

CIVICA



G-Cloud 15 Service Definition Document

Microsoft Dynamics 365 Services

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1. Microsoft Dynamics 365 Services

1.1. Introduction

This is the Service Definition Document for Civica UK Ltd (Civica) Dynamics 365 Services under the G-Cloud Framework.

1.2. Overview of Services

Civica offers the following services to help Buyers to plan and implement their cloud-based strategy.

Service	Service Description
Microsoft Dynamics 365 Strategy Service	Strategy to improve long term success and ROI of Dynamics 365 (D365) projects by advising on planning/discovery/implementation approach for a successful Dynamics 365 (D365) CRM implementation. Supports single citizen or customer view, to capture the right data for strategic insight, align vision with Dynamics 365 future roadmap and improve performance.
Microsoft Dynamics 365 Discovery Service	Captures your organisation's vision/needs and drives value/ROI from investment in Dynamics 365 (D365) by exploring what is possible using existing Dynamics 365 functionality; maps user needs/stories to existing functionality; produces actionable product backlog which can be implemented using three low risk discovery levels (Bronze, Silver, Gold), plus custom packages.
Microsoft Dynamics 365 Design and Implementation Service	Obtain maximum value from your investment in Dynamics 365 (D365), utilising configuration-first principles. Covers PoC to full-scale enterprise implementations (including integration, data migration, testing). Dynamics 365 specialists advise, design, implement and deploy Dynamics 365 in a supported and maintainable fashion (reduced risk), backed by formalised methodologies, standards, and best practices.
Microsoft Dynamics 365 Support Service	A managed support service, providing first to third line support for your entire Dynamics 365 digital workplace, Mon to Fri, 9am to 5pm, excluding bank holidays. Serves as the single point of contact to the user for the proactive management of incidents, requests and enhancements using ITIL best practice.

1.3. Use of Subcontractors and Partners

The above services are delivered by Civica UK Ltd. Depending on the Buyer requirement we may operate with other Civica group companies including Civica NI Limited. Civica NI Limited is registered in Northern Ireland at 10 Weavers Court, Belfast, BT12 5GH.

2. Detailed Descriptions

2.1. Microsoft Dynamics 365 Strategy Service

Service Features and Benefits

Features	Benefits
• Measure degree of alignment with business plans and D365 features/roadmap • Business case development • Specific approach to discovery/implementation avoids costly extension work • Set user expectations around approach and the need for compromise • Understand the importance of licence planning during discovery • Guidance/strategy for minimising license costs through cost-effective design • Proof of concept (PoC) and pilots to encourage business buy-in • Migration strategy/planning from on-premises to cloud platform and data migration • Third-party oversight, acting as trusted advisor • 'Existing working practices' health check	• Fewer surprises: through awareness of fit and future roadmap • Lower costs: utilising existing functionality, licence planning/optimised working practices • Higher user adoption: through early stakeholder engagement • Reduce risk: by running small pilot projects and agile methodology • Improve governance: oversight of third-party developers/contractors by an SME • Modernise working practices: through exploring the art of the possible • Lower costs: through license planning • Greater ROI through alignment with Dynamics 365 features and roadmap • Solutions: portals, power apps, incident, service request, investigative case management • Improve performance: through strategic insight into citizen and Buyer behaviour

Scope



Civica's Microsoft Dynamics 365 Strategy service helps organisations to define their strategy towards Dynamics 365 and maximise the value from a Dynamics 365 investment. It can be performed as a stand-alone piece of work to inform the procurement process as a precursor to an implementation project or provide oversight and direction for an existing internal or third-party development project.

The service can be delivered with a specific target in mind, for example, in laying the groundwork for a new project or as an ongoing investment, for example drip feeding changes in the Dynamics landscape on a periodic basis as they evolve to ensure your team is always kept up to date with the latest developments.

Our strategy service and approach encapsulate recognised industry guidelines and best practice and has been shaped and refined through many years of experience of successfully delivering Dynamics 365 projects.

Project Approach



A Functional Consultant will meet with key stakeholders across, management, project team and stakeholders running workshops or 1-to-1 sessions as appropriate. The primary focus is to engage, educate and emphasise the different approaches required to drive value from Dynamics as opposed to a standard bespoke delivery.

One of the key challenges is helping stakeholders to understand the interactive development process needed in requirements gathering in order to avoid costly bespoke development. We can do this through a small proof of concept to show stakeholders how rapidly Dynamics can be configured, with flexibility and focus on meeting business needs, rather than business requirements which often contain an element of design.

Where we act as a trusted third party to provide oversight, we review the practices, approach and system customisations and give recommendations based on best practice. We can work with other partners or your own internal development team.

Added Value and Innovations



Civica's Strategy Service for Dynamics 365 service adds value by priming your organisation to derive the best value from your investment in Dynamics. As a platform-based solution, Dynamics 365 requires a different approach to a bespoke development project. Our consultants aim to lead your organisation towards the high value, low-cost benefits of existing functionality, avoiding costly development work.

All our consultants have robust expertise in Dynamics and share best practice amongst project teams and Buyer staff. To ease maintainability and reduce expensive re-work, all our consultants are kept fully up to date with the latest market developments and the Microsoft's Dynamics product roadmap.

2.2. Microsoft Dynamics 365 Discovery Service

Service Features and Benefits

Features	Benefits
• Microsoft Dynamics 365 (D365)-focused approach to discovery and business analysis • Identification of KPI, success criteria and business objectives • Vision document outlining current state analysis and future objectives • Feasibility document outlining platform suitability and degree of required extension • Actionable product backlog (user stories, epics) for development • Solution overview • Implementation, approach, costs, constraints, and project plan • Projected licence requirements • Robust risk log • PowerPoint Deck	• Greater clarity around requirements and acceptance criteria • Greater understanding of Dynamics' fit with your business needs • Greater value through mapping needs with existing Dynamics 365 functionality • Enhanced understanding of overall solution, likely costs, direction of travel • Lower costs through license-aware solution design • Higher user adoption through early stakeholder engagement, user research • Understand risks and measures of success • Expert liaison between organisation and implementation team • Minimise rework and risk through greater clarity • Reduced number of implementation days and associated costs

Scope



Civica's D365 Discovery service replaces traditional and generic Business Analysis aimed at bespoke projects with a D365 specific methodology. This considers the important differences between bespoke development and configuration of a specific platform. The discovery service aims to drive value by mapping business needs to existing functionality, thus minimising development effort, reducing costs and

improving maintainability and speed of delivery.

Our Functional Consultants go beyond traditional Business Analysts by helping to shape your requirements, rather than simply eliciting them. We focus on understanding your needs and exploring with you how Dynamics can meet them. We challenge stakeholders, explaining where small compromises based on pre-conceived ideas can deliver cost savings. We also explore the 'art of the possible' with you, drawing your attention to relevant areas of high value functionality that can be easily achieved with minimal effort.

The outputs of our discovery service, depending on level chosen, include an actionable product backlog, vision document, feasibility document, high level solution and an outline project plan.

Project Approach



Our discovery approach is based on a formal methodology and available at 4 different levels. Each level has predefined specific outputs and templated responses, giving clarity to the expected outcomes. During the discovery we consult with stakeholders at all levels, securing buy-in and engagement throughout your organisation. We understand that perceptions and needs differ within different departments and at different levels, and therefore recommend direct access where possible to end users.

We engage stakeholders through workshops, 'show and tell' sessions and 1-to-1 interviews. We communicate our findings back through templated reports to ensure consistency and completeness. Depending on service chosen, this may extend to an actionable product backlog catalogue. The Functional Consultant may also stay on to provide guidance and business knowledge to the implementation team, steering them towards the agreed vision.

We adopt a collaborative approach throughout, challenging where appropriate with the aim of arriving at a well-understood position on key decisions.

Added Value and Innovations



Civica's approach adds value by helping you to leverage the existing functionality of Dynamics 365, for example, by running 'art of the possible' sessions with your teams. Through our knowledge of the product, we are able to suggest solutions and help you define your requirements in such a way that maximises value by creating maximum functionality for minimal effort.

We can reduce the number of project days by anticipating the information the project team requires to complete the work and by translating business needs into a technical language the implementation team can readily understand and action.

2.3. Microsoft Dynamics 365 Design and Implementation Service

Service Features and Benefits

Features	Benefits
- Strong development standards based on best practice guidelines - Robust methodologies encompassing discovery, implementation, test, deployment, quality control 'Configuration first' approach to drive value, reduce support cost, risk - Project team is supported by our dedicated Dynamics Practice	- Maintainability: strong standards ensure we develop to best practices - Consistency: in approach across practice members - Value: through leveraging existing out-of-the-box functionality - Collective knowledge: from a larger pool of specialists - Wider knowledge: through access to specialists from other areas

Features	Benefits
- Escalation points to a dedicated Dynamics 365 (D365) Practice Lead - Access to specialists in consultancy, analytics, development, data management, integration - SC-cleared staff with regular access to training - On-site and off-site working, on-team approach, common collaboration tools - Experience in case and customer service management within public sector - Experience in investigative, service request and incident management use cases	- Oversight: direct access to practice lead as point of escalation - Skills transfer: by embedding Buyer staff into project teams - Focused experience: case management, regulation, and customer service - Compliance: with security requirements in public sector using vetted staff

Scope



This service helps organisations implement Dynamics 365-based systems by adopting a 'configuration first' approach, thereby reducing the amount of custom extension work to deliver maximum value, for minimal effort.

Our holistic service covers discovery, planning and strategy, implementation, testing and support. We ease purchasing with ready-made implementation bundles of various sizes in order to help you understand what can be achieved at different levels of expenditure.

Project Approach

At the heart of our approach is the belief that maximum value is achieved by taking advantage of out-of-the-box functionality.

Stage	Description
Discovery	All projects start with a high-level discovery phase undertaken by a Functional Consultant. This specialist role blends Business Analysis skills with in-depth knowledge of Dynamics 365 and industry business knowledge. This enhanced skillset allows us to understand your business needs, whilst helping you to understand the relative costs of different options. Through consultation, we help you gain the most value from your investment in Dynamics 365 by considering where your requirements align with existing functionality. The Functional Consultant is also able to draw upon their Dynamics 365 knowledge and prior experience to suggest out-of-the-box functionality you may implement at little or no cost that will add value to your business. Outputs from our discovery include a feasibility document, vision document with high level solution, an actionable product backlog and high-level project plan (dependent on level chosen).
Agile Development	We take an agile delivery approach, planning sprints based on the product owner's priorities and refining user stories and acceptance criteria in the product backlog. Acceptance criteria is particularly important in a D365 project. To take advantage of out-of-the-box functionality, requirements should focus on the business need, rather than a pre-conceived idea of how that need should be met. For example, the need for information may be stated as a report but is often better served by alternative mechanisms. We observe the usual ceremonies of sprint planning, daily stand-ups, and regular code releases in order to maintain a high degree of engagement between Civica and Buyer stakeholders.

Stage	Description
	We find this iterative approach of early release and continual user acceptance testing to be of value in Dynamics 365 projects. Largely as a result of working from user needs and acceptance criteria, rather than to a pre-conceived solution.
Testing	We adopt a test strategy appropriate to your project. As the deployment mechanisms in Dynamics 365 support fully automated deployment, we adopt a scheduled update, usually on a sprint-by-sprint basis, as there is effort associated with each release. Where the majority of your needs can be met through configuration, we adopt a manual testing approach to maximise the rapid development capabilities of configuration-first development. Where quality over quantity is emphasised, it is possible to write automated tests, but important to understand that developing automated testing will often be significantly slower than configuring Dynamics.
Go-Live	Through our use of agile methods, project launch is typically a low-key affair, as the system is already familiar to key stakeholders and has been thoroughly tested. We typically adopt a 'train-the-trainer' approach ensuring key stakeholders are engaged throughout the project lifecycle. As a result, they do not require specific training, all though this can be provided if required. We are also available to 'walk the floors' on-site during key go-live dates and provide on-site support.
Warranty & Support	Once the project has gone live, we are able to support you with a warranty or support contract through our managed services department.

Added Value and Innovations



We invest in attending industry conferences and other research to stay on top of product changes and then disseminate that knowledge across the team. This ensures our staff are always up to date and develop solutions in line with Microsoft's roadmap.

Our consultants are encouraged to act as trusted advisors, for example, by highlighting areas of concern and suggesting alternative approaches, rather than simply implementing requirements placed in front of them.

We work to a consistent approach across discovery and implementation, with a defined set of standards and working practices. This lessens on-boarding and knowledge transfer time, should new staff need to join your project, for example, should you wish to run an additional concurrent team, or you come back at a later date to implement additional phases of a long programme of work.

2.4. Microsoft Dynamics 365 Support Service

Service Features and Benefits

Features	Benefits
- Underpinned by a guaranteed Service Level Agreement (SLA) - ITIL aligned services - Security assured ISO27001 certification, DV, SC and BPSS vetted staff - Managed service including Service Desk, regular reporting, and service reviews - Service includes Incident, Problem, Change Management and Request Fulfilment	- Migrate from on-premises or other CRM Applications to Dynamics 365 - Delivers process and performance Improvement delivering optimisation, savings, and efficiencies - Respond to business change - scalability, new services - Service and systems integration, including Azure and SharePoint (EDRMS)

• Cloud on-boarding services for Current State Analysis • Discovery, design, planning, transition management and user management • MS Dynamics Sales, Service, Field Service, Operations suitability assessment • Commonly used for Grant Management, Case Management, Licensing and Permitting • Microsoft Dynamics 365, CRM Online, On-Premises, 2011, 2013, 2015, 2016	• Service management with software support and Service Desk • Public Cloud, Official, Official Sensitive, IL2, IL3 security environments • ITIL®-aligned support processes and best practice • Microsoft Dynamics market leading support expertise • ISO 27001, ISO 9001 and ISO 14001 Certified
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Scope



Managing an effective digital workplace on an evergreen cloud service like Dynamics 365 can be a challenge. To address this challenge, we offer a range of tailored support options from application and operational support to a fully managed service. Our proactive approach removes roadmap surprises via monitoring, risk/opportunity analysis and mitigation planning, offering complete peace of mind.

Civica Managed Services are flexible and adaptable to scale up and down as required with your evolving needs.

Service Approach

Our approach to each of the components of the service is as follows:

- **Service Design** - the process of Service Design sets the framework for the experience the end users receive on a day-to-day basis, and ultimately their perception of the application solution. We adopt a toolbox approach to service design. The activity is interactive and engaging resulting in a package that brings together best value components from our service catalogue together with any Buyer-specific options that may be needed.
- **Service Transition** - our tried and tested approach to service transition is based on our Service Transition Framework. The framework is aligned with ITIL® and is backed by Civica's ISO 9001 certificated Quality Management System. The transition plan covers key activities and critical paths, identification, and mitigation of risks through to a governance process that ensures all parties agree the service is "ready for live service" at the end of the transition phase.
- **Service Operation** - our second and third line Service Desk is staffed by experienced engineers who work personally on resolving incidents and problems. This means we never have ownership issues or suffer delays resulting from knowledge transfer gaps or communication problems. We use a Service Management tool to support our delivery of day-to-day activities relating to incident, event, and problem management.
- **Service Improvement** - this is demonstrated by our longstanding approach to achieving and maintaining quality certifications including ISO 9001. These certifications require that we have a continuous improvement programme in place which we implement using the plan-do-check-act methodology.

Service Desk



The Service Desk operates as the central point of contact between users, 1st line support, and service providers on a day-to-day basis for reporting incidents and as an interface for other service management activities such as problem, change and release management. The Service Desk hours for raising tickets and receiving updates are from 8am to 6pm Monday to Friday, excluding English public holidays.

The Service Hours relative to your service are dependent on the Service Level you select. These are detailed in the following table.

Service Levels

Levels	Service Desk Availability
Core	9am to 5pm Mon to Fri excluding English public holidays. Typical systems utilising this are systems supporting business processes which only take place during normal office hours (e.g. reporting systems).
Enhanced	8am to 6:00pm Mon to Fri, excluding public holidays. This extended-hours model is targeted at Buyers requiring cover for a flexible working day, systems supporting business processes which only take place during normal office hours (e.g. reporting systems).
Bespoke	A customised set of service hours that meets unique business requirements
24*7	Full 24*7*365 support service suitable for public facing business critical applications, e.g. payment solutions, security systems or systems providing 24*7 functionality to the business or public.

Civica offers a full range of support services from 1st line support through to specialist fault finding and fixing. The table below sets out the available services.

Level	Description
First Line	First line support is the direct interface between the system users and the service team. Typically, it will be able to resolve simple queries, incidents, and service requests. First line support will pass information and details for incidents requiring second and third line interventions to the appropriate service team.
Second Line	Second line support will enable an escalation for incidents that cannot be resolved by the first line support team. Second line support's main tasks include: further investigation to determine incident resolution and/or workaround; updates to other non-code related updates, such as configuration files, system parameters; providing feedback of information to first line to enable greater first line call resolution; the functional escalation of incidents to third line support team.
Third Line	Third line support will be responsible for the resolution of incidents and problems that cannot be resolved by second line support. This is usually a fundamental problem with one or more parts of the System, be that software, hardware, data, or network infrastructure. Third line support involves fixing bugs, automation, and scripting of recurrent incident resolutions, fixing data-related incidents, and implementing enhancements to the application or associated infrastructure.



A team of experienced and knowledgeable Service Engineers will always be available to support the application and ensure service resilience and continuity. The Business as Usual (BAU) Service will be delivered from Civica's offices and using our standard ITIL®-aligned processes we will provide the following:

- Incident Management - we will manage, investigate and resolve any incidents arising from the system.
- Problem Management - we will manage and resolve any software bugs found in the system.
- Change Management - we will manage any agreed changes to the system and integrate our processes with any Buyer-specific processes already in place e.g., a Change Advisory Board.

- Service Validation and Test - we will undertake appropriate validation and test activities to ensure that required changes are appropriately tested prior to being deployed to the live environment.
- Release and Deployment Management - we will manage and deploy any releases that are required to deliver changes to the system to deliver fixes to the system.
- Microsoft Updates - Microsoft traditionally update Dynamics 365 twice a year. Civica will test these updates against the CRM system prior to the update going live.
- Service Level Management - we will assign a Service Delivery Manager (SDM) who will undertake Service Level Management. This will include Civica's standard monthly Service Report covering Incident & Request trends, Problem Management, Enhancement planning, risks, and recommendations to improve the service as appropriate. Civica's SDM will participate in quarterly Service Reviews with appropriate members of the Buyer's team.

Incident Service Levels

This is the most critical area of service design as it contractually defines the end user service in terms of incident response and resolution. Our response time offerings are based on the priority assigned to an incident that we agree at the point the incident is raised. We define these as:

Priority	Description
Priority 1 (Critical)	The reported problem causes a halt to the Buyer's core business processes and no work-around is available.
Priority 2 (Major)	The reported problem causes degradation of the Buyer's core business processes and no reasonable work-around exists.
Priority 3 (Intermediate)	The reported problem impacts the Buyer's operational environment but does not affect core business processes. A work-around is available.
Priority 4 (Minor)	A non-critical problem is causing some disruption but with little or no impact on the Buyer operation.

For the Core and Enhanced services, our incident handling times against the above priorities are shown below and are measured within the agreed service hours.

Priority		Priority 1 - Critical	Priority 2 - Major	Priority 3 - Intermediate	Priority 4 - Minor
Core	Initial Response	1 hour	2 hours	2 hours	2 hours
	Updates every	2 hours	1 day	2 days	5 days
	Target Resolution	1 day	2 days	8 days	20 days
Enhanced	Initial Response	15 min	30 min	1 hour	1 hour
	Updates every	1 hour	2 hours	1 day	2 days
	Target Resolution	4 hours	8 hours	4 days	10 days

Problems can be raised when the cause of an incident cannot be immediately established and rectified, for example, an incident is raised and resolved via a work around, but the underlying cause or problem requires a software update. Problems are also raised by our support team as part of proactive analysis of the solution behaviour. Priorities are assigned to problems from the above table, taking into account the impact of the problem and the availability of suitable workarounds.

Discovery Process

We operate a planning and on-boarding process that involves the following discovery process:

- Reviewing existing documentation, this is the speediest and most cost-effective manner for us to understand the scope and scale of your existing solution.
- Gap analysis of what your current document set provides and the information we require to support your system.
- Understanding what the system does from a business perspective so we can understand its nature and how business critical it is which may affect the level of support you require.
- Establishing the key architectural components, their purpose and state so that we are able to estimate how much work is required to understand more thoroughly and on-board.
- Establishing what your security needs are so that we make any special considerations we need to outside of the standard offering. For example, two-factor authentication.
- Establishing what, if any, administrative & system procedures are in place we would need to abide by as these can affect the overall effort required.
- Review of a sample of code to establish code quality and gain and understanding of the size and complexity of the system. This can affect the likely effort required to support the system.

Planning is essential to ensuring that the system meets the needs of the business from day 1 of the live service. We anticipate that the process of transferring knowledge from the incumbent supplier may take a number of weeks and this view will be refined following discovery. During the on-boarding process, Civica will correct any deficiencies in the documentation set identified in the gap analysis performed as part of discovery. On-boarding will also require at least one resource to thoroughly familiarise themselves with the application. This resource will in turn on-board additional service engineers to provide redundancy of cover.

Discovery and on-boarding will include reviewing the existing configuration of the system, its supporting documentation. We will also work with appropriate Buyer resources to:

- Agree and set-up the service to meet the Buyer's needs.
- Establish remote access across internet to the platforms/systems.
- Arrange the setup of appropriate login credentials.
- Agreed points of contact.
- Address any service-specific licenses to be provided by the Buyer.
- Confirm that there are no restrictions on connecting Civica equipment across VPN to the Buyer's systems.

Expected Buyer Outcomes

These will include:

- Reduced operational costs.
- Predictable and manageable service costs.
- Improved end user digital workplace experience.
- Reduced cloud transition risk.
- Faster realisation of ROI.
- In-house team skills transfer for heightened self-sufficiency.

3. About Civica

3.1 Overview

New policies, advances in technology, restrictive budgets and rapidly changing cyber security risks put increasing pressure on government, while citizen expectations of your services continue to rise.

Our mission is to accelerate the digital transformation of public services, helping you create data-centric, secure solutions and intelligent, AI-driven services built around your goals, budgets and the needs of the citizens you serve. All with minimal disruption. All with expert support. For over 20 years, our focus has been exclusively on central government and defence, establishing a track record of lasting impact. We understand your drive to strengthen critical change programmes, driving better outcomes for citizens, businesses and communities, and value for money for taxpayers. We can turn your imperatives into reality. Faster.

3.2 Core Propositions

Civica's Central Government & Defence (CGD) Division's core offerings comprise:

Expertise on Demand



We share our knowledge, tools and approaches to build centres of excellence and enduring capability within your teams. Whether you require individuals or high-performing autonomous teams, we provide public sector domain experts who understand your challenges and have solved them before.

Intelligent Solutions



We design and build AI-driven intelligent software solutions using trusted data to transform your services. Alongside your teams, we create exceptional citizen experiences, modernise your software, integrate or deploy leading SaaS solutions, or build new intelligent solutions, improving efficiencies and reducing the cost to serve.

Managed Services



Once live, we ensure your systems deliver maximum value and return on investment, adapting as policy changes, technology evolves, cyber threats grow and user needs shift. We can manage your new solution or support your existing tech stack, minimising operating costs as we go.

3.3 Civica Innovations

Civica identifies and develops technology innovations to complement its mission of transforming the way its Buyers work, enabling them to drive improved outcomes for UK citizens, e.g.:

- Machine-based identity verification to improve the user experience in public sector pension management.
- Using advanced technologies to address voting decline by improving citizen engagement.
- Using innovative image processing AI to optimise passenger flow and improve passenger experience and safety at a regional airport

Our innovation labs provide a facility to co-create new ideas and technologies with a Buyer. Our innovation champions help promote and apply advanced technologies such as artificial intelligence, machine learning and augmented and virtual reality, to public service delivery. Peer-group sessions with Buyers have helped fuel the innovation focus, to mutual benefit.

3.4 Full List of G-Cloud Services

This is the list of GCloud service categories provided by Civica's Central Government & Defence (CGD) Business Unit:

- Managed Hosting Services for Azure, AWS and Civica private cloud.
- Cloud professional services covering:
 - Application Transformation
 - Digital Services
 - Change Management
 - Data Management, Data Architecture, Data Analytics and Data Engineering
 - Microsoft (M365, Power Platform and D365)

3.5 Other Framework Agreements

Civica's Central Government & Defence Business Unit operates through the following frameworks.

Framework	Description
GCloud 14 (RM1557.14)	Lots 1, 2, 3 and 4.
Technology Services 3 (RM6100)	Lot 1 Technology Strategy & Services Design; Lot 2 Transition & Transformation; Lot 3 Operational; Lot 4 Programmes & Large Projects.
Technology Services 4 (RM6190)	Lot 1 Technology and Digital Consultancy Services; Lot 2 Transition and SIAM; Lot 5 and 5a Application and Data Management.
Digital Specialists & Programmes (RM6263)	Lot 1 - Capability-based or delivery of multiple projects covered under an overarching strategic service objectives using PPM frameworks.
Software Design & Implementation (RM6193)	Lot 1.
Digital Outcomes 6 (RM1043.8)	Lots 1 to 3.
Digital Outcomes and Specialists 7 (RM1043.9)	To be confirmed in early 2026. Lot 1 - Digital Outcomes; Lot 2 - Digital Capability & Delivery Partner; Lot 3 - End User Services; Lot 4 - User Research Studios & Participants.
Big Data & Analytics (RM6195)	Lot 1: Design, Build & Run Services; Lot 2: Commercial Off-The-Shelf (COTS) Software.
Artificial Intelligence (RM6200)	Discovery and consultancy services related to artificial intelligence (AI), implementation and support of AI systems, end-to-end partnerships, and AI technologies.

3.6 How to Obtain Further Information

For further information please see our website at www.civica.com or contact us on 0333 321 4914.