G-Cloud 15

Strategy & Transformation Assurance Services

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Transforming Business using the Cloud

Enabling business and enterprise transformation using cloud is a complex, strategic consideration facing many private and public sector organisations. We have worked with many Central and Local Government clients to support the implementation of their business objectives using cloud technology.

Cloud technology and services have the potential to reduce cost, remove technology bottlenecks, and facilitate rapid business innovation. As a result, for most organisations globally, adopting cloud technology has become a question of "when and how" rather than "if".

Opportunities for enterprises generally include a combination of one or more of the following:

- Implementing private and/or hybrid clouds for infrastructure and applications
- Smarter use of public cloud infrastructure for optimising existing business functions
- Using cloud for implementing new business services or digital operations
- Reducing cost by moving to consumption-based pricing models that only charge for the actual IT capacity and services used.

Migration or adoption of cloud must be properly choreographed for success. We understand the realities and the business and technical risks that should be fully considered, understood and mitigated before such a move. Critical considerations include:

- **Alignment of business and technology objectives.** This is essential to fully realise the targeted benefits of any cloud transformation or any refinement of existing cloud services. There can be a tendency to adopt cloud systems to fit current ways of working, rather than adopt and standardise processes where possible. The trade-offs between business, customer and technology requirements must be considered to make informed design decisions
- **Availability and reliability of services.** The avoidance of operational downtime to mitigate in lost revenue, unnecessary operational cost or reputational damage that can disrupt business
- **Decentralised support structures.** The need to tailor and revise the approach to operational security to cover the support structures employed by cloud service providers that will have a different risk profile for sensitive information
- **Data handling practices.** Data classification and data-handling practices that reflect the data flow within a cloud environment must be understood and tailored accordingly to protect customer data

- **Data privacy.** Compliance with GDPR to understand where and how information can be stored or processed. The cloud model enables data to bounce swiftly around the world by using available server capacity in various geographic locations, but this must be within the bounds of what is permissible. This is ever more of a concern as organisations review their front office, back office and out of office experiences

- **Future Technology Trends.** Cloud applications are the stated direction of travel for the major application vendors, but any upgrade path must also cater for the future technology needs of the organisation and seek to minimise technical debt where possible

- **Enabling AI.** How cloud solutions will support the rapid adoption of AI and GenAI in organisations.

A careful assessment of an organisation's needs and different cloud service provider's controls is required, enabling concerns to be addressed and the correct path to the cloud is selected.

As a trusted advisor PwC provides the framework, and the wealth of private and public sector experience, to consider the combination of Business, customer experience and Technology activities outlined above. There is no single answer that covers each and every client organisation; we tailor our frameworks to client circumstances to support them:

- As a partner through the complete lifecycle of strategy through to execution

- With point business issues encountered during implementation or running the business.

Strategy and Transformation Assurance Services

This section describes in more detail the service features and benefits included within this service definition document.

G-Cloud Strategy and Transformation Assurance Services Description

Strategy and Transformation Assurance provide processes, tools and the capability to give confidence in cloud transformation, supplier selection, delivery and management while supporting organisational change and financial viability. We can assist in the introduction of innovation, evolve your architecture and strategy, and support integration with cloud technology to achieve your desired outcome.

Strategy and Transformation Assurance Services Features

- Provide confidence in technology enabled business transformation and change
- Improve outcomes through strategic insourcing, outsourcing and technology procurement decisions
- Develop organisational agile delivery and DevOps capability, standardise software development
- Project / Portfolio Management Office assurance to design, build and operate PMO
- Assurance over business case, risk and sensitivity analysis, benefit achievability
- Support during Machinery of Government change / arm's length body creation
- Develop, deliver and assure innovation and AI capability and strategy
- Develop, assess and assure that technology strategy meets business need
- Rapidly assess technology enabled transformation and develop 100-day plans
- Transition / exit support and assurance, effective knowledge transfer and staff development.

Strategy and Transformation Assurance Services Benefits

- Reduced risk and increased confidence in Technology and/or Transformation Strategy
- Increased business alignment and return on investment
- Reducing the risks of contract disaggregation and improve service delivery
- Increased management decision effectiveness relating to transformational change
- Improved business outcomes, benefits realisation and business engagement
- ALB development plans and controls which support integration and independence
- Business Cases that deliver value for money and strategic change
- Improved value for money from digital, technology and transformation investments
- Increase engagement between the business and digital / technology functions
- Reduce cloud integration risks while improving legacy and removing obsolescence.

Our cloud experience – how can we help?

Cloud Transformation provides a significant challenge: moving to new world technology with a backdrop of ageing, legacy or obsolete IT systems and processes which has been done successfully but requires a robust and highly focused programme of work.

Organisations are continually responding to market pressures and opportunities, making changes to their organisational infrastructures, technologies and structures. The need to do this well is accelerating in a volatile environment with significant change at every level of society.

Organisational leaders want confidence that their transformation investments are delivering value-for-money. Successful organisational transformation exploits high quality strategy and transformation assurance to achieve this objective.

We use eight areas to provide assurance in the design and implementation of transformation. Using these, we operate as a critical friend, either as a team of Subject Matter Experts (SMEs) for you to draw on or as part of an integrated managed service. We apply our expertise, methods and tools to objectively review the risk landscape that organisations face, analyse these risks and provide insights based on good practice and our experience.

Our view on the service features and benefits in this service definition document are presented below.

1. Transformation confidence – project and programme assurance

PwC has significant public and private sector transformation experience. This allows us to offer advice, support and assurance that your transformational change programmes will increase the likelihood of delivering the intended outcomes benefits realisation, such as:

- Delivering and maintaining regulatory compliance
- Technology outsource disaggregation and insourcing to reduce cost and increase agility
- Identifying obsolescence and build remediation plans across legacy software, systems and services replacement to reduce risk of out of support technologies, reduce cost and increase agility
- Improved workforce efficiency, enablement and collaboration through technology
- Operational improvements to reduce cost and increase efficiency enabled through implementation of technology
- Improved service delivery at lower cost through establishment of arm's length bodies.

We will support your leadership and transformation teams to achieve their vision and objectives while managing risk effectively. We're guided by three critical questions:

1. **Is it suitable and achievable?** Is the goal realistic and clearly understood? Does your organisation have the culture, capability and drive to see it through?
2. **Is it the right time?** Does your organisation have the capacity to undertake this change, or will other commitments get in the way and undermine it?
3. **Do you have the necessary skills?** Does your organisation have Transformation experience? Do you have access to the right resources at the right time?

To address these key issues, we offer:

- Critical interventions at each stage of the project or programme lifecycle
- Embedded agile assurance for agile initiatives
- Periodic health checks
- Stage gate reviews
- Deep dives into key risk areas
- Embedding skilled resources and / or tools into your programme to mitigate issues, risks temporarily address key resource deficiencies
- Code red intervention into troubled or failing projects and programmes to assess, recommend and course correct.

2. Agile project delivery

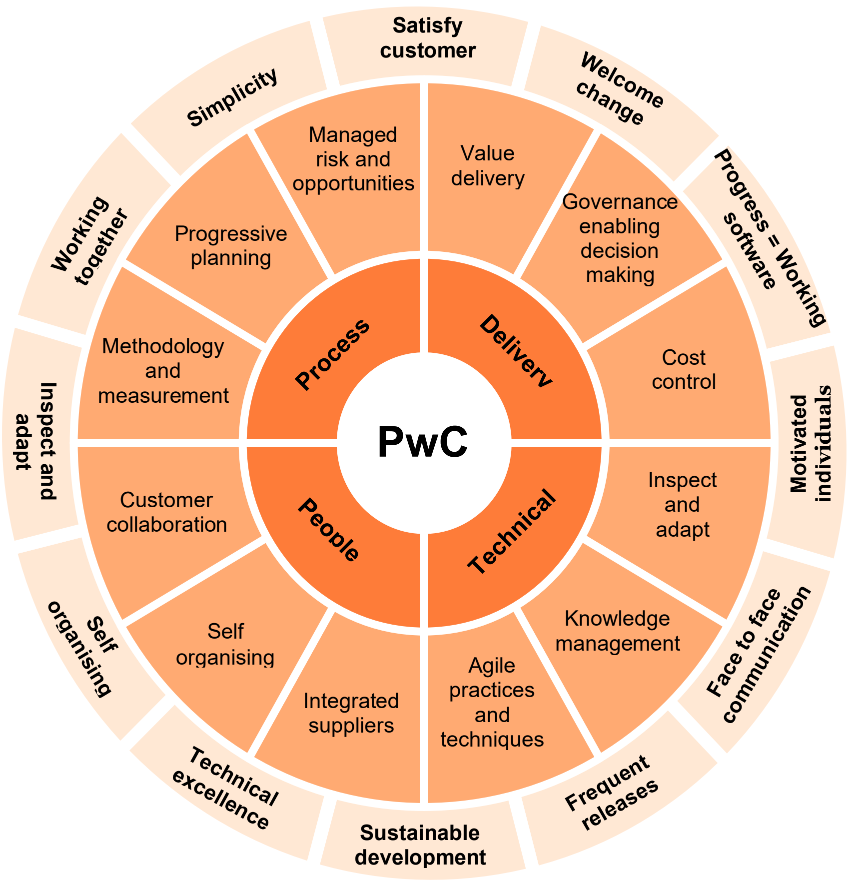
Agile Project Delivery is a value driven approach. It can give organisations the capacity to deliver high quality work and create meaningful relationships with stakeholders by managing the development of products and services in a flexible and interactive way. However, core business and financial processes have not changed; a successful project must still deliver value and demonstrate benefit in these constructs.

We use a comprehensive framework to provide delivery confidence to Agile organisations, underpinned by our understanding of Agile and experience in global transformation projects. Fully implemented, our Agile Delivery Confidence Framework creates assurance over risk that operates at the speed of your Agile Project Delivery.

While the framework is aligned with Agile values, it assesses the essential elements of project management, governance, cost and measurement of value delivery to provide confidence of delivery to internal and external stakeholders. We can perform different types of reviews to assess risks and identify mitigation actions across the project lifecycle. We use this framework to:

- Provide assurance to Management, Sponsors, IT, Risk, and Internal Audit on Agile governance, controls, culture and change management
- Provide safeguards to the delivery team and Internal Audit so that they can provide assurance, while being enablers of Agile
- Provide maturity assessments to understand Agile team delivery capabilities, gaps and maturity towards becoming a high performing team
- Help organisations build their Agile Centres of Excellence by creating the right governance and culture around the methodology, and support the selection and implementation of tooling to improve management information and reporting
- Embed the core fundamentals of what it means to be Agile, through training and coaching, including steps to reduce project risks right from the start.

To help an organisation navigate through a volatile risk environment, we can provide the right balance and understanding of risk, controls and expertise.



When done well, Agile Project Delivery has the potential to:

- Create and deliver business value
- Minimise delivery risk
- Confirm that expected benefits are realised
- Increase the level of acceptance by key stakeholders
- Better manage stakeholder expectations through demos and product reviews

3. Strategic sourcing, supplier and contract management

To help our clients understand and navigate the risks and options available to them, we work with them to evolve the way they manage and organise their IT to deliver their modern-day business demands.

The IT organisation has a key role in the ongoing transformation of any business to deliver its strategy. This is often against a backdrop challenge of two forces pushing in seemingly opposite directions:

- Simplifying what used to be complex (to support the business at a reduced cost)
- Providing technology as an enabler (to inform and support delivery of the strategy).

To meet these challenges, IT organisations are changing how they are structured and organised to support the business, whilst also driving programmes to standardise and simplify business applications and IT services. Through this release of capacity and prioritisation of offering, IT can provide a foundation to support innovation and deliver lasting strategic value (e.g. controlled adoption of new cloud services and technologies such as RPA, AI).

PwC's work with your leadership and transformation teams will provide independent assurance over several key areas to help you most effectively navigate risks:

- Sourcing strategy i.e. decision on which technology services to insource, outsource or co-source
- Transition of services between third parties or internal functions
- Re-procurement of IT solutions/ services (in compliance procurement guidelines)
- Integration and management of third-party IT implementation service providers
- Supplier ecosystem and performance management
- Disaggregation of legacy outsource contracts
- Relocation of in-house technology teams.

Our methods provide an effective approach to source, engage and govern suppliers and in-house teams alike, ultimately to:

- Improve value-for-money through cost effective delivery of IT Services
- Match supplier selection to IT or programme goals as part of an integrated value chain
- Establish a consistent approach and common language between suppliers and delivery teams
- Improve governance and reporting to provide a genuine view of the services delivered i.e. individual supplier/ delivery/ support team performances and end-to-end

- Create an environment that fosters strong ownership and a collaborative approach across in-house teams and multiple suppliers.

We are committed to sharing our knowledge and experience with your team. We will compliment your existing capabilities to support your sourcing decisions and improve supplier performance.

4. PMO design and operation

Portfolio Management is an approach that helps deliver the best possible outcomes and return-on-investment from your portfolio of transformational programmes, projects and activities. High performing organisation understand the relationship between 'running' and 'changing' the business, and an effective Portfolio Management Office enables those organisations to plan, develop, manage and deliver the overall benefits planned in their portfolios.

Our approach to PMO design and operation consists of six items:

Portfolio mobilisation: We build a holistic view of change and investment across your organisation, work with you to determine priorities, and begin engaging stakeholders

Portfolio management design: We work with you to design the portfolio management function with the right processes and controls, unblocking organisational issues that may jeopardise delivery along the way

Data preparation: We work with your key contributors from across the organisation and use their input to build a holistic view of the portfolio. We look at planned and active projects for their contribution to delivering your strategy

Portfolio assessment: Using the data we've gathered, we model the impacts of various change options for you to review. Then we help you build a functional portfolio that delivers value and helps you achieve your ambitions

Portfolio recommendation: To support you make the right decision for your business, we present our final recommendations and help you build a plan for communication and delivery of your 'to-be' portfolio

Operate portfolio: Your change function is now fully aligned to your day-to-day business and organisational strategy, with continual assurance and learning built into the portfolio.

We can also use our **12 Elements of Delivery Excellence Framework** to help you understand your PMO maturity and effectiveness. Our 12 Elements model sits at the heart of our offerings and outlines the key elements of what a successful project, programme or portfolio should look like.

If each element is undertaken well, a portfolio or programme function should deliver:

- **Insight:** Effective reporting that tracks all strategic change initiatives with tailored communication to stakeholders
- **Control:** Controlled implementation in agreed timelines
- **Efficiency:** Identify and eliminate overlap and exploit synergies leading to efficiencies and savings
- **Alignment:** Connects execution with strategic direction.

We are committed to sharing our knowledge and experience with your team, to compliment your existing capabilities and support your Portfolio development.

5. Business case and benefit realisation

All successful transformations are underpinned by a comprehensive business case and robust financial management. We support organisations to create robust business cases that articulate and support the case for transformation programmes and have a clear framework for benefits realisation.

We also help organisations to implement a suitable financial management process for transformations and have several specialists with experience in HM Treasury “The Green Book” guidance for business case and investment development and appraisal.

Depending on your requirements we can:

- **Evaluate:** Use our structured business analysis and options development approach to assess the maturity of your business case, determine if it is fit-for-purpose and assess whether risks and benefits are well articulated
- **Develop:** Support your business analysts to develop their practice and skills, by practically working with them to develop the methods and tools used for benefit definition, profiling, tracking and reporting in line with good practice
- **Support:** Undertake risk and sensitivity analysis to support the business case, supporting your team to develop the analysis more quickly or in more detail than might otherwise have been possible.

6. Merger, acquisitions, separation and Machinery of Government change

The Machinery of Government changes, together with creation of new departments and agencies, and the resultant transfer of responsibilities between them. This can create challenges where significant change is needed in short timescales, at all levels from the Board and organisational design through to IT systems.

Our public and private sector experience has enabled us to develop a proven approach to help guide you through these changes and make sure your IT infrastructure and strategy aligns to organisational aims. We can:

- Assure the plans, methods and controls for organisational integration supporting merger or acquisition transactions
- Assure the plans, methods and controls for organisation independence supporting separation transactions
- Support to identify and manage the risks associated with lost assets and/or information because of a merger or acquisition.

7. Innovation capability and service development

Cloud systems and services provide an increased opportunity to develop new services and innovate the way you deliver your responsibilities. It also helps to reduce the barriers to entry. However, organisations must remain compliant with applicable legal and security frameworks to protect information, HM Government and provide confidence in service.

Our experience of implementing new services and products in the cloud has led to the development of health checks which will support you to:

- Understand if you have the right innovation and growth strategy to enable your organisation to improve service and manage risk

- Determine if you innovation programmes and investments are delivering ROI and against expectations
- Assess whether you have the right model to enable the successful delivery of innovation programmes and projects.

We can:

- Assess and devise innovation strategies and roadmaps relative to organisational strategy
- Assess the innovation portfolio, programme and project maturity
- Assess and devise innovation operating model, relative to the organisation's strategy and transformation ambitions
- Support development of an innovation framework and process to identify, prioritise and plan technological breakthroughs and prototypes.

8. Strategy and architecture

Rapid changes in technology and pressures from consumers, wider government and industry are causing Public Sector IT organisations to re-evaluate how services should be delivered.

Our approach to IT Strategy and Architecture builds an end-to-end approach encompassing business, people, process and technology in conjunction with governance and culture to support your transformation. In this endeavour you may need support to:

- Consider how your organisation seeks to use technology in its business or processes?
- Assess if IT spend across your business is prioritising the right technologies, for your business strategy?
- Determine if your IT systems are assets or liabilities?
- Develop your roadmap for technology change to give balance between realistic, achievable and challenging attributes

We can:

- Assess and develop how and to what extent technology strategy and architecture aligns to the broader business and customer need
- Develop or assess your IT Target Operating Model (TOM)
- Undertake technology horizon scanning and devise realistic roadmaps for technology change that will support desired business outcomes
- Create a business-driven technology roadmap that articulates the processes, metrics, applications, information integration, traditional infrastructure, cloud and security components needed to deliver your vision.