



Cloud Technology Operating Model and Organisation Design

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**.



Source: IDC, 2024

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

Service Summary

This service uses Deloitte's proven Cloud Technology Operating Model and Organisation Design methodologies to define target operating models that complement the use of cloud solutions and supply chain change and transformation programmes within the public sector. The service has been tailored to enable organisations to align and transition their processes, governance, performance and people to establish, operate and sustain the multi-sourcing supply chain inherent within the use and adoption of cloud services. As part of this service, Deloitte can:

- Rapidly assess a wide spectrum of IT domains for our clients and specifically cloud technology services, hosting and software. Our methodology is based on a broad range of market leading good practice frameworks such as ITIL, SRE, DevOps, Agile, SaFE, CMMI and SFIA;
- Identify gaps and level of maturity of the Cloud and Digital Technology organisation;
- Re-organise the IT organisation, with an enhanced focus on cloud solutions, service integration, and product and platform alignment;
- Support organisations with supplemented capacity and uplifted capability through training, efficient processes including recruitment, clear roles and responsibilities and appropriately skilled staff;
- Implement new processes and ways of working for the organisation, adopting industry good practices such as Site Reliability Engineering (SRE), DevOps, ITIL, Agile, and SaFE;
- Recommend options for target operating model and future operating model states, aligning target states to key transition dates;
- Prepare the organisation for change through assessment, communication, consultation and talent management and plan transition of people and process; and
- Develop and support relationships internally and externally to support major business changes.

The service can be flexed and suited to fit your specific requirement for operating model and organisation design and can focus on individual teams or functions as well as the overall Digital and Technology organization. Deloitte has operated in various roles in this area from assessment of the existing maturity of an organisation, identifying gaps and requirements to support business case for cloud, product alignment, multi-sourcing or supply chain change that could include advising on target operating models and designing and delivering the selected model. We bring thorough knowledge of public sector cloud solutions, product and platform operations, multi-sourcing and supply chain change alongside specialist experience in operating models.

Business Context

The service has been designed to provide a clear direction prior to designing an end to end Digital and Cloud Technology Transformation seeking to migrate to or adopt cloud services. Public sector organisations can avail this service to enable capability uplift of its organisation or building new capabilities. The service has been designed to cover all aspects of capability through people, process, ways of working, tools and culture. The service is designed to ensure transparency in roles, assurance, accountability and collaboration between the organisation and its vendors.

3 Detailed Service Description

Our Approach

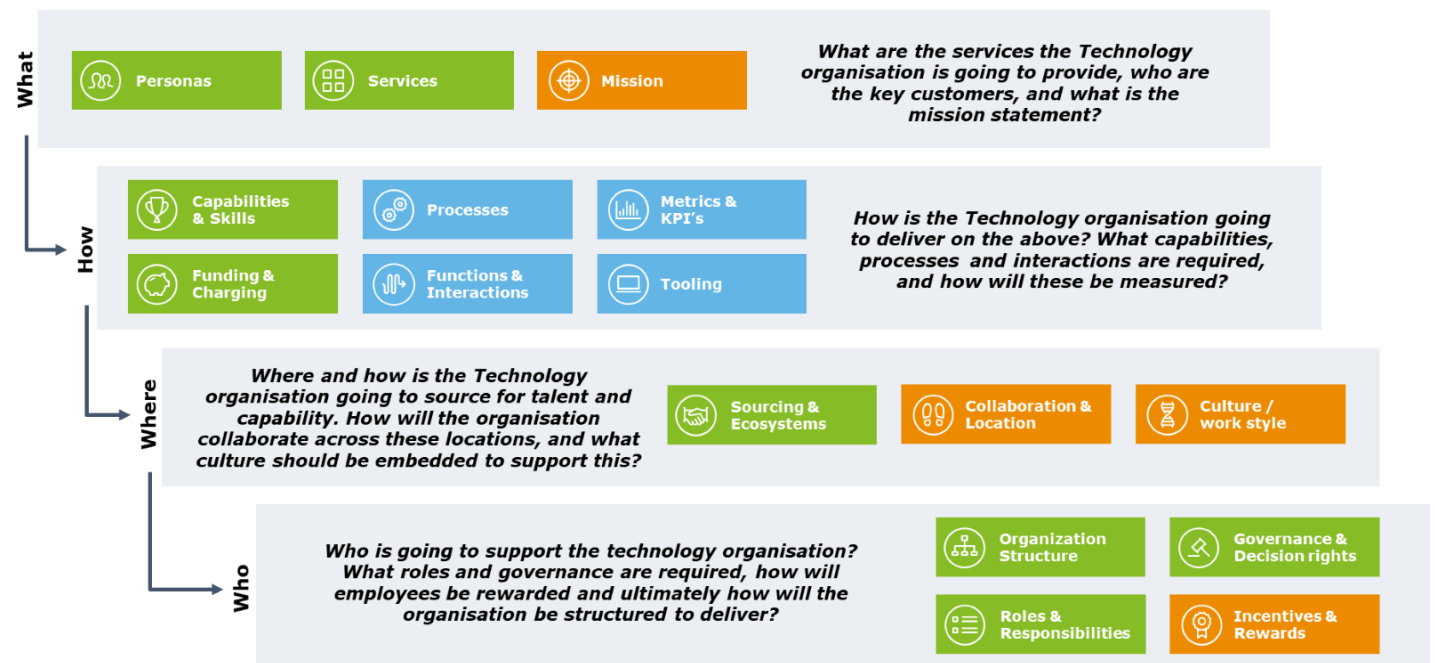
Recent and sustained pressure from the Cabinet Office to drive greater value from suppliers means that complex Digital and Cloud Technology transformation programmes no longer lead to the creation of single outsource relationships with large IT outsourcing providers. In the public sector, especially, 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 change in approach to a more complex (but agile) supply chain brings with it challenges, not least from an Operating Model perspective. An effective Digital and Technology operating model and organisation design is critical for a successful Digital and Cloud Transformation. Having the right skills, processes, ways of working, governance and culture are key to a well-orchestrated technology operation. Deloitte has helped clients identify skills and processes to retain the appropriate organisation size to target efficiency savings.

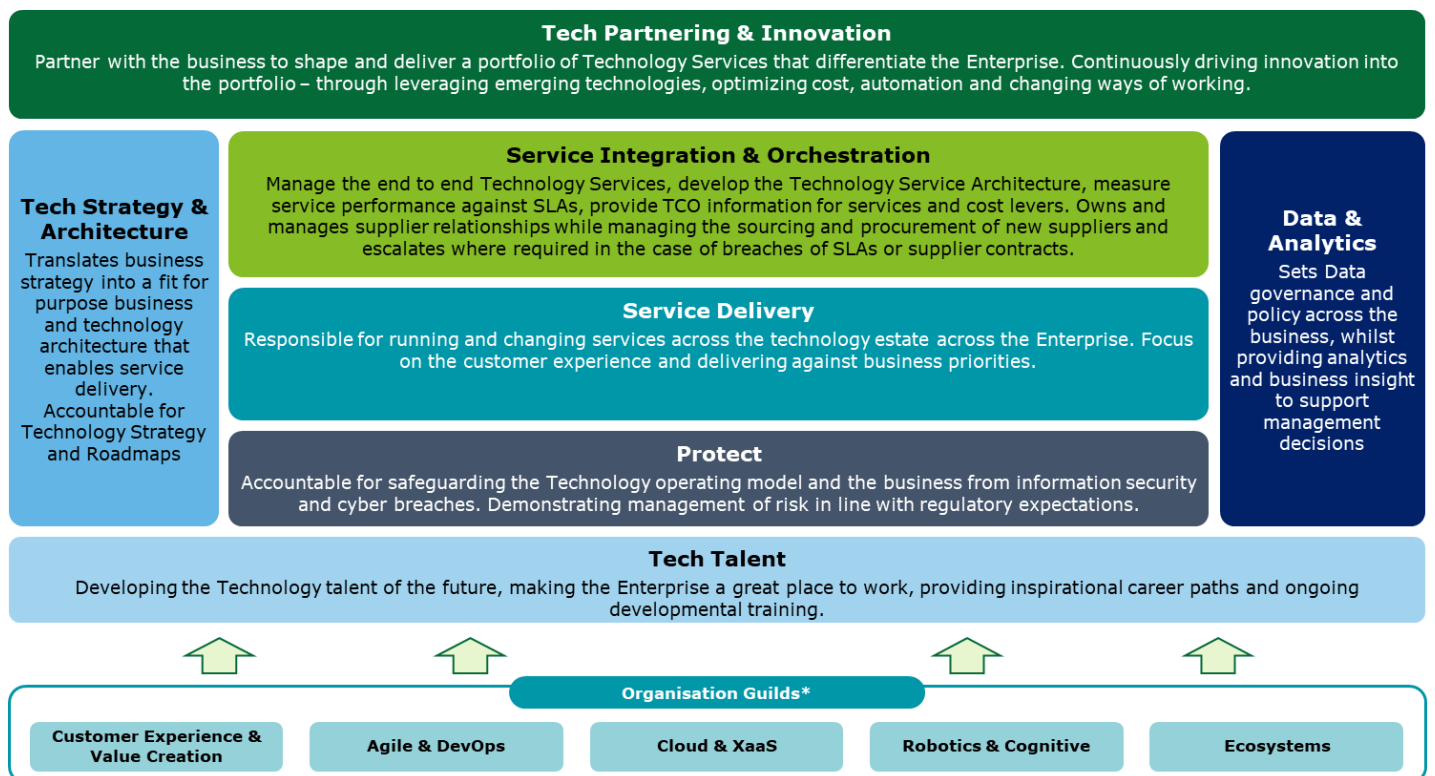
Our established methodology consists of a number of inter-related dimensions that reflect how digital and technology is organised, how it executes and how it behaves. This has been illustrated below:

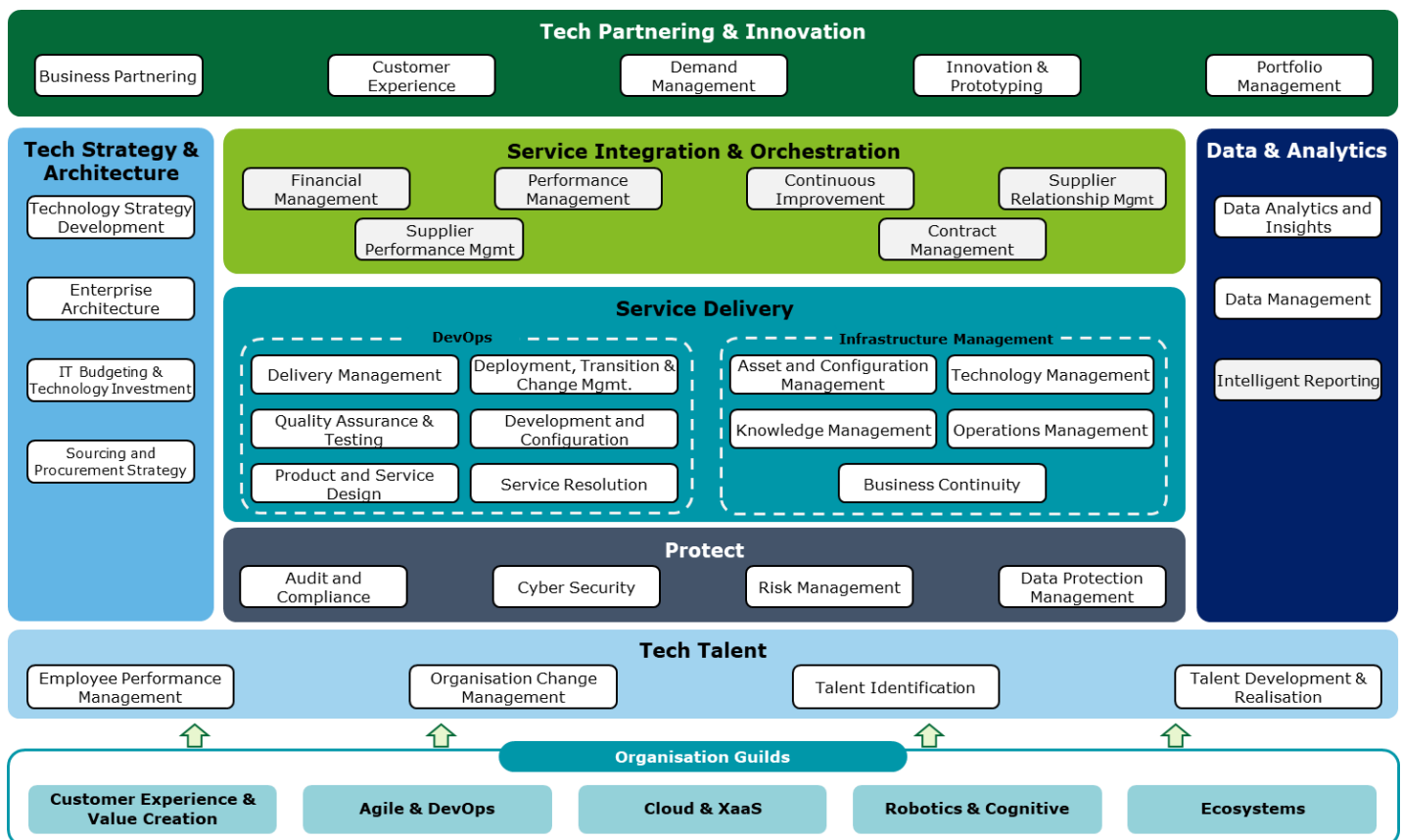
 Personas	Who are the clients to which IT services are provided? What are the needs of these clients and how can they be segmented into groups (personas) with heterogeneous characteristics and requirements?	 Processes	How are activities structured into repeatable processes? What is the maturity level at which these processes need to be executed?
 Services	What macro level services are provided to the organisation as a whole? What channels do clients interact with to obtain the defined services?	 Tooling	Which tooling is used to automate these processes? How does these tooling impact the workforce?
 Organization Structure	What does the IT organization 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 & Ecosystems	Which activities are performed in-house and which are outsourced to a third party? Who are the key partners and what are the ecosystems the organisation is part of? Should certain capabilities be 'in-sourced'?	 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 organization 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? What is the workforce strategy to phase out certain skills & build out others?	 Culture / work style	What are the required cultural traits (values, leadership, desired behavior) 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? What is the risk appetite to fund for failure?	 Incentives & Rewards	Which incentives and rewards are in place to encourage desired behavior of the workforce?

There is a logical order to defining and documenting the Technology Operating Model and priority should be given to certain dimensions as illustrates the picture below:



Deloitte's Technology operating model framework is used to frame, assess, tailor and prioritise the overall set of capabilities required to deliver against near and long-term needs of the business. These capabilities and underlying sub-capabilities are illustrated in the pictures below:





For a public sector organisation to achieve its desired maturity state, the following approach is taken to develop the Target Operating Model (TOM) and the future state Organisation Design (OD). Digital and Technology leadership is engaged throughout this process, together with additional stakeholders from the wider management team. We recommend that this service is delivered by a team of 2-3 Deloitte consultants; a Senior Manager, Senior Consultant and an Analyst. The team will have recent and relevant experience of delivering TOM and OD relating to Cloud and Technology multi-sourcing and supply chain transformation programmes.

Our approach for this service is detailed below. At each of the stages in the development of the TOM and OD, a series of meetings and workshops will be held with IT leadership and key stakeholders to develop, review and refine the designs and secure leadership sign-off.

Stage	Activity	Description
Stage 1	Define future capability needs	Assess the current capabilities and recommend the future Technology TOM; Define future state capability requirements, without reference to existing structure, roles or employees; and Agree the design principles of the recommended Technology target operating model and organisation design.
Stage 2	Develop operating model	Develop a pictorial representation of future state capability groups and the way in which they would interact internally and with the external supply chain; and Group capabilities into operating blocks.
Stage 3	Design future organisation	Agree structure and associated interdependencies of the target organisation; Agree interim phases / organisation structures; and

		Outline the impact of recommendations on current organisation in terms of roles, responsibilities, staffing numbers, skills and reporting lines.
Stage 4	Develop initial view of high-level processes and RACI	Identify the key high-level processes for target organisation structure and external supply chain; and Validate which department in the to-be org structure would be Responsible, Accountable, Consulted and Informed, for high level IT processes.
Stage 5	Outline TOM / OD implementation costs and plan	Produce a plan outlining activities required to implement TOM/OD; and Assess the impact of the transition on IT&C both from a cost and people perspective.

Inputs

We have assumed that you will be in a position to provide certain inputs to the service, which we have listed here. If you are not in a position to provide all of these 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.

- Provide details of the current state technology capability (People, Process, Ways of Working, Tools, Technology, Culture) which has been documented and available to share; and
- Provide relevant resources who will work with Deloitte to design the new Technology target operating model.

Your Contribution

Our services are designed to be delivered with you rather than to you. We have assumed that you will be able to make the following contribution to the work. If you are not in a position 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.

- Making available the time of senior stakeholders and decision-makers to attend key meetings and workshops - we will endeavour to be flexible around existing priorities, but our price for this service is predicated on achieving a fast pace of delivery and we could easily be derailed if stakeholders do not make this a priority;
- 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, ideally a large meeting room, which we will have exclusive use of for the duration of the project, and in which we can create wall charts and leave working papers without disruption.

Outputs

This service will allow the organisation to:

- Provide on-going strategy management which will allow adaptability, agility, flexibility and a greater focus on Cloud and IT investment management;
- Concentrate on delivering benefits with a customer focus and improving business relationships;
- Ensure concise management of vendors through the establishment of defined roles and responsibilities within the organisation;
- Experience a mature, efficient and better-quality integration of service delivery across the technology supply chain through outsourced service integration, and
- Implement consistent and standardised processes across the technology organisation resulting in cost efficiencies.

Depending on the organisation's requirements, Deloitte will produce the following deliverables as part of this service:

Deliverable	Description
Current state capability assessment	Evaluation and observations related to the current organisational structure, cloud solutions and IT processes in comparison with industry best practices.
Design principles	To support the development of the retained organisation structure as well as support the procurement activities.
Target state capability	Suggestion for improvement of capability in the future underpinned by key design principles agreed by stakeholders.
Target operating model	Based on the capabilities that have been identified to be retained and outsourced in the future IT organisation, an operating model for the new IT organisation.
Organisation structure	Based on the sourcing and procurement strategy, retained operating model and target state capability, a view of the future IT organisation.
Capability RACI	For each of the capability groups in the target capability model a view of which teams should be Responsible and Accountable for the process, and which should be Consulted and Informed about the process.
Process / ways of Working	New and amended documented processes and/or ways of working to align to the Target Operating Model
Tooling Strategy	A strategic overview of the required tooling needed to enable the delivery of the Target Operating Model
Cultural Blueprint	A statement of the cultural values and behaviours which the organisation wishes to exhibit as part of its Target Operating Model
Transition plan	A roadmap to take the organisation from the design to the implementation of the new operating model.
Performance metrics	Key performance indicators to measure and monitor the whole IT organisation – retained organisation and vendor services.

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 section describes the scale and complexity that we have designed this service to address. 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.

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.

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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