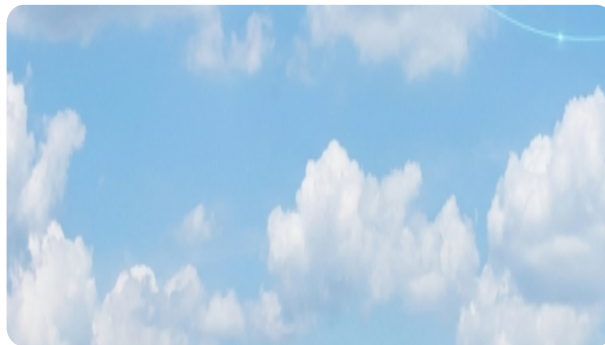
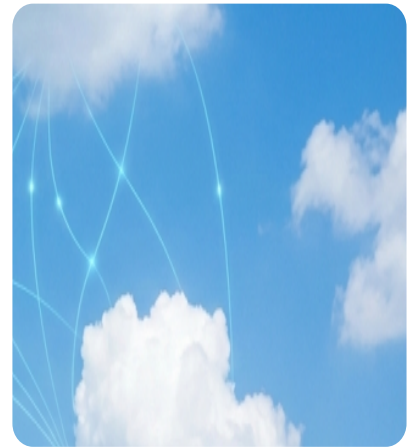




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Commercial
Service



Digital Operations

GCloud Service Description Document

Bringing Ingenuity to Life.
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Digital Operations

1.1 Short Service Description

PA provides managed support services for commercial off-the-shelf (COTS) software and custom, bespoke cloud hosted software. Our comprehensive service includes first, second- and third-line support, application maintenance and defect resolution as well as providing the technologies, tools and processes to significantly enhance and improve the efficiency and quality of services

1.2 Key Service Features

1. Scalable 3-tier support model
2. Centralised UK service desk for all IT services, 24x7 availability
3. Multi-channel service desk, including phone, web, email and chatbot
4. Self-service, self-help capabilities, with remote support for desktop & mobile
5. Optimise supported software through software development capabilities to address issues
6. Robust Amazon, Azure and Google Cloud hosting certified skills base
7. Application, delivery and support using DevOps by default
8. DevOps capabilities (automated testing, deployment pipelines, and continuous improvements)
9. Proactive application security management, Joint service management framework
10. Proven transition and knowledge transfer approach to building inhouse capability

1.3 Key Service Benefits

1. Reduced support cost through fully scalable support model
2. UK based, cleared resource pool including UK based service desk
3. Geography and technology agnostic delivery and support offering 24x7 support
4. Innovative cloud-based for delivering improvements in service delivery
5. Enhanced end-user satisfaction and productivity through conformance to applicable SLA's
6. Easier for users to access and share cloud-based services/data
7. No in-house maintenance of technical support infrastructure
8. Reduced need to maintain in-house skills for delivery and support
9. Building of in-house capability
10. Proven transition and knowledge transfer approach

1.4 Service Definition

1.4.1 A fully comprehensive managed support service

PA provides 1st, 2nd and 3rd line support services for both commercial off-the-shelf (COTS) and custom, bespoke cloud hosted software. Providing a comprehensive range of services including ongoing maintenance, defect fixing, change management and implementation facility.

Service delivery covers the day-to-day work required to monitor and maintain a stable IT infrastructure and operating environment: Activities include:

- IT Service Management (e.g. Service Desk provision, Change Management, Information Security Management, Incident Management, Problem Management) which are all aligned to ITIL best practice.
- Service Cataloguing for the delivery of cloud-based end user IT and digital services in accordance with agreed service levels and service targets
- Effective ticket management through defined configuration management systems which can be used for metric and reporting to provide to stakeholders.
- Application Management, including DevOps, automated testing and deployment pipelines
- Infrastructure Management Services for cloud hosting arrangements across Google Cloud, Amazon Web Services and Microsoft Azure platforms (enterprises using PA's Service Desk benefit from the Partner Status PA maintain with these cloud hosting providers).
- Proactive Application and Security Monitoring (Security focus includes regular penetration testing)
- Focus on Continuous Service Improvement with focus on system enhancement combined with automation and reduction in manual effort.
- BCDR Contingency planning ensuring that systems are resilient and stable

Where required, we will interface seamlessly with existing 1st line support teams in a collaborative manner and can offer training of 1st line staff where required as part of a shift-left process. PA can also offer to take full ownership of application management in terms of performance and configuration monitoring, management and accreditation.

PA recognises that the Service Delivery function is not just limited to effective delivery of IT systems, it is also responsible for ensuring delivery of end-to-end managed services through effective IT Service Management – adopting industry good practices (e.g. ITIL) and delivering;

- Governance controls across the IT ecosystem
- Support for hybrid IT delivery
- Improved service quality
- Insight into IT performance
- Service-based Continuous Service Improvement Plans

1.4.2 Centralised Service Desk

Where required, PA will offer a UK based centralised service desk acting as a single point of focus for all IT services clients to request services and report problems. PA Service Desk utilises ITIL standard processes necessary to ensure service quality. In addition, our centralised service desk utilises a number of tools for service delivery including:

- Service Desk offering flexible capacity for managing volume peaks and lows

- Service Now as a cloud-based, flexible call management tool to log, route, track and report on all logged incidents & requests
- Web based portal, enabling users to log and track their own incidents
- Self-help enabling users to find the information they need and search a knowledge base for resolutions
- Service Level Agreements (SLA) measuring performance of the delivery function.
- Remote assistance tools for desktop and mobile allowing issues to be resolved quickly

1.4.3 Agile approach

PA provides 1st, 2nd and 3rd line support services through a combination of co-located specialists and geographically spread support analysts.

We offer flexible scheduling of support activities to reflect priorities, working in an agile manner to deliver benefit to the end user in the shortest possible time relieving clients of micromanagement of the support team and deliveries.

Standard application maintenance activities including patching and security auditing are handled within the support offering as well as development of application fixes.

Our managed support service can integrate with any change management activities already in place - a full change management process is operated by the support team to ensure Production is safeguarded.

The supported applications are monitored for adherence to corporate policy and any external accreditation requirements. We offer support in accreditation procedures including delivery of Risk Management Accreditation Sets (RMADS) and associated activities. The cost of re-accreditation is minimised by anchoring the activities with the application management activities of the support team.

The support service offers management of third-party suppliers as required from the procurement of hosting, SSL certificates and renewal, domain names and penetration testing – offered both in-house or by a third party as necessary.

Backups are scheduled to give an agreed level of coverage according to criticality and disaster recovery testing can be performed on request but will be tested at least yearly for assurance purposes by the support team.

1.4.4 Flexible reporting

Complete transparency of the managed service is offered through monthly infrastructure and capacity reporting alongside support service activity and high-level application statistics reporting. Typical reporting parameters include both Service Levels (such as response time, resolution time, availability and support parameters) as well as metrics indicating the overall “health of the service” as the basis for service improvement.

1.4.5 Application Support and Configuration

Our support covers both COTS software and bespoke applications. We support both through configuration and resolution of issues within bespoke code. In the case of bespoke code, we conduct elicitation to understand the issue through Root Cause Analysis followed by elaboration and implementation which underpins our approach to Problem Management.

Further development of bespoke applications or software modules is also available with the management of requirement elicitation, elaboration and implementation all handled in-house. Development and configuration are provided through a team of developers and professionals accredited in Google, Amazon or Azure cloud platforms.

Our development capability is provided by our highly skilled engineers based in Belfast - helping reduce total cost of application maintenance. Our engineers can also be co-located if required.

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, standardised 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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