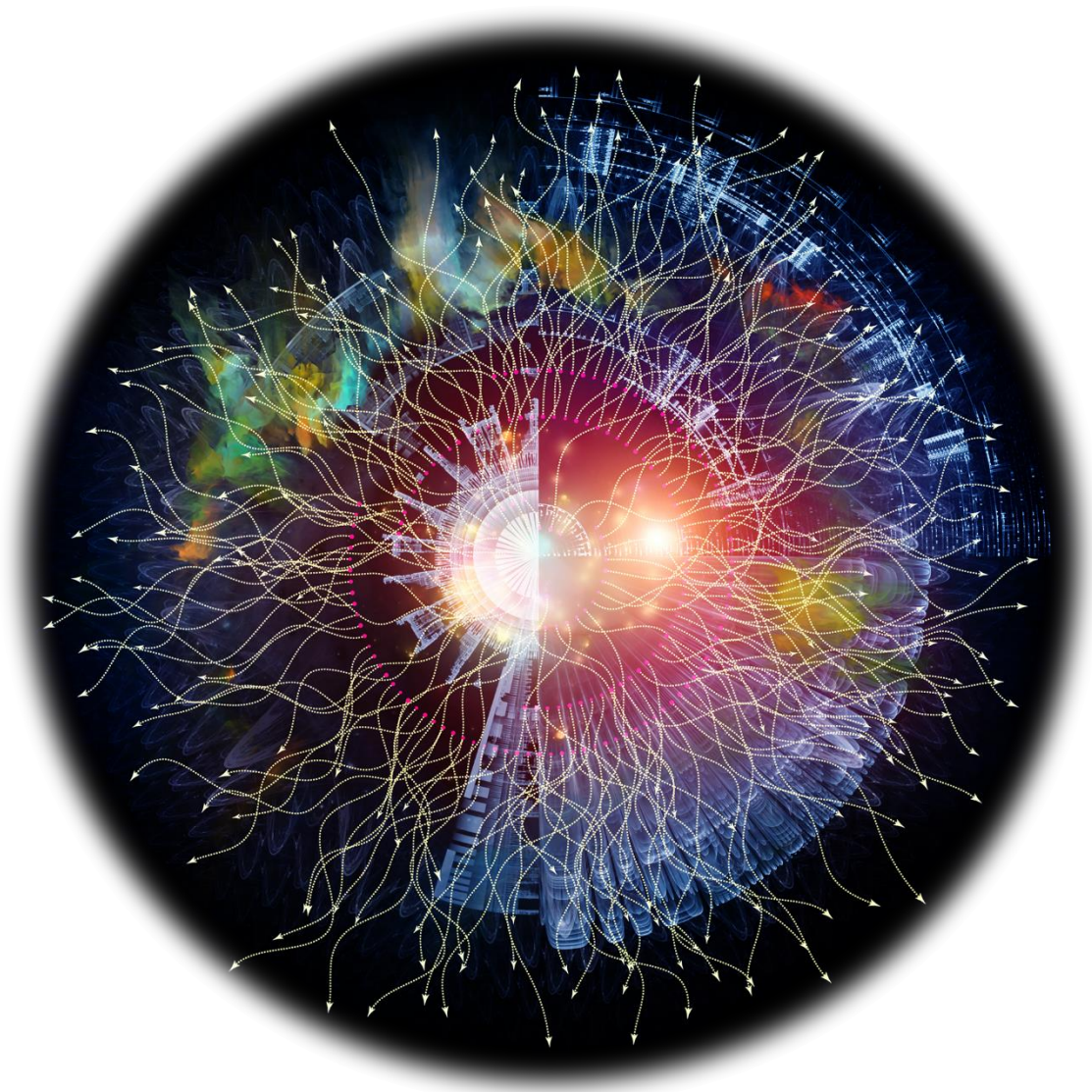




Design and Implementation of an Oracle
HR, Talent and Payroll Cloud Solution
G-Cloud 15 Service Definition Document
January 2026

Contents

1	Deloitte Overview	1
2	Service Overview	3
3	Detailed Service Description	4
4	Contact Details	11

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.

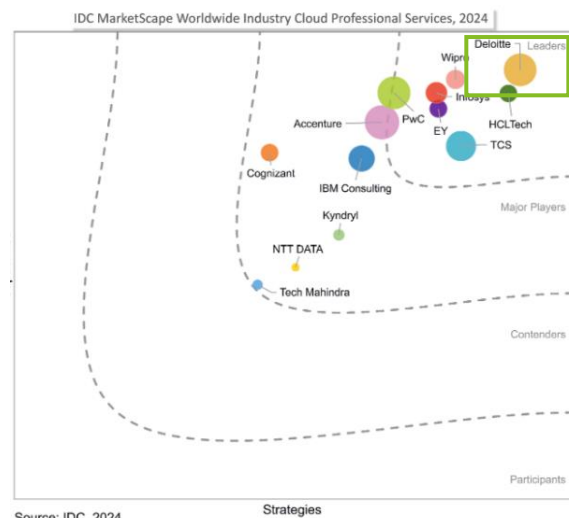


Gartner

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

This service enables organisations to quickly and cost-effectively design and implement an Oracle Cloud solution. Our service is delivered by a highly experienced team of Oracle Cloud implementation specialists and covers the full suite of Oracle Cloud HCM applications. The service covers end-to-end processes including HCM, Talent and Payroll. The processes themselves are delivered using a range of Oracle applications and technologies to provide a comprehensive offering to address public sector HCM, Talent and Payroll requirements.

Design and implementation is enhanced by our leading practice template and toolkit for public service organisations, Transcend for Government. Our service may also include an Application Management Service (AMS) for the Oracle Cloud solutions we deliver. Our full range of services would be discussed and agreed as part of service onboarding.

To enhance technical delivery, our approach supports organisations to be cloud-ready. This means enabling customers to operate their new processes, enabling benefits realisation and driving adoption of the new Oracle Cloud solution.

Service features

1. Design, build, test, deployment, support for Oracle HCM Cloud (SaaS) and AI
2. Employee experience led with agile implementation methods and AI
3. Pre-configured solution and templates/assets for accelerated delivery
4. Core HR, Absence, Payroll, Time and Labour (OTL), Recruitment (ORC) and Onboarding
5. Learning, Benefits, Compensation, Talent Review, Succession Management, Performance and Goals
6. Career Development, HR Helpdesk (HRHD), Agentic AI, Oracle Intelligent Advisor
7. Strategic Workforce Planning (SWP), Work/Life, Workforce Health/Safety, Advanced HCM Controls
8. Data conversion/migration, archiving, Platform as a Service (PaaS), Single Sign-on (SSO)
9. Technical architecture, infrastructure and integration (OIC), reporting and analytics
10. Migration from on-premise Oracle/Fusion solutions (e.g. eBusiness Suite (EBS), PeopleSoft)

Service benefits

1. Drives efficiency savings with public sector HR/Payroll processes.
2. Accelerated delivery/reduced timeline using pre-configured, templated end-to-end solutions
3. Technology cost reduction by transitioning to a hosted cloud solution
4. Reduced cost/improved efficiency in back office and support processes
5. Improved and increased self-service through web enabled, AI and mobile technologies
6. Timely and well managed transition process
7. Improved quality of data and management information
8. More effective integration of Line-of-Business systems with core HCM
9. Enhanced user/employee experience
10. Future-proof and flexible HCM solution, supported by AI

3 Detailed Service Description

Our Approach

Our approach is underpinned by a series of principles for successful delivery:

- Scope will be clearly defined and agreed;
- Governance structures and reporting mechanisms will be firmly established from the outset;
- Project management will be robust and managed under PRINCE2 principles;
- Key project team members will be identified from both Deloitte and your organisation to collaborate as one team; and
- Roles and responsibilities will be clearly defined and agreed.

Transcend for Government

We use Transcend for Government and its associated project management tools to govern all areas of design and implementation. Key focus areas include: organisational change management; issue escalation and resolution; configuration management; testing procedures; tenant strategy; training strategy; implementation strategy; and other key implementation activities.

Transcend contains a full set of standardised end-to-end processes, tailored for public sector organisations and aligning with Government Service Shared Service design principles. Transcend also includes a pre-configured Oracle Cloud solution incorporating public service-specific configurations and data. Our offering is continuously enhanced to incorporate the latest Oracle features and refresh configuration and process definitions. These updates draw on our most recent experience implementing Oracle HCM Cloud Applications within public service organisations and reflect leading practice.

Beyond this, Transcend provides more than 200 assets, insights, accelerators, ready-made solutions, tools, and templates to support successful Oracle Cloud delivery in the public sector.



Design and implementation phases

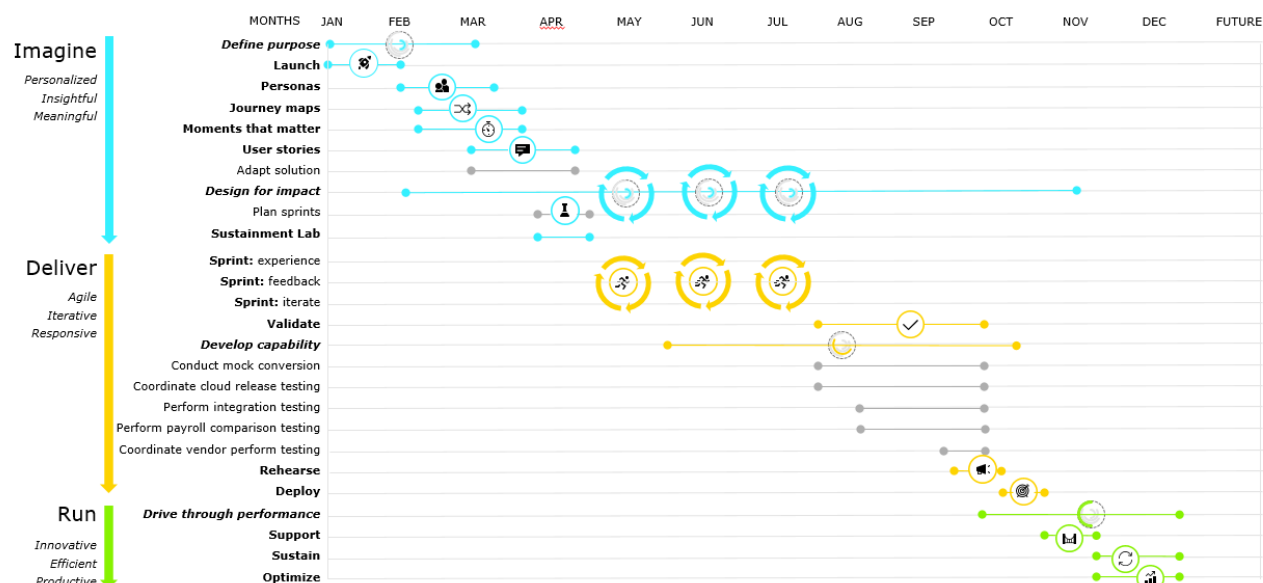
The delivery methodology within Transcend follows a three-phase approach:

1. In the Imagine phase, we establish project governance, create the delivery plan and set out the strategies that will govern the ongoing delivery. We also set out the design thinking considerations to complete the functional design, including any reporting requirements. Where applicable, this phase will establish the scope of any integrations, conversions and extensions. User stories will set out the detailed scope for delivery.
2. During Deliver, we build on the outputs from Imagine to iteratively and collaboratively design, validate and deploy the solution in a series of sprints. We use the user stories to configure the solution and define and execute the test scenarios needed to validate it. We will also build and test any required integration, conversions and extensions. Alongside the solution build, data will be cleansed and run through a series of test migrations to validate that data can be migrated and reconciled between your existing systems and the new solution. Deliver ends with acceptance testing by your users, delivery of training, and the deployment of the completed solution and data into production.
3. In Run, we stabilise and optimise the production support model, setting the foundation for ongoing innovation. This phase focuses on post go-live activities, including Hypercare support and release management, as well as optimising support processes and identifying future transformation opportunities.

Design and implementation timescales

We have set out a typical timeline below, but would expect to define a more detailed project plan and refine our approach during the procurement process. The duration of any implementation can vary due to the scale of your organisation, the maturity and complexity of existing processes, the quality of data, and the availability and capacity of resources, but typically would require 12 to 18 months for full implementation. The specific activities, inputs and responsibilities of each party would be described in detail in the agreed Order Form.

Timeline



Design and implementation activities

The following table provides a high-level overview of typical tasks that would be undertaken in each workstream, with the specific activities, inputs and responsibilities of each party to be described in detail in the agreed Order Form.

Workstream	Typical Activities
Project Management	• Project management office set up • Project planning • Benefits Realisation Plan • Project Initiation Document • 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 • Determine possible change implications • Business readiness assessment and support for deployment • Facilitate and deliver end user training • Transition the organisation from IT delivery to service management
Process	• Validate design documentation • Prepare business policies to support new processes • Refine business procedures as required to support new processes • Produce test scripts and scenarios • Update operating procedures
Technology and Applications	• Understand existing technology landscape • Technology Solution Design • Understand implications of moving to a cloud solution for the organisation's line of business systems • Set up infrastructure to support the core technology • Test the core technology solution • Copy the Deloitte template for core build and configuration • Undertake local build and configuration as required, including new master data structures

- Build interfaces to any legacy systems outside the scope of the template
- Undertake data cleanse and data migration
- Undertake unit testing
- Undertake Systems Integration Testing, User Acceptance Testing and Parallel runs (for payroll if required)
- Performance Testing
- 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

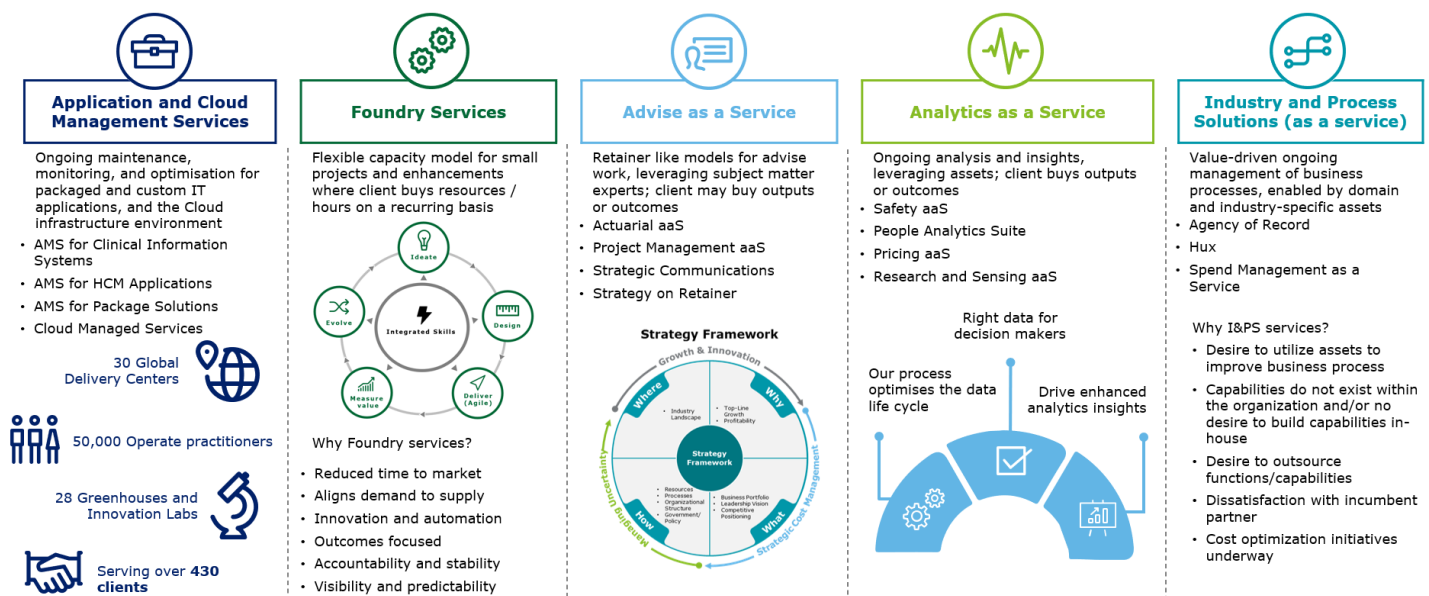
- Determine system roles, access and security requirements (user authentication)
- Test security

Operate Capability

When the project transitions into Run, we are able to offer a range of Application Management Services (AMS) from our Operate services portfolio.

Our Operate Services extend beyond traditional technology maintenance activities and include a combination of technology and business offerings that provide insights into business processes while advising on, maintaining, and enhancing your new Oracle Cloud applications. We are recognised by Gartner as a leader in Oracle Cloud ERP/HCM Application Management Services.

Based on our experience supporting other public sector organisations, we would recommend an appropriate breadth and depth of support services during the procurement process.



Our methodology enables a seamless transition from implementation to application operations and maintains service delivery excellence while minimising disruption to business operations.

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

- Transition initiation and planning
- Operational readiness preparation
- Operational readiness validation
- Finalise transition

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

Inputs

In order for our team to deliver this service effectively, we will require certain inputs as listed below. If you are unable to provide all the required information, we will be able to discuss options to tailor our approach for your organisation during the procurement process.

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

- Agreement from your organisation for Deloitte to access your staff and systems;
- Details of your organisation's existing HR, Talent and Payroll Chain processes, policies, and procedures.
- Details regarding reporting for the in-scope functions and other corporate reporting;
- Details of your organisation's existing operating model for in scope processes, including IT infrastructure and licensing arrangements and any arrangements whereby a third party delivers in-scope services;
- The costs of your existing operations; and
- Details of existing interfaces with your Line of Business systems.

Your Contribution

Our services are designed to be delivered in partnership with your organisation. We will require the following contribution from your organisation as listed below. If you are unable to provide the required contributions we will be able to discuss options to tailor our approach for your organisation during the procurement process.

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 for onboarding 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 arrangements;
- Provision of a co-located working space for members of the joint team and ideally use of a confidential meeting room;

- Provision of the cloud technology architecture and systems; 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 documented in the Order Form but are anticipated to include:

- Increased use of self-service which is accessible for employees, customers and suppliers, and is secure and easy to use;
- Improved information for employee and managers;
- Improved data accuracy and data quality;
- Platform using Transcend for Government, a cloud-based solution containing dedicated development and QA systems. Typically to include HR, Talent, Payroll and Reporting design aligned to Deloitte's leading practice public sector processes and aligned with Government HR processes.
- Integration with Line of Business systems achieved by implementing a standard suite of business interfaces;
- Transition of IT from delivery to service management; and
- Staff trained.

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

- Project plans;
- Progress reports;
- Monthly Project Board reports;
- Communications plan;
- Training plan; 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 or Oracle's dedicated UK Government Cloud hosting;
- Implement standardised and leading practice processes for HR, Talent and Payroll as well as Integrations and Reporting;
- Accelerate delivery by using pre-configured, template end-to-end solutions;
- 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 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 8 to 10 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 design;
- The number and complexity of technology changes required;
- The quality of your data; and
- The availability of appropriately skilled staff to fulfil project team roles.

Exclusion

Our service description above defines the scope of what we will deliver. 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 of and payment for any software licenses;
- Data / master data validation or cleansing;
- Reconciliation and sign-off for migrated data; and
- Purchasing any technology infrastructure and systems.
- Provision of any MPLS connectivity to the Deloitte UK/EU data centres.

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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