



G-Cloud 15

Emerging Technology 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.

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.

Emerging Technology Assurance Services

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

G-Cloud Emerging Technology Assurance Services Description

Emerging Technology Assurance provides the processes, tools and capability to give confidence in emerging technologies through your transformation lifecycle, to effectively manage the risks across delivery, and into subsequent operation. It handles Artificial Intelligence, Robotic Process Automation, Internet of Things, Blockchain and Drones and equally applies to future innovative technologies.

Emerging Technology Assurance Services Features

- Build confidence in Emerging Technology enabled transformation
- Evaluate and develop the right emerging technology operating models
- Develop emerging technology risk and assurance frameworks
- Evaluate your Robotic Process Automation delivery framework
- Develop and implement Artificial Intelligence delivery models
- Prepare emerging technology for Machinery of Government change
- Innovation capability and service development
- Strategy and architecture developed to meet business need
- Create a framework for future options
- Increase clarity of information and reporting.

Emerging Technology Assurance Services Benefits

- Delivery framework that enables scaling from Concept to Enterprise
- Governance model that enables effective prioritisation of emerging technology demand
- Build controls into the emerging technology delivery framework
- Increased effectiveness of management decisions, confidence in AI/GenAI
- Improved monitoring and explainability of Artificial Intelligence Solutions
- Assure plans, methods and controls used for integration and independence
- Realistic, supportable and trackable Business Cases that secure sufficient funding
- Digital Transformation roadmap design and execution that makes sense
- Appropriate controls and monitoring implemented as part of the solution
- Effective integration of emerging technologies with legacy systems.

Our cloud experience – how can we help?

New and emerging technology ventures have historically been delivered into proprietary infrastructure environments, giving organisations full control of their intellectual property within their existing technology stack.

The evolution of technology and the emergence of new innovative and potentially disruptive technologies is accelerating, and organisations are working out how and when they should deploy new cloud services.

Several of the new emerging technologies focus on both driving operational improvements and driving greater consistency in delivery. Current pressures to do more with less while simultaneously improving services has led to increased adoption of cloud services, both for traditional IT but also where new technologies are being developed, delivered and managed. As a result, we see significant development of emerging technology in the cloud. Our services will help you to accelerate innovation while maintaining control of these cloud-based technologies.

We have developed several tested approaches to assure our private and public sectors clients of their investment in emerging technology, to make the best use of cloud environments, services and software. 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. Emerging Technology Framework

Our emerging technology risk framework provides a mechanism for you to assess the likely effectiveness of emerging technologies on your business, the potential areas of risks and the appropriate assurance response.

- Emerging Technology Risk Framework (a suite of services covering IoT, AR/VR and Drones)
- Emerging Technology Governance
- Emerging Technology Monitoring.

As part of our framework, we can support you to address the key challenges of deploying emerging technologies, specifically how to scale from proof-of-concept to enterprise delivery.

2. Responsible AI (RAI) / Explainable AI (EAI)

At PwC, we use business understanding, technology innovation and human insight to help our clients develop successful long-term strategies. Specifically, strategies that are in tune with a responsive, positive view of human society.

It is critical that change implemented to take advantage of AI maintains the public's trust. Our 'Responsible AI Framework' assures AI governance, strategy, design, implementation, validation of outcomes, and operating model to provide organisations with the confidence to responsibly adopt AI. Examples of AI services we can provide include:

- **AI Readiness / Maturity Assessment:** Support you to assess organisational, business and governance models, and risk readiness to implement automated intelligence techniques and technology, and support you to build your maturity roadmap
- **AI Proof of Value:** Definition and assessment of the business case behind your AI initiative to demonstrate return on investment, a coherent benefits case and support you to build and measure benefits realisation
- **AI Transformation:** Support to define, build and change your organisation to make the best use of AI investments, for example critical analysis and validation of algorithms, definition of your AI governance framework and support to implement AI risk controls.

In addition, we provide complementary services to support the adoption of AI across the portfolio:

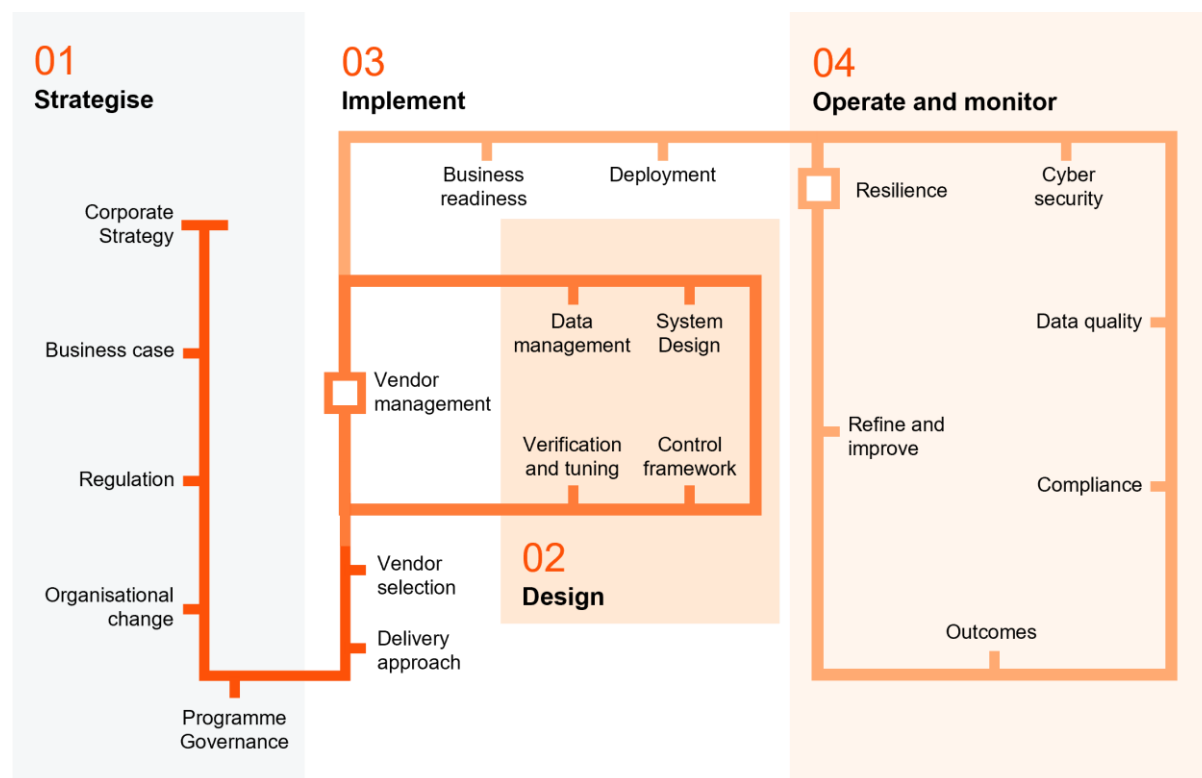
AI Portfolio Risk Assessment Management: Not all AI has the same level of complexity or potential societal impact. We can support you to understand the impact of AI on your business and the appropriate level of assurance and monitoring required across your portfolio of solutions

Explainable AI: As your AI adoption increases across your services, you will need to be able to explain the decisions that algorithms make. To provide greater transparency around the decisions they are making we provide a range of services to help you monitor and explain how your algorithms are operating

AI risk evaluation: Use of AI increasingly introduces risks not expected by those deploying tools. We provide services to identify, quantify and mitigate these risks. Examples include risks associated with third-party models, hallucination, error propagation, data loss, bias, and security, and consideration of the suitability of factors human-in-the-loop controls.

Our cohesive Responsible AI Framework is shown below

The PwC Responsible AI Framework



3. Agentic AI and Robotic Process Automation (RPA) Assurance Framework

Software Robotics helps you to operate your business more efficiently by automating and/or eliminating repetitive, mundane tasks through implementing leading software robotic solutions.

The technology is relatively quick to implement, has a lower cost and works across many IT systems. RPA can provide real operational improvements, drive quality and consistency improvements and free up your staff to focus on decision-making and higher value activities.

We can help you set up your automation initiative for success, address development risks, deployment, and ongoing support maintenance.

Provision available through our RPA framework

Agentic AI and RPA Controls Advisory and Monitoring: The use of Agentic AI is growing at-scale both alongside and in replacement of RPA in service industries and there are currently no standards or formally agreed industry controls specific to them. Our service can help mitigate the risk of control failure in such an environment, and can include:

- Early consideration of risk and assurance elements necessary to protect your organisation and stakeholders

- Current state control assessment
- Gap analysis
- Control definition
- Residual risk assessment.

Agent-based Operating Model and Governance: We can support you to develop the appropriate operating model to deliver agentic workloads at scale. This includes putting effective and appropriate governance in place for the ongoing success of deployments, particularly with a solution which is very business-benefit focused and will result in less human intervention. Our approach is to:

- **Identify:** Confirm the existing operating model and future governance regime into which Agentic AI and RPA will operate
- **Assess:** Consider what options for governance and the changes that need to be made for the organisation to achieve maximum benefits from an agentic approach, including portfolio management, demand prioritisation, business benefit tracking, delivery framework, operations, IT governance, knowledge transition and managed service for maintenance
- **Recommend:** Support you to identify a cohesive agent-based roadmap that includes which governance, architecture, operating model and assurance approaches may best suit the required benefits.

Agentic and RPA Maturity Assessments: We can review your current agentic or RPA strategy and current operations to provide an assessment of the existing capabilities and recommendations for optimising your capability, including:

- **Strategy and feasibility:** Support the definition, alignment and assessment of the automation programme in line with enterprise goals and objectives, cost and compliance to build organisation knowledge that supports successful implementation
- Governance assessment and support
- Operating Model review and improvement
- **Opportunity identification:** Rapid assessment to support the development of agentic / RPA concept and approach, including building an automation book of work and plan for early success and maximum value
- **Analytics:** to support assessment of project health, success measurement and benefits reporting.

4. Blockchain Risk Framework

As organisations progress blockchain initiatives towards production readiness, they will require a structured framework to ensure that technology implementations are robust and resilient.

While the design of the blockchain may itself be secure, various challenges remain around smart contract coding, reuse of open-source components, integration points with external systems and data and human interfaces, which may expose critical vulnerabilities. Furthermore, the design need to ensure that risks around data privacy and retention, scalability and node security are adequately managed. PwC's Blockchain Risk services provide organisations with a tailored risk assessment to proactively identify opportunities and threats ahead of go live. Our services include:

- Blockchain Infrastructure validation
- Blockchain Governance validation
- Blockchain Readiness/Go Live Assurance
- Trusted Data Services
- Trusted Node Services.

5. Drone strategy and implementation assurance services

Our services available to you are our capability to:

- **Leverage drone sector knowledge:** We identify drone technology opportunities to solve your challenging asset management problems
- **Scope pilot projects:** To demonstrate the value of drone data for your sector and, being supplier agnostic, we use the most effective and efficient technology for your needs.
- **Create a compelling drones' business case:** Our approach covers the pilot study and design of an end-to-end drone data system with an assured delivery method that is regulator compliant.



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