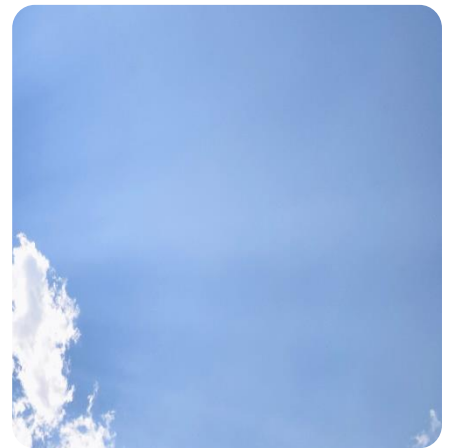




Crown
Commercial
Service



PORTFOLIO, PROGRAMME, AND PROJECT MANAGEMENT (P3M) RECOVERY

GCloud Service Description

Bringing Ingenuity to Life.
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1 PORTFOLIO, PROGRAMME, AND PROJECT MANAGEMENT (P3M) RECOVERY

1.1 Short Service Description

PA Consulting offers full-scale assessment and recovery services for at risk portfolios, programmes and projects (P3M). Working within traditional waterfall and agile environments we help identify and enact appropriate interventions, to ensure accelerated delivery and key benefits realisation encompassing digital development, transformation, information security requirements within cloud and virtual technologies.

1.2 Key Service Features

1. P3M recovery services for at risk portfolios, programmes, projects
2. P3M health check, delivery stabilisation, and recovery plan implementation
3. Crisis points and underlying causes identified, accelerated benefits initiated
4. Long-term intervention planning and support ensuring embedded changes
5. Qualifications in PRINCE2, Managing Successful Programmes (MSP), Management of Portfolios (MoP), Management of Risk (MoR), APM PMQ, SAFe®, AgilePM
6. Recovery implementation following accredited Axelos P3M3 assessment or diagnostic
7. Visibility, governance and steering using real time metrics, data
8. Training, coaching, and mentoring to drive managed benefits realisation
9. Focus to establishing and embedding new behaviours
10. Raising the capability of the client teams through sustainable legacy

1.3 Key Service Benefits

Visibility of Programme health, to identify actions to optimise

Base recovery of Programmes to cost, schedule and/or scope baselines

Established quick wins leading to rapid return to green

Improved systems, process, tools and underpinning programme culture

Exploiting improved management information (MI) to enable evidence-based decisions

Value focus to improve programme effectiveness and efficiency

Communications restored and interfaces / reporting realigned

Prioritised work delivering greatest business value in shortest time
Acting as 'critical friend' to enable meaningful improvements
Legacy capability / maturity adopted within the client programme teams

1.4 Service Definition

PA Consulting has in-depth experience in supporting the delivery of IT (and particularly cloud-based) and equipment Project, Programme, and Portfolio Management (P3M) across UK Government and multiple areas of the MOD including DE&S, Defence Digital, and DIO, expertly using a variety of methodologies such as the Association for Project Management, Agile (including DSDM, SAFe®) and PRINCE2. Furthermore, we have supported P3M delivery and recovery across central Government departments and agencies as well as local authorities, policing, the health and transport sectors and utilities.

PA Consulting will provide expertise to assist with the identification and enactment of a P3M recovery campaign. Our approach is to conduct recovery in three phases:

- Diagnosis of P3M health;
- Stabilisation of P3M delivery and initiation of accelerated benefits /quick wins;
- Development and implementation of a long-term recovery plan building up P3M maturity.

Where needed, we can transition our support into longer term P3M partnering, where embedded legacy capability can be the focus to sustain or incrementally improve against a defined P3M framework.

Through in-depth analysis of your current business situation, we plan and prioritise the work needed to deliver the greatest business value in the shortest possible time. Our P3M experts are experienced in managing recovery programmes, are highly skilled and qualified in a wide range of industry recognised P3M qualifications, including PRINCE2, Managing Successful Programmes (MSP), Management of Portfolios (MoP), Management of Risk (MoR), APM PMQ, Scaled Agile Framework (SAFe®), and Agile Project Management (AgilePM).

1.4.1 Our Approach

Using industry recognised Portfolio, Programme, and Project Management Maturity Model (P3M3) assessments (AXELOS accredited), we are able to leverage our capability to make short term high value impact to understanding the landscape and to build the roadmap to your target maturity levels, while launching the early quick wins (ref: PA adjacent Service 'P3M3 Assessment'). Following this high intensity activity, this service will focus to providing long-term turn-around and recovery assistance, implementing and working alongside you to increase your maturity model levels to the desired state (usually target level 4 or 5 in Figure 2). We achieve this, for instance, through collaborative working to raise levels of governance and ways of working, and to improve Management Information (MI) Reporting to enable more robust evidence-based decision making.

Across industry, projects and programmes more often fail to deliver what was expected within their agreed objectives and baselines. Slippages are common, the capability and resilience of teams are a challenge, and winning and keeping the confidence of customers is an ongoing issue as a result. Portfolios, therefore, will be in a varied state due to the status of their constituent projects and programmes, so there is the need for a foundation capability to be able to balance this and intervene where necessary. If managed effectively, the point where a particular programme reaches the point of in effect being 'unrecoverable' should never be reached.

Therefore, there will be a fine balance between programmes that are '**in control**' and '**out of control**', where shifting the balance will ultimately take a portfolio from a state of 'firefighting' to optimisation. In fact, to achieve this, many programmes are in need of direct and urgent stabilising or recovery intervention to avoid potentially further customer or reputational impact, and so having a tried and tested rapid approach is critical.

With decisive actions to stabilise, recover and improve key programme, a portfolio can achieve enormous impact in terms of **reducing the risk** of the overall delivery landscape, making **considerable cost savings** and **driving up perception** with key customers, and with an overall **enhanced capacity** for future projects and programmes.

This can be achieved through targeted, data-led **interventions** depending on the priority of the portfolio. Therefore, establishing a **central team** and **blueprint** to this type of capability is critical to ensure these programme interventions are coordinated and fed back into a centre of best practice.

Portfolios need a central capability to drive best practice delivery and maturity across it's programmes. This is achieved through a combination of leadership, training/coaching and direct interventions with embedded and experienced subject matter experts. This capability works hand in hand with CoEs, PMOs and P3M teams, but has the advantage of being swiftly mobilised for rapid review, subsequent improvement/turnaround interventions and legacy coaching and embedding of best practices for the internal teams to maintain the trajectory of performance.

The Service focuses on 4 major activities:

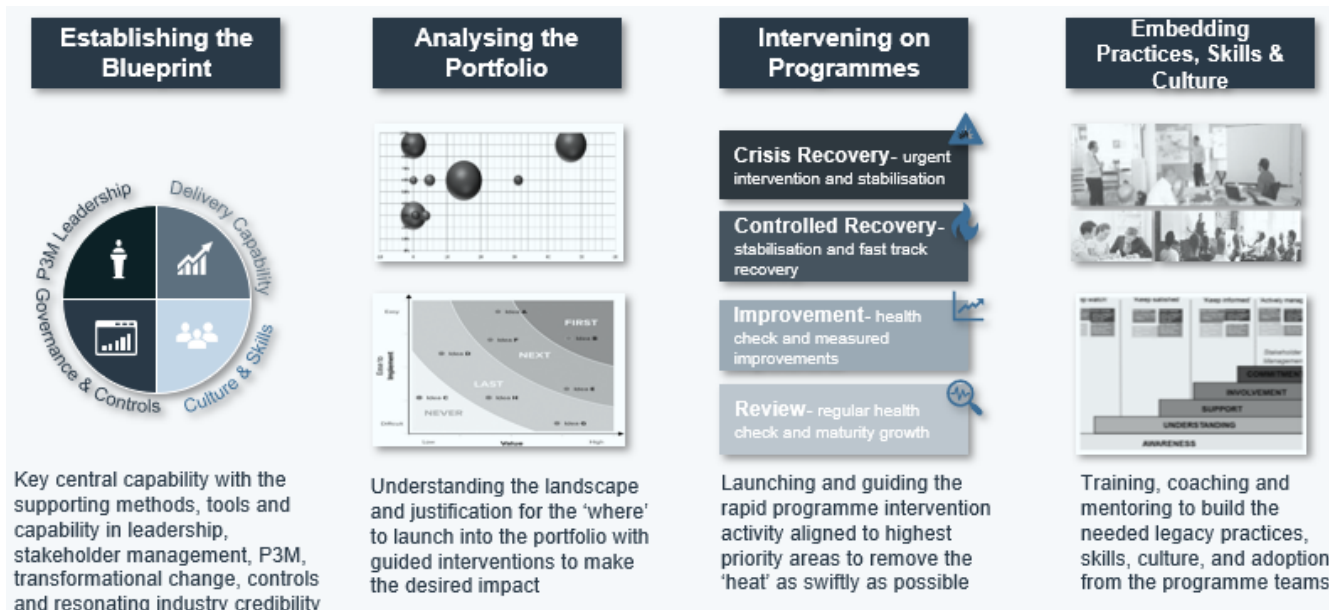


Figure 1 - PA's design to understand where the P3M Recovery is needed

Once the overall mix of the Portfolio is understood, for those selected Programmes and Projects that require intervention, there is a critical need to:

- **Stabilise programmes to deliver impactful outcomes.**
- **Implement processes, skills and competences to enable sustainable delivery for the future.**
- **Better define and prioritise work and the deployment of resource across the portfolio.**

The **programme interventions** are built on a **fast-track cycle** with an aim to stabilisation and a trajectory to broader maturity gain. To embed such capability, this can be followed by **subsequent embedding and sustaining activity** to drive the detailed recovery activity through cemented controls, upskilling and broader **assurance of legacy**.



Figure 2 - PA's P3M Recovery Staged Approach

PA's phased approach for P3M recovery is detailed in Figure 1 and follows the following process:

1.4.2 Phase 1: Diagnose

The aim of the diagnose phase is to undertake a P3M review in a structured way to diagnose the health of your portfolios, programmes, and projects

A management review focused on rapidly identifying the key challenges, the status of the projects, organisation and processes, and engage all the key stakeholders involved, from the Customer to any primary Sub-contractors, while identifying short-term impacting recommendations which have the greatest impact, with the lowest level of effort to implement. This involves using **PAs Rapid Review** approach to map and assess the current maturity and uncover the invaluable insights that are the root cause of the pain, making the path to the solutions address the problems at source.

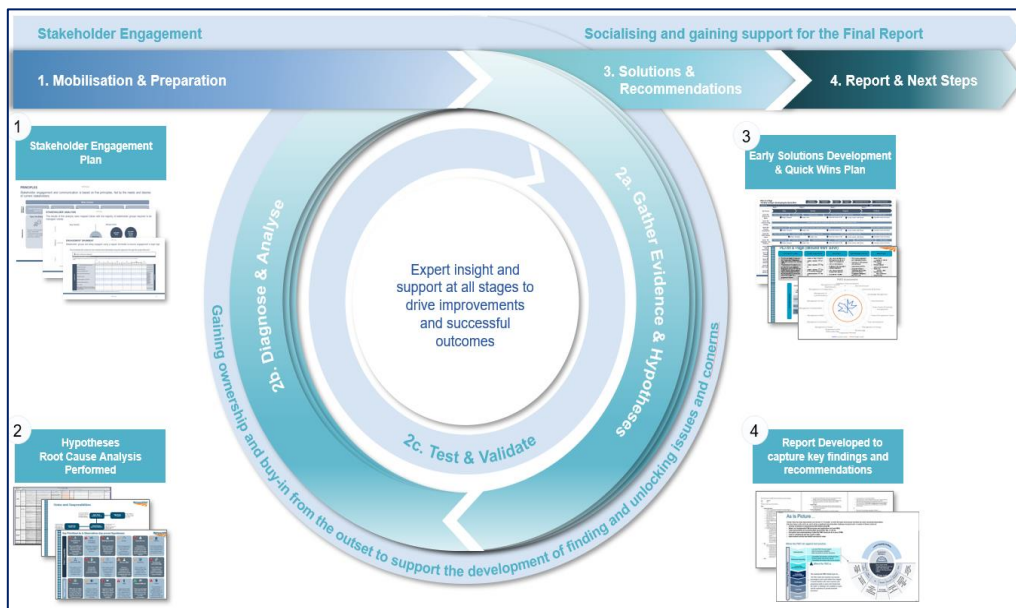


Figure 3 - PAs P3M Rapid Review phase approach

As part of the 'Diagnose' phase PA will use the P3M3 Maturity Model (P3M3), shown in Figure 2, as a framework to focus on specific areas of the business and assess client current performance and plan for recovery. PA is able to offer Axelos accredited P3M3 assessments available as part of an adjacent service (ref: PA adjacent Service 'P3M3 Assessment'). Key steps will be to assess where you are today, where you want to be, and how we can ensure you get there.

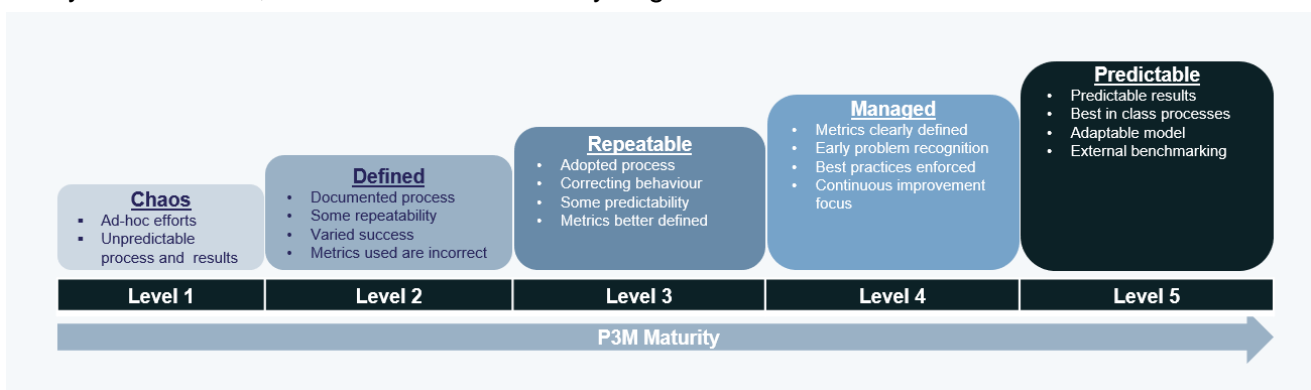


Figure 4 - P3M Maturity Model (P3M3)

For larger portfolios, we are able take a scalable approach to testing and improving by reviewing one key project or programme which will enable us to generate an action plan that can be used as a blueprint across the entire portfolio. This pilot approach allows immediate gains in a specified project / programme while building the broader portfolio picture.

Key Outcomes

- Mature hypothesis on how to start the stabilisation of the programme and the changes needed to execute the recommendations against the validated hypothesis.

- The plan and supporting blueprint developed and ready to seamlessly transition into implementation of the improvements.
- Agreement with your teams on the prioritised improvement areas.

1.4.3 Phase 2: Stabilise

The aim of the stabilise phase is to build the vision for the future state, address urgent and obvious priorities immediately, and build the recovery plan for the longer-term maturity gains

In this phase we will start to introduce quick-wins and ensure short-term recommendations are implemented. We will restore any broken communication streams and realign reporting, ensuring that key stakeholders and team members are redirected to focus on activities which support the plan. As part of this phase 1st order issues and priorities will be understood and actioned.

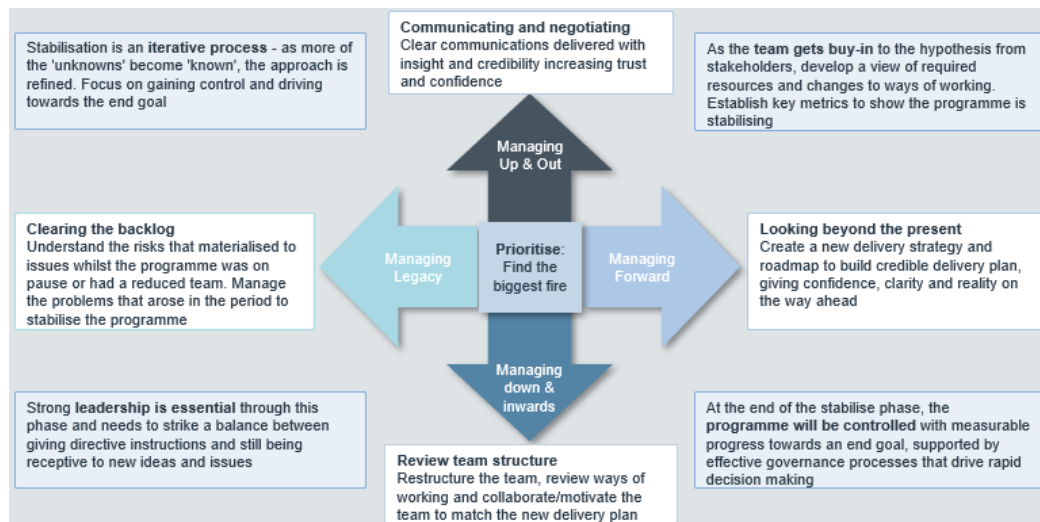


Figure 5 - PA's Stabilise phase approach

Key Outcomes

- Resolved 1st order issues and focussed recovery to quick wins selected from broad assessment (time, cost, quality, risk, governance, reporting, planning, scheduling, change, knowledge, procurement, systems, tools, ways of working, behaviours, culture etc.)
- Momentum into the recovery plan and prioritised areas of focus (heat map)

1.4.4 Phases 3&4: Assure & Drive Delivery

The aim of the Assure and Drive Delivery phase is to execute the evolving recovery plan, and set the fundamental onward controls, assurance and leadership to embed the legacy capability and sustain the improvement trajectory

After a programme has stabilised, it needs additional assurance to avoid 'reverting to type' in order to sustain desired delivery. In this phase we will implement an assurance regime which provides a second pair of independent eyes and embedding expertise to ensure the trajectory for improvement is maintained. The activity will involve; establishing base control processes, emphasising ongoing early risk and issue management, quickly diagnosing problems, and implementing fixes, and providing oversight and mentoring to ensure teams are following laid path (see figure 6 below).

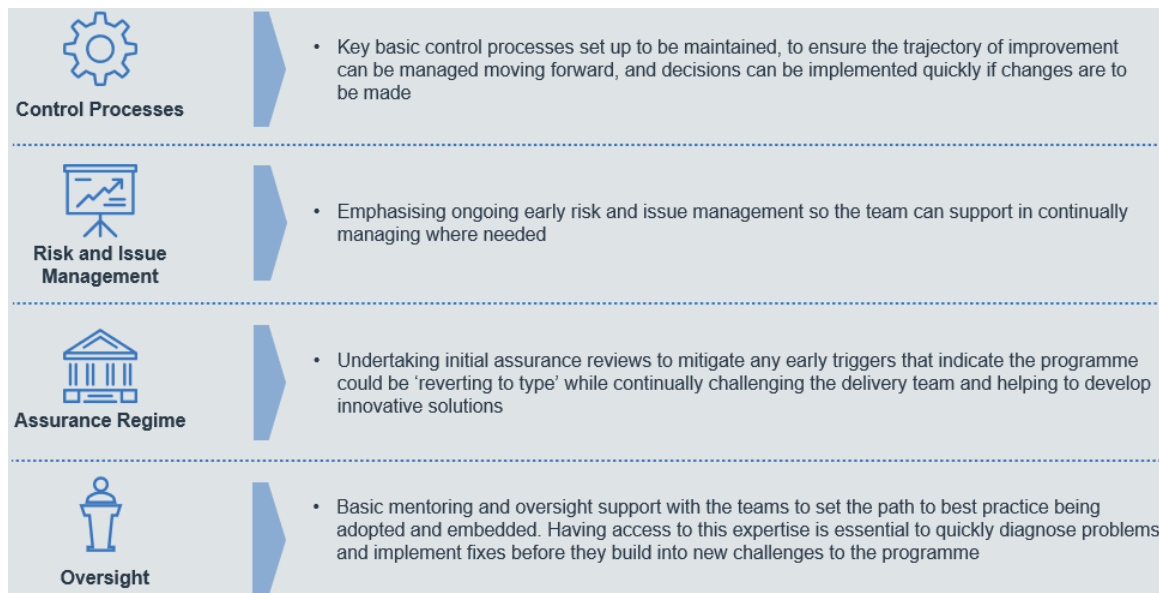


Figure 6 - PA's Assure & Drive Delivery phase approach

Key Outcomes

- Key basic control processes set up to be maintained, to ensure the trajectory of improvement can be managed moving forward, risks & issues can be managed early, and decisions can be implemented quickly if changes are to be made
- Assurance reviews to mitigate any early triggers that indicate the programme could be 'reverting to type' while continually challenging the delivery team and helping to develop innovative solutions
- Leadership and oversight support with the teams to embed legacy improvement shifts in systems, process, tools, and the underpinning culture.

1.5 Why PA?

PA Consulting Group (PA) is a leading IT consultancy and one of the largest advisors to the UK government. We work as a trusted partner to help the UK Government apply an assured cloud delivery approach when developing their most complex information systems and cloud solutions.

PA is well placed to work with clients to help assess readiness, design, build, deliver, and test, to take advantage of cloud solutions. We will bring:

- Leading experience in identifying the costs and complexity drivers for moving existing or new IT services to cloud environments.
- Experience and knowledge to challenge the client organisation to ensure the key stakeholders are aligned ahead of the move to a Cloud solution.
- Access to the latest cloud vendor migration developments, ensuring a best-in-class approach, based on our work with major clients in both the public and private sector in the UK and overseas.
- Experience supporting cloud, in-house and hybrid systems side-by-side

More specifically we will bring:

Ideation & Strategy:

- Cloud strategy and advisory services
- Assessment of cloud readiness
- Cost-benefit analysis and ROI modelling
- Security and compliance assessment

Design & Architecture:

- Custom cloud architecture design
- Integration with existing IT infrastructure
- Multi-cloud and hybrid cloud solutions
- Disaster recovery and business continuity planning
- Robust solution delivery meeting GDS best practice and ISO27001

Development & Deployment:

- Cloud-native application development
- Containerization and microservices & serverless architecture
- DevOps practices and CI/CD pipeline setup
- Automated testing and quality assurance

Implementation & Migration:

- Data migration to the cloud
- Legacy application modernization
- Cloud service provider selection and management
- Implementation of Infrastructure as Code (IaC)

Operations & Management:

- Continuous monitoring and incident management
- Performance optimization and cost management
- Backup and restore operations.
- User training and change management.

Innovation & Scaling:

- Scalable infrastructure to support growth.
- Implementation of AI and machine learning capabilities
- Internet of Things (IoT) integration
- Ongoing innovation workshops and R&D

1.5.1 Social Value

Building a positive human future is at the core of PA's organisational purpose and we live this value as a key advisor and partner to the UK public sector and by delivering tangible benefits to communities and society.

We are passionate about the positive impact PA can have on wider society, making a significant contribution to efforts in tackling inequality, wellbeing, online safety and ensuring effective stewardship of the environment and fighting climate change.

We are committed to maximising Social Value by using our specialist knowledge and skills to develop firm-wide health, well-being and, diversity and inclusion initiatives for our own people, project-specific initiatives with our clients and wider community benefits. We can work with you to deliver measurable improvements across your key social value initiatives.

1.5.2 Security Clearance

PA are a government List X accredited company who have a dedicated Security Vetting team. This allows PA to achieve security vetting of its employees in a time effective manner ensuring the correct processes are always followed (In accordance with the Security Policy Framework). As a matter of standard process, PA puts all its eligible employees through the Baseline Personnel Security Standard (BPSS), set out by the Cabinet Office. Those employees working on, or planning to work on, government projects are automatically put forward for SC clearance which are processed via UK-SV (formally the Defence Business Services – National Security Vetting). PA also process DV vetting through the UK-SV and other agencies, these are generally client sponsored.

PA currently have a large pool of cleared individuals (80% of UK Staff). Should a resource be identified where clearance is needed, the PA Security Vetting team will then process the individual through the relevant clearance procedure. The team will also be able to validate all existing clearances held by PA employees when requested.

1.5.3 Next Steps

This service is intended to help customers develop and deliver successful outcomes regardless of the life cycle stage they are at. PA prides itself on working with clients and helping them to deliver outcomes whilst also providing them the ability to 'stand on their own' so that they can move their solutions forward without future involvement. Please contact us on GCloudFramework@paconsulting.com to discuss your needs further.



About PA.

We believe in the power of ingenuity to build a positive human future.

As strategies, technologies, and innovation collide, we create opportunity from complexity.

Our diverse teams of experts combine innovative thinking and breakthrough technologies to progress further, faster. Our clients adapt and transform, and together we achieve enduring results.

We are over 4,000 strategists, innovators, designers, consultants, digital experts, scientists, engineers, and technologists. And we have deep expertise in consumer and manufacturing, defence and security, energy and utilities, financial services, government and public services, health and life sciences, and transport.

Our teams operate globally from offices across the UK, Ireland, US, Nordics, and Netherlands.

PA. Bringing Ingenuity to Life.

Discover more at paconsulting.com and connect with PA on [LinkedIn](#) and [Twitter](#).

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