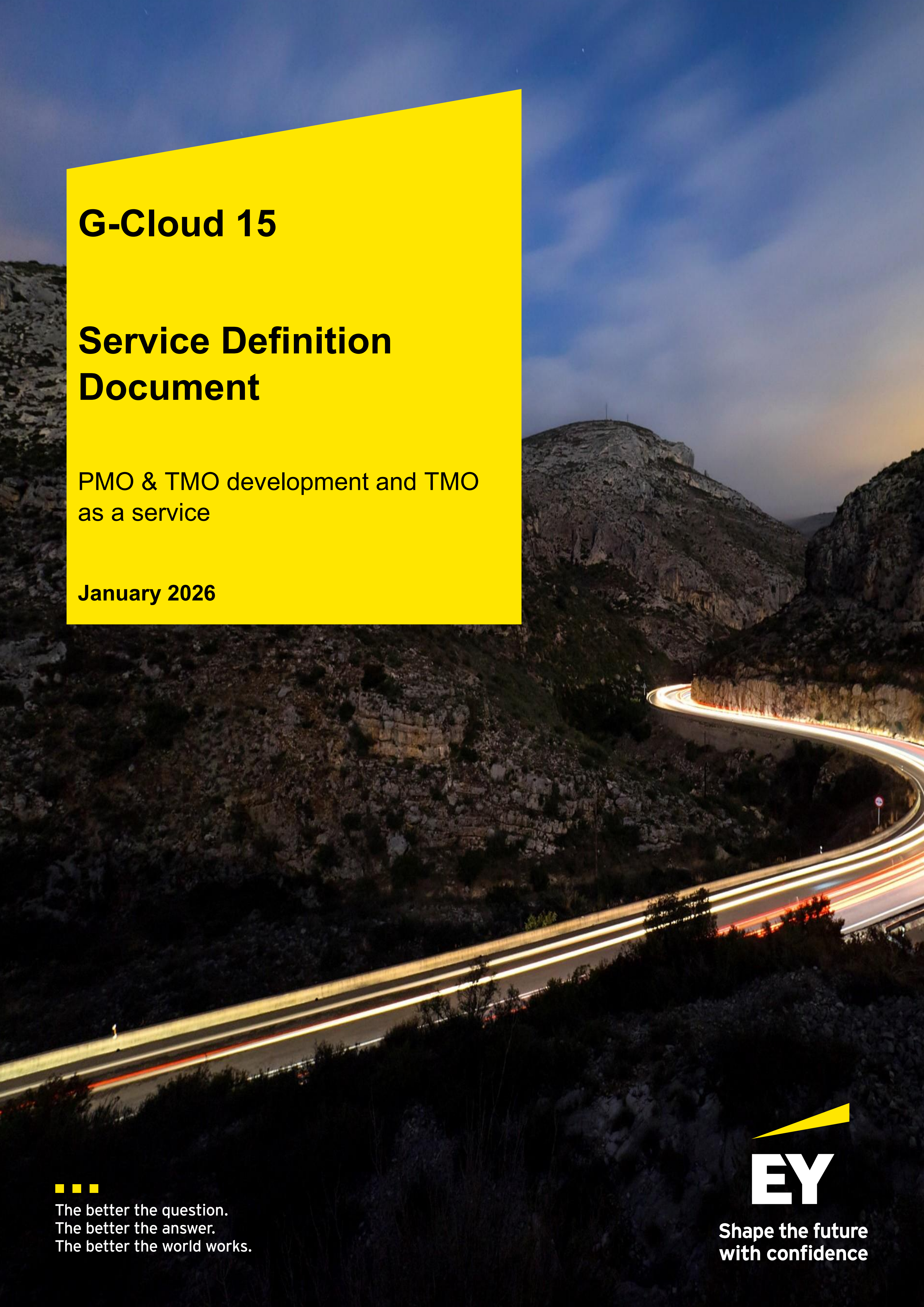

G-Cloud 15

Service Definition Document

PMO & TMO development and TMO as a service

January 2026

The better the question.
The better the answer.
The better the world works.

Shape the future
with confidence

Contents

1. Service detail

EY is a global transformation leader, and leading professional service firm, working to build a better working world. EY works with their clients to deliver purpose led transformation programmes, underpinned by aspect extensive expertise in Project, Programme and Portfolio Management delivery.

We have comprehensive experience in working with and delivering client Projects, Programmes and Products, both As a Service and in collaboration with clients and as part of blended teams. Our teams have a wide range of experience, working across all areas of Government as well as the public sector delivering both major transformational programmes as well as individual projects. We can draw from a deep pool of technical and non-technical capabilities across industries to bring insight and alternative perspectives to our client's challenges. As part of EY service offering, you'll have access to EY's whole Ecosystem, reach-back professionals: 20,000 UK&I professionals of which 2,000 focus on transformation. A Transactions & Integration team of 200+ individuals, a Business Transformation group of ~1,000 practitioners, digital transformation of ~220 and People Consulting team of over 350.

EY's service offers includes both its Transformation Management Office (TMO) and intelligent Programme Management Office (iPMO), designed to guide organisations through complex business transformations with innovative solutions, by integrating advanced analytics, AI technology, and customised methodologies.

EY's TMO and iPMO provide strategic governance, agility, and insights that enhance decision-making, streamline project delivery, and ensure that transformations are efficiently aligned with overarching business objectives for sustained success in today's dynamic market.

Serving different but complementary functions: the TMO sets the stage for transformation by tying programmes to strategic goals at an enterprise level, while the iPMO translates these strategies into actionable plans, ensuring that individual projects are executed effectively to deliver the desired results. They can be procured separately or together where they can form a cohesive force that drives change and delivers sustainable performance improvements across the organisation.

1.1. Transformation Programme Office

EY's Transformation Management Office helps by focusing on the business problem and opportunity and then driving the changes required across people, process, technology and information that deliver the outcome.

The Transformation Management Office, directly aligns to the EY Consulting Transformation Realised Strategy, and is an essential component of driving long term value creation that has the future in mind and focuses on outcomes.

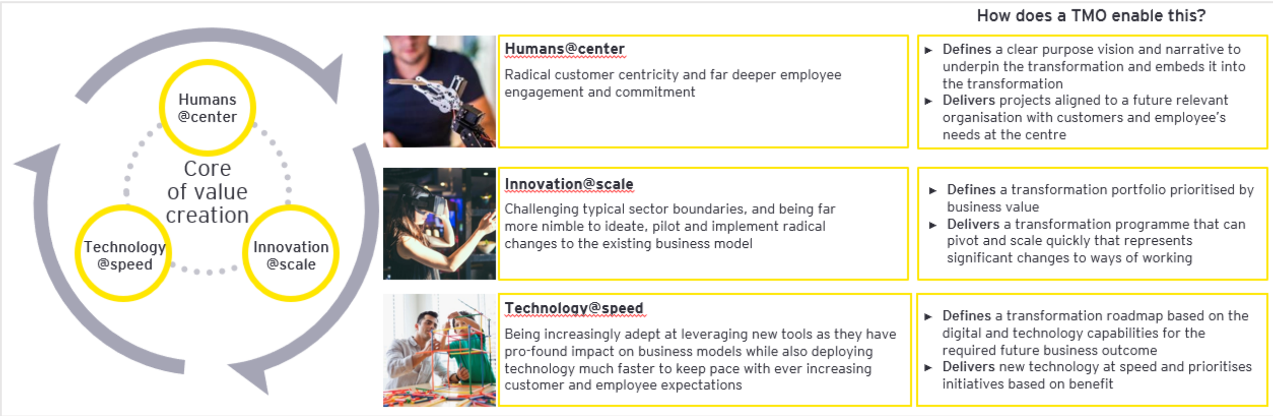

Figure 1 – diagram illustrating how the TMO aligns to EY's Transformation Realised Strategy

EY's TMO serves as a central hub for orchestrating transformation, where strategic thinking, planning, and execution come together to deliver results that propel the organisation forward. Providing the framework and oversight necessary to ensure that transformation efforts are effective in the immediate term and aligned with the organisation's long-term vision and strategic objectives.

Achieving transformational change delivery management:

- A TMO is a specialist core function designed to deliver large scale change projects and transformation initiatives within an organisation to achieve a particular long-term strategic outcome.
- A TMO is responsible for a single Transformation. It includes Portfolio Management Office capabilities such as prioritisation, resource allocation and decision making on dynamic reallocation. but has a greater focus on Value Management – getting the right outcome from the Transformation.
- There may be multiple TMOs. A TMO will most likely include one or more Programme Management Offices (PMO) to oversee delivery of initiatives.
  An overview of where TMO sits in the PPM hierarchy and the differences/benefits for each:

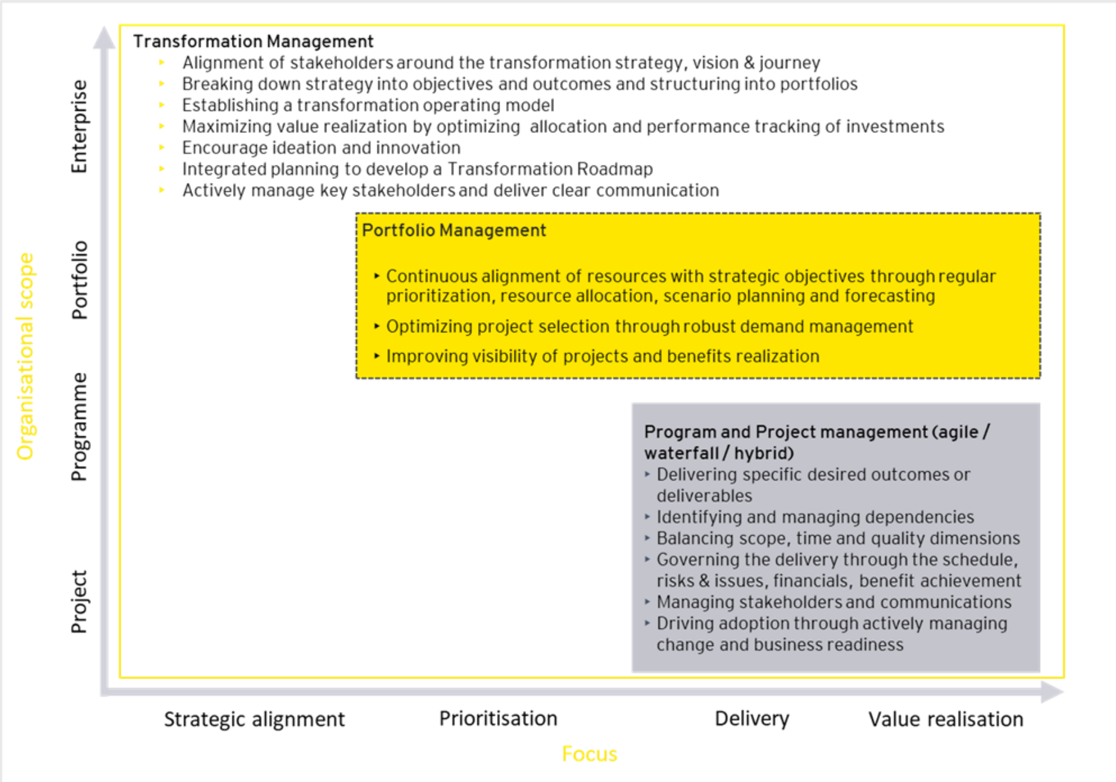

Figure 2 – Overview of TMO position in PPM hierarchy

2.1.1 TMO Our Approach for setting up

Mobilisation of EY's TMO can help you orchestrate your transformation programme and accelerate benefits realisation and change adoption. Our TMO is a specialist core function designed to deliver large scale change projects and transformation initiatives within an organisation to achieve a particular long-term strategic outcome. Helping resolve the issues faced by transformation programme as, by design it:

- Develops metrics and indicators that give a clear picture to leadership of return on investment.
- Establishes a mechanism to promote ideation and receive an intake of initiatives from the business and continuously prioritise initiatives and tailor the portfolio to maximise business value.
- Centres the transformation around a defined purpose and narrative that has consensus from across the business, and ensures decisions are weighed up against alignment to purpose.
- Requires leaders and the business to be completely bought into the transformation purpose and narrative to drive business adoption.
- Prioritises the assessment of benefits, impact and adoption, and looks to continuously rebalance the portfolio to accelerate benefit realisation.
- Requires alignment from across the business throughout the project and their representation from across the business in decision making.

2.1.2 TMO – helping drive success

Our approach to TMO operation focuses on delivering a 'mature' TMO. There are a number of characteristics of a 'world-class' TMO which EY has developed into a market leading TMO solution that will be tailored to your delivery environment.

‘Mature’ TMO means moving away from delivering ‘administrative data cycles’ and building a TMO which is proactive in nature, can highlight concerns and issues to the senior team and becomes the ‘hub’ of the programme- delivering true leadership.

These characteristics state that the TMO should be an extension of the Transformation, overseeing and tracking all aspects of programme delivery. EY’s approach to designing and delivering a TMO for you will:

Drive decision making from accurate and timely Management Information (MI):	**Improve the project and programme delivery:**
► Be a single point of contact for all project/programme information ► Have the ability to take an aggregated view ► Drill down where required without being bureaucratic	Continually assess its value in keeping itself ‘fit for purpose’ by … ► Developing process and approach which ‘add value’ and do not merely report progress and status; ► Smoothing and anticipating resource demands; ► Liaising with project managers and corporate functions to proactively support delivery.
Act as custodian of standard practice:	**On-board resource:**
► Managing processes and content in an intelligent way ► Define and refining programme or project governance ► Seek to save time across all workstreams by removing duplication, coordinating and aligning activity ► Transfer it and programme management expertise	as they join the programme team, ► Capture lessons from exiting staff ► Drive the culture of continual improvement

For success in delivering a Transformation Management Office we focus on 6 key design principles:

Getting you to where you need to be as quick as possible as ‘one team’	**Clearly defining what we mean when we say ‘TMO’**
► Focus on upskilling your team to make you self-sufficient as early as possible and provide you with savings where possible	► Dictates the resourcing model and on-costs for the program ► Differentiates roles and responsibilities of the TMO versus programme delivery team and projects ► Maintains transparency of requirements (i.e. You know what you’re getting)

Maintaining agility amongst ambiguity	Identifying the functions that the TMO should provide to the Transformation from the outset
► Maintains the teams focus on doing 'just enough of the right things' ► Continually assessing if the TMO is meeting the needs of the business and the projects	► Dictates the resourcing model for the TMO ► Specifies what support the Programme will get from the TMO ► Provide IT experts and specialists with deep knowledge in programme and project management
Having a point of view on what the desired maturity level of the TMO is and each of the functions within	**Accurately resourcing the TMO to meet the needs of the Program**
► Prevents 'gold plating' ► Matches the requirements of the programme with the services of the TMO	► Over resourcing inflates the on-cost to the program ► Balances sourcing model between internal/external resources

We will tailor the model to create a Portfolio Design 'system' suited to the requirements of your Transformation (see diagram below).

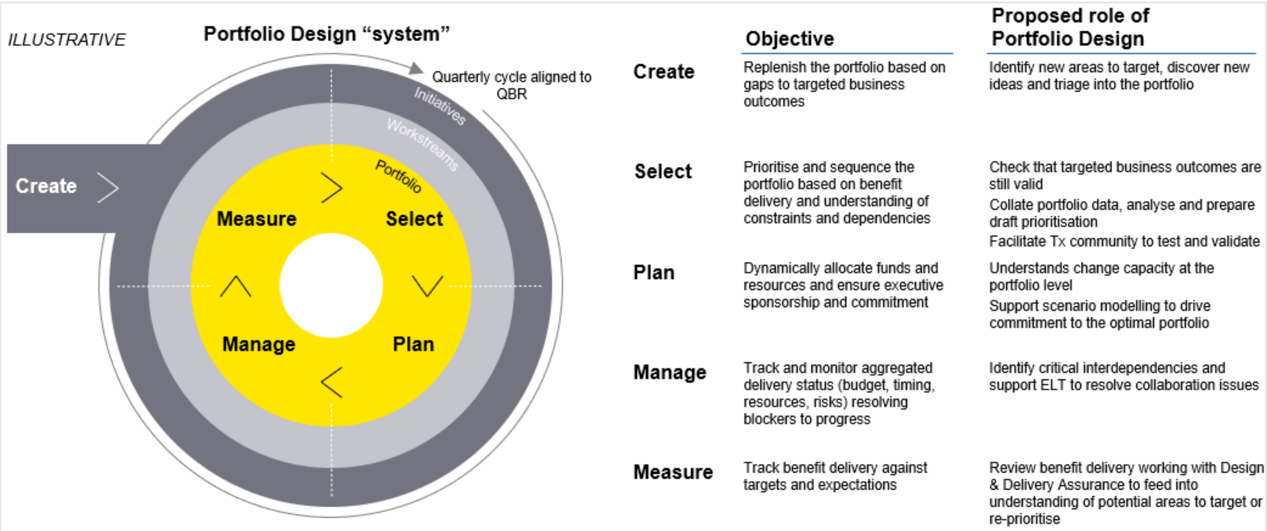

Figure 3 – example of a Portfolio Design 'system'

2.1.3 TMO Capabilities and deliverables

EY's TMO drives and orchestrates the transformation but requires close interactions with the business to succeed, with robust governance, processes and channels of communication to be successful in:

- Managing the intake and prioritisation of business needs, and ensure stakeholder alignment with initiatives
- Identifying and managing business and technology impacts and dependencies
- Preparing the business for changes and ensuring long term sustainability
- Monitoring and tracking progress and benefits

Our TMO drives and orchestrates the transformation but requires close interactions with the business to succeed. A TMO requires robust governance, processes and channels of communication in order to be successful using EY's experience this involve the typical structure for our TMO delivery model illustrated below:

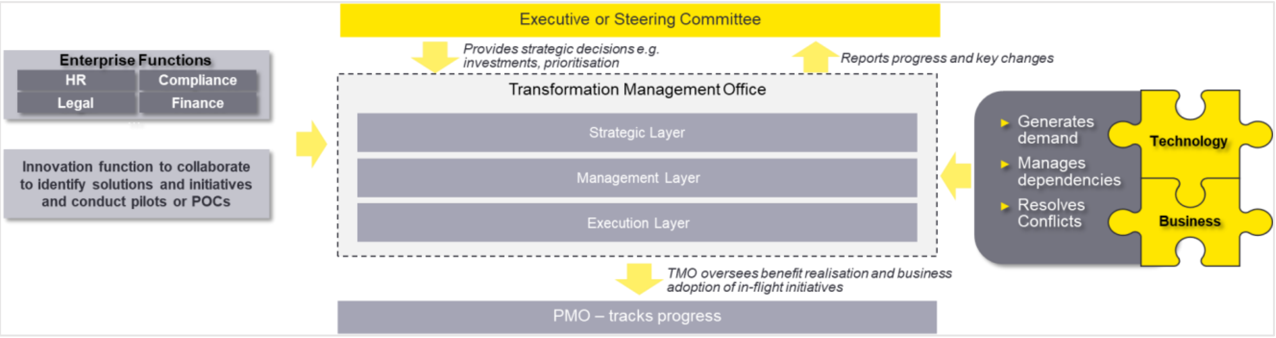

Figure 4 – Example of a TMO delivery model

Capabilities from across the project management delivery spectrum are required alongside client roles to effectively co-deliver a TMO. Capabilities and roles within a TMO can be broken down into three layers and should be filled by a combination of client and EY resources to maximise the potential for success.

The below illustrates the indicative roles within these three layers, and the key responsibilities, but should be scaled depending on the size and scope of the transformation.

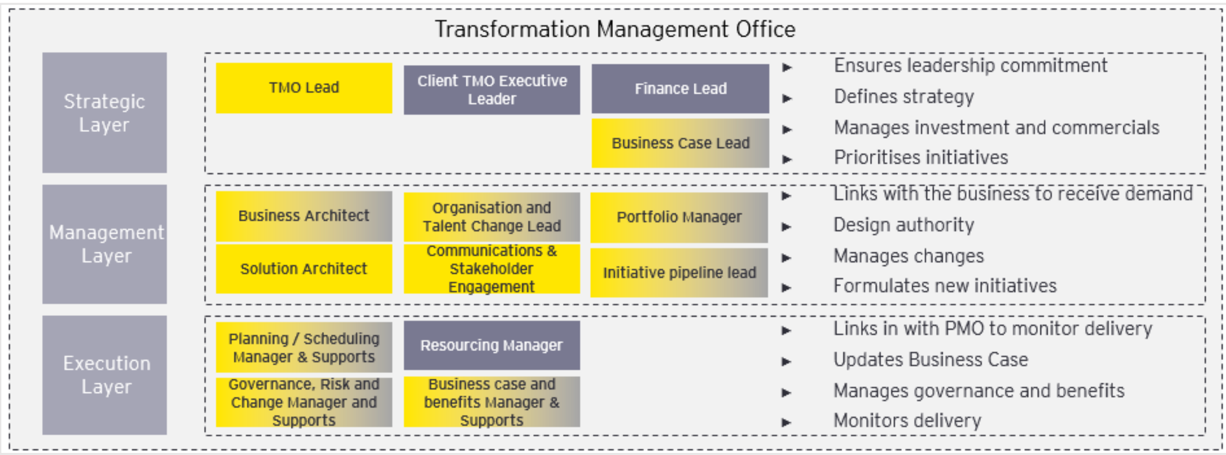

Figure 5 – Example of the 3-layer model for TMO delivery

EY's Transformation Management Office (TMO) delivers comprehensive governance structures and strategic oversight to facilitate large-scale organisational changes effectively. Providing detailed roadmaps, risk management plans, and performance metrics to ensure that transformation initiatives are executed in alignment with business goals and achieve desired outcomes. Further details are illustrated in the table below:

Phase 1	► Future Mode of Operation minimum viable product definition and backlog processing plan ► Schedule Management Standards & Methodology ► Benefits Management Strategy ► Benefits Counting Principles and Standards ► Benefits Realization and Reporting Framework	► Stakeholder and Change Strategy ► Stakeholder and Change Framework ► RAID management strategy ► Change Control Strategy and Standards ► Change Request Template ► Performance management and Reporting Strategy
Phase 2	► TMO and Program Key Performance Indicator (KPI) Framework ► Reporting Framework ► Knowledge Management Framework ► Integrated Master Schedule (cross TMO) including critical path, interface and dependencies ► Transformation Schedule Health Checks	► Weekly, Monthly & Quarterly Schedule Status Reports ► Benefits Profiles ► Benefits Realization Plans ► Benefit Gating Framework ► Change experience support
Phase 3	► Stakeholder Communication process and platform ► Master stakeholder map ► Stakeholder communications schedule ► Stakeholder engagement tracker ► Master stakeholder contact book ► RAID register template	► Change Request Template ► Change Request Log ► Knowledge Management Plans ► Lessons Learned Framework ► RAID identification and escalation guidance ► Transformation Assurance Framework
Phase 4 Phase 5	► Continuous exceptional TMO Support	

Figure 6 – Example of EY's governance structure

1.2. iPMO introduction

EY's digital Intelligent Project Management Office (iPMO) is tailored to strategically govern projects, ensuring we are in line with business objectives and for their successfull delivery. By adopting cloud-based capabilities, integrating AI, analytics, and automation into project oversight, enhancing efficiency and precision in managing complex digital transformation initiatives. The iPMO offers a scalable solution to improve strategic alignment in today's fast-paced digital landscape.

EY's intelligent Project Management Office (iPMO) enhances PPM delivery by harnessing data analytics and AI for foresight-driven decision-making, and by streamlining operations through automation and centralised governance. This advanced iPMO framework is both scalable and adaptable, ensuring that project teams can respond nimbly to evolving market dynamics and tech progress, while aligning tightly with business goals to maximise long-term value.

2.2.1: Core aspects of EY's approach to iPMO:

EY's tailored approach aligns with your unique business context for optimal strategic fit and adapts to your specific PPM needs, ensuring enhanced and results-driven project delivery, to drive the following desired outcomes:

- **Advanced Technology Integration**: using AI technology for automated insights and enhanced project decision-making.
- **Data-Driven Insights**: utilising data analysis predicts issues for better resource and project management.
- **Agile and Flexible Methodologies**: working in any delivery methodology environment be it agile, waterfall or hybrid remaining flexible and responsive to change.
- **Enhanced Collaboration and Communication**: enhances collaboration by using centralised communication tools to keep teams and stakeholders aligned and informed.
- **Strategic Alignment and Governance**: aligns projects with strategic objectives and enforces standardisation through its governance structure.

- **Visibility and Transparency**: offering real-time dashboards and reporting for better visibility into project status, resources, and performance, aiding swift decision-making.
- **Customisable Frameworks**: Recognising diverse project needs, EY's iPMO framework is customisable to address various project challenges effectively.
- **Change Management Support:** includes change management support to assist and smooth transitions as new processes and technologies are adopted.
- **Continuous Improvement**: EY’s iPMO is committed to continuous improvement, leveraging data, enhancing project delivery and fostering a culture of learning.
- **Expertise and Training:** Access to EY’s experts and training is part of our iPMO service, offering comprehensive education to fully utilise the iPMO features.

We will use our PMO reference model to accelerate the set-up and operationalisation of the PMO as illustrated below:

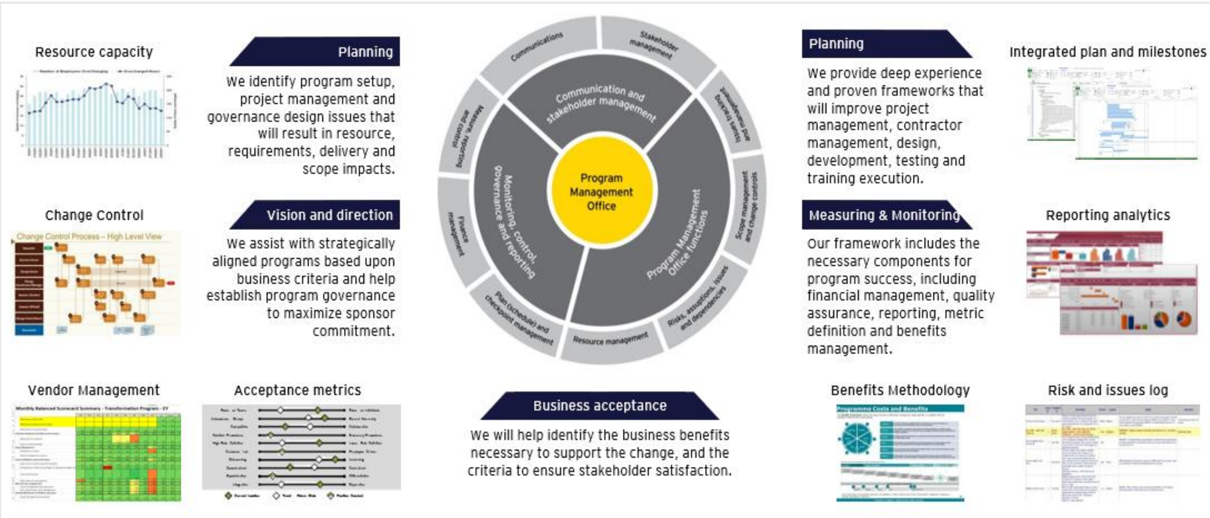

Figure 7 – EY’s PMO reference model

2.2.2 EY’s Approach

EY’s iPMO consists of 8 functional areas, together encapsulate the full scope of the iPMO’s capabilities. These Service Areas are versatile, allowing for dynamic emphasis and customisation based on the unique demands of each project or programme to best support the transformation objectives.

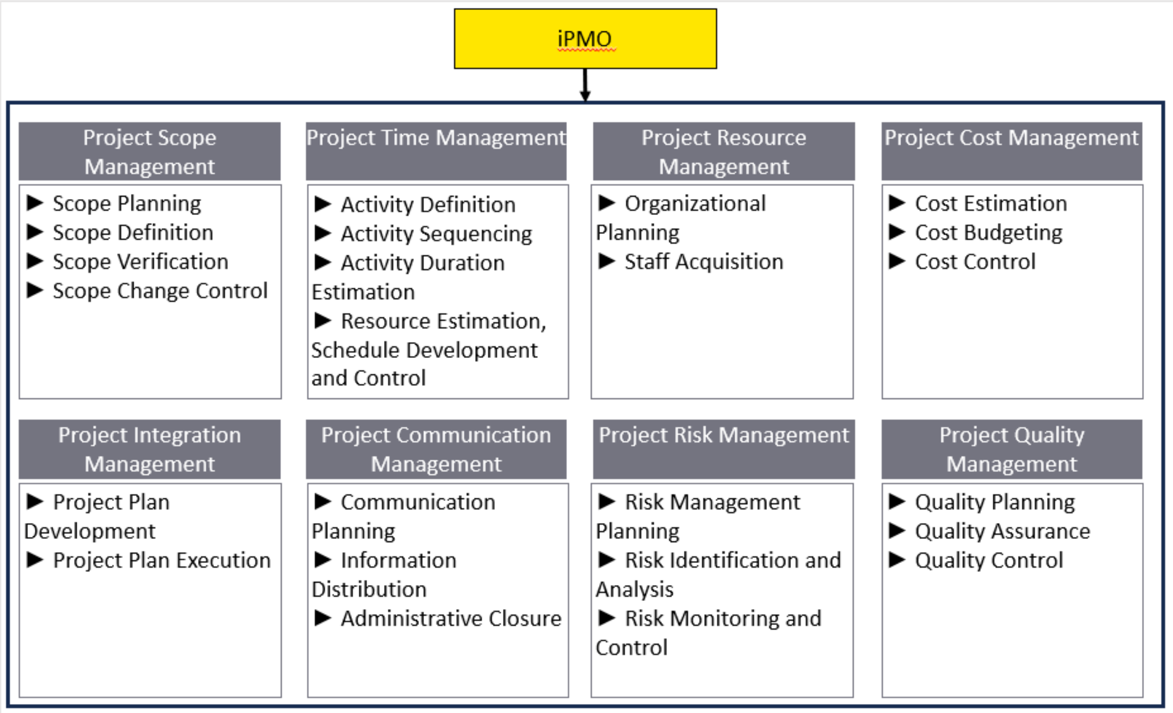

Figure 8 – EY's iPMO 8 functional areas

2.2.3 EY's iPMO inputs

EY's iPMO brings together a range of project data, analytical, reporting and forecasting so that project managers can understand project progress and performance to make decisions, increasing the overall likelihood of projects completing successfully.

Building a proactive PMO will highlight concerns and issues to the senior team and becomes the 'hub' of the programme. Typical Activities across PMO Process Areas (table below):

Stakeholder/Governance Management	**Scope Management**
▶ Management of complex and diverse stakeholder environment ▶ Management of critical decision points ▶ Feeding the Programme leadership with the right 'bullets'	▶ Ensuring there is effective change control in place ▶ Aligning change control across other PMO functions
Control	**Plan and Checkpoint Management**
▶ Aggregate level progress reporting ▶ Ability to challenge to add value	▶ Top down and bottom up plan alignment ▶ Programme phase containment – scope ▶ Critical path management ▶ Understanding core plan components
Dependency Management	**Benefits Tracking**

► Identifying inter programme dependencies ► Drive the resolution of conflicts	► Tracking the assumptions to ensure the benefits realisation plans sit in the right areas of accountability
Resource Management	**Reporting and Communications**
► Spotting resource hot spots from plans ► Resolution of conflicts and forward planning	► Ensuring the internal and external activities are 'on message' ► Coordination of inter-programme communication effort ► Challenge on reporting and escalations ► Align reporting status to dependencies and the plan
Financial Management	**Risk Management**
► Aggregating the programme budget ► Challenging the numbers ► Aligning the numbers to work packages and authorisation	► Ensuring there is strong proactive risk management across the programme ► Driving action on key risks

2.2.4 Key benefits of EY's iPMO service

EY's intelligent Project Management Office (iPMO) provides a suite of benefits enhancing the effectiveness and efficiency of PPPM delivery, providing a robust foundation for organisations to manage their projects, programme, and portfolios in a cohesive, strategic, and adaptable manner.

- **Enhanced Portfolio Oversight/Strategic Alignment**: EY's iPMO ensures all projects and programme are fully aligned with the organisation's strategic objectives, contributing to the achievement of long-term business goals.
- **Effective Programme Coordination/Improved Decision Making:** Providing stakeholders with comprehensive, data-driven leads to better coordination of multiple projects, optimising resource allocation, scheduling, and prioritisation.
- **Optimised Project Execution**: By introducing automation and advanced technologies, the iPMO streamlines project execution. This means projects are more likely to be delivered on time, within budget, and to the desired quality standards.
- **Risk Identification and Mitigation**: forecasting potential risks at the portfolio, programme, or project levels and suggest preventive actions to mitigate them before they impact delivery.
- **Resource Utilisation and Efficiency**: using tools to track and manage resources across projects and programme, the iPMO ensures human, financial, and material assets are allocated efficiently and effectively.
- **Enhanced Collaboration**: Fostering a culture of collaboration and communication among project teams, stakeholders, and business units, resulting in a cohesive work environment.
- **Consistency and Standardisation**: EY's iPMO promotes standardisation across the project management processes and practices, enhancing consistency and facilitating compliance.
- **Scalability**: cloud-based nature of the platform allows for easy scalability.

2. EY's service offering includes

- End to End Digital/Cloud based TMO
- End to End Digital/Cloud based iPMO/PMO

3. Key contacts

For further information please get in touch via the email address below.

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EY | Building a better working world

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