Government Procurement Service:

Ernst & Young G-Cloud Service Definition

March 2013
Has there ever been a tougher or more important time to implement ICT programmes for UK Government and the wider Public Sector?

As Governments around the world struggle with budget deficits and tough austerity measures are forced through, there has never been a greater focus on value for money across the public sector. And for precisely the same reasons, there has never been a more pressing need for transformational ICT investment. Large scale ICT programmes have long promised to make a step change in operational productivity, cost reduction and customer empowerment. Now more than ever, it is crucial that those promises are delivered as quickly as possible: on time and on budget.

ICT Delivery in large-scale UK Government programmes has a poor track record.

In July 2011, the Public Administration Select Committee (PASC) described government’s overall record of delivering new IT systems as ‘appalling’. The report highlighted that in 2009, UK Government spent an estimated £16 billion on IT and the vast majority of it was spent with a small oligopoly of suppliers comprising the big-name system integrators. This report, along with the Cabinet Office’s own review and the 2011 NAO report ‘System Error’, all agreed that something fundamental had to change about how UK Government procured ICT and more importantly delivered the expected benefits from it.

The G-Cloud is at the core of the Government’s response.

The Cabinet Office led the Government’s response to this situation, renegotiating supplier contracts where it could and laying out a clear strategy about how to procure, manage and deliver ICT programmes in future. The strategy includes the key elements of: adopting Cloud technologies; embracing Small and Medium Sized Enterprises (SME’s) into the supply chain; and making it quicker, easier and less costly to do business with government. These elements are embodied in the G-Cloud and Cloudstore approach, which open up new channels to market to allow government and the wider public sector to get the best that is available at competitive prices, quickly and easily.

The Cloud offers significant benefits for the public sector.

A Cloud-based approach, if executed correctly, can provide public sector organisations with significant advantages compared to traditional approaches, including:

► Providing a flexible infrastructure which can easily flex up and down in scale, size and processing power to meet changing demand without the need to invest in full scale capacity, either up front or when you don’t need it;

► By investing in a shared resource, multiple organisations share the cost, meaning all parties get the benefits of large scale, robust, efficient services without having to bear the capital investment burden of building or maintaining them on their own;
Given that Cloud platforms and software are provided as a service, organisations get the benefits of continual development of these offerings and improvements, without having to fund them all;

Organisations can move more quickly, shortening lead times for delivery through the use of established infrastructure;

Organisations often find that they also get the benefits of others’ innovations, because both providers and other customers drive development of services that benefit all users; and

Investing in Cloud in the short term can provide organisations with the long-term, flexible foundations they require to flex their IT infrastructure cost-effectively to meet the evolving needs of their business.

**Benefits**

- Productivity
- Scalability
- Flexibility (scale-up/scale down)
- Costs
- Installation/deployment time (time-to-market)
- Mobility and support for zero-footprint-applications
- Working environment available everywhere via Internet (e.g., in the car, at home, during travel)

- Data transfer from organisation into the Cloud computing data centre (e.g., for daily backups)
- Security
- Performance
- Integration in existing IT environments
- Customisation
- Legal and regulatory requirements
- Provider selection and SLAs
- Switching from one provider to another
- Problem solving and fault identification (in multiple layers)
- Re-integration of Cloud services

**Challenges**

How do you implement the government’s ICT Strategy?

In our view, the ICT strategy poses a series of challenging implementation questions. Adoption of Cloud and the broader ICT strategy brings with it inherent changes to how and with whom organisations do business. The success of G-Cloud projects will be driven by public sector organisations’ abilities to respond to these challenges.

The key questions we believe public sector CIOs need to consider when delivering G-Cloud projects are outlined below. We set out the key ways in which they need to respond.

Figure 1: Benefits and challenges to the public sector of implementing G-Cloud
G-Cloud – Introduction and Context (cont’d)

1. How can we ensure that we harness the power of G-Cloud and implement truly commoditised programmes?
Public sector CIOs should;
► Clearly articulate their Enterprise Architecture and Roadmap;
► Define a people strategy to build their IT capabilities;
► Identify the Business-wide change impacts;
► Implement new procurement and contracting protocols; and
► Have a clear view on exactly where and how they will save money as a result of Cloud deployments.

2. How will we ensure that G-Cloud solutions are integrated and who will be responsible for this?
Public sector CIOs should;
► Build a clear vision for the Cloud programme and business;
► Consider who will play the integration role; and
► Define the open standards and interfaces that will be used.

3. Are we set up to deal with a multi-vendor G-Cloud environment?
Public sector CIOs should;
► Refine their commercial and contracting approaches to make best use of the Cloudstore and other mechanisms;
► Design their service levels and service management approach to reflect these mechanisms; and
► Put in place a service integration layer to manage the end to end supplier service provision.

4. Are we able to maintain the integrity and security we require in this new G-Cloud model?
Public sector CIOs should;
► Identify the additional security implications of multi-vendor, multi-hand-off architectures;
► Assess the additional accreditation challenges that G-Cloud services present; and
► Review their security design and requirements to ensure that they are not over-specified.

5. Are we ready to introduce a new breed of Cloudstore suppliers into our business?
Public sector CIOs should;
► Create selection and evaluation models to assess SME providers of Cloud-based ICT services; and
► Consider the implications of using Open Source solutions.
6. What will it mean for us to be Agile and how do we build the culture this will need?

Public sector CIOs should:
- Consider the changes in culture that Agile methods will require;
- Implement training for project management and commercial staff; and
- Adapt governance and decision-making to be able to deliver effectively in an Agile way.

7. How do we ensure business continuity and high levels of service throughout this transition process?

Public sector CIOs should:
- Build commercial and technical transition plans for the move to Cloud;
- Consider the migration challenges from a technical, commercial, data management and user perspective;
- Ensure there are clear plans for contract exit, especially as G-Cloud contracts are a maximum of 2 years in length;
- Build a risk management approach to ensure that any threats to continuity of service are considered and mitigated; and
- Define end to end service management regimes that can support these services.
Ernst & Young has experience globally of supporting organisations to implement complex ICT programmes and specifically to transition to Cloud-based models for ICT provision. We have developed a deep understanding of the issues, with knowledge, toolsets and methods that we can quickly and effectively bring to bear, to enable clients to define, manage and implement their Cloud programmes.

This experience is summarised in our Cloud 360 View, which outlines the wide range of Cloud services that we deliver to clients. Many of these services are set out in more detail in section 2. Others, such as Tax & Accounting support for Cloud models, are part of a broader range of Cloud offerings that we tailor to meet clients' specific needs and we would be delighted to discuss with you.

Organisations need to be confident they can realise the benefits promised by Cloud providers. Our client-centric framework features four key challenge areas as well as 12 drill-down topic areas that are necessary to manage effective transition to the G-Cloud.

The four challenges are:
1. Cloud risk and assurance;
2. Cloud technologies and operations;
3. Cloud models and finance; and
4. Cloud services and positioning.

Figure 2: 12 areas where Ernst & Young helps public sector clients to transition to Cloud services and business models.
Our Cloud experience: Why Ernst & Young?

Ernst & Young has the capability and experience to support clients to deliver faster and more sustained benefits from their journey to the Cloud. Some practical examples of our experience are included in Section 3 of this document.

- **Global Cloud experience and community.** Ernst & Young has a global community of Cloud specialists, who share experience and insight to benefit our clients. These specialists have helped some of the world’s largest organisations to implement Cloud-based solutions and to get the most of what this model has to offer.

- **Independence and experience of implementing government ICT Strategy.** Our public sector ICT expertise and Cloud experience makes us ideally-placed to support public sector organisations to navigate the challenges that the wider Government ICT strategy presents. We remain client side and are independent of supply-side relationships, so we can demonstrate impartiality and focus on benefits.

- **Market-leading public sector delivery experience.** Ernst & Young has extensive experience across government and public sector both in the UK and globally. We have implemented several very large scale Major Programmes in order to deliver Department-wide transformation and business-critical benefits. Equally we work on many smaller, but no less challenging, issues across central and local government and for instance are the leading provider of advice and delivery support to NHS Trusts across the UK.

- **Proven methods to drive benefits from Cloud investment.** We have well-developed and proven methods that drive up the pace and quality of delivery: a level of quality that has been recognised by clients across the UK and is reflected in our high proportion of repeat business. We have proven diagnostic tools that can quickly help clients identify, assess and quantify their readiness to adopt Cloud services and the challenges that need to be overcome to release the benefits.

- **Dedicated G-Cloud ICT and procurement specialists.** We have specialists who are well-versed in the technical challenges of Cloud computing and introducing these services into organisations. We have extensive commercial and procurement experience, having supported government clients to purchase projects and programmes from the G-Cloud framework and enter into new contractual arrangements with traditional large-scale system integrators as well as small and medium sized enterprises.

- **Support throughout the Cloud lifecycle.** For each client engagement, we bring together a team of our people with the right experience to solve the client’s Cloud problem, drawn from across our range of Business Change, IT, Programme Delivery, Strategy, Supply Chain and Organisational Development capabilities. We can therefore support clients with all aspects of designing, procuring, delivery and operationalising their Cloud-based strategies.

- **Delivering our own Cloud infrastructure.** Ernst & Young UK has been developing Cloud infrastructure solutions for our own internal ICT needs. Our expertise and knowledge of this technology has generated significant quality, efficiency and financial benefits for our own organisation.
Our Approach & Services
Ernst & Young has a consistent, robust, repeatable approach to delivery on all our engagements, which is proven to deliver for Central Government, Local Government and wider Public Sector clients. The overall framework of our delivery approach is shown in the diagram below (‘IDDDS’), showing how the services we offer under the G-Cloud Framework fit with this overall approach.

Figure 3: Ernst & Young G-Cloud services mapped to the global service delivery lifecycle
This section provides a high level overview of the services Ernst & Young delivers for public sector clients who are looking to harness the benefits of the new Government ICT Strategy and G-Cloud specifically. This list of services is not exhaustive and we would be happy to discuss other potential needs with you, to find the best match for your requirements.

Onboarding Services
The effective onboarding of new resources, suppliers and even user groups enables benefits to be accrued more quickly and sustainably. Where onboarding is not effective, delays often happen and service delivery can be compromised. Ernst & Young has worked on a number of public and private sector projects and developed tools and techniques to address the challenges of this process. These include formal, repeatable processes and tools for transition, and extend to large-scale workshops and engagement events. Changes to governance and the establishment of effective ways of working are critical and we have extensive experience of implementing the processes, governance, service standards and relationships that are necessary for success.

Design Authority
A Design Authority owns the overall blueprint for a programme or project that is implementing the kind of business transformation that Cloud services enable. The Design Authority: supports the development of the overall service and technical design; maintains overall architectural plans; ensures integration into in-flight programmes; and is responsible for governing changes to key artefacts during the lifecycle.
Ernst & Young works alongside clients to provide a Design Authority that delivers: technology insight and awareness of key trends; testing of supplier proposals against architectural principles and business objectives; and management of coherence across multiple streams of parallel activity.
Ernst & Young works with clients to establish, embed and transition Design Authority capability so that architecture governance, leadership and delivery can be sustained. Our approach to Design Authority is to create a small, agile core team with an extended virtual delivery team, which avoids the creation of a large central team that acts as an ‘overhead’ or ‘ivory tower’.
Ernst & Young uses a range of flexible tools and approaches including TOGAF, which can be implemented from the outset or can be used to augment existing approaches.
Specific information (cont’d)

Business Analysis

Effective business analysis at each stage of the lifecycle for a Cloud project is critical to effective decision making. This can include options analysis, development of should-cost models, process mapping and design, and skills analysis.

Ernst & Young offer a range of Business Analysis offerings, dependent on the stage and scale of the project or programme, recognising that there is often no one-size-fits-all approach. This range of options is underpinned by a set of robust and repeatable tools that can be easily embedded in the client organisation. The scope of services could range from a rapid review of requirements to confirm readiness for Cloud procurement, through to the development of a comprehensive business architecture.

Design and Development

Ernst & Young offers a broad range of design and development services, which extends from support to technical design, (e.g. in-house development, development of detailed technical requirements) to oversight of the design and development process (e.g. test). As Cloud services have begun to evolve and commodity service offerings have been developed, the design and development process now includes the adaptation of business processes to fit with standardised services, which allow the use of commoditised offerings.

This work often requires orchestration of a multi-vendor environment, where various inputs must be integrated into a coherent whole, with ownership and final decision making resting with the client. Ernst & Young works with clients not only to provide input into the design process, but also to facilitate the integration of multiple components and their acceptance through an effective governance process.

Project Specification and Selection

The proper specification of Cloud services is critical to a successful project. The specification must be clear to the supplier market, enable procurement of commodities where possible, and have a balance of inputs and outputs that is appropriate to the level of risk for the project.

The selection process must comply with procurement regulations and good practice, including effective market engagement. This may include planning and executing complex procurements, using Competitive Dialogue or existing frameworks.

Ernst & Young has delivered several innovative procurements of ICT services for government and private sector clients. We offer a deep understanding of the buying process, key supplier drivers and emerging policy and governance from Cabinet Office. The scope of services Ernst & Young offers ranges from a health check and risk analysis through to deeper support for the specification and selection process.

Deployment

Deploying new Cloud services into the live environment in a managed and controlled way is important to manage the risk of disruption to the business. The range of services offered by Ernst & Young includes deployment planning, managing provision of rollback services, user testing, and planning the phased rollout across multiple sites or releases.

Transition Management

Transition should not be treated as a separate process, distinct from the remainder of a Cloud programme. We will work with you to ensure that transition is properly integrated into your business transformation.

We assist with exit and transition arrangements, managing continuity of service through effective planning and risk management. We work alongside incumbents, new suppliers, end users and retained IT functions to make sure that business disruption is minimised.

User Management

Understanding the needs of end users and engaging with these users through the lifecycle of a programme is critical to achieving the benefits and reducing the potential disruption of Cloud implementation.

We will work alongside you to engage users at every appropriate level, using innovative mechanisms such as our award-winning Design Theatres, in addition to planning and executing traditional forms of engagement. To maximise the quality of user engagement, whilst minimising time out of the business, we also offer a range of virtual or intensive user-engagement mechanisms such as webcasts, demonstrators, innovation centres, supplier engagement days, etc. These are designed to build the right quality into requirements and generate support from the business throughout the delivery lifecycle, minimising disruption on transition and maximising both take-up and benefits.
Agile: Development & Management

The Agile methodology for developing applications is a key part of the Government ICT strategy. This approach requires a step change in the way that development is planned and executed, and drives a greater degree of cooperation and interaction between functional areas. Ernst & Young offers a range of services to support the planning and execution of Agile development projects.

SIAM: Enterprise Architecture

The Government ICT Strategy clearly sets out a move towards disaggregated IT delivery, in many cases supported by the provision of a Service Integration and Management (SIAM) layer. The development of the SIAM layer requires additional consideration at the Enterprise Architecture layer, given that additional interfaces and processes are required.

Ernst & Young has an in-depth understanding of the challenges and opportunities of SIAM architectures, in particular in multi-supplier constructs. The scope of services offered ranges from a short healthcheck through to Enterprise Architecture development and advice on SIAM strategy and implementation.

SIAM: Project Management, Programme Management & Governance

SIAM projects are relatively new to the public sector, and require additional consideration in terms of project governance and control. The complex network of internal and external (e.g., MPA, ERG, Treasury) stakeholders and approvers further add to this complexity.

Ernst & Young has worked with a range of central and local government programmes and has developed specific methodologies for delivering SIAM projects, incorporating good practice for planning, governance and controls. The scope of services offered ranges from a short healthcheck to a full project and programme management delivery partnership or managed service.

SIAM: Service & Systems Integration

Delivering a properly-integrated service and IT architecture across multiple ICT towers is complex and challenging. Managing the balance between overlaps and gaps in service requires a detailed understanding of current processes, in addition to an understanding of future opportunities for efficiency.

In the SIAM model, in particular where Cloud delivery approaches may be part of a mixed approach to IT Service Delivery, properly integration of services and systems is critical to reduce delivery and service management risk.

Ernst & Young has developed innovative tools and approaches to sharing service risk based on recent experience in the public and private sector. The scope of services offered ranges from a diagnostic risk analysis through to support to service and systems integration, throughout the delivery lifecycle.

SIAM: Service Management

Effective IT Service Management (ITSM) demands consideration of technology, process and people issues, from the outset of the design process. ITSM toolkits, governance, use and interpretation of ITIL and consideration of multiple service boundaries are often sources of challenge and negotiation with suppliers. In addition, the role, scale and skills of the retained IT organisation must be considered.

Our range of services includes working with you to design and implement effective service management for SIAM and Cloud projects.

SIAM: Software Support

Substantial savings are being delivered through increased use of COTS packages and lower levels of adaptation or customisation of bespoke applications. The specification, selection and development of software is complex, and in the public sector this is exacerbated by security constraints, legacy applications and unique business requirements.

Ernst & Young has in-depth experience of managing these constraints to identify opportunities to reduce programme risk and increase benefit. Our services include support to the specification and selection of software, including overall integration into commercial strategy, business and enterprise architecture.

SIAM: Helpdesk

Early consideration of the alignment of the helpdesk and SIAM layer is necessary to avoid serious performance issues and additional cost later in the delivery life cycle. This includes the provision of an integrated set of tools and processes to multiple suppliers in order to make the helpdesk function when delivering effective service management (e.g., incident management).

Ernst & Young offers a portfolio of services, from identifying issues with existing helpdesk provision through to designing new services and handing over helpdesks to new suppliers. These services are also intended to support clients in building capability in the retained organisation to manage the new relationships.
Our experience

Ernst & Young is the fastest-growing of the big four advisory firms and has the fastest-growing IT Advisory practice. Our rapid growth is based on the exceptional client service delivered to some of the most complex and critical ICT programmes in the UK public sector. Ernst & Young’s reputation is built on:

► Depth of insight and expertise from our global and local capabilities, built through trusted delivery relationships with departments, their delivery agencies and the Cabinet Office, alongside our long-standing membership of national and international industry bodies;
► Close collaborative working with the client’s own team, adopting a ‘client first’ approach when working with a range of other suppliers and working to transfer sustainable capability to the client’s team; and
► Our pragmatic and benefits-focused approach.

Ernst & Young has worked closely with the Cabinet Office to develop the ICT strategy and is therefore well placed to be able to provide detailed insight into the benefits and challenges that the strategy presents and how to go about implementing it within their own organisations.

Ernst & Young has worked on a wide range of engagements to deliver Cloud services as part of business transformation in the public and private sectors. The table below summarises where this experience matches this G-Cloud service specification. We would welcome the opportunity to discuss our experience and can provide client references on request. Further details of these projects are provided below the table.

Table 1: Selected Ernst & Young experience matched to the list of services offered

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| **Central Government Delivery Agency** | Ernst & Young helped the client to deliver one of the largest, most complex technical procurements in Government on time and within budget, securing ICT providers for a £750m programme of work.  
  - Led the technical design, requirements definition and technical delivery of two complex ICT development programmes. Supported the client to transition from 10 existing ICT suppliers into a new supplier framework ensuring that there was consistent service levels, governance and service support arrangements in place to deliver business continuity throughout this transition. |
| **Central Government Department** | Ernst & Young are providing the client with programme management and programme office support to manage a £2billion programme of ICT redesign across their department.  
  - This involves a fundamental redesign of ICT infrastructure, internal ICT capabilities within the department and a shift of supplier roles into a more dis-aggregated, Cloud-based set of services. We are assisting the client to achieve business continuity by providing support for service management definition, ICT service design and service level construction. |
| **Global Utility Provider** | Ernst & Young worked with this client to create an architectural vision of their ICT services and to design and implement a new organisational structure that has drastically increased the speed and reduced the cost of designing ICT services.  
  - This programme enabled the client to define the requirements across their portfolio, ensuring that a unified approach was taken to designing and implementing ICT solutions across the business. |
| **NHS Trusts** | This programme included multiple separate service delivery organisations. Ernst & Young supported these organisations to build an integrated service and ICT infrastructure that they could jointly use to deliver benefits to all parties.  
  - We enabled the client to identify £40m of benefits that could be realised through a new operating model and supported them to understand the legal and organisational change aspects of introducing these new end to end business processes. |
| **Global Energy Utility Provider** | Ernst & Young worked with this ‘big 6’ UK energy provider to design and procure a new ICT Architecture, harnessing the best in market Software as a Service (SaaS) providers. This included the SaaS procurement activity and architectural ICT roadmap, to ensure that these providers could deliver their services within a framework that was integrated and aligned with the organisational objectives.  
  - The Ernst & Young team brought the depth of expertise required to deliver the engagement successfully across energy services, sales and marketing, customer service, field and workforce optimisation, Cloud and SaaS solutions, and business outsourcing. |
| **Major Technology Company** | Ernst & Young worked with the client to assess their Cloud Computing services and technology, to identify the requirements and investments needed to support Government security levels. The team performed high level gap assessment to identify ‘significant items’ to establishing a public sector compliant Cloud, determined and ranked the impact and required changes to people, process, architecture and technology to address identified gaps.  
  - The output of this work included several architecture and service delivery scenarios, the high level build and operating cost model, and the high level implementation timelines for the Cloud implementation. |
| **Large Health Insurance Provider** | Ernst & Young developed a view of Cloud computing services and integration points across the organisation.  
  - We supported and coordinated the collection, documentation and validation of requirements by key stakeholders in departments including legal, compliance, procurement, system operations, system development and information security. We advised on the execution of a pilot programme for Virtual Private Cloud. We developed a Cloud security requirements tool and provided guidance on the development of test cases and requirements to support security compliance and future audits. |
Our experience (cont’d)

Our Cloud Thought Leadership
Ernst & Young has produced a large number of informative and thought-provoking items of thought leadership regarding the challenges and opportunities of Cloud. Our global community of Cloud specialists continue to develop tools, methods and knowledge to support our clients to realise the benefits of Cloud deployments. Some examples of these resources are outlined below.

Cloud Computing - Issues & Impacts
This document outlines a series of challenges that the Cloud presents to clients and provides nine detailed reports that explore the specific benefits, risks, accelerants and inhibitors associated with critical aspects of Cloud computing adoption.

Moving to an enterprise without boundaries: Cloud Computing
This short document provides a useful overview of the industry move towards Cloud models and the Ernst & Young approach to supporting our clients.

Ready for Take-Off: Preparing for your journey into the Cloud
This document provides an extensive look into the issues of Risk, Governance & Compliance in the context of the challenges organisations face in maintaining good corporate controls within new Cloud models and understanding the wide-ranging risks of implementation.

Commercial Due Diligence in the Cloud
As the Cloud market grows rapidly, it is inevitable that mergers, acquisitions and changes in the market landscape will change the nature of the vendors of these services. This short document helps clients to consider the due diligence required for buying in this marketplace.

Working in the Cloud: Tax Considerations of Cloud Computing
As Cloud computing continues to expand, authorities are looking to adjust tax regimes to capture the revenue streams involved. Businesses, whether Cloud Service Providers or Cloud business users, need to be aware of the challenges, opportunities and risks. They must also work to keep abreast of ever-evolving tax laws and regulatory requirements in different jurisdictions. Employing a forward-thinking tax strategy that takes these factors into account will give businesses a competitive advantage in this rapidly-evolving area.

Our Industry Role
Ernst & Young is an active participant in the Cloud computing and broader ICT industry, working with service providers and service users to challenge the boundaries and address the challenges that the Cloud market provides. Some examples of this leadership is shown below.

Cloud Security Alliance
Ernst & Young are corporate members of the Cloud Security Alliance. The Cloud Security Alliance (CSA) is a not-for-profit organisation with a mission to promote the use of best practices for providing security assurance within Cloud computing, and to provide education on the uses of Cloud computing to help secure other forms of computing. The Cloud Security Alliance is led by a broad coalition of industry practitioners, corporations, associations and other key stakeholders. You can find out more at https://cloudsecurityalliance.org/.

TOGAF
Ernst & Young are sponsors and is an active contributor to the TOGAF standards for Enterprise Architecture and has a number of experienced practitioners and trainers in this method. You can find out more at http://www.opengroup.org/togaf/.

Innovation Value Institute
The Innovation Value Institute (IVI) was co-founded in 2006 by the National University of Ireland Maynooth, (NUIM) and Intel to help drive the transformation of IT management. Our goal is to create a global gold standard for IT management. To achieve this goal, the Innovation Management Institute researches, develops, and disseminates empirically-proven and industry-validated IT best practice through a unique open collaboration between leading academic and industry practitioners. Ernst & Young has been a Steering Sponsor since its inception. You can find out more at http://ivi.nuim.ie/.
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