

G-Cloud 15

Cloud Migration Assessment, Planning, and Delivery

CLOUD MIGRATION ASSESSMENT, PLANNING & DELIVERY

Service Description

This service supports organisations to assess, plan and deliver cloud migrations. It covers readiness assessment, migration planning, secure workload transition, testing and operational readiness, enabling organisations to move applications and services to cloud environments in a controlled, low-risk and sustainable way.

Key Service Features

- Cloud migration readiness assessments and workload analysis
- Migration strategy, architecture and roadmap definition
- Secure transition of applications, data and services to cloud
- Design and execution of migration-appropriate testing approaches
- Automated and manual testing to support migration confidence
- Performance, load and scalability testing for migrated workloads
- Establishment of cloud operating models, controls and governance
- FinOps and GreenOps enablement during migration
- Training and early-life support to stabilise migrated services

Key Service Benefits

- Reduced risk and uncertainty during cloud migration
- Clear understanding of workload readiness and migration priorities
- Increased confidence that migrated services are fit for purpose
- Improved performance and scalability using cloud-native capabilities
- Better cost visibility and control following migration
- Faster stabilisation and adoption of cloud services
- Stronger internal capability to operate and evolve cloud platforms

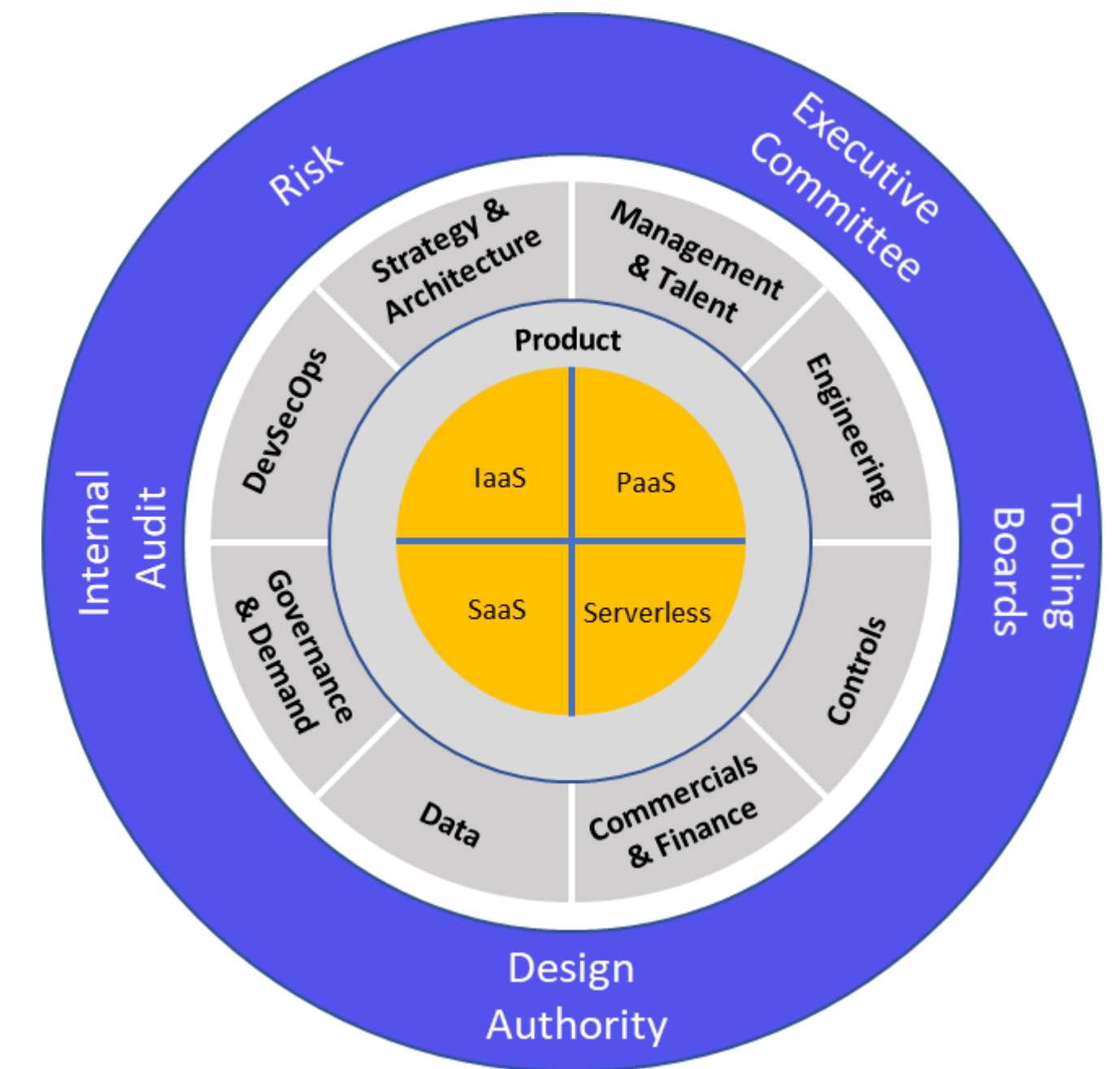
APPROACH - CLOUD MIGRATION ASSESSMENT, PLANNING & DELIVERY

In conjunction with client teams, we will establish the design and build of a Cloud department to successfully offer standard repeatable services across the client's organisation. This can be done either as a full managed service or as a more integrated offering with client engineering teams. End to end plans can be delivered to enable the client to satisfy component elements of the model with only minimal oversight from us.

Working alongside your engineering teams, we will help design and deliver your target service platform, set out the Operating Model, End to End process flows, vision and key strategies when transitioning to a Service.

This can be done within a managed service framework or as a mixed Broadstones and client team. The deployment platform, initially supported and maintained by us, will then be fully handed over to your DevOps teams.

The process creates a new department within your organisation equipped and ready to accept new and existing applications safely and securely into cloud.



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.

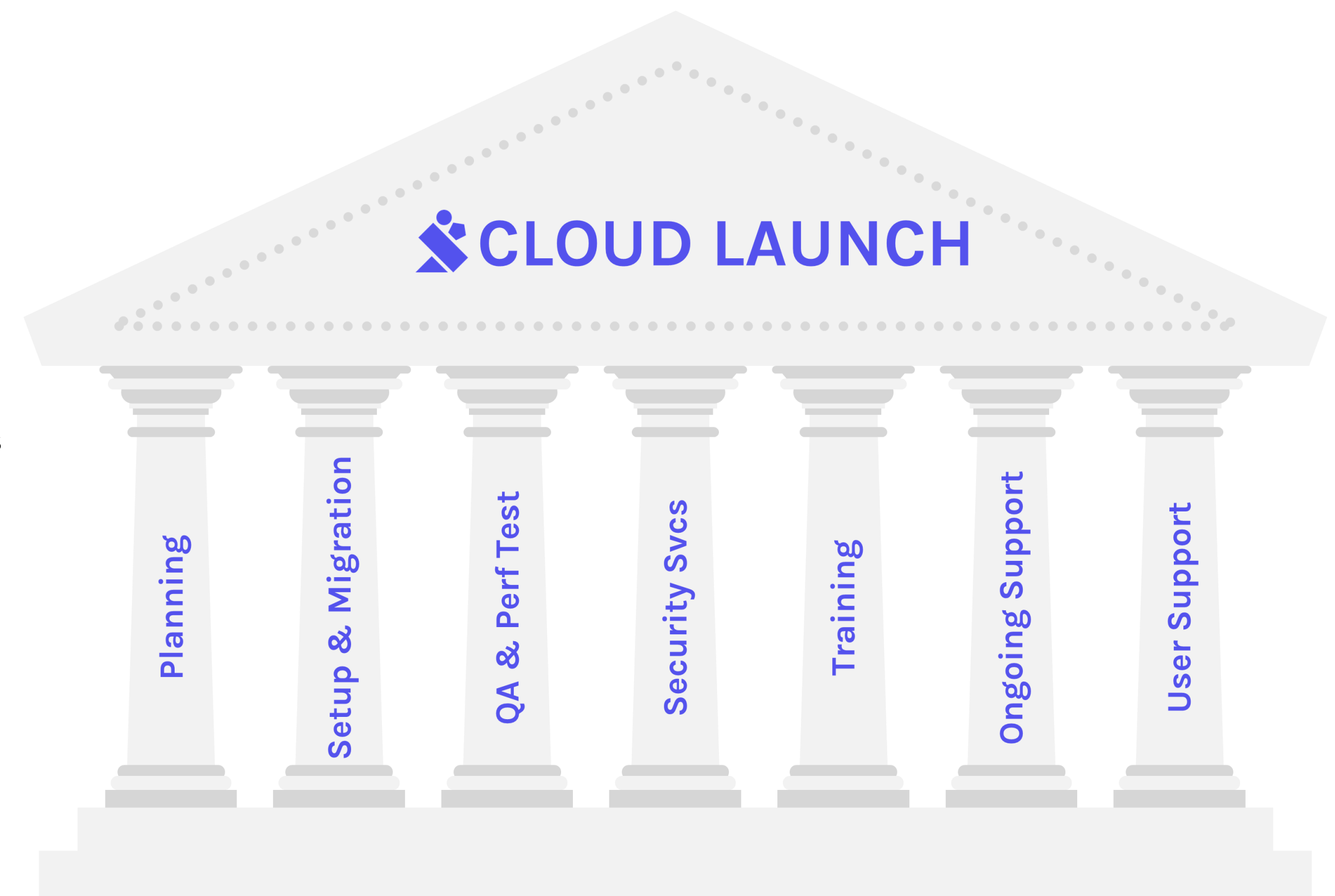
APPROACH - CLOUD MIGRATION ASSESSMENT, PLANNING & DELIVERY

Having a structured and proven approach to launching Cloud ensures that all facets, angles and requirements are captured and considered. At Broadstones we have seven pillars that we utilise to ensure customisation with effectiveness.

Pillar 1 – Planning. This covers off the construction of your Cloud Strategy – from strategic alignment to architectural choices and regulatory considerations. Assessment of any legacy migrations and new workloads. Ending with a coherent migration portfolio plan. This approach ensures informed decisions are made around workload suitability and placement taking into account the financial and risk profiles. This sets up the demand function and ensures prioritisation based on value. It also results in an organisational self-sufficiency to plan, run and manage cloud services.

Pillar 2 – Setup & Migration. The creation of a Cloud Centre of Excellence is essential to creating that internal capability. The development of a coherent, robust and holistic operating model that interfaces with all existing functions in a strategic way. In this pillar we also ensure the setup of the FinOps, BizOps and DevOps functions looking at the ways of working, systems, skills and resource models required to embody self-sufficiency. This detailed approach ensures that there are the necessary capabilities within the organisation, with experienced practitioners, appropriate tools and processes to reduce any risks to migration as well as operational effectiveness and therefore release the benefits of speed to market, deployment times and the transition from capex to opex.

Pillar 3 – QA & Performance Testing. Before anything goes live it is essential to have the Control environment reviewed and new Cloud Controls put in place. Mapping to risk appetite, regulatory compliance and working together with existing functions to enhance knowledge, modernise approaches and navigate the implications of a hybrid or on-premise interaction with Cloud. This ensures you reduce service risk, maintain a positive relationship with any regulators and prioritise benefit realisation.



APPROACH - CLOUD MIGRATION ASSESSMENT, PLANNING & DELIVERY

Pillar 4 – Security Services. Security considerations are paramount and moving to the Cloud does add complexities, so it is important that throughout all aspects security is front of mind. In this pillar we create the security strategy and design, offering cyber security consultancy around how to setup, run, improve and embed all facets of security from testing, incident management, controls assessments all to ensure security risk is reduced as a result of the move to Cloud, and compliance is a given not a task.

Pillar 5 – Training. Moving to the Cloud is one thing, but realising the benefits really only comes with how the cloud services are used. Traditional ways of working do not bring out the best in Cloud, so here we support the transition to a DevOps, Agile way of working. Focussing on understanding the current skills levels, and supporting the enhancement whether that is technical skills of the developers, the appreciation for how automation can evolve processes releasing support staff for value-add activities and how to account for, plan and deliver on a product based iterative roadmap. This is an integral pillar to creating the internal capacity and either retaining or attracting the talent you need to support your Cloud workloads.

Pillar 6 – Ongoing Support. While Broadstones do not host Cloud services, we do specialise in the management of provider platform, especially if the strategy makes a good use of SaaS products. In this section we look at how all aspects of Cloud need to be integrated into the organisational ways of working, culture and processes. From Procurement, finance, risk all the way through the change and it functions. Ensuring you are not increasing your risk profile unknowingly.

Pillar 7 – User Support. Broadstones is dedicated to ensuring we leave you self-sufficient. We provide sustainability assessments to ensure that as the process moves forward you start taking more control. From leadership coaching and mentoring, to taking on interim roles and helping you find the right team to take you forward. We provide weekly support calls, offer warranty periods and can include 24/7 support for those early months where you just need peace of mind.

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APPROACH - CLOUD MIGRATION ASSESSMENT, PLANNING & DELIVERY

Broadstones help businesses build secure, scalable, and cost-effective cloud platforms. We are well practiced in supporting organisations in the strategic elements of cloud utilisation for enhanced customer experience. Using agile methodologies and cloud agency approaches for delivery, a clear, customer and product centric plan is built to cover the buyers cloud aspirations in the form of a consumable strategy.

We will bring the following to our planning phases: our experience of engaging stakeholders, customers and suppliers our understanding of legacy IT and service delivery models our deep knowledge of technology delivery disciplines such as business case modelling and organisation design our passion for innovation and creativity. Our commitment is to work with the buyer to build the best strategy for their organisation.

Broadstones can provide a full range of project and systems integration services to help the delivery of new cloud services. Our expertise ranges from initiation to implementation and into operation, including change management, demand management, risk management, architecture and design – both tech and process and all aspects of cultural transformation – including learning and development, skills training and resourcing models.

Broadstones have a market leading cloud controls framework with the specific goal of quality assuring cloud based services. Broadstones leverage this framework to quality assure the services offered by Cloud providers and the security and control of applications and infrastructure built upon these Cloud platforms by use for others

Broadstones can advise the buyer on balancing scalability, resilience and performance of cloud based services and the interactions and implication that hybrid or on-premise interaction with cloud bear on performance.

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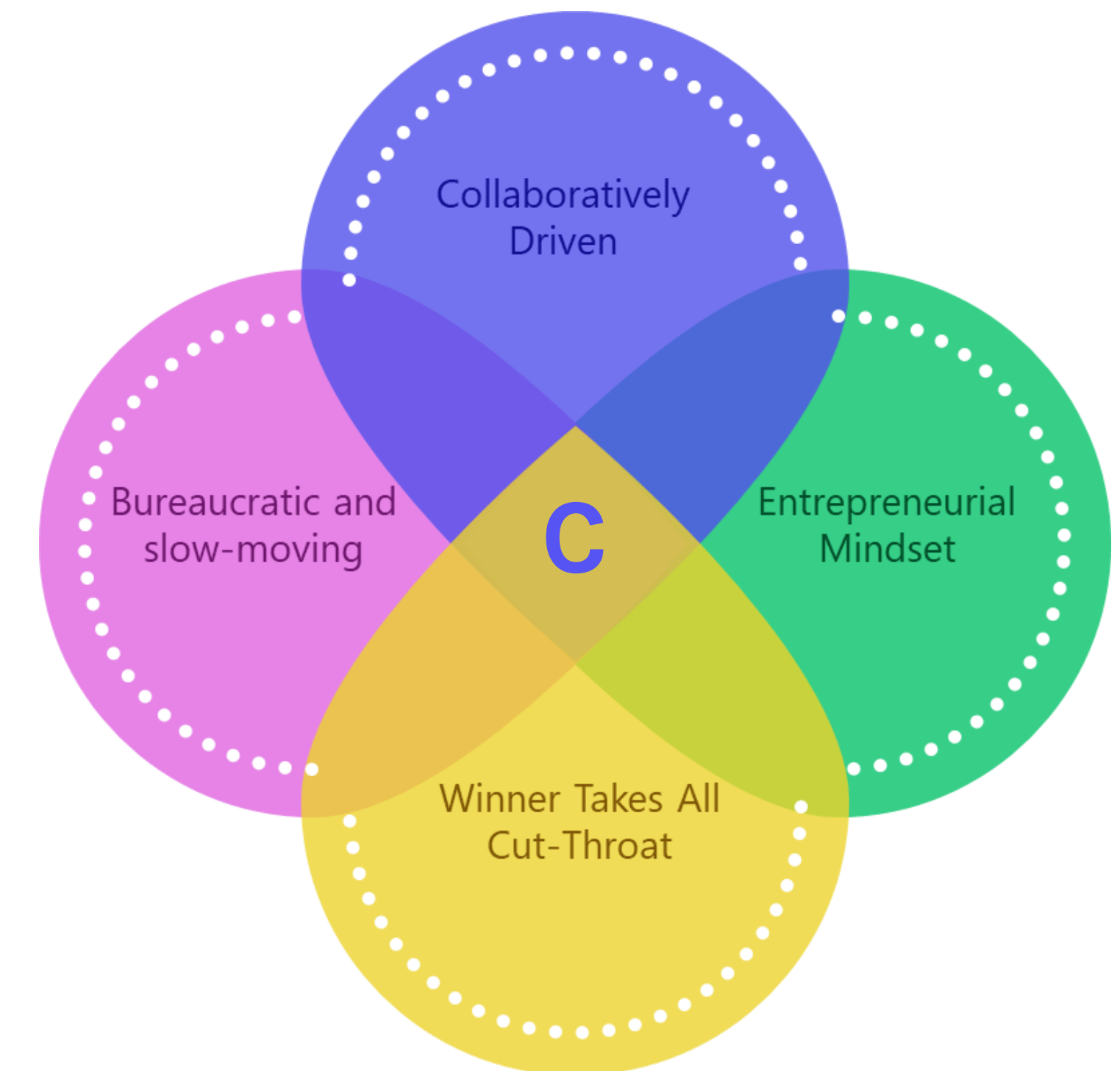
APPROACH - CLOUD MIGRATION ASSESSMENT, PLANNING & DELIVERY

The Culture of any team or business is the most challenging aspect to change, as it requires time, consistency and consequences. It affects the working practices and mindset of every member every day and is all pervasive. To change, people have to care about the change, and be on-board with its personal impact on them. To do achieve this is a time investment but that does pay dividends in the long-run.

We believe that each company is a combination of 4 key types of culture. These are set by the leaders, but also by each individuals personal preferences and natural attitudes. This unique balance between the 4 types needs to be understood, as it has a dramatic effect on efforts to change any processes, ways or working or user journeys.

For better or worse, culture affects any effort to implement change. Characteristics of culture have also been linked in literature to various aspects of performance, such as: financial performance, customer and employee satisfaction, and innovation.

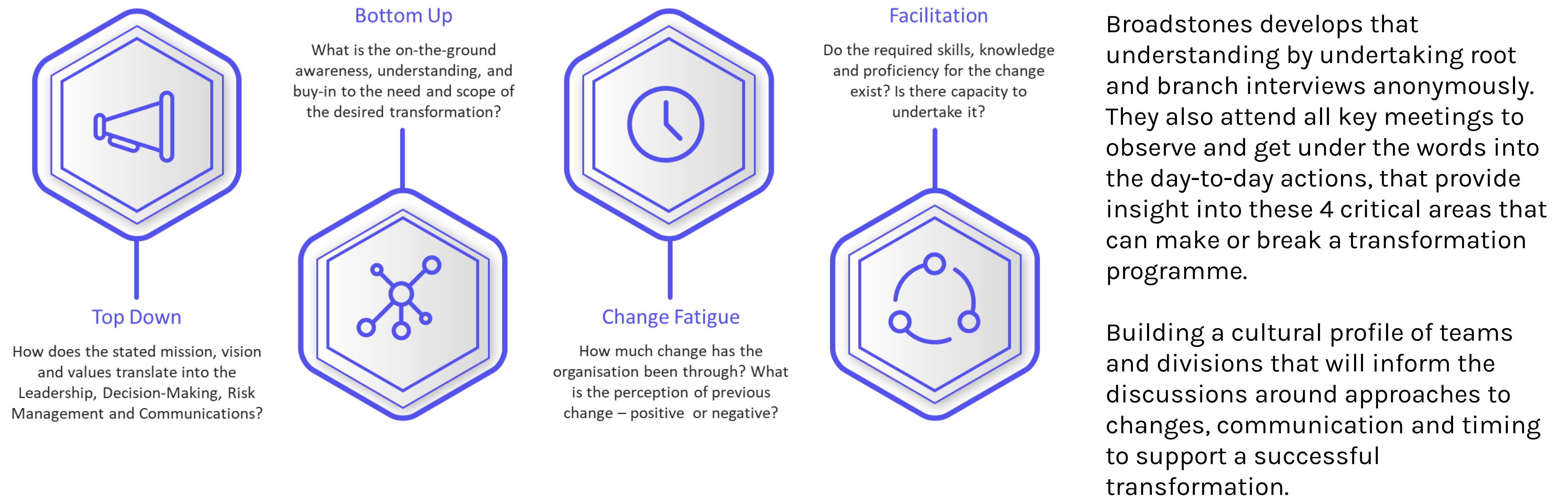
At Broadstones, our aim is to bring our objectivity and experience to bear by identifying and articulating the established culture in a constructive way to inform and inspire the leadership and programme team to build their plans in a way that will engage, unite and effect positive change across the board.



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In the Broadstones Cultural Readiness Assessment, there are several factors to review in order to gain a deep understanding of the established culture, and what is required to prepare the impacted organisational groups are for the upcoming change.

We group these into 4 key Categories:



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Why Broadstones?



About Us

INDUSTRY RECOGNITION

We are honoured to be recognised, for a third year in a row, as one the UK's Leading Management Consultancies by the Financial Times and Statista.

HOW WE WORK

Clients opt for our services due to access to a broad range of experienced, industry skills and flexible engagement. Our clients get a great return on investment in Broadstones.

PROVEN TRACK RECORD

We work with clients ranging in size from micro companies and start-ups to Global FTSE 100 companies. We supply technology professionals and services, whether that's individuals, small or large teams, or fixed outcome, fixed price delivery of technology and business transformation.

Broadstones are not just an advisory consultancy, we also have extensive experience of hands-on delivery and product build that keeps services and delivery practical.

Broadstones have strong business partnerships so that we are nimble and can engage with a range of products with local, nearshore and offshore capabilities.



Our Values

PASSION & POSITIVITY

Our key hiring value is that our team members are passionate about our culture and our business and remain positive because that is what inspires others.

DEMONSTRATE COMPLETE INTEGRITY

Every individual in the team adheres to our principles of authenticity and honesty. We say what we mean, do what we say, whilst being sensitive to the situation. We don't engage in politics.

MAKE AN IMPACT

Our clients engage us because we get things done quickly and effectively, defining the road ahead. We work with experienced and talented people that create lasting client partnerships.

UNDERSTAND & EMPOWER OUR CLIENTS

We leave our clients in a position where they are self-sufficient. Our proven methods ensure their business moves from strength to strength without the ongoing need for our support.

SELF-AWARENESS

Our team are graceful under pressure, respectful always to each other and the client, regardless of the challenges faced. Our team never create situations, they resolve them with awareness, and balanced counsel.

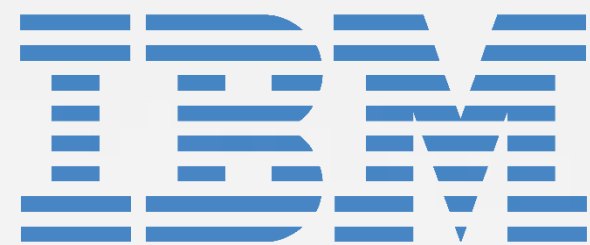
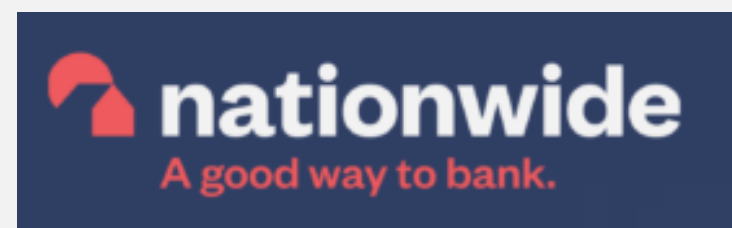
BUILD CREATIVE APPROACHES

Our team's and individuals' outputs totally wow the client. We use defined and proven roadmaps that are adapted to align with the culture of the organisation and its required outcomes, acknowledging that the needs of every organisation are different.



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 & ROADMAPPING

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.

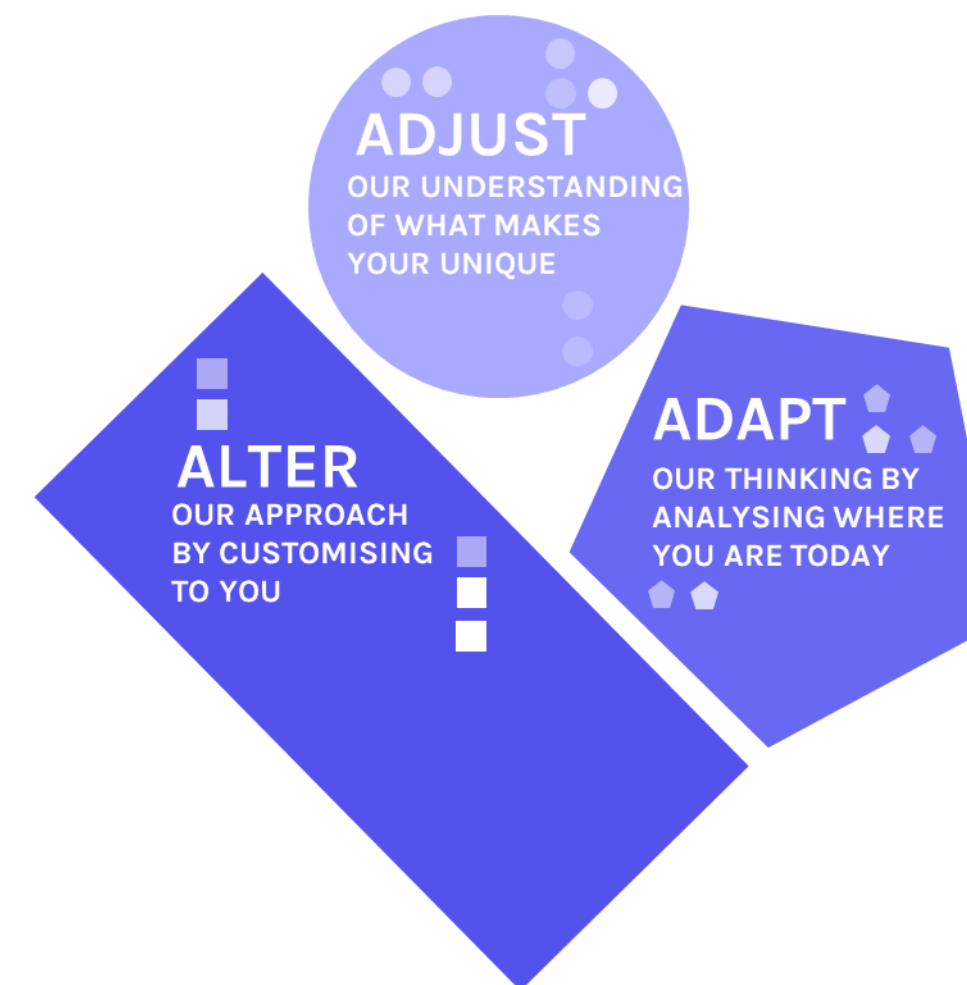
Powered by Understanding

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.



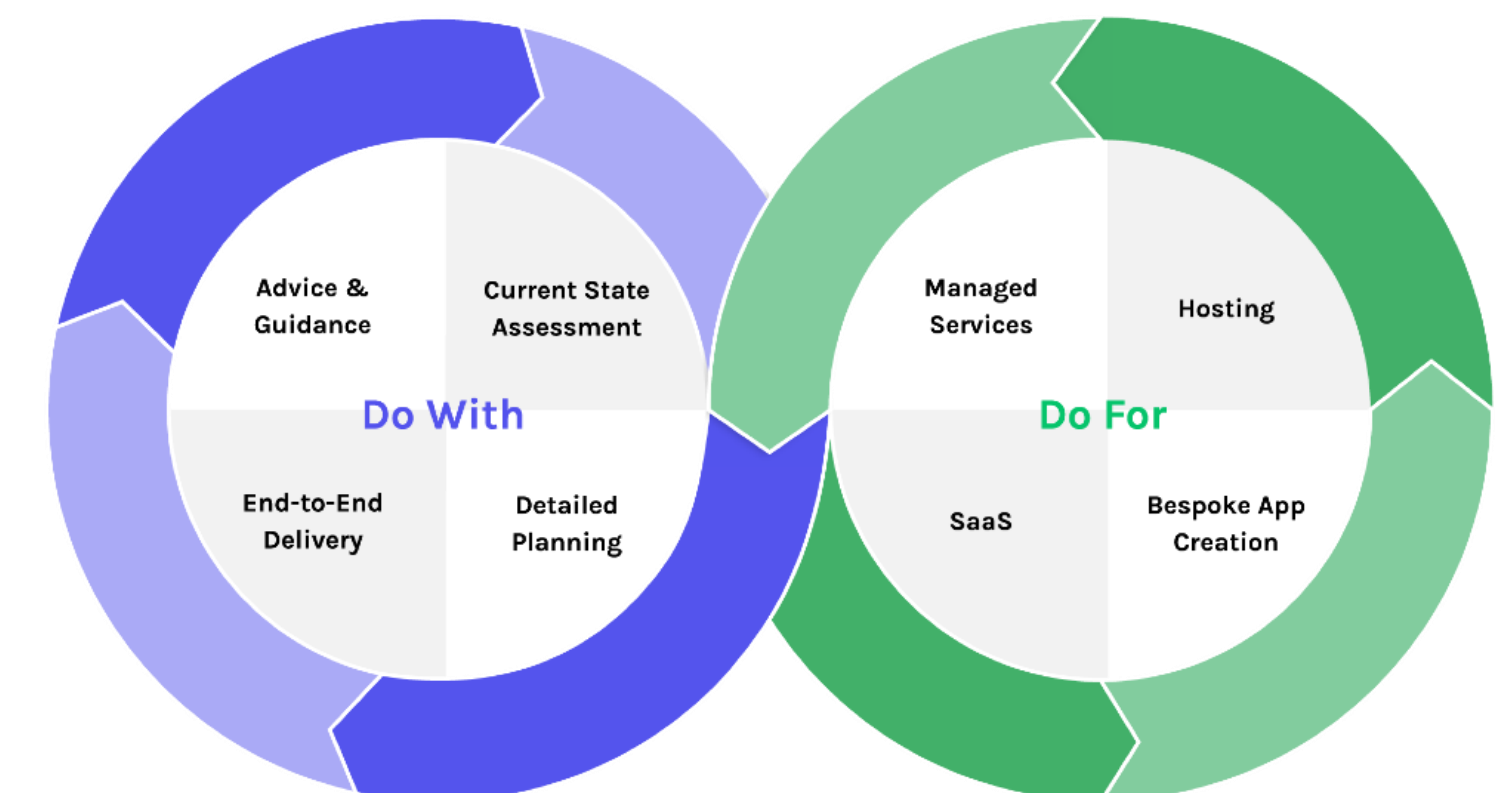
AAA of Customisation

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

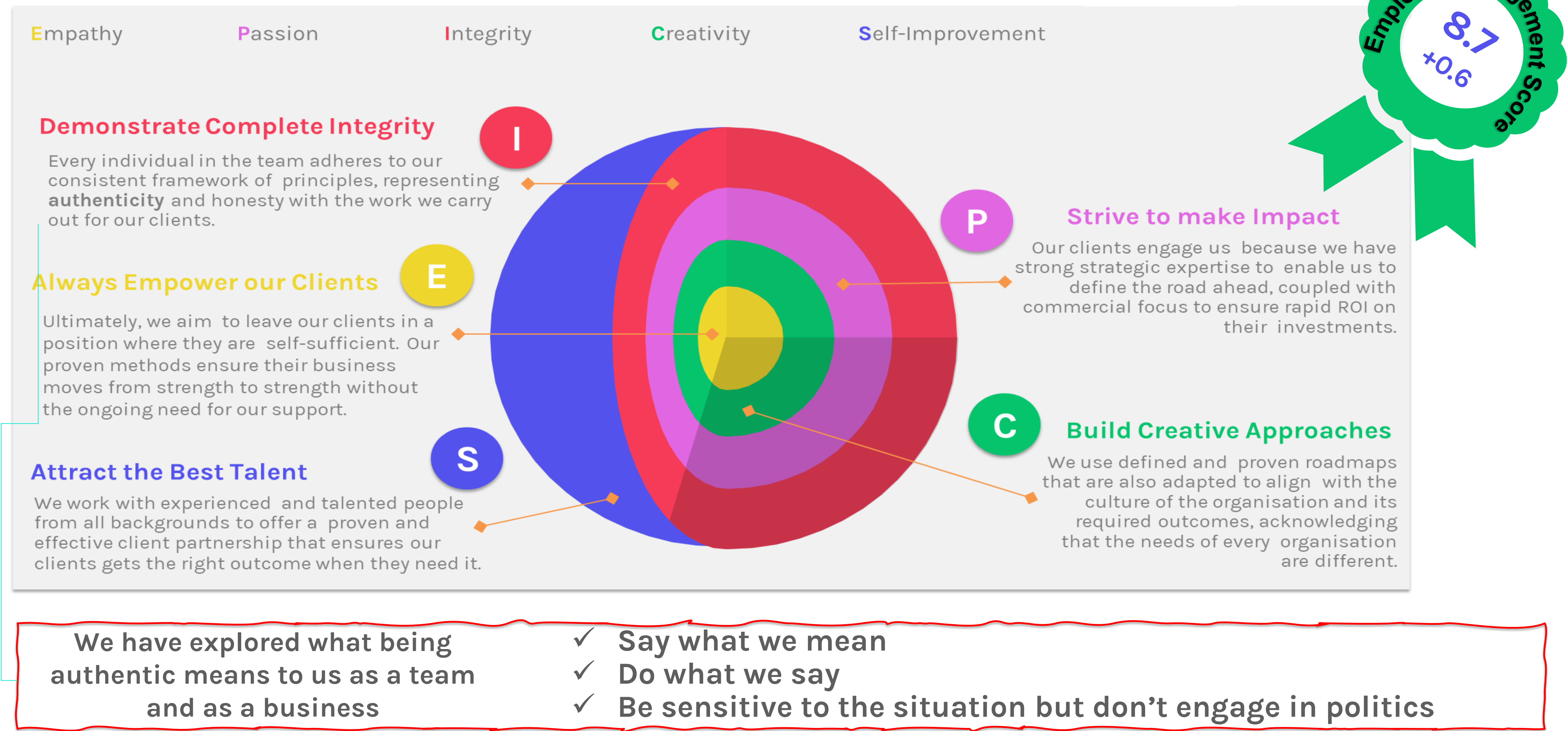
We can work with you however you need us to. We call that Doing With Services or Doing For Products. Broadstones approach your challenge as their own – providing solutions that are considered, innovative, secure, reliable and engaging.



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

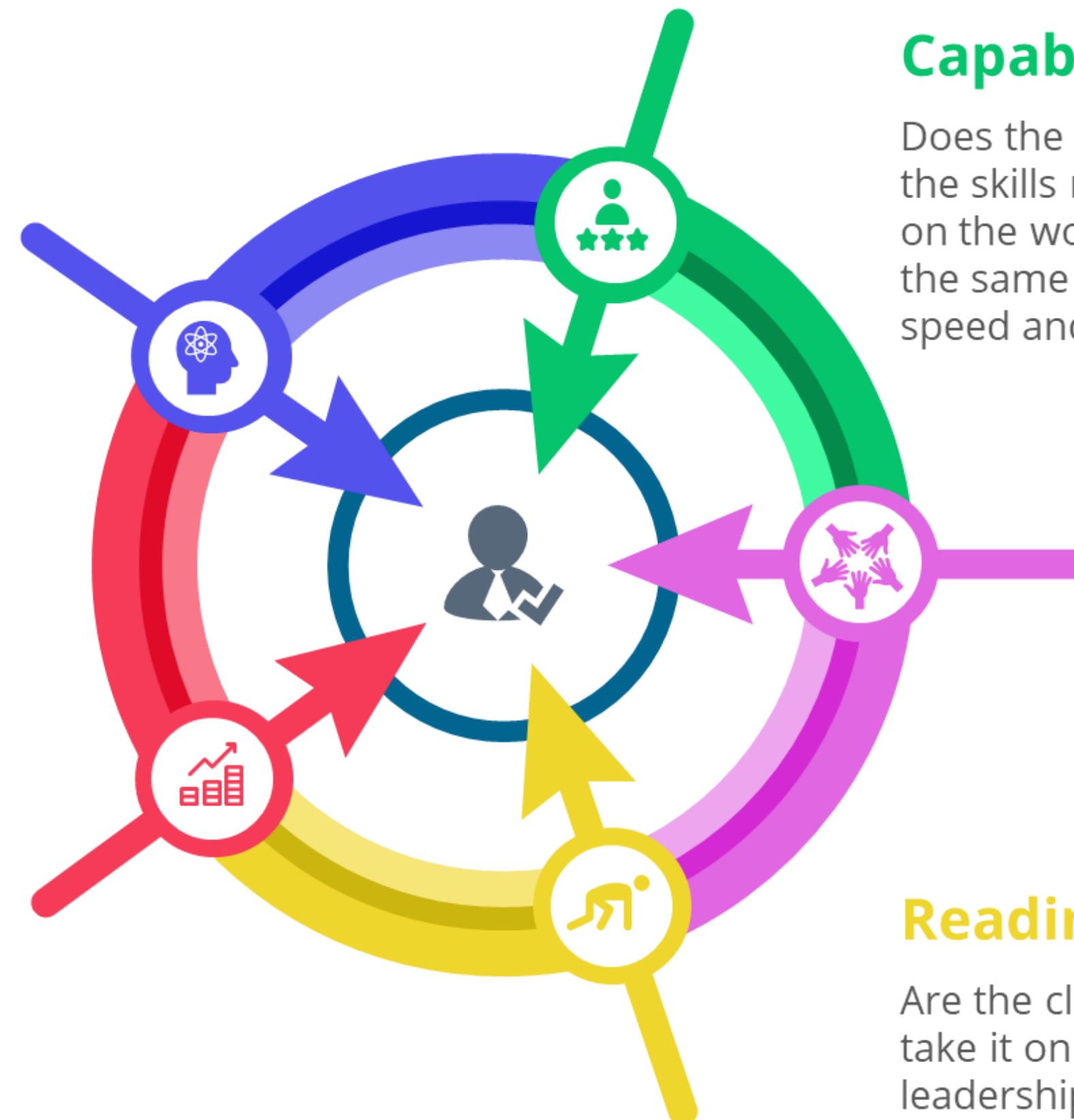
Broadstones never wants to leave a client unprepared or unaware, but we do want to leave them with sustainable solutions and clear ways forward. We believe there are 5 key areas that a client has to have in place to be able to sustainably take on the work we have been delivering with them. Eyes wide 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.

Recent Work



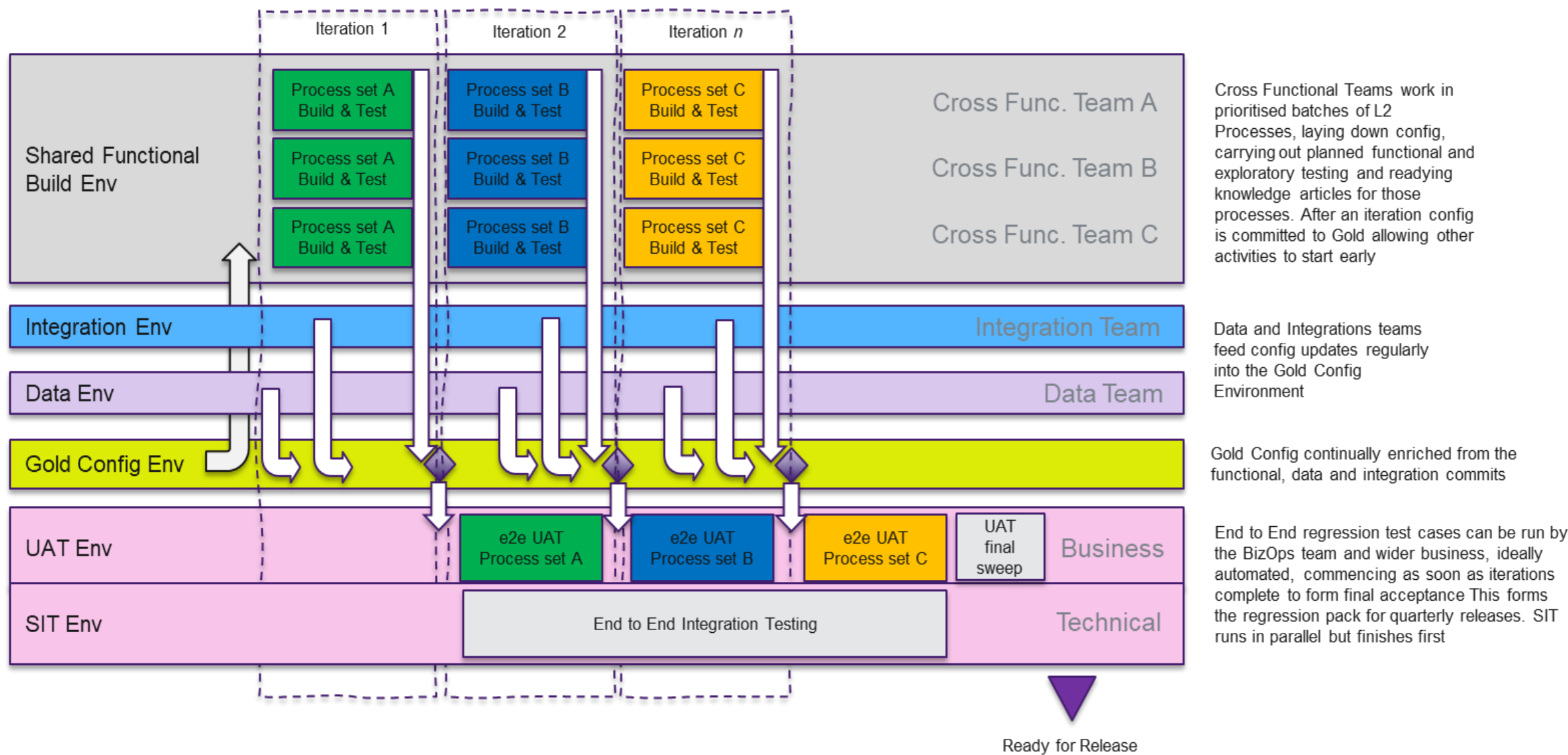
Agile Transformation for Major Technology Change

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

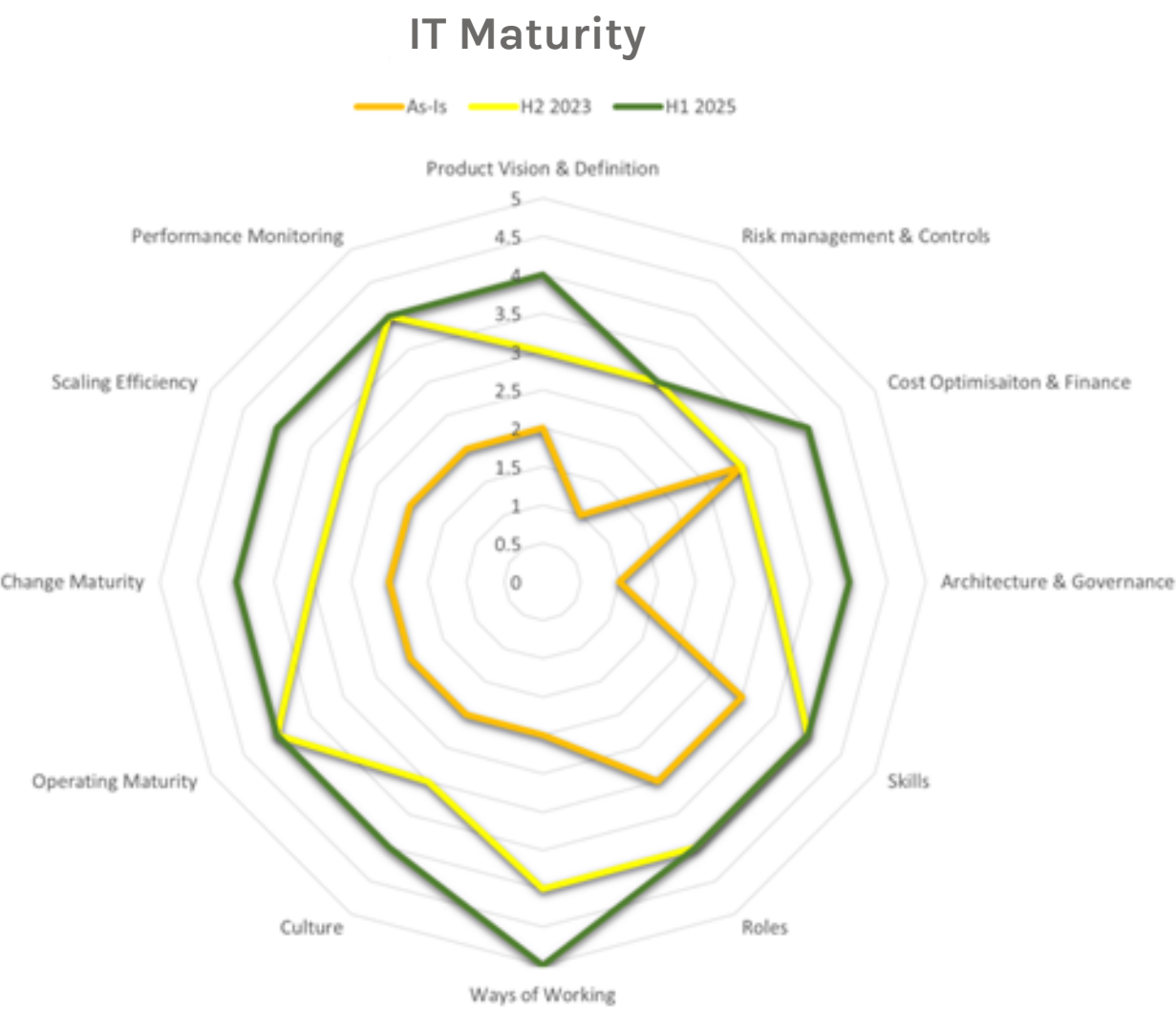
Processes are characterised by projects and are frequently reactive.

Level 1
Initial

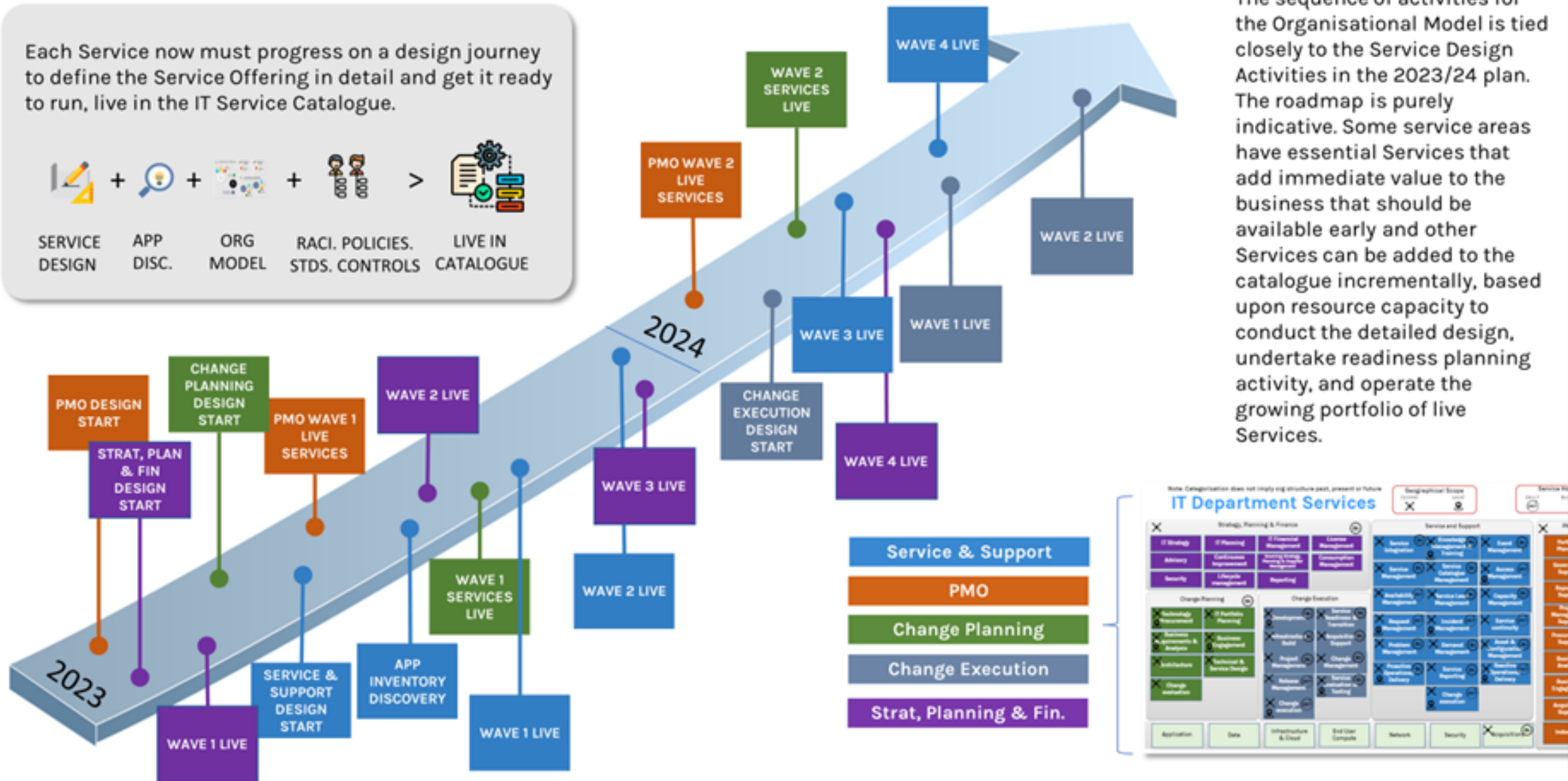
Processes are seen as unpredictable, poorly controlled, and reactive. Businesses in this stage have an unpredictable environment that leads to increased risks and inefficiency.

Level 0
Absent

Process or service not performed.



Organisation Model, Next Steps



Operating Model for Cloud SaaS

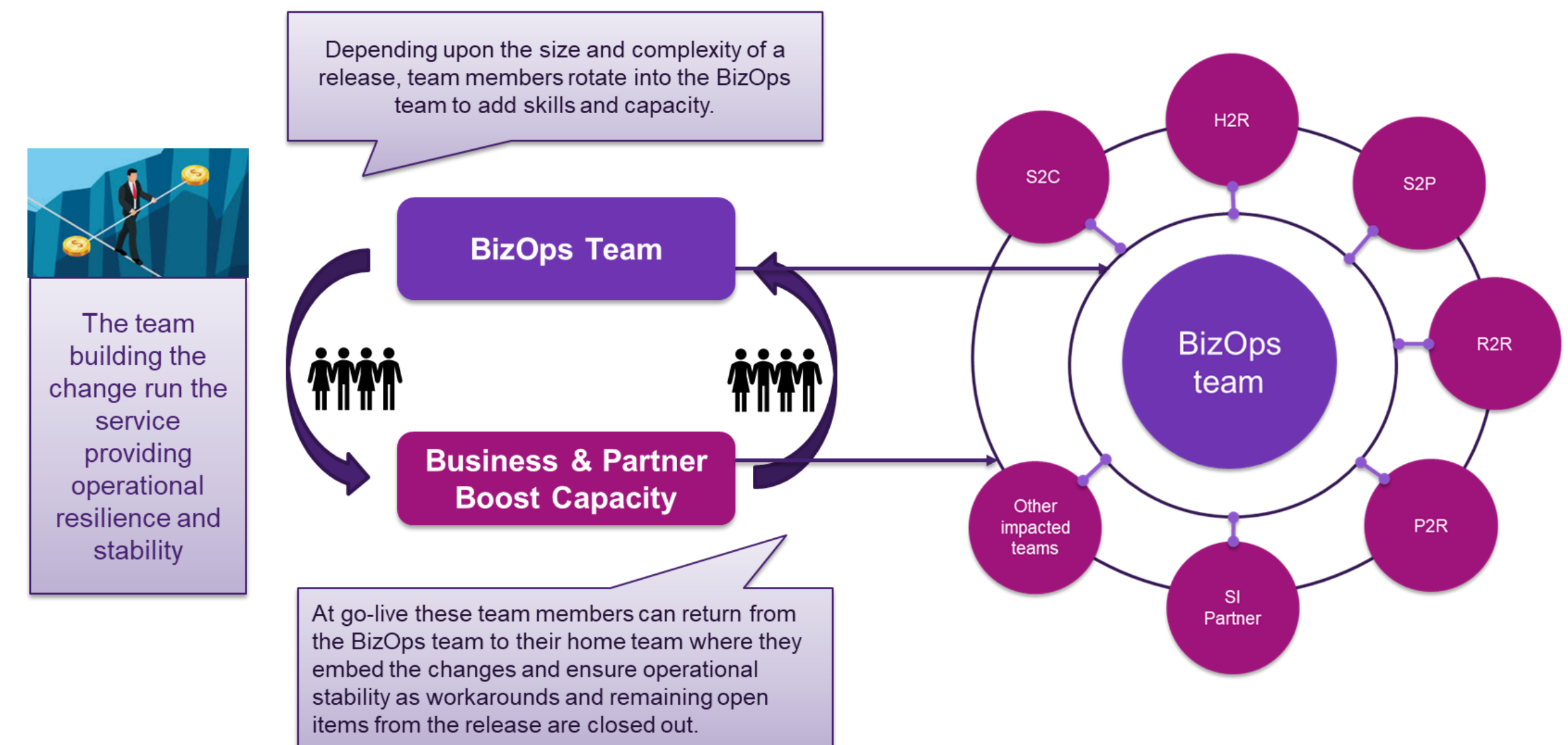
Our client adopted Oracle Fusion Cloud to help their organisation avoid large capital transformation programmes and take an evergreen approach to keeping their technology estate current and quickly realise benefit from new functionality. The challenge was that business needed to have a flexible, nimble 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.

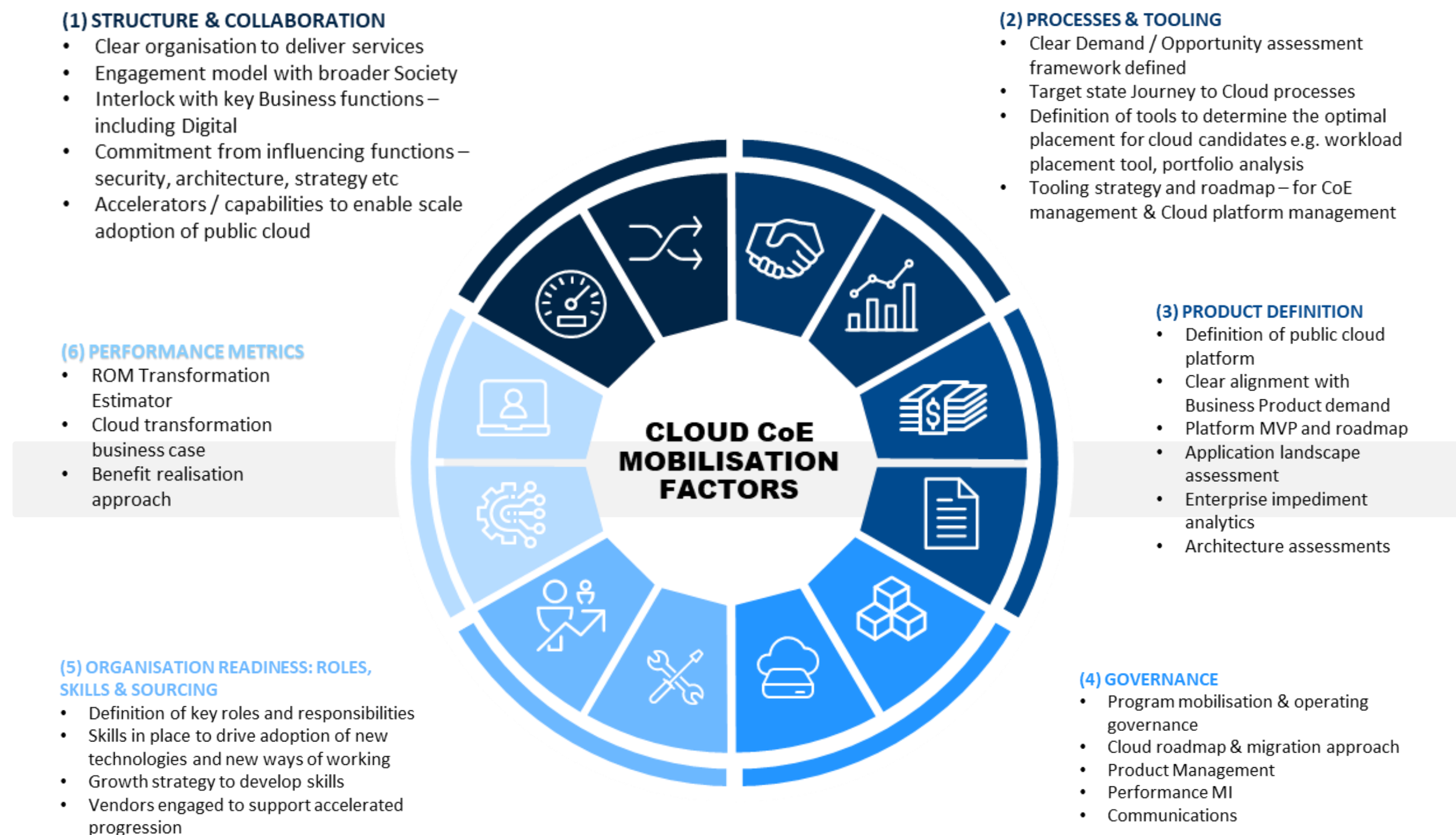


The BizOps Team has all the required skills in the team to deliver business processes and systems changes into production in a self-governed, rapid and repeatable manner. This team self-organises to optimises and extract ongoing value from the available business software stack. Agile Tooling and Agile 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.

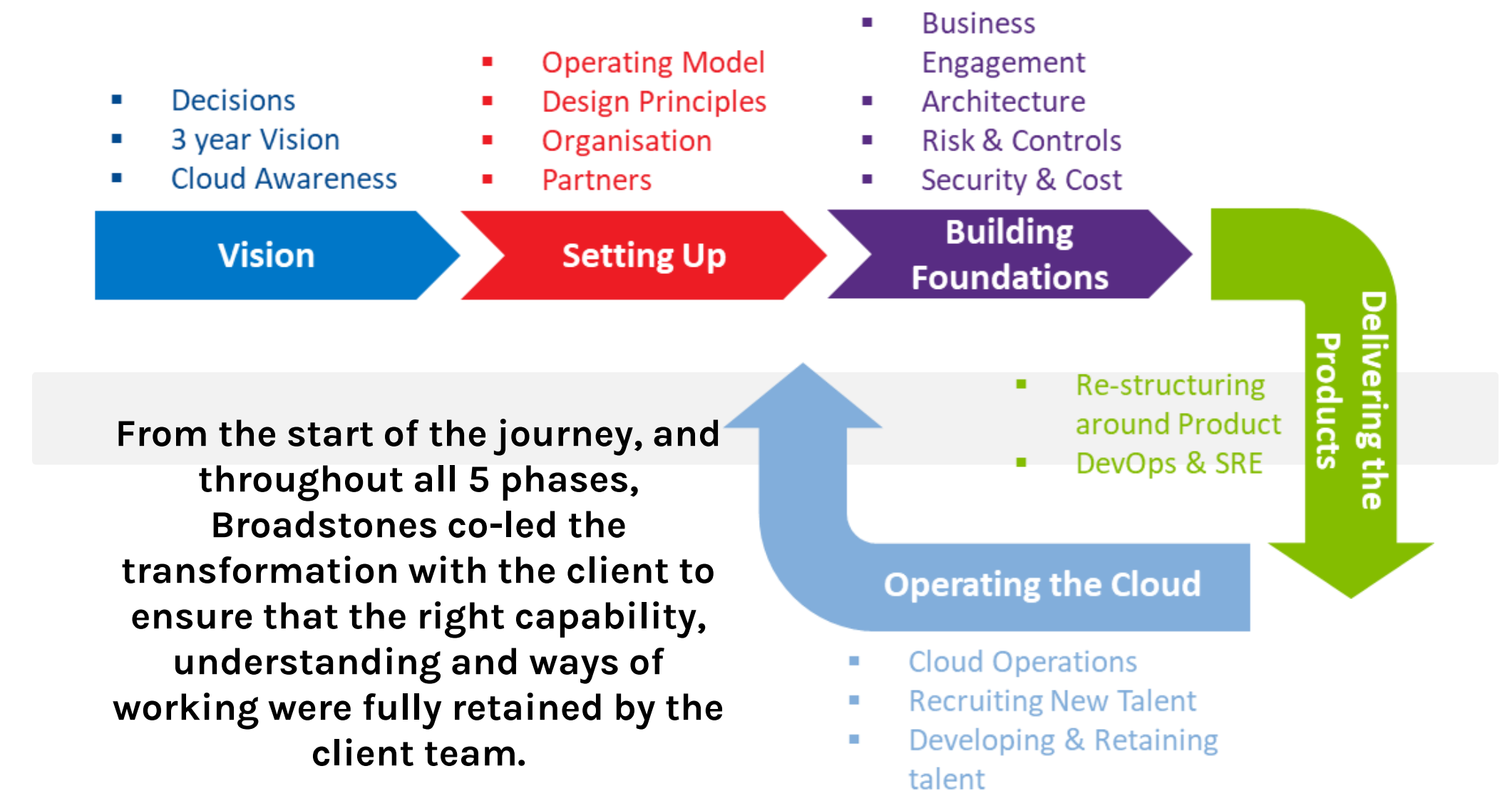


DevOps Cloud Centre of Excellence Setup

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**

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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.



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