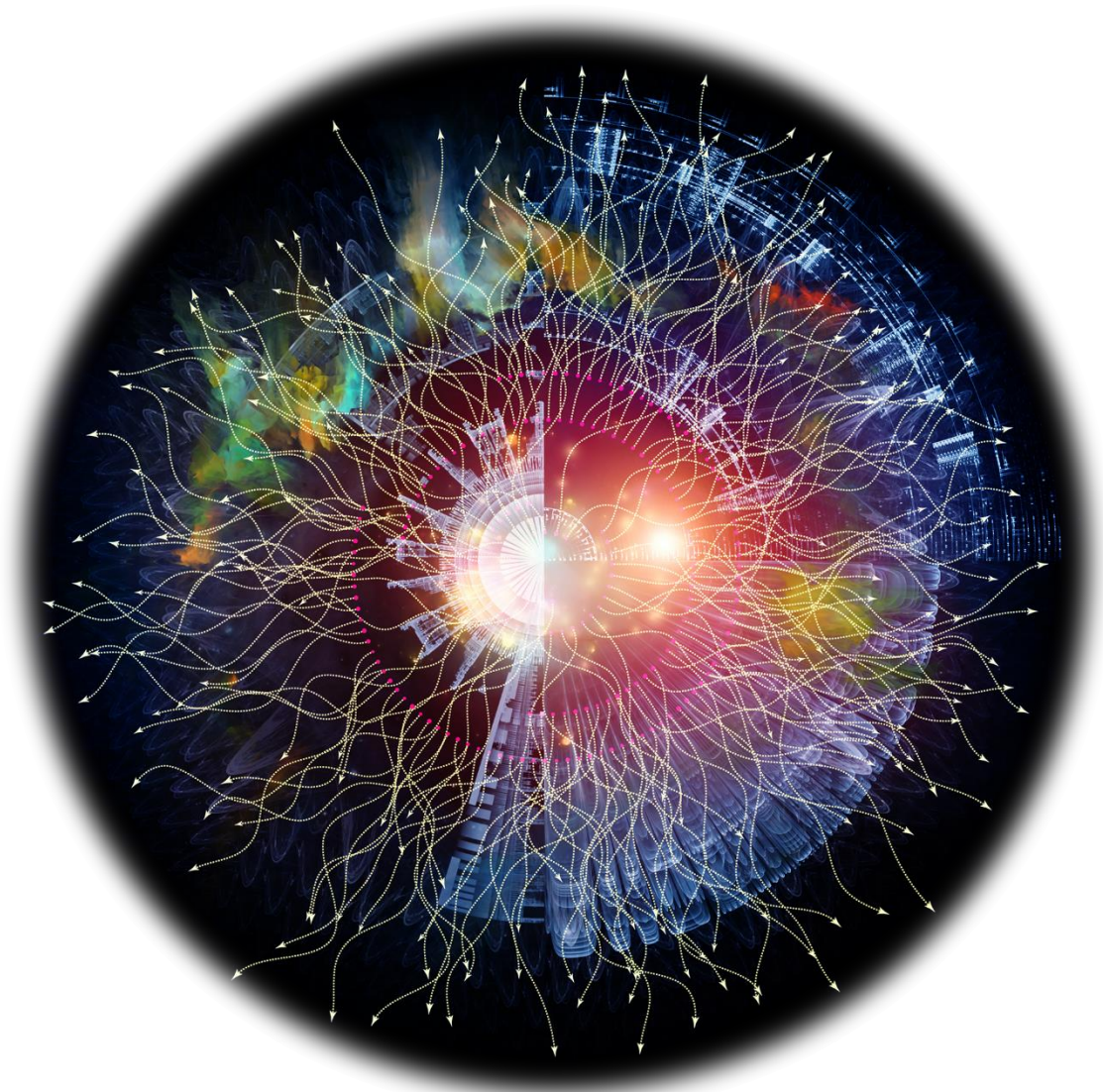




Cloud Solutions for the Future of the Border

G-Cloud 15 Service Definition Document

January 2026

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1 Deloitte Overview

As a leader in professional services, Deloitte LLP is committed to making an impact to our clients, our people and for society. We have over 27,000 staff based across the UK providing audit, risk advisory, tax, consulting, financial advisory and legal services to public and private clients across multiple industries. We work together to build trust, support inclusive growth, and build capability, enabled by our **breadth and depth of expertise across advisory, delivery, engineering and managed services.**

Our **public sector practice** serves Central Government, Government Agencies, Local & Regional Government, Defence, Security and Justice, Health and Social Care, Transport, Education and Housing. We also provide services to the Northern Ireland Office, Scottish Government, Welsh Government and Crown Dependencies.

Our Cloud Capability

At Deloitte, we help our clients **Imagine, Deliver and Run** the businesses of the future through the power of **Cloud**. We have deep Cloud architecture, engineering, operational, commercial, and business transformation expertise delivered by a team of more than 26,000 Cloud Practitioners globally. We have delivered over 2,000 cloud implementations over the past 5 years and have 60+ cloud centres of excellence supporting the delivery of cloud services to our clients.

In the UK, we have a team of over 100 Cloud managed service specialists plus the following certifications across AWS, Microsoft Azure, Google Cloud and Oracle Cloud Infrastructure (OCI):



We help our clients with all aspects of their journey-to-cloud and optimisation of their cloud and cloud-services investments. Our Cloud practice can support you to optimise your client investments, and to navigate your organisations cloud journey, providing specialist cloud architecture, engineering, and operational skills at all stages, with a large proportion of our team holding the clearances required to meet your specific security requirements.

Our AI Capability

Deloitte stands at the forefront of AI transformation and was recognised as a Leader in the 2025 IDC MarketScape for Artificial Intelligence (AI) services for the fourth consecutive time. Supported by a £3 billion investment in AI, Data, Automation, Cloud, and Cyber, we seamlessly integrate our deep AI expertise with our extensive cloud capabilities. Our UK team is part of 339K AI-fluent practitioners globally, and includes over 1,300 AI specialists and engineers, many of whom hold the necessary security clearances for public sector delivery.

Through the Deloitte AI Institute, our hub for cutting-edge research and innovation, and strategic alliances with leading hyperscalers, we empower public sector clients to optimise costs, streamline processes, and navigate their AI journey. We achieve this by leveraging our ReadyAI™ models, which provide end-to-end support for AI solution implementation, and our Trustworthy AI™ framework, ensuring responsible and ethical deployment.

Our alliances & ecosystems

To bring full value to our clients, Deloitte is a premier consulting partner with all the leading hyper-scale cloud vendors in the market including AWS, Google, Microsoft¹ and SAP. A selection of our partners and alliances are presented below:



What the analysts say

Don't just take our word for it. Deloitte is recognised by the analyst community as being **leaders in cloud transformation services**. This reflects the wealth of experience we have in delivering cloud services across the public sector and wider private sector combined with our out-of-the-box templates, tools and assets.

Gartner

Originating in 2021, Deloitte has been recognised as a Leader in this category for four years in a row. Deloitte was also positioned as a Leader in the **Gartner Magic Quadrant for Public Cloud Infrastructure Professional and Managed Services, Worldwide** in 2021, 2020 and 2019, the previous form of this category.

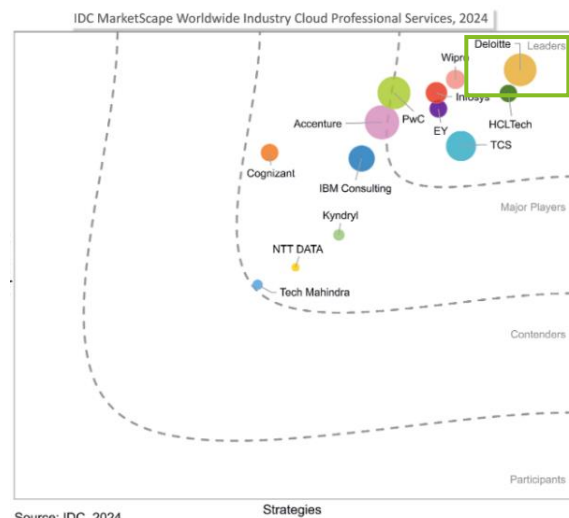


Gartner

Gartner: Magic Quadrant for Public Cloud IT Transformation Services. © Gartner inc. 2025

IDC

Deloitte has been awarded Leader status in the **IDC MarketScape: Worldwide Industry Cloud Professional Services 2024** Vendor Assessment. We have also been recognised as Leaders in **Hybrid IT Consulting & Integration Services** and **Software Engineering Services**.



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

Cloud Transformation

Transform Faster, Transform Smarter

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

[Find out more here](#)



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

2 Service Overview

Cloud Solutions for the Future of the Border

Deloitte advises, designs and delivers cloud solutions for the UK Border to support the implementation of the 2025 Border Strategy and design of the future of the UK Border (2030 & beyond). We develop solutions to manage the facilitation of trade and the movement of people across international borders. Our services can operate right across the value chain, from strategy and planning, through to deployment and operation.

Deloitte has worked across HMG designing and delivering services to support the transformation of the UK Border and have supported the delivery of key digital capabilities across the Border Control & Immigration domains. We have also developed new services to support UK businesses with importing and exporting goods, aiding the set-up of specific departmental authorities and co-ordinating cross-government, design and planning, such as scenario planning for EU Exit.

Deloitte has also supported governments around the world on their most pressing Border control, immigration, trade and customs issues and opportunities. Globally, we have advised on impact of Borders policy/legislation, strategic challenges, technology architecture, vendor selection & management for Border automation, on digital transformation, legacy IT modernisation and delivered technology to ensure the best use of data in supply chains, risking and targeting at the Border, and helping to ensure Public Safety. We have also supported research & innovation efforts related to the future of the Border.

We help government and industry to collaborate and develop and pilot innovative technology and processes to meet their priorities at the border. Priorities have included improving efficiency through automation and elimination of duplication, making the border easier and quicker for legitimate passengers and trade, whilst building a more secure border, that adapts to an ever-evolving landscape. We have a dedicated, global Borders, Trade and Migration practice with over 500 experts in border security, immigration, customs, supply chain and digital transformation.

3 Detailed Service Description

Our Borders & International Trade Expertise

Our global Borders, Trade and Migration practice contains 500+ highly skilled and experienced experts in customs and international trade, border security and immigration services, identity, biometrics and digital services. Our dedicated and passionate personnel are designing and delivering programmes to shape the future of passenger travel and international trade around the world.

The practice regularly shares insights, experiences and innovations to grow our overall understanding of the art-of-the-possible and trends in Border Management. It combines our expertise in the public and private sector, meaning we understand the industry and customer perspectives, have access to industry partners in the ecosystem and we are able to join-up the 'people' and 'goods' perspectives to deliver integrated Border solutions.

As well as supporting Governments, we also provide services for our private sector clients. For e.g. our UK based Global Trade Bureau, combines customs and international trade expertise with technology to provide trade and regulatory compliance services to a number of UK clients.

This experience has enabled us to gain considerable insight into the challenges which will be faced by traders, as the UK border landscape adapts to the changes in policy and departmental objectives, influenced by EU Exit, future trade agreements and the recovery from the global pandemic. Our global Port Services team works with Port Authorities, Operators and Carriers to design and deliver services that support identifying organisational efficiencies, support integration of supply chains and deliver smart ports. This team brings in-depth expertise of the operational and infrastructure environment in ports, including the digital and data advancements that are being delivered to drive a more effective border.

Key Features

The Deloitte 'Future of the Border' service is supported by the following key features and benefits:

- Development of digital services to support citizen applications and interactions
- Technical and business architecture to support future border solutions
- Development of digital services to support trader interactions and transactions
- Digital twin modelling and border flow scenario planning
- Simulation modelling, workforce analysis/modelling, port modelling, strategic/tactical modelling
- Border concept of operations, operating models and C3 operations
- Future Borders enabled by AI
- Digital visa platforms & services (including ETA)
- Travel automation / contactless travel (including the delivery of trials)
- Migration & Borders data strategy & implementation
- Design and delivery of data analysis, AI, and risking platforms
- Customs digitisation, automation and compliance services
- Multiple industry alliances to bring the best Border solutions to our clients
- Workforce Augmentation in the delivery of borders and immigration priorities.

Key Benefits

- Rapid deployment of MVP solutions using proven agile methods
- Clear plans and establishment of programmes aligned to future strategy
- Integrated business (security, immigration, customs, tax, trade) and technical expertise
- Ability to facilitate cross-government solutions and services
- Driving innovation and collaboration between Government and private sector
- Global experience and expertise brought to UK Government
- Delivery of operational processes, services and business units
- Data, AI, Modelling and Machine Learning underpinning scenario planning
- Supports Border objectives of security, flow, revenue and growth
- Supports businesses trading internationally and customs compliance
- Horizon scanning regarding the latest trends within the borders and immigration domain
- Identification of future trends and the deployment of future technology, including AI

Our services covering a broad range of capabilities and technical roles including:

- Product Owners
- Delivery Managers
- Programme Manager
- Design Assurance
- Service Designers
- Solution Architects
- Technical and Business Architects
- User Researchers
- Business Analysts
- Data Architects, Analysts & Scientists
- Digital engineering / developers
- DevOps
- Data Architects
- Borders and Trade SMEs
- Customs and Tax SMEs
- Supply Chain SMEs
- Immigration SMEs

Our Approach

Deloitte combines detailed knowledge of immigration, customs, borders and international trade, with the necessary skills to design and deliver the digital and data driven solutions to realise your vision for the border. We work in blended teams alongside our government and industry clients to ensure a collaborative approach to delivery, alongside other suppliers and enabling teams.

We understand the importance of helping to join-up government, to achieve solutions that are focussed on the needs of the user, be it passenger, trader, government official, or actors in the supply chain, and are focussed on achieving the overall outcomes that will help the UK have the world's best border by 2030 and beyond. We leverage our experience of working across Government and the Private sector to help form the connected groups of stakeholders required to develop solutions that will support this complex ecosystem of actors, ensuring that

the relevant parties design systems that incentivise participation and adoption. We also have experience of simultaneously working on the technical delivery of strategic border priorities, alongside the management of the programme side, utilising a joined-up approach to deliver enhanced value.

If needed, our comprehensive delivery centre network of 18 centres based in 26 locations around the world, covering a broad range of technical capabilities and skills, can be leveraged to support the delivery and management of your services.

We are able to leverage our own Enterprise Value Delivery (EVD) methodology or work within the clients preferred delivery methodology. With all our engagements, we aim to follow the same basic principles:

- **Deliver business outcomes** – by ensuring that our teams understand the business context, goals and drivers behind the engagement.
- **Bring domain expertise** – by providing subject matter experts and specialist domain knowledge to advise and guide clients and lead delivery teams.
- **Apply the latest thinking** – by plugging into the global industry and technology communities, to keep our teams current with the latest business and technology trends.

Our delivery model enables us bring scale to our engagements, with an ability to ramp-up multi-discipline teams to deliver large-scale transformation programmes.

4 Contact Details

Please send your requirement to publicsectorbidteam@deloitte.co.uk. Alternatively, if you wish to discuss your requirements in more detail, please send us the following information and we will be happy to contact you:

- Your organisation name
- The name of this service
- Your name and contact details
- A brief description of your business situation
- Your preferred timescales for starting the work.



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