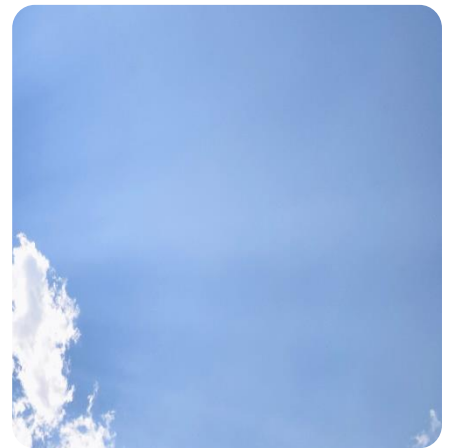




Crown
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Sourcing Service Integration Services (SIAM)

GCloud Service Description

Bringing Ingenuity to Life.
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Reference: PA RM1557.14

Version: 1.0

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1 Sourcing Service Integration (SIAM) Services

1.1 Short Service Description

Sourcing Service Integration (SIAM) services help clients shape and deliver capabilities that meet the cloud service integration challenge. Our service will help you define the operating model, sourcing strategy, and commercial principles; capture business requirements; support drafting of contracts; and draw a detailed procurement and transition roadmap.

1.2 Key Service Features

1. Embrace the benefits of multi-sourcing, tower model and SIAM
2. Capture the business requirements and translate them to technical documents
3. Support the legal team to draft the schedules and clauses
4. Develop the cost model, business case, sourcing and commercial principles
5. Deliver multi-supplier SIAM capabilities that meet service integration challenge
6. Tailored SIAM sourcing approach for specific client needs
7. Bringing market knowledge of suppliers' SIAM capabilities
8. Developing independent and non-biased SIAM sourcing strategy
9. Better service quality applying best-of-breed approach and greater flexibility
10. Define the operating model and identify gaps

1.3 Key Service Benefits

1. Establish clear and consistent sourcing strategy for SIAM
2. Independent and not biased towards any pre-defined solution
3. Provide expertise on SIAM market offerings
4. Provide expertise on how to build SIAM capabilities
5. Develop a concrete vision for the SIAM function
6. Assist in go-to-market strategy for outsourced SIAM components
7. Assist in SIAM partners selection and contracting
8. Assist in transition planning towards the new SIAM model
9. Tailored approach based on best practice methodology

1.4 Service Definition

Cloud services are valuable additions to an IT estate, but can multiply the number of suppliers, working relationships and interfaces beyond the control of many unprepared IT functions. PA's Sourcing the

SIAM Services help clients shape and deliver successfully outsourced SIAM capabilities that meet the cloud integration challenge, pulling together the three key elements of integration into one structure and plan:

- **Operating model and processes:** establishing a clear and consistent accountability framework and processes that supports cross partner working;
- **Frameworks and core capabilities:** creating the 'rules of the game' and developing the skills and capabilities in both suppliers and customer that will support success; and
- **Relationships and culture:** defining and building a collaborative environment where the suppliers' and customer's organisations are aligned and understand the behaviours expected of them.

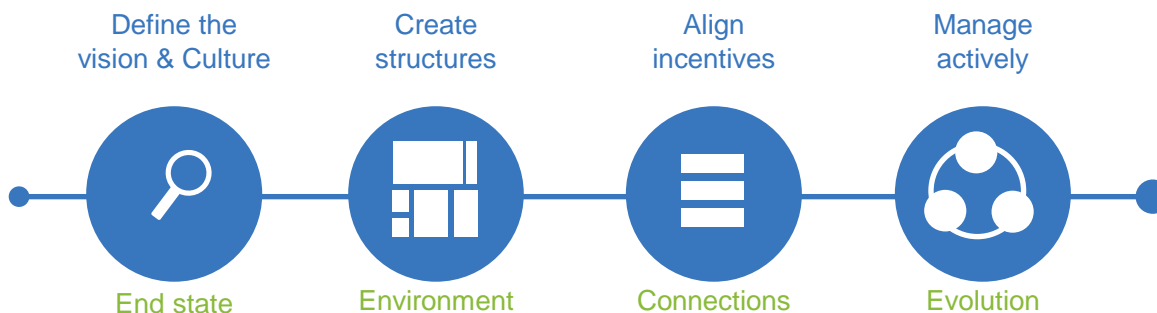
Successful multi-sourced IT environments and SIAM functions need to be founded on a very clear and objective view of what 'good collaboration' looks like and how this behaviour will be measured and encouraged.

The SIAM concept (as a separate function capable of being outsourced) is offered by multiple service providers. UK Cabinet Office has provided direction on the shape and structure of the SIAM function. In practice, this guidance does not provide a comprehensive view on which parts of the SIAM layer should be outsourced and which should be retained in-house. As a result, there is little or no consistency in the market for SIAM service offerings and this is largely due to different suppliers selecting different parts of the larger Service Integration landscape to include in their offering.

As market leading advisors, PA maintains strong relationships and up to date intelligence on leading Tier 1 and Tier 2 service providers. Typically, suppliers' SIAM offerings continue to focus on the 'process' layer and fail to address the more complex challenges of relationship management and business integration, harmonising standards and contracts.

The challenges when sourcing SIAM services can be multiple, and without clear governance and management, the ownership of work can fall between supplier boundaries, resulting in gaps and delays, confusion, finger pointing and, at worst, significant service impact.

To address some of these challenges you need to create the right vision for your SIAM function, create structures that will support the delivery of the services, align internal and external incentives and manage suppliers and retained organisation actively.



To deliver a successful SIAM capability you need to:

- **Define end to end processes** - Integration Services should be built around business requirements and work within the context of the overall organisational Target Operating Model. This will include the framework, tower design and its fit with operational supplier management principles.
- **Work out the governance and collaboration agreement for the ecosystem** – Clearly defined interactions, touch points and governance policies must be part of the overall end to end service management for the business.
- **Have a toolsets and data strategy** – Key tools to consider include: service management toolsets, configuration management toolsets, directory service, project and programme management tools. There are 2 approaches being adopted by our clients for managing toolsets and data in a SIAM environment:
 - A standard suite of tools is chosen and mandated across all tower suppliers
 - Allow all providers to use their own tools, mandating interfacing standards and adopting a level of data standardisation to support this

- A key consideration is the ownership of the tools as well as the IP required to configure and maintain them to ease transition from the service desk provider
- **Define Performance Management mechanisms** - need to be established and applied to service providers individually or collectively. These include:
 - Input based: measure component parts of a process or service, for example the response time to an incident
 - Outcome based: measure the user view of the service, for example the availability percentage of an application
 - Business value based: measure the business performance where that is potentially impacted by the IT service.
- **Search for talent** - Many organisations have not yet realised that SIAM skills are specialist skills (e.g. demand management, configuration management.) that are simply not available amongst their existing people. Even where they do recognise what is needed, they then face the key difficulty that these skills are in short supply in the private sector as much as the public sector. If they can find the people, they are expensive and very much in demand.

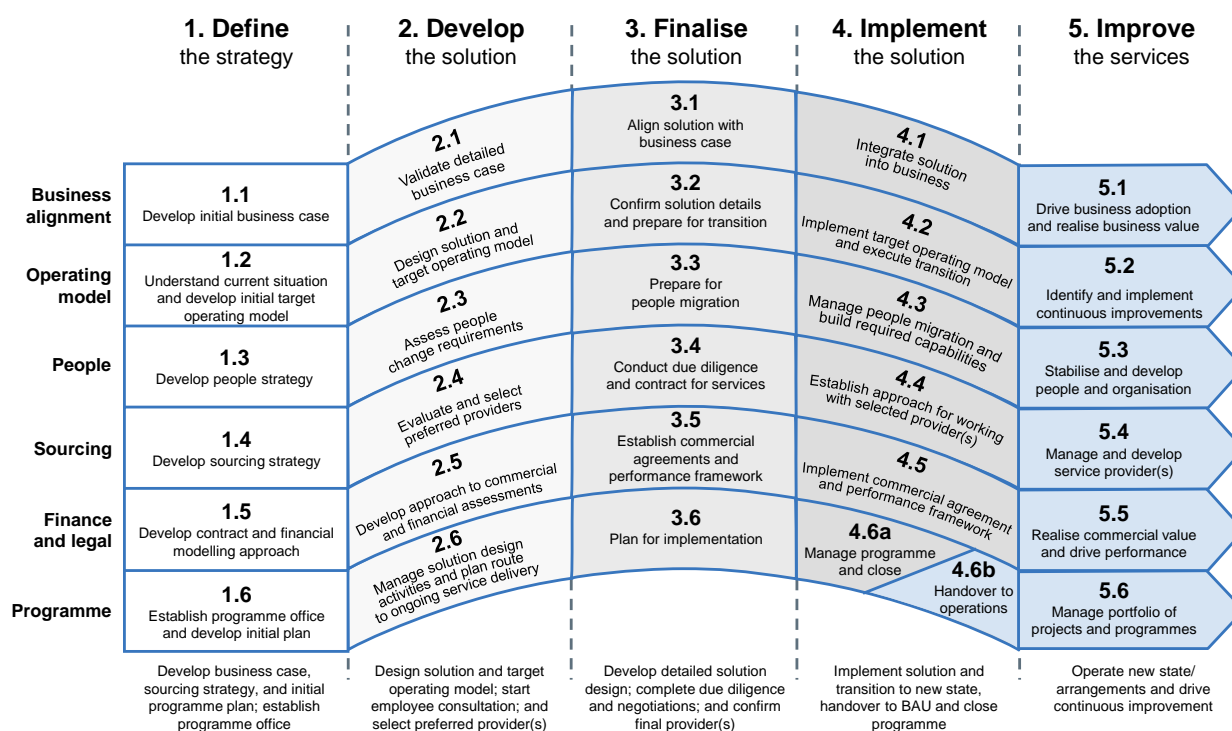
PA works alongside client teams to help develop the concrete vision for the SIAM function (both those parts that will be retained and those which will be outsourced), going to market to select a SIAM partner(s) and transitioning to the new structures. As organisations rarely have a true 'green field' situation, we help restructure existing sourcing arrangements to fit in with the new SIAM roles and processes, as well as the necessary commercial negotiations to make this a reality.

Our sourcing approach is comprehensive and proven through multiple SIAM outsourcing programmes. It is designed to reduce complexity so that the programme team can focus on thinking, decision making, and building commitment to the outcome, rather than trying to create the process as work progresses.

Our sourcing framework provides the foundation on which to build a tailored programme for each client rather than a rigid structure, and allows us to set expectations with the suppliers, who are familiar with our work and approach. Our approach will de-risk delivery of the entire programme by focusing on all of the critical dimensions of delivering business transformation rather than just 'doing an outsourcing deal'.



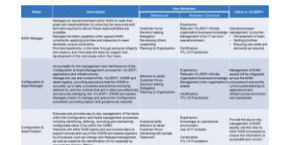

The five stages shown here as verticals are a typical representation of a sourcing lifecycle starting with strategy and moving through to improvement over time. The six horizontal bars represent the six work streams we believe you need in order for this work to deliver more than a traditional procurement.

The integration of the streams and our holistic understanding of what needs to be done, by whom, and when, is what sets us apart from our competitors. More importantly, it is the ability to take this flexible framework and adapt it for clients, which means that the sourcing arrangements that we help to put in place, work.



Our approach is flexible and comprehensive – we aim to form a joint team with our client, providing the capability and experience necessary to ensure a successful outcome but with the client team owning and fully embedded in the sourcing process. The service will provide the expert assistance that the organisation needs to shape, select and implement a successful SIAM function which meets its current and future business needs.

We will bring our collateral to help you source the SIAM capabilities at pace.

<p>Operating Model</p> <p>We have Operating Model templates ready to support the future high and low-level SIAM function design. This includes all detailed capabilities, processes and roles required to operate the SIAM function.</p> <p>We have helped many clients with the validation and refinement of a service integration function operating model and an agreed view of the benefits the Operating model would deliver.</p>	
<p>Statement of Service Requirements</p> <p>We have a complete set of customisable Statement of Service Requirements aligned to ITIL and SIAM function operations. These will inform a best practice gap analysis of existing documentation and the development of future process and procedural materials.</p> <p>We have helped clients to define clear SIAM requirements to deliver end-to-end services in a multi-supplier environment.</p>	
<p>RACI and Job Descriptions</p> <p>Aligned to our SIAM operating model, we have RACI matrices along with draft job descriptions which can be customised to reflect the FCA's in-house SIAM function.</p> <p>We have supported clients with the development of the physical organisation model and associated key job descriptions, the workforce planning and recruitment activities.</p>	
<p>Collaboration Model</p> <p>We have a unique perspective on collaboration in SIAM models and adopt a four stage model to describe the development of collaborative ecosystems.</p> <p>We helped a number of clients shape and deliver successful ecosystems that meet the integration challenge, pulling together the key elements of integration into one structure.</p>	

1.5 Why PA?

PA Consulting Group (PA) is a leading IT consultancy and one of the largest advisors to the UK government. We work as a trusted partner to help the UK Government apply an assured cloud delivery approach when developing their most complex information systems and cloud solutions.

PA is well placed to work with clients to help assess readiness, design, build, deliver, and test, to take advantage of cloud solutions. We will bring:

- Leading experience in identifying the costs and complexity drivers for moving existing or new IT services to cloud environments.
- Experience and knowledge to challenge the client organisation to ensure the key stakeholders are aligned ahead of the move to a Cloud solution.
- Access to the latest cloud vendor migration developments, ensuring a best-in-class approach, based on our work with major clients in both the public and private sector in the UK and overseas.
- Experience supporting cloud, in-house and hybrid systems side-by-side

More specifically we will bring:

Ideation & Strategy:

- Cloud strategy and advisory services
- Assessment of cloud readiness
- Cost-benefit analysis and ROI modelling
- Security and compliance assessment

Design & Architecture:

- Custom cloud architecture design
- Integration with existing IT infrastructure
- Multi-cloud and hybrid cloud solutions
- Disaster recovery and business continuity planning
- Robust solution delivery meeting GDS best practice and ISO27001

Development & Deployment:

- Cloud-native application development
- Containerization and microservices & serverless architecture
- DevOps practices and CI/CD pipeline setup
- Automated testing and quality assurance

Implementation & Migration:

- Data migration to the cloud
- Legacy application modernization
- Cloud service provider selection and management

- Implementation of Infrastructure as Code (IaC)

Operations & Management:

- Continuous monitoring and incident management
- Performance optimization and cost management
- Backup and restore operations.

- User training and change management.

Innovation & Scaling:

- Scalable infrastructure to support growth.
- Implementation of AI and machine learning capabilities
- Internet of Things (IoT) integration
- Ongoing innovation workshops and R&D

1.5.1 Social Value

Building a positive human future is at the core of PA's organisational purpose and we live this value as a key advisor and partner to the UK public sector and by delivering tangible benefits to communities and society.

We are passionate about the positive impact PA can have on wider society, making a significant contribution to efforts in tackling inequality, wellbeing, online safety and ensuring effective stewardship of the environment and fighting climate change.

We are committed to maximising Social Value by using our specialist knowledge and skills to develop firm-wide health, well-being and, diversity and inclusion initiatives for our own people, project-specific initiatives with our clients and wider community benefits. We can work with you to deliver measurable improvements across your key social value initiatives.

1.5.2 Security Clearance

PA are a government List X accredited company who have a dedicated Security Vetting team. This allows PA to achieve security vetting of its employees in a time effective manner ensuring the correct processes are always followed (In accordance with the Security Policy Framework). As a matter of standard process, PA puts all its eligible employees through the Baseline Personnel Security Standard (BPSS), set out by the Cabinet Office. Those employees working on, or planning to work on, government projects are automatically put forward for SC clearance which are processed via UK-SV (formally the Defence Business Services – National Security Vetting). PA also process DV vetting through the UK-SV and other agencies, these are generally client sponsored.

PA currently have a large pool of cleared individuals (80% of UK Staff). Should a resource be identified where clearance is needed, the PA Security Vetting team will then process the individual through the relevant clearance procedure. The team will also be able to validate all existing clearances held by PA employees when requested.

1.5.3 Next Steps

This service is intended to help customers develop and deliver successful outcomes regardless of the life cycle stage they are at. PA prides itself on working with clients and helping them to deliver outcomes whilst also providing them the ability to 'stand on their own' so that they can move their solutions forward without future involvement. Please contact us on GCloudFramework@paconsulting.com to discuss your needs further.



About PA.

We believe in the power of ingenuity to build a positive human future.

As strategies, technologies, and innovation collide, we create opportunity from complexity.

Our diverse teams of experts combine innovative thinking and breakthrough technologies to progress further, faster. Our clients adapt and transform, and together we achieve enduring results.

We are over 4,000 strategists, innovators, designers, consultants, digital experts, scientists, engineers, and technologists. And we have deep expertise in consumer and manufacturing, defence and security, energy and utilities, financial services, government and public services, health and life sciences, and transport.

Our teams operate globally from offices across the UK, Ireland, US, Nordics, and Netherlands.

PA. Bringing Ingenuity to Life.

Discover more at paconsulting.com and connect with PA on [LinkedIn](#) and [Twitter](#).

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