

Service Definition: Cloud Gap Analysis

About SOCITM Commercial Ltd

SOCITM Commercial provides independent, vendor-agnostic advisory and delivery support to local authorities, mayoral combined authorities and wider public sector organisations.

Acting as a trusted advisor and critical friend, we help clients navigate complex technology, service and organisational change. Our collaborative and evidence-based approach connects technology decisions with strategic priorities, service outcomes, affordability, deliverability and public value.

We bring an understanding of local government reform, devolution, shared services, digital transformation, ERP, CRM and EAM programmes, and data legacy modernisation. We work alongside client teams to simplify complex decisions, provide objective challenge and identify practical options tailored to each organisation's needs.

1. Service overview

Our Cloud Gap Analysis service helps local authorities, mayoral combined authorities and wider public sector organisations understand their readiness for secure, sustainable and cost-effective cloud adoption.

Acting as a trusted advisor and critical friend, SOCITM Commercial provides an independent, vendor-agnostic assessment of the current technology estate, operating model and governance arrangements against agreed cloud objectives and good practice. We identify gaps, risks, dependencies and improvement priorities across applications, infrastructure, data, security, commercial arrangements, people and processes.

The resulting evidence supports cloud strategy, business cases, migration planning, procurement and investment decisions. The service can also support technology consolidation, shared services, ERP, CRM and EAM transformation, data legacy modernisation, local government reform and devolution where cloud readiness is an important dependency.

2. Who the service is for

The service is designed for public sector organisations that are:

- Developing or refreshing a cloud strategy
- Preparing for cloud migration or modernisation
- Reviewing existing cloud adoption and operating arrangements
- Considering ERP, CRM, EAM, SaaS or corporate systems transformation, including data legacy modernisation
- Consolidating technology following local government reform
- Creating shared platforms across authorities or partners
- Seeking greater cloud cost control and governance
- Assessing cyber security, resilience or data risks
- Developing cloud business cases or procurement requirements
- Prioritising legacy modernisation and technical debt

3. Challenges the service addresses

- Unclear cloud readiness and migration priorities
- Incomplete understanding of application and data dependencies
- Legacy technology restricting modernisation
- Security, privacy or resilience concerns
- Uncontrolled cloud consumption and unclear accountability
- Supplier dependency and avoidable lock-in risks
- Insufficient cloud skills, capacity or operating capability
- Fragmented governance and inconsistent standards
- Unclear whole-life costs and anticipated benefits
- Cloud decisions disconnected from service and reform outcomes

4. Scope of analysis

The precise scope is agreed with the client and may include:

Area	Examples
Strategy and services	Cloud objectives, user needs, service priorities and strategic alignment
Applications	Portfolio suitability, dependencies, SaaS, retain, retire and modernise options

Infrastructure	Hosting, networks, end-user technology, resilience and scalability
Data and integration	Classification, residency, migration, interfaces, APIs and interoperability
Security and privacy	Controls, identity, shared responsibility, compliance and risk
Operating model	Roles, governance, service management, support and supplier management
Commercial and cost	Contracts, licensing, consumption, whole-life cost and exit considerations
People and capability	Cloud skills, capacity, training and knowledge transfer needs
Sustainability	Resource efficiency, responsible technology choices and environmental considerations
Reform and devolution	Consolidation, shared platforms and cross-authority transition needs

5. Our approach

Our approach is collaborative, proportionate and evidence-based. It is tailored to the organisation's cloud ambitions, maturity and decision timetable.

- 1. Mobilise and agree scope:** Confirm objectives, stakeholders, governance, evidence needs and required outputs.
- 2. Discover the current state:** Review applications, infrastructure, data, security, contracts, processes and existing cloud services.
- 3. Define the target context:** Agree cloud principles, outcomes, constraints and relevant target operating model requirements.
- 4. Assess readiness and gaps:** Compare the current state with agreed objectives, standards and good practice.
- 5. Map risks and dependencies:** Identify technical, security, commercial, operational and organisational dependencies.
- 6. Prioritise action:** Assess gaps by urgency, value, effort, risk and prerequisite relationships.
- 7. Validate findings:** Test evidence and conclusions through stakeholder workshops and critical friend challenge.
- 8. Recommend and roadmap:** Provide practical recommendations and an indicative sequenced improvement roadmap.

6. Assessment framework

Assessment criteria are agreed with the client and may include:

- Alignment with organisational and service strategy
- Application and workload cloud suitability
- Security, identity, privacy and resilience
- Data classification, residency, migration and integration
- Architecture, interoperability and open standards
- Service management and cloud operating model maturity
- Financial governance, cost visibility and optimisation
- Commercial arrangements, portability and exit planning
- Workforce skills, capacity and organisational readiness
- Migration complexity, dependencies and service continuity
- Sustainability and responsible technology choices
- Readiness for shared services, reform or devolution

7. Deliverables

Deliverables are tailored to the assessment and may include:

- Current-state cloud readiness findings
- Cloud maturity and gap assessment
- Application, data and infrastructure dependency analysis
- Security, privacy and resilience findings
- Cloud operating model and governance findings
- Risk register and prioritised gap matrix
- Cost, commercial and licensing observations
- Quick wins and longer-term improvement recommendations
- Indicative remediation or migration roadmap
- Executive summary and governance presentation
- Reusable assessment templates and decision frameworks

Outputs are provided in accessible, commonly used formats suitable for integration into cloud strategies, business cases, governance approvals, procurement documentation and migration plans.

8. Example cases

Context	How the service can help
Cloud strategy	Establish readiness, priorities and practical next steps.
Local government reform	Assess consolidation, shared platforms and migration dependencies.
Mayoral combined authority	Evaluate cross-partner cloud governance and interoperability needs.
ERP, CRM, EAM or SaaS transformation	Assess hosting, integration, security, data legacy and operating readiness.
Legacy modernisation	Prioritise retain, retire, replace, re-platform or refactor decisions.
Cloud cost governance	Identify control, ownership and optimisation gaps.
Security and resilience	Assess risks against cloud security responsibilities and needs.
Shared services	Identify common platforms, dependencies and cross-authority requirements.

9. Public sector standards and good practice

Where relevant, the assessment considers applicable public sector guidance and client policies, including:

- Government Cloud First policy
- Technology Code of Practice
- Cloud guide for the public sector
- Government Service Standard and GOV.UK Service Manual
- NCSC cloud security guidance and Cloud Security Principles
- Accessibility and inclusive design requirements
- Data protection and information governance expectations
- Open standards, interoperability and sustainability considerations

Applicable standards and assurance requirements are agreed during mobilisation. The service provides analysis and recommendations; responsibility for formal compliance, security accreditation and investment decisions remains with the client and relevant assurance bodies.

10. Engagement model

The engagement is scoped according to organisational complexity, assessment breadth, evidence availability and stakeholder participation. Delivery can be remote, on-site or hybrid and may include interviews, workshops, document review, technical evidence analysis and executive briefings.

Timescales, team composition, deliverables and commercial arrangements are agreed for each engagement, enabling either a focused assessment or a broader organisation-wide review.

11. Knowledge transfer

Knowledge transfer is embedded throughout the engagement. We work alongside client teams, explain the assessment method and provide reusable artefacts where appropriate. This builds internal confidence and supports sustainable cloud governance and decision-making.

12. Why SOCITM Commercial

- Public sector focus across local government and combined authorities
- Independent, vendor-agnostic advice and objective challenge
- Trusted advisor and critical friend approach
- Understanding of reform, devolution and shared services
- Ability to connect cloud decisions with service outcomes
- Evidence-based recommendations designed for governance decisions
- Practical focus on affordability, risk and deliverability

13. Service boundaries

Cloud Gap Analysis is an advisory service focused on assessment, analysis, risk identification and prioritised recommendations. Unless separately commissioned, it does not include remediation, detailed solution design, technical migration, cloud configuration, software development, managed services or product licensing.

This separation protects the independence of the assessment and allows clients to procure or commission subsequent design, remediation and implementation support through an appropriate route.

14. Client responsibilities

- Provide timely access to relevant stakeholders and documentation
- Provide available application, infrastructure, data and contract information

- Confirm cloud objectives, governance and decision priorities
- Identify relevant policies, risk tolerances and assurance requirements
- Validate factual information, assumptions and cost inputs
- Retain responsibility for procurement, compliance and investment decisions

15. Client outcomes

- Clear understanding of cloud readiness and priority gaps
- Improved visibility of risks, dependencies and constraints
- Stronger evidence for strategy and investment decisions
- Reduced likelihood of avoidable migration rework
- More effective cloud governance and cost control
- Better alignment between cloud, services and organisational outcomes
- Prioritised actions and a practical route to adoption
- Reduced exposure to unnecessary supplier dependency

Contact us

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