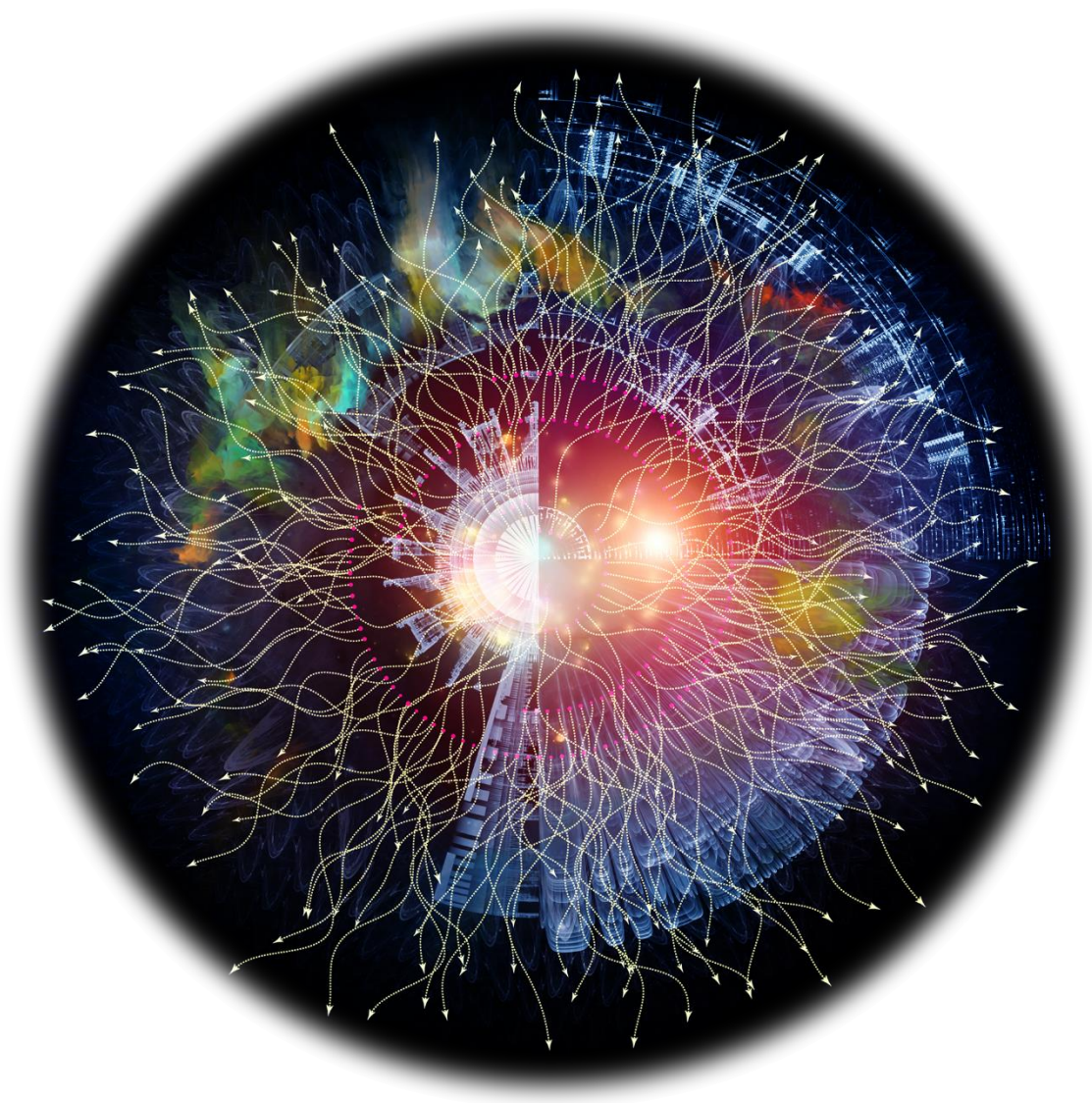




Design and Implementation of Shared Services/Global Business Services Enabled by Cloud

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.

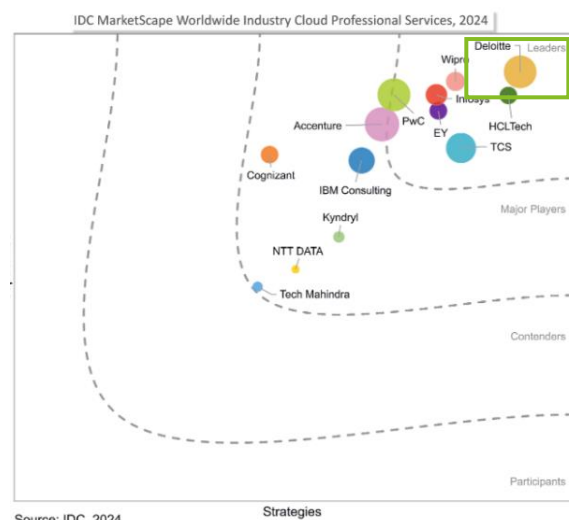


Gartner

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

Through this service Deloitte will work with you to improve your corporate services and shared service processes, technology, and operations. This can involve transforming your retained corporate services and shared service operating model in their entirety as well as implementing discrete continuous improvement initiatives in your existing operations, leveraging AI and automation, as well as service improvements through introduction of new capabilities to drive scope growth and expansion (for example automation as a service).

We have specific expertise in the improvement of shared service operating models across a wide range of enabling functions e.g. Finance (including but not limited to Accounts Payable, Management Accounting, Financial Planning & Analysis, Banking and credit control), HR, IT & Digital, Transformation, Estates, Procurement and Payroll. This service enables organisations to improve their corporate operating models, leveraging systems and process integration and can also explore and shape the potential for a cloud-based service delivery transition.

Our Process Excellence expertise covers Source to Pay, Order to Cash, Hire to Retire, Record to Report, Plan to Perform (Financial Planning & Analysis) and Acquire to Retire (Fixed Assets) enabled by use case specific AI, process and control automation using the latest cloud based/ SaaS technologies.

The service will provide you with the ability to host systems for other organisations, offer web-enabled, self-service applications for employees, vendors and customers, leading practice and standardised processes with improvements to user experience and a shared service centre organisation structure, roles, and governance arrangements. Our approach is supported by robust project management processes.

The Deloitte service can also provide for the full deployment of Application Management Service (AMS) for all the cloud-based solutions provided within this service. Our full range of services would be discussed and agreed as part of the service onboarding procedure.

The duration of the service can vary dependent on the scale of your organisation and maturity of existing processes but typically will range from twelve to eighteen months of support for full implementation and shorter timescales to implement parts of the solution.

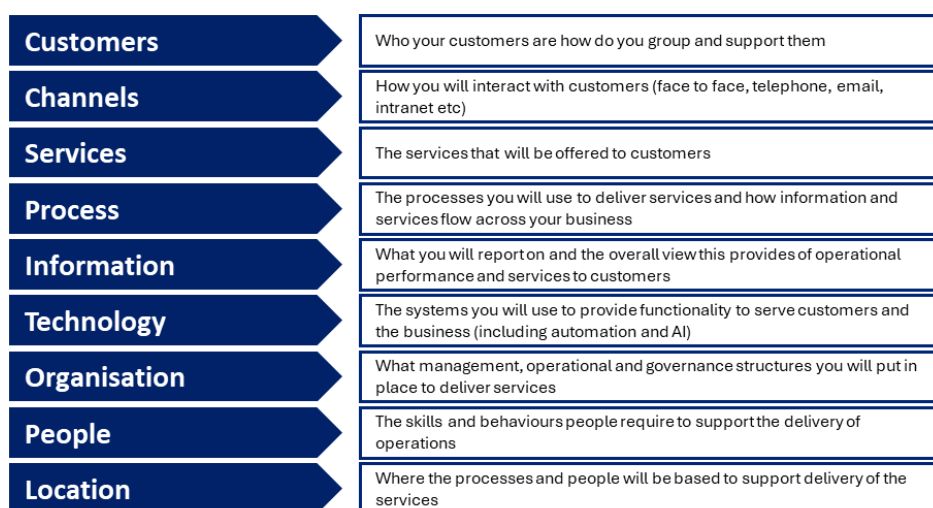
3 Detailed Service Description

Our Approach

Our approach is underpinned by the following principles:

- Scope will be clearly defined and agreed;
- There will be a clear governance structure and reporting mechanisms;
- Project management will be robust and managed under PRINCE II principles;
- There will be a joint project team with members from Deloitte and your organisation; and
- Roles and responsibilities will be clearly defined and agreed.

The solution is a full operating model. The interdependencies between all layers of the operating model are embedded in the design. The layers of the operating model are depicted in the diagram below.

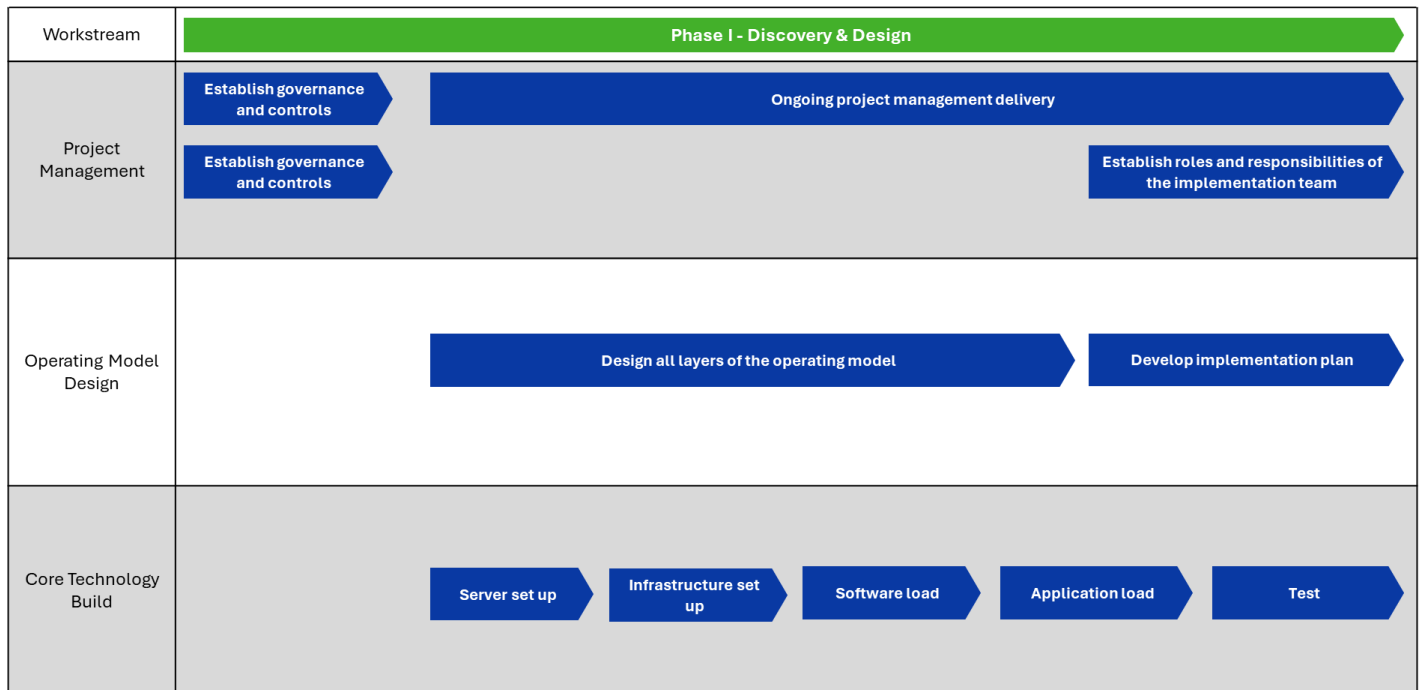


Our approach involves two key phases for the full implementation. The two phases will still apply if only parts of the solution are implemented, albeit on a reduced scale. We strongly recommend doing these phases sequentially and with Deloitte for efficiency. For both phases of the approach we will work in joint teams with members of your team, and we will provide professional services. The responsibilities of each organisation to deliver activities of the approach will be determined at the outset and documented in the Order Form.

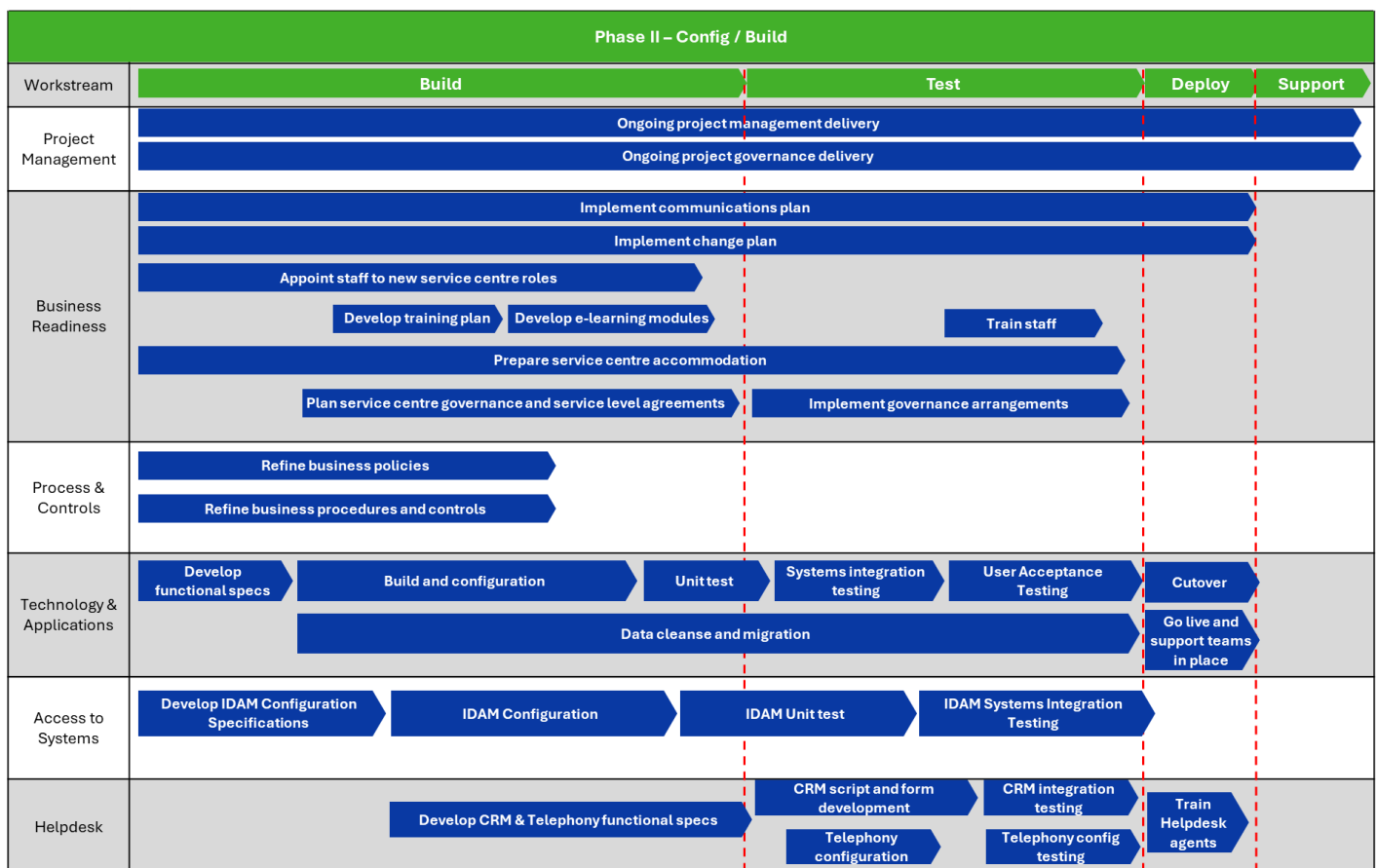
Phase I involves:

- Designing the operating model for your shared service. This will involve taking the design for all layers of the operating model (see diagram) and understanding how the design can be implemented in your organisation; and
- Designing the technology cloud solution for your organisation.

The following illustrates our approach to Phase I:



Phase II involves implementing the design in your organisation. The diagram below illustrates our approach to Phase II:



The following table provides a high-level overview of typical activities that would be undertaken by the parties in each phase of the approach. The scale and scope of work within the activities will be refined if only a part of the operating model is being implemented. The specific activities, inputs and responsibilities of each party will be described in detail in the agreed Order Form.

Workstream	Typical Activities
Phase I	
Project Management	• Project management office set up • Project planning • Project team meetings • Preparation for Project Board meetings • Monitoring risks and issues • Recommending corrective action for issues • Controls process regarding deliverables
Operating Model Design	• Understand current operating model, including technology landscape • Undertake a design exercise to determine possible options and changes required across each layer of the operating model for your organisation • Produce design documentation including technology and automation opportunities • Determine possible change implications • Develop plans and estimated timescales for implementation
Core Technology Configuration or Build	• Set up servers in data centre (assumed to be in the UK) • Set up infrastructure to support the core technology • Complete software and application loads • Define and deploy ongoing governance procedures for system integrity maintenance • Test the core technology solution • Deploy systems and train users
Phase II	
Project Management (for Phases I and II)	• Project management office set up • Project planning • Project team meetings • Preparation for Project Board meetings • Monitoring risks and issues • Recommending corrective action for issues • Controls process regarding deliverables
Business Readiness	• Change planning and delivery • Communications planning and delivery

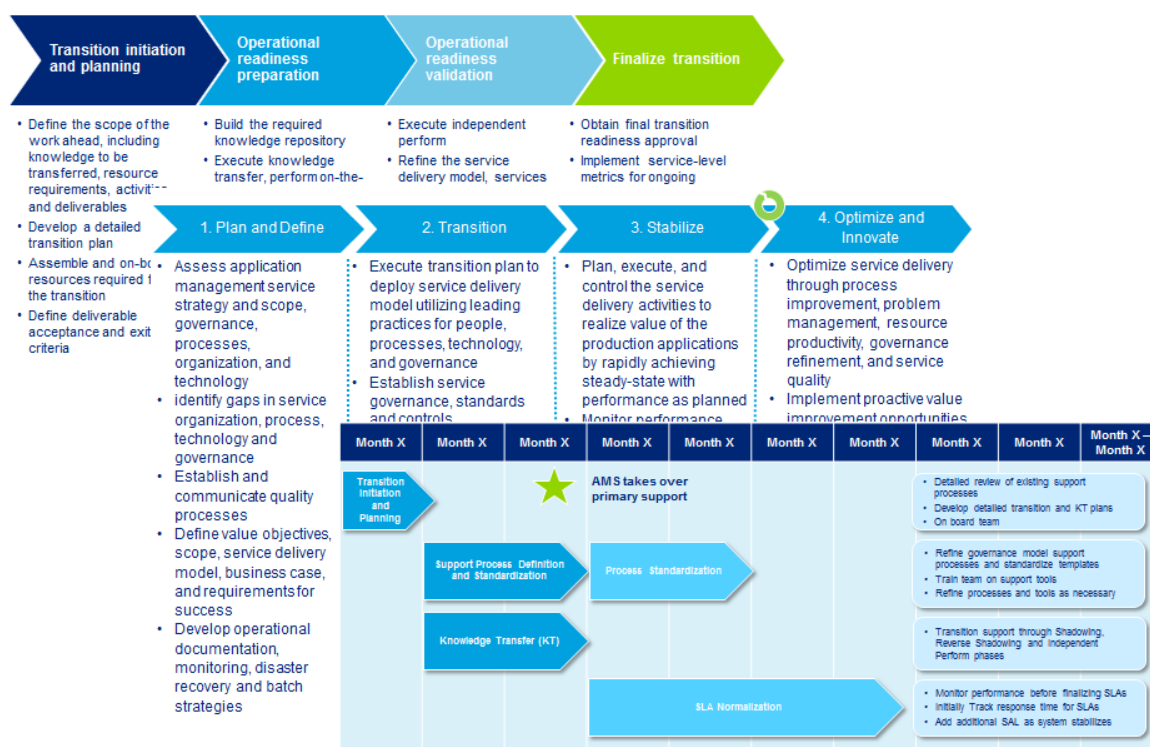
Workstream	Typical Activities
	• Staff transition planning and implementation • Prepare service centre premises • Establish service centre business as usual requirements such as governance arrangements and service level agreements for customers etc. • Business readiness assessment and support for deployment • Facilitate end user training
Process & Controls	• Prepare new process documentation leveraging Deloitte's Transcend for Government process flow and taxonomies tailored for Government • Prepare business policies to support new processes, including Risk and Control Matrix plus delegation of authority • Refine business procedures as required to support new processes
Technology and Applications	• Understand implications of moving to service centre systems for line of business systems • Undertake required build and configuration to support new processes and controls, leveraging out of the box as far as possible • Identify appropriate use cases for automation, AI and GenAI as well as the host platforms • Make specialist changes to roles and authorisations, i.e. special approval categories • Set up new master data structures • Undertake data cleanse and data migration • Build required new interfaces and modify existing interfaces if required • Set up output templates such as invoices, statements and purchase orders • Build new reports and make necessary amendments to existing operational reports • Update operating procedures • Produce test scripts and scenarios • Undertake unit testing • Undertake: – Systems testing – User acceptance testing – Parallel runs (for payroll if required) • Cutover planning and execution including load of data to production system and preparation of user IDs for end users • Provide post go-live support
Access to Systems	• Determine system roles, access and security requirements • Confirm user IDs
Helpdesk	• Determine helpdesk volumes

Workstream	Typical Activities
	• Build and configure helpdesk technology and telephony • Develop scripts for helpdesk agents • Train helpdesk agents

Transition to IT Service Management

A key stage in the delivery of the service outlined in the diagram above is the “Deploy” stage where transition to IT service management occurs. In the following sections we elaborate further on the services we provide to the Buyer providing ongoing support of a cloud solution platform. These services will be discussed and agreed with the Buyer as part of any commercial arrangements made.

This IT service management transition process covers four major stages and encompasses the full spectrum of activities from initiation through to the day-to-day activities necessary to manage the new ERP cloud environment for the Buyer as outlined in the diagram below.



Our Transition Approach

The transition phase is critical to the implementation of ERP applications hosted within a cloud support operating model and our methodology enables a seamless transition from implementation to application operations and service delivery excellence while minimising disruption to business operations.

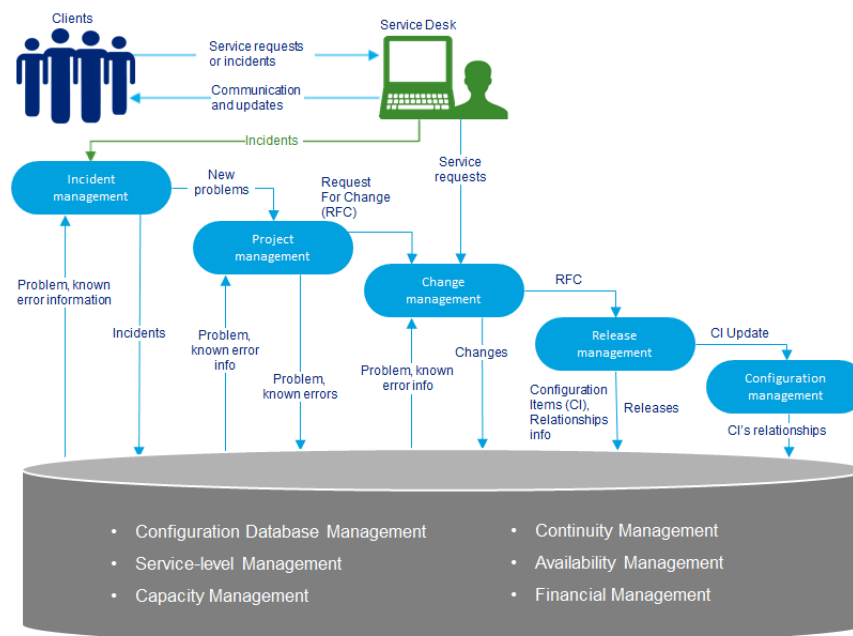
Our transition approach is based on a standard, repeatable process that promotes knowledge transfer and operation readiness. Our transition process covers the four major stages presented below.

These stages encompass the full spectrum of activities from planning through independent execution of support services. Our transition activities and tools incorporate leading ITIL service management practices and leverage prior transition experience to address the full scope of AMS processes and to provide an efficient and effective transition.

Service Desk Model

Our practice deploys a proven, process-centric approach based on industry best practices, including CMMI and ITIL-based service processes.

- Confirms that all customer requests (issues, enhancements, or questions) are managed to completion
- Facilitates adherence to service level objectives
- Focuses on end-to-end service management
- Supports quality initiatives
- Refines through delivery experience
- Facilitates cost-effective service delivery



Responsiveness Goals

The following table describes the standard priority levels assigned to reported incidents. In addition to standard support reporting based on priority levels, we will implement the following levels of escalation where service requests based on an assigned priority cannot be resolved within the target resolution time.

Priority	Target Resolution Time	Escalation Level		
		1	2	3
Priority 1 Severe	4 Hours	> 4 Hours	>4 Hours	> 4 Hours
Priority 2 Major	8 Hours	> 8 Hours	> 12 Hours	> 16 Hours
Priority 3 Moderate	24 Hours	> 24 Hours	> 36 Hours	> 48 Hours
Priority 4 Minor/Nominal	80 Hours	> 80 Hours	> 120 Hours	> 160 Hours

Escalation can be triggered, at any time, by the buyer Support Manager or Support Team where, based on the priority level, target resolution times may/will be exceeded.

Our escalation process will be utilised during critical events to keep senior management of both organizations informed and involved to resolve these incidents in a timely manner.

The details of the procedures and key contact information will be determined during the Transition Phase.

Inputs

We have assumed that you will be in a position to provide certain inputs to the service, which we have listed here. If you are not in a position to provide all of these inputs then we can discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

We would expect the following inputs from you as part of this service:

- Details of your organisation's existing operating model for shared support services, including IT, structure and FTEs, processes, infrastructure and licensing arrangements and any arrangements whereby a third party delivers in-scope services;
- The costs of your existing operations;
- Details of existing interfaces with your support services systems;
- Details regarding reporting for the in-scope functions and other corporate reporting;
- Details of any existing arrangements you have to provide the in-scope services to other third-party organisations; and
- Access to your systems.

Your Contribution

Our services are designed to be delivered with you rather than to you. We have assumed that you will be able to make the following contribution to the work. If you are not in a position to take on these responsibilities then please get in touch to discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

We would expect the following contribution from you as part of this service:

- Access to staff who manage the functions in scope and other stakeholders to attend meetings and workshops. We will endeavour to be flexible around diaries however to deliver at the pace of the agreed timescales access to specific individuals on a timely basis will be key;
- Provision of staff members to be part of the project team. We will agree roles and responsibilities with you at the outset and document these in the Order Form however we anticipate that you will provide team members to work in all workstreams.
- Provision of staff to undertake user acceptance testing;
- Provision of senior stakeholders to sit on the Project Board as part of the governance on-boarding project arrangements;
- Provision of a co-located working space for members of the joint team and ideally use of a confidential meeting room;
- Provision of technology architecture and systems;
- Provision of development, test and production environments; and
- Provision of and payment for any software licenses.
-

Outputs

What will you get in terms of deliverables, outputs and outcomes from this service?

Outcomes from the project will be agreed in the Order Form (and may vary if only parts of the solution are implemented) but are anticipated to include:

- Clear benefits realisation plans;
- Implementation of a shared service operating model, or parts of it;
- Processes embedded in the organisation;
- Increased use of self-service;
- Improved information; and
- Changes to existing IT and interfaces to line of business systems.

This will be supported by robust project management with deliverables such as:

- Project plans;
- Progress reports;
- Monthly Project Board reports; and
- A project closure report.

Business Context

What situations is this service designed to be used in?

This service is designed for public sector organisations that want to:

- Reduce the cost of their technology estate by transitioning onto a hosted private cloud solution;
- Implement standardised and leading practice processes (and controls) for Finance, HR, IT & Digital, Transformation, Estates, Procurement and Payroll.
- Develop a continuous improvement culture within the organisation, able to harness the opportunities of future technology development, such as GenAI and Agentic AI;
- Improve customer and employee experience, putting customers at the centre of service design;

- Accelerate delivery by using pre-configured, template end-to-end solutions leveraging Deloitte's Transcend for Government assets aligned with Government design
- Reduce cost and improve efficiency in back office and support processes;
- Improve and increase self-service through web enabled and mobile technologies;
- Have a timely and well managed transition process; and
- Improve the quality of data and management information.

Scale and Complexity

The effort involved in delivering our service is driven partly by what we will do and what you will do before we arrive and alongside us whilst we work. It is also driven by the scale and complexity of your business situation.

This section describes the scale and complexity that we have designed this service to address. If your business situation is bigger or smaller than this then we can discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

As mentioned, the duration of the service can vary dependent on the scale of your organisation and maturity of existing processes but typically will range from twelve to eighteen months of support.

Other factors that will influence the duration of the project and size of the project team will include:

- The size of your organisation;
- The degree to which you accept the good practice operating model for shared services;
- The number and complexity of technology changes / enhancements;
- Availability of appropriately skilled staff to fulfil project team roles;
- Similarity between your existing support services systems and those of the shared service solution; and
- Similarities in the software used by the onboarding organisation and the shared service organisation.

The parties need to agree the configuration and customisation and document this in the Order Form.

Exclusions

For the avoidance of doubt, we have listed below any activities that (in our experience) are sometimes expected to be in our scope, but which are not included within this service.

- Provision for and payment of any software licenses;
- Data / master data validation or cleansing;
- Reconciliation and sign off of historic data; and
- Provision of any technology infrastructure, hardware or software.

Service Constraints

Where service constraints exist of a general nature, they would usually be addressed in the Service Definition document. These and any other constraints would need to be discussed with the client prior to placing the Order. This includes constraints that are specific to the client or the client's situation or that need to be addressed before delivery of the service. We will rely on the client to bring to our attention, before the order is agreed, any specific constraints that need to be addressed including those that could impact on quality, service levels, costs or duration of the engagement.

We can advise on maintenance windows, level of customisation permitted, schedule for deprecation of functionality/features and other matters if relevant to the service.

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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