



Agile Strategy for Capability and Organisation Transformation (ASCOT)

Contracting body

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CGI

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Service Definition Overview

ASCOT is data-led, evidence-based, and agile, achieving organisation change and capability delivery with systematic innovation. It relentlessly focuses on the flow and delivery of operational value to improve decisions, performance, and governance for business advantage. On completion the methods, tools and information are embedded within business-as-usual practices as continuous improvement.

Why CGI?

CGI offers this advisory and transformation service as a synergistic natural extension to our extensive business base, architecture disciplines, delivering service integration, managed services and client-side management support for Government Space, Defence and Intelligence clients.

ASCOT's provenance lies in the synthesis of established good practice drawn from multiple industrial sectors, and delivery experiences across CGI global commercial clients. It is fully compliant with MOD and wider UK Government approvals processes, notably supporting compliance with the HM Treasury Green Book. We know the approach works as we have used it to:

- Provide evidence-led prioritisation and governance of a MOD Operational Level HQ transformation programme of work and to support the delivery of a complex digital C2 programme.
- Create a military Architecture Function Blueprint and its value-tree, and subsequently completed initial logical, operationally focused patterns.

CGI can help our clients to:

Meet strategic outcomes: We recognise and understand the business imperative our partners have to meet their strategic outcomes and demonstrate value. ASCOT's interactive approach 'discover; align ambition-plan; refine-execute; learn and adapt' provides organisational performance improvement, business agility and resilience insights that will help meet Defence and Command Plan outcomes and demonstrate value across the organisation.

Improve performance, assessing and measuring value and delivering control: ASCOT is a data-led, evidence-based control and governance mechanism that relentlessly focuses on the flow and delivery of operational value. It is based on industry best practice and was developed as a response to CGI 'Voice of our Clients' business and IT trend and priority investment findings. The principal focus is on consideration of how to determine and deliver value that is relevant to an organisation and leads to the derivation of a hierarchy of precise objectives and enablers which covers the entirety of the business activity in the agreed context. This operationally focused and metricated 'Value Tree'¹ can then be weighted and used to score options and backlogs.

Visualise data and information relationships: ASCOT captures and presents decision quality information in a dynamic and visual way, enabling Senior Responsible Officers to see, evaluate and prioritise organisational performance improvement opportunities, and mitigate threat. We know the approach works with Defence, as we have used it to provide evidence-led prioritisation and governance of an Operational Level HQ transformation programme of work and to support the delivery of a complex digital C2 programme.

Capture Agility and Resilience by Design: ASCOT allows our partners to build adaptive capacity into their organisation, i.e. the ability to sense, understand, pivot, move quickly and decisively to exploit opportunities and mitigate emerging threats. And the capacity to anticipate, initiate, take advantage, and avoid negative consequences.

¹ The development, metrication/weighting and application of an organisation's Value Tree follows the Value-Focused Thinking method – A path to Creative Decision-Making, developed by Ralph Keeney, Harvard University Press, 1992, and adopted by United States Air Force Innovation Battlelabs.

Co-create and problem solve: Our approach is to be a long-term mission partner, helping clients learn, understand, manage, measure and transform into high performance and competitive agile and resilient organisations.

1. Service Description

1.1 ASCOT as a service - helping you solve your problems

ASCOT allows the client to build and benefit from a data-led, value-based control and governance framework, structured to:

- Focus on delivery of strategic outcomes
- Prioritise value creation initiatives
- Assess intentions and create and deliver the right plan, and
- Improve operational performance.

ASCOT is a data-led, evidence-based approach to systematic innovation and accountable organisational and capability change. It uses a flexible four-phase cycle (Figure 1), tailored to business context, with measurable value, operational performance improvement, and sustained business advantage as the guiding golden thread. Built-in feedback loops support learning, adaptation, and continuous improvement.

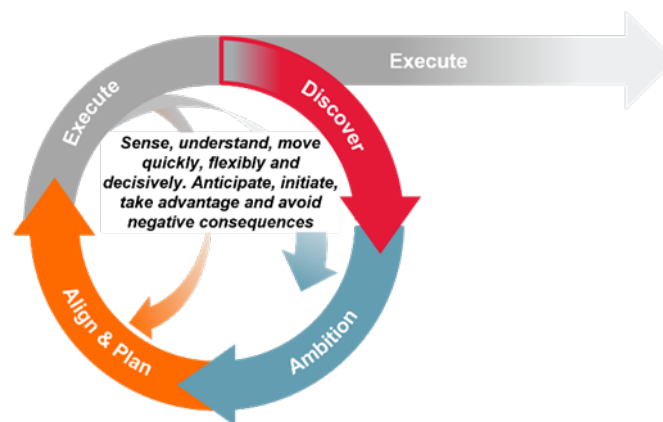


Figure 1. The ASCOT cyclical process. Based on Agile behaviours and client needs, this offers a flexible and adaptable structure for effective planning and delivery of complex change

ASCOT enables a client to sense, understand and orchestrate initiatives to address their business problems and target their resources to improve organisational/operational effectiveness; it meshes and enables top-down (external) and bottom-up (internal) factors to be aligned, prioritised and managed in a synchronised manner, shown in Figure 2.

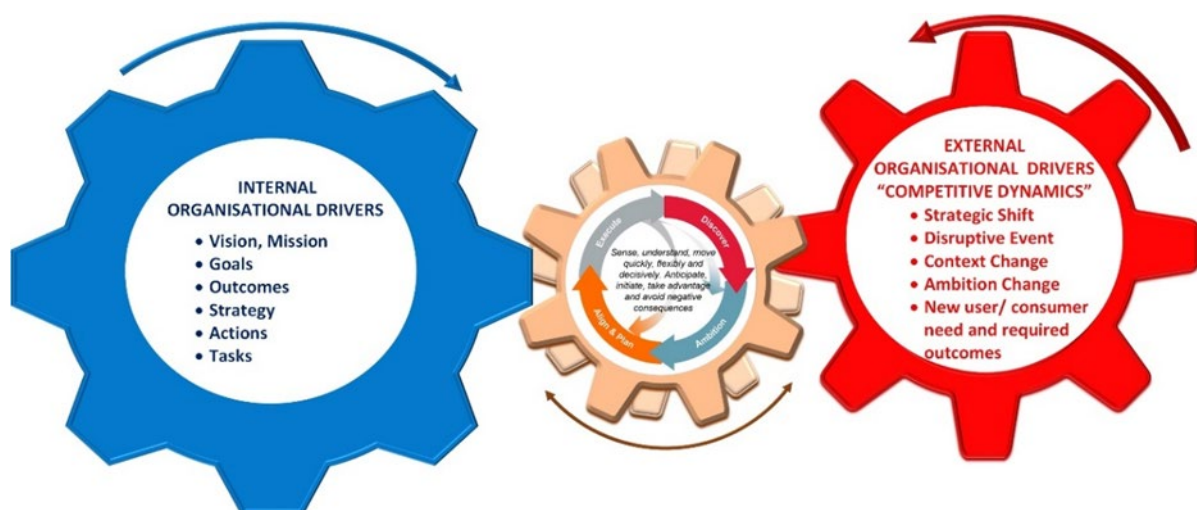


Figure 2. ASCOT meshes and addresses both internal and external drivers. By tackling the full set of objectives, opportunities, and enablers, and accounting for level of ambition and capacity, ASCOT offers the ways and means to tackle complex business problems

Exercising the approach enables an organisation to create the governance conditions required to shape and build its adaptive capacity, by pursuing change opportunities that create business agility and resilience. ASCOT

enables an organisation to identify, measure, prioritise and orchestrate change initiatives or portfolio delivery tasks that address performance issues and exploit opportunities at a context-relevant tempo. This allows an organisation to become proficient in, control and evolve the approach to create and deliver solutions that meet the organisation's evolving business needs and long-term strategic objectives.

The structure has a consistent focus on value and is business-led throughout the process (Figure 3).

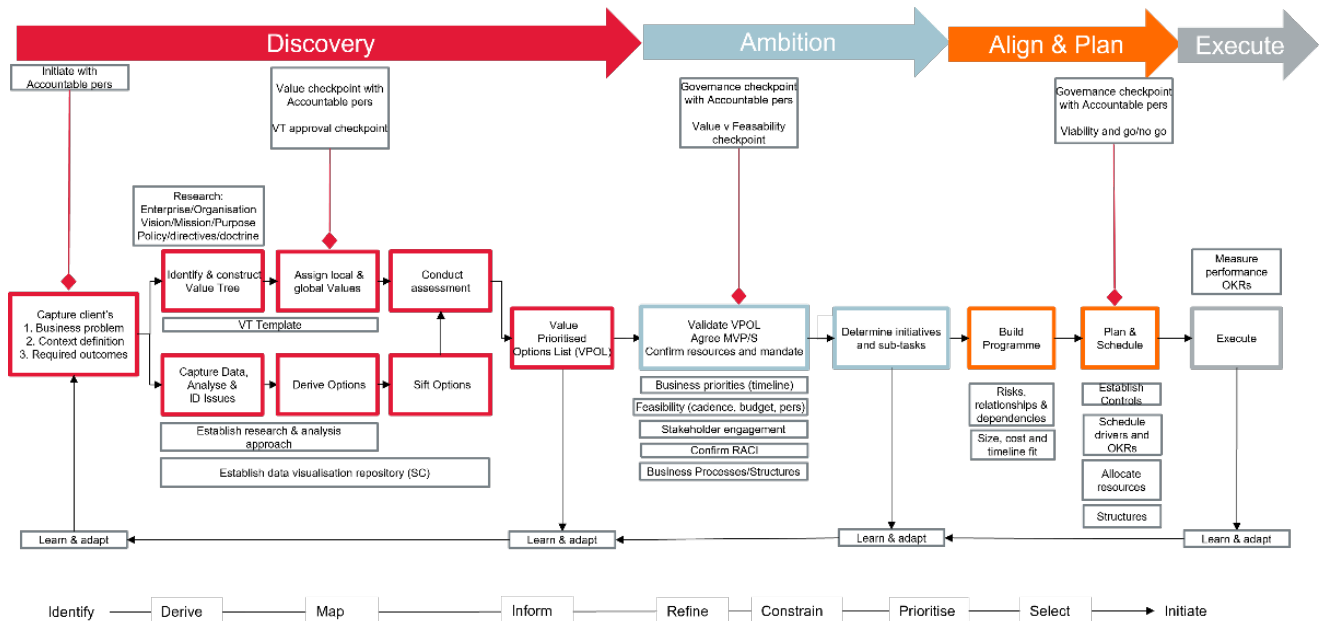


Figure 3. ASCOT process. A greater focus on client value runs as a golden thread through each cycle

At the heart of the approach is improving understanding of value, linking with benefits, elements, and capitals of value, and (via Keeney's view on Value-Focused Thinking²) offering a means of exploring how decision-making might be better served by a more structured, focused frame of reference – the **Value Tree**. This is a hierarchy of context-specific and precise objectives (strategic, fundamental, means-end) and enabler activities, which cover the entirety of the organisation's business/operations activities within agreed boundaries.

Determining and documenting the Fundamental Objectives, along with their subordinate layers, and applying both local and global weightings enables any option or task backlog to be objectively scored, producing a prioritised list to inform decision-making and support subsequent facilitated execution. Once the first cycle has been exercised and an initial minimum viable position has been established, successive cycles allow a refinement of the discovery, ambition, plan and refine, execute, and learn and adapt phases; either to evolve and adapt capabilities, or to allow the organisation to meet emergent needs.

A central principal is that the approach is straightforward and allows the client can become wholly proficient in, and control the approach to, creation and delivery of the solutions they need. This enables complete ownership and governance of imperatives to sense and understand the operating environment, and orchestrate the effects needed to deliver the required effect; crucially it also helps the client to take responsibility for subsequent continuous improvement.

By taking an Agile approach including an appropriate backlog of activity and a roadmap for success, the client can exploit their Value Tree to prioritise activity in any cycle: for decision-making around transformation or acquisition options; or for ranking transformation or portfolio tasks.

² Value-Focused Thinking – A path to Creative Decision-Making, Ralph Keeney, Harvard University Press, 1992

1.2 Implementing ASCOT

The scope and scale of implementation (breadth, depth, complexity, number of cycles) is wholly determined by the prospective client and the problem set that requires attention and would require finalisation as part of tasking.

As examples, **CGI have been successful with following team sizes** in the Defence environment:

- For a well-defined and bounded unit, working locally with a small number of stakeholders: two consultants plus access to part-time architecture support; operating 2-3 cycles of 10-12 weeks each; ~4-8 months.
- For a major team working across a large organisation with extensive stakeholders: three consultants plus 1-2 architects (enterprise/business); operating 3-4 cycles of 10-12 weeks each; ~8-12 months.

CGI have found that a hybrid approach to ways of working is most effective:

- Raw information can be sourced and digested (including reference material) and stakeholder opinion obtained (via surveys), all online.
- Face-to-face conversations and workshops are essential to enable effective, more extensive, nuanced derivation of intent, ambition and opinion, and for adaptive learning: we can work on client sites, or exploit CGI offices, or if preferred use 3rd-party locations.
- Remote working can follow to consolidate, refine, and share information, enabled by virtual white-boards and emerging artefacts.

ASCOT has been created as an activity and data-centric methodology to maximise utilisation and flexibility, and CGI can adapt to align with the client context and management approaches. Data and insights can be collected, collated, reviewed and shared using a range of tooling, notably O365; it is worth noting that CGI adoption of the SharpCloud³ dynamic data visualisation tool has provided value in straightforward configuration, scalable storage, analysis, and visualisation.

2. Data Backup and Restore

During the task, data and refined information will be stored appropriately as per Sections 10 and 11 on CGI corporate systems: these are protected by regular data backups and if required restoration. Following handover of artefacts and supporting information and task completion, responsibility shifts to the recipient.

3. Service Continuity

Business continuity is integral to the process: all relevant information and techniques are provided to the client as well as being stored on appropriately secured CGI corporate systems for the duration of the task.

Following handover and task completion, the approach is reliant on the client and their systems for disaster recovery of information.

4. Onboarding and Offboarding

4.1. Onboarding

The onboarding process and task kick-off will include a review of relevant materials provided for the task, ensuring prior work for the capability development and/or transformation is considered for exploitation.

³ <https://www.sharpcloud.com/>

4.2. Offboarding

As part of off-boarding, all artefacts and supporting information generated within the task will be confirmed as being held on client systems. Client specific information will be deleted from CGI corporate systems on task completion.

4.2.1. Access to data upon exit

All data is provided to the client during the process, with final handover of artefacts and all materials on completion.

5. Service constraints

Not applicable for this service.

6. Service levels

During the contracted period, the consultancy team are available during normal working hours by agreement.

7. After sales support

Not applicable for this service.

8. Technical requirements

As described above, principal information collection and analysis are undertaken using standard O365 tools.

9. Outage and maintenance management

Not applicable for this service.

10. Hosting options and locations

All data and artefacts will be stored both on client designated storage locations and CGI Corporate as appropriate up to OFFICIAL-SENSITIVE.

CGI is capable of storing material classified SECRET on our accredited corporate system. The preference would be for material to be stored on client systems and access granted to suitably cleared CGI personnel.

11. Security

CGI uses our Management Foundation including our Integrated Management System (IMS) for information assurance. These IMS processes are independently certified to BS/EN/ISO 9001:2008. CGI is committed to retaining our current range of UK-based certifications and will extend these to meet client expectations as required.

The CGI Management Foundation design allows incorporation of best practice from across all of our Public Sector and Commercial engagements. Our accreditations and certification include:

- ISO9001, ISO27001:2013 and ISO20000
- E.U. Data Protection Directive - (95/46/EC).

All information is held at the appropriate security level for the service. CGI hosted services can be provided at any level defined in the Government Security Classification (GSC) policy with the appropriate assurance.

If required, the task manager will agree and enforce an appropriate task Security Aspects Letter or equivalent, which defines the security requirements.

The requirement for personnel clearances will be determined for the task, noting CGI have access to SC- and DV-cleared personnel.

12. Service Pricing and Terms and Conditions

12.1. Pricing

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

12.2. Terms and Conditions

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

13. 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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