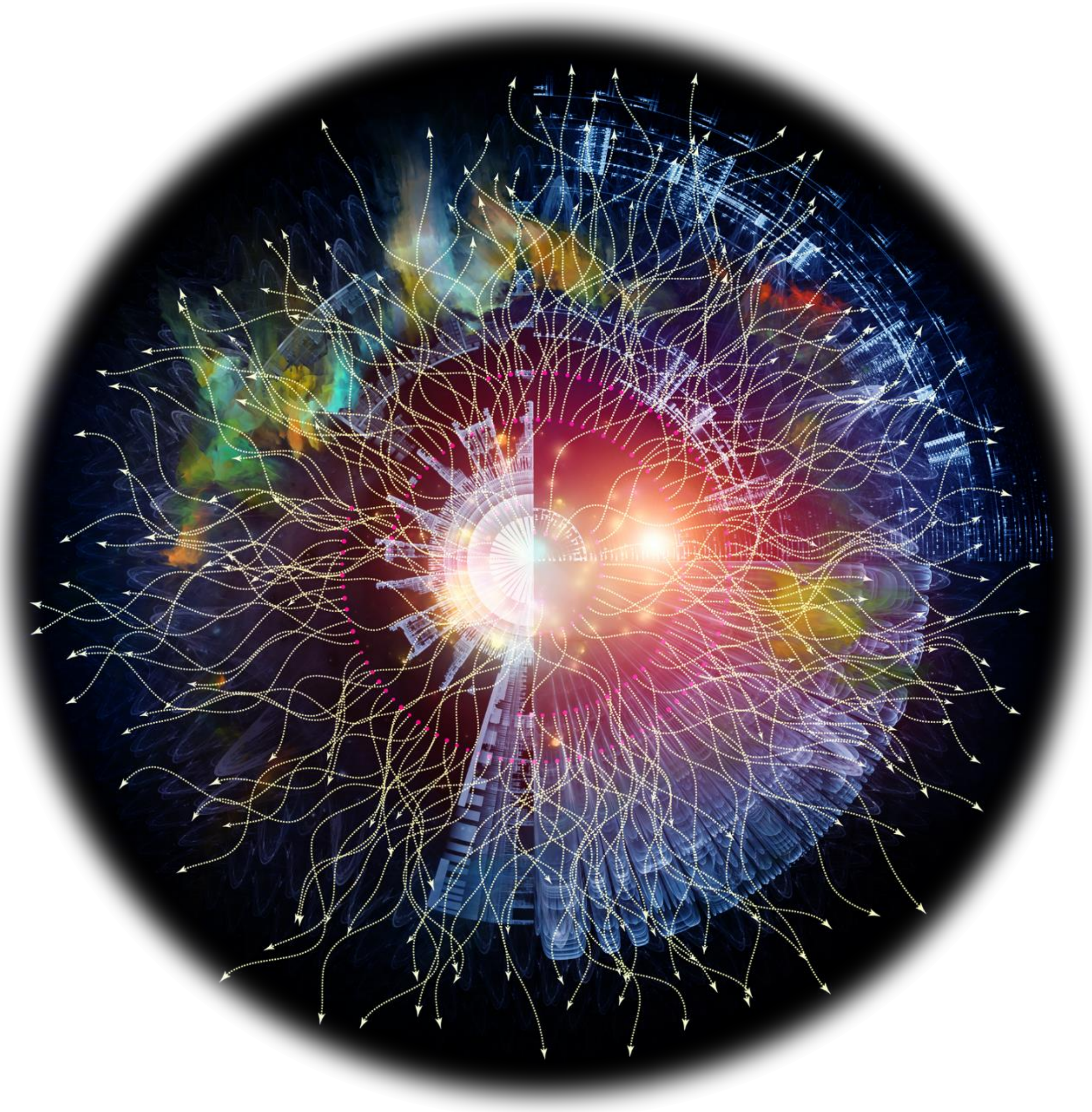


Economic Crime

G-Cloud 15 Service Definition Document

January 2026

Contents

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

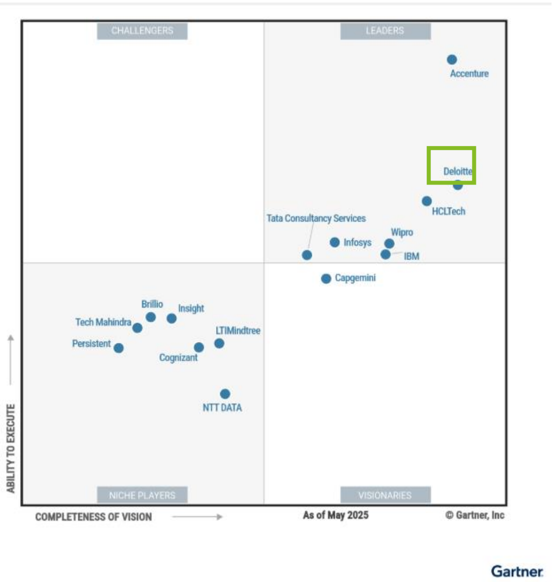
To bring full value to our clients, Deloitte is a premier consulting partner with all the leading hyper-scale cloud vendors in the market including AWS, Google, Microsoft[1] and SAP. A selection of our partners and alliances are presented below:

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

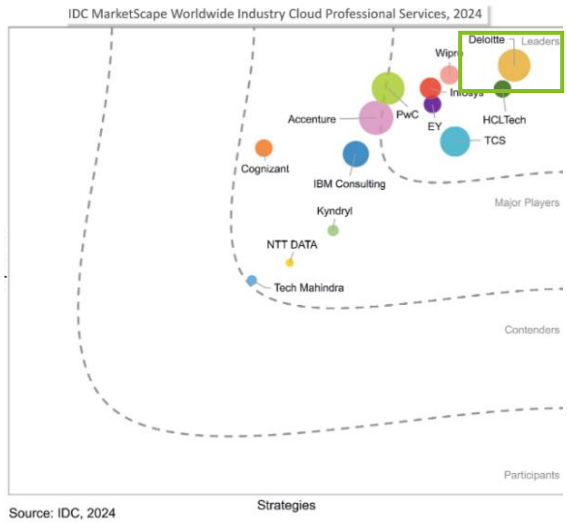
Originating in 2021, Deloitte has been recognised as a Leader in this category for four years in a row. Deloitte was also positioned as a Leader in the **Gartner Magic Quadrant for Public Cloud Infrastructure Professional and Managed Services, Worldwide** in 2021, 2020 and 2019, the previous form of this category.



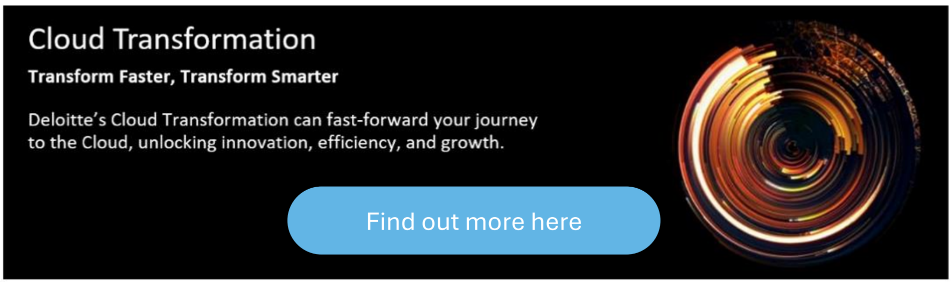
Gartner: Magic Quadrant for Public Cloud IT Transformation Services. **© Gartner inc. 2025**

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**



[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

We create economic crime operating models for a digital age, which exploits leading edge analytics to transform the way you can tackle illicit finance, financial crime, sanctions evasion, money laundering, terrorist financing, fraud, bribery and corruption. We address all aspects of the people, process and technology design required for an effective target operating model, create strategies for business change, and support clients through implementation.

We blend our experience from government, law enforcement, banking and the broader corporate sector with SME expertise in counter-fraud, anti-money laundering and big data analytics, enabling you to create an integrated blueprint for your organisation – covering strategic operating models through to detailed process and technical design, and into implementation.

We also bring our financial investigation and asset recovery capabilities as part of this service, offering skilled, accredited practitioners who can augment your intelligence and investigation activities.

Services that we deliver include:

- **As-is capability review, maturity assessment, benchmarking and gap analysis**: evaluating your organisation's current ability to tackle economic crime, across the "4P" framework of Prevent, Prepare, Protect, Pursue. We can benchmark your performance against models across the private sector and in international jurisdictions. In addition, using our crowdsourcing capability, we can engage directly with citizens and customers to help understand the effectiveness of your 'as is' services, and help shape your 'to be' design.
- **Op model design:** from "design principles" through to high-level and detailed design of the capability required to deliver your strategy to tackle economic crime; developing options and assessing alternatives; identifying and quantifying gaps and assessing impacts. This brings together leading practice from other jurisdictions, in both intelligence collection/analysis and investigations, and will help you better harness the power of the wider economic crime regime to tackle the threat.
- **Technical process design and service design:** collaborating with partners across the economic crime regime, suppliers and other stakeholder to deliver a step-change to the way you deliver your core processes, from intelligence collection and analysis, triage and tasking, and investigations all the way through to conviction, release and lifetime offender management.
- **Data analytics:** bringing together a suite of analytical capabilities and data sources, enabling you to bring both structured and unstructured information together and perform complex network analytics. We work with analytics providers and open-source intelligence specialists to help you get the most out of your data.
- **Business case development:** helping you make a powerful cost/benefit case for change, using sophisticated quantitative modelling of economic crime benefits, including wider societal impacts.
- **Definition & delivery of business change approach and plan for leaders, staff and stakeholders**: assessing the implications of the cultural and behavioural shift to be achieved through the new services, shaping and delivering the business change interventions needed to establish visible senior sponsorship, to mitigate risk associated with the planned changes, and to manage business impact. The assessment will lead to the production of a business change strategy and plan to establish and embed new ways of working.
- **Integrated programme planning / portfolio management and delivery roadmap:** support for producing an overall programme plan to design and implement the new services, including consideration of transitional structures and the 'roadmap' required to build the capability.
- **Financial investigators and asset recovery:** bringing our delivery capability to bear, deploying skilled, accredited practitioners to augment your intelligence and investigatory activity, working alongside your officers.

3 Detailed Service Description

Our Approach

The service uses proven approaches and tools, which are underpinned by our operating model design methodology. Widely deployed at both organisational and system levels, including in economic crime – where it has been deployed in both government and the regulated sector, it provides a structured approach to articulating what the system needs to look like to realise a target state vision, helping capture clearly an assessment of each component and the associated improvement opportunities.

Design work is considered through a set of organisational “layers”, as shown in the diagram. These include:

- Processes. Using industry-leading practices to help you define your economic crime processes. This includes up-front Prevent activity, working with you to “design out” crime from your services, intelligence capture and analytics, assessment and triage, and supporting process design through the cycle of investigation.

- People. Defining the skills you require to deliver your processes, such as financial investigators, and how you will bring these skills into the organisation. This can include recruitment, training, and working with third party providers to access the capability which exists in the private sector (e.g. asset recovery).

- Data and Technology. Establishing the data you need to capture to support your intelligence activities, understanding the wider set of data which can be used to support the development of intelligence packages (especially the use of open source information), and building a view of the tooling required to support exploitation of that data – such as network analytics, and natural language processing to enable you to find the meaning in unstructured datasets.

The development of the operating model will be supported by a business case for change, which will include the cost/benefit analysis required to make your arguments. The benefits analysis builds on our work in this space, enabling you to quantify the benefits of disrupting economic crime individuals and networks. All of our business cases are based on the HMT Green Book methodology

Once the overall design for your economic crime capability has been defined, our approach focuses on turning this into practical delivery with a blend of agile and waterfall approaches.

We begin by defining the overall roadmap for change, shaping a journey for you which balances your ambition with constraints of capacity, budget and the ability for your organisation to absorb operational change. As part of this we will identify:

- Elements which require more detailed design. Here, we will bring in our money laundering and counter-fraud experts, who have access to our expertise from across the globe, to build your processes of the future. We can bring in knowledge of the regulatory frameworks and guidance, practitioners who have established delivery capabilities within government, an end-to-end understanding of the regime, and an understanding of the ‘people’ requirements for the process, with innovative approaches to bringing in and training high-end expertise such as forensic accountants.

- More iterative elements, which lend themselves to an agile delivery approach. These include the establishment of proofs-of-concept, where we bring together your existing data, wash it against other datasets which are either freely or commercially available, and deploy analytical tools to test a set of hypotheses. We have experience of delivering proofs-of-concept for economic crime, and can help you navigate the technology, legal and regulatory issues which impact the sharing and processing of data.

- Additionally, we will test whether elements of the design can harness the power of the private sector to deliver immediate uplifts to your intelligence and investigatory capacity. Deloitte has an extensive team of intelligence and investigatory professionals, including financial investigators and asset recovery experts, who have been successfully deployed in other jurisdictions alongside law enforcement colleagues to provide additional capacity and expertise to operational performance. We can bring lessons from this work to you, including commercial models and ways of working, to support you in establishing these augmented resource models at pace.

This programme design activity is underpinned by our proprietary iPMO methodology, which brings together strategic delivery, governance, stakeholder engagement and a set of out-of-the-box tools to enable you to rapidly establish a capability to manage your organisation through the delivery phase.

To deliver this work we have over 450 practitioners in our UK firm who are economic crime specialists. Additionally, we have over 3,000 money laundering and fraud experts across our global firm, who we can bring into this work to provide insights on other jurisdictions. Over 2,000 of our people are DV/SC cleared and can be deployed rapidly to meet your timeframes.

Inputs Required

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 please get in touch to discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation:

- Organisational vision and strategy;
- ‘As-is’ data and metrics on your current organisation;
- Detailed information and KPIs on your current processes; and
- Operational and technical architectures.

Additionally, our services are designed to be delivered with you rather than to you. We have assumed that you will make time for your senior stakeholders and decision-makers to attend workshops and meetings. Additionally, we anticipate any detailed design or proof-of-concept work to require the ongoing support of members of your operational teams. We would discuss our requirements with you at the outset and agree an approach.

Outputs and Deliverables

The deliverables will depend upon the roles that are agreed for Deloitte’s scope in the Service Order. They will be documented in the Service Order. Indicatively, the kind of deliverables that we may produce are:

- Operating model for your target-state organisation;
- Detailed ‘to be’ design for your economic crime capabilities, including process and technology architectures;
- Business case for change, in line with HMT Green Book guidelines;
- Transformation roadmap;
- Approach to programme design, delivery and governance;
- Business change strategy and approach; and
- Proof-of-concept solutions.

Exclusions and Constraints

This service will not include the provision of legal advice.

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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