G-Cloud 15

P3M Programme and Project Assurance Services

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Contents

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 the cloud 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.

P3M Programme and Project Assurance Services

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

G-Cloud P3M Programme and Project Assurance Services Description

Programme and project assurance helps clients realise the value and benefits of their strategic technology investments through effective programme and project management. Our approach helps manage risks by employing an integrated programme assurance risk model that encompasses programme methodology and leadership best practices with a focus on technology and business outcomes.

P3M Programme and Project Assurance Services Features

- P3M Portfolio, Programme and Project Management
- PRINCE2 methodology and application
- Agile project management for cloud projects
- Transformation confidence, quality assurance, through cloud/ hyperscale migration and delivery
- Stage gate reviews supported by deep dives
- Stakeholder management to help management buy-in
- Costing analysis and benefits realisation
- Risk based approach covering cloud security, emerging technology and GenAI
- ERP assurance for SAP, Oracle, Netsuite, Workday, Salesforce, Microsoft, IFS
- Milestone assurance to tie with supplier payments.

P3M Programme and Project Assurance Services Benefits

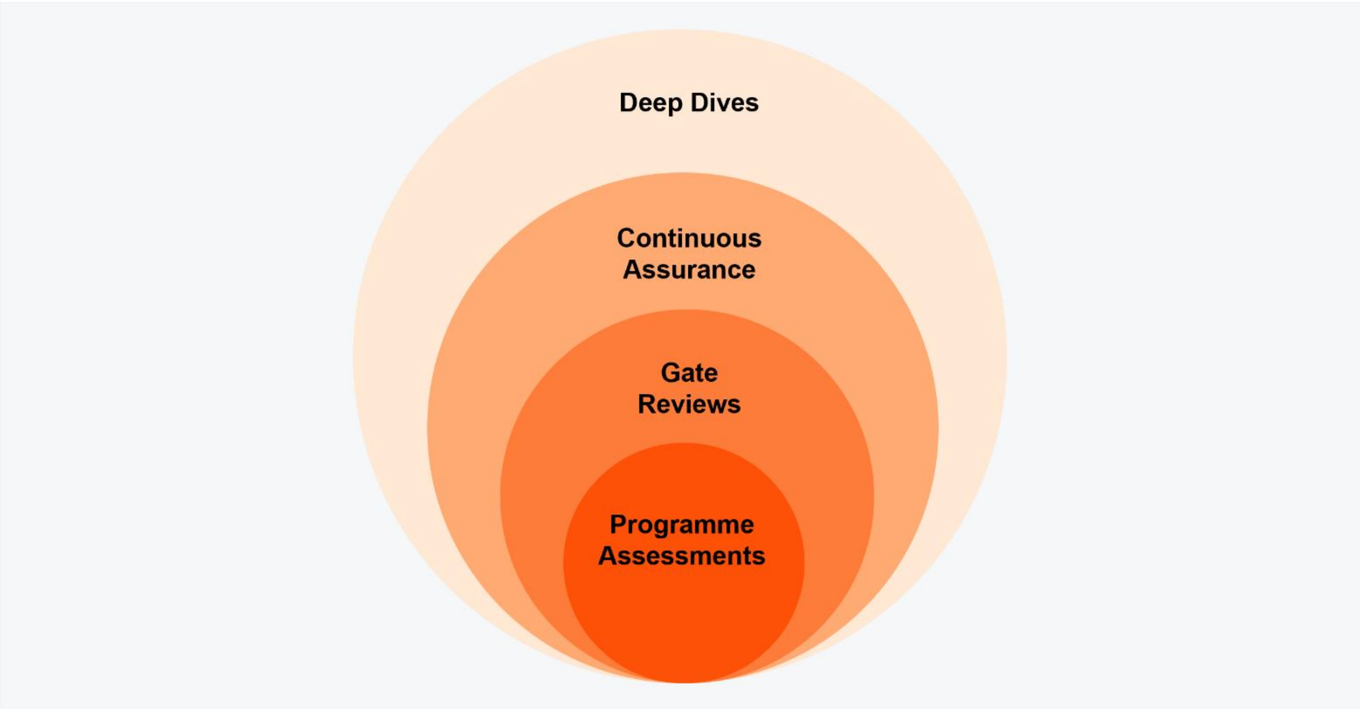
- Independent view of programme and project activities and deliverables
- Help client realise programme benefits and embed sustainable change
- Early warning of key programme risks and issues
- Leading experts in industry, technology and digital transformation
- Valuable good practice and lessons learned from our market experience
- Critical friend for stakeholder management and shadow project management
- Inbuilt governance, risk and compliance for your transformation change
- Help clients deliver programmes in time and expected cost
- Good practice insight from similar projects
- Programme deep-dives critical friend gate reviews and health-check reviews.

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

Cloud-based programmes and projects are inherently high-risk opportunities as they bring about changes to the organisation and are not 'business as usual'. They can be defining moments for the organisation's future strategy, and the price of failure is high, especially in terms of cloud security.

Programme sponsors or executive committees often feel removed from the details of a programme and its related projects. They need help to feel closer, and to increase their confidence and certainty of achieving the desired outcome and benefits realisation.

Effective programme assurance works as the conscience of the programme to ensure all parties work together to focus on delivering expected business outcomes rather than focusing on just delivering a product, that programme risks are effectively managed and that common pitfalls are avoided.



PwC has a track record of helping clients successfully deliver programmes and projects, based on our in-depth experience gained from working with organisations of all sizes, from all industries and sectors.

We offer several approaches to programme and project assurance, designed to support clients with assurance of:

- Portfolios and / or their constituent programmes / projects
- Governance framework and structure
- Maturity and effectiveness of the selected delivery approach (e.g. waterfall, agile and iterative development projects)

- Effectiveness of design, delivery, implementation and transition controls
- Stage gates and 'readiness' to progress.

We also offer continuous assurance throughout delivery using a blend of the options outlined to help clients understand and mitigate risks throughout the full programme lifecycle.

1. Transformation design and delivery

Provides confidence in your portfolio, programme and project management approach at key decision points, assessing risks and the state of delivery practices. We work with stakeholders and key members of delivery teams to support and validate that the transformation initiative is structured in line with good practice, with appropriate governance and controls in place to provide a framework for effective delivery.

2. Assuring agile project delivery

Provides confidence in your approach to project delivery, assessing risks and the maturity of your agile methods. Our specialists are skilled in a variety of agile approaches including Scrum, Kanban, Lean and Scaled Agile, and have particular expertise in aligning agile delivery with less agile financial and operational processes.

3. Programme management office design and operation

Provides confidence in the impact of your programme management office (PMO), assessing risks and the state of services offered. We work to assure the design and operation of your PMO by:

- Understanding your need and identifying any gap between what you have in place, and how the framework, structure and governance of your PMO may need to adapt to serve the business
- Assessing PMO structures suitability, and for good practice
- Creating tailored PMO, to support integration across the organisation
- Supporting through implementation and transition to new or updated PMO practices and structures
- Evaluating effectiveness of services
- Recommending improvements, and optimising processes.

4. Focused Deep Dives

We often support clients with highly detailed reviews to evaluate specific programme areas or concerns held by stakeholders and sponsors. Examples of these include programmatic, technical, governance, examination, and good practice health checks. These support you to:

- Identify root causes of issues and how they can be addressed
- Determine likelihood of anticipated (and missed) risks of becoming issues, and how to effectively mitigate them
- Evaluate whether recommended actions have been carried out
- A focus on whether individual programme elements meet specific objectives.

5. Continuous Assurance Approach

More regular contact, acting as a ‘critical friend’ to support both in-detail and in-depth at points in time, but also to support through frequent check-ins on a less formal basis. This assists programmes to track more closely to plan and budget by addressing risks in real time:

- Regular contact with the programme team helps with in-depth understanding of all aspects of the programme
- Able to provide real-time observations and challenge over changes to programme scope, benefits case or forward planning.

6. Stage ‘Gate Reviews’

Provides confidence that a programme is ready to progress to the next stage. The level of detail examines programme governance and alignment with objectives. These are typically points in time assessments of programme performance, status and outlook. Often these are used to assess programme readiness for subsequent phases and to identify lessons learnt for future phases.

7. Programme Assessments / Health Checks

Provides confidence that the programme governance in place is in line with good practice and enables the programme to succeed. They identify:

- Potential control design weaknesses and improvement opportunities
- Observations over key decisions which affect outcomes
- Risks and issues threatening the successful delivery of the programme.

8. Programme Reset

Where programme performance is inadequate or not sustainable within the time and budget approved through the business case, we support our clients to initiate, manage and execute programme reset.

These engagements are tailored to the needs of the organisation and programme but often include:

- Building a new baseline plan to provide confidence that delivery is possible, achievable and that the plan is realistic
- Assessment and re-evaluation of financial and likeliness to achieve benefit outcomes
- Revision of the governance framework
- Establishing enhanced assurance across delivery to meet the needs of regulators and external stakeholders.