

Evidence-Backed Cloud Programme Risk Management & Assessment

A KPMG Service for G-Cloud 15



Introduction to KPMG's Cloud Programme Risk Management and assessment service



Service Description:

KPMG's evidence-backed Cyber Security service provides your organisation with an independent view of how your Cloud Programme is going, and whether it is set up for success. This service helps you to proactively identify risks, and providing valuable, actionable recommendations to address them before they materialise. This gives you the confidence you need in your Cloud programme to make decisions that will enable safe and effective delivery and maximise the value of your investment.

This includes risk assessments and management around cloud-enabled AI implementations and incorporates our Trusted AI Risk and Control Framework. Our Trusted AI Risk and Control framework is aligned to best practice frameworks (including NIST & COBIT) as well as regulations (such as the EU AI act).



What are the benefits of KPMG's service?

- Supports the SRO to deliver successfully through deep dives to compliment gateway reviews e.g. those by Cabinet Office Infrastructure and Programmes Authority
- Helps SRO to demonstrate appropriate Governance and delivery of their Integrated Approvals and Assurance Plan (IAAP). We have proven tools and frameworks honed and enhanced over the course of many years, adapted to your needs
- Brings technology Alliances and expertise, providing technology specific expertise regardless of what cloud solutions you're making use of
- Provides proactive, continuous mitigation of Cloud and cloud-enabled AI risks, to enable informed decision making for SROs, boards, teams and the organisation as a whole
- Access to more than 4000 technology SMEs in the UK, including Cyber, Privacy, Testing, Design and Data SMEs
- Access to the best available technology expertise through KPMG's Alliance Partnerships with market leaders such as Microsoft, Oracle, ServiceNow



Our service features

A Programme Assessment framework which is compatible with any programme delivery approach (such as DevOps, Agile, Waterfall, Hybrid), and can be utilised at any stage of your transformation journey, customised and adapted to your specific needs

A range of key sub-services which include:

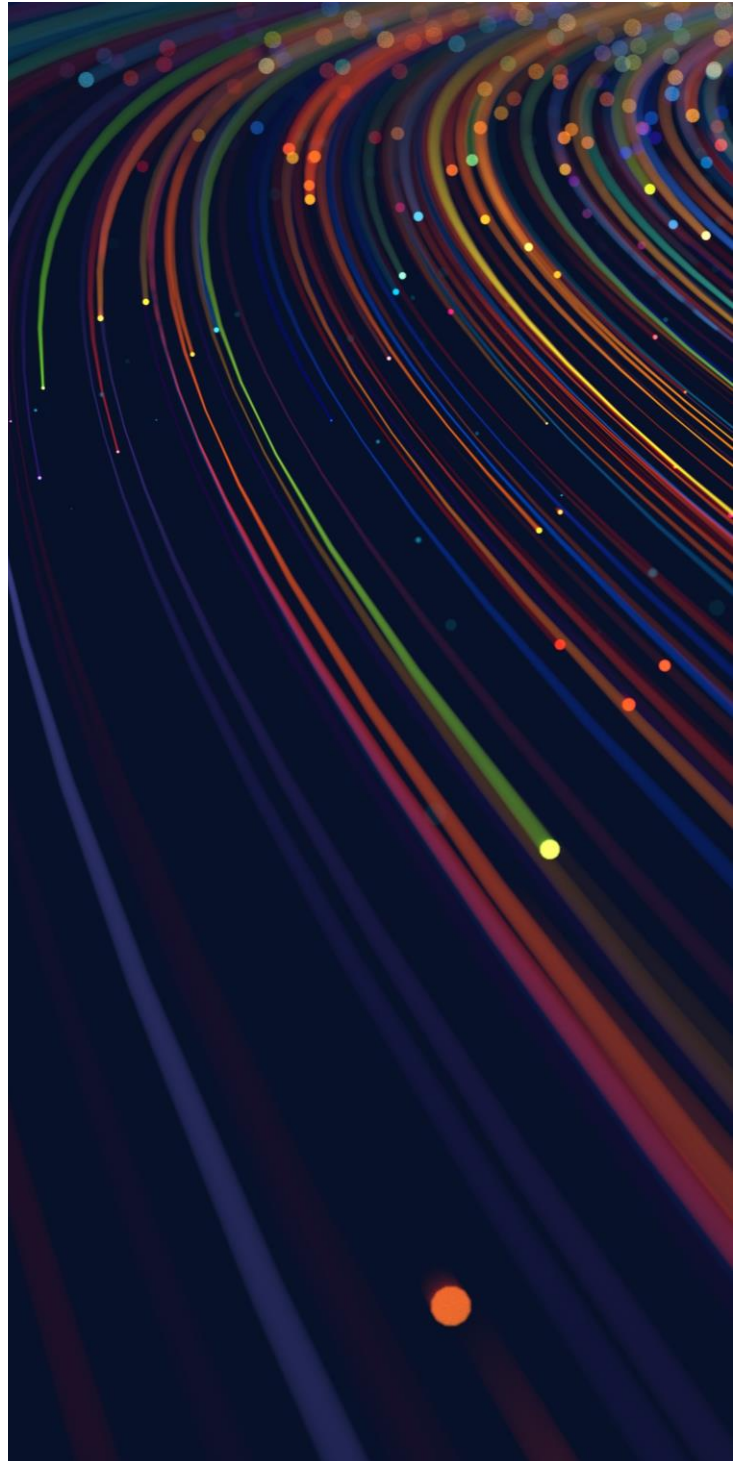
- **Critical Friend assurance:** Independent and impartial advice and coaching to senior leaders
- **Embedded Risk Management:** Working alongside the programme to pro-actively manage risks and issues ensuring that these are appropriately identified and addressed
- **Programme Rescue:** If your programme is struggling to deliver, you can call upon KPMG's experienced programme delivery team to turn it around
- **Programme Assurance:** Point in time checks, such as health-checks, stage gate reviews, deep-dive technical reviews
- **Business case/readiness assurance:** Build confidence in proposed investment for senior leaders on whether programme benefits are deliverable within expected time and cost

Client challenges

Cloud Programmes are often large scale, transformative, complex, resource-intensive and highly impactful on any organisation in both the short and longer terms.

Below are some of the challenges typically faced by organisations when carrying out technology-driven transformation:

Consistent and effective stakeholder engagement and commitment	Realising maximal benefits of using Cloud technology and embedding of AI
Effective governance, delivery management and risk management across programmes	Capacity and capability of delivery teams and vendors
Effective management of dependencies, and prioritisation of programme and BAU	Supplier management
Instilling and maintaining programme reputation and confidence	Change management, and proper assessment of business impact caused by change
Strategic plan in place to identify & track benefits to completion	Effective organisational adoption of new technology and processes
Scope creep avoidance	Ownership of data and processes in As-Is and To-Be (TOM)



Our Programme Assessment Framework

We have a proven and effective methodology, comprised of over 1800 control areas across 49 key programme attributes, to determine a technology enabled programmes ability to succeed. At the core of our approach is the Global Enterprise Transformation Tool (GETT). GETT is designed to seamlessly integrate with the delivery methodology being used to run your programme and enables us to assess programme performance against 49 key attributes that map across the seven key programme areas. GETT encapsulates decades of specialist experience in helping clients to understand and address delivery risks.

07 Technology

Key focus areas include enterprise architecture, system design, transition and ongoing support

06 Process

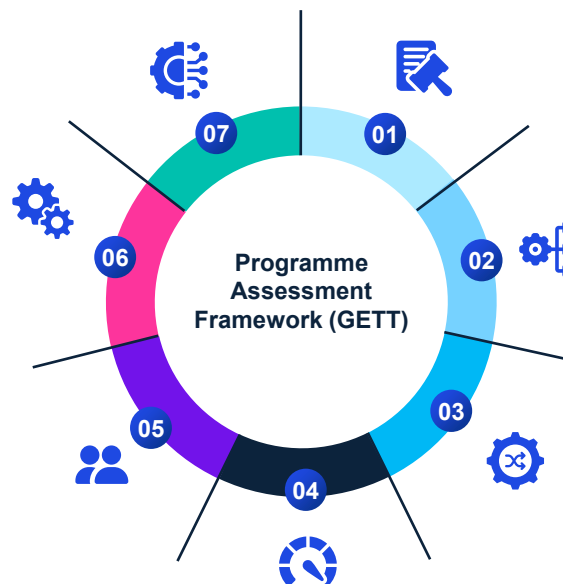
Considers risks relating to the target operating model, design of processes and process controls

05 People

Helping you to build a robust people strategy organisation design and skills design

04 Performance management

Considering how you are maximising the performance delivery teams including third party suppliers



01 Programme governance

We focus on assessing strategic alignment, leadership, delivery principles and policies, accountability and responsibility, structure and capability, monitoring and controls and portfolio management

02 Programme management

Understanding and challenging how you are managing scope, change control and management activities, planning, resourcing and progress management, risk assumptions, cost management, vendor management and quality standards assessments

03 Change management

Considers how you are developing and embedding a change management approach that fits your needs.

Our Alliances

We bring our alliances with some of the world's leading technology, data and services companies, helping organisations build a successful, sustainable and digitally-led future. We do this by comparing to baseline configurations and drawing upon the expertise of alliance partners to recommend improvements to ways of working.

ORACLE



IBM

appian



aws



servicenow



Microsoft

alteryx

workday

Our Approach

We take the principles of our Programme Assessment framework and apply them in a tailored way to meet your specific Cloud Programme requirements. The diagram below sets out the range of services we can provide to help our clients to deliver successful technology-enabled change programmes.

Level of assurance

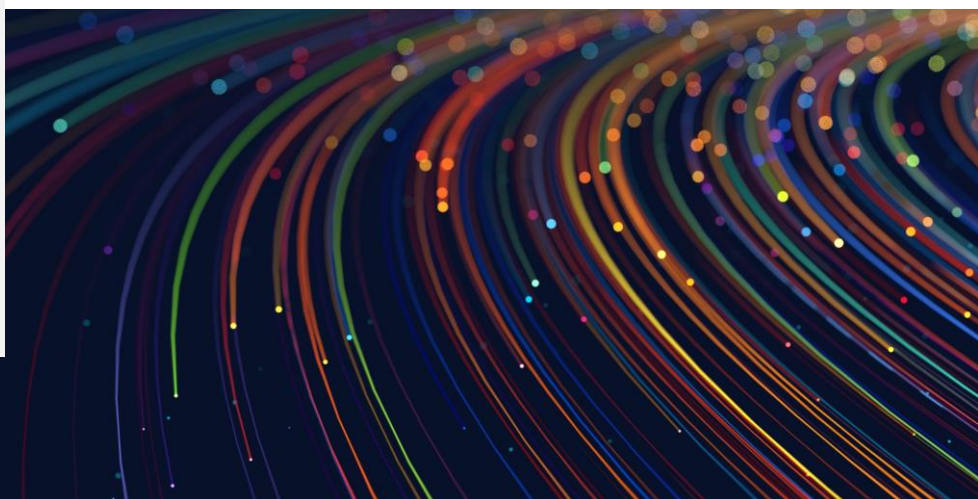
	Programme assurance	Deep dives/ technical assessment	Business case assurance	Continuous reviews	Programme Board	Embedded Risk management	Programme rescue	Critical Friend
Document review	✓	✓	✓	✓	✓	✓	✓	✗
SMEs	✓	✓	✓	✓	✓	✓	✓	✓
Charging approach	Fixed fee	Fixed fee	Fixed fee	Fixed fee	Time and Materials	Time and Materials	Time and Materials	Time and Materials
Line of defence	Second	Second	Second	Second	First	First	N/A	First
Assurance level	High	High	High	High	Low	Low	Low	Low

Greater assurance

Lower assurance

Outcomes

- Increased control, reassurance and confidence in delivering the programme safely and on time.
- Early identification, management and mitigation of risks to enable effective programme execution.
- Understanding of new technologies, market trends, and emerging risks from both within the programme and in the wider marketplace



Why KPMG

Central Government Department

The challenge

Over a period of 5 years, we have worked with the Department to assist them to understand and address the risks associated with the delivery of cloud enabled change programmes and helped them to address the following challenges:

Onboarding:

- Strengthen Departmental guidance on Cabinet Office and HM Treasury requirements on programme approvals and assurances using Integrated Approval and Assurance Plans (IAAPs).
- Consider how key risk areas such as security, privacy and architectural alignment were being systematically built into the design and delivery of projects and programmes.
- Improve the quality of Technology Programme business cases ensuring that key risks had been considered and addressed.
- Build confidence in the delivery of various individual in flight technology change programmes to identify key risks and provide recommendations to improve the likelihood of success.

Client benefits:

Over the past 5 years we have made over 50 recommendations and agreed associated actions to improve the delivery of Cloud projects and programmes including:

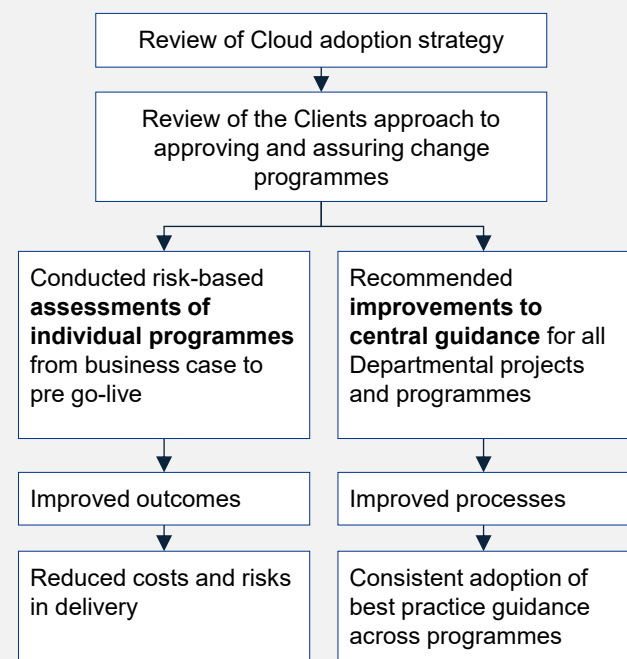
- Delaying the go-live date for a major cloud based public service until user acceptance testing had been satisfactorily completed avoiding service disruption and recovery costs.
- Improving the management of the way that individual programmes assess and address risk through consistent use of Cabinet Office and HM Treasury tools such as IAAPs to help to avoid delays, increased costs and deliver anticipated benefits.
- Ensuring that consideration of key controls such as security and privacy takes place early on rather than late in the day leading to costly delays.



Approach



KPMG supported the Client to improve their adoption of Cloud services as follows





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