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Business Analysis and Requirements Management for Cloud Solutions

GCloud Service Description Document

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Contents

Business Analysis and Requirements Management for Cloud Solutions	4
1.1 Short Service Description	4
1.2 Key Service Features	4
1.3 Key Service Benefits	4
1.4 Service Definition	5
1.4.1 Business case development	5
1.4.2 Programme and Project Vision	5
1.4.3 Business process transformation	5
1.4.4 User-centred requirements management for cloud-based solutions	5
1.5 Why PA Consulting Group (PA)? A trusted partner for cloud, AI, and digital technologies	8
1.5.1 Why PA for cloud, data and AI	8
1.5.2 Cloud capability (assess, design, build, assure, run)	8
1.5.3 AI, ML and data (from strategy to scale)	9
1.5.3.1 Quantum and emerging technologies	9
1.5.4 Cyber security and digital trust	9
1.5.5 What PA will bring	10
1.5.6 PA is fully equipped to manage any challenges or requirements you may present	11
1.6 A Genuine commitment to Social Value	11
1.7 Security Clearance	12
1.8 Next Steps	12



Business Analysis and Requirements Management for Cloud Solutions

1.1 Short Service Description

PA's business analysis and requirements management approach for cloud solutions is based on a tried and tested framework to meet the business needs and support the delivery of an effective IT solution. Our consultants are adept at applying this to waterfall and agile project lifecycles, flexing the techniques to match.

1.2 Key Service Features

1. A structured process of business case development
2. Working with key stakeholders to establish a vision
3. Business processes that align precisely with user requirements
4. User centric requirements approach
5. Flexible to fit agile and waterfall software delivery lifecycles
6. Equal focus on functional and non-functional requirements
7. Prioritisation to realise the greatest business benefits first
8. Approach covers user stories and use case techniques
9. Use AI-enabled BA with continuous validation through prototypes and demos
10. Requirement traceability from benefit through build, test and delivery

1.3 Key Service Benefits

1. Approach that recognises the challenges offered by cloud solutions
2. Significant focus placed on non-functional requirements
3. Robust evidence-based business cases that justify change
4. Common programme vision that is central to communications
5. Design processes informed by AI-enabled business service principles.
6. Putting the user at the centre of the requirements
7. Flexible framework to support agile and waterfall project lifecycles
8. Business analysts experienced in working on large cloud implementations
9. Business analysts who bridge the business and IT gap
10. Business analysts with deep sector knowledge ensuring GDPR compliant practices

1.4 Service Definition

1.4.1 Business case development

At PA, we work with project teams and stakeholders to run a structured process of business case development, ensuring a robust evidence base and justification for change to deliver cloud-based solutions.

The distinctive elements of our business case approach include focus on:

- the assumptions and options are credible, clearly articulated and signed off
- buy-in is achieved across a range of internal and external stakeholders, in particular to ensure:
 - changes are driven by business needs
 - the economic and financial arguments are understood
 - benefits are agreed by those responsible for their realisation
 - the purpose of the business case is not subjugated to the process – a business case needs to make a clear argument that satisfies the key questions rather than be a tick-box exercise

1.4.2 Programme and Project Vision

We work with senior stakeholders to define an overall vision for the project or programme to establish a consistent strategic direction which is also used as a vehicle for communication of the changes across the organisation.

1.4.3 Business process transformation

Experience has shown us that designing business processes, cloud-based technology and organisational aspects together is essential to ensure that the different aspects are aligned and will work together to support corporate aims and objectives. PA's Business Analysts know that an organisation can have the best IT systems, the most robust business model, the most lean organisation structure and the most efficient processes, and still fail to deliver to its stakeholders and customers because they are designed in isolation.

Our consultants are committed to - and skilled in helping to document - as-is processes and designing to-be processes that align precisely with user requirements and the opportunities offered by cloud solutions, to ensure that the IT cloud solution supports the needs of the users and delivers the business benefits targeted.

1.4.4 User-centred requirements management for cloud-based solutions

Our requirements management approach for cloud solutions recognises the specific opportunities and challenges that cloud based solutions present. The approach recognises the need to work with the business and end users to explore and understand the opportunities that cloud based solutions enable as part of the requirements development exercise i.e. the constraints of physical infrastructure and user access that no longer constrain how and who will be able to access the solution. Similarly, the approach recognises the need to place greater rigour around the non-functional requirements to ensure that the cloud provider's responsibilities are clearly defined and understood e.g. security and performance as just two of the specific examples.

Our requirements approach for cloud-based solutions is based around four key principles that underpin PA's tried and tested framework to meet the business needs and support the delivery of an effective cloud IT solution.



Figure 1: Four principles of defining requirements

1. **Our approach sets out to gain an early holistic and user-centric view of the business need before clarifying detailed requirements. This will support our client's projects to align to a consistent strategic vision and ensure user needs are core to the delivery of any change. This is achieved by:**
 - **Creating user segmentation to understand the user's perspective** – Initially we perform user segmentation to identify key user groups and define their goals, looking to see if the users differ as a result of a cloud solution. By approaching from a user's perspective, we will develop requirements that support increased user adoption as result of the close alignment to a user's needs and interests.
 - **Understanding the full breadth of the project and programme vision** – Our approach to requirements creation is structured to first capture a broad understanding across the project and programme before delving into the detail of individual functional areas. This will be documented in the form of context diagrams, user segmentation and rich pictures. This enables us to have a comprehensive understanding of where any conflicts may exist early on in the project lifecycle.
2. **Based on our proven techniques to bridge the gap between business and IT, we establish a framework from which requirements can be captured and managed. These techniques will further enhance the IT engagement with the business and ease the sign-off of more complex requirements documentation by business sponsors. This will be achieved by:**
 - **Creating user scenarios based on identified user groups** – Based on the user groups identified, user scenarios are created to describe the journey that a user (both customer as well as internal users) will take to achieve their goals.
 - **Creating straw-man processes to validate the user journeys** – Basic straw-man business processes are drawn (BPMN) to outline in more detail how the users will make

use of the future system to complete their goals, helping to ensure that we have good scenario coverage.

- Using AI to accelerate BA deliverables

3. Applying our rigorous approach, we document, track and manage the requirements based on this framework. This will support our clients to ensure requirements are traced to agreed business benefits, non-functional requirements are not overlooked or paid lip service, and requirements are appropriately prioritised to deliver the greatest benefits sooner. This will be achieved by:

- **Facilitating user led requirements gathering to create use cases or user stories** – We focus on obtaining real user benefits, working with user scenarios as stimuli in group sessions. Depending on the project methodology these sessions are used to identify use cases or user stories which can be elaborated accordingly.
- **Identification of non-functional requirements in parallel** – Too often non-functional requirements are addressed too late in the project lifecycle. Cloud based solutions require additional rigour to ensure that the solution delivers what is required and that the requirements do not just become an extension of the service levels provided by in-house or existing physical infrastructure. Our approach ensures that non-functional requirements are considered in parallel with the functional requirements and that all categories of non-functional requirements are considered as sources of requirements so that the cloud hosting partner can fulfil the business and user needs.
- **User story maps to prioritise requirements** – User Story maps are used to link use cases or user stories together to create an end-to-end scenario that realises some business value. These thin slices allow the business to both prioritise the stories, those that deliver the most benefit, but also validate the completeness of the requirements due to these represented in a meaningful scenario context.
- **Finally, delivering a baselined requirements document set** – Our framework supports the delivery of a baselined requirements set whether they be use cases at the end of an elaboration phase or user stories to form a back log at the end of Discovery phase for Agile projects. These will be a baselined, prioritised set and traceable to the raw requirements and business benefits.

4. Our approach continually validates business needs, to reflect the potential for evolving and changing demands of the business. This will support our clients to continue to manage the requirements throughout the entire project lifecycle and recognise that change is expected and needs to be incorporated into the approach to maximise the business value delivered.

- **Continual validation maintains buy-in and validation** – Through the use of prototyping, walkthroughs and demos, our approach ensures that the solution is continually validated during the build and test stages whilst ensuring stakeholder buy-in. Any alterations to the requirements or design are controlled and managed appropriately.
- **Traceability through build** – Requirements are traced through to testing and delivery ensuring that the build and test stages remain closely aligned to the business needs throughout.

These principles are followed as part of PA's user-centred requirements framework for cloud-based solutions. Our consultants are adept at applying these principles for cloud solutions within both waterfall and agile project lifecycles. The framework and techniques applied are selected to fit with the project methodology and approach such that the right level of rigour and detail is applied to the circumstances. Typically use cases and use case models are adopted for waterfall driven projects and user stories and user story mapping adopted for agile projects. In keeping with our user-centric approach, both would typically adopt personas to establish the context of the users.

Of course, we recognise that our clients may define different techniques or processes and that our approach is not the only way of doing things. We bring these as a starting point and adapt to the existing or emerging client methods and tools.

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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