Aphari

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Aphari Multi-Sourcing & Cloud Migration Accelerator Services

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1 Scope of Services

1.1 Overview

Aphari helps organisations transform their digital/technology operating model, adopt cloud services, establish system and service integration capabilities, and manage multi-supplier delivery.

Our range of Multi-Sourcing & Cloud Migration Accelerator Services enable organisations to rapidly develop and improve the core capabilities and products that enable them to plan, implement, support and leverage cloud services.

We provide deep domain expertise across programme, technical, security, service, and commercial functions in order to provide a range of accelerator services which can be applied to discrete aspects of any programme. These are as follows:

- PMO Accelerator
- Requirements Management Accelerator
- Enterprise Architecture Modelling Accelerator
- Delivery Lifecycle Accelerator
- Service Performance Framework Accelerator

1.2 What do we mean by 'Accelerator'?

An accelerator is means of providing focused attention to establish or improve discrete programme capabilities.

We leverage our reference framework, our breadth of capability and our 'real world' experience to rapidly establish or improve programme functions to operate within a multi-source model. We use a fusion of standards and frameworks, including PRINCE2, ITIL and TOGAF, to ensure we provide an integrated and holistic view across all elements of a programme's ecosystem.

Our team brings a wealth of experience in major programmes with them in the delivery of Aphari services and we aim to provide high quality, independent advice and guidance that will facilitate and enable the best possible outcomes for our clients. As such, we will integrate our previous experience into our accelerator services to ensure that our clients continue to get the benefit of our industry wide experiences and lessons learned.

1.3 Our approach

Whilst each accelerator service is different and will be unique dependent on the situation and requirements of the client organisation, we adopt a consistent approach, based on our framework to ensure that we are providing robust and valuable outputs for client to take forward. Our approach to each accelerator service comprises the following stages:

Define:

- We work with the client to understand their requirements, the current status, and any specific concerns to be addressed.
- We will need to understand the current status, approach and maturity of the existing capability, relevant to the functional areas in scope of the service Aphari is providing.
- We develop the initial strategy for the relevant capability area.

Design:

- We work with stakeholder groups to design, document and agree the overall approach for the specific functional area relevant to the Aphari accelerator service being provided. Our approach to this ensures integration with other functions within the programme or wider organisation.
- We leverage our framework content and other relevant best practices and standards to reduce time to value.
- During the design stage, we will, where appropriate and required, also provide advice and guidance on the benefits and implications of adopting tools to support the particular functional capability.

Deliver:

- Once the overall approach is documented and agreed, we will work with you to implement the approach and create or enrich the capability to support the programme.
- We aim to work with the customer throughout the engagement to expedite knowledge transfer and ensure the capability uplift is transferred and embedded into programme operations as quickly as possible.

Operate:

- We will provide early life support for the capability. During this period, the need for further work on products, processes and tooling may be identified. We create a roadmap of future enhancements or improvements that can implemented as part of subsequent capability releases.

Note that discrete Aphari Accelerator services can be combined into an overall package; or delivered in conjunction with other Aphari services (such as our Health Check or Set-up services).

2 PMO Accelerator

2.1 Overview

Our PMO Accelerator Service provides targeted advice, guidance, knowledge transfer, tools and techniques aimed at getting multi-supplier programme PMO capabilities up to speed quickly.

2.2 Features

Undertaken separately or combined with our Health Check or Set-up services, we first perform a diagnostic to understand the current capability and identify areas of strength and weakness. We then take industry standard models for PMO functions from our framework to inform the appropriate organisation structure and roles/responsibilities most suited to the customer environment. We apply and tailor the appropriate reporting templates, executive dashboards, agendas, project workbooks etc. to enable effective and appropriate communication across all stakeholder groups; identifying and capturing the standard data sets required to enable quick and accurate reporting.

The PMO organisational construct must be aligned to the correct governance model to ensure that reporting relationships are defined and functional. Decision rights, delegated authority and escalation paths must be clearly articulated and universally understood. The PMO Accelerator also provides boilerplates for key PMO processes such as change management, quality management and configuration management and enables tailoring to the specific organisational context.

- The service establishes the PMO processes required to support delivery and functional governance across the supply chain.
- It establishes the common standards and methods required for integrating the customer with multiple supplier delivery lifecycles – providing a single way of working.
- It defines or refines core PMO processes including change, quality and configuration management that will work across a multi-supplier model.
- It provides techniques for rolling up supplier level plans into an integrated programme level plan and tools for reporting dependencies across multiple suppliers.
- It provides processes for managing risks and issues across functions and suppliers.
- It provides guidance and recommendations on tooling to support the PMO function including document configuration control, risk and issue management and programme reporting.
- It identifies KPIs and metrics for programme/project reporting across multi-supplier projects and establishes the collation of the requisite data as part of the operational processes.
- Our service leverages our 'Big IT' experience but it is independent of suppliers and large consultancies – meaning our approach in non-proprietary.
- Our framework includes MOP, MSP, PRINCE, COBIT and P3O.
- Our approach is based on pragmatic application of public-domain best practices.

2.3 Benefits

The accelerator quickly establishes a cost effective and highly functioning PMO by standardising and simplifying operations wherever possible. Our objective is to transfer capabilities to incumbent PMO and project staff, helping organisations transform their IT operating model and supply chain. Other benefits include:

- It identifies areas of underperformance and recommends and applies the necessary governance, processes, tools and capability uplift required for optimal performance.
- It seeks to reduce resource and process cost and complexity to provide greater value.

- It enables faster programme start-up; and more effective programme execution, allowing effort to be focused on business outcomes in the knowledge the PMO function is equipped to manage the back-office processes.
- It establishes cross-supplier ways of working, laying foundations for structured collaboration.
- It matures PMO processes and helps to ensure continued viability of the programme business case.
- It provides techniques for managing the specific challenges of multi-vendor models by establishing the blueprint for programme operations and reporting.

Our methods have been proven in complex multi-supplier environments. They are based upon open standards and frameworks which means there is no lock-in to proprietary or 'branded' methodologies. Aphari provide the techniques and knowledge to enhance your PMO capability.

2.4 Pricing Overview

Please consult the supporting 'Aphari – Pricing Document'.

3 Requirements Management Accelerator

3.1 Overview

Our Requirements Management Accelerator service provides an integrated, systematic, model-based approach for managing and linking requirements across suppliers to realise the target operating model. The aim is to bring consistency to requirements definition and management and to reduce the risk of solution gaps.

A multi-sourced and disaggregated IT service model must still act as functional 'system'. Delivering the component parts of that system via multiple discrete procurements brings the risk of solution gaps and integration issues. If the business case for service disaggregation sits at the programme level, it is clear that the requirements to realise it must also be owned and coordinated from the centre and not devolved to each procurement stream in isolation. Centralised requirement ownership is a core principle for our accelerator service.

3.2 Features

Our approach actually begins with a clear understanding of the target service architecture the client is expecting to achieve. The requirements model must address all facets of the target architecture with specific emphasis on areas of integration across supplier boundaries.

Inevitably, things change. The accelerator includes processes for expedient requirement review and approval that can be dovetailed into PMO change management processes. Requirement owners must be accountable for all changes within their function or domain specialism and have responsibility to ensure requirements are consistently cascaded across all supplier contract schedules. Service features include:

- Definition of the requirements management process and integration to change management process to ensure ongoing design and commercial alignment across suppliers.
- It provides an integrated requirements model linking requirement dependencies across suppliers to ensure supplier requirements do not become 'disconnected' from the overall programme objectives.
- It ensures requirement ownership is established across procurements lots to reduce the risk of solution misalignment, especially whilst multiple parallel procurements are in progress.
- It enables linkage and traceability to the supplier solution responses – ensuring that requirements fulfilment can evidenced and reported.
- It supports creation of procurement lot and supplier specific views of the integrated master requirements set.
- It is conducted by a multi-disciplinary team, with extensive supply-side and multi-source delivery experience.
- It takes an holistic approach across programme delivery, technical, testing, security and service domains.
- It leverages our 'Big IT' experience and is independent of suppliers and large consultancies.
- Our approach is based on the pragmatic application of public-domain best practices.

3.3 Benefits

We aim to remove solution ambiguity by applying precision and quality to requirement definition. This reduces the amount of rework due to ambiguous, inconsistent, incomplete, lost or superfluous requirements. It also minimises supplier 'risk pricing' by articulating scope as clearly as possible. Our Requirements Management Accelerator service:

- Quickly establishes a multi-source requirement management capability.
- It creates an authoritative single view of requirements, reducing ambiguity and confusion across functions and suppliers.
- It establishes the processes and tools required to bring control to a single set of requirements that impact multiple suppliers.
- It supports requirement decomposition through the delivery lifecycle to enable verification and traceability back to the contracted set of requirements.
- It helps organisations transform their IT operating model and supply chain by clearly articulating a coherent set of requirements that reflect the desired future state.
- It identifies supplier inter-dependencies for structured management and mitigation, enabling clients to focus on the requirements that will address the areas with the highest levels of solution or delivery risk.
- It is a model-based approach that is tooling and vendor agnostic. Our methods and techniques are proven in complex multi-supplier environments.

3.4 Pricing Overview

Please consult the supporting 'Aphari – Pricing Document'.

4 Enterprise Architecture Modelling Accelerator

4.1 Overview

Our Enterprise Architecture Modelling Accelerator service provides customers with the capability to link key data and visualise their architecture as it evolves through a multi-sourcing transformation. Put simply, it provides the data model for the IT function that enables stakeholders to visualise and understand how digital and technology services are provided to, and consumed by business consumers.

An Enterprise Architecture model describes the key facets of an organisational 'system' and the inter-relationships between business, application and technology domains. For major multi-source and cloud transformation programmes, it provides the structure and consistency that enables federated data to be gathered and combined to create an 'integrated whole' view of the enterprise as it is now; how it will be; and also at any significant intermediary states between the two.

The modelling approach will be tailored dependent upon the customer focus.

- For baseline or legacy discovery, the level of deployment 'detail' modelled will increase to ensure all stakeholders have sufficient technical detail on the current services within scope for re-procurement.
- For target modelling, the future deployment views are 'abstract' and created to support and enable effective requirements management, scope definition and to identify key areas of integration risk that require further definition.

We then perform a diagnostic to understand the current capability and identify areas of strength and weakness. Leveraging industry best practice, we apply standard data models (or meta-models) that describe the core concepts and relationships of an organisational 'system' and we tailor to the specific needs and priorities of the client, such as contract scope, target process maps or legacy application estate discovery. Priorities should be driven by and aligned to the key architectural and solution risks that the programme is attempting to address. At Aphari, we use ArchiMate as a widely recognised best practice approach to architecture modelling.

We apply and tailor reporting templates and data collection tools and engage with the identified stakeholders and data owners to gather and collate the requisite information. We work with customer resources to enable them to take-on the operational capability and we work with stakeholders to develop roadmaps for future modelling scope and ongoing improvements. Our Training Accelerator services can also be applied to upskill resources to help with the adoption our standards-based methods.

4.2 Features

- Our accelerator enables consistent as-is (or baseline) architecture discovery and modelling to be applied across the organisation, focused principally on deployment level information.
- It also enables consistent to-be (or target) architecture definition and representation so that a coherent and commonly understand view of the target solution can be expressed and communicated.
- Leveraging best practice meta-models like ArchiMate enables clients to map business units, services, applications, infrastructure to locations and contracts to enable a broader comprehension of programme scope.
- It enables relationships to be established between datasets from different stakeholders to created 'joined-up' views without needing to make significant changes to current ways of working.

- It supports modelling of all architecture domains as required, including the creation ITIL and COBIT based process maps to inform target operating model design.
- Based upon ArchiMate which is an integral part of our overall framework and works alongside COBIT, TOGAF and ITIL to provide a unifying modelling language.

The success of modelling initiatives tends to rest upon the currency and veracity of the data they collate. We treat the model as a data hub and integrate with systems of record to ensure completeness and ongoing currency.

4.3 Benefits

Our Enterprise Architecture Modelling Accelerator service brings conformity to the discovery and presentation of a client's architectures, helping customers transform their IT operating model. Benefits include:

- It quickly establishes a multi-source architecture modelling capability.
- It helps to support and underpin an operational Enterprise Architecture capability by bringing consistency to the representation and thus, comprehension of architectures across all suppliers.
- It addresses many specific concerns of multi-supplier delivery. For example, supplier dependencies can be highlighted by creating service maps that show service relationships across service provider boundaries.
- It provides the facts to support cloud transformation strategies, roadmaps for IT provision and to justify changes to programme direction; all based upon empirical evidence.
- The information gathered can provides key inputs into contract and programme scope definition, de-risking procurement and delivery through expedient use of 'best possible' data.
- It enables technical architecture and service architecture to be coalesced, the service acting as a 'black box' to the technical detail beneath. This makes service architectures and roadmaps more consumable to the less technical without losing the details.
- It is based upon open standards, meaning rapid capability uplift and knowledge transfer.

4.4 Pricing Overview

Please consult the supporting 'Aphari – Pricing Document'.

5 Delivery Lifecycle Accelerator

5.1 Overview

Our Delivery Lifecycle Accelerator service helps customers enrich their existing delivery lifecycle to establish the necessary processes, activities, products and governance checkpoints to integrate the extended supply chain.

As part of the multi-source model, the direct orchestration of multiple supplier solutions exposes the need for an integration capability to design, plan, sequence and deliver the complete 'system'. A common delivery lifecycle is a key tenant of an effective Systems Integrator capability as it provides the rules of engagement for all participants in the delivery process.

5.2 Features

Our approach begins with a diagnostic review of the customer's existing lifecycle to understand current capability and identify areas of strength and weakness. We then take lifecycle models from our framework to enhance the current model with supplementary stages, gates, check points, activities and products as are appropriate for the scale and complexity of the programme and the overall environment. We validate that the contractual mechanisms are in place to ensure supplier adoption of the lifecycle, making recommendations for changes where required.

The lifecycle will identify the generic delivery products and specialist products that could be required in any delivery project and permits tailoring and simplification on a project by project basis to keep things as simple as possible. The complexity of integrating the services of multiple suppliers in multiple inter-dependent delivery projects necessitates careful consideration of the governance controls.

We then embed and integrate the lifecycle into PMO, delivery and specialist functional areas and run workshops to communicate and train participants on its usage and maintenance. Key service features include:

- It develops any existing project delivery lifecycle to support multi-sourcing. Enriching an established and understood approach is preferable to reinvention.
- It maps key products, activities, inputs, outputs to a consistent framework and communicates this to all stakeholders so that common ways of working can be established.
- It provides a joined-up set of activities to describe what must be done per stage across functions (e.g. architecture, service design and information assurance) but is not prescriptive about how each function undertakes the work – allowing specialists to integrate their own ways of working.
- It identifies delivery and functional governance points, ensuring separate escalation routes where, for example, project delivery and design teams cannot reach consensus.
- The service is conducted by a multi-disciplinary team, with extensive supply-side and multi-source delivery experience.
- Our approach is based on pragmatic application of public-domain best practices and frameworks such as MOP, MSP/PRINCE, COBIT, TOGAF and ITIL.

5.3 Benefits

The objective of the Delivery Lifecycle Accelerator service is to help establish sufficient control of delivery projects to ensure they fulfil their stated scope and purpose. It requires appropriate governance to be in place to ensure conformance to the lifecycle and appropriate commercial levers where required to mandate adherence. The key benefits include:

- It provides a standard delivery approach to support the building and operation of an in-house 'System Integrator' capability.
- It provides assurance the right things have been done at the right time, to the right quality to protect the programme scope and business case.
- It defines appropriate and effective governance checks throughout the lifecycle, delegating downwards wherever possible to reduce the management burden and administration effort.
- It provides absolute clarity on where delivery projects are at any point in time to support programme and project level status reporting.
- It prevents duplication of effort through misalignment of products and processes across multiple supplier organisations.
- It helps organisations transform their IT operating model and supply chain and establishes the new ways of working that will be required for delivering new business change into a multi supplier, cloud model.
- It clarifies the types and levels of functional collaboration required to move projects through the delivery lifecycle. Specialist boards are therefore conceived with a purpose that is aligned to delivery success and are not conceived in isolation.

Our methods have been proven in complex multi-supplier environments. They are based upon open standards and frameworks which means there is no lock-in to proprietary or 'branded' methodologies. Aphari provide the techniques and knowledge to enhance you cloud programme capability.

5.4 Pricing Overview

Please consult the supporting 'Aphari – Pricing Document'.

6 Additional Information

6.1 Technical Requirements
No specific technical requirements are necessary to support delivery of our Multi-Sourcing & Cloud Migration Accelerator Services.

6.2 Information Assurance
All staff delivering Aphari's Cloud Support Services already hold security clearance for work done within and across other government departments. We have experience in architecting, designing, delivering and supporting cloud services that manage data at various Business Impact Levels.

6.3 Backup, Restoration and Disaster Recovery
Not applicable.

6.4 On-boarding and Off-boarding
On/off-boarding can be incorporated as part of the overall specification for the work.

6.5 Service Management
Our support and account management arrangements for all our services includes the following:

- Establishment of clear and agreed reporting lines;
- Pairing our engagement lead with the appropriate client stakeholder;
- Formal and regular reporting of our services provided.

All our services are subject to a standard set of internal and customer-facing quality checks. Our directors take an active role in assurance and delivery of our services which ensures that we understand how we are performing against your requirements; and provides an escalation route in case any issues are encountered with our service provision.

6.5.1 Service Constraints
Not applicable.

6.5.2 Service Levels
Services will be delivered in accordance with the levels agreed in the Call Off contract.

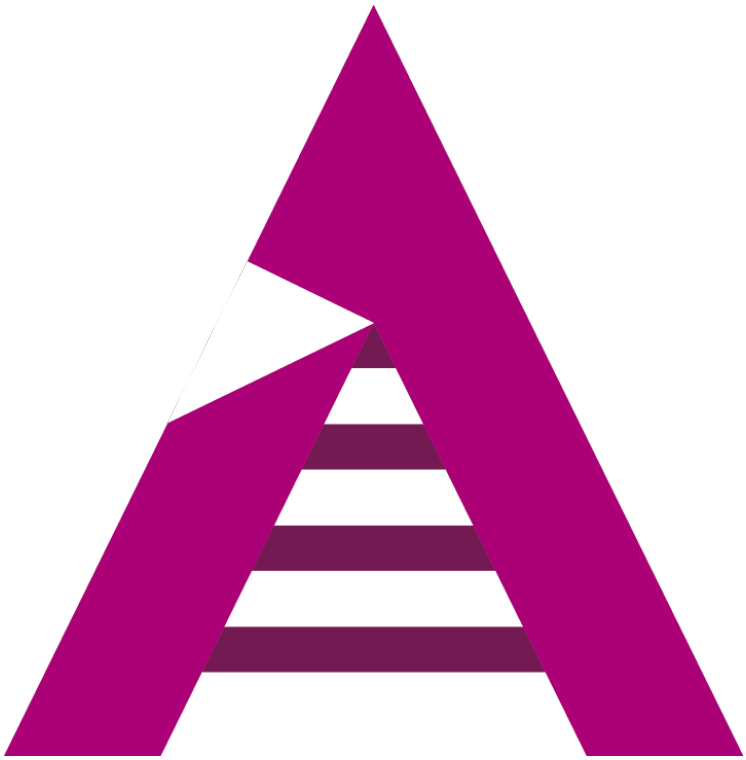
6.5.3 Financial Recompense
Not applicable.

6.6 Training
Aphari will provide skills transfer to client staff throughout consulting-based assignments. We also offer in-depth knowledge transfer services in specific areas via our Accelerator Services to support Cloud solution planning and implementation.

6.7 Ordering and Invoicing
Specific order requirements and delivery dates will be agreed and documented in the Call Off contract, supported with the submission of an accompanying Purchase Order. Invoicing will be based on the submission of monthly timesheets and any incurred expenses for the consultants providing the services, supported with the submission of our invoice. Payment terms are 30 days.

6.8 Termination Terms
Termination terms will be in accordance with the Framework Agreement and the Call Off contract.

6.9 Consumer responsibilities
Specific consumer responsibilities will be agreed before commencement, and form part of the Call Off contract.



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