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Service



Insider Risk

GCloud Service Description Document

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Insider Risk

1.1 Short Service Description

PA takes a holistic approach to help organisations develop the framework needed to manage insider threats, be they malicious or accidental. We can assess an organisation's insider risk profile, determine the current maturity of existing security programmes, and help implement pragmatic controls to detect and respond to insider indicators.

1.2 Key Service Features

1. Insider risk maturity assessment tool based on NPSA guidance
2. Risk advice from technical cyber and workplace psychologists
3. Engaging senior stakeholders to ensure commitment managing employee risk
4. Holistic approach to engage the workforce across the organisation
5. Role based personnel risk assessments to determine impact
6. Placing ethics at the heart of insider risk management
7. Review the effectiveness of internal controls for insider risk
8. Pragmatic solutions for protective monitoring
9. Support in implementing counter insider threat controls
10. Preparation for investigating and responding to an insider event.

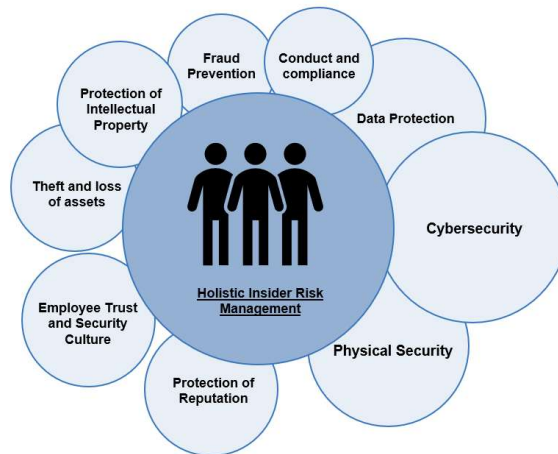
1.3 Key Service Benefits

1. Holistic approach looking at all types of insiders
2. Mitigation of identified people risks
3. Detection and response to indicators of insider activity
4. Reduction of human cyber risk in the organisation
5. Diagnosis of existing insider risk maturity to determine gaps
6. Maturity model assessment to benchmark insider risk management
7. Employee risk owned across the organisation
8. Leadership engaged in sponsoring insider risk
9. Insider risk oversight to keep employees safe
10. Improvement in strength of the security culture of your organisation.

1.4 Service Definition

Organisations tend to focus their protection efforts to external risks. However, insider risks will be prevalent, and a separate approach is needed to manage them. Insider threats are caused by accidental or purposeful actions. Although the purposeful insider is rare, by understanding the drivers of a potential attacker the associated risks become much more visible and mitigating actions become clearer.

PA brings the following expertise to address this unique risk type to provide a wide range of benefits.



1.4.1 An experienced team

PA's insider risk team helped the NPSA author the original national guidance on insider risk; the Holistic Management of Employee Risk (HoMER). Our team combines the best technical security expertise with leading organisational behaviour and culture experts.

Risk assessments

Understanding what security risks the organisation faces is essential for developing appropriate and proportionate security mitigation. We can provide independent role-based security risk assessments which ensure that insider risk management is grounded in an understanding of the relative impact different roles could have if their knowledge and access was wrongly used.

Maturity assessments

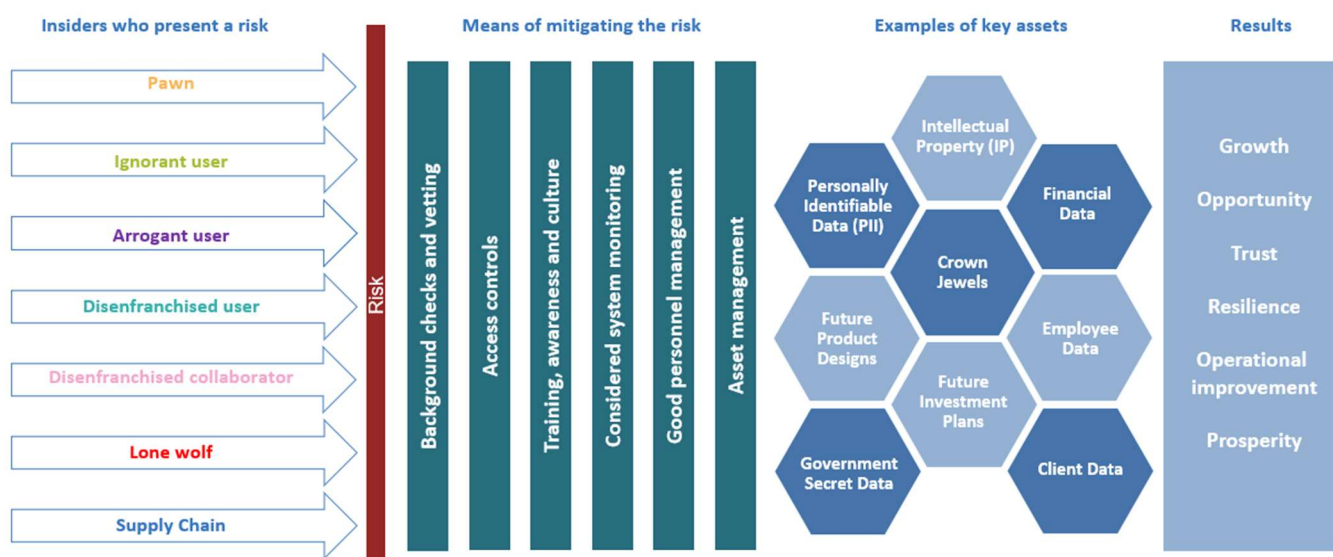
PA insider risk experts have developed our proprietary Insider Risk Assessment tool. This uses over 100 control points to comprehensively assess an organisation's insider risk. The tool captures a maturity assessment of performance against best practise requirements, records notes of the assessment team, captures who was interviewed and what evidence was available. The tool generates an insightful dashboard summarising overall performance against all the requirements areas, covering:

- **Vision, values and leadership** - the value of good and engaged leadership, corporate governance and transparent policies in managing people risk and strengthening compliance.
- **Assess** - the importance of adopting a demonstrable risk-based approach and of having reliable asset, access and identity management.
- **Protect** - illustrates the need for developing compliant policies and procedures for protective monitoring.
- **Respond** - shows the importance of preparing to respond to an employee to minimise damage and retain stakeholder trust.
- **Recover** - recovering from an incident while maximising learning from it in order to improve security.

1.4.2 Framework design

With over ten years' experience working on this risk type, PA is able to help organisations with good practice examples, principles, policies, and procedures which help manage the risk of counterproductive behaviour in the workplace. We know how the holistic use of targeted security measures and interventions (e.g. information, personnel and physical) will help identify high-risk workplace behaviour and reduce the potential of employees carrying out malicious attacks. Our approach to framework design ensures the following (and is illustrated in the diagram below).

- **A risk-based approach:** focus on valuable assets and those who can access them to understand where risks lie to allow targeted investment in protective measures.
- **Holistic people management:** seek input from across the organisation to address the risk effectively. A strong security culture: make the values explicit and build a security culture where employees are committed to safeguarding security.
- **Single accountable ownership of people risk:** ensure that all functions with a responsibility for people risk report to a senior, single accountable owner.
- **Legality and transparency:** transparent policies and informed employees will gain trust and buy-in from stakeholders and strengthen compliance.



1.4.3 Protective monitoring scoping and implementation

Protective monitoring is an important component to managing insider risk. It can be defined as a set of business processes, with essential support technology, that oversees how systems are used to assure user accountability. In its simplest form it places mechanisms for collecting log information to provide an audit trail of defined security relevant events using simple log aggregator/collector tools. In its most complex form, it can be configured to alert for suspicious behaviour and prevent insider activity.

Protective monitoring typically differs from existing arrangements, as most organisations usually implement logging and monitoring in a siloed environment, which consequently misses indicators of people/insider risk. PA, using insider risk management and deep technical experts can help organisations design and implement monitoring to take feeds from multiple sources (typically physical security, technical security and HR) and integrate them to give a holistic view of employee behaviour. During this process we ensure that all monitoring is legal,

ethical and transparent and messaging reinforces the value of monitoring in protecting all employees from mistakes.

Testing insider response

We can draw on our exercising methodology to create highly realistic multi-media driven simulation exercises to take crisis management teams, incident responders or security professionals through a credible scenario to see how they and their plans respond. These are typically half day events which generate considerable findings and recommendations whilst also raising awareness of the specific challenges which would be faced responding to an insider incident.

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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