

DELIVERY LEADERSHIP & MANAGEMENT

Service Definition
G-Cloud 15

REPLY

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SERVICE DESCRIPTION

Many product and technology departments struggle to bridge the gap between high-level product strategy and the day-to-day reality of execution. Common challenges include fragmented workflows, opaque reporting, unmanaged dependencies, and "Agile" processes that have become bureaucratic rather than empowering. As a result, critical product initiatives often suffer from missed deadlines, budget overruns, or a failure to realise the intended value.

Reply's Delivery Leadership & Management service addresses these challenges by providing expert oversight of the end-to-end delivery lifecycle. We move beyond simple task tracking to offer a structured, evidence-based approach to optimising flow of your delivery pipeline. We integrate governance, risk management, and stakeholder alignment directly into the delivery process to ensure that product releases are successful, timely, and of the highest quality.

FEATURES

Our service provides a comprehensive management layer designed to stabilise and accelerate your product delivery:

- **End-to-End Delivery Process Ownership**
We provide comprehensive oversight of the entire delivery process, from initial requirement inception through to production deployment and service transition. Our Delivery Managers act as the central point of accountability, ensuring seamless transitions between Discovery, Development, and Release phases. By implementing rigorous "Definition of Done" (DoD) criteria and automated quality gates, we eliminate operational "black boxes," providing stakeholders with total visibility into the maturity and readiness of the product at every stage.
- **Agile Ways-of-Working Optimisation**
Our approach focuses on the pragmatic optimisation of the team's daily ways of working (WoW). Rather than enforcing a prescriptive methodology, we conduct a forensic analysis of your current delivery lifecycle to identify and eliminate process friction. We work with you to develop the right operational model for you, that empowers multidisciplinary teams to execute with speed and clarity, while maintaining the rigorous transparency required by senior stakeholders.
- **Sprint Planning, Tracking and Governance**
We ensure work cycles are planned with precision and backed by data. We support the team by facilitating all agile ceremonies and planning sessions, ensuring that requirements are clear and dependencies are managed before work begins. Our Delivery Managers act as the primary shield for the team, proactively identifying and removing blockers through integrated governance and risk management. By implementing automated quality gates and clear approval paths, we ensure every release is stringently managed without slowing down the team's momentum.
- **Risk, Issue, and Dependency Management**
Handling complex interdependencies required careful risk management. We maintain a comprehensive RAID (Risks, Assumptions, Issues, and Dependencies) logs that prioritises Critical Path analysis and cross-departmental impact mapping. By identifying potential blockers and external dependencies early, we can coordinate with vendors and stakeholders in time to keep delivery moving.
- **Stakeholder Communication and Reporting**



We translate technical delivery into clear, practical information for all stakeholder groups. Our communication approach provides detailed updates for delivery teams and concise, RAG-rated summaries for senior leaders. This ensures transparency on progress, budget usage, and milestone tracking without overwhelming stakeholders with unnecessary detail. All reporting is based on objective delivery data, supporting informed decision-making and alignment across the organisation.

- **Reusable Agile Artefacts**

We use a consistent library of Agile delivery assets to standardise how teams work. This includes established backlog structures (Epic/Story/Task), clear “Definition of Done” criteria, and repeatable release plans. Having these assets in place ensures reliable delivery practices, helps onboard new teams quickly, and maintains consistency and traceability across the product estate.

- **Continuous Improvement Initiatives**

We help teams improve their delivery practices through regular data-driven retrospectives and structured root-cause analysis. Instead of relying on anecdotal feedback, we use real delivery data to identify delays and improvement opportunities. This enables incremental, measurable enhancements in each cycle, reduces technical debt, and strengthens the team’s overall ways of working.

- **KPI and Performance Measurement Dashboard**

We replace subjective reporting with a single, reliable source of performance data. Our dashboards track Agile metrics suited to your delivery model, such as Velocity, Predictability, Defect Management, and Story Throughput. Delivery teams gain visibility of bottlenecks and technical debt, while leadership receives clear, evidence-based status reporting without needing manual updates.

- **Multi-Team Orchestration and Digital Factory Governance**

We coordinate multi-team environments where different disciplines must work together to deliver complex products. Using scaled Agile practices, we align planning across teams, manage dependencies effectively, and apply shared standards such as a common Definition of Done. This prevents siloed working and keeps the entire delivery group aligned and moving at a steady pace.

BENEFITS

Our Delivery Leadership and Management service enables organisations to move from fragmented delivery to predictable, high-quality outcomes. The core benefits include stronger governance, clearer accountability, improved transparency, and greater confidence that products will be delivered on time, to scope, and with measurable value.

- **Improves Delivery Speed and Predictability**

We improve delivery speed by strengthening ways of working and addressing recurring blockers. This reduces the time from “ready to build” to release and improves confidence in timelines. Senior stakeholders get clearer visibility of what will be delivered and when, while teams maintain a more consistent cadence

- **Reduces Inefficiencies and Wasted Effort**



We identify where time and effort are being lost through rework, unclear requirements, or unnecessary process. We streamline workflows so teams can focus on high-value work, reducing wasted effort and lowering the cost of avoidable rework.

- **Strengthens Stakeholder Alignment**

We ensure that delivery teams and senior stakeholders stay aligned through clear, consistent reporting. Technical progress is translated into business impact and milestone status, supported by concise RAG summaries. This reduces late surprises and helps decisions happen earlier.

- **Drives Continuous Improvement Culture**

We embed practical continuous improvement through regular retrospectives supported by delivery data. Teams focus on fixing recurring issues instead of repeating them, leading to better quality, increased autonomy, and stronger delivery maturity over time.

- **Increases ROI from Product Investment**

We support strong prioritisation so the most valuable work is delivered first. By improving backlog clarity and sequencing, we help organisations get more return from their investment and avoid spending on low-impact items.

- **Minimises Delivery Risk and Blockers**

We manage delivery risks and dependencies so issues are identified early and acted on quickly. This reduces delays caused by cross-team or third-party dependencies and makes the path to production more predictable.

- **Enables Seamless Scalability and Portfolio Alignment**

We help organisations scale delivery without losing control or quality. By aligning cadences, managing dependencies across workstreams, and providing portfolio-level visibility, we ensure delivery remains coordinated as teams grow.

WHAT THE SERVICE INCLUDES

Reply provides a high-impact, structured delivery management service that bridges the gap between strategic intent and operational reality. We ensure that every workstream is governed by rigour, transparency, and a relentless focus on the flow of value.

1. Delivery Environment and Constraints Assessment

We begin by assessing your current delivery environment to identify what is slowing progress and where risks sit. This ensures our approach fits your organisation rather than applying a generic model.

- Analysing existing “Ways of Working” (WoW) and team interactions
- Identifying technical and vendor constraints (e.g., legacy systems, third-party dependencies)
- Mapping governance, assurance, and approval cycles
- Aligning delivery objectives with SRO priorities and success criteria

2. Bespoke Workflow Engineering and WoW Definition



We design an operating model that fits your teams, removes unnecessary steps, and supports efficient delivery.

- Selecting an appropriate Agile framework (Scrum, Kanban, or Hybrid)
- Defining team working agreements and communication protocols
- Designing interaction models for multi-disciplinary and multi-vendor environments
- Optimising ceremonies (planning, stand-ups, reviews, retrospectives) for value

3. Backlog Conditioning and Capacity Modelling

We embed governance into day-to-day delivery so teams stay aligned and progress is easy to track.

- Supporting sprint planning with clear scope and acceptance criteria
- Monitoring daily flow, blockers, and work-in-progress (WIP)
- Implementing quality gates and agreed approval pathways
- Ensuring compliance with technical and security standards

4. Integrated Sprint Governance and Tracking

We lead the day-to-day execution, ensuring that governance is a continuous feature of the delivery heartbeat rather than a separate event. Activities include:

- Leading rigorous Sprint planning and daily progress telemetry.
- Implementing automated quality gates and clear approval pathways.
- Monitoring real-time work-in-progress (WIP) and flow metrics.
- Ensuring strict adherence to technical and security standards at every stage.

5. RAID and Critical-Path Management

We make risks, issues, and dependencies visible early so they can be managed before they cause delays.

- Maintaining a live RAID log for active decision-making
- Identifying critical dependencies and likely blockers
- Coordinating with other teams and vendors to resolve constraints
- Defining mitigation plans for higher-impact risks

6. Stakeholder Reporting and Transparency

We provide consistent, clear reporting for delivery teams and senior leaders, ensuring a shared understanding of progress.

- Detailed updates for delivery and product teams
- Executive-level summaries, including RAG where appropriate
- Linking technical progress to business outcomes and milestones
- Maintaining a single version of the truth across report types

7. Performance Intelligence and KPI Dashboarding



We implement real-time performance dashboards to support evidence-based decision-making.

- Setting up dashboards using relevant delivery metrics
- Tracking defect trends and technical debt indicators
- Providing data for pivot-or-persevere decisions
- Giving leadership a clear view of delivery health at a glance

8. Agile Artefact Library

We create reusable templates and artefacts to ensure consistency and ease onboarding across teams.

- Standardised backlog structures and reporting templates
- Reusable release plans and communication templates
- Documented Ways of Working playbooks
- Clear, accessible documentation for continuity

9. Evidence-Based Continuous Improvement

We support teams in making small, measurable improvements every cycle.

- Running data-driven retrospectives
- Applying incremental improvements with clear owners
- Reviewing delivery variances to identify root causes
- Reducing technical and process debt through continuous refinement

10. Stakeholder Coaching and Capability Building

We upskill internal teams to build long-term delivery capability and reduce external dependency.

- Training in delivery management and Agile governance
- Aligning business and technical stakeholders on good delivery practice
- Building understanding of key delivery metrics
- Supporting a confident transition to self-sustaining delivery

11. Scaled Delivery and Digital Factory Alignment

We help organisations manage multiple teams delivering in parallel with clear, consistent governance.

- Aligning sprint and planning cadences across teams
- Mapping and managing cross-team dependencies
- Providing portfolio-wide reporting for SROs
- Standardising ways of working to support scaling



WHY THIS MATTERS

These service components together replace delivery uncertainty and operational friction with greater clarity and control. By closing the gap between strategic intent and day-to-day execution, we give organisations a reliable and transparent route to product maturity. This supports faster delivery without compromising governance or accountability. The result is digital services that launch on time, stay within budget, and are built on a foundation of evidence-based practices—helping teams deliver outcomes that are stable, trusted, and aligned with user needs.



ONBOARDING

Kick-Off Meeting

When we start an engagement with a new client, we begin with a workshop introducing the team (from both Reply and the client), the project objectives, and our anticipated timelines and approach. This workshop is most impactful when the majority of client stakeholders involved in the project are present and involved (either in person or remotely). Where this is impossible, we can hold separate sessions with teams that cannot participate in the kick-off workshop to ensure all stakeholders are engaged and bought into the project's objectives.

Account Management

Designated Account Manager

Each client has a designated Account Manager, who will be the main point of contact throughout the engagement. This individual is responsible for ensuring that delivery progresses and is executed to the standards that Reply and our clients expect.

Fortnightly review meeting

Alongside regular ceremonies and informal daily interaction between the Reply project team and the client, we hold formal review meetings with key stakeholders, usually fortnightly. This includes critical client stakeholders, senior Reply project team members, and the Reply Account Manager. Where appropriate, these meetings will consist of a review of work completed and demonstrations or walk-throughs of deliverables.

Offboarding

Where an engagement continues to completion, unless the client requests an extension or new engagement, all client IT, documents, artefacts and deliverables will be returned to the client. Our team will ensure a complete handover of data and knowledge to client staff. An ongoing support or retained advisory service may be implemented where appropriate to provide additional continuity.

Access to Data

Ensuring secure access to client data upon exit is paramount to maintaining confidentiality and integrity. We begin by conducting a comprehensive inventory of all client data stored within our systems, encrypting it both in transit and at rest using industry-standard protocols. Strict access controls and authentication mechanisms are implemented to restrict access to authorized personnel only, with permissions regularly reviewed and updated. Client data is segregated from other data within our systems, ensuring isolation and protection. Upon exit, all access rights to client data are promptly revoked, including user account deactivation and permission removal. If requested, we securely delete or anonymise client data in accordance with retention policies and regulatory requirements. Detailed documentation and audit trails of data access are maintained, providing transparency and accountability. Before exiting, we verify with the client that all necessary data access has been revoked. Finally, we adhere to legal and regulatory obligations regarding data protection and privacy, ensuring compliance with contractual agreements and applicable laws such as GDPR or HIPAA. Through these measures, we ensure that client data remains secure throughout the exit process, mitigating the risk of unauthorized access or data breaches.



SECURITY

Personnel Security

As a Specialist Cloud Service, the capability being offered is not limited to specific Impact levels (as it is not infrastructure, software or a platform) and can be used, subject to personal Security Clearance levels. Reply consultants are mostly Security Cleared (SC), some have higher-level Developed Vetting (DV) clearances. We also have a pool of NPPV3 Consultants for Policing work. The majority of our work for both public and private sector clients is at IL2 but we work in the Official, Secret and Top-Secret domains. Our hard and soft information security processes have been designed and approved by independent CESG CLAS accredited consultants.

Information Security

We are ISO27001, Cyber Essentials certified and our Quality Assurance processes are based upon and compliant with our ISO 9001 accreditation. Our Information Security processes are directly guided by our ISO27001 accreditation. We shall adhere to local information and other security policies and will apply local Security Operating Procedures (SyOPs) as may exist. If such do not exist we shall apply our own SyOPs.

Physical Security

The Main Reply Office (London, UK) is a Police Accredited Secure Facility (PASF) with access controls for each point of entry. All Laptops/Phones must be stored securely overnight. When working on a client-site our consultants adhere to client security policies.



TRAINING & KNOWLEDGE TRANSFER

Training and knowledge transfer are embedded throughout delivery to ensure internal teams, leaders, and stakeholders understand and can sustain effective delivery practices beyond the engagement. Enablement focuses on practical application within live delivery environments rather than classroom-based training.

Knowledge transfer is delivered through:

- **Embedded delivery leadership**, with Delivery Managers working alongside client teams to demonstrate effective planning, governance, risk management, and stakeholder communication in real time.
- **Role-based coaching and support**, helping Product Managers, Delivery Managers, Engineers, and stakeholders understand their responsibilities within the delivery lifecycle and how to work effectively together.
- **Hands-on use of delivery artefacts and metrics**, including backlogs, RAID logs, dashboards, and reporting, ensuring teams understand how to interpret and use delivery data to inform decisions.
- **Facilitated ceremonies and retrospectives**, providing teams with direct experience of effective sprint planning, reviews, and continuous improvement practices grounded in evidence rather than opinion.

Formal knowledge transfer is reinforced through documented ways of working, reusable artefacts, and delivery playbooks, enabling teams to maintain consistency as delivery scales or team membership changes. Where required, targeted training sessions can be provided to support capability uplift in agile governance, delivery management, and performance measurement.

The outcome is increased internal delivery capability, reduced reliance on external support, and a confident transition to self-sustaining, predictable delivery.



ORDERING AND INVOICING PROCESS

To begin the process, please contact glue.frameworks@reply.com with details of your organisation, role and high-level requirements.

Our Framework Manager will connect you to our experts and from here we will organise an introductory discussion to go into more detail and shape a proposed engagement that suits your needs.

We invoice for both fixed price and time and materials engagements one month in arrears. For fixed price engagements, this takes place upon completion of the deliverable(s), or in stages, if the size of the engagement is greater than £40,000 excluding VAT.

Payment terms are 30 days net of receipt of invoice.



CUSTOMER RESPONSIBILITIES

To deliver our responsibilities as a partner, we require the following:

- Full access to systems and data that are relevant to the specific project
- Reasonable and timely access to key stakeholders and internal SMEs for information gathering, requirements definition and other critical tasks associated with the delivery of our outputs

Technical and Client-Side Requirements

Other than the system access specified above, there are no specific technical or client-side requirements that would limit our capacity to begin work.

Outcomes and Deliverables

Our engagement's specific outcomes and deliverables will be determined during the scoping phase before beginning the project based on your goals and objectives and the level of depth you require. These will include:

- Workshop(s) to discuss and assess the existing architectural design
- Detailed assessment of design with identification of risks and opportunities
- Report with recommendations and proposed action plan



ABOUT REPLY

Reply is a company that specialises in Consulting, Systems Integration and Digital Services with a focus on the conception, design and implementation of solutions based on the new communication channels and digital media.

Reply partners with key industrial groups in defining and developing business models made possible by the new technological and communication paradigms such as Artificial Intelligence, Big Data, Cloud Computing, Digital Communication, the Internet of Things and Mobile and Social Networking. In so doing, it aims to optimise and integrate processes, applications and devices.

Reply's offer is aimed at fostering the success of its customers through the introduction of innovation along the whole economic digital chain. Given its knowledge of specific solutions and due to a consolidated experience, Reply addresses the main core issues of the various industrial sectors.

Through its network of specialist companies, Reply supports some of Europe's leading industrial groups in Telco & Media, Industry & Services, Banks & Insurance, and Public Administration to define and develop business models, suited to the new paradigms of Artificial Intelligence, Big Data, Cloud Computing, Digital Media and the Internet of Things.

We make innovation happen.

We started with a small team and a purpose: to help the digital revolution happen. Today, we are a team of more than 14,600 people in 16 different countries but we still have the same DNA, made up of agile, vertical task forces and an inner passion for innovation.

We are a decentralised network of specialised companies.

Among Replyers, you will find passionate geeks, visionary strategists, and creative minds, each with sharp skills in a specific business, who cooperate together and never stop learning from each other.

Make forward, act sustainably.

We know a sustainable future is possible and technology can be a strong asset to reach it. As leaders in digital transformation, we push for change and operate in full accordance with the highest ethical standards and with respect for the rights of future generations