



G-Cloud 15

DA Maturity Assessment and Roadmap 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.

Cloud migration or adoption must be properly choreographed for success. We understand the realities and the business and technical risks that need to 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 lost revenue, unnecessary operational cost or reputational damage that can disrupt business operations
- **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.

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

DA Maturity Assessment and Roadmap

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

DA Maturity Assessment and Roadmap Services Description

PwC's Data & Analytics (DA) Maturity Assessment & Roadmap involves:

1. Assessing your current maturity through PwC's diagnostic tool (covering Data, Technology, People, Process, Organisation & Culture)
2. Analysing gaps between Current & Target maturity levels including Cloud opportunities
3. Developing a high-level Roadmap indicating the required transformation journey.

DA Maturity Assessment and Roadmap Features	DA Maturity Assessment and Roadmap Benefits
DA Maturity survey to identify Current and Target maturity through: • Simple online survey of a broad non-technical respondent group • Detailed stakeholder interviews of key individuals for specialist insight • Independent survey scoring by PwC/DA Professionals to provide objective view • Survey responses (scores/comments) visualised through an online interactive dashboard • Further information gathering including strategic BI objectives, current inflight activity • Understanding of your current vision and appetite for change • Analysis of results to qualify and quantify DA maturity • Gap analysis to support the development of high-level roadmap • Report findings and recommendations through workshop, dashboard and presentation materials.	• Evidenced articulation of your enterprise DA maturity • Measured appetite for change within the business • Clarity of target maturity balanced against business need and Rol • Understanding of Cloud opportunities and appetite • Pragmatic roadmap to achieve desired state • Prioritised next steps/areas of focus highlighted and documented • Customer engagement and citizen insight driven transformation design and delivery • Customer insight and customer experience-based Architecture Driven Agile Framework • Transformed data quality delivering enhanced business value, insight and analytics • Actionable data strategy and business outcome aligned data operating model

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

1. The Problem

Information should unlock opportunities for growth and efficiency, but for many organisations, it can stand in the way. Most have evolved to their current way of operating by default rather than by design. Often organisations labour between two outdated extremes – mountains of excel, and complicated rigid data warehouses. Added to the picture are multiple reporting solutions that operate in silos and provide differing versions of truth. Despite huge investments in information-related initiatives, on and off cloud, these often fail due to a lack of forward thinking about all the elements needed to deliver successful business outcomes. A lack of a defined strategy that is aligned with your objectives, and coordinates activity as well as investment, is often the root cause of this disassociation.

2. The Solution

An effective DA Strategy should bring together the broader elements of effective Information Management to deliver capability across:

- People, Processes & Technology
- Reporting
- Information Access
- Data Quality.

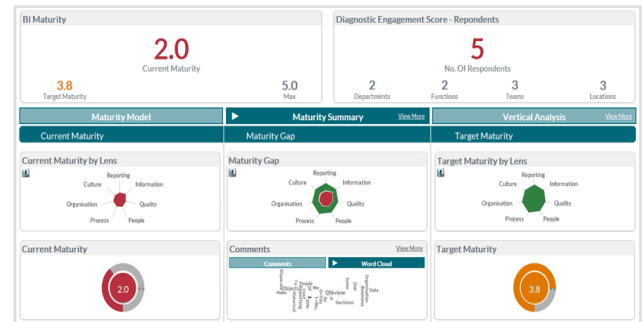
These fundamental elements all play a role in building a framework for DA that is structured, governed, trusted and sustainable, delivering real capability for effective, informed decision making. An enterprise strategy should be driven from leadership objectives and facilitate development of people, processes and technology. This is critical for any Organisation looking to leverage the value of its Data/Information assets.

PwC's offering kick-starts the process for an organisation to define and develop an effective DA Strategy that is fully aligned with its' business objectives. To properly leverage your information assets in providing the value you need to be successful in your operation, a first step is understanding your current levels of maturity and the required levels you desire/need to develop.

3. Our Approach

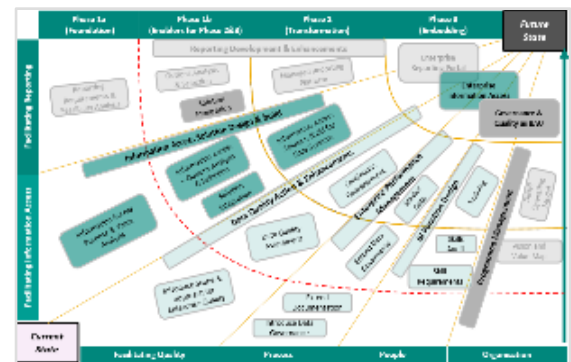
Our ability to rapidly mobilise and deploy capability with our clients is a critical accelerator to delivery. We will bring our knowledge and experience of working with other Organisations across the sector, and the good practice principles adopted by the industry.

Through a combination of online surveys and face-to-face interviews, we will conduct a diagnostic to assess your current state of maturity on all aspects of Data & Analytics. We will also discuss what good looks like within this sector and the various capabilities other Organisations are looking to develop. This will help you decide what your target state should be.



Once a current and target state assessment is completed, we will conduct a gap analysis and outline a roadmap for you that articulates the journey to your desired state. We will also support you in understanding what the steps in the journey will look like and other support elements that may help you.

This approach allows you to move ahead with the real value activities immediately. At the end of our engagement, you will have a comprehensive understanding of the gaps you need to fill, in your journey towards DA excellence, and an outline roadmap to carry out this transformation.



4. Engagement Plan

Based on our experience of conducting similar diagnostics (and more detailed strategy design projects), we recommend the initial engagement to be split into two phases spread over a six-week elapsed period.

Phase 1 focuses on data gathering from your stakeholders. This will be done through a combination of online survey and face-to-face interviews. The online survey will be circulated at the start of this phase (or in advance where possible). We understand it can take time for survey responses to be populated by staff and we therefore typically allow for two to four weeks for the survey to be populated.

As part of the Data Gathering phase (phase 1), we will be on-site for a period of three days to:

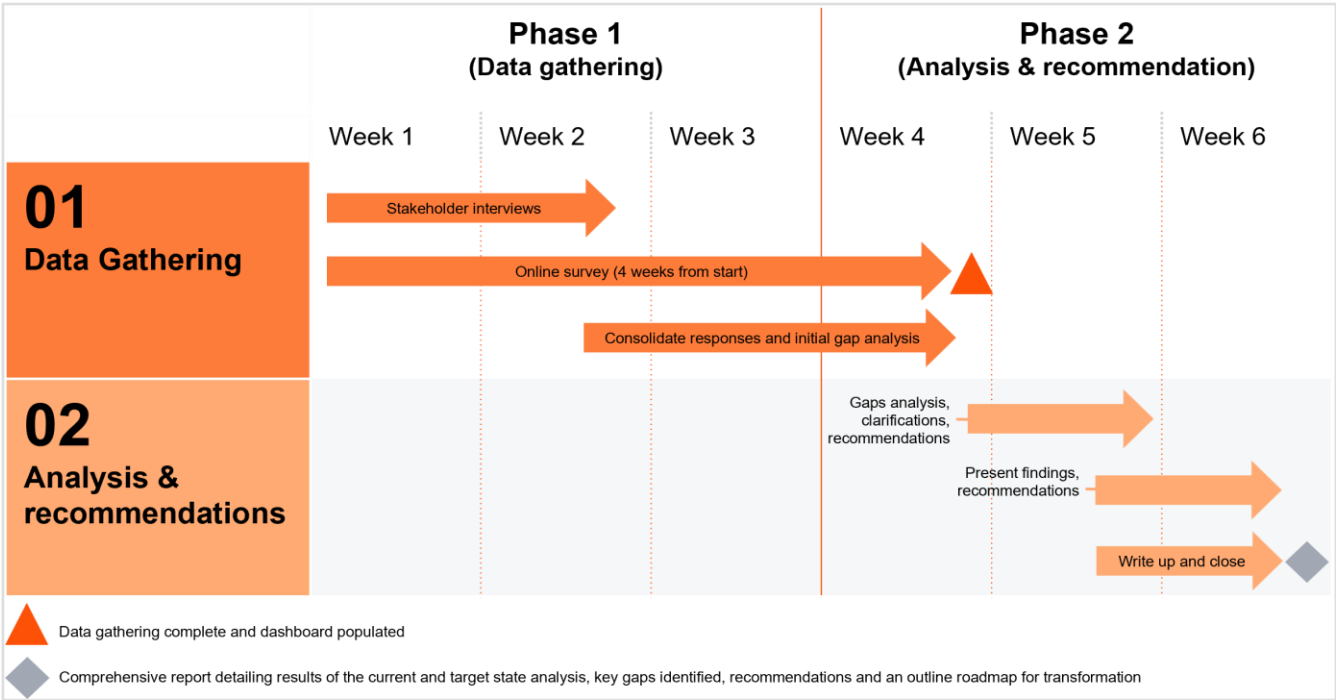
- Conduct face-to-face interviews with up-to 10 senior stakeholders who are identified and agreed prior to start of the engagement. We expect these stakeholders to be capable of answering questions regarding:
 - Organisational Strategy and objectives
 - Business Intelligence capability and initiatives, including current cloud programmes
 - Data and Technology landscape.

- Send out a broad online survey to understand your organisation’s attitude towards Data, Analytics and BI
- Start reviewing responses received.

Phase 2 will focus on completing analysis, identifying gaps and presenting back findings and recommendations. During this of the engagement (following a gap as agreed to allow online survey responses to be received), we will:

- Complete review and consolidate responses received (from face-to-face and online surveys)
- Identify key gaps and recommendations to resolve these
- Present our findings, recommendations and an outline roadmap (on-site for two days)
- Write up a report detailing the above, along with supporting materials used in presentations.

A suggested plan for the engagement is outlined below:



5. Assumptions

The client will support the engagement through:

- Sponsorship of survey and encouragement to respond
- Identification of up to 10 stakeholders prior to start of the engagement, for face-to-face interviews with staff capable of answering questions related to:

- Organisational Strategy and objectives
 - Business Intelligence capability and initiatives
 - Data and Technology landscape.
- Identification of a broader group of stakeholders prior to start, to respond to the online survey
- Agreeing data to be captured about respondents and providing guidance on validation (e.g. Roles, Departments, Locations etc.) on commencement
- Forwarding on the survey links (or provide contact details) during week one
- Arranging meetings and workshops including the booking of facilities within your Office campus and provide a specific contact for this activity prior to start of week one
- Providing timely access to key documents and data.



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