



Cloud Services and Technology Sourcing  
G-Cloud 14 Service Definition Document  
May 2024



# Contents

1	Deloitte Overview	1
2	Service Overview	3
3	Detailed Service Description	4
4	Contact Details	13

# 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, Microsoft<sup>1</sup>, Google and SAP. A selection of our partners and alliances are presented below:



<sup>1</sup> 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

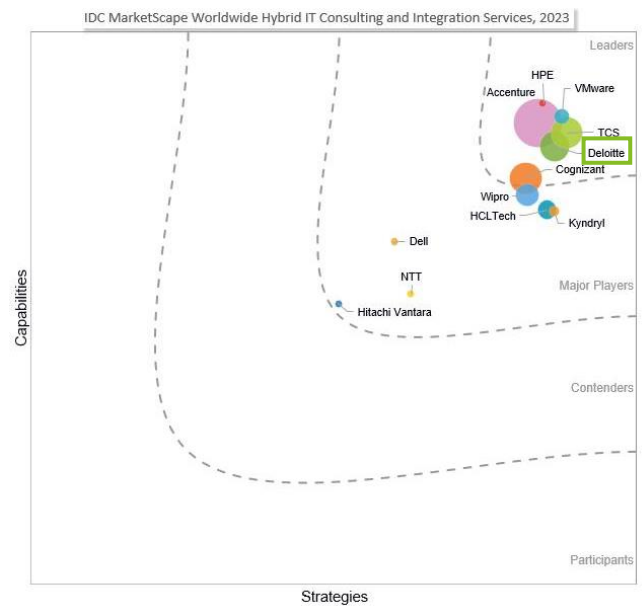
Originating in 2021, Deloitte has been recognised as a Leader in this category for three years in a row. Deloitte was also positioned as a Leader in the **Gartner Magic Quadrant for Public Cloud Infrastructure Professional and Managed Services, Worldwide** in 2021, 2020 and 2019.



**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

### Summary of what Deloitte will do for you

This service delivers Deloitte's vast experience and expertise in cloud services and technology sourcing to set an organisation up for success.

The capabilities provided within this service include procurement (including direct award, framework and all other regulated procurement procedures advertised through Find a Tender Services), cloud vendor selection, commercial dialogue, outsourcing, insourcing, multi-sourcing and SIAM models, and supply chain transformation.

This service is designed for organisations who are undertaking and/or plan to undertake a transformation of their cloud and technology estate, where interaction with and the formation, improvement or termination of relationships with suppliers form a key pillar in achieving that transformation.

### Key features of this service

- Sourcing and supply chain options assessment and strategy development.
- Services Integration Target Operating Model and Delivery Model Assessment.
- Business Case (SOC, OBC and FBC) and Investment/Funding Approvals.
- Market Engagement, Soft Market Testing and Crowdsourcing.
- Procurement documentation including contract notice, SQs, ITTs and evaluation criteria.
- FTS (including competitive with negotiation and dialogue, as well as tailored competitive flexible procedure competitions once the new Procurement Act 2023 is implemented) and Framework Procurements.
- Integrated Cloud Services Analysis, Design and Statement of Requirements.
- Liaison with legal advisors on contract terms, procedures and award.
- Management and/or support of evaluation and award processes.
- Contract Transition, Exit planning and execution and Cloud integration.

### Key benefits of this service

- Agile, competitive and affordable cloud and technology supply chains.
- Cost reduction and increased value for money from suppliers.
- Enhanced capability, including delivery, services integration and supplier/contract management.
- Increased transparency of services/costs and greater control of services.
- Increased innovation, latest trends, reduced time to market and cost.
- Proven track record of successful supply chain transformations.
- Effective engagement with Government stakeholders (e.g. Cabinet Office, GDS, CCS).
- Experienced Sourcing Leadership, Programme and Project Management.
- Fair and transparent public sector compliant procurement process.
- Effective management of commercial, legal and financial risk



# 3 Detailed Service Description

## Our Approach

We can cover the full lifecycle of your cloud services and technology sourcing programme or project as set out in the following paragraphs.

### 1. Sourcing and Supply Chain option Assessment & Strategy Development

Sustained pressure to drive greater value from suppliers means that IT change programmes no longer lead to the creation of single outsource relationships with large IT service providers. In the public sector, especially departments, have been turning to multi-sourcing approaches, including the potential use of external Service Integration Partners, to establish a more agile, competitive and affordable IT supply chain.

Each IT relationship you enter is usually a compromise at the outset and it will include the best knowledge from both parties at the time it is signed. Over time, the deal will almost certainly evolve as an organisation's requirements change and service offerings evolve to reflect new technology and service innovation. The Deloitte approach has helped many clients answer such questions as:

- Is the agreement delivering the expected benefits?
- Is the contract still competitive?
- What is the perception from service recipients vs. agreed SLAs?
- How has the relationship evolved?
- Are risks properly managed?
- Am I receiving the expected level of innovation?

Key to our approach are the dimensions by which we can determine the overall IT supply chain value that you are receiving. These dimensions are outlined below:

Dimension	Description
<b>Contract</b>	Assessment of the contract(s) and a comparison to good practice.
<b>Financial and commercial</b>	Assessment of the financial pricing to compare it to market indicators; and Assessment of the pricing mechanisms to determine effectiveness.
<b>Governance</b>	Assessment of the in-house supplier management capability and structure; and Review of the governance framework that has been established and its effectiveness.
<b>Risk</b>	Regulatory scan of the environment to determine what current or future challenges will be faced; and Risk review of suppliers and the commercial arrangements.
<b>Perception and relationship</b>	Assessment of the relationship between the client and suppliers, and their effectiveness as a whole across the supply chain; and Assessment of customer perception to determine whether service delivery is meeting expectations.
<b>Performance &amp; Innovation</b>	Review of the performance metrics within IT supply chain and the performance being delivered by each supplier. Is innovation in technology and market offerings being assessed for use in delivering my requirements?

Our approach brings a disciplined, intensive set of activities to the customer. It will be delivered by a small team who will both have recent and relevant experience of assessing the effectiveness of IT supply chains. The team will conduct this assessment over a 4-6 week period, during which time we will have a significant demand on your organisation for input and direction setting. Our activity stream for this service is detailed below:

Phase	Activity	Detail
<b>Data Collection</b>	Documentation Review	Review of key contractual documentation, historic service performance reports and other relevant documentation to determine the current state of the contract.
	Structured Interviews	Interview and hold workshops with key stakeholders within the IT supply chain to understand their views on the current commercial and technology landscape.
	Outsourcing value diagnostic tool	Use findings from the stakeholder engagements and contract reviews to complete a value assessment using our IT supply chain value diagnostic tool'. This tool covers six dimensions of value assessment areas and twenty attributes helping to indicate the current 'health' of the relationship and commercial landscape.
<b>Analysis and Review</b>	Review findings	Consolidate data collection findings to determine common threads and identify health check priority areas.
<b>Write Up and Present</b>	Structured Report	Create a report that outlines key findings and analysis outputs that recommend appropriate next steps and actions. This report will be reviewed with key stakeholders to ensure the output aligns with the client's desired objectives.
	Presentation	Present key findings of the assessment to key stakeholders with recommendations of possible next steps.

## 2. Services Integration Target Operating Model & Delivery Model Assessment

We can support clients to understand and develop their TOM and IT Capabilities so they align to make best use of outsourced cloud services and to effectively manage the service integration interfaces.

Our Capability assessment methodology uses Cabinet Office delivery model assessment guidance alongside the Deloitte IT Capability Model, which identifies 7 capability domains that high performing IT organisations require to deliver an effective and efficient service. Our model covers all key operating model dimensions including governance, processes, and organisation and identifies 17 discrete capabilities and 47 key processes. Our capability and process definitions within the capability model map directly to the definitions of most industry recognised good practice IT frameworks.

This service uses Deloitte's proven IT Target Operating Model methodologies to define target operating models that complement multi-sourcing or supply chain change and transformation programmes within the public sector. The service has been tailored to enable organisations to align and transition their processes, governance, performance and people to establish, operate and sustain the multi-sourcing supply chain.

The service can be flexed and suited to fit your specific requirements. Deloitte has operated in various roles in this area from assessment the existing maturity of the organisation, identifying gaps and requirements to support the business case for multi-sourcing or supply chain change that could include Service Integration suppliers, advising on target operating models and, designing and delivering the selected model. We bring a thorough knowledge of public sector multi-sourcing and supply chain change alongside specialist experience in operating models.

### 3. Business Case (SOC, OBC, FBC) and Investment/Funding approvals

Deloitte offers this service to deliver the Business Case for any Cloud transformation, including software and hosting, and multi-sourcing integration, service management and supply chain transformation. Including: Strategic Outline Case (SOC), Outline Business Case (OBC) and Full Business Case (FBC), Cost Model, Benefits Management Plan, HMT compliant, approvals and governance. This service is designed for organisations that are planning or undergoing a transformation of their existing IT supply chain and wishes to value-add, address existing contract expirations or meet Cabinet Office directives.

We have developed our own proprietary business case approach methodology to accelerate both delivery and approval processes. Our methodology is fully compliant with HM Treasury's Green Book guidance, for Strategic, Outline and Full Business Cases.

### 4. Market Engagement, Soft Market Testing and Crowd Sourcing

This service uses Deloitte's IT sourcing experience and expertise and its breadth of contacts within the IT market to engage, gain feedback from, and excite the IT supplier market about your organisation's multi-sourcing or supply chain change transformation programme. The service is designed for a public-sector or arms-length organisation that is looking for transformation of some or all of their IT estate and wishes to engage with the potential supplier market to garner interest, test their appetite, and soft-test the emerging client strategy, assumptions, and requirement. The outputs are a detailed report of soft market testing findings and a high-profile "industry day" that showcases your transformation programme to the IT supplier market.

Deloitte's role in this process will be to take an existing sourcing and procurement strategy and produce:

- An independent critique using Deloitte's own experience and the input of 2 to 4 top-tier outsourcing providers to highlight areas of the Sourcing and Procurement strategy which are against industry standards, expectations and trends; and
- A summary report of the findings from market analysis and soft market engagement that can be used to influence or inform your supply chain strategy or underpin your emerging Business Case for IT change.

Deloitte will review the authority's progress to-date and current programme status or emerging IT strategy, run a number of data gathering sessions with stakeholders to determine what the department seeks from its future engagements with the IT industry, and the emerging requirement for change. Deloitte will set out an engagement approach that will allow controlled access to IT industry representatives to secure their input, insight, guidance and innovative suggestions that would meet the client's objectives whilst maximising desired benefits.

If the customer requires, we can initiate discussions directly with an agreed group of IT industry representatives (e.g. via TechUK) - keeping the customer details anonymous if required. We would agree with clients the specific suppliers engaged and the objectives of such discussions.

We are also able to access our wide network of clients, ecosystem and alliance partners and associates to 'crowdsource' market opinions to feed into a market engagement approach. Through such an approach we can provide a more holistic view of market capability and potential innovation not purely sourced from the suppliers themselves.

The accumulation of the above would lead to a report and a presentation to a client defined audience of senior representatives of the findings and its implications of market trends, sentiment, pricing and appetite on your current programme and its objectives.

The service is designed to take three weeks (cumulatively but could include breaks to reflect supplier availability) and is delivered by a small team with deep, relevant IT market experience. Deloitte brings thorough knowledge of public sector multi-sourcing alongside hands-on experience of establishing, running and implementing complex public sector SIAM and multi-sourcing programmes whilst maintaining an understanding of IT market dynamics and trends.



## 5. Sourcing Execution

This service uses Deloitte's previous experience as an advisor and delivery partner supporting both large and small scale public sector procurement programmes. Deloitte has helped a number of clients with:

- production of procurement documentation including contract notice, SQs, ITTs and evaluation criteria
- Find a Tender Service (including competitive with negotiation and dialogue, as well as tailored competitive flexible procedure competitions once the new Procurement Act 2023 is implemented) and Framework Procurements.
- Integrated Cloud Services Analysis, design and Statement of Requirements
- Liaison with legal advisers on contract terms, procedures and award
- Management and/or support of evaluation and award process

## 6. Contract Transition, Exit Planning and execution and Cloud Integration

The objective of this phase is to transition the work to the selected supplier/vendors. This typically involves outgoing and incoming vendors and this complicates the process of defining and agreeing what needs to be done by all parties, although transitioning in-house can be equally complex. This also typically involves significant new client capabilities being stood-up in a short time, something that vendor organisations may find comparatively simple but which is challenging within client organisations. In particular, experience shows that Transition in this context needs to knit together a number of disciplines into a coherent programme. These disciplines will be diverse and have sometimes competing priorities or different ways of working. However, they need to align around the same objectives and, most critically, around a fixed set of milestones and constraints.

We have a tried and tested approach with a comprehensive, integrated set of methods, content and tools. We use this as a base to customise an approach that builds on our experience and is appropriate for each client's needs. Below highlights some of the typical activities we perform:

- Detailed Transition Plan.
- Service setup.
- Governance Model / Framework.
- Execution & cutover.
- Change management.
- Vendor/Supply Chain Management implementation.

## Inputs

We have assumed that you will be in a position to provide certain inputs to the service, which we have listed here. If you are not in a position to provide all of these inputs then we can discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

### Sourcing and Supply Chain Assessment

- Full access at short notice to all the key stakeholders of the contract(s);
- Financial baseline information about the current costs of service delivery and IT spend;
- Information about the existing contract landscape including details such as, services provided by each supplier, expiry dates, notice periods, relationship with each supplier, their exit terms, and any stringent IPR clauses;
- Known issues and challenges relating to the current service supply; and
- The outcome of any previous attempts at benchmarking or market testing.

## **Delivery Model Assessment**

- Current IT organisation structure and operating model documentation;
- Process documentation and other information, such as policies and procedures covering the capability domains within the scope of the assessment.
- Existing IT strategy and any pertinent business strategies;
- Information of existing IT roles and details on skills and capabilities of existing IT staff aligned to those roles;
- Documentation on governance structures and terms of reference;
- Existing engagement model with other business units and customers;
- Existing process manuals/documentation (service catalogues, etc.);
- Information about the existing technology architecture and available toolsets;
- Financial baseline information about the current costs of IT;
- Information about existing plans for cost reduction and/or service improvement; and
- Information about the existing supplier landscape.

## **Sourcing and Procurement Strategy**

- Financial baseline information about the current costs of service delivery and outsourced spend;
- Information about existing plans for cost reduction and/or service improvement;
- Existing IT strategy and any pertinent business strategies;
- Information about the existing technology architecture, including mapping of technology components to outsourced suppliers;
- Information about the existing contract landscape including details such as, for example, services provided by each supplier, expiry dates, notice periods, relationship with each supplier, their exit terms, and any stringent IPR clauses; and
- Information about the political landscape in the authority such as manifesto commitments, local plans and policy agendas that may set the scene for change and/or constraint the authority's ability to realise benefits.

## **Programme**

- Agreed and unambiguous programme scope, objectives and timelines;
- Clear understanding of business strategy, IT strategy, digital strategy and programme strategy (wherever available); and
- Identified resources that will work with Deloitte to deliver the programme and communications.

## **Outline Business Case**

- Strategic Outline Case (if available);
- Sourcing and Procurement Strategy;
- Departmental Strategy; and
- IT Strategy.

## **Business Case and Investment/Funding Approvals**

- Financial baseline information about the current costs of service delivery and outsourced spend;
- Existing identified IT sourcing transformation options currently under consideration by the organisation;
- Other procurement and sourcing strategies including target and current supply chain model documentation;

- Information about the existing contract landscape including details such as, for example, services provided by each supplier, expiry dates, notice periods, relationship with each supplier, their exit terms, and any stringent IPR clauses;
- Information about the existing IT estate including, where relevant to the services in scope of transition, details such as: application landscape, number of physical locations, IT serviced employees, owned IT assets; and
- Existing 2–3 year business change landscape, including any relevant major business or IT change programmes.

### **Market Engagement and Soft Market Testing**

- Financial baseline information about the current costs of service delivery and outsourced spend;
- Information about existing plans for cost reduction and/or service improvement;
- Existing IT strategy and any pertinent business strategies;
- Information about the existing technology architecture, including mapping of technology components to outsourced suppliers;
- Information about the existing contract landscape including details such as, for example, services provided by each supplier, expiry dates, notice periods, relationship with each supplier, their exit terms, and any stringent IPR clauses; and
- Information about the political landscape in the authority such as manifesto commitments, local plans and policy agendas that may set the scene for change and/or constraint the authority's ability to realise benefits.

### **Sourcing Execution**

- Financial baseline information about the current costs of service delivery and outsourced spend;
- Information about the existing contract landscape including details such as, for example, services provided by each supplier, expiry dates, notice periods, relationship with each supplier, their exit terms, and any stringent IPR clauses;
- Information about the existing IT estate including, where relevant to the services in scope of transition, details such as: application landscape, number of physical locations, IT serviced employees, owned IT assets;
- Procurement and sourcing strategies including:
  - Target and current supply chain model documentation;
  - Planned contract award dates; and
  - Any existing transition assumptions.
  - Service description of each 'Tower' or group of services you are seeking to procure; and
  - Existing 2 - 3 year business change landscape, including any relevant major business or IT change programmes for dependency mapping.

### **Contract Transition, Exit planning and execution and cloud integration**

Due to the scale and complexity of this service we will work with you directly to determine your exact inputs and requirements. However, there are several common inputs we would require to support this service:

- Existing workstream, delivery function or service transition plans where they currently exist. These will be brought together to form the backbone of the centralised planning function and must be made available for incorporation into the overall planning governance and process;
- Existing IT strategy, target operating supply chain structure and any pertinent programme approaches and other governance documentation; and
- Information about the political landscape in the authority such as manifesto commitments, local plans and policy agendas that may set the scene for change and/or constraint the authority's ability to realise benefits.

## Outputs

Deloitte can produce the following deliverables as part of this service:

Deliverable	Description	Format
High level IT services architecture	A conceptual framework describing the scope of the key IT services being considered as part of this project, how they are grouped technically and commercially, and their interdependencies.	A concise MS PowerPoint document comprising diagrams and commentary (approx. 15 - 20 slides).
High level IT supply chain model	A high-level description of how the IT services described in the IT services architecture can be grouped into "lots" to source them from the supplier market. This deliverable will contain: <ul style="list-style-type: none"> <li>• An articulation of the long list of sourcing options available describing the different roles in the supply chain and the potential commercial relationships; and</li> <li>• Evaluation of each option against a set of agreed criteria and recommendation of the preferred option.</li> </ul>	A concise MS PowerPoint document comprising diagrams and commentary (approx. 15 - 20 slides).
Procurement strategy	A high-level strategy for how the desired supply chain model will be procured including the preferred procurement route for each "lot", anticipated procurement issues and tactics for achieving the desired outcome.	A concise MS PowerPoint document comprising diagrams and commentary (approx. 15 - 20 slides).

Typical deliverables from the procurement process could include:

### Assess

- High-level current state analysis;
- Mission / Vision document;
- Completed activity analysis and data collection templates;
- Sourcing requirements;
- Initial draft of Business Case;
- Documented Contract principles;
- Defined business objectives;
- Initial development of capability transfer strategy;
- Review of Security and privacy regulations; and
- Project initiation documents and defined scope.

### Prepare

- Business Case;
- Business Model / Strategy work plan;
- Detailed business requirements;
- Analysis of enterprise financial performance;
- Model of value opportunities;
- Definition of components of the deal;

- Detailed Solution Design;
- Process scope document;
- Pre-workshop packet for distribution;
- Interview notes;
- Volume growth projections;
- Initial draft of RFI/PQQ;
- Draft of RFP/ITT;
- Refined vendor shortlist;
- Definition of 'To-Be' model; and
- Communication plan.

### **Evaluate**

- Finalised RFP document and response template;
- Vendor evaluation criteria for selection;
- Vendor scorecard template;
- Market assessment report;
- Capability gap analysis;
- Future State Service Delivery Model;
- Refined business case assumptions;
- Implementation Strategy & Roadmap;
- Refined SLAs and cost model;
- Documented organization transition strategy; and
- Risk and issue tracker, activity log, project deployment plans.

### **Commit**

- Review summarizing value;
- Validation of end processes and/or services;
- Workforce transition strategy;
- Transition Governance Playbook;
- Negotiation Playbook;
- Change management plans;
- Migration strategy;
- Pre-transition communications;
- Target Operating Model/ organization design; and
- Signed contract.

### **Transition & Transform**

- Signed contract;



- Initial Technology Delivery Plan;
- Implementation Roadmap;
- Benefits realisation tracker;
- Project Risk Tracker;
- Transition Program Office;
- Go-Live Criteria and Checklist;
- Status reporting;
- Communications to BUs to support transition activities and transfer capabilities;
- Retention Strategy; and
- SLA baseline documentation.

### **Optimise**

- SLA baseline documentation;
- Vendor performance evaluation;
- Assessment review of SLA effectiveness and costing framework;
- Organisation effectiveness review;
- Maturity assessment;
- Service RACI matrix;
- Service level gap analysis;
- Rate card analysis;
- Performance management framework; and
- Summary of end-user learning and updated communications plans.

## 4 Contact Details

Please send your requirement to [publicsectorbidteam@deloitte.co.uk](mailto: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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