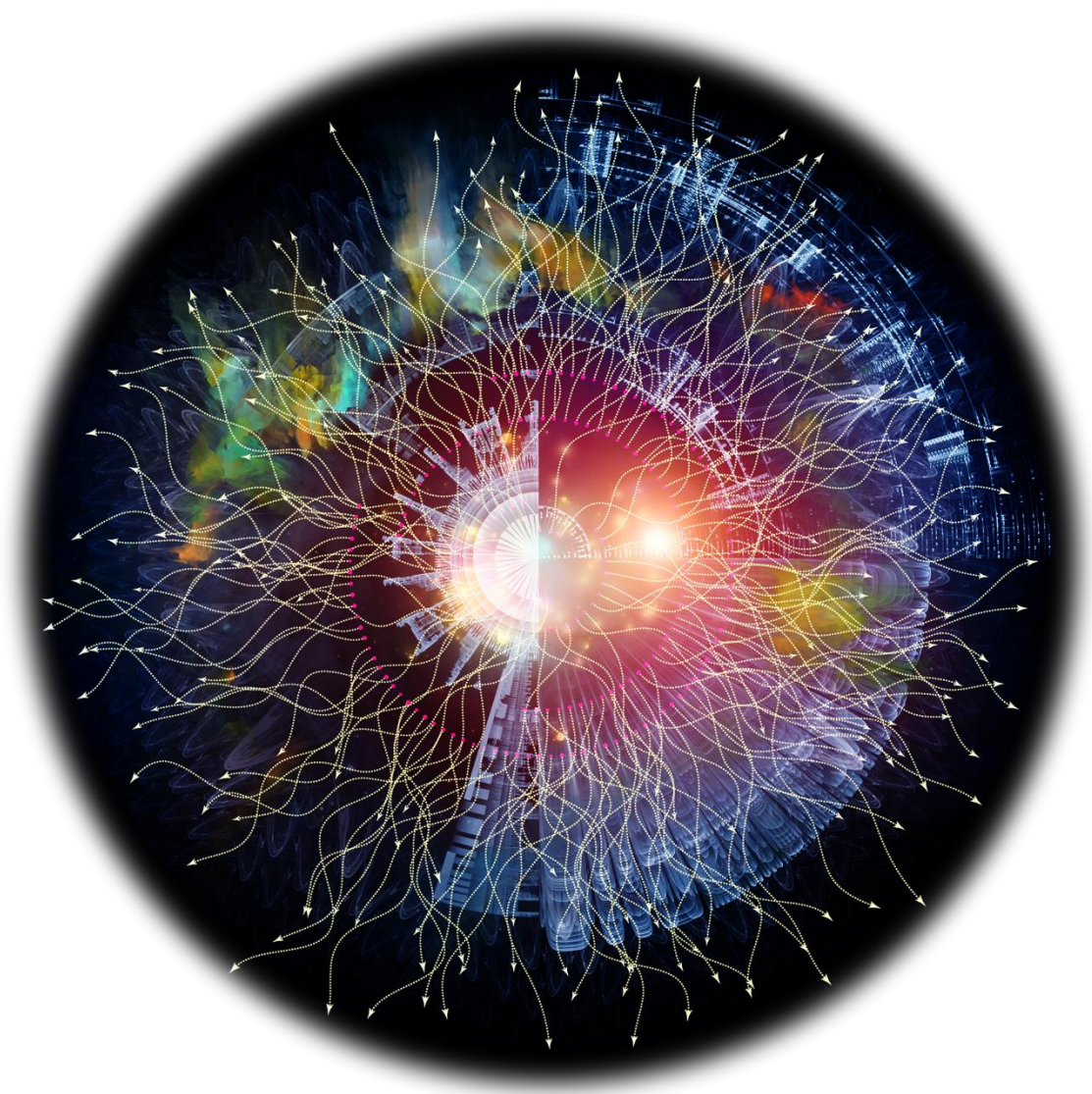




Business and Organisation Identity

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**.



Source: IDC, 2024

IDC MarketScape: Worldwide Industry Cloud Professional Services Vendor Assessment © IDC inc. 2024

Cloud Transformation

Transform Faster, Transform Smarter

Deloitte's Cloud Transformation can fast-forward your journey to the Cloud, unlocking innovation, efficiency, and growth.

[Find out more here](#)



¹ As Microsoft's Independent Auditor, Deloitte cannot have a direct or material indirect business relationship with Microsoft, such as having an alliance or being a registered partner. Nonetheless, Deloitte can provide Microsoft-related technology services and invests heavily across its global business building technical skills and capabilities to develop world-class consulting and solution delivery capabilities.

2 Service Overview

Deloitte helps government navigate the complexities of business and organisational identity, providing comprehensive services for issuing and verifying digital verifiable credentials for organisations, enabling secure business transactions. We transform management and exchange of trusted information, leveraging digital wallets and interoperable standards to achieve efficiencies, compliance, security, fraud protection for organisations.

Service Features

- Digital business identity (ID) strategy, policy, and roadmap development
- Digital business ID business case, feasibility, and value proposition discovery
- Business-centric service design, discovery, alpha and beta delivery
- Credential issuance platform architecture, development, and deployment
- Digital business services, cross-government platforms, data models, and personalisation
- Security by design, privacy by design, and cyber risk mitigation
- Standards-compliant (ISO17442-2, VCs, GPG, W3C, OID, mDoc) interoperable digital identity
- Compatibility with international solutions, including European Business Wallet and vLEI
- Enterprise and Federated Identity Protocol expertise: OAuth 2.0, OpenID, SAML
- DIATF, eIDAS, NIST frameworks expertise including contributing to framework design

Benefits

- Quantified benefits case for digital business ID, supporting economic growth
- Reduced administrative burden for businesses accessing Government Services
- Role based access control to business data, certificates and authorisations
- Increased operational efficiencies by removing silos and joining up services
- Enhanced security and fraud prevention with verifiable, trusted, revokable credentials
- Solutions compliant with cyber and privacy standards and regulations
- Standards based, scalable, extensible and global interoperability
- Cross-Government data sharing to reduce costs and increase compliance
- Simpler integration and lower maintenance cost by leveraging interoperable standards
- Enabling public sector transformation with new service offerings

Detailed Service Description

Deloitte provides comprehensive business identity services, guiding public sector organisations through the entire lifecycle of designing, delivering, adopting and using digital identities for organisations, entities and businesses. Our approach brings together stakeholders from across government and business users, ensuring that solutions are designed and tested with those who will benefit from them once deployed. We bring together strategic insight, technical expertise, data architecture, and change and delivery management capabilities to transform how government bodies issue and consume trusted digital information to transform services for businesses.

Our service delivery is structured across four key phases:

- 1) **Strategy, business case and Discovery:** Proving the case for change, quantifying and projecting benefits, understanding the core needs of business and government users, agree a roadmap of business ID initiatives.
- 2) **Alpha design, prototyping and evaluation:** Detailed requirements analysis, process and user journey redesign, development of solution prototypes, test and measure with real business users.
- 3) **Implementation and private beta:** Technical implementation of the solution including product selection, bespoke builds, delivery and release management.
- 4) **Organisational change, launch and live support:** Live service support, design of operational processes to achieve the projected benefits, training and coaching, change management, technical release and ongoing support.

Deloitte's services are comprehensive and support you from initial strategy and case for change, through to launch of new digital business IDs and operational change delivery.

The features of our business ID capabilities include:

Strategy and Discovery – Identifying Opportunity and Building Understanding

Deloitte provides comprehensive services to allow government departments to understand digital ID for businesses, and to develop propositions and solutions that are innovative, outcome-focussed, and proven to be economically viable. This includes:

- **Education and Awareness (Digital Business ID / Credentials 101):** We equip your teams with a foundational understanding of digital credentials, their underlying technologies and their transformative potential for businesses and organisations. This includes workshops and training sessions to demystify concepts and inspire innovation.
- **Opportunity ideation:** Creative workshops to explore opportunity areas, including establishing core cross-departmental infrastructure, streamlining “Know Your Customer” (KYC), digitisation of existing credentials, design of new digital credentials for businesses, use of digital signatures, use of existing data and frameworks, and international interoperability.
- **Legal, Policy and data analysis:** Detailed analysis of relevant rules and regulations for any proposed solution to inform and shape ideas. Our team use this opportunity to challenge the as-is, propose changes that could deliver additional benefit, and work with you to identify the optimum route forward. This ensures that innovation and creativity respects the frameworks that a service must fall within, to produce viable solutions for delivery in the real world.
- **Research:** Desk based and with business users, Deloitte conducts analysis of regulatory processes, and business user needs and mindsets. We analyse existing business processes and controls to design the optimum approach to access control and authorisation management. We are supported by colleagues

from our tax, customs and private sector practices to understand the impact that repeated KYC and manual data sharing has on business professionals, to inform solution design and benefits models.

- **Service Design and User Experience:** We design the end-to-end user journeys for both identity issuance and consumption, focusing on accessibility, usability, and trust. This includes:
 - **Service Blueprints:** Detailing the front-end user experience and back-office processes.
 - **User Interface Design:** Designing the front-end service interface.
 - **Content Design:** Developing written and visual content tailored to the target audience, tested and refined based on feedback and data.

Detailed Business Case Development: We work with you to build a compelling business case for your digital business ID initiatives. This includes:

- **Strategic Alignment:** Demonstrating how digital credentials for businesses support broader government digital transformation agendas.
- **Solution long list development and evaluation:** Ideation workshops to develop a long list of potential solutions options, ranging from “do nothing” through to complex and high value solutions. Development of Critical Success Factors to evaluate options and identify a preferred option for detailed evaluation.
- **Cost-Benefit and Economic Analysis:** Quantifying the financial benefits (e.g., operational efficiency, fraud reduction, cost savings) and costs associated with implementation and ongoing operation of any new solution or service.
- **Risk Assessment:** Identifying and mitigating potential risks (e.g., security, privacy, adoption).
- **Management Options:** Development of delivery and organisation management approaches to support the delivery and operation of any new solution.
- **Commercial Strategy:** Evaluation of the commercial models available to progress the preferred option to enable informed commercial strategy.
- **Financial Planning:** Support with identifying appropriate funding models and demonstrating the long-term affordability of the preferred solution to stakeholders.

Standards, Frameworks and Interoperability:

- Deloitte designs and builds services that are compliant with specific trust frameworks, such as GPG, UKDIATF, ISO17442-2 mDoc, OID and NIST 800-63A, while helping clients understand their relevance and how to navigate them effectively. We have a strong network of specialist suppliers who support in advising on assurance activities, and provide expert, independent advice on framework alignment and testing conformance to ensure solutions meet industry standards for security, interoperability and performance.
- Globally, Deloitte has a network of professionals with local expertise, who we call upon to also understand global interoperability of Digital Business ID and how benefits can be realised across borders. Our teams will support you to make an informed decision about the best standards and frameworks to meet your use cases.

Data architecture and modelling:

- Deloitte’s data architects will help you define the data required to establish trust in a Business’s ID, and the quality and confidence required for your specific use case. We will evaluate potential sources of data

and any gaps in the data required. Our teams also analyse policy and data privacy rules to identify any restrictions on what can be shared with whom.

- Our data professionals will design models and ontologies that are interoperable with international standards and will evaluate security and privacy risks early on to enable effective mitigation, or redesign of the solution.
- Data is an important tool in combatting financial crime and illicit activity by businesses. Throughout this process, we will share any new opportunities to identify suspicious behaviour through newly available data.

Enterprise access control and authorisations design:

- Digital Business ID creates a wide range of new opportunities for businesses to transform how they securely manage access to services and authorisations for their employees and representatives to act on behalf of the business. Deloitte has extensive expertise in how different organisations navigate this complexity and can support you manage the complexity of integrating RBAC solutions with existing enterprise IAM systems using standards like SCIM. We help government to design solutions that provide appropriate levels of access control and visibility for their use cases, without introducing additional barriers and administrative tasks for business users. We leverage our global network of professionals to understand of industry specific regulatory processes for businesses.

Internal Change Management and Training:

- **Staff Training:** Providing comprehensive training for internal staff on how to issue, verify, and manage digital identities, as well as how to support users effectively. This includes developing training guides for online and in-person scenarios and scripts for contact centres.
- **Process Re-engineering and Back-Office Transformation:** We analyse and redesign internal processes to maximise the value of digital credentials. This includes:
 - **Automating Verification:** Reducing manual checks and data entry, leading to lower error rates and increased efficiency in credential consumption.
 - **Leveraging Richer Data:** Using the real-time, cryptographically verifiable nature of digital credentials to transform back-office processing and decision-making, reducing the requirement to manually correct data.
 - **New Capabilities:** Exploring opportunities that physical credentials could not support, such as enabling a shift from simple to advanced e-signatures, or real-time, privacy-preserving verification of specific attributes without revealing and processing unnecessary personal information.
- **Process Implementation:** Embedding the new digital credential processes into daily operations for both issuing and consuming departments.

Technical approach

Deloitte delivers a GDS compliant architecture using industry standards to support optimised business processes, enable secure cloud and mobile platforms, build user-centric functions, and deliver mature PMO support functions.

Key tenets of our approach include:

- **Business Driven Analysis** – Developing clear, business driven use cases through frequent, targeted stakeholder communication for faster adoption.
- **User-centric service design** – Shaping solutions around specific business user needs to build confidence that features work in real environments, defining and facilitating testing to observe both system performance and usability in different user scenarios.
- **Data Privacy and Security** – Establishing a common data management framework and adoption of security guidelines and practices across various identity initiatives to protect sensitive data assets.
- **Architecture Powered Transition** – Utilising proven frameworks along with proprietary tools to assess and establish the baseline architecture, supported by rapid prototyping and pilots.
- **Flexible Architecture** – Adhering to industry-leading design principles such as cloud, API-led connectivity, modularity, domain-driven design, decoupling/ decentralisation, and continuous delivery and integration.
- **Deep Industry Experience** – Accelerating decisions with key insights from Deloitte industry experts, supplier relationships and vendor-market analyses.
- **Emerging Technology Enablers** – Incorporating innovations and emerging technologies, such as block chain, while optimising operational and maintenance costs and driving efficiencies.
- **Continuous Biometric System Assurance** – Using a SIAM framework to provide ongoing, independent assurance of Biometric solutions, focusing on performance, standards, integration, security and resilience.

Deloitte's Digital Business Identity experience and understanding of critical success factors will enable the effective delivery of strategy, pilots, implementation and integration of identity enabled solution(s).

Critical Success Factors

The successful implementation and adoption of digital credential services are determined by several key factors:

- **Strong Business Case and Executive Sponsorship:** Clear articulation of value and sustained leadership commitment.
- **User-Centred Design:** Solutions that are intuitive, accessible, and meet the needs of all users (issuers, verifiers, and credential holders).
- **Interoperability and Standards Adherence:** Building solutions based on open, recognised standards (e.g., ISO17442-2, W3C VCDM, OID4VCI/VP) to ensure seamless exchange across different platforms and organisations.
- **Robust Security and Privacy:** Implementing 'security by design' and 'privacy by design' principles to build trust and protect sensitive data.
- **Effective Change Management:** Proactive engagement with stakeholders and comprehensive training to manage the transition for people, processes, and technology.

- **Clear Policy and Legal Framework:** Alignment with national and international digital identity policies and regulations.
- **Integration with One Login:** For UK public sector bodies, seamless integration with the GOV.UK One Login platform is crucial to enable issuance of a credential into the government wallet.

Our Team

Deloitte's Digital Business Identity team is made up of a multidisciplinary group of experts with deep experience in public sector digital transformation, identity management, and emerging technologies. Our team includes:

- **Digital Identity Strategists:** Experts in policy, regulation, and market trends for digital identity.
- **Strategic Business Case Experts:** Expertise in developing compelling business cases and feasibility studies.
- **Service Designers and UX/UI Specialists:** Focused on creating intuitive, accessible, and user-centred digital experiences.
- **Technical Architects and Engineers:** Specialising in secure, scalable, and standards-compliant digital credential solutions (e.g., G-Cloud 15, OID4VCI/VP, W3C VCDM, ISO 18013-5, ISO 18013-7).
- **Cyber Security and Privacy Consultants:** Ensuring robust security controls and compliance with data protection regulations.
- **Business Analysts and Process Consultants:** Skilled in optimising business processes and driving operational efficiency.
- **Change Management Specialists:** Guiding organisations through the people and cultural aspects of digital transformation.
- **Business Regulation Experts:** Our digital teams are supported by a wide range of business professionals from across Deloitte, who bring a wide range of expertise including tax, customs and financial crime.

We use our global network of specialists and collaborate with leading technology partners to bring best-in-class solutions and insights to our public sector clients.

3 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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