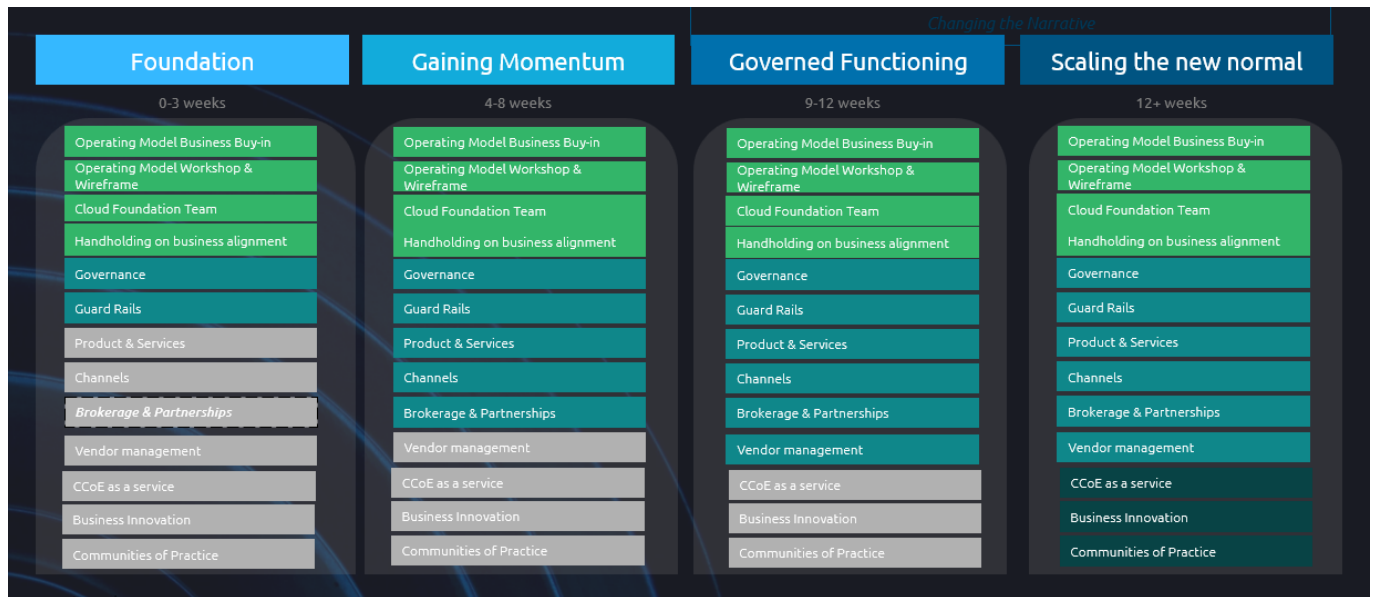

Fig1.1 Services Encompassed in the CCoE Journey–

1.2 Cloud CoE as a Service:

Introducing CCoE-as-a-Service, an innovative solution by Capgemini for government organizations seeking to establish and empower their Cloud Center of Excellence (CCoE). This pioneering approach allows clients to confidently delegate the responsibility of CCoE advisory and operations to Capgemini, while retaining complete oversight through well-structured governance frameworks. Leveraging our expertise in the field of cloud computing, Capgemini takes on the role of guiding and overseeing the entire CCoE lifecycle to align with the organisation's goals and needs. Our dedicated team of experts assumes full accountability in areas ranging from initial strategy development to continuous operational support, ensuring a smooth and efficient execution and optimal performance of the CCoE.

Fig1.2 – Core CCOE Offerings -

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Capgemini's CCoE-as-a-Service provides clarity around standardization, automation, external partnerships, innovation, governance and people and skills aligned to the overall cloud vision. Capgemini draws on our depth of experience across cloud consulting and engineering to bring in the right subject matter experts to provide any targeted interventions needed to drive greater cloud adoption and realize business value.

2   Business Need

In today's dynamic public sector landscape, where IT spending increasingly operates outside traditional governance structures, establishing a Cloud Center of Excellence (CoE) becomes essential to address the below compelling business needs.

- **Unified Governance:** As decentralised IT spending continues to grow; it becomes increasingly important to have a unified governance approach in place. This is where a Cloud Center of Excellence (CoE) comes in. Acting as a central authority, a CoE oversees the utilization of cloud services within the organisation. Its role is to promote, coordinate, and regulate the adoption of cloud technologies, ensuring they align with organisational objectives and policies. This not only streamlines operations, but also helps to prevent potential conflicts or the duplication of efforts.

- **Mitigating Risk and Shadow IT:** The wide adoption of diverse cloud solutions purchased by different departments brings a multitude of risks, such as potential security vulnerabilities and failure to comply with regulations. Fortunately, by implementing a Cloud CoE, organisations can actively mitigate these risks by implementing standardized policies, minimizing the use of Shadow IT, and carefully assessing the suitability of vendors based on cost, risk, and integration factors.

- **Tailored Solutions:** As organisations embrace cloud adoption, it is important to recognize that there is no one-size-fits-all approach. Each business unit has unique needs and requirements, calling for a more nuanced approach. This is where a Cloud Center of Excellence (CoE) comes in, providing a framework for evaluating and selecting cloud solutions that are tailored to each unit's specific needs. By maximizing value and minimizing inefficiencies, the CoE helps to make organisations reap the full benefits of cloud technology.

- **Compliance & Standardisation:** For organisations juggling multiple lines of business, maintaining regulatory compliance, and adopting consistent architectural and data patterns are crucial priorities. A Cloud CoE offers a comprehensive solution to tackle these challenges by recommending top-notch enterprise tools, establishing uniform processes, and implementing industry best practices to elevate compliance and streamline operations.

- **Adaptability and Skills Development:** As the world rapidly evolves with advancements in cloud technologies, addressing the civil service skills shortage has become increasingly crucial for public sector organizations. Investing in continuous improvement initiatives for their workforce is imperative to meet the evolving demands of modernization and digital transformation. Keeping up with the ever-changing capabilities requires a dedicated Cloud Center of Excellence (CoE) that champions a culture of learning and innovation. With access to essential resources and comprehensive training programs, a CoE helps to keep employees' skills relevant and up to date.

- **Change Management & transformation Readiness:** Organisations should be well-equipped to navigate the intricate process of transitioning to cloud systems. A Cloud CoE plays a vital role in this by developing thorough change strategies, setting, and managing stakeholder expectations, and facilitating smooth transitions to newer, cloud-based architectures and workflows.

Only **16%** of organizations have a fully-fledged Cloud Center of Excellence (CCoE)	Barely **47%** of organizations are striving towards building a mature CCoE	However, **71%** of organizations acknowledge that CCoE is essential for successful cloud adoption	And **87%** of organizations say that CCoE has had a positive impact on their cloud adoption efforts	Optimistically **94%** of organizations have a CCoE or have recognized the need for one
Apptio	*Apptio*	*Gartner*	*Flexera*	*Rightscale*

Fig1.3 Benefits of CCOE through Industry Lens .

The establishment and enablement of a Cloud CoE address critical business needs by providing a structured approach to cloud governance, risk management, solution customization, compliance assurance, skills development, and change readiness. By aligning cloud initiatives with overarching business objectives, a Cloud CoE serves as a catalyst for driving digital.

3   Our Approach

Capgemini's approach to establishing and enabling a world-class Cloud Center of Excellence (CoE) for government organisations is grounded in a thorough understanding of the organisation's Vision, Mission, and Goals. We recognize the importance of aligning cloud initiatives with strategic objectives, and thus, our approach begins with a deep dive into the organisational context, ensuring that the Cloud CoE is positioned to drive value and support the overarching mission.

Our team collaborates closely with senior departmental leaders to gain their support for establishing a Cloud CoE, highlighting the strategic value of adopting and transforming with the cloud. By obtaining the endorsement of leadership, we pave the way for smooth collaboration and teamwork across departments, setting the stage for a successful implementation of the Cloud CoE.

By thoroughly examining all current documentation, we gain valuable insights into the individual obstacles, expectations, and limitations of the organisation. With this thorough understanding, we can customize our approach to effectively address specific needs while also adhering to regulatory requirements and internal protocols.

We assess the organisation's preparedness for CCoE enablement, pinpointing its advantages, disadvantages, and potential growth areas. We provide well-informed recommendations on how to design, construct, and run the CCoE based on our findings. Depending on the organisation's goals and readiness, this can entail creating a custom CCoE framework or considering the possibility of **CCoE as a Service**. Capgemini can perform an assessment which would have the following phases:

1. Assess – Assess current CCoE and Maturity of Cloud Journey, locate sponsors and align business objectives.

2. Design – Agree/Define on a structure, roles, processes, comms channels and resolution mechanism for CCoE.

3. Build – Set up the CCoE MVP alongside desirable OKRs and KPIs. Socialise Guardrails and setup governance.

4. Operate – Performs Services within agreed SLOs, SLIs and Governance. Training & Recognition.

5. Transfer – Ownership and control of Cloud CoE Capabilities and processes transitioned to buyer including assets knowledge and operational responsibilities.

Fig1.4 CCOE Visionary Enablement -

Amid an ever-evolving technological sphere, innovation is crucial for government bodies to maintain a competitive edge, deliver tangible benefits to citizens, and accomplish their ultimate goals. However, in the absence of a unified governing body, innovation endeavours can become disjointed, hindered by isolated approaches to incorporating and overseeing cloud systems. A Cloud CoE offers a vital structure for fueling innovation by aligning cloud-centric initiatives with strategic objectives, fostering collaboration and the exchange of knowledge, and promoting the integration of emerging technologies and top-notch protocols.

- Assurance and recommendations that an advisory function provides to the business and technical teams

- Increased adoption of the most appropriate cloud services by the business and departments

- Increased alignment between business strategy and cloud strategy

- Business can build skills and knowledge in cloud

4   Buyer Responsibilities

Please refer to the Supplier Terms listed with this service on the Cloud CoE design and enablement. These may contain additional Buyer obligations/costs the Buyer is subject to that are not identified anywhere else in the Supplier's ecosystem.

The Buyer responsibilities as part of this service are as follows:

- Provide clear communication regarding project objectives, timelines, and expectations to ensure alignment and facilitate decision-making process.

- Provide requested resources, stakeholders, information, and materials in a timely manner.

- Provide access to the appropriate process and subject matter experts to work with Capgemini to agree the design of the solution.

- Anticipates a collaborative partnership from buyer, where both parties work together seamlessly to address challenges, resolve issues, and achieve target CCoE model.

- Employees are available for training as appropriate.

- Ensure the Buyers stakeholders are empowered to make the decisions necessary in a quick and timely manner.

- Review and sign-off all deliverables in a timely manner based on agreed acceptance criteria.

- Feedback from buyers to identify areas of improvement and enhance overall delivery of services.

If these responsibilities do not match your expectations, then please contact us in order that we can explore options to vary our approach.

5   Service Management

This service can be delivered as a defined project or on a day rate basis. In either case it will be a clearly defined project with agreed processes, outputs, and deliverables.

Capgemini will establish the required multi-level project governance and delivery assurance including regular reporting at the beginning of the project.

6   Protection of Data

This service is based on a security classification of 'Official,' however should you have a requirement for a different security classification that you would like us to consider, please contact us to discuss.

7   On-boarding and Off-boarding

Prior to the execution of the Order, the Supplier and the Buyer will agree the scope of the exit plan for the Services and a timescale for delivering an exit plan to ensure continuity of service.

Capgemini shall undertake on-boarding and off-boarding activities agreed within the Order Form and an exit plan in line with the Call-Off Contract terms which will be charged for in accordance with the Pricing section for this service.

8   Skills and Knowledge Transfer

Capgemini recognises that skills and knowledge transfer is a critical element in the provision of G-Cloud services to public sector clients. Where possible and applicable, this forms part of the delivery plan for the service agreed at the start of the engagement. Our consultants and engineers are experienced in providing skills and knowledge transfer for major private and public sector clients.

In establishing a Cloud Centre of Excellence (CoE), a robust learning and development framework is imperative for fostering collaboration, upskilling, role alignment, and tracking employee experience metrics.

- **Learning & Development Framework:** Craft a comprehensive learning and development plan specifically designed for the Cloud CoE, catering to the team's specific requirements with extensive technical training covering cutting-edge cloud technologies, industry best practices, and advanced methodologies. Augment the program with a variety of engaging learning options including interactive workshops, online courses, industry-recognized certifications, and practiced-based labs, to cater to a diverse range of learning styles and individual preferences.

- **Collaboration - Dual Delivery and Upskilling:** Immersing the Cloud CoE in a collaborative and information-rich environment by implementing dual delivery methods, allowing experienced members to guide and train newer team members. Empower cross-departmental teamwork and knowledge transfer by orchestrating frequent forums, hackathons, and community gatherings centered on all things cloud.

- **Tracking Employee Experience Metrics:** Create metrics and key performance indicators (KPIs) to assess worker development, retention, engagement, and satisfaction inside the Cloud CoE.
  Gather employee input on a regular basis via focus groups, surveys, and one-on-one conversations to evaluate their professional development, overall job satisfaction, and learning experiences.

Where appropriate, we may use a standard approach, tailored to topic, skills-gap and individual, to ensure consistency and effectiveness. The approach, Capgemini's Assess-Plan-Implement framework, has been used repeatedly by our teams to structure the work involved in transferring skills and creating new teams capable of driving and sustaining change long after the end of the formal programme. The framework can be applied throughout a project to understand knowledge transfer objectives, plan training delivery methods and materials, and deliver and evaluate success.

9   Vendor Accreditations/Awards

For the 12th year in a row, Capgemini has been recognized as one of the World's Most Ethical Companies® by the Ethisphere® Institute. This is an acknowledgment of our ethical culture that makes us an employer of choice and responsible player in the eyes of our clients, shareholders, and the wider community.

ISO 9001 Quality Management for Management Consultancy and IT Implementation and services to the Public Sector

ISO 27001:2013 - Provision (Delivery) of IT services including business applications development, maintenance and Data, Digital and Cloud technologies.

NelsonHall has identified Capgemini as a Leader in its 2022 NEAT Vendor Evaluation for Learning Services due to its ability to meet future client requirements as well as its capability to deliver immediate learning benefits to them.

Capgemini is the first amongst consultancy and technology firms to be recognized six times in a row for its thought leadership reports.

2023 Ecovadis Platinum Rating: We maintained a platinum rating, recognising us as a responsible and sustainable business in the top 1% of companies assessed.

Better Society Awards: Our collaboration with Code Your Future to offer digital skills training won a Better Society Award in 2022. The awards celebrate efforts by commercial organisations to create a better society.

Inclusive Top 50 UK Employers List: We achieved second place in the Inclusive Top 50 UK Employers List 2022/23 – a list that assesses companies for best practice on diversity, equality and inclusion

UK Best Workplaces for Women: We were listed as a Best Workplace for Women by Great Place to Work®. This listing is based on responses from our team to an anonymous survey about their employee experience.

UK Best Workplaces for Wellbeing : We are listed by Great Place to Work® as a Best Workplace for Wellbeing

Great Place to Work: We were certified as a Great Place to Work® in 2023, reflecting our employees' experience of working at Capgemini in the UK.

10 Sub-contractors

Capgemini UK may use the following subcontractors to deliver this service:

▪ Capgemini Technology Services India Limited.

11 Business Continuity and Disaster Recovery

Disaster recovery solution may be included in the target solution if it part of the customer's requirement.

12 Pricing

This service is priced in accordance with the SFIA Rate Card attached. Capgemini can also provide offshore resources at reduced rates where appropriate. Projects can be priced either on a Time & Materials or Fixed Price basis.

All prices are in GBP and exclude VAT.

13 Ordering and Invoicing

Please refer to the Supplier Terms for this service.

We would be pleased to arrange a call or meeting to discuss your requirements of our service in more detail.

14 Termination Terms

Please refer to the Supplier Terms for this service.

15 Further Information

For more information about this or any of our G-Cloud services, please contact our Public Sector Team.

Phone: 0370 904 4858

Email: publicsector.opps.uk@capgemini.com including the following information:

1. The name of this service.
2. The name of your organisation.
3. Your name and contact details.
4. A brief description of your business situation.
5. Your preferred timescales for starting the work.

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About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2023 global revenues of €22.5 billion.

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