



Corporate Services and Shared
Services/Global Business Services
Transformation

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

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.

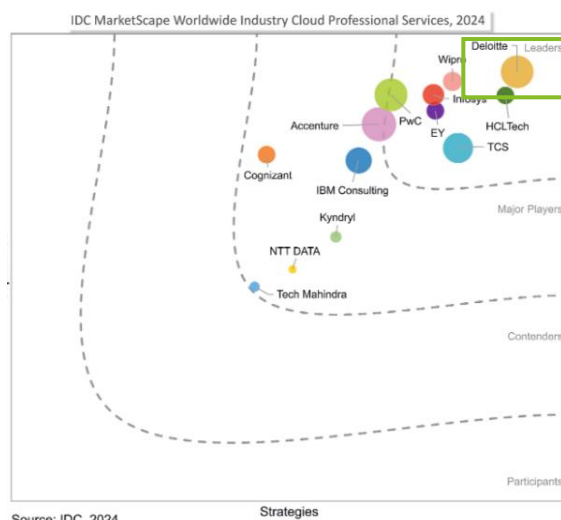


Gartner

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

Through this service Deloitte will work with you to improve your corporate services and shared service processes, technology, and operations. This can involve transforming your retained corporate services and shared service operating models in their entirety as well as implementing discrete continuous improvement initiatives in your existing operations, leveraging AI and automation, and introducing new capabilities to drive scope growth and expansion (for example automation as a service).

We have specific expertise in the improvement of shared service operating models across a wide range of enabling functions e.g. Finance (including but not limited to Accounts Payable, Management Accounting, Financial Planning & Analysis, Banking and credit control), HR, IT & Digital, Transformation. Estates, Procurement and Payroll.

Our Process Excellence expertise covers Source to Pay, Order to Cash, Hire to Retire, Record to Report, Plan to Perform (Financial Planning & Analysis) and Acquire to Retire (Fixed Assets) enabled by use case specific AI, process and control automation using the latest cloud based/ SaaS technologies.

This service enables organisations to improve their corporate operating models, leveraging systems and process integration and can also explore and shape the potential for a cloud-based service delivery transition.

Our approach involves an initial assessment of your operations using various tools such as, service delivery maturity assessment including use of lagging to leading operations and process indicators, lean process improvement, hosting/ Business Process Outsourcing (BPO)/ Business Process Services (BPS) options, baselining, benchmarking, and customer surveys. A core deliverable is an improvement/ transformation plan and future operating model blueprint.

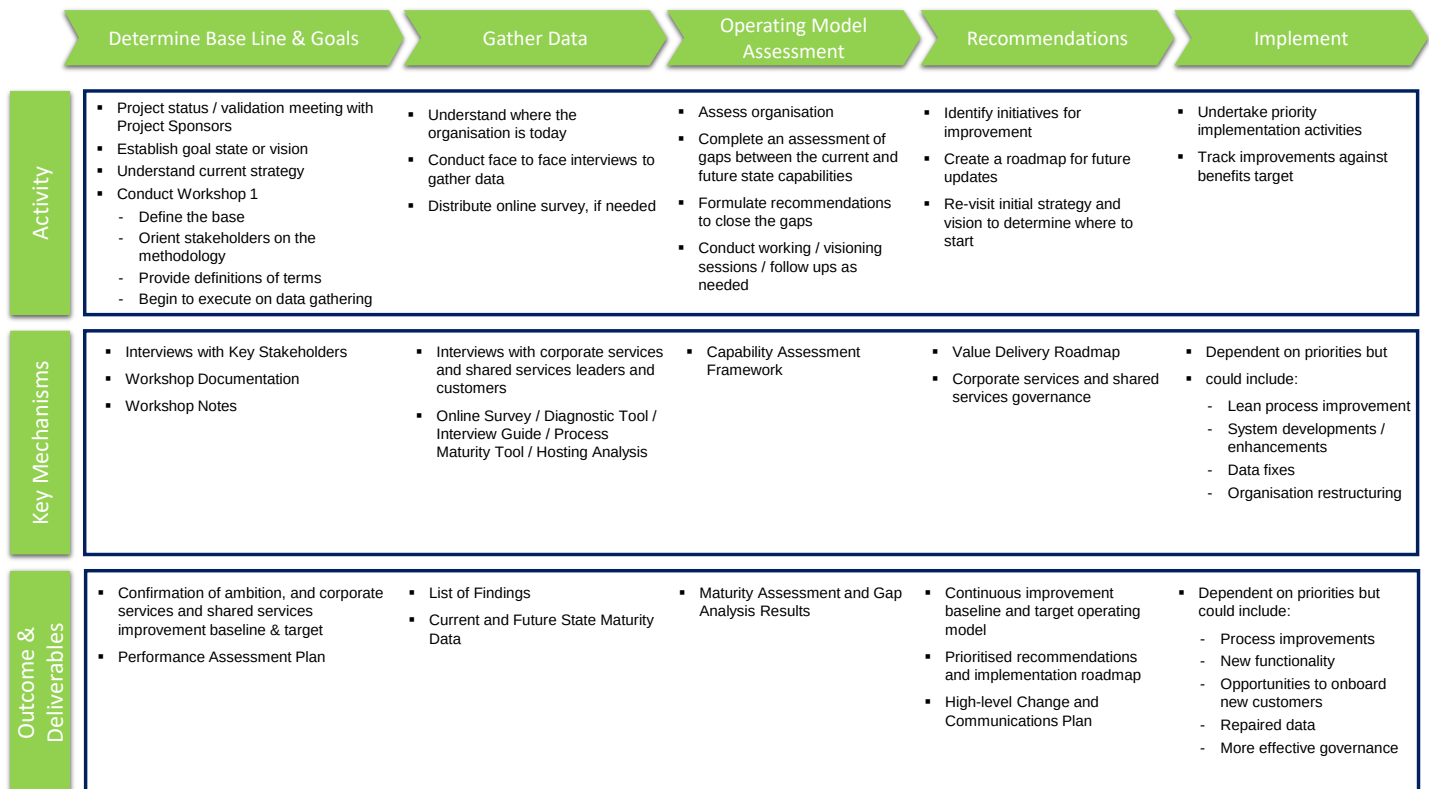
An important aspect of corporate services and shared service centre operations is the performance of the Buyers' existing IT Service Desk Management. This service also offers a comprehensive review and assessment of existing IT Service Desk Management practice aligned to industry leading processes and practice for IT Service Desk Management.

We will then work with you to help implement your priority improvements and track your progress against targets. The duration of the assessment can vary dependent on the scale and scope of your corporate service and any shared service operations.

3 Detailed Service Description

Our Approach

The diagram below summarises the high-level approach to assessing the current state of your corporate services including any service centre operations and implementing improvements. The duration of the assessment phase of the project will depend on the level of detailed analysis you require (a high-level improvement assessment can be undertaken within eight to twelve weeks for example). At the outset of the project we will work with you to refine the approach further based on your circumstances and priorities. Our approach is accelerated using various tools.

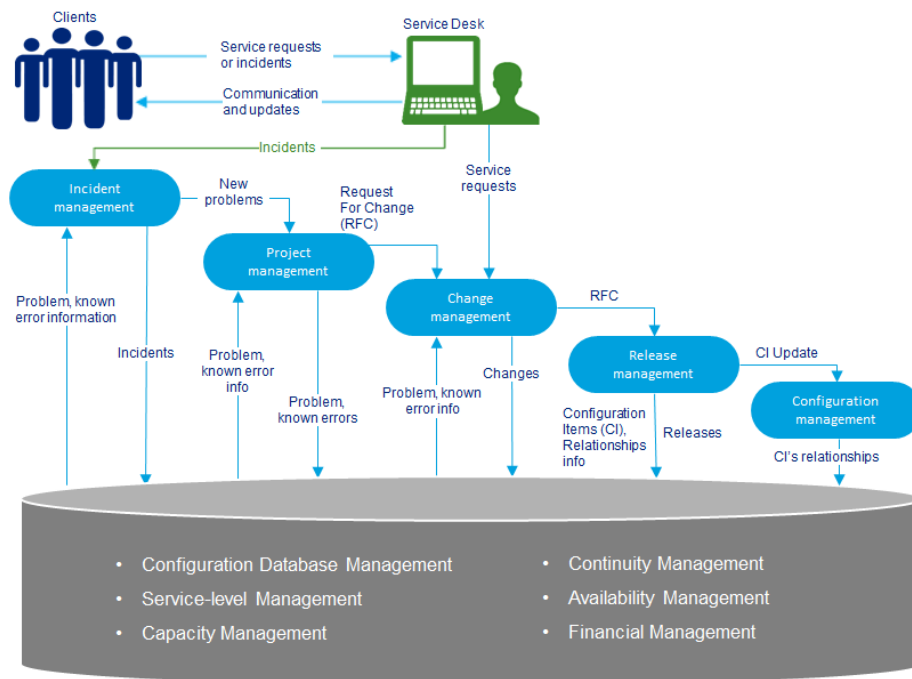


Service Desk Model

Our services can include a full review and assessment of existing IT Service Desk Management regimes for existing applications against our leading and proven, process-centric approach to IT service management improvement. This review and assessment based on industry best practices, including CMMI and ITIL-based service processes.

This service focuses on the following aspects of IT Service Desk operational improvement covering the full spectrum of services summarised in the figure below.

- All customer requests (issues, enhancements, or questions) are managed to completion appropriately
- Facilitates adherence to service level objectives
- Focuses on end-to-end service management
- Supports quality initiatives
- Refines through delivery experience
- Facilitates cost-effective service delivery



The specific activities, inputs and responsibilities of each party will be described in detail in the agreed Order Form.

Inputs

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 we can discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

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

- Details of your organisation's existing operating model for shared support services, including functional scope, IT landscape and infrastructure, process maps, organisation structure, roles and FTEs, key performance indicators, governance arrangements, customer base, and master data management;
- The costs of your existing operations;
- Standard operating procedures;
- Details regarding reporting for the in-scope functions and other corporate reporting;
- Details of any existing arrangements you have to provide the in-scope services to other third-party organisations; and
- Strategy / business plan.

Your contribution

Our services are designed to be delivered with you rather than to you. We have assumed that you will be able to make the following contribution to the work. If you are not in a position to take on these responsibilities then please get in touch to discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

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 access to specific individuals on a timely basis will be key;
- Access to customers of your service;
- Provision of staff to undertake any data validation data cleanse;
- Access to those who manage the IT that supports delivery of your service;
- Potential provision of staff to work as part of a joint team to implement improvement initiatives;
- Provision of senior stakeholders to sit on the Project Board / Steering Group for the project; and
- Provision of a co-located working space for members of the joint team and ideally use of a confidential meeting room.

Outputs

Deliverables from the project will be agreed with you at the outset but we anticipate that they could include:

- Maturity assessment and gap analysis;
- Automation / AI opportunity assessment;
- Survey outputs;
- Continuous improvement baseline and target;
- Prioritised high-level recommendations and roadmap;
- High level change and communications plan; and
- The outcomes of the service will include the implementation of improvements initiatives.

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

- Project plan;
- Progress reports.
- Monthly Project Board reports; 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;
- Implement standardised and leading practice processes (and controls) for HR, IT & Digital, Transformation, Estates, Procurement and Payroll.
- Develop a continuous improvement culture within the organisation, able to harness the opportunities of future technology development, such as GenAI and Agentic AI;
- Improve customer and employee experience, putting customers at the centre of service design;
- 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 do 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.

The duration of the service can vary dependent on the level of detailed analysis you require and the size and scale of your operations.

Other factors that will influence the duration of the project and size of the project team will include:

- The scope of services;
- The size and scale of your customer base;
- The complexity of your technology landscape;
- The applicability of existing software;
- Availability of appropriately skilled staff to fulfil project roles; and
- Availability of process maps, data and information required for the maturity assessment.

Exclusions

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.

- Data / master data validation or cleansing;
- Reconciliation and sign off of historic data; and

- Purchasing any technology infrastructure, systems, and software licences.

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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