



# Digital Product Delivery Management

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GCloud Service Description Document

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# Digital Product Delivery Management

## 1.1 Short Service Description

Our experienced digital Product Managers, Delivery Managers and Scrum Masters deliver GDS-compliant projects and programmes at any scale using Agile, iterative approaches e.g. Kanban, Scrum and SAFe methodologies. They work flexibly across policy, business and technical teams and stakeholders to drive the optimum outcomes for your projects.

## 1.2 Key Service Features

1. Our approach is GDS and ISO 9241-210 standards aligned
2. Delivering digital projects and programmes to GDS standards
3. Delivery management across multiple suppliers with one team approach
4. Agile iterative approaches which can be adapted to you
5. SAFe Gold Partner with deep agile delivery expertise
6. Data driven and evidenced delivery that drives continuous improvement
7. Outcomes focussed throughout alpha, beta and live phases
8. Ability to scale from project to large complex programme
9. Collaborative and able to manage and communicate trade-offs
10. Building clients' own delivery management capability, skills and processes

## 1.3 Key Service Benefits

1. Experienced and qualified digital DMs to guide your projects
2. We will drive delivery and the achievement of critical outcomes
3. Gives you the benefits of digital by default delivery
4. Confidence and clarity throughout your delivery
5. Proactive approaches to management of risk and change
6. User and stakeholder buy-in and involvement throughout
7. Our 'one team' approach and methods are practical and pragmatic
8. Comfortable in mixed teams of clients and other suppliers
9. Transferring skills and knowledge to you throughout our engagement
10. Confidence in transitions between alpha, beta and live phases

## 1.4 Service Definition

PA's Digital Agile Delivery and Project Management is driven not just by the experience, methods and tools, but by our commitment to our collaborative principles and ways of working.

We provide Digital Delivery Managers, Scrum masters and Product Managers who typically have a technical background - this builds empathy and trust with the team and allows for constructive challenge of the technical design and approach to ensure it is deliverable. We build an understanding of the end-to-end solution and establish working relationships with team leads in each area (such as Product, Architecture and Test) to deliver against each outcome and objective.

### *Our methodologies*

We will apply the right methodologies and approaches for you, ranging from fast-paced, short projects to complex multi-year, multi-supplier programmes.

- Our experienced PMs / SMs will use the right approach and methodology for the project such as:
- Kanban
- Scrum
- Scaled Agile Framework (SAFe) - PA is a SAFe Gold Partner with 1290+ employees (~50%) having hands-on Agile delivery experience; 370 are engineers well-versed in CI/CD approaches and tools.
- Behavioural Driven Development (BDD)

We are also able to adapt our iterative agile approaches to work with more traditional project management frameworks such as PRINCE2 / MSP.

We have worked on large-scale agile and digital software delivery across all major government departments including: HMRC, HMCTS, GDS, Cabinet Office and FCO.

### *Our Agile Approach*

Our agile delivery methodology operates at portfolio, product and scrum team level reflecting epics, features and stories. Our product manager sets out the features which scrum teams deliver end-to-end into production. This is drawn from a portfolio backlog containing macro-level priorities. A prioritised backlog is associated with each of the portfolio, product and scrum teams, with full traceability recorded in JIRA. If a portfolio epic is re-prioritised, we rapidly translate that into a controlled change in delivery for the scrum teams.

### *Project Management, Reporting Artefacts*

We deliver sprint reporting or reporting at a cadence that suits you. Delivered through Confluence/JIRA, our delivery reporting allows you the ability to drill into the following:

- |                                                                      |                                                    |
|----------------------------------------------------------------------|----------------------------------------------------|
| • Delivery Roadmap incl timeline changes                             | • Defects Dashboard, including resolution progress |
| • Escalations section, surfacing issues for agreement and resolution | • Risk and Issues with status and actions          |
| • Progress of ongoing analysis                                       | • Dependencies                                     |
| • Delivery status per release item                                   | • Change Requests Raised and Impact                |
| • Functional releases delivered                                      |                                                    |
| • Cost and Platform Optimisation                                     |                                                    |

### *Our planning approach:*

Our planning approach is key to maintaining delivery cadence and roadmap commitments while providing flexibility to respond to events and/or take on previously unforeseen work

The key elements of our planning approach are:

- Create prioritised backlogs with key product stakeholders, including delivery estimates for each feature that will form the basis of a product roadmap. Delivery Lead and Scrum Masters will publish the roadmap for transparency, updated at each sprint and tracked at the Delivery Board.

- Scrum Masters will own and manage internal dependencies through PI Planning, scrum-of scrums, delivery working groups and will establish working relationships to identify, plan and align on dependencies. This will provide assurance for stakeholders to align behind a single version of the truth.

To respond flexibly to changing requirements we will:

- Have small batch size of work items and limit WIP (work in process) which means roadmap items can be delivered incrementally and quickly, allowing for re-prioritisation of critical items.
- Use feature switching to enable code deployment, then plan and subsequently test when services are ready, supporting safe release and maintenance of delivery cadence.
- Reserve 10% capacity in our scrum teams to plan for unforeseen change.
- Maintain cross-functional teams and rotate people to remove points of failure, but also allow teams to swarm across product boundaries to address critical issues, as they have code and domain knowledge.

### Activity estimation

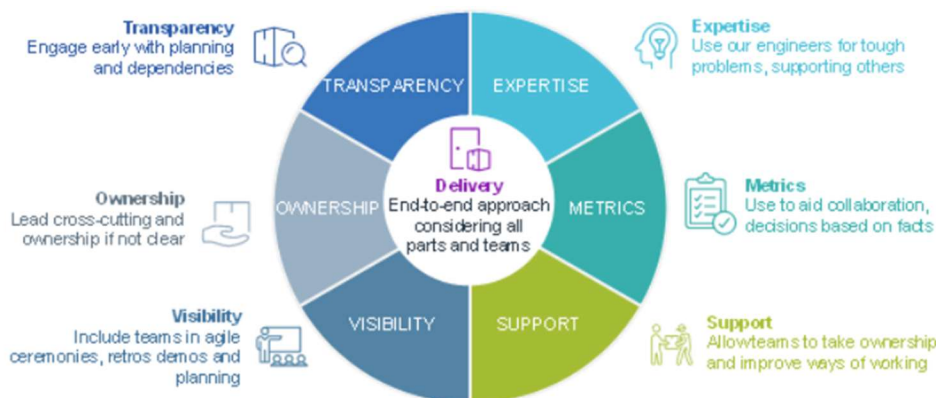
We follow the standard approach to agile software delivery estimation using T-shirt sizing and story points, with the following enhancements:

- The lead BA, TA, Security and Delivery Manager jointly agree the T-Shirt sizing for portfolio level epics ensuring scope, design (including areas of complexity) are clear
- The Product TA, BA, Test Lead and Product Manager agree the T-Shirt sizing and details for product features to ensure sufficient detail exists for the team to be able to estimate stories accurately, ensuring the feature can be adequately tested and released
- The Product BA then develops stories including definition of done, which is agreed by TA, BA and Test lead prior to story points estimation

We treat technical/business features and bug fixes in the same manner through the estimation and prioritisation process, ensuring balance in each release. We use Control Charts to drive predictability in our story point estimation, understanding where stories deviated from what was anticipated to improve accuracy next time and allowing us to be confident in fixed-price arrangements.

### Our One Team approach

The 6 principles of our One Team approach used to achieve this inform our working culture.



To achieve this – our Digital Delivery Managers commit to 6 principles for ways of working that drive collaboration



**LEADERSHIP:** We lead multi-supplier teams by aligning the team behind a shared set of outcomes. We follow a servant-leadership approach to support the team in having what they need to successfully deliver. We do not operate in a silo - we build relationships with stakeholders and dependency owners upstream and downstream of our service to ensure effective end-to-end management.

**PRAGMATISM:** The best laid plans rarely go completely as planned. In planning we may create dependency buffers, typically 1-2 sprints, to allow contingency inbound or outbound. When issues arise, we negotiate the best place to resolve, noting that it may be upstream or downstream to our delivery. By encouraging an outcome focus, our Delivery Managers put all options on the table to resolve issues.

**DATA DRIVEN:** We use standard agile and delivery metrics - such as cycle-time, velocity, release cadence, test dashboards, mean-time-to-resolve etc. - to track team performance and forecast the delivery dates that go into our localised project reporting. We have a broad suite of metrics that we have tailored, as appropriate, to the project and supplier teams we are overseeing. We use this data to drive continuous improvement of the team, in particular focussing on metrics driving delivery predictability (e.g. control-charts), and any blockers (e.g. path-to-production/release pipeline).

**COMMUNICATE WELL:** Clear, accurate, evidence-based communication is a core attribute of our Delivery Managers, and a major feature of their training (which forms part of the value-add offer to your staff development). We establish stakeholder maps and tailor the communications based on audience, project and intended purpose of the comms. We have already established a wide library of templates, tailored by portfolio, for standard governance and ad-hoc briefings that we will re-use.

**CELEBRATE SUCCESS:** Recognition is important to maintaining team morale, particularly in a high-pressure delivery environment. Regardless of the supplier they work for, our delivery managers ensure that both the individual and their leadership team are aware of team and individual achievements. This helps us to integrate with diverse teams and for teams to be more open - empowered resources who know their work is both meaningful and recognised will put the extra effort in to overcome obstacles, going above and beyond to protect delivery timelines.

**TRANSPARENCY:** We focus our team on a fix-first, discuss later approach to maintain delivery momentum, with a working-in-the-open philosophy very much at the heart of what we do. Our Delivery Managers ensure there is a single version of the truth, with clear articulation of progress and risks/issues to be mitigated or resolved, all shared in a single repository utilising Confluence/Jira/SharePoint. We make sure that we use governance forums to inform upwards decision making and hold teams to account in a fair and open manner, building trust between delivery teams and end customers, e.g. Programme and operational stakeholders.

## 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.

### 1.5.4 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.

### 1.5.5 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.

### 1.5.6 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.

### 1.5.7 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](mailto: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.

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Discover more at [paconsulting.com](https://paconsulting.com) and connect with PA on [LinkedIn](#) and [Twitter](#).

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