

Cloud Organisational Transformation
G-Cloud 14 Service Definition Document
May 2024



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1 Deloitte Overview

As a leader in professional services, Deloitte LLP is committed to making an impact to our clients, our people and for society. We have over 25,000 staff based across the UK providing audit, risk advisory, tax, consulting, financial advisory and legal services to public and private clients across multiple industries. We work together to build trust, support inclusive growth, and build capability, enabled by our **breadth and depth of expertise across advisory, delivery, engineering and managed services.**

Our **public sector practice** serves Central Government, Government Agencies, Local & Regional Government, Defence, Security and Justice, Health and Social Care, Transport, Education and Housing. We also provide services to the Northern Ireland Office, Scottish Government, Welsh Government and Crown Dependencies.

Our Cloud Capability

At Deloitte, we help our clients **Imagine, Deliver and Run** the businesses of the future through the power of **Cloud**. We have deep Cloud architecture, engineering, operational, commercial, and business transformation expertise delivered by a team of more than 26,000 Cloud Practitioners globally. We have delivered over 2,000 cloud implementations over the past 5 years and have 60+ cloud centres of excellence supporting the delivery of cloud services to our clients.

In the UK, we have a growing team of OCI specialists, over 100 Cloud managed service specialists plus the following certifications across AWS, Microsoft Azure and Google Cloud:



We help our clients with all aspects of their journey-to-cloud and optimisation of their cloud and cloud-services investments. Our Cloud practice can support you to optimise your client investments, and to navigate your organisations cloud journey, providing specialist cloud architecture, engineering, and operational skills at all stages, with a large proportion of our team holding the clearances required to meet your specific security requirements.

Our alliances & ecosystems

To bring full value to our clients, Deloitte is a premier consulting partner with all the leading hyper-scale cloud vendors in the market including AWS, Google, Microsoft¹, Google and SAP. A selection of our partners and alliances are presented below:



¹ As Microsoft's Independent Auditor, Deloitte cannot have a direct or material indirect business relationship with Microsoft, such as having an alliance or being a registered partner. Nonetheless, Deloitte can provide Microsoft-related technology services and invests heavily across its global business building technical skills and capabilities to develop world-class consulting and solution delivery capabilities.

What the analysts say

Don't just take our word for it. Deloitte is recognised by the analyst community as being **leaders in cloud transformation services**. This reflects the wealth of experience we have in delivering cloud services across the public sector and wider private sector combined with our out-of-the-box templates, tools and assets.

Gartner

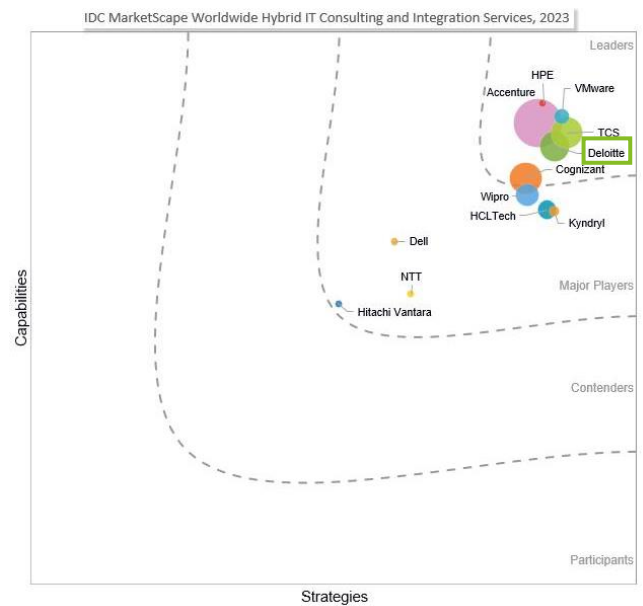
Originating in 2021, Deloitte has been recognised as a Leader in this category for three years in a row. Deloitte was also positioned as a Leader in the **Gartner Magic Quadrant for Public Cloud Infrastructure Professional and Managed Services, Worldwide** in 2021, 2020 and 2019.



Gartner: Magic Quadrant for Public Cloud IT Transformation Services. © Gartner inc. 2023

IDC

Deloitte has been awarded Leader status in the **IDC MarketScape: Worldwide Hybrid IT Consulting and Integration Services 2023** Vendor Assessment. In 2023, we were also recognised as Leaders in **Hybrid IT Consulting & Integration Services** and **Software Engineering Services**.



IDC MarketScape: Worldwide Hybrid IT Consulting and Integration Services 2023 Vendor Assessment © IDC inc. 2023

Deloitte scored highest in 4 of 5 Use Cases in **Gartner® Critical Capabilities for Public Cloud IT Transformation Services 2023** report:

“Deloitte approaches all aspects of cloud adoption, including migration, with transformation as an objective.”

Cloud Transformation

Transform Faster, Transform Smarter

Deloitte's Cloud Transformation can fast-forward your journey to the Cloud, unlocking innovation, efficiency, and growth.

[Find out more here](#)



2 Service Overview

To truly benefit from Cloud transformations, organisations need to consider the end-to end transformation journey holistically – architecting the change from the outset, transforming current operating models, building capability, and changing ways of working and cultures.

Features

- **Architecting the Journey.** Understanding an organisation's Cloud and digital maturity and readiness to transform. Prioritising organisational investments required to enable the digital and technology strategies, and shaping, designing and delivering the transformation.
- **Equipping Leaders.** Designing interventions to empower people at all levels to lead the adoption of Cloud and digital transformation, equipping them with the right skills and tools.
- **Designing Future Adaptable Organisation.** Designing the future organisation, roadmap for execution, and the enabling roles, processes, and governance to drive efficiency and business outcomes.
- **Building Cloud Native Workforce.** Defining future skills and capability requirements. Building and delivering a plan to address through upskilling, talent acquisition, ecosystem relationships, and workforce planning.
- **Enabling Digital Mindset.** Understanding organisational culture and delivering the behavioural interventions required to support digital and agile ways of working.

Benefits

- Greater benefit from the investment in Cloud technologies.
- Clarity on Cloud maturity and where to focus for faster adoption.
- Cross-functional use cases utilising Cloud to unlock business value.
- Cloud strategy linked to desired business outcomes and functional operating models.
- Capable leaders equipped to lead the change and role model digital behaviours.
- Compelling narrative and case for change.
- Understanding of how the organisation needs to organise, operate and behave differently.
- Clear and prioritised path for building Cloud and digital competencies.
- Workforce ready, willing, and able to adopt Cloud technology.
- Organisation structured to increase agility, adaptability, and innovation.
- Creation of an environment that enables continuous improvement and a digital mindset.
- Delivery approach which leverages insights/experience gained through our alliances with Cloud Providers.

How the service might be used

Scenario 1. An organisation is moving to Cloud but hasn't meaningfully addressed what it will mean for their organisation. The organisation wants to learn more about what 'good' looks like for people, processes, and organisation Cloud transformation.

How we can help. A current state assessment of organisational maturity including processes, roles, capabilities and organisational culture accelerators with prioritised recommendations and roadmaps. A clear, compelling, and co-created Cloud vision and change narrative for leadership to own and drive forward with their people.

Scenario 2. A 'Cloud Centre of Excellence' is seen as the solution to Cloud adoption. The organisation is early/at an inflection point in their Cloud Centre of Excellence journey and wants to understand best practices and how Cloud technologies can help them realise and deliver desired business outcomes.

How we can help. A co-designed, built and activated Cloud Centre of Excellence that marries business ambitions with Cloud execution and establishes a visible, accessible, and sustainable Cloud operating model, as well as a clear roadmap for implementation that accelerates adoption.

Scenario 3. An organisation sees Cloud as a key catalyst for driving digital transformation. They want to ensure their culture maximises the adoption of Cloud and has an adaptable workforce that is resilient to future changes.

How we can help. A multi-phased Cloud programme that baselines current and desired behaviours to drive adoption and co-creates a roadmap of interventions to drive change and role model Cloud native behaviour.

3 Detailed Service Description

Our Cloud Organisational Transformation Service has five enablers designed to accelerate the transition to Cloud.

Architecting the Journey

Understanding Organisation's Cloud and digital maturity and readiness to transform. Prioritising organisational investments required to enable the digital and technology strategies, and shaping, designing, and delivering the transformation.

Our approach

- **Assess maturity.** Evaluate digital capability across core business dimensions to create a holistic view of Cloud maturity across the organisation. Understand primary business objective and market forces driving the organisation's need to move to Cloud.
- **Create shared vision.** Define 'North Star' – vision, strategy, narrative, and values that underpin the transformation.
- **Build the Business Case.** Define the value Cloud brings to the organisation including strategic drivers for moving to Cloud. Explore and quantify cost and benefits of Cloud transformation including high level Cloud implementation plan, quick wins, and minimal viable products. Outline the target end-state and key stages of transformation. Agree how and when benefits will be measured.
- **Design and establish the transformation programme.** Design, build and execute a fit for purpose programme structure, including delivery plan, governance controls and resource model, which are aligned to a clear business case to deliver the vision.
- **Create sustainable transformation.** Prepare the business for continuous learning and agility. Measure the value and impact of initiatives to Cloud maturity. Evaluate and scale process improvement and effectiveness.

Outcomes

- Cloud maturity assessment insights and priority focus areas.
- Compelling Cloud vision and business case.
- Articulated Business Case for migrating to Cloud.
- Clear path for building Cloud organisation competencies.
- Transformation roadmap and plan with mechanisms to measure and track progress.

Tools and accelerators

- Cloud Maturity Assessment.
- 'Digital DNA' Maturity Assessment.
- 'Vision to Value' Change Management Framework, Approaches and Tools.
- Future of Work and Cloud Vision Labs.
- Programme Management Office as a Service.

Equipping Leaders

Designing and delivering interventions to empower people at all levels to lead the adoption of Cloud and digital transformation; equipping them with the right skills and tools.

Our approach

- **Align leaders and develop the narrative.** Collectively agree leadership ways of working and future state behaviours to lead the transformation and sustain the Cloud maturity desired by the organisation. Develop and communicate a clear compelling transformation narrative that ties back to the organisation's strategic goals and explains the 'why' and the 'how' of the transformation. Translate this into what it means for different groups.
- **Build leadership Cloud awareness** and understanding that a digital leader is more than just a good 'traditional leader'. Map out beliefs and patterns that leadership can support through the transition from current to future ways of working. Scale and optimise the values, beliefs, and ways of working to enable a Cloud-ready leadership and culture.
- **Equip leaders as role models for digital behaviours** e.g. encouraging their teams to experiment, iterate and build out use cases with users to pilot and scale minimum viable changes. Shift mindsets from siloed teams and work queues to product-centric, collaborative cross-functional teams.
- **Encourage visible leadership support for business change.** Pilot, learn and adapt change interventions for sustainable change through embedding new ways of working into the business and building adaptability for the future. Accelerate employee feedback and continuous improvement through each release.

Outcomes

- Clarity at all levels on why and how the organisation is adopting Cloud.
- Leaders capable and confident in leading the change.
- Leaders owning a compelling narrative and case for change.
- Leadership strategy, processes and culture serving critical business needs.
- Roadmap with the right conditions for sustainable change.
- Improved organisation agility, efficiency, flexibility, and security.

Tools and accelerators

- Deloitte Leadership Framework, Tools, and Training.
- Leadership Labs and Coaching.
- Leadership Unlearning Journey.

Designing Future Adaptable Organisation

Designing the future organisation, roadmap for execution, and the enabling roles, processes, and governance to drive efficiency and business outcomes.

Our approach

- **Critical design decisions.** Decide on the critical high level design decisions and principles that will drive the operating model design e.g. aligning to a common platform.
- **Organisational design.** Determine structural changes required as a result of the shifting operating model and emerging Cloud Centre of Excellence. Build role profiles for key personas (including critical skills of the future) outlined in future state organisation design. Implement measurable key performance indicators to unlock return on investment.

- **Define Cloud governance.** Conduct detailed analysis (e.g. workflow, spans and layers) to identify challenges in the current state governance, key performance indicators and highlight gaps. Agree design principles, behaviours and interactions aligned to the new governance structure.
- **Operating model transition.** Engage and align leadership to key objectives or “non-negotiables” of the Cloud adoption journey. Design the target operating model including standard operating procedures and clear roles, responsibilities, and interfaces. Create a holistic implementation plan covering consultation and people transition, talent, culture, and change.

Outcomes

- High level decisions and principles that are agreed and final.
- Team structures and responsibilities evolved to maximise Cloud innovation.
- Cloud strategy linked to desired business outcomes and functional operating models.
- An understanding of how the organisation needs to organise, operate, and behave differently to maximise use of Cloud.
- An operating model that augments existing capabilities and news ways of working to achieve business and technology goals.

Tools and accelerators

- ‘OrgVue’. SaaS platform accelerating decision making through data modelling.
- ‘TOM in a Box’. Blueprint for designing and implementing target operating models.
- Data visualisation tools inc. Power BI and Tableau.

Building Cloud Native Workforce

Defining future skills and capability requirements. Building and delivering a plan to address through upskilling, talent acquisition, ecosystem relationships, and workforce planning.

Our approach

- **Define workforce strategy.** Assess current workforce composition against industry-specific benchmarks. Determine capacity and capability gaps (skills, mindset, and expectations) and future state aspirations for Cloud Transformation. Identify the roles which need to be hired or outsourced and develop transition paths for prioritised areas and piloting new job roles and responsibilities.
- **Assess future roles and skills.** Determine and prioritise future skills needed within and outside the Technology function, using Cloud Workforce Analytics. Analyse gaps to the future organisation and assess against industry-specific benchmarks. Assess required Cloud skills (including technical, business and leadership) to accelerate Cloud migration. Agree which skills will be grown through the organisation and what will be sourced through recruitment or third parties.
- **Build Cloud learning.** Develop learner personas and define highest-priority subject matter disciplines to create a Cloud native organisation. Develop detailed curriculum design, including specific experiences, sources, and modalities. Deploy learning through Cloud Labs and certifications. Develop learning tracking and reporting.

Outcomes

- Clarity on current capability gaps and future ambition.
- Understanding of capabilities and skills required to thrive in the digital world and achieve the organisation’s Cloud vision.

- Prioritised and bespoke learning pathways built and delivered.
- Workforce capable of adapting more quickly.
- Engineering teams equipped to be “Cloud First”.

Tools and accelerators

- Cloud Workforce Analytics to analyse workforce capabilities.
- Learning development method and tools including online platforms.
- Technical and bespoke training materials, accreditation relationships with Cloud Providers.

Enabling Digital Mindset

Understanding organisational culture and delivering the behavioural interventions required to support digital and agile ways of working.

Our approach

- **Set the culture strategy.** Inherit existing behaviours which are the foundations of their culture strategy. Explore leading practices to pinpoint the specific behaviours and culture needed for a successful and sustainable future Cloud organisation, working closely with HR/People team. Test culture strategy.
- **Understand and prioritise gaps.** Use culture diagnostic to understand current state alignment to identified principles and pinpoint areas for change. Identify cultural and mindset barriers to change, informed by change impact and readiness assessment. Build Cultural Evolution Plan to document desired behaviours, summarise results of key behaviours assessment and gap analysis.
- **Develop an action plan.** Run culture intervention workshops to identify and prioritise organisational drivers and initiatives. Develop sprint-based Cultural Evolution Plan with clear task and Gantt-level activities (e.g. schedule of activities, recommendations to address culture gaps - campaigns, social influence, nudging). Define behaviour change metrics, timelines, and feedback mechanisms. Align leadership on their role in facilitating an environment that allows for new behaviours to be demonstrated.
- **Sustainable activation of behaviour change.** Support relevant teams to pilot delivery of action plans and deliver culture interventions. Influence culture change and accelerate impact, understanding blockers and routes to embed. Continuously monitor results, using insights to keep a pulse on engagement, tackle change fatigue, resistance and miscommunication, and pivot culture interventions. Empower internal teams to become change practitioners through capability uplift.

Outcomes

- Clear articulation of specific behaviours and culture needed for Cloud.
- Clear understanding of barriers and opportunities, and prioritised, specific, and measurable culture interventions.
- An organisation which adopts a set of attitudes, skills and behaviours which embrace technology, data, continuous learning, innovation, and new ways of working.

Tools and accelerators

- Cloud Maturity Assessment.
- ‘Digital DNA’ Maturity Assessment.
- ‘Vision to Value’ Change Management Framework, Approaches and Tools.

4 Contact Details

Please send your requirement to publicsectorbidteam@deloitte.co.uk. Alternatively, if you wish to discuss your requirements in more detail, please send us the following information and we will be happy to contact you:

- Your organisation name
- The name of this service
- Your name and contact details
- A brief description of your business situation
- Your preferred timescales for starting the work.



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