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Commercial
Service



Agile business change to support transition to Cloud-based solutions

GCloud Service Description Document

Bringing Ingenuity to Life.
paconsulting.com

Corporate Headquarters

10 Bressenden Place

London

SW1E 5DN

+44 20 7730 9000

paconsulting.com

Prepared by: PA Consulting

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Contents

Agile business change to support transition to Cloud-based solutions	4
1.1 Short Service Description	4
1.2 Key Service Features	4
1.3 Key Service Benefits	4
1.4 Service Definition	5
1.5 Why PA Consulting Group (PA)? A trusted partner for cloud, AI, and digital technologies	10
1.5.1 Why PA for cloud, data and AI	10
1.5.2 Cloud capability (assess, design, build, assure, run)	10
1.5.3 AI, ML and data (from strategy to scale)	11
1.5.3.1 Quantum and emerging technologies	11
1.5.4 Cyber security and digital trust	11
1.5.5 What PA will bring	12
1.5.6 PA is fully equipped to manage any challenges or requirements you may present	13
1.6 A Genuine commitment to Social Value	13
1.7 Security Clearance	14
1.8 Next Steps	14



Agile business change to support transition to Cloud-based solutions

1.1 Short Service Description

PA's approach to change management creates environments and mindsets to successfully transition to cloud-based solutions. We deliver the full remit of agile transformations: business design, learning/training, culture shaping, leadership and stakeholder engagement. PA supports your business through the transformational journey: adoption, adaption and embedding to realise value of cloud platforms.

1.2 Key Service Features

1. Cultural, behavioural, change specialists for cloud and agile transformations
2. Encourages visible, empowered leadership, communicating a strong strategic narrative
3. Leadership development, learning and training to ensure change-readiness
4. Delivers a shared vision and clear roadmap for direction
5. Ensure staff have the skills/capabilities for future
6. Defines and embeds new values, behaviours and mindsets
7. Governance and process design for cloud and agile adoption
8. Focused on agile methods to deliver benefits
9. A library of change tools, techniques and interventions
10. Scalable approaches, developing internal capability to deliver complex change

1.3 Key Service Benefits

1. Simplicity, agility, efficiency enabling quicker cloud adoption and transition
2. Improving customer and business satisfaction and morale
3. Improving delivery timescales, organisational agility and time to market
4. Holistic change, mitigating impact from perspectives of all affected
5. Leadership coached, supporting new behaviours and ways of working
6. Values driven performance and transition with a common goal
7. Engaging communication delivered through bespoke communications strategy and plan
8. Business and organisation developed to facilitate lasting change
9. Motivating staff, empowering and providing support and training
10. Upskilling staff in Agile and leaving lasting capability

1.4 Service Definition

Organisations exist in a dynamic environment. They are responding to a rapid pace of technological change and sweeping market disruption whilst also striving to create purpose and value to drive innovation, differentiation and growth.

Change in an organisation needs to be managed, and people need to be engaged in a considered way that appreciates the whole context and shifts mindsets. The people element of change makes it too risky to assume that everything will work out during a time of disruption.

Change in an organisation needs to be designed and managed so that desired outcomes can be successfully delivered and sustained. People hold the power to influence the outcome of any change. Their change experience and appreciating every person's role in the success of a change initiative must be prioritised.

PA's change management experts and their approach provide the structure, tools, encouragement and inspiration needed to enhance the value of the people elements of change. Adoption rates will be quicker, new behaviours will be introduced faster and employee experiences will improve.

Our **Catalysing Change** approach elevates people into powerful catalysts of change by:

- driving outcomes through strategic thinking
- using data to inform all phases of change
- inspiring individuals and galvanising leaders to embed new behaviours
- empowering people through cocreation and participation.



Strategy & outcomes

A strategic approach to change management will enhance the value of the people elements of organisational change. We define a strategy for success that has benefits and purpose in mind throughout. Change interventions are anchored in the strategy which provides direction and consistency. We are also versatile and adapt, maintaining a clear connection between the changes delivered, desired outcomes, and real-world value to the organisation.

When you get this right:

- Clearly defined outcomes guide decision making towards maximising value.
- The rationale for change is clearly communicated as the relationships between changes, outcomes and real-world value to the organisation is understood.
- Quick wins are realised and garner momentum for further changes.
- Sensitivities relating to the changes are highlighted from the start and inform the delivery approach.

Insights, data & readiness

Organisations need to tackle their critical people and change challenges by making data driven decisions. Activities in the build up to a change need to be directed towards making sure those impacted are ready for the change. The benefits of a change are maximised when the outcomes are measured and this insight is acted upon. We leverage pre-existing data and uncover new data sources and couple this evidence-based thinking with experience-informed insights. We generate and process data to inform all change management activities, allowing us to tailor them for the context of the organisation, the specific changes being delivered and to personalise change experiences.

When you get this right:

- Analysis is conducted in line with the change strategy and with organisational value in mind.
- Change impact and readiness assessments inform the change approach and guides the prioritisation of key activities.
- Metrics are tracked over time to quantify the outcomes changes are having within the organisation.
- Confidence in change management activities is high, and evidence provides reassurance.
- Assumptions are challenged and ideas are tested. Lessons are learnt from the data generated.

Leading change

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When you get this right:

- A connection between the case for change and a leader's sense of purpose to inspire and motivate others is made.
- Leaders feel confident that they have the right skills, experience, knowledge and behaviours to deliver change effectively.

- High-performing leadership teams are built that can learn from each other and work together to thrive.
- People are engaged when their leaders listen, and provide frequent, impactful communications that they can connect with. This builds trust and creates safe spaces for people to want to change.
- Leaders demonstrate emotional intelligence. They recognise their own emotions and those of others and consider the impact on how best to implement change.

Co-creation and engagement

It's important to give people an experience and generate emotion to achieve the engagement levels needed to affect enduring change and achieve real business outcomes. We communicate creatively to land important messages and establish a genuine two-way conversation, so staff are involved in shaping their future. We listen, encourage transparency and act based on feedback. We use digital channels to increase the opportunities for people to contribute.

When you get this right:

- Staff feel empowered by participating in the shaping of their future
- Changes are designed and delivered with the people impacted in mind, and their journey is tailored.
- People's needs and concerns are addressed, and communications are sensitive to their place on the change curve.
- Resistance is anticipated and managed.
- Creativity is embraced and there is scope for discussion and debate.

People, networks, communities and systems

Change acts like a dynamic system. Formal and informal networks, and online communities, are needed to reach all corners of an organisation to explore changes and generate conversations. We harness the whole stakeholder landscape and understand how different information needs to travel to have an impact. We leverage management structures and build relationships. We give a voice to those that can influence and encourage change in others.

When you get this right:

- Local teams and change champions are involved and form the bedrock for generative change.
- There is clarity on the roles and responsibilities for change activities and teams are engaged with the change.
- Organisational systems flex to create and disseminate communications and maintain an ongoing dialogue.
- The diverse range of stakeholders is fully recognised and considered. A range of engagement options is provided, and efforts are focused towards where they are most needed.

Behaviours and mindsets

Changing mindsets and behaviours needs clarity, consistency and tenacity. Behavioural change is an emotional as well as a rational process and successful solutions tap into both parts of the brain. We use a diagnostic approach, defining the specific behaviours that are required to support change and identifying the best levers for introducing new habits. We make this tangible and meaningful for people and thread behaviour change into all aspects of change delivery.

When you get this right:

- There is time and space to explore and discuss the desired behaviours and ‘what’s in it for me’.
- All levers for change are pulling in the same direction. Everything from reward systems to signs and symbols reinforce behavioural change.
- It is recognised as a journey that can take several years.
- Efforts are focused on a small number of the most salient new behaviours and delivering real-world value from these.
- Behavioural change is a broad agenda – not a postscript to your change programme.

Change lifecycle

There are four phases to the Catalysing Change approach. When moving through these phases, they need to be thought about as a build, rather than being exclusively sequential. To maintain momentum you must not lose sight of the activities associated with a previous phase. It’s important to consider the phase of a change from all different perspectives. Different stakeholder groups impacted may perceive the change to be at different phases at the same point in time, depending on their level of engagement. The phases also lend themselves to an iterative delivery, depending on the type of change.

Make it essential

Creating urgency and commitment, understanding the context and building the story to be communicated. The problem or opportunity is identified as are the needs and motivations of those impacted. The foundations for success are set.

Make it ready

Delivery momentum is built as plans come to life. The vision is communicated, early wins are delivered, and benefits start to be realised. Risks and stakeholders are managed, data is collected and a detailed understanding on the impact of changes for individuals is co-created.

Make it happen

The most significant changes are implemented, and the value of the change can start to be assessed as benefits are measured. If change is iterative, feedback can be captured and fed into both the changes themselves and the change management activities delivered, supporting successful subsequent implementations.

Make it stick

New ways of working are reenforced and embedded. Success is celebrated and the efforts of those involved are rewarded. Build on the change management skills developed and the data generation and interpretation processes established, to act upon the lessons learnt and support ongoing change.

In summary, our Catalysing Change approach:

- Places equal emphasis and importance on each phase of the change lifecycle.
- Is a flexible approach to delivering change, rather than a series of methodical steps that must be followed in a particular order
- Blends theory with extensive practical application
- Works effectively with Agile software development
- Represents a holistic approach to change, sensitive to culture and context
- Can easily be adapted or integrated with your existing change approach, for instance by co-creating a bespoke version of our framework that uses your language and ideas to make it more accessible.
- Is an integral part of our assignments, with all of our consultants receiving training to use it

1.5 Why PA Consulting Group (PA)?

A trusted partner for cloud, AI, and digital technologies

PA Consulting Group (PA) is a leading technology and innovation consultancy and one of the UK government's most trusted advisors, combining strategy, delivery assurance and deep engineering to turn complex ambition into assured outcomes. We bring end-to-end capability across cloud architecture, data and AI, cyber, and advanced technology R&D, backed by a track record of scaling innovation in the public and private sectors.

Our UK work is anchored by secure, standards-led delivery. PA maintains ISO/IEC 27001 certification across global operations, demonstrating disciplined information security and operational control, and applies UK government good practice (GDS, NCSC CAF) across cloud and digital programmes.

We combine consultancy with real engineering. At our Global Innovation & Technology Centre (Cambridge), 300+ scientists, designers and engineers operate extensive labs and studios to prototype and industrialise solutions, bridging physical and digital from concept to production.

1.5.1 Why PA for cloud, data and AI

- **Hyperscaler alliances without vendor lock-in.** PA is Premier Tier with **Google Cloud** (13+ years; 150+ certifications; specialisations in infrastructure, data analytics, app dev and security) and holds deep **AWS** and **Microsoft** credentials, accelerating secure data foundations and generative AI at scale while keeping advice independent and outcome-led.
- **Responsible AI you can trust.** Our Responsible AI framework, governance toolkits, and risk policy make AI adoption transparent, auditable, and compliant, embedding lifecycle controls, model documentation, and human-in-the-loop safeguards aligned to evolving regulation.
- **Impact beyond pilots.** We help organisations become *intelligent enterprises*, using data and agentic AI to create and protect value, with pragmatic roadmaps from use-case selection to scaled operations.
- **Proof through delivery.** Our client stories span enterprise data platforms, IoT and analytics (e.g., Rentokil Initial), and product innovation at scale (e.g., Unilever) where PA has put data and AI at the heart of continuous, market-leading improvement.

1.5.2 Cloud capability (assess, design, build, assure, run)

PA applies an assured cloud delivery approach to complex government and regulated environments, blending client-side delivery assurance, multi-cloud architecture, and resilient operations:

- **Strategy & readiness.** Maturity assessments, target operating models for hybrid/multi-cloud, and cost/benefit modelling; proportionate GDS compliance and ISO 27001 controls embedded upfront.
- **Design & architecture.** Secure, well-architected patterns across Azure, AWS, and Google Cloud; data platforms, identity and access, and cross-domain solutions for sensitive estates.
- **Build & deploy.** Cloud-native engineering, DevSecOps (CALMR), CI/CD, infrastructure-as-code; automated testing and quality assurance to accelerate safe release.
- **Migration & modernisation.** Legacy transformation, platform reviews, and workload migration tuned to resilience and cost; pragmatic FinOps to keep spend predictable and efficient.
- **Operate & optimise.** Observability, incident management, performance tuning, backup/restore, and change management, maintaining business continuity and reducing total cost.
- **Client-side delivery assurance.** Forward-looking, risk-based assurance that keeps complex programmes on track, covering governance, architecture, testing, migration, service readiness and cutover. See our *IT Delivery Assurance* service.

1.5.3 AI, ML and data (from strategy to scale)

- **Strategy & governance.** AI blueprints, operating models, and policy; enterprise data governance; regulatory readiness; centre-of-excellence setup and change adoption.
- **Engineering & MLOps.** Data platforms on Azure/AWS/GCP, pipelines and feature stores; robust ML lifecycle with monitoring, drift detection and auditability.
- **Generative & agentic AI.** Secure integration of LLMs (including Copilot) into workflows for measurable productivity and quality gains, using guardrails, system cards and ROI framing.
- **Responsible AI.** Lifecycle controls and assurance tooling to manage bias, security and transparency.

1.5.3.1 Quantum and emerging technologies

PA's applied physics and quantum engineering teams help clients unlock near-term value, combining quantum techniques with classical systems for decision support, advanced sensing and secure communications:

- **Decision support & optimisation.** Hybrid quantum/classical algorithms to accelerate complex planning, routing and resource allocation where speed and quality of decisions matter.
- **Quantum sensing & RF.** Novel quantum radio and Rydberg-based sensing to enhance spectrum use, detection sensitivity and resilience in contested environments.
- **Commercialisation insight.** Advisory at the "whole-stack" level, hardware, supply chain, interfaces, and ethics, to move from lab to market within national strategies.

These capabilities are industrialised at our Cambridge centre, turning concepts into robust prototypes and pre-production systems across sectors like defence, energy and transport.

1.5.4 Cyber security and digital trust

Digital trust is central to PA's approach. We design security into architecture, operations and culture, aligning to NCSC CAF and GovAssure, and delivering testing, red-team, SOC design and OT/IoT security:

- **Transformation & architecture.** Secure-by-design patterns, cloud security, identity, and cross-domain data protection (including NCSC-approved Oakdoor data diode products).
- **Assurance & regulation.** CAF/GovAssure alignment and pragmatic remediation plans for government organisations.
- **Testing & resilience.** CREST-aligned penetration testing, red-teaming, incident readiness, and operational resilience.

1.5.5 What PA will bring

Ideation & Strategy

- Cloud strategy and advisory services
- Cloud readiness assessments
- Cost/benefit and ROI modelling
- Security and compliance by design.
- AI/ML and data strategy (blueprints, operating model, governance) with Responsible AI policy and guardrails.
- Quantum opportunity framing and whole-stack commercialisation roadmaps.

Design & Architecture

- Bespoke enterprise and cloud architectures
- Integration with existing IT infrastructures
- Hybrid/multi-cloud design
- Continuity and disaster recovery
- Data platforms and MLOps patterns
- Security, privacy and resilience embedded by design in technical designs
- User-centred-design
- Secure cross-domain solutions and high-side/low-side integration where required.

Development & Deployment

- Cloud-native engineering
- Containerisation, microservices and serverless
- DevSecOps (CALMR) with CI/CD and automated testing
- Generative AI and Copilot enablement with measurable productivity outcomes and run-controls.

Implementation & Migration

- Data migration and legacy modernisation
- Vendor selection and management
- Infrastructure-as-code with progressive, low-risk cutover.

Operations & Management

- Observability, incident management, SIEM/SOC design
- Performance optimisation and cost management (FinOps)
- Backup/restore
- User training and change adoption.

Innovation & Scaling

- Scalable cloud infrastructure to support growth
- AI/ML implementation and scaling
- IoT integration
- Ongoing innovation sprints and R&D, supported by our Cambridge engineering labs for rapid prototyping and pre-production.

1.5.6 PA is fully equipped to manage any challenges or requirements you may present

Across strategy, design, build and run, PA blends independent advice with hands-on engineering, operating to ISO 27001 and UK government standards, and backed by hyperscaler partnership depth. Whether the brief is modernising a sensitive cloud estate, industrialising AI responsibly, or de-risking a quantum-adjacent programme, we bring the multidisciplinary team to get from idea to reality, safely, quickly, and at scale.

1.6 A Genuine commitment to Social Value

At PA, we believe in the power of ingenuity to create a positive human future. Central to this ambition is our commitment to developing high-quality opportunities that enable individuals to acquire leading-edge skills, all within an environment that supports personal wellbeing and growth. We invest in our people through comprehensive training and development, ensuring they are fully prepared to tackle our clients' most complex challenges and advance their own careers.

We recognise that diversity drives innovation. Therefore, our recruitment practices are inclusive, welcoming individuals from all backgrounds. Every member of our team is empowered to reach their full potential through inclusive policies, processes, and a culture that is continuously improved using robust data.

We are passionate about creating genuine opportunities for those facing significant barriers to employment. Since 2023, our Digital Apprenticeship Programme has offered a Digital and Technology Solutions Degree through the University of Roehampton or Northumbria University. Our apprentices typically include first-generation professionals, college leavers, and individuals from ethnic minority backgrounds, many living in deprived areas. Additionally, we offer summer internships for undergraduates entering their final year, hosted at both our central London office and the Global Innovation and Technology Centre in Cambridge.

Economic responsibility is integral to our purpose. PA is accredited as a Living Wage employer, and where relevant, we ensure that our suppliers and subcontractors are paid at least the minimum living wage. We are also a signatory to the Prompt Payment Code, demonstrating our commitment to fair and responsible payments to suppliers.

Our carbon reduction targets have been validated by the Science Based Targets initiative (SBTi). We have a published carbon reduction plan and are committed to achieving carbon net zero by 2040, in alignment with PPN 06/21 criteria for UK public sector contracts exceeding £5 million. In 2024, we achieved a silver EcoVadis rating, reflecting our ongoing progress in sustainability.

We are dedicated to delivering targeted social value and will collaborate with you to determine the most effective approach for you, ensuring our efforts have the greatest possible impact.

1.7 Security Clearance

PA are fully compliant with industry best practices for information security, which includes compliance with the UK MOD Industry Personnel Security Assurance (IPSA) standard, against which we are independently audited every three years. PA also has multiple sites with FSC (previously List X) where our dedicated in-house Security Vetting team are based. 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/GS007). 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.

1.8 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 [X](#).

Corporate Headquarters

10 Bressenden Place

London

SW1E 5DN

+44 20 7730 9000

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