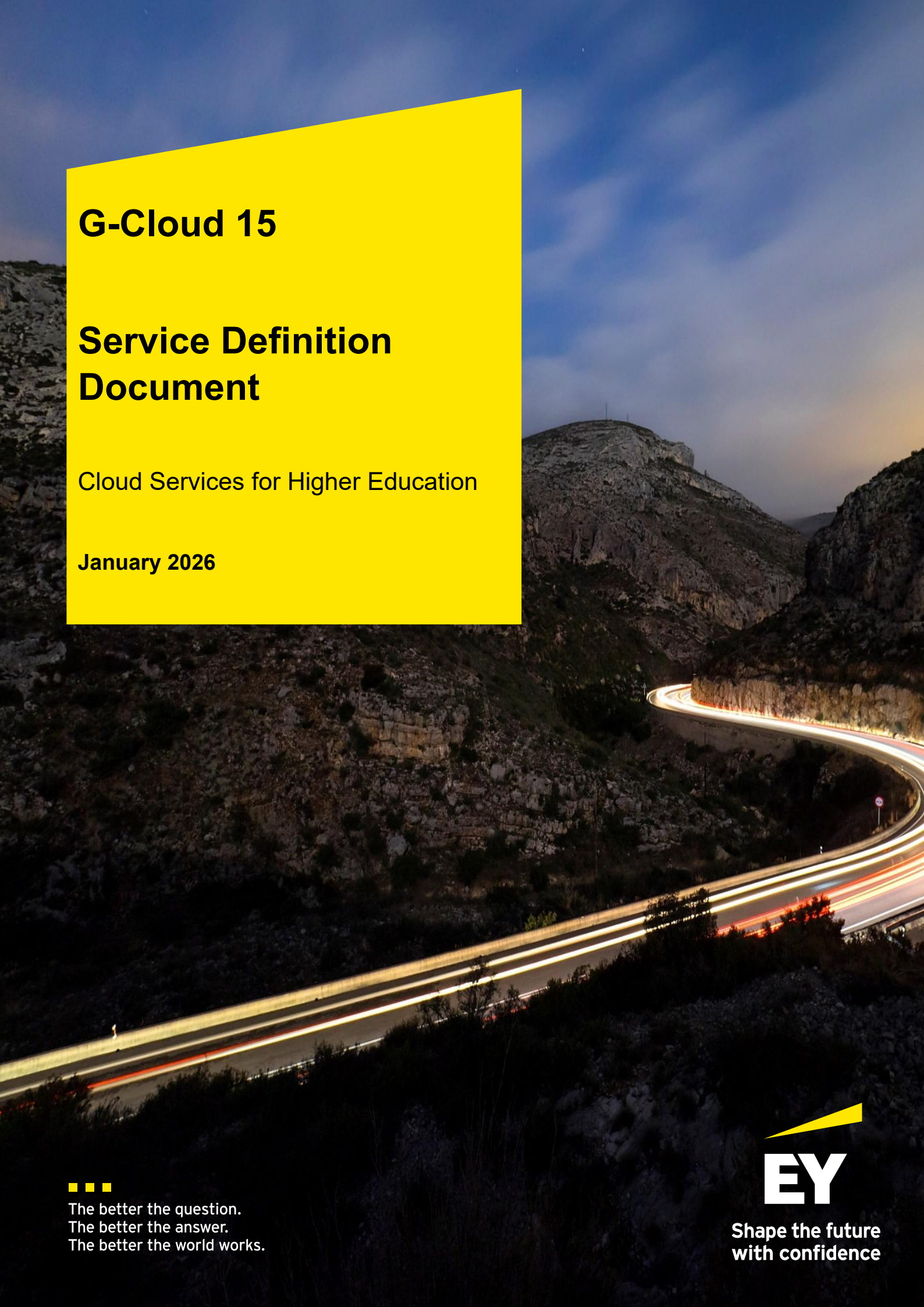




G-Cloud 15

Service Definition Document

Cloud Services for Higher Education

January 2026



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The better the answer.
The better the world works.



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Contents

Contents	1
1. Service detail	2
2. Key contacts	8

1. Service detail

1.1. Introduction to the Service

EY provides services to educational institutions nationally and internationally, with experience of IT enabled change which secures strong benefits for our clients.

Our services enable Higher Education Institutions to deliver transformation and change programmes that span operational delivery improvement, transformational change programme delivery and supporting functions (back-office). Services range from leadership and culture change through to business re-design and IT-enablement. We deliver to Higher Education across five main areas of service:

- ▶ Strategy, Target Operating Model and Governance – setting the strategic direction and defining the change
- ▶ Operational Transformation – delivering IT enabled business transformation
- ▶ People and Organisation Transformation – supporting the workforce to change to secure the benefits of technology
- ▶ Operational Delivery – delivery of technology solutions
- ▶ Back Office Transformation – including core systems implementation and technology operations

These are summarised in the diagram below and explained in detail in Description of Services in section 2.2 below.

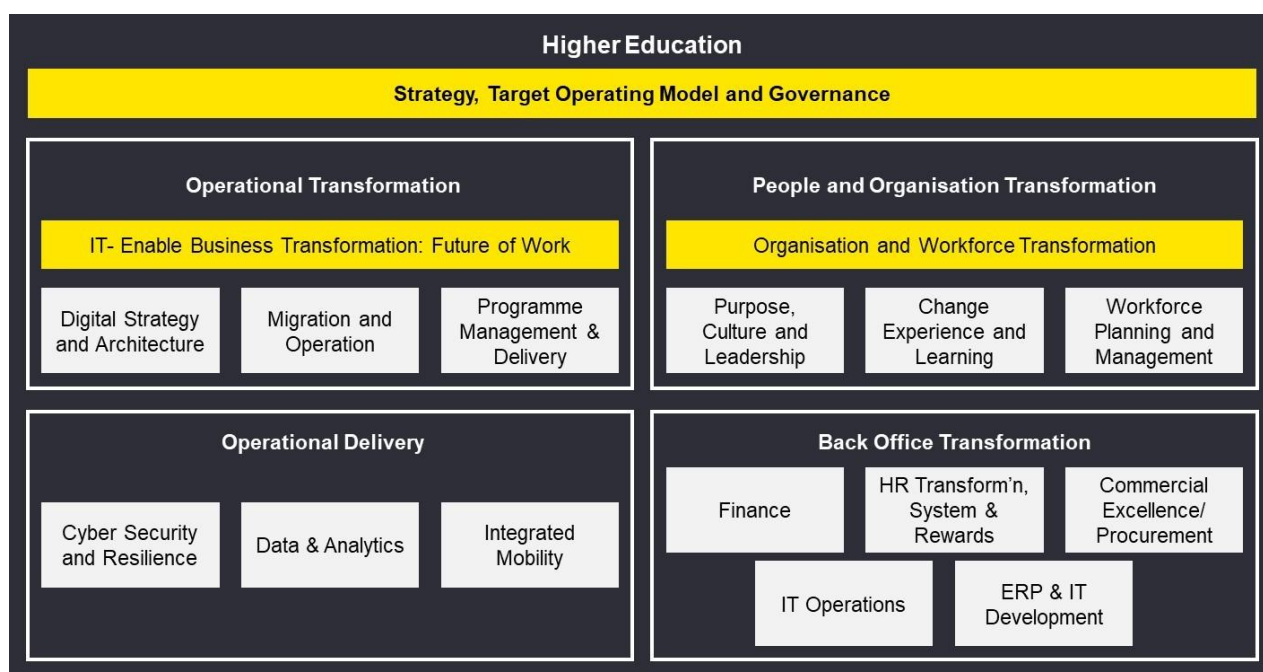


Figure 1 - Strategy, Target Operating Model and Governance

1.2. Service Description

Strategy, Target Operating Model and Governance

UK Higher Education Institutions (HEIs) face a number of challenges including increased domestic and international competition, the impact of COVID-19 on international students, the impact of Brexit on staff, students and funding, and increased student expectations, especially around the digital experience. We know the pressures on universities, both here and across the globe, having worked at a strategic and tactical level with organisations ranging from London Metropolitan University to the University of Sydney in Australia. Our

strategy services enable HEIs to plot their way through these challenges and develop robustness, resilience and sustainability.

We help HEIs to:

- ▶ Enhance and develop their strategies to address these challenges, minimise their financial exposure, remain attractive in the face of global competition, and identify revenue growth opportunities
- ▶ Design a target operating model which sets out how technology and people will change to deliver the new strategy. The components of EY's target operating model method include governance, case for change, performance architecture, business design principles, technology architecture and digital roadmap, service delivery architecture, people and culture plan, geography and estates mapping and organisational architecture
- ▶ Put in place governance which controls and minimises risk during implementation, with a focus on using modern, agile methods to deliver benefits rapidly
- ▶ Foster international expansion which enhances global reputation and attracts diverse student populations
- ▶ Optimise student segmentation and course portfolio which ensures a competitive array of academic offerings
- ▶ Navigate policy and regulatory environment to capitalise on policy changes to advance institutional objectives

Operational Transformation

We provide Operational Transformation services to support Higher Education Services to deliver major change programmes, enabled by technology, in a way which focuses on delivery of benefits for HEIs, students and staff.

We have experience in a wide range of Commercial Off-The-Shelf (COTS) software and in-depth experience of the major HE applications within the UK market, whilst remaining software vendor independent. This means we understand how HEI Operations, including digital functions and faculties, need to change to get the most out of these systems.

Operational Transformation services that support transformation programmes include:

- ▶ IT-Enabled Business Transformation: The definition, scoping, planning, initiation and delivery of programmes that deliver improved operation outcomes
- ▶ Digital Strategy and Architecture: The design and definition of a digital cloud strategy for HE providers including applications and technical architectures that, when implemented, deliver a fully digital landscape to support all HE processes. This also includes defining the transformation roadmap to deliver the digital solutions
- ▶ Migration and Operation: EY has leveraged existing approaches to data migration from our HR360 implementation for Foundation and Employee Data conversion. This approach contains accelerators that bring significant time savings for the data conversion cycle while enabling stronger data integrity & quality
- ▶ Programme Management and Delivery: The delivery of programmes including programme leadership, programme/project management office, architecture, procurement. Underpinned by established and proven methods, this includes programme planning and reporting, RAID management, financial control, supplier management, testing management and support, cutover and deployment support

Technical solution transformation programmes for Higher Education Services supported by EY have included designing people analytics and employee listening, digitised HR

operations to keep up with expansion and virtual capabilities, and a modern operating model and integrated technology platform that is flexible, agile and compliant globally.

People and Organisation Transformation

We work with HEIs to understand and embed future working models as part of IT programmes. Typically, we provide these services to:

- ▶ Embed changes in culture, policies, organisation, capability and structure to secure business benefits
- ▶ Ensure that institutions are the right size and shape in order to deliver on its strategy and prepare for the future
- ▶ Improve leadership and learning in order to help HEIs maximise opportunities in new technology
- ▶ Plan future workforce requirements and identify the plans required to meet demands and compete for talent in the market

Our People and Organisation Transformation services are underpinned by the Future of Work Framework. The components of the Future of Work Framework are shown below:

- ▶ **Purpose, Culture and Leadership:** Technology and innovation are driving new ways for HEIs to organise and connect with their people. EY helps HEIs align talent to their strategy, adapt to the changing needs of their students, workforce and other key stakeholders, and execute effectively against their plans
- ▶ **Workforce Planning and Management:** We provide a compelling Employee Value Proposition which activates and incentivises through work-based benefits, ways of working; differentiating brand and opening access to talent in a crowded and competitive field, to find new ways to recruit and retain the best talent, to provide the best services for students
- ▶ **Change Experience and Learning:** Like all organisations, HEIs are required to change, learn and adapt in response to changes in the operational landscape, student and staff expectations, and unexpected and unforeseen differences to new ways of learning (particularly the massive shift to online learning during COVID-19) to ensure high levels of student satisfaction. EY offers an agile, user-centric and insights-led change experience which puts Humans@Centre and leverages the latest digital, data and design techniques. Our change experience and learning approach is unique and comprises:
 - Purposeful: all activity is aligned to the 'why' and the delivery of tangible and sustainable value through relentless focus on policing outcomes
 - Insightful: We use a diverse data set and powerful analytics to set strategy, guide approaches and drive the right interventions throughout the change journey. Our Change Insights tool underpins all change projects giving the rich insights needed to make better informed and targeted interventions
 - Personalised: We analyse individual needs, perspectives and expectations to customise individuals and staff journeys and adopt the most appropriate delivery method
 - Immersive: The approach through the change experience is deliberately different, immersive, and designed to accelerate adoption and return-on-investment

Operational Delivery

Operational delivery services are typically required to deal with changes in demand and regulations. Services include:

- ▶ **Cyber Security and Resilience; Software Asset Management (SAM)** can be a significant issue for HEIs whose research teams, including PhD students, use beta-versions of software. Malware from unlicensed software costs organisations worldwide nearly \$359bn (~£247bn) a year. CIOs report that data hacks and other security threats from malware is the number one reason for ensuring their networks are fully licensed (source: BSA Global Software Survey). Centralised IT management can reduce the risk of unlicensed software in operation, saving future costs and increasing profits by as much as 11 per cent
- ▶ **Data and Analytics;** HEIs depend upon having accurate data to support all components of management, across areas including staff and student visa compliance, student retention, and student feedback. Risk-based data analytics help HEIs to understand the demands of students and stakeholders and predictive analytics inform to provide the best services for all staff and students, while collating accurate information to present to stakeholders across institutions
- ▶ **Integrated Mobility:** The EY Mobility method is our technology driven approach that enables staff to operate out of the office with an end-to-end integrated experience, complete with powerful data-driven insights

Back-Office Transformation

Back-office Transformation services are typically required by HEIs seeking to transform their professional service functions to drive cost reduction (efficiencies) or drive improved performance (effectiveness). Services include:

- ▶ **Finance Transformation:** These services address the issues, challenges, and requirements faced by Chancellors for finance within an institution when transforming the finance function into being more responsive, insightful, and efficient. It includes services that:
 - Control and optimize costs – including assessing the cost of finance and audit functions based on benchmarks
 - Provide insights – to ensure business transparency
 - Enable new business models and service delivery models (e.g. shared financial services)
 - Develop and implement finance systems strategy including digital technologies and ERP implementation/upgrades
 - Manage risk and mitigating the complexity and inconsistency of data and closing processes
 - Manage people including recruitment strategies to recruit and retain the best resources for finance
 - Manage external stakeholders
 - Help HEIs with refinancing
- ▶ **HR Transformation, System and Rewards.** These services help HEIs transform their organisation, people and HR function to enable business strategy and outcomes. This includes organisation and workforce transformation, change experience and learning, culture and leadership, HR transformation, systems and rewards and integrated mobility. It includes services that:
 - Support students and staff to adapting and thrive in a transformative digital age

- Create a culture that aligns with the HEIs purpose
 - Enable a better workforce experience and new ways of working for academic and professional services staff
 - Execute the strategy to prepare the workforce for the future
 - Develop and implement HR systems strategy including digital technologies and ERP implementation/upgrades
 - Support HEIs to respond and adapts to any industry changes with agility to cost, innovation and transformation objectives
 - Prioritizing new digital HR function capabilities to deliver business and workforce objectives
- Commercial Excellence/Procurement. These services incorporate Supplier Relationship Management (SRM) and Contract Management & Governance into an integrated methodology to proactively manage the complete supply base, increase contract value realisation and foster effective supplier relationships to drive value for student's and investors' money. Commercial Excellence drives value by:
- Proactively managing contracts
 - Efficiently managing the complete supply base
 - Focusing on innovation and increasing value with strategic partners
- Supplier Relationship Management and Contract Management includes:
- Segmentation of the supply base based on risk profiles
 - Supplier performance management using metrics and scorecards
 - Innovation and collaboration to drive continuous improvement
 - Supplier termination when required
 - Contract management including delivery compliance and reporting
 - Contract risk mitigation
- Technology Transformation and IT Operations services include:
- Strategy
 - IT strategy and operating models
 - IT organization design
 - Technology in M&A
 - IT operational effectiveness and efficiencies
 - Infrastructure and service resiliency
 - Cloud and data centre infrastructure
 - Business continuity management and service resiliency
 - Intent-based networking
 - Enterprise and solution architecture
 - Next Generation platforms, migrations and COEs (including alliances and partnerships)
 - SAP
 - Microsoft
 - Blackline
 - Blue Prism
 - IBM
 - Adobe
 - ServiceNow

- Artificial Intelligence
- RPA
- Trusted Data Fabric
- Digital Data Foundation
- Data governance and models
- Data architecture
- Data analytics

Moving towards being digital requires establishing IT operational models that enable innovation and deliver value. Digital transformation helps HEIs move towards learner and industry centric delivery and supports HEIs to develop unified data platforms that support a better student experience through personalised student journeys and more effective operations. Being 'digital' means operating a set of capabilities that identifies and delivers new opportunities for value through differentiated and fast-paced business and technology change. Our services support the technology, data and operations core from which differentiating solutions can be efficiently extracted and integrated and includes:

- ▶ Emerging technology/visioning
- ▶ Modernising technical infrastructure and processes
- ▶ Cyber security
- ▶ Data Protection Act
- ▶ Business Case (HM Treasury Green Book) development to support IT investment decisions
- ▶ Process to drive continuous innovation
- ▶ Recruitment/retention policies to mitigate skills scarcity

2. Key contacts

For further information please get in touch via the email address below.



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EY | Building a better working world

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