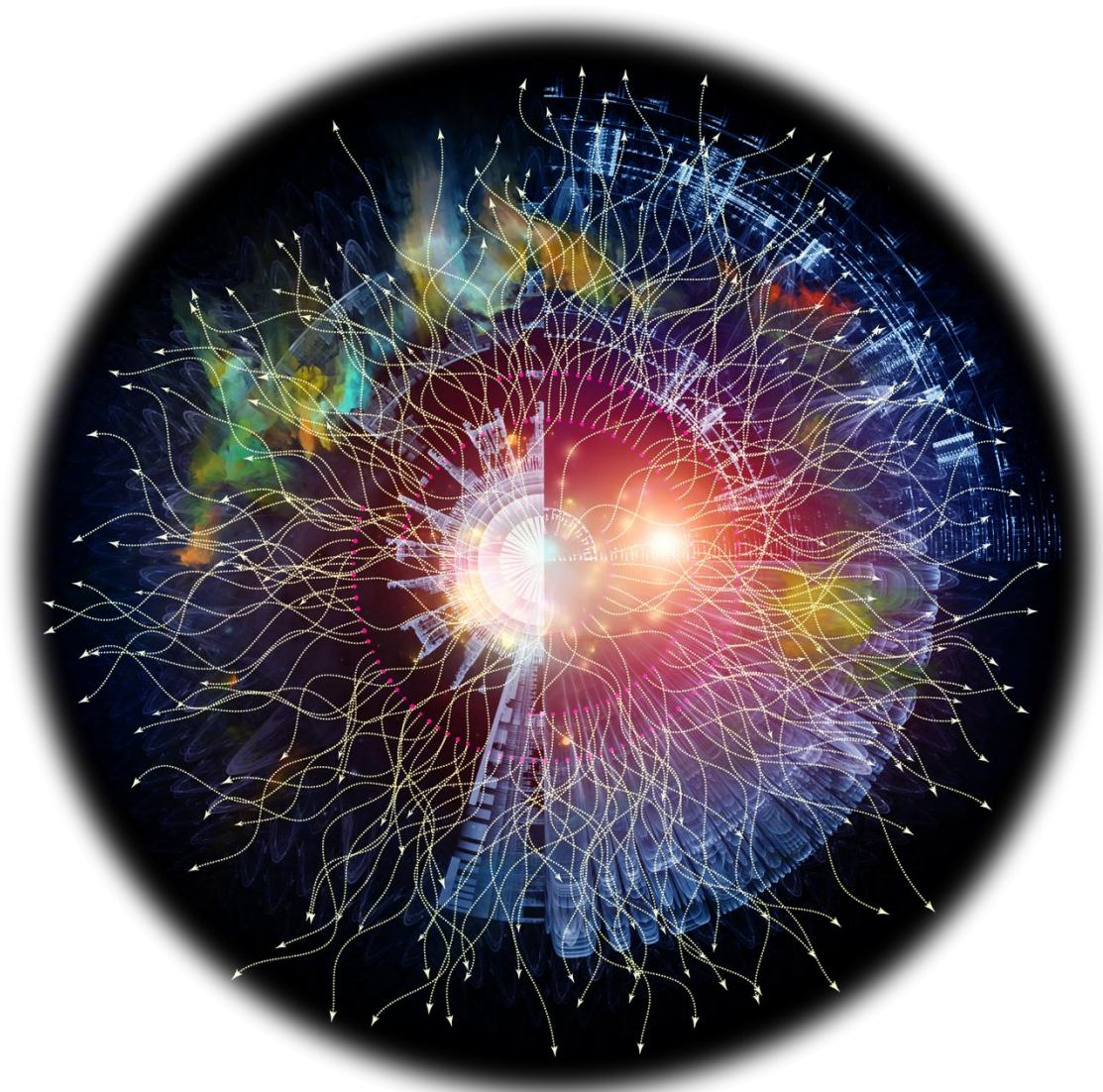




Operational Acceptance Testing (OAT)

G-Cloud 15 Service Definition Document

January 2026

Contents

1	Deloitte Overview	1
2	Service Overview	3
3	Detailed Service Description	5
4	Contact Details	9

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.

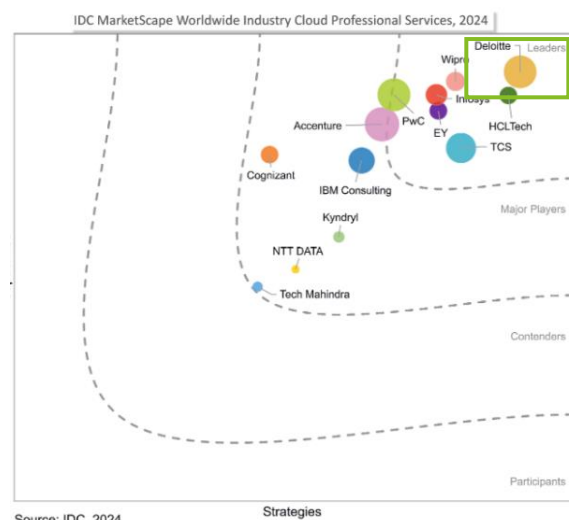


Gartner

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**.



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

At Deloitte we understand that with ever evolving technological landscapes and fast paced release deployment cycles, operational and service readiness has never been more important. We also understand that robustly defined and tested operational requirements can ensure services running in production are resilient, observable, supportable, and maintainable.

Deloitte's cloud-certified and experienced Operational Acceptance Testing (OAT) services offer customised OAT delivery services tailored to each organisation's requirements. The extent of engagement from OAT testers can range from facilitating and coordinating OAT testing conducted by the organisation's operations team to fully managed planning and execution of end-to-end low-level operational acceptance tests, with subsequent reporting of outcomes to the operations team. We specialise in delivering a flexible engagement model that aligns with the unique business needs of our clients.

Who would benefit from using OAT testing services:

- An organisation looking to improve production stability by reducing the occurrence of operational incidents, improving detection rates and reducing the time to resolve within the production environment.
- Support and operations teams who want to identify non-functional requirements needed to verify service and operational readiness.
- An organisation looking to define or address the issue of poorly defined operational acceptance criteria.
- An organisation who needs to demonstrate that their solution is observable and supportable in a production environment.
- An organisation who wants to prove their operational procedures and resources are fit for purpose to improve uptime reducing potential loss of business and damage to brand or reputation.
- An organisation in their cloud transformation journey who wants to make sure the foundational infrastructure is compliant to basic ops requirements and need to validate the cloud configuration early in the migration cycle.

Features/Benefits

- Thoroughly defined, planned and executed OAT services to assure both 'technical' readiness (including system backup, recoverability, fault tolerance, efficacy of server logging, monitoring, and alerting, maintainability) and service readiness (including supportability and service desk readiness).
- Testing OAT aspects as part of an agile delivery model through feature level non-functional requirements and associated OAT tests delivered along with the product that is to be supported in production.
- Tailored OAT approach to the needs of the project and the delivery methodology encompassing native cloud, hybrid cloud or on-premises architecture.
- Deliver an operationally stable architecture by implementing comprehensive monitoring and alerting, providing a clear picture of the health of the production system and the ability to respond proactively to any issues before impacting end users.
- Experienced OAT test team who works closely with the IT Operations teams and modern-day DevOps teams to ensure that software releases are resilient and can be adequately supported after go-live leveraging the extensively defined monitoring architecture and the runbook processes.

Example Scenarios

- An organisation who is looking to deliver an operationally stable architecture to provide a clear picture of the health of their production system enabling them to respond proactively to any issues before impacting end users.

- An operations team looking to identify the critical failure scenarios that may arise within a solution during live service and need to validate operational readiness processes - using chaos engineering and fault injection to ensure a supportable and resilient production service in order to meet business continuity goals.
- Support teams struggling with improper and unfit-for-purpose runbooks and resources to aid production support resources to resolve the incidents in live.
- An organisation looking for an end-to-end tailored operational acceptance testing (OAT) solution with proven test capabilities in; recoverability, reliability, data integrity, manageability, and supportability.
- Operations team expecting a library of artefacts, experienced resources and proven testing mechanisms, to prove the operational readiness aspects like resiliency, failover and fallback, logging, monitoring, alerting, backup and recovery, runbooks, deployment and rollback.

3 Detailed Service Description

Our Approach

Our OAT approach is interwoven into the delivery process working alongside delivery and support teams in order to achieve a seamless transition from development to acceptance, and leading into operational support. We come prepared with a library of artefacts, experienced resources and proven testing mechanisms, to prove the operational readiness aspects like resiliency, failover and fallback, logging, monitoring, alerting, backup and recovery, runbooks, deployment and rollback.

We work closely with our clients and their 3rd parties, to ensure that their operational requirements are specific, measurable, testable and relevant, whilst factoring in continuous improvement which increases 'right first time' deployments.

The level of OAT engagement can vary from facilitating and coordinating OAT testing carried out by operations teams of the organisation themselves to defining, planning and executing end-to-end low level operational acceptance tests and reporting outcomes to the operations team.

Following are the details of coverage for each level of engagement:

Facilitate operations

- Organise OAT Delivery: Establish a structured approach for planning and executing OAT activities, including resource allocation and timeline management.
- Arrange and Manage Support and Environments: Coordinate with relevant teams to ensure the availability of necessary resources, such as test environments and support personnel, throughout the testing process.

Coordinate OAT execution

- Define OAT Scope: Clearly outline the objectives, scope, and boundaries of the OAT to ensure alignment with project requirements and stakeholders' expectations.
- Define Detailed OAT Scenarios: Develop comprehensive scenarios that encompass real-world usage and failure scenarios and operational scenarios to validate system's resilience, availability, observability and supportability.
- Supplement, Support, and Assist Existing Testing Teams: Collaborate with existing testing teams to integrate OAT activities seamlessly into the overall testing strategy, providing guidance, support, and additional resources as needed.
- Review and Assure Test Outputs: Conduct thorough reviews of test outputs to verify adherence to predefined criteria, standards, and acceptance criteria, addressing any discrepancies or issues promptly.

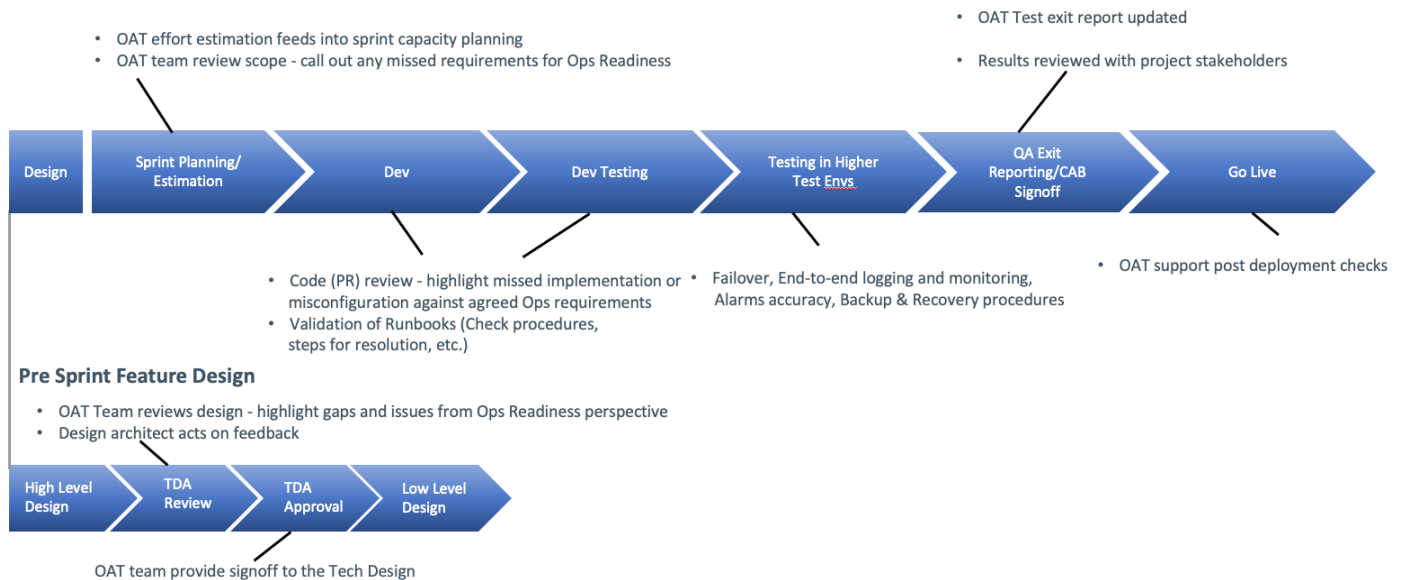
Deliver End-to-End complete OAT testing package

- Establish OAT Requirements: Gather and analyse requirements specific to OAT, considering operational aspects such as system reliability, availability, observability and supportability.
- Scope OAT: Determine the depth and breadth of OAT activities based on project objectives, constraints, and risk factors, ensuring comprehensive coverage of critical operational scenarios.
- Define Test Cases: Develop detailed test cases that reflect real-world operational scenarios, including input data, expected outcomes, and acceptance criteria.
- Execute Test Cases: Conduct rigorous testing activities according to predefined test plans, documenting test results and observations accurately.
- Collect Test Evidence: Gather relevant evidence, including logs, screenshots, and performance metrics, to support test findings and conclusions.
- Reporting on Test Outcomes: Prepare comprehensive test reports that summarise test findings, identify any issues or concerns, and provide actionable recommendations for improvement.

Deloitte's OAT delivery embracing the modern release cycle

Our OAT testing process is designed to give confidence and understanding of the system's behaviour to take it to live and be prepared with the resources required from operational readiness perspective.

As part of end-to-end OAT delivery package, we offer OAT activities 'shifted-left' by making some of the key operational readiness checks early in the development cycle. We liaise with operational/live support team to verify and test the efficacy of operational runbooks. Additionally, we continue to work with live support team post go live to analyse root causes of incidents and enhance our test suite. Detail break-down of OAT activities per release phases are illustrated in the diagram below:



Case Study – NHS

Task

As a key pillar to the government's Covid 19 response, Deloitte was engaged in the delivery of IT services for test booking and registration. The test booking and registration platform was a complex and large-scale delivery supporting a number of different use cases and user journeys in an always available solution. Due to the nature of the pandemic the pace of change and rate of delivery was significant.

The challenge was to ensure a robust and supportable solution was delivered into production, capable of supporting 24/7 user community. The OAT team had to catch up with frequent infrastructure changes aligning with fast-paced weekly release turnarounds.

OAT requirements and acceptance criteria were frequently overlooked in the Definition of Done during sprints, posing risks from an Operations readiness and Live support perspective. This led to instances where key functionalities were released without the creation of a monitoring component, which was deemed unacceptable from an Operational Readiness standpoint.

Our scope included supporting the Live Services team, with correct documentation and alert notifications which weren't accurate all the time.

Action

The OAT team established processes and resources to meet the different structures within the wider project teams while maintaining a flexible cross product delivery strategy. We designed tests to simulate operational issues occurring, thereby validating the impact on user journey during and after a failure across multiple services. We adapted our approach over time and pre-emptive/baselining exploratory OAT exercises were executed in advance of formal executions, in order to 'smoke -out' any potential issues due to misconfiguration or missed configurations of alerting mechanism. Tests were scheduled and orchestrated across services to validate the operational readiness of the solution.

We liaised with Live Services, POs, BAs and Platform Devs and conducted workshops to help establishing a process to define and implement Ops Readiness features aligning with weekly releases. We created a 'How To' pages so project teams who were unaware of OAT test coverage can use it as a guidance.

How we carried out various aspects of OAT testing:

Resilience – Failover and Fault Tolerance: We ran automated scripts under load and imposed failure scenarios and monitored the services to validate the system capability to switch over to redundant or standby components thereby ensuring no single point of failure.

Monitoring and Alerting: We verified that all application and infrastructure services data are forwarded to a central location for correlation, graphing and alerting. We also tested for correct level of alert configurations and reporting to verify accurate notifications of service failure. We validated the monitoring data gets summarised into dashboards so that the ops support team can proactively monitor platform health.

Logging and Log Management: OAT validated that the application features write appropriate log messages and logs every request with a unique ID to allow debugging the issues and tracing the path of failure and forward the logs to a central location where they can be searched, alerted and reported. We also ensured that the log messages for known failure modes should have failure codes which makes the creation of alerts and incident triage much easier.

Deployment, Availability and Rollback: We identified the services which needed live business interactions which can only be upgraded under zero downtime and carried out the full-stack deployment dress rehearsals while invoking those key services in appropriate test environment to uncover potential risks of outages.

Runbook Processes: Our OAT team worked closely with DevOps and production support team to help shaping a comprehensible set of runbooks for issues related to deployments, backup & recovery, daily health checks and troubleshooting. We also regularly kept track of the newly added critical service alerts and ensure they were accompanied by a runbook describing the meaning of the alert and what steps need to be taken to resolve it.

Backup and Recovery: OAT team understood the disaster recovery policy of the programme and target RPO and RTO to ensure;

- Backup of the data was taken regularly for which cannot be reconstituted quickly in the event of a service outage.
- Systems management tools with high business continuity requirements have a fully tested backup and restore process for successful recovery of services in conformance with the target RTO.

Impact and Outcomes

At its peak, operational changes for five different products per week were pushed through to the Operational Acceptance testing team for test and sign off. The OAT team successfully validated the Ops procedures prior to going live, liaising with the operational support and product teams to highlight areas of risk and improving visibility of changes to live services.

Our OAT team proved its capability by testing multiple releases every week. There were more than 500 OAT defects raised and closed for all products and 1000+ tests case were created and carried out for all products.

We experienced a notable reduction in bottlenecks across all areas of monitoring conducted by live services team. This improvement was achieved through the implementation of a more comprehensive and refined template for troubleshooting runbooks. Additionally, the enhanced template facilitated streamlined and efficient resolution of issues, contributing to overall operational efficiency and service reliability.

As a result of the OAT team's effort validating key operational aspects like observability, supportability and maintainability, the ops support team managed to achieve 99.9% service SLA targets in the production environment.

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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