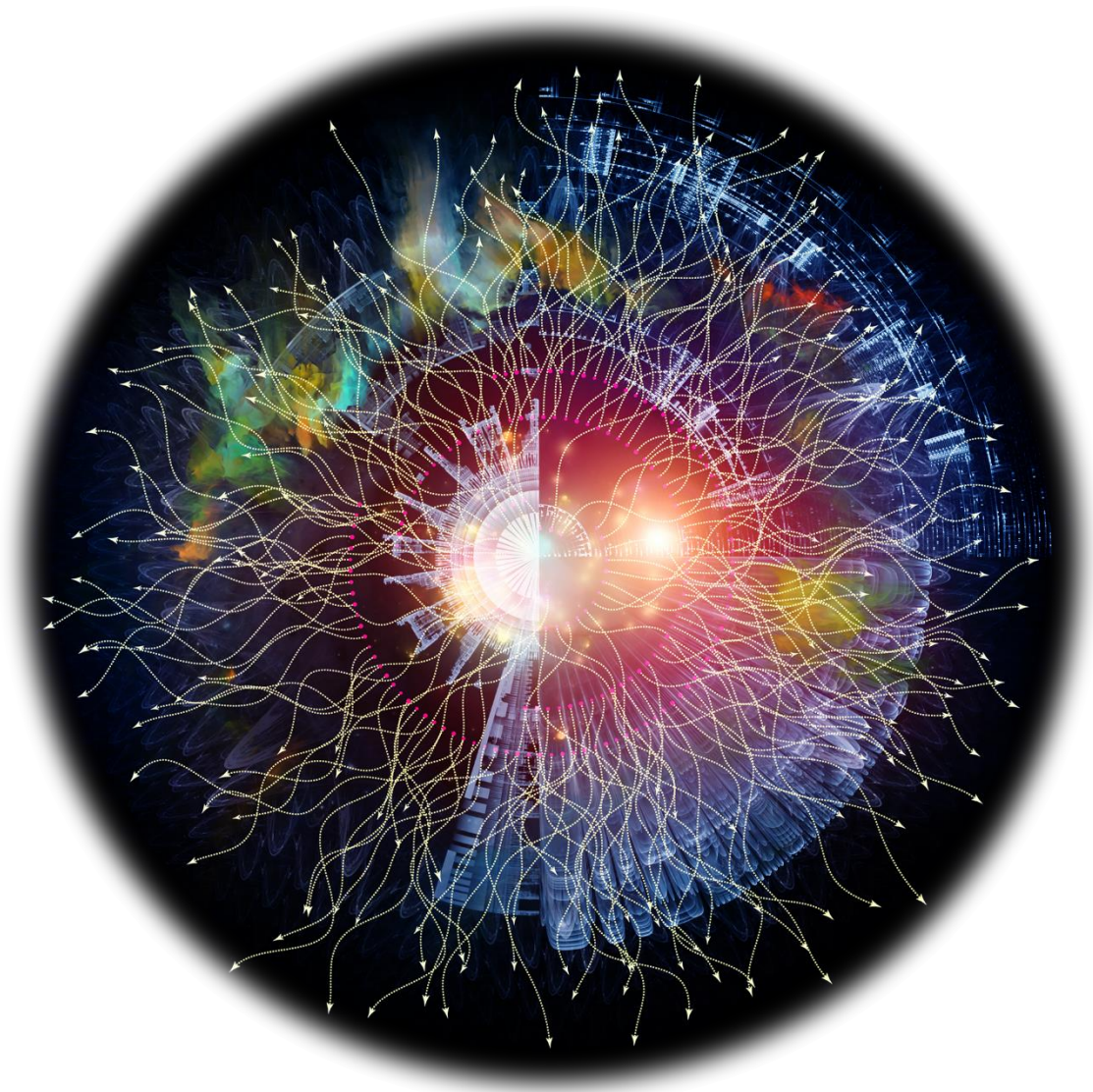




OPS Grant Management Service (Open Source)

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:

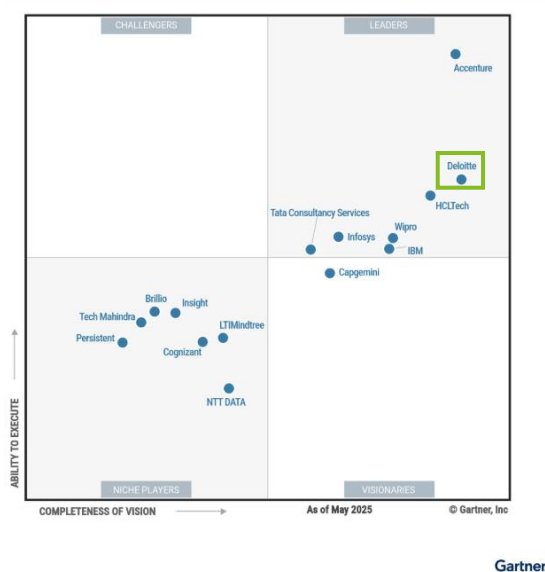


What the analysts say

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

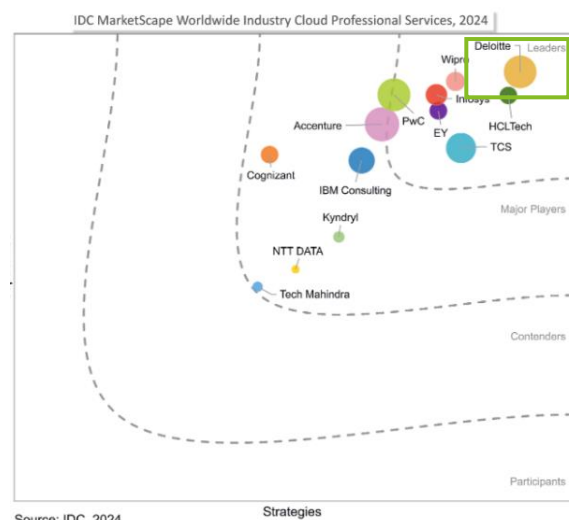
Deloitte has achieved the Leader status in the **Gartner Magic Quadrant for Cloud ERP Services**. Gartner defines cloud ERP services as services provided by third-party systems integrators to assess needs, implement solutions and evolve platforms that are transforming their back-office systems via the implementation of cloud-based ERP solutions.



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

Background

The Open Project System (OPS) product offers a mature grant management system, designed for use by local governments to manage the awarding and maintenance of the grants they provide. The product allows full lifecycle grant management from the initial application through approval, payment and subsequent monitoring and variations. The software platform is distributed under the Open Government License V3.0.

The system was originally designed for Greater London Authority (GLA) to meet their needs for a fully configurable grant management solution, initially for their Housing and Land Department to award grants for schemes such as Affordable Homes and London Living Rent. As a platform it's in active use by around 2000 external organisations to manage grant programmes and projects of all sizes.

Gradually over time the flexible nature of the solution has meant that more GLA Departments have benefitted from this technology investment. This includes the Skills and Education, Regeneration, Culture, and the Mayor's Office for Policing and Crime, each one having disparate requirements and unique processes to award and pay the grants they manage. So far over £6bn has been paid through this system to thousands of registered organisations.

Benefits

A key benefit of the solution is its configurability, and that this configuration can be done by the users of the System without requiring development support. This configurability is provided by a variety of different 'blocks' that work in unison to create a unique application process. The blocks can be arranged, configured, and repeated as desired. For example, the blocks can ask questions of the applicant, capture progress against milestones, track budget and deliverables, manage subcontractors and risk management. Similar blocks can also be used by staff to aid with their processes to assess the grant, its risk factors, and any due diligence that might be required. Furthermore, assessments can also be uniquely configured to allow capture of grant viability, perhaps from the finance team, or to record an environmental impact study.

It's possible for GLA staff to create entire new grant application processes involving several steps, each capturing different types of information using these blocks, and link them all to a new Programme and release to the market without system downtime. GLA have needed this flexibility multiple times but notably in response to the Grenfell tragedy where they were able to get a response online within hours that would previously have taken months.

The Management Information (MI) and reporting offered by this solution is essential and gives a valuable oversight of the grants in process. Some of this is in app, such as view grants paid and approved vs grant requested, and several views to break this down against a Project, Organisation or Programme. More detailed reports can also be preconfigured to run in OPS itself, allowing both staff and applicants to query their data against pre-set conditions. Finally, the OPS database itself is typically mirrored to a reporting instance on which any modern reporting tool could be used to provide more control over the reports generated, whilst protecting the running application.

OPS manages the payments and potential reclaims of any grant paid. There are several ways to request a payment, it could be completing a specific Milestone, delivering an agreed Output, or against a pre-approved Budget for example. These payments are created and tracked in OPS, and should a change occur then a reclaim will be issued to request a return of the overpayment. All payments require two-step approval, and each user has an associated spend authority limit to help maintain control of the grants awarded.

Usage

This service provides the installation and operations of the platform including ‘branding’ to the purchasing organisations. Some enhancements may also be performed; however, it is recommended to use the processes and approach as is. Any required enhancements are performed using LGSS/GDS service manual. A complementation Run and enhance service is also available. Deloitte is delighted to be able to assist potential buyers in understanding the offering and providing demonstrations.

3 Detailed Service Description

Our Approach

GLA OPS Source

In 2016 GLA embarked on the delivery of a new, much-needed, digital tool to support the management of the various grant programme in place at GLA. Initially covering the areas of Housing and Land and regeneration it has subsequently been rollout our across the organisation to be the primary digital tool for managing grants. It has allowed the GLA to:

- streamlining processes
- embedding best practice
- drive efficiencies
- act as a single source of information

The OPS has been developed at GLA to provide:

- A robust project and grant management system
- A single web-based system
- Focus on similarities in process across projects and programmes
- Configurability for new programmes
- Improvement in efficiency and usability
- Streamline where possible
- Accurate and consistent reporting

The OPS platform in 2022 is currently supporting nearly 60 grant programmes delivering 170 unique application processes and so far has paid over £6bn of funding across the GLA group. This includes Housing and Land, Regeneration, Skills Unit, Culture Unit, and within the GL group, the Mayor's Office for Policing and Crime (MOPAC) and Old Oak and Park Royal Development Corporation (OPDC). It has also been implemented at other Combined Authorities.

Methodology

There will be three core components of the delivered service:

- Initial OPS MVP (Minimum Viable Product) System Build and configuration
- Development and Production System Infrastructure Hosting
- MVP System Support

Optional services including further enhancements, training or support will also be available.

MVP System Build

Deloitte shall provide an implementation against the latest published Open-source version of OPS as the base system. The initial service implementation and configuration will follow an Agile implementation methodology. Ongoing hosting will be provided to a common Deloitte standard which matches the infrastructure service provided to other authorities.

To maximise value for money and minimise expenditure, where at all possible for the MVP the OPS platform will be configured without development modification and as a rule the processes embedded in OPS will be those followed. Some modifications are expected to be required as the platform was developed for the GLA and visible references to the GLA or the Mayor of London are amended.

The MVP build shall take place over an 8-week period consisting of 4 two-week sprints. The backlog for each sprint will be finalised during sprint planning with the following timetable expected.

Sprint 0:

- Establish Team
- Set-up and commission environments

Sprint 1:

- Core re-brand on OPS to include buyer references and graphical artifacts

Sprint 2:

- Set-up of initial grant programme
- Establish MVP interfaces

Sprint 3

- Set-up further MVP Programmes and projects
- Import migrated project data

MVP Go-Live

Further optional continuation sprints for post MVP programmes or specific buyer developments. The development activities will be managed controlled and reported utilising Deloitte's JIRA development tooling. A buyer project representative will be given access to the tooling.

Infrastructure build and Hosting

Deloitte shall size and build the cloud infrastructure for the development and production services for buyer OPS service. The infrastructure shall be built on Amazon Web Services and made available to a schedule agreed with the buyer.

Deloitte shall maintain the infrastructure and take and maintain secure backups of all data stored on the service.

Service availability is assumed to be approaching 24/7/365 (less upgrade time) for the production system and 8am until 6 pm weekdays for the development system. Other scheduling patterns are available, the costs of service delivery are proportional to availability time.

The service shall be delivered in compliance to Deloitte's ISO27001 certification and government cloud security principles.

<https://www.gov.uk/government/publications/cloud-service-security-principles/cloud-service-security-principles>

Deloitte can arrange at a passthrough cost, vulnerability testing of production system. Alternately (on notification – an AWS requirement) the buyer may arrange vulnerability testing through its existing providers.

MVP System Support

A named service delivery manager and online service desk will be available between the hours of 9am – 5pm. Infrastructure faults and service alerts will be managed as a part of the MVP service delivery. An optional managed service for enhancement can also be provided at day rate costs or packaged as appropriate to need.

Remote Working

The Deloitte team is fully equipped to operate productively remotely. Our delivery toolset is cloud based and can be securely used by authorised users who have an internet connection. The Deloitte team is also equipped with the Google G-Suite cloud-based collaboration tools, they can also use other tools of your choice including Microsoft Teams. We expect that all activities may be completed remotely with minimal disruption. Ideally the briefing on and set-up of programmes with our BA would take place in person.

Success Factors

Key to the success of the delivery of OPS is having a strong product owner and champion that can lead the discovery and development work, and subsequently encourage buy-in from other stakeholders in the organisation. It's crucial that they understand the processes being digitised and are keen to learn about OPS to enable them to create the grant applications needed in the future. OPS has over twenty different configurable 'blocks' to capture different types of data, and various workflow and payment options that will need to be understood.

Deloitte typically deliver in an Agile approach; this means a Minimum Viable Product (MVP) is often the first deliverable that is released to the client. This will then be iterated upon to produce the final solution as feedback is received and required improvements are identified. Managing the expectations and keeping the MVP small will help keep the delivery team efficient. Too often we have seen requirements created in the MVP have been removed later as understanding of the final requirements change.

Fundamental to the success so far of OPS has been the mature testing framework that's been created alongside the application. We promote the use of Behaviour-driven development (BDD); this is a form of testing where the test is written in natural language, and the test suite uses the application as a user would, clicking buttons/links, filling in data and submitting forms etc., the output of these actions can then be tested. Currently there are over 1500 individual test suites that run against 300 different areas of the application. The value of this cannot be underestimated. It alerts the development team to any issues long before they reach a production environment and gives confidence that recent changes haven't caused a regression. Manually running these tests would take weeks, but the tests are run every night in under an hour.

Assumptions

The following core assumptions are made in this proposal:

- OPS is a suitable fit and functionality for buyer grant schemes, i.e. they are similar enough to be processes in the same approach as the Open Source product
- Interface to the buyer's finance system is not included in the build and payments are made from a schedule. An interface to finance for automated payment processing may be included as an option (OPS currently interfaces with a standard ERP system via API)
- The buyer can provide a Product Owner and suitable Subject Matter Experts to allow the configuration of MVP programmes and Projects
- The buyer can provide base graphical assets for inclusion into service
- The buyer shall have resources with sufficient capability to build the knowledge to configure new Programmes and Projects to become self-sufficient
- Training and the creation of user guides and assets is excluded, if not provided as a part of open source materials
- A standard MI extract shall be used to import views to the buyers BI System as part of MVP. Standard Reports and Excel extracts are available as standard in OPS
- Data to be migrated is clean and available in a standard format such as a '.csv' (an available export format from Excel)

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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