



Project Controls

G-Cloud 15

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About this service

BMT's Project Controls service maximises the likelihood of your cloud and digital projects achieving **performance, cost and schedule objectives**. We establish robust baselines, monitor performance, and provide accurate, actionable insight to support decision-making.

Our expertise ensures that appropriate tools, processes and resources are in place to deliver predictable outcomes, manage risk and maintain control across complex cloud-enabled programmes.

When to use this service

Use this service when your organisation needs to:

- Implement or mature project controls for **cloud, digital or transformation programmes**.
- Strengthen cost, schedule, risk and performance reporting.
- Establish baselines and forecasting to manage delivery confidence.
- Improve governance and decision-making through accurate performance insight.
- Understand the impact of delays, risks or resource constraints.
- Integrate project controls with wider PMO, planning, risk or commercial functions

This service is particularly valuable where cloud-based change introduces new delivery risks, suppliers or delivery models requiring greater control, transparency and assurance.

What we deliver

Typical outputs include

- Project Controls System (PCS) aligned to organisational and project needs
- Project Controls Plan and process documentation
- Integrated reporting cycle covering schedule, cost, risk, issues, change and Earned Value
- Recommendations for appropriate tools (e.g., EVM tools compatible with Primavera, MS Project)
- Project and programme schedules
- Change control processes and artefacts

- Acceptance plans
- As-Is and To-Be project controls maturity assessments
- Project Controls improvement roadmap

These outputs create a consistent, transparent and professionally governed control environment, delivered through a Project Controls System integrated with wider project management techniques including, for example, risk and opportunity management, planning and scheduling, cost management, benefits management, requirements management, and broader project control disciplines.

What benefits we provide

Our project controls support delivers:

- **Improved delivery predictability** through robust baselines and integrated reporting.
- **Stronger governance and auditability** supporting public-sector accountability.
- **Earlier identification of risks and issues** improving delivery confidence.
- **Faster, more evidence-based decision-making.**
- **Improved cost and schedule performance** through transparent controls and forecasting.
- **Stronger integration of cloud suppliers and delivery partners.**
- **Increased organisational capability** via knowledge transfer and upskilling.

How we deliver this service

BMT provide a scalable service via a Managed Service delivery model. Each engagement is led by a BMT Lead Consultant and supported by dedicated project controls specialists.

Our approach ensures:

- Strong understanding of your delivery environment and challenges.
- Structured quality assurance using KPIs, governance and peer review.
- Regular, transparent communication and clear escalation routes.
- Collaboration with programme delivery teams, PMOs and suppliers.
- Knowledge transfer to uplift your in-house project controls capability.

Our aim is to implement a **sustainable Project Controls System**, not create long-term dependency.

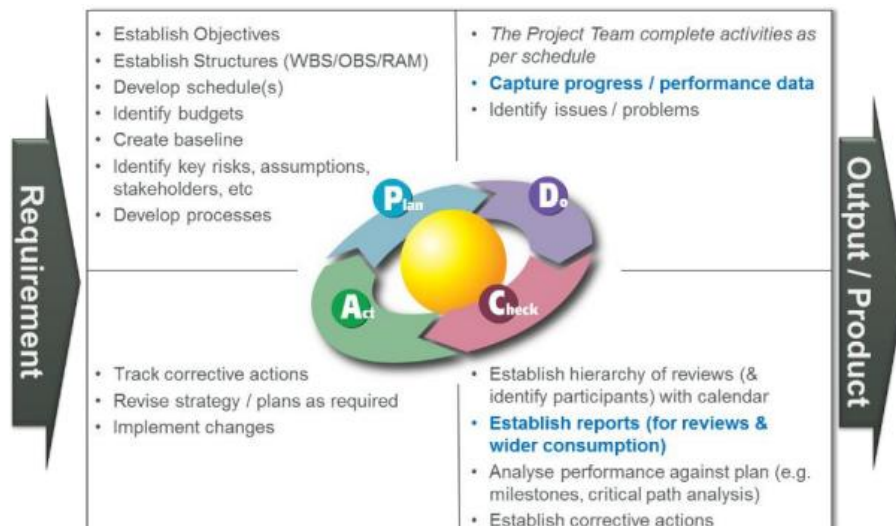
We apply recognised project, programme and portfolio methodologies including **P3M3, APMP, MSP and APM best practice** to design and implement tailored Project Controls Systems that provide clear, repeatable and auditable performance insight.

Our delivery approach includes, but is not limited to:

1. **Assess the current environment** – Review existing project controls arrangements, tools, maturity, governance structures and performance challenges.
2. **Define the system overview** – Develop and agree a **Project Controls System Description (PCSD)** that outlines how the project will be controlled. The PCSD covers structures, schedules, baselines, budgeting, assumptions, issues, risks, change control, supply-chain integration, accounting, performance analysis and reporting requirements.
3. **Implement processes and tools** – Establish project controls processes, reporting cycles, Earned Value Management (EVM) approaches, scheduling tooling and other supporting systems aligned to your organisational needs.
4. **Provide training** – Equip your teams with the skills and knowledge needed to operate the Project Controls System effectively, ensuring consistent adoption.
5. **Support early operations** – Provide coaching, assurance and hands-on support until the system is stable, embedded and ready for business-as-usual operation.

We use the standard **‘Plan, Do, Check, Act’ (PDCA)** continuous improvement cycle to ensure project controls remain current, effective and aligned to delivery needs:

- Plan – Establish baselines, schedules, budgets, assumptions and reporting frameworks.
- Do – Collect progress data, update schedules, monitor risks and maintain performance records.
- Check – Analyse performance, compare actuals to baselines, identify variances and determine impacts.
- Act – Recommend and implement corrective actions, re-baseline where appropriate and update plans.



We maintain accurate, timely and complete performance data to support governance, decision-making and forecasting. Slippages, risks, issues and recovery actions are escalated through agreed governance routes.

We also provide a comprehensive **Project Controls Maturity Assessment**, supported by BMT's model based on the **APM Compass**, enabling organisations to understand their current maturity level, identify improvement priorities and map a journey toward a target future state.

Experience

We have delivered project controls services for:

- UK Ministry of Defence (MOD) – including the Ships Operating Centre Maritime Combat Systems Portfolio
- Rolls-Royce – New Generation Nuclear Propulsion Programme
- Metropolitan Police Service
- Smart DCC
- SSE.



Contact details

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