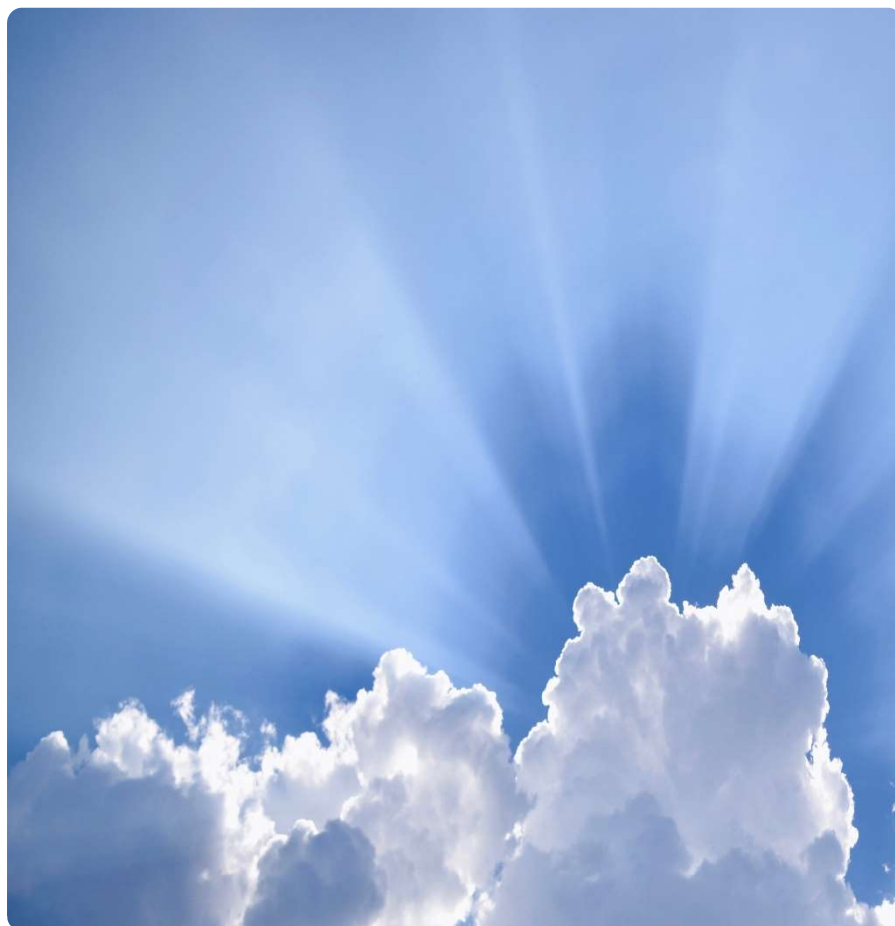# Procurement Ready Requirements Management

GCloud Service Description

Bringing Ingenuity to Life.
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1.1 Short Service Description

Outsourcing Cloud-based or server-based system development is a common approach to use the skills and capabilities of third parties. PA's unique combination of IT, Commercial and Technical expertise means we can develop strong, procurement ready system and service requirements that are focused on outcomes, benefits, KPIs, standards and automation.

1.2 Key Service Features

1. Agreed approach to requirements derivation, presentation and assurance
2. Extracting information and referencing information from existing documented agreements
3. A focus on clarity – playing back and questioning requirements
4. Agreement on the structure and format of requirements
5. A balance of just enough detail at the right time
6. Establishing the principles of what works and doesn't work
7. Documenting and communicating those principles across the client organisation

1.3 Key Service Benefits

1. Requirements expressed attractively and clearly for the respondents
2. A focus on the key business needs
3. Strong link to the contract that is clear and traceable
4. Strong requirements that are ready for publication and negotiation

1.4 Service Definition

A key aspect of outsourcing Cloud services is expressing the need of the system in a way that captures the key features that deliver benefit to the client, whilst providing the third party the flexibility in a way that utilises their skills and existing intellectual property as much as possible to deliver the maximum value to the client.

This can happen in two ways. If the system already exists and is to be taken on and evolved, then the transition will be focussed on service and the required feature roadmap may be shaped by existing platforms, which will give the perception that the incumbent is in a strong position. In this case, the requirements need to convey complexity whilst maintaining attractiveness and need to have robust signposting to available documentation, data rooms that are easily navigated and a library structure that links to contract schedules.

If the system needs to be built and transitioned into service, then the migration and transition will be focussed on both service and functionality – including any data migration from the incumbent. Requirements then become a combination of features the client wants to keep and features the client wants. There is scope for new requirements which may be agreed but not yet proven. The consequence is that this can be perceived as being risky by new suppliers and so requirements packaging needs to be flexible enough to accommodate alternative architectures. Requirements will be focussed on outcomes, business rules, KPIs, standards and automation.

PA Consulting uses five steps to develop procurement-ready requirements:

1. Set up the structure for success. Agree the document structure in advance with the client so that it is clearly understood by all stakeholders.

2. Create the requirements. Work with the technical team review and extract the requirements in a clear, structured and signposted way. We refine and de-duplicate the requirements so that they are Mutually Exclusive and Comprehensively Exhaustive (MECE). Inevitably there will be some gaps in the requirements set and so we work with the stakeholders to capture and then document these requirements in clear, procurement-ready language. PA's approach builds traceability back to the source material – stakeholders or documents – to ensure that the provenance of requirements is clear. It is important that each requirement works for the recipient (market) – requirements documentation must be crafted to tell an inviting story and so PA builds a clear structure, with strong signposting and the style of language to make it as straight-forward as possible for suppliers to see where they can add value.

3. Review and improve the requirements. Work with the legal, commercial and technical teams to review the requirements to ensure completeness and attractiveness to the market. PA then works through the comments that come from stakeholders to improve the quality of the requirements.

4. Sign-off the requirements. Finalise requirements in a document completion workshop with the critical stakeholders and then finalise the documentation, presenting them in a way that is as palatable as possible to the bidders in the process. PA also updates the traceability so that it is clear how requirements have been developed and where to go to find context and further information.

5. Support the procurement. Inevitably, there will be interactions with bidders, seeking clarification of the intent and details of requirements. PA supports the procurement all the way through, providing project management of the process, management of the requirements clarification and interaction with the bidders.

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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