



**Programme and Project Management
Service Definition Document**

**G-Cloud 15
Lot 3 Cloud Support**

Programme and Project Management

Introduction

Civiteq provides outcome-driven programme and project management services for public sector cloud initiatives, including ERP (SaaS), best-of-breed platforms and service-enablement technologies. We support organisations across local government, central government and the wider public sector, including health, education and arm's-length bodies.

We act as a trusted, client-side delivery partner, providing leadership, governance and control across complex, multi-supplier programmes. Our services span discovery and business case development through mobilisation, delivery, go-live and post-implementation optimisation, underpinned by a strong, scalable PMO as a Service (PMOaaS).

Our approach emphasises clarity in decision-making, proportionate governance, practical delivery control and sustainable benefits. We translate technical and organisational complexity into clear plans, evidence and decisions that senior leaders can govern with confidence.

What we do

Civiteq provides client-side programme and project management to plan, govern and deliver complex cloud change. Our service is modular and scalable, allowing buyers to engage focused project management support or full programme leadership and PMO capability, depending on need.

Organisations typically engage this service when they:

- Are delivering complex ERP or cloud programmes with multiple suppliers
- Require independent client-side leadership and assurance
- Need improved visibility of progress, risk, cost and dependencies
- Want confidence that delivery activity is aligned, controlled and outcome-focused

Our Programme and Project Management services typically include:

Programme & Project Delivery

We provide experienced programme and project leadership to manage scope, plans, dependencies and delivery outcomes. We coordinate workstreams, manage risks and issues, support decision-making, and keep delivery aligned to strategic objectives, budgets and timelines.

Our focus is on delivery control and integration, so technical, commercial and organisational activity progresses in a joined-up and manageable way.

PMO as a Service (PMOaaS)

A right-sized Portfolio, Programme or Project Management Office providing consistent governance and reliable reporting. PMOaaS typically includes:

- Programme and project charters and delivery plans
- Governance structures and decision calendars
- Integrated planning, scheduling and milestone tracking
- Financial monitoring, forecasting and cost control
- Risk, action, assumption, issue, decision and dependency (RAAIDD) management
- Change control and assurance processes
- Live dashboards, reporting packs and management information
- Benefits tracking and dependency mapping
- Standards, templates and capability uplift

PMOaaS provides transparency, repeatability and confidence across the delivery lifecycle.

Integrated delivery oversight

While specialist capabilities such as procurement, change management, testing and benefits realisation are delivered through dedicated Civiteq services or third-party suppliers, our programme and PMO teams give these activities effective governance and alignment.

This includes oversight of:

- Cloud procurement and mobilisation readiness
- Testing, cutover and early-life support coordination
- Change, adoption and benefits dependencies

Our role is to keep these activities properly sequenced, visible, auditable, and aligned to the overall delivery plan, reducing risk and avoiding fragmentation.

How we do it

We apply Civiteq's proven, phase-based delivery methodology to provide structure, assurance and flexibility. This approach enables buyers to govern delivery with evidence and progress with confidence.

Our delivery lifecycle typically includes:

1. **Mobilise** – Confirm scope, objectives, roles, governance, ways of working and reporting.
2. **Discover** – Baseline the current position, constraints, risks and readiness across people, process, data and technology.

3. **Define & Design** – Agree outcomes, priorities, delivery approach, dependencies and the integrated delivery roadmap.
4. **Prepare** – Finalise plans, confirm readiness, align suppliers and agree decision and assurance checkpoints.
5. **Deliver** – Manage delivery iteratively with clear controls, issue and risk management, and decision tracking.
6. **Embed & Optimise** – Stabilise delivery, transfer knowledge, track benefits and agree optimisation actions.

Each phase concludes with a readiness gate for informed decisions and controlled progression.

Outcomes you can expect

Our Programme and Project Management services are designed to provide confidence, control and measurable progress. Buyers typically achieve:

- **On-time, on-budget delivery**
Clear accountability, controlled scope and reduced delivery risk through transparent governance.
- **Improved decision-making and assurance**
Accurate, timely reporting that enables confident executive and board-level decisions.
- **Reduced programme risk**
Early visibility of issues, dependencies and constraints, allowing proactive intervention.
- **Better coordination across suppliers and workstreams**
Joined-up delivery that reduces duplication, gaps and conflicting priorities.
- **Smoother adoption and transition**
Delivery that is aligned to readiness, reducing disruption at go-live and beyond.
- **Consistent delivery quality**
Repeatable standards, templates and controls that improve predictability and outcomes.

Timescales

Timescales vary depending on scope, complexity, organisational capacity and route to market. Typical patterns include:

- **Mobilisation and PMOaaS stand-up** – 2–4 weeks
Governance setup, onboarding, planning, reporting and controls established.
- **Procure and prepare (where applicable)** – typically 6–9 months
Requirements definition, sourcing strategy, market engagement, evaluation and approvals, governed through the programme.

- **Delivery and adoption**
 - Focused or self-contained initiatives: typically 3–6 months
 - Multi-workstream ERP or SaaS programmes: typically 12–18+ months, often delivered iteratively
- **Stabilisation and optimisation** – typically 6–12 weeks post go-live
Transition to business-as-usual and initial optimisation cycles.

Detailed timelines are agreed during mobilisation.

Buyer dependencies

To deliver effectively, buyers are expected to provide:

- A named senior owner with authority to make decisions
- A day-to-day delivery lead and access to appropriate stakeholders
- Timely access to documentation, systems and environments
- Availability for workshops, reviews, testing and sign-off
- Clear decision routes and governance cadence

Where dependencies are not met, Civiteq will highlight impacts and agree adjusted plans rather than allowing unmanaged drift.

Resources

Programme and Project Management engagements are delivered by experienced consultants, scaled to the size and complexity of the programme. Typical roles include:

- **Programme Director / SRO Advisor**
Provides senior leadership, governance oversight, risk and benefits ownership, and executive engagement.
- **Programme Manager**
Manages integrated plans, dependencies, RAID, change control and day-to-day delivery across workstreams.
- **PMO Lead / PMO Analysts (PMOaaS)**
Establish and operate programme controls, reporting, planning, financial tracking and assurance processes.
- **Project Managers / Workstream Leads**
Lead individual projects or workstreams, coordinating suppliers, milestones, risks and deliverables.
- **Business Analysts**
Support requirements, process mapping, acceptance criteria and delivery validation.

- **Solution Architect (as required)**

Provides assurance across integrations, security, non-functional requirements and compliance.

All roles are available at varying levels of seniority, with rates as per the published rate card.

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