



User Acceptance Testing (UAT) &
Business Acceptance Testing (BAT)
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, Google 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.

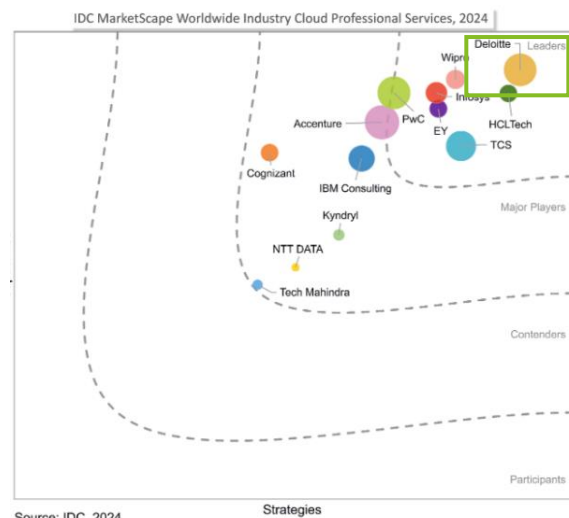


Gartner

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

At Deloitte, we believe that customer expectations and satisfaction go hand in hand, and we take the ownership of providing confidence to business stakeholders and end users with the help of UAT (User Acceptance Test) testing. Having the ability to provide confidence early and often is core of our approach, de-risking go-lives and minimising the risk of defects in the production and validating that the developed software meets the business goal. We have an experienced team of User Acceptance Testing (UAT) experts who have worked in delivering a wide range of UAT test phases across all industries. We work closely with you to develop a customised solution that meets your specific needs, ensuring that your testing is efficient, effective, and meets all necessary requirements. We enable you to make informed decisions on the status of your programme before committing to a go-live decision.

Who would benefit from utilising of our UAT experience?

- Organisations embarking on large scale transformations as UAT will be necessary to ensure that the business requirements are being met.
- Project teams needing experienced and expert UAT test managers to lead their testing phase.
- Project teams needed support in reviewing requirements, preparing test scope, and taking responsibility for test execution throughout a UAT phase.
- Programmes wanting to increase their test maturity utilising Deloitte's approach to developing a test approach for UAT.
- Development teams to obtain valuable feedback about the functionality and performance of the software which help them understand how their work is perceived by end users and stakeholders allowing them to make improvements and optimisations.

Features/Benefits of UAT

- Gain business support and agreement for the new system to go live with a clear understanding on what has been tested and how.
- Validates that the solution meets the overall business goals with traceability back to the individual requirements provided.
- Identify and address issues as early in the development process as possible, to minimise likelihood of costing error, rework and issues arising in production.
- Validation that business users can perform their end-to-end business processes according to the requirements outlined for the project and validation that the system can cope with operational stresses in daily use.
- By end users being involved, they have a deeper understanding on the system they will be using post go-live and are more comfortable and confident with the overall change given the experience they have gained on the new solution.
- Running UAT reduces the risk of defects being found in production.

Example Scenario

- An Organisation wants to implement a new global HR system and ensure legacy systems integrate with the new system to improve efficiencies within their HR team and streamline so it is easier for staff to update their details. The organisation would want to undertake an efficient UAT process to validate that the HR teams and the end users are fit to use the system as per the requirements they had originally defined in the design phase of the programme. A UAT test approach would be drafted following review of the organisation and the requirements of the programme underway, and that approach implemented using the appropriate tooling and technology alongside the necessary resources from the business to be involved in the test execution.

3 Detailed Service Description

Business Context

Managing government User Acceptance Testing (UAT) can be a complex and time-consuming process, but with our expertise, we can help you streamline the process and ensure a successful outcome.

Our team of experts has extensive experience in managing government User Acceptance Testing, and we understand the unique challenges that come with this process. We work closely with you to develop a customised solution that meets your specific needs, ensuring that your testing is efficient, effective, and meets all necessary requirements.

One of the biggest advantages of working with us is our ability to manage the entire User Acceptance Testing process from start to finish. From developing test cases to executing tests and reporting results, we have the expertise to ensure a successful outcome.

We also understand the importance of communication and collaboration when it comes to managing government User Acceptance Testing. Our team of experts will work closely with your team to ensure that everyone is on the same page and that all necessary stakeholders are involved throughout the process.

In addition to managing the testing process itself, we can also provide guidance and support on best practices for UAT. This includes everything from developing test cases to identifying and resolving issues quickly and efficiently.

At the end of the day, our goal is to help you achieve a successful testing outcome, while minimising risk and ensuring compliance with all necessary regulations and requirements.

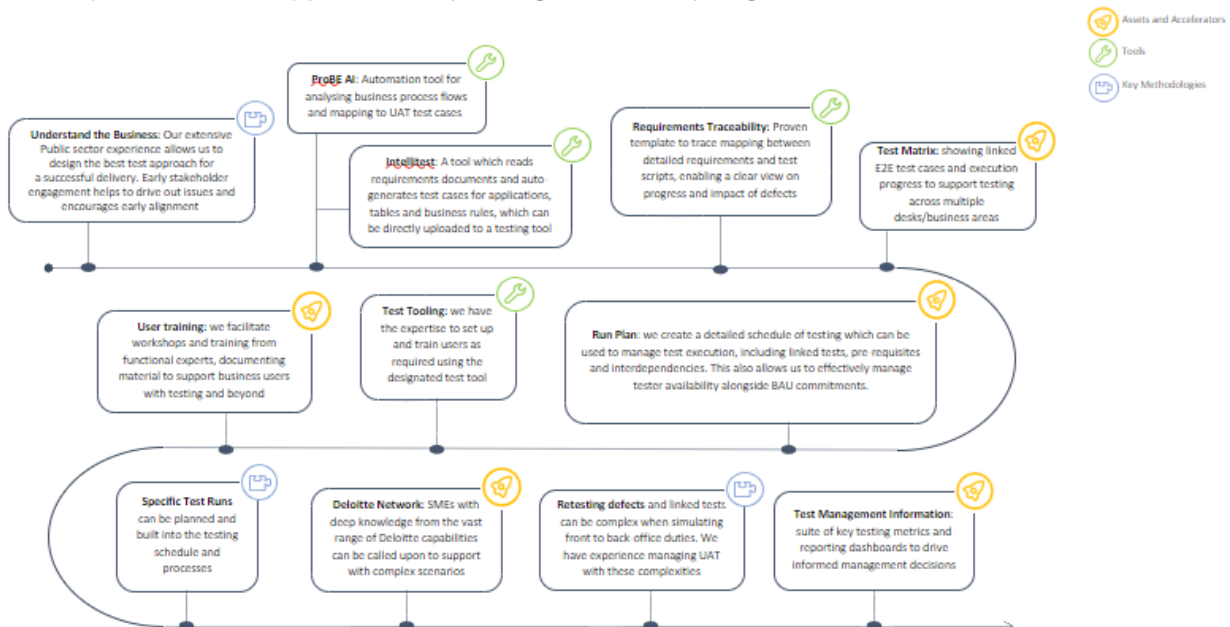
Our Approach

Following best practices is critical to the success of User Acceptance Testing (UAT) and can help ensure that the system meets the business requirements and is ready for use by the end-users.

- **Experienced test leadership:** Deloitte provide experienced test leadership to advise on the test approach to be adopted and advise on test governance and best practice to be adopted using our cross-industry experience and knowledge.
- **Tailored Approach:** Deloitte engage our experienced test managers and leads to work with our clients in test planning and preparation activities, using our experience to set expectations for the business.
- **Reviewing requirements:** It is important to define clear and measurable business requirements before starting the testing process. Deloitte will be involved early in the delivery lifecycle to review requirements and validate that they are sufficient for UAT testing and that the expectations of the end users will be met.
- **Involving stakeholders early:** Involving end-users and business stakeholders in the testing process is critical to ensuring that the system meets their needs and requirements. Deloitte involves the users in the testing process from an early stage and it becomes easier to define and refine the requirements. Continuous user feedback and interactions throughout helps uncover the ambiguity or contradictions in the requirements.
- **Traceability to requirements:** Test cases should be created based on business requirements to ensure the system meets the business requirements and is ready for use by the end-users. Deloitte will create a traceability matrix to ensure that all tests and defects can be linked directly back to requirements, utilising accelerators we have for our chosen test tooling.
- **Risk-based testing:** Deloitte adopt a risk-based testing approach, focusing on the areas of substantial risk and impact having the most test coverage across the UAT phase.
- **Key Communications:** Deloitte see communications as a key pillar in running UAT successfully, so we set out a schedule of regular check-ins and ensure that all those involved are engaged and up to date in activities.

- **Test Training:** Deloitte provide training to the end users who will be involved in the overall testing process and detailed training on any test tooling to be used.
- **Operating in a controlled environment:** Testing should be performed in a controlled environment to ensure that the results are accurate and reliable. Deloitte will engage with the development and infrastructure team for environment set up and ensure all integrations needed for UAT are considered for environment planning.
- **Conduct Regression testing:** Regression testing should be performed to ensure that any changes to the system do not impact the existing functionality. Deloitte will work with the stakeholders to define a regression test approach and use key insights from MI produced to help the business understand what should be selected for regression testing.
- **Use Automated Testing Tools:** Deloitte use automated testing tools to improve the efficiency and effectiveness of UAT, especially for data set up for the users to execute their test cases and for regression to ensure that any changes to the code have not caused previously working functionality to break.
- **Detailed MI:** Deloitte provide detailed reports on UAT test progress and defects to enable the business to assess the state of the solution under test throughout the delivery.
- **Utilising accelerators:** Deloitte have a bank of accelerators we can utilise when joining a project, including planning dashboards, training packs, test reporting templates, approach templates and test closure packs.

We understand the importance of UAT, providing Business stakeholders with confidence ahead of go-live. We have a wide range of skills for managing UAT, alongside an extensive set of methods, tools and assets to accelerate, upskill and de-risk acceptance testing on even the most complex assignments.



Client Input

For a UAT phase to be successful, involvement from the client is paramount. We typically require the following commitments from the client:

- Clear and testable business requirements are needed that specify the needs and expectations of the business that the software application or system is being developed to meet. These are usually defined by the business stakeholders or end-users who will be using the software application or system in their day-to-day work.
- Agreement on the test approach to be taken to UAT and the objectives to be met throughout the phase of testing.
- Full commitment from the business to be involved in defining and agreeing test scope for UAT.
- Agreement on the test approach to be taken to UAT and the objectives to be met throughout the phase of testing.
- A dedicated team of users who will conduct the preparation and execution of the UAT test cases.
- Timely access to relevant stakeholders for test reviews, execution, and signoffs.

Service Constraints

Our testing services will be confined to the agreed scope, with any changes subject to review and agreements. Where Deloitte are involved in the execution for UAT, Deloitte will require client personnel to sign off test scope and review execution results throughout the UAT phase.

Case studies, client quotes/testimonials

We have successfully delivered UAT services to a diverse range of clients spanning across various sectors including the public sector, private enterprises, and the financial industry. Some of our credentials include:

- Within a Public Sector Department, Deloitte undertook the implementation of a government accounts data collection system utilising IBM Cognos Analytics. Our team designed the UAT strategy and successfully delivered it along the UAT approach, test design, reporting tools, execution, and reusable JIRA processes. We delivered UAT successfully from remote locations and had several go-lives of the system. UAT proved to be valuable as business processes were being tested and defects were being caught during testing and no single defect was raised in production. The stakeholders understood the purpose of UAT and why it was different to System Testing which proved its value.
- For a large wealth manager, Deloitte were engaged in a project focused on core platform replacement, our team seamlessly integrated legacy systems and conducted data migration to the target solution. This transformation was the largest in the market, completely changing how the client operated their business, with UAT being a core phase and a focus point of the project. We built a large UAT team and utilised our skilled team of Deloitte functional testers to collaborate with the business SMEs (Subject Matter Experts) and end user testers to ensure the solution met the requirements and worked for their business. Our team were able to support the business in understanding how this new platform would work and UAT played a vital role in not only doing this but in ensuring success in the overall transformation.
- An Organisation wanted a new Treasury Data Hub Platform (TDH) to enable daily output of liquidity reporting. This implementation was required to meet regulatory requirement imposed by local and global regulators. The program required to resolve the disconnect between Business and IT (Information Technology) in a complex and underperforming regulatory reporting programme. Deloitte redefined the programme test strategy and approach to provide business representative involvement within the agile development cycles. We also introduced a new UAT level to gain business validation for subsections of TDH platform prior to end-to-end process availability. We managed and co-ordinated business test resources within UAT levels including defect management and interaction with development teams. Deloitte also implemented HP ALM (Application Lifecycle Management) solution and defined a maintenance strategy.
- Another client requested a Global HR transformation project, which entailed implementing SAP SuccessFactors and encompassed over 10,000 employees across 30+ countries. Deloitte produced an elevated level and detailed level day-by-day UAT execution plan and collaborated with PMO to ensure a project governance structure was set-up in testing such as UAT entry and exit gates. UAT execution was able to identify and resolve 800 defects and the team successfully coordinated simulation sessions to facilitate UAT validation of 100+ business testers across 30 markets all remotely due to covid-19. UAT was positively received by the business as a great hands-on introduction to the new software.

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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