



Organisational Design and Target Operating Model Development

Contracting body

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Service Definition overview

Let's work together to design an operating model that aligns to your strategy, delivers value earlier and evolves with your organisation. Our service aligns organisational design with product and platform functions, service delivery, IT capabilities and core business operations to create a coherent, future-ready operating model that accelerates value realisation.

Building on our capability led approach, we use iterative cycles of assessment, design and validation to ensure every recommendation is evidence based and directly linked to your strategic imperatives. Through rapid proofs of concept, scenario testing and early pilots, we validate assumptions in real-world settings and demonstrate measurable value earlier in the journey, reducing uncertainty and strengthening decision-making.

By embedding AI-enabled analysis throughout discovery and design, we accelerate insight generation and highlight where AI, automation and digital tools can enhance products, services and organisational performance. Our approach is holistic, ensuring your people, processes, culture, governance, technology, platforms and partner ecosystem work together to support strategic outcomes.

The result is a practical, adaptive and future ready operating model that supports sustainable long-term success. It enables organisations to continually evolve their service, product and platform delivery in line with changing demand, emerging technologies and the expectations of citizens and stakeholders.

Why CGI?

CGI brings a unique combination of deep public sector expertise, proven transformation capability and advanced AI driven insight to deliver complex organisational change with confidence. Our consultants have extensive experience across organisation design, enterprise architecture, service design, product and platform management, IT operations and business transformation ensuring every recommendation is both evidence based and grounded in real delivery.

We are recognised for our people-centred approach, working collaboratively with clients to make change achievable while strengthening capability across product, service, IT and business teams. Our commitment to co design ensures that operating model decisions are understood, owned and supported at every level of the organisation.

As part of CGI's global network, we provide the scale, stability and multidisciplinary expertise needed to design and deliver future ready operating models that fully align with organisational ambition. Our teams draw on leading capability in digital engineering, cloud, AI, cybersecurity and managed services, enabling us to advise on what to deliver internally, what to outsource and how to build robust intelligent client functions that manage complex supplier and platform ecosystems effectively.

This combination of sector knowledge, technical breadth and practical delivery experience positions CGI as a trusted long-term partner for organisations seeking to modernise services, strengthen operational resilience and accelerate value realisation.

1. Service Description

1.1. The Challenge

Organisations increasingly struggle to maintain a clear and consistent link between their strategic intent and the way their people, processes, governance, technology and delivery functions operate in practice. Under pressure from day-to-day service delivery, legacy structures and fragmented decision making, operating models often evolve reactively rather than intentionally.

This challenge is heightened as organisations manage more complex combinations of digital products, enterprise platforms, service operations, IT systems and business processes. Fragmented ownership, unclear decision rights and limited visibility of end-to-end value flows make it difficult to understand where value is created or lost and how effectively digital or AI enabled tools are being applied.

In increasingly interconnected supplier and partner ecosystems, organisations also require stronger intelligent client functions and clearer decisions about which capabilities to develop internally versus outsource. Without an evidence-based, strategically aligned and digitally aware approach, operating model change becomes high-risk, slows value realisation and limits the organisation’s ability to innovate or adapt at pace.

1.2. Our Approach

CGIs structured four-phase framework Assess, Plan, Perform & Sustain enables organisations to translate strategic objectives into measurable and lasting transformation outcomes. Our approach ensures the operating model is intentionally designed around your priorities while unlocking early value and embedding the product, service, IT and business capabilities required for a modern, digitally enabled organisation.



Figure 1 - Enables organisations to translate strategic objectives into measurable and lasting transformation outcomes

We begin with a forensic assessment of how your current structures, roles, governance, culture, processes, capabilities and digital ecosystem support or hinder strategic intent, identifying the value opportunities, constraints and capability gaps that will shape the future model. Building on these insights, we plan a clear, prioritised roadmap that defines the critical capabilities, design principles and delivery decisions needed to realise the target operating model in a manageable and sequenced way.

We then perform the design through iterative cycles of development, testing and refinement across product and platform management, service operations, IT functions and business processes. Proofs of concept, scenario modelling and early pilots ensure that each component of the operating model is validated by real world evidence, de-risking change and demonstrating value earlier in the journey.

Finally, we sustain the transformation by embedding the governance, roles, performance measures and organisational capabilities required to maintain momentum and support continuous improvement. This ensures

the operating model remains resilient, adaptive and able to evolve in response to policy shifts, technological change and shifting organisational demands.

The service is delivered by a multidisciplinary CGI team, bringing together organisation design specialists, service designers, enterprise architects, agile delivery leads, product and platform experts, data analysts and change professionals to ensure full coverage across all components of the target operating model. Delivery can be provided onsite, remotely or through a hybrid model depending on organisational needs, stakeholder availability and security requirements.

1.3. The Benefits

Our iterative, evidence-based approach delivers measurable value early in the transformation journey while increasing confidence in operating model design and implementation. By linking every component across product and platform functions, service operations, IT and business processes directly back to strategic intent, organisations achieve stronger alignment between priorities and execution.

AI enabled insight improves decision making, identifies bottlenecks and pinpoints where change will have the greatest impact, enhancing both service outcomes and operational performance. Organisations benefit from clearer accountabilities, better integrated processes and systems, improved governance and risk management, and greater agility in responding to policy, demand and technology shifts.

The operating model becomes more resilient, adaptive and capable of evolving alongside emerging technologies, market pressures and organisational needs. It embeds the culture and capabilities required for continuous improvement across service delivery, product management, business operations and IT. Ultimately, this creates a future ready operating model that improves service quality, strengthens citizen and stakeholder outcomes and maximises sustainable value realisation.

2. Service Pricing and Terms and Conditions

2.1. Pricing

Please refer to the associated Pricing Document relevant for this Service.

2.2. Terms and Conditions

Please refer to the associated Terms and Conditions Document relevant for this Service including termination by the Buyer or Supplier.

3. Further information

For more information about this or any of our G-Cloud services, please contact us:

Phone: +44 0845 070 7765. Ask to speak to the G-Cloud team.

Email: uk.gen.ccsframeworks@cgi.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.

We will prepare a quotation for you. Once the quotation is agreed upon, we will issue you the necessary documentation (as required by the G-Cloud Framework) and ask you to provide us with a purchase order.

Once we have received your purchase order, the services will be configured to the requirements agreed with invoices issued to you for the services procured. On a monthly basis, we will also complete the mandated management information reports to Government Procurement.

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The information in this proposal is submitted on 30 Jan 2026 - Issue 1.0 on behalf of CGI by the following authorised representative:

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