

AGILE THROUGH-LIFE CLOUD SUPPORT SERVICE

SERVICE DESCRIPTION

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1 INTRODUCTION

Agilent provides expert advice, solutions and managed support through the rapid configuration and deployment of Mood¹ solutions hosted in secure cloud environments. Our Agile Through-Life Managed Support Service ensures that solutions remain current, relevant, and continuously deliver value through measurable benefits realisation.

2 BENEFITS

- Clearer understanding of business needs and requirements.
- Increased organisational agility to respond to change.
- Improved decision-making through trusted, assured information.
- Effective capture and retention of corporate knowledge.
- Greater confidence in critical management information.
- A culture that embraces change rather than resists it.

3 FEATURES

- Consultancy and advisory services.
- Certified Agile programme and project management.
- Mood cloud solution configuration and business modelling.
- Scoping, requirements capture, and proofs of concept.
- Benefits identification, mapping, realisation, and tracking.
- RAIDO (Risk, Assumptions, Issues, Dependencies, Opportunities) management.
- Information analysis, assurance, and integration.
- Data-driven performance management models.
- Advice on AI integration.
- Agile through-life cloud support.

4 CONSULTANCY AND ADVISORY SERVICES

With many years' experiences working in Information and Cloud Technology across both the private and public sectors — particularly within Defence — Agilent is well placed to provide consultancy and advisory services that complement our customers' own subject matter expertise.

Our focus is firmly on **outcomes**: what you are ultimately trying to achieve, rather than simply on the **outputs** delivered by individual projects. Delivering an output does not, in itself, guarantee the achievement of the desired outcome. While organisations may share certain similarities, each is fundamentally different. Our approach therefore concentrates on understanding what makes you unique and competitive. We do not believe in a “one size fits all” approach to Information Technology. Instead, we use established frameworks to build solutions that provide the right handrails for direction and support, tailored specifically to your organisation.

¹ Mood is an advanced technology that breaks traditional cost and time barriers through clarity and collaboration in systems architecture. Mood software digitally represents how a business works, how it and its people are connected, and harnesses the power of connections to drive business performance.

Realising potential often requires change, but change does not come easily for many organisations. We help customers apply their existing subject matter expertise more effectively through facilitated workshops and collaborative engagement, supporting both the management of change and the achievement of business objectives.

We recognise that managing change is primarily about influencing behaviours, embedded cultures, and ways of working, rather than simply implementing specific solutions or delivering project outputs. However, one cannot be achieved without the other. We can help you identify how information can be used to enable, embed, and sustain this change over time.

5 AGILE PROGRAMME AND PROJECT MANAGEMENT

In modern digital delivery, the pace of change — in user needs, policy interpretation, technology, and operational context — is often too rapid for traditional waterfall² approaches to cope with effectively (See Figure 1 - Traditional Waterfall Method). Waterfall was designed for environments where requirements are stable, change is rare, and the problem is fully understood upfront. Today's programmes rarely operate under those conditions.

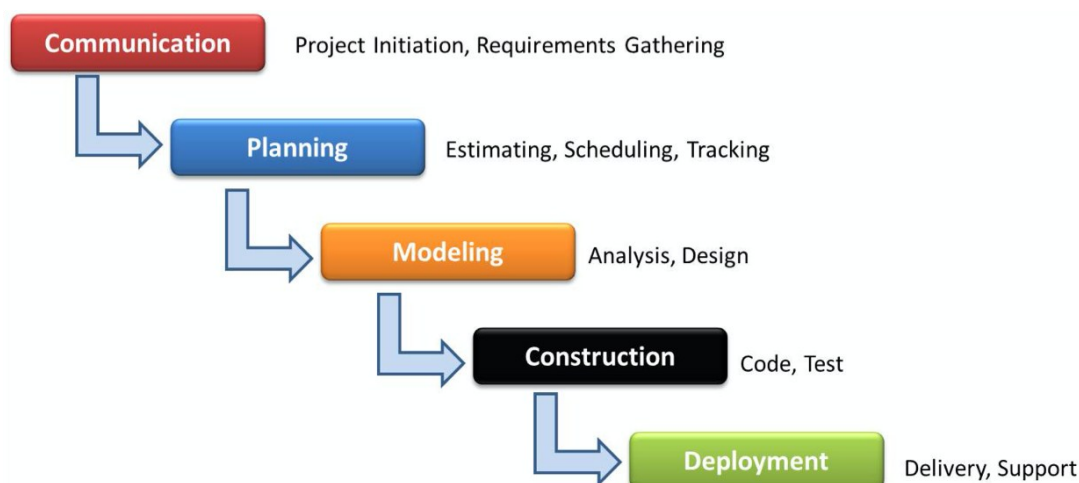


Figure 1 - Traditional Waterfall Method

Agile methodologies developed as a direct response to these limitations.

1. Waterfall Assumes Certainty That Rarely Exists

Waterfall requires:

- full requirements defined upfront
- a fixed design before build begins
- sequential phases with limited feedback

² Waterfall is a linear, sequential software development methodology in which work flows through a fixed series of phases – each phase must be fully completed before the next begins. Progress moves in one direction, “like a waterfall”, with little or no ability to revisit earlier stages once they are signed off.

- late testing and validation

This model works when the problem is predictable. But in dynamic environments, these assumptions break down.

Key Limitations:

- **Late discovery of misunderstandings:** Issues surface only during testing or deployment, when they are most expensive to fix.
- **High cost of change:** Once design and build are complete, even small requirement changes can trigger major rework (see Figure 2 - Waterfall Method Cost of Change).
- **Slow feedback loops:** Stakeholders may not see working outputs for months, reducing their ability to steer the solution.
- **Misalignment with evolving needs:** By the time the solution is delivered, the environment may have shifted.
- **Risk accumulates silently:** Problems remain hidden until late-stage reviews.

Waterfall is optimised for stability. It struggles when the world refuses to stay still.

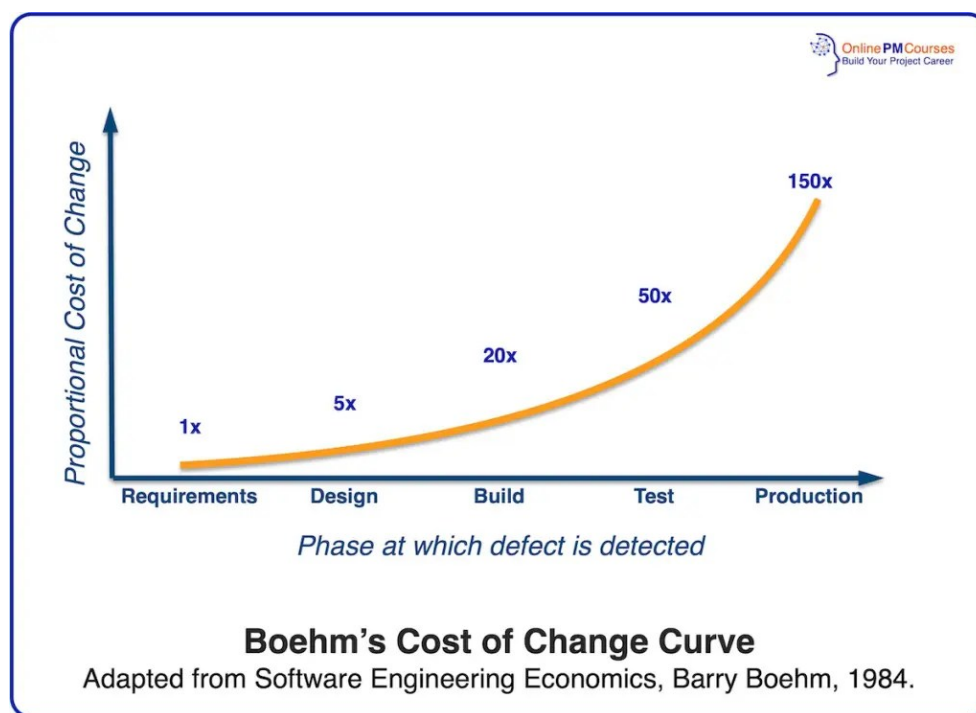


Figure 2 - Waterfall Method Cost of Change

2. Agile Emerged to Address These Pain Points

Agile methodologies were created to solve the exact problems that waterfall exposed in fast-moving environments. They replace the assumption of upfront certainty with a model built around **learning, adaptation, and continuous validation**.

How Agile Addresses Waterfall's Limitations

a. Short, Inspectable Iterations Reduce Risk

Instead of waiting months for a testable output, agile delivers small increments frequently. This means:

- misunderstandings surface early
- risks are visible sooner
- course corrections are cheap

b. Continuous Stakeholder Engagement Prevents Drift

Agile embeds decision-makers and users into the delivery rhythm. This ensures:

- rapid clarification of requirements
- alignment with policy intent
- fewer surprises at governance checkpoints

c. Incremental Planning Accepts That Change Is Normal

Agile does not attempt to freeze requirements. Instead, it plans in layers:

- strategic direction
- near-term priorities
- immediate deliverables

This allows teams to respond to new information without destabilising the programme.

d. Working Software Becomes the Primary Evidence

Rather than relying on documents and assumptions, agile provides:

- real outputs
- real demonstrations
- real evidence of progress

This reduces uncertainty and strengthens governance.

e. Early Validation Collapses the Cost-of-Change Curve

By testing ideas early — through prototypes, user feedback, and incremental delivery — agile avoids the late-stage rework that makes waterfall so expensive.

3. Why This Matters in Government and Defence Contexts

Government programmes operate in environments where:

- policy evolves
- user needs shift
- technology changes rapidly
- operational realities cannot be fully predicted upfront

Waterfall struggles under these conditions because it locks decisions early and reveals truth late. Agile thrives because it **discovers truth early** and adapts continuously.

4. Summary

Waterfall is effective when certainty is high.

Agile is effective when learning is essential.

Agile methodologies emerged precisely because waterfall could not cope with the realities of modern, rapidly changing delivery environments. By embracing iteration, continuous feedback, and incremental planning, agile provides a delivery model that reduces risk, accelerates value, and ensures solutions remain aligned with evolving needs.

6 MooD CLOUD SOLUTION CONFIGURATION (CAPABILITY AND OPERATING MODELLING)

Agilent employs the MooD software across all our services. Its versatility allows us to represent our customers' businesses and complex interactions in a highly visual and easy-to-understand way. This modelling approach is particularly valuable for understanding how different elements of an organisation or capability interoperate to achieve business objectives. For example, in a change programme, it can illustrate both the current operational state and the anticipated future state. Models can visualise a starting point, an end point, or multiple milestones, enabling assessment of outcomes realised over time. Establishing an agreed baseline provides a reference against which the steps required to reach the target can be measured.

MooD is an exceptional tool for building and activating these models as a framework for collaborative work with our customers. It facilitates both short- and long-term understanding and planning at varying levels of granularity. The resulting models reflect how all system components — including people, processes, technology, and organisational structures — interact. Real-world data can then be applied to the models to simulate operations and assess the impact of change, providing actionable insights and supporting informed decision-making.

7 SCOPING, REQUIREMENTS CAPTURE AND PROOFS OF CONCEPT

Change is a constant in almost every environment, and within the sectors where Agilent operates, it is not only the norm but accelerating. Our approach is to work closely with customers to elicit requirements through the development of **customer stories**. We use the MooD software to capture these stories and requirements, modelling how they function and how they interact with one another. This provides both rigour and robustness to the requirements, which can then flow seamlessly into the eventual solution. It also captures the **traceability matrix**, ensuring that solutions remain true to the original customer vision.

Agilent believes this approach creates a unifying thread throughout the project. The requirements form the foundation of the processes and rules for the final solution, but they are not a straitjacket constraining development. Instead, they provide a mechanism by which the solution can be tested, evaluated, and accepted. Ultimately, these requirements generate a set of interactive screens, analyses, and reports that form the evolving solution.

As part of our overall service, Agilent develops **Proofs of Concept (PoC)**. Uncertainty in the pre-project stage, immature requirement definitions, or undefined scope can cause delays or even paralysis. A PoC helps overcome this by creating a working model of the proposed solution with basic functionality and limited data. End users can interact with this model to validate assumptions, define scope, clarify requirements, and build confidence in the project's direction. The PoC demonstrates feasibility, building confidence both with the customer, that the concept is credible, and with the Agilent delivery team, that real value is being created.

8 AGILE THROUGH LIFE CLOUD SUPPORT

In Defence, the term **Through-Life Management** refers to the ongoing support of a solution. In IT, this includes activities such as bug fixing and software updates. Any additional changes, such as new or modified requirements, typically become the subject of a new project, complete with new costs, business cases, and approvals.

Agilent has delivered numerous projects where users are not fully clear about their requirements at the outset. By applying Agile techniques during development, these projects benefit from a process that gradually clarifies requirements as the work progresses, enabling successful delivery **on time, within budget, and to the customer's satisfaction**. The product handed over meets the requirements as identified and relevant at that time. However, requirements naturally continue to evolve, influenced by a constantly changing external environment and the catalytic effect that the solution itself can have on internal processes.

To address this, Agilent has developed the **Agile Through-Life Managed Service (TLM)**. This extends the Agile methodology into the in-service phase of a solution, moving beyond a traditional maintenance or upgrade contract. The service is governed by a **Programme Control Board (PCB)** — managed by Agilent but owned and chaired by the customer. The PCB meets at intervals determined by the customer, based on demand for change (see Figure 3 - The Agile TLM Process). Agilent has adapted the Scrum³/Sprint⁴ methodology to deliver this service. We have incorporated features of other methods where we feel they add value to the overall service

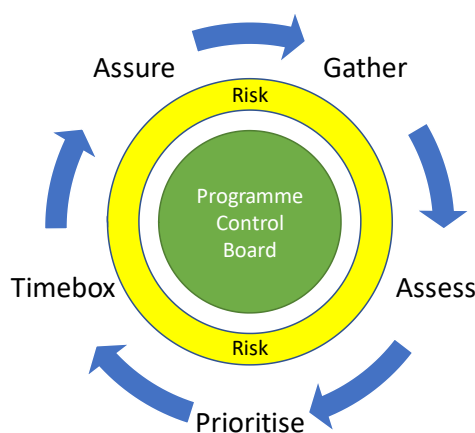


Figure 3 - The Agile TLM Process

³ Scrum is an Agile **framework** that helps teams deliver work in small, iterative increments. It provides a structured way of working through defined **roles**, **events**, and **artifacts**, enabling transparency, inspection, and adaptation. Scrum teams collaborate to deliver value frequently and respond quickly to change.

⁴ A Sprint is a **short, time-boxed iteration** (two weeks or less) during which a Scrum team works to turn selected backlog items into a usable increment of value. It includes planning, daily coordination, review, and retrospective activities, forming the heartbeat of Scrum's inspect-and-adapt cycle.

- **Gather** – The cycle begins with the collection of requirements and change requests via a service desk established within the customer’s environment.
- **Assess** – Collected requirements are assessed to determine the effort needed to address them. The resultant list is then presented to the PCB.
- **Prioritise** – The PCB prioritises requirements to create a Prioritised Requirements List (PRL), taking into account risk and opportunity. The PCB agrees on which requirements will be tackled in the immediately following Sprint.
- **Sprint** – The Sprint is a period of intensive development activity, typically lasting two weeks or less. The number of requirements addressed is determined by the time and resources allocated for that Sprint.
- **Assure** – After the Sprint, outputs are reviewed to ensure they meet the required standards of quality, scalability, robustness, and performance. Feedback from this iterative process is captured to inform the Requirements List for the next PCB.
- **The PCB** is central to the process. Any user can submit requests, and the volume is managed according to what can realistically be achieved within the Sprint. This approach allows rapid implementation of agreed requirements while giving customers the flexibility to re-prioritise as needed. In this way, solutions evolve continuously, but in a controlled manner, maintaining the agility to adapt while ensuring stability and alignment with business objectives.

Our agile approach to programme and project management is built on a **governance-native agile model** (see Figure 4 - Governance-Native Agile) that integrates the strengths of traditional controls with the adaptability and early-value delivery of modern agile practices. Rather than positioning governance and agility as competing priorities, we unify them into a single operating model that reduces risk, accelerates learning, and provides continuous assurance.

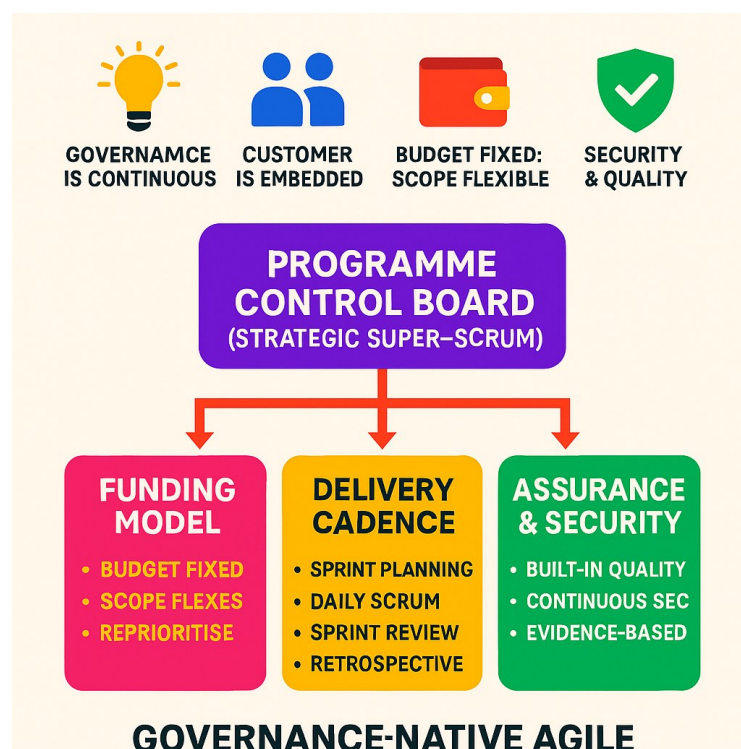


Figure 4 - Governance-Native Agile

1. Governance-Native by Design

We work within the governance expectations of government agile delivery and standards — including stage gates, approvals, financial controls, and audit requirements — but we structure delivery so that **evidence for these controls is produced continuously**, not retrospectively.

This ensures:

- transparent oversight
- predictable decision-making
- early identification of misalignment
- reduced programme-level uncertainty

Governance becomes a natural output of disciplined delivery rather than an administrative overhead.

2. Early Truth Discovery

Traditional waterfall programmes defer validation until late in the lifecycle, when the cost of change is highest. Our model deliberately reverses this by designing short, inspectable cycles that surface:

- requirement ambiguity
- policy interpretation issues
- technical feasibility constraints
- user-experience risks

This approach collapses the classic “cost of change” curve and ensures decisions are made with real evidence, not assumptions.

3. Engineering Discipline as a Foundation for Agility

To ensure agility does not compromise quality or assurance, we embed a set of **rigorous engineering practices** that provide the technical backbone for reliable delivery. These include:

- **Test-first and automated testing approaches** that turn requirements into executable evidence
- **Frequent integration of work** to maintain a continuously functioning system
- **Collaborative development practices** that provide built-in peer review and resilience
- **Continuous improvement of code and design** to prevent technical debt from undermining delivery
- **Small, frequent releases** that provide tangible evidence of progress

These practices ensure that quality, compliance, and assurance are inherent in the way we build, not added afterwards.

4. Integrated Customer and Stakeholder Engagement

We maintain continuous access to decision-makers and subject-matter experts through embedded product ownership and structured engagement routines. This ensures:

- rapid clarification of requirements
- alignment with policy intent
- traceable decision-making
- reduced churn and rework

Stakeholders see working outputs early and often, enabling informed governance decisions.

5. Incremental Delivery with Strategic Control

Delivery is structured into short, outcome-focused increments aligned with programme-level objectives. Each increment provides:

- a working, testable product slice
- measurable value
- evidence for governance checkpoints
- insight for replanning and risk management

This creates a predictable rhythm of delivery while retaining flexibility to adapt to emerging needs.

6. Assurance Through Continuous Evidence

Instead of relying on large, end-stage reviews, our model provides **continuous assurance** through:

- automated test suites
- integration pipelines
- real-time dashboards
- frequent demonstrations
- traceable decision logs

This gives governance bodies confidence that the programme is under control, compliant, and progressing as intended.

7. Sustainable Pace and Long-Term Resilience

We maintain a sustainable delivery cadence to protect quality, avoid burnout, and ensure continuity of service. This supports predictable throughput and reduces operational risk — a critical requirement in government environments.

Summary

Our agile programme and project management approach is a **governance-native, evidence-driven delivery model** that combines:

- the adaptability of agile
- the discipline of modern engineering practices
- the transparency required for government assurance
- the predictability needed for programme-level control

It reduces risk, accelerates value, and ensures that decisions are made with real evidence at every stage.

9 BENEFITS IDENTIFICATION, REALISATION, MAPPING, AND TRACKING

Agilent has been involved in numerous major change programmes. A critical factor in all such programmes is the **realisation of benefits** and the clear mapping of how these benefits flow—a “golden thread” connecting **Project Outputs** through **Programme Outcomes**, to **Realisable Benefits**, and ultimately to **Corporate Objectives**. See Figure 5 - Example of a Benefits Map.



Figure 5 - Example of a Benefits Map

Agilent provides cloud-based services across multiple levels of engagement. At the highest level, we support customers in **identifying benefits** driven by the need to achieve corporate objectives. We assist in uncovering the root causes that may be preventing these objectives from being realised. We can also help establish a **Programme Office** to track outcomes, ensuring that projects delivering outputs are effectively addressing the identified root causes. All of this can be integrated into a single support tool that not only visualises interdependencies but also allows the attribution of **measures** to track and report on progress. The tool enables analysis using **causal models** or “what if?” scenarios, providing customers with insight into potential outcomes and informed decision-making.

10 RISK, ASSUMPTIONS, ISSUES, DEPENDENCIES, AND OPPORTUNITY (RAIDO)

Risks and opportunities are often managed separately from assumptions, issues, and dependencies. However, it can be highly effective to consider them together under the **RAIDO** framework (see Figure 6 - RAIDO Diagram). Agilent provides customers with integrated tools to understand the relationships between these elements, enabling better risk mitigation and more effective opportunity realisation.

Risks and opportunities are typically **context-sensitive**, and that context is often defined by a set of assumptions. Changing assumptions can transform risks into opportunities—or vice versa. Issues, in turn, are generally considered risks or opportunities that have already materialised. Management then shifts from mitigation to resolution.

Dependencies connect these elements, ensuring that addressing one risk does not inadvertently increase the likelihood of a higher-impact risk, and that resolving an issue does not expose additional risks. This interconnected view provides a means of **challenging assumptions** to ensure the baseline against which risks and opportunities are assessed remains valid.

All of these elements—risks, assumptions, issues, dependencies, and opportunities—can be tracked and evaluated over time as a coherent whole, providing organisations with a comprehensive view of their operational and strategic landscape.

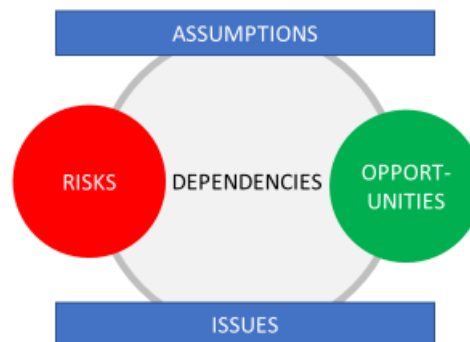


Figure 6 - RAIDO Diagram

11 INFORMATION ANALYSIS, ASSURANCE, AND INTEGRATION

There is an old saying: *“Garbage in, garbage out.”* An IT solution is only as good as the data within it. Lack of confidence in the data can undermine the credibility of the entire solution. Agilent strongly emphasises the importance of accurate data, whether it is extracted from multiple sources into our models or entered by end users through cloud-based interfaces.

One common issue is the absence of a single, authoritative version of the truth. Often, data is duplicated across multiple sources, and extracts from these sources populate spreadsheets, which in turn feed other spreadsheets. This cascade quickly erodes data integrity. Agilent has concluded that, rather than seeking a single version of the truth, organisations should aim for a **single point of authority** for each dataset.

When integrating data from multiple sources into a single Information Management System, absolute accuracy may not be achievable initially. Different sources operate on different update cycles, meaning that not all data will be current at any given time. Combined with duplications and gaps, this can distort the overall picture.

Agilent’s approach recognises these challenges. We first identify all data sources and determine the owners responsible for each, establishing accountability for data quality. From this analysis, we derive a **relative degree of confidence** in the data rather than attempting to create a perfect dataset from the outset. This data then populates our models and drives decision-support dashboards.

Our models act as a filter to identify duplicates and gaps, providing an assessment of data confidence and accuracy. This assessment is presented to decision-makers, enabling them to exercise their subject matter expertise. For example, if the dashboard indicates a 90% confidence level, the decision-maker can determine—based on knowledge, experience, and risk appetite—

whether to proceed with a decision. If not, the accountable data owner can be engaged to improve quality. Over time, this approach allows the continuous tracking and enhancement of data integrity.

12 DESIGNING DATA DRIVEN MODELS FOR PERFORMANCE MANAGEMENT SOLUTIONS

Models can be constructed to describe how the various components of a problem or system interact with one another. These are often referred to as **architectures** or **operating models**. In parallel, decision-support tools can present data visually in ways that facilitate and enhance decision-making.

Agilent leverages the **MooD cloud-based software** to integrate these approaches into a single, cohesive tool that mirrors real-world operations. Data flows from the physical environment into the model, where it is filtered, processed, and aggregated into a series of interactive visualisations.

This approach effectively creates a **digital twin** of the organisation or system. The digital twin acts as a dynamic, living representation of reality, enabling decision-makers to simulate scenarios, test assumptions, and evaluate the potential impact of changes before they are implemented in the real world. By reflecting real-time or near-real-time conditions, the digital twin provides a robust mechanism for understanding complex interactions, identifying risks, and optimising performance. It allows stakeholders to explore “what if?” scenarios with confidence, making the digital twin not just a model, but a practical, operational tool for strategic and operational decision support.

13 SOLUTION PORTFOLIO

Our focus is on using our agile through-life support service to develop bespoke solutions for our customers. However, we have developed a portfolio of solutions using this approach which we can adapt to new customer needs. These solutions can be used as a more substantial Proof of Concept or a handrail to guide the development of new solutions. These solutions have been developed using the MooD software platform for specific customers but have shown a degree of re-usability which can shorten the development cycle even further.

- A. Torch.** This is a capability reporting tool used to gather and clearly present data from across various organisations. Demonstrating their ability to operate in readiness and sustainability terms at any given point in time. It produces various reports and outputs from this data that support mission-critical decision making.
- B. Beacon.** Beacon is an interactive solution that captures and communicates outcome-based business plans. People who own Goals, Supporting Objectives and Milestones can update progress towards their achievement, providing a consolidated overview of progress towards the realisation of the organisations plan.
- C. Lighthouse.** Lighthouse provides a high level view of planned training events over a given period of time. It visually provides a coherent and balanced programme that accurately reflects articulated priorities and enables the synchronisation of activities and resources in order that training opportunities can be identified and exploited.
- D. Lantern.** Lantern is the tool that supports organisation and individual learning and development from an activity or event by capturing observations and enabling the retrieval of key information. It uses themes and keywords that can be tracked throughout or between events to identify opportunities for intervention or to test new practices.
- E. Headlight.** Headlight provides a decision support layer to Portfolio, Programme and Project Management. It informs decisions relating to portfolio balance of investment, programme

benefits and project outputs by providing a better understanding of dependencies and uncertainties between programmes and projects across the portfolio.

- F. **Spotlight.** Spotlight provides decision support for capability through life from development of the capability strategy through to capability planning, delivery, and generation. It supports the assessment of capability gaps and the conduct of capability audits. By linking this through to RAIDO (Risk, Assumptions, Issues, Dependencies, Opportunities) management, evidence support can be provided to balance of investment decisions.
- G. **Foglight.** Foglight manages RAIDO (Risk, Assumptions, Issues, Dependencies and Opportunities) as an integrated set of interdependent uncertainties. It moves away from traditional list management and provides a highly visual presentation of the levels of uncertainty faced at all levels within an Enterprise. FOGLIGHT integrates with both HEADLIGHT and SPOTLIGHT.
- H. **Firelight.** Firelight provides the opportunity to track the realisation of benefits across a series of change programmes and provides an integrated, balanced view of the aggregated benefit to the enterprise. As such, it links with HEADLIGHT and FOGLIGHT to provide an assessment of benefits and the plans and actions required to realise them.

14 SUMMARY

Agilent aims to foster a **DevOps⁵ culture** within client organisations. DevOps combines cultural philosophies, practices, and tools to enhance an organisation's ability to deliver applications and services at high velocity. This approach enables products and services to evolve and improve faster than with traditional software development and infrastructure management processes, allowing organisations to better serve their customers and remain competitive in the market.

Under a DevOps model, development and operations teams are no longer siloed. In some implementations, these teams merge into a single unit, where engineers work across the entire application lifecycle — from development and testing to deployment and operations — and develop a broad range of skills beyond a single function. In other models, quality assurance and security teams are also closely integrated with development and operations, contributing throughout the application lifecycle.

Agilent's teams employ practices that **automate processes** historically performed manually and slowly. Using tools such as **MooD** and cloud-based infrastructures, we can operate, evolve, and scale applications quickly, reliably, and efficiently. This integrated approach ensures that organisations can deliver continuous value while maintaining quality, security, and responsiveness in a rapidly changing environment.

⁵ DevOps is a **collaborative operating model** that tightly integrates **software development (Dev)** and **IT operations (Ops)** so both functions work as a single, synchronised system across the entire software lifecycle. Instead of handing work off between silos, DevOps aligns the two groups around shared goals, shared metrics, and shared workflows — supported by automation, continuous integration/delivery, and infrastructure-as-code — enabling faster, more reliable, and more predictable delivery of value.