

Welfare Transformation Delivery

G-Cloud 15





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1 Service Overview

1.1 Welfare Transformation Delivery

Capgemini's Welfare Transformation Delivery service provides support with cloud design and implementation across welfare benefit lines / types. Our experience providing technical and consulting capability has equipped us with a detailed understanding of public sector Digital Strategy, including Strategic Reference Architecture (SRA) and Tech Radar / Tech Stack. We have strong connections to engineering and architecture practices, contributing to the evolution of existing patterns and standards, both adopting and challenging where necessary. We follow the Digital Design Lifecycle, working in collaboration with other Digital teams.

This includes expertise across Agile Delivery Management, Engineering (DevOps, Software Development, Testing), Consulting, User-Centred Design (including Product Management, User Research, UX Design, Content Design), and Business Analysis, working within a Rainbow team accountability model - ensuring cultural fit within your organisation. Capgemini's experience of technology-enabled business transformation has been captured in our Business Transformation (BT) Framework that can establish the basis for us to work with and guide our clients through their transformation journey.

Our engineers take a 'cloud first' approach in their practice, working closely with both AWS and Azure offerings as required, building using Infrastructure-as-Code and Configuration-as-Code, with a preference for automation. Our experienced Software Developers cover all tools and technologies currently used in the Tech Stack, with extensive recent experience working in Java, NodeJS, Springboot, Javascript, Python, HTML, React, Angular, as well as SQL, Oracle and noSQL database applications such as Postgres, MySQL, and MongoDB (and its related offerings). Our Developers have experience in containerisation using Docker and Kubernetes; APIs, RESTful services, and Microservice Architectures; as well as the CASA framework, TDD, BDD, and Nunjucks. Our DevOps Engineers are passionate about automation with the ability to automate software components to develop CI/CD pipelines, using tools such as Unix/Linux, AWS and Azure, Docker, Kubernetes, Terraform, Git / Gitlab and Github. Our Test Engineers can design and build automated test solutions using your preferred tooling, including Jenkins, GIT, CI, Zephyr, Junit, SOAPUI, WireMock, Mocha, Jasmine, Postman, Cucumber, jmeter, Wave, SonarQube, and axe-Core. From an Enterprise Management perspective, all Capgemini resources are highly experienced using collaboration tools, such as MS Teams, Slack, Jira, Confluence, SharePoint, and OneDrive.

Within our team, we also have knowledge / experience of legacy systems, an important capability due to the scarcity of practitioners that can effectively understand, support, and maintain the aging technology and systems that have reached end-of-life.

2 Business Need

This offer is to support Public Sector organisations in the delivery of their digital future and meet their ongoing transformation delivery requirements through the delivery of specific digital outcomes, which will require specific digital capabilities and capacity.

This is led by the digital group who are transforming services so that customers can access vital services quickly, easily and in a seamless and joined up way, ultimately improving the customer and colleague experience.

This extends to:

- understanding and dealing with the causes of poverty rather than its symptoms
- encouraging people to work and making work pay
- encouraging disabled people and those with ill health to work and be independent
- providing a decent income for people of pension age and promoting saving for retirement
- providing value for money and reducing levels of fraud and error

As part of building its digital future, we will work alongside Public Sector organisations to:



- run an effective welfare system that enables people to achieve financial independence by providing assistance and guidance into employment
- increase saving for, and security in, later life
- create a fair and affordable welfare system which improves the life chances of children
- deliver outstanding services to their customers and claimants
- deliver efficiently and transform the way the services are delivered to reduce costs and increase efficiency

3 Our Approach

Working with the Public Sector

We have supported Public Sector organisations to meet complex business and digital objectives for more than 25 years. Capgemini is proud to be a trusted partner across several UK government departments, with circa 5,000 resources working on the UK's largest and most complex Digital transformation initiatives.

Our proven ability working across Welfare

Capgemini has a proven ability working across the welfare space to support project outcomes and area leadership. Regardless of colleague origin or team model, we embrace collaboration and 'leave badges at the door'.

Our diverse teams are experienced in working in a blended, or Rainbow Team accountability model. Various models are used in our engagements across the Public Sector.

Our ability to effectively support multiple areas is made possible by our experience, scale as an organisation, and our continued investment in a large and dedicated Account Management team – worth £700k annually.

Capgemini recognises the value of providing capable and experienced augmented resources, with the right skills mix and cultural fit, to deliver high quality outputs, while offering good value for money. Our team will work alongside the Buyer personnel to support delivery of the digital outcomes, whilst providing continuous knowledge transfer and upskilling to Buyer colleagues within the team environment.

Supporting knowledge transfer and upskilling

We view knowledge transfer as a critical part of every engagement, with project success not measured simply by "crossing the finish line" and delivering an outcome, but in the enablement of the Buyer to maintain and carry forward the work that we have helped to start. We have an 'Assess-Plan-Implement' framework to understand knowledge transfer objectives, plan training delivery and evaluate success. This structures the work of transferring knowledge and skills to the Buyer and creating teams capable of driving change following programme completion. Implicit in the approach is transfer of artefacts and a feedback loop, whereby lessons learnt from knowledge transfer activities/outcomes are used to improve subsequent delivery. We are able to upskill teams by disseminating knowledge within team ceremonies, running training sessions/workshops to share best practice and identify/fill knowledge gaps, as well as targeted individual/team shadowing, reverse-shadowing, '2-in-a-box' delivery and 'brown-bags'.

All Capgemini team members take responsibility for knowledge transfer and cultivating a team culture that shares responsibility to ensure the success of future teams. We find that everyday practice reduces the risk of relying on a single-point handover when changes to team composition or project status occur throughout the engagement. For example, in 2022, we delivered a workshop series to upskill colleagues on naming conventions based on GDS principles. We have also delivered knowledge transfer sessions / articles on OAT, UAT, test tools, CI/CD and automation within Notifications. This is not limited to individual projects; we proactively engage across Public Sector Communities of Practice (CoP) to share knowledge from within teams we are engaged in, and from across our Capgemini ecosystem, bringing innovation and industry good practice. Across the welfare space, our team members have collaborated with Product, Delivery, Architecture and UCD CoPs to help alleviate challenges around tooling, collaboration, knowledge sharing, and simplifying interactions with other areas in the welfare space. As with all UK Government projects, we align to the principles of GDS / Technology Code of



Practice and department-specific best practices, including accurate documentation, resilient engineering, regular collaboration, and sharing with intent.

One significant benefit to working in a Rainbow Team is that it affords our team members more organic opportunities to provide mentorship, share knowledge and expertise, and help to upskill Buyer colleagues. It is important to recognise that this is a two-way process, with our team members also learning and developing throughout as one collaborative team. In our everyday work, we create safe and inviting working environments to encourage everyone to be curious, ask questions, and learn. We invest the time and keenly understand the value in making sure everyone is on the same page and moving forward together. It is important that our clients are set up to be more knowledgeable, more capable, and more empowered than when we started. We encourage knowledge sharing and believe it is important to share missteps and failures, in addition to victories, to help teams understand how to manage and overcome the inevitable challenges within delivery.

Supporting the Operation of a Rainbow Team Accountability Model

- We support the operation of a Rainbow Team accountability model across the welfare space, through collaboration with the area's leadership team to understand their pain points when dealing with delivery, staffing, recruiting, turnover and suppliers. This includes:
- **An established onboarding process tailored for new joiners**
- **Robust pre-vetting and supplier-side support to align cultural fit with proficiency in government standards and practices**, i.e. Government Digital Service (GDS) standards, service manual, design system, assessments, Tech Stack and related ways of working
- **Supplier-side assessment and preparation to ensure team alignment with the Buyer's expectations** for their role, for example, stakeholder management, delivery, user research, effective prototyping, testing iterations, etc. This maintains consistency and predictability across teams. We ensure our people embed with your professional practices, are accountable to your ways of working, and provide effective outcomes. Our ability to align across rainbow teams, at scale, is evidenced by our work across 10 different projects within the SCE programme and through our coordination of 4 product releases within Debt Management (FED) to guarantee the continuous delivery of end user value, while ensuring infrastructure and security updates were completed.
- **QA of the Capgemini team members** by committing a senior resource for oversight. We will work closely with the team to provide proactive checkpoints with colleagues to ensure all Capgemini team members are working well within their teams and meeting overall expectations. We will target areas for improvement, as well as opportunities where Capgemini team members with additional experience can contribute and amplify individual impact. We have dedicated Senior Leaders who proactively provide regular check-ins with project leadership, as well as providing oversight and support for project team members. We have well established and defined escalation routes to Account Leadership to remediate in an efficient and transparent manner.
- To support team morale and well-being, we **stay connected to the wider business and are part of Communities of Practice**, for example, our Architecture, Engineering and UCD communities. This ensures our employees stay connected and can share industry best practice and learnings with their respective rainbow teams.

It is a collaborative and trust-based partnership that helps to consistently introduce top-tier talent without disrupting existing delivery programmes, many of which are vital to the country's most vulnerable citizens and keystones for the Buyer's digital strategy.

Sustainable Scaling

We have an established process in place and a proven track record for sustainable scaling. We will ensure that new team members are properly landed into an area with existing teams and will adopt a flexible approach – recognising that requirements may change. This process has been developed during our long-standing strategic partnership with the Buyer, which ensures we can meet demand throughout the engagement and deliver value at pace. We have a proven eco-system of SME partners who we work with on multiple engagements to provide additional capacity in niche skill areas to enhance our ability to rapidly scale when required. We have leveraged this successfully within SCE, where our partnership with Amber Labs, Experis and Jumar enabled us to scale the



team to 60 resources within a 6-week period at the beginning of 2022. Many of those people are still engaged in SCE now, which demonstrates our effectiveness in sifting potential candidates with the right skills, capability, and cultural fit in a very short timescale.

Continuous Improvement

We will work in partnership with the Buyer to continually improve the way in which the required services are delivered throughout the contract duration. Alongside frequent delivery checkpoint reviews, we will leverage our established and successful multi-tiered joint governance model to ensure continuous improvement at all levels, including strategic.

Whether the project needs a full team to be self-driven and execute, or if we are augmenting existing teams with expertise and additional skill sets, all Capgemini team members can be utilised in either resource model to deliver outcomes. Regardless of model, all colleagues are viewed as Buyer team members – united with a common goal.

Social Value

We also have an established and tailored Social Value framework, plan, and reporting mechanism in place across the Buyer account. We will uplift and build on our existing and established timed action plan, which will be managed by our Social Value Delivery Manager (SVDM), who will be responsible for delivering the plan, as well as monitoring, measuring, and reporting on our Social Value commitments. The SVDM will provide a monthly MI report, including time sheets, to measure and report on the plan, which will also be monitored with quarterly service reviews. We have an established and bespoke Power BI dashboard that will collate quantitative KPI measures with qualitative feedback via surveys and informal discussion. Example KPIs include: Time Spent, Financial Value Invested, Number of Events Attended and Number of People Impacted. Agreed improvements will be applied and their impact tracked.

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:

- The Buyer will provide access to all relevant Buyer systems, software, equipment, and connectivity, through which the Supplier will deliver the Services.
- The Buyer shall complete the on-boarding of the Supplier resources, in reasonable advance of the Start Date.
- The Buyer shall continually provide the Supplier with access to work completed to date to enable Supplier upskilling/knowledge transfer.
- The Buyer will be responsible for providing any information and access to Buyer personnel (and Buyer third party supplier personnel) reasonably requested by the Supplier.
- The Buyer shall raise any issues related to the Supplier's provision of the Services with the Supplier regarding any Services undertaken since the last review in a timely manner and no later than 10 days after the issue has been identified by the Buyer.
- The Buyer shall provide any input materials, tools and access to Buyer resources as required by the Supplier, upon which the Services or related activities may be dependent/based on.
- The Buyer will ensure that individuals taking part in any user research are provided with and have signed a personal data 'consent form' which will be used to gather consent for use of their personal data. The Buyer shall ensure that the consent form provides appropriate links/signposting to the Buyer's privacy notices whether on a website, intranet, employee handbook or other location.



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

The Supplier will manage the performance of its resource and service provided through the Delivery Assurance Manager role and in alignment with Buyer reporting cycles.

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

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.

8 Skills and Knowledge Transfer

Capgemini recognises that skills and knowledge transfer is a critical element in the provision of GCloud 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.

9 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.

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

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

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.

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.

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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