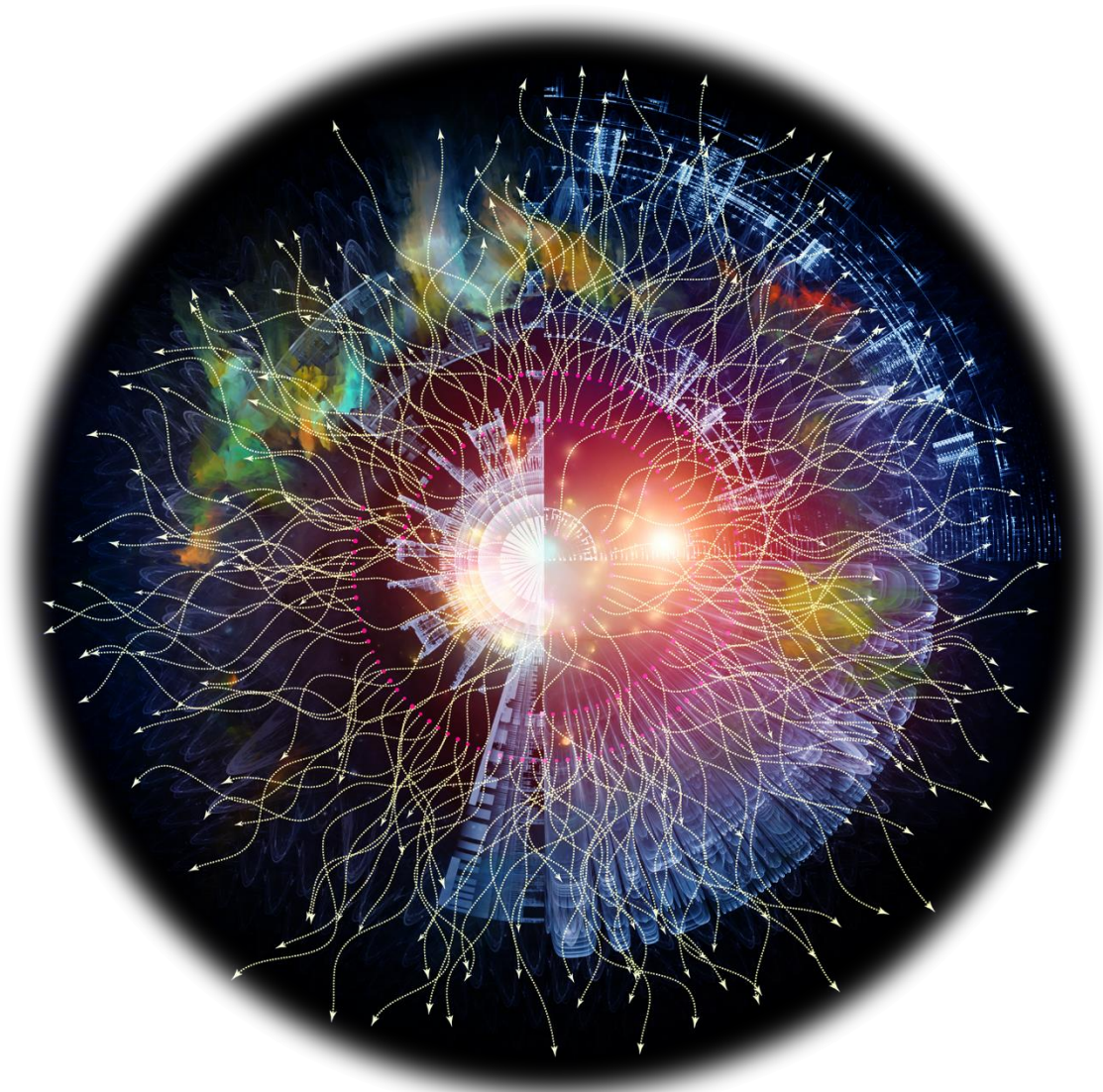




Reporting as a Service

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.

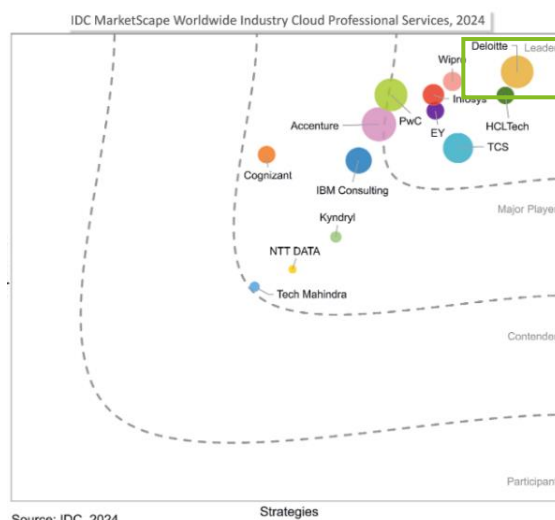


Gartner

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

What is Reporting-as-a-Service (RaaS) for Sustainability?

Deloitte's Reporting-as-a-Service (RaaS) for Sustainability is a managed service that helps public sector organisations navigate the complexities of environmental and wider sustainability reporting. The service combines Deloitte's deep public sector and domain expertise with leading cloud technology to automate and streamline the end-to-end process of collecting, managing, and reporting sustainability data.

This service transforms sustainability reporting from a manual, time-consuming, and error-prone exercise into a strategic, efficient, and continuous capability. We work to help your organisation can meet its public commitments and disclosure obligations, such as the **Greening Government Commitments (GGCs)** and requirements for annual reports, with data that is accurate, auditable, and decision useful.

Key Features and Benefits

Our service is designed to address the common drivers of reporting inefficiency—fragmented data, manual processes, and inconsistent controls by delivering tangible benefits:

- **Increase Audit Readiness and Compliance:** Establish a robust, transparent, and auditable data trail for all sustainability disclosures. Proactively manage reporting changes and minimise the risk of non-compliance, restatements, and associated penalties.
- **Reduce Errors and Duplication of Effort:** Automate data collection, aggregation, and calculations to eliminate manual reconciliations and ensure a 'single source of truth' for sustainability data, significantly improving data quality and consistency.
- **Lower the Cost per Reporting Obligation:** Drive efficiency through streamlined processes, optimised use of technology, and predictable resource alignment, reducing reliance on ad-hoc external support and lowering the overall cost of compliance.
- **Focus Your Team on Strategic Activities:** By managing the operational burden of reporting, we free up your internal teams to focus on higher-value activities, such as analysing performance, driving sustainability initiatives, and engaging with stakeholders.
- **Enhance Public Trust and Accountability:** Leverage timely, decision-useful sustainability data to engage more effectively with regulators, oversight bodies, and the public, strategically positioning your organisation as a leader in transparency and sustainable performance.

Who is this Service For?

This service is designed for UK public sector bodies facing increasing pressure to deliver accurate, timely, and transparent sustainability reporting. It is aimed at leaders who are accountable for non-financial data, regulatory compliance, and strategic performance.

- **Finance Directors:** Who require assurance-ready, non-financial data for annual reports and need to integrate sustainability reporting with the same rigour as financial reporting.
- **Directors of Sustainability & Climate Change:** Who need to translate policy goals into measurable outcomes and provide reliable data to prove impact and meet stakeholder expectations.
- **Chief Digital and Information Officers (CDIOs):** Tasked with integrating new sustainability data and technology requirements into the existing enterprise architecture efficiently and securely.

- **Chief Operating Officers (COOs):** Who need actionable insights from sustainability data to improve operational performance, manage risk, and drive informed decision-making.

Example Scenarios

- **A central government department needs to report against its Greening Government Commitments.** The department struggles with fragmented data stored in spreadsheets across multiple divisions. Our RaaS offering provides a central platform and a managed service to automate data collection, ensure calculations are compliant, and generate an audit-ready report, meeting its public deadlines with confidence.
- **A large public transport agency needs to improve its ongoing sustainability performance monitoring.** Their current process is manual and slow, preventing timely interventions. RaaS is used to establish automated data flows and dynamic dashboards, giving leadership near-real-time insight into key metrics like emissions, energy usage, and waste, enabling proactive management.
- **An Arm's-Length Body wants to establish a more robust governance framework for its non-financial data.** They lack a clear data lineage and control environment, creating risk for their public disclosures. Our service helps define the data models, establish quality checks, and implement approval workflows, creating a fully auditable and controlled reporting process.

3 Detailed Service Description

Our Approach and Methodology

Deloitte's Reporting-as-a-Service (RaaS) is a comprehensive managed service that covers the full lifecycle of sustainability reporting. Our approach is built on a partnership model, combining our expert practitioners, proven processes, and powerful technology to become a seamless extension of your team. We manage the operational complexity of reporting, allowing you to focus on strategic outcomes.

Our methodology covers the end-to-end reporting process:

1. **Requirements Scoping:** We work with you to confirm the specific reporting frameworks, metrics, and data themes in scope.
2. **Data & Systems:** We identify data sources, define data models, and configure integrations to automate the flow of information from source systems to the reporting platform.
3. **Process & Calculation:** We configure the platform to perform necessary calculations, data transformations, and aggregations, embedding robust quality checks and validation steps.
4. **Reporting & Approval:** We structure and prepare the final report outputs, manage review and approval workflows, and generate the required disclosures for publication.
5. **Continuous Improvement:** We provide ongoing service monitoring and governance to identify opportunities for further optimisation and efficiency gains.

While our approach is technology-agnostic, we have deep expertise and established partnerships with leading ESG reporting vendors, such as **Workiva and Credibl**. This allows us to implement and manage a best-fit solution for your organisation's specific needs and existing technology landscape. We also have extensive experience across the wider ecosystem of ESG technologies and can integrate these as required.

Flexible Service Tiers: A Partnership Model

We recognise that every organisation has different needs and internal capabilities. Our RaaS offering is designed as a flexible partnership model that can be tailored to your specific requirements. The level of support can be configured across a spectrum, from targeted assistance to a fully outsourced function.

Our service is structured across three tiers, allowing you to choose and further tailor the model that best suits your objectives and budget:

1. **Basic ('Assist'):** In this model, we act as expert administrators and support for your team. You retain ownership of the process, while we manage the reporting platform, configure calculations, structure reports, and provide technical support. This tier is ideal for organisations with a capable internal team that needs to augment its capacity and technical platform expertise.
 - Deloitte's Role: Platform configuration, report structuring, technical support, user management.
 - Client's Role: Data ownership, data review and approval, narrative preparation, final sign-off.
2. **Intermediate ('Co-create'):** This is a collaborative model where we work alongside your team as integrated partners. In addition to the 'Assist' activities, we take a more active role in areas like data source identification, data model development, and preparing draft narratives. This tier is suited for organisations looking for a closer partnership to build capability and share the reporting workload.

- **Deloitte's Role:** Includes 'Assist' activities plus data model development, data source identification, narrative preparation support.
 - **Client's Role:** Collaborative input on data models, final data review and approval, final narrative ownership.
3. **Advanced ('Deliver'):** This is a fully outsourced managed service where Deloitte takes primary responsibility for executing the end-to-end reporting process. We manage everything from data transformation and cleansing to data quality audits, gap-filling estimations, and interaction with assurance providers. This tier is designed for organisations that want to delegate the operational execution of sustainability reporting to a trusted partner.
- **Deloitte's Role:** Includes 'Co-create' activities plus data cleansing, data quality audits, data estimations, and managing the audit/assurance interaction.
 - **Client's Role:** Strategic oversight, final review and approval of the complete report.

Inputs and Contributions Required from the Client

To ensure a successful partnership, we require active collaboration and specific inputs from your organisation. The success of the RaaS engagement is critically dependent on your contributions in the following areas:

- **Executive Sponsorship:** Clear and visible sponsorship from a senior leader (e.g., Finance Director or COO) who can champion the service internally, reinforce its importance, and help overcome any organisational barriers.
- **Access to Stakeholders:** Timely access to key subject matter experts and decision-makers across relevant functions, including Sustainability, Finance, Operations, and IT. This is essential for requirements gathering, data source identification, and process validation.
- **Access to Data and Systems:** Provision of necessary access rights and permissions to relevant source systems, data sets, and existing documentation (e.g., previous reports, data definitions). This is fundamental to configuring the platform and automating data flows.
- **Timely Review and Approval:** Commitment from your designated stakeholders to participate in review and approval cycles for key deliverables, such as data models, report structures, and final disclosures, in line with the agreed project schedule.

Critical Success Factors

Our experience shows that the most successful RaaS engagements are underpinned by several key factors:

- **A Clear Vision for Reporting:** A shared understanding of the strategic objectives for sustainability reporting, beyond pure compliance, and how it will be used to drive performance and decision-making.
- **A Partnership Mindset:** Viewing the Deloitte RaaS team as an integrated extension of your own. Open communication, mutual trust, and a collaborative approach are essential.
- **Willingness to Adapt/Adopt New Processes:** An openness to evolving existing ways of working to embrace the automation and standardisation that the service provides, moving away from manual, spreadsheet-based processes.
- **Data Governance Commitment:** An organisational commitment to improving data quality and governance at the source. While our service includes data validation, the ultimate quality of reporting depends on the quality of the underlying data.

Delivered by a Multidisciplinary Team

This service is delivered by Deloitte's Sustainable Business Solutions team, a cross-functional group of UK-based and security-cleared experts. We combine deep public sector knowledge with cutting-edge technical capability to ensure your reporting is not only compliant but also insightful.

Our teams are purpose-built for each engagement and blend expertise in:

- **Sustainability Reporting and Regulation:** Practitioners with deep knowledge of public sector reporting requirements, including the Greening Government Commitments, and experience in financial and non-financial reporting standards.
- **Data Architecture and Management:** Data specialists who design and implement robust data models, integrations, and governance frameworks to ensure data is accurate, consistent, and traceable.
- **Technology Platform Expertise:** Certified professionals with hands-on experience in configuring, managing, and optimising leading ESG reporting platforms like Workiva and Credibl.
- **Audit and Assurance:** Experts who understand the requirements of internal and external assurance providers, ensuring the data, processes, and outputs are fully auditable.

Outputs and Deliverables

As part of the RaaS engagement, Deloitte provides a set of core outputs and deliverables designed to create a robust and sustainable reporting capability for your organisation:

- **A Configured Central Reporting Platform:** A fully configured, cloud-based platform serving as the single source of truth for all in-scope sustainability data.
- **Automated Data Flows and Integrations:** Configured data pipelines that automatically extract data from source systems, reducing manual effort and the risk of error.
- **Dynamic Dashboards and Analytics:** Customised dashboards providing near-real-time visibility of key performance indicators, enabling proactive monitoring and data-driven decision-making.
- **Generation of Final Report Outputs:** Production of the required data and disclosures in the specified format for inclusion in publications such as your Annual Report and Accounts or Greening Government Commitments (GGC) submissions.
- **Documented Processes and Controls:** Comprehensive documentation of data models, calculation methodologies, and control points to ensure transparency and full auditability.
- **Regular Service Performance Reports:** Ongoing reporting on the performance of the managed service against agreed Key Performance Indicators (KPIs) and Service Level Agreements (SLAs).

Exclusions and Constraints

To ensure clarity and manage expectations, it is important to note what is not included in this service:

- **Creation of Primary Source Data:** The service is focused on the collection, management, and reporting of existing data. It does not include the generation of new primary data (e.g., installing energy meters or conducting raw waste audits).
- **Remediation of Source Systems:** While we will identify data quality issues, the responsibility for fixing underlying problems within your source systems remains with your organisation.
- **Final Accountability for Disclosures and Compliance:** We provide the data and insights to support your reporting, but the ultimate accountability for signing off and publishing the final disclosure remains with your designated leadership.

Proven Impact: Anonymised Case Studies

Challenge: A large Arm's-Length Body was struggling with manual, spreadsheet-based data collection for its annual sustainability report, creating a significant audit risk and administrative burden.

Solution: We implemented our RaaS offering on the Workiva platform. Our team configured the system, automated data feeds from finance and facilities systems, and now manages the end-to-end reporting process as a managed service.

Outcome: The client now has a fully auditable, centralised reporting process. The time spent on data collection has been reduced by over 60%, and the leadership team has confidence in the accuracy of the data being reported publicly.

Challenge: A central government department needed to enhance its reporting capability to provide more granular and timely insights into its performance against Greening Government Commitments.

Solution: We deployed our 'Co-create' RaaS model, working alongside the department's sustainability team. We provided the technical expertise to structure their data, build automated dashboards, and streamline the report generation process.

Outcome: The department now benefits from near-real-time performance dashboards, enabling proactive management of its sustainability targets. The process for compiling the annual GGC report is now significantly more efficient and less reliant on key individuals.

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:

- Deloitte LLP
- Reporting as a Service
- Renard Teipelke (rteipelke@deloitte.co.uk)



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