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Service



Supplier EcoSystem Management Services

GCloud Service Description Document

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Corporate Headquarters

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

Prepared by: PA Consulting

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Contents

Supplier EcoSystem Management Services	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	6
1.5.1 Why PA for cloud, data and AI	6
1.5.2 Cloud capability (assess, design, build, assure, run)	6
1.5.3 AI, ML and data (from strategy to scale)	7
1.5.3.1 Quantum and emerging technologies	7
1.5.4 Cyber security and digital trust	7
1.5.5 What PA will bring	8
1.5.6 PA is fully equipped to manage any challenges or requirements you may present	9
1.6 A Genuine commitment to Social Value	9
1.7 Security Clearance	10
1.8 Next Steps	10



Supplier EcoSystem Management Services

1.1 Short Service Description

PA's supplier Ecosystem Management Services are an innovative and cost-effective way of improving services and VFM in complex cloud sourcing environments with disaggregated delivery models. Our Ecosystem Management Service ensures cooperation and collaboration between service and/or systems integrators, suppliers and customers alike, focussing on challenges in delivering multi-sourced cloud services.

1.2 Key Service Features

1. Immediate improvements to the existing ecosystem
2. Focus on service excellence in the ecosystem
3. Ensuring integration is delivered across the supply chain
4. Insight on performance and suggestions to improve services
5. Sustainable performance through active management
6. Supports and enhances integration / SIAM effectiveness
7. Low investment requirement
8. Fixed price with risk transfer
9. Opportunity to share costs with suppliers

1.3 Key Service Benefits

1. Develops vision and introduces collaboration agreement for the ecosystem
2. Creates structures and frameworks to underpin the ecosystem
3. Monitors and aligns behaviours through an incentive mechanism
4. Operates independently from integration / SIAM function
5. Active management of the supplier ecosystem including in-house teams
6. Rapid delivery of benefits
7. No expensive and time-consuming investment in process/tools
8. Independent and trusted to be impartial by suppliers

1.4 Service Definition

PA's Ecosystem Management Service is an innovative alternative to traditional 'study-report-implement' approaches to implementing complex cloud-based delivery models with disaggregated, multi-supplier ecosystems. Our services introduce a fresh and powerful dynamic, changing the mood, bringing collective focus to the delivery of great service, securing early improvements from Day 1, and providing a catalyst for continuous improvement.

This is what we do:

- Define the basic vision of success (the 'End State') for the ecosystem and introduce a collaboration and cooperation agreement (CCA) to which all key suppliers and the customer sign up;
- Create the environment and structures which underpin the ecosystem, including taking on the independent position of **Ecosystem Arbiter**, a role designed to drive and manage collaborative and cooperative behaviours;
- Monitor and **align** behaviours, apply incentive mechanisms and resolve issues and disputes;
- Actively **manage** the Ecosystem to improve collaboration and through that service outcomes, working client side, supplier side and across all key relationships.



Multi-sourced cloud-based environments and the integration challenges they present require responses which are innovative and different. Traditional responses such as service and/or systems integration functions take time to design, implement and bed in, and unless done with an awareness of the challenges of cloud environments can be inflexible and expensive. As an alternative, our Ecosystem Management Services promote cooperation across your supplier ecosystem in a cost-effective way by focussing on behaviours rather than processes, and dealing with the people, not just the technology.

Our Ecosystem Management Services deliver the following benefits:

- **Immediate improvements** – our approach is hands on, getting things working better from Day 1, so that users quickly begin to see improvements in the responsiveness and quality of services;
- **New dynamism** – by establishing the ecosystem and through active management by the arbiter, the services environment will be shaken up and given a new, collective focus on service excellence
- **Insight** – through working closely with the client and the suppliers and through our Relationship and Integration Effectiveness Assessments, we can provide valuable insight into what is working and what is not. These are the basis for taking specific and focussed actions, client side and supplier side, to optimise services.

The key commercial benefits of our Ecosystem Management Services are:

- **Fixed price** – this is a managed service, providing certainty and predictability;

- **Risk transfer** – the volume of work required to deliver the service is at our risk, providing an incentive to minimise disputes and missed opportunities for collaboration through active management of the ecosystem;
- **Shared costs** – the cost of the managed service can be shared between all ecosystem partners within the ecosystem, making the expense minimal for all concerned.

Our services are ideal for clients who are committed to an improving service management and integration, need to uplift service performance from Day 1, and/or cannot afford a major change programme.

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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