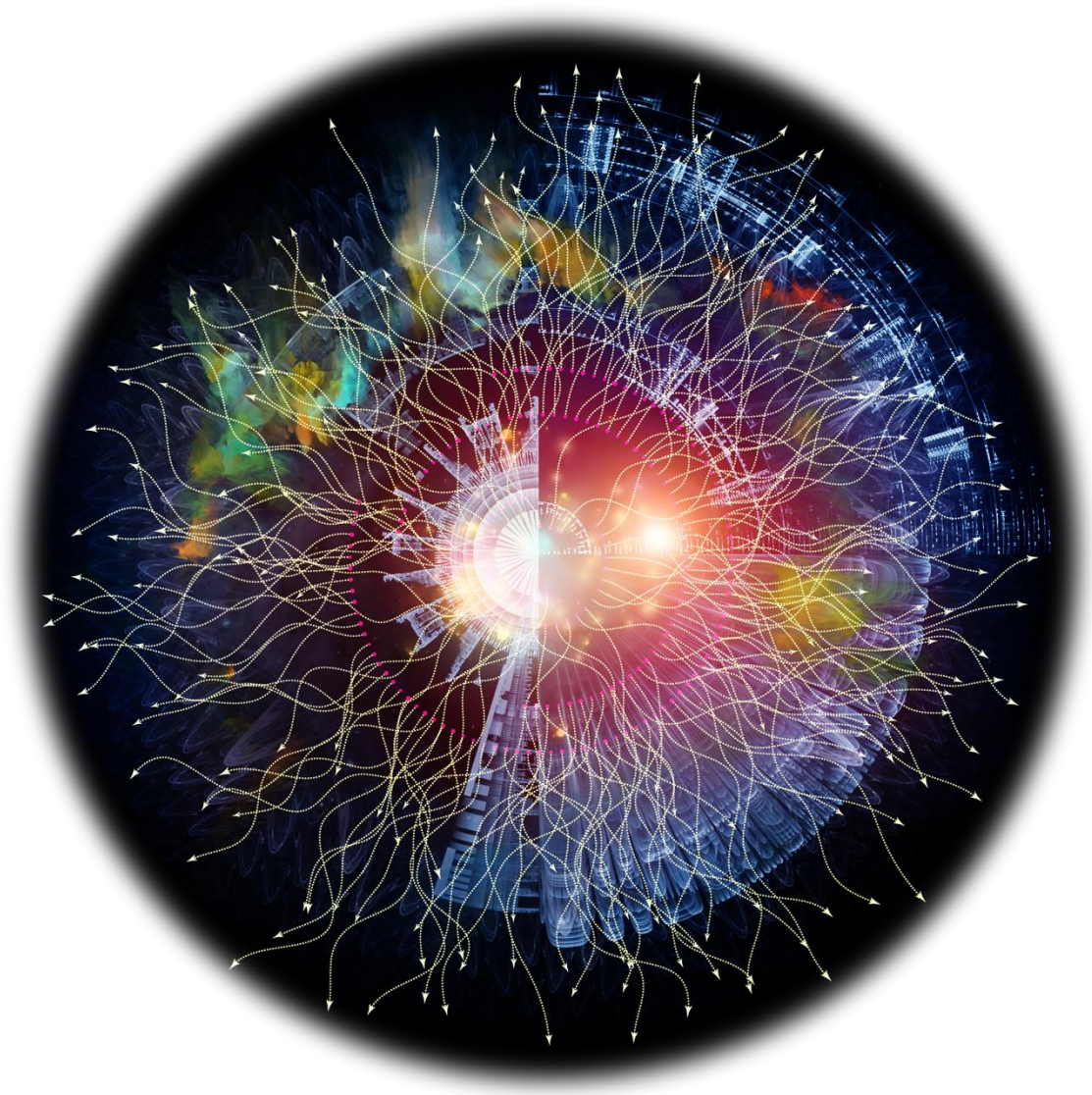




Cloud Technology Transformation Business Case

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.

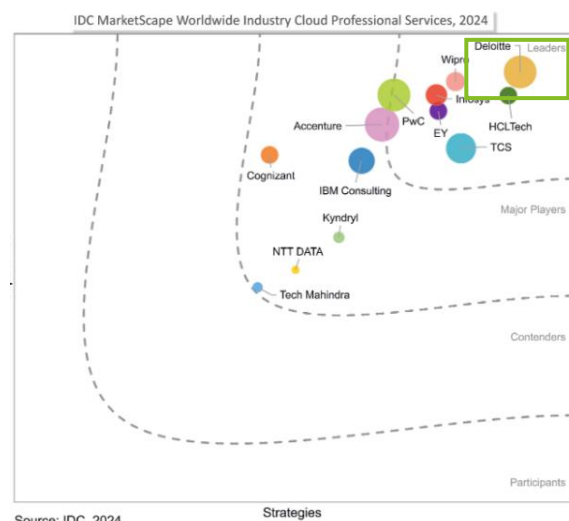


Gartner

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

What is it that Deloitte will do for you?

Deloitte offers a comprehensive service designed to deliver the Business Case for any cloud-enabled transformation. This includes support for software and hosting, multi-source integration, service management and supply chain transformation. Our expertise extends to programme business case development covering each stage of the typical public sector business case development lifecycle: Strategic Outline Case (SOC), Outline Business Case (OBC) and Full Business Case (FBC). We also develop the supporting Cost Model and Benefits Management Plan, crucial elements for effective business case governance and approvals processes.

This service is specifically designed for organisations planning or undergoing a transformation of their existing IT supply chain. It addresses needs such as managing existing contract expirations, resolving inefficiencies or challenges within existing technology enabled processes, drive greater value, or complying with Cabinet Office directives. We have developed a proprietary business case 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.

3 Detailed Service Description

Our Approach

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

Business cases have become increasingly complex, often requiring the assessment of economic costs and benefits across multiple stakeholders. This necessitates innovative approaches, particularly for major public sector investments. The scope, inherent complexity, and protracted timescales of the programmes delivering these changes, coupled with political shifts and uncertainty, introduce significant risks. Furthermore, IT programmes are integral to achieving business outcomes and are frequently interdependent with broader business and people changes. Recognising this, we offer comprehensive services across all these domains, enabling us to assist clients in accurately defining scope, cost, and benefits.

Through the delivery of a business case Deloitte will:

- Provide a robust framework for scoping and planning spending proposals, thereby promoting efficient and effective expenditure;
- Secure internal and external approvals;
- Ensure accountability for public funds;
- Leverage recognised best practice (e.g. HM Treasury's Green Book and PRINCE2®);
- Collate a repository for information and an evidence base; and
- Develop a framework for post evaluation.

We have developed a proprietary business case methodology to accelerate both the delivery and approval processes. Our methodology is fully compliant with HM Treasury's Green Book guidance, for the Strategic, Outline and Full Business Cases. The following outlines the key outputs we can support clients achieve:

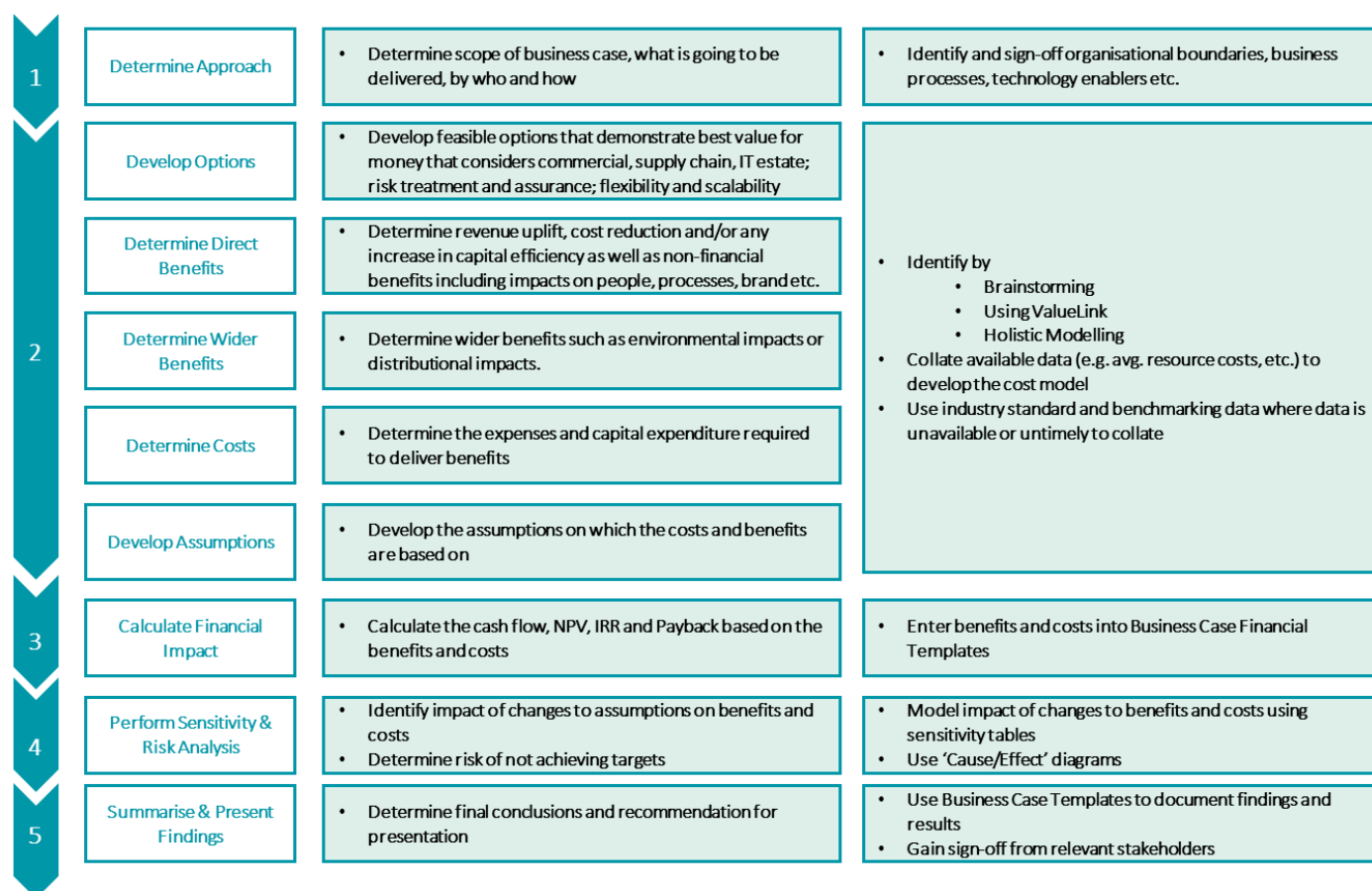
Outputs	Value Delivered
Strategic Outline Case	• Making the case for change • Exploring the preferred way forward • Ascertaining strategic fit
Outline Business Case	• Determining Value for Money • Preparing for the potential deal • Ascertaining affordability and funding requirement • Planning for successful delivery
Full (or Final) Business Case	• Procuring the Value for Money solution • Contracting for the deal • Ensuring successful delivery

Deloitte has directly worked with the Cabinet Office (including Government Digital Service) and HM Treasury's Green Book owner to develop supplementary Green Book guidance for programmes and projects that have an element of legacy IT. As part of this we developed a methodology that addressed the pain points of central government departments when writing business cases that are specifically for, or contain an element of, legacy IT. This included accounting for whole life costs of technology interventions and quantifying the risk of continuing with legacy IT.

We have captured below a number of the methods and tools that we will use to accelerate the production of the business case.

1. Deloitte Business Case Method

We use our tried and tested methods to create a theory of change that outlines outputs to intermediate benefits and outcomes (considering cash-releasing, non-cash-releasing and qualitative benefits and avoided costs (which are significant element of IT interventions) across socio-economic and environmental categories.



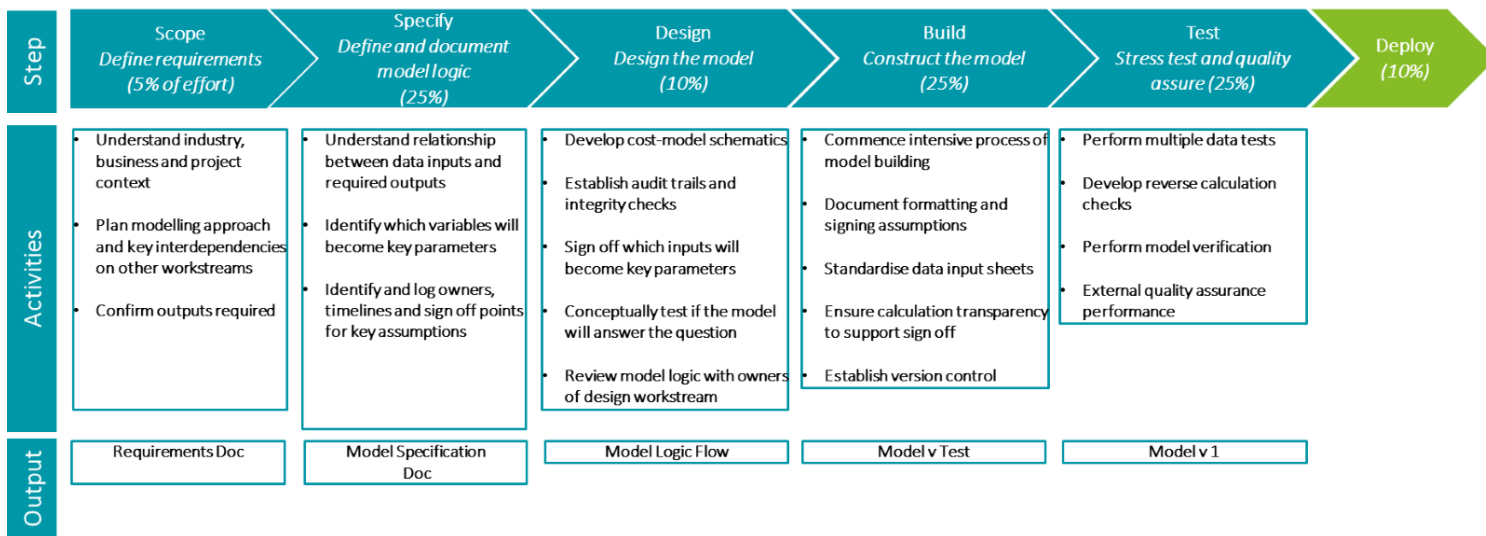
2. HM Treasury Business Case methodology

We will employ HM Treasury's Green Book and five case methodology to produce a robust OBC and accelerate the approvals process, as well as aligning with the Cabinet Office Outsourcing Playbook as appropriate.

Does it support the organisation's strategic objectives	Strategic Case	- The case for action - Investment objectives - Demonstration of strategic fit and synergies - How the proposal fits with wider public sector policy
Does the preferred option represent best value for money?	Economic Case	- Evidencing optimum value for money - Outlines benefits, costs and risks - Appraises a wide range of options - Concludes into the preferred option
Is the commercial model viable?	Commercial Case	- Procurement strategy, stages and timetable - Overview of commercial model - Sets out the 'potential deal' - contractual arrangements for specified goods and services
Is the preferred option affordable?	Financial Case	- Assessment of Cap Ex and Op Ex funding required for the preferred option - Realistic capital and revenue costs and savings over life span of project - Evidences sources of finance and support for funding
Is the preferred option achievable?	Management Case	- Governance arrangements - Implementation plan, dependencies & key risks - Benefits realisation plan

3. IT Costing & Business Case Templates

We use a set of standard templates and models which are actively customised for use as part of Deloitte client engagements to support the clear and concise capture of IT cost forecasts and business cases. We will also use Deloitte's standard six stage cost model development methodology (Scope, Specify, Design, Build, Test and Deploy).



a) 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 please get in touch to discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

- Sourcing and Procurement Strategy (if available);
- Departmental/Business Strategy; and
- IT Strategy.

b) Your Contribution

Our services are designed to be delivered with you rather than to you. We have assumed that you will be able to make the following contribution to the work. If you are not in a position to take on these responsibilities then please get in touch to discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

- Providing access to stakeholders to review and approve cost and benefit assumptions;
- Providing access to stakeholders who can provide assumptions on demand predictions; and
- Providing access to the best available stakeholders who can answer questions regarding the sourcing and procurement strategy, ICT requirements and procurement documentation.

c) Outputs

What will you get in terms of deliverables, outputs and outcomes from this service?

This service will:

- Deliver a robust and fully evidenced Business Cases;
- Provide underpinning supporting evidence; and
- Provide a stakeholder engagement strategy and an approvals plan.

d) Business Context

What situations is this service designed to be used in?

This set of IT Transformation Services are designed for organisations that are planning or undergoing a transformation of their existing IT supply chain to improve service delivery, reduce costs, address impending contract expirations or to meet Cabinet Office directives.

e) Scale and Complexity

The effort involved in delivering our service is driven partly by what we will do and what you will do alongside us whilst we work. It is also driven by the scale and complexity of your business situation.

This section describes the scale and complexity that we have designed this service to address. If your business situation is bigger or smaller than this then please get in touch to discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

The scale and complexity of developing outputs across the Business Case lifecycle is highly dependent on the individual requirements of the client and procurement, therefore this will be discussed and agreed at the time of order. This service can be flexed to suit the size of your organisation. We have operated in this role on a range of multi-sourcing programmes with client IT outsourced spend of between £5m - £1bn per year.

f) Exclusions

Our service description above defines the scope of what we will deliver. For the avoidance of doubt, we have listed below any activities that (in our experience) are sometimes expected to be in our scope, but which are not included within this service.

We will not provide legal advice to the client as part of this service.

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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