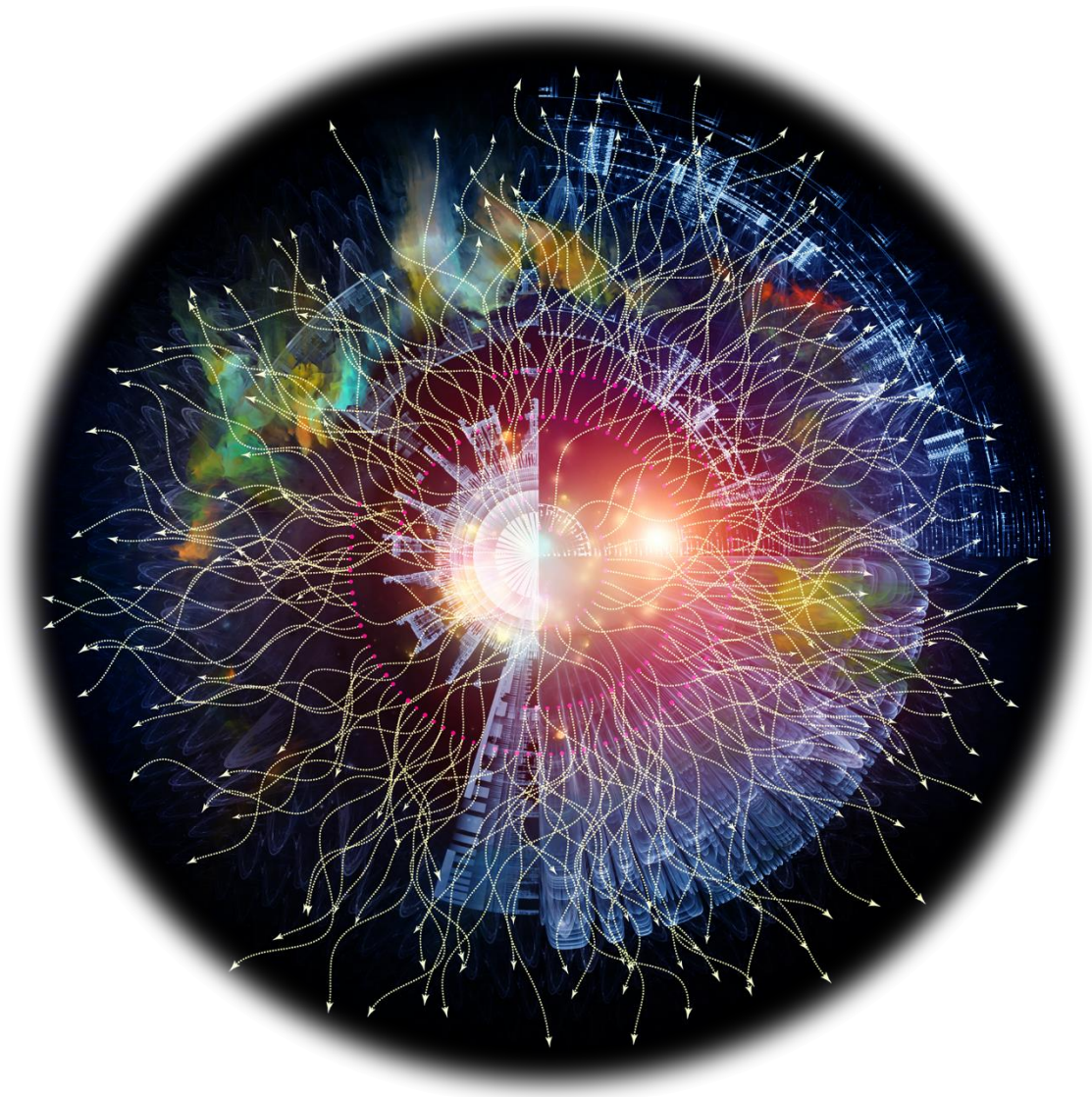




Business Analysis

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.

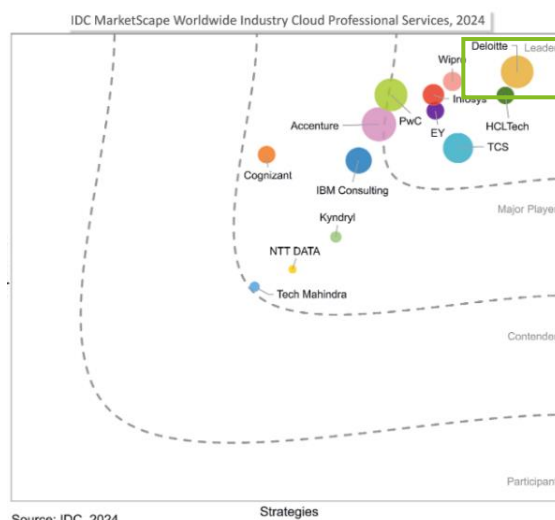


Gartner

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

Deloitte's Business Analysis service is aimed at large organisations who require a partner to provide a joined-up team of Business Analysts (BAs) to understand the business context, design digital products and services based on user needs, and support them through the delivery lifecycle.

Our Business Analysis methodology **includes these features:**

- Business problem statements: defined based on user research (including ethnographic and survey-based methods), analysis and stakeholder engagement
- As-is current state analysis: captured and validated based on user feedback, including highlighting strengths and pain points
- User needs: captured and prioritised as epics and user stories, including both functional and non-functional requirements from the business
- Prioritised requirements: based on user feedback, strategic imperatives and other factors
- Options papers for to-be future state: including changes to technology, business processes and/or organisational structures
- Recommendations packs: a presentation document that is shared with our clients at the end of each project/discovery
- Ongoing business analysis support: during delivery, test and early life support from Business Analysts
- Ability to flex size of business analysis team based on demand, subject to client onboarding processes for Business Analysts

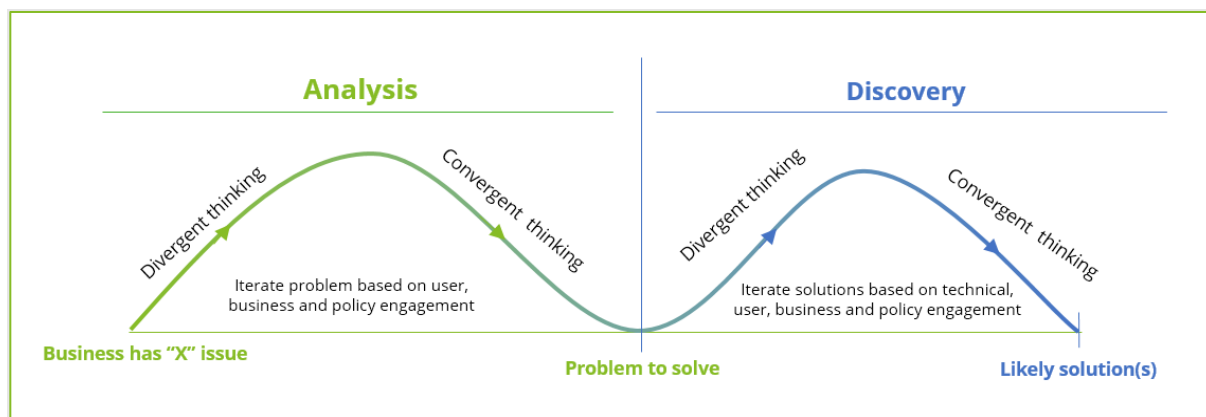
Our Business Analysis methodology **provides these benefits to buyers:**

- User-centred design based on user research, prototyping and analysis, de-risking the viability of the service
- Full traceability from business problems and user feedback, through to epics, user stories, acceptance criteria and recommendations
- End-to-end business analysis includes different systems, handoffs, geographic variation, etc
- Evidence base and detailed analysis to support business cases
- Experienced Business Analysts who can sit in the 'middle' between business and technology
- Working in blended teams with client Business Analysts and supporting internal business analysis capability growth, where needed
- Use of BPMN2.0 industry standard for business process mapping, allowing easier sharing of materials between Business Analysts and other roles in the business
- Use of client's preferred tools where possible for business analysis artefacts (e.g. Jira, Confluence, Miro, Mural, Gliffy, Visio, MS Office, etc)
- Compatible with agile or waterfall approaches
- Business Analysts who can work with Technical Architects, Delivery Managers and other roles in the business

3 Detailed Service Description

Our high-level approach

At a high-level, we follow a two-phase approach for analysis and discovery that we can adapt to the various needs of our customers.



In the **analysis phase** we focus on **identifying the right problem to solve**, based on ethnographic research, workshops with stakeholders, and understanding business priorities and strategies. Ultimately this takes the form of a problem statement and supporting evidence that we review and agree with our clients.

In the **discovery phase** we focus on **finding the right solution**, based on identifying options, getting feedback in workshops, testing low-fidelity prototypes, working with Technical Architects, and running 'day in the life' type scenarios to get user feedback. This is brought together into a discovery exit pack that includes options, recommendations and supporting evidence that we present to our clients.

Our approach to business analysis in detail

The table below provides an outline of the typical activities completed by one of our Business Analysts during the analysis and discovery phases.

Activity	Description	Typical outputs created
Scope definition	At the start of the discovery phase, our Business Analysts will work with the buyer to understand and document: - What is in scope - What is out of scope - Any constraints (e.g. capacity, timelines) At this point, we will also understand the key stakeholders and work with them to define a Statement of Work and Discovery Exit criteria, so there is a clear, shared understanding of the remit and objective of the business analysis.	- Statement of work - Discovery exit criteria
Problem statement definition	We start by asking what the problem is. This includes: What are we trying to solve and why? What is the impact of the current problem on our users? And are there any more issues that the users are facing? We will work with the client to boil this down into a clear problem statement that captures the business imperative.	- Problem statement - Supporting evidence

Current state assessment (as is)	We document the as-is process based on our user research and any existing documentation, using BPMN2.0 standards. This includes documenting strengths, pain points and potential improvement areas with the current process.	As-is business process maps
User needs analysis	We run workshops and conduct interviews with users to elicit their requirements and write user needs as epics and user stories. This includes both functional and non-functional requirements.	- Epics - User stories
User needs prioritisation	In a series of workshops, we will also prioritise user needs in a suitable format for the client. For instance, we may define the Minimum Viable Product and subsequent post-MVP releases, or use the MoSCoW approach (must, should, could, won't).	Prioritised backlog of user stories
Future state design (to be)	We draw on the findings from our user research and user needs prioritisation to propose to-be designs to address the business problem. We run workshops to test these ideas with users and other stakeholders, get feedback, and iterate our proposals.	- User journey - User personas - To-be process maps
Prototyping	We will produce basic, low-fidelity prototypes to enable users to test processes and designs and where possible gather user feedback.	- Low-fidelity prototype - Wireframes
Solution options and appraisal	Where we identify multiple options, we will appraise them against the requirements, as well as cost, delivery, time, and other constraints/dependencies.	Options paper
Recommendation and sign-off	We will make a recommendation based on the options we have identified and feedback from client stakeholders.	Discovery exit pack

Our approach to civil servant (internal staff) capability development

Our Business Analysis service can also help develop the capability of civil servants and other internal staff, alongside day-to-day delivery of BA services.

Our typical programme of work to help develop internal capability includes the following activities, working alongside the client's Head of Profession or equivalent.

Activity	Description
Blended teams	We believe blended teams of Deloitte and Civil Servant BAs are the most effective way to help develop internal capability, especially when onboarding new joiners. We will 'pair' our BAs, either to work on projects together, or by working in adjacent areas where our Deloitte BA is positioned to provide close support to their civil servant counterpart.
Training	We have a track record of designing and delivering bespoke training courses on topics including "Introduction to Lean", "Introduction to Business Analysis" and "Discovery 101" for civil servants at our clients. Where possible, we run these in an in-person, classroom-based environment. Our training includes high-quality materials that participants can continue to include as a reference guide beyond the initial course.
Mentoring and coaching	We mentor and support Civil Servants BAs, typically in fortnightly sessions. We will consider the objectives that individual has set themselves and focus specifically on these areas, in consultation with their line manager or Head of Profession.

Ongoing programme of events

We typically run regular lunch-and-learn series covering topics like problem solving, BPMN2.0 process mapping, and other technical skills, to provide an ongoing programme of events to improve business analysis skillets, as well as help maintain a sense of community amongst BAs.

Sample training materials we have designed to support development of civil servant Business Analysts

Overview of Discovery

This is the *general flow* of a Discovery. Remember, every Discovery is different! Ensure your Discovery Exit Pack tells the story of you got from the business problem to the solution/design in a clear structure.

BA responsibility

- 1. Understand Business Problem**
Example Outputs:
• High Level Problem Statements
• Pain Points & Impacts
• Stakeholder List
• Scope
- 2. Investigate current state (As-is)**
Example Outputs:
• As-is process map
• As-is process map (with pain points)
• As-is user journey
- 3. Understand User needs**
Example Outputs:
• Requirements Catalogue containing Functional and non-functional requirements (prioritised)
• User Personas
• User Stories (prioritised)
- 4. Define / Understand future state (to-be)**
Example Outputs:
• To-be process map
• To-be user journey
- 5. Develop Solution Options / Designs**
Example Outputs:
• Solution Options
• Solution Appraisal (against requirements)
• Screen flow and screen mock-ups
- 6. Recommendation & Sign Off**
Example Outputs:
• Overview of Recommendation
• High-level delivery plan
• High-level costing for Alpha phase
• Risks
• Assumptions

TOP TIP A User Researcher may conduct research at the beginning of a Discovery to help understand user needs

REMEMBER Engage with Solution Architects during the Design in to ensure that what you are designing is technically possible

TOP TIP Content Designers and Interaction Designers may be involved in designing the screen flow & content

Problem Statements

First a BA needs to understand **what the problem is. What are we trying to solve and why?** What is **the impact** of the current problem on our users? And are there any more issues that the users are facing?

You will have one overarching problem statement which the Discovery is investigating, but may also identify other pain points which are impacting the users.

Problem Statements (Pain points) clearly and concisely define a core issue that needs to be addressed

Remember to ask yourself: what is the problem and what is the impact? Some example problem statements are listed below.

Problem Statement	Impact
• Solution does not have appropriate reporting mechanisms	• Users are keying information into multiple sources
• Solution has limited search capabilities	• It is time consuming to find required information on the system

TOP TIP Plot out your problem statements along the process maps you've created

REMEMBER Not all Discoveries are driven by a 'problem'. Some may be policy-driven or mandated, so you may need to articulate what exactly it is you are trying to solve/achieve rather than an explicit 'problem' statement

Documenting the As-Is and To-Be

CAPTURE AS-IS

- Assess current state
- Understand the pain points of the users

DEFINE TO-BE

- Address the pain points
- Ensure agreement from users

DEVELOP FULL REQUIREMENTS

- In line with 'to-be'

TOP TIP A process map developed and handed over by a Design Team. Your job may be to update or refine this process map to make sense of it - extract the key information and translate it in a way that makes sense to a Technology Architect (TA). You could do this through a user journey or re-drawing/simplifying or adding more information to your process map, depending on what you receive. Where possible, work with your TA to understand what is most appropriate for your discovery.

Business Process Models

During a Discovery a BA may draw business process models to define the current or future business process. We use **BPMN (Business Process Modelling Notation)**. Outlined below are some of the key BPMN concepts to be aware of.

The three main flow objects are called events, activities, and gateways.

- Events are triggers that start, alter, or complete a process.
- Activities are tasks performed by individuals or technology.
- Gateways are decision points.

You should ensure that each user has their own swim lane on the process map.

Events [as circles]

- End Event
- Interrupting
- Timer Event e.g. daily

Activities [as boxes]

- System
- Activity

Lanes/pools [as containers]

- Combined swim and pool lane
- Swim lanes (within a pool)

Gateways

- Inclusive - may trigger multiple flows
- Parallel - activities after occur at the same time
- Exclusive - there are only two possible paths
- Complex - when you can't use the other types

Flows [as lines]

- Message flow
- Sequence flow
- Association

TOP TIP Gilly is a great tool we can use for Process mapping on Confluence. Visio is available via the Software Centre.

User Journeys

User journeys outline the **pathway** that the core personas will follow, and **bring the current and future solution to life** for the business. They also help to **communicate the new process** with the business as they translate the solution design into something meaningful.

School

- Distributes forms to participants/parents (opt out model)
- Uploads participant list
- Places order for kits using their Unique Organisation Number
- Takes delivery of the kits and facilitates collection/distribution

Participant

- Collects enough kits to facilitate weekly tests for a half term
- Conducts test at home in the morning before school
- Returns kit to school ready for courier collection

School & Participant

- Receives results via email and SMS
- Repeats process every week

TOP TIP It is useful to call out which system is used for each step of the journey or if it is done offline

Eliciting Requirements

Why do we elicit requirements? Requirements are vital to the design of the solution. Requirements should be **clear and concise**. It is the BA role to translate user needs into requirements that can be understood by the technical architects

You may elicit requirements through hosting workshops with stakeholders or during stakeholder interviews. You can use the high-level to-be process steps to write your questions to gather functional requirements. You should think about what a **User needs to be able to do** at each part of the process.

There are **two types** of requirements... which are often written as User Stories

Functional
What the system is supposed to do

Non-Functional (NFR)
Constraints for how the system *should* operate e.g. security, reliability, performance, maintainability, scalability

As a Customer, I want to be able to find a document by searching for Name so that I can quickly find a document using the information I have been supplied

As a Service Owner, I want the Service to be available to users for 99.9% of any given day of the week so that I can ensure the service is available to customers majority of the time and minimise customer complaints

EPICS

It may be helpful to write out EPICS before you drill into requirements. An EPIC is a high-level user story

EPICS broadly capture the change that's happening, which can be broken down into a smaller number of stories/requirements

TOP TIP The portfolio has a standard set of NFR's and NFR's may be given to you

Case study

Deloitte was appointed as a strategic Business Analysis partner for a HM Government Department's digital portfolio in from 2018 to 2024. We provided a team of around 35 Business Analysts (BAs) blended with a growing cohort of around 12 civil servant BAs.

We were the Portfolio's strategic partner for business analysis, with responsibility for leading on the design of major products. This includes the department's new strategic case management platform, which is used by c.10,000 staff for the processing of c.1m cases each year.

We followed these principles to make our service a success:

- **Listening to users:** We start our discoveries by analysing user needs, talking to users to create personas, capturing as-is user/customer journeys, understanding what works well, and identifying pain points.
- **Prioritising business/policy engagement:** We run collaborative discoveries with Product Owners, business SMEs, and policy; and our people are trusted with responsibilities like chairing the programme management board and acting as interfaces between the business and delivery teams.
- **Eliminating ambiguity:** We led the shaping of design principles against which all designs are assessed by the management board.
- **Producing business analysis artefacts:** This includes process designs, operating models, channels/information flows, user stories/requirements and impact on adjacent/supporting areas.
- **Knowledge transfer:** We run our service as a blended team of Deloitte and Civil Servant BAs.
- **Rolling out specialist ways-of-working:** We've worked with key stakeholders in Digital, Data and Technology (DDAT) and the business to define a specialist 'Product-First' approach to discovery which prioritises rapid prototyping, re-use and configuration of core products.
- **Setting up blended teams of Deloitte and client BAs:** we find this is the most effective way to build internal capability and support successful onboarding
- **Mentoring and supporting client BAs:** This includes fortnightly sessions, coaching and supporting them to develop capability and tailoring roles to meet their objectives; we also designed and delivered bespoke training courses on topics including "Introduction to Lean", "Introduction to Business Analysis" and "Discovery 101" for civil servants.

These principles and activities led us to successfully deliver several outcomes, including 164 discoveries completed by our BAs between May 2022 and December 2023 and approved to progress into development with delivery teams.

In addition, over 100 client staff have completed our training courses over a 24 month period, feedback included: "I highly recommend this to all our staff on digital projects" and "I would be keen to ensure any new joiners attend a similar session". Several of the civil servant BAs we supported as new joiners have gone from playing a supporting role to leading work on complex areas, designing services for large userbases and presenting at management boards.

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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