Deloitte.

IT Estate Productivity Enhancement

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 and 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 and ecosystems

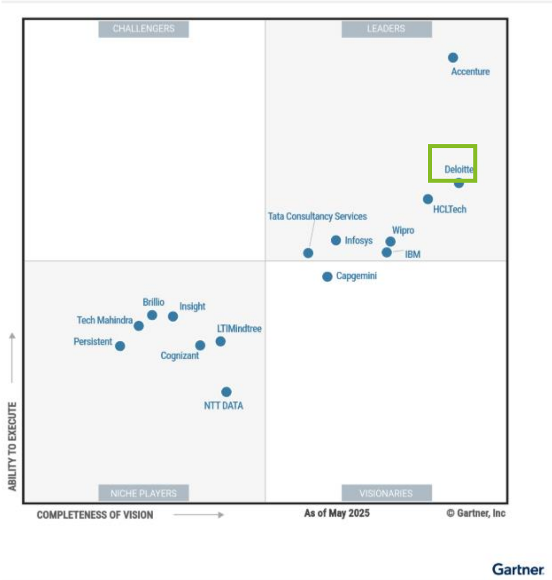
To bring full value to our clients, Deloitte is a premier consulting partner with all the leading hyper-scale cloud vendors in the market including AWS, Google, Microsoft[1], Google and SAP. A selection of our partners and alliances are presented below:

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

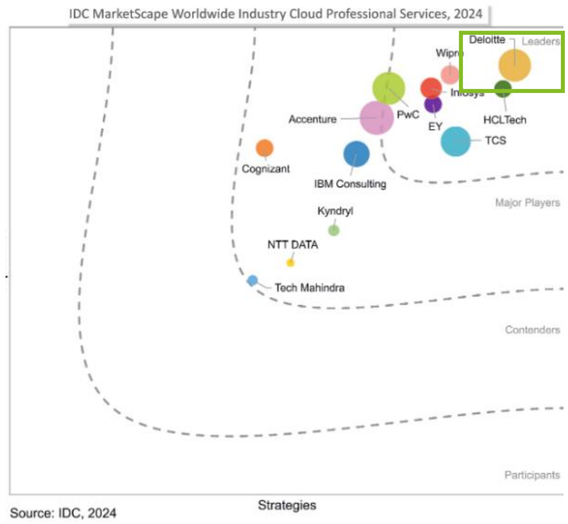
Originating in 2021, Deloitte has been recognised as a Leader in this category for four years in a row. Deloitte was also positioned as a Leader in the **Gartner Magic Quadrant for Public Cloud Infrastructure Professional and Managed Services, Worldwide** in 2021, 2020 and 2019, the previous form of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



Gartner: 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 and Integration Services** and **Software Engineering Services**.



IDC MarketScape: Worldwide Industry Cloud Professional Services Vendor Assessment
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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

Our 'IT Estate Productivity Enhancement' service is designed to help organisations strategically manage, modernise, and rationalise their IT assets – including hardware, software, networks, and services – to maximise their performance and strategic value. Leveraging the Deloitte Productivity Framework, this service aims to achieve business objectives and significantly improve overall business performance by focusing on both value creation and cost optimisation within the IT estate.

Through our structured framework, we support clients in identifying and tackling critical productivity hotspots across their IT landscape. This includes addressing the high costs and inefficiencies stemming from legacy systems, opaque Digital, Data and Technology (DDaT) spending, and underestimated technical debt. We also focus on overcoming challenges in measuring IT value, clarifying AI investment roadmaps, and fostering a culture of innovation and experimentation, all of which often hinder operational excellence.

A key aspect of our approach is to drive strategic cloud adoption and modernisation. We develop and execute a phased cloud adoption strategy, prioritising the migration and modernisation of legacy systems and applications to cloud-native architectures. This enhances scalability, agility, and cost-efficiency, empowering teams to leverage cloud capabilities effectively and fostering a more agile and future-ready IT landscape. This holistic approach ensures your cloud investments directly translate into enhanced productivity, reduced technical debt, and improved value creation across your digital services. **The framework and approach can then be expanded to look at other productivity hotspots across the organisation, building on improvements made to your IT estates.**

Who is this service for?
This service is aimed at organisations across all public sector organisations that are looking to:

- Reduce operational costs and improve efficiency within their IT estate.
- Modernise outdated legacy systems and infrastructure.
- Gain clarity and control over DDaT spending.
- Improve the strategic value and measurable impact of their IT investments.
- Develop clear AI investment roadmaps and foster innovation.
- Accelerate cloud adoption and maximise its benefits.
- Address technical debt and improve system resilience.

Example Scenarios:

- An organisation looking to understand the total cost of their IT and cloud estate including cost drivers, to identify gaps in baseline total cost of ownership knowledge to drive predictability and identify priority areas of optimisation.
- A government department struggling with high maintenance costs and slow delivery due to decades-old legacy systems, seeking a roadmap for modernisation and cloud migration.
- A public sector body with fragmented IT spending and a lack of visibility into the true cost and value of its digital services, needing to establish robust IT financial management.
- An organisation looking to leverage AI but lacking a clear strategy, infrastructure, or the ability to test and scale new ideas effectively.
- A large enterprise aiming to consolidate its diverse IT infrastructure, reduce technical debt, and improve overall operational agility and scalability.
- An organisation needing to integrate environmental sustainability into its IT operations by optimising hardware and software for energy efficiency.

This service is typically delivered as a project-based engagement, with Deloitte providing expert guidance, strategy development, and implementation support. While the client will ultimately own and maintain the enhanced IT estate, we can also provide ongoing advisory and capability building to ensure sustained productivity gains. The timeframe for this service is highly dependent on the scale and complexity of the client's IT estate and objectives, typically ranging from a few months for targeted optimisations to over a year for comprehensive transformation programmes.

3 Detailed Service Description

Business context

This service is designed for any public sector organisation, that relies heavily on its IT infrastructure to deliver services, achieve strategic goals, and maintain operational efficiency. In today's rapidly evolving digital landscape, IT estates often become complex, costly, and inefficient due to:

- The accumulation of legacy systems that are expensive to maintain and difficult to integrate.
- Lack of transparency in Digital, Data and Technology (DDaT) spending, leading to suboptimal resource allocation.
- Underestimated technical debt, which hinders innovation and increases operational risk.
- Challenges in quantifying the true value of IT investments, making it difficult to justify modernisation efforts.
- The need to strategically adopt cloud technologies and leverage Artificial Intelligence (AI) to remain competitive and innovative.
- A desire to integrate environmental sustainability into IT operations.

This service is relevant to any organisation seeking to improve its IT performance, reduce operational expenditure, accelerate digital transformation, and ensure its IT assets are strategically aligned to deliver maximum business value. It addresses the critical need for organisations to move beyond simply maintaining IT to actively optimising it as a core driver of productivity and value creation.

Our approach

We adopt a collaborative and phased approach, working closely with your teams to ensure the solution is tailored to your specific needs and delivers measurable value. Our methodology is underpinned by the Deloitte Productivity Framework.

Our approach leverages the following high-impact levers as essential prerequisites or enablers to drive productivity improvements:

- **Digital, data and technology:** Central to modernising IT assets and harnessing data-driven insights.
- **AI and innovation:** Crucial for transforming legacy systems, clarifying AI roadmaps, and fostering experimentation.
- **Operating model:** Essential for establishing a holistic IT operating model and robust financial management.
- **Process optimisation:** Streamlining IT processes for efficiency and cost-effectiveness.
- **Talent and culture:** Empowering teams to leverage new capabilities and fostering a culture of continuous improvement.
- **Ecosystems and partnerships:** Leveraging external expertise and solutions where appropriate.

The broad stages of our approach are listed below. The level of detail and timeframe for each stage will depend on the nature of the service, the current state of your IT estate, and the desired outcomes.

Phase 1: Productivity definition and assessment

- **Vision, scope and productivity definition:** Through structured workshops, we will establish your vision for IT estate enhancement, aligning with broader organisational goals. This includes developing productivity value principles to define what productivity means for your organisation, leveraging the Deloitte Productivity Framework's formula of "Value Creation + Cost Optimisation". We will also understand desired productivity outcomes and establish key performance indicators (KPIs) for success.
- **Current state analysis and driver identification:** Conduct a comprehensive review of your existing IT estate, including hardware, software, networks, and services. This involves assessing legacy systems, DDaT spending, technical debt, and current IT operating models. We will use the Productivity

Framework's driver tree to identify specific productivity drivers relevant to your IT estate (e.g., "Optimise IT Estate" and related drivers), pinpointing critical productivity hotspots and areas of inefficiency.
- **Strategic IT and AI investment optimisation: A**ssess and optimise IT and AI investments by evaluating current value measurement, clarifying AI roadmaps, and understanding the total cost of ownership (TCO) for IT/cloud estates, including key cost drivers, to identify gaps, enhance predictability, and pinpoint strategic optimisation opportunities.
- **Strategic recommendations and roadmap development:** Based on the assessment and identified drivers, develop a tailored strategy and phased roadmap for IT estate productivity enhancement. This includes recommendations for cloud adoption, legacy system modernisation, IT financial management, and AI integration, all aligned with your defined productivity principles and desired outcomes.

Phase 2: Strategy design and planning
- **Cloud adoption strategy and architecture design:** Design a detailed cloud adoption strategy, including target cloud architectures (e.g., public, private, hybrid), migration pathways for legacy systems, and application modernisation approaches (e.g., re-host, re-platform, re-factor).
- **IT operating model and financial management framework design:** Develop a holistic IT operating model that integrates IT performance measurement, financial management capabilities, and governance structures to optimise cost allocation and proactively manage IT estate financial performance.

Phase 3: Implementation and modernisation
- **Legacy system modernisation and cloud migration:** Execute the phased cloud adoption strategy, prioritising the migration and modernisation of legacy systems and applications to cloud-native architectures. This may involve integrating GenAI across the SDLC lifecycle to accelerate modernisation.
- **IT performance and spending optimisation:** Implement identified cost-saving opportunities and optimise IT spending through improved procurement, vendor management, and resource utilisation.
- **Sustainable IT operations integration:** Integrate environmental sustainability into IT estate management by optimising hardware and software for energy efficiency, reducing environmental impact and operational costs.

Phase 4: Optimisation and continuous improvement
- **Performance monitoring and value realisation:** Establish mechanisms for continuous monitoring of IT estate performance against defined KPIs. Track and report on value realisation, demonstrating the tangible benefits of the enhancements.
- **Capability building and knowledge transfer:** Provide training and support to empower your teams to effectively leverage new cloud capabilities, manage modernised systems, and continue fostering innovation.
- **Futureproofing and scalability:** Advise on strategies for ongoing IT estate evolution, ensuring scalability, agility, and resilience in response to future technological advancements and business needs.

Benefits of the service
- **Boost operational productivity:** Maximise the performance and strategic value of your IT assets, leading to improved operational efficiency across the organisation.
- **Drive financial optimisation:** Achieve significant cost savings, demonstrate clear IT value, and enable data-driven investment decisions for a more cost-efficient IT estate and optimised cloud investments.
- **Enhance system stability and resilience:** Reduce technical debt, improve system reliability, and build a robust, scalable, and resilient IT infrastructure.
- **Accelerate innovation:** Foster a culture of experimentation and quicker adoption of new technologies and solutions, including AI, to drive continuous improvement.
- **Cultivate strategic agility:** Create a future-ready IT landscape that adapts rapidly to evolving business needs, maximises cloud benefits, and supports long-term strategic objectives.

Client responsibilities and collaboration

Our services are designed to be delivered *with* you rather than *to* you, fostering a collaborative partnership. To ensure the successful and efficient delivery of this service, we rely on your active participation and the provision of essential information and resources. If you are unable to meet any of these expectations, please discuss options with us, as we can often alter our approach to accommodate your situation.

We would expect the following from you as part of this service:

Essential information and access:

- Provision of access to relevant IT systems, infrastructure documentation, and performance data. This includes access to datasets (and transfer of data if appropriate) and data owners.
- Information about your existing IT architecture, including details of digital platforms (e.g., web portals, mobile services, CRM, case management systems), middleware, network configurations, and current IT infrastructure.
- Details of current DDaT spending, budgets, financial reporting related to IT, current challenges, strategic objectives, and any existing IT roadmaps or initiatives.
- How data is currently being used, particular challenges, and expected changes to the data landscape or types of data collected.

Active engagement and resource commitment:

- Making available the time of senior stakeholders and decision-makers to attend workshops and meetings for this project.
- Providing dedicated part-time resources to our joint working team, including the following roles:

Outputs

Depending on the scope of the engagement, the service can provide:

1. **Comprehensive IT estate productivity diagnostic and strategic definition:** A detailed report providing a clear understanding of your current IT estate, including identified productivity hotspots, technical debt, and DDaT spending inefficiencies. This deliverable will include a tailored driver tree, heatmap, defined productivity value principles, desired productivity outcomes, and a clarified AI investment roadmap. It will also quantify current IT value and highlight areas for improvement.
2. **Tailored IT estate productivity enhancement strategy and roadmap:** A phased, actionable strategy and roadmap for optimising your IT estate. This includes a clear cloud adoption and modernisation plan (with potential architectural designs), recommendations for optimising IT performance and spending, a proposed IT operating model, and a financial management framework. It will also outline frameworks for fostering innovation and experimentation.
3. **Implementation and sustainability frameworks:** Detailed plans and frameworks to guide the execution of legacy system modernisation and cloud migration. This deliverable will also include frameworks and processes for establishing sustainable IT operations, performance monitoring, value realisation, and guidance for capability building, knowledge transfer, and future-proofing your IT estate.

The benefit (outcome) of this service will be a more efficient, agile, and cost-effective IT estate that directly supports your business objectives, reduces technical debt, and enhances value creation across your digital services.

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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