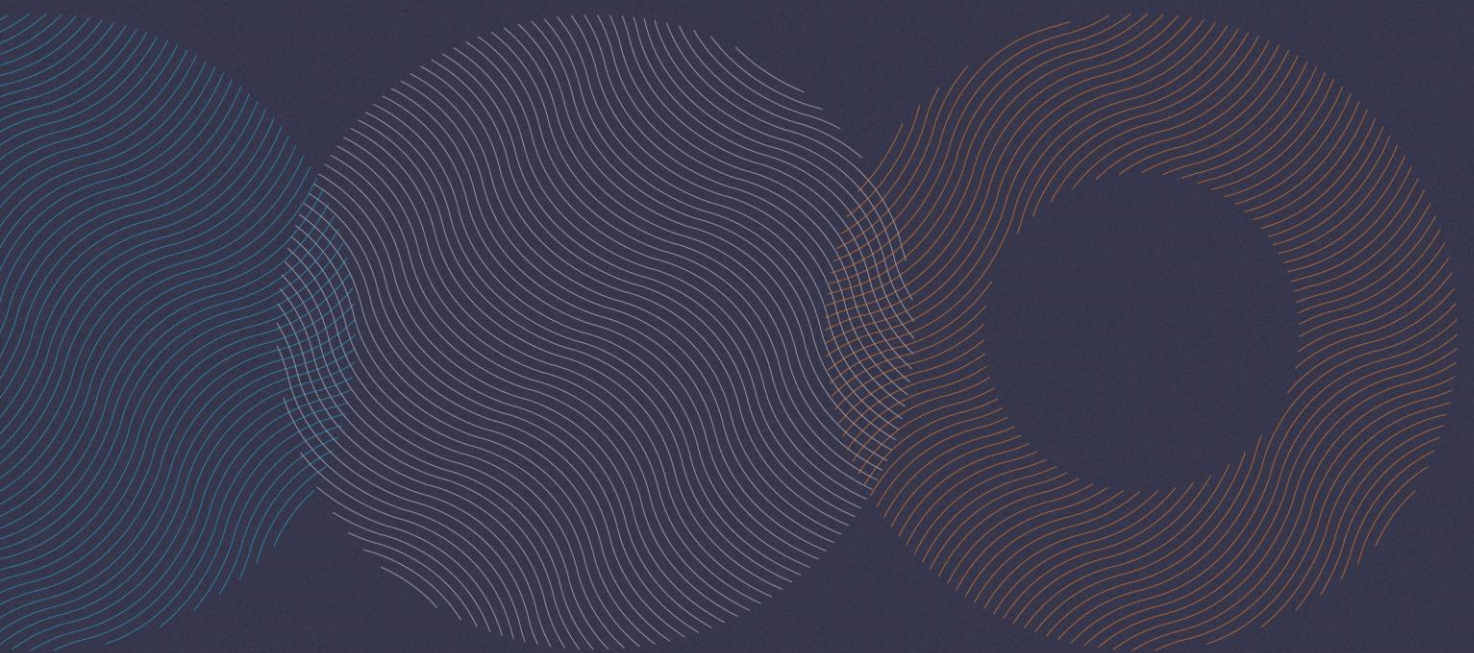


# Cloud Support Service Definition

Ver: v1.0

Date: 18/05/22



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## 1. Introduction

Chaucer is an independent management consultancy established in 1987. We are experts in creating value from digital transformation and data to improve lives.

We are recognised by the Financial Times as a leading digital consulting company. The digital revolution brings an unprecedented impact on traditional operating models. Companies are either disruptors or being disrupted. For over 32 years we've been helping the World's largest companies transform.

The knowledge we've acquired over our journey enables us to help companies continue their journeys - to transform and respond to digital disruption and become disruptors.

We make it happen through four consulting pillars:

- **Transformation Delivery:** we assure success through program delivery, people and culture change
- **Technology:** we help you exploit the right digital technologies to enable your strategy
- **Strategy:** we help you transform your operating model to work in new ways
- **Innovation:** we help you innovate effectively to catch up, keep up and overtake

Our clients include global leaders in highly regulated industries and new digital challengers. We combine our digital transformation expertise with deep industry knowledge in Energy, Life Sciences, Financial Services, TMT and Government to ensure lasting change and competitive advantage.

Our 350 consultants have delivered over 3900 assignments, which have ranged from global, multi-country improvement programmes to specific country/local business initiatives. We are UK-based with the majority of employees based in the UK although we practice across the UK, Europe and the US. We have a strong track record of success over recent years with 95% of our total business coming via repeat or referral.

Our capability is enhanced through our development of specialist tools that transform our clients' success – from innovative tools that increase confidence in a high value drug development pipeline, to data driven change management and GDPR toolkits. This intersect of data; innovative technology and our consulting capability is at the heart of what we do today – enabling us to help our clients transform to capitalise on their data and digital potential.





Our Style	Our Value
All our people have significant consulting and operational management experience and focus on technology and data driven change. Beyond functional and technical competence, our people are strong communicators empathetic to client issues. We truly partner with clients, and where needed share and leave behind our knowledge.	We provide all this to you for an effective and competitive cost, sharing with you the success of our highly efficient business model which leverages the latest technology to enable remote working, knowledge sharing and minimise corporate overheads.

### Use of Subcontractors

We have not listed any specialist subcontractors as part of our services. At this point we are unable to identify any specialist subcontractors that we might use to support delivery of our services as we do not know the details of specific clients' requirements. If there is a specific requirement for niche or highly specialists' skills needed to respond to the clients' needs, we would consider engaging a subcontractor. In that event, we would follow the procedure set down in the Framework agreement / Call Off agreement to seek to add subcontractors to Chaucer capability by securing consent of the Customer under the Call Off agreement.

## 2. Strategy

Chaucer helps organisations build a coherent cloud strategy aligned to business strategy through business process analysis and application profiling. These processes determine the key business applications and their potential for being provisioned as cloud services. Their value and criticality allow selection of the optimal platform – private, hybrid or public cloud – and the analysis of their underpinning technologies and integration requirements enables the design of an integrated set of business solutions.

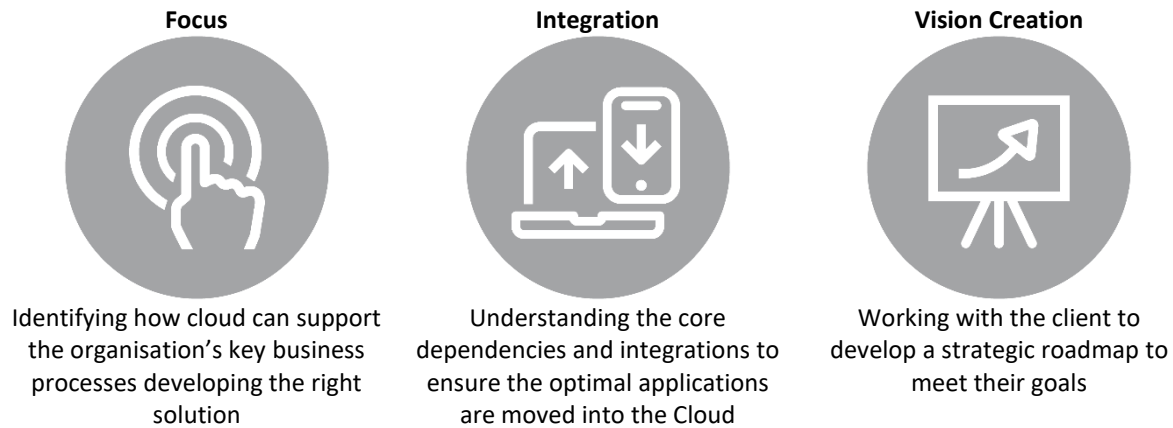
Many organisations already have a good picture of their key business processes. If not, Chaucer can carry out business process analysis which in itself provides a valuable tool for risk mitigation and improvement. Information on business processes is gained through interview, workshop and documentation review. Outputs are in industry standard formats allowing them to be used and developed throughout the organisation.

From the business process analysis Chaucer determines the application functionality which supports delivery of the business process. Often this is a combination of several applications, in-house and outsourced, held together by a 'glue' of spreadsheets and driven by knowledge in the heads of key individuals. Our 65-point profile identifies all the essential information, from provider and licensing through user communities to dependencies and integration capabilities.

The starting point for the strategy development is the overall business strategy. Using a process of goals cascading, strategic business goals are analysed to derive essential supporting information technology initiatives and related business priorities to derive a rational, structured strategy encompassing private, hybrid and public cloud technologies.

### What we deliver

- Cloud Strategy
- Business Strategy
- Strategic Roadmap
- Data Governance
- Business Model Transformation
- Strategic Options
- Responsible AI
- Application Profiling
- Solution Analysis
- Data Strategy
- Prioritisation & Selection
- Cyber Strategy

**Key Benefits**

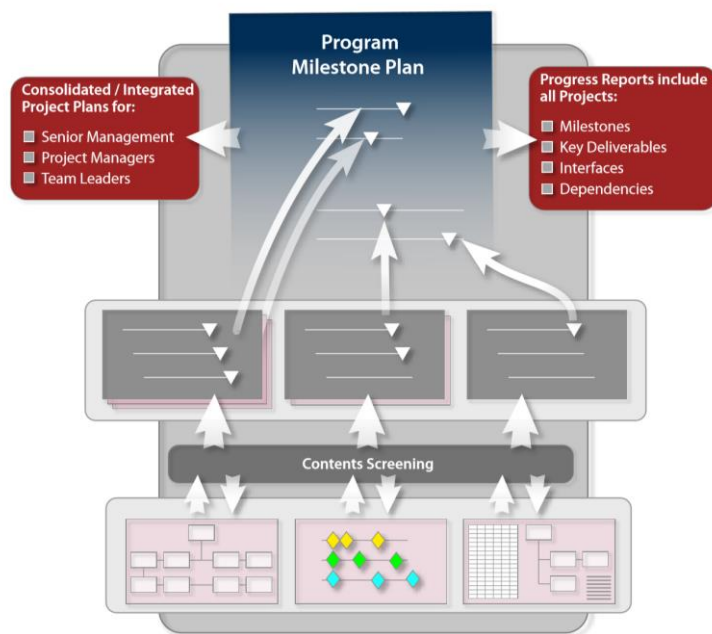
### 3. Planning

The journey to the world where users are empowered by the Cloud Operating Model to provide and consume services efficiently and securely in an environment where automation means reduced lead times for new commercial opportunities has long been underway. With the rise of Cloud computing, which has taken place over the last few years, many of our clients have asked us to support them with their Cloud transformation projects. Chaucer's clients have found that by moving most of their applications to the Cloud, efficiencies have been created in both flexibility and cost.

Cloud is not just a change of technology; it includes massive organisational change. Given this, Cloud based projects require solid planning. Chaucer has tried and tested planning methodologies to suit all levels of Cloud projects to ensure that they are delivered on time and on budget.

Lack of adequate planning is the single most common cause of project failure and this is why, at Chaucer, we have made it one of our core services to our clients. Cloud planning will provide for 1) the delivery of smaller teams with more autonomy, 2) iterative development, 3) change in process to ensure a quicker speed in delivery 4) space for the organisation to fail fast and gain organisational learning which is critical for the advancement of technology. Chaucer will support its clients in their ultimate goal to 'go digital' by helping them set clear priorities, understand strategic accelerators and distinctive capabilities, and then focus on value to be delivered and the operational effectiveness.

Planning covers a wide range of standard activities that Chaucer can support in order to help clients define business cases, Milestone Plan (Executive) Progress Tracking, Resource Scheduling, Detailed Planning & Forecasting, Risk & Issue Management and requirements through our project planning capability. In addition to the basic planning offering, Chaucer can offer the more specific planning activities that come with the Cloud based project including enterprise architecture, security, data privacy and compliance, and identify which parts of a legacy system or infrastructure can be migrated to the Cloud.



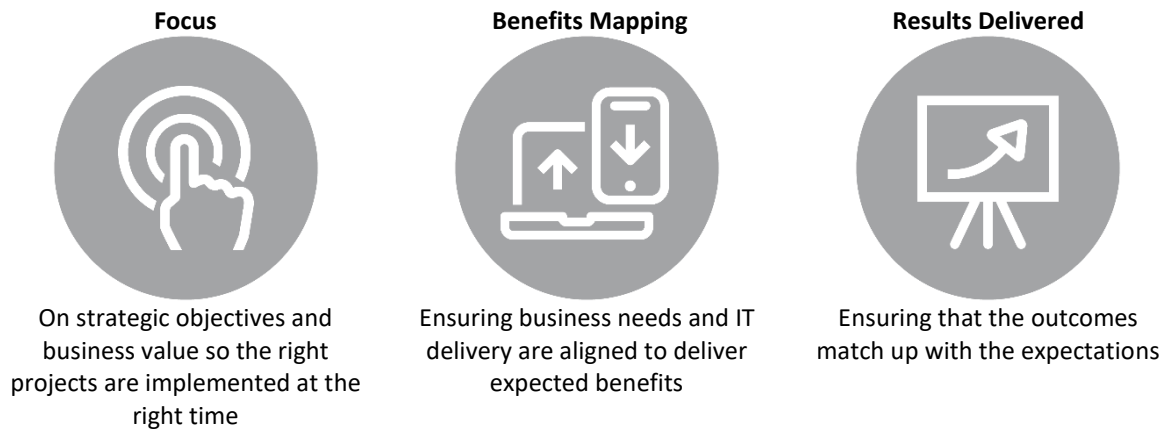
The Project Plan is a proactive driver for the project. It must accurately reflect where the project is going and must contain all the work scope and show the project objectives clearly. It needs to include any interfaces and interdependencies but at the same time it must be efficient, and it should be capable of being a visual timeline of the project, depicting clearly all key events & milestones. It is also a great communication tool!

Cloud projects require effective stakeholder engagement to clarify priorities and develop common understanding of current and future states. Selecting the right Cloud projects, aligning the pace at which they run and refining their scope can maximise the value of the portfolio as a whole when economic and other external conditions change.

Chaucer will work closely with stakeholders to build a robust project plan that will show clear progress that the clients will have confidence in.

#### **What we deliver**

- |                                   |                          |  |                              |
|-----------------------------------|--------------------------|--|------------------------------|
| ▪ Detailed Planning & Forecasting | ▪ Resource Scheduling    | ▪ Quantitative Risk Analysis & Modelling | ▪ Prioritisation & Selection |
| ▪ Milestone Plans                 | ▪ Tracking and Reporting | ▪ Benefits Management                    | ▪ Strategic Options          |
| ▪ Dependencies management         | ▪ Issue Management       | ▪ Planning                               | ▪ Strategic Roadmap          |
| ▪ Cyber Capability Plans          | ▪ Risk Management        |  |                              |

**Key Benefits****4. Architecture**

“We need to move to the cloud” but which cloud? And what do we need to move? And how? Developing a coherent set of answers to these questions demands an insight into the organisation’s business processes and the applications which support them. Chaucer creates these answers through its Cloud Strategy proposition and uses them to define cloud architectures which work for the organisation in question. Such architectures typically use a range of cloud resources – private, hybrid and public – and an underpinning integration environment of middleware and network connectivity, the whole being managed and supported by a redefined operating model as the levers of control move from technological to contractual.

A 65-point profile identifies all the essential information on business applications, from provider and licensing through user communities to dependencies and integration capabilities. This enables development of an application classification scheme to determine which applications are suitable for which cloud platforms. As a by-product it also identifies legacy applications that can be replaced by cloud services.

Moving a core application from legacy infrastructure into a cloud service, be that internally or externally provided, or replacing an on-premise system with its SaaS-based equivalent, has potential impact network traffic and end-to-end business process integration. Our application profiling identifies these dependencies/impacts and sets criteria for selecting hybrid integration products and re-structuring networks.

An IT organisation which manages on-premise systems needs to adapt to run cloud-based services. Future operating model design has to take into account the Cloud Architecture. As well as new technologies delivering orchestration and integration, the controls over services change for capacity and performance management to contractual conditions and SLAs. Chaucer assesses the current organisation against industry models and builds a future operating model for implementation alongside the technical architecture.

**What we deliver**

- |                                |                           |                          |                              |
|--------------------------------|---------------------------|--------------------------|------------------------------|
| ▪ Cloud Architecture           | ▪ Enterprise Architecture | ▪ Solution Architecture  | ▪ Application Categorisation |
| ▪ Infrastructure Consolidation | ▪ Network Architecture    | ▪ Target Operating Model |                              |

- Security Architecture

### **Key Benefits**

#### **Solution Direction**



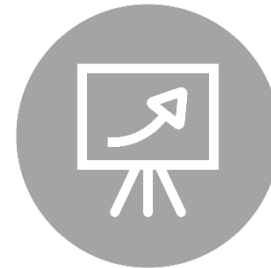
Identifying the appropriate solution to build based on your business needs

#### **Wider Infrastructure Considerations**



Investing in the complete architectural stack provides a more seamless experience for the end user

#### **Supporting the key applications**



Working through the business strategy, applications can be identified with supporting infrastructure to ensure business strategy is fully met

## **5. Set up and Migration**

The journey to the world where users are empowered by the Cloud Operating Model to provide and consume services efficiently and securely in an environment where automation means reduced lead times for new commercial opportunities has long been underway. With the rise of Cloud computing which has taken place over the last few years, many of our clients have asked us to support them with their Cloud transformation projects. Chaucer's clients have found that by moving most of their applications to the Cloud, efficiencies have been created by increasing flexibility and reducing costs.

Effective set up of Cloud services puts value first – to match and enable business strategy. Cloud isn't just a change of technology; it includes massive organisational change. Chaucer helps organisations manage the business of Cloud services set up and migration through an integrated view of technology, cost, performance, supply and demand. During the set up and migration our focus remains on 1) Enabling Innovation, 2) Increased Efficiencies, 3) Quicker Speed of Delivery and finally, 4) Value Realisation.

Migrating to the Cloud at scale is a complex challenge, with risks to both business continuity and other existing programmes taking place across an organisation. In many organisations, some of the applications will not gain real value from migrating without additional investment-led changes over and above the basic 're-hosting'. Another challenge is to ensure a smooth transition to, and utilisation of the Cloud. The limitations in skills and capabilities need to be addressed, and users must be prepared, through communication and support, for the changes the new Cloud Operating Model will bring. Migrating to the Cloud, whether the public, private or a hybrid of both, can be a complex activity, and Chaucer can support through all the risks and challenges that will possibly rise in areas such as cyber security, business continuity and stakeholder buy-in.

Chaucer will work collaboratively with you to plan the journey through Cloud services migration that maximises value and minimises risk through organisational alignment and readiness. Our approach starts with building deep knowledge of service users and the implications for service design and Cloud services migration strategy. Chaucer's approach to Cloud services set up ensures strategic fit, the right business case, effective sponsorship, engagement of the whole business and readiness for change.



Chaucer has strong, established, programme and project management capabilities that are being used within public and private sectors. We are confident in our ability to set up governance, build integrated plans, instil collaboration on risks and dependencies, report on costs and adopt meaningful reporting for the Contracting Authority. We have a strong process for defining and reporting metrics for our performance which will be agreed at the onset with the client.

A vital element of programme management is the identification and management of both interfaces and interdependencies. Chaucer has developed a methodology for this aspect of programme and project management. This is particularly important during the early phase of a programme as it supports project and work stream definition and planning. Initial project decisions are vital in respect to saving costs further into the project and in keeping costs under control. Remedies or changes become increasingly costly as a project/programme progresses.

Chaucer has vast experience at establishing PMO structures at the portfolio, programme and project level to ensure that the programme's implementation always supports the overall goal and objectives and that everything is planned and co-ordinated in order to optimise performance across the whole programme and to ensure timely and effective delivery of the program benefits. A PMO co-ordinates and prioritises activities and resources across the programme, projects and/or work streams.

Chaucer's transition management approach focuses on results and sustainable opportunities for streamlining and strengthening your operations to maximise business value. Our approach is supported by rigorous project and change management, effective business engagement and strong governance.

#### **What we deliver**

- |                                   |  |  |                               |
|-----------------------------------|--|--|-------------------------------|
| ▪ Set-up and migration management | ▪ Organisation Design                  | ▪ Agile Delivery & IT Project Management | ▪ Service Transition          |
| ▪ Deployment Management           | ▪ Change Management                    | ▪ Day 1 Go-live planning and Execution   | ▪ Design to Operate           |
| ▪ Transition Management           | ▪ Transition Management                | ▪ Resource Management                    | ▪ End-to-end Service Delivery |
| ▪ Service Management Design       | ▪ Knowledge Transfer                   | ▪ Stakeholder Management                 | ▪ Due Diligence               |
| ▪ Secure by design                | ▪ Cutover Management                   |  | ▪ Business Readiness          |
|                                   | ▪ Governance Design and Implementation |  |                               |

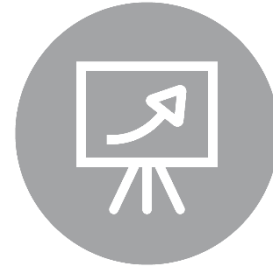


**Key Benefits****Organisational Alignment**

Deployment is supported by the right business case, business-wide engagement and effective sponsorship. Organisation design, people, process, data, communications and metrics are ready for the journey.

**Value Optimisation**

Alignment between portfolio and business strategy links Cloud costs to value and reduces risk. Forecasting that incorporates real data, trends and business strategy enables Cloud services supply and performance to be optimised for business value.

**Continuous Improvement**

Sustained value creation through embedded agile processes and behaviours that simplify and modernise on ongoing basis. Insight into how decisions affect cost, service and quality enables leaders to focus on business strategy and growth.

## 6. Transitioning

We have our Cloud Strategy, and from it we have defined our Cloud Architecture and our Future Operating Model. Now how do we get there?

Transitioning even a portion of the application portfolio to the cloud is non-trivial. Chaucer has experienced programme managers who are used to driving the multiple workstreams needed to ensure a successful transition across the technology, process and organisation.

The strategy has set out the goals, the architecture has defined the solutions; now we need a supplier to provide them in line with our architectural principles and future operating model. Chaucer has many years of experience in driving procurement processes to ensure a successful outcome through a full RFI/RFP, the essential elements and a clear definitions of service requirements and expectations.

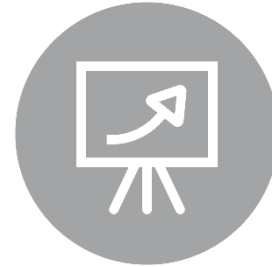
An IT organisation which manages on-premise systems needs to adapt to run cloud-based services. This can be a major cultural change, as well as having potential personnel and legal issues. Chaucer's consultants are well versed in the possible pitfalls of such as major change. Our change framework, developed from more than three decades of experience, guides our clients through these challenges. Working with the HR and Legal departments, we can migrate the IT organisation from a hands-on, event-driven culture to a service-orientated delivery-focused business enabler.

**Key Benefits****Organisational Alignment**

Deployment is supported by the right business case, business-wide engagement and effective sponsorship. Organisation design, people, process, data, communications and metrics are ready for the journey.

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**Continuous Improvement**

Sustained value creation through embedded agile processes and behaviours that simplify and modernise on ongoing basis. Insight into how decisions affect cost, service and quality enables leaders to focus on business strategy and growth.

## 7. Training

Training is essential to a successful Cloud migration. It is an activity that easily can be taken for granted within projects, or left to the last minute, as everyone is focused on the final delivery - at Chaucer, it stays at the top of the list. Chaucer will work with the client to carry out the initial needs assessment, as well as the full end-to-end training requirements; from training needs analysis, all the way through to post go-live refresher training and continuous improvement methods.

The upskilling of an organisation is crucial to consider before commencing a Cloud migration project. A change such as this will affect many, if not all, in the organisation and there are several aspects that will require attention from a training point of view; mindset, ways of working, behaviours, skills and capabilities – the list is long. Chaucer can carry out a needs assessment to determine whether and where training intervention is required. A further training needs analysis will enable the development of a robust and realistic training strategy, which is preferably done in collaboration with the organisation to ensure the planned training methods are in line with the company culture. Training curriculums can be tailored to various roles or project workstreams, and some training may be standardised across the organisation or project.

Chaucer provides training on various topics; general concepts of Cloud computing, deployment, architecture, security and, relationships with other areas of information management, or more specifically on Microsoft Office 365, SharePoint, SharpCloud etc. Chaucer can also provide the trainees with the context and importance of the training in organisational change, building the incentive for participation and engagement.

Launching the training with the fundamental concepts to project managers, IT, and early adopters before migration commences is beneficial as it enables a common ground and understanding of the change that will occur. It will also contribute to clear and confident communications and support the programme from the start, which is needed to keep rest of the organisation positively engaged and to reach the organisation goal.

Chaucer will deliver training in accordance with the curriculum as developed in collaboration with the different project workstreams, and will continuously educate the various stakeholders throughout the

duration of the project. A flexible approach to training methods can be taken to ensure its impact and efficiency is maximised. Training plays a key role in fully realising the end benefits of Cloud computing; an often-cited reason for lag in visible benefits or unrealised potential is the lack of Cloud capabilities within the organisation – this is one of the reasons Chaucer’s emphasis on training is strong.

The combination of Cloud migration expertise with extensive Change Management and Digital Transformation experience ensures that the solutions provided are robust, capable and tailored to provide the training that can enable the smooth transition to Cloud working.

Chaucer use standard training methodologies to support clients with their training requirements:

1. **Strategy** – Work with the client to understand the business objectives and the project approach to build the training strategy and agree with the client.
2. **Curriculum** – Analyse training needs, prepare the curriculum and produce the necessary training materials.
  - **Deploy** – Deliver the training through the agreed method, which could be f2f, virtual, e-learning, webinars, etc.

#### What we deliver

- |                           |                         |                        |                          |
|---------------------------|-------------------------|------------------------|--------------------------|
| • Change Needs Assessment | • Training Planning     | • Train the Trainer    | • Quick Reference Guides |
| • Training Needs Analysis | • Awareness Training    | • Coaching             | • User Guides            |
| • Training Strategy       | • End User Training     | • E-Learning           | • Training Manuals       |
| • Training Curriculum     | • Training Coordination | • Knowledge Management | • In-house University    |
|                           | • Cyber Security        | • Data Protection      |                          |
|                           |                         | • Data Ethics          |                          |
|                           |                         | • Responsible AI       |                          |

#### Key Benefits

##### Organisational Alignment



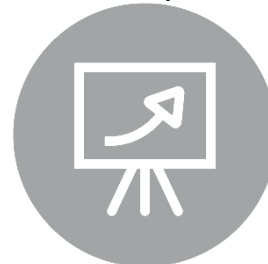
Ensuring that everyone has the right level of knowledge for their role.

##### Knowledge Retention



Service providers are effectively involved in the training process and ready to deliver a high standard of service from Day 1.

##### Continuous Improvement



Providing advice and methods to enable organisations to track and further develop skills as the processes mature and evolve.

## 8. Case Studies

The case studies below demonstrate what you experience when working with Chaucer.

### Accelerating a Public-Sector organisation to Cloud Adoption

The Challenge	Where Chaucer added value
<ul style="list-style-type: none"> <li>A Public-Sector organisation planned to exit a legacy (24-year-old) datacentre contract and deliver on their new 'Cloud First' strategy by migrating their on-premise applications to the Cloud.</li> <li>A Hybrid Cloud Services function was developed using agile methodology to establish foundational services enabling consumers to migrate applications to AWS and Azure public cloud services.</li> <li>In parallel, applications that were deemed private and critical were managed via a traditional waterfall approach to improve security.</li> <li>Chaucer were engaged to create an operating model and the transition steps that were required to enable fast paced Cloud delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Undertook requirements analysis interviews with multiple senior stakeholders and programme leads, to determine the as-is situation and identify immediate priorities.</li> <li>Established and standardised product and service releases to bridge the gap between development teams and cloud service line customers.</li> <li>Scoped and created user guides, enabling customers to use Cloud Service, which included public cloud, on premise hosting, networks, datacentre management and hardware asset management.</li> <li>Improved customer understanding of Hybrid Cloud Services offering through the development and execution of a communication and engagement documentation plan; covering interactions and support required across the customer journey.</li> <li>Conducted a Training needs analysis to tackle the gap in skills to identified roles and worked with Cloud providers to develop training courses to up skill resources.</li> </ul>

### Cloud Operating Model Design & Implementation – Public Sector

The Challenge	Where Chaucer added value
<ul style="list-style-type: none"> <li>A central government department had an identified need to reduce their IT infrastructure by migrating applications to the Cloud.</li> <li>A Hybrid Cloud Services function was developed focusing on the creation of hosting platforms to allow the migration.</li> <li>Within the department, a traditional outsourced ITSM/ITIL model was operating; however, this was not suitable for a digital solution and lead to the ambition of an SRE support function being created.</li> </ul>	<ul style="list-style-type: none"> <li>Built relationships with various stakeholders and programme leads to understand the as-is way of working and assessed the scale of change needed.</li> <li>Produced level 2 and 3 detailed operating model documentation focuses on; people, process, technology, governance and structure.</li> <li>Provided guidance on the building of an SRE function and the transition to this function from traditional ways for working.</li> <li>Defined the SRE specific process from on-boarding of the applications to deployment of the application into production.</li> </ul>

### Hybrid Cloud Services Portfolio Planning and dependency management – Public Sector





The Challenge	Where Chaucer added value
<ul style="list-style-type: none"> <li>• A central government organisation identified the need to improve their IT infrastructure and improve their cloud capability.</li> <li>• The programme included a large amount of legacy hosting which needed to be migrated on to the most suitable cloud platform.</li> <li>• With a portfolio consisting of over 15 workstreams, the programme required to provide a holistic view of all the interconnected activities that were critical to ensure effective delivery across the portfolio.</li> <li>• The scale and breadth of the portfolio, and the existing siloed working, meant there were a huge number of dependencies to be identified and managed to ensure successful delivery.</li> <li>• The demand driven nature of the programme required working closely with the demand planning team.</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented and maintained new planning standards and a portfolio plan structure that allowed for consistent milestone and dependency capture across agile and waterfall workstreams ensuring consistent reporting and tracking across the portfolio.</li> <li>• Undertook detailed analysis of milestones, to identify slippage, impacted delivery and path to green activities for reporting to senior stakeholders and portfolio governance boards.</li> <li>• Undertook multiple dependency workshops across all relevant workstreams to ensure all portfolio dependencies were captured, which then were captured on the portfolio plan to monitor them.</li> <li>• Facilitated sessions between the transitional hosting and public cloud teams to align understanding, requirements and Cloud demand coming through to allow for effective planning and demand management.</li> </ul>

## Journey to the Cloud Transformation

The Challenge	Where Chaucer added value
<ul style="list-style-type: none"> <li>• A leading UK Oil &amp; Gas company sought to dramatically reduce their fixed asset IT infrastructure by migrating 80% of their on premise applications to the Cloud; closing down mega data centres across the globe.</li> <li>• A cloud service line was developed using agile methodology to enable in house brokerage of digital security approved AWS and Azure public cloud services.</li> <li>• In parallel, application migration to the cloud service line's minimum viable product was being managed via a traditional waterfall approach, while agile development of the product continued. This occurred without a defined and established cloud operating model.</li> </ul>	<ul style="list-style-type: none"> <li>• Swiftly undertook requirements analysis interviews with various senior stakeholders and programme leads, to determine the as-is situation and immediate priorities.</li> <li>• Conducted a Training Needs Analysis to surface training requirements, and develop the strategy and plan.</li> <li>• Scoped and created User Guides; enabling customers to use cloud service line services and AWS and Azure features on their own.</li> <li>• Improved customer understanding and experience through the development and execution of a communication and service documentation plan; covering interactions and support required across the customer journey.</li> </ul>



<ul style="list-style-type: none"> <li>Organisational Change Management (OCM) had been left off the radar in lieu of fast paced delivery, and Chaucer were engaged to provide much needed support during the transition.</li> </ul>	<ul style="list-style-type: none"> <li>Established and standardised product release and service management communications; bridging the gap between development teams and cloud service line customers.</li> </ul>
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## Policing National Infrastructure – Shared Scalable Secure Storage

The Challenge	Where Chaucer added value
<ul style="list-style-type: none"> <li>There was an impending digital asset challenge in Policing; exponential growth, coupled with long retention periods, and greater demand for Cross-Force sharing &amp; analytics</li> <li>Doing nothing was unsustainable; a future proof solution was required</li> <li>Complex problem with a complex solution, requiring investor, customer and stakeholder buy-in in time to ensure necessary steps could be taken without holding back major initiatives to digitise the Police</li> <li>Consideration of the effects of “Data Gravity” required, as the data accumulates, additional applications (e.g. video processing) and services will increasingly have to be located with it – linking compute, storage &amp; network strategies</li> <li>Cost per petabyte storage (including access and retrieval costs) to be driven down to make growth economically feasible</li> </ul>	<ul style="list-style-type: none"> <li>Chaucer’s unique combination of Cloud planning and migration experience, business transformation expertise, and current involvement with and knowledge of the National Policing Technology Portfolio, presented an advantage for all parties involved</li> <li>Determined the digital asset needs and trends and designed National Policing Cloud storage principles</li> <li>Identified benefits of shared scalable secure storage to Policing</li> <li>Defined the future vision / target state and mapped the transitional steps / roadmap to achieve the future vision</li> <li>Advised on how the solution should support the key life cycle stages for digital assets</li> <li>Developed an approach to Stage Gate 1 and a case for action to assist with investment planning</li> <li>Facilitated discussions/workshops with key stakeholders and the interested National Policing Programmes to ensure buy-in</li> </ul>

## Federation of Policing Data – Public Sector Law Enforcement

The Challenge	Where Chaucer added value
<ul style="list-style-type: none"> <li>Existing National Policing systems the Police National Computer, Police National Database and Automatic Number Plate Recognition were reaching end of life</li> <li>Opportunity to provide a joined-up data environment for Policing and other Law Enforcement (LE) agencies to enable better policing outcomes</li> <li>Enable ability to add new datasets and functionality required for policing purposes quickly and easily, as well allow police data to be consumed by other LE agencies using appropriate security controls</li> <li>Reliance on proprietary solutions and vendor lock-in to reduce ongoing technology direct costs to be reduced by 50%</li> </ul>	<ul style="list-style-type: none"> <li>Time to deliver the proposed solution faster than previously envisaged thanks to the architectural approach chosen.</li> <li>Reuse of components from other programmes will reduce development costs</li> <li>Benefits of technology cost reduction of 50% planned.</li> <li>Substantial Law Enforcement service performance improvements possible leading to ‘safer cities’</li> <li>Identified major Policing and other Law Enforcement benefits through the use of joined-up National and Local data.</li> </ul>



- Chaucer engaged to support the delivery of the technical architecture and business stakeholder engagement for the programme

## Service Delivery and Portfolio Management – IT Oil & Gas

The Challenge	Where Chaucer added value
<ul style="list-style-type: none"> <li>• Global IT team managing project portfolio with a significant annual value to the organisation.</li> <li>• Initially using a mixed team of contractors and consultants.</li> <li>• Lacking visibility across project portfolio.</li> <li>• Lack of confidence in Management Information to aid decision making.</li> <li>• Looking for efficiencies and process improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• Realised 28% reduction in cost across the portfolio.</li> <li>• Access to high quality resources, ensuring consistent, standardised delivery.</li> <li>• Well-designed, documented and embedded processes.</li> <li>• 55% reduction in workload to produce MI and slide pack in monthly CIO meeting.</li> <li>• Increased rigour in annual planning process.</li> <li>• Improved accuracy of financial forecasts moving from sub 50% to above 90%</li> </ul>
<b>Client Testimonial</b> <i>“Chaucer provided a flexible and cost-efficient portfolio management solution, which has been invaluable in supporting our business to ensure investments are focused exactly where they are needed. They helped me implement processes and tools to give a true picture of the state of our portfolio of projects. I would strongly recommend them” - Strategy &amp; Portfolio Director, Major Oil and Gas organisation</i>	

## System Integration – Oil & Gas

The Challenge	Where Chaucer added value
<ul style="list-style-type: none"> <li>• A lubricants business within a major oil &amp; gas organisation were operating across Europe supported by localised IT solutions, inconsistent data sets, gaps in regulatory compliance and significant inefficiencies throughout their core operations.</li> <li>• A wide array of IT systems were deeply embedded within the business, that had spawned organically throughout the various domains, driving costs upwards, adding complexity and decreasing efficiency; this landscape was draining value and hindering competitive advantage.</li> <li>• Managing the deployment of a new enterprise IT solution on a scale that would span 7,500 employees serving 300,000 customers with 75 million end users required expert support and pragmatic delivery initiative.</li> </ul>	<ul style="list-style-type: none"> <li>• Rationalised the fragmented IT Platform by moving to a <b>single instance system</b> aligned to the core strategy.</li> <li>• Transparency and rigour in Programme delivery and oversight, injecting discipline throughout the delivery to save costs, reduce administrative overhead and enable teams to deliver efficiently.</li> <li>• <b>Standardised and simplified</b> transactional processes reaping significant financial savings through headcount reduction and closing gaps in regulatory compliance.</li> <li>• Enabled regional supply planning and cross border transactions, minimising costs.</li> <li>• Provided basis to move towards a single Centre of Excellence and service centre based in low cost economy.</li> </ul>

## Live Environment Simulation for Integration – Private Sector B2B



The Challenge	Where Chaucer added value
<ul style="list-style-type: none"> <li>The client's Commercial Fleet organisation operates a Business to Business (B2B) cards system in 35 countries and is the market leader across Europe and the Eastern Hemisphere. Commercial Fleet aims to deploy a single integrated cards management system with simplified and more efficient processes to replace the current bespoke system.</li> <li>The client is partnering with key industry players to leverage scale and B2B fuel card expertise, whilst ensuring that they retain strategic controls in-house.</li> <li>The Live Environment Simulation (LES) of each country deployment are critical stages preceding and following go-live respectively.</li> </ul>	<ul style="list-style-type: none"> <li>Live Environment Simulations successfully confirmed "people, system, process" readiness pre-Go Live, giving confidence to senior stakeholders and contributing to the "Go Live" decision, a major milestone in the programme.</li> <li>Chaucer helped raise the LES profile within the programme, which was not originally a part of programme scope, and not on the critical path. As a result, LES has become an important end-user readiness contributor.</li> <li>Chaucer achieved this by rigorously managing LES as project phases, with their own planning, reporting, controls, and timely communications.</li> </ul>

## Interim Risk Management – Public Sector Transport

The Challenge	Where Chaucer added value
<ul style="list-style-type: none"> <li>A high-profile transport infrastructure programme identified a need to pro-actively manage project risk.</li> <li>A centrally funded project meant that funding was subject to close scrutiny and needed robust evidence of risks faced and the potential time and cost exposure faced by the programme.</li> <li>With a programme period of over 10 years and capital expenditure exceeding £20B the project risk management process was seen as a critical element of control</li> </ul>	<ul style="list-style-type: none"> <li><b>Scaled risk management process:</b> Defined a risk management process ensuring that as the programme organisation grows project risk management will be applied in a consistent manner;</li> <li><b>Robust quantitative analysis:</b> Undertook quantitative analysis at an appropriate level ensured that senior management are fully briefed on both potential time and cost exposure;</li> <li><b>Integrated risk profile:</b> identified key integration risks across the programme ensures future phases of development will benefit from previous experience</li> </ul>

## Architecture Strategy – Public Sector Higher Education

The Challenge	Where Chaucer added value
<ul style="list-style-type: none"> <li>The client (a Top 5 UK University) identified gaps in the University's Enterprise Architecture capability specifically around Data Architecture.</li> </ul>	<ul style="list-style-type: none"> <li>Chaucer was engaged to evaluate the University's landscape and identify key drivers to embed a successful Enterprise Architecture practice.</li> <li>Chaucer worked with the technical business partner to undertake a scoping exercise defining the approach to identify and address the gap between the 'As Is' architecture and the 'To Be' architecture.</li> </ul>



<ul style="list-style-type: none"> <li>• The University has a complex structure, comprising 23 schools, 3 colleges and 10 business partner functions. Whilst the University has several “Golden Systems”, systems of truth where key data objects are mastered, there was a view that business processes were not set up with architecture and data consistency as a key priority.</li> <li>• The University paused the selection of a new Human Resources system, until it was certain that the new system did not create further data inconsistencies and instead supported the progress of a roadmap to well-defined business processes, architecture and data.</li> </ul>	<ul style="list-style-type: none"> <li>• The project team quickly mapped the current systems and applications to help the University understand its current landscape. The team were then able to identify gaps and duplication within the enterprise.</li> <li>• Chaucer delivered a comprehensive report, and presented to the University’s Directors recommending a pragmatic and achievable roadmap to deliver a self-sustaining Architecture Practice.</li> </ul>
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## IT Strategy – Registered Charity

The Challenge	Where Chaucer added value
<ul style="list-style-type: none"> <li>• Our client (one of the largest UK registered charities) was undergoing a significant organisational transformation programme to achieve a 50% reduction in deaths by 2024. The charity had identified delivery &amp; innovation of information &amp; technology as key enablers of the transformation. However, it also recognised that its in-house IT function needed transforming &amp; modernising to meet this challenge. We were asked to help the IT function to:</li> <li>• Improve customer confidence in its service delivery;</li> <li>• Build greater customer trust in its project delivery; and</li> <li>• Increase its influence, providing the technology leadership needed to deliver the business strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Chaucer proposed integrating the three work streams (confidence, trust and influence) with programme and change management, and providing flexible resource to accommodate varying effort demands. Working closely with the IT leadership team, we:</li> <li>• Developed the IT Strategy to align with the Business Strategy;</li> <li>• Designed new Applications, Technology and Information Architecture and Governance and Operating Models;</li> <li>• Manage the adoption of ITIL practices and service management performance metrics;</li> <li>• Improved project delivery through tighter demand and resource management and customer communication;</li> <li>• Increased IT capability through training, coaching leaders and delivering culture alignment workshops;</li> <li>• Managed the delivery of the programme to minimise impact on other important business initiatives; and</li> <li>• Identified opportunities to save significant sums on external IT expenditure.</li> </ul>

