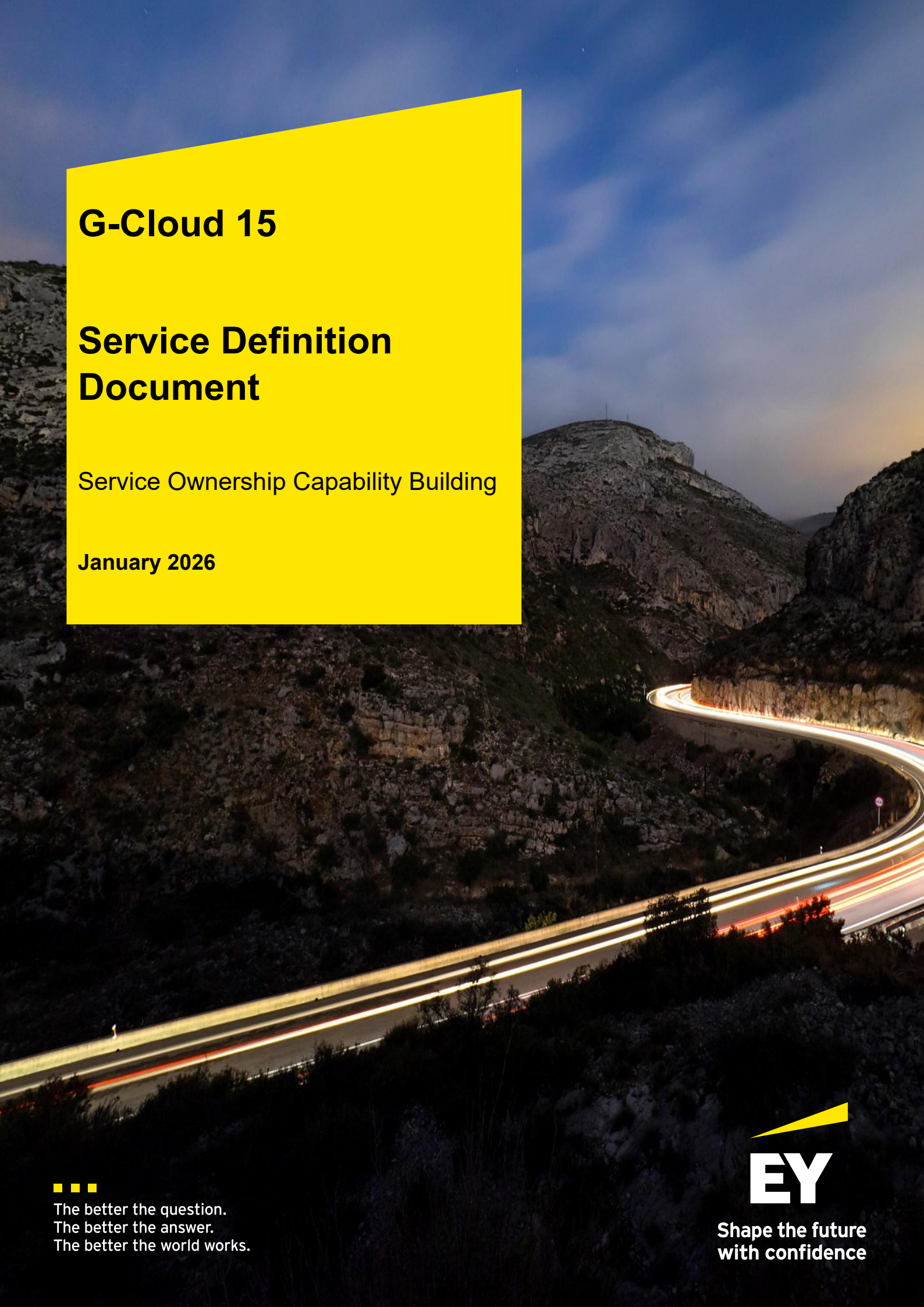




G-Cloud 15

Service Definition Document

Service Ownership Capability Building

January 2026



The better the question.
The better the answer.
The better the world works.



**Shape the future
with confidence**

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1. Service detail

EY and EY Studio+ help public sector organisations establish and embed Service Ownership as a practical model for running end-to-end services. We design the roles, governance, measures and ways of working that make service performance visible and manageable, especially where delivery spans multiple teams, suppliers or partner organisations.

Our team brings together human centred design, technology, AI, data and agile delivery with methods that are fully aligned to the GDS Service Standard and tested across the public sector. We work alongside service, policy, operations and digital teams to build capability while delivering tangible improvements.

1.1. Who this service is for

This service is designed for organisations that need clearer accountability for service performance across complex delivery landscapes, including:

- Senior Responsible Owners and programme leaders
- Service Owners and Heads of Service Management
- Digital, Data and Transformation leaders
- Operations leaders (contact centres, frontline delivery, back office)
- Policy and governance leads involved in service decisions
- Commercial and supplier management teams (where third parties support delivery)

1.2. What outcomes this service is designed to create

- **Clear end-to-end accountability** for how a service performs and improves over time
- **Faster, simpler decision-making** with empowered forums and well-defined decision rights
- **Better service health visibility**, using dashboards and agreed measures that teams trust
- **Stronger control of risk and dependencies**, identified earlier and managed with confidence
- **More effective cross-functional collaboration**, supported by shared behaviours and working practices
- **Benefits and outcomes that are tracked and realised**, linked to service performance and delivery priorities

1.3. What this service covers

We tailor the capability build to your context and maturity. It is delivered through five modules that can be bought as a programme or in blocks.

Module	When it helps most	Typical outcomes
1. Service ownership readiness and diagnostic	When you want to understand what you have today and establish immediate next steps for change	Clear baseline, priority actions and an implementation plan

2. Service model and foundations	When you want to define your service portfolio and identify the core components to run it	Agreed service definitions, service map and ownership boundaries
3. Roles, decision rights and governance	When you need to put accountable roles and effective forums in place	Role clarity, RACI, governance map and decision cadence
4. Performance, measures and dashboards	When you need to measure service performance and actionable steps to improve service health	Outcome measures, dashboard requirements and performance rhythm
5. Ways of working and capability transfer	When you need to embed behaviours, routines and skills that stick	Playbooks, templates, coaching and a scalable capability pathway

1.3.1 Module 1: Service ownership readiness and diagnostic

What it is

A structured assessment of your current service ownership readiness across service definitions, leadership sponsorship, roles, governance, data, tooling and organisational capacity.

What it includes

- Review of existing service artefacts (journeys, blueprints, performance dashboards, governance packs)
- Targeted interviews across service, policy, operations, digital, data and commercial
- Identification of existing tasks and responsibilities across multiple teams to identify blockers such as overlapping accountabilities, decision bottlenecks and missing data
- A practical plan for sequencing, including what can be piloted early

What you get

- Readiness assessment and capability baseline
- Priority recommendations and a phased plan (0–3 months, 3–12 months, 12+ months)
- Clear early actions to reduce delivery risk and build momentum

1.3.2 Module 2: Service model and foundations

What it is

A clear directory of your services and the components required to manage them. This creates a shared language and sets boundaries for accountability.

What it includes

- Defining the service portfolio and how services relate to customer journeys
- Agreeing a consistent service taxonomy and service map (tailored to your context)
- Capturing the core components needed to run each service end-to-end
- Clarifying service-level outcomes so service ownership has a measurable purpose

What you get

- Agreed service definitions and service map

- Ownership boundaries and escalation routes for shared components and dependencies
- A service foundations pack that can be reused across services and programmes

1.3.3 Module 3: Roles, decision rights and governance

What it is

A practical operating model for Service Ownership, including accountable roles, decision rights and forums that support delivery and continuous improvement.

What it includes

- Role design for Service Owner and supporting roles (including sponsorship and benefits ownership where relevant)
- RACI and decision-rights design for key service activities
- Governance mapping, including which forums decide what, and at what cadence
- Streamlining governance so it focuses on decisions and outcomes rather than reporting volume
- Definition of the “healthy tension” needed between delivery leadership and service leadership, so performance improves

What you get

- Role descriptions and accountability model
- Governance blueprint and meeting cadence
- Decision principles and escalation paths
- A practical mobilisation plan for moving from current state to the new model

1.3.4 Module 4: Performance, measures and dashboards

What it is

A service performance approach that links outcomes, operational performance and delivery priorities. It helps service owners lead evidence-based discussions and supports teams in making decisions with confidence to maintain a clear view of service health.

What it includes

- Defining outcomes and measures that matter for the service and its users
- Identifying data sources and gaps, including what is needed for meaningful service insight
- Designing a service performance dashboard with clear ownership and actions
- Setting up a performance rhythm (forums, inputs, decision points, follow-up actions)
- Linking service measures to benefits tracking so value is visible and managed

What you get

- Outcome and KPI framework, with clear definitions
- Dashboard requirements and a plan to implement (or improve) service reporting
- Performance board pack structure and an operating rhythm that drives action

1.3.5 Module 5: Ways of working and capability transfer

What it is

An embedded capability build that helps teams adopt consistent behaviours and working practices, supported by templates, playbooks and coaching. This is where the operating model gets translated into practices and standards in day-to-day delivery.

What it includes

- Practical playbooks for service ownership and management activities and decision-making
- Ways of working that support cross-functional collaboration across organisational boundaries
- Guidance for values-led objectives and performance focus, where appropriate
- Coaching and skills uplift for Service Owners and their teams
- A scalable approach to onboarding and internal community building

What you get

- A Service Ownership toolkit: playbooks, templates and examples teams can use immediately
- Coaching plan and capability pathway for key roles
- Transition approach so the organisation can sustain the model without external support

1.4. How we work with you

- **Start with foundations:** define services and accountabilities clearly before redesigning governance and measures
- **Co-design with the people who run services:** service, ops, policy, digital and commercial are involved from the start
- **Make decisions easier:** governance focuses on a small number of empowered forums with clear inputs and outputs
- **Use evidence to drive action:** dashboards and measures are designed around decisions, not reporting volume
- **Embed capability as we deliver:** coaching and practical assets are built into the work, not added afterwards

1.5. Examples of approach (how we deliver the work)

- **Light-touch discovery** to establish service boundaries, pain points, decision bottlenecks and immediate risks
- **Diagnostic and observation** of governance, forums and performance reporting to identify what is slowing delivery
- **Sprint-based design** of roles, RACI, governance and dashboard requirements with rapid iteration and leadership alignment
- **Pilot and scale:** implement Service Ownership in one priority service, then reuse patterns and assets across the portfolio
- **Embedded team** supporting Service Owners through early performance cycles so the model becomes routine

1.6. What we need from you

- A senior sponsor who can back role and governance changes
- Named service owner(s) and access to delivery leadership and operational leads
- Existing governance artefacts and access to service performance data
- Agreement on the priority service(s) to pilot, where relevant
- Time with teams across service, policy, operations, digital, data and commercial

1.7. Typical team (scaled to need)

- Service management and operating model specialists
- Experience and service design
- Data, performance and measurement specialists
- Delivery leadership and change support
- Governance, risk and controls support
- Commercial and supplier management input (where applicable)

2. Key contacts

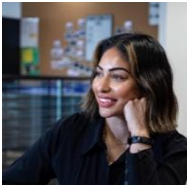
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