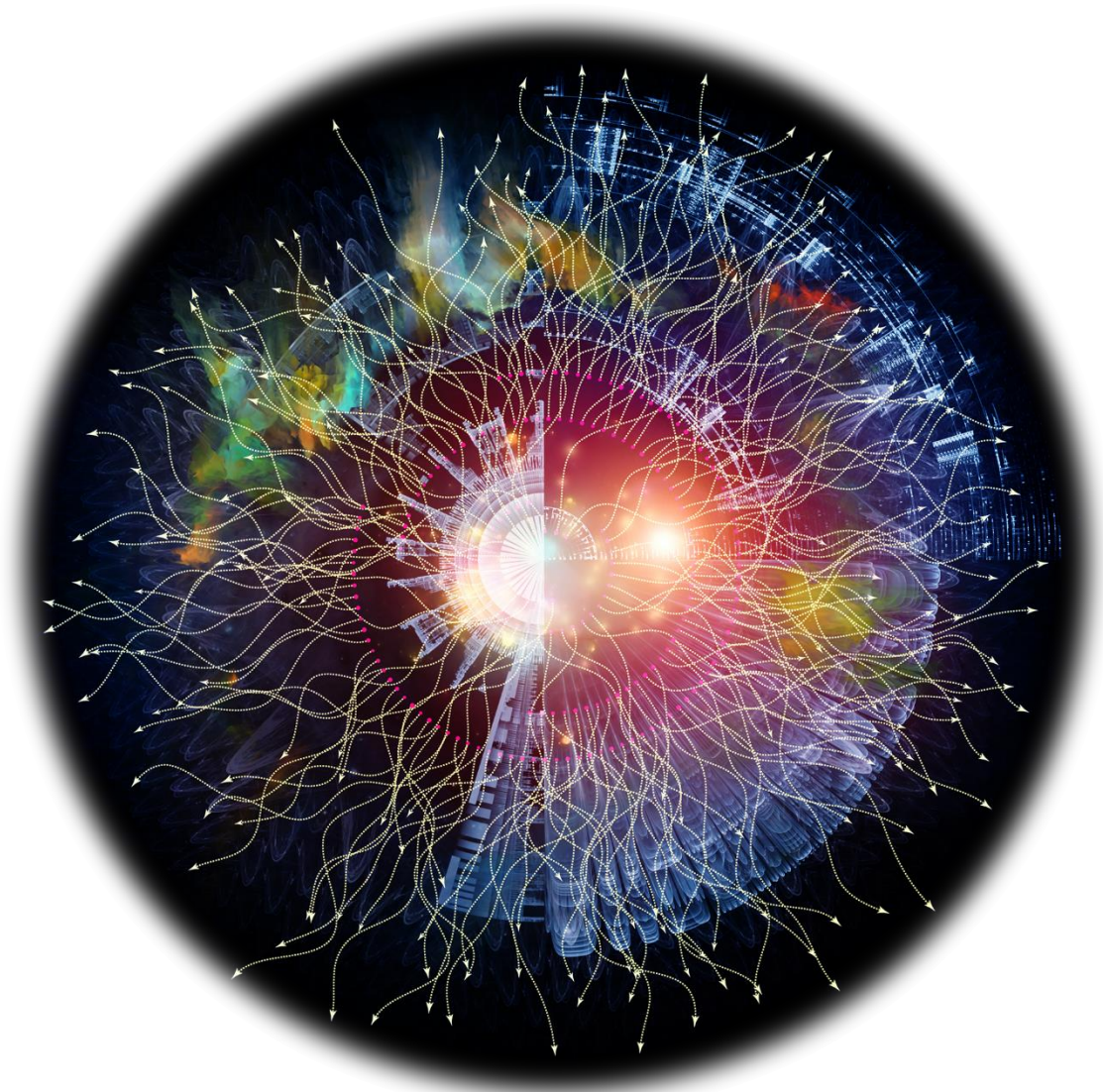




SRO Support for Complex Project and Programme Initiation

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, 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.

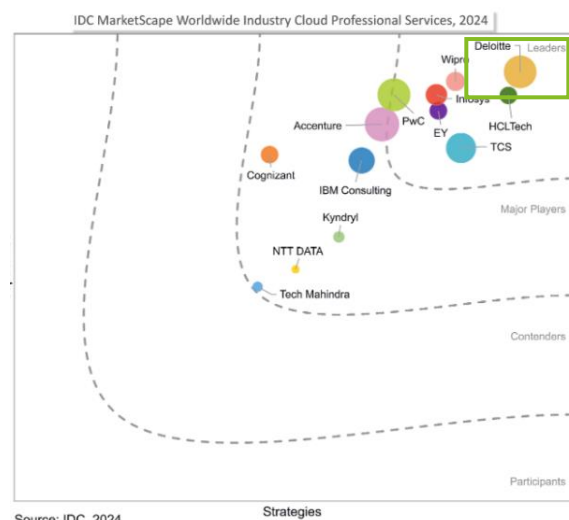


Gartner

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 © 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.

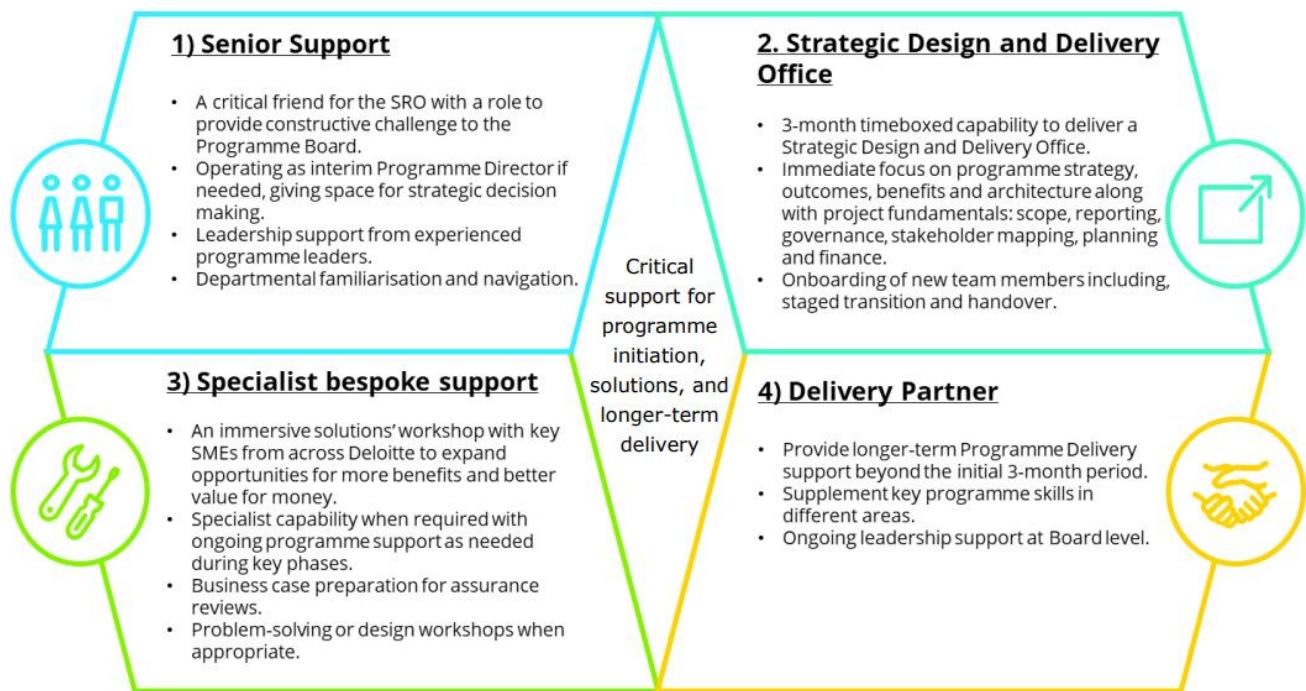
[Find out more here](#)



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

Successfully delivering large programmes in dynamic and complex environments is a huge challenge facing every Senior Responsible Owner (SRO) of a new programme, regardless of experience or subject matter knowledge. Based on feedback and insight from current and former SROs, the SRO Support for Complex Project and Programme Initiation provides comprehensive and scalable support during the critical first 90 days of a programme, and beyond. The service is in 4 key elements:



Regardless of your professional background and experience, insufficient time, and inability to focus under extreme delivery pressure are factors that affect all SROs of programmes that are initiating, resetting or changing leadership in VUCA (Volatile, Uncertain, Complex, Ambiguous) environments.

This service provides you with the holistic programme support that you need as a leader of a complex programme through:

1) An experienced programme leader to support you in your role as SRO. They will complement your strengths and give you the space and time to focus on strategy and architecture, by taking away the management overhead of setting up the team and by being a sounding board for you, offering alternative points of view.

2) A scaled team of experts to quickly establish an appropriate Strategic Design and Delivery Office (SDDO), setting up the fundamental programme strategy and architecture alongside the requisite discipline and artifacts, using the principle of “Minimum Viable Bureaucracy”.

3) A wide range of Subject Matter Experts, where relevant, to help shape the programme’s scope and solutions, drawing on the strength and depth of Deloitte’s experience to identify opportunities for increased benefits and better value for money.

4) The option to supplement your team beyond the initial 90 days, should recruitment of permanent team members with the right skills prove difficult.

3 Detailed Service Description

Business Context

Successfully delivering large programmes in dynamic and complex environments is a huge challenge facing every Senior Responsible Owner of a new programme, regardless of experience or subject matter knowledge. These priority programmes form due to new strategic objectives, complex operational challenges, technical debt in failing IT systems, a need to transform a critical public service or a combination of these. This applies equally to new programmes and those having newly appointed leadership or undergoing a reset.

Based on the feedback of current and former SROs, we know that the first 90 days in particular are challenging, balancing the requirement for fast-paced progress, well thought-out proposals and solutions, and the basics of project management including recruitment of individuals with the right skills and capabilities to deliver against a moving scope in a volatile and uncertain operating environment.

The SRO role is critical to the success of the programme, but support and skilled resources are not always available immediately and key decisions at an early stage need to be made without having the right data available.

Our approach

This service allows an experienced programme leader to support you from inception of the programme, giving you the right space and challenge to build a successful programme, identifying and exposing blind spots. Where needed, they will act as your interim Programme Director whilst you recruit permanent team members with the right skills for the role. The Senior Support role is enduring, and you will get the benefit of their advice and expertise as a member of your Programme Board for the duration of the programme, if required.

Led by the Senior Support under the SRO's direction, we will provide you with skilled and experienced resources to build the programme capability you need quickly. Many complex programmes require cross-departmental, Private and/or 3rd Sector collaboration to be successful and we can help you to explore and establish the right programmatic environment to deliver your outcomes and benefits successfully. We will support you to develop the delivery ecosystem quickly so that you have access to the right information and insight early in the programme lifecycle to aid rapid decision making where necessary.

Our Strategic Design and Delivery Office capability specialises in developing a clear programme strategy and architecture, building the programme fundamentals rapidly. With experience working in your department and across Government, we can quickly establish governance and risks and issues management and support the onboarding and handover of work to permanent staff as they are recruited, giving the benefits of our experience and the journey so far to enable a smooth transition. It is for this reason we suggest limiting this support to 90 days, to allow the time to recruit replacements with the right skills and capabilities and deliver a handover.

In the early stages of the programme, we will help you identify opportunities for the programme to deliver additional benefits and better value for money. Deloitte has many Subject Matter Experts with a wide range and depth of knowledge in areas such as climate and sustainability, AI, digital and technology, alongside subject matter knowledge gained on many public and private sector programmes. We can identify and deploy the breadth of the firm to help you think through, stress-test and refine the scope and plans of your programme to deliver more for less and build optionality into the Strategic Outline Business Case.

We also know that some knowledge and experience is hard to recruit, or the complex nature of your programme means that you require longer-term support. The Delivery Partner option allows you to scale the support required over the medium-to-long term of the programme to ensure that you have access to people you need to deliver the programme over its lifecycle.

How we will work together

We believe that a trusting relationship between the SRO and the Senior Support is key to the success of this service. Prior to any engagement, we will work with you to develop the right approach for your programme, understand the landscape and discuss the shape of the package of support that you require. Every complex programme is different and so will be the support required to deliver it.

The Senior Support role will be selected from our network of experienced programme leaders and will meet with you prior to engagement commencement to have an open conversation about the programme’s critical success factors and challenges. Trust, honesty and integrity will be key to ensuring that the relationship is successful. We know that individuals have different ways of working and we can provide a service to complement you and your leadership style and the environment in which the programme is being delivered.

During the engagement, the Senior Support will work closely with you to establish a clear scope and direction for the programme and unite the team and delivery ecosystem around that vision. The Senior Support will be your sounding board, helping to generate or test different ideas or approaches, a second pair of eyes on important or critical decisions affecting the programme and someone that can anticipate issues and highlight the risks of different courses of action. With an understanding of the Department, the Senior Support can also help to navigate difficult stakeholder landscapes, preventing avoidable last-minute derailments by working to establish accountability and commercial and operational parameters in the early stages of the programme lifecycle.

If there is no suitable Programme Director available, the Senior Support can also act as interim Programme Director (including day-to-day management of the Strategic Design and Delivery Office), to ensure the SRO is able to focus on the right strategic tasks from the start.

The Senior Support will work with you to identify the right blend of skills and experience required to initiate your programme quickly and robustly and start to establish a Strategic Design and Delivery Office to meet the immediate and future needs of the programme. We will work with existing team members to provide additional specialist capacity, or drop-in a whole SDDO capability which can establish a core capability immediately whilst developing the architecture to meet the future needs of the programme.

To work effectively together, trust, openness and collaboration must be at the heart of everything we do, to deliver in such complex and difficult environments.

Timeline and activities to initiate and deliver successfully

Below is an example timeline of the service. The exact activities will depend on the programme requirements and will be developed as part of the Mobilisation conversations.



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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