

Building confidence in your technology enabled transformation



“Excellent people who listened to what we needed and delivered on time. We bonded as a team and kept in touch throughout the engagement. All members of the team were professional, approachable and we enjoyed working with them.”

1

Working together to deliver benefits

In March 2021, over 60% of major UK Government ICT change programmes were experiencing significant issues and, of those, 44% were doubtful whether they would deliver(a). No project or programme sets out to fail. Effectively managing risks, recognising issues early and taking timely decisions to fix them are key.

Programme Sponsors and Transformation Leads need confidence in the ability of their programmes to deliver anticipated benefits to planned cost and timescales.

The Covid pandemic has added pressure on programme change teams through the requirement for remote working and resourcing constraints. For many, this has highlighted the need to ensure that an effective early warning is built in to transformation activities.

KPMG has a track record of helping our clients to help to manage risks and assure major technology enabled transformation in complex environments. We combine the experience of our people and our tools to help you to deliver successfully.

2

Building confidence where it's needed Common areas of concern are



Delivery confidence

- Is our business case robust?
- Are we taking the best approach to delivery?
- Are we managing suppliers effectively?



Outcomes confidence

- Is the programme delivering to required quality standards?
- Can we rely on our design, build and testing?



Value for money confidence

- Are anticipated benefits well defined?
- Is the programme structured to deliver benefits early?
- How will we track benefits realisation?

3

Services we offer

a. Programme assurance

Point-in-time health check, stage gate or ongoing review of your transformation programme using KPMG's robust programme assurance framework focusing upon key areas causing projects failure and helping to ensure that the programme is 'set to succeed'.

b. Deep dives/technical assurance

'Close-up' look at a specific critical Programme area where concerns exist or internal capability is low, to identify opportunities to strengthen proposed solutions or approaches.

c. Business case assurance

Build confidence in the proposed investment for senior leaders considering whether programme benefits are deliverable within expected time and cost. We will also consider alternative approaches and key risks to delivery.

d. Embedded risk management

Embedded management of programme risks and issues ensuring that these are appropriately identified and addressed. Updates to Programme Board providing an ongoing independent strategic 'helicopter view' of progress, key risks and proposed actions.

e. Programme rescue

If your programme is struggling to deliver, you can call upon KPMG's experienced programme delivery team to turn it around. This is often preceded by a programme health check to understand the root cause of issues – see above.

4

Tailored to fit your needs

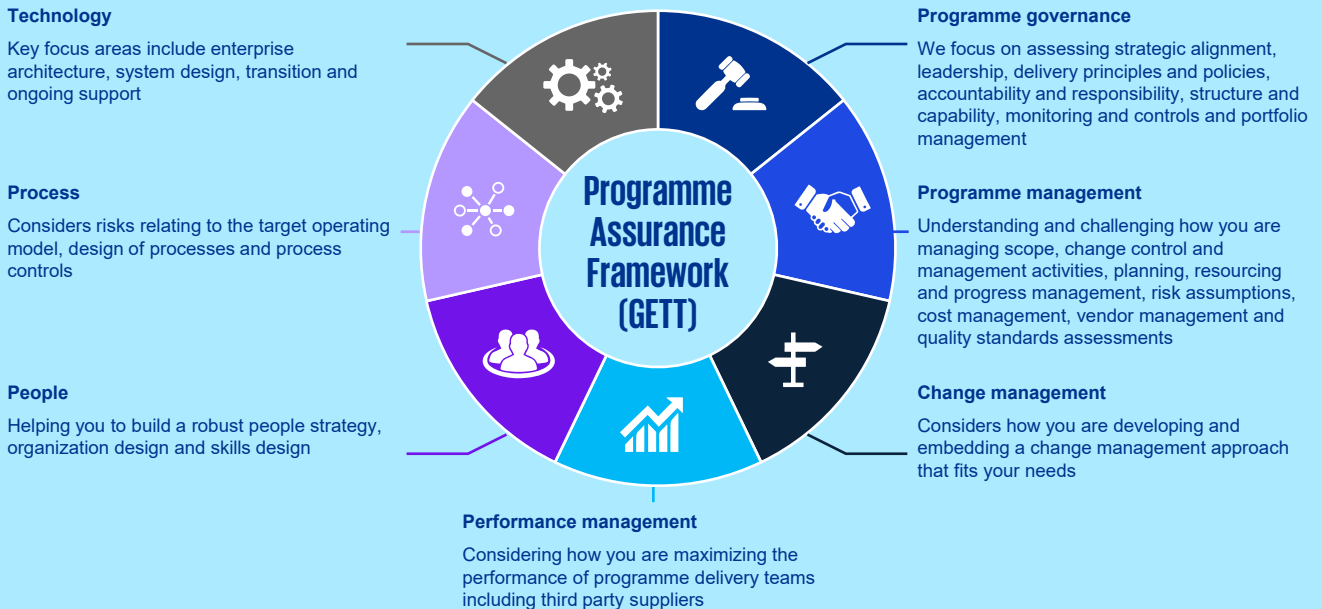
Leveraging KPMG's Global Enterprise Transformation Tool (GETT), we provide support that is tailored specifically to your requirements by working with you to understand your immediate and future needs and determining the best combination of services to help you achieve greater confidence in the ability of your programme to deliver.

Note: (a) UK Government Infrastructure and Projects Authority Annual Report, 2020-21

“Good technical skills demonstrated throughout the review which helped in getting findings and improvement actions agreed to by the project management team.”

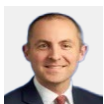
A snapshot of our proven methodology

KPMG has a proven and effective methodology to determine a technology enabled programmes ability to succeed and instil confidence. It can be tailored to meet your programme needs. 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 set out below. The tool encapsulates over 15 years of KPMG specialists experience of helping clients to understand and address project delivery issues.



Benefits of engaging KPMG	Cost	Efficiency	Credibility
Independent critical friend working collaboratively to identify and address risks and issues	✓	✓	✓
Use of a combination of capabilities and approaches to provide a tailored service for you	✓	✓	✓
Support in house resources by providing an opportunity for up skilling	✓	✓	✓
Scalable services; can used to build trust and confidence over multiple programmes	✓	✓	✓
Access to our GETT tool which draws upon a project control catalogue containing KPMG’s experience of good practices	✓	✓	✓
Access to subject matter experts relevant to the programme who will provide credible insight and challenge	✓	✓	✓
An approach powered by analytics exploiting your project data to increase your chances of success, provide better MI and better forecasting	✓	✓	✓

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