



Digital Operating Model Platform Build - Microsoft Technology Stack

G-Cloud 15 Service Definition Document

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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.

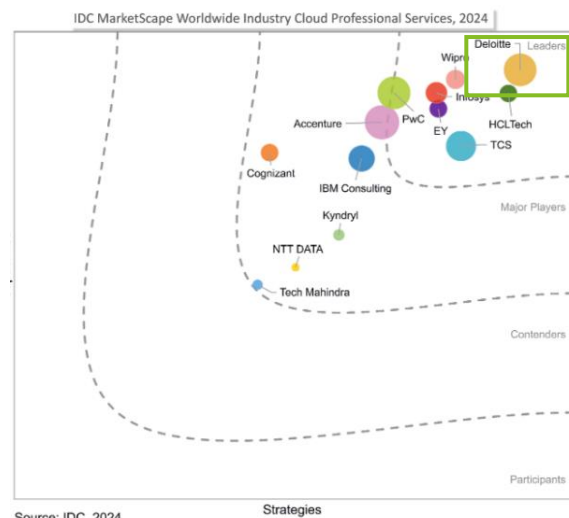


Gartner

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

“Platforming” an operating model means to describe how an organisation works into a **live digital environment** rather than expressing it as static documents or slides. Unlike PowerPoint-based operating model representations, which are quickly out of date and disconnected from delivery, a platformed operating model provides a continuously maintained source of organisational truth that can be navigated, queried and used to support real decisions. This fundamentally improves pace, coherence and control by making the operating model **practically usable rather than illustrative**.

This service delivers a platform-enabled operating model, offering improved decision-making and control. It speeds up transformation initiatives and acts as a lasting asset for organisational navigation. It leverages your **in-house Microsoft digital estate** – including Microsoft 365, SharePoint, Power Platform, CoPilot and Fabric – to embed operating models, value logic, governance decisions and delivery management directly into everyday ways of working. This allows transformation to progress faster with less friction, whilst remaining anchored both to how the organisation operates presently and its direction of travel.

In **business transformation contexts**, the service provides a shared environment where business leaders and transformation teams can understand the current organisation, co-design the future, assess processes and future roles, clarify accountabilities and steer change coherently across portfolios of activity. By replacing disconnected documentation and manual effort with a common platform, it shortens mobilisation time, reduces rework and enables earlier testing of organisational choices. This improves delivery pace and alignment whilst reducing execution risk.

As a **permanent enterprise capability**, the service acts as a living corporate memory. It supports business-as-usual decision making, workforce and capability planning, investment prioritisation and operations governance using familiar tools already adopted and secured by the organisation. This reduces dependency on repeated external rediscovery exercises, helps retain knowledge across role rotations and gaps, and enables continuous improvement in productivity and performance.

This service is delivered by **Deloitte**, combining expertise in operating model design, transformation, portfolio and programme management, finance and investment modelling, workforce and organisational analytics, data and AI engineering and Microsoft-enabled product delivery. Deloitte has led the market in using digital operating model platforms within complex, regulated government environments and has a track record of pragmatic, secure, quality implementation from the team up to the departmental scale; driving both immediate transformation objectives and long-term enterprise value.

Target Stakeholders

This service is aimed primarily at **Business Leaders** and **Transformation Leaders** who have both material accountabilities and design permission within their respective organisations. Typically:

- **Business leaders** are primary stakeholders because platformed Digital Operating Models directly support accountability, decision-making and performance throughout the primary line of delegation. It enables leaders to understand how their organisation works in practice, assess trade-offs, and steer priorities with confidence. This improves control, productivity and outcomes in complex, regulated public service environments.
- **Transformation Leaders** are primary stakeholders because platformed Digital Operating Models provide a structured, scalable basis for design, governance and delivery of transformation at pace. It reduces reliance on both bespoke tools and manual coordination, whilst enabling consistent engagement, governance and insight across the initiatives within an operating model change programme. This allows transformation teams to deliver change faster, more efficiently and with lower delivery risk.

3 Detailed Service Description

Introduction to Platforming Operating Models

Operating models describe how organisations work: how strategy is translated into action; how decisions are made; how resources are organised and consumed; how work flows across people, processes and technologies. In business-as-usual, a clear operating model enables consistent delivery, accountability and performance. In transformation, it provides a reference point for change – both where change is from (the current operating model) and toward (the target operating model). This ensures that initiatives are coherent, mutually reinforcing and aligned to strategic intent. Without a well-understood operating model, organisations duplicate effort, suffer unclear (and therefore poor & slow) decision rights, variable delivery standards and repeated rediscovery of basic organisational knowledge – particularly acute in large organisations with frequent role rotation.

Traditionally, operating models are expressed through **static documents and slide packs**. Whilst useful for communication, these artefacts depreciate rapidly and become fragmented and disconnected from both delivery, business-as-usual and environmental reality. This creates significant risks: decisions made on obsolete assumptions, loss of corporate memory, inconsistent interpretation of business concepts across teams, and a high dependency on repeated high-cost consultancy re-engagement perpetually reconstructing how the organisation works. Static representations also limit the ability to test scenarios, understand trade-offs, or adapt the model as conditions change at sustainable cost/speed – slowing decision making and increasing delivery risk.

At Deloitte, we believe operating models should be platformed digitally. This converts it from a descriptive artefact into a **live enterprise capability**. By embedding organisational structures, means of assessing value, decision rights, workforce data, process data and delivery governance into a shared digital environment, organisations gain a single authoritative source of truth that supports real-time decision making and control. This approach improves speed, coherence and productivity; reduces rework, risk and cost; and enables both transformation and daily operations to operate from the same foundations. Delivered as a comprehensive digital service, a platformed operating model becomes a capability that directs organisational evolution rather than a snapshot that must be continually taken again and again.

Introduction to the Microsoft Technology Stack

The Service is built within the Microsoft ecosystem, leveraging tools already widely adopted across UK government to maximise reuse, security and user familiarity.

- **MS SharePoint** is used as the core content and collaboration layer, hosting the platformed operating model and providing structured navigation across organisational concepts, resources and governance artefacts. It enables a single authoritative source of organisational information that is accessible and maintainable over time.
- **MS PowerBI** is used to provide visual insights into organisational performance, trade-offs, workforce dynamics, process configurations and transformation progress. Dashboards are designed to support decisions at all levels, from executive oversight to work package delivery management.
- **MS PowerApps** is used to configure lightweight, role specific applications that capture, manage and surface operational, transformation and workforce information without bespoke software development. This allows rapid adaptation to organisational needs while remaining wholly within the client's digital estate.
- **MS Copilot** is used to augment user interaction with the platform, supporting navigation, insight generation and interpretation of organisational information. This helps increase speed, reduce effort, improve accessibility and accelerate understanding without replacing human judgement or governance.

- **MS Dataverse/MS Fabric** provide an enterprise grade underlying data layer, enabling structured storage, integration and analysis of organisational, financial, workforce and portfolio data. This supports consistent data definitions, scalable analytics and secure integration across the Microsoft environment.

Platform Modules

The Service is structured around a suite of interoperable service modules that can be delivered individually or in combinations (collectively realising increasing synergy value) to support organisational design, decision making and delivery at scale depending on specific organisational needs.

Platform Modules				
Hub	Connect	Manage	Engage	Dials
Operating Model platformed on a Content management system that describes how the organisation works; concepts and resources, teams, org charts, assets etc.	Connecting RACI rights (utilising Bain's RAPID), process SIPOCs and role definitions for a comprehensive view of decision ownership and process repository capability using AI.	Out of the box PMO tools; schedule, RAIDO, Tasks and AI enabled plug ins/doctrine to run projects that exploit the platform (or not) at scale, on rails, with little PMO human overhead.	AI augmented scale workshoping tool (up to 1000 participants) to run Operating Model workshops with stakeholders to gather insights and perform co-design.	AI augmented tool to enable executives and transformation leaders to set the "dials" of a project (its objectives, end outcomes, tone, pace, resources, feel, red lines etc.)
Value	Invest	Composer	Tower	Arena
A benefits model that is a live version of Deloitte's enterprise value map that is used as a common frame for economic value assessment for choice making.	Scenario engine that models the interplay of investment decisions over time, showing the performance of a force design against different postures, or equivalent, + financial envelope(s).	Analytics that shows the shape of the workforce across grades, skills, posts etc. and its trajectory over time for tactical and strategic workforce planning plus activity intelligence.	Orchestration suite that brings together info across other modules to triage, down select and monitor interventions in service of a strategic objective; productivity improvement.	Tools that "gamify" a new operating model so that stakeholders can "experience" and road test it prior to scale implementation to pre identify issues and drive change management.

Delivery approach

The service is delivered using a **phased, modular and iterative approach** that combines discovery, platform configuration, rapid build and in-service operation. This enables organisations **to move quickly from concept to a live, usable platform** while retaining the flexibility to adapt priorities as understanding matures.

Phase 1: Discovery & Alignment

The purpose of this phase is to establish a shared understanding of organisational context, priorities, stakeholders and technical readiness, and to define the initial scope and configuration of the platform.

Key activities.

- We will work with you to baseline the current landscape and provide a series of options on platform modules that may be most appropriate for the context.
- We will conduct a rapid technology and feasibility scan to assure fast, sustainable progress using proven tools and methods that scale from team to departmental level. This will involve assessment of existing artefacts, data sources and tooling access as well as identification of supporting technical teams and governance arrangements.

Platform outputs

- Initial architecture, site structure, navigation, design, data and permissions models.

Supporting artefacts

- Discovery summary and scope definition
- Stakeholder map and user personas
- High-level solution architecture diagram
- Delivery roadmap and phased rollout plan

Phase 2: Platform Foundation and PMO Stand-up

The purpose of this phase is to establish a working core platform quickly, providing immediate value through visibility, structure and accountability.

Key activities

- Configuration of the SharePoint Hub and priority sub-sites, where required
- Set-up of core PMO capability (delivery tracking, risks, issues, actions, milestones)
- Integration of initial data sources (Excel → SharePoint lists → Dataverse where appropriate)
- Rapid configuration of baseline Power BI dashboards
- Initial use of Copilot to support navigation, insight generation and meeting outputs

Platform outputs

- Live SharePoint Hub with core content and navigation
- PMO lists and workflows (risks, actions, RAID, schedules)
- Initial Power BI dashboards for delivery and oversight
- Early Power Apps where lightweight role-specific tooling is required

Supporting artefacts

- Platform configuration notes
- PMO operating guidance
- Data model and integration approach
- Initial user guides and onboarding materials

Phase 3: Iterative Build and Engagement

The purpose of this phase is to expand the platform in line with organisational priorities through short, focused build cycles that combine delivery, engagement and learning.

Key activities

- Iterative build cycles aligned to priority areas (e.g. workforce, value, investment, operating model design)
- Co-creation sessions with business and transformation leaders

- Development of additional SharePoint pages and content structures
- Expansion of Power BI analytics and insights
- Configuration of Power Apps for situational, role-specific needs
- Progressive enhancement of data structures (including Dataverse where longevity and integration are required)

Platform outputs

- Expanded SharePoint content and module coverage
- Enhanced Power BI analytics and decision support
- Bespoke Power Apps within the client's Microsoft estate
- Improved data integration and consistency

Supporting artefacts

- Design notes and storyboards (where required)
- Updated architecture and data diagrams
- Training materials and how-to guides
- Workshop outputs and decision logs

Phase 4: Go-Live, Adoption and In-Service Operation

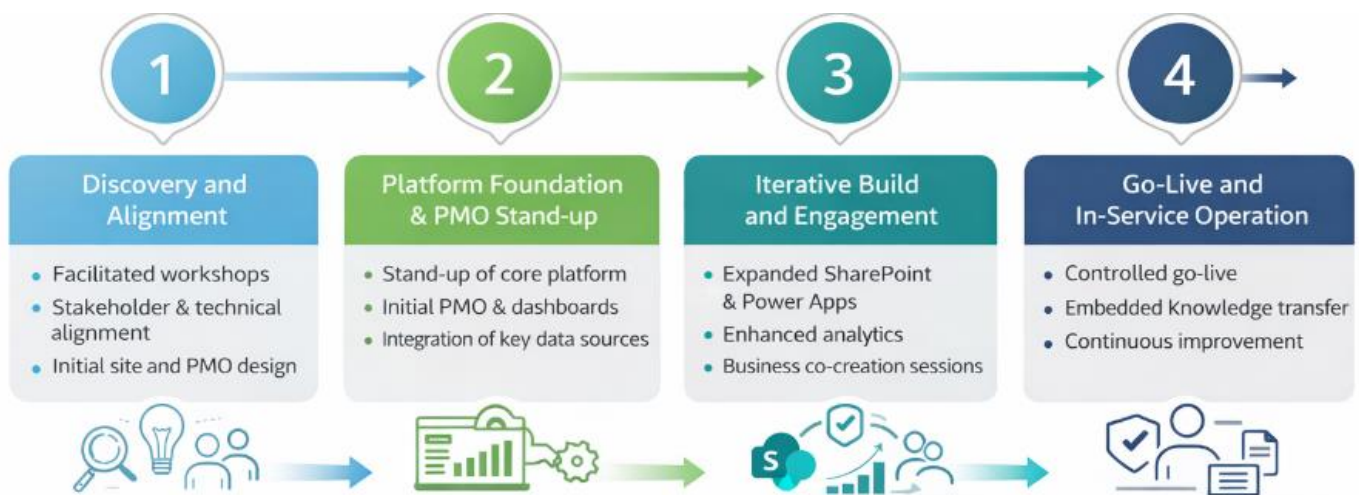
The purpose of this phase is to transition the platform into business-as-usual use while maintaining momentum and reducing reliance on external support.

Key activities

- Controlled go-live of new modules and capabilities, including pre-launch testing and launch week+ hyper care
- Support to business, technology and communications teams to drive user adoption
- Embedded coaching and knowledge transfer to client teams
- Establishment of lightweight service management and governance
- Continuous improvement cycles driven by user feedback and priorities

Summary of the “Key Characteristics of the Approach”

- Modular and flexible: modules can be delivered independently or in combination
- Rapid value: core capability is established early to prove value and generate buy in
- Co-created: delivery, engagement and upskilling occur in parallel
- Aligned to client estate built entirely within the client's Microsoft environment



Inputs, Your Contribution and Success Factors

Delivery of the service is **critically dependent** upon the following:

- Deployed Microsoft tooling either on client digital estate or appropriate acceptability of running the equivalent Microsoft tools on Deloitte digital estate with mutually acceptable data safeguarding.
- Appropriate access to meaningful operating model data sets. Typical examples include:
 - Workforce data; e.g. posts, capitation, payroll, people, skills and reporting lines
 - Delivery portfolio data; e.g. programmes, projects, services, work packages
 - Financial data; e.g. funding, cost, budgeting and financial structuring data
 - Technology architectures and standards: e.g. infrastructure, data, application, security
 - Key interface standards with adjacent organisations
- Appropriate design permission to adjust and enhance the operating model within the enterprise
- Appropriate access to key stakeholders, including de-facto strategic decision-makers/resource allocators
- A readily available community of SMEs that can credibly test and adjust content and assumptions

Unavailability of the above will materially impede the success of any adoption of Strategic BOI tooling.

Delivery of the service is **greatly accelerated and improved** by the availability of the following:

- A business capability taxonomy or data ontology
- A commonly accepted existing operating model
- Core governance documents that vest decision making authorities

Unavailability of the above will necessitate additional billable work to determine or discover critical data/content or to work through an appropriate process to establish sufficiently acceptable assumptions.

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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