Service Definition: Capability Analysis

About SOCITM Commercial Ltd

SOCITM Commercial provides independent, vendor-agnostic advisory and delivery support to local authorities, mayoral combined authorities and wider public sector organisations.

Acting as a trusted advisor and critical friend, we help clients navigate complex technology, service and organisational change. Our collaborative and evidence-based approach connects technology decisions with strategic priorities, service outcomes, affordability, deliverability and public value.

We bring an understanding of local government reform, devolution, shared services, digital transformation, ERP, CRM and EAM programmes, and data legacy modernisation. We work alongside client teams to simplify complex decisions, provide objective challenge and identify practical options tailored to each organisation's needs.

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1. Service overview

Our Capability Analysis service helps local authorities, mayoral combined authorities and wider public sector organisations assess their readiness for digital transformation, local government reform, devolution, cloud adoption and ERP, CRM and EAM implementation.

Acting as a trusted advisor and critical friend, SOCITM Commercial provides an independent assessment of organisational capabilities across people, processes, technology, data, governance and delivery. Through evidence-based analysis, we identify strengths, capability gaps, risks and improvement opportunities that support successful transformation and sustainable organisational change.

Our approach helps organisations understand current maturity, prioritise investment and develop realistic improvement roadmaps aligned to strategic objectives, service outcomes and future operating models.

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2. Who the service is for

The service is designed for public sector organisations that are:

- Preparing for local government reform
- Participating in devolution programmes
- Establishing or expanding shared services
- Planning ERP, CRM or EAM implementation, business systems transformation or data legacy modernisation
- Undertaking digital transformation initiatives
- Migrating services to cloud-based platforms
- Reviewing organisational effectiveness and transformation readiness
- Assessing workforce skills and capability requirements
- Developing target operating models
- Improving governance and delivery capability

3. Challenges the service addresses

- The service is designed for public sector organisations that are:
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4. Scope of analysis

The assessment is tailored to organisational priorities and may include:

Area	Examples
People	Skills, leadership, workforce planning, roles, capacity and culture
Processes	Business processes, service management and continuous improvement
Technology	Applications, infrastructure, cloud and technical capability
Data	Data quality, literacy, governance and information management
Governance	Decision-making, accountability, assurance and control
Delivery	Programme, project, product and transformation capability

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Security	Cyber maturity, resilience, risk and security culture
ERP, CRM, EAM and data legacy readiness	People, process, data, governance and delivery preparedness
Operating model	Organisation design, service structures and cross-authority working
Reform and devolution	Readiness for structural, service and organisational change

5. Our approach

Our approach is collaborative, proportionate and evidence-based. It is tailored to the organisation, transformation context and decisions the assessment must support.

1. Mobilise and agree scope: Confirm objectives, stakeholders, assessment domains, evidence requirements and governance.

2. Discover and gather evidence: Review documentation and collect qualitative and quantitative evidence through interviews, workshops and surveys.

3. Map current capability: Assess capabilities across people, processes, technology, data, governance and delivery.

4. Assess DDaT skills: Use a tailored skills and capability survey where appropriate to assess roles, proficiency and development needs.

5. Identify strengths and gaps: Highlight existing strengths, critical gaps, dependencies and risks.

6. Assess readiness and maturity: Evaluate preparedness for the relevant reform, transformation, ERP, CRM, EAM, data legacy or cloud programme.

7. Validate findings: Test evidence and conclusions with stakeholders through collaborative workshops and critical friend challenge.

8. Prioritise improvement: Create practical recommendations and a sequenced capability improvement roadmap.

6. DDaT skills and capability assessment

Where appropriate, the service includes a tailored Digital, Data and Technology skills and capability survey. The survey is aligned to relevant public sector role and skills frameworks and customised to the organisation’s structure, objectives and transformation priorities.

The assessment may identify:

- Existing workforce strengths and transferable capability
- Role and proficiency gaps
- Capacity constraints and key-person dependencies
- Future capability requirements
- Learning and development priorities
- Recruitment, sourcing or knowledge-transfer considerations

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- Workforce readiness for cloud, ERP, CRM, EAM, data legacy and digital change

Survey results are interpreted alongside interviews, organisational evidence and delivery priorities rather than used as a standalone measure.

7. Assessment framework

Deliverables are tailored to the decision and may include:

- Current-state findings and decision context
- Agreed requirements and weighted evaluation criteria
- Shortlisted architecture or service design options
- Option profiles covering strengths, limitations and dependencies
- Comparative scoring and trade-off analysis
- Indicative cost, affordability and benefits assessment
- Risk, security and implementation considerations
- Recommended option with evidence-based rationale
- Indicative transition or delivery roadmap
- Executive decision paper and governance presentation
- Reusable evaluation templates and decision frameworks

Outputs are provided in accessible, commonly used formats appropriate to client requirements and can be structured to support business cases, governance approvals, procurement or implementation planning.

7. Assessment framework

Assessment criteria are agreed with the client and may include:

- Leadership, strategy and organisational culture
- Governance, assurance and decision-making
- Workforce skills, roles and capacity
- Digital, data and technology maturity
- Data and information management
- Service management and continuous improvement
- Cyber security and organisational resilience
- ERP, CRM, EAM, data legacy and cloud readiness
- Change, adoption and benefits capability
- Programme, project, product and Agile delivery capability
- Commercial, supplier and financial capability
- Collaboration and cross-authority working

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8. Deliverables

Deliverables are tailored to the assessment and may include:

- Capability assessment report
- Organisational maturity assessment
- Capability heat maps and readiness dashboards
- Strengths, gaps, risks and dependency analysis
- DDaT skills and capability survey findings
- Benchmarking where appropriate evidence is available
- Stakeholder workshop findings
- Prioritised recommendations and quick wins
- Capability improvement roadmap
- Workforce and skills development recommendations
- Executive summary and governance presentation
- Reusable assessment tools and templates

Outputs are provided in accessible, commonly used formats suitable for integration into transformation plans, workforce strategies, business cases and governance decisions.

9. Example cases

Context	How the service can help
Local government reform	Assess readiness for structural, workforce and service change.
Devolution	Identify capability required for new responsibilities and partnerships.
ERP, CRM and EAM implementation	Assess people, process, data, governance and delivery readiness.
Shared services	Identify integration, governance and cross-authority capability needs.
Digital transformation	Understand maturity, strengths and priority improvements.
Cloud adoption	Evaluate technical, operational and workforce readiness.
Workforce development	Identify skills gaps and targeted development priorities.
Target operating model	Assess capability required for future-state delivery.

10. Public sector standards and good practice

Where relevant to the engagement, the assessment considers applicable public sector guidance and client policies, including:

- Technology Code of Practice
- Government Service Standard and GOV.UK Service Manual
- NCSC cloud security guidance and Cloud Security Principles

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- Accessibility requirements and inclusive design
- Data protection, information governance and privacy expectations
- Open standards, interoperability and sustainability considerations

Applicable standards and assurance requirements are agreed during mobilisation. The service provides analysis and recommendations; responsibility for formal compliance decisions remains with the client and relevant assurance bodies.

11. Engagement model

The engagement is scoped according to organisational size, complexity, assessment breadth, evidence availability and stakeholder participation. Delivery can be remote, on-site or hybrid and may include interviews, workshops, surveys, evidence review, maturity assessments and executive briefings.

Timescales, team composition, deliverables and commercial arrangements are agreed for each engagement, enabling either a focused assessment or a broader organisation-wide review.

12. Knowledge transfer

Knowledge transfer is embedded throughout the engagement. We work alongside client teams, explain the assessment method and provide reusable artefacts where appropriate. This builds internal confidence, supports sustainable improvement and reduces dependency on external support.

13. Why SOCITM Commercial

- Public sector focus across local government and combined authorities
- Independent, vendor-agnostic advice and objective challenge
- Trusted advisor and critical friend approach
- Understanding of reform, devolution and shared services
- Experience connecting capability with transformation outcomes
- Evidence-based assessment designed for governance decisions
- Collaborative approach focused on sustainable improvement

14. Service boundaries

Capability Analysis is an advisory service focused on assessment, analysis and recommendations. Unless separately commissioned, it does not include technical implementation, ERP, CRM and EAM deployment, system configuration, software development, managed services, recruitment services or delivery of formal training programmes.

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The service does not make employment, selection or individual performance decisions. Workforce findings are intended to support organisation-level capability planning and development.

15. Client responsibilities

- Provide timely access to relevant stakeholders and documentation
- Support appropriate communications and survey participation
- Confirm assessment scope, governance and decision priorities
- Validate factual information and organisational context
- Provide applicable policies, strategies and workforce information
- Retain responsibility for investment, workforce and compliance decisions

16. Client outcomes

- Clear understanding of organisational strengths and gaps
- Improved readiness for reform and transformation
- Reduced ERP, CRM, EAM, data legacy, cloud and programme delivery risk
- Stronger evidence for investment and workforce decisions
- Prioritised and achievable capability improvements
- Improved governance, accountability and resilience
- Targeted workforce and skills development priorities
- A practical roadmap for sustainable capability growth

Contact us

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