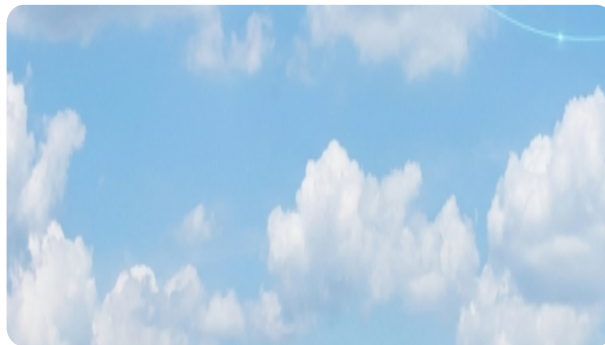
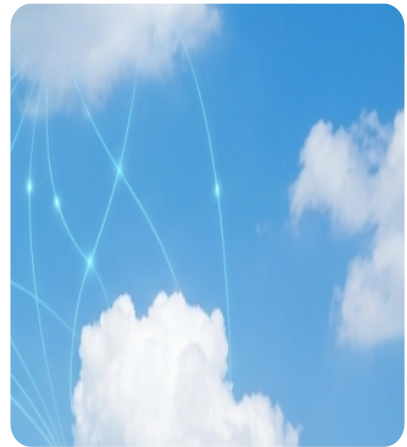




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Defence Sourcing Service Integration (SIAM) Services

GCloud Service Description Document

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Defence Sourcing Service Integration (SIAM) Services

1.1 Short Service Description

SIAM sourcing services help Defence shape, source and deliver cloud integration capabilities. We define the service integration operating model, sourcing strategy and commercial principles, capture business requirements, draft contract content, and develop detailed procurement and transition roadmaps aligned with Defence frameworks, including Knowledge-in-Defence and relevant DEFCONs.

1.2 Key Service Features

1. Embrace the benefits of multi-sourcing, tower model and SIAM
2. Capture the requirements and translate them to technical documents
3. Support the legal team to draft the schedules and clauses
4. Develop 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.

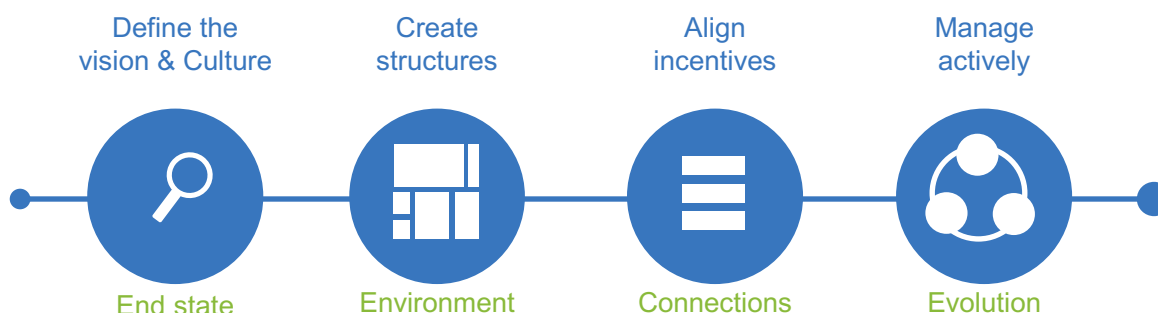
Successful multi-sourced IT environments and SIAM functions need to be founded on a very clear and objective view of what 'good collaboration' looks like and how this behaviour will be measured and encouraged.

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.

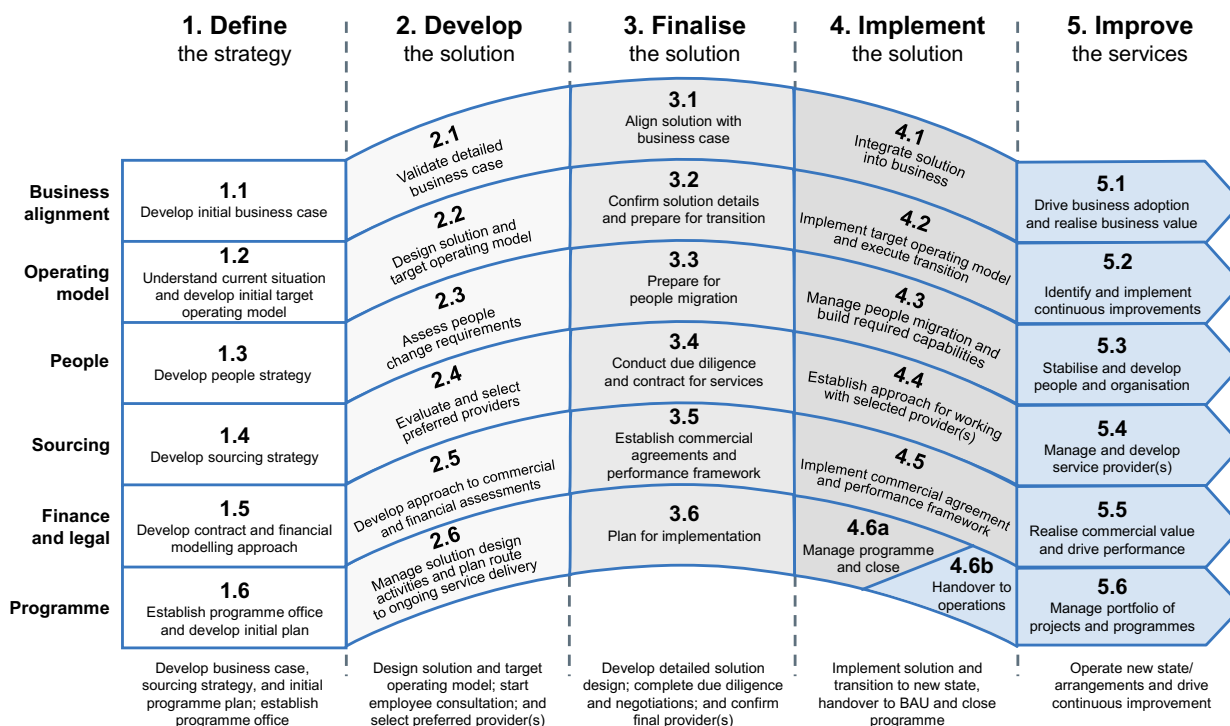
PA works alongside client teams to help develop the concrete vision for the SIAM function (both those parts that will be retained and those which will be outsourced), going to market to select a SIAM partner(s) and transitioning to the new structures. As organisations rarely have a true 'green field' 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 in Defence. 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.

Operating Model 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. 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.	
Statement of Service Requirements 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. We have helped clients to define clear SIAM requirements to deliver end-to-end services in a multi-supplier environment.	
RACI and Job Descriptions 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. We have supported clients with the development of the physical organisation model and associated key job descriptions, the workforce planning and recruitment activities.	
Collaboration Model We have a unique perspective on collaboration in SIAM models and adopt a four stage model to describe the development of collaborative ecosystems. 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.	

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](#).

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