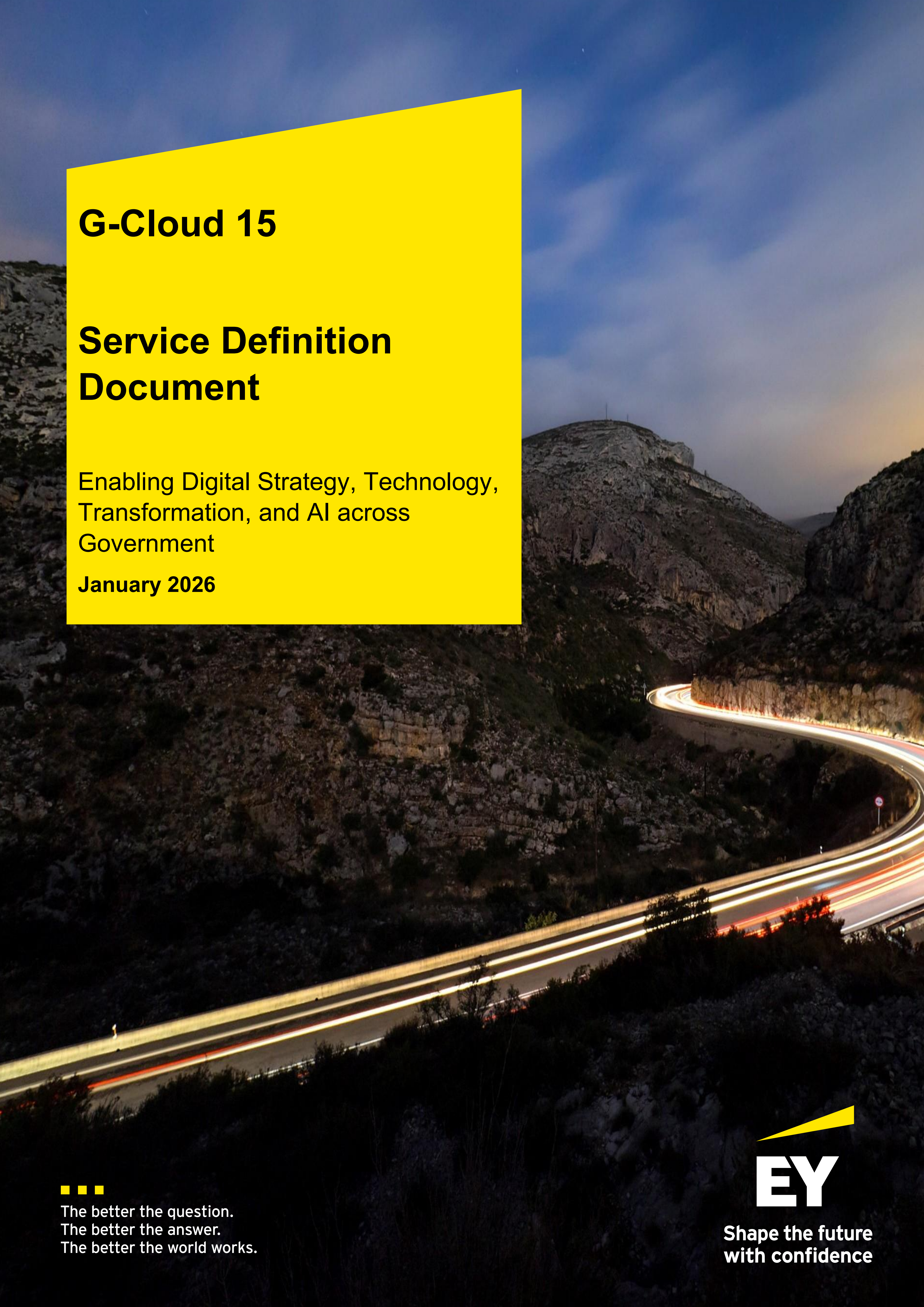


G-Cloud 15

Service Definition Document

Enabling Digital Strategy, Technology, Transformation, and AI across Government

January 2026

The better the question.
The better the answer.
The better the world works.

Shape the future
with confidence

Contents

1. Service detail

1.1. EY Technology Strategy & Transformation Service Offering

EY’s Technology Strategy & Transformation service is purpose-built to guide public sector organisations through every stage of their transformation journey. This comprehensive suite of advisory, digital, and implementation services empowers both business and technology stakeholders to modernise infrastructure, boost organisational resilience, and enhance digital performance. EY simplifies complex objectives into actionable steps, ensuring all stakeholders clearly understand how modular, phased, and tailorable services fit together to deliver lasting outcomes.

1.2. Expertise and Value-Focused Transformation

- **Sector Experience**: EY leverages deep sector knowledge and multidisciplinary skills spanning strategy, technology, finance, workforce transformation, and operational improvement.
- **Collaborative Approach**: By working closely with clients, EY develops a thorough understanding of organisational context, accurately diagnoses challenges, and creates practical transformation roadmaps.
- **Innovative Tools**: The use of advanced analytics, AI-enabled tools, and globally consistent methodologies enables the modernisation of processes, optimisation of technology investments, and strengthening of governance. This results in measurable improvements in performance, resilience, and customer experience.

1.3. Flexible, Modular, and Tailored Services

- **Modular and Phased Delivery**: EY’s offering is designed to be modular, phased, and fully tailorable, allowing organisations to select precisely the level of support that matches their priorities, maturity, and capacity.
- **Seamless Integration**: Services can be integrated effortlessly with current programmes, ensuring a transparent journey from initial discovery through to solution design and implementation.
- **Adaptable and Structured Approach**: Whether addressing regulatory requirements, enhancing risk management, or accelerating digital maturity, EY ensures a clear, accountable, and flexible approach at every stage.

1.4. End-to-End Support with Strong Governance and Compliance

- **Lifecycle Coverage**: EY supports organisations across the full transformation lifecycle—from strategy and advisory, through digital delivery, to implementation and realisation of value.
- **Stakeholder Engagement**: Robust engagement with all stakeholders ensures business and technical teams receive targeted guidance for sustainable success.
- **Regulatory Alignment**: The approach is aligned with regulatory, risk, and compliance frameworks, supporting safe and well-informed decision-making.
- **Integrated Considerations**: By embedding financial, operational, safe AI, and cybersecurity perspectives, EY minimises risk, builds trust, and enhances long-term value, helping organisations in all sectors advance digital maturity and make better use of data for effective decision-making.

1.5. Service Delivery Approach

EY delivers the service through a structured, proven approach designed specifically for public sector environments. Each phase provides a clear line of sight from understanding the problem to realising long-term value, ensuring all stakeholders business and technical understand what will happen, why it matters, and the benefits expected at each step.

Phase	Purpose	Key Activities
Discovery & Insight	Build a shared understanding of the current state and identify where value can be unlocked	Baseline assessment of organisation’s existing capabilities and challenges; Stakeholder engagement; Opportunity and risk identification; Initial value case and priority setting
Design	Translate insights into a clear, practical blueprint for change	Target Operating Model (TOM) design; Process redesign; Architecture alignment; Roadmap development
Implementation & Activation	Put the design into action and deliver tangible performance improvements	Operating model rollout; Cost optimisation delivery; Workflow automation; Governance uplift
Embedding & Value Realisation	Ensure improvements stick and continue delivering value over time	Benefits tracking; Workforce capability uplift; Continuous improvement

2. Service Description EY CIOA Service Components

2.1. Technology Strategy & Digital Maturity Review

Purpose and Scope

We collaborate with senior leaders to develop a technology strategy that is closely aligned with organisational missions, departmental objectives, available funding, and service demands. This approach ensures that technology investment and digital transformation are directly supportive of strategic priorities and operational needs.

Key Features

- Comprehensive review of existing digital, data, and technology capabilities
- Thorough assessment of organisational readiness, as well as identification of constraints and risks
- Pinpointing areas for improvement and establishing service level priorities
- Formulation of a clear vision and strategic outcomes to guide transformation
- Development of a sequenced transformation roadmap tailored to the organisation's unique context

- Preparation of an investment case and value model to support informed executive decision-making

Benefits

- A unified, organisation-wide technology direction that is fully aligned with missions, strategic priorities, and funding constraints
- Clear identification of existing capability gaps, risks, and opportunities for improvement
- A carefully sequenced and realistic roadmap that enables effective prioritisation and investment decisions
- Enhanced strategic alignment between Digital, Data and Technology (DDaT), policy, finance, operations, and service leadership

Best Practice Examples

- Refreshing strategy to align with a new government mandate or following organisational redesign
- Developing a multi-year digital transformation roadmap in the wake of a funding settlement
- Implementing a maturity uplift initiative for a local authority aiming to improve citizen service outcomes
- Completing an assessment against original requirements and the target operating model to ensure alignment with senior leadership's vision

2.2. Digital Operating Model & Organisational Design

Purpose and Scope

Our expertise lies in crafting operating models that address the changing requirements of organisations, with a focus on strengthening digital, data and technology (DDaT) functions. These models are designed to equip teams with the structure, skills and direction necessary to deliver value to both business and technology stakeholders, now and into the future.

Key Features

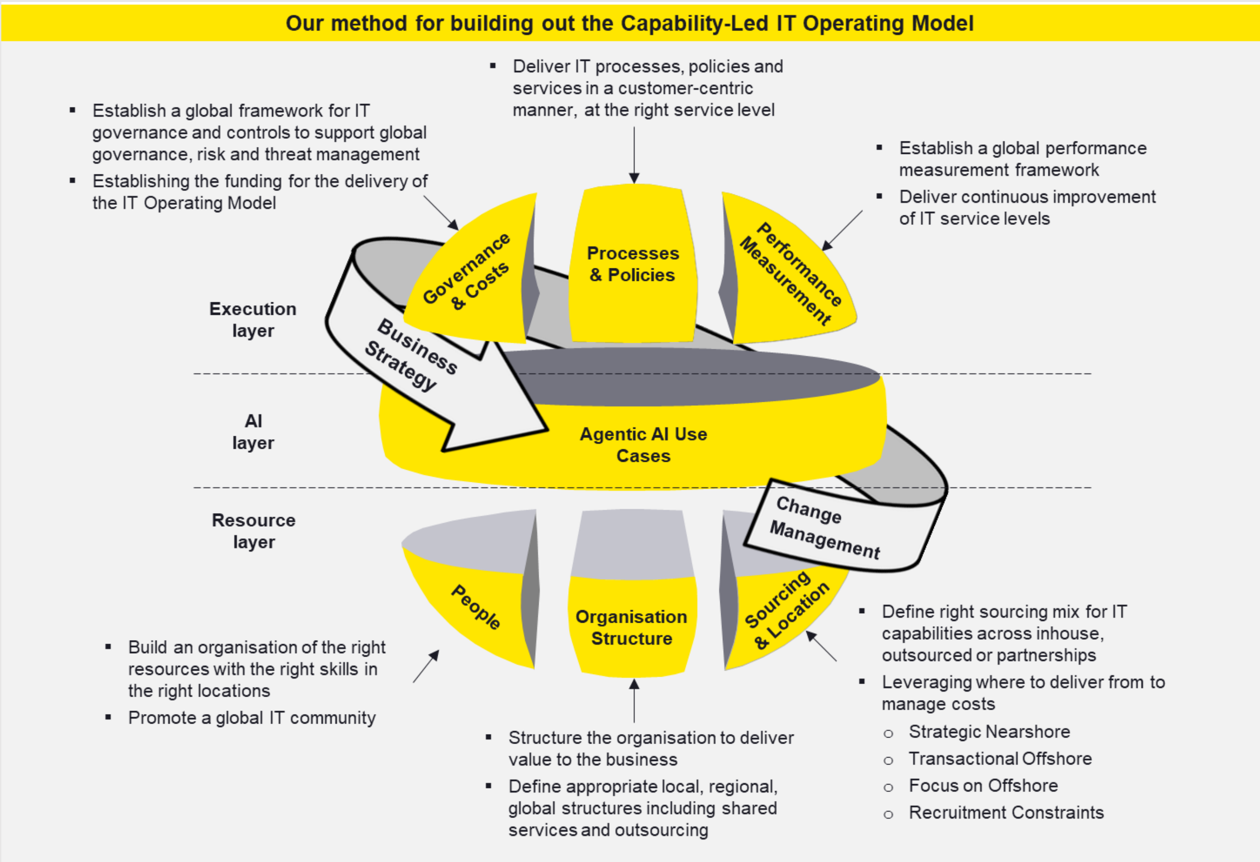
- Target Operating Model (TOM) and Capability Alignment: We align operating and capability models to strategic business objectives, ensuring organisational structures support overall goals.
- Organisation Structure, Roles and Skills: Clearly defined roles and skillsets, developed in line with enterprise architecture and security strategies, help create effective and accountable teams. Early identification and resolution of gaps is a priority.
- Governance and Policy Frameworks: Streamlined governance and policy enable faster, more consistent decision-making, providing clarity and accountability across business and technology units.
- Product, Platform and Service Management: Integrated management structures foster collaboration, ensuring coherent delivery of products and services across departments.
- Integration with Core Business Functions: Our models are designed to work seamlessly with finance, commercial, HR, operations and front-line services, promoting end-to-end alignment.
- Workforce and Sourcing Strategy: Strategic workforce development and sourcing approaches support business agility and capability growth.

Benefits

- Effective DDaT Functions: Well-structured teams with clearly defined responsibilities and skillsets, supporting better business outcomes.
- Accelerated Decision-Making: Improved governance provides the foundation for rapid, consistent decisions, minimising bottlenecks.
- Reduced Duplication: By applying coherent design principles, we minimise overlap across teams, systems and services, resulting in greater efficiency.
- Cross-Department Collaboration: Integrated approaches break down silos, encouraging departments to work together towards shared objectives.

Best Practice Examples

- Establishing a central digital function within a large authority to eliminate duplication and streamline operations.
- Implementing an outcome-based enabling framework to ensure business and technology alignment.
- Introducing a modern, product-led operating model in a government agency to boost agility and innovation.
- Designing a federated TOM for organisations with multiple specialist divisions, supporting both unified direction and local expertise.



2.3. Technology Cost Leadership & Investment Optimisation

Purpose and Scope

This service empowers government organisations to achieve responsible and sustainable reductions in technology costs, while maximising value from existing investments. By streamlining applications, consolidating vendors, and optimising cloud and infrastructure usage, stakeholders can ensure savings are directed into strategic priorities such as innovation, artificial intelligence, and improved citizen-facing services.

Key Features

- Application and system rationalisation to remove redundancies and simplify technology portfolios.
- Vendor consolidation and strategic agreement negotiation to strengthen commercial leverage and reduce procurement complexity.
- Cloud and infrastructure optimisation, including rightsizing and proactive management to prevent unnecessary spend.
- Software licensing assurance for compliance and cost efficiency.
- Transparent financial governance, providing clear insights into IT spend and supporting strong financial stewardship.
- Structured frameworks and automation to lock in benefits and ensure repeatable, long-term cost reduction.

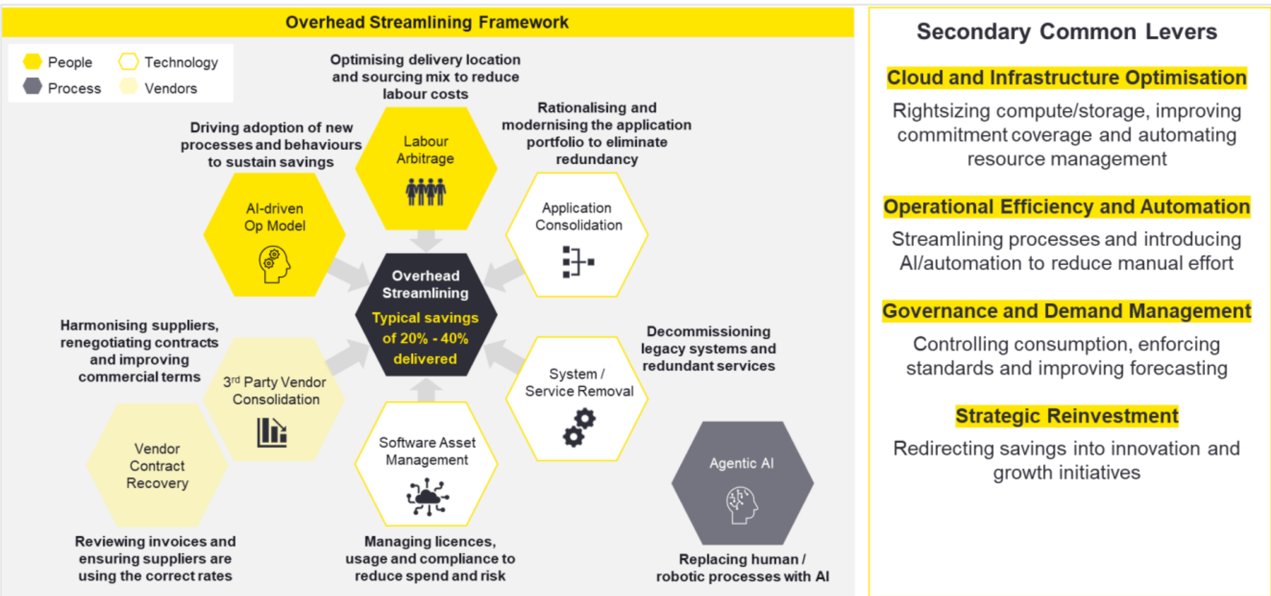
- Alignment of cost optimisation initiatives with organisational strategy, enabling reinvestment in priority services and innovation.

Benefits

- Lower ongoing IT operational costs through targeted rationalisation and optimisation efforts.
- Stronger negotiating position and improved value from vendors.
- Enhanced visibility and control over technology expenses for better stewardship and decision-making.
- Release of resources for investment in initiatives that drive public value and digital transformation.

Best Practice Examples

- Streamlining IT estates across multiple directorates, realising 10–40% cost reductions.
- Negotiating strategic vendor agreements for better commercial outcomes.
- Implementing cloud rightsizing and active consumption management for significant efficiencies.
- Assessing supply chain frameworks and equipping stakeholders with actionable guidance to achieve cost-optimised network performance.



2.4. End-to-End Value Stream Transformation

Purpose and Scope

Our End-to-End Value Stream Transformation service is designed to enhance the efficiency and effectiveness of the fundamental processes underpinning government operations, financial management, and citizen services. The primary aim is to optimise core activities, ensuring they are aligned with organisational objectives and deliver increased public value. This service supports both business and technology stakeholders by providing a clear framework for process improvement, operational excellence, and digital transformation.

Key Features

- Comprehensive Mapping of Service and Operational Flows:
- We thoroughly document and analyse the end-to-end sequence of activities involved in service delivery. This creates a transparent view of how each step contributes to desired outcomes, making it easier for stakeholders to identify where improvements are needed.
- Targeted Identification of Inefficiencies:
- By pinpointing bottlenecks, duplicated tasks, and failure demand (processes triggered by previous errors or inefficiencies), we lay the groundwork for meaningful, targeted transformation.
- Workflow Redesign and Automation:
- We assess and redesign workflows, identifying opportunities for automation to eliminate repetitive manual tasks, reduce errors, and accelerate delivery.
- Strengthened Financial Controls and Assurance:
- Our approach reinforces governance and oversight mechanisms within financial processes, increasing transparency and accountability for both business and technology teams.
- Enhanced Data Flow, Reporting, and Auditability:
- We enable seamless information exchange, ensuring timely and accurate reporting with robust audit trails.
- Cross-Functional Alignment:
- We foster close collaboration between digital, finance, commercial, and operational teams, ensuring transformation efforts are integrated and sustainable.

Benefits

- Accelerated and more reliable service delivery through streamlined, automated workflows.
- Reduced delays, errors, and failure demand, leading to improved operational efficiency.
- Stronger financial assurance and control within revenue- or cost-critical processes.
- Enhanced user experience for both citizens and staff, thanks to simplified end-to-end processes.
- Improved reporting, auditability, and alignment across digital, finance, HR, and operations functions.

Best Practice Examples

- Shortening processing times for citizen-facing services, resulting in faster responses and improved satisfaction.
- Transforming processes to bolster revenue assurance and protect organisational finances.
- Streamlining case management workflows for more efficient handling and resolution of cases.

2.5. ERP Transformation

Purpose and Scope

Our approach to ERP transformation encompasses comprehensive end-to-end services and focused, rapid discovery and diagnostic offerings, each tailored to the unique needs of your organisation.

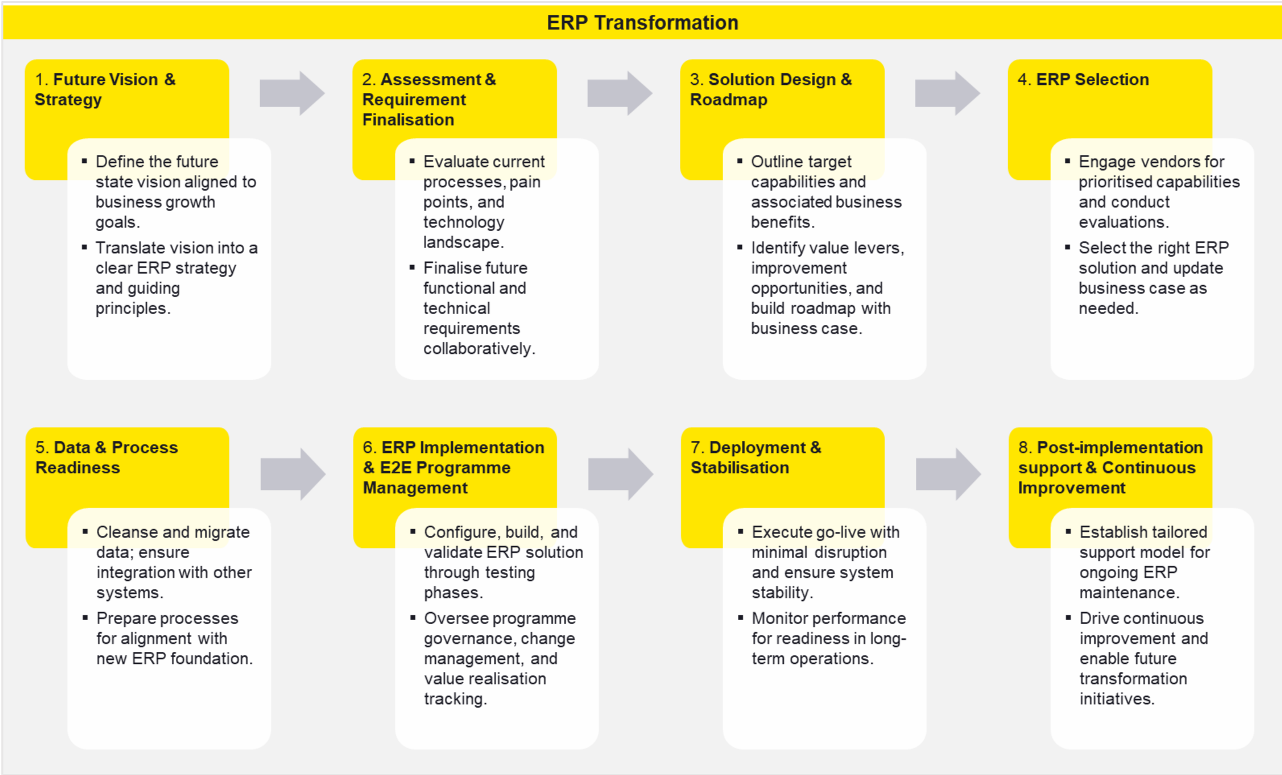
End-to-End ERP Transformation

We deliver holistic ERP transformation services, supporting organisations through initial assessment, strategic planning, implementation, and ongoing optimisation. Every stage is designed to improve enterprise resource planning, drive operational efficiency, and foster lasting change throughout your business.

Rapid ERP Discovery & Diagnostics

For organisations requiring swift clarity and targeted insights, our rapid ERP discovery and diagnostics service typically spans six to eight weeks. The process is crafted to identify challenges, transformation opportunities, and produce a future state roadmap with a robust business case, guiding strategic decision-making.

- ERP Solution Discovery: An expedited assessment to pinpoint core issues and transformation opportunities. Organisations receive a clear roadmap for future operations and a data-driven business case. This service benefits those pursuing ambitious, enterprise-wide ERP change, as well as organisations with specific functional pain points.
- Delivery Assurance Diagnostic: A focused evaluation of governance, organisational capability, and programme controls to ensure effective oversight of Systems Integrators and mitigate delivery risks. This is valuable for organisations preparing for significant ERP transformation or addressing challenges in ongoing implementations.



Key Benefits

- Clear understanding of ERP readiness, risks, and transformation pathways.
- Accelerated mobilisation of ERP programmes with well-defined scope, governance, and target outcomes.
- Reduced delivery risk through diligent oversight of systems integrators and strengthened programme controls.
- Improved process standardisation, data structures, and system coherence across the organisation.
- Better investment decisions enabled by business cases rooted in evidence and diagnostics.

Practical Examples

- Developed a ministerial briefing that simplified the narrative of a complex digital programme, enhancing stakeholder understanding and alignment.
- Designed and implemented a governance framework for an organisation embarking on a large-scale ERP transformation, resulting in reduced delivery risks and accelerated mobilisation.

2.6. Executive Storytelling & Change Alignment

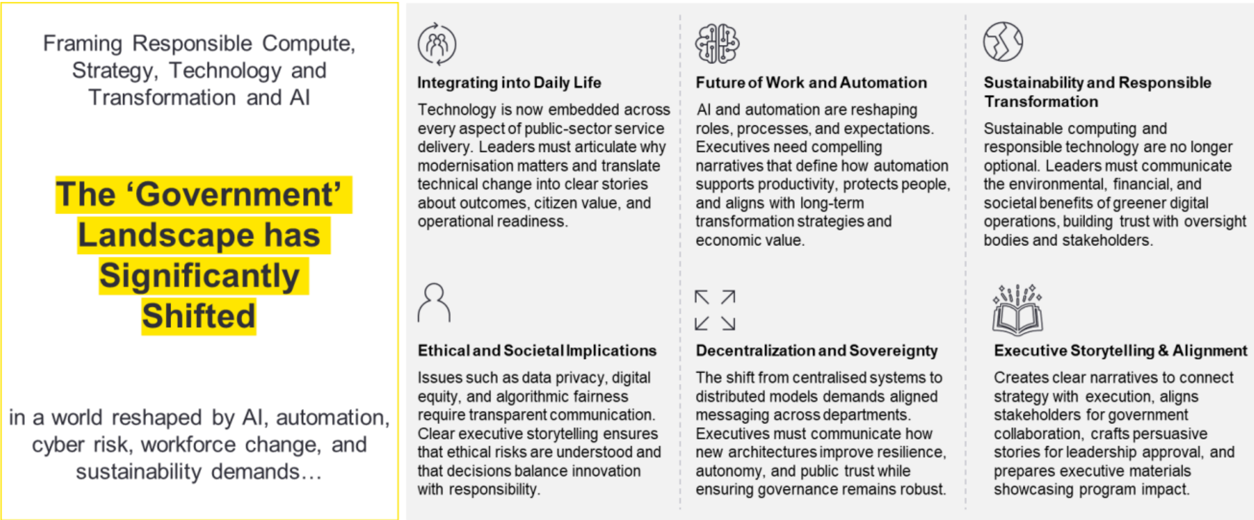
Purpose and Scope

Bridging Strategy and Execution:

EY connects strategy with action, helping public sector leaders deliver transformation that is both visionary and practical. By partnering with executives and government officials, EY ensures goals are clearly defined, measured, and achieved.

Collaborative Engagement:

EY works within departments, supporting senior teams on large-scale initiatives. This partnership aligns efforts with government priorities, making sure both planning and delivery meet expectations.



Business Stakeholder Benefits

- Co-designs clear transformation narratives to secure senior backing.
- Focuses communication on measurable public value and results.
- Provides concise presentations and updates for decision-makers.

Technology Stakeholder Benefits

- Uses transparent reporting to measure progress and benefits.
- Enables technology teams to track accountability.
- Encourages cross-department collaboration to streamline delivery.

Leadership Team Support

- Customises messaging for executives to maintain clarity.
- Develops strategies to build consensus among diverse stakeholders.

Key Features

- Clear transformation narratives stressing urgency and value.
- Executive-ready materials for effective leadership communication.
- Outcome-focused communications and transparent reporting.
- Strategies for departmental engagement and alignment.

Benefits

- Engaging stories that win senior support.
- Stronger leadership coordination and reduced resistance.
- Better engagement with oversight bodies through focused materials.
- Consistent messaging and transparent benefit tracking.

Best Practice Examples

- Created a briefing that clarified complex programmes, speeding up decisions.
- Produced board materials to secure long-term investment.
- Aligned leadership to achieve unified support for transformation agendas.

3. Key contacts

For further information please get in touch via the email address below.

Adam Hughes

Government and Public Sector Technology Leader for UK&I

Email: eytenders@uk.ey.com

Rohit Sharma

Government and Public Sector Digital Strategy, Technology, and Transformation Partner for UK&I

Email: eytenders@uk.ey.com

Alkesh Acharya

Cross Government and Public Sector Senior Manager

Email: eytenders@uk.ey.com

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