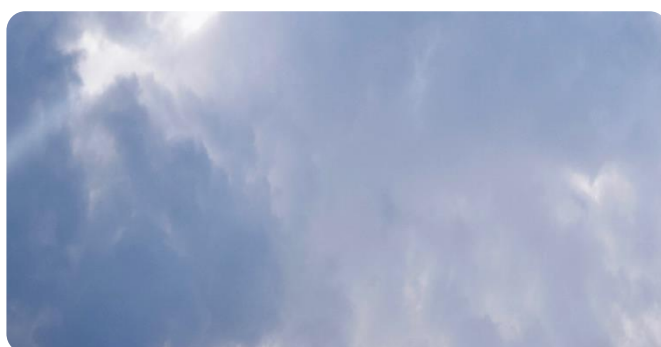
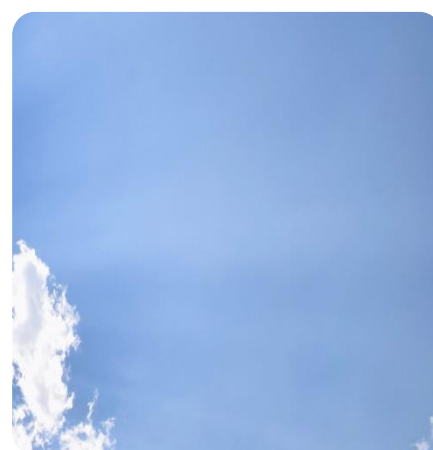




Crown
Commercial
Service



IT Business Cases

GCloud Service Description

Bringing Ingenuity to Life.
paconsulting.com

Corporate Headquarters

10 Bressenden Place
London
SW1E 5DN
+44 20 7730 9000
paconsulting.com

Prepared by: PA Consulting

Reference: PA RM1557.14

Version: 1.0

Contents

1	IT Business Cases	4
1.1	Short Service Description	4
1.2	Key Service Features	4
1.3	Key Service Benefits	4
1.4	Service Definition	4
1.5	Why PA?	6
1.5.1	Social Value	6
1.5.2	Security Clearance	6
1.5.3	Next Steps	7



1 IT Business Cases

1.1 Short Service Description

We develop both traditional and Agile business cases in line with HM Treasury guidance across all stages of the business case development gateway lifecycle, covering Strategic Outline Case (SOC), Outline Business Case (OBC) and Full Business Case (FBC), to secure approvals for cloud procurements, digital developments and broader transformations.

1.2 Key Service Features

1. Business case development, assessment and improvement for cloud-enabled programmes
2. Iterative Programme Business Case approach for Agile digital transformation
3. Development of cost models based on cloud benchmarks
4. Options appraisals, Net Present Value analysis and affordability assessments
5. Evidence-based packaging and procurement strategies
6. HMT Green Book and Five Case Model methodology
7. Better Business Cases™ (BBC) accredited team, to Practitioner level
8. Understanding of HMT / Cabinet Office (including GDS) guidance
9. Departmental / Cabinet Office / HMT spending approvals
10. HMT BBC training as skills transfer

1.3 Key Service Benefits

1. Large HMT BBC accredited team, providing assurance to reviewers
2. Extensive track record of cloud-based business case delivery
3. Experience of aligning Agile projects with investment approval requirements
4. Understanding of approvals process resulting in 'decision ready' products
5. Relevant for all stages of IT/digital project lifecycle
6. Support for project management, including approvals
7. Cloud market experts who ensure cost models are appropriate
8. Understanding of the cloud market's commercial positions
9. Tailored procurement strategies
10. Commercial expertise to ensure appropriate risk transfer

1.4 Service Definition

PA Consulting Group has deep experience in supporting the development of business cases for digital and IT, and particularly cloud-based, projects and programmes across UK Government, expertly using the HM Treasury Green Book and Five Case Model. We have supported business case delivery across central Government departments and agencies as well as local authorities, police forces, fire and rescue

services, education institutions, the health sector and utilities, government regulators and central banks. We have secured approval for major IT projects and digital transformation programmes using the full range of cloud services, demonstrating our detailed understanding of both the methodology and approvals landscape, including Government Digital Service (GDS), the Infrastructure and Projects Authority (IPA) and Cabinet Office.

We deliver cases at all stages of the traditional IT project lifecycle:

- Strategic Outline Cases (SOCs) to identify the preferred way forward
- Outline Business Cases (OBCs) to confirm the preferred option and commence sourcing activity
- Full Business Cases (FBCs) to confirm the right deal is ready to be entered into

An increasing number of projects and programmes are taking an Agile approach to delivery. Rather than the traditional approach of identifying a need, assessing options to determine the right solution, followed by a procurement exercise, many digital transformation programmes need to include several stages, from Discovery through Alpha, Beta and beyond. There is also a greater appetite for the public sector to take a greater role in delivering the solution. This means that there is a need to agree a business case development process and associated approvals to align with these stages. We use an iterative Programme Business Case (PBC) approach to support the delivery lifecycle of these Agile digital transformation programmes.

We also deliver Business Justification Cases (BJCs) for lower value projects not requiring complex procurement processes.

We are expert in HMT's Five Case Model for all stages of business cases, developing the content for:

1. Strategic Cases – setting out the organisational context, current arrangements, case for change, constraints, dependencies, potential risks and benefits.
2. Economic Cases – developing a wide range of options (including the “do nothing” option), appraising them to develop a short list and undertaking cost benefit analysis to establish the preferred option. Expert use of tools including options frameworks, optimism bias and risk adjustment ensure that Green Book principles are adhered to in fully developed economic models.
3. Commercial Cases – setting out the procurement approach, packaging strategy, potential deal (and final deal in the Full Business Case), risk allocation arrangements and accounting treatment.
4. Financial Cases – determining the affordability position, income and expenditure impacts, balance sheet position and cash flow consequences of the preferred option, including detailed financial modelling.
5. Management Cases – setting out the project management arrangements, governance structures, post project evaluation, benefits realisation approach and risk management approach to ensure successful delivery.

Understanding the questions that underpin the traditional structure is critical. Whatever the approach, the core themes of need; value; viability; affordability and deliverability set out in the Five Case Model always remain. A main strength of our work is being able to answer them for non-traditional approaches in a way which is relevant to that programme's delivery approach, at the same time as allowing approvers and assurers to derive confidence in the control of the programme.

We use the full range of technical and commercial expertise to develop business cases. 'Should-cost' modelling is a vital part of the Economic Case and Financial Case at the Outline Business Case stage, and we use IT cloud and commercial expertise to include benchmarked positions and industry knowledge in the development of such models.

We are highly skilled at aligning the business case process with procurement activity. For example, we align evaluation models and financial models so that the Full Business Case quickly, accurately and flexibly reflects the financial commercial deal at the conclusion of the procurement.

We are effective at undertaking detailed knowledge and skills transfer to our clients, including full handover briefings and training on financial modelling best practice and the HM Treasury Better Business Cases™ methodology.

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](#).

Corporate Headquarters

10 Bressenden Place

London

SW1E 5DN

+44 20 7730 9000

This proposal has been prepared by PA Consulting Group on the basis of information supplied by the client, third parties (if appropriate) and that which is available in the public domain. No representation or warranty is given as to the achievability or reasonableness of future projections or the assumptions underlying them, targets, valuations, opinions, prospects or returns, if any, which have not been independently verified. Except where otherwise indicated, the proposal speaks as at the date indicated within the proposal.

paconsulting.com

All rights reserved

© PA Knowledge Limited 2023

This proposal is confidential to the organisation named herein and may not be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical or otherwise, without the prior written permission of PA Consulting Group. In the event that you receive this document in error, you should return it to PA Consulting Group, 10 Bressenden Place, London, SW1E 5DN. PA Consulting Group accepts no liability whatsoever should an unauthorised recipient of this proposal act on its contents.