Value Assurance

Contracting body

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Issue 1.0

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Service Definition overview

CGI's Value Assurance service helps UK public sector organisations define, measure and actively manage business value across programmes, products and transformation portfolios. It provides confidence that investment remains aligned to strategic priorities and continues to deliver measurable outcomes, even as conditions, scope and priorities change.

While delivery to time, cost and quality remains important, these measures alone do not confirm whether initiatives are delivering the intended impact or return on investment. CGI's Value Assurance service enables organisations to move beyond activity-based reporting to a clear, evidence-led understanding of value, supporting informed decision-making and timely course correction.

Why CGI?

CGI brings end-to-end insight across the full transformation lifecycle, from strategic advisory through delivery and into operations. This breadth enables us to see how value is created, diluted or lost at each stage, and to intervene early to protect outcomes.

Our fully collaborative and transparent approach helps client teams develop a shared understanding of value, build confidence in metrics, and embed value-focused decision-making. We leave organisations with the skills, frameworks and confidence to continue value assurance independently, reducing reliance on external assurance over time, and reducing time to identify and resolve constraints to value realisation

1. Service Description

Public sector organisations face increasing scrutiny on every investment, alongside shorter timescales to demonstrate impact and value for money. In complex and volatile delivery environments, benefits defined at approval stage can erode once delivery begins, often without timely visibility.

CGI's Value Assurance service provides on-demand expertise to "clear the fog" of business value. We work alongside client teams to precisely define what value means in their context, translate it into meaningful metrics, and embed those measures into delivery and governance. This enables organisations to track value continuously, anticipate risks, and take evidence-based action to maximise return on investment.

2. The Challenge

UK Government organisations are operating in an increasingly constrained and complex environment, where expectations on performance, transparency and value for money continue to rise while financial and operational flexibility tightens.

Public sector leaders are under sustained pressure to **deliver more with less**, manage shrinking or flat budgets, and demonstrate clear, defensible rationale for every investment decision. Funding scrutiny has increased, with a heightened need to show that spend remains aligned to policy intent, strategic priorities and citizen outcomes throughout delivery, not just at the point of approval.

At the same time, organisations are managing **complex portfolios of digital services and transformation initiatives**, often delivered through Agile and multi-supplier models. In these environments, traditional measures of success such as cost, scope and schedule are no longer sufficient to demonstrate whether initiatives are delivering meaningful impact or represent good value for money. Benefits defined early can erode as priorities shift, dependencies emerge or delivery contexts change, often without timely visibility.

There is also growing expectation for **transparency, traceability and accountability** in decision-making. Senior leaders and accountable officers need to be able to clearly explain why particular initiatives are prioritised, how trade-offs are made, and how delivery activity connects directly to outcomes and benefits. Without clear, trusted value data, decision-making becomes reactive, retrospective or overly risk-averse.

At the same time, opportunities to **evolve services through digital innovation and AI** are increasing rapidly. Citizens and service users now expect public services to be intuitive, responsive and continuously improving. These expectations place additional pressure on organisations to invest wisely, adapt quickly and ensure innovation is focused on the areas that deliver the greatest public value.

To respond effectively, organisations need **absolute confidence that they are focusing on the right things**, at the right time, and for the right reasons. This requires access to meaningful, reliable data that links delivery activity to outcomes, supports investment agility, and enables evidence-based decisions in the face of uncertainty.

Without a robust approach to value assurance, organisations risk:

- Continuing investment in initiatives that no longer deliver sufficient value
- Inability to respond quickly to changing policy, funding or user demands
- Reduced confidence in digital and AI investment decisions
- Increased scrutiny and challenge without clear evidence to respond.

Value Assurance directly addresses these challenges by providing the transparency, traceability and insight required to protect value, support informed decision-making and ensure public investment delivers measurable impact.

3. Service Approach

CGI's Value Assurance service is grounded in established benefit management, and change portfolio management best practice, (including Prosci®, APMG) combined with Agile principles that enable flexibility, prioritisation and responsiveness.

We recognise that no single methodology fits all organisations. Our approach focuses on helping clients define, tailor and adopt change practices that work for their context, maturity and delivery environment. This ensures change capability is practical, scalable and embedded into everyday ways of working.

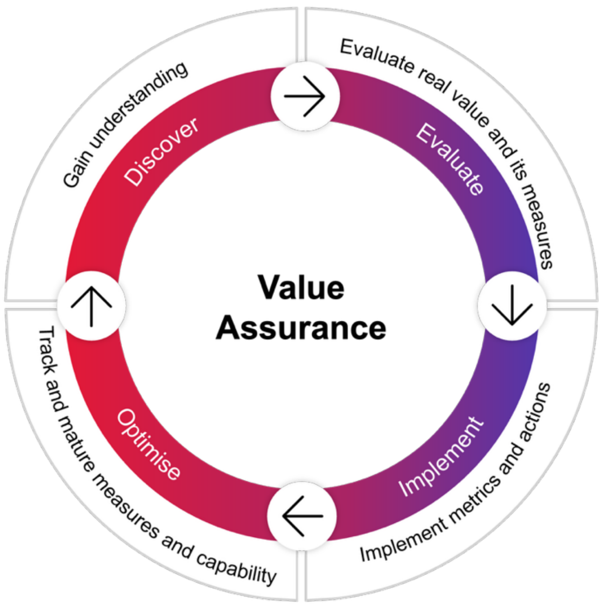

Figure 1 - Ensuring change capability is practical, scalable and embedded into everyday ways of working

CGI's Value Assurance service is founded on people-centred implementation, Agile principles and benefits-led assurance. We focus on making value explicit, observable and actionable, enabling frequent, data-driven decision-making.

Our approach is adaptable and proportionate, supporting single initiatives, products, programmes or whole portfolios. We work collaboratively with delivery teams, leaders and stakeholders to embed value assurance into existing governance and ways of working.

3.1.1. Discover: Define value and baseline capability

The Discover step involves the collaborative exploration of your organisation's goals, the objectives of the target product or initiative, and what business value looks like. We work with your team and key stakeholders to align on an articulation of the impact that you need from a product or initiative, and to assess your current capability of delivering value - not just whether things get done on time, but how you arrive at the right next thing to do, and how you assess the impact of that work on the business.

We work collaboratively with leaders, stakeholders and delivery teams to:

- Clarify strategic goals, objectives and intended outcomes
- Understand the purpose and ambition of the product, initiative or transformation
- Explore how value is currently defined, tracked and governed
- Assess organisational readiness to manage and assure value.

This step establishes clarity on desired impact and highlights gaps between intent and current delivery practice, providing a strong foundation for effective value assurance.

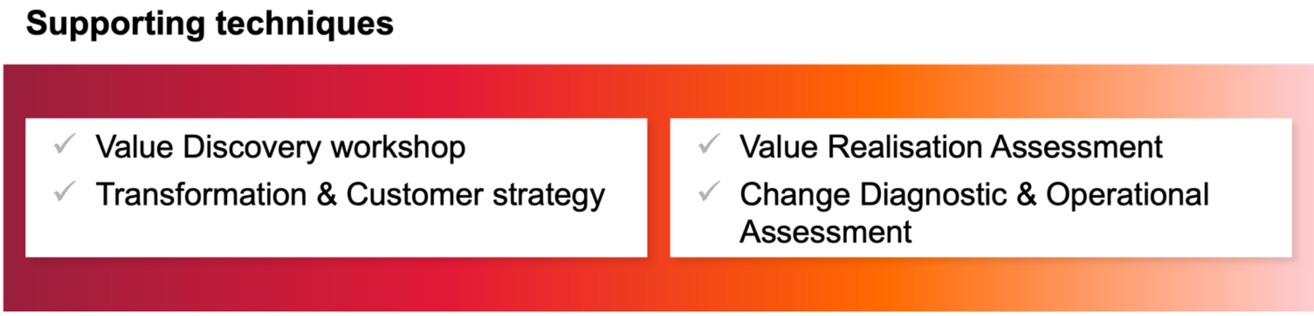

Figure 2 - Providing a strong foundation for effective value assurance

3.1.2. Evaluate: Strengthen link between delivery and value

During the Evaluate step, we translate strategic objectives and desired outcomes into **observable signals and tangible metrics** that can be measured and acted upon.

We aim to collaboratively and explicitly link delivery and value, creating powerful benefits-centric stories and measures that connect day-to-day delivery with strategic vision, and can be used in evidence-based prioritisation and decision-making. This builds and reinforces the team's tangible connection to business goals by making goals and progress easily visible and understandable, and hence more readily achievable.

Using CGI's benefits and metrics frameworks, we:

- Define meaningful value indicators relevant to your organisation
- Link delivery activity directly to business and citizen outcomes
- Validate and strengthen business cases and benefit assumptions
- Create traceability between strategy, delivery and value

This step enables value to be expressed clearly and consistently, supporting prioritisation, transparency and evidence-based decision-making.

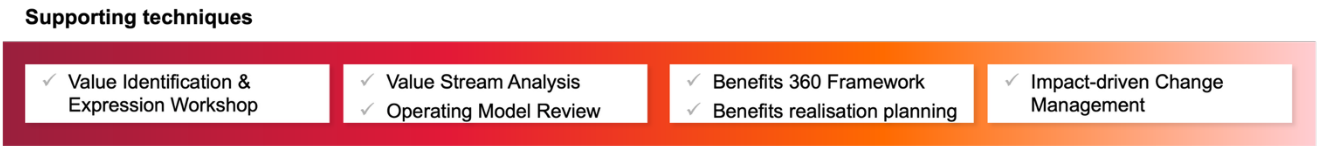

Figure 3 - Supporting prioritisation, transparency and evidence-based decision-making

3.1.3. Implement: Embed value measurement into delivery

In the Implement step, we embed value assurance into **day-to-day delivery and governance**, ensuring that value metrics are actively used rather than reported retrospectively.

Whether you are examining a single product or initiative, or changing the whole business through strategic transformation, we embed value measurement into delivery, ensuring that change efforts are grounded in evidence.

Through alignment to roles and agile delivery cycles, the metrics we have identified become a central part of how progress is managed and celebrated, and how continued improvements are identified. This creates the picture of what is driving success and where to improve.

We support teams to:

- Integrate value measures into Agile and delivery routines
- Use metrics to manage progress, risks and trade-offs
- Make value visible and central to decision-making
- Reinforce outcome-focused behaviours.

This ensures value assurance becomes part of how work is delivered, reviewed and adapted, rather than a separate assurance activity.

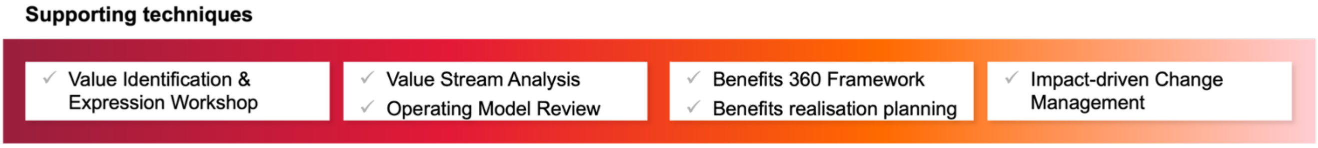

Figure 4 - This ensures value assurance becomes part of how work is delivered, reviewed and adapted, rather than a separate assurance activity

3.1.4. Optimise: Maximise and sustain value

The Optimise step focuses on using insight from value metrics to **continuously improve outcomes and maximise return on investment**.

Metrics start to get measured, and we support your team with systems for analysing and acting on the data flowing in. We use the picture of what is driving success and where to improve in a continuous cycle; forming evidence-based decisions, optimising delivery, evolving capability, and keeping business impact visible and on track.

We work with teams to:

- Analyse data and identify what is driving success or erosion of value
- Support informed course correction and optimisation
- Establish sustainable review and improvement cycles
- Build confidence and capability to continue value assurance independently.

Through this step, organisations gain the ability to keep value visible, adapt to change and sustain impact over time.

4. Service Benefits

CGI's Value Assurance service enables UK Government organisations to maintain confidence that digital services, programmes and transformation initiatives are delivering, and will continue to deliver, **measurable value for money**, aligned to policy intent and citizen outcomes.

By ensuring targeted value is clear, observable and actively managed, the service supports organisations in meeting public sector governance and assurance requirements, while retaining the flexibility needed to deliver in fast-moving and uncertain environments. Leaders gain clear evidence that investment remains aligned to strategic priorities and that delivery decisions are informed by outcomes rather than activity alone.

Value Assurance strengthens decision-making by providing **reliable, outcome-based metrics** that support prioritisation, trade-offs and timely course correction. This enables senior leaders and delivery teams to respond confidently to changes in scope, funding or policy direction, while maintaining visibility of risks to value realisation. The approach reduces reliance on retrospective reporting and improves transparency across programmes and portfolios.

For digital services, Value Assurance ensures that delivery remains closely aligned to **policy objectives, service goals and user needs**, even as priorities evolve. By embedding value measures into agile delivery, organisations can validate that services are delivering intended outcomes, adapt roadmaps as citizen or policy demands change, and demonstrate impact in clear, evidence-based terms.

The service also supports earlier identification of issues that may erode value, reducing delivery risk and avoiding late, costly interventions. Improved visibility of interdependencies, constraints and emerging risks enables more predictable delivery and better coordination across complex supplier and delivery landscapes.

Beyond immediate assurance, CGI equips organisations with **reusable frameworks, metrics and ways of working** that enable ongoing value assurance without long-term reliance on external support. This strengthens internal capability, supports consistent assurance across future initiatives, and embeds a value-focused culture across digital and transformation delivery.

Ultimately, CGI's Value Assurance service helps UK Government organisations deliver **better digital services and stronger outcomes for citizens**, ensuring that public investment continues to deliver meaningful, measurable impact throughout the lifecycle of change.

- Improved confidence in **value for money**, with clear, auditable evidence linking investment to outcomes.
- Increased ability to **demonstrate measurable impact** of digital services against policy and service objectives.
- Earlier identification of **risks to value realisation**, enabling timely intervention and course correction and reducing likelihood of late-stage remediation, rework or scope reduction to recover value.
- More effective, **evidence-based decision-making**, supported by outcome-focused metrics rather than activity reporting.
- Improved **delivery predictability** through better visibility of dependencies, constraints and emerging risks.
- Stronger alignment between **digital delivery, policy intent and user needs**, even as priorities change.
- Reduced reliance on **lagging indicators** such as cost and schedule.
- Increased transparency and accountability across programmes, portfolios and suppliers.
- Strengthened internal capability to **define, track and manage value independently** over time.
- Improved ability to adapt delivery in response to **changing citizen demand, policy direction or funding constraints.**
- Greater assurance that digital services deliver **meaningful, sustained outcomes for citizens.**

5. Service Pricing and Terms and Conditions

5.1. Pricing

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

5.2. Terms and Conditions

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

6. 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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