



Cloud Transformation Partner

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.

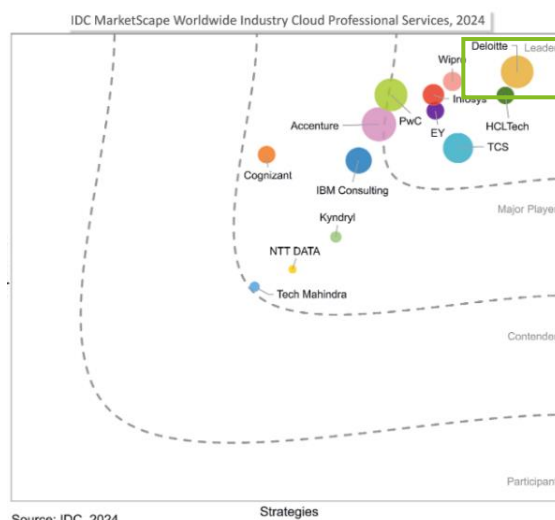


Gartner

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**.



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

This service applies Deloitte's experience and expertise in cloud and technology transformation to support organisations through their move to cloud services. The suite of advice and delivery services will support you in understanding, moving to and optimising your cloud investment.

This service is designed for organisations who are undertaking a move to cloud and uses our proven methodologies and accelerators across strategy, roadmap, architecture, operating model design, supply chain change and transformation support.

The service provides a range of services which can be selected individually or combined to provide a customised / holistic transformation service blended to meet your specific situation. The services comprises; Technology Vision, Strategy and Roadmap design; Business Case and Investment Case creation; Enterprise Architecture design and governance; Target Operating Model design and implementation; Procurement and Supply Chain transformation; Business Change Management and Workforce transition (incl TUPE); Service transformation across SIAM, Service Management and ITIL practices; and Portfolio Management and Delivery Orchestration.

Key features of this service

- Technology Vision, Strategy and Roadmap design
- Business Case and Investment Case creation
- Architecture design and governance
- Target Operating Model design and implementation
- Supply Chain transformation; including procurement, commercial management, exit and transition planning and delivery
- Change Management and Workforce transition; including TUPE, culture change, business change and communications
- Service transformation; including process and tooling design, implementation, and support across Service Integration and Management (SIAM), Enterprise Service Management and ITIL based service management
- Portfolio Management and Delivery orchestration
- Business Analysis

Key benefits of this service

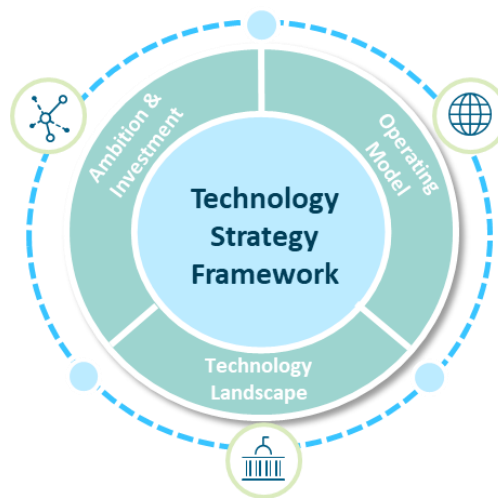
- A customisable range of services to meet your specific situation – select from one or many of the service areas
- Fully integrated services which, when combined, leverage Deloitte's experience in cloud transformation
- Efficiency in leveraging complementary services from a single supplier
- Cost reduction and increased value for money
- Enhanced capability, including delivery, services integration and supplier/contract management
- Increased transparency of services/costs and greater control of services
- Increased innovation, latest trends, reduced time to market and cost
- Proven track record of successful cloud transformations
- Experienced Leadership, Programme and Project Management
- Effective management of commercial, legal and financial risk

3 Detailed Service Description

These services provide a proven method and approach for analysing, designing, architecting and planning the technology delivery of cloud-based services, including hosting and software. In undertaking end-to-end IT transformations where we are supporting organisations to redesign and re-configure their IT service delivery and supply chain models, we would typically, consider the use of cloud services (e.g. IaaS, PaaS, SaaS). This leads on to the business case, planning, procurement, and implementation of such cloud services. The use of cloud is now an integral part of an IT Transformation programme.

Our Transformation Services

Technology Vision, Strategy and Roadmap design



Our Technology Vision, Strategy and Roadmap service explores the capabilities and technology you need to deliver long-term business objectives, adopt and integrate cloud services and define the principles to guide execution. The outputs of Technology Strategy include Vision Statements, Strategic Objectives and other strategic guardrails (e.g. Mission Statements, Principles etc.).

Our approach will encourage you to think about the art of the possible and our Technology Strategy Framework summarises our method which consolidates our process in three focus areas designed to address the fundamental questions: Ambition & Investment; Operating Model; and Technology Landscape. The framework includes considerations for Cloud, Digital, Cyber, and AI – key components required for successful design and implementation.

Roadmaps will align to the vision, strategy and desired end state and capture and visualise Business Activities, Tech Initiatives, Products, Plans and wider Customer Dependencies. To support ownership, we also focus on enduring roles and responsibilities, ensuring the roadmap links appropriately into Demand, Budgeting and Talent & Capacity processes. The outcome is typically a series of proposed initiatives over a 3 to 5-year period that will enable you to achieve your desired goals and objectives.

Working with your CIO and senior leadership team, our team will provide the focus and expertise over a typical 5-stage approach to help you define your Strategy (Vision, Mission and Strategic Objectives) to meet the needs of the business, providing a 'north-star' to guide execution.



Business Case and Investment Case creation

Cloud transformations requires carefully crafted Strategic, Outline and Full Business Cases and our business case approach and methodology is fully compliant with HM Treasury's Green Book guidance and leverages deep insight into cloud economics to accelerate delivery and approval.

Deloitte offers this service to deliver the Business Case for Cloud enabled transformation, including software and hosting, multi-source integration, service management and supply chain transformation. The service can include advice and support in some/all of the following: Strategic Outline Case (SOC), Outline Business Case (OBC), Full Business Case (FBC), Cost Model, Benefits Management Plan and HMT compliant approvals and governance.

Architecture design and governance

The shift to Cloud, disruptive trends in technology such as Artificial Intelligence (AI), shifting demand, changing customer and employee expectations, and regulatory pressure are creating complex challenges as well as rewarding opportunities. Responding to these opportunities and overcoming the challenges warrant highly coordinated and deliberate approaches that involve close alignment between different organizational capabilities, especially business and IT.

Our Business Outcome-Driven Enterprise Architecture service provides the tools and scientific techniques to integrate technology strategy, design, and delivery with business strategy. EA will align Business, App, Data, Technology, and Security Architecture layers across organizational entities and provides critical line-of-sight across these layers to enable transformation.

A key challenge organisations face is maintaining an enduring architecture which adapts to change. Our service also considers and supports you put in place the appropriate governance mechanisms such as design authorities, and clearly defined roles such as architects embedded into product teams to ensure the architecture endures and maintains relevancy without stifling innovation.

Target Operating Model design and implementation

The transformation of a Technology Operating Model is at the core of most cloud transformations; with drivers such as new leadership, new technologies or changes in business strategy all demanding new and innovative ways for Technology to enable the enterprise in the delivery of business outcomes.

To respond to new expectations and changing priorities of the Technology Organisation of the future, our Target Operating model service will deliver an effective operating model and organisation design which enables the realisation of cloud benefits.

 Customers	Who are the clients to which IT services are provided? What are the needs of these clients and how can they be segmented into groups (personas) with heterogeneous characteristics and requirements?	 Processes	How are activities structured into repeatable processes? What is the maturity level at which these processes need to be executed?
 Products & Services	What macro level products & services are provided to the organisation as a whole? What channels do clients interact with to obtain the defined services?	 Tooling & Automation	Which tooling is used to automate these processes? How does these tooling impact the workforce?
 Organisation Structure	What does the IT organisation structure look like? How are activities structured into logical groupings? What are the resulting reporting lines and span of control?	 Functions & Interactions	How do processes interact with each other to form larger functions (end-to-end) like incident handling?
 Sourcing & Partners	Which activities are performed in-house and which are outsourced to a third party? Who are the key partners? What are the ecosystems and networks the company participates in?	 Metrics & KPI's	How is the performance of the outcomes that IT provides measured? What metrics are in place for that?
 Roles & Responsibilities	Which roles can be distinguished and what are the responsibilities of these roles?	 Mission	What is the mission of the IT organisation that is underpinning choices for other operating model dimensions?
 Capabilities & Skills	Which capabilities, skills, and competencies must be in place, and at which proficiency levels, to execute the processes at the required level of maturity?	 Culture / work style	What are the required cultural traits (values, leadership, desired behaviour) of people involved in technology?
 Governance & Decision rights	How are IT decisions made throughout the enterprise? How are responsibilities and mandates distributed and which procedures are in place for decision making?	 Collaboration & Location	How is collaboration between people and teams fostered through smart use of location and workplace layout?
 Funding & Charging	How will IT be funded? Is this consistent across all services and clients? How are clients charged for using IT services?	 Incentives & Rewards	Which incentives and rewards are in place to encourage desired behaviour of the workforce?

Out Technology TOM in a Box is our design accelerator and combines our experience and best-in-class Target Operating Model expertise in a fully defined cloud ready operating model blueprint. The blueprint allows us to rapidly adapt it to create a TOM relevant for your context and which meets your objectives with a focus on driving out the value from cloud investment. The service will define the inter-related dimensions (illustrated below) that reflect how digital and technology is organised, how it executes and how it behaves.

We use Service Design principles to design an operating model which places the delivery of service at the centre and considers 'build vs. buy' considerations to inform other related services such as Business Case and Sourcing activities.

Supply Chain transformation

Public sector departments have been turning to flexible, cloud-based solutions and multi-sourcing approaches, including the potential use of external Service Integration Partners, to establish a more agile, competitive and affordable Cloud Technology supply chain, leveraging cloud service offerings.

This service is designed for organisations who are undertaking and/or plan to undertake a transformation of their cloud and technology estate, where interaction with and the formation, improvement or termination of relationships with suppliers form a key pillar in achieving that transformation.

The capabilities provided within this service cover outsourcing, insourcing, multi-sourcing and SIAM models and include:

1. Procurement (including direct award, framework and all other regulated procurement procedures advertised through Find a Tender Services);
2. Cloud vendor selection, commercial dialogue;
3. Commercial management; and
4. Exit and transition planning and delivery.

Change Management and Workforce Transition

Creating a culture which supports your digital transformation goals and teams with the willingness and skills to move to new ways of working and in a rapidly evolving digital landscape is a critical enabler of cloud transformation. Our Change and Workforce Transition service provides comprehensive support to help organisations architect the people journey to cloud helping your teams imagine, deliver and run the future of their work.

Applying our Change framework we produce a high impact, personalized change approach that delivers business value and sustainable results. At the start we co-create and define the business future and create the conditions for leader led change. As part of this, we provide a range of leadership solutions, ranging from coaching, C-suite Leadership programmes, through to bespoke programmes to develop change capabilities necessary to successfully lead and navigate the challenges and opportunities presented by a cloud transformation journey.

As cloud technologies continue to transform the way you do business, we build a clear understanding of the impact that changes will have on your workforce and culture. Our change activities include understanding the change impact and creating change roadmaps, along with clear plans for tracking progress towards the agreed goals. We help to design and manage change interventions associated with cloud transformation, ensuring that employees and stakeholders are engaged and informed throughout the process. Underpinning our approach is enabling a digital culture to create an environment that ultimately increases adoption and supports new ways of thinking and acting.

Our communications and engagement stream develops tailored approaches to engaging stakeholders to build understanding and buy-in and help you to develop messaging and branding that aligns with your cloud transformation goals and values.

We provide support for Workforce Transition initiatives, helping you manage the transfer of employees to new roles or departments. We provide training and development programmes to help employees develop new skills and expertise in cloud technologies. We can provide TUPE (Transfer of Undertakings Protection of Employment) support, offering expert guidance and advice on the legal and practical aspects of transferring employees from one organisation to another. This can include support with due diligence, employee consultation, and the development of transfer agreements, as well as ongoing support with HR and employment issues following the transfer.

Service Transformation

The move to cloud will introduce the opportunity for new services – both directly consumed by your IT users to enable new ways of working (e.g. SaaS) products and by technology teams who use the services as a replacement for ‘on-prem’ platforms to design and build products/applications.

Service Transformation is key to enable the service experience of new services and changed services to be deliberately designed to optimise consumption and value. Our Service Transformation service provides support in the following four key areas:

1. Service Integration and Management (SIAM);
2. IT Service Management (ITSM);
3. Enterprise Service Management; and
4. Service Design.

We draw on industry frameworks and good practice models such as ITIL, IT4IT, Verism, COBIT, and GDS Service standards and guidance with adjustments applied to reflect your technology delivery model (e.g. adoption of ‘product’ based delivery).

Across the four areas we provide process and tooling design, implementation, Early Life and Stabilisation and support.

Delivery Orchestration

Our Delivery Orchestration service provides the knowledge, skills and experience to support you in moving to your target state.

The need for this service is dependent on your situation - working together we will establish your orchestration need, selecting the optimum blend of skills, resources, tooling and governance to mitigate delivery risk. Examples of areas where we often see a need for orchestration services during cloud transformation are:

- New suppliers can benefit from additional oversight to set on a path to success;
- New platforms can require '1st of type' enablers and require increased oversight to deliver;
- Service Management teams require operational support to whilst adjusting to new working practices; and
- Engage IC and supplier teams to test/refine, adjusting to accommodate specific requirements.

Our service will design the appropriate level of orchestration informed delivery risk using orchestration drivers such as; maturity of control processes; delivery model (e.g. Waterfall / Agile); resources (e.g. teams, capability & suppliers); high/low-level plans and application of technology/application assets and use cases.

Our Delivery style

We are recognised for our collaborative working approach - our clients consistently commend us on the impact our style has in contributing to delivery success. Our "with" rather than "to" style is pivotal to our approach to fostering collaborative working and we use the following techniques:

- Leading by example, taking the time to listen & embodying collaborative ways of working and behaviours;
- Supporting people to get to know each other. When forming teams we use our Business Chemistry and 'manual-of-me' workshops to understand individuals working style to build performing teams;
- A two-in-a-box approach builds open/honest relationships that can navigate challenges and difficult conversations;
- "Leaving our badges at the door", adopting all parties as an extension of our team to foster 'one team'. E.g. combined plans, joint governance & team sessions and co-location;
- Social events to build relationships and celebrate achievements, building inclusive teams to create a 'safe' working environment which encourages openness and avoids 'surprises'; and
- Establishing clear protocols for resolving concerns, disagreements or conflicts.

Inputs

We have assumed that you will be able to provide inputs which will allow us to understand your current operating environment. The specifics will depend on the specific services required and typically include:

- Details of the current state technology capability (People, Process, Ways of Working, Tools, Technology, Culture) which has been documented and available to share; and
- Components in your technology estate where we are required to design and implement enabling platforms such as ServiceNow.

If you are concerned about your position to provide 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.

Your Contribution

Our most successful transformations are those which we work in partnership with our clients to build capability and transfer our knowledge. We have assumed that you will be able to make the following contribution to the work.

- Making available the time of senior stakeholders and decision-makers to attend key meetings and workshops;
- Providing access to your subject matter experts who will work with us;

- Providing access to the best available information about the existing situation, plans and strategies; and
- Providing effective working space for our joint team in a co-located space.

If you are not able 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.

Outputs

The range of services selected will inform the specific deliverables, outputs and outcomes you will get. Examples of outputs we would typically expect to produce include:

- Technology Vision and Strategy;
- Strategic Outline Case (SOC), Outline Business Case (OBC), Full Business Case (FBC), Cost Model and Benefits Management Plan;
- Enterprise Architecture, Architectural Standards, Technology Roadmap, Architecture governance model;
- Target Operating Model with supporting organisation and process designs;
- Statements of requirement, market testing outputs, contracts and exit and transition plans;
- People transition plans, matching and mapping results, recruitment plans, training and engagement materials; and
- Service Management processes, configured enabling service management tool.

If you require alternative deliverables, please get in touch to discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

Scale and Complexity

The effort involved in delivering our service is driven partly by what we will do and what you will do before we arrive and alongside us whilst we work. It is also driven by the scale and complexity of your business situation. This service can be flexed to suit the size of your organisation. We have operated in this role on a range of multi programmes with client IT spend of between £5m - £1bn per year.

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.

Exclusions

Our service description above defines the scope of what we will deliver.

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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