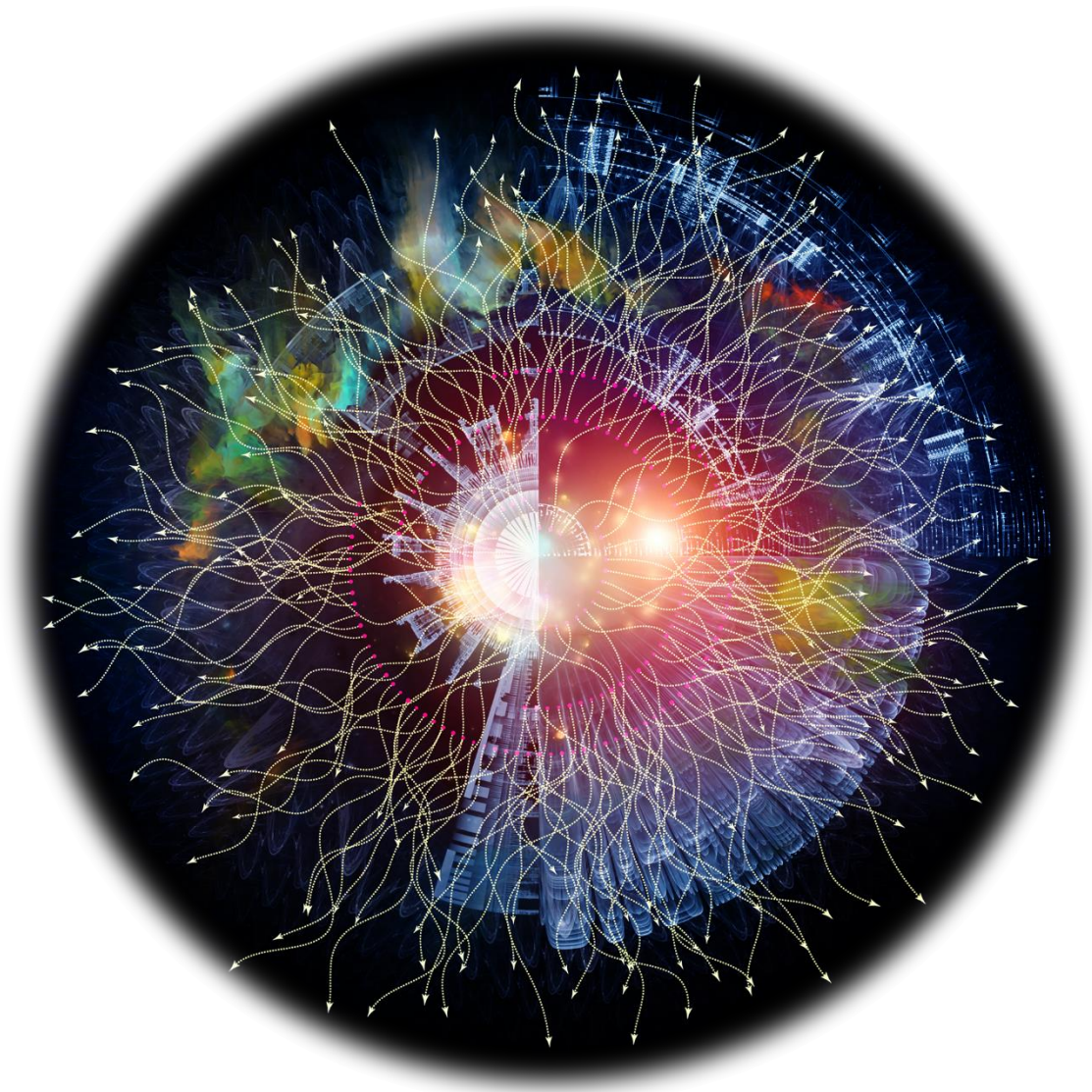




Cloud Enabled Contract & Legal
Operating Model and Organisation Design
G-Cloud 15 Service Definition Document
January 2026

Contents

1	Deloitte Overview	1
2	Service Overview	3
3	Detailed Service Description	5
4	Contact Details	8

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.

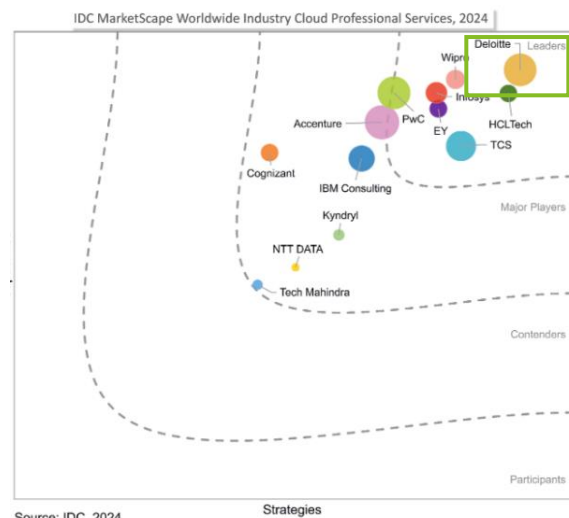


Gartner

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

Service Offerings

Our experience indicates in-house lawyers would benefit from thinking about the future shape of their departments in terms of what we call ‘legal operating models’. These models specify how legal operations are organised to deliver legal services in their respective businesses.

Some kind of operating model is always in place in a legal department, whether or not in-house lawyers are cognisant of them, but our experience suggests that an operating model helps articulate an explicit direction in any business.

Models bring clarity to those who work within the business and to their clients. They provide a systematic benchmarking to compare against similar businesses. An operating model helps assess operational performance (efficiency, effectiveness, and customer satisfaction), and it is a useful tool when planning any structural reorganisation.

There is no optimal operating model for in-house legal departments. However, standard models are beginning to emerge, whether organisations in-source or outsource, centralise or decentralise, on-shore or off-shore, or whether or not they integrate legal and compliance. We believe it is now possible to identify some best practices in relation to operating modes, taking into account the broader needs of an organisation.

Our research found that many GCs and legal COOs are anticipating a transformation in the operation of their departments during the next few years. New service delivery models, often based on technology, are gaining approval and are as likely to challenge in-house lawyers’ work as much as external law firms’. In-house lawyers are incrementally beginning their ‘transformation journey’, representing a move from one operating model to another.

Supporting you to overcome your challenges

Legal teams are interested and open to change with technology, but there are a variety of challenges that may need to be addressed. The process of assessing the best technology requires a blend of expertise from both within and outside the organization. If the decision is made to adopt technology solutions, using Cloud-based SaaS is typically the best option from a value for money perspective and it has the flexibility for expansion if beneficial, Operating Model becomes a crucial part for enabling such technology

The extent of cloud technology enablement we expect within the legal function and, increasingly, digital transformation, will vary according to the level of regulation, size of the functions involved, and the industry involved. Large functions in highly regulated environments or those in the technology field are likely to use more technology than smaller, traditional functions facing fewer regulations. All such deviations are going to be addressed within adequate Operation Model design.

Benefits

The introduction of technology to the legal function adds value to the entire organization and provides additional competitive advantage. The potential benefits are extensive, provided they reflect the strategy that the legal function has developed to support the organisation as a whole, and that the selection and implementation of the technology has been rigorous and effective.

The obvious benefits of technology for Legal and the business include, but extend beyond: better risk management, increased efficiency through lower cost and time saved, reduction in human error, and the avoidance of fines and penalties by meeting filing deadlines and license obligations. In the case of regulatory

obligations, compliance is traceable, trackable, and auditable to demonstrate a robust compliance framework. Technology also frees up resources that can be applied to identify and manage the key legal risks, which is ultimately the core function of Legal. Automation and technology enablement is underpinned by streamlined process, harmonised content and proper governance designed through Operating Model.

3 Detailed Service Description

Our perspective

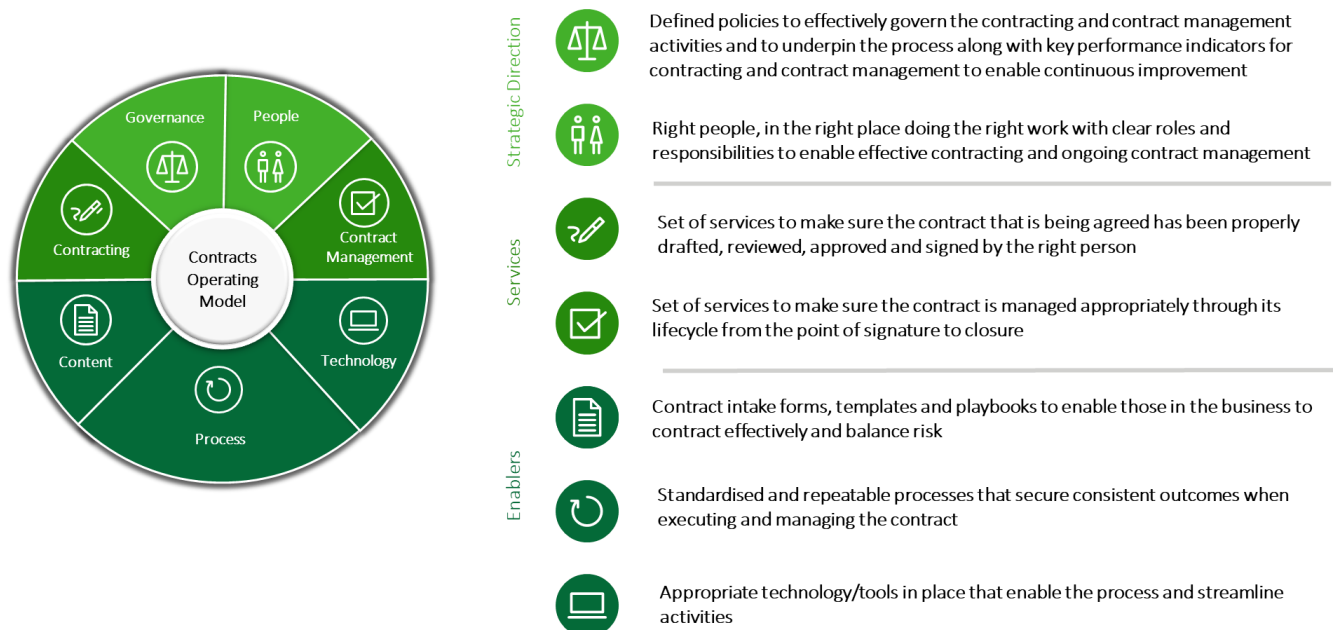
The General Counsel (GC) is changing from a legal expert and risk mitigator to a business enabler. The best of this new breed of GCs are agile, on the ground, close to the business, and engaged up-front with their organization’s design and technology teams, enabling them to advise on contentious issues relating to security or risks. The general consensus amongst GCs and their teams is that technology is going to transform the operation of in-house legal functions. Legal functions now appreciate the volume of under– or unexploited data under their control, and they understand that valuable insights can only be extracted through the use of technology, with particular attention given to cloud-based tools. Despite this recognition, the pace of adoption has been rather slow.

Cloud technology is only one component of the transformation of the legal function. Its effectiveness is dependent on the quality of Legal’s operational strategy including the ways people and processes, as well as technology and data, will contribute to its achievement. GCs should hold off exploring the myriad of third-party cloud technology solutions available, until they have decided which of their problems they are trying to solve and whether technology is the best way to fix them. Then the questions of in-house technology, brought in for use on-premises or accessed as a service on the cloud can be addressed.

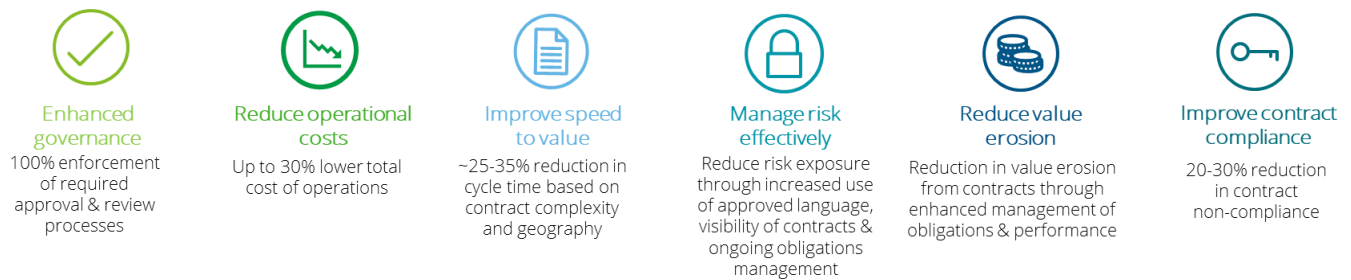
Over the next two to five years we expect to see a more extensive use of Cloud/SaaS solutions as concerns over privacy and security are allayed and because of the economics of buying technology in this way. Cloud has the additional attraction that all users get an immediate benefit as cognitive solutions improve in accuracy, and the rate of increase is faster because of the volumes handled compared to a single-enterprise, on-premises tool. A lot of research will be automated, intuitive document and knowledge management will expedite finding precedents, with the legal function spending less time on administrative tasks and more on strategic advice that adds significant business value. This presents exciting opportunities for GCs and their teams.

Our services, outputs and their benefits

The Cloud-enabled Operating Model provides a holistic view of the key elements that are required for successful contract lifecycle management including the strategic drivers, the key services and the required enablers.



Potential benefits to accrue across the contract lifecycle as a result of this transformation to achieve the optimal benefits from a Cloud-enabled Operating Model by rethinking the way you deploy people, apply processes, optimise content in order to leverage this technology.



Our approach

Our approach focuses on three phases of consulting services, containing timing overlaps, planned as follows:

Discovery

Deloitte will conduct a kick-off session (to align on scope, confirm approach, and set expectations), issue an information request list, review documentation, conduct desk reviews, and engage in 1:1 interviews intended to validate initial assumptions, refine approach to phases 2 and 3 based on findings. Initiate stakeholder involvement, and evaluate current processes, content, technologies, and procedures to inform gaps. This phase concludes with a validation workshop where our teams will align on identified gaps in current state and confirm approach for development of process enhancement and artifact creation in subsequent phases.

Design & Build

The second phase is where the majority of deliverables will be created. Our repeatable approach to end-to-end contracting process design will leverage a series of iterative workshop (estimated 4-8). For each step of the contracting lifecycle (e.g., intake, draft, negotiate, escalation, approval and signature, ongoing management) we will:

- a) Review existing artifacts
- b) Compare against industry best practices
- c) Create initial draft and socialize with applicable Client stakeholders in targeted working session
- d) Refine process / artifacts based on stakeholder feedback
- e) Conduct Lifecycle Design Alignment Workshop to finalize.

This phase will consider:

- Whether the solution offers the features and tools that are required to meet Client's goals
- Whether the solution is easy to adopt and whether it will support the process change Client's aims to make
- Whether the solution is appropriate from a technical perspective, including security integration with other systems, and accessibility.

During this phase, the team will also focus on the creation of a Business Requirements Document to highlight enhanced processes in Cloud CLM platform to support enhanced workflow. The Design & Build Phase will conclude with a validation workshop to drive through the end-to-end contracting process as designed, highlighting the drafted deliverables.

Operationalise

The third phase will focus on the finalization and approval of design deliverables. This will allow for testing of design outputs with opportunity for refinement and coincides with the ramping up of the managed service delivery team.

Our methodology has been defined with three primary priorities in mind:

1. define an approach that blends the “need for speed” with “control” to facilitate a safe business transformation,
2. design a foundation for streamlined contracting operation that ultimately transitions to efficient execution with Cloud Service operations, and
3. remain strategically aligned with contracting and regulatory requirements (e.g., Fed SR 13-19, OCC 2013-29, etc.).

DISCOVERY	DESIGN & BUILD	OPERATIONALIZE
HIGH LEVEL ACTIVITIES • Assess current processes, technologies, and procedures • Interview key stakeholders • Validate findings, share initial observations on gaps / opportunities, and socialize the confirmed plan for execution of subsequent phases	HIGH LEVEL ACTIVITIES • Execute sprints for lifecycle design; design and validate design deliverables • Conduct end-to-end process design validation workshop • Identify and document opportunities for technology (e.g. SirionLabs) enhancements • Develop communications and training plan	HIGH LEVEL ACTIVITIES • Finalize technology enablement roadmap • Run test cases with enhanced process • Obtain signoffs on final end-to-end workflow, runbook, and supporting design artifacts • Execute communication and training plan
WORK PRODUCTS / DELIVERABLES • Kick-off Session Materials • Project Plan • Document Request List • Interview Guides / Agendas • Discovery Validation Workshop Materials	WORK PRODUCTS / DELIVERABLES • Lifecycle design working session materials • Intake form & supporting process • Review / negotiation playbook • Escalation matrix • Approvals matrix • Performance management framework (SLAs/KPIs) • Contractual risk scoring classification • Contract execution (e.g., DocuSign) requirements • Repository guidelines • End-to-end contracting process runbook • End-to-end process design validation workshop materials • Business requirements document for technology updates	WORK PRODUCTS / DELIVERABLES • Technology Enhancement Roadmap

Inputs, your contribution and key success factors

As an enabling planning stage of a larger holistic transformation methodology, cloud Operating Model involves performance of the following services to build a secure foundation to move forward from:

- Interview relevant stakeholders to understand current processes and technology requirements.
- Validate existing tools and technology and need for any integrations.
- Hold workshops to finalise the cloud-oriented Operating Model requirements.
- Provide access to existing process documentation, RACI's, considered contract templates, governance models.

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.



This publication has been written in general terms and we recommend that you obtain professional advice before acting or refraining from action on any of the contents of this publication. Deloitte LLP accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 1 New Street Square, London, EC4A 3HQ, United Kingdom.

Deloitte LLP is the United Kingdom affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NSE LLP do not provide services to clients. Please see www.deloitte.com/about to learn more about our global network of member firms.

© 2026 Deloitte LLP. All rights reserved.

