KPMG

Technology Contract & Service Provider review

A KPMG Service for G-Cloud 14

Technology Contract & Service Provider Review

Service Description:

KPMG's Technology Contract and Service Provider Review service combines expert independent, evidence based assessments with access to leading industry insights. These will help inform your future commercial strategies, resolve issues with existing contractual arrangements and maximise the benefits of changes in technology and services.

KPMG has a wealth of experience in public sector procurement and working with Government clients.

What are the benefits of the Technology Contract & Service Provider Review?

- Powerful, evidenced contract compliance assessments for service, technology and finance;

- Detailed evidence based review of contract and service level performance;

- Recommendations to adjust service perception across executive and operational levels;

- Strong stakeholder understanding and buy-in to assessment and commercial decisions;

- Financial, HR and legal experts to support handling of negotiation planning and issues;

- Detailed finance and service modelling to support financial decision making;

- Transparent practical plans for commercial negotiations and change management;

- People with a deep experience in successfully assessing IT services;

- Access to market and industry insights, trends, issues and commercials;

- Current and future based evaluation of the Client-Service Provider relationship.

Our service features

- Establishing a robust definition of services and opportunities for transformation;

- Evidence driven assessment of contract compliance by ITIL certified experts;

- Access to leading market and industry analysis for meaningful comparisons;

- Developing market engagement documentation including service synopsis for transparent comparison;

- Analysis and evaluation of key market/industry trends, issues and commercials;

- Compelling 3-way summary comparing service received, paid for and expected;

- Commercial approaches and strategies for supplier mediation, negotiation or commissioning;

- Financial and service modelling to define optimum cost benefit;

- Performance measure review to assess alignment across business need;

- Practical plans for supplier negotiations, market engagement and internal communications.

KPMG Approach

KPMG's Technology Contract and Service Provider Review service combines expert independent, evidence based, assessments with access to leading market and industry insights, trends and issues that will help inform your future commercial strategies. It's ideally suited to developing effective approaches to maximising the benefits of changes in technology and services.

Our approach fits well with all technology services including digital, cloud and legacy IT. We have proven approaches and models that produce a 3-way comparison of services received versus commissioned versus market/industry standards. We will deliver an evidence based assessment of performance, a gap analysis against service commissioned, a market comparison and a roadmap to drive through any mediation, negotiation or new market engagement.

KPMG have a robust and repeatable approach to defining Technology Contract and Service Provider Review services and a long track record in working with clients to successfully deliver new capabilities. We work with the largest and most complex organisations in the Public Sector from large central government departments to devolved organisations.

Our approach has been developed and evolved over the years based on our experience of working with real clients to solve their challenges. This service is based on 4 phases which can be found on the following page.

Service Details

1. Review & Assess

Collect data – obtain copies of current documentation that describes the contracted services, technical architecture, delivery environment, and reports on the actual service received.

Contractual/solution review – review and assess the performance, functionality and value delivered from existing solution to understand areas for improvement and pain points.

Assessment - complete a gap analysis across technical, service and financial factors to establish a performance baseline. Use this baseline to agree with all parties any gaps in delivery/service.

Complete a risk assessment – what is the impact of any shortfalls, this could involve root cause analysis, capability maturity assessments, financial benchmarking etc.

4. Negotiate & Change

- **Prioritise and report** – agree key actions areas, finalise recommendations, baseline source data, prepare a market/supplier debriefing report, present roadmap
- **Roadmap** – create a delivery plan (activities, owners and dependencies) to implement recommendations, which includes a change and communications plan
- **Mediate, negotiate or commission** – develop a new approach to commercial/procurement activities, a negotiation strategy, supplier briefing materials, and commissions for legal advice.

2. Market Analysis

- **Conduct market scan** – scope services for review and identify comparators; prepare review descriptions (i.e., summary of services, delivery model, technologies, SLAs, pricing & terms/conditions)
- **Develop evaluation criteria and models**; select market/companies.
- **Conduct benchmarking/market survey** – engage market (surveys, data research, supplier meetings); complete analysis on market solutions and/or supplier capability; prepare and present report with findings for decision making process.

Review & Assess → Market Analysis → Report & Recommend → Negotiate & Change

3. Report & Recommend

- **Organisational and operational analysis report** – document summary of market themes, trends and key issues.
- **Develop recommendations** – complete a 3-way gap analysis detailing any difference between contract/received services with market standards
- **Validation** – test emerging recommendations with stakeholders and market analysts.

Why KPMG

KPMG is a global leader in Technology Advisory services with a long and successful track record in advice and application of Technology Contract and Service Provider Review methods and practices aimed at readiness and exploitation of digital, cloud and legacy IT services.

- With many locations nationwide, KPMG can **engage locally with your team** and stakeholders, as well as, draw on knowledge and experience from our global Technology Strategy and Sourcing practices.

- KPMG has many **long standing relationship and successful track record with UK public sector clients** ranging from local agencies through to front line services and central government departments.

- KPMG **understands the challenges** faced with finding sourcing solutions for clients with a mix of digital, cloud and traditional legacy IT technologies.

- KPMG understands the challenges faced with finding sourcing solutions for clients with a mix of digital, cloud and traditional legacy IT technologies. We are a **market leader in the delivery of successful reviews of IT supplier performance and contract compliance** in complex national and multi-national organisations with highly complex technology estates.

- Based on our proven experience and practical implementations, we have developed an **extensive range of reusable collateral**. This includes templates, tools, process documents, and industry examples.

- Our IT Sourcing practice has **the capability to deliver all aspects of contract and supplier reviews** and can support any subsequent delivery of strategic initiatives.

- We **deliver added value** through joint working, using our experience, insights and market knowledge to address clients' specific requirements and challenges.

- KPMG are proud of their reputation for **transferring skills** to client's team, **building personal and organisational capability**.

Our Approach

Implementation Plan:

Powered projects are delivered over five phases as follows:

Vision: In this phase the high level scope, the project plan, the approaches and strategies for how the Platform will be implemented during the remainder of the project are documented and accepted. In addition, during this phase preparation for activities in the Validate phase take place.

Validate: In this phase the designs for the items in scope / Platform will be finalised, documented and accepted by the Customer to facilitate entry into the Construct phase.

Construct: In this phase the platform is configured, and integrations built in accordance with the design. A series of test phases collectively determine if the system was built in accordance with the design.
Data is also cleansed in preparation for migration and tests will be conducted to confirm the ability to migrate and reconcile data from the legacy platforms to the new platform.

Deploy: During this phase the platform is subject to user acceptance test, users are trained, data is migrated and the project transitions from implementation to Production.

Evolve: During this phase the new platform is in production and the Customer starts operating the target processes on it, with the agreed level of post go live Hypercare support.

Implementation Plan, continued

Timescales are driven by a number of variables including the scale and complexity of each Customer's scope together with quality of data and availability of resources.
We would agree the implementation plan, resource requirements and project milestones as part of the process of procuring our services.

Onboarding and offboarding support:

The range of on boarding activity required for clients adopting a KPMG Powered service would be agreed as part of the procurement of the service. As part of the service we build and agree a plan covering all relevant activities, planned times, durations, responsibilities, accountabilities and outputs.
Typical elements comprise:

Onboarding:

- Development of the project charter, if needed, and associated project guiding principles

- Assistance to develop / articulate the case for change

- Change management and communications strategy to aid who needs to be communicated with, how and when in relation to the changes the project is planning to implement

Onboarding and offboarding support:

Onboarding…continued

- Provision of orientation sessions in the Powered Methodology, Powered assets, Platform principles, Powered Execution Suite tools to prepare clients teams for the program, including workshop execution

- Engagement with client teams to understand the 'as is', to take into account in change impact assessment during workshops

- Definition of collective roles and responsibilities including that for outputs

- Execution of a Project kick off event and associated materials to formally launch the project and to aid new joiners in orientation

The migration of client data is often a critical path item on the on boarding plan. We work with our clients to assist them to transition data to the new Platform. As part of this we would provide standard templates and knowledge transfer to allow the client and/or their existing service provider to extract and provide data in the correct format.

Offboarding:

Each implementation has a post go live ("Evolve phase") in which KPMG will provide post go live support working with each Clients Business as Usual (BAU) team to fully transition on going service delivery to the Clients' BAU support team according to the agreed plan.

Why KPMG

Service levels like performance, availability and support hours

The service levels and support hours for Cloud software vendors are per the relevant authority's direct agreement with that vendor.

KPMG can provide managed services with extended support hours coverage and would be happy to discuss this and specific service level requirements on a case by case basis.

How you'll repay or compensate buyers if you do not meet service levels

Any service credit regime for Cloud software vendors are per the relevant authority's direct agreement with that vendor.

KPMG can discuss specific service credit requirements on a case by case basis.

The ordering and invoicing process

The ordering process for G Cloud services is laid out in the 'G Cloud buyers' guide on the www.gov.uk website.

Invoicing arrangements will be as per the agreed G Cloud order form and will vary from engagement to engagement.

How buyers or suppliers can terminate a contract:

Our terms provide for a range of scenarios where both Buyer and Supplier are able to terminate contracts, to defined notice periods, for:

- convenience,
- failure to remedy a material breach and
- insolvency.

In addition, Supplier has the right to terminate if: (a) circumstances arise or have arisen which KPMG reasonably considers does or may impair its impartiality, objectivity or independence in respect of the provision of the Services; or (b) for legal, regulatory or other justified ethical reasons.

After sales support

KPMG can provide a range of services to assist users of this service post implementation ranging from managed services, staff secondment, impact assessments on the implementation due to cloud software vendor upgrade / major patches and associated regression testing.

Any technical requirements

Each Cloud software vendor provides details directly of their supported web browsers and personal computer and related requirements. These are not onerous and typically do not present an issue for the majority of organisations.

KPMG also uses a range of collaboration tools, as appropriate, to assist in the delivery of the Services. Microsoft Office 365 & Teams are used by all colleagues within the firm, with other tools such as Jira and Confluence being used if required for the project. KPMG is also able to use other collaboration tools if used on client provided laptops.

Project team members will need to be provided with a software VPN and virtual machine or client laptop.