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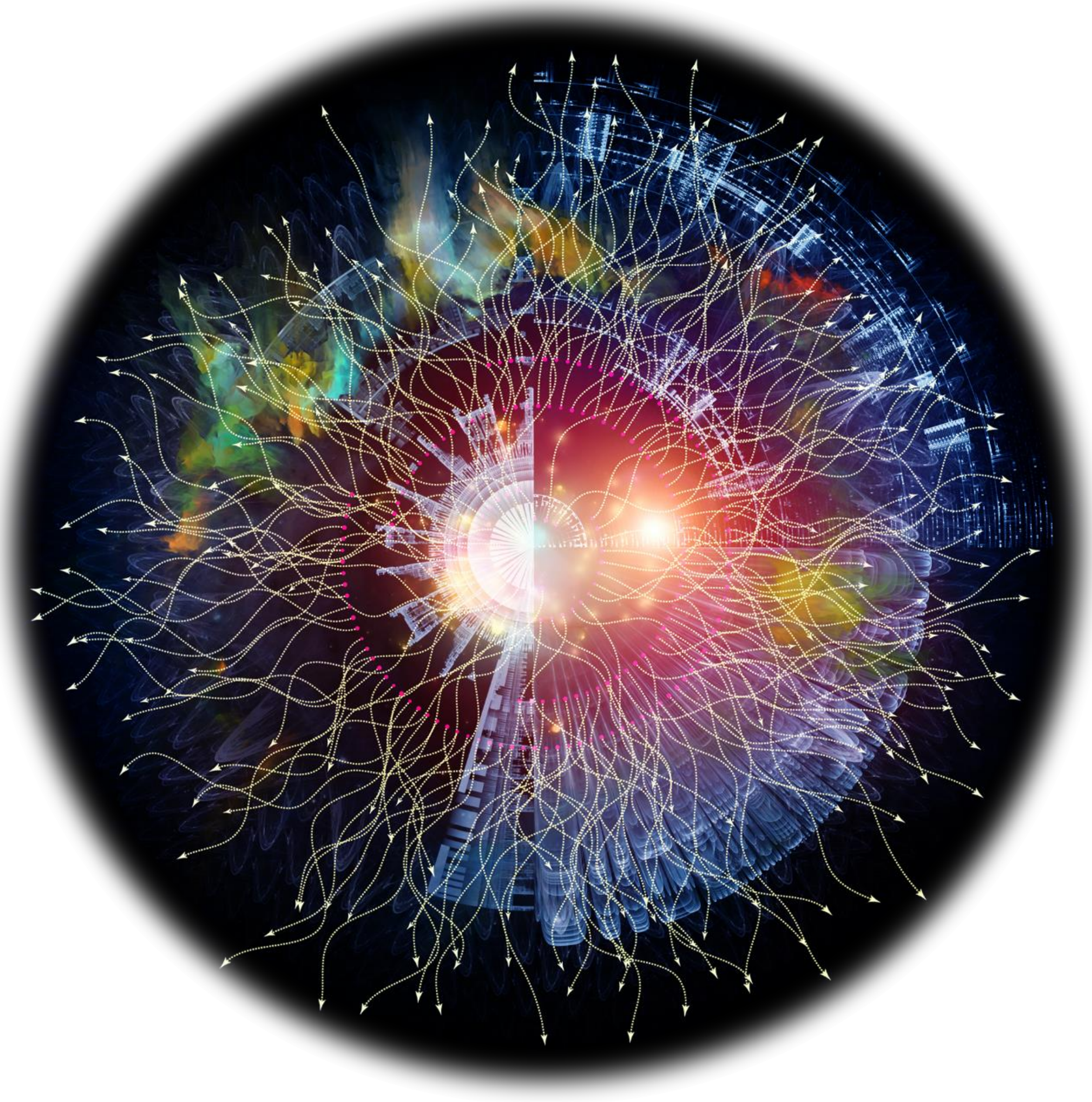

Project Portfolio Management (PPM)
Digital Programme Management Office

G-Cloud 15 Service Definition Document

January 2026

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1 Deloitte Overview

As a leader in professional services, Deloitte LLP is committed to making an impact to our clients, our people and for society. We have over 27,000 staff based across the UK providing audit, risk advisory, tax, consulting, financial advisory and legal services to public and private clients across multiple industries. We work together to build trust, support inclusive growth, and build capability, enabled by our **breadth and depth of expertise across advisory, delivery, engineering and managed services.**

Our **public sector practice** serves Central Government, Government Agencies, Local & Regional Government, Defence, Security and Justice, Health and Social Care, Transport, Education and Housing. We also provide services to the Northern Ireland Office, Scottish Government, Welsh Government and Crown Dependencies.

Our Cloud Capability

At Deloitte, we help our clients **Imagine, Deliver** and **Run** the businesses of the future through the power of **Cloud**. We have deep Cloud architecture, engineering, operational, commercial, and business transformation expertise delivered by a team of more than 26,000 Cloud Practitioners globally. We have delivered over 2,000 cloud implementations over the past 5 years and have 60+ cloud centres of excellence supporting the delivery of cloud services to our clients.

In the UK, we have a team of over 100 Cloud managed service specialists plus the following certifications across AWS, Microsoft Azure, Google Cloud and Oracle Cloud Infrastructure (OCI):

We help our clients with all aspects of their journey-to-cloud and optimisation of their cloud and cloud-services investments. Our Cloud practice can support you to optimise your client investments, and to navigate your organisations cloud journey, providing specialist cloud architecture, engineering, and operational skills at all stages, with a large proportion of our team holding the clearances required to meet your specific security requirements.

Our AI Capability

Deloitte stands at the forefront of AI transformation and was recognised as a Leader in the 2025 IDC MarketScape for Artificial Intelligence (AI) services for the fourth consecutive time. Supported by a £3 billion investment in AI, Data, Automation, Cloud, and Cyber, we seamlessly integrate our deep AI expertise with our extensive cloud capabilities. Our UK team is part of 339K AI-fluent practitioners globally, and includes over 1,300 AI specialists and engineers, many of whom hold the necessary security clearances for public sector delivery.

Through the Deloitte AI Institute, our hub for cutting-edge research and innovation, and strategic alliances with leading hyperscalers, we empower public sector clients to optimise costs, streamline processes, and navigate their AI journey. We achieve this by leveraging our ReadyAI™ models, which provide end-to-end support for AI solution implementation, and our Trustworthy AI™ framework, ensuring responsible and ethical deployment.

Our alliances & ecosystems

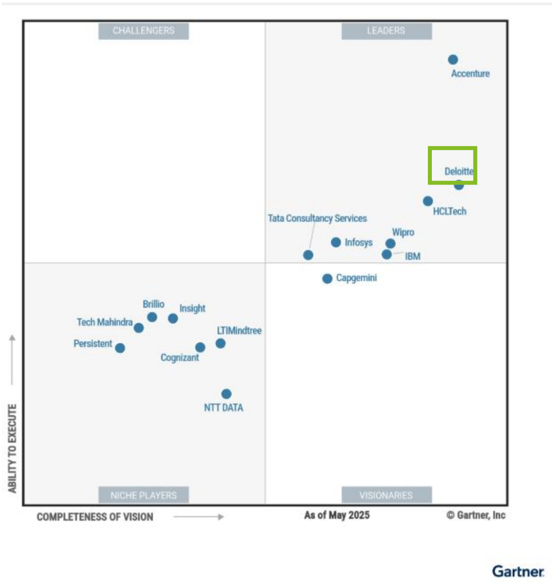
To bring full value to our clients, Deloitte is a premier consulting partner with all the leading hyper-scale cloud vendors in the market including AWS, Google, Microsoft[1], and SAP. A selection of our partners and alliances are presented below:

What the analysts say

Don't just take our word for it. Deloitte is recognised by the analyst community as being **leaders in cloud transformation services.** This reflects the wealth of experience we have in delivering cloud services across the public sector and wider private sector combined with our out-of-the-box templates, tools and assets.

Gartner

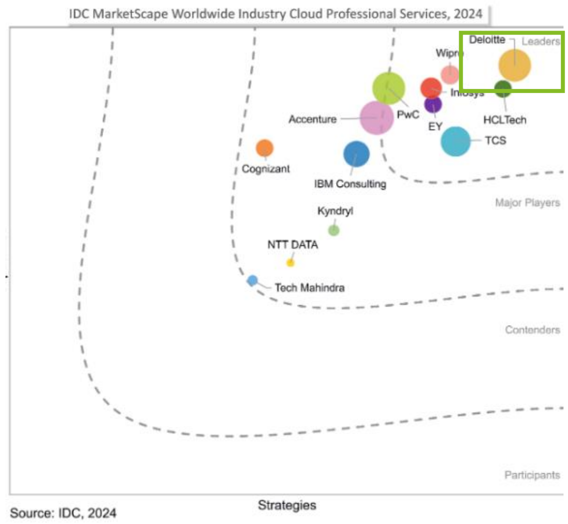
Originating in 2021, Deloitte has been recognised as a Leader in this category for four years in a row. Deloitte was also positioned as a Leader in the **Gartner Magic Quadrant for Public Cloud Infrastructure Professional and Managed Services, Worldwide** in 2021, 2020 and 2019, the previous form of this category.



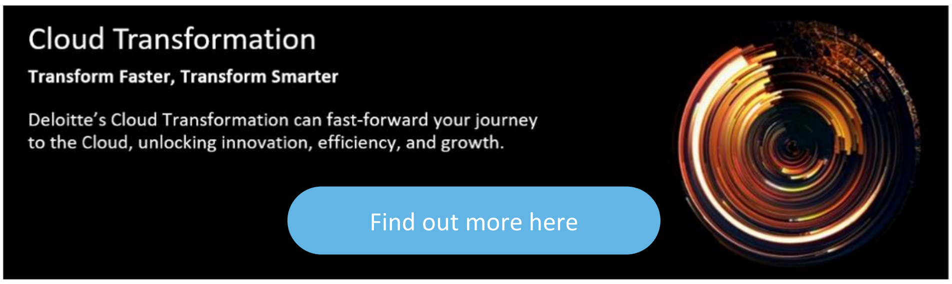
Gartner: Magic Quadrant for Public Cloud IT Transformation Services. **© Gartner inc. 2025**

IDC

Deloitte has been awarded Leader status in the **IDC MarketScape: Worldwide Industry Cloud Professional Services 2024** Vendor Assessment. We have also been recognised as Leaders in **Hybrid IT Consulting & Integration Services** and **Software Engineering Services**.



IDC MarketScape: Worldwide Industry Cloud Professional Services Vendor Assessment **© IDC inc. 2024**



[1] As Microsoft's Independent Auditor, Deloitte cannot have a direct or material indirect business relationship with Microsoft, such as having an alliance or being a registered partner. Nonetheless, Deloitte can provide Microsoft-related technology services and invests heavily across its global business building technical skills and capabilities to develop world-class consulting and solution delivery capabilities.

2 Service Overview

Deloitte's digital Programme Management Office (PMO) provides an intelligent, customisable and scalable model for leading and delivering cloud-based programmes and digital transformations. Adaptable to agile, waterfall and hybrid delivery environments, the digital PMO provides a programme delivery operating model which is supported by and therefore complements cloud-based PPM tools.

This service helps buyers to understand and plan how best to implement an intelligent digital Programme Management Office, and the controls required to maximise the value from implementing a Cloud PPM service and their wider portfolio of change programmes.

Key features of this service offering include:

- It is adaptable and can be applied in a modular way for agile, waterfall or hybrid delivery environments
- A clear and robust lifecycle that defines how the proposition can be implemented for different types of projects
- Forward looking and pro-active tracking and analysis of metrics to improve and de-risk delivery and support data led decision making
- Visualisation tools (e.g. Kanban) are utilised as appropriate, to monitor workflow and identify risks/issues
- Pro-active and data driven RAID management
- Integrated benefits tracking and management
- Centralised change control
- Integrated planning, scheduling and reporting including assumption and dependency management.
- Governance definition and implementation, in addition to decision making support
- Enhanced collaboration, outcome management and increased programme control
- Practitioners who can provide, coaching and knowledge sharing in agile and waterfall programme delivery methods

Key benefits of this service offering include:

- Increases effectiveness of project, programme and portfolio management
- Improves programme delivery confidence, visibility and decision making
- Forward looking approach that improves estimation and forecasting of programme delivery
- Automated core processes, and a single, assured version of the truth
- Improved assurance and insight to inform management and support delivery
- Helps maintain alignment between projects and programmes with strategy
- Supports effective governance structures
- Facilitates management of complex relationships

3 Detailed Service Description

Introduction

iPMO is a flexible, configurable and leveraged approach to establishing and running a PMO. Some key aspects of the approach are:

- It has a clear and robust lifecycle that defines how the proposition can be implemented in a modular or tailored way to suit different project types
- It directly addresses the client's needs to support a range of business objectives and adapts to these as they change throughout the lifecycle.
- It is built on the iPMO operating model, which defines the ways of working for the programme. It sets the programme management operating environment
- Each layer of the operating model makes use of Deloitte experience and is supported by detailed steps based on practitioner experience and a set of configurable tools, templates and techniques
- Has been designed specifically to provide integration and consistency of information across multiple interdependent workstreams
- It has been developed from practitioner application of the proposition across a variety of client engagements

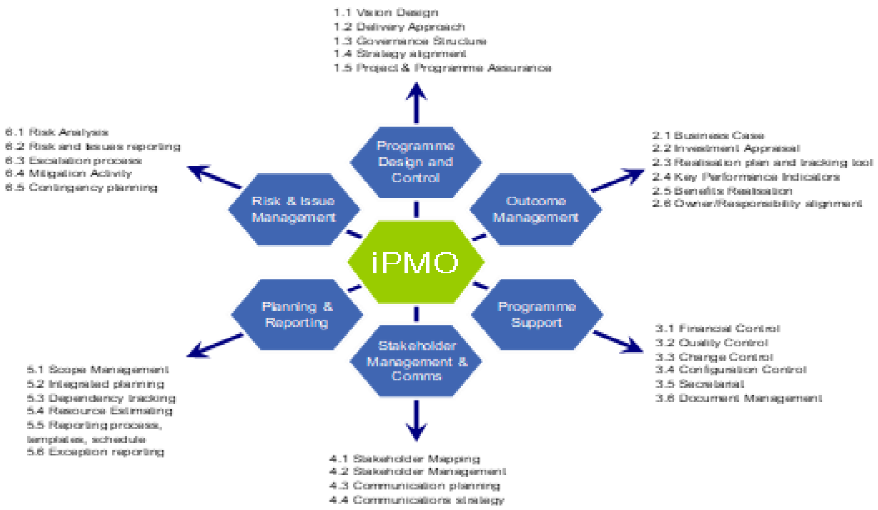
Our Approach

Deloitte's digital Programme Management Office adds value – not red tape and bureaucracy. It informs senior executives and empowers delivery mechanisms, providing the programme management team with the information and structures they need to make the right decisions at the right time.

Our digital PMO approach (iPMO) is distinct from a conventional Programme Management Office in a number of key areas:

Traditional PMO		Intelligent PMO
Focus on supporting the programme manager	⟷	Provides assurance and insight to inform senior executives and supports strategy delivery
Standard approach to all types of project	⟷	Understands the organisations strategy and objectives and **aligns the programme accordingly**
Project management specialists	⟷	Provides programme / industry specific **domain knowledge**
Applies standard methodology religiously	⟷	Drives processes and standards and selectively applies elements of methodologies and processes
Labour-intensive clerical processes	⟷	**Automates** core processes
Pre-defined standardised reporting of data	⟷	Provides **relevant insight** through user-defined ad hoc reporting mined from data
Central programme staff manage, the rest deliver	⟷	Distributed active participation by all involved in delivery in programme management.
Plans and reports project activity	⟷	**Educates and coaches** resources to deliver

The iPMO is made up of six dimensions of activity, defined as Service Areas, which should be considered as part of its overall scope. Depending on the specific requirements of the individual project or programme, more emphasis may be placed on some of the dimensions than others, ensuring that the iPMO is always configured to the needs of the transformation.

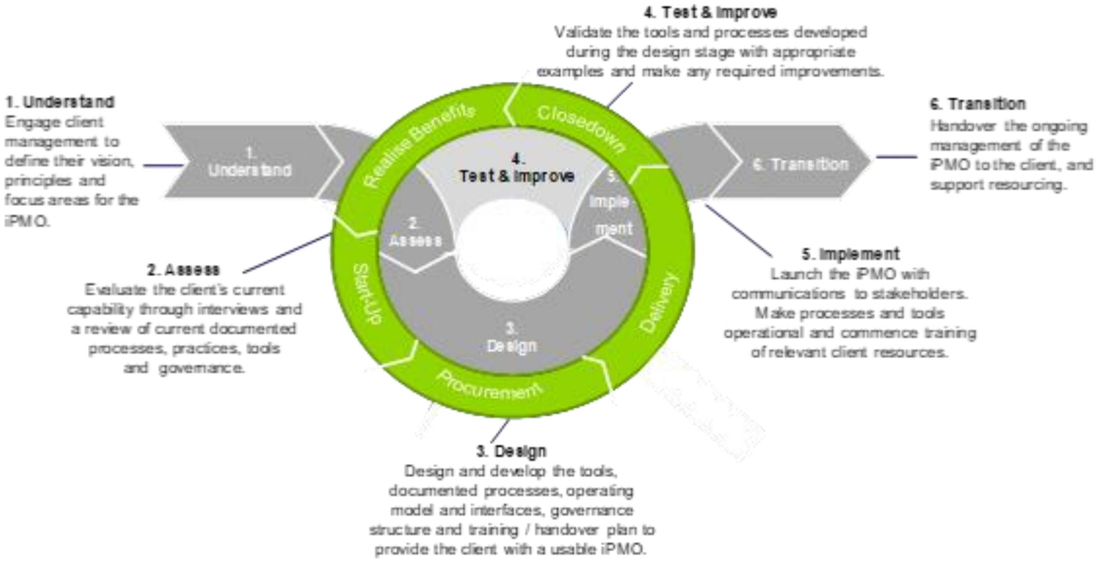


When designing and implementing an iPMO, each Service Area is examined individually to ascertain the required programme and business outcomes. Tailored products can then be utilised to meet these requirements.

An example of the desired outcomes is illustrated below:

iPMO Dimension	Desired Outcomes
Risk & Issue Management	• Active ownership of risks and issues and corresponding planning and management of the mitigation / resolution across the programme • Appropriate visibility and links between all levels of risks and issues across the programme • Rapid escalation process with well defined criteria for all levels of risks and issues across the programme to ensure appropriate visibility
Outcome Management	• There is a clear, agreed vision for the programme • The governance structure for the programme is defined and agreed across the programme • The approach for the programme is well defined, documented and communicated
Programme Design & Control	• The benefits case for the programme is measureable, agreed and actively managed by the programme management team • Business cases are in place for key elements of the programme • Lessons learned across the programme are captured and communicated and feed into new and existing pieces of work
Programme Support	• Appropriate, accurate and timely financial information available across the programme • Deliverables produced are managed and controlled in a coordinated manner • Change is controlled across the programme
Planning & Reporting	• Integrated plans providing realistic forecasts for how the programme products and benefits will be delivered • Integrated plans used as a critical source of information which drives and manages progress of programme delivery • Enable decision making capability by providing accurate, timely, clearly presented management information • Own the standards of quality which management information must adhere to and drive activity across the programme to ensure these standards are met and maintained • A single source of management information, collating information and collective intelligence from across the programme.
Stakeholder management & Communications	• Understand the stakeholder landscape of the programme and manage interactions with each group appropriately

The iPMO lifecycle is comprised of **six distinct stages**, each aligned to the programme lifecycle, providing a structured roadmap for establishing the capability as a strong value-adding centre.



Inputs

Our services are designed to be delivered with you rather than to you. To enable the success of your digital iPMO, we will require inputs to the service. The inputs required will depend on an agreed tailored approach to accommodate your unique cloud transformation. Some inputs may include:

- The business case for the Cloud Transformation Programme;
- Visibility of all existing project and programme data and documentation, including access to key project and programme personnel;
- An understanding of the organisation's Strategy and Target Operating Model;
- Key stakeholder requirements, risks and concerns; and
- Financial information regarding portfolio management and financial targets (if these are relevant).

Outputs

The following outputs are deliverable as part of Deloitte's digital iPMO service, and will depend on the tailored approach agreed.

- A single source of management information, collating information and collective intelligence from across the programme to enhance decision making;
- Cloud-based PPM software, configured with collated project and programme data, portfolio management processes and various reporting dashboards;
- A managed approach to programme delivery and change that is well-defined, documented and communicated;
- A governance structure for the programme that is defined and focused on delivery activity;
- A benefits case for the programme that is measurable, agreed and actively managed by the programme management team;
- Active ownership of risks and issues with mitigation / resolution across the programme;
- Appropriate visibility and links between all levels of risks, issues, assumptions and dependencies
- Integrated plans as a critical source of information which drives and manages delivery; and
- A thorough understanding of the stakeholder landscape of the programme and manage interactions with each group appropriately.

Business Context

Although ideally established during programme initiation, Deloitte's digital iPMO can be implemented at any time within the lifecycle. The adaptable nature of the operating model means that a relevant and appropriate service can be suitably implemented to meet the needs of the Cloud transformation at any stage. The deployment of an iPMO is typically appropriate in the following situations:

- When implementing PPM tooling;
- Supporting capital programmes and large transformation programmes;
- Responding to a requirement to bring programmes under greater control or with enhanced visibility;
- A lack of consistent and reliable data on which to make management decisions;
- Information coming from multiple sources;
- No processes in place for risk, issue or change management;
- Complex and manual processes in place for the management of data;
- A lack of trained resources to provide programme management services;
- No overall or integrated plan or reliable view of programme progress/forecast;
- No process in place for knowledge management; and
- A requirement to report programme progress across multiple geographic areas

4 Contact Details

Please send your requirement to publicsectorbidteam@deloitte.co.uk. Alternatively, if you wish to discuss your requirements in more detail, please send us the following information and we will be happy to contact you:

- Your organisation name
- The name of this service
- Your name and contact details
- A brief description of your business situation
- Your preferred timescales for starting the work.

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