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IT Business Cases

GCloud Service Description Document

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IT Business Cases

1.1 Short Service Description

We develop both traditional and Agile business cases in line with HM Treasury guidance across all stages of the business case development gateway lifecycle, covering Strategic Outline Case (SOC), Outline Business Case (OBC) and Full Business Case (FBC), to secure approvals for cloud procurements, digital developments and broader transformations.

1.2 Key Service Features

1. Business case development, assessment and improvement for cloud-enabled programmes
2. Iterative Programme Business Case approach for Agile digital transformation
3. Development of cost models based on cloud benchmarks
4. Options appraisals, Net Present Value analysis and affordability assessments
5. Evidence-based packaging and procurement strategies
6. HMT Green Book and Five Case Model methodology
7. Better Business Cases™ (BBC) accredited team, to Practitioner level
8. Understanding of HMT / Cabinet Office (including GDS) guidance
9. Departmental / Cabinet Office / HMT spending approvals
10. HMT BBC training as skills transfer

1.3 Key Service Benefits

1. Large HMT BBC accredited team, providing assurance to reviewers
2. Extensive track record of cloud-based business case delivery
3. Experience of aligning Agile projects with investment approval requirements
4. Understanding of approvals process resulting in 'decision ready' products
5. Relevant for all stages of IT/digital project lifecycle
6. Support for project management, including approvals
7. Cloud market experts who ensure cost models are appropriate
8. Understanding of the cloud market's commercial positions
9. Tailored procurement strategies
10. Commercial expertise to ensure appropriate risk transfer

1.4 Service Definition

PA Consulting Group has deep experience in supporting the development of business cases for digital and IT, and particularly cloud-based, projects and programmes across UK Government, expertly using the HM Treasury Green Book and Five Case Model. We have supported business case delivery across central Government departments and agencies as well as local authorities, police forces, fire and rescue services, education institutions, the health sector and utilities, government regulators and central banks. We have secured approval for major IT projects and digital transformation programmes using the full range of cloud services, demonstrating our detailed understanding of both the methodology and approvals landscape, including Government Digital Service (GDS), the Infrastructure and Projects Authority (IPA) and Cabinet Office.

We deliver cases at all stages of the traditional IT project lifecycle:

- Strategic Outline Cases (SOCs) to identify the preferred way forward
- Outline Business Cases (OBCs) to confirm the preferred option and commence sourcing activity
- Full Business Cases (FBCs) to confirm the right deal is ready to be entered into

An increasing number of projects and programmes are taking an Agile approach to delivery. Rather than the traditional approach of identifying a need, assessing options to determine the right solution, followed by a procurement exercise, many digital transformation programmes need to include several stages, from Discovery through Alpha, Beta and beyond. There is also a greater appetite for the public sector to take a greater role in delivering the solution. This means that there is a need to agree a business case development process and associated approvals to align with these stages. We use an iterative Programme Business Case (PBC) approach to support the delivery lifecycle of these Agile digital transformation programmes.

We also deliver Business Justification Cases (BJCs) for lower value projects not requiring complex procurement processes.

We are expert in HMT's Five Case Model for all stages of business cases, developing the content for:

1. Strategic Cases – setting out the organisational context, current arrangements, case for change, constraints, dependencies, potential risks and benefits.
2. Economic Cases – developing a wide range of options (including the “do nothing” option), appraising them to develop a short list and undertaking cost benefit analysis to establish the preferred option. Expert use of tools including options frameworks, optimism bias and risk adjustment ensure that Green Book principles are adhered to in fully developed economic models.
3. Commercial Cases – setting out the procurement approach, packaging strategy, potential deal (and final deal in the Full Business Case), risk allocation arrangements and accounting treatment.
4. Financial Cases – determining the affordability position, income and expenditure impacts, balance sheet position and cash flow consequences of the preferred option, including detailed financial modelling.
5. Management Cases – setting out the project management arrangements, governance structures, post project evaluation, benefits realisation approach and risk management approach to ensure successful delivery.

Understanding the questions that underpin the traditional structure is critical. Whatever the approach, the core themes of need; value; viability; affordability and deliverability set out in the Five Case Model always remain. A main strength of our work is being able to answer them for non-traditional approaches in a way which is relevant to that programme's delivery approach, at the same time as allowing approvers and assurers to derive confidence in the control of the programme.

We use the full range of technical and commercial expertise to develop business cases. 'Should-cost' modelling is a vital part of the Economic Case and Financial Case at the Outline Business Case stage, and we use IT cloud and commercial expertise to include benchmarked positions and industry knowledge in the development of such models.

We are highly skilled at aligning the business case process with procurement activity. For example, we align evaluation models and financial models so that the Full Business Case quickly, accurately and flexibly reflects the financial commercial deal at the conclusion of the procurement.

We are effective at undertaking detailed knowledge and skills transfer to our clients, including full handover briefings and training on financial modelling best practice and the HM Treasury Better Business Cases™ methodology.

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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