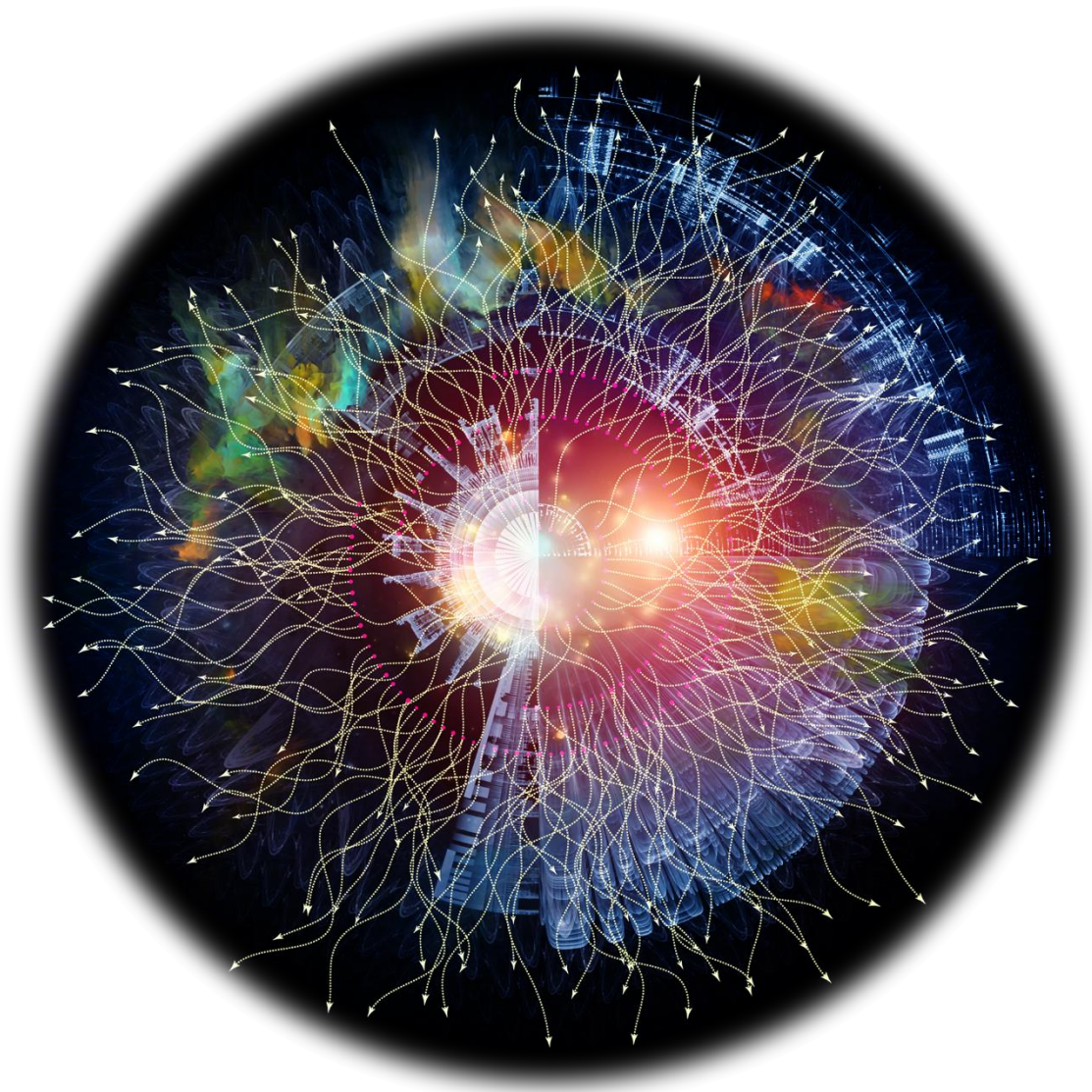




Major Programmes and Complex Programme Delivery

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.

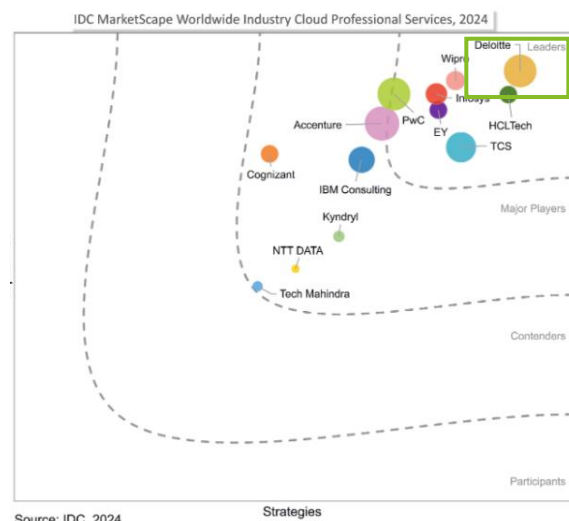


Gartner

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

Overview

Programme Aerodynamics is a transformation portfolio and programme delivery approach that brings together expertise, methodologies and solutions from Strategy, Digital, Programme Leadership and Human Centred Transformation to better anticipate, shape, and manage change in Major Programmes.

Based on our experience and learnings working on some of the most complex problems for our clients we have created a fundamentally new approach to delivering mega programmes. It combines new thinking and technologies with best-in-class established programmatic disciplines to create a forward-looking, data-driven delivery capability. Intelligence-led decision-making is at its heart, helping to significantly reduce risk and support the dynamics required to deliver at pace.

Five core elements of our approach work together dynamically to minimise friction and effectively lead and manage major programmes. These elements adjust throughout the delivery process, maximising impact and unleashing human potential through all phases of the programme lifecycle.



Service Characteristics

Success in Major Programme delivery is dependent on creating a harmonious & flexible system, underpinned by brilliant basics. Systems are designed to learn, evolve, adapt all united by a singular purpose. Programme Aerodynamics is designed to deliver:

- Flexibility: Strategies, plans and teams evolve as the surrounding variables change
- Data at the core: A 'data-first', evidence-based mindset is at the heart of all decisions
- Integrated system: Teams, decision-makers, functions and processes working in unison
- Single mission: Teams are united, incentivised and rewarded under a singular core mission
- Intelligence-led decision making - Decisions are made at the point of most relevant information; at the cross section of most relevant experience and most appropriate data

Service Benefits

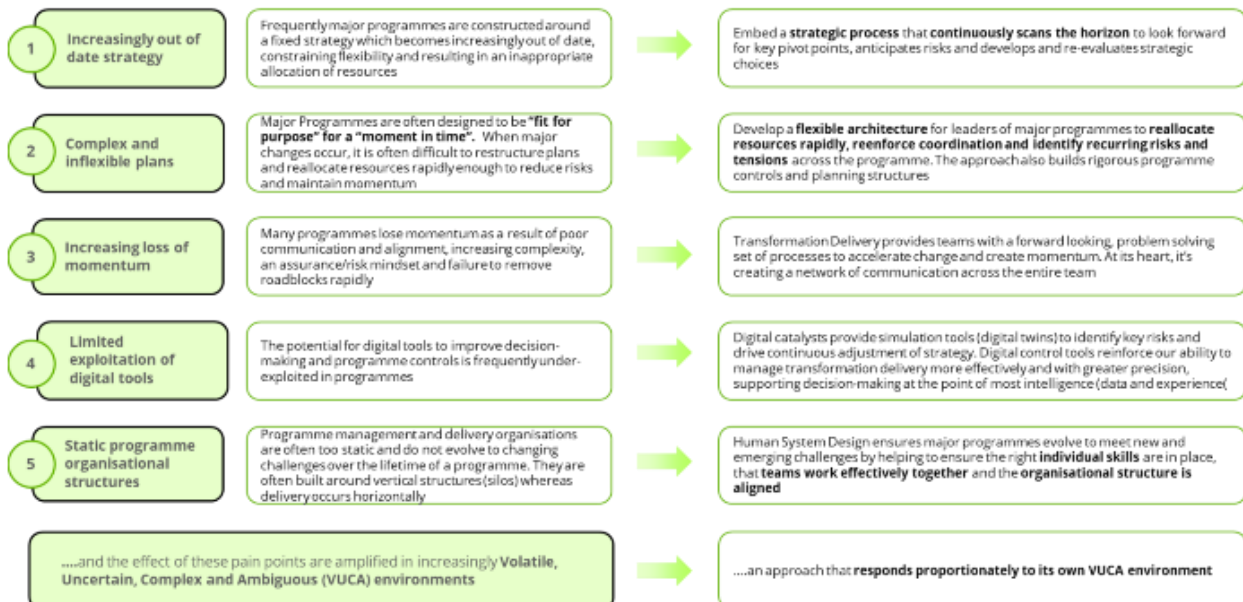
Major Programme delivery leveraging Programme Aerodynamics principles and tools delivers:

- Strategies, plans and teams that evolve as the surrounding variables change
- Minimisation of constraints that inhibit your ability to adapt and manoeuvre; rapidly reorganise resources to match the dynamic needs of the programme
- Achieve outcomes faster and move towards objectives without imposing excessive structure or unnecessary detail
- Leverage best-practice programme methods and tools to maintain the accuracy, quality and momentum of delivery, with minimum viable bureaucracy (compliant controls evolve in favour of flexibility and momentum)
- Intelligent decision making using advanced analytics, simulation and emerging technology

3 Detailed Service Description

Business Context

We have developed a fundamentally new approach to address the most critical pain points affecting the leadership and management of Major Programmes:



Our Approach

Continuous Strategy

Major programmes exist in world of changing variables, and delivery strategy needs to evolve in line with this to remain on track to deliver the desired outcomes. Continuous Strategy is the strategic hub and ‘guiding mind’ of the delivery ecosystem. It focuses on horizon scanning, using key data inputs and simulation, to predict, learn and evolve the delivery strategy ‘in flight’. It ensures that the organisation remains ‘match fit’ to deal with key pivot points or ‘black swan’ events that will naturally occur throughout the programme lifecycle.

Key Sub-Components:

- Strategic Development & Planning
- Strategic Opportunity & Risk Management
- Continuous Innovation & Improvement
- Strategic Initiatives Management
- Rapid Proposition & Experience Design

Flexible Architecture

Often displayed at a high level to create a shared understanding, it is a framework to define the key components of a major programme depicting the interaction and dependencies between them. This improves alignment and maintains a collective focus on the outcome. Having a flexible architecture seeks to minimise anything that inhibits your ability to adapt and manoeuvre. It allows your thinking and plan to evolve in line with changing priorities and real-world experience.

Key Sub-Components:

- Rapid Programme Assessment
- Programme Architecture Design
- Programme Operating Model Design

Transformation Delivery

Transformation Delivery builds on the core disciplines of programme delivery to provide the execution engine of the programme. Fully integrated with the broader delivery ecosystem, it is outcome-focussed in nature and leverages best-practice programme controls, methods and tools to maintain the accuracy, quality and momentum of delivery.

Key Sub-Components:

- Portfolio Leadership
- Delivery Management
- Transition Management
- PMO & Programme Controls
- Assurance & Recovery

Digital Catalyst

To maximise the chances of success, complex major programmes need to grasp the advantages afforded by the data and tools available in the digital age. Digital Catalyst combines new thinking and digital technologies with ‘best in class’ established programmatic disciplines. It provides a robust, forward-looking, data-driven capability with intelligence-based decision-making at its heart. As the guardian of delivery data it ensures that the right digital toolsets are deployed and integrated. These provide insight to the broader delivery ecosystem as the data needs evolve through each stage of the programme lifecycle.

Key Sub-Components:

- Intelligent Decision Making
- Digital Enabling the Future of Work
- Technology Led Transformation
- Innovation

Human System Design

Time and again it has been proven that outdated, static and siloed organisation models don’t work for V.U.C.A (Volatile, Uncertain, Complex, Ambiguous) programmes. Human System Design is a fundamentally different approach with the greater integration, adaptability and shared focus which is key to success. In principle, major programmes succeed or fail based on the culture, capability and teamwork of the people that deliver them. Human System Design creates a harmonious, high-performing delivery ecosystem. Its components are designed to ensure the right capabilities, team dynamics, organisation structure and culture are optimised for each stage of the programme lifecycle.

Key Sub-Components:

- Optimised Leadership
- Constructive Culture
- Predictive Organisation

Client Examples

- Transformed delivery of a complex regulated service transition programme with national profile and multi-billion benefit delivery for the UK public
- Set up of the biggest diagnostic lab network in the UK, which has processed more tests than any other country in Europe, with 85% of results returned within 24 hours.
- Designed, built and run a digital portal in three weeks which handled more orders per day than most major retailers on Black Friday.
- Developed a portfolio plan, PMO and key change control and dependency management processes for national health and safety regulator to meet the challenges of Grenfell, Brexit and Coronavirus.
- Developed programme wide delivery control schedule and scheduling function across multiple organisations within a complex £10+bn rail delivery alliance following an intensive capability, behaviours and readiness assessment.
- Delivered Rosalind Franklin Laboratory, the largest diagnostic facility in Europe, which can test 200k samples per day in a lean, low cost and flexible operation in half the time of typical timelines.
- Helped turnaround a major programme in TMT to deliver 4m fibre installations by the end of a 9-month programme.
- Supported a wealth management client with mobilising its 3+ year transformation programme we used the continuous strategy approach to define the multi-year phases and to identify the required capabilities to deliver each phase. This was linked to a one-page programme architecture which evolved over time.

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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