



Business Change and People Development

Contracting body

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Service Overview

CGI's Business Change service supports UK public sector organisations to deliver effective, people-centred change alongside digital, policy and operational transformation. The service focuses on enabling organisations to realise value from change initiatives by supporting the people, roles and behaviours required to adopt new ways of working in live service environments.

Public sector organisations are delivering change at unprecedented pace, often across multiple concurrent initiatives. CGI's Business Change service provides hands-on change delivery support, helping organisations manage the human and organisational impacts of change, maintain service continuity, and achieve sustainable outcomes for citizens.

Why CGI?

CGI brings deep experience of delivering business and people change across complex UK public sector environments, including central government, health, and arm's-length bodies. We understand that successful change is not achieved through technology or process alone, but through the confident adoption of new ways of working by the people who deliver services every day.

Our consultants combine evidence-based change practice with real-world delivery experience, enabling us to collaborate pragmatically with client teams in live, pressured environments. We tailor our approach to organisational culture, maturity, and delivery context, ensuring change feels relevant, achievable, and proportionate. Our clients value our capability to navigate through the multifaceted layers of change, making the shift from current to future state feel less like an imposition and more like a shared journey towards improvement and efficiency.

As a leading IT and business consulting organisation, CGI is uniquely positioned to bridge the gap between digital delivery and organisational reality. Our business change specialists work closely with digital, Agile and programme teams to ensure that people impacts are actively managed and aligned to service and policy objectives.

CGI offers a transformation partnership, connecting technology and innovation to the teams, roles, and users of digital services. We cultivate collaborative relationships through our client-proximity model, building real world understanding of user needs. This approach has earned us accolades as a trusted transformation partner in the public sector.

1. Service Description

CGI's Business Change service, tailored for the public sector, ensuring transformational, people-centric change grounded in practice-based evidence. Ensuring strategic alignment, our approach integrates change into organisational culture. By focusing on process understanding and employee empowerment, we cultivate a resilient workforce supporting organisational outcomes for evolving service landscapes.

1.1. The Challenge

Public sector entities are navigating an unprecedented era of transformation, where integrating people-focused change is as pivotal as the technological advancements themselves. As digital strategies accelerate, a persistent gap remains in actualising these ambitions, often rooted in the underinvestment in the human aspects of transformation. The CGI Global Client Survey highlights a startling 88% of executives citing delayed or unachieved digital strategy outcomes, frequently due to overlooking the importance of accompanying their workforce on this journey. The challenge lies not only in adopting new processes and technology but also in ensuring that service users, employees, and partners are appropriately prepared for, and receptive to the changes ahead.

Organisations are required to deliver more change with fewer resources, often while maintaining live services and managing legacy systems and processes. Digital transformation, automation, and emerging AI capabilities are reshaping services and roles at pace, increasing the scale and complexity of people and organisational change.

Common challenges include:

- Change fatigue across already stretched workforces.
- Limited capacity to support people through continuous change.
- Difficulty maintaining service performance during transition.
- Low tolerance for failed or poorly adopted change.
- Pressure to demonstrate value for money and delivery confidence.

Without effective business change support, organisations risk reduced adoption, loss of productivity, and failure to realise the intended value of digital and operational transformation.

1.2. The Approach

CGI's Business & People Change Delivery Framework provides a structured, human-centred approach that guides organisations from early insight through to long-term sustainability. It integrates industry-standard change methodologies, including Prosci, the ADKAR model, and Kotter's 8-Step Change Model to ensure a proven and empathetic approach to shifting mindsets, behaviours, and ways of working. By blending these best-practice foundations with CGI's industry insight, strategic design, capability building and sustained support, the framework enables organisations to manage change with confidence, strengthen culture, and realise measurable business value at every stage of the journey.

Our structured approach includes:

Explore: CGI builds a deep understanding of your people, culture, and organisational context to shape a change journey that fits. We gather meaningful insights through stakeholder engagement, cultural and impact assessments, and early benefits identification. By uncovering how change is experienced today and where opportunities for cultural and business uplift exist, we help you make informed decisions and reduce resistance before it emerges.

Design: CGI co-creates a clear, people-centred change strategy that aligns leaders and inspires your organisation. We collaborate with you to develop the change strategy, roadmap, value approach, impact assessment, and communication direction needed to bring clarity and confidence. By aligning leadership, purpose and expectations, we help ensure the plan resonates with your people, strengthens culture, and is positioned to deliver measurable benefits.

Build: CGI enables your leaders and teams to adopt new ways of working with confidence, capability, and support. We activate the change by delivering readiness plans, champion networks, communication materials, learning support and benefits dashboards. Through coaching and continuous feedback, we help your people build momentum, feel supported and experience early wins that reinforce confidence in the transformation.

Sustain: CGI embeds change into everyday culture to ensure long-lasting value, performance, and organisational resilience. We provide sustainability playbooks, benefits realisation reports, capability frameworks, and transition to BAU support. By reinforcing new behaviours, strengthening internal ownership, and celebrating progress, we help your organisation maintain momentum and continue realising value beyond the initial implementation.

1.3. Realising Organisational Benefits

Public sector organisations today face the dual task of managing risk while fostering change. CGI's expertise lies in creating an evidence-based approach to people and organisational change management, aimed at de-risking projects to ensure successful outcomes. By focusing on the adoption of new ways of working, CGI crafts a pathway for public sector entities to achieve their planned business benefits. This begins with a smooth transition to new services and processes, ensuring that change not only takes place but is also positively received by service users. The ultimate goal is the strong and consistent adoption of standard processes, leading to the realisation of business benefits and the establishment of a positive change cycle that propels organisations forward.

CGI's Business Change service is focused on ensuring that change delivers **real, observable benefits**, not just activity or compliance.

By supporting people through change in a structured and empathetic way, organisations are better able to:

- Achieve consistent adoption of new services and processes.
- Maintain service continuity during periods of transition.
- Reduce delivery risk associated with people and behavioural change.
- Improve confidence and capability across teams.

Our evidence-based approach helps organisations realise benefits more quickly and sustain them over time, supporting stronger outcomes for service users and citizens.

1.4. Sustaining Change

Change within public sector organisations is a journey that extends beyond initial implementation. At CGI, we recognise that sustaining change is crucial for long-term impact. This is why our approach includes the detailed design and implementation of change, focusing on getting everyone working together towards key goals. By supporting robust planning and delivery, CGI ensures that positive cycles of change are not only initiated but also maintained. We collaborate closely with our clients to enable sustainable change, reinforcing new ways of working that stand the test of time and lead to continuous operational excellence and achievement of strategic objectives.

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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