

Valcon G-Cloud Lot 3 Service Definition

AI Target Operating Model (TOM)

[Cloud Migration Planning | Enterprise architecture]

Version 1.0

1. About Us

Valcon is a leading European consultancy specialising in AI and data-driven business transformation, with a growing and established presence in the UK. A trusted partner to major organisations including multiple UK Government departments and public sector agencies. Valcon connects strategy and operations, helping organisations create value in their transformation programmes.

With over 1,750 consultants across Europe, Valcon brings deep expertise across data, AI, technology and consulting. In the UK, Valcon works with clients across financial services, public sector, retail, industrials and infrastructure. Valcon is backed by private equity firm Rivean Capital.

2. Service Description

Design and deliver an AI Target Operating Model, including: governance, structures, capabilities, roles, responsibilities, skills, policies, processes, and assurance. Compliant (UK GDPR/DPA 2018/DUAA 2025) and framework/standards aligned (UK Data & AI Ethics Framework, UK ATRS, ISO/IEC 42001 AIMS, ISO/IEC 23894, and NIST AI RMF) to achieve scalable, AI-enabled transformations.

Features

- Define AI organisational structure, accountability, and funding model (if required).
- Establish AIOps (e.g. LLMOps, MLOps), model lifecycle, and release processes.
- Integrate governance, risk, and compliance controls into operations.
- Identify data foundation improvements to enable trusted AI ready data.
- Design high-level architecture for experimentation, deployment, and monitoring.
- Define scalable performance, bias, and drift monitoring approach.
- Create procurement, vendor, and third-party guardrails and risk processes.
- Design workforce, capability, and skills development pathways.
- Establish service management and operational support processes.
- Deliver prioritised TOM roadmap, communications, change management plan, and OKRs/KPIs.

Benefits

- Builds AI organisation enabling personalised services, performance improvements, and savings.
- Accelerates safe AI delivery with repeatable, governed operating processes.
- Reduces operational risk through embedded controls and assurance.
- Establishes mechanisms to enhance model quality (robust data and monitoring).
- Optimises spend through shared services and reuse.
- Strengthens transparency and accountability across AI services.
- Streamlines procurement and onboarding of AI vendors.
- Builds sustainable workforce capability and knowledge.
- Increases agility while maintaining regulatory compliance.
- Delivers measurable outcomes with TOM OKRs/KPIs and dashboards.

3. Approach

Subject to budget and agreed scope our typical approach for this type of engagement follows.

Discovery, Assessment and Ambition

We begin with a discovery phase to understand your existing and desired future use of AI. This involves collating information from across teams, programmes, projects, datasets, systems, contracts, and third party solutions. We gather evidence and requirements through a number of mediums including: stakeholder interviews, surveys, artefact reviews, workshops and working sessions. We assess the operating model against industry best practice approaches, regulatory obligations and preferred frameworks, standards and guidance, including: AI Playbook for Government, UK Data & AI Ethics Framework, UK Algorithmic Transparency Record Standard (ATRS), ICO guidance, UK GDPR, Data Protection Act 2018, DUAA 2025, ISO/IEC 42001:2023 AI management system (AIMS), ISO/IEC 23894:2023 (AI risk), NIST AI Risk Management Framework. We identify gaps between the current and desired state to form a practical set of recommendations and prioritised roadmap to close the gap. This will include an assessment of risks in applying AI in context (e.g. to specific processes) and, where necessary, a transition plan with interim states to ensure an effective transformation.

Design and Define

We use agile delivery starting with a Design sprint comprising joint workshops with your key stakeholders to form a backlog of activities and co-design key aspects of the Target Operating Model spanning people, process and technology, commensurate with your AI vision and risk appetite. We provide pragmatic steps to address any capability gaps that may include structural design changes to establish optimal team setup, reporting lines and interaction models.

We iteratively develop useful artefacts, including: Responsible AI principles, Responsible AI policy, Responsible AI Impact Assessments, Fairness and Explainability checklists, Data Protection Impact Assessments (alignment), and Safety and Robustness test protocols. As required, we design or propose changes to your current Data & AI governance, including: principles, policies, standards, and controls covering AI lifecycle stages e.g. problem framing, data acquisition, model development, validation, deployment, monitoring, retirement.

We define clear roles and decision rights for senior responsible owners, model risk committees, ethics boards, and service teams, as necessary, adapting and aligning our approach with your existing governance and escalation routes to achieve the optimal blend of control and efficiency. We define human oversight processes to define decision thresholds, escalation paths, and review cycles, ensuring meaningful human control where required. We specify explainability levels aligned to user groups/personas e.g. technical, operational, and public, alongside accountable and accessible algorithmic transparency records.

Operationalise and Improve

We partner with you to realise the immediate changes, sitting alongside your people to embed the new approach. A phased roll-out targets specific teams with high impact services first, building momentum and refining patterns. This involves coaching and guiding senior leaders, priming them with clear messaging to engage their teams, backed up by targeted data and AI literacy development for critical roles to safeguard the success of AI initiatives. Where core capability gaps remain we can provide access to our expert data and AI specialists to keep your efforts on track while also supporting resourcing activity such as drafting or reviewing job specifications to fill critical AI positions.

With key teams in place, we concentrate on establishing governance and metrics oversight (e.g. ethics board or model risk committee) to review high risk deployments and lessons learned. Followed by embedding Responsible AI gates into delivery stages: problem framing, data preparation, model development, validation, release, monitoring, retirement with mandatory controls and evidence capture. Our monitoring covers robustness, drift, performance/system health, and harms/ethical risks, including incident response playbooks and reporting channels. Our Responsible AI advice on guardrails, clauses, model cards, data sheets, and service level expectations around transparency and monitoring provide you with the information you need to strengthen your procurement and vendor governance.

Adoption and handover

Our expert consultants underwrite your investment by priming you and your teams for business change through our implementation readiness service. We assure broader adoption of new ways of working with our proven change management expertise and experience, including: targeted communications, training, role-based enablement, and tailored guidance materials for all relevant personas/roles. All supported by comprehensive knowledge transfer, supervision and hypercare to ensure maximum uptake and a seamless transition to BAU.

Deliverables & Outcomes

Subject to budget and agreed scope, typical deliverables and outcomes include:

TOM - Discovery

- Initial findings & recommendations
- Full findings & recommendations incl. current state assessment and desired future state
- Prioritised implementation roadmap

TOM - People & Culture

- Comms - multi-channel comms plan and content
- Measurement - OKRs | KPIs | Metrics | Value Tracking | Monitoring dashboards
- Governance - Groups/Forums | Decisions Rights | Risk Management | Escalation Routes | ToRs
- Culture - Value alignment | Data & AI Literacy & behaviours | Ways of Working
- Capability Development - Capability Maps | Role Definition | Responsibilities | RACI
- Structure - Teams | Reporting lines
- Resourcing - Job Specification
- Training - Development Pathways | Training materials

TOM - Policy & Process

- Responsible AI principles
- Policy definition - Responsible AI policy | AI Usage policy
- Standards - Language | Terminology | Algorithmic transparency record templates
- Assessment Toolkits - Responsible AI Impact Assessments (RAIAs), fairness, explainability, DPIA refresh/alignment
- Process - Induction/Onboarding | Bias testing protocols | Incident management playbooks
- Guidance definition & publication - Policy/Process guidance

TOM - Data & Technology

- Technology landscape
- Technology Selection | Prototyping
- System mapping
- System ownership
- System suitability

4. Effort and Cost

Effort will be determined collaboratively between the Valcon and the client based on the skills mix and scope required.

Please refer to the Pricing Document for current rates.

- Rate card prices are exclusive of VAT.
- Expenses are recharged at cost and supported by receipts.
- Expenses may include reasonable travel, accommodation, and subsistence costs.
- The payment schedule will follow milestone completions as agreed in the Statement of Work.

5. Assumptions

The successful delivery of the engagement depends on assumptions and dependencies jointly agreed between the Valcon and the client. These may include (but are not limited to):

- Access to required stakeholders, systems, or information
- Timely decisions and approvals
- Availability of resources and infrastructure
- Defined governance and communication processes

All assumptions and dependencies will be recorded and validated as part of the Statement of Work (SoW).