



Change Capability Development

Contracting body

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CGI

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Service Definition overview

CGI's Change Capability Development service enables UK public sector organisations to build, embed and sustain their own change management capability, reducing long-term reliance on third parties and external suppliers, and supporting successful delivery of complex and evolving portfolios of change.

Why CGI?

Building confident change teams

CGI helps public sector organisations build enduring, internal capability to manage change, reducing reliance on third parties and supporting sustainable outcomes. Our approach focuses on transferring knowledge, embedding practical ways of working and developing confidence so organisations can manage future change independently. We empower change leaders to have ongoing conversations around strategic change risks and change effectiveness.

Rather than delivering change as a one-off activity, we collaborate with client teams to establish repeatable, scalable change capability that becomes part of business-as-usual. We also collaborate with leaders to identify change scenarios that teams need to be readied for, considering this in our learning strategies and the development of toolkits and playbooks.

People centred approach

Our consultants bring deep experience of delivering people-centred change across complex public sector environments. We take time to understand organisational challenges and practicalities and develop change capabilities with consideration of different stakeholder personas. We apply established best practice, including Prosci®, APMG Change Management and People-Centred Implementation, tailoring approaches to organisational context, culture, and maturity.

This ensures change capability development is centred around real roles and behaviours and resilient to both operational pressures and organisational realities.

Bridging technology and organisational reality

As a leading IT and business consulting organisation, CGI understands both the technical and human dimensions of transformation. We are experienced in bridging the gap between digital delivery and the teams who must adopt new systems, processes, and ways of working.

Our change capability specialists work closely with digital, Agile and programme delivery teams to ensure change management is integrated into delivery practices and aligned to business patterns, improving adoption and value realisation.

Embedding business agility

CGI incorporates Agile principles into change capability design, enabling organisations to prioritise effort, respond quickly to emerging risks and adapt to changing policy and user demands. Our focus is on driving focus on measurable outcomes and strategic change risks, to facilitate continuous alignment and refinement of change efforts rather than periodic review and reset. We believe that change works most effectively when the change and delivery measures are integrated and considered concurrently in agile planning.

Trusted Public Sector partner

Through our client-proximity model, CGI builds trusted, accountable relationships with public sector organisations, supported by global expertise and proven frameworks. We have a history of navigating complex transformation to ensure sustained value from reshaping services, remodelling delivery structures and implementing new citizen experiences.

1. Service Description

Public sector organisations are under constant pressure to deliver policy, digital and operational change at pace, while maintaining service continuity and meeting rising citizen expectations. CGI helps organisations move beyond treating change as a project activity, towards establishing change as an enduring organisational capability.

Our service focuses on developing the people, processes, governance, and ways of working required to manage change effectively from within. We collaborate with client teams to design and embed proportionate, adaptable change practices that align with organisational culture, delivery models, and strategic objectives, ensuring change outcomes are achieved and sustained.

1.1. The Challenge

Public sector organisations face increasing volumes of concurrent change, driven by digital transformation, technology modernisation, policy reform, and evolving citizen needs. These changes are often delivered through complex programmes involving multiple suppliers, delivery teams, and stakeholders.

Common challenges include:

- Over-reliance on external partners to manage change.
- Inconsistent change approaches across programmes, resulting in change fatigue, confusion, or unrealistic demands on people's time.
- Limited internal capability, capacity, and confidence.
- Low or inconsistent visibility of how change impacts teams and roles across the portfolio.
- Difficulty sustaining benefits once delivery partners exit.

The challenge is not simply delivering individual change initiatives, but building the internal capability to manage change continuously, adapt quickly to shifting priorities, and ensure that technology-enabled change is adopted effectively by the people and teams who need to use it.

1.2. Service Approach

CGI's Change Capability Development service is grounded in established change management best practice, including Prosci®, APMG Change Management and People-Centred Implementation, 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.

A core strength of our approach is our ability to bridge the gap between technology delivery and organisational reality. We ensure that change capability is aligned to digital and Agile delivery models, and focused on the specific teams, roles and behaviours required to realise value from investment.

While every organisation and context is unique, CGI's Change Capability Development service follows a consistent, proven delivery model to ensure value and sustainability.

Assess: Understand current change capability

We begin by establishing a clear, evidence-based understanding of existing change capability and maturity. This typically includes:

- Change capability and maturity assessments.
- Review of existing change methods, tools, and governance.
- Reviewing current data and practices for the management of the change portfolio.
- Stakeholder and leadership interviews to build a view of how equipped the organisation is to manage change.

This assessment provides a clear baseline and identifies priority areas for capability uplift, as well as the organisational culture and current pain points that will need to be addressed.

Design: Define target change capability

Collaborating with stakeholders, we design a change operating model aligned to organisational strategy and delivery structures. This may include:

- Definition of change principles, standards, and ways of working.
- Design of adaptable change frameworks and toolkits.
- Change governance, reporting and assurance models.
- Change metrics and dashboards.
- Role definitions, capability profiles, and development pathways.

Where required, we support the setup of Change Management Offices (CMOs) or Centres of Excellence, defining remit, interfaces, and measures of success.

Embed: Agile implementation of change capability

We embed change capability through delivery support, coaching and targeted training, guiding the application of new skills and practices within live projects. This includes:

- Coaching and mentoring for change practitioners and leaders.
- Working with in-flight projects to resolve change challenges and build repeatable solutions.
- Supporting the establishment of new internal change teams.
- Aligning change capabilities and practices into agile delivery models.

We start with small, focused initiatives and interventions, ensuring value is evidenced through clear effectiveness measures, before scaling proven capabilities. This approach enables teams to focus effort where it is needed most, reprioritise where value is unproven or unclear and respond quickly to emerging risks and changing priorities.

Sustain: Transition to self-sufficiency

To ensure capability endures beyond our engagement, we focus on sustainability and knowledge transfer. This includes:

- Shadowing and transition support.
- Routines for tracking capability metrics and periodically reviewing maturity.
- Continuous improvement and lessons-learned cycles.
- Identifying common points of reliance.

Change management becomes an embedded, business-as-usual capability, owned and continually improved by the organisation.

1.3. Service Benefits

Our Change Capability Development service is explicitly focused on delivering measurable, sustainable outcomes, not just activity. We leave organisations with reusable assets, clear governance and skilled people who are equipped to manage future change independently.

Organisations using CGI's Change Capability Development service are equipped to sustain a resilient, future-ready workforce capable of managing continuous change, benefitting from:

- Improved adoption and benefits realisation
- Reduced delivery risk and change fatigue.
- Greater consistency across change initiatives
- Increased leadership confidence and accountability for change
- Reduced dependence on third-party change support
- Stronger alignment between digital delivery and operational teams
- Improved visibility and management of change impacts
- Faster, more confident adoption of new ways of working.

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

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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