G-Cloud 15

Commercial 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 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 and support them:

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

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

Commercial Assurance Services

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

Commercial Assurance Services

To provide assurance over cloud/IT projects and act as a critical friend our Commercial Assurance and Contract Management cloud specialists provide market-leading advice on the end-to-end contract lifecycle. We combine IT technical, Data, Commercial and Financial experience to help you navigate through these risks to reach a successful outcome.

Commercial Assurance Services Features

- Strategic advice over termination, consolidation and replacement of cloud contracts
- Commercial support when insourcing outsourcing legacy estate to cloud/IT contracts
- Identification of value leakage, value erosion and cost reduction opportunities
- Value for money (VFM) assessment of your multi-supplier contracts
- Baseline assurance over contract compliance and governance
- Maturity assessment and improvements planning for cloud commercial management process
- Rapid assessment of transformation programmes from conception, transition and stabilisation
- Commercial risk assessment of critical contracts and supplier relationships
- Data driven insight and scanning of your commercial contract horizon
- As-is and ToM assessment and delivery of improvement initiatives

Commercial Assurance Services Benefits

- Access a global network of independent IT specialists
- Access deep technical, commercial and financial experience and insight
- Leverage industry trends for operating models, service integration, digital technology
- Alignment with Government IT and commercial strategy, contracts and frameworks
- Create critical insight for contract re-negotiation, extension, tender or termination
- Capitalise on extensive experience in SIAM reversal, tower, in-housing out-sourcing
- Increase visibility of costs in a multi-supplier environment
- Improve supplier selection and management capability through knowledge transfer
- Insight into contract spend and cost through detailed data analytics
- Acting in your organisations' best interests as a critical friend

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

1. Commercial Assurance

We recognise that moving to a cloud environment places greater reliance on third parties which inherently results in additional commercial risk. Relationships between suppliers and public sector organisations are continuing to rapidly evolve, with critical projects being undertaken to remain on par with the private sector.

We continue to deliver our services to large government organisations, playing a critical role in assuring the transformation of their IT landscape in line with the Governments IT strategy. Using an experienced team of Commercial specialists, we help you to identify critical risks to the delivery of your cloud/IT projects and act as a line of defence for the successful delivery of change.

Our recent experience providing Commercial Assurance to a large government organisation, the reversal of a tower-based technology service and building in-house capability (see citations overleaf), demonstrates the level of complexity and risk such change can bring. The cost (both financially and reputational) to non-delivery can be catastrophic, and for many public sector organisations, this can impact the wider community or even nationally.

With public organisations often having a 'web of change' our Commercial Assurance team understand the intricacies of your IT multi-supplier contract landscape and can provide you with real-time feedback on emerging commercial risks. We have the requisite skills to build a comprehensive view of your 'as is' state, and to identify those delivery risks towards the 'to be' state.

Our Commercial Assurance approach includes:

- The identification and quantification of risks at a project and programme level
- The likelihood of each risk arising
- The provision of a pragmatic approach to mitigate risks.

Our experience and technical expertise will help:

- Guide you through any procurement or change activity
- Provide you with the direction necessary to maintain a healthy commercial relationship with third parties
- Build an ecosystem of trust which benefits all.

2. Contract management

The effective management of your cloud/IT contracts remains vitally important to delivering the value for money expected from public sector organisations. In an era of budget cuts across the public sector, our experience demonstrates that better management of contracts can result in significant cost savings.

We help you to manage your cloud/IT contracts by:

- Reviewing your end-to-end contract management capabilities, from building requirements, through procurement and on to contract exit
- Assessing the importance and impact of third party promises, and critical factors for the successful delivery of contracts
- Perform a gap analysis against our experience of good practice, tailored to your environment
- Identify areas of potential value leakage and cost savings, and help you to recover these
- Identify breaches of contract or contract non-compliance
- Develop a framework for controls and measures that increase assurance and trust with third parties
- Create solutions to areas you have found challenging in the past, or where you need support
- Work with your stakeholders to embed remedies: developing policy, governance, and performance monitoring into the process
- Develop and implement procedures, training and change management.

By doing this, you will ensure that you have full control over all of your cloud/IT third party suppliers, can maintain visibility over your risk exposure, and continue to reduce any value leakage.