



Cloud Finance Software Services

Deloitte LLP

G-Cloud 10 Service Definition Document

May 2018

Contents

1	Service Overview	3
2	Detailed Service Definition	5
3	Pricing	15
4	Ordering and Invoicing Process	16
5	Additional Information	17

1 Service Overview

Leading organisations treat their financial system as the backbone of the business, without which day-to-day operations would not be possible. Financial systems within Government are used to accurately record the core transactions of the organisation and comply with the statutory responsibility to report to lay accounts before Parliament. Increasingly, the finance systems are also used as the key tools to prepare the annual budget, the monthly forecast and report key performance management information to the business.

The implementation of effective financial systems requires not only a deep understanding of the Finance function, but of the business itself. Deloitte's Financial Software services helps Finance leaders mitigate risk while improving the effectiveness and efficiency of financial statements and internal controls.

There are many instances when it becomes a priority for organisations to improve and standardise their finance software. In general, we consider finance software as dividing into two broad categories:

- Finance transaction systems that are typically included within an Enterprise Resource Planning (ERP) package. Examples include (General Ledger (GL), Accounts Payable (AP), Accounts Receivable (AR), Fixed Assets (FA)); and
- Finance performance management systems that are part of the Enterprise Performance Management (EPM) systems. Examples include; Planning, Budgeting and Forecasting (PBF), Statutory Consolidation and Management Information (MI) & Reporting tools including finance analytics.

Modern finance software vendors can provide an integrated solution across both these categories or point solutions depending on the requirements.

Deloitte offers a portfolio of cloud finance software services including finance systems strategy, vision, specification & selection, vendor appraisal, requirements analysis, design, build, development, implementation, testing, migration, transition and post go-live services. Services make effective use of Cloud components and enable integration of Cloud-based and legacy components.

The Deloitte services also provide full Application Management Service (AMS) for all the cloud based solutions provided within this service. Our full range of services would be discussed and agreed as part of the service onboarding procedure.

This service is aimed at clients looking for assistance for finance software systems using defined toolkits and methodology. Deloitte offers a finance ERP and finance EPM software methodology, refined through deployment in the public and private sectors.

Finance ERP Software solutions include:

- SAP, Oracle (including EBS, JDEdwards, PeopleSoft and Fusion), Infor, NetSuite or Workday.

Finance EPM Software solutions include:

- SAP (including BPC, FC, PCM, and HANA), Oracle (including Hyperion Planning, HFM, OBIEE, Exadata & Exalytics), Infor, IBM (including: Cognos, TM1), Anaplan, Tableau, QlikView.

Features and benefits of this service include:

Tools and templates can be tailored for client and sector. Deliverable templates, sample deliverables and accelerators available by function or discipline.



- Methodology frameworks that enable processes to be adapted for cloud-based environment and that address the potential benefits and issues associated with cloud-based solutions. Iterative, waterfall and agile approaches are fully supported and the appropriate governance will be defined during the set-up of the programme.
- Leading practice project phases such as Specification/Selection, Vendor Appraisal, Vision, Plan, Design, Build, Deliver and Operate can be further decomposed by Discipline (Project Management and PMO, Quality Management, Process and Application, Information management, Organizational Change Management, Value and Business Case Management) for a more specific control of the overall scope.
- Ability to define business requirement (using both a process and a value driven approach), prioritise functional and non-functional requirements and create a vendor Request for Proposal (RfP) and quotation.
- Methods to review the as-is architecture and finance software tools and assess them against benchmark industry good practice.
- Frameworks that define good practice performance management; specifically the planning, forecasting, consolidation and operational reporting processes.
- Methods to support the preparation of a finance Management Information (MI) strategy and associated information models that support delivery of leading finance KPIs.
- Optimisation tools to support the improvement of existing software solutions; Oracle (EBS, Discoverer, OBIEE, Hyperion), SAP (ERP, BW, BPC, FC) Infor, & IBM Cognos implementations.
- Capability transfer, knowledge transfer and skills transfer available. Staff training and change management services are also available.
- Independence of software and hardware providers.
- Can be tailored to address your specific requirements. Scalable services suitable for projects of all sizes and complexity.
- Expertise in reporting, analysis and analytics to support management in decision-making.
- Deloitte can provide partners and staff who are sector specialists in defence, health, justice, police, local government and transport. Extensive experience of implementation in both the public and private sectors.

This service can also be purchased in modules through G-Cloud. In particular, it is possible to order separately a service for ERP specification, selection and implementation and a range of Technology Adoption services.

2 Detailed Service Definition

2.1 Our Approach

Deloitte LLP (“Deloitte”) has a proven approach to Finance ERP & EPM selection, specification, design and implementation including industry leading good practices. Our approach uses tools and templates that can be tailored for the client and sector and is based on the understanding that cloud based solutions may require changes in business processes and ways of working. Deloitte’s Enterprise Value Delivery (EVD) methods are the main pillar of our Finance ERP & EPM implementations. The EVD methods are a robust set of system development and delivery methodologies focused on sustainable and predictable project delivery for complex solutions. The EVD methods were developed based on the CMMI model, PMBOK, industry trends, and effective practices from Deloitte’s database. Our implementation methodology represents a collection of deliverable templates, sample deliverables and accelerators organised by disciplines and sub-disciplines as shown below.

Enterprise Value Delivery	
	RFP and business requirements Vendor Selection Vision & Plan Design Build Deliver & Operate
Project Management	Provides approaches and assets for effective project planning and management. It aligns with the PMI Project Management Body of Knowledge (PMBOK) and embeds best practices and standards.
Quality Management	Includes tasks to plan and monitor for quality, verify and validate deliverables, and assess project processes and assets against organizational standards.
Process and Application	Addresses requirements management, business event analysis, business process design, process controls, and package configuration
Information Management	Addresses value, usefulness, accessibility, and security of an organization’s data and information assets. It includes tasks related to data and information requirements, security and controls.
Development	Addresses the tasks for designing, developing, and testing the custom components of the software applications.
Deployment	Addresses the transition to the new applications. It includes planning tasks related to business deployment, readiness testing, system deployment, and support preparation and stabilization.
Technology	Defines the approach to design, develop, test and operate the infrastructure and software components required for the system applications.
Org. Change Management	Addresses adoption and sustainability of the change initiatives. It encompasses an integrated approach to communications, stakeholder engagement and preparation, training and organisational alignment and transition.
Value	Provides an approach to identify, measure and track expected implementation benefits. It includes tasks to identify, prioritise and quantify improvement opportunities, develop the business case, measure potential value impact, and develop and approach to track benefits realisation.
Tax	Includes tasks to identify, capture and sustain enterprise value through the fulfillment of the enterprise’s global tax planning strategies and related statutory-regulatory requirements

The following table details activities, descriptions and example templates which can be tailored to meet your requirements.

Activity	Description
Define business requirements	This will establish the technology scope, evaluation criteria and scoring methodology. It will include prioritisation of functional and non-functional requirements.
Create vendor Request for Proposal (RFP)	This frames the current business situation, provides details of current functions and future scope and requirements. It structures the appropriate set of response categories including detailed requirements and cost capture templates to effectively compare prospective vendors' capabilities. This also includes facilitating vendor demonstrations, client references and Q&A calls.
Scoring participating vendors / vendor options appraisal	This consolidates the client's scoring of the Request for Proposal (RFP) responses, vendor demonstrations and client references. This also includes the quantifying of cost estimates, comparison of vendors' performance.
Vendor assessment report	This assesses vendors based on client's objectives and requirements, providing a vendor short list and identifies a recommended vendor for the client to be taken into final negotiations. This also includes producing an executive summary to be used by the Executive Committee.
Finance ERP Vision	<p>Shaping the vision of the ERP Implementation is critical for a successful implementation not only in terms of technical adoption and alignment with your cloud strategy but also organisational and process adoption. This will articulate the value that you are looking to add to your business aims and organisational structure.</p> <p>A "Why Not" approach has often proved to be successful for simplifying and streamlining the functionalities of an existing, complex ERP Architecture (by focusing only on those tasks necessary for the implementation and assuming the use of a design by exception approach which will not require gathering detailed business requirements across the enterprise). Instead, an adoption of leading practices and standard industry requirements and processes as defined within SolutionPrint will be used. This is a good starting point from which projects can adjust based on the scope of the implementation.</p>
Finance Performance Management Vision	<p>The performance management processes are typically the least standardised within a finance function. Organisations that have well documented and systemised processes for general ledger accounting, typically have poorly defined processes for planning, budgeting and forecasting.</p> <p>To address this challenge, we have developed the Integrated Performance Management tool. This defines the core processes that organisations need to support as part of the planning, budgeting, consolidation, forecasting and management reporting processes.</p> <p>This tool can be used to support an organisation as it develops its target vision for performance management and to prioritise initiatives to deliver the vision.</p>
MI Strategy	One of the key challenges that the business will level at finance is an ability to deliver high quality management information to support decision making. We have developed a method to support the finance function to develop an MI strategy, the information model that will be required to deliver the strategy and the high level software architecture required to implement the solution.

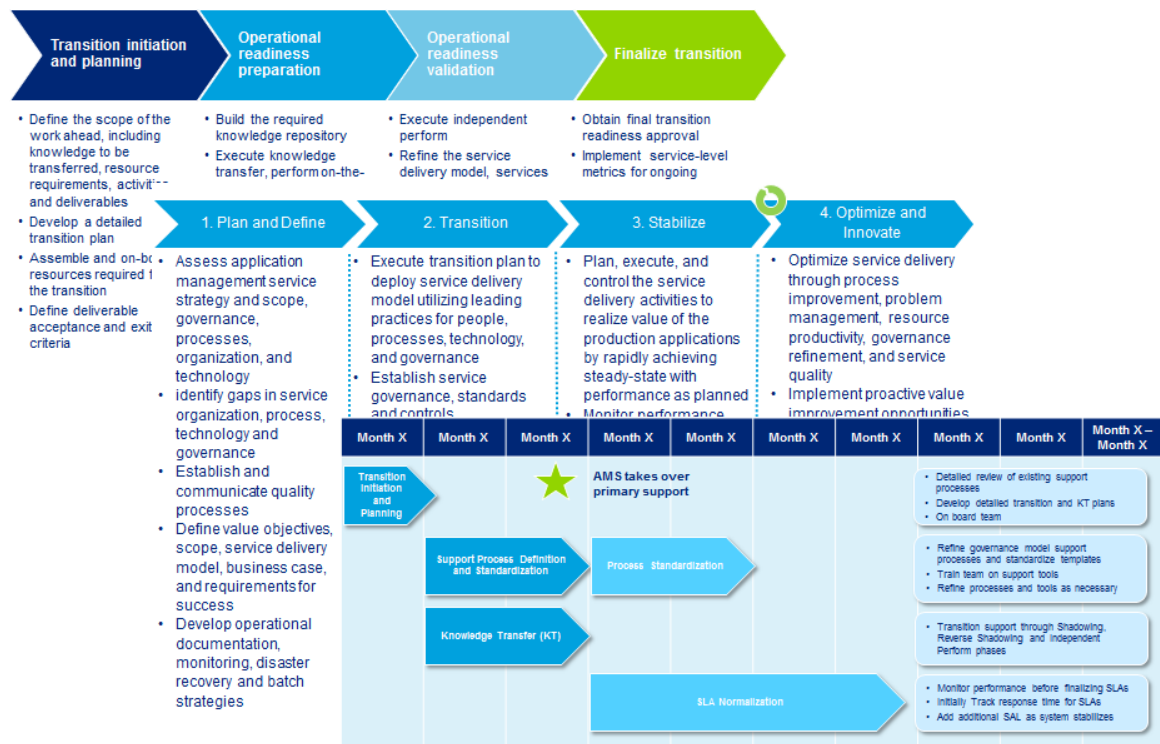
Plan	Agreement of a detailed definition of project delivery including scope, structure, roles, work-streams, risk management and delivery approach (i.e. big bang or phased). This will include an appropriate testing approach and the management of vendors or specialists as required.
Design	Based on an understanding of the 'out-of-the-box' functionality offered by the selected solution, development of a functional design document which includes the impact on existing business processes, and a technical solution which defines the data migration and reconciliation approach (understanding any infrastructure changes required).
Build	Building the solution specific to the client's requirements and in line with the client's strategy. Developing and undertaking a suitable approach to change management, system testing and facilitating user acceptance testing to ensure the solution meets business requirements.
Deliver	Implementing the solution through a big bang or phased approach and understanding changes to hosting arrangements. Migration of any existing data as required and adherence to a pre-defined cutover plan to enable smooth transition.
Operate	Supporting the go-live process by sharing support materials, floor walking and enabling business-as-usual since the transition may require a change of process and ways of working.

2.2 Transition to IT service management

A key stage in the delivery of the service outlined in the above is the transition to IT service management stage of implementation. In the following sections we elaborate further on the services we can provide to the Buyer to provide ongoing support of a Finance cloud solution platform. These services will be discussed and agreed with the Buyer as part of any commercial arrangements made.

Deloitte's proven transition process minimises the risk of transferring the ongoing application responsibilities from the implementation team to the ongoing Deloitte support team to provide the required level of buyer support.

This IT service management transition process covers four major stages and encompasses the full spectrum of activities from initiation through to the day-to-day activities necessary to manage the new Finance cloud environment for the Buyer as outlined in the diagram below.



2.2.1 Our Transition Approach

The transition phase is critical to the implementation of Finance applications hosted within a cloud support operating model and our methodology enables a seamless transition from implementation to application operations and service delivery excellence while minimising disruption to business operations.

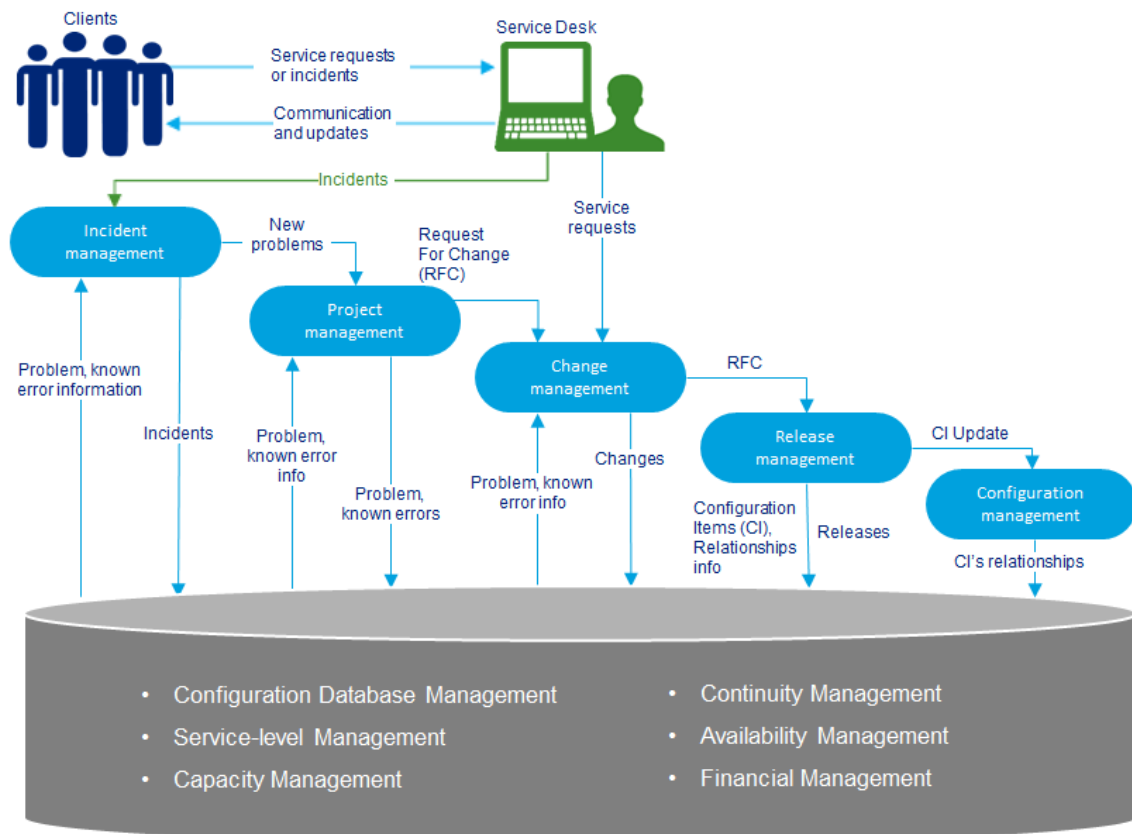
Our transition approach is based on a standard, repeatable process that promotes knowledge transfer and operation readiness. Our transition process covers the four major stages presented below.

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

2.2.2 Service Desk Model

Our practice deploys a proven, process-centric approach based on industry best practices, including CMMI and ITIL-based service processes.

- Confirms that all customer requests (issues, enhancements, or questions) are managed to completion
- 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



2.2.3 Responsiveness Goals

The following table describes the standard priority levels assigned to reported incidents. In addition to standard support reporting based on priority levels, we will implement the following levels of escalation where service requests based on an assigned priority cannot be resolved within the target resolution time.

- Priority 1 Severe: within 30 minutes
- Priority 2 Major: within 2 hours
- Priority 3 Moderate: within 8 hours
- Priority 4 Minor/Nominal: within 24 hours
- Priority 5 Enhancement/Change Requests: 1 week

Escalation can be triggered, at any time, by the buyer Support Manager or Support Team where, based on the priority level, target resolution times may/will be exceeded.

Our escalation process will be utilised during critical events to keep senior management of both organizations informed and involved to resolve these incidents in a timely manner.

The details of the procedures and key contact information will be determined during the Transition Phase.

2.3 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.

- Circulation of relevant materials and content as is currently available (e.g. business capability functions, as-is information system map including system interfaces)
- Established IT Procurement strategy

- Current IT infrastructure
- Draft business requirements
- Current as-is process maps and organisation structure

2.4 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.

Your contribution and guidance is vital to the success of this project, and in particular we will strongly encourage that you:

- Ensure sufficient time is given with business representatives and decision makers for any input, review and sign-off
- Ensure the project team is provided with the best available information
- Ensure the project will have access to business users and/or system administrators
- Provide the appropriate level of resources to support the project throughout its lifecycle, and ensure that staff participate in project related activities such as workshops and meetings
- Ensure review and sign-off are completed in a timely manner
- Provide effective working space for the duration of the project to optimise collaboration with the business.

2.5 Outputs

What will you get in terms of deliverables, outputs and outcomes from this service?

As required and agreed at Order stage (a non-exhaustive list):

Activity	Sample Deliverables	
Definition of Requirements	<ul style="list-style-type: none"> • Tailored functional and non-functional requirements based on good practice libraries • Vendor request for proposal (RFP) 	<ul style="list-style-type: none"> • RICE inventory
Vendor selection	<ul style="list-style-type: none"> • Vendor scoring processes and evaluation criteria • Vendor long and short lists 	<ul style="list-style-type: none"> • Vendor assessment reports
ERP Vision	<ul style="list-style-type: none"> • Benchmark of current capability against finance aspiration • Review of current finance ERP solution (e.g. SAP, Oracle) 	<ul style="list-style-type: none"> • Finance ERP target architecture based on finance function aspirations

Performance management vision	<ul style="list-style-type: none"> Benchmark of current capability against finance aspiration Review of current EPM solution (e.g. Hyperion, BPC, Cognos) 	<ul style="list-style-type: none"> Performance management target architecture based on finance function aspirations
MI Strategy	<ul style="list-style-type: none"> MI strategy Information model 	<ul style="list-style-type: none"> Target MI software architecture Data model
Plan	<ul style="list-style-type: none"> Implementation plan Change management plan 	<ul style="list-style-type: none"> Business case Risk mitigation plan
Design	<ul style="list-style-type: none"> Assessment of IT infrastructure High level & detailed software design 	<ul style="list-style-type: none"> Business / functional design Prototypes to support sign-off
Build	<ul style="list-style-type: none"> Configured solution Testing strategy 	<ul style="list-style-type: none"> Test scripts Data migration plan
Deliver & Operate	<ul style="list-style-type: none"> Change management delivery Production support 	<ul style="list-style-type: none"> Cutover planning Systems assurance
Project Management	<ul style="list-style-type: none"> Project Charter / PID Project planning & assurance 	<ul style="list-style-type: none"> Risk management Stakeholder management

2.6 Business Context

What situations is this service designed to be used in?

This service is designed for public sector organisations that want to:

- Establish leading practice Finance operations for their own organisation and potentially other public sector organisations;
- Transform and improve the efficiency of support services;
- Improve and increase self-service through web enabled technologies;
- Standardise processes and reduce hand-offs and manual intervention;
- Have a timely and well managed transition process;
- Improve the quality of data and management information; and
- Integrate support services systems more effectively with core line of business systems.

It is appreciated that some or all of these factors may be relevant to your business circumstances.

2.7 Scale and Complexity

The effort involved in delivering our service is driven partly by what we will do (which we have described in section 2.1 above) and what you will do before we arrive and alongside us whilst we work (which we have described in sections 2.2 and 2.3 above respectively). 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 scale and complexity of this service offering can be impacted by one (or many) of the following factors:



- Size of organisation
- Localisation needs for specific business units, divisions, countries, legal entities etc.
- Number of end users (to drive not only the configuration of the ERP but also the Training needs and the Organisational Change Management)
- Complexity of system interfaces (across IT estate)
- Specific vendor roadmaps (our well established relationship with major vendors allows us to suggest solutions that are future-proof)
- Level of customisation required
- Volume of data migration required.

Our approach to estimating the complexity of your finance software transformation initiative (together with our proven experience over the last 30 years) is driven by all of the above mentioned factors and is supported by our estimation accelerator (see section 2.7 below).

2.8 Tools

A complete set of methodologies and best practices would have a less than optimal impact without tools that promote their usage. At Deloitte we provide a wide range of proprietary and third party enabled solutions that cover all the activities of an ERP implementation programme.

Tool Capabilities	Tool Usage by Activity						Tools
	RFP and business requirements	Vendor Selection	Vision & Plan	Design	Build	Deliver & Operate	
Business Case Management and Benefit Realization							Enterprise Value Map, ValueAnalytics, ValueLink, ValuePrint
Project Management							Project Estimator & Planning Suite, Project Mgmt Center, Microsoft Office Project
Project Document Management							Deloitte Online, Microsoft Office SharePoint
Business Process Modeling							IndustryPrint 5™, ARIS Platform
Configuration and Development Management							SAP Solution Manager, i R i s e
Testing							HP Quality Center
Training							uPerform, saba

 Deloitte method or tool
 Deloitte enabled third party
 Third party tool

- Project Management Centre (PMC): Web-based, Deloitte hosted project management solution, built on HP's PPM Center application. PMC provides Work plan management, Workflow-driven project management processes, Link tasks, deliverables and requests, Dashboards for real-time project health and progress viewing, Preconfigured solution and startup guide for quick project startup.
- Project Estimator and Planning Suite (PE&PS): A parameter-driven approach to estimating implementation costs, effort, and resources for ERP & EPM projects. By entering a few key parameters, Parametric Estimation allows for precision without the need for detailed data for each deliverable.
- Industry Print 5: based on the ARIS platform, IP5 contains predefined models used to scope projects, jump-start fit/gap analysis, and perform process modeling. Includes updated models based on our experience in a wide variety of industries and engagements.
- HP Quality Centre: we often use HPQC in our large ERP projects to support the entire testing life cycle, cover Requirements Management (capture and track detailed requirements, have real-time visibility of requirements coverage) and Test Management (Provide an organized framework for testing applications and manage all cycles of testing).
- Integrated Performance Management (IPM) : The IPM tool contains standard finance processes for performance management. This includes; Planning, budgeting, forecasting, statutory consolidation, financial reporting and operational / management reporting. This tool contains leading processes and can be used to help benchmark organisational performance and define the to-be target.
- MI Framework: The Management Information framework is our method to approach management information improvement projects. It is based on an approach that first defines the information required, documents this as an information model and then maps this model to the current architecture and systems. The approach helps to identify the key systems gaps and risks in delivering the required MI and enables organisation to prioritise MI initiatives while avoiding taking on too much in one phase.

2.9 Exclusions

Our service description in Sections 2.1 to 2.6 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 of historic data; and
- Purchasing any technology infrastructure and systems.

2.9.1 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.

3 Pricing

3.1 Pricing Document

Please refer to the associated Pricing Document relevant for this Service.

3.2 Expenses

This service will be delivered predominantly in the Buyer's own premises. No expenses will be charged for travel to premises within the M25, but there may be additional charges for travel and accommodation expenses incurred for services delivered at premises outside the M25. These will be agreed in the Service Order.

4 Ordering and Invoicing Process

Please contact us to discuss your requirements or send your requirement to g-cloud@deloitte.co.uk. Following discussions, Deloitte will send a fully priced proposal detailing the services to be provided.

4.1 Priced Offers

There are two ordering routes available:

1. Contact the Service Owner, Deborah Gregg, by telephone on +44 2890 53 1066 or 07900 160145, or your usual Deloitte contact.

Alternatively:

2. Send an email to g-cloud@deloitte.co.uk with the following information:

- a) Your organisation's name
- b) The name of this service
- c) Your name and contact details
- d) A brief description of your business situation
- e) Your preferred timescales for starting the work.

4.2 Order Form

The Order Form will need to be completed with details of the order and service to be provided. We can advise on completion once the service has been agreed.

4.3 Invoicing

We will invoice you monthly, or in line with completion of key deliverables. Our invoices will be payable within 30 days.

5 Additional Information

The following information addresses the full list of requirements for the Service Definition for each service as specified in Section 2 (Services Offered) of the G-Cloud 10 framework agreement. Some elements of these requirements have been described in greater detail in other parts of this Service Definition or in the separate Pricing Document.

This Mandatory Information should also be read in conjunction with the Deloitte G-Cloud 10 Terms and Conditions as attached in a separate document.

5.1 Overview of the G-Cloud Service

An overview of this Deloitte G-Cloud 10 service is provided earlier on in this Service Definition document. A short summary and details of features, benefits and software accreditations (if relevant) can be also be found at the beginning of this Service Definition document and also on the Digital Marketplace.

5.2 Information Assurance

Deloitte LLP holds a suitably scoped ISO27001 certificate for this G-Cloud Service.

Deloitte has processes and facilities in place to manage documents and information provided in paper or electronic media under the new system of Government Security Classifications (GSC): OFFICIAL (including OFFICIAL SENSITIVE), SECRET and TOP SECRET. Deloitte has List X status, including accredited facilities, and the services of a Security Controller.

5.3 Business Continuity and Disaster Recovery

As per the requirements for G-Cloud 10, we have outlined below our approach to Business Continuity and Disaster Recovery. The Firm has in place plans, processes and systems that, when taken together, form the Firm's Business Continuity and Resilience programme, covering both business continuity and disaster recovery.

The firm has a disaster recovery plan which details all the firms business and IT critical services / systems and their priority for recovery. In addition the firm has invested in two data centres, geographically dispersed, and the firm's key networked data is "mirrored" across both of the two data centres. Key applications are replicated across data networks with failover to prevent system downtime. IT disaster recovery procedures are tested annually in accordance with the firm's testing and exercising policy.

Deloitte's business continuity (BC) programme is designed on an "all hazards" approach, with the intention of promoting resilience in the Firm's people, premises, processes and systems. This means that, in order to comply with our policies, all our service lines are tasked with planning for:

- Loss of people: business units have identified critical people/groups/skills and have documented transfer of workload in the event of a crisis. Planning accounts for both loss in large numbers, such as in a pandemic, or key staff that could be classed as single points of failure. This is to ensure that more than the core engagement team have the correct skill set and clearances, in order to be able to supplement the team where required at short notice.
- Loss of (Deloitte) premises: business units have identified where staff will work from. In the majority of cases staff can work from home either, via secure remote access or Citrix solutions, or from client site. Others have identified the most appropriate Deloitte office, which suits their specific requirements, from one of our other 25 locations.

- Loss of (Deloitte) systems: all critical applications have been identified via the business impact assessments and workarounds identified. In addition these are escalated to the IT department for inclusion in the IT disaster recovery (IT DR) planning.
- Loss of services: Critical suppliers are subject to audits of performance and service standards. Due diligence checks of suppliers of goods and services by our procurement department including financial status, capability to supply to required standards and maintain continuity of supply, references, insurance and track record. Suppliers' contracts set service levels, including service continuity, and performance is monitored.

The Firm's business continuity arrangements have been designed to comply with the requirements and controls contained in BS ISO/IEC 27001:2013 and align to the guidance contained in the ISO: 22301 international standard. Additionally, these arrangements have been compiled in consultation with the relevant stakeholders to provide reasonable assurance that the Firm's business requirements, regulatory requirements, contractual requirements and statutory obligations are complied with. There are a number of business continuity plans in place across the Firm that build the framework to support the business continuity programme. The Firm's BC plans are tested annually in accordance with the firm's testing and exercising policy, with testing taking place at both the service line and firm wide level.

Any specific requirement for backup/restore and disaster recovery would be discussed and agreed with the Buyer prior to an order being placed. The requirement would be documented in the Order Form as agreed between Deloitte and the Buyer.

5.4 On-Boarding, Off-Boarding, Service Migration, Scope etc.

Where appropriate to the service, we will discuss with Buyers any on-boarding, off-boarding, service migration or scope of exit requirements and reach agreement on the most suitable approach prior to an order being placed. The requirements should be documented in the Order Form by the Buyer, and Deloitte will include details in the Order Form as agreed between Deloitte and the Buyer.

5.5 Service Management

As Platinum members of the Chartered Institute for IT, we follow a number of BS15000/BS20000-related IT Service Management procedures and Software Testing standards (IEEE – 829). We hold IT Infrastructure Library (ITIL) Foundation and Practitioner Certification in IT Service Management. Many of our staff have PRINCE 2 Methodology Foundation and Practitioner Accreditation. Where appropriate to the service, we will apply the service management procedures that are relevant.

5.6 Service Levels

The Deloitte Business Management System, which encompasses our national and regionally-based Consulting Practice, satisfies the requirements of BS EN ISO 9001:2008, against which it is independently assessed by the British Standards Institution (BSi). Our Consulting Practice has been registered with BSi since 1986, when our software group was amongst the first organisations to obtain BS 5750 registration.

We can provide a wide range of service levels and options to Buyers. We will work proactively with Buyers to discuss and agree appropriate service levels and reach agreement prior to an order being placed. This includes performance, availability, support hours and severity definitions if relevant to the service. The service levels should be documented in the Order Form as agreed between Deloitte and the Buyer.

5.7 Financial Recompense Model for not Meeting Service Levels

As one of the leading providers of professional and consulting services in the UK it is our aim to perform in line with our Buyer's expectations. Our quality assurance and risk management procedures are designed to focus on the Buyer so that engagements have the appropriate quality checks and review points.

5.8 Training

Generally speaking Buyers do not require training to use our services. Should there be a specific training requirement, we will discuss it with you prior to placing an order. Many of our services include capability transfer as routine. Should you need capability transfer, please discuss it with us prior to placing the order.

5.9 Termination Process

For the termination process by consumers (i.e. consumption) and by Deloitte as the Supplier (removal of the G-Cloud Service), please see the G-Cloud 10 Framework Agreement (Section 5) and the Call-off Terms and Conditions (Sections 18-19) and the Deloitte Standard Terms and Conditions in the attachments area.

5.10 Buyer Responsibilities

Details of the Buyer's responsibilities are set-out in the applicable Deloitte Terms and Conditions. Any additional Buyer responsibilities will be discussed with the Buyer prior to an order being placed and documented in the Order Form, as agreed between the Buyer and Deloitte.

5.11 Technical Requirements and Client-Side Requirements

Technical requirements (service dependencies and detailed technical interfaces, client side requirements, bandwidth/latency requirements etc.) can be discussed prior to an order being placed and any requirements agreed between the Customer and Deloitte will be documented in the Order Form as agreed between the Buyer and Deloitte.

5.12 Availability of Trial Service

We would be pleased to discuss your requirement and the possibility of trial services in more detail.



Important notice

This document has been prepared by Deloitte LLP for the sole purpose of enabling the parties to whom it is addressed to evaluate the capabilities of Deloitte LLP to supply the proposed services.

The information contained in this document has been compiled by Deloitte LLP and may include material obtained from various sources which have not been verified or audited. This document also contains material proprietary to Deloitte LLP. Except in the general context of evaluating the capabilities of Deloitte LLP, no reliance may be placed for any purposes whatsoever on the contents of this document. No representation or warranty, express or implied, is given and no responsibility or liability is or will be accepted by or on behalf of Deloitte LLP or by any of its partners, members, employees, agents or any other person as to the accuracy, completeness or correctness of the information contained in this document.

Other than as stated below, this document and its contents are confidential and prepared solely for your information, and may not be reproduced, redistributed or passed on to any other person in whole or in part. If this document contains details of an arrangement that could result in a tax or National Insurance saving, no such conditions of confidentiality apply to the details of that arrangement (for example, for the purpose of discussion with tax authorities). No other party is entitled to rely on this document for any purpose whatsoever and we accept no liability to any other party who is shown or obtains access to this document.

This document is not an offer and is not intended to be contractually binding. Should this proposal be acceptable to you, and following the conclusion of our internal acceptance procedures, we would be pleased to discuss terms and conditions with you prior to our appointment.

Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 2 New Street Square, London, EC4A 3BZ, United Kingdom.

Deloitte LLP is the United Kingdom affiliate of Deloitte NWE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NWE LLP do not provide services to clients. Please see www.deloitte.com/about to learn more about our global network of member firms.