



Business Case Development & Approvals

G-Cloud 15 Framework
Lot 3 Cloud Support: Service Definition

January 2026

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Service overview

AtkinsRéalis offers a comprehensive business case development and approvals service to help public sector organisations unlock vital resources with confident, evidence-based investment requests.

Our extensive experience with complex digital and Cloud cases, and deep understanding of both Cabinet Office and HM Treasury (including IPA, GCF and CDDO) working practices, means we offer practicable advice to create compelling documents with realistic timelines, that withstand scrutiny and achieve first time approval.



We help clients anticipate challenges, articulate risks, and mitigations, highlight benefits and clearly present options analyses aligned to strategy, to create arguments that are understood, trusted, resilient and withstand scrutiny.

Our proven approach is built on a robust framework, guiding organisations through the entire business case lifecycle and generating the right evidence to underpin each proposal. Our understanding of scrutineers' priorities mean we help clients gain approval at the earliest opportunity, allowing them to maintain momentum in project delivery.

Recent projects include helping National Highways to develop cases enabling its transition to a £15bn organisation with a mandate to deliver value for money and robust benefits realisation, concurrently reallocating £1bn of portfolio funding to higher value projects across a complex governance and stakeholder environment.

Our service in action

Expert business case development

AtkinsRéalis consultants are specialists with extensive experience in drafting successful business cases and advising on approvals for both public and private sector clients. Our expertise spans programme and project management, benefits management, business analysis, and commercial procurement.

The team is well-versed in the HM Treasury (HMT) Green Book approach and are accredited to train and certify staff in APMG Better Business Cases, based on the UK Government's Five Case Model for effective spending proposals. We also support and train staff in the use of a variety of tools including APM frameworks, Power BI and Visio, RAID frameworks, and Cloud Cost Calculators (Azure/AWS/GCP).



End-to-end support

Our service includes the development and validation of business cases, thorough cost-benefit analyses, risk assessments, and stakeholder engagement. As delivery partners across many government bodies, AtkinsRéalis teams understand the importance of creating clear business cases to unlock the next steps in delivery of strategic objectives.

Cloud adoption expertise

With specific expertise in some of the UK's most advanced Cloud-based initiatives, AtkinsRéalis ensures business cases are aligned with broader organisational objectives and maximise operational value. We understand the challenge of justifying investment in scalable, secure, and future-proof digital infrastructure, which is essential for clients where Cloud transformation must align with strategic goals and demonstrate value for money. We work with teams to enhance traditional business case considerations, to include thinking on movement from capital to operational expenditure, dynamic scalability, and shared security responsibilities.

AtkinsRéalis aligns benefits management with the APM project lifecycle, utilising APMG certified consultants to provide integrated services. We clearly define benefits, link them to strategic goals, and assign owners for accountability. We use baselines and metrics to ensure effective tracking and change plans for stakeholder engagement and smooth transition.

We regularly review progress at programme stage gates, maintaining connection to initial benefit profiles. This ensures that we fully understand and realise all possible benefits throughout the project. We agree adjustments based on review outcomes to meet evolving business needs and strengthen investment confidence.



How does AtkinsRéalis align the five cases to the digital priorities

Strategic case

Provides a compelling and well-defined case for change. We support clients in articulating a robust rationale for transformation, emphasising the principal strategic drivers. Our approach demonstrates how embracing Cloud technology is vital for cultivating innovation and enabling scalability, while ensuring that organisational objectives and overarching government policies are fully aligned.





Economic case

Provides thorough options appraisal, considering customisation, scalability, and technology trends. We guide organisations towards the optimum solution, considering factors such as customisation needs, scalability, and the evolving technological landscape, recognising the trade-off between bespoke capabilities offered by internal solutions and more universally applicable features available in the Cloud. We undertake benchmarking, using our expertise to provide meaningful cost-benefit comparisons between different Cloud service models – and against alternatives such as self-hosting where appropriate.



Commercial case

Ensures a strong Commercial Case through procurement approaches tailored to dynamic Cloud services, examining options for sourcing, contract arrangements and strategic relationships.



Financial case

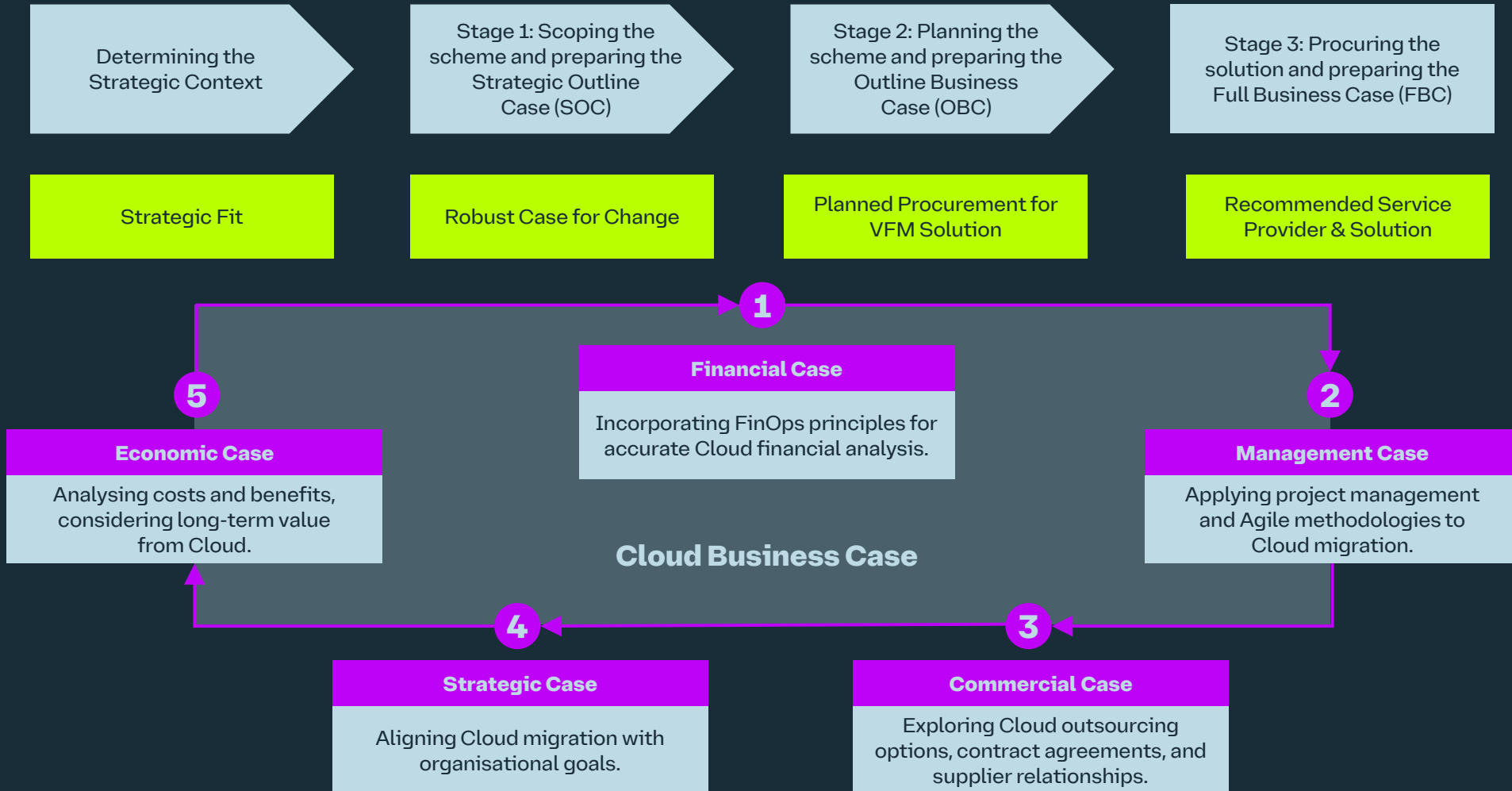
Analyses operating expenditure and applies FinOps principles for long-term financial sustainability. Our Financial Case reflects the dynamic nature of cloud expenditures considering immediate financial aspects and long-term financial sustainability of Cloud services.

Management case

Applies structured, governed approaches using programme and project management methodologies and Agile practices, ensuring technical feasibility and efficient management. With expertise in Programme and Project Management methodologies and Agile practices, we ensure that Cloud investments are technically feasible and efficiently managed, allowing for iterative development and adaptation to evolving industry standards and organisational needs.



AtkinsRéalis Cloud Business Case Model



Case studies

Find out how our impact is demonstrated
through real-world delivery

CASE STUDY

Heathrow

Security Transformation Programme

AtkinsRéalis supported Heathrow's 145-lane security operation by refocusing the transformation scope, defining benefits, and establishing a robust framework for tracking outcomes. We delivered Green Book-aligned business cases, managed budgets and resources efficiently, and ensured strategic clarity within a highly governed environment.

91%

**First-time
pass rate**



- Significant OPEX savings
- Security risk reduction, shorter queues, accelerated benefits realisation through phased piloting
- Improved processing for over **4,000 vehicles** daily
- **40% reduction** in spatial requirements.



CASE STUDY

Home Office

Technology Platforms for Tomorrow (TPT) Programme

AtkinsRéalis strengthened the Home Office's major IT modernisation by rebuilding fragmented business cases, applying Green Book and Better Business Cases guidance, and delivering a complete options appraisal. We led rigorous economic modelling, technical assurance, and stakeholder engagement, restoring confidence across government.

Our work was described by HMT as *"the best business case [we have] read in years,"* setting a benchmark for quality and assurance.

7.9M

**Additional
funding**



- Building confidence across government
- Strengthening programme control
- Modernising IT systems
- Reusing best-practice business cases to build capability



About AtkinsRéalis

AtkinsRéalis is a global leader in engineering, design, and digital services, renowned for delivering end-to-end solutions across government, infrastructure, energy, transportation, and technology sectors.

Founded in 1911, our company operates in over 160 countries with a workforce of more than 36,000 professionals, combining deep technical expertise with cutting-edge digital innovation. Notable for internationally recognised engineering projects such as the Burj Al Arab, the Ho Chi Minh City Skyscraper and the Elizabeth Line, alongside digital projects for MoD, HMRC, National Highways and Heathrow, we have earned a reputation for consistently delivering high-quality work.

Our digital capabilities span business strategy, architecture, design, implementation, project management, and lifecycle support, leveraging advanced technologies such as AI, digital twins, and data-driven systems to transform government, infrastructure and energy systems worldwide. With our strong focus on human-centric design, resilience, and sustainability, AtkinsRéalis is a trusted partner for complex, mission-critical projects for clients across government, defence, infrastructure and beyond.



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