

G-Cloud 15

Agile Project Management Office (APMO)

AGILE PROJECT MANAGEMENT OFFICE (APMO)

Service Description

This service establishes and operates an Agile Project Management Office to govern portfolios, programmes and delivery in cloud and digital environments. It supports prioritisation, transparency and value-led decision-making, enabling organisations to align strategy, architecture and delivery while improving flow, control and outcomes.

Key Service Features

- Agile and lean portfolio management frameworks
- Portfolio, programme and delivery governance design
- Prioritisation, dependency and capacity management
- Alignment of delivery portfolios to enterprise architecture
- Metrics, reporting and dashboards for decision-making
- Facilitation of planning, review and governance forums
- Coaching and enablement for APMO, PMO and delivery leads
- Continuous optimisation of portfolio flow and value delivery

Key Service Benefits

- Improved visibility and control across complex delivery portfolios
- Better prioritisation of work aligned to strategy and capacity
- Faster decision-making through clear governance and metrics
- Reduced delivery friction and unmanaged dependencies
- Greater confidence in investment and change decisions
- Stronger alignment between architecture, delivery and outcomes
- Increased organisational capability to sustain agile ways of working

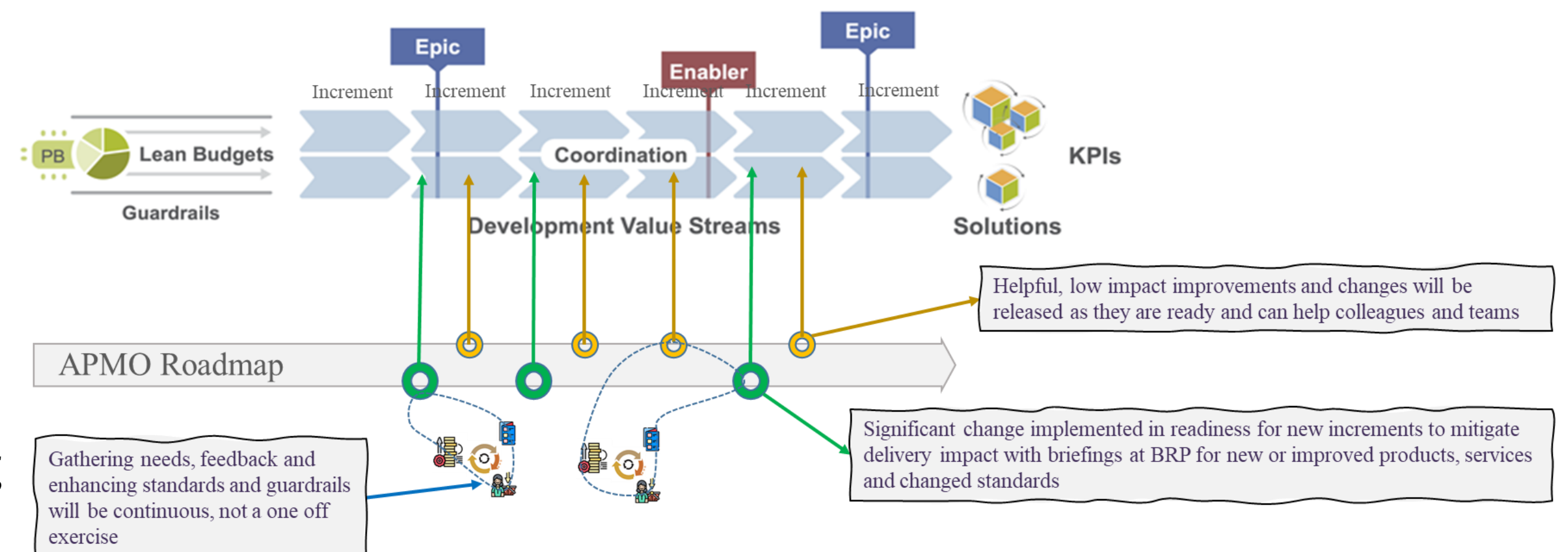
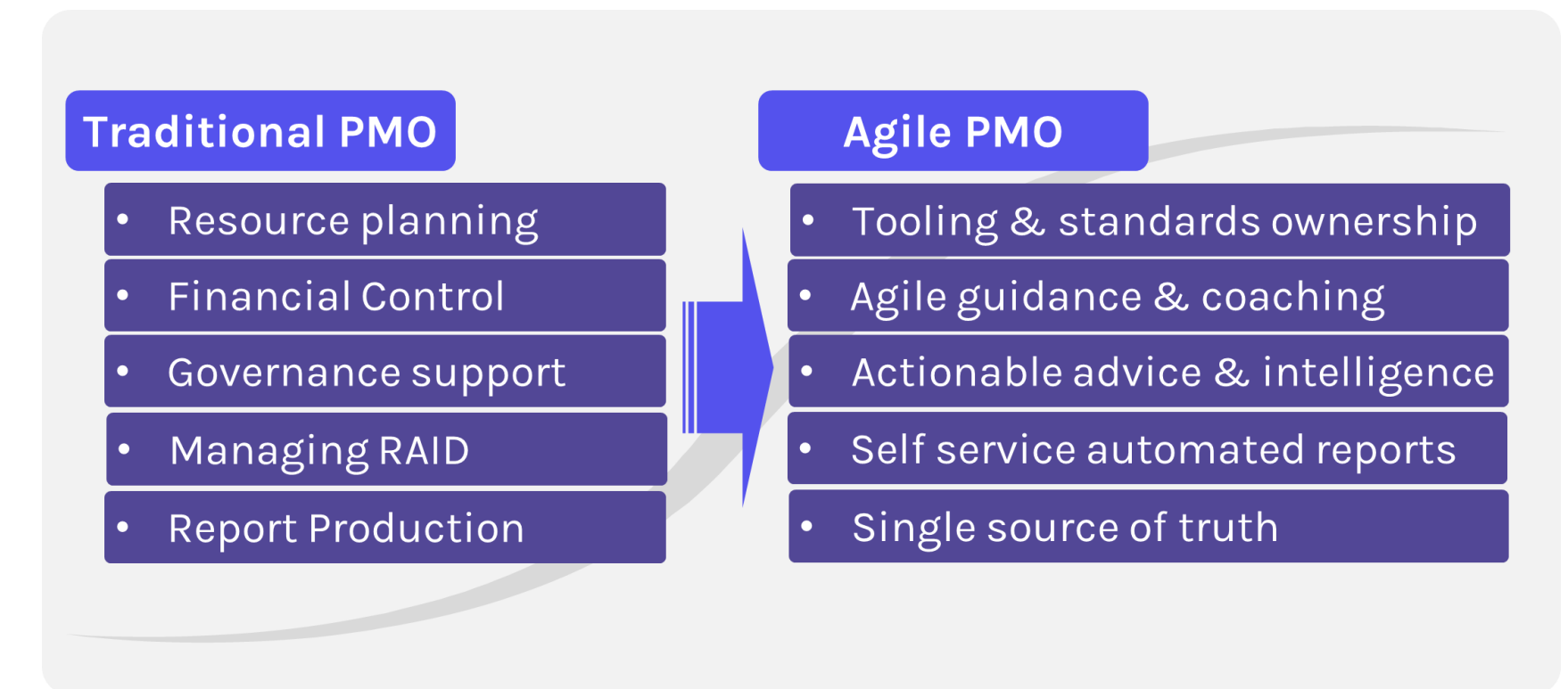
APPROACH – AGILE PROJECT MANAGEMENT OFFICE (APMO)

The key to an Agile PMO is in all the ways it is different from the traditional PMO. The migration from collating and presenting into owning and value creation is what deliver the step-change in delivery support.

The principles of Lean Portfolio Management are clear, but the implementation needs to be personalised to the unique use case of the client, portfolio and team. To achieve this, we focus very heavily on the articulation of an appropriate catalogue of products and services the APMO will provide.



This is undertaken in an agile, incremental approach so that the focus is always on the value being added and ensuring flexibility to changing consumer needs and priorities, while ensuring a single source of truth for information and creating team efficiencies.

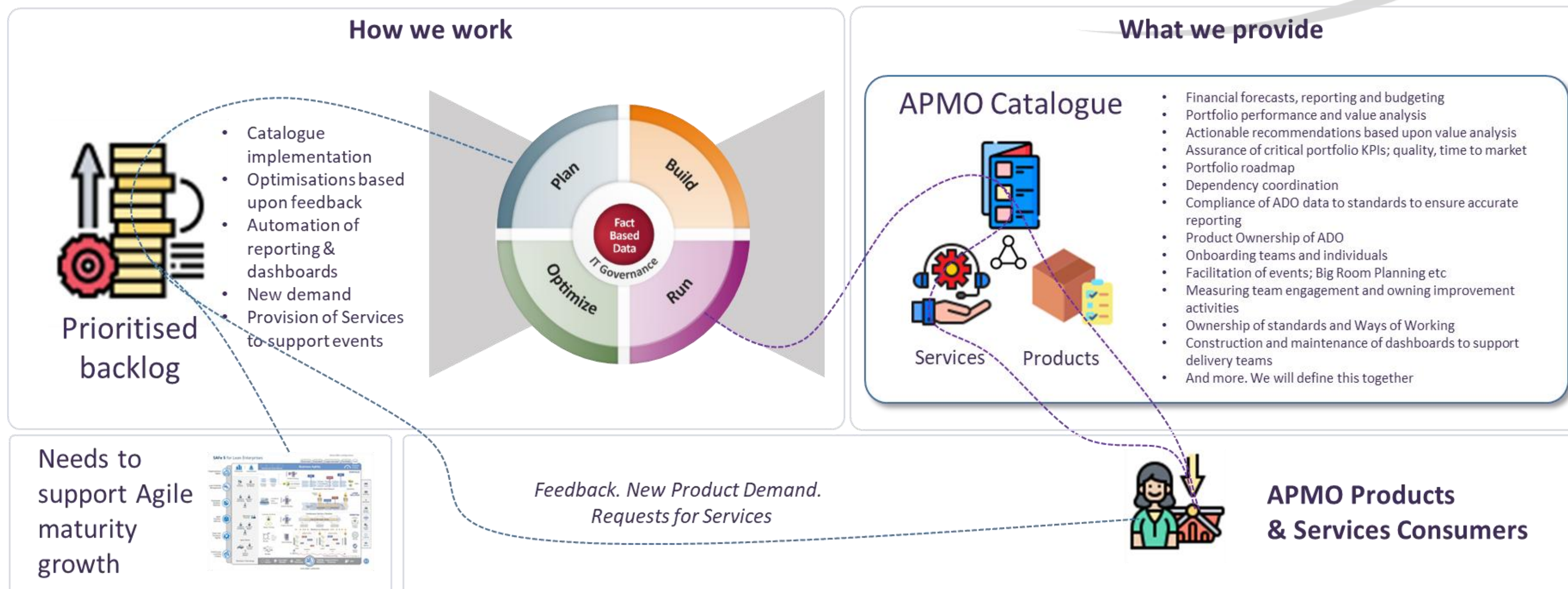
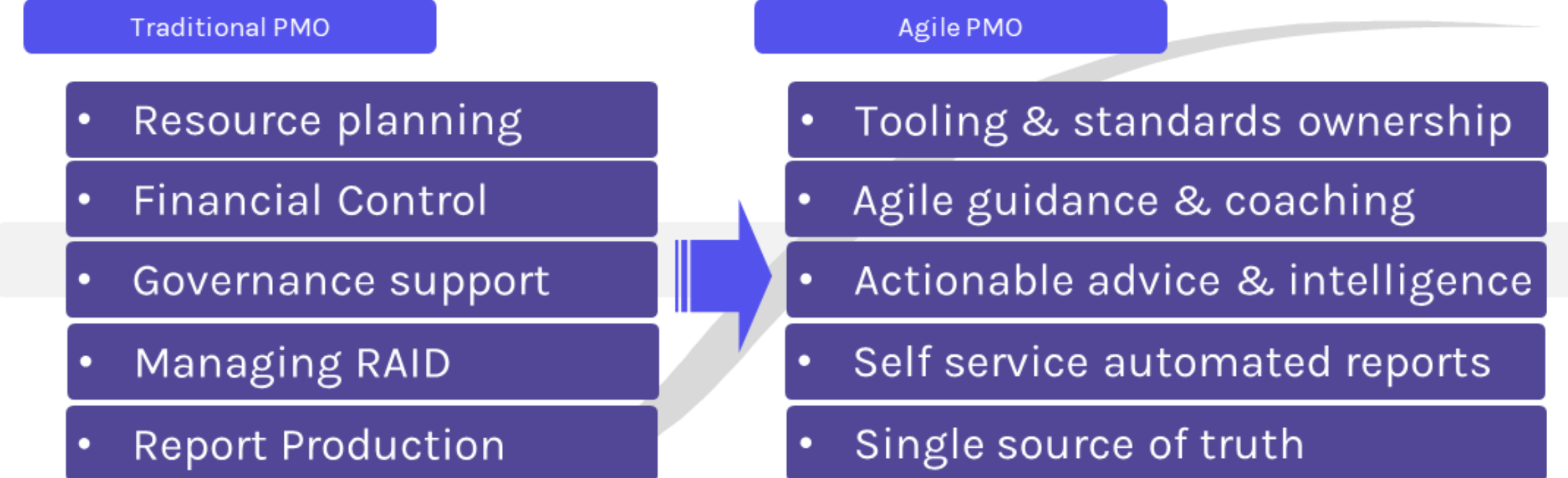


This is a starting point, as it is key to ensure that as engagement progresses the approach is customised to the specifics of the area, leader, team and outcome. The AAA of Customisation that Broadstones employs is detailed below.

APPROACH – AGILE PROJECT MANAGEMENT OFFICE (APMO)

Our client had started on their Agile journey, ways of working had been set and Scaled Agile Framework has been adopted with the first big room planning session being undertaken to align overall goals, activities and dependencies for their first Programme Increment.

Broadstones were asked to help the APMO team set up for success, defining and bringing to life the products and services that they need to offer to move APMO up the value chain, away from traditional tracking of information and report generation to production of business decisioning information and enablement and optimisation of delivery on the ground.



Broadstones guided the client team in building a full catalogue of APMO Products & Services to support the three dimensions of SAFe Lean Portfolio.

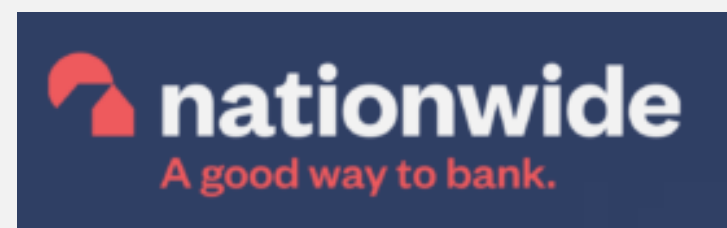
The APMO now provides enabling products and services to all roles and functions across the SAFe portfolio; supporting technology leadership and the business by enabling informed decision making and supporting delivery teams with lean guardrails and standards and actionable intelligence to improve performance.

Why Broadstones?



Broadstones Supply To a Wide Range of Clients

broadstones^{tech}



Broadstones Consulting Capabilities

Technology is the cornerstone of your business and our skills in this area are unrivalled. We provide the know-how to support your vision for growth.



DIGITAL TRANSFORMATION

Coordinating the complex journey to Cloud and maximising value from your Digital platform and product investments.



STRATEGY & OPERATING MODEL

Innovative approaches to effective enterprise operation and growth, combining capability and talent, technologies and approach.



CHANGE LEADERSHIP

Experienced hands to lead complex change and rally your own team, suppliers, vendors and partners behind the cause.



GRC & CONTROLS

Ready for your regulator. Making governance risk and compliance simple with mature, proven playbooks, frameworks and operating models.



AGILE & DEVSECOPS

Leadership in Agile adoption and scaling, maturing Scrum to DevSecOps. Agile PMO implementation and Jira and Azure DevSecOps best practice adoption.



PORTFOLIO DESIGN & ROADMAPING

Translating goals and strategy into easy to understand and implement activities that can be simply tracked and managed



ENTERPRISE MATURITY ASSESSMENT

Enhancing enterprises through innovative products & people and Skills Assessments. Technology and controls implementation with WoW changes and operations.



BUSINESS OPTIMISATION

Optimising business to get best value from technology . Through business design and operating model. Rapid workflow design and implementation. Shared Services.



TECHNOLOGY DELIVERY, RUN & OPTIMISE

An agile, iterative approach to transforming technology operating models. Define and monitor success metrics & build new capabilities through Network, UX/UI, CI/CD, etc.

Who Are We?

With decades of experience and exposure of seeing digital and then cloud transformation done in ways that don't deliver the abundance of business benefits promised, Broadstones is driven to change that story for its customers. Our Vision is to unlock an abundance of business potential through innovation and inspiring a team behind an idea to ignite Cloud, DevOps and Digital transformations. We do this with tailored, specific, efficient and innovative services and products delivered in a straight-talking, respectful, insightful and creative way.

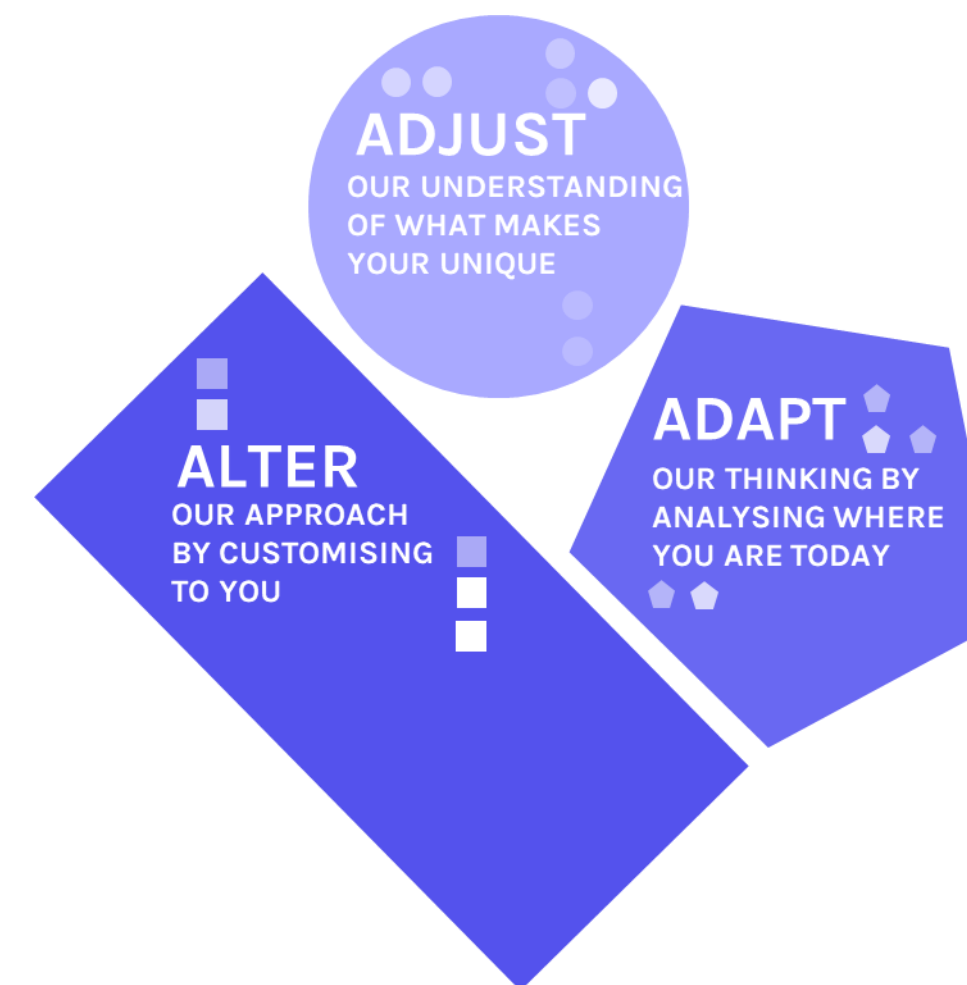
Powered by Understanding

We get to know you better than anybody else so that our solutions directly address your unique challenges while bringing the best industry knowledge and experience to bare.



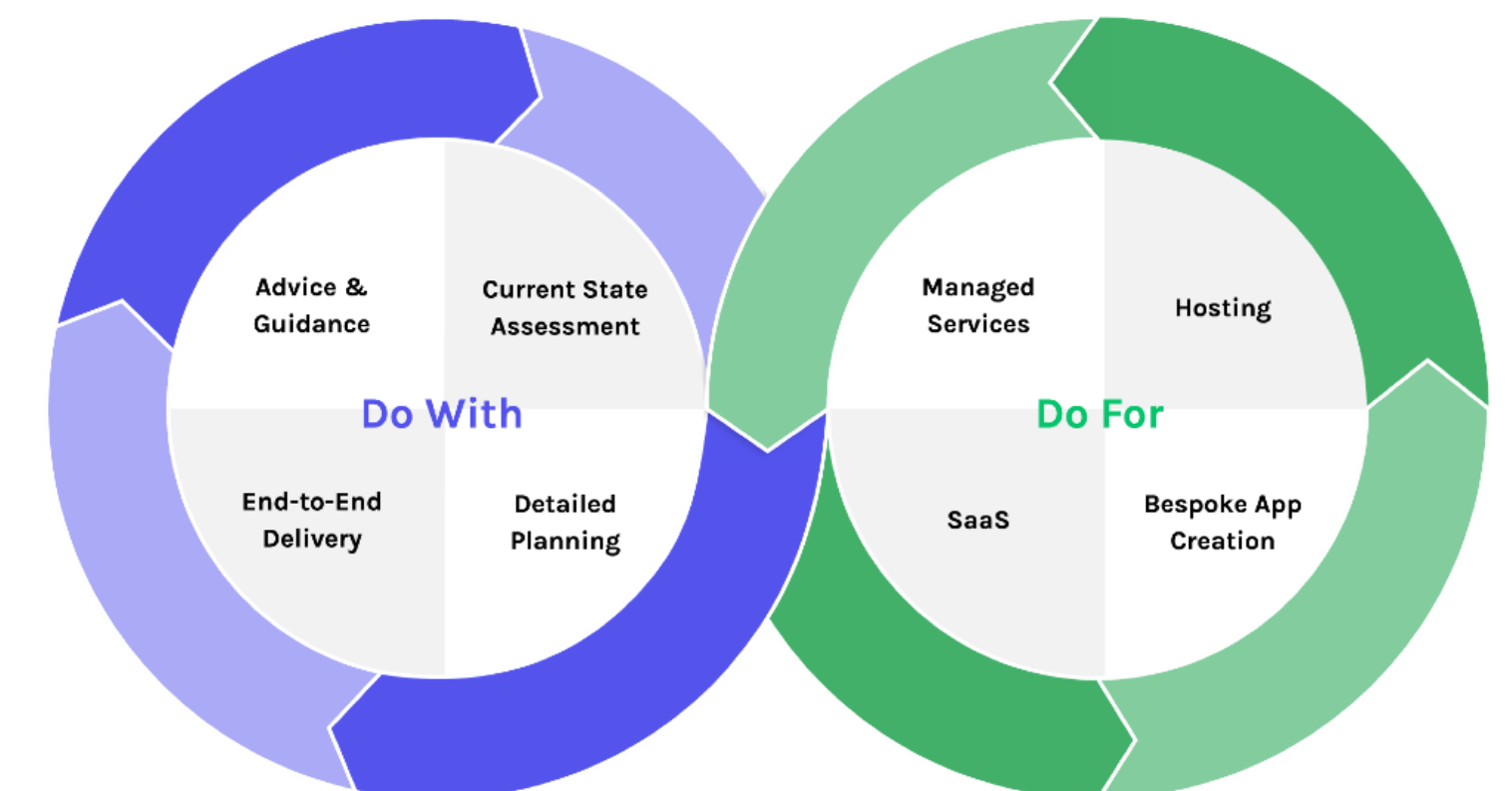
AAA of Customisation

No two companies are the same, so no two solutions can be. We ensure that what we do is customised in every way that matters.



Products & Services

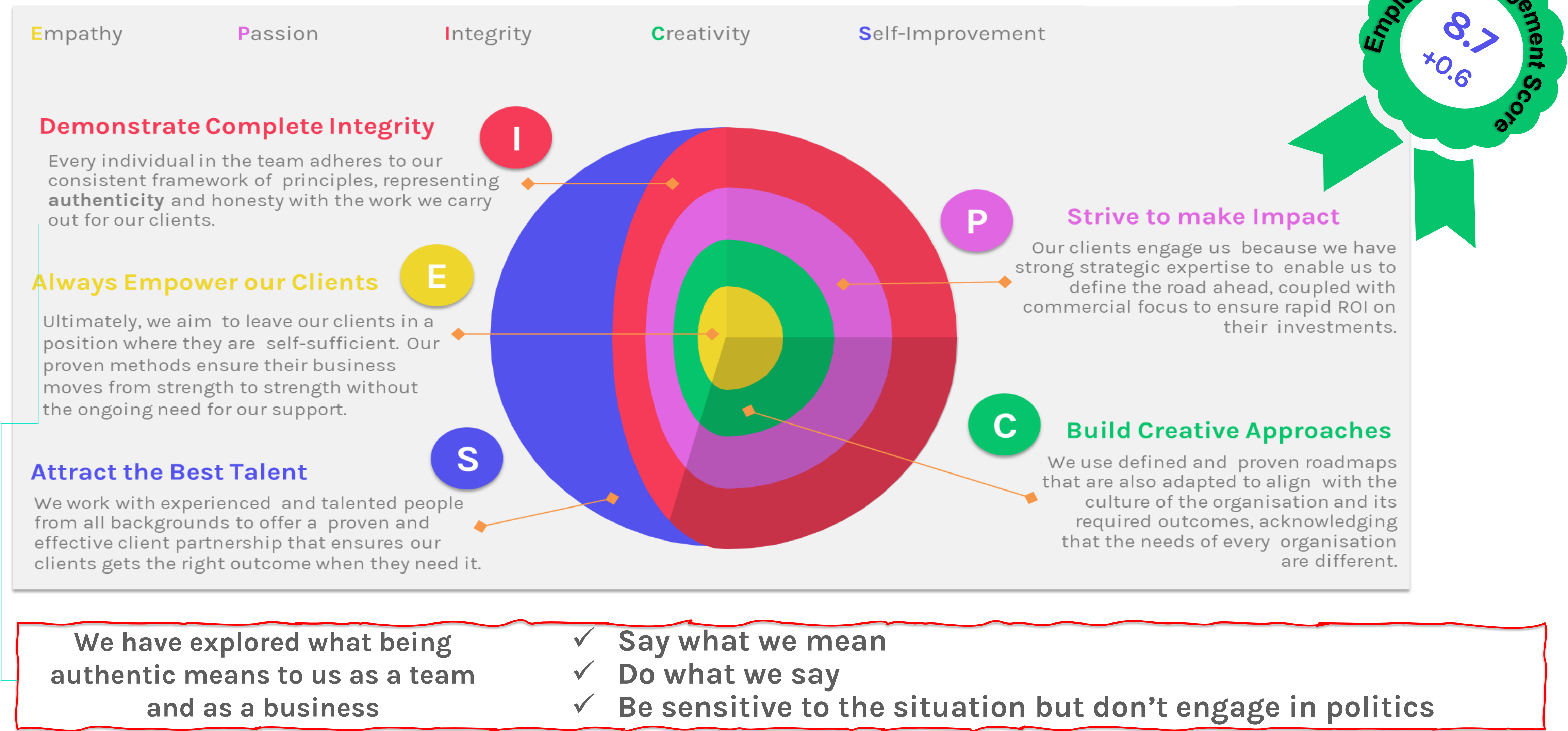
We can work with you however you need us to. We call that Doing With Services or Doing For Products. Broadstones approach your challenge as their own – providing solutions that are considered, innovative, secure, reliable and engaging.



Client Focused

We are passionate about ensuring we get value (of all forms) for you. Here are some of the clients who we have successfully helped to transform at pace, more effectively and sustainably in support of their hard-to-reach business and technology goals. We are here to help clients get value from investment in technology or other service providers, giving the client the skills and capacity required for an effective transformation. We always leave clients better equipped to own their own journey.

Core Values & Behaviours



Sustainability

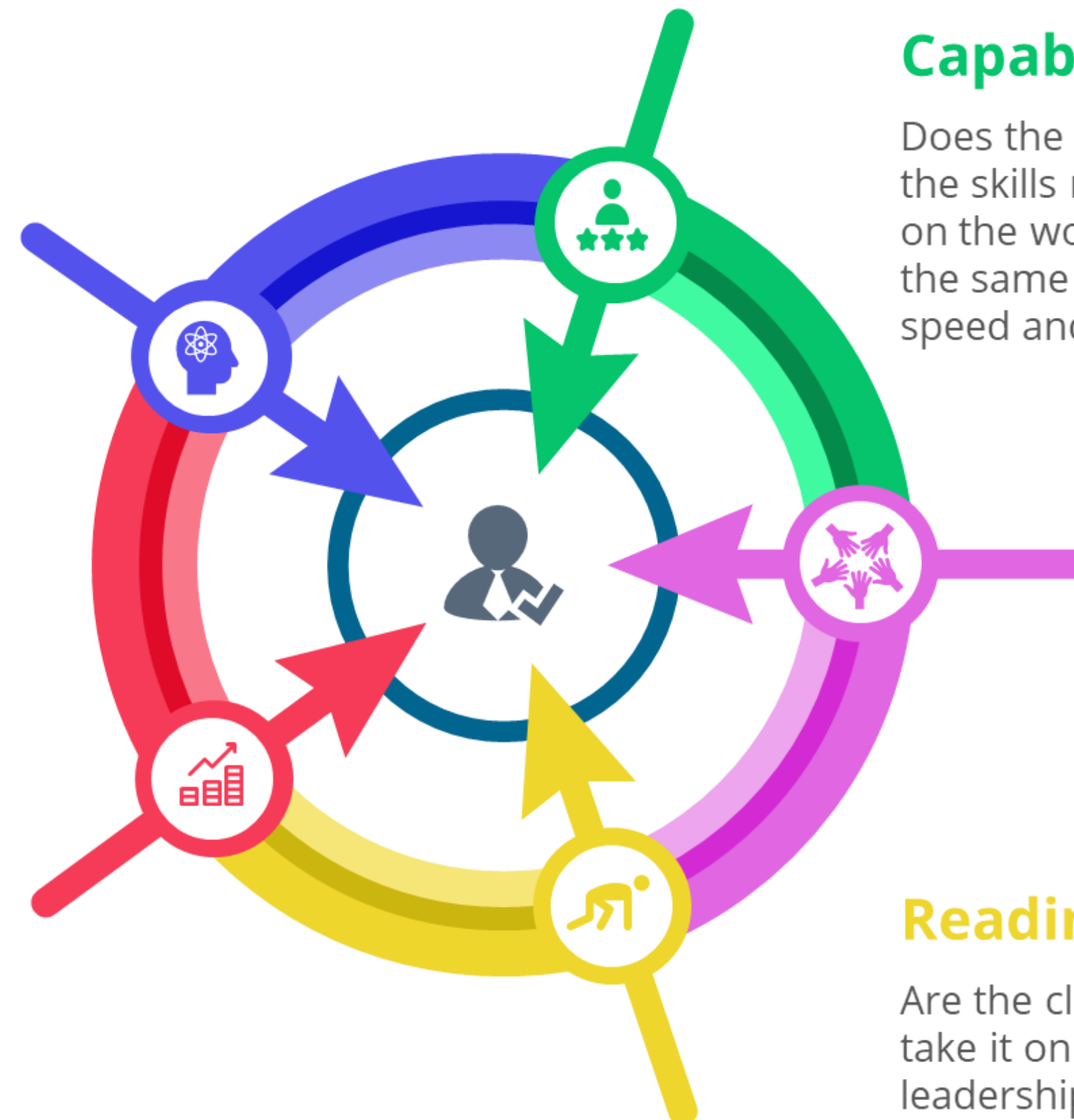
Broadstones never wants to leave a client unprepared or unaware, but we do want to leave them with sustainable solutions and clear ways forward. We believe there are 5 key areas that a client has to have in place to be able to sustainably take on the work we have been delivering with them. Eyes wide open is our belief so we provide insight into the risk profile and next steps both bottom-up and top-down that clients need to take on to continue to progress at the same pace, with the same quality and drive.

Understanding

Does the client team have a good understanding of what is required, why and the consequences of not following through

Investment

Does the client team have the necessary investment (trust, empowerment and funding) to progress successfully



Capability

Does the client team have the skills necessary to take on the work and progress at the same competence, speed and quality

Capacity

Does the client team have the capacity to take on the work – based on resourcing levels, demand and complexity

Readiness

Are the client team ready to take it on – mindset, leadership, culture, documentation, training, access and process

We complete this review as standard in the last month of a contract to ensure our handover is informative and pertinent.

We are also willing to complete this on other suppliers or to return after a period of time to review how work has been sustained. Be that 6 or 12 months later as per planning and review cycles.

This is a starting point, as it is key to ensure that as engagement progresses the approach is customised to the specifics of the area, leader, team and outcome. The AAA of Customisation that Broadstones employs is detailed below.

Recent Work



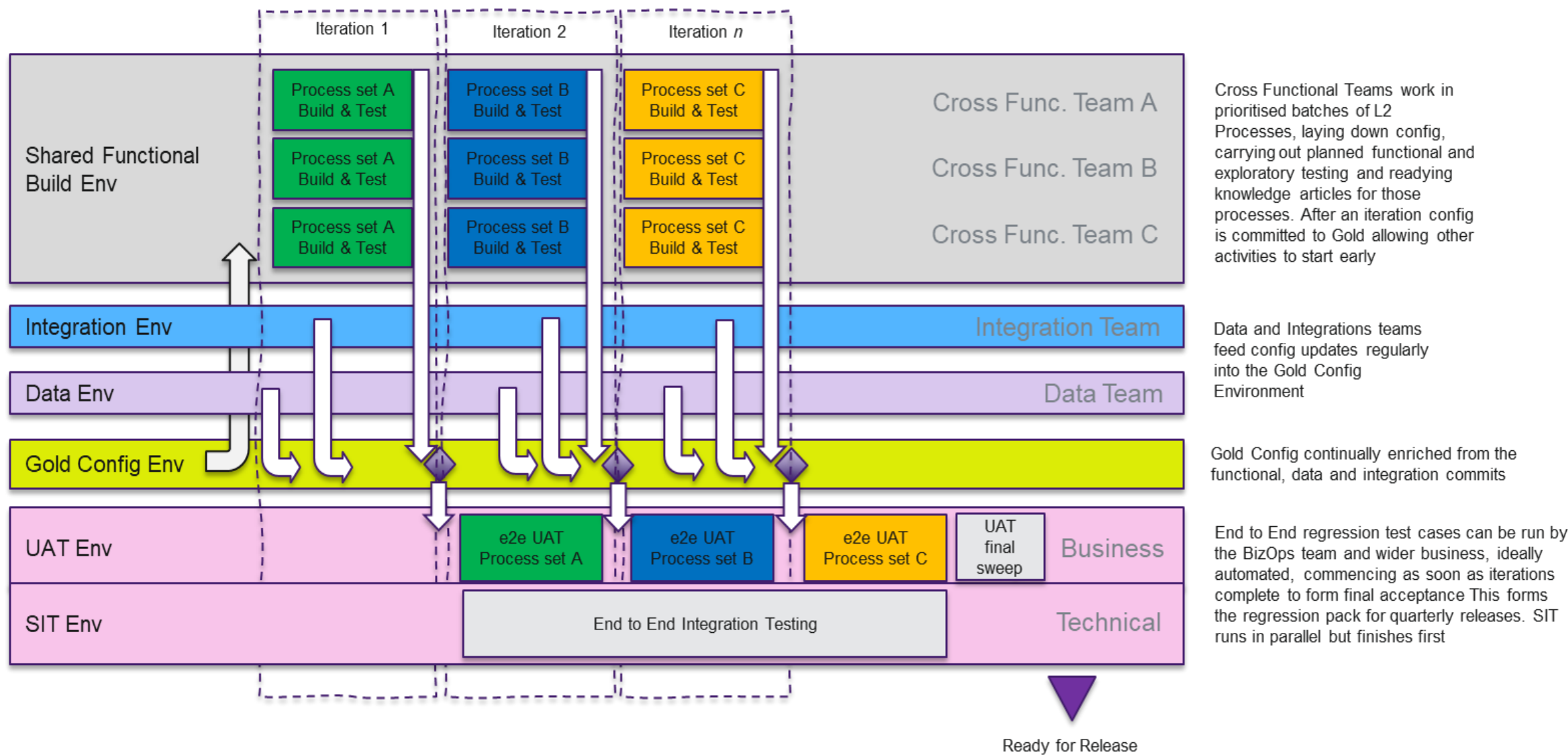
Agile Transformation for Major Technology Change

A major client programme delivering a new ERP and HR system was in crisis due to the challenges introduced by COVID-19. We had to deliver the outcome of migrating from on premise to a new Cloud based ERP system within same timeframe, with a significantly reduced team, and with a significantly reduced budget.

Broadstones advised on agile solution options to face into this challenge and led the transition to the chosen agile model, allowing the ERP programme to continue by removing waste and increasing delivery efficiency. This was a significant challenge as this was done on the fly in response to the crisis, without loss of pace, with an entirely remote team of permanent staff and suppliers who had not worked in agile before. This was made possible by clarity of leadership, clear method, agreed ways of working, supported with consistent use of agile tooling and standards, automated reporting and clear governance information, sense of pace and a cultural shift in how the business operated.

What we did to make transformation happen

1. Broke down the scope of the transformation into a smaller set of processes that small teams can deliver in increments and sprints mitigating risk in a single, larger release deployment
2. Defined and implemented standards for new cross functional teams delivering workable business processes in increments and the underpinning work structures in Azure DevOps to capture consistent transparent data for programme decisioning
3. Helped teams adopt the new standards and ways of working so that programme increments could be delivered reliably and consistently for timeboxed delivery
4. Automated all reporting through Azure DevOps, increase transparency of status and progress, allowing other teams to react and adjust their iterations accordingly to meet the increment goals



	Build & Test Iteration	Build & Test Iteration	Build & Test Iteration	SIT Iteration
Incremental. Processes are prioritised and build and test is conducted process by process in each iteration, incrementally getting processes ready for SIT.	Feature - L2 Process - Build - Systems Test	Feature - L2 Process - Build - Systems Test	Feature - L2 Process - Build - Systems Test	Feature - L2 Process - Bug - Retest
Sequential. Build and business executed smoke testing is conducted prior to a supplier led process playback that will execute by demo all Systems Test cases. As Processes based playback are accepted by the business, Systems Test Cases are approved.	Feature - L2 Process - Build - Smoke Test	Feature - L2 Process - Build - Smoke Test	Feature - L2 Process - Oracle Playback - Systems Test	Feature - L2 Process - Bug - Retest
Mix; Incremental & Waterfall. Oracle based functionality is prioritised process by process and build and test is conducted in each iteration. Activates for non-oracle systems are planned and interlocked through Azure DevOps and progress represented in scrums and increment planning but are executed through the local delivery methods of those system owning teams.	Feature - L2 Process - Oracle Build - Systems Test - Build for other systems	Feature - L2 Process - HAL Build - Systems Test	Feature - L2 Process - HAL Build - Systems Test	Feature - L2 Process - Oracle Bug - Oracle Retest - Non-Oracle Bug - Non-Oracle Retest

Our Blueprint for Agile iterative transformation was tailored to interlock with a range of suppliers change methods in interfacing systems

This case study is a recent example of conducting a maturity assessment for a small technology department, (c100 FTE). Broadstones was selected for this project due to its essential role in adapting and innovating approaches tailored to the size and capabilities of our technology team. This adaptation was crucial for successfully implementing the IT strategy, which encompassed technical transformations and organisational restructuring to enhance efficiency with both Cloud/SaaS and On-Premise strategies. Working closely with the client, we identified mutually agreed focus areas and subsequently assessed the maturity of them, formulating a multiyear improvement plan. Our analysis encompassed various capabilities, such as operational and change maturity, scalability, working methodologies, and the services/products to be provided to the business. The findings were compiled into a comprehensive manual, presenting recommendations, technical transformations, and a high-level operating model for the client to incrementally implement.

Key Maturity Assessment and Operating Model Roadmap principles

- We always endeavour to keep it simple and consumable for the client.
- Maturity targets are set in agreement with the client and appropriate to the client and regulatory needs.
- We believe in deploying immediate value by making a fast start and then improve later with help from us or under the client's own capability.
- A key output is a long-lasting road map that is left with the client for the future to drive deeper maturity when required.

Maturity Scoring

Level 5
Optimising

Processes are stable and flexible. The organizational focus is on continued improvement and responding to changes.

Level 4
Quantitatively Managed

Processes are measured and controlled. The organization is using quantitative data to implement predictable processes that meet organizational goals.

Level 3
Defined

Processes are well-characterized and well-understood. The organization is more proactive than reactive, and there are organization-wide standards that provide guidance.

Level 2
Managed

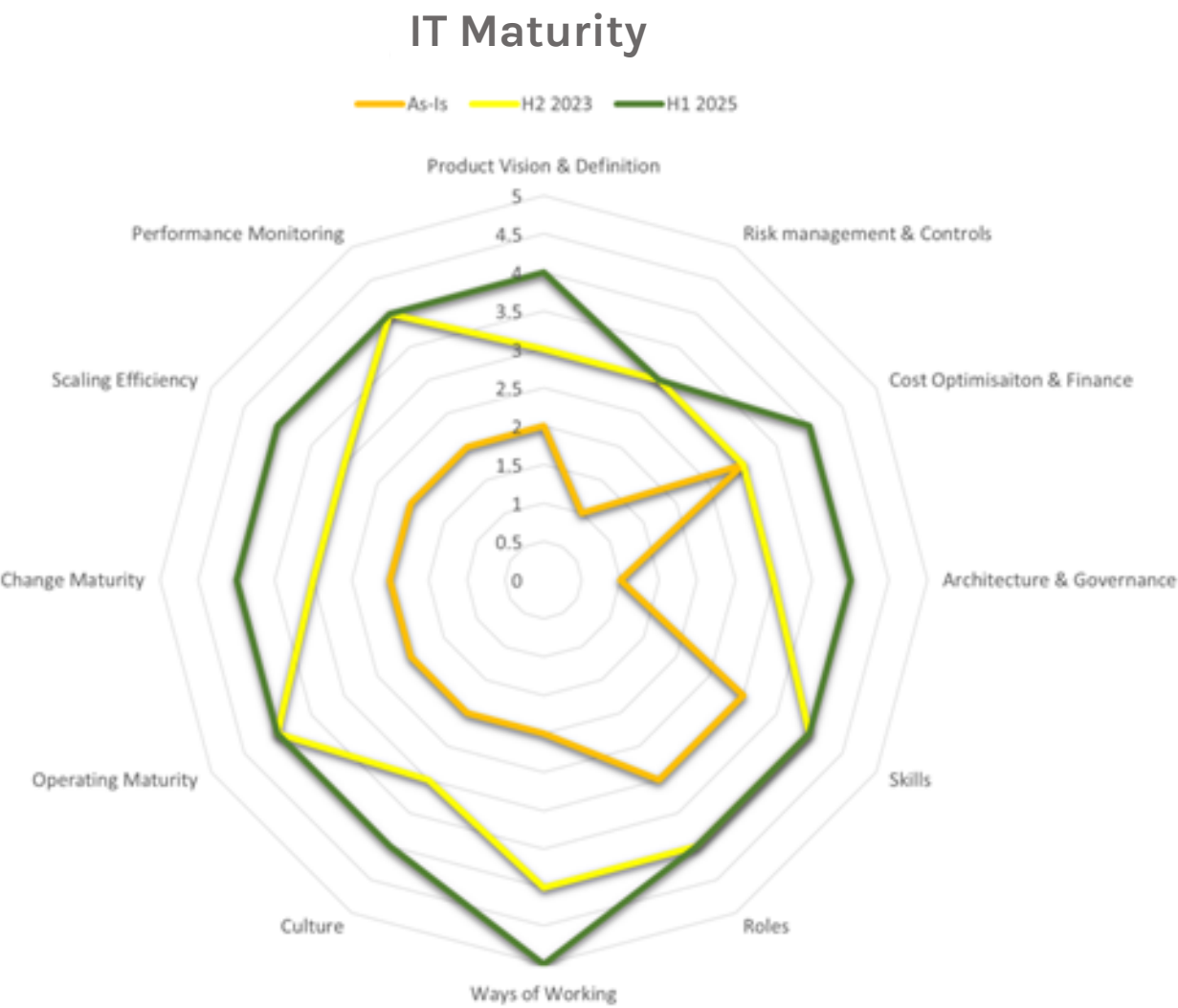
Processes are characterised by projects and are frequently reactive.

Level 1
Initial

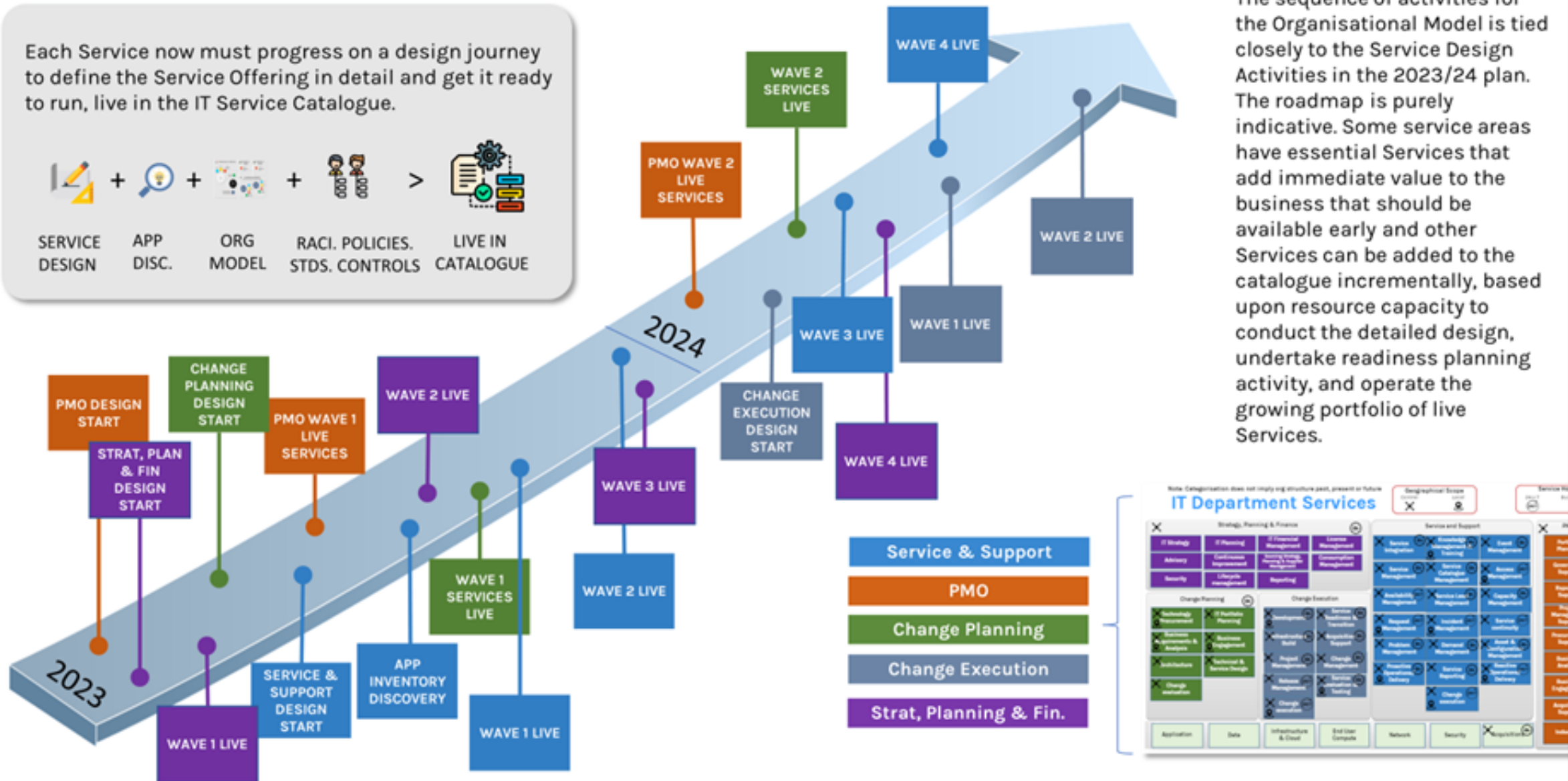
Processes are seen as unpredictable, poorly controlled, and reactive. Businesses in this stage have an unpredictable environment that leads to increased risks and inefficiency.

Level 0
Absent

Process or service not performed.



Organisation Model, Next Steps



Operating Model for Cloud SaaS

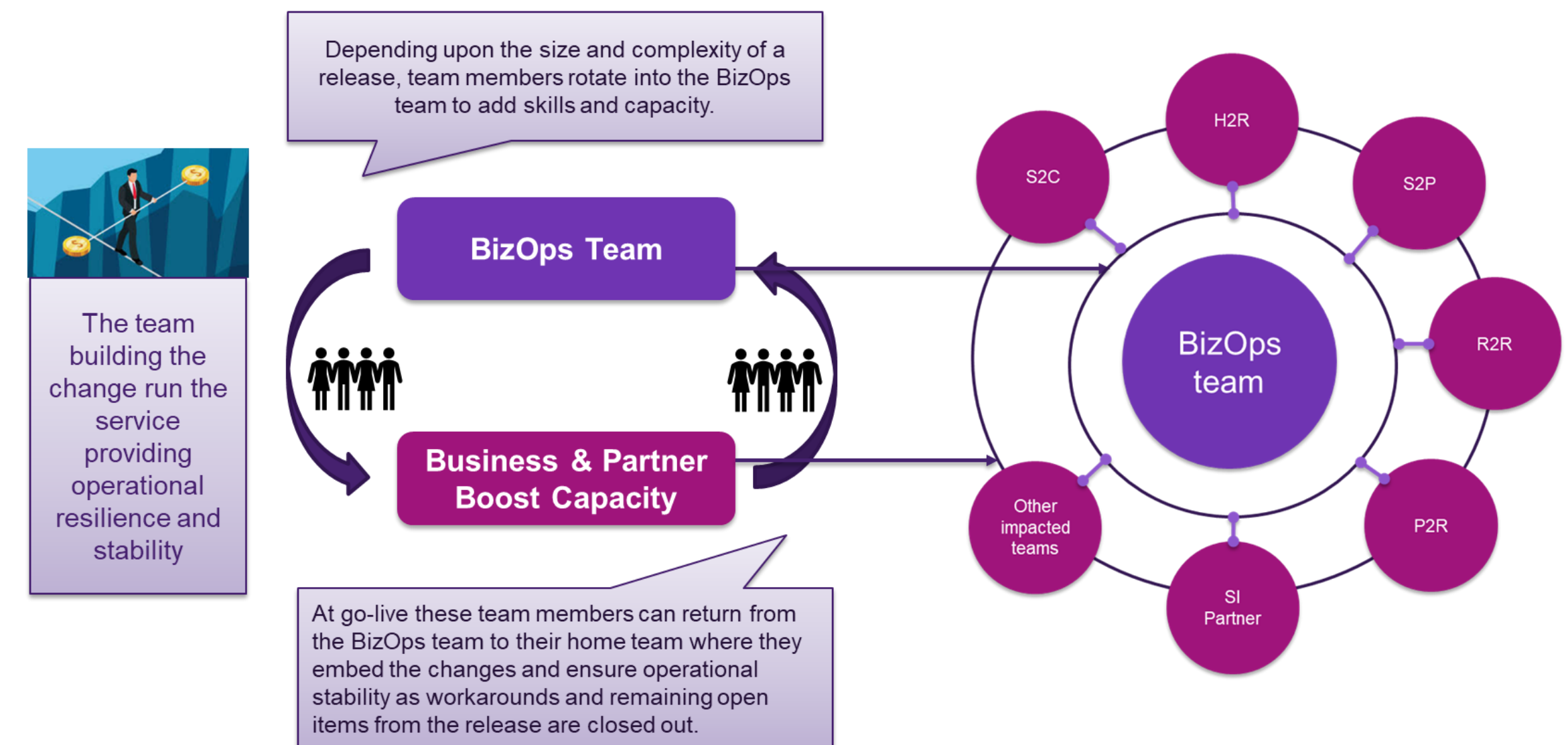
Our client adopted Oracle Fusion Cloud to help their organisation avoid large capital transformation programmes and take an evergreen approach to keeping their technology estate current and quickly realise benefit from new functionality. The challenge was that business needed to have a flexible, nimble way of working to adapt to short notice mandatory changes in the SaaS products and capitalise on new optional functionality that drive business value.

Broadstones designed and implemented an Agile Operating Model based upon DevOps principles to form a Business Operations (BizOps) team design.

This model accompanied by a practical, hands-on leadership of the change on the ground with the business, readied the business for this major change in ways of working, supported by newly crafted roles, processes and Agile tooling for portfolio management, change road mapping, change technical delivery, technical and business testing and business change.

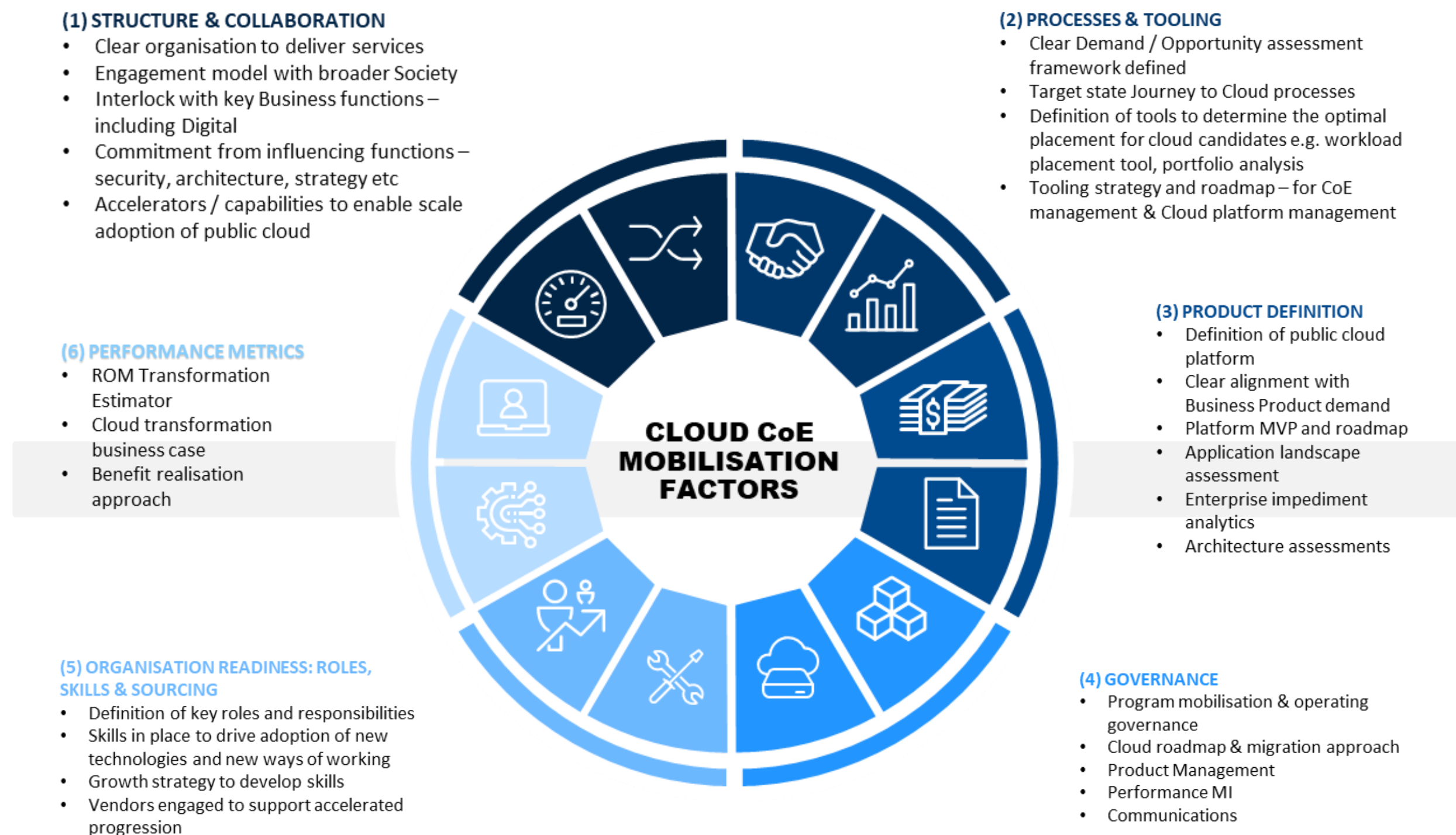


The BizOps Team has all the required skills in the team to deliver business processes and systems changes into production in a self-governed, rapid and repeatable manner. This team self-organises to optimises and extract ongoing value from the available business software stack. Agile Tooling and Agile Ways of Working were fully adopted to enable this, using Azure DevOps to plan and manage activities with Scrum used to help the team self-organising around their day to day and week to week commitments.

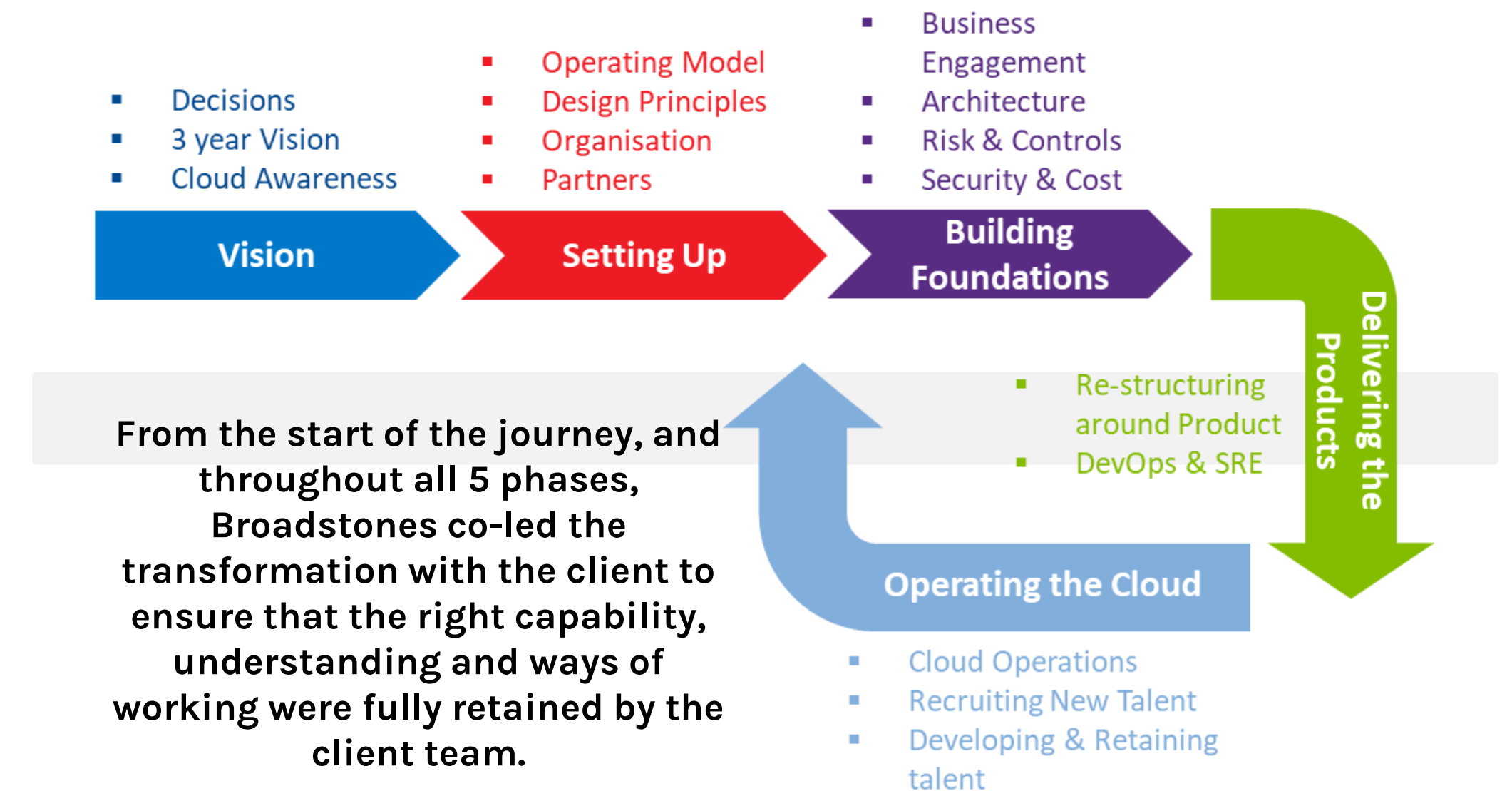


DevOps Cloud Centre of Excellence Setup

During 2020, we were asked to create and run a Cloud based product producing factory; a Cloud Centre of Excellence. This DevOps based adoption took place over a period of 8 months culminating with the release of its first product; an enterprise class, secure, Platform as a Service (PaaS) capability built on AWS suitable for financial service workloads. A second platform utilising MS Azure fast followed on quickly in subsequent months to provide cross cloud resilience and exit strategies.



To ensure progress, we continuously assessed our maturity against industry targets



The platforms embraced many innovative concepts and featured continuous integration and delivery pipelines to ensure rapid change and automated security. The platforms were ephemeral and therefore reduced the environment provision time from months to minutes for project teams across the company building applications and services upon a common, Cloud based platform. Broadstones led the construction of a controls framework to manage risk in the Cloud product set.

The rapid pace kick-started a cultural shift within the organisation and demonstrated that it was possible to deliver enterprise class capabilities within a shorter timeframe than expected.

Case Study

Paysafe

Broadstones was engaged by Paysafe to develop a Cloud Operating Model to effectively manage and expand their cloud presence across AWS and Azure platforms. The objective was to create a lightweight yet comprehensive framework that outlined the vision, principles, components, and high-level design necessary for Paysafe's cloud adoption journey. The solution involved conducting a rapid architectural discovery phase to present options and recommendations, ensuring consensus on the outline shape of the Cloud Operating Model.

The outcomes included an Outline Operating Model that provided clarity on how cloud onboarding and operations would function consistently and efficiently within Paysafe's enterprise. This model was iterated into detail during full Operating Model construction and was aligned with key cloud stakeholders throughout its development stages. Ultimately, Broadstones enabled Paysafe to make informed decisions and streamline their cloud operations to support their rapid expansion in the cloud space.



Architectural Services Deployed:

- **Enterprise Architect**
- **Solutions Architect**

Case Study

Canada Life

Broadstones were engaged by Canada Life Europe to set enterprise architectural direction and construct an approach to modernise their technology landscape across the group.

Broadstones deployed an experienced technology team to accelerate Canada Life Europe's modernisation of their entire estate through Cloud adoption, as well as leading business architectural initiatives regarding working practices and strategic workforce planning and service outsourcing.



Architectural Services Deployed:

- **Enterprise Architect**
- **Solutions Architect**
- **Data Architect**

Case Study

Nationwide Building Society

Broadstones supported Nationwide Building Society on a journey to modernising the IT infrastructure and enhance digital capabilities. The scope of the work included conducting an in-depth architecture assessment and developing a strategy aligned with Nationwide's objectives, then executing that strategy.

We assisted in migrating critical systems to AWS and Azure, leveraging Terraform Cloud for automation, and transitioning to microservices-based architectures for improved agility and scalability. We established a dedicated SecOps team focused on cloud security, mapping the cloud technical strategy to security strategy. CI/CD pipelines were implemented to enable rapid and reliable software delivery, while security risk assessments were conducted to mitigate risks across the business. The results of this initiative were evident in the enhanced member experience, improved operational efficiency, and increased innovation and agility.



Architectural Services Deployed:

- **Enterprise Architect**
- **Solutions Architects**
- **Security Architects**
- **Network Architect**
- **Technical Architects**

Standard of Confidentiality and Limitation

The document is proprietary to Broadstones Solutions Limited. It is supplied in confidence and, except for evaluation purposes, should not be disclosed, duplicated or otherwise revealed in whole or in part without the prior written consent of Broadstones Solutions Limited.

Whilst every care has been taken in preparing this document, the content is subject to formal contract negotiations. All conditions and warranties whether expressed or implied by statute, law or otherwise, are here by excluded. This document shall not form part of any contract. This document was prepared on the instructions and information given by the requesting entity and accordingly no responsibility is accepted by Broadstones Solutions Limited for any inaccuracy or error or any action taken or not taken in reliance on this document.

Any comments on, or opinions stated in this document regarding the functional and technical capabilities of any software or other products proposed or referred to in this document, whether or not expressed as being those of Broadstones Solutions Limited, are based on the information

provided by the product vendors to Broadstones Solutions Limited or provided by the requesting entity and, while Broadstones Solutions Limited does not have reason to believe that this information is in anyway inaccurate or incomplete, responsibility for its accuracy and completeness shall not rest with Broadstones Solutions Limited. These limitations are not in anyway intended to restrict continuing business discussions between our group companies.

Broadstones Solutions Limited has alliance relationships with third party products and services vendors. As part of any relationships, Broadstones Solutions Limited is able to resell certain products and services and/or may receive compensation from vendors in the form of fees or other benefits in connection with the marketing, technical and other assistance provided by Broadstones Solutions Limited. Where specific clients are mentioned by name, we would request that such clients not be contacted without our prior written approval to do so.

Broadstones Solutions Limited's proposal shall be valid for two months from its date, unless Broadstones Solutions Limited agrees in writing to extend the period of validity.



Broadstones Solutions Ltd
Bragborough Hall Business Centre,
Welton Road, Braunston, Daventry, NN11 7JG

Registered Number: 11656069

Copyright © 2026 Broadstones Solutions Ltd. All rights reserved,