



G-Cloud 14 Service Definition

Cloud Consultancy Services for
Strategy, Design, Architecture and
Assurance
Lot 3 Cloud Support

07/05/2024



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1 Introduction

1.1 Triad Company Overview

For over 30 years, the UK public sector has been trusting Triad to define, design and deliver digital solutions. From the start of the “as a Service” model, we have encouraged and supported deployment to the cloud. Our customers include the Cabinet Office, Ofgem, the Ministry of Justice (MOJ), the Home Office, the Department for Business, Energy and Industrial Strategy (BEIS) and the Department for Transport (DfT).

Triad consultancy services complement our solution work. We support our customers’ strategies, roadmaps and architecture choices and provide end-to-end assurance to keep projects on track. Industry best practice models, Government digital guidelines and Agile principles underpin our cloud strategy and design work, helping customers meet the public sector “cloud first” principle.

1.1 Value Proposition

Cloud adoption remains on every public sector organisation’s agenda. It may sound an easy thing to do, but there are many choices to make. The latest GOV.UK one government cloud strategy, published in 2020 and revised in 2021 focuses on addressing the challenges that the public sector has with cloud adoption.

Triad’s service will help you make informed choices and successfully progress your cloud transformation agenda.

You may be undertaking your first move to the cloud or you could be optimising your current cloud services. Making the wrong choices can be costly on many fronts, whilst making the right choices can generate solid returns on your investment. Making those right choices takes experience and knowledge of cloud services, operating models and associated technologies.

Triad has helped many public sector organisations navigate the journey from traditional on-premise computing to the cloud – either fully or partially. Our services consistently focus on making the right choices to end up with infrastructure and digital services that:

- Support organisational strategy
- Reduce costs
- Support sustainability
- Protect information and data

We achieve this by taking a structured, value-based approach to developing cloud strategies, designing cloud services and architectures. We make sure you and your suppliers implement and operate in ways that follow agreed plans and policies.

Continuous improvement underlies everything we do, so the journey to excellence keeps going for as long as you engage us.

Our customers tell us they value our high integrity, accountability and openness. They highlight that we “go the extra mile”, working in their best interest and being their critical friend. It is always our intention to leave you a solid foundation that extends and endures beyond simply completing the contract.

1.2 What the Service Provides

With Triad’s Cloud Consultancy Services for Strategy, Design, Architecture and Assurance services, you can engage Triad to help you plan and transition to the cloud efficiently and effectively. We can help you in any of the following scenarios:

- Developing cloud and digital transformation strategies
- Assessing and supporting cloud transition “from scratch”, where all your current systems and services are on-premise
- Modernising legacy applications and services
- Assessing and supporting cloud transition for new systems and/or services where you have already made some investment in the cloud
- Assessing and optimising existing cloud environments and services

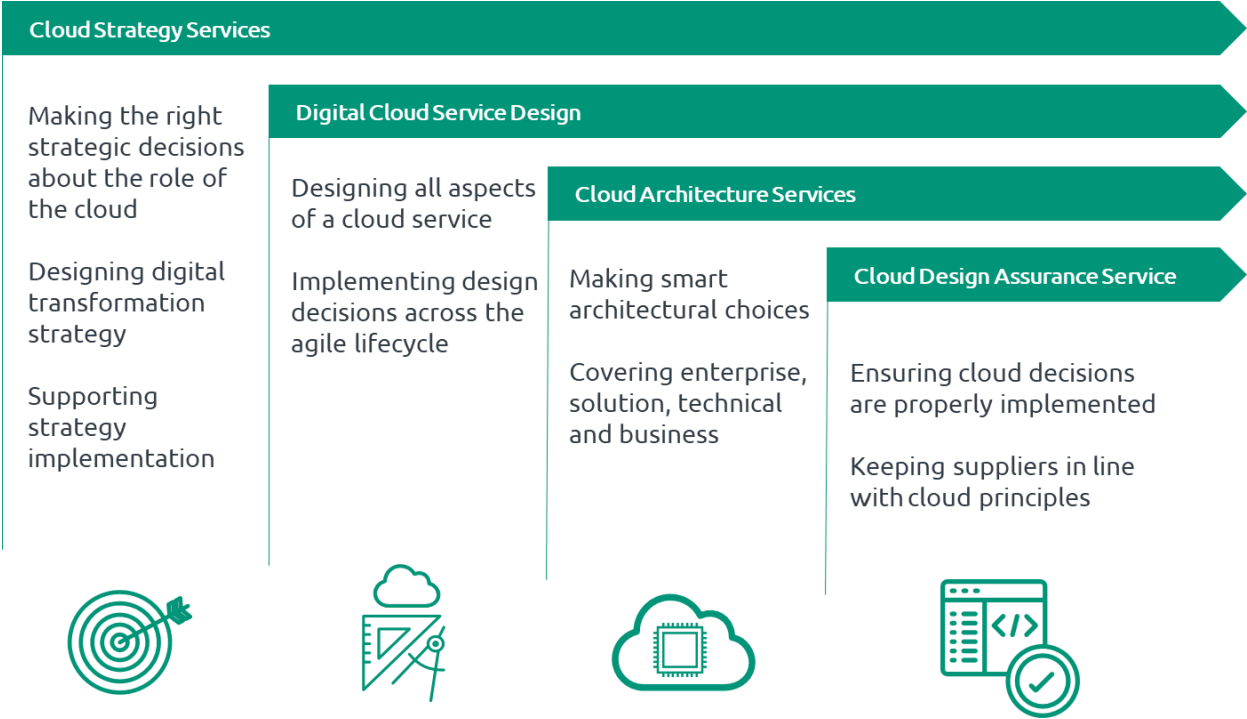
You may want us to help you with some or all of the work at any or all phases of your cloud journey. Whatever your cloud transition and operational needs, we will support you with strategy, planning, design, deployment and assurance.

Our consultants can advise on:

- Public, private and hybrid cloud models
- Popular cloud hosting environments including Microsoft Azure, Amazon Web Services (AWS), Google Cloud Platform (GCP) and UKCloud
- Software as a Service (SaaS), Infrastructure as a Service (IaaS) and Platform as a Service (PaaS)

1.3 Overview of the G-Cloud Services

This G-Cloud Service Definition covers a family of four services. They can be bought individually or combined. Each one addresses a key element of successful cloud adoption.



*Figure 1: Triad's cloud consultancy service family
Setting you on the right cloud journey and keeping you on track*

2 The Services in Detail

2.1 Our ways of working

Triad's cloud consultancy services will help you develop a practical, implementable and cost-effective cloud strategy and roadmap. And we help you implement this through robust design, architecture and assurance.

You will find us different to many other consultancies, big and small. We were designers and software engineers first, so our consultancy work is grounded in reality – what will really work. Our consultancy work is characterised by:

- **Bringing people together.** We ensure everyone is listened to, contributes and comes away with a sense of ownership. We do this by bringing people from different departments together. This is essential to build emotional investment in the work and collectively achieve the organisational goals.
- **Creating momentum and enthusiasm.** We guide you towards a consensus that can be delivered through actionable and measurable steps. We facilitate active participation in all our sessions to drive out opinions and expertise from individuals.
- **Keeping it relevant.** We maintain focus and deliver quickly, while provoking debate to encourage you to think differently and challenge or champion innovative solutions.

You will find us collaborative and transparent, working alongside your staff, partners and suppliers. We routinely work in mixed teams with clients. Being qualified, knowledgeable and experienced means we can share with you and help you to improve your organisational performance, your people, your processes and your technology.

2.2 Cloud consultancy services

On the Digital Marketplace, our consultancy services are listed under the following names:

- Cloud consultancy services delivering cloud strategies and digital transformation outcomes – summarised under heading 2.2.1 below
- Digital Cloud Service Design – summarised under heading 2.2.2 below
- Cloud Architecture Services: enterprise architecture, solution architecture and technical architecture – summarised under heading 2.2.3 below
- Cloud Design Assurance Service – summarised under heading 2.2.4 below

For each service, we explain in more detail:

- **Why** you might want to buy each service
- **What** the service offers

- **Who** will be in our team
- **How** we will deliver the service
- **Where and When** we can deliver the service

2.2.1 Cloud Strategy Services

Why

- To help you make informed and balanced decisions about digital transformation and the role of cloud wherever you are in your journey
- To navigate you through an ever-changing technology landscape

What

- A structured consulting engagement involving the whole business using proven, value-based techniques to develop a validated and actionable strategy and roadmap
- Focus on establishing a shared common purpose to drive strategy
- Ongoing consultancy to checkpoint and update your strategy and associated implementation plan

Who

- Triad Cloud Consultants with Agile and TOGAF experience in the public and private sectors
- Capable of coaching and mentoring to promote customer self-sufficiency

How

- Developing a common technology and cloud language to aid understanding
- Engaging stakeholders from all key business areas to:
 - Establish 'committed ownership' at leadership and project levels to see the execution of the strategy through
 - Build a picture of business strategy, objectives, and any sector-specific constraints such as legislation and regulation
 - Make a detailed assessment of which services and applications suit digital transformation and whether cloud or in-house deployment suits best
 - Consider candidates for replacement, re-architecting, re-platforming, re-hosting, retaining in-house or retiring
 - Assess cloud adoption against other company strategies and policies including security, architectures, technologies and organisational structures
 - Understand any cloud arrangements already in place
- Understanding the financial implications of cloud adoption
- Documenting the strategy and an associated roadmap
- Creating a business case (Five Case, Green Book) with cost-benefit analysis to show Return on Investment (ROI)
- Supporting skills assessments and upskilling via education and coaching

When

- Effort and duration flexible based on scope and business deadlines

Where

- In person and virtually to optimise costs and communications

2.2.2 Digital Cloud Service Design

Why

- To build cloud services that are efficient to deliver, run and manage
- To create excellent user experience when creating and using cloud services

What

- Consultancy services to support initial implementation of cloud strategy and on-going consultancy during service enhancement and operation

Who

- Triad Cloud Consultants with Agile, DevOps and TOGAF experience in the public and private sectors
- Capable of coaching and mentoring to promote customer self-sufficiency

How

- For new cloud services developed against GOV.UK guidelines:
 - Engaging with users to define and validate cloud service concepts, functional and non-functional requirements and use cases including multi-channel options
 - Focusing on understanding user behaviours, needs and motivations through observation techniques, task analysis and feedback
 - Developing personas, user stories and journeys, and creating wireframes and prototypes for scenario and A/B testing
- For new cloud service environments, creating Target Operating Models by:
 - Working with IT to specify cloud service runtime characteristics including infrastructure, virtualisation and key components (for PaaS, IaaS and SaaS)
 - Scoping self-service and managed service delivery functions including managing changes, configuration, incidents, problems, monitoring and events, availability, backup and recovery
 - Defining security needs for access, data protection, governance and audit
 - Defining the type and quantity of resources to be provisioned and liaising with cloud providers to validate and determine charging model
 - Documenting use cases for all elements of the service to clarify roles and responsibilities for cloud provider, service creator and service user
 - Liaising with architects to support architecture design
 - Optimising operations with automated and streamlined processes
- Supporting skills assessments and upskilling via education and coaching

When

- Flexible to suit scope and complement in-house resources

Where

- In person and virtually to optimise costs and communications
- At Triad's specialist UX laboratory

2.2.3 Cloud Architecture Services

Why

- To ensure cloud and digital transformation strategies and designs are translated into implementable enterprise, business, solution and technical architectures

What

- Consultancy services to support initial implementation of cloud strategy and on-going consultancy during service enhancement and operation

Who

- Triad cloud, enterprise, business, solution and technical architects with public and private sector experience
- Capable of coaching and mentoring to promote customer self-sufficiency

How

- Developing enterprise and business architectures for the organisational structure, processes, data, information and technology to enable implementation of cloud strategy and design concepts following the UK Technology Code of Practice and GDS standards
- Documenting architectures in industry standard formats and notations
- Translating business architectures into cloud solution and technical architectures retaining integrity with requirements
- Developing cloud solution architectures by defining components, grouping them into business and technical layers, then into digital services
- Elaborating cloud solution options via prototyping then documenting the preferred option in a system architecture
- Using the layering principle to maximise reuse across multiple systems; create services that are small, quick to deliver and easy to test; and define boundaries of operation to inform technical infrastructure
- Using the component principle to define what business functionality to deliver; whether to create one or more technical services; and support performing tests of business functionality
- Creating reference architectures for supplier assurance
- Supporting skills assessments and upskilling via education and coaching

When

- Flexible to suit scope and complement in-house resources

Where

- In person and virtually to optimise costs and communications

2.2.4 Cloud Design Assurance Service

Why

- To assure the design of cloud service (PaaS, IaaS and SaaS) to achieve planned organisational transformation, deliver consistency and achieve simplicity across all areas of the business

What

- Consultancy services to support initial implementation of cloud strategy and on-going consultancy during service enhancement and operation

Who

- Triad Technical Consultants with public and private sector experience
- Capable of coaching and mentoring to promote customer self-sufficiency

How

- To assure the design of cloud service (PaaS, IaaS and SaaS) to achieve planned organisational transformation, deliver consistency and achieve simplicity across all areas of the business
- Validating documentation for existing cloud strategy and roadmap, service designs and architectures, 'as is' and 'to be' operating models to ensure they are fit for assurance
- Updating and simplifying documentation where necessary to be clear and unambiguous
- Creating and publishing guidance materials for projects and suppliers to reference, for example templates and sample design documentation
- Executing appropriate controls to assure service designs have been implemented and deliverables have been completed in accordance with agreed policies, standards and acceptance criteria
- Conducting assurance activities throughout service lifetime to ensure performance meets required levels of availability, resilience and value for money
- Acting as a technical expert advisor for planned designs, architectures, changes and continuous improvement, and for risks and issues arising during implementation
- Checking and challenging suppliers' designs and implementation plans to assure quality and maintain consistency across the organisation
- Supporting skills assessments and upskilling via education and coaching

When

- Flexible to suit scope and complement in-house resources

Where

- In person and virtually to optimise costs and communications

2.3 Methods and techniques

We have a strong value-based culture. Our focus is to deliver business benefits and return on investment from high quality, performant services. To achieve this, we use a consistent approach to underpin our consultancy work. The diagram below shows the stages of a typical consultancy assignment:



*Figure 2: Triad's five-step approach to consultancy
A value-based approach delivering practical, implementable and cost-effective strategies, designs and architectures*

The following techniques help us maintain engagement and focus on value and results.

2.3.1 Facilitated workshops

Workshops are an efficient and effective way to fact-find, ideate and plan. For every workshop we will appoint an experienced workshop facilitator who will:

- Prepare and plan the agenda
- Select an appropriate meeting venue with plenty of usable wall space or set up a collaborative environment with suitable tools to enable online participation
- Carefully select the attendees in consultation with you
- Pair attendees to encourage participation
- Promote group collaboration through visualisation using white-walls, flipcharts and sticky notes when working in person and using tools such as Mural when working on-line
- Wrap up with a summary, next steps and actions

We will collate, document and share all workshop output as a deliverable.

2.3.2 Business Model Canvas

To develop strategies and services, we use a Business Model Canvas, a useful technique to quickly show how a business works without getting bogged down in detail. The canvas is useful for:

- Translating high-level plans into processes
- Testing the viability of new value propositions
- Innovating or evolving existing services
- Gaining stakeholder consensus

Through workshops, we capture nine blocks of information:

- Customer segments: the people or organisations to serve
- Value propositions: the products and services that create value
- Channels: how to communicate and reach customers
- Customer relationships: the types of relationship for a specific customer segment
- Revenue streams: the income generated from each customer segment
- Key resources: assets required for success
- Key activities: tasks to make the model work
- Key partnerships: the network of suppliers and partners
- Cost structure: all costs incurred to run the model

The template below is helpful to document the output:

Key Partners Who do we need to work with in order to deliver our solution?	Key Activities What do we need to do in order to produce, market and deliver the solution?	Value Proposition What problem do we solve, and how do we solve it?	Customer Relationships How do we talk to our market about our solution? How do we get more customers?	Customer Segments Who needs our solution? How many people need our solution right now? How many will eventually need it?
	Key Resources What do we need to have in order to produce, market, and deliver our solution?		Channels How do we deliver our solution to our customers? Where will customers find our solution?	
Cost Structure How much will our key activities, resources and partners cost us?		Revenue Streams How will we get paid for the solution we provide?		

Figure 3: Business Model Canvas (Designed by Strategyzer AG)

An easy-to-grasp way to show how a business works

2.3.3 Value Proposition Canvas

To support the Business Model Canvas, we use a Value Proposition Canvas, as shown in Figure 4, to profile a customer and the value that you will deliver to them.

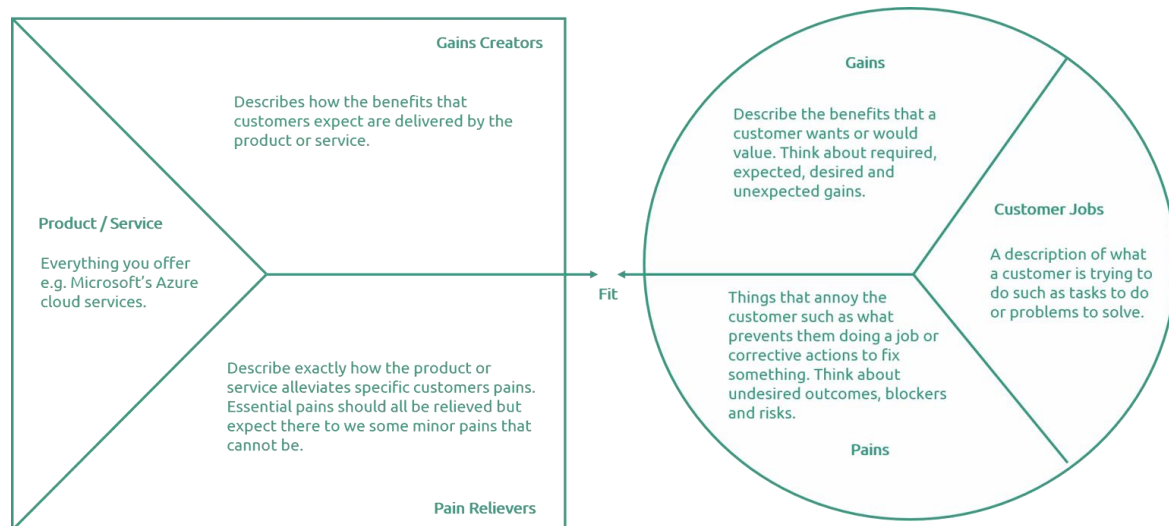


Figure 4: Value Proposition Canvas (Designed by Strategyzer AG)

Maps customer needs and value to inform true value-based decision-making

The left side of the canvas is the Value Map. This describes the features of a value proposition for a specific customer segment, as defined on the Business Model Canvas. It describes what is to be offered. To add value to a customer the product or service must resolve a customer pain or create a benefit.

The right side of the canvas is the Customer Profile. This describes the things that customers are trying to do. Three job perspectives are captured: functional, social and emotional. Customer Pains and Gains are captured and mapped to the Value Map.

2.3.4 Test Cards and Learning Cards

Having captured and confirmed what to do and the value it will generate at a high level, we validate what you are planning to do in further detail.

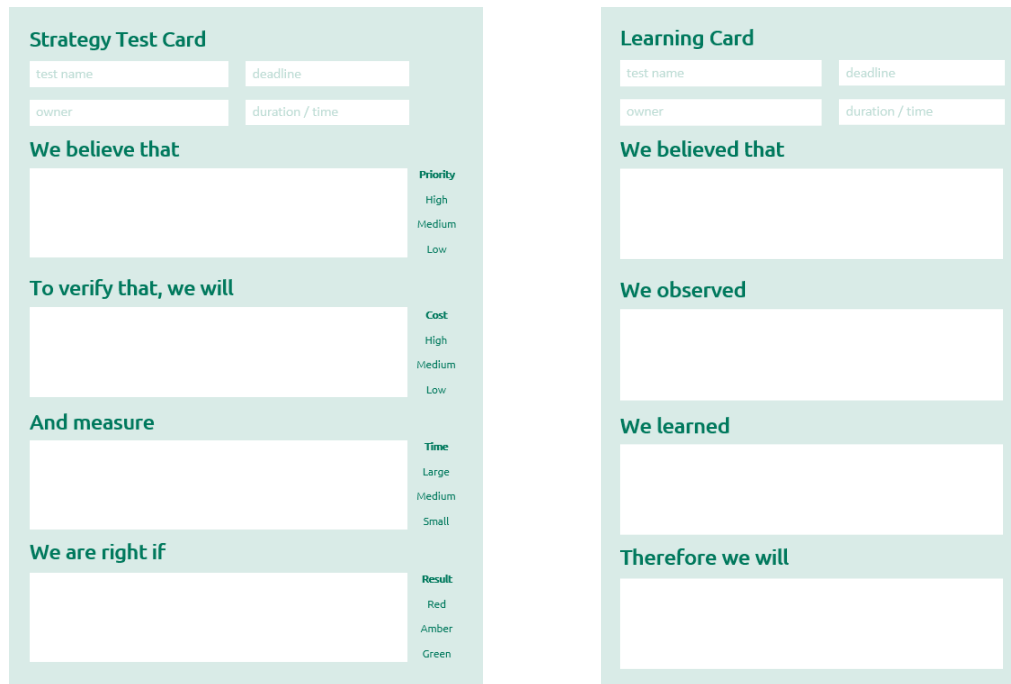
The Value Proposition Canvas can be tested, lessons learned and improvement made. Just like a software delivery that evolves from a Minimum Viable Product (MVP) to supporting most of the backlog items, a value proposition can be used, measured and improved.

Strategy Test Cards are objective and meaningful and helps test ideas. They can be used to prove a business benefit of a technology change to how a business works. They are like the acceptance test criteria for a user story in Agile development.

Learning Cards complement Strategy Test Cards. They capture test results and consider what has been learned and what to do next. For example, they can provide evidence of success to move from an Alpha/Beta to Live system or process. They are particularly useful

for managing expectations and “so what now” scenarios when a test fails – an important aspect of testing for learning and adapting.

Figure 5 shows examples of a Strategy Test Card and a Learning Test Card.



Strategy Test Card	
test name	deadline
owner	duration / time
We believe that	
	Priority High Medium Low
To verify that, we will	
	Cost High Medium Low
And measure	
	Time Large Medium Small
We are right if	
	Result Red Amber Green

Learning Card	
test name	deadline
owner	duration / time
We believed that	
We observed	
We learned	
Therefore we will	

Figure 5: Strategy Test and Learning Cards (Designed by Strategyzer AG)
Helping prove how a value proposition can be operated, measured and improved

2.3.5 Roadmaps

The final technique we use is a roadmap. This is used to give a high-level picture of what to do over a period and in what priority. It is not as detailed as an implementation plan, which would be done at project level.

We build roadmaps with you and will typically represent people involved, processes followed and technology used as shown in Figure 6 below.

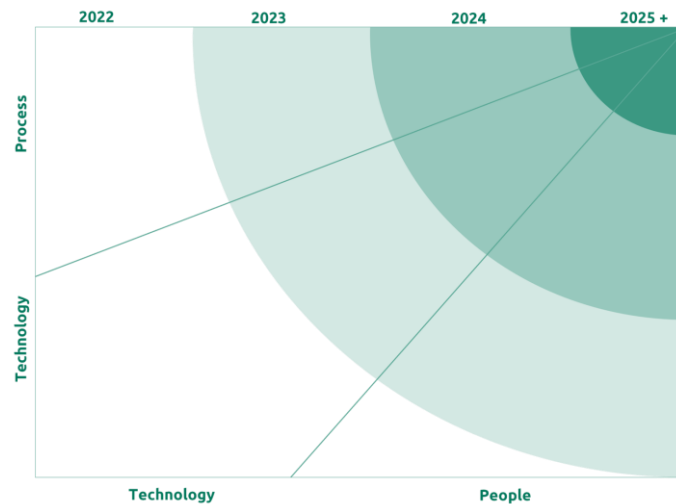


Figure 6: Triad roadmap template

Different perspectives can be added and/or multiple roadmaps created

2.4 Technical Environments and Tools

Triad has experience of working in private cloud environments and the most popular public clouds including Amazon Web Services (AWS), Microsoft Azure, Google Cloud Platform and UKCloud.

Within these environments, we have extensive experience of a wide variety of frameworks, tools, databases and languages and have listed some of the most popular below. If the one you require is not mentioned here, please contact us and we can advise as to our experience.

Languages	Databases
Java, JavaScript/ES5, Typescript, Solidity C#, HTML 5, VB.NET, CSS3, Razor, Ruby	PostgreSQL, SQL Server, MongoDB, Oracle, Elasticsearch
Frameworks / Standards	Continuous Integration & Testing
ASP.NET Core, .NET Core, .Net Framework, Microservices Bootstrap, AngularJS, Spring, Spring Boot, REST and RESTful APIs AMQP, CQRS, JSON Web Tokens, Polly, Swagger GOV.UK Frontend toolkit Heroku	Jenkins Artifactory, GIT, JMeter, Nexus Selenium, Gherkin, Postman, aXe, OWASP ZAP, WAVE, JAWS, Voice Over, NVDA Cloud Native pipeline management: Azure DevOps, AWS CodeBuild, GCP Cloud Build, GitHub Actions, Bitbucket Pipelines

Open Source	
Middleware	Cloud Services
RabbitMQ	Google Kubernetes Engine (GKE) Azure Kubernetes Services (AKS) Cloud SQL, Azure SQL, Azure App Services

2.5 Associated Services

In addition to these Cloud Architecture and Design services, you can also buy the following Triad services through the Digital Marketplace:

- Agile Consulting and Agile Coaching for Cloud Services
- Agile Project Delivery: Full Digital Service Development and Continuous Improvement
- Cloud Programme Management and Project Management Services
- Cloud Service Delivery and Release Management
- Business Analysis and Digital Solution Design Service
- Cloud User Research (UR) and User Experience (UX) Services
- Digital Cloud Service Development and Project Delivery
- Testing and Quality Assurance of Cloud Services
- Intelligent Automation and Robotic Process Automation (RPA) in the Cloud
- Blockchain and Innovation Technologies for the Cloud
- Geospatial Cloud Services
- Microsoft Cloud Consulting, Delivery and Support Service
- Cloud Platform Operational Support and Application Support
- Cloud Delivery Partner Service
- Cloud Artificial Service
- Cloud Cyber Service
- Knowledge and Information Management Cloud Service
- SharePoint Cloud Service
- Dynamics365 Cloud Service
- Power Platform Cloud Service
- Cloud Service for Policing: SC, DV, STRAP
- Cloud Data Service
- Cloud Data Science, BI and Analytics Service

- Cloud Migration Service
- Cloud Discovery Service
- Legacy Modernisation Service
- Ruby Cloud Migration Service

3 Data Protection

3.1 Information Security and Assurance

To give you the confidence that Triad is committed to implementing robust information security and assurance, we commit to maintaining the following certifications:

- ISO9001:2015 for the provision of IT consultancy services
- Cyber Essentials and Cyber Essentials Plus
- The IASME Governance standard (self-certified)
- ISO27001 for defining, implementing, operating, and improving an Information Security Management System (ISMS).
-

We always consider information security and assurance requirements as a crucial part of running our business and delivering our services. We will build in and test appropriate security measures and controls, liaising with third parties where appropriate. If you require appraisal and assurance of your current systems and strategic advice on enhancements to better meet business need and/or reduce costs, our security consultants can advise you at executive and business stakeholder level.

3.2 Data Back-Up and Restoration

Data back-up and restoration (including customer data) are covered in our routine ISO-certified company procedures and are documented in our Business Continuity Plan.

On customer projects, we will always discuss your data back-up and restoration processes when we develop digital cloud services for you or with you. We will consider the nature of the data and any legal obligations, the architecture, your existing processes (including those provided by any cloud hosting provider or managed service provider) and any constraints. We will design and document a back-up and restoration process as part of the handover documentation and transfer the relevant knowledge, so you can be confident of operation. This will typically be your responsibility once the system is operational.

3.3 Business Continuity Statement/Plan

Triad has robust business continuity plans covering the whole company operation. We can provide you with details on request.

3.4 Privacy by Design

Triad is GDPR compliant and will design GDPR-compliant systems in place for you. To protect citizen data, we have security systems in place to ensure all data under our control is safe and secure. If your digital cloud service includes a requirement to have access to

citizen data, we will become a data processor for the provision of the service. As part of the project initiation process, we will discuss with you what access will be given to data and show where we will be a data controller or a data processor. Based on this conversation, we put in place a data sharing agreement to ensure we are fully aware of how we should handle data on your behalf. We will also carry out privacy impact assessments to identify any risks to the data and any extra security we may need to ensure we comply with the data sharing agreement.

4 Service Provision

4.1 Ordering and Invoicing

4.1.1 Ordering

Orders for Triad services follow the procedures and processes outlined in our Quality Management System (accredited to ISO9001:2015). There are three defined stages: clarification, review and acceptance.

- Following any clarification requests from you, we will provide a written response based on your needs, which sets out our recommended solution. The response is subject to management review and approval
- When you accept the solution, we will agree a Call-off Contract with you
- Once we have received the Call-off Contract, we will accept it and initiate Project Kick-off protocols: we will appoint a Project Manager; create record repositories (including for reporting and monitoring), allocate resources and set milestones

4.1.2 Invoicing

Using Triad's invoicing system and processes, we generate and promptly send accurate invoices in line with contracted payment terms and procedures.

The efficiency and accuracy of our invoicing is due to:

- Modern time capture software and applications driving invoice creation
- Automated reviews
- Regularly audited end-to-end finance processes

Verification checks are made throughout the invoicing process.

Please contact accounts@triad.co.uk for further information.

4.2 Pricing Overview

Prices for this G-Cloud service will be based on your specific requirements and our assessment of your needs.

All prices will be based on the day rates provided in the SFIA rate card and our Pricing document attached to this service.

4.3 Service Levels

Formal Service Levels are not applicable to this service. We will discuss and agree availability and scheduling with you when we draft the Call-off Contract.

4.4 Service Hours

Triad consultants work a professional working day.

The service will be available from 09:00 to 17:30, Monday to Friday excluding UK public holidays, unless explicitly agreed otherwise.

4.5 On-Boarding, Off-Boarding and Service Quality

4.5.1 On-boarding

On-boarding Cloud Consultancy Services follows a simple, tried and tested formula based on a Project Kick-off meeting. At this meeting we:

- Introduce you to your single point of contact – this person's role will depend on the contracted service
- Review a draft project brief based on the Call-off Contract and formally agree at a minimum objectives, scope, tasks and timescales, roles and responsibilities, ways of working, governance and reporting

This initial document drives the provisioning of facilities and people for the project.

The Project Kick-off meeting fits into our overall on-boarding process as shown below, which includes mobilisation of the individual consultant or team and knowledge transfer, so we start delivering fast and effectively.



Figure 7: Triad's approach to effective service launch
Investment, experience and robust mobilisation processes from Triad will ensure early success

4.5.2 Off-boarding

Throughout each project, we follow our three-phase knowledge transfer process to give you a professional off-boarding experience.

Starting during On-boarding, we will understand your requirements, map out the stakeholders and uncover dependencies.

During Delivery, we will operate continuous handover through close collaboration, open sharing and buddy working. In parallel, we will prepare comprehensive documentation and any training plans.

During Handover to Live we will use formalised documentation, structured briefings and ad-hoc walkthroughs with your staff.

The diagram below shows the continuous handover process:



*Figure 8: Structured knowledge transfer with continuous learning and handover
An end-to-end process deployed successfully at the MOJ, Highways England and DfT*

4.5.3 Service quality

All Triad consultancy assignments are led by Principal Consultants reporting to our Client Service Director who provides governance and oversight of major deliverables and is the point of escalation for risks and issues.

4.6 Customer Responsibilities

To help us deliver our Cloud Consultancy Services effectively and efficiently, we will need your buyer teams, project stakeholders and users to be available when we need them.

Depending on the scope of the project, we may need you to provide facilities and equipment, access to premises and systems. We will agree this with you during the Project Kick-off.

4.7 Deliverables and Outcomes

We will agree specific deliverables and outcomes with you during the Project Kick-off. These will include project-specific deliverables and the benefits the project is designed to deliver.

4.8 Termination Process

Termination is in line with the standard G-Cloud terms and conditions available as a separate PDF attached to this Digital Marketplace service. In summary, the notice period needed for ending the Call-off Contract is at least 90 working days from the date of written notice for disputed sums or at least 30 days from the date of written notice for ending without cause

5 Our Experience

5.1 Case Studies

5.1.1 Highways England (National Highways)

Highways England operates highly specialised roadside technology solutions such as Advanced Traffic Management Systems as well as core back-office ERP, HR and Asset Management systems. Hundreds of projects of various sizes and levels of complexity are running in parallel all the time. Assuring the design of next generation systems and Cloud Services is essential to Highways England, to maintain continuous improvement, deliver consistency and achieve simplicity across all areas of the business.

We were engaged to lead design assurance of all core IT solution designs across all delivery projects. Working closely with the Chief Technology Officer and Principal Enterprise Architect we provided an assurance service for a new generation of systems delivered as Software-as-a-Service (SaaS), Platform-as-a-Service (PaaS) and Infrastructure-as-a-Service (IaaS) solutions.

In order to achieve a consistent level of quality across all products, we published guidance materials that technology projects could refer to. Existing documentation was updated and simplified to be clear and unambiguous. Templates and example design documentation were created and published for use.

We reviewed designs from all suppliers to Highways England, across all projects, assuring quality and maintaining consistency across the organisation.

5.1.2 Department for Transport (DfT) – RTFO Operating System (ROS)

Working on ROS for the DfT since 2007, we have demonstrated a thorough understanding of technical architecture, DevOps, data platforms and specifically the remediation of legacy systems combined with cloud migration.

Prior to embarking on a new phase of development supporting the Renewable Transport Fuel Obligations legislation, we took an existing on-premises legacy system and migrated the development environment to Azure Cloud. This enabled additional environments to be created and supported the introduction of modern development practices.

We equipped the environment with a CI/CD pipeline which automated the build, test and deployment process and created a set of automated tests to provide a safety net for future development, increasing the pace at which the system could be further developed.

The approach provided stability to a legacy system through repeatable processes enabling fundamental changes to be made rapidly and safely.

5.1.3 National Policing Improvement Agency (NPIA)

The NPIA is a non-departmental public body established to support the police service by providing a range of products and services including information technology, information sharing and communications.

A Triad team provided consultancy to the NPIA to define the processes and tools to be used for standards-based XML data interchange across the police service.

After completing an initial assessment of the existing capabilities and the requirements, we carried out a wide-ranging review of approaches taken by similar organisation in the UK and around the world. The review included assessments of possible options, commercially available tools and industry best practices.

From this we created and documented a methodology and supporting processes to meet the particular requirements of the police service of England and Wales. The methodology allows any police force or their suppliers to define XML schemas for data interchange which comply with the police Corporate Data Model and Corporate XML standards, within the framework of the Information Systems Strategy for the Police Service.

As a basis for the methodology we prepared an XML schema architecture and standards which draw on relevant international and UK Government standards for XML schema and for data interchange.

We completed a study into available software packages and selected the COTS products and additional bespoke tools required to support the process.

5.1.4 HM Courts and Tribunals Service (HMCTS)

Since 2017, Triad has delivered HMCTS's Production Service Delivery (PSD) service for the Crime Programme.

We implemented a new Microsoft Azure cloud technical architecture design, including Platform as a Service and serverless infrastructure. We produced designs to migrate IdAM, Online Plea and the Common Platform Programme Interface to the new architecture.

Our designs contributed value through cost-savings, resilience and improved maintainability. For example, a new infrastructure coding strategy (Terraform, Ansible) improved live environment consistency and new system test environments reduced delivery time 50% to less than 2 hours.

5.1.5 Department for Transport (DfT) – Greenhouse Gas Operating System (GOS)

For the Greenhouse Gas Reporting system project, which started in 2018, we delivered a new public facing cloud native solution published on GOV.UK using fully open sourced technologies utilising scalable and resilient container orchestration with Google Kubernetes Engine.

This project involved extensive user research with the UK's major fuel suppliers and energy providers (for example Valero, Shell, Ecotricity) using a Kanban approach to 'discover and elaborate', time-boxing activities to explore user journeys identified during ideation sessions.

We initially produced low fidelity prototypes using the GOV.UK prototyping kit. We tested these with end users during recorded sessions to assess usability, gain feedback and validate observations to deliver a design centred around the user and their interactions.

During the development phase, we used the Scrum framework, scheduling weekly 'show and tells' with external and internal stakeholders who were active participants in the products evolution.

The final product has successfully passed Alpha, Beta and Live GDS assessments first-time, every time and is in use nationally.

5.1.6 Rexam (Private Sector)

Rexam is a leading global beverage packaging manufacturer. They are business partners to some of the world's most famous and successful consumer brands. Their vision is to be the best beverage can maker in the world. They have 55 can making plants in more than 20 countries and employ around 8,000 people.

Rexam identified that Microsoft's SharePoint platform could provide a means to improve organisational effectiveness and working methods. There was a desire to move quickly to exploit this capability and, as a consequence, Rexam wanted to work with an experienced business partner who could provide the necessary advice and guidance to ensure a successful introduction and development of the platform. Triad were asked to create an "Request for Proposal" for the new platform along with supporting business and technical assets.

Like many large multi-national organisations, Rexam operates 24x7 worldwide and this combined regional and global focus coupled with their semi-autonomous divisional set-up had by necessity allowed many different home-grown information and collaborative systems to develop.

Our team was required to both discover and analyse these system requirements and look at how the overall corporate strategy would be best achieved in this environment. This task required excellent technical and people skills to ensure that the busy stakeholders across the globe were convinced of, and bought into the benefits of, the new corporate approach.

The following assets were produced to allow Rexam to determine the cost benefit for the new system and decide whether to proceed to the next stage of running a competitive tender for the new SharePoint platform.

- Business Case
- Cost Model
- Information Architecture
- Technical Architecture
- SharePoint Roadmap
- Governance Model

- The Request for Participation

5.2 Customers

Triad has delivered digital cloud services across the public sector for many customers including those shown below.



1.2 Contact Details

If you would like to discuss this service, or any of the other services offered by Triad in the Digital Marketplace, please do not hesitate to contact us for an informal conversation:

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