



G-Cloud 15

Digital Transformation

DIGITAL TRANSFORMATION

Service Description

This service supports organisations to design and deliver digital transformation programmes. It enables cloud, agile and DevSecOps adoption through capability assessment, operating model design, security by design, testing enablement and early-life support, helping organisations modernise delivery while managing risk, governance and change.

Key Service Features

- Digital transformation assessment and capability baseline
- Design of cloud-enabled digital operating models
- Agile and DevSecOps framework design and enablement
- Security-by-design embedded into delivery pipelines
- Development and implementation of automated testing practices
- Governance, metrics and controls for digital delivery
- Coaching and enablement for product, platform and delivery teams
- Early-life support to stabilise new digital ways of working

Key Service Benefits

- Faster and safer adoption of modern digital delivery practices
- Reduced delivery and security risk through embedded controls
- Improved quality and confidence through automated testing
- Stronger alignment between business goals and digital delivery
- Increased internal capability to sustain DevSecOps practices
- More predictable delivery outcomes and reduced change friction
- Greater organisational readiness for cloud-based digital services

APPROACH – DIGITAL TRANSFORMATION

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

We 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 digital innovation and creativity. Our commitment is to work with you to build the best strategy for your organisation.

Broadstones can provide a full range of project and systems integration services to help the delivery of new digital 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 transformation including learning and development, communication and resourcing.

Changing the business is as important as changing technology; we have helped a number of clients evolve their ways of working to maximise the benefits of their Digital Transformation.

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

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 – DIGITAL TRANSFORMATION

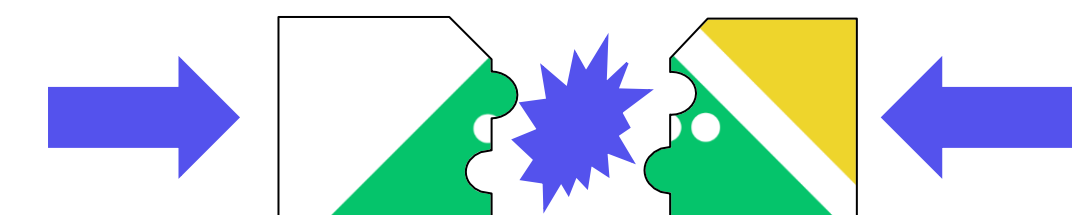
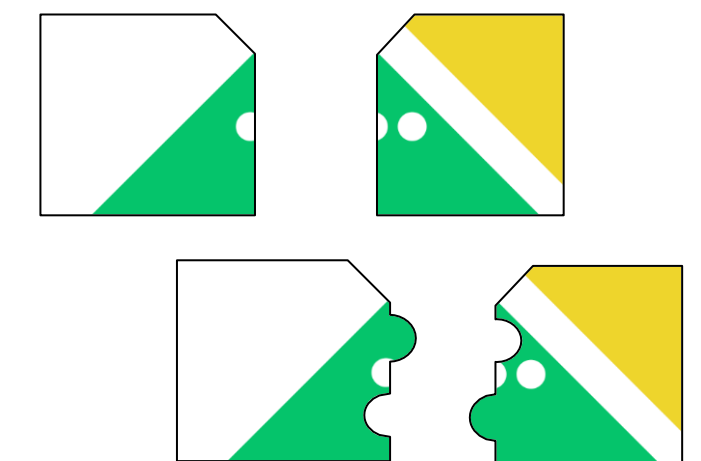
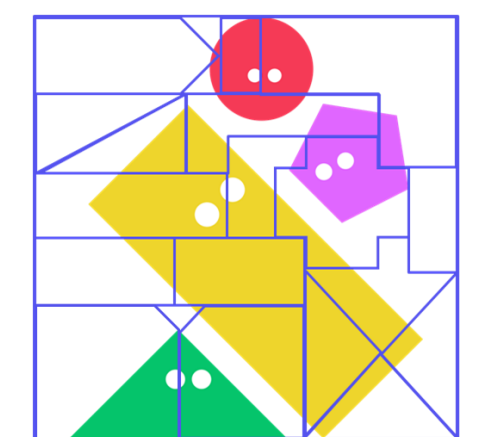
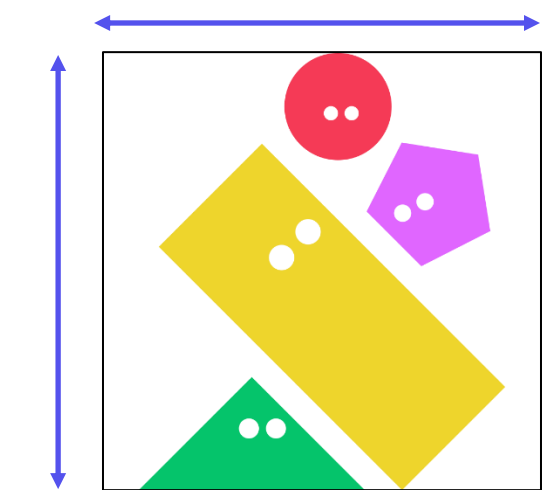
Broadstones consider a Target Operating Model to be much akin to creating a great puzzle.

Firstly, we need to decide on the shape and size of the overall puzzle being created. This means that we need clarity and specificity of future vision for the outcome so we can work backwards to create the path forwards. To assist here we create a set of 7-12 Design Principles. We focus on understanding the organisation's internal drivers and external restrictions. The picture for the puzzle will be created by looking at the product and services that will make up the customer/user flows that the business provides and the culture and values they want to exhibit and embody.

From there the puzzle is divided into pieces – this is akin to the organisation being broken down into the specific roles and responsibilities required to meet the vision, outcome and design principles.

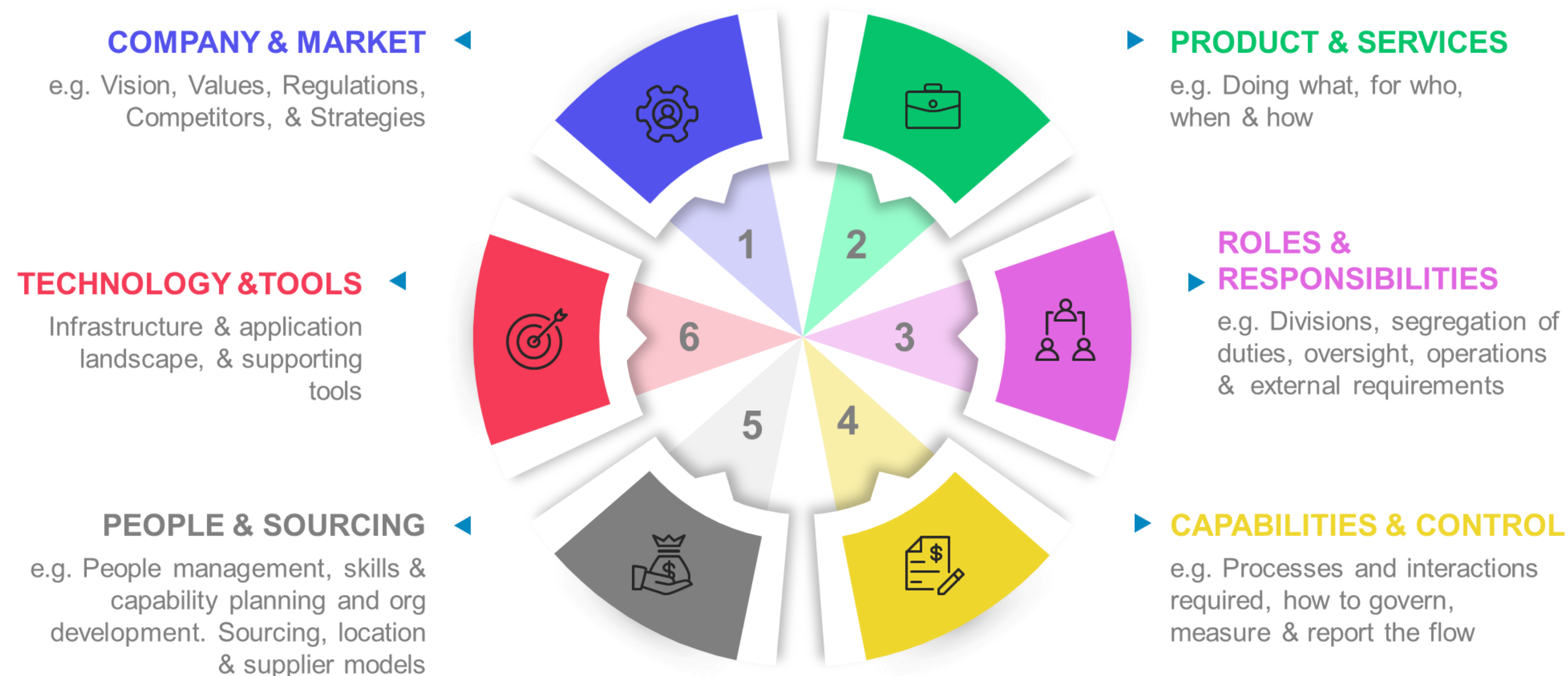
Once we have all the pieces, we need to understand how they should interact – that gives us the shapes by defining the number and size of the tabs and sockets. There will be handovers and processes that are required within the organisation to have the various teams, roles and responsibilities work well together.

Lastly, we then need to provide any guidance on how the puzzle works – we need to know what good looks like and any rules that need to be in place – for the business that would be the KPIs and the Governance to ensure a smooth flow and throughout the various business aspects and interactions. (you don't want gaps in your puzzle)... This would also cover the required processes, technology, skills and resources



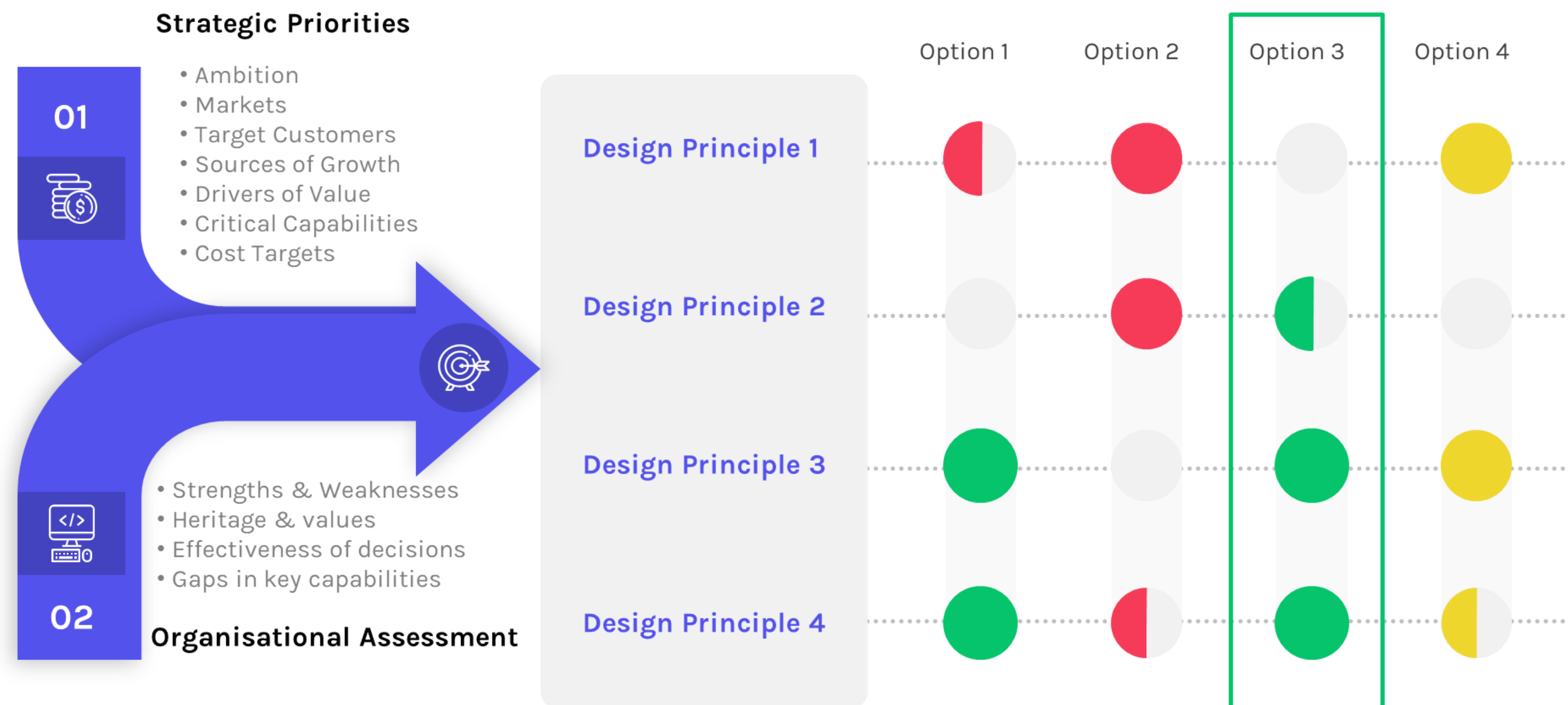
APPROACH – DIGITAL TRANSFORMATION

To develop this puzzle Broadstones works with many proven methodologies, to enable use to choose the one that's most appropriate for the organisation – We've extensive experience with aspects such as Business Canvas/ SIPOC/ Lean/ Six Sigma and many others. As we progress through the process, we ensure we cover off all the essential TOM aspects as shown in the 6-wheel flow below.



APPROACH – DIGITAL TRANSFORMATION

To enable complete alignment throughout the process, starting with an agree set of design principles is essential. These are created as part of the first phase, using the 6 wheel areas ensure the design principles cover all the facets, and satisfy strategic requirements that the operating model must support. They should include the aspects of the current organisation that need to be preserved and aspects that many hinder – this helps to set the boundaries, call out the critical decisions and essential capabilities and focus on specific sources of value that align to the outcome vision.



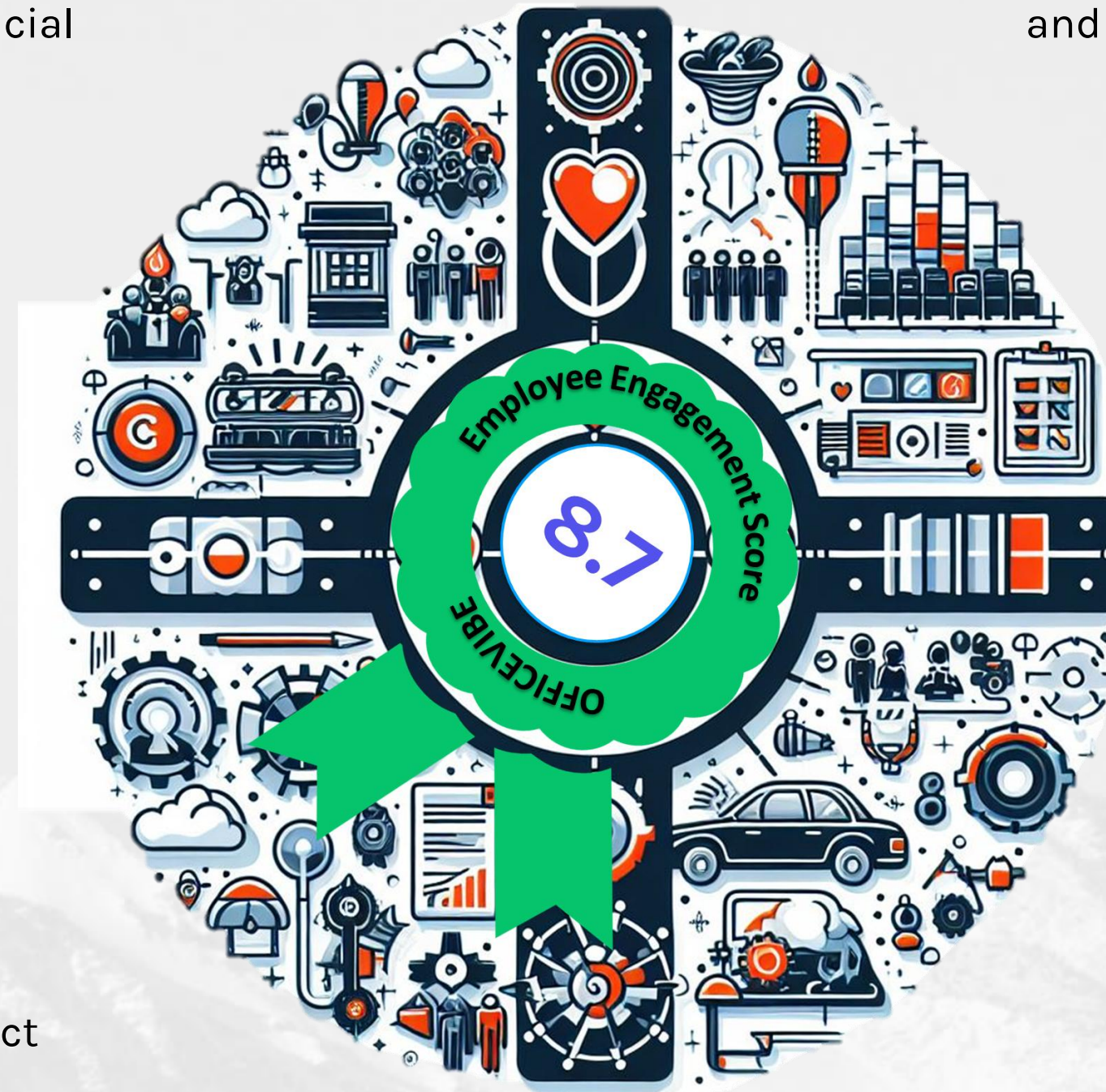
As the process continues having these design principles helps to evaluate the various options as they present themselves – they enable objectivity to be applied to areas that may be contentious, they are specific enough to manage trade-offs but not so specific they stifle creativity.

N.B. our TOM Roadmap and Delivery SDD covers off the gap analysis and implementation requirements such as training, technology and recruitment/sourcing to get from current state to the Target Operating Model.

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Why Broadstones?

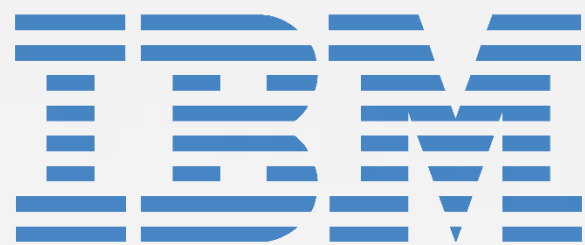
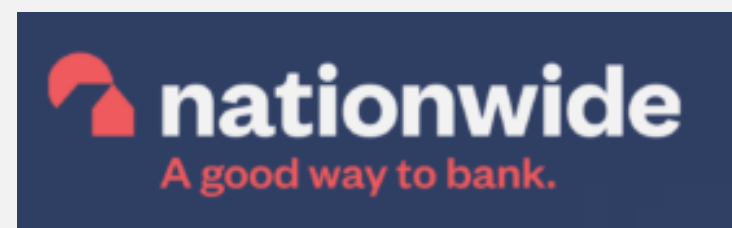




Our team's and individuals' outputs totally wow the client. We use defined and proven roadmaps that are adapted to align with the culture of the organisation and its required outcomes, acknowledging that the needs of every organisation are different.

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.

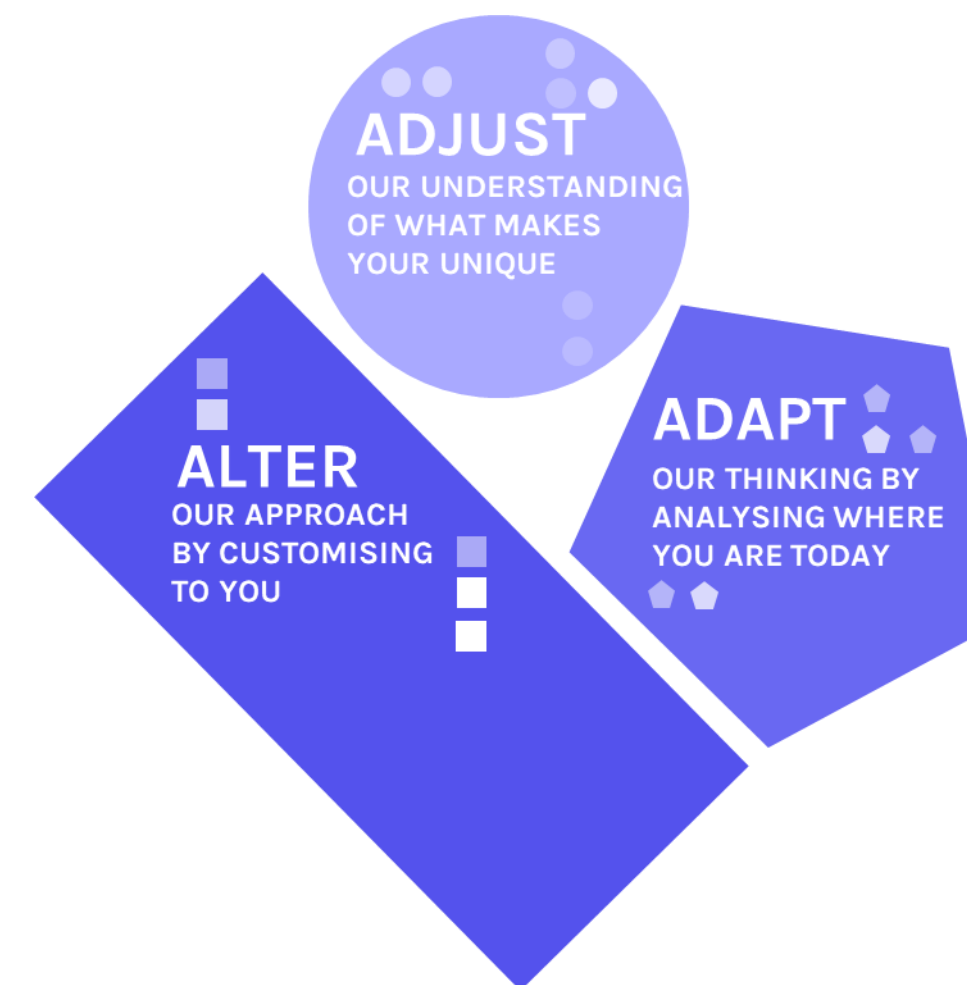
Powered by Understanding

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.



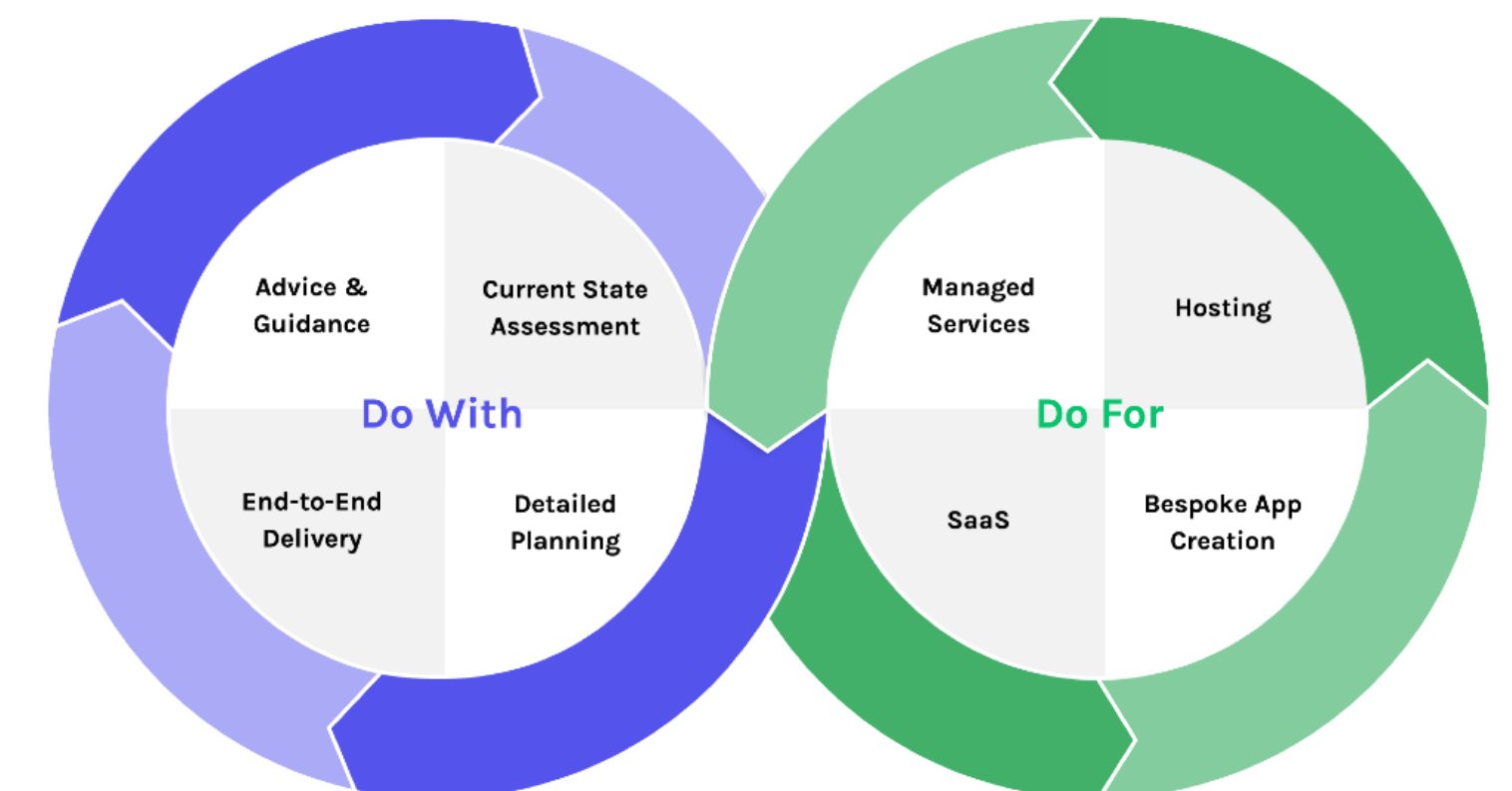
AAA of Customisation

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

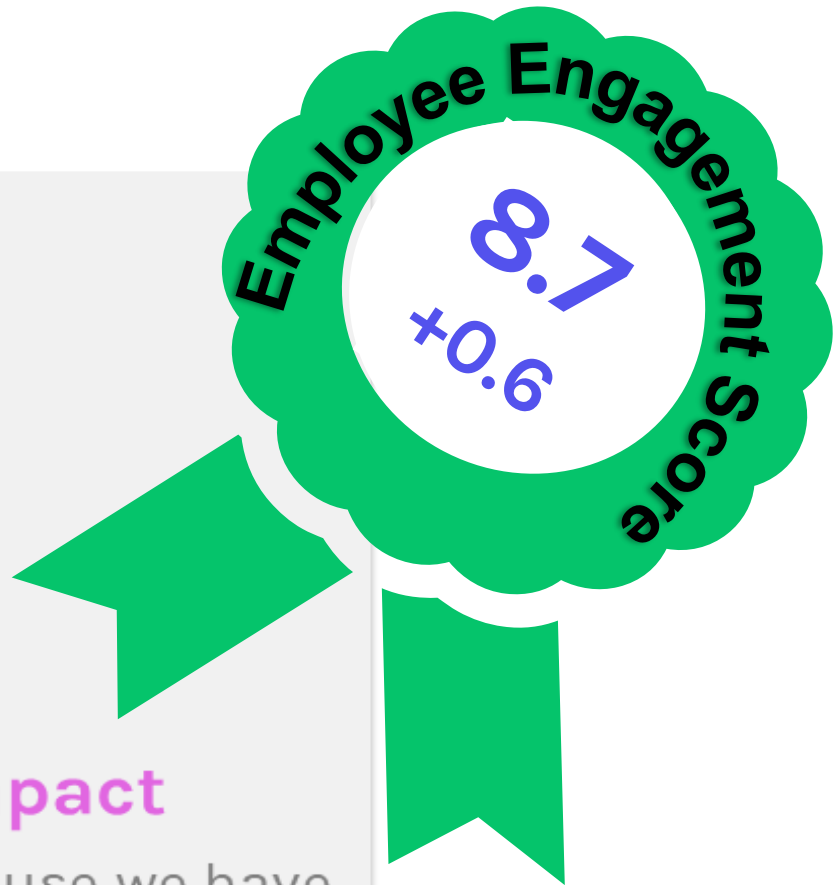
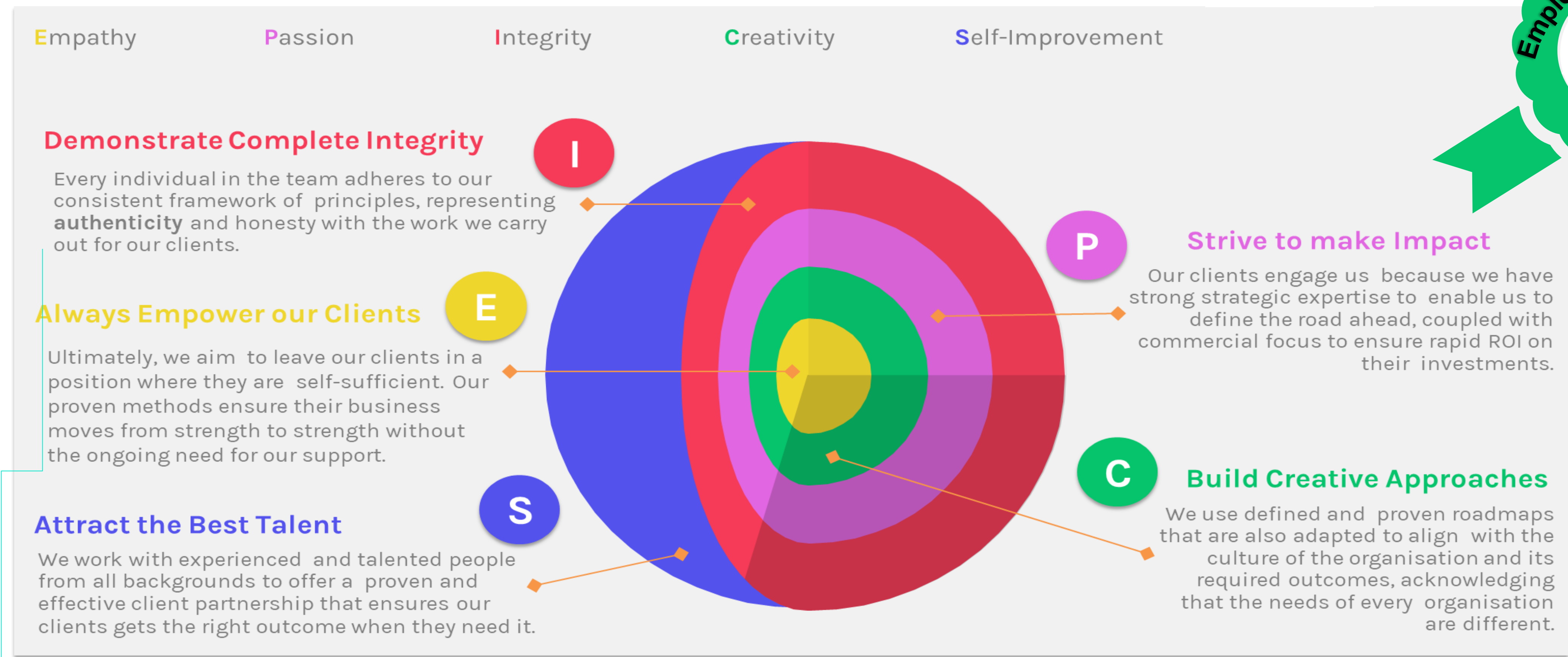
We can work with you however you need us to. We call that Doing With Services or Doing For Products. Broadstones approach your challenge as their own – providing solutions that are considered, innovative, secure, reliable and engaging.



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



We have explored what being authentic means to us as a team and as a business

- ✓ Say what we mean
- ✓ Do what we say
- ✓ Be sensitive to the situation but don't engage in politics

Sustainability

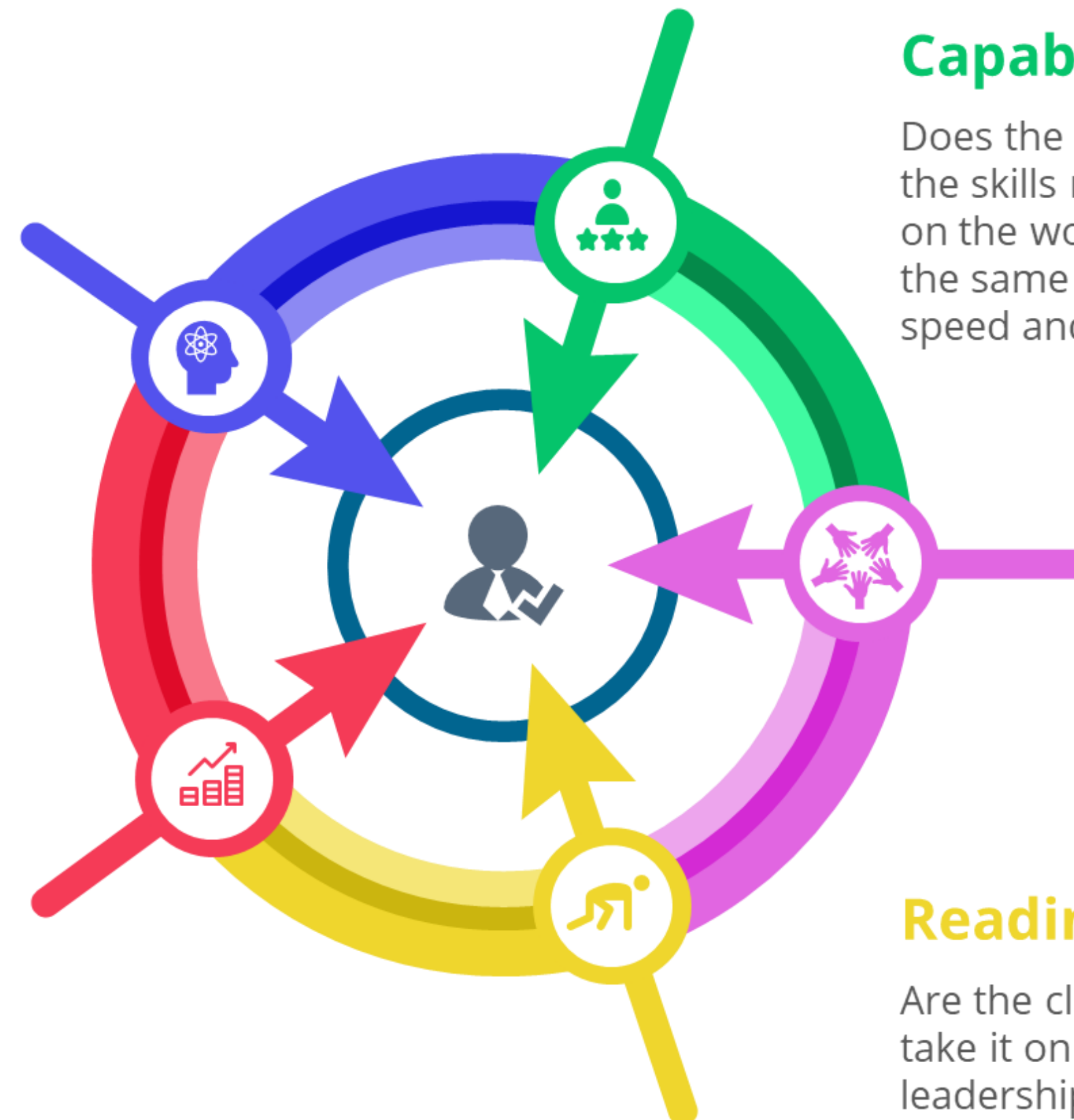
Broadstones never wants to leave a client unprepared or unaware, but we do want to leave them with sustainable solutions and clear ways forward. We believe there are 5 key areas that a client has to have in place to be able to sustainably take on the work we have been delivering with them. Eyes wide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



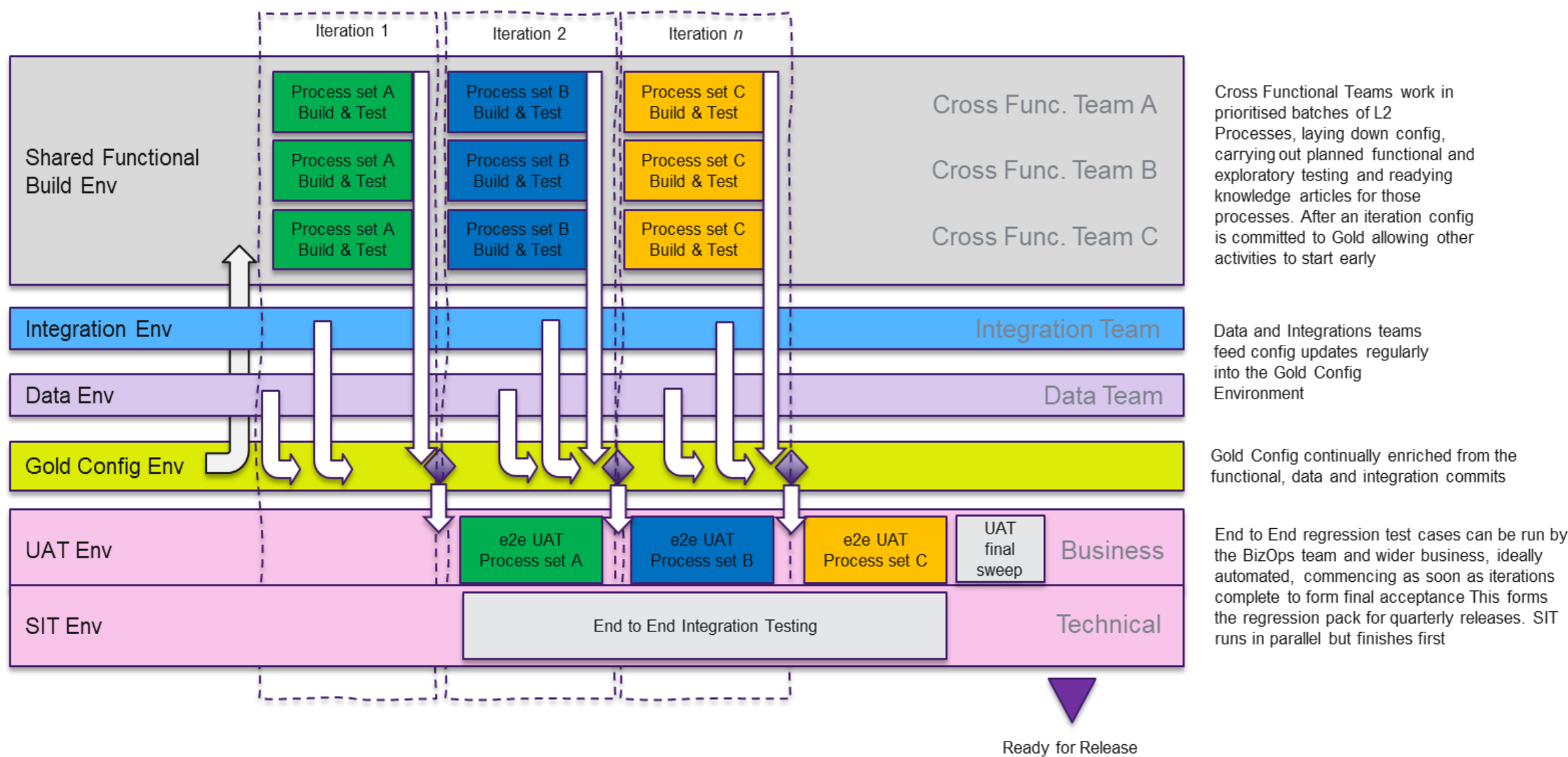
Agile Transformation for Major Technology Change

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

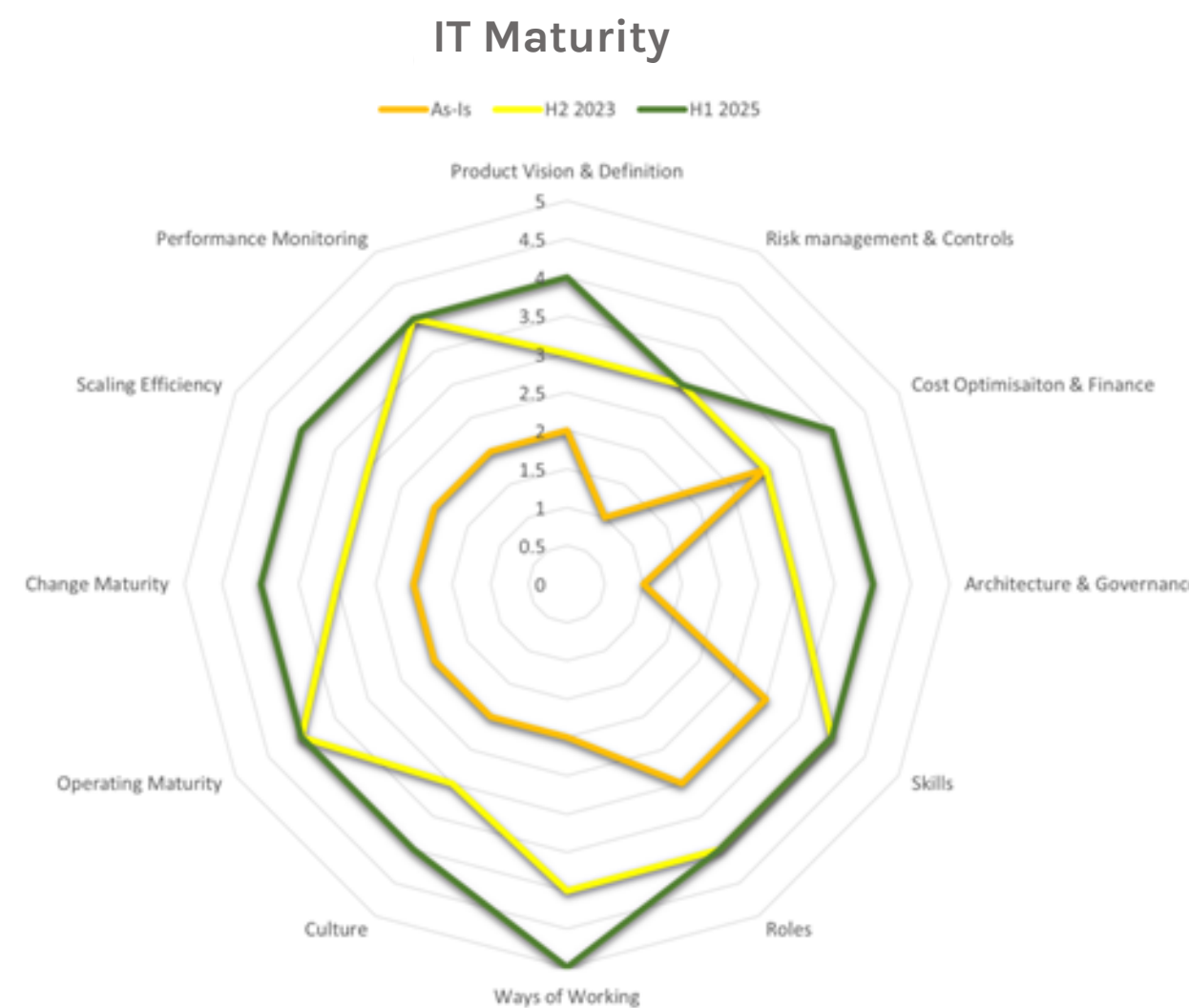
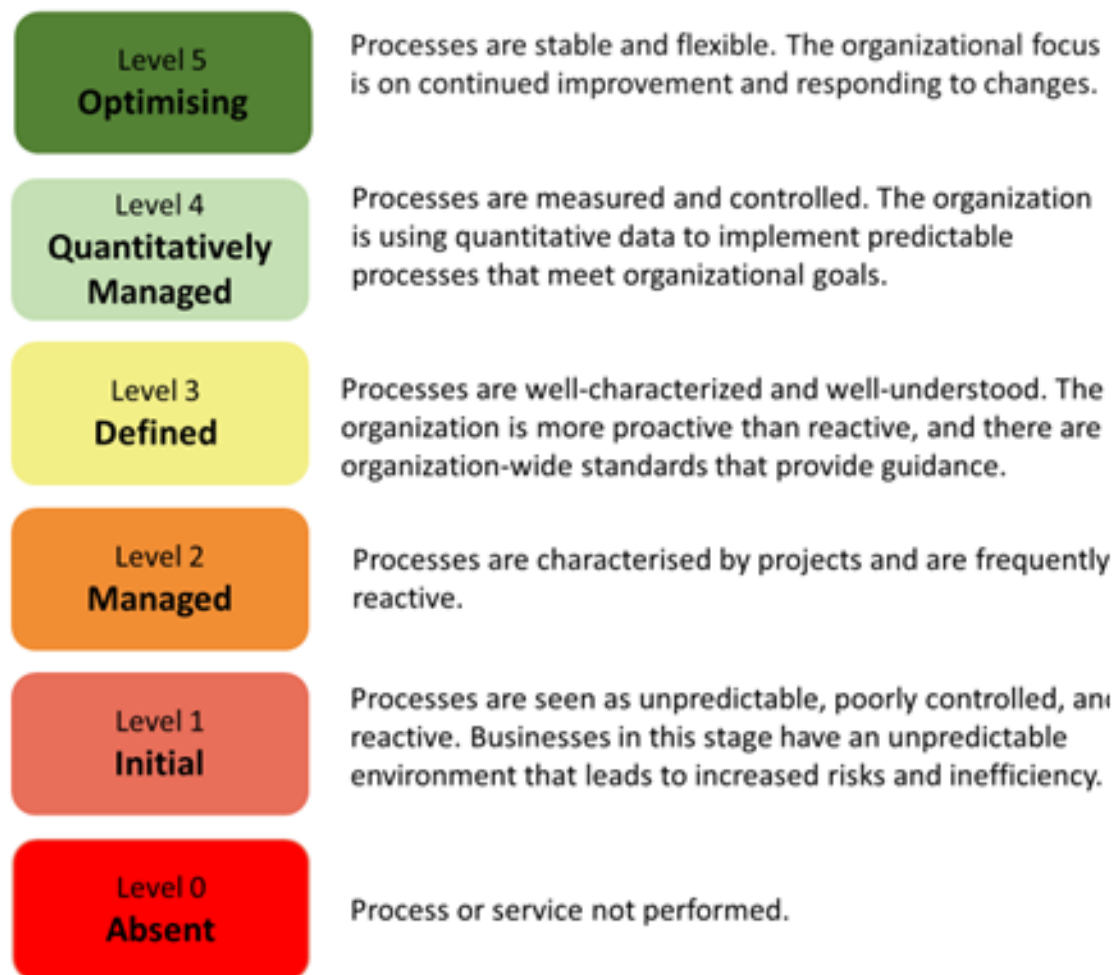
Our Blueprint for Agile iterative transformation was tailored to interlock with a range of suppliers change methods in interfacing systems

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.

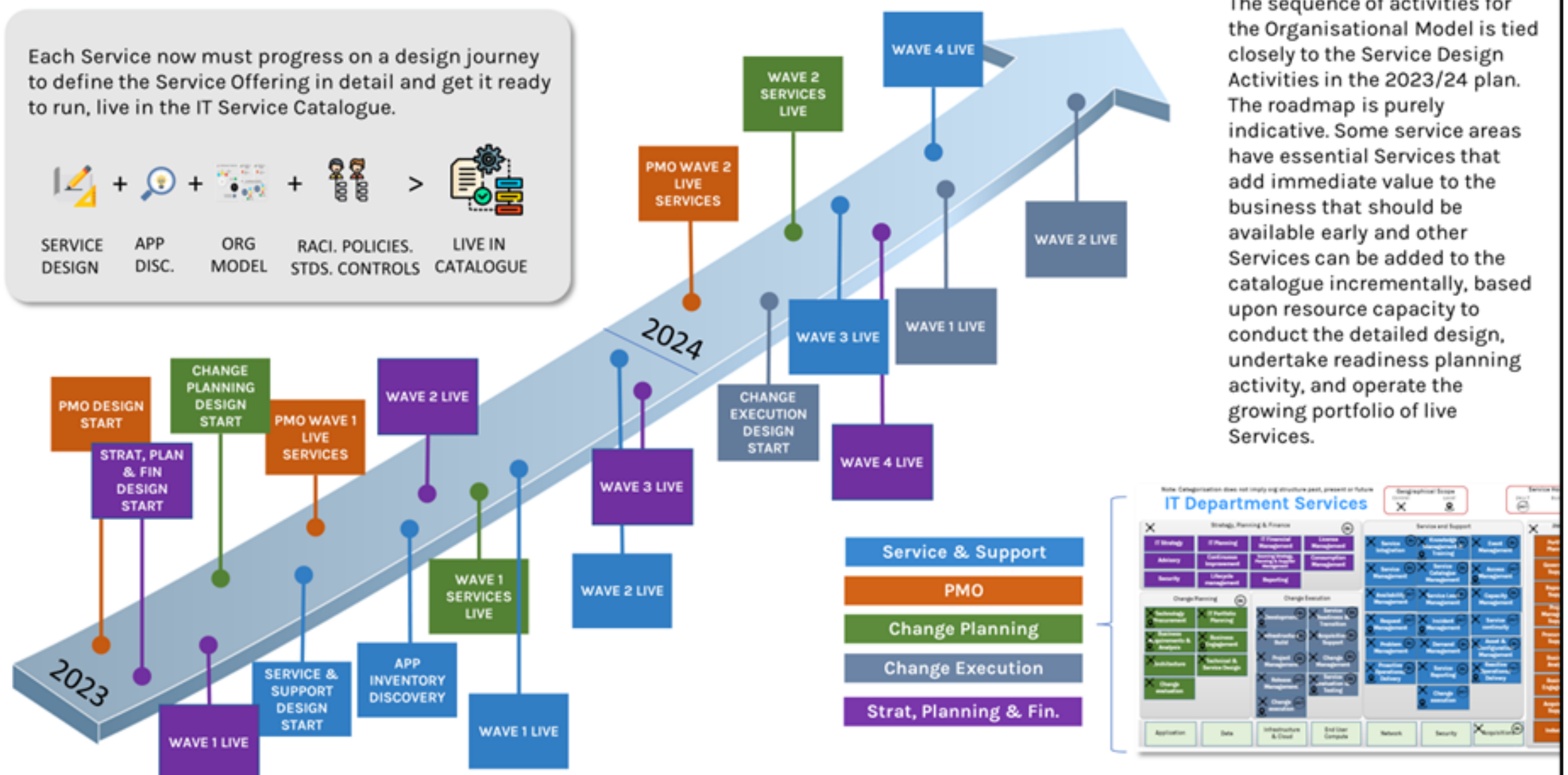
Key Maturity Assessment and Operating Model Roadmap principles

- 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



Organisation Model, Next Steps



Operating Model for Cloud SaaS

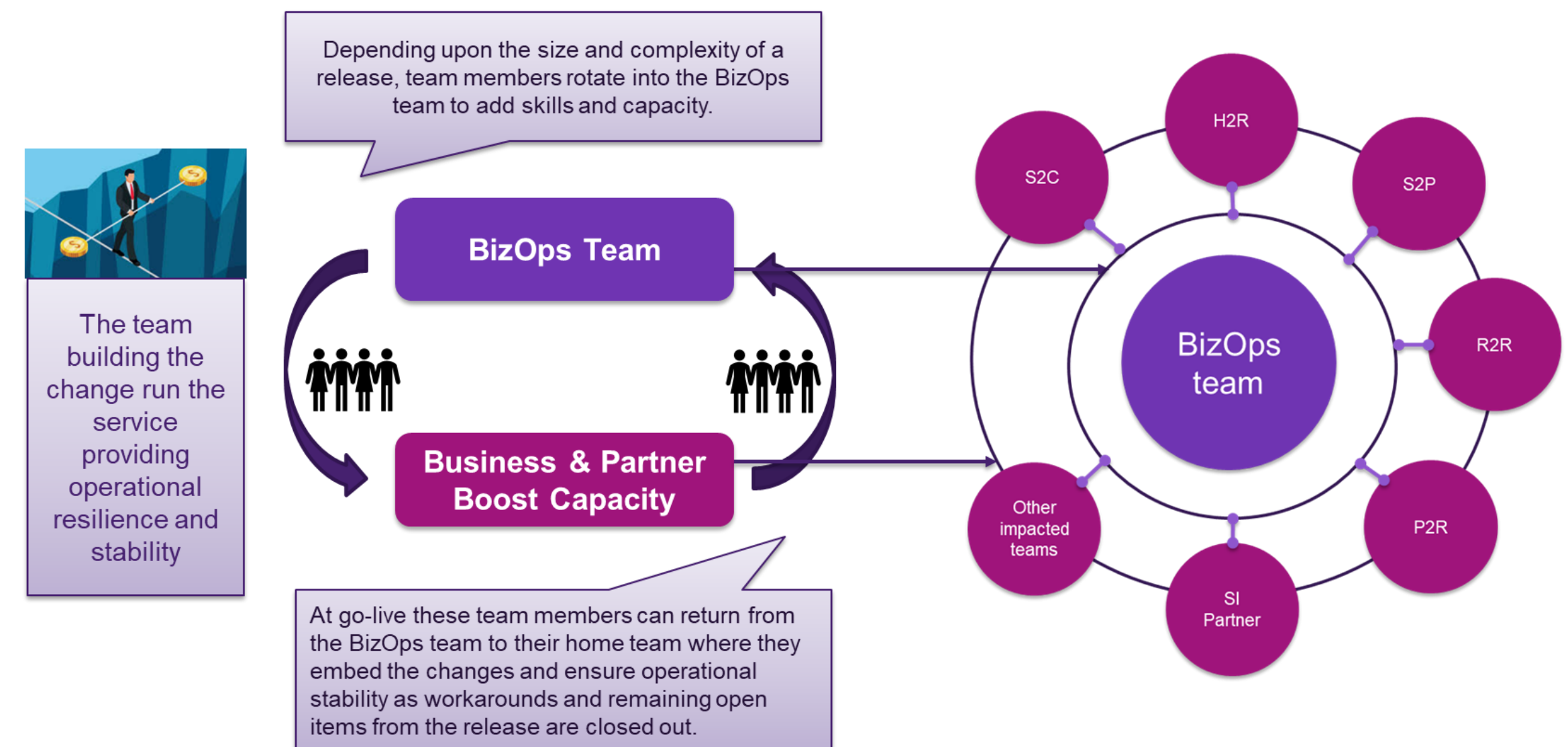
Our client adopted Oracle Fusion Cloud to help their organisation avoid large capital transformation programmes and take an evergreen approach to keeping their technology estate current and quickly realise benefit from new functionality. The challenge was that business needed to have a flexible, nimble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

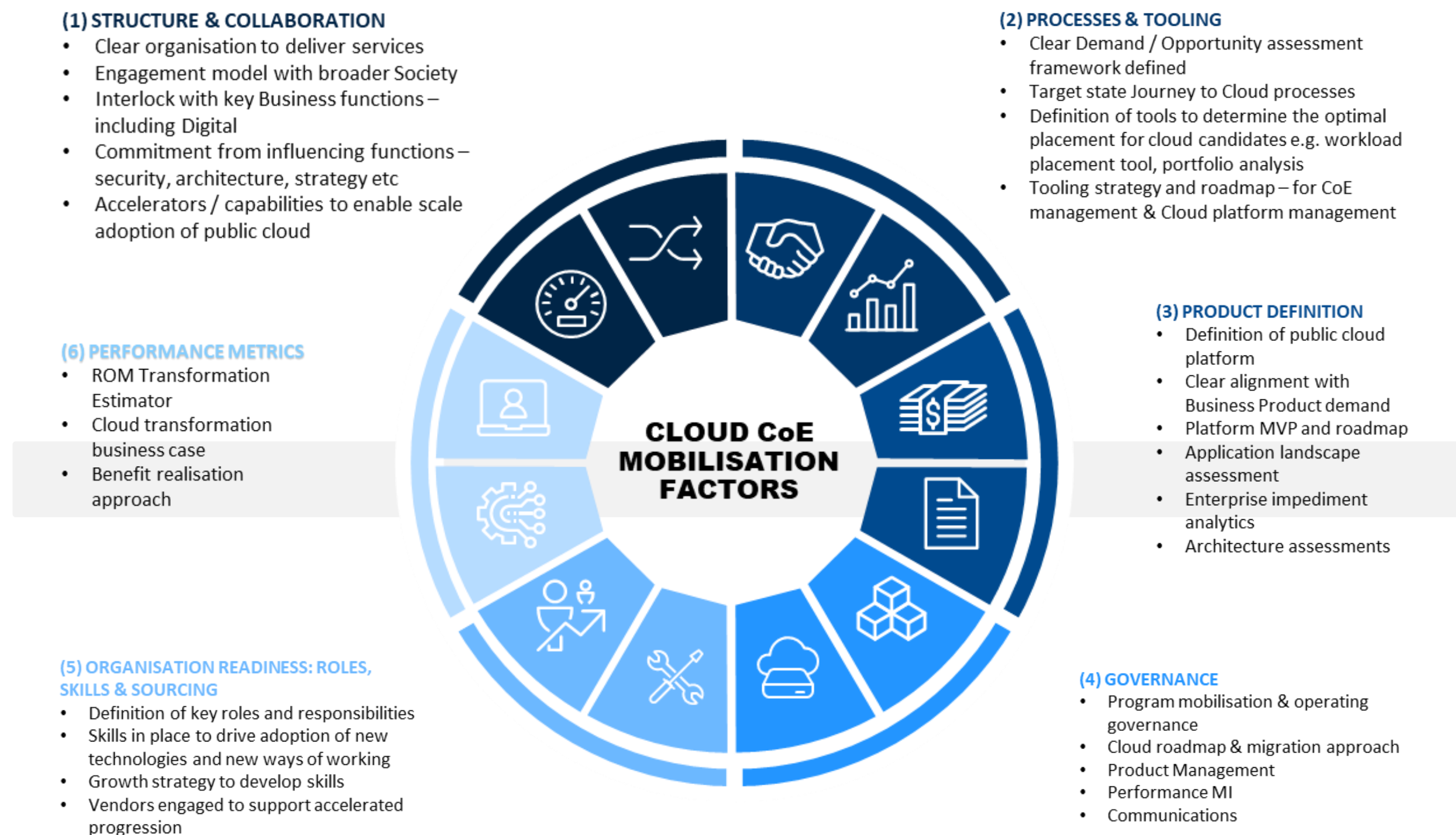


The BizOps Team has all the required skills in the team to deliver business processes and systems changes into production in a self-governed, rapid and repeatable manner. This team self-organises to optimises and extract ongoing value from the available business software stack. Agile Tooling and Agile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

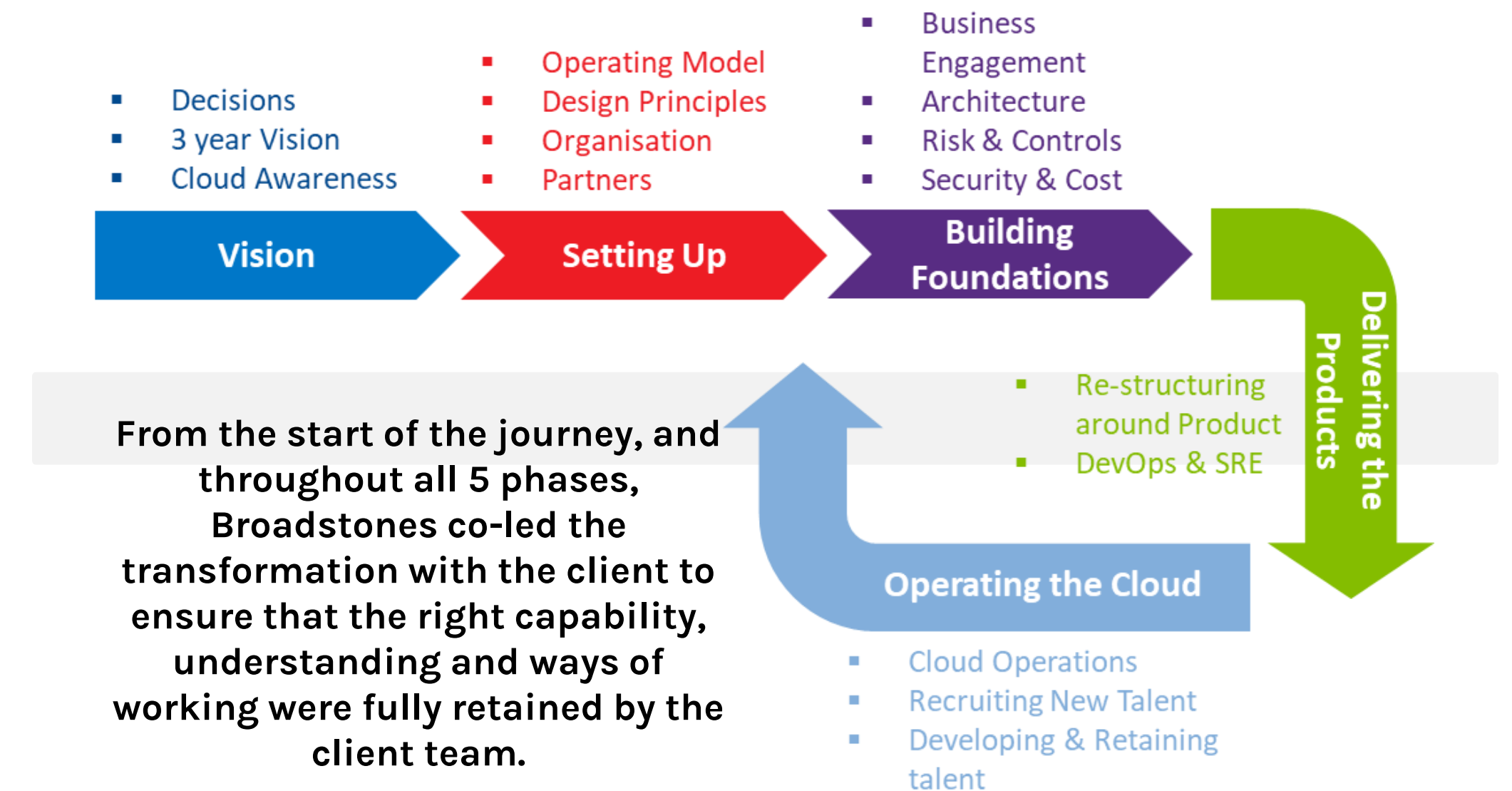


DevOps Cloud Centre of Excellence Setup

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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