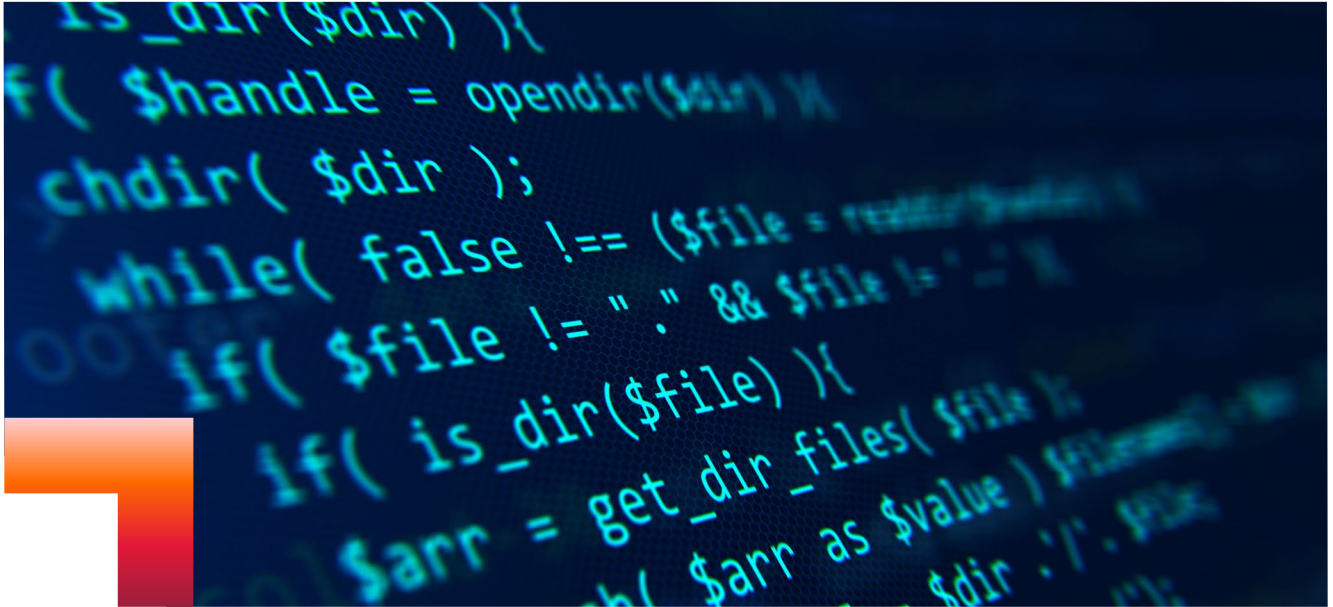


Data, the Soul of Value in the Age of AI and Beyond



How to orchestrate end-to-end value across digital, data and AI

By Nili Misra, Director Consulting Services, Data | Public Safety | CGI UK

In this evolving landscape, one belief is becoming increasingly clear:

“If technology is the body of transformation and AI is its accelerating force, data is the soul: often unseen, yet essential to movement, purpose and life. And like any soul, its power lies in its integrity.”

This matters even more as AI changes how technology is built, consumed and experienced. Technology layers may evolve, automate or become interchangeable, but trusted data remains the enduring source of context, meaning and accountability.

In my previous blog, I explored why data enablement is the foundation for AI and transformation.¹ This article is about how organisations can orchestrate end-to-end value across digital, data and AI landscape.

So, what does end-to-end value look like? It is more than financial return or delivery efficiency. It is the connected value data can enable across the organisation, spanning strategic, operational, financial, delivery, outcome, people, compliance, resilience and future-ready value. This is not exhaustive, but it highlights the key areas leaders need to balance and connect.

This also aligns with wider public-sector thinking and the direction of travel across government and public safety. HM Treasury’s Public Value Framework reinforces the importance of understanding how inputs are turned into outcomes across the delivery chain⁷.

For me, the important point is that end-to-end value requires a cohesive view of how these areas connect, and how data can help orchestrate them together. The aim is to use that data-led view to understand where value is being created, where it is being lost and how people, process and technology need to align to improve it across the organisation.

That starting point will look different for every organisation. Some are still building or strengthening capabilities such as data management, governance, analytics, AI and modern tooling. Others already have many of these components in place but still struggle to connect them into end-to-end value.

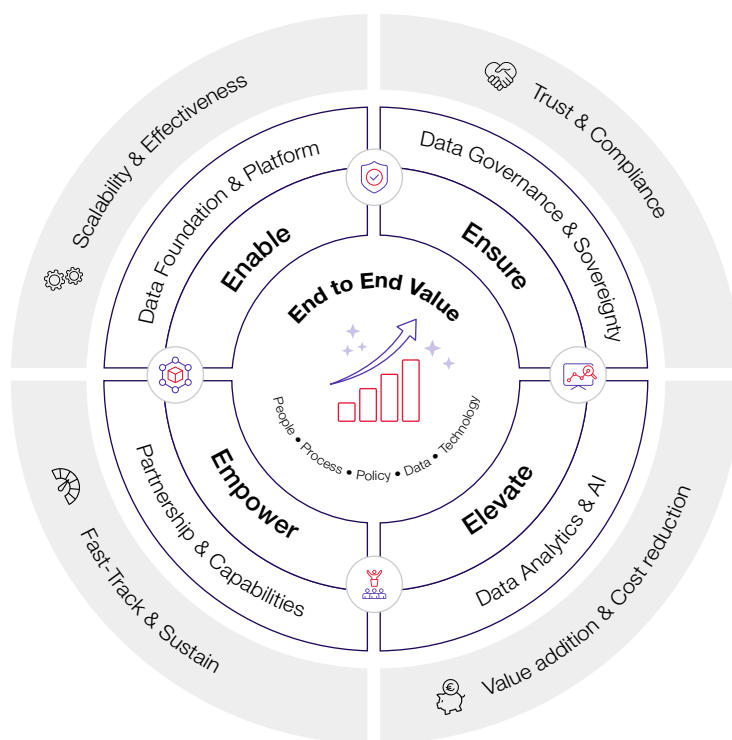
The pattern I often see is either a lack of capability, or a lack of flow between capabilities to connect and align them with the outcomes that matter. Governance struggles to balance control, risk mitigation and value creation. Analytics remains disconnected from strategic decisions. Integration connects systems without

resolving meaning or trust and sometimes creates redundant or siloed datasets. AI is explored before data readiness. Data teams work hard, but struggle to collaborate across the organisation and turn effort into measurable value.

The issue is therefore not simply whether data capability exists. The bigger challenge is whether it is being built and connected in a way that changes decisions, behaviours and outcomes. Just as critically, it needs to reduce duplication and rework and improve cost and operational efficiency.

This is where organisations need to shift from viewing data as separate capabilities to managing the dependencies between them as part of an end-to-end value system. A practical way to move from data foundations to measurable value is through four connected lenses: simple in principle, but powerful when aligned together.

Figure: CGI's end-to-end value orchestration



- **Enable** places data at the core of the enterprise.
- **Ensure** builds trust, governance and accountability at scale.
- **Elevate** transforms data into analytics, data products and AI-enabled insight that differentiates.

- **Empower** strengthens the people, culture and partnerships needed to turn insight into action.

To bring this to life, I want to explore each lens further, not as separate workstreams, but as connected parts of the same value journey.

Enable: Data Foundation, Management & Interoperability

Shifting to value-based outcomes | Creating scalability and efficiency

End-to-end value starts with clarity of purpose: the outcome we want to improve, the decisions we need to support, and the foundations required to make that possible.

Enable is about putting data at the core of transformation. Strong foundations are the building blocks of transformation. They create a scalable structure where capabilities can evolve, extend or be replaced over time without disrupting the wider ecosystem.

This includes architecture, data models, standards, platforms and data management practices that make data usable beyond the system in which it was first created. The value of Enable is scale: improving interoperability, reducing duplication, addressing technical debt, strengthening data quality and making data easier to access, and reuse for AI and decision-making. Without this, every new use case becomes harder than it needs to be, with teams reconciling inconsistent data, rebuilding similar datasets, questioning definitions or creating local workarounds that increase cost, complexity and fragmentation across the organisation.

In public safety, this matters because risk rarely sits inside one organisation. If foundations are fragmented, the operational view becomes fragmented too. Enablement creates a more connected view, not just of incidents or cases, but of people, places, risks and patterns across organisational boundaries, supporting better safeguarding, faster investigations, improved prevention and more confident use of analytics and AI.

This is the shift from data being locked inside systems to data becoming a strategic foundation for outcomes.

Ensure: Governance & Sovereignty

Governance by design | Creating trust & compliance

If data is the soul of transformation, trust is what gives it integrity.

Public safety organisations cannot innovate first and govern later. They need accountability, decision rights, data ownership, quality controls, ethical oversight, lawful sharing arrangements, data minimisation and security controls from the start. This helps ensure the right data is used for the right purpose and governed throughout its lifecycle.

The UK Government's Data Sharing Governance Framework highlights the importance of removing common non-technical barriers to sharing data across government.² Many of the hardest challenges are not purely technical. They sit in ownership, policy interpretation, accountability, trust and ways of working.

Sovereignty is also becoming increasingly important. It is not just about where data is stored. It is about control: who can access data, how models are assured, how suppliers are managed, how decisions are audited, and how organisations retain resilience over critical capabilities.

This becomes even more important with AI.

AI can accelerate insight and decisions, but only when the underlying data is trusted, governed and understood. The UK Government's guidance on making datasets ready for AI describes AI-ready data as high quality, well-governed, secure and understandable by both humans and machines.³

Without trusted data, AI does not scale intelligence. It can scale uncertainty.



Elevate: Data Analytics, Data Products & AI

Strategic alignment | Accelerating value and ROI

Elevate is about turning data into reusable value through analytics, data products, dashboards, decision-support tools, AI models and reusable data assets. The focus must remain on outcomes, not outputs; this is where data starts becoming a strategic asset rather than simply an operational by-product.

Organisations do not need to wait until every foundation is perfect. In reality, value often needs to be demonstrated while foundations and governance continue to mature. But analytics and AI must remain connected to the wider data ecosystem. They should support priority outcomes, use trusted data and embed into the decisions they are designed to improve.

A report is not value unless it directs or influences a decision. A data product is not value unless it is used and reused. An AI model is not value unless it improves speed, quality, safety, productivity or experience.

This means building modular data and AI assets that can scale across the organisation, from descriptive, predictive and prescriptive analytics to AI and machine learning capabilities designed around real operational decisions and outcomes.

Prometheus, delivered through the Accelerated Capability Environment and led by the National Data and Analytics Office, is a useful public safety example. It applies advanced data technologies to help investigators connect information across systems, identify patterns faster and reduce duplicated effort. It is currently being piloted across multiple police forces, with the intention of scaling securely through national policing capability.⁴

The lesson is clear: analytics and AI become meaningful when they are built on trusted data, designed around decisions and delivered as reusable capability.

Empower: People, Operating Model & Partnerships

Improving collaboration | Creating sustained value

Empower is about enabling people to use data effectively across the organisation.

It includes team upskilling, data literacy, operating model design, decision-centric ways of working, change adoption and partnerships across internal and external organisations.

This is often where value is won or lost despite significant investment.

If frontline teams do not trust the data, they will work around it. If business teams are not involved in design, analytics may miss the real decision point. If governance is disconnected from delivery, it becomes friction. If data teams are not aligned to operational priorities, they risk becoming service providers rather than strategic enablers.

But Empower is not only about people and culture. It is about creating the operating model that orchestrates value across the data, digital and AI landscape: how capability is organised, how decisions are made, how accountability flows and how the four lenses connect in practice.

A critical and often underestimated part of that operating model is developing a common data language across public safety.

When different agencies, teams and systems describe the same person, place, risk or event in different ways, insight breaks down at the boundaries where it is needed most. A shared vocabulary, common definitions, consistent classifications and agreed data standards allow analytics, AI and operational decisions to travel across organisational lines with confidence and consistency.

When supported by communities of practice, those common models, shared datasets and reusable capabilities can be built, validated and sustained over time.

The College of Policing's Authorised Professional Practice on data ethics reinforces this point.⁵ Its guidance emphasises ethical use, transparency, proportionality, robust evidence and human decision-making supported by technology.

These are not only governance principles. They are operating model principles.

The four lenses provide a practical way to create value, but even the best lenses need an orchestrating force to bring them together. Without that, capability may move but not always in the same direction.



Leadership: The Value Orchestrator

I may explore this more fully in a future article because it deserves its own discussion, but it is too important not to mention here. Data leaders are no longer defined only by responsibility for data.

Increasingly, they act as value orchestrators, transformation leaders and change makers, because data sits at the heart of digital and AI value.

The organisations creating the greatest value are not necessarily those adopting the most AI or with the most technology. They are the ones where leadership creates the conditions for everything else to work where governance enables rather than blocks, where analytics is owned rather than tolerated, where AI can scale responsibly rather than optimism, and where people across the organisation believe that data is their asset too.

Without that orchestrating leadership, organisations can end up with governance without adoption, analytics without ownership, platforms without value cases, AI without readiness and integration without shared meaning.

This matters even more as organisations navigate growing AI complexity, accelerating expectations and increasing pressure to demonstrate measurable value. Leadership is no longer about managing data as a technology capability in isolation. It is about connecting the dependencies between capabilities, so value, performance and outcomes remain aligned across the organisation.





End-To-End Value in Practice

National Highways provides a useful example of an organisation progressing towards becoming more data-driven to support safer and more reliable journeys. With data spread across thousands of spreadsheets and disconnected systems, CGI supported this journey through Data as a Service, alongside adoption and operational support services.⁶

Viewed through the four lenses, the value pattern becomes clear. Foundations were enabled through architecture, platform capability, data mapping and ontology to create shared meaning across the data landscape. Trust was supported through governance and security alignment.

Data was elevated through improved discoverability, analytics for decision-centricity and proof-of-value visualisation. People were empowered through service design and adoption support, helping users better understand, access and apply data. This shows how end-to-end value is created progressively so data can better support operational decisions, efficiency and public outcomes.

The point is not that every organisation needs the same solution. The point is that the underlying value pattern remains consistent: end-to-end value is rarely created through one platform, one programme or one AI capability alone. It emerges progressively when foundations, governance, intelligence and adoption align around shared outcomes.

In public safety, this matters because the pressure is real. Agencies are dealing with growing incident complexity, fragmented views across systems, increasing scrutiny around privacy and ethical AI, rising expectations for AI-enabled intelligence, and time-critical decisions where delays can affect lives and outcomes.

Public outcomes and value improve when foundations, governance, insight, people and partnerships work together around the same mission outcome, reducing duplication and rework while improving strategic, operational and cost efficiency.

This is what end-to-end value orchestration looks like in practice: not isolated technology delivery, but a connected flow from data capability to organisational value.

- ➞ Foundations create scale.
- ➞ Trust creates confidence.
- ➞ Analytics and AI create intelligence.
- ➞ People and partnerships create adoption.

Together, they move digital, data and AI capability from isolated activity to measurable value.

Conclusion

So, the question for you is:

- Are your digital, data and AI capabilities creating connected end-to-end value, or still operating in silos?
- Can your foundations scale without increasing complexity, duplication and fragmentation?
- Is governance enabling trusted decisions, or slowing value creation?
- Is AI improving meaningful outcomes, or accelerating uncertainty?
- Are your people, partnerships and operating models aligned strongly enough to sustain value over time?
- And most importantly, do you have the leadership and support needed to orchestrate these capabilities around business outcomes and end-to-end value, or are they still being managed primarily as technology capabilities?

Continuing The Conversation

If you would like to explore this further, or deep dive into what end-to-end value orchestration could mean in your context, please get in touch. I would be happy to continue the conversation.

Because transformation does not become real when a platform goes live or an AI pilot is launched.

It becomes real when data is enabled at the core, trust is ensured at scale, analytics and AI are elevated to differentiate, and delivery is empowered to drive value and impact.

**That is end-to-end value orchestration.
And data is the soul that makes it possible.**





About the Author

Nili Misra

Director Consulting Services,
Data | PSBU, CGI UK

Nili Misra is a Data and AI leader and transformation strategist with over 25 years of experience helping organisations maximise value from their digital investments across the public and private sectors. She helps organisations build scalable data foundations, strengthen governance, and develop the capabilities required to realise value from analytics and AI while driving sustainable transformation and business outcomes. A trusted advisor, Nili is known for simplifying complexity, taking a holistic view of organisational, technological, and societal challenges, bridging strategy with execution and enabling measurable value.

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