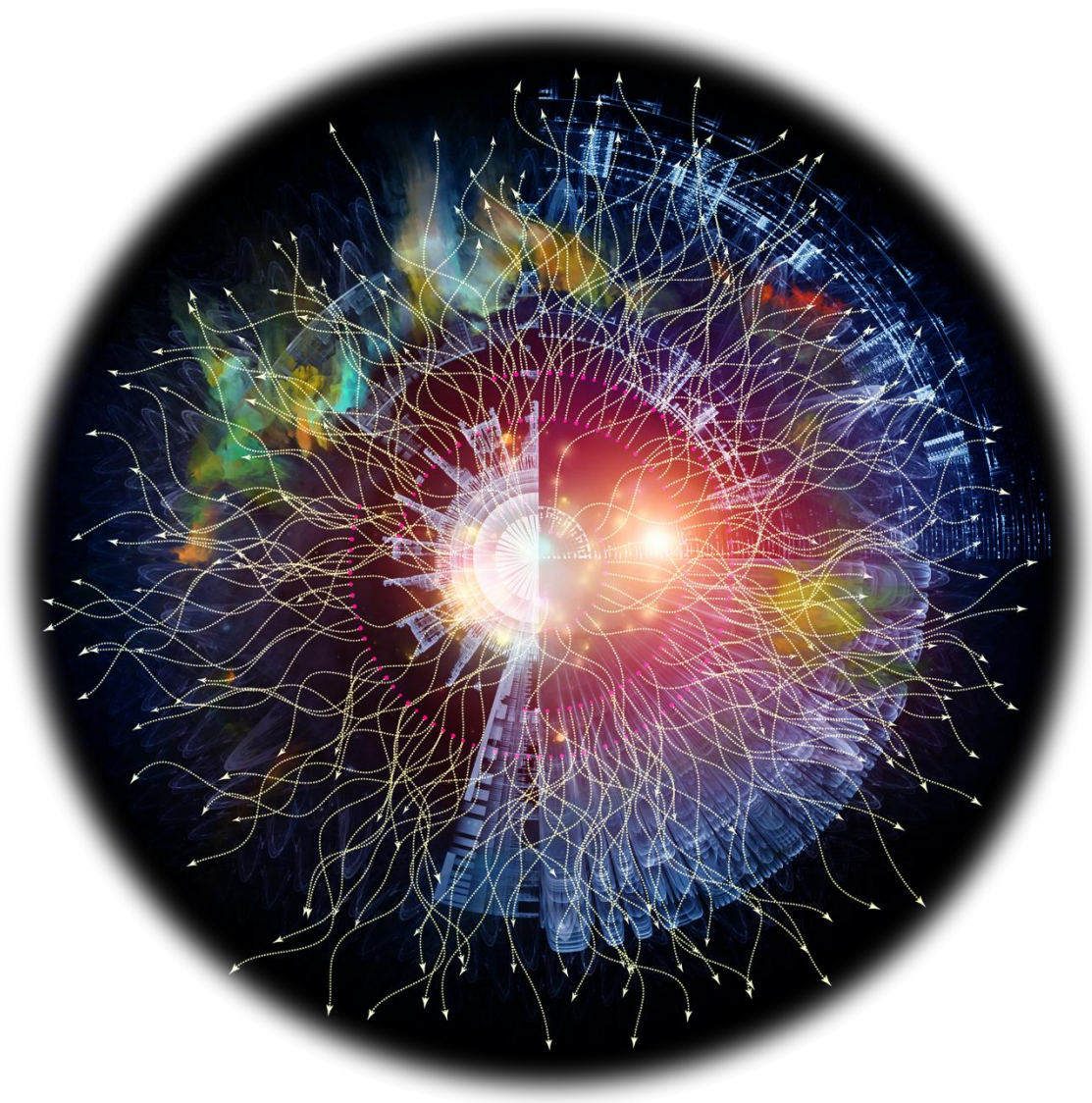




Agile Governance and Programme Design for Cloud Solutions

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.

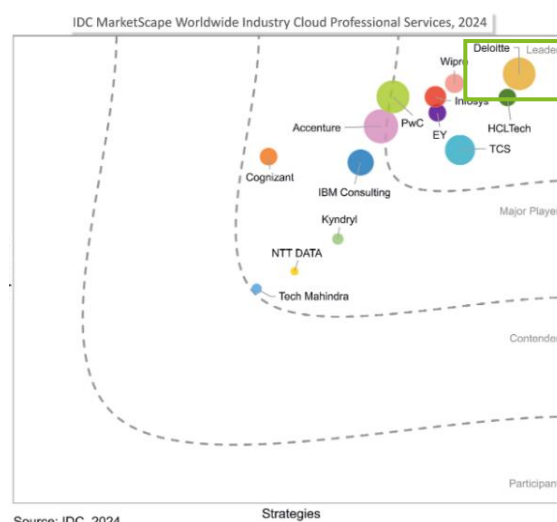


Gartner

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

Delivery approaches for software enabled processes are changing, and most rapidly for solutions that involve digital and cloud technologies. Historically management of IT-intensive projects has usually involved “waterfall” methods, whereby specifications are created up-front so that a detailed project plan can be defined that sets milestones for delivering to the end of the project. It is now accepted there are more efficient ways to work that offer multiples of productivity and value increase (x2, x10, x100), particularly when solving complex, adaptive problems. Strategies now aim for solutions that are continually improving based on insights from user and metric data. Small, modular solutions which evolve rapidly are better, faster, more resilient and cheaper than the large centralized heavily engineered solutions of the past. In an environment of constant change the old-style project that defines and deploys a fixed solution is no longer sustainable, affordable or safe. New ways of working are required.

Collectively referred to as agile – these new ways of working enable organisations to achieve their outcomes in an effective manner. Whilst keeping your people at the centre of delivery is fundamental: multiples of productivity and value increase can only be achieved by harnessing the intrinsic motivation and creative passion of knowledge workers. Conversely as the threat of cyber and data leakage grows, disengaged staff represent an unacceptable risk.

A shift in leadership and organisational style is necessary to move beyond the historic industrial norms of “a day’s work for a day’s wage”. The market for digital staff is highly competitive and a culture shift is necessary to attract and retain talent for your digital strategy, in addition to the day’s wage. This shift has implications across the whole enterprise - strategy, governance, finance, operations, change and delivery. Successful patterns are understood and proven at scale across industries including highly regulated environments.

These new ways of working affect the whole organisation. The skills and disciplines that a public body needs in order to deliver with agility are very different to those that are likely to be in place. New ways of working are particularly important for cloud-based deliveries because of the opportunity and the risks that this powerful and flexible modern platform represents. Value can be delivered extremely quickly: better / cheaper / faster through rapidly evolving pilots with instant user feedback. Strategy and governance energy needs to focus on value and other outcome metrics. As delivery accelerates, operational governance and risk mitigations also need to accelerate in order to stay within suitable guard rails.

This service supports enablement of new ways of working for organisations adopting the full range of offerings from G-Cloud. The service helps public bodies understand the opportunity for enterprise agility - how to leverage value from their cloud investment initiatives to improve quality, reduce costs, engage stakeholders more effectively, and to drive better and safer business outcomes.

We build capabilities and skills for governing digital initiatives that are using agile methods and philosophies for all or part of their scope. At a strategic level we create governance regimes for value delivery. At a practical level we help our clients use best practice tools and techniques to establish transparency, to connect and cohere strategy to execution enabling “double-click” governance, to control investments and manage risk, to keep stakeholders informed about progress and to help leadership role model the cultural changes needed to attract and retain talent.

A summary of the Services that we deliver are listed here (detailed descriptions are found in the next section): 1) Strategy creation, coherence & alignment; 2) Data and outcome tracking; 3) Lean Portfolio Management; 4) Value Stream Governance; 5) Risk & Control Governance; 6) Financial Governance; 7) Leadership coaching and culture change; 8) Creation and delivery of intelligent agile PMO; 9) Business case creation and review for agile projects; 10) Strategic stakeholder communication for agile projects.

3 Detailed Service Description

Business Context

The arrival of new digital technologies has shortened the lifecycle time of IT-intensive projects. New trends have made it possible to produce usable solutions in a fraction of the time that would have been possible in years gone by. These trends include:

- The rise of cloud computing;
- The ubiquity of consumer mobile devices;
- Ever-increasing numbers of inter-operable data standards;
- The maturity of implementation patterns for thin client architectures; and
- The acceptance of user-centred responsive design as the right paradigm for software engineering.

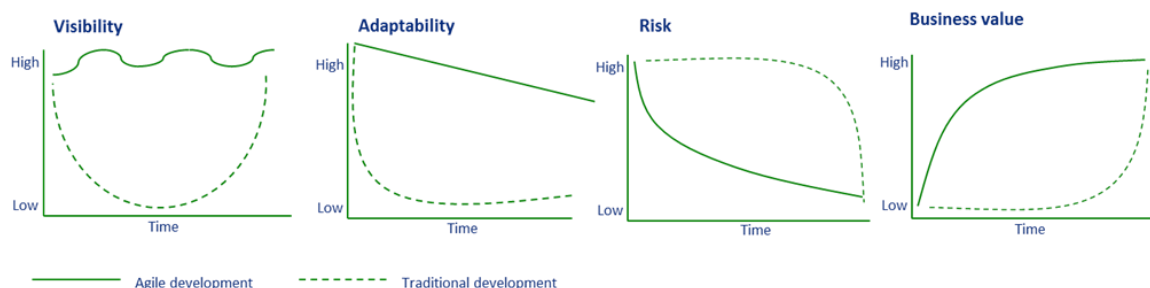
The Government's Digital by Default Service Manual rightly identifies that agile methods are often the best choice for public bodies wanting to build new digital services in today's world. Whereas waterfall methods involve creating specifications up-front so that a detailed project plan can be defined to the end of the project, agile methods allow progress to be made when decisions have not all been taken and there remains uncertainty in the requirement. With agile methods, business requirements are broken down into small chunks that are built incrementally without the need to complete the specification up-front.

Agile is not simply a change to the technology. Rather, it is a change to the entire approach to project planning, governance, delivery, monitoring and control. The skills and disciplines that a public body needs in order to deliver with agility are very different to those that are likely to be in place.

Our Approach

Fundamental to our approach is a recognition that the risk profile of an agile project or programme is different to a waterfall one. Both strategies involve risk, and public bodies using our service are choosing to work with Deloitte because we are adept at navigating the overall profile of risk rather than treating agile as a low-level toolkit that is only interesting to the project manager.

The charts below are illustrative only and show how the profiles of leadership and project visibility, requirements adaptability, scale of risk and business value vary between agile and waterfall methods.



Our approach to this service uses our extensive experience in these areas:

1. Our experience of engineering digital solutions for our clients, which (whilst not within scope of this service) is the foundation that gives us the credibility to advise others on how to plan, deliver, and govern agile and digital projects;
2. Our experience of project and programme delivery in government, including experiences on agile projects and programmes as well as previously on big government technology programmes using waterfall methods; and
3. Our awareness of the needs of all the stakeholders of major projects, including SROs, Finance Directors, Commercial Directors, HR Directors, IT Directors and Digital Directors as well as Product Owners and Project & Programme Directors.

Services that are included within this Service are:

- **Strategy creation, coherence & alignment:** taking the status quo as the starting point we help the organisation focus on outcomes rather than outputs. Identifying success measures which will be used to determine progress. Applying this thinking to each time-horizon: 5-year outcomes, 3-year outcomes, 1-year outcomes, 3-month outcomes. Leading to a nested hierarchy of Objectives and Key Results (OKRs) to which all work in the organisation can be attached. Establishing the discipline of regular quarterly planning events to assess measured progress, to revalidate priorities, to bring coherence and alignment, and to pivot where needed.
- **Data and outcome tracking:** applying the appropriate framework to agree a balanced scorecard of measured results for the organisation. Establishing a single source of truth dashboard that allows staff within the organisation to visualise their metrics on a self-service basis. Providing coaching to the organisation to instill the behaviours of using this data to diagnose pain-points and measure the impact of continual improvement initiatives.
- **Lean Portfolio Management:** establishing traceability from strategy to execution for the public body, applying scaled portfolio tooling to allow visualisation by all staff of the outcomes of the organisation with “double-click” down into underlying work items. This automates much of the traditional PMO activities and democratises the data as teams have visibility of the shared outcomes they are contributing to and therefore the dependencies. Progress reporting is radically simplified both for delivery teams and for PMO staff.
- **Value Stream Governance:** enabling the public body to identify the long-lived products and services running on G-cloud which will evolve over time and organise all people and delivery into cross functional delivery ‘value streams’ that have all the skills needed to get the job done. Recasting delivery accountabilities and introducing the Product Lead role, the Technical Lead role and the Delivery Lead role. Learn how to establish this operating model within the constraints of annual treasury funding whilst avoiding the challenges represented by traditional waterfall Projects. By reducing the number of handoffs and silos we enable G-Cloud value deliveries to operate rapidly.
- **Risk & Control Governance:** we work with the risk and control governance community to modernise and realign the processes required for the organisation to stay safe whilst delivering small changes rapidly and regularly. G-cloud requires a greater level of risk awareness within application teams and a closer coordination with security colleagues. There needs to be trust, psychological safety and transparency. Our process framework is proven at scale in heavily regulated environments and establishes the guard rails for agile teams to deliver at pace.
- **Financial Governance:** we work with finance organisations to address the budgetary control aspects of G-Cloud, ensuring that this new variable cost is visible to the delivery teams who are able to manage it. These teams need budgetary envelopes to work within, immediate visibility of burn-rates and cost spikes,

and access to technical excellence colleagues to guide on cost reduction strategies as part of business cases.

- **Leadership coaching and culture change:** we coach leadership at all levels on leading with agility, safety and flow. Helping them to move from command and control to enabling autonomous aligned teams. We help our clients change behaviours in project stakeholders so that agile methods are effective, for example: changing attitudes to assurance and acceptance, changing expectations of release management to be quicker and more flexible, and changing the mentality of business stakeholders to engage during agile sprints rather than just at governance gates.
- **Creation and delivery of intelligent agile PMO:** we build and develop agile PMO functions for delivery projects and programmes that include elements of agile delivery. Our approach brings good practices of PMO structures (including some the features of traditional project management where needed), matching them to the metrics, KPIs and reporting requirements of agile.
- **Business case creation and review for agile projects:** create business cases for agile projects and programmes that follow recent guidance from HM Treasury and the NAO about the allocation of investment to digital transformation.
- **Strategic stakeholder communication for agile projects:** we support SROs, Product Owners and Project Directors with the challenges of communicating progress, messages, risks and decisions to senior stakeholders about their agile projects. We help present agile projects and programmes to stakeholders that are used to evaluating projects using rigid milestone-based approaches.

Critical Success Factors

The following factors are critical to the success of these services:

- Engaging with leaders and stakeholders across the business to drive acceptance that an agile project relies upon a fundamentally different mindset as well as a different methods, skills, inputs, outputs and measures to traditional projects, and that their roles in relation to the project will change too;
- Creating a commercial strategy that is sufficiently flexible and responsive to the needs of an agile project, with a thorough understanding of how Outcome-based contracting methods operate;
- Empowering the Product Owner to make progress with the agile method, and providing sufficient and capable resource to achieve this (particularly skilled business analysts, developers / configurers of the relevant software componentry, and development operations experts to ensure the tooling and development environments are fit for purpose); and
- Adopting agile methods for those components where this is appropriate, but interfacing these to non-agile milestones when required (e.g. for business change involving TUPE or union negotiation, for complex business process or operating model changes, or for integrations to dependent systems that are part of tightly governed legacy IT estates).

Service Constraints

Where service constraints exist of a general nature, they would usually be addressed in the Service Definition document. These and any other constraints would need to be discussed with the client prior to placing the Order. This includes constraints that are specific to the client or the client's situation or that need to be addressed before delivery of the service. We will rely on the client to bring to our attention, before the order is agreed, any specific constraints that need to be addressed including those that could impact on quality, service levels, costs or duration of the engagement.

We can advise on maintenance windows, level of customisation permitted, schedule for deprecation of functionality/features and other matters if relevant to the 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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