Change Portfolio Optimisation

Contracting body

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Issue 1.0

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Service Definition overview

CGI's Change Portfolio Optimisation service helps organisations to better plan, rationalise, track and adjust initiatives across the enterprise change portfolio to release the right value at the right time from digital transformation investments. Through establishing traceability of target benefits to investments, defining portfolio level performance indicators and metrics and aligning to agile delivery practices, our experts help you to surface the insights needed to adapt quickly to changing organisational demands while controlling change spend.

The service provides a structured, evidence-led approach to aligning change initiatives to strategic objectives, measuring impact and benefits, and actively managing portfolio trade-offs. This enables organisations to make confident start, stop, continue and defer decisions, rebalance as priorities shift, and manage the cumulative impact of change on teams and stakeholders.

Why CGI?

End-to-end transformation insight

CGI brings end-to-end insight across the full transformation lifecycle, from strategic advisory through delivery and into change embedding and benefits realisation. This enables us to connect strategic intent, delivery activity and people impact into a coherent portfolio view that supports better decisions.

Alignment to agile delivery models

We focus on surfacing the data, metrics and insights needed to enable agile decision making, aligning to existing delivery lifecycles and tools such as Azure DevOps, Jira and ServiceNow to avoid duplication of reporting effort where possible.

Building sustainable internal capability

CGI works alongside client teams to embed repeatable portfolio practices, frameworks and ways of working. We leave organisations with the skills, playbook and templates and tools needed to continue optimising their change portfolios, reducing reliance on external support.

Trusted public sector partner

CGI has extensive experience supporting UK public sector organisations to navigate complex funding environments, build cases for investment and navigate organisational realities to manage value release and benefits realisation. We help organisations articulate why investment is needed, what outcomes it will deliver, and define how value will be protected and monitored over time.

1. Service Description

1.1. The Challenge

Public sector entities are navigating an unprecedented era of transformation. They are under pressure to cut costs through digitisation of services, automation solutions and artificial intelligence adoption, whilst also being challenged to deliver to expectations of a modern service provider, including personalisation and self-service. Yet funding for transformation remains limited and contingent on being able to navigate complex technology and organisational change dependencies to demonstrate early ROI. Political shifts and growing regulatory demands necessitate that funding and resource needs to be regularly re-routed and priorities continually adjusted. Benefits from digital investments also often need to be tracked across multiple projects.

To maximise return on investment from transformation, spend, public sector organisations need to structure the change portfolio under a coherent set of longer-term strategic business objectives and consistently monitor that desired value is being delivered across initiatives from investments and resource allocation using the right performance indicators. They also need to build agility into the change portfolio such that resource allocation can be flexed to meet unanticipated business requirements, adapt to user feedback or respond to learnings from how teams and processes respond to a high volume of change. Delivering this agility requires reducing the length of change cycles, increasing flexibility in funding models, embedding responsive governance and defining the right measures of value across the change portfolio. There is also the need to coordinate the demand for capacity, skillsets and stakeholder attention and involvement across concurrent initiatives.

A further goal for public sector entities in improving their change portfolio management is to reduce the cost to deliver change, by considering how organisational change capabilities and expertise is most efficiently developed and deployed across multiple projects, thereby reducing instances where contingent workforce spend is needed. Organisations should therefore be measuring how change capability is being improved in target areas, in alignment with portfolio-level business objectives and the direction of cross-cutting policy requirements. The goal should be to avoid overlapping investment in similar capabilities across projects.

Without a clear, evidence-led view of change portfolio performance, decision-making becomes reactive and risk-averse. Organisations struggle to stop or defer initiatives that no longer deliver sufficient benefit, while high-value opportunities are delayed or under-funded.

1.2. Our Approach

CGI's Change Portfolio Optimisation service combines established portfolio management, benefits management and change management best practice with Agile principles that support adaptability and rapid decision-making.

While every organisation is different, our service follows a consistent, proven model.

1.3. Assess

The Assess phase focuses on evaluating how well your change portfolio aligns to organisational strategic priorities and the extent to which portfolio processes support proactive management of change risks and change resource. We build this current state understanding through interviews with portfolio managers, initiative sponsors and benefits owners. We also review portfolio data and governance inputs and outputs, and interactions with funding and business planning processes, to assess portfolio management maturity, utilising our change portfolio maturity framework. This includes assessing level of focus on maintaining a balance across significant investments and strategic objectives, as well as managing the level of impact hitting particular parts of the organisation or ecosystem stakeholders. Further, we review the effectiveness of forecasting of change resource need and how this resource is managed through budget and planning cycles to stick to budget and control the cost of change.

As an output of this phase we make a series of recommendations to improve portfolio maturity, address outliers and inconsistencies and suggest principles to remodel the portfolio.

1.4. Plan

Building on the Assess phase, this phase defines a target state for change portfolio management, and a roadmap and prioritised backlog of improvements to be implemented. Through workshops we structure the portfolio beneath a clear set of strategic objectives, creating transparency and traceability between investment, delivery and intended outcomes. We iteratively define, test and adjust options for grouping and aggregating change initiatives to enable performance to be tracked against strategic objectives. We define metrics, governance and reporting requirements through considering a number of change portfolio management scenarios, such as managing resource constraints, diverting funding from an on hold initiative and maintaining portfolio balance. We also plan how to resolve any overlap or duplication of effort and ensure clear ownership and accountabilities across the portfolio.

1.5. Perform

In the perform phase, the focus shifts to executing the roadmap and enabling the portfolio to deliver as intended. Portfolio objectives and requirements are incrementally implemented and tested before they are incorporated into business-as-usual governance. We evaluate that leading and lagging performance indicators provide desired performance insights against objectives and inform ongoing start, stop, continue or defer decisions. Where this is not the case we adjust and re-evaluate.

In this phase we implement resolutions to any overlap in change capability and/or identify how high demand capabilities and resource can best be balanced cross projects and initiatives. We also work with organisations to remove any constraints to agility that are highlighted through managing the optimised portfolio, for example inconsistencies in reporting.

1.6. Sustain

The sustain phase ensures that improved portfolio management becomes business-as-usual rather than a one-off exercise. This includes embedding repeatable processes, clarifying roles and accountabilities, and working with leaders to integrate portfolio thinking into strategy, planning, and investment cycles.

We refine mechanisms for continuous portfolio review, benefits tracking and learning, ensuring that change investment remains optimise. By strengthening leadership confidence, data quality, and decision-making discipline, organisations are better equipped to sustain focus on outcomes and maximise long-term return on change investment.

Advanced maturity comes with aligning agile change portfolio management with horizon scanning, scenario planning and other futures thinking disciplines, building investment towards organisational resilience into the portfolio. AI can be used to support exploring potential scenarios and identifying potential weaknesses in the portfolio to potential market shifts.

1.7. Benefits

CGI's Change Portfolio Optimisation service supports UK Government organisations to proactively monitor that change spend is delivering maximum value and to invest in reducing the cost of change and improving the allocation of resources.

Organisations benefit from:

- Clear alignment between change initiatives and strategic objectives
- Improved confidence in start, stop and defer decisions
- Better tracking of benefits from digital and transformation investments
- Reduced duplication and wasted change effort
- Improved visibility and management of change impacts across teams and stakeholders
- Greater agility to reallocate funding and capacity as priorities shift
- Reduced change fatigue and delivery risk
- Stronger internal capability to manage change portfolios independently
- Learning from historical performance to proactively invest to improve resilience and adaptability.

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.

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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