



Service Design

Contracting body

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CGI

Table of contents

1.	Service Description	4
1.1.	The Challenge	4
1.2.	Our Approach	4
1.3.	Benefits	6
2.	Service Pricing and Terms and Conditions	6
2.1.	Pricing	6
2.2.	Terms and Conditions	6
3.	Further information	7
PROPRIETARY AND CONFIDENTIAL		8

Service Definition overview

Public Sector Service Design at CGI helps public-sector organisations create services that are effective, accessible and demonstrably valuable for users and staff. We combine user-centred design with organisational, operational and digital expertise to ensure services work in practice, not only on paper.

This is delivered through CGI's Business Service Design methodology, a structured and value-led approach tailored to the needs of public-sector environments.

Our consultants bring first-hand public-sector experience, enabling us to design services that reflect real operational pressures, policy environments and the practical realities of delivering public services.

We begin every engagement by identifying the value outcomes organisations need to achieve. These value imperatives shape every phase of the work: from research and design to prototyping, testing and implementation. By focusing on value from the outset, we ensure that improvements directly support strategic goals, deliver measurable benefits and can be demonstrated early through iterative testing.

The work is delivered using the Double Diamond framework as a structured foundation, enhanced with agile delivery, co-production and continuous validation. This ensures that design decisions are informed by real user needs, operational insights and organisational priorities, and are tested through practical experimentation such as prototypes, workflow pilots, governance trials or service simulations.

With local presence across the UK and global expertise behind us, CGI brings the right blend of design capability, strategic understanding and technical knowledge to support sustainable, evidence-based service transformation.

Why CGI?

CGI is a trusted transformation partner to public-sector organisations across central government, local government, health, policing, justice and education. We bring multidisciplinary expertise that enables us to design services that work across the entire organisational landscape from user experience and frontline delivery to processes, people, governance, data and technology.

A key strength of our offer is that our delivery teams include practitioners who have worked directly within public-sector organisations in roles across central government, local government, health, policing and other frontline services. This practical experience ensures our work is grounded in real operational understanding, not just methodology.

Our teams include specialists in business service design, operating model and organisational design, governance, digital transformation, data and business change. This blend of capability allows us to design services that work end-to-end and are grounded in real operational needs. We combine deep public-sector experience with proven methods for value-led design, iterative testing and measurable improvement, ensuring that services are practical, inclusive and aligned to organisational priorities.

CGI's approach is grounded in:

- **Value-led design** – Every engagement begins with identifying the value imperatives, outcomes and benefits the organisation aims to achieve.
- **Evidence through iterative testing** – We prioritise proof-of-value, using prototypes, workflow tests or governance pilots to demonstrate impact early and reduce risk.
- **Co-production and collaboration** – We work closely with service teams, operational staff, citizens and partners to co-design solutions that are realistic, inclusive and workable.
- **Deep public-sector experience** – Our consultants understand the standards, regulations and operational contexts that shape public-sector service delivery.
- **Scalable capability** – With more than 94,000 professionals worldwide and strong local presence across the UK, we draw on extensive expertise to deliver sustained, long-term partnership.

CGI delivers Public Sector Service Design using a Business Service Design methodology that is practical, value-focused and aligned to real organisational goals giving our clients confidence that improvements will work in practice and deliver measurable outcomes.

1. Service Description

1.1. The Challenge

Public-sector organisations operate in complex environments shaped by changing policy demands, financial pressures, legacy systems and growing expectations from citizens and service users. As services evolve under these conditions, they can become difficult to navigate and challenging to improve in a coordinated way.

Many organisations tell us they face challenges such as:

- Services that have grown organically over time, creating complexity for users and staff.
- Processes that no longer fully reflect current needs or ways of working.
- Limited capacity to explore problems in depth before solutions are developed.
- Difficulties aligning change across multiple teams or partners.
- Challenges demonstrating early value when working within fixed budgets and constrained timelines.

These issues are common across the public sector and reflect the real-world pressures that teams are working within not a lack of capability or commitment.

Business Service Design provides a structured, collaborative way to address these challenges by helping organisations understand needs clearly, align change around value, and test ideas early before scaling them more widely.

1.2. Our Approach

We apply a Business Service Design approach, underpinned by the Double Diamond model, strengthened with value-led thinking, inclusive co-production and iterative testing. This ensures that design decisions are grounded in evidence, aligned to organisational priorities and validated through practical experimentation rather than high-level theory.

This approach reflects CGI's Business Service Design methodology, which combines structured analysis with co-production and evidence-led testing.

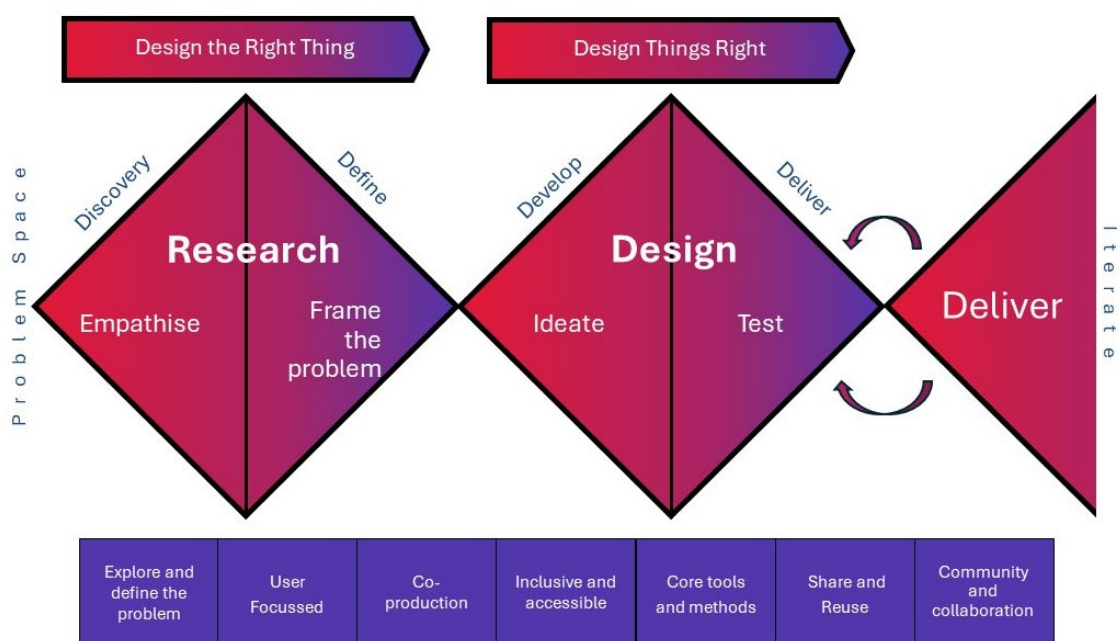


Figure 1. The Double Diamond framework — a structured, iterative approach supporting exploration, prioritisation and solution development

We begin by establishing a shared understanding of the value outcomes driving the work. This includes identifying the organisation's strategic imperatives, the benefits expected and how success will be measured. These value foundations act as a guiding thread throughout the engagement, ensuring that each activity contributes meaningfully to the outcomes the organisation needs to achieve.

Discover

In the Discover phase, we build a detailed picture of how the service operates today. We explore user needs, staff experience, processes, policy influences, technology and data to understand the full context of the service. This phase is highly collaborative and may include research sessions, workshops, shadowing or data analysis. The goal is to understand why challenges exist, not just where they appear.

Where appropriate, we draw on consultants with direct public-sector experience to ensure insights reflect the realities of service delivery environments.

Define

Insights from discovery are then synthesised to clarify the problem space. We identify patterns, root causes and priority opportunities for improvement. This phase results in clearly framed problem statements and design challenges that are aligned to the organisation's value objectives. Where helpful, we use tools such as journey maps or service blueprints to illustrate findings and support shared understanding.

Develop

The Develop phase focuses on exploring and testing potential solutions. Rather than aiming for a single, fully formed design, we iterate through small, contained experiments that help build confidence and reduce risk.

These may include:

- Rapid prototypes or mock-ups
- Process or workflow trials
- Governance or decision-making simulations
- Co-design sessions with users and staff
- Service scenarios or role-play testing.

Each iteration provides evidence of what works, what needs refinement and how the solution performs against the organisation's value imperatives.

Where helpful, organisations can also explore how emerging technologies such as AI agents might support and augment certain stages of service delivery. This is used selectively and only where there is clear value, readiness and organisational appetite.

Deliver

In the Deliver phase, we support the practical implementation of validated solutions. This includes defining the enabling processes, roles, governance and capabilities needed to embed the change. Delivery is broken into achievable stages to ensure progress is visible and benefits can be realised incrementally. We also help organisations track impact through clear measures and feedback loops, enabling ongoing optimisation.

Modular and Flexible

Our approach is fully modular, allowing organisations to select just the components they need or engage us for end-to-end service transformation. Modules can include:

- Research and discovery
- Journey mapping and service blueprinting
- Operational and process assessment
- Operating model or governance design
- Prototype development and testing
- Benefits measurement and value tracking
- Change and capability development.

This modularity ensures that organisations can prioritise the areas that will deliver the greatest value and scale the approach as their needs evolve.

1.3. Benefits

CGI's Business Service Design approach delivers benefits that are both immediate and long-term, helping organisations improve services while building capability for sustainable change.

- **Improved User and Staff Experience:** Services become clearer, more consistent and easier to navigate, supporting better outcomes for citizens and more effective working for staff.
- **Early and Measurable Value:** Iterative testing - through prototypes, workflow pilots or governance trials enables organisations to demonstrate impact early and refine solutions before scaling. This supports better decision-making and builds stakeholder confidence.
- **Greater Operational Efficiency:** Streamlined processes, clearer pathways and better-aligned roles reduce effort and duplication, helping teams work more effectively and improving service reliability.
- **Reduced Delivery Risk:** Evidence-led experimentation allows organisations to validate assumptions and understand operational implications ahead of implementation, reducing the risk of investing in solutions that don't meet real needs.
- **Alignment to Strategic Priorities:** Design decisions are grounded in the organisation's value imperatives, ensuring that improvements support wider objectives and deliver benefits where they matter most.
- **Stronger Governance and Accountability:** Improved decision-making structures, clearer ownership and well-defined roles support more consistent and sustainable service delivery.
- **Better Use of Investment:** Insights gathered early help prioritise effort and funding, focusing resources on initiatives that deliver meaningful value and avoiding unnecessary complexity or duplication.
- **Enhanced Engagement and Buy-In:** Co-production and ongoing involvement of users, frontline staff and leaders ensure solutions are rooted in practical experience. This accelerates adoption, builds trust and strengthens long-term commitment to change.

Together, these benefits help organisations improve services while reducing risk, strengthening collaboration and delivering meaningful value throughout the engagement.

2. Service Pricing and Terms and Conditions

2.1. Pricing

Please refer to the G-Cloud 15 portal for the rates available.

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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