Public Sector Green Book and Five-Case Model Business Case Development and Benefits Realisation

G-Cloud 15

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1 Service Overview

Capgemini's Public Sector Green Book and Five-Case Model Business Case Development and Benefits Realisation service provides business case development support to HM Treasury standards and can support government organisations in identifying, defining and realising the value of their AI, cloud, digital, data, and technology projects, programmes and portfolios.

Capgemini's business case development methodology aligns with the UK government's five case model of developing business cases. It can deliver any combination of the strategic case, economic case, commercial case, financial case and management case, together with an executive summary and an economic and financial model underpinning the case. The methodology also allows business cases to align with green book, project lifecycle and gateway review requirements to deliver a strategic outline, outline case or full business case for projects, or a programme business case at the appropriate maturity.

Capgemini's accompanying benefits realisation methodology has been formulated through many years of government and private sector projects. It can deliver the governance, processes, templates and documentation required to help clients to realise the value from projects, programmes and portfolios. Capgemini is able to use consistent tools across the programme or project lifecycle to advise on executing a smooth transition from business case development, through solution development and deployment, to the transfer of benefits to business as usual.

2 Business Need

The business need is to shape, plan and deliver the value from a project or programme to deliver AI, cloud, digital, technology and other transformational activities. Capgemini has a business case development and benefits realisation methodology which has been tried and testing across central government and operational public sector bodies, which can be used to advise the Buyer on how deliver a business case, spending review bid or impact assessment, and an associated set of benefits (including quantifiable, monetisable, cashable, performance, people and financial benefits) to deliver against this business need by providing a recognised approach to developing solutions and requesting funding.

When developing key aspects of the business case, Capgemini's approach addresses one of the biggest challenges across requests for government funding, to blend a clear, articulate case for change to senior stakeholders along with the detailed analysis of options through spending objectives and critical success factors through to quantitative evidence of costs, benefits and net present values. This analysis can also include HM Treasury-recognised techniques such as optimism bias and sensitivity analysis.

Capgemini's approach can help organisations select a preferred way forward or preferred option and provides the benefits methodology to support the benefits appraisal to reach these decisions, including benefits logic, processes, templates, ownership & documentation. Capgemini can, as part of the management case, also develop and outline the delivery governance and processes to support programme and project delivery and benefits realisation.

3 Capgemini's Approach

Capgemini can use its agile-based business case development process to advise how to plan and deliver programme and project business cases for cloud and digital initiatives. Capgemini's Assess, Capture, Shape and Test approach to business case development includes:

- **Assess:** Establish the maturity of existing material using our Diagnostic Tool, and planning the capture phase to generate material in the gaps identified. This includes early stakeholder engagement, particularly with approvals.
- **Capture:** prioritising longer-lead time activities and capturing content through workshops, interviews and open source research.

- **Shape:** Consolidate existing and incorporate newly developed content into the business case from the Capture phase. A draft of the business case will be available from this point to support gaining early consensus on focus areas of the case.
- **Test:** Socialise the blend of content in a concise form with key stakeholders, refining rapidly in-session to ensure buy-in. Following the test phase, longer term actions from the Test session can be actioned, the document polished, and a compelling business case document circulated.

Our step-by-Step approach to benefits realisation can be delivered alongside and can follow:

- Identifying and Quantifying
  - Often started at Strategic Outline Business Case stage
  - Identifying high-level assumptions and dependencies for costs and benefits
  - Writing the strategic rationale in the Strategic Case, with benefits linked to strategic objectives
  - Provide workshops for stakeholders across policy, commercial, strategy, economics, finance, business, IT and programme teams
- Valuing and Appraising
  - Often started at Outline Business Case stage
  - Full appraisal of costs, benefits and risks, with owners assigned
  - Validate benefits, performing optimism bias, sensitivity analysis and discounting
  - Confirming assumptions and baseline
  - Compare options, including a preferred way forward, and build a programme of work
- Planning
  - Often started at Full Business Case stage
  - Finalising appraisal of options with final sign-offs with approvals teams
  - Benefits validated and KPIs identified for tracking
  - Evaluation of benefits, with benefits realisation plan
  - Provide stakeholders with recognised business case structure and content to get projects and programmes through internal and HM Treasury approvals processes
- Realising and Monitoring
  - Final approvals with InvestCo and Programme Boards and agree realisation plan with SRO
  - Finalise business plan and formal targets for BAU
- Reviewing Performance
  - Implement, realise and track benefits
  - Sustaining the business benefits by embedding the reporting and management required into the organisation

Capgemini specialise in AI, cloud, digital transformation, technology, IT, sustainability and natural capital projects and programmes. Cloud and IT transformation also often have a sustainable transformation/ investment lens. Capgemini have lots of experience with these types of projects and programmes and are specialists at working out the carbon (CO_2e) savings associated with IT transformation, providing benefits for investments in sustainable ideas (such converting a fleet of petrol vehicles to EV), natural capital appraisal and climate change risk assessments.

By applying Capgemini's business case development approach, increased value from major programmes may be achieved by clients through their business case. Capgemini's approach can:

- Provide stakeholders with recognised business case structure and content to get projects and programmes through internal and HM Treasury approvals processes
- Compare options, including a preferred way forward, and build a programme of work
- Support stakeholders and approvers understand the project/programme, its strategic rationale and its monetised and non-monetised benefits to choose the best option
- Provide workshops and plan engagement for stakeholders across policy, commercial, strategy, economics, finance, business, IT and programme teams to support alignment and consistency
- Evaluate benefits realisation to input into project portfolio management in large complex programmes so that the Economic and Management case align
- Support sustaining benefits by enabling necessary reporting/management
- Mitigate against common project issues using 5 case model in order to facilitate businesses cases pass through internal approvals processes
- Provide a suggested structure and approach to agreeing business ownership of the benefits, assumptions, and actions required to realise benefits
- Taking a balanced perspective to change management that can focus on people, performance and key business outcomes
- Sustaining the business benefits by embedding the reporting and management required into the organisation
- Agile production methodology built from Capgemini's government experience to enable adapting timelines and priorities across the project and programme

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:

- Adequate and timely provision of input data required for economic and financial modelling (if exists in the organisation)
- Adequate access to key stakeholders and decision makers (technical, policy, strategy, legal, comms, economic, commercial, financial and business SMEs).
- Identification of a Senior Responsible Owner(s) to sign off on the business case

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.

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. Capgemini's consultants and engineers are experienced in providing skills and knowledge transfer for major private and public sector clients.

Where appropriate, Capgemini 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

Capgemini is accredited by APMG to deliver HM Treasury Better Business Cases for Government Foundation and Practitioner courses and examinations. Capgemini have over 170 consultants trained at least at the Foundation qualification (the recommended minimum level for delivering business cases in government), with over 20 consultants at Practitioner Level. Capgemini also offer internal Economics and Finance Coaching. Capgemini can offer all training to clients as part of our engagements.

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.

10 Partnerships/Alliances

There are no partners and/or alliances included as part of these services

11 Sub-contractors

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

- Capgemini Technology Services India Limited.

12 Business Continuity and Disaster Recovery

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

13 Pricing

This service is priced in accordance with the SFIA Rate Card attached. Projects can be priced either on a Time & Materials or Fixed Price basis.

14 Ordering and Invoicing

Please refer to the Supplier Terms for this service.

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

15 Termination Terms

Please refer to the Supplier Terms for this service.

16 Further Information

For more information about this or any of Capgemini's 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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