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Service



Learning & Performance Innovation

GCloud Service Description Document

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Learning & Performance Innovation

1.1 Short Service Description

PA's approach to Learning & Performance Innovation is focused on creating learning experiences and sustainable performance for digital and transition to cloud-based solutions. We deliver the full remit of learning and performance client needs: Learning Strategies, Learning Op Model design, learning experience design, and digital learning solutions and platforms.

1.2 Key Service Features

1. Designing Learning through creating memorable experiences
2. Reimagining Digital Learning Design and optimisation
3. Pioneering digital solutions and data intelligence, developing learning infrastructures
4. Learning & Development Operating Models
5. Designing and embedding a Learning Strategy
6. Learning Management System (LMS) improvement
7. Career Development focused Learning
8. Adaptive Learning Solutions
9. Nudging Behavioural Change
10. Creating a Learning Culture

1.3 Key Service Benefits

1. Driving performance improvement through deliberate design and learning cultures
2. Designing bespoke learning solutions to enable cloud-based working
3. Using latest technologies to provide innovative learning solutions
4. Focus on developing a culture of continuous and self-driven learning
5. Memorable experiences of learning together to share and build connections
6. Learner-centric design focused on challenges, not capabilities
7. Sustainable learning resources to aid on the job development
8. Centralised learning platforms to create simple resources and access
9. Enabling organisations to modernise and streamline their learning operating model
10. Develop meaningful and data driven L&D strategies

1.4 Service Definition

Learning and Performance Innovation (LPI) goes far beyond traditional Learning & Development. We help organisations create strategic operating models and capability for skills and learning that responds to business needs while fostering a culture of continuous and self-directed learning. We know that effective learning doesn't happen in discrete sessions dislocated from day-to-day work. That's why we develop learning pathways and fun, engaging experiences that help people learn in the flow of work, making use of bite-sized resources that actually help people do their work, nudge and develop new behaviours, and improve performance on the job.

We recognise that the world of work continues to transform at pace, rapidly adopting digital and hybrid ways of working. This rapid shift is bringing a need for skills to evolve and change – as well as the learning that supports it. Organisations need to create sustainable learning cultures to improve performance, retention and reduce skills gaps. These are increasingly recognised as being more than a 'nice to have'. As the world becomes ever more reliant on digital and cloud-based systems, learning and skills need to be maintained to drive performance excellence.

We help clients create an organisational capability for skills and learning, driven by the learning function, which is strategically deliberate, fosters a culture of learning and enables continuous, on-the-job learning, formally and informally, creating rich and relevant experiences for the learners, utilising technology and overall driven by business value and outcomes.

HOW WE TRANSFORM LEARNING

Our Learning & Performance Innovation team, reimagines learning to shift it into the flow of work, using digital-first experiences that are meaningful and memorable. We help you to create a sustainable culture of self-learning and accountability for personal growth that ultimately improves performance by delivering:



Digital-first learning solutions that enable self-led agile learning. People can access the information they need, when they need it, applying it in their jobs and seeing immediate benefits



Immersive experiences that simulate real challenges, so people can 'learn by doing' and get real-time feedback, improving learning outcomes.



Habit-building digital solutions that nudge people in their jobs and shift longer-term behaviour change

PUT LEARNERS AND PERFORMANCE FIRST

- **Challenges not capabilities:** Learning experiences and resources are more effective when they address real performance challenges rather than capabilities. Start by asking 'how can we help employees tackle this set of challenges?'
- **Targeted content, but open to all:** Personalised learning pathways that direct people to relevant material drives individual performance. At the same time, allowing open access to resources sends a critical message about learning as 'part of the day job'.

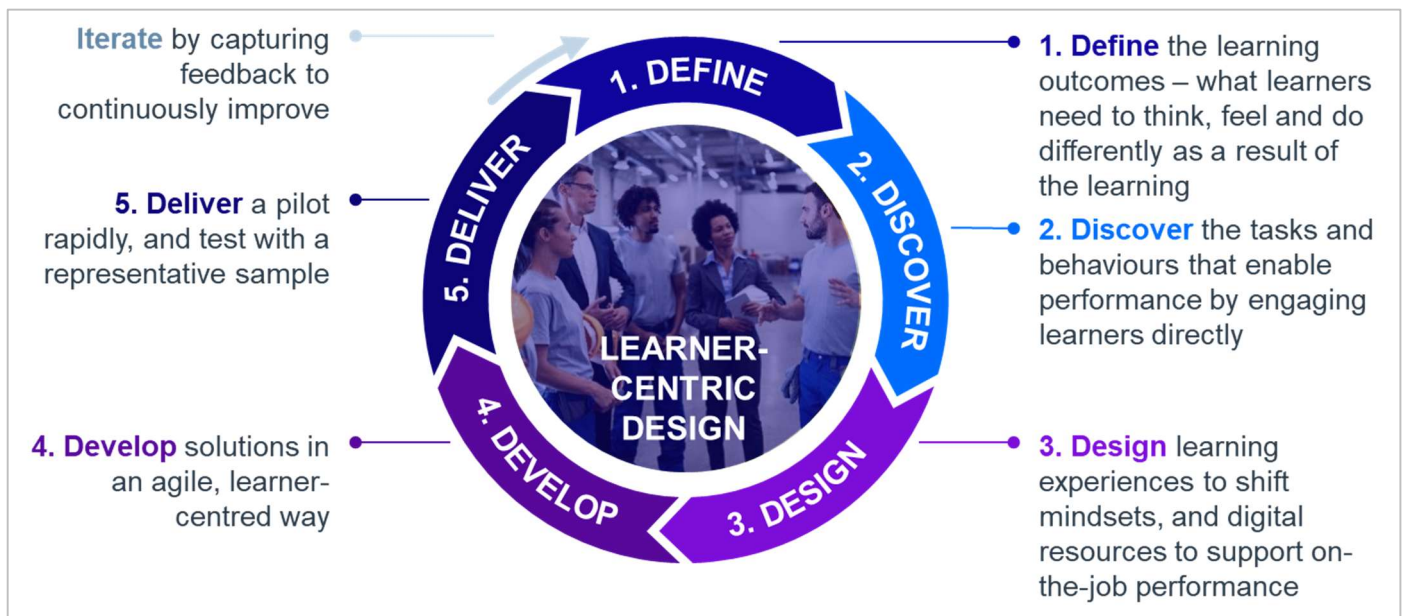
MOTIVATE SELF-DIRECTED LEARNING

- **Experiences not instructions:** Experiences have the power to change expectations and shift mindsets. By designing experiences (not instructing on content), we move from 'content dumping' to connecting with hearts and laying a foundation for new habits.
- **Digital first:** Actual learning is most often informal and done at time of need – wherever, whenever. Prioritise digital to provide effective, just-in-time resources for better performance.

Traditional methods such as classroom or e-learning are no longer working. Learning isn't about testing people's knowledge. It's about giving them the support and information they need to do their jobs well and in a compliant manner – and to make learning a habit that's as natural as brushing our teeth.

Our Design Approach

By putting learners at the heart of the design process we ensure that learning experiences relate to the challenges the audience experiences to create relevant and relatable content as well as resources to help them with their continuous development. We apply our iterative design methodology:



Each of the stages act as 'sprints', enabling the right level of engagement from a cross-section of stakeholders in an agile, iterative format that builds buy-in from learning designers, subject matter experts and sponsors.

To successfully adopt cloud solutions in an agile way, means to work, operate, and behave in ways that are different to what has always been done. This with it comes an increasingly important focus on the shifting requirements and needs for skills, and the learning infrastructure that comes with it to drive performance.

In summary, our Learning & Performance Innovation approach:

We put user performance first. Developing solutions that puts the learner at the heart, understanding their challenges to help them further succeed in their roles.

Understands your digital needs and the evolving landscape of skills and career development to enhance performance surrounding cloud-based solutions

We integrate learning and work within a learning ecosystem that provides both personalised learning experiences and resources that people can access whenever they need them, we can provide a more intelligent, real-time operating environment.

We help Learning functions evolve and enable new ways of learning and operating across the organisation. We help shape the operating models to deliver the outcomes and culture that is required to enhance the skills and learning needs of an organisation.

Applies an end-to-end approach to all learning design thinking and learning culture, helping you realise the required product keeping the learner at the heart of each step of the way.

We can provide expertise in any of the following areas:

Learning Strategy

Learning Operating model

Organisational learning
Self-directed learning
Learning Content Development
Bitesize learning
Digital learning resources
Experiential learning
Learning in the flow of work
Learning solutions
Learning Technology, including:
Learning Management Systems (LMS)

- Learning Experience Platforms (LXP)
- Adaptive Learning
- Employee Experience
- Learning Performance

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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