

Service Ownership Model

G-Cloud 15





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1 Service Overview

This service bridges the gap between policy and delivery by organising a group of public services under a Service Owner(s) who is responsible and empowered to delivering against a policy outcome.

It helps organisations design and deliver policy more effectively through the joining up of disconnected parts of the policy lifecycle, providing the relevant governance mechanisms and ways of working to deliver on this strategic intervention. An effective service owner considers the holistic public value of a policy decision, weighing the cost benefits to the market and outcomes to users. Our service provides strategic advice, recommendations and where needed capability to deliver a multidisciplinary team of policy, digital and delivery professionals and support a 'test & learn' culture to model, evidence and de-risk policy decisions, leading to better policy outcomes. The service supports organisations to adopt and optimise cloud-based public services by ensuring policy, delivery and operation teams have access to the platforms, data and infrastructure needed when making decisions.

2 Business Need

Use this service if:

- it is expensive and slow to implement or change policy
- policy decisions aren't informed by validated user needs, nor live data
- the operational reality of a policy decision isn't considered
- policy and/or service teams aren't measured by policy outcomes
- leads across the policy and delivery lifecycle aren't empowered to make decisions

These common challenges are a result of how a department is organised, its culture around policy making and its ways of working. This leads to the creation of public services that do not deliver public value and do not meet user, government nor market needs. Many of these challenges arise when organisations are unable to fully exploit modern cloud technologies to enable integrated policy delivery, real-time data use and scalable digital services. Our model helps ensure cloud-based capabilities can be adopted effectively by multidisciplinary teams.

We derisk policy delivery and make it faster and cheaper to deliver value to the public by changing how a department is structured, through:

- creating multidisciplinary teams of policy, digital and operation professionals
- creating a new role of the Service Owner, who is responsible and empowered to make decisions that deliver policy outcomes
- creating a culture of 'agile policy' where teams are empowered to rapidly test and learn to validate policy assumptions

The service ownership model derisks decision making and creates efficiencies in the policy making process.

3 Our Approach

We use a tried and tested methodology to deliver service ownership in organisations to reduce the risk of governmental spend and make decision making quicker, governance less onerous and break down siloes that traditionally occur between policy, operations and delivery teams.

Here are five steps we take to implement service ownership models at scale in government organisations.



1. **Align leadership to the value you're creating**

Getting executive buy-in is critical for long-term success. We'll begin by taking a lean hypothesis as to what service ownership is, based on best practice in government. We'll validate this against any existing transformation initiatives and run a masterclass with the relevant executive stakeholders to convey: the behavioural and organisational changes necessary to create the conditions for success, and the value that can be derived by implementing those changes effectively.

2. **Validate that new ways of working deliver value**

We recognise that this is an emerging field, and departments don't want to change without evidence of success, we recommend creating a pathfinder experiment to identify the ideal ways of working and criteria for success within your organisation. Choosing the right pathfinder and team is critical. We will provide the tools, support, and governance needed to test a clear hypothesis. Through training, hands-on support and leadership engagement, we will enable service owners to lead with autonomy and confidence.

3. **Design your organisation to deliver that value**

We design a future state operating model, showing how policy + strategy + DDaT can work better together, using lessons learned from the pathfinder. Creating a clear roadmap to scale. This includes aligning roles, processes and governance with cloud based technologies and digital platforms that underpin public service delivery.

4. **Prime the organisation for modernisation**

We assess and support the organisation to identify opportunities to set your organisation up for success across the following areas:

Talent - Foster and recruit capabilities and behaviours aligned with purpose

Process - Business process and how information flows

Structure - How decisions get made and where power and authority is placed

Enablers – Such as cloud readiness to ensure the operating model can benefit from cloud-enabled ways of working

5. **Scale the value delivered**

We support you to scale the service ownership model from service groups across your organisation and where relevant, across organisations to arm's length and sponsored bodies.

We can work with you to:

- activate new ways of working across the entire organisation, including comms campaigns, governance and support resources.
- Rapidly upskill all levels of the organisation to work in the new way.
- Foster a culture that embraces change and continuous improvement. This might involve initiatives to promote innovation, collaboration, and a growth mindset among staff.

4 Buyer Responsibilities

Please refer to the Supplier Terms listed with this service on the Platform. These may contain additional Buyer obligations/costs the Buyer is subject to that are not identified anywhere else in the Supplier's Application or on the Platform.

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

- Providing access to senior stakeholders to drive this change.
- Support in incentivising service owners to work in this new way.

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



5 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.

6 On-boarding and Off-boarding

Capgemini shall undertake on-boarding and off-boarding activities agreed within the Order Form (including as a minimum 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.

7 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.

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.

8 Vendor Accreditations/Awards



For the 13th year in a row, Capgemini has been recognised as one of the World's Most Ethical Companies® by the Ethisphere® Institute. This is an acknowledgement 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.

9 Sub-contractors

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

- Capgemini Technology Services India Limited.

10 Business Continuity and Disaster Recovery

No disaster recovery plan is provided as part of these Services.

11 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.



12 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.

13 Termination Terms

Please refer to the Supplier Terms for this service.

14 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.

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, generative AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2024 global revenues of €22.1 billion.

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