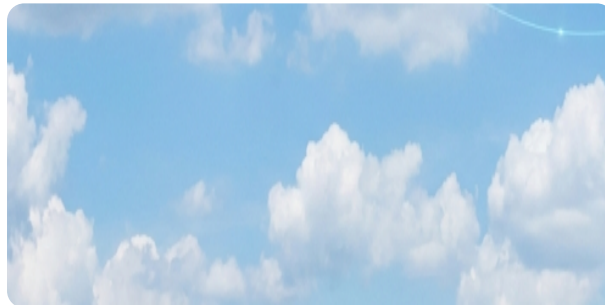




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DESIGNING AND DEVELOPING CLOUD ARCHITECTURE - IT TARGET OPERATING MODEL (TOM)

GCloud Service Description Document

Bringing Ingenuity to Life.
paconsulting.com

Corporate Headquarters

10 Bressenden Place

London

SW1E 5DN

+44 20 7730 9000

paconsulting.com

Prepared by: PA Consulting

Reference: PA RM1557.15

Version: 1.0

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DESIGNING AND DEVELOPING CLOUD ARCHITECTURE - IT TARGET OPERATING MODEL (TOM)

1.1 Short Service Description

Optimised use of cloud can revolutionise business agility and reduce costs, but this relies upon utilising a different Target Operating Model. PA delivers a proven approach for hybrid/cloud solutions including AWS, Azure or GCP services. This enables DevOps agile delivery, harnesses leading edge serverless cloud services whilst ensuring architectural coherence.

1.2 Key Service Features

1. Assessing your existing IT TOM for suitability to cloud
2. Customer model: defining and delivering cloud/or hybrid value propositions
3. Capability mapping: understanding requirements for cloud or hybrid delivery
4. Design principles: shaping a cloud-inclusive IT Target Operating Model
5. Capability model: structuring and sizing resources/skills for cloud technology
6. Financial model: leveraging Cloud FinOps for cost optimisation
7. Business architecture: process mapping to understand your IT function
8. Architecture capability model: assessing maturity and an improvement plan
9. Integration: defining IT organisations to span multiple platforms/vendors
10. Governance: establishing effective control across heterogeneous IT estates

1.3 Key Service Benefits

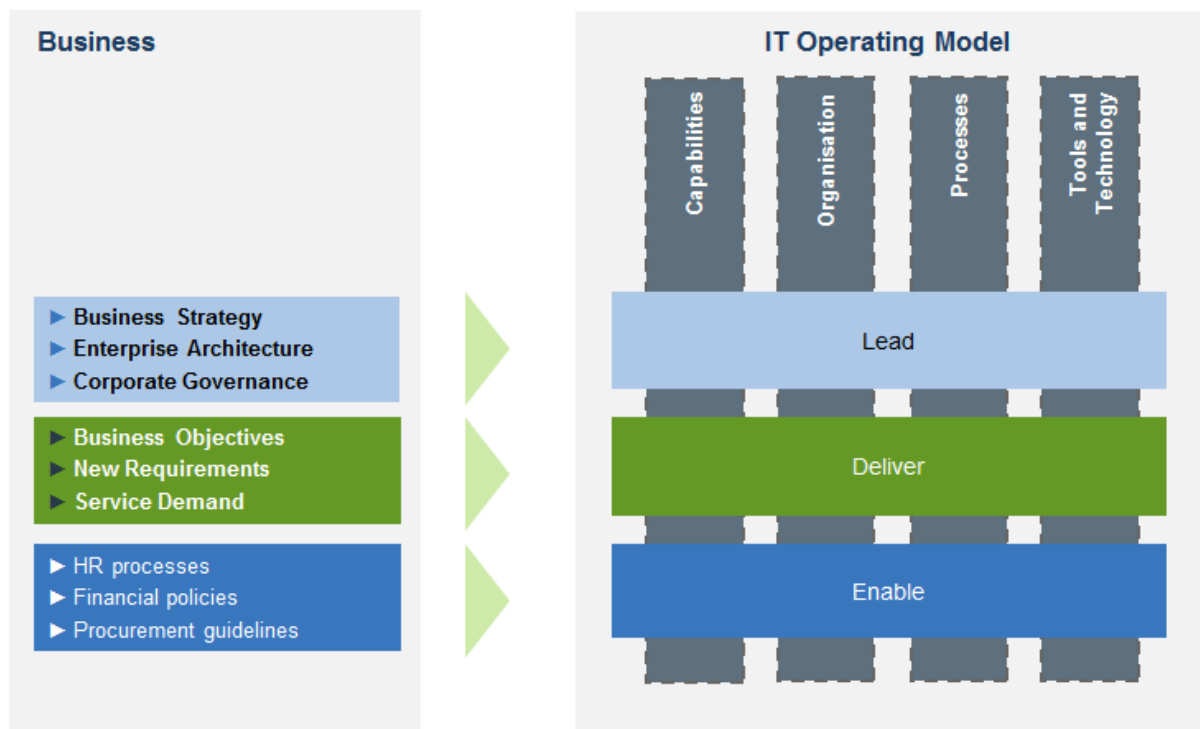
1. Proven IT TOM methodology: using PA's Cloud Governance framework
2. Customer insight: enabling clients to deliver value through cloud
3. Capabilities: planning/structuring resources for cloud and on premise services
4. Integrate cloud, on premise, COTS and bespoke services
5. Risk: identifying and avoiding pitfalls associated with cloud adoption
6. Governance: monitoring and control of suppliers and providing assurance
7. IT roadmap: helping define and manage your project portfolio
8. Run: establishing, managing, and supporting the new IT operation
9. Expertise: drawing on a 300+ pool of Architecture professionals
10. Experience: building on an awarding-winning cloud delivery portfolio across industries

1.4 Service Definition

As the capabilities of cloud technology increasingly become the new normal, cloud proficiency is becoming indispensable for many organisations to remain competitive or realise cost efficiencies in the face of constrained budgets. However, the well-established skills, structures and governance models for on-premise IT services cannot simply be transplanted into a cloud-based or hybrid IT environment: a different approach is needed to manage the increasing diversity of vendors and service types, and the complex organisational and technical integration challenges associated with cloud adoption. Drawing on PA's broader Cloud Governance Framework, our Designing and Developing Cloud Architecture – IT Target Operating Model (TOM) service will help you understand not only how the technology can add value for your business, but also how to organise your IT organisation to operate it effectively.

PA's framework for designing IT Target Operation Models (TOMs) addresses 3 layers of activity:

1. **Lead** - Setting the direction for the IT Organisation
2. **Deliver** - delivery of the IT Services
3. **Enable** - resources to support Lead and Deliver



The framework outlines the following attributes across the Operating Model layers:

- **Capabilities:** the competencies required by an IT organisation to meet its business requirements sustainably, efficiently and effectively
- **Organisation and Roles:** the roles required to deliver the IT capabilities, an organisational structure that these roles will fit into and a description of the working practices and behaviours that will be displayed by individuals filling these roles. A clear RACI model that outlines the role of business and technology stakeholders to deliver and drive the effective use of optimised cloud services.
- **Governance:** Definition of the governance boards and associated Terms of Reference required.
- **Processes:** the structured and repeatable set of tasks that describe how specific activities will be carried out by taking one or more defined inputs and turns them into defined outputs (including the roles required to support this)
- **Deliverables:** A clear definition of the expected outputs products and artefacts.

- **Tools and Technology:** a variety of techniques, systems and machines that underpin IT organisation in getting the most out of its capabilities and processes, thus achieving specific functions and / or tasks with the greatest benefit
- **Services:** a collection of related components fulfilled in support of the organisational processes to deliver the outcome to the customers. Although it comprises a multitude of processes, it is perceived as a single entity

Our experienced cloud architects will start by understanding customers inside and outside your organisation, to determine whether cloud technology can enhance the existing value proposition or enable new ones. We can baseline your current operating model and undertake an architectural capability model assessment. We will define the capabilities needed to support the organisation, identify an IT change roadmap and investigate options including sourcing. Our architects will work with you to establish design principles for your IT organisation, aimed at allowing you to realise the optimum portfolio of cloud and on-premise capabilities and services, also considering the financial model for running an IT function making extensive use of consumption-based pricing. Key to our design for your new IT organisation will be governance – effective monitoring and control – for a more distributed operation with a diverse range of providers and service types.

Having defined and designed your IT TOM for cloud and determined a roadmap for change, our architects will work with you through change planning and delivery of the new TOM and establishment of the new run, drawing on our deep cloud experience to help you and your suppliers avoid the risks and pitfalls often associated with cloud adoption.

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](#).

Corporate Headquarters

10 Bressenden Place

London

SW1E 5DN

+44 20 7730 9000

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