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ARCHITECTURE AS A SERVICE

GCloud Service Description Document

Bringing Ingenuity to Life.
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ARCHITECTURE AS A SERVICE

1.1 Short Service Description

PA's Architecture As A Service provides access to our award-winning Architecture service, rapidly supplying experienced, and cleared Architects, including Enterprise, Solution, Business, Data and Application Architects. We work alongside your team to take on your most complex challenges, deliver your projects and programmes, and develop your architecture capability and community.

1.2 Key Service Features

1. Access to PA's award winning Architecture service
2. A fully managed Architecture service
3. Flexibility to tailor the service to meet your demand
4. Our architects deliver across the full lifecycle
5. Alliances with cloud providers Microsoft, Google, and Amazon
6. Use our experts to build your internal Architecture capability
7. Design, implement and transform your architecture operating model
8. Access to PA's extensive range of services & insights
9. Built in service reporting based on collectively agreed KPIs
10. Draw on a pool of 300+ Architecture professionals

1.3 Key Service Benefits

1. Provide the resource you need for your Digital Transformation
2. Rapid mobilisation using mature, and tested processes
3. Access to highly skilled, and cleared architects
4. We excel at Architecture and use a proven approach
5. Established team that bring a consistent approach, and methods
6. Our service is packaged to deliver business value quickly
7. Access to our unique capabilities in technology innovation
8. Innovation and ingenuity underpin what we do
9. Rapidly drive the success of key initiatives
10. Flexibility, and expertise to tackle difficult technical debt

1.4 Service Definition

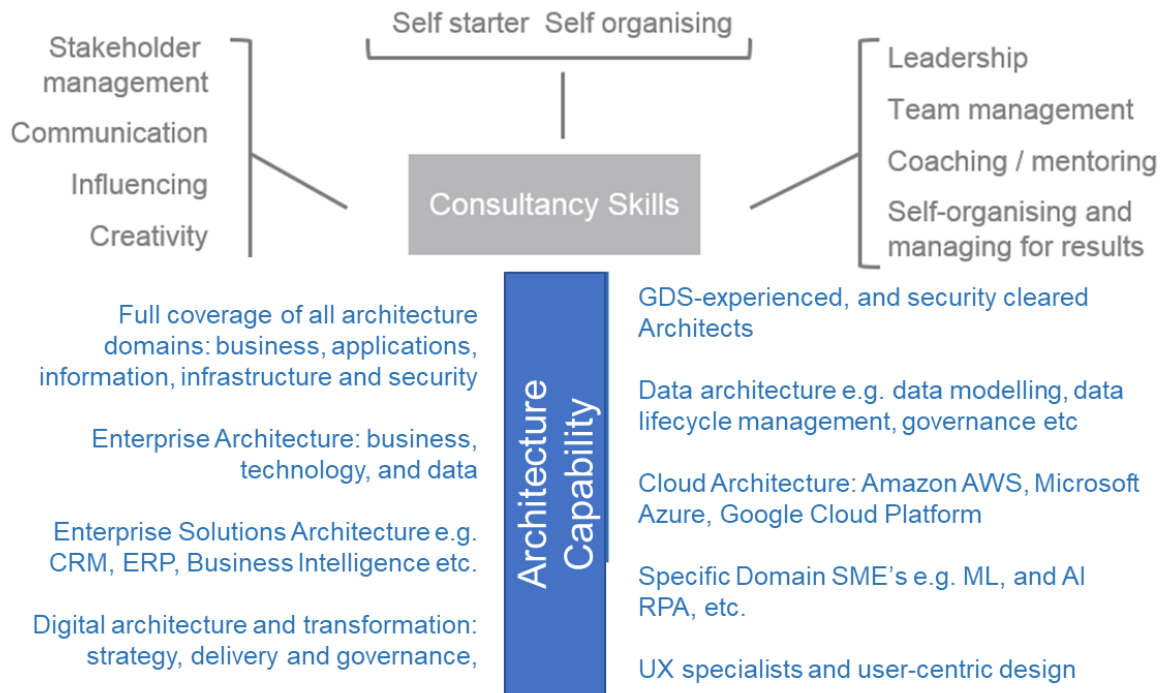
PA's Architecture As A Service provides access to our award-winning Architecture service, rapidly supplying experienced, and cleared Architects, including Enterprise, Solution, Business, Data and Application Architects. Our architects specialise in at least one architecture domain, are comfortable across the full architecture lifecycle, and are technical leaders, equally comfortable presenting to CxOs and developers. Delivered as a fully managed service we couple our people with an innovative commercial approach, under-pinned by SLAs/KPIs which tie our reward to quality delivery. We complement your existing Architecture team working alongside them to take on your highest risk and complex challenges, raise your baseline capability, deliver your projects and programmes and ultimately leave you with the team and tools to do the job without us. We bring a wealth of collateral to enable you to accelerate the implementation of your architecture capability and improve your maturity. This includes, high-level processes, deliverables, templates, job descriptions, etc. We embed access to value-add as integral part of the service, and include a comprehensive service, and quality assurance wrapper with dedicated Service Manager responsible for your long-term success.

- **We provide a architecture capability across the full architecture lifecycle**, including Enterprise, Solution, Business, Data and Application Architects
- **We provide a fully managed service that quickly provides you with the Architecture resources you need** to take on your most complex challenges, deliver your projects and programmes, and develop your architecture capability and community
- **We use an innovative commercial approach**, under-pinned by SLAs/KPIs which will tie our reward to quality delivery
- **We are experienced technical leaders** standing shoulder-to-shoulder with your programme leadership team and we're adept at the wider skills of planning, presentation, stakeholder management, negotiation and communication
- **Our architects have breadth and depth** they are comfortable across all architecture domains and specialise in at least one. They are TOGAF certified and are supported by a wide pool of SMEs.
- **We bring a wealth of collateral** to enable you to accelerate the implementation of your architecture capability and improve your maturity. This includes, high-level processes, deliverables, templates, job descriptions, etc
- **Access to value add as part of the service**, including a dedicated Service Manager responsible for your long-term success, a quality assurance wrapper, and access to PA training (see details below).

PA's Architecture Capability

PA has a large and mature architecture capability. Architecture is a core PA service. We have skills at all levels, across all domains, and all leading technologies and patterns. Our architecture team works across the full lifecycle, from defining the enterprise architecture and transition roadmap through to hands-on delivery.

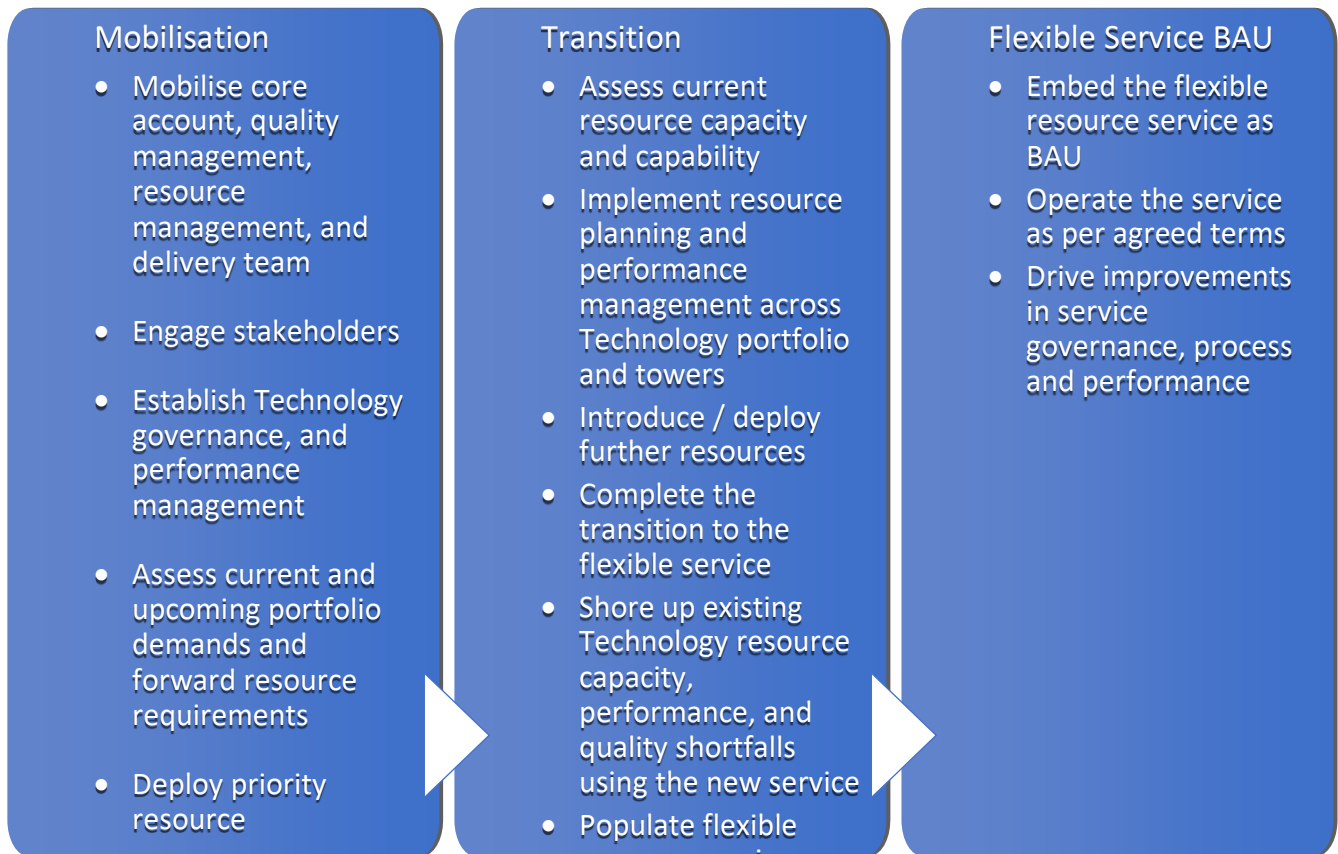
Our consultants have the required technical skills *and* core consultancy skills



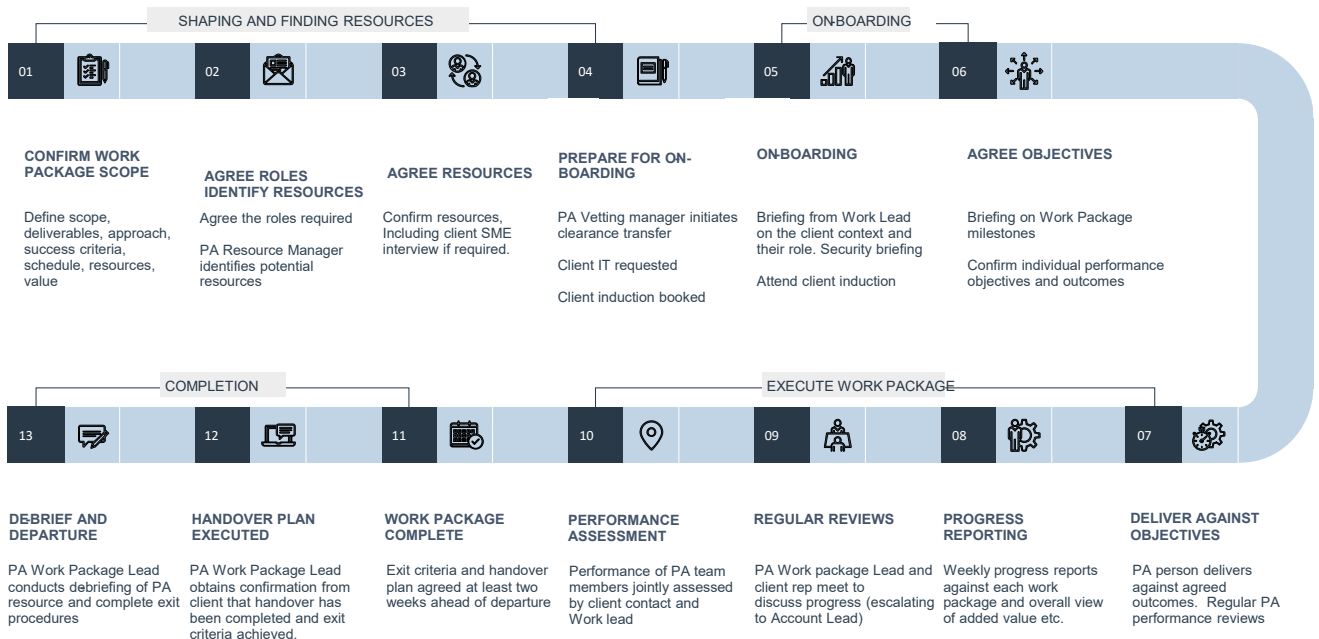
We recognise that the pace of technological change is increasing. In order to stay ahead of the competition, we invest in the development of our consultants through accredited courses and our own internal courses on the latest tools, technologies and approaches.

Delivery the Service: Hitting the ground running

We have defined a three-phase approach to implementing the Design and Architecture service. The figure below demonstrates how this well-tested approach enables us to hit the ground running and be ready for full BAU operations within a quick timeframe. We will start with a mobilisation phase, followed by a transition phase to be fully up and running within three weeks of commencement.



For any resource request we provide a selection of CV's, and once agreed the resources would normally be available to start the onboarding process within two working days. This process is outlined in the diagram below.



Building your Architecture capability

We believe passionately in helping our clients to professionalise their Architecture capability. We have developed our own framework to bring together the best practices in the Architecture

domain. In this section, we have outlined some of the approaches we typically use to work with clients on improving their capability.

- **Delivery of PA's training courses** - we frequently invite clients to attend our training courses and also run tailored versions of these courses for our clients (e.g [Cloud](#), [microservices](#), and [Information Security](#)). In addition to the architecture training outlined above, our accredited course on PRINCE2® as well as courses on change management, presentation skills and coaching may be particularly relevant. We are happy to work with you to look across the full range of courses to understand how this can complement your own portfolio when developing skills transfer programmes with you.
- **One-to-one coaching and mentoring** - we find that many clients like to be paired with a PA "mentor" from within our team, to enable them to discuss specific issues and help to identify additional and on-going areas for other forms of skills transfer such as attending training courses
- **Leadership coaching** - given the importance of the transition programme delivery, it is beneficial to provide tailored support to your leadership teams during the programme period. We can provide senior one-to-one coaching from one of our Partners or accredited coaches
- **Networking opportunities** - we are able to broker meetings with other clients who may have similar issues or have overcome similar challenges, to create opportunities to share and debate issues
- **Access to executive events** - we regularly hold CxO briefing events with recent subjects including IT innovation, strategic sourcing, cloud architecture and agile enterprise architecture.

We have a strong track record of helping clients to implement architecture teams, performing capability maturity assessments, defining improvement plans and implementing updates to improve a clients' function. We have defined an Architecture Maturity Assessment Framework to enable us to gain a comprehensive understanding of the effectiveness of a clients' Architecture function. Our Architecture Maturity Framework is based on 18 different dimensions grouped under four categories:

- **Commitment** – this dimension examines the level of awareness and commitment within the organisation for Architecture both from Senior Management and the Business
- **Capability** – this dimension examines the architecture capabilities within the organisation
- **Support** – this dimension examines the level of support for Solution Architecture
- **Integration** – the final dimension examines to what extent SA is integrated within the organisation, and the maturity of SA governance and compliance.

During the assessment, we also confirm the aspired maturity level across each dimension. Using the current and desired state as reference, we will work with you identify priority areas for the development of your architecture capability and to outline the plan of action.

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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