

G-Cloud 15

Service Definition Document

Cloud enabled Portfolio, Programme and Project Management and Programme Assurance

January 2026



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The better the answer.
The better the world works.



Shape the future
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1. Service detail

EY is a global transformation leader, and leading professional service firm, working to build a better working world. We work with our clients to deliver purpose led transformation programmes and long-term value, underpinned by extensive expertise in Programme management, including capabilities such as Project and Programme Management, Product Management and Project and Programme Assurance. Our teams are Cloud natives, we have detailed experience in working across a range of cloud platforms and ensuring teaming is both effective, collaborative and efficient when working in a shared cloud. Our teams can both work independently to manage transformation programmes for you as well as imbedding within your teams to help deliver key projects and programmes for you.

Our service offering includes

- ▶ Portfolio, Programme and Project Management.
- ▶ Portfolio, Programme and Project Assurance.

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 and wider public sector delivering both major transformational programmes as well as individual projects. We are able to 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 the 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.

Our capability is centred around our operating models putting Humans at the Centre. Putting humans at the centre creates a delivery programme which works to design and deliver solutions which meet the needs of those within your organisation. With solutions designed around humans we are able to deliver and roll out Technology @ Speed which helps us drive Innovation @ Scale and ensure value is delivered.

1.1. Portfolio, Programme, and Project Management

Our teams adopt a Cloud native approach to design, develop and test technology solutions that are Cloud hosted and meet your specific needs. As previously mentioned, our operating model methodology puts humans at the centre and allows us to deliver Technology @ Speed and Innovation @ Scale. Figure 1 below illustrates our operating model and how when we put Human@Centre we drive an approach which imbues Integrity at the heart of our team helping to drive collaboration and sustainability, all of which drive Excellence in all areas.

This forms the basis of our Project, Programme and Product Management offering to ensure projects are managed end-to-end, quality embedded throughout, with change managed from the start to achieve the desired outcomes for the Business and End Users.



Figure 1 – Humans @ the Centre

As Cloud natives, our project and programme managers have deep skills and expertise in delivering complex programmes, integrating new technologies and ensuring your data is gathered effectively and efficiently. Our expertise in delivering programmes is backed up by our technical excellence and ability to implement rigorous governance. Complex technology-enabled transformations require effective governance, structures, and processes to deliver the best outcomes. Innovative tooling can enable insights that increase the chance of success.

Our teams are skilled in delivering both Agile, Waterfall and Hybrid design methodologies, enhancing the chance of success for all parties involved.

We believe that a hybrid method is best placed to enable cloud-based programmes and projects to succeed. Our methodology allows us to blend traditional waterfall methodology with Agile Methodologies allowing for the rapid prototyping and development cycles we see with Agile twinned with Waterfall to drive outstanding governance and knowledge sharing. This method allows you to understand where you are in the development cycle, quickly, easily and cleanly. It helps to enable a more efficient, effective and data driven project.

Below is an illustration of our hybrid methodology:

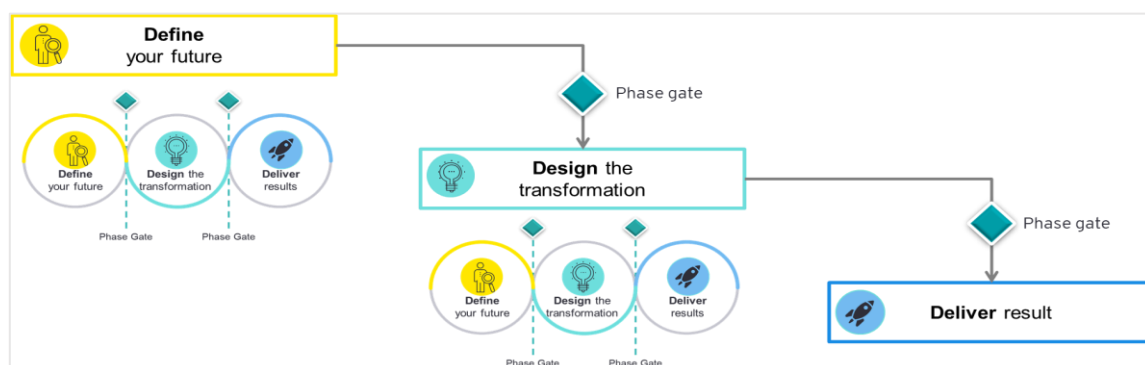


Figure 2 – Wagile Hybrid Methodology

When providing an end-to-end Project and Programme management service, we work collaboratively putting the client first, looking to maximise growth opportunities and develop efficiencies, innovating and remaining agile to a change in user needs.

EY's teams have extensive experience and skills to enable effective management of your projects and programmes. Our teams have vast experience in Agile, Waterfall and hybrid delivery methods. Additionally, our teams work to share best practise around risk management, delivery management and quality management via integrated and collaborative working.

We work across the stakeholder landscape to ensure the system integrator works to deliver your programme in the most effective and efficient way possible. Our eco-system has given us deep insight into the SI landscape, and we are extensively experienced in working with them.

Our tools are shown below in figure 3

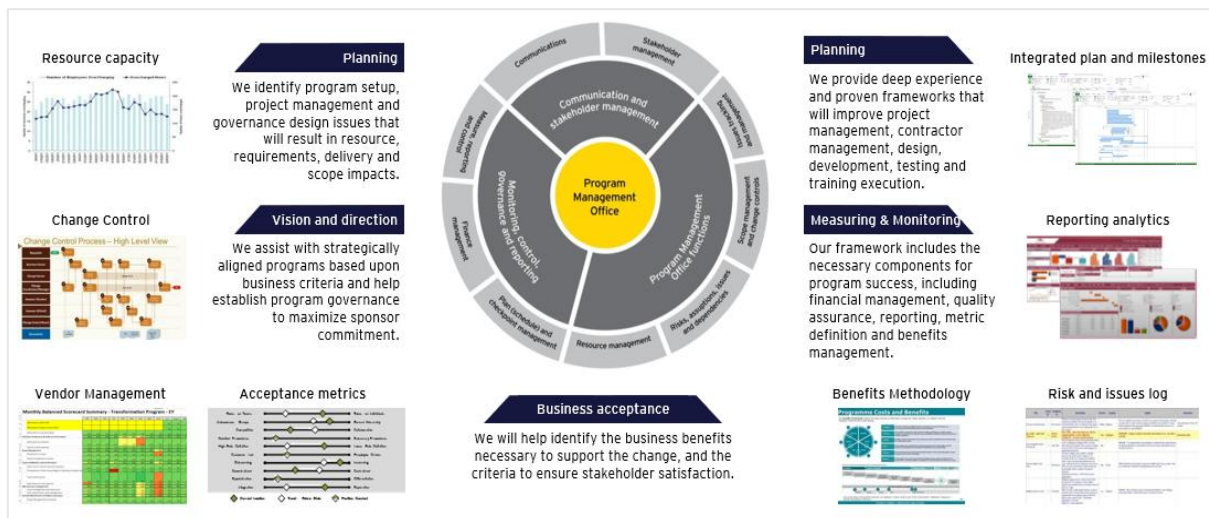


Figure 3 - EY's Programme Management toolset

Our toolset is augmented by deep expertise across the programme space including solution architecture and business process and control design. Our teams are experts in delivering to Agile, Hybrid and Waterfall ways of working across programme operating models.

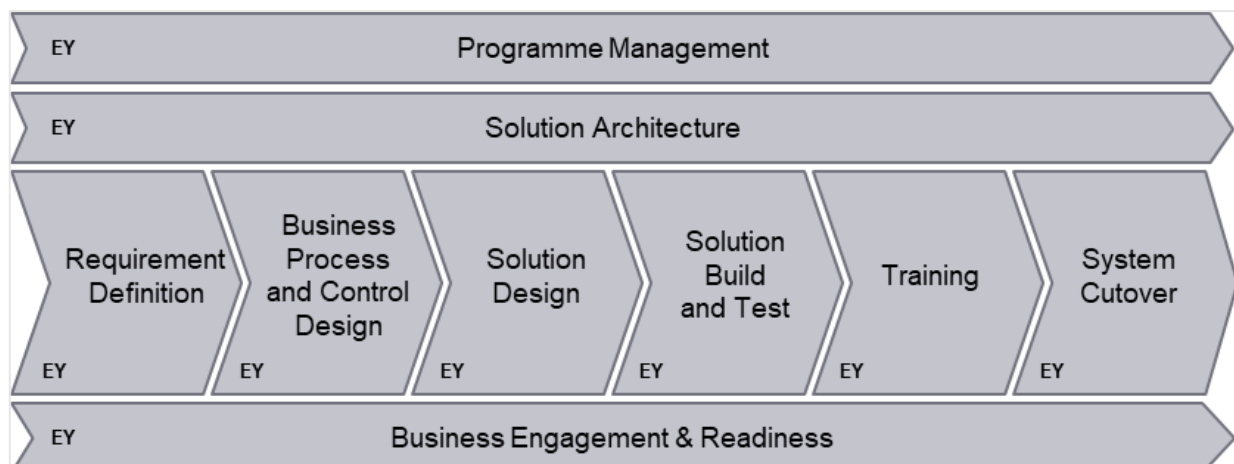


Figure 4 - EY's programme operating structure

Our offering enables:

- ▶ **Increased Customer value:** Driving and maximising growth opportunities, extracting efficiencies, innovating, and remaining agile to changing user needs.
- ▶ **Manage Complexity:** Our clients are operating in an uncertain world, with complex technology-enabled transformations at the heart of solving their business challenges. We can simplify and integrate to drive transformative and streamlined change.
- ▶ **Strategy to execution:** Aligning our clients' business strategy to delivery execution through their most valuable initiatives is critical to successful and continuous transformation.
- ▶ **Transformative culture:** Embedding agile and collaborative ways of working through transformation, driving collective buy-in and positive behaviours that are fundamental to change.
- ▶ **Delivering at Pace:** We need to enable our clients to adapt to changing circumstances, with the flexibility to quickly pivot when it is right to do so.

With the support of our teams, we ensure business continuity throughout the programme lifecycle. Additionally, we allow for continuous support from different geographical areas as required. We continuously monitor, manage and mitigate risk that enables effective recovery in the event of a disaster, enabling continuous development and forward momentum.

Throughout the duration of the programme, we will work with you to upskill, train and develop your internal teams to enable you to effectively manage your portfolio of Cloud projects and products and develop a Cloud strategy.

Programme Assurance

Programme Assurance is a vital aspect of programme delivery. Our Programme Transformation team can provide assurance services which work to give you the confidence that your Programmes, Products and Projects are set up to succeed. Additionally, our assurance teams can examine and undertake a health check on your inflight projects. This gives you a 360-degree insight into your project and programmes enabling you to plan for delivery.

Transformation assurance operates throughout the change lifecycle, working alongside the business change and technical delivery teams, providing independent assurance to the sponsor group, enhancing the quality and pace of delivery through advisory services, embedding proactive risk management practices and building trust.

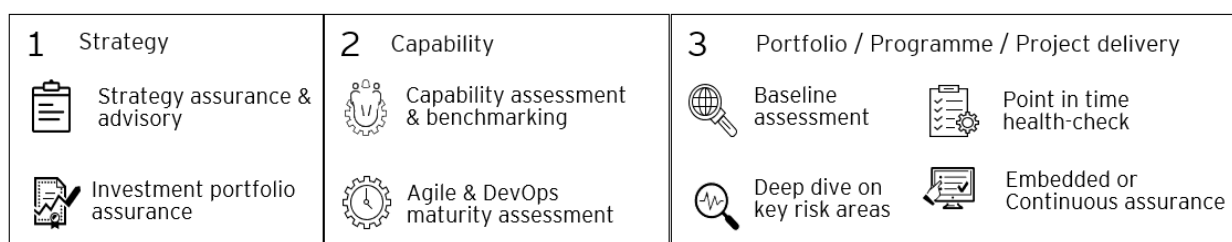


Figure 5 – Programme Assurance capability

Our services are underpinned by our leading assurance frameworks which include but are not limited to 'Transformation confidence' which have been tried and tested in the industry for providing advisory and assurance services over complex transformations. These include both IT led and business led programmes in regulatory and non-regulatory environments, and have helped clients improve delivery confidence.

Within the EY Transformation Confidence framework, each confidence area contains a detailed hierarchy of working instructions and steps that are benchmarked against industry standards. Each subsection is weighted by complexity of activity, criticality of service and business impact and allows us to perform rapid assessments in a comprehensive yet focused manner and provide advice and guidance where necessary.

Our teams examine 8 key themes, breaking down these sub-themes to assure your projects and programmes:

Strategy & Setup

- ▶ Without effective strategy and programme set-up, programmes are set up to fail. We work with you to assure programme strategy and that the programme is set up correctly to enable effective delivery.

Governance & Decision Framework

- ▶ We examine your team's makeup, management and leadership. We can help analyse and make recommendations to ensure projects and programmes stay within defined governance controls, team performance is managed and the right individuals are in the right place to make decisions, quickly, effectively and with delivery success in mind.

Planning & Resource Management

- ▶ We can review and provide assistance in developing detailed project plans including resource loading to enable you to have the right team in the right place to deliver the project successfully.

Scope & Solution Management

- ▶ We understand that the key to delivering a successful programme is managing the scope and solutions surrounding key scope areas. We provide assurance that your scope and solution management including your testing regime is set up in a manner to enable you to succeed.

Data Management

- ▶ We understand and know how vital it is to have the right data strategy and approach to enable collection, storage and utilisation of high quality data. We work to imbue your teams with effective, efficient and manageable data strategies to enable data driven decision making.

Business Change Management

- ▶ Change is vital for you to succeed, failing to plan for change often leads to transformation programmes failing. We work with you to assure, develop and ensure your Change Management Strategy and Plans enable and empower your workforce to embrace change.

Cutover and Go-Live Readiness

- Cutover is often considered the biggest risk when delivering a transformation programme, we work with you to assure that your plans, data and any change management measures are aligned to help you plan for Go-live.

Post Go Live

- Post Go-live it is vital that your teams and programmes are supported to continue to enable transformation. We can work to assure, develop and assist with post go live planning, licensing management and operational data quality.

The Transformation map below

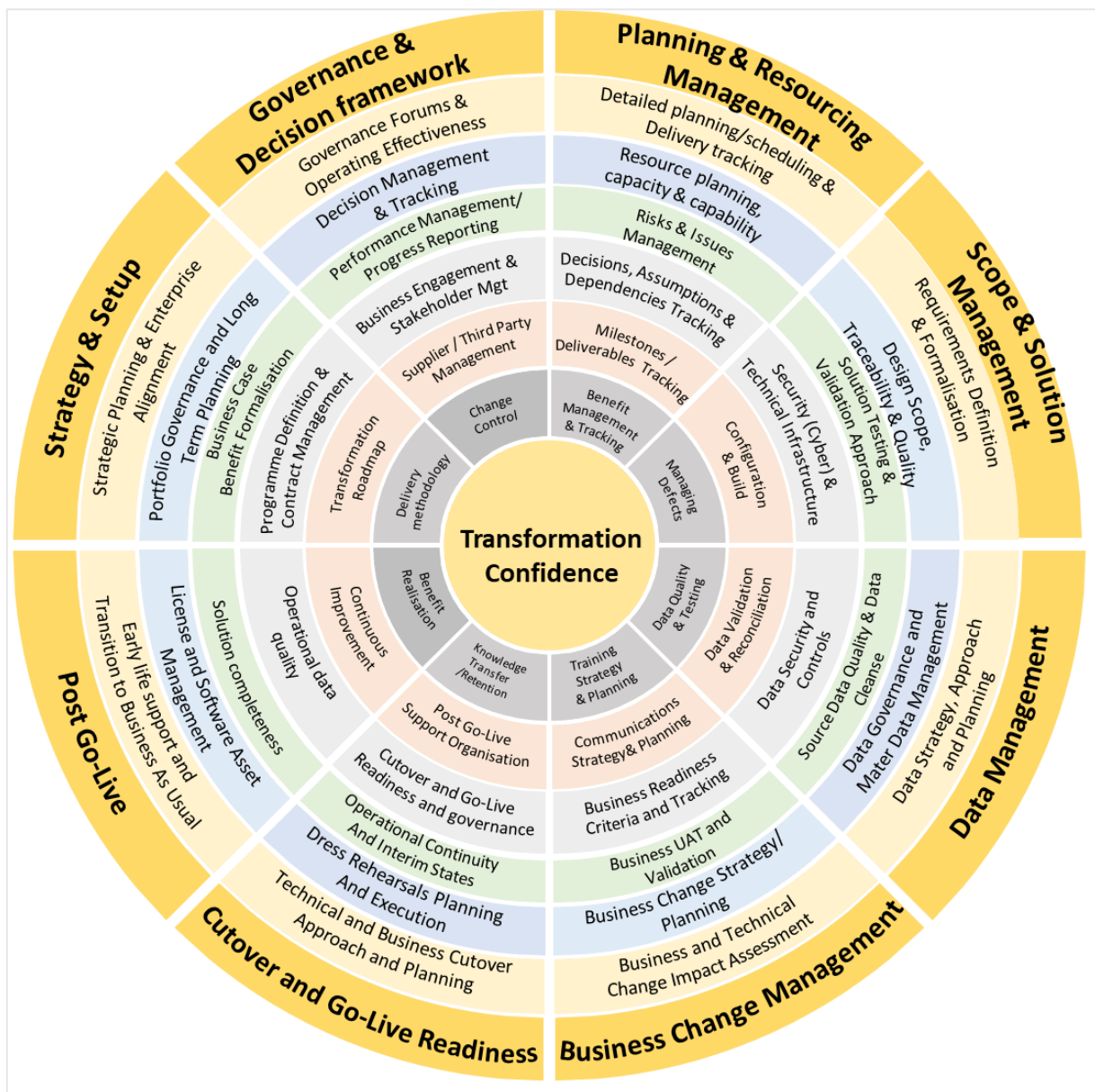


Figure 6 – Programme Assurance transformation model

1.2. Project Health Check

As well as programme assurance activities we believe in continuous performance management, this is achieved through our programme/project health assessments. We work with you to assess 15 areas of your projects to understand the health of the existing project and make recommendations to you about how you can bring your project back into health tolerance.

2. EY's service offering includes.

- ▶ End to End Digital/Cloud based Portfolio Management, Programme and Project Management
- ▶ Programme Assurance including programme health assessments

3. Key contacts

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



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About EY

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