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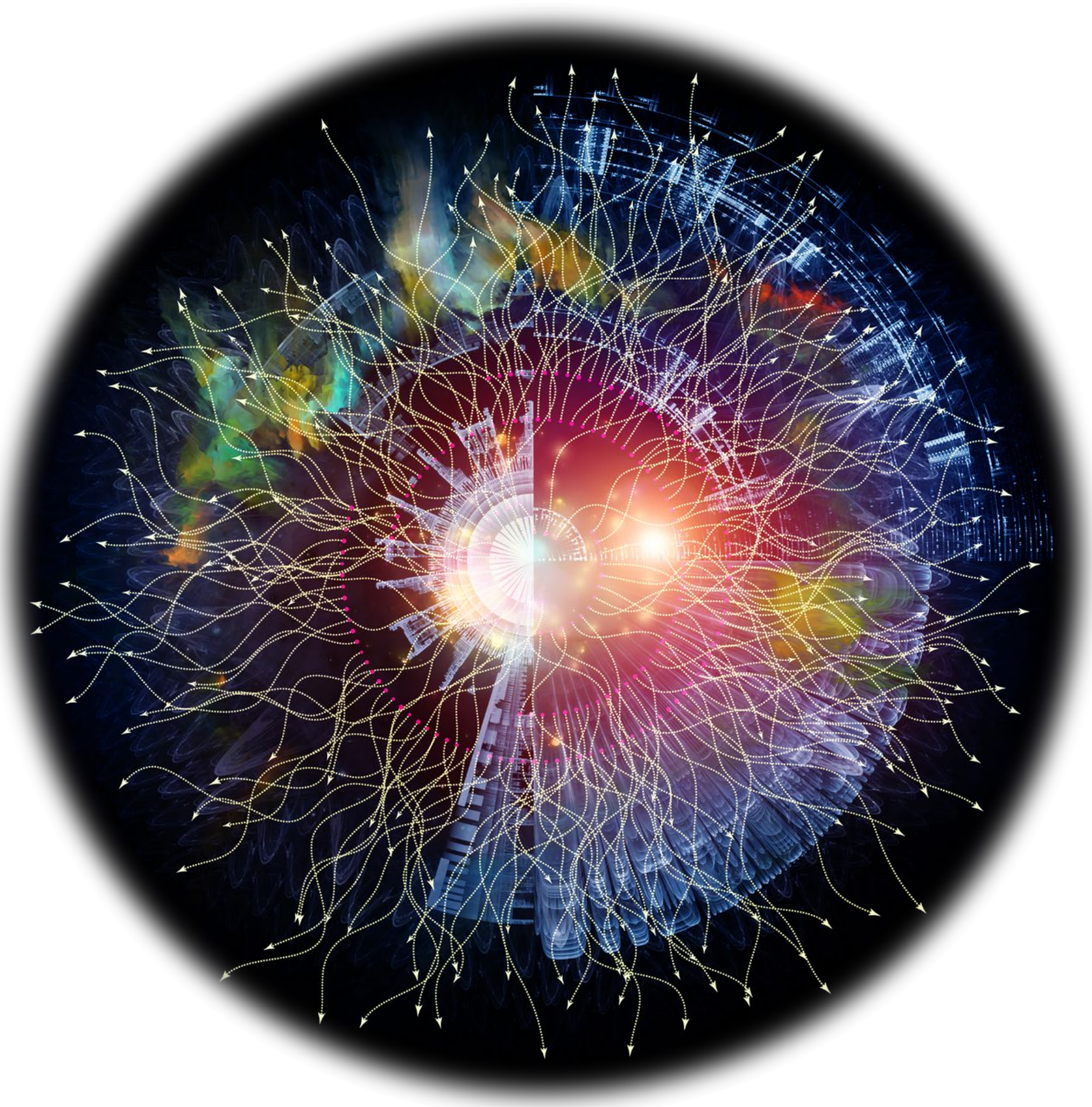

Strategic Balance of Investment (BoI) Tooling

G-Cloud 15 Service Definition Document

January 2026

Contents

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.

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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, Microsoft[1] 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.

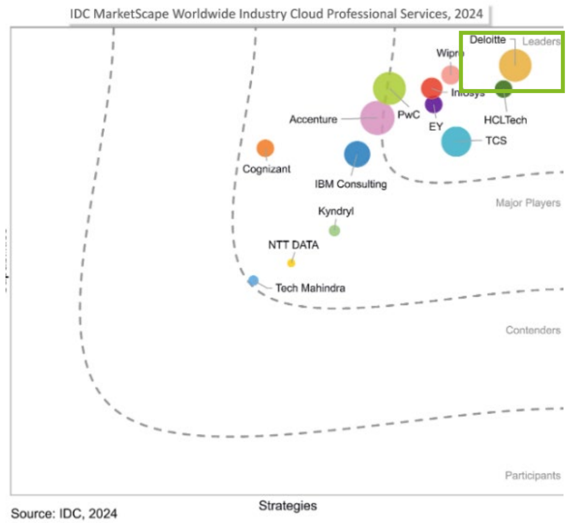
Gartner

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 & Integration Services** and **Software Engineering Services**.



IDC MarketScape: Worldwide Industry Cloud Professional Services Vendor Assessment
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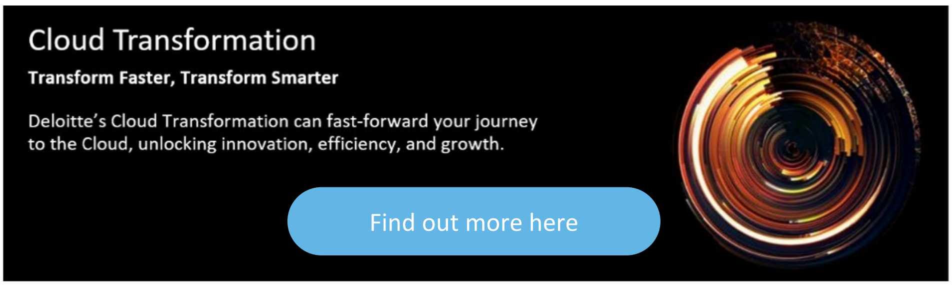

[1] As Microsoft's Independent Auditor, Deloitte cannot have a direct or material indirect business relationship with Microsoft, such as having an alliance or being a registered partner. Nonetheless, Deloitte can provide Microsoft-related technology services and invests heavily across its global business building technical skills and capabilities to develop world-class consulting and solution delivery capabilities.

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2 Service Overview

The Strategic Investment Problem

Capability investment demand is a significant issue for management in government clients for which there are several drivers:

- Faster tempo of external threat change (in both a national security and business context)
- Greater technological possibilities – but also greater technology prerequisites to exploit those possibilities
- Resource constraints – either cash, people or time; and utilising limited resource to best effect
- The greater role of ecosystems – most organisations in government, and indeed in the private sector cannot achieve strategic outcomes without collaboration, often along non-market lines, often internationally, often cross-sector

The challenge is strategic investment allocation – addressing the balance between operational effect today, operational impact in future and the important corporate and operational enablers that provide supporting or augmenting roles. For Government, the lack of consistent quantitative measures of success is an additional challenge – the private sector has the simplicity of EBITDA. There is a need for a common set of measures against which to prioritise investment A over investment B. Investments often don't move at the pace of strategic need. The final complication is the need to course correct through delivery.

Traditionally, a strategic machinery would perform this role; straddling strategy, technology horizon scanning, corporate level finance, enterprise architecture and portfolio management/delivery functions. Part of the problem is that these are considered separate functions, and environmental pace often overtakes the speed at which this machinery operates – a slow Observe, Orient, Decide, Act (OODA) loop where too much time of senior people is consumed trying to work out where to start or making false starts. This is exacerbated by the doctrine of Multi-Criteria Decision Analysis (MCDA) to make prioritisation decisions which requires significant set piece collection of subjective weightings to support the value assessments of different investments.

Deloitte has developed a different paradigm for this strategic machinery based on modelling the interplay amongst capabilities as a dynamic network. This network is then exploited to simulate strategy, finance, performance and delivery scenarios in concert, exploiting recent maturities in cloud, integration and analytics technologies.

Target Stakeholders

This service is aimed primarily at **Chief Strategy Officers, Strategic Finance Officers** and **Chief Portfolio Officers** of government organisations – those at the crossroads of the strategic machinery outlined above and with a clear need to demonstrate either a specific instance of high-granularity analytical output (for example, in support of a complex business case or Spending Review event) or whom anticipate a high volume or high tempo of decision-making – either as a result of a high degree of transformational change, or as an inevitable response to a fast changing environment.
The service is also aimed at central teams/individuals with responsibility for managing complex ecosystems, where an understanding of the behaviour of a total ecosystem that transcends traditional governmental organisational boundaries (including into the private or third sectors) is required to substantiate policy or investment decisions.

Primary Benefits

The key benefits of the Strategic Balance of Investment tooling include:

- a platform for rapidly addressing strategic questions for the business. For example: changes to the environment, changes to funding levels
- rapid, coherent, low-cost quantification of different investment choice packages (including non-investment)

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- assessment of current and future performance levels implied by my current business/investment plans
- evaluation of degree/timeline of performance improvements implied by different investment scenarios
- platform for rapid, coherent, targeted business case analyses (focusing on financial and economic cases)
- cost reduction in the strategic choice-making process
- ability to rapidly generate targeted policy/contract interventions with corresponding evidence base

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3 Detailed Service Description

How it works

Exploiting a stack of technologies, the Deloitte Strategic Balance of Investment tooling approach seeks to maintain **real-time representations** of key features of an organisation – its people, its equipment and assets, its facilities, the parts of its technology architecture, its contracts, customers and relationships with partners and regulators. It does this through a range of real time sensors – from event logs in ERP and CRM systems, timesheets to 'Internet of things' devices.

The tooling integrates this data, maps their respective hierarchies, interconnections and sequences, and then uses this understanding to support **simulations** of different business scenarios – see Figure 1 below. This could be anything from the impact of the loss of a contract, the benefit of a new technology investment, different options for cutting costs, or to play out a regulatory or legal change. It communicates the complex outcomes of these simulations to organisational managers through a mix of powerful, intuitive and experiential visualisations to make decisions rich, clear and lucid.

All done consistently, coherently, based on the real-time arrangement of resources in the business, and most crucially on a tempo of minutes/hours – not weeks/months. Our Strategic Balance of Investment tooling is a step toward a "digital twin of an organization" which has the potential to be a fundamental, disruptive, paradigm shift for managing complex businesses.

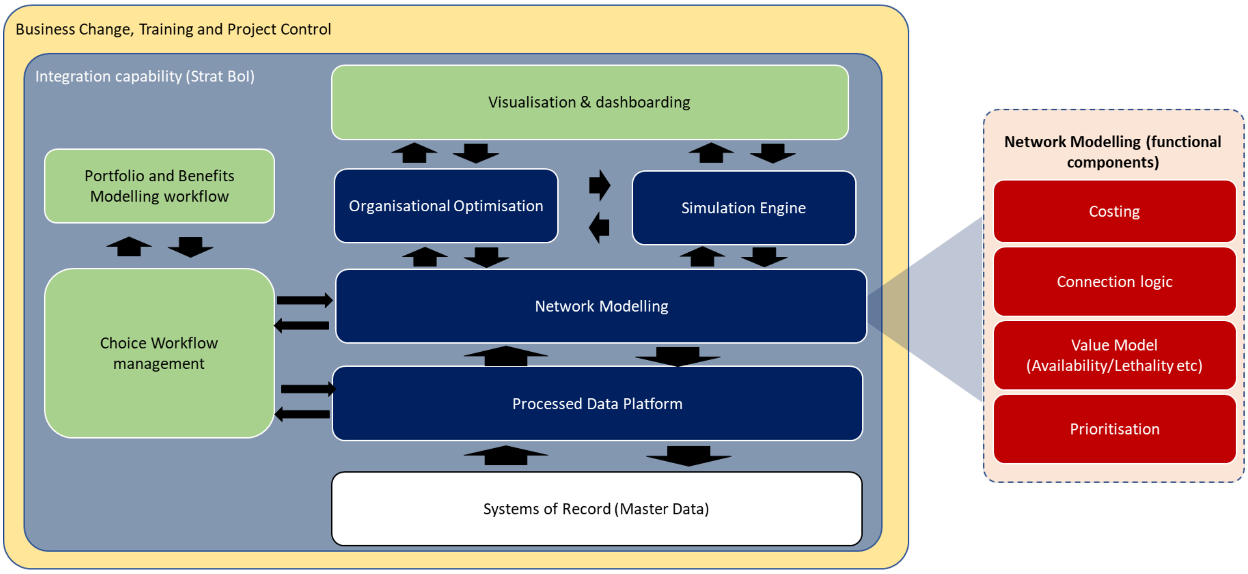

Figure 1: Strategic BoI Typical Architecture

Approach

We offer a range of services that are pertinent to different parts of the lifecycle for Strategic Balance of Investment capability. This lifecycle has four broad phases, of which our services and typical outputs are detailed below:

1. **Discovery** – exploring the potential to adopt Strategic BOI tooling.

Description	Exploration of existing Strategic Balance of Investment choice-making. This spans: • the collection of choices • the development of choice detail and maturity • filtering and quality control

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	• pathways to making decisions, e.g. decisions performed locally vs. globally • decision making • commitment of resources and funds; and, • monitoring through to benefit delivery. Exploration of future choice making doctrine. This spans: • an outline target performance framework to determine business value • a high-level target operating model for future choice making • a description of future approaches to investment prioritisation Exploration of tooling possibilities. This spans understanding of: • the current data ecology (data capture, data quality, data completeness) • the current application availability and scalability • the current and near future hosting capabilities • the wider technology landscape to identify appropriate tooling direction
Typical Outputs	• End-to-end process recommendations • Corresponding toolset and persona recommendations • High level solution design • Next steps and implementation plan

2. **Proof of Concept** – building a concept demonstrator of the Strategic BOI tooling for the specific client use case. This can be done as part of Discovery, or as a stand-alone phase.

Description	Build of a concept demonstrator utilising representative tools, representative (not necessarily actual) data and a representative performance framework. This may be combined with concept demonstration of the wider choice collection/curation process and/or decision-making process in a rehearsed forum. The purpose of the concept demonstrator is to allow appropriate evaluation of the potential of the capability to make a decision on capability build and ultimately adoption as the means of future strategic choice-making.
Typical Outputs	• Concept demonstrator • Demonstration materials (e.g. presentation pack, demonstration video etc.) • Next level solution design and target architecture • Detailed implementation plan

3. **Solution Build** – implementation of Strategic Balance of Investment tooling up to the point where the enterprise can utilise it as a platform for decision making.

Description	Implementation of the Strategic Balance of Investment tooling, including: • Project management • User Research of key personas • Definition of minimum viable product • Definition of subsequent OKRs and initial and full operating capabilities • Business analysis of operational and enabling capabilities • Business analysis of extant investment portfolio • Determination of capability interdependencies and relationships • Network modelling build • Simulation build

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	• Workflow and dashboarding build • Functional module and overall system testing • Model quality assurance and performance testing • Operating model definition • Data definitions • Data maturity roadmap and corresponding decision support impact • Training and user documentation • Architectural documentation These elements can be delivered in whole or in part to achieve capability operating levels, or to make substantive progress toward an operating capability level.
Typical Outputs	• Working tooling • Detailed solution architecture • Operating model outputs (processes, governance, architectures, organisation design, service level definitions) • Project management outputs (plans, reports, Kanban boards, risks etc.) • Detailed training material • Service management plan

4. **Solution Run** – supporting the ongoing management and operation of deployed Strategic Balance of Investment tooling.

Description	Support to a deployed Strategic Balance of Investment tooling solution, either in an enduring role, or in an intermittent role. Typical elements of solution run services include: • Access & Uptime: troubleshooting tooling and access issues in the tooling, e.g. errors shown when running a scenario or inability to access the capability • Model Build Support: Development of additional functionality to the tooling, covering both continuous improvement and elements of DevOps. • Data Support: Load and transformation of data to enable tooling updates (including addition of new datasets) to enable users to run up-to-date scenarios. • Methodology Support: Provision of SME support with in-depth understanding of the toolset inputs, modelling structure, assumptions, constraints and methodology in order to address stakeholder queries, e.g. explaining unexpected results • Training Support: Initial and ongoing training for new users: how to gather and input data, how to run scenarios, how to exploit and analyse results
Typical Outputs	• New tooling functionality • In-Service performance reporting • In-Service user monitoring and analytics • Application updates • Modelling updates

Inputs, Your Contribution and Success Factors

Delivery of the service is critically dependent upon the following:

- A route to deployment of the tooling either on client digital estate or appropriate acceptability of running the tooling on Deloitte digital estate with mutually acceptable data safeguarding
- Appropriate access to financial data (cost and budgeting data)

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- Appropriate permission to adjust and enhance the strategic decision-making 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 modelling approach 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 clear transformation/capability investment portfolio (with corresponding schedule/financial data)
- Appropriate access to workforce, commercial and technological architecture data

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

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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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