

Programme Management Office G-Cloud 15





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1 Service Overview

Capgemini's PMO service provides a comprehensive framework for governance, control, and delivery assurance across projects and programs. It combines PMO establishment, operational management, and advisory support to ensure strategic alignment, risk and issue management, financial oversight, and stakeholder engagement. Leveraging proven methodologies like MSP, PRINCE2, and Agile, along with global expertise, PMO certifications, and our AI integration, our service delivers flexibility, transparency, and rapid mobilisation. This approach enables organisations to optimise resources, maintain consistent standards, ensure governance adherence, and achieve measurable business outcomes efficiently.

2 Business Need

PMO services provide organisations with a structured framework to govern projects, ensure strategic alignment, and deliver consistent, high-quality outcomes. They standardise processes, manage risks, and optimise resources, enabling better control over budgets, timelines, and scope. By acting as a central hub for communication and stakeholder engagement, PMOs improve transparency and collaboration across teams. Modern PMO models also offer scalability and agility, allowing government departments to adapt quickly to changing priorities while ensuring benefits realisation and measurable value from every initiative.

3 Our Approach

3.1 PMO Service Approach

The exact services will be as agreed with a client but typically Capgemini's PMO service can be delivered in one or more of the following ways:

- PMO Establishment
- PMO Operate
- PMO Advisory

3.1.1 PMO Establishment

Using our existing and successful suite of templates and tools we accelerate the establishment of the Programme Office, working with our clients to deliver an aligned and consistent approach that can still recognise and accommodate the differences between the individual projects and work streams that make up a program. The service includes the following components:

PMO Core Service	Why	Value
Project Governance	Agree and progress on approach required to deliver and manage the project. Define project measures, reporting requirements, confirm roles and responsibilities and select governance tools.	Provide a governance structure, including creating a stakeholder RACI, create and update the governance plan and provide a standard set of toolset and repository in use including training of stakeholders on using them.
PMO Set up	Quality control of work stream plans. Establish planning standards and templates. Identification and ongoing coordination of dependencies across projects within the programme and external dependencies.	Help with roadmap creation and tracking of the project/programme delivery in terms of start and end dates at a high level or in depth if required.
Financial Management	Management & Tracking of costs incurred and forecasts to complete. Tracking financial benefits achieved.	Set up the engagement structure, create benefits plan for the customer, support the



PMO Core Service	Why	Value
		benefits tracking for the customer on a regular basis.
Resource Management	Management of resource requirements for the programme in a proactive fashion.	Manage the resourcing for the programme by providing a resourcing tracker for all individuals in the programme covering all projects.
Scope And Requirements Management	Ensuring each project has a clear scope in place and complies with that scope. Management of changes to scope (see below). Support to Design Authority to ensure completeness of Programmed Scope.	Create a traceability matrix to ensure that baselined scope is identified and any scope creep is managed and tracked.
Change Control	Establishment and active ongoing management of the changes requested by whatever route to ensure a consistent and transparent process is followed to support good decision making.	Manage the change control within the programme by ensuring any change to scope, time or cost goes through the appropriate change framework ensuring use of appropriate templates being used.
Issue Management	Combination of the active management and reporting of Issues at programme level with oversight at project level to ensure consistency and quality.	Create a RAID framework to identify, document, review and manage risks and issues. Educate the stakeholders on the use and impacts.
Client Relationship Management	Establishment and management of the client relationship by understanding, formalising and monitoring client satisfaction.	Help set up and manage the client roles and responsibilities. Have a monthly client meeting to progress and track client satisfaction criteria by managing and facilitating the entire process.
Supplier And Procurement Management	Establishment and management of procurement processes for external suppliers including selection processes, contracts and management of external suppliers	Setup processes on new procurement items. Track and manage 3rd party contracts including commercial and delivery in the loop. Ensure SLA's are tracked. Track formal acceptance of procurement, deliverable, service completion to ensure they have met their obligations.
Communication Management	Establishment and implementation of effective communication to a variety of stakeholders that have an interest in the progress and overall outcome of a project	Manage a list and requirements of stakeholders both internal and external and create DL's for each. Appropriate tools and procedures are put in place. Initiate an approach for internal and external comms. to be circulated.
Infrastructure Management	Provision of appropriate infrastructure, office space, equipment and software tools to work for the team.	Help provide access to different tools to the team. Setup a process to initiate, map and track toolset.
Configuration Management	Organisation and management of the configuration items throughout the	Keep & track all programme governance with proper baselining and versioning. Create a configuration management process



PMO Core Service	Why	Value
	project which are taken together to build a configuration baseline.	for artefacts and ensure that everyone is appraised of it.
Knowledge Management	Establishment of the knowledge management aspects of the project, including re-use of existing knowledge objects, the project's contribution to knowledge repositories and maintenance of the engagement profile.	Create and manage the post project reviews and help in logging this review for future projects. Create, update and share processes for different aspects of the projects/programs to be circulated and/or appraised for project team members.
Implementation and Handover Management	Establishment of the activities needed to ensure that developed solution is implemented correctly to aid successful Go Live and the project handover to the client and ongoing support organisation is fully completed.	Track contractual commitments in conjunction with the Engagement Manager in terms of what needs to be tracked/progressed for a successful go live. Ensure service/support organisation is appraised of the changes/updates.
Security and Data Protection Management	Establishment and implementation of processes to ensure security and data protection is managed, tracked and meet the legal and contractual obligations.	Create a process for security aspects related to the programme. Appraise everyone of what their responsibilities are and track if necessary. Create a checklist of items to track and update depending on the project and contractual obligations.
Risk Management	Combination of the active management and reporting of Risks at programme level with oversight of this at project level to ensure consistency and quality.	Create a RAID framework to identify, document, review and manage risks and issues. Educate the stakeholders on the use and impacts. Manage the RAID on the programme by ensuring important risks/issues are consolidated and put forward for senior stakeholder attention.
Planning	Implementation of Quality control of work stream plans. Establishment of planning standards and templates. Configuration management of work stream plans. Consolidation of programme plans and progress level analyses. Identification and ongoing coordination of dependencies across projects within the programme and external dependencies.	Help with roadmap creation and tracking of the project/programme delivery in terms of start and end dates at a high level or in depth if required. Track and collate information from different stakeholders in terms of progress to provide a consolidated roadmap view.
Quality Management	Implementation of management processes to contribute to the overall quality of the project, when detailed verification and validation activities are described in appropriate delivery processes.	Conduct project compliance checks. Project audits and reviews. Monitor, review quality objectives project deliverables and appropriate actions are noted and progressed. Create quality and process checklist.



3.1.2 PMO Operate

This stage covers the running of the established PMO. Once the processes are defined and established a more cost-effective resource profile can be agreed for the day-to-day operation. A programme can be established across all four dimensions of the PMO function. One of the challenges for an efficient PMO operation is balancing the workload over time so that the effort isn't clustered around activities such as period-end reporting. Capgemini's PMO solution consists of services that can result in a PMO function and can offer governance applied sensibly, can help provide analysis and insight, can offer capability in ways of working to help achieve efficiencies, and collaboration that can support the programme and increase confidence in delivery.

3.1.3 PMO Advisory

In addition to operating the PMO, Capgemini can provide advisory services to help clients establish or re-invigorate their own PMO. Capgemini's PMO practitioners can work with the client management team to design a PMO operation at either the Portfolio or Project level, taking on-board the clients in-house methodologies processes and toolsets.

Capgemini can also offer a PMO Health check service. This would be a short, focused, independent assessment of the client's PMO operations and can offer capability to deliver the success, using structured processes and defined tools. Capgemini can help design a recovery plan for identified issues.

3.2 Assurance

Capgemini PMO practitioners undergo P3O certification and many also PPSO Certification. All our PMO resource (PMO Analysts, PMO Leads and PMO Managers) also undergo Capgemini's own PMO Certification. Capgemini can offer staff for Government clients that have the necessary levels of security clearance. In most cases this is BPSS or SC, but some also hold DV clearance.

3.3 AI Integration

By leveraging AI tools like Copilot, a PMO can transform from a purely governance function into a strategic enabler—driving efficiency, insight, and innovation across projects.

Productivity and Time Savings

- **Document Creation & Templates:** AI can draft project charters, onboarding packs, RAID logs, and process documentation, reducing manual effort by up to 40–60% for tasks like charter development and compliance monitoring.
- **Meeting Management:** Copilot can automatically capture meeting actions, generate minutes, and share updates, ensuring accountability and saving hours per week.

Enhanced Governance and Compliance:

- **AI-driven compliance checks** can monitor adherence to organisational policies and flag anomalies in project data (e.g., missing fields, outdated dates). This reduces risk and improves audit readiness without heavy manual oversight.

Improved Decision-Making

- **Analytics and Insights:** AI can analyse resource allocation, financial variances, and trends across projects, enabling proactive decisions and better forecasting.
- **Risk and Status Summarisation:** Copilot can identify themes in risks and summarise complex status reports, helping PMOs respond faster to challenges.

Knowledge Management and Onboarding

- AI can generate handover documentation, job specifications, and onboarding packs by pulling insights from historical emails and meetings, reducing onboarding time and improving continuity.



Automation of Repetitive Tasks

- AI enables non-technical PMO staff to implement automation quickly, freeing time for strategic work.

3.4 Benefits

Depending on the services purchased, implementing a PMO service can help the client achieve:

- Delivery and measurement of successful business outcomes.
- Project mobilisation.
- Assurance of delivery to time and budget.
- Effective governance, reporting and control.
- Proactive risk and issue management.
- Project performance improvements.
- Assurance of clear accountability for programme budgets.

These benefits can be achieved through:

- Access to experience in a range of Project Management processes and methodologies, such as MSP, PRINCE2 and PMI.
- Access to a track record of successful project governance for the benefit of clients.
- AI Integration

4 Buyer Responsibilities

Please refer to the Supplier Terms listed with this service on the Platform. These may contain additional Buyer obligations/costs the Buyer is subject to that are not identified anywhere else in the Supplier's Application or on the Platform.

If these responsibilities do not match your expectations, then please contact us in order that we can explore options to vary our approach.

5 Service Management

This service can be delivered as a defined project, with agreed processes, outputs, and deliverables, or on a day rate basis.

6 Protection of Data

This service is based on a security classification of 'Official', however should you have a requirement for a different security classification that you would like us to consider, please contact us to discuss.

7 On-boarding and Off-boarding

Prior to the execution of the Order, the Supplier and the Buyer will agree the scope of the exit plan for the Services and a timescale for delivering an exit plan to ensure continuity of service.

Capgemini shall undertake on-boarding and off-boarding activities agreed within the Order Form and an exit plan in line with the Call-Off Contract terms which will be charged for in accordance with the Pricing section for this service.



8 Skills and Knowledge Transfer

Capgemini recognises that skills and knowledge transfer is a critical element in the provision of GCloud services to public sector clients. Where possible and applicable, this forms part of the delivery plan for the service agreed at the start of the engagement. Our consultants and engineers are experienced in providing skills and knowledge transfer for major private and public sector clients.

Where appropriate, we may use a standard approach, tailored to topic, skills-gap and individual, to ensure consistency and effectiveness. The approach, Capgemini's Assess-Plan-Implement framework, has been used repeatedly by our teams to structure the work involved in transferring skills and creating new teams capable of driving and sustaining change long after the end of the formal programme. The framework can be applied throughout a project to understand knowledge transfer objectives, plan training delivery methods and materials, and deliver and evaluate success.

9 Partnerships/Alliances

This section is intentionally left blank.

10 Vendor Accreditations/Awards

PPSO (Programme and Project Support Office)

The PPSO Essentials Certification is designed for professionals new to PMO roles such as Project Support Officer or Project Coordinator. It provides a solid foundation in programme and project organisation structures, planning, documentation, monitoring, and reporting. The certification covers core project management techniques, processes, and tools, alongside day-to-day responsibilities within a PMO environment.

For advanced practitioners, the PPSO Advanced Certification focuses on the implementation, operation, and development of PMOs. It equips PMO Managers and Leads with skills in governance, business case development, tool selection, and continuous improvement of PMO services.

P3O (Portfolio, Programme and Project Offices)

The P3O framework provides best-practice guidance for establishing, developing, and maintaining a portfolio, programme, and project office structure. It supports decision-making and delivery by aligning projects and programmes with organisational strategy.

P3O Foundation introduces the principles, terminology, and functions of P3O, including governance, resource optimisation, and risk management.

P3O Practitioner builds on this by focusing on the design, implementation, and management of P3O models, enabling organisations to achieve strategic alignment and maximise value delivery.

This certification is widely recognised for professionals managing PMOs or designing enterprise-level governance structures.

PMO Certification

PMO Certification validates expertise in establishing and operating Project Management Offices as a strategic function within delivery organisations. It formalises experience and skill sets, enhances visibility, and provides a clear career path for PMO professionals.

Benefits include:



- Standardisation of PMO practices across engagements
- Increased confidence for clients and stakeholders
- Professional development framework for PMO roles from entry-level to leadership

Certifications such as PPSO and P3O are complemented by internal PMO certification programmes, ensuring consistent quality and capability across global delivery teams.

11 Sub-contractors

Capgemini UK may use the following subcontractors to deliver this service:

- Capgemini Technology Services India Limited.

12 Business Continuity and Disaster Recovery

No disaster recovery plan is provided as part of these Services.

13 Pricing

This service is priced in accordance with the SFIA Rate Card attached. Capgemini can also provide offshore resources at reduced rates where appropriate. Projects can be priced either on a Time & Materials or Fixed Price basis.

All prices are in GBP and exclude VAT.

14 Ordering and Invoicing

Please refer to the Supplier Terms for this service.

We would be pleased to arrange a call or meeting to discuss your requirements of our service in more detail.

15 Termination Terms

Please refer to the Supplier Terms for this service.

16 Further Information

For more information about this or any of our G-Cloud services, please contact our Public Sector Team.

Phone: 0370 904 4858

Email: publicsector.opps.uk@capgemini.com including the following information:

1. The name of this service.
2. The name of your organisation.
3. Your name and contact details.
4. A brief description of your business situation.
5. Your preferred timescales for starting the work.



About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, generative AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2024 global revenues of €22.1 billion.

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