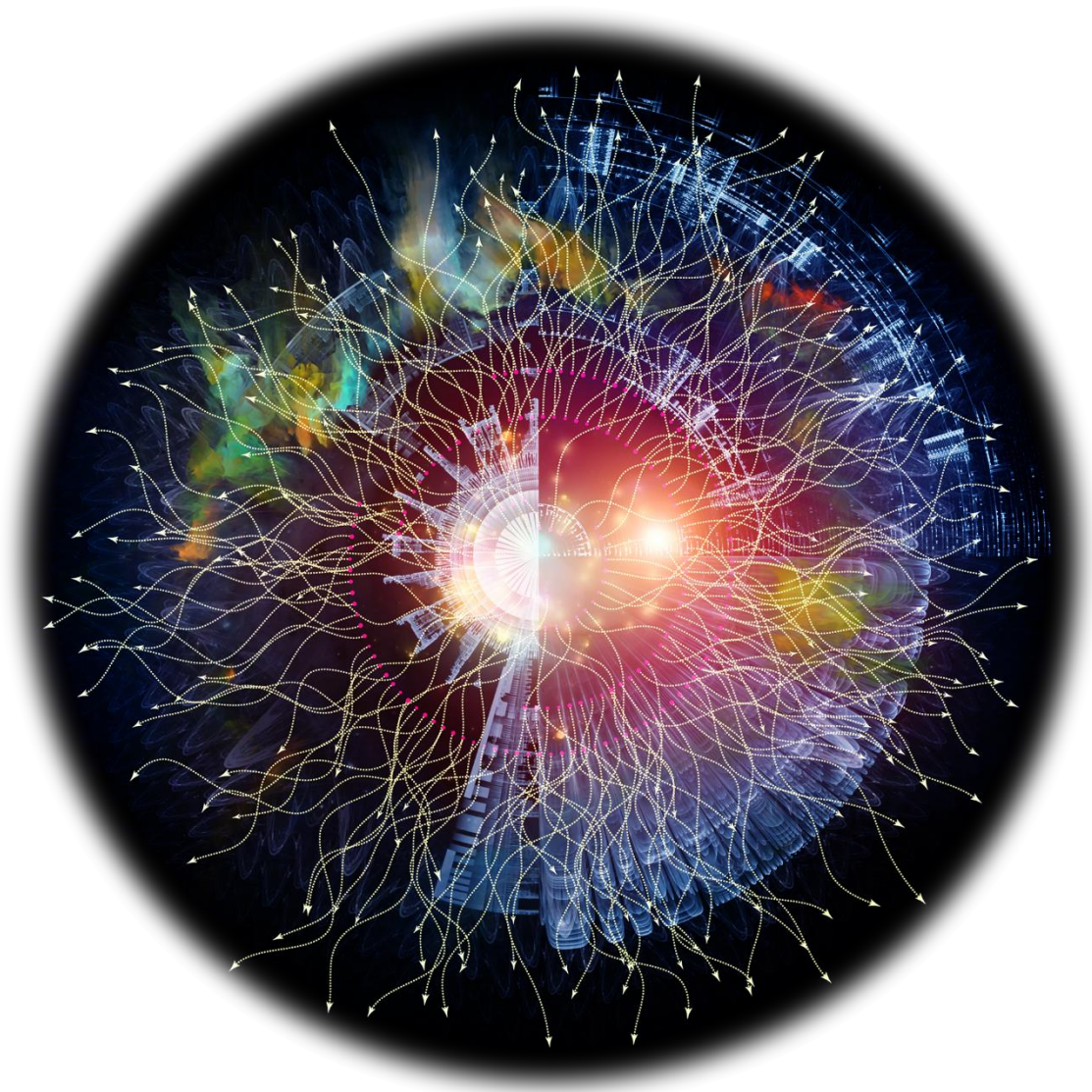




Cloud Services and Technology Sourcing

G-Cloud 15 Service Definition Document

January 2026

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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 27,000 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 team of over 100 Cloud managed service specialists plus the following certifications across AWS, Microsoft Azure, Google Cloud and Oracle Cloud Infrastructure (OCI):



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 AI Capability

Deloitte stands at the forefront of AI transformation and was recognised as a Leader in the 2025 IDC MarketScape for Artificial Intelligence (AI) services for the fourth consecutive time. Supported by a £3 billion investment in AI, Data, Automation, Cloud, and Cyber, we seamlessly integrate our deep AI expertise with our extensive cloud capabilities. Our UK team is part of 339K AI-fluent practitioners globally, and includes over 1,300 AI specialists and engineers, many of whom hold the necessary security clearances for public sector delivery.

Through the Deloitte AI Institute, our hub for cutting-edge research and innovation, and strategic alliances with leading hyperscalers, we empower public sector clients to optimise costs, streamline processes, and navigate their AI journey. We achieve this by leveraging our ReadyAI™ models, which provide end-to-end support for AI solution implementation, and our Trustworthy AI™ framework, ensuring responsible and ethical deployment.

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, and SAP. A selection of our partners and alliances are presented below:



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 four 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, the previous form of this category.

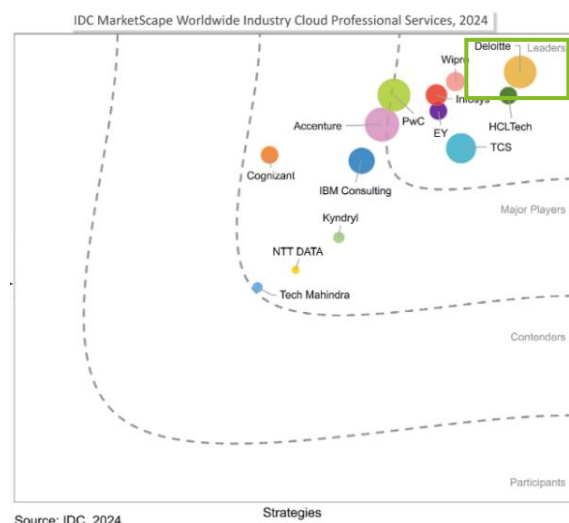


Gartner

Gartner: Magic Quadrant for Public Cloud IT Transformation Services. © Gartner inc. 2025

IDC

Deloitte has been awarded Leader status in the **IDC MarketScape: Worldwide Industry Cloud Professional Services 2024** Vendor Assessment. We have also been recognised as Leaders in **Hybrid IT Consulting & Integration Services** and **Software Engineering Services**.



Source: IDC, 2024

IDC MarketScape: Worldwide Industry Cloud Professional Services Vendor Assessment © IDC inc. 2024

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](#)



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.

2 Service Overview

Summary of what Deloitte will do for you

This service leverages Deloitte's extensive experience and expertise in cloud services and technology sourcing to position organisations 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 Service (FTS));
- Cloud vendor selection;
- Commercial dialogue;
- Outsourcing, insourcing, multi-sourcing and SIAM models; and
- Supply chain transformation.

This service is designed for organisations undertaking or planning to undertake a transformation of their cloud and technology estate, particularly where effective supplier relationships – from formation, improvement or termination – are crucial for 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 notices, SQs, ITTs and evaluation criteria.
- FTS (including the competitive flexible procedure competitions under the Procurement Act 2023) and framework procurements.
- Integrated Cloud Services analysis, design and statement of requirements.
- Engagement 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 cost-effective cloud and technology supply chains.
- Cost reduction and enhanced value for money from suppliers.
- Improved capability, including delivery, services integration and supplier/contract management.
- Increased transparency of services/costs and greater control of services.
- Accelerated 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 risks.

3 Detailed Service Description

Our Approach

Our approach encompasses 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 and Strategy Development

Sustained pressure to drive greater value from suppliers means that IT transformation programmes seldom result in single supplier outsourcing relationships with large IT service providers. In the public sector particularly, departments have been adopting multi-sourcing approaches, often incorporating Service Integration functions – either delivered in-house or through partners – to establish a more agile, competitive and cost-effective IT supply chain.

Every IT relationship inherently involves an initial compromise, reflecting the best knowledge from both parties at its inception. However, these agreements invariably evolve as organisational requirements change and service offerings adapt to reflect technological advancements and service innovations. The Deloitte approach has successfully guided numerous clients in addressing critical questions such as:

- Is the agreement delivering the expected benefits?
- Does the contract remain competitive?
- How do service recipients perceive performance compared to the agreed SLAs?
- How has the relationship evolved over time?
- Are risks being effectively managed?
- Is the client 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
Contract	Assessment of the contract(s) and a comparison to good practice.
Financial and commercial	Assessment of the financial pricing to compare it to market indicators; and Assessment of the pricing mechanisms to determine effectiveness.
Governance	Assessment of the in-house supplier management capability and structure; and Review of the governance framework that has been established and its effectiveness.
Risk	Regulatory scan of the environment to determine what current or future challenges will be faced; and Risk review of suppliers and the commercial arrangements.
Perception and relationship	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.
Performance & Innovation	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 four to six-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
Data Collection	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.
Analysis and Review	Review findings	Consolidate data collection findings to determine common threads and identify health check priority areas.
Write Up and Present	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 support clients in understanding and developing their TOM and IT Capabilities. This ensures alignment to optimise use of outsourced cloud services and to effectively manage the service integration interfaces.

Our Capability Assessment methodology leverages the Cabinet Office delivery model assessment guidance alongside the proprietary Deloitte IT Capability Model. This model identifies seven capability domains essential for high-performing IT organisations to deliver effective and efficient services. It encompasses 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 utilises Deloitte's proven IT Target Operating Model methodologies to define target operating models that complement multi-sourcing or supply chain transformation programmes within the public sector. The service is specifically tailored to enable organisations to align and transition their processes, governance, performance and people to establish, operate and sustain an effective multi-sourcing supply chain.

The service is highly adaptable to fit your specific requirements. Deloitte has undertaken various roles in this area, from assessing an organisation's existing maturity, identifying gaps and requirements to support the business case for multi-sourcing or supply chain transformation (potentially including Service Integration suppliers), to 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 transformation alongside specialist experience in operating models.

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

Deloitte offers this service to support the development of robust Business Cases for any cloud transformation, including cloud adoption (software and hosting), multi-sourcing integration, service management and supply chain transformation.

Our comprehensive approach covers:

- Strategic Outline Case (SOC), Outline Business Case (OBC) and Full Business Case (FBC);
- Cost Model development;
- Benefits Management Plans;
- HMT compliance;
- Support for the approvals and governance processes.

This service is specifically designed for organisations planning or undergoing a transformation of their existing IT supply chain. It is ideal for those seeking to enhance value, manage existing contract expirations or comply with Cabinet Office directives.

We have developed a proprietary business case approach methodology engineered accelerate both the 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 extensive 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 the competitive flexible procedure competitions under the Procurement Act 2023) 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 primary objective of this phase is to facilitate the seamless transition of the provision of the services to the selected suppliers. This process involves both outgoing and incoming suppliers which inherently complicates the definition and agreement of responsibilities among all parties. It is worth noting that transitioning services in-house can be equally complex. This may also involve the rapid establishment of significant new client capabilities. While supplier organisations may find this comparatively straightforward, this often proves challenging within client organisations. In particular, experience consistently demonstrates that Transition in this context require the integration of a number of diverse disciplines into a cohesive programme. These disciplines, often possessing competing priorities and different ways of working must nonetheless align around shared objectives and, most crucially, around a fixed set of milestones and constraints.

We leverage a proven approach, underpinned by a comprehensive and integrated suite of methods, content and tools. This serves as the foundation for customising a solution that draws upon our extensive experience and is precisely tailored to each client's specific needs. The following 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 two to three-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 two to three--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: • An articulation of the long list of sourcing options available describing the different roles in the supply chain and the potential commercial relationships; and • Evaluation of each option against a set of agreed criteria and recommendation of the preferred option.	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 and 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. 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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