



Strategy, Policy & Operating Models

G-Cloud 15 Framework
Lot 3 Cloud Support: Service Definition

January 2026

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Service overview

At AtkinsRéalis, we help public sector organisations **tackle their most demanding strategic challenges with confidence**. We work alongside our clients to:

- ask the right questions
- define clear direction
- translate ambition using structured, proven techniques that have benefitted our clients in the UK and worldwide.

Our strategy, policy and target operating model (TOM) services are designed to create **sustainable value and enable organisations to deliver better services**, more efficiently.

Our consultants bring deep experience from some of the UK's highest-profile and most complex transformation programmes across the energy, defence and transport sectors.

Our strategic advice is informed by AtkinsRéalis' unrivalled end-to-end delivery capability. This means we move seamlessly from strategy formulation to co-creating policies and operating models for cloud services and cloud-enabled organisations that are grounded in operational reality, and ready to implement.

We understand how to work closely with leaders, operational teams and stakeholders within your own regulatory frameworks and legal constraints, to define a **shared vision** and clear objectives. We undertake robust internal and external analysis to identify opportunities, risks and constraints, and develop actionable strategies that align with clients' organisational priorities. Built-in evaluation and iterative review ensures strategies remain dynamic, responsive and resilient in the face of change.



Our work spans the full strategic lifecycle and draws on a multidisciplinary skillset including:



Strategy and policy
development



Target operating
model design



Organisational
culture and capability
development



Business change
and stakeholder
engagement



Strategic modelling
and benefits
management



Business analysis and
commercial
procurement

In recent programmes we have:



Supported **Heathrow Airport** to make major investment decisions as part of their security transformation



Developed a novel approach to assessing non-quantifiable benefits as part of the **Outline Business Case**, a major MOD procurement (Category A)



Evaluated a multi-year series of business support programmes for **DCMS**, providing actionable recommendations.

Our service in action

We support operational, tactical and strategic TOM development, ensuring alignment with wider organisational and cloud strategies.

For cloud services, **we leverage our sector-leading digital capabilities** to take account of the latest developments in cloud environments at every stage. Our services typically include:

- As-is organisational assessment and process mapping.
- Business analysis and process optimisation.
- Digitalisation and automation recommendations.
- Target operating model design and blueprinting.
- Organisational structure and governance design.
- Digital capabilities and technology architecture.
- Data and information management strategy.
- Performance measures and KPI frameworks.
- Change management and talent development plans.
- Implementation roadmaps, pilots and transition planning.

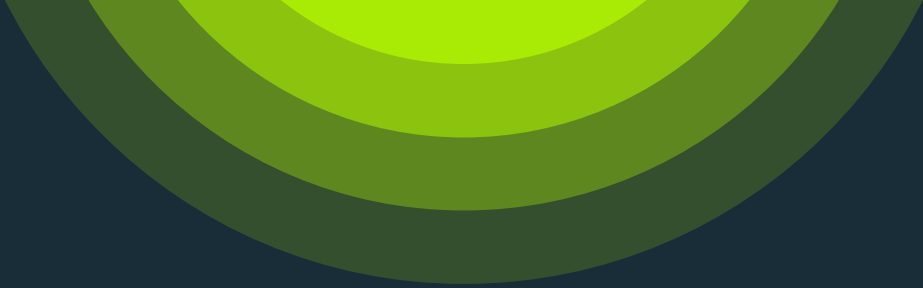


Why choose us? - trusted results, proven impact

AtkinsRéalis offers a **full-lifecycle, flexible approach** to strategy, policy and operating model development, from discovery and design through to implementation, embedding and transition to business as usual. Our modular services can be delivered individually or combined to meet each organisation's specific needs.

Our policy development experts offer skills in data modelling, stakeholder engagement, regulatory analysis and helping you create documents that accurately interpret ambition and enable delivery.





We understand that a target operating model does not exist in isolation.

It acts as the critical bridge between an organisation's vision, mission, strategy and day-to-day operations.

Our TOM services translate strategic intent into operational capability, **defining how people, processes, technology, data and governance work together in the right place, at the right time**. Our methodology blends management consultancy and technology expertise, supported by professionally qualified practitioners with recognised industry certifications. We use our own design toolkits alongside the Ashridge Operating Model Canvas, providing a clear, one-page blueprint that creates shared understanding, surfaces key decisions and builds consensus before detailed design begins.

When working on digital services, we support clients to understand the regulatory landscape that their organisations operate within. For instance, **we ensure that all online services are fully accessible** – drawing on our extensive experience of GDS processes and guidance such as WCAG 2.2. We assist organisations to develop Cloud strategies encompassing multi-Cloud adoption, workload management, and change management approaches. We focus on maintaining service continuity, managing risk, and ensuring compliance while balancing innovation and commoditisation. We help organisations pivot from capital to elastic revenue expenditure, optimising financial resources for Cloud investments.

Benefits

Our approach delivers clear, measurable benefits, including:

- Future-proof, scalable and agile operating models.
- Improved operational efficiency and productivity.
- Better alignment between strategy and delivery.
- Data-driven decision-making and performance insight.
- Increased adaptability to policy, funding and technological change.
- Faster adoption of new services and ways of working.
- Stronger staff capability, morale and engagement.
- Reduced duplication, waste and operational friction.



How we work

We place collaboration and knowledge transfer at the heart of delivery. Through structured workshops, stakeholder engagement and training, we ensure transparency, buy-in and lasting capability. Our teams work alongside client staff to upskill internal teams, address cultural barriers and leave behind practical tools, documentation and governance frameworks that support long-term success.

We use best practice, ISO aligned tools to support our work so that our teams can deliver at pace – including internal repositories. Our teams are expert at selecting and using modern tooling (including AI tools where appropriate) - including the full Microsoft 365 suite and proprietary tools such as Miro, Tableau, Visio etc. We work flexibly with clients to adapt to their architecture and security restrictions depending on the required environment (for instance using a client instance of Power BI to ensure data ownership is preserved).



Case studies

Find out how our impact is demonstrated
through real-world delivery

CASE STUDY

Network Rail

East Coast Digital Programme (ECDP)

Delivering a £2.2bn, 10-year digital signalling transformation across over 30 organisations and 6,000 workers, AtkinsRéalis acted as a Rail Systems Integration Partner. We aligned industry partners, defining programme strategy, operating model, and change strategy, and enabling Network Rail's operational readiness.

Key Services: Capability planning, programme strategy, and re-defined operating model enabling performance benefits.

£8bn

**Predicted in cost
reduction**



- Projected £8bn signalling cost reduction over 15 years
- Unified benefits across 13 partners, proactive union engagement, and clarified Network Rail's recipient role



CASE STUDY

Heathrow

Engineering futures

We designed Heathrow Engineering's vision, purpose, target operating model, business case and roadmap, shaping digitalisation and workforce transformation. Strong senior stakeholder alignment achieved. Key Services: Business case development, benefits case, strategy and operating model creation.



- Agreed TOM, business case and benefits plan
- Identified value-chain efficiencies
- Secured buy-in and transferred delivery plan to Heathrow staff.



CASE STUDY

National Highways

Road investment strategy development

We are a Technical Partner supporting UK Government's 2026-2031 strategy, leading integrated consultancy activities across safety, capacity, quality, user experience, economic growth and net zero objectives.

Services Provided: Strategy, business processes, risk & compliance, planning, benchmarking, capability reform, performance strategy, efficiency measurement.



- High-quality evidence base for multibillion pound investment draft
- Strategic Business Plan
- Delivery Plan aligned with DfT and ORR expectations.



About AtkinsRéalis

AtkinsRéalis is a global leader in engineering, design, and digital services, renowned for delivering end-to-end solutions across government, infrastructure, energy, transportation, and technology sectors.

Founded in 1911, our company operates in over 160 countries with a workforce of more than 36,000 professionals, combining deep technical expertise with cutting-edge digital innovation. Notable for internationally recognised engineering projects such as the Burj Al Arab, the Ho Chi Minh City Skyscraper and the Elizabeth Line, alongside digital projects for MoD, HMRC, National Highways and Heathrow, we have earned a reputation for consistently delivering high-quality work.

Our digital capabilities span business strategy, architecture, design, implementation, project management, and lifecycle support, leveraging advanced technologies such as AI, digital twins, and data-driven systems to transform government, infrastructure and energy systems worldwide. With our strong focus on human-centric design, resilience, and sustainability, AtkinsRéalis is a trusted partner for complex, mission-critical projects for clients across government, defence, infrastructure and beyond.



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