



Avalie Digital

Where Security Meets Innovation

Service Definition

Procurement Support and Cloud Requirements Engineering



Crown
Commercial
Service

G-Cloud 15



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Summary

Avalie Digital is a specialist consultancy led by former Council Enterprise Architects and Service Leads who bridge the gap between internal operational reality and external commercial expertise. We support local authorities through the full procurement lifecycle for complex Cloud, AI, and Digital transformations—including LGR mergers and de-mergers. By translating complex needs into robust, compliant tender documentation, we eliminate "gold-plated" costs and legacy data risks to ensure operational stability and return of investment.

We provide expert guidance on requirements gathering, drafting comprehensive functional and non-functional specifications, and navigating the complexities of public sector procurement regulations. Our service ensures councils procure the right technology at the optimal price, with full compliance, operational readiness, and mitigated risk.

From distinct system replacements to complex Local Government Reorganisation (LGR) mergers and Shared Service disaggregation (de-mergers), we act as an agnostic technical partner. We translate complex user needs into robust tender documentation (ITT/RFQ) that ensures regulatory safety, operational stability, and bankable efficiency savings.

Background

Procuring the right technology in the public sector requires a forensic approach to Requirements Engineering to avoid "gold-plating" and ensure strategic alignment with the authority's Target Operating Model. In the context of Local Government Reorganisation (LGR) or major digital shifts, navigating the Procurement Act 2023 and GDS standards is essential for transparency and legal compliance. Avalie Digital acts as an independent, agnostic partner to translate complex user needs into robust tender documentation that ensures "Day 1" stability.



Service Features

Our procurement service is modular and aligned with the Technology Code of Practice:

- **Line of Business Procurement:** Specialist support for Council systems, i.e. Housing (HMS), Planning, Public Protection, Revenues & Benefits, ERP, and Social Care systems.
- **Shared Service Disaggregation:** Technical and commercial support for de-merging shared services and unwinding joint contracts.
- **Requirements Engineering:** Deep-dive analysis of functional/non-functional requirements to prevent "gold-plating."
- **Legacy Exit Management:** Strategy for migrating away from legacy vendors (e.g., NEC, Idox, Civica, Capita).
- **Section 16 Market Engagement:** Management of Preliminary Market Engagement (PME) to de-risk niche procurements.
- **Data-Led Discovery:** Forensic analysis of legacy databases (e.g., Oracle, SQL) to define retention and migration rules before tender.
- **Framework Navigation:** Expert guidance on selecting and utilising compliant frameworks (CCS, G-Cloud, DOS, and Open Frameworks under the Procurement Act 2023)
- **Infrastructure Modernisation:** Procurement support for Data Centre exits, Hybrid Cloud, and Contact Centre (CCaaS) telephony.
- **Bid Evaluation & Moderation:** Independent technical scoring and consensus moderation to support contract award.
- **Application Rationalisation:** Using TIME methodology (Tolerate, Innovate, Modernise, Eliminate) and TOGAF/ArchiMate modelling to reduce portfolio costs.
- **Stakeholder Engagement:** Capturing comprehensive business and user requirements through structured workshops and user research aligned with broader corporate and digital roadmaps.
- **Financial Modelling:** Developing robust Green Book-compliant business cases for technology investment.
- **Transition Support:** Contractual support to ensure effective knowledge transfer and operational stability during supplier entry and exit.



Service Benefits

We deliver value by mitigating risk and up-skilling your internal teams to navigate the new Procurement Act 2023:

- **Return of Investment:** Proven track record of identifying savings (e.g., £1m identified at Kent County Council through licensing optimisation).
- **Value for Money:** Preventing unnecessary "gold-plating" of technical requirements to ensure optimal pricing and commercial efficiency.
- **Regulatory Compliance:** Full compliance with the Procurement Act 2023, ensuring transparency and reducing challenge risk.
- **Strategic Alignment:** Ensuring procurement directly supports the authority's Target Operating Model and corporate plan.
- **Operational Stability:** Prioritising readiness for smooth "Day 1" service transitions with minimal downtime.
- **Successful Legacy Exit:** Expertise in navigating the technical and commercial barriers of leaving entrenched legacy suppliers.
- **Unbiased Expertise:** Agnostic assessments free from supplier influence, vital for effective preliminary market engagement.
- **Transparency:** Structured bid evaluation processes that ensure fair treatment and mitigated challenge risk.
- **Process Efficiency:** Standardised templates and best practices to accelerate the procurement cycle and reduce administrative burden.
- **Future-Proofing:** Specifications designed for long-term security, scalability, and cloud interoperability.
- **Internal Capability:** Up-skilling internal commercial teams in requirements engineering best practices.
- **Social Value Optimisation:** Tenders structured to maximise local economic impact, aligned with the National Social Value Model (MAC).
- **Expert Market Understanding:** Having worked with every major vendor across council functions, we provide market intelligence on what is genuinely achievable.



Our Approach

Avalie Digital use a structured framework to manage the complexity of large-scale technology transformations. We emphasise knowledge transfer, working side-by-side with your team to build internal capacity.

An example of our approach to Procurement Support and Requirements Engineering. We use a structured framework to manage mergers and transformation complexity:

Phase 1 :

Discovery and Recommendation

1 - Pre Mobilisation

2 - Review

3 - Vision



Phase 2 :

Project Management and Implementing

4 - Implement

5 - Integration

6 - Finalise





1. Pre-Mobilisation

Strategic Alignment: We align your procurement goals with your broader digital transformation roadmap and organizational strategy.

Engagement Planning: We identify key stakeholders and establish communication channels to ensure comprehensive requirement capture.

2. Review

Current State Analysis: We conduct workshops and interviews to map "As-Is" pain points across the authority.

Requirement Discovery: We perform a deep-dive discovery into existing application portfolios to identify rationalisation opportunities.





3. Vision

Requirements Engineering: We translate user and business needs into technical specifications, categorising them into Functional and Non-Functional requirements.

Procurement Design: We recommend the most appropriate route to market (e.g., G-Cloud or DOS) and draft the initial tender documentation.

Market Validation: We conduct Preliminary Market Engagement (PME) under Section 16 of the Act to de-risk specifications before formal release.



4. Implement

Tender Execution: We finalise scoring criteria and weightings to ensure a structured and transparent evaluation process.

Bid Evaluation: We act as an independent technical lead during the evaluation phase, providing objective scoring and moderation for supplier bids.





5. Integration



Contractual Transition: We support the move from legacy contracts to the new supplier, ensuring knowledge transfer and operational stability.

Operational Readiness: We prioritise the alignment of new technology with your Target Operating Model for smooth "Day 1" transitions.

6. Finalise & Support

Project Closure: We conduct a formal review to assess outcomes, measures of success, lessons learned, and the achievement of identified cost savings.

Benefits Realisation Tracking: We establish a framework to track financial savings and efficiency gains against the baseline established during the audit.

Knowledge Transfer & Upskilling: We provide training on requirements engineering and procurement best practices to upskill your internal teams.





Case Study Evidence

Full case studies can be found on our website, www.avalie.co.uk or by contacting us.

East Kent Shared Services (Thanet, Dover, Canterbury) Over Tenure

Key Personnel in Avalie Digital managed multi-million pound budgets and complex procurements to unify IT operations and the digital estate across three sovereign councils (Thanet, Dover, and Canterbury) over a decade-long tenure. They led the strategic transition from fragmented legacy systems to a cohesive, secure cloud architecture, harmonising requirements for Microsoft, Google, Okta, and RingCentral environments.

Simultaneously, we oversaw and implemented tenders for critical line-of-business systems (Housing, Planning, Public Protection, Waste and Recycling, Customer Services, Revenues and Benefits), ensuring statutory compliance and operational resilience. By consolidating contracts and leveraging the budgets effectively we significant increased efficiencies and a modernised digital estate.

Budget Management: Controlled multi-million pound public sector spend.

Complex Procurement: Led OJEU/FTS compliant tenders for hybrid cloud infrastructure and major departmental software.

Strategic Consolidation: Successfully merged councils IT environments into a single, cost-effective model.

Housing Management Transformation – The Alliance (High Peak & Staffs Moorlands)

Challenge: Exit from legacy NEC system; complex rent/service charge data.

Action: Performed business function mapping and analysis of the underlying legacy database before procurement to map data complexity and inform the non-functional and functional requirements.

Outcome: A de-risked procurement roadmap for a modern SaaS Housing Management System with automated workflows for Rent Uplifts and Homelessness.



Social Value

Avalie Digital is a purpose-driven SME consultancy. We understand that public sector contracts are about more than just delivery; they are an opportunity to generate additional value for society. We align our service delivery with the UK Government's Model Award Criteria (MAC) to ensure every engagement supports broader social, economic, and environmental goals.

MAC1



COVID-19 RECOVERY



MODERN WORKPLACES

Leveraging expertise to help public sector bodies transition to permanent, secure, and efficient hybrid working models.



DIGITAL ACCELERATION

Partnering with clients to recover lost momentum by accelerating cloud adoption and digital transformation.



MAC 2



TACKLING ECONOMIC INEQUALITY



REGIONAL FOCUS

Headquartered in Margate to drive opportunity outside major cities and in coastal communities.



SME SUPPLY CHAIN

Prioritising spend with SMEs/VCSEs and paying promptly to sustain the local ecosystem.



SKILLS DEVELOPMENT

Internal training in Enterprise Architecture & Cyber Security to close the digital skills gap.



COMMUNITY SUPPORT

Sponsors of Ramsgate FC juniors. Investing in youth sports for health and social cohesion.

MAC 3



FIGHTING CLIMATE CHANGE



REMOTE-FIRST

We eliminate commuting emissions for 100% of staff, minimising travel-related carbon footprints.



GREEN CLOUD

Transitioning clients from energy-heavy legacy infrastructure to efficient hyperscale cloud environments.



CIRCULAR ECONOMY

Strict WEEE compliance. We support "Right to Repair" and refurbish hardware for charity.



PAPERLESS WORKFLOW

Operating a fully digital environment to maintain a carbon-neutral administrative footprint.



MAC 4



EQUAL OPPORTUNITY



50:50 GENDER SPLIT

Exceeding industry averages for the technology and architecture sectors.



BLIND RECRUITMENT

Removing unconscious bias to ensure we hire the best talent based purely on capability.



DISABILITY CONFIDENCE

Providing assistive technologies and fully flexible working for staff with health conditions.



INCLUSIVE SECURITY

Cyber Essentials accredited with ongoing security training for all employees.

MAC 5



WELLBEING



FLEXIBILITY

Focus on delivery, not "presenteeism".
Support for carers.



VOLUNTEERING

Supported time off for local charities and community causes.



MENTAL HEALTH FIRST

Qualified Mental Health First Aiders available. Open culture free from stigma.



Service Management & Operations



ONBOARDING & EXIT

- **Mobilisation (Days 1-5):** Workshops, Project Definition Document (PDD).
- **Discovery:** Pre-configured data collection templates.
- **No Lock-in:** Full IP handover (RAG reports, Data models) in open formats.
- **Knowledge Transfer:** Formal handover sessions.



SECURITY & COMPLIANCE

- **Data Sovereignty:** 100% UK processing and storage.
- **Compliance:** GDPR, DPA 2018 (DPA available), NCSC Aligned.
- **Standards:** Least-privilege access, no persistent data retention.



SUPPORT & GOVERNANCE

- **Hours:** 09:00–17:30 Mon–Fri (excluding UK Bank Holidays).
- **Response:** Within 1 business day (Urgent escalation paths defined).
- **Reporting:** Weekly/Monthly progress & RAID log updates.

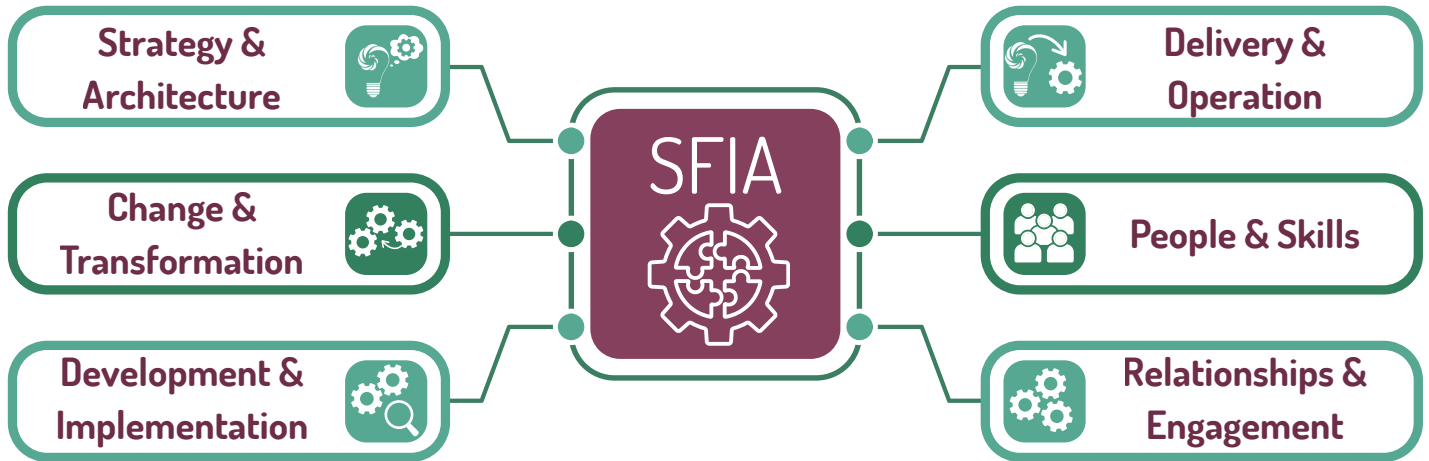


COMMERCIALS

- **Pricing:** SFIA Rate Card (Time & Materials) or Fixed Price.
- **Ordering:** Via CCS G-Cloud Digital Marketplace.
- **Invoicing:** Monthly in arrears based on delivery.



Pricing and definitions (SFIA)



SFIA Level	Level Description	Applicable Capability Areas	Day Rate
1	Follow	All six capability areas	£450
2	Assist	All six capability areas	£550
3	Apply	All six capability areas	£700
4	Enable	All six capability areas	£850
5	Ensure / Advise	All six capability areas	£975
6	Initiate / Influence	All six capability areas	£1,150
7	Set Strategy / Inspire	All six capability areas	£1,250

- Consultant's working day is 8 hours, excluding travel and lunch
- Working week is Monday to Friday, excluding national holidays
- Office hours: 9:00am to 5:30pm, Monday to Friday
- Travel, mileage, and subsistence within the M25 are included
- Professional indemnity insurance is included in the day rate
- All prices are exclusive of VAT

Overall price will be tailored on a case-by-case basis, bespoke to the tender



The Avalie Difference

Avalie Digital is a consultancy focused on sector-specific expertise, employing only Subject Matter Experts (SMEs) with extensive public sector experience. The team understands the nuances and challenges of government operations. Their approach adheres to strict professional standards, incorporating Enterprise Architecture principles (TOGAF) into deliverables while maintaining a strong security-first posture (CISM) for resilience and compliance.

Depth Over Breadth



We do not rely on generalist teams; we rely on specific public sector expertise. Avalie Digital exclusively deploys consultants with deep government tenure. This concentrated technical rigour allows us to deliver secure, compliant, and operationally viable outcomes.

Public Sector DNA



We don't just understand government; we come from it. Our team is comprised exclusively of experts with deep tenure in the public sector, ensuring an innate understanding of the complexities, nuances, and regulatory landscapes you navigate daily.

Secure by Design



Security is our baseline, not a bolt-on. Led by CISM professionals, we integrate rigorous risk management and security protocols into everything we do, ensuring your data and systems remain resilient against evolving threats.

TOGAF Aligned



We aren't just "tech delivery", we are Enterprise Architecture trained. We embed TOGAF-certified Enterprise Architecture principles into every engagement, ensuring that our solutions are not just functional, but strategically aligned, scalable, and built to last.

Key Personnel & Leadership

Joe Brackenborough



- **Public Sector Expertise:** Deeply rooted experience in both local and central government, expertly navigating the specific nuances and complexities of the sector.
- **Strategic Leadership:** Dedicated to leveraging technology as a catalyst for organisational evolution and reshaping business cultures within government frameworks.
- **Technical Translation:** Combines exceptional problem-solving capabilities with deep expertise to demystify complex systems for non-technical public sector stakeholders.
- **Security & Architecture:** A certified CISM professional who bridges the gap between technical risk management and enterprise architecture to ensure secure, scalable solutions tailored to government security standards.
- **Commitment to Innovation:** A proven track record of leadership within pioneering public sector authorities, driving service innovation.



Emily Mlles



- **Government Project Delivery:** extensive experience managing projects within the public sector, ensuring strict adherence to governance and transparency requirements.
- **Stakeholder Engagement:** Expert in navigating the complex landscape of public sector stakeholders, ensuring that digital initiatives are understood and embraced by diverse user groups.
- **Adoption & Communication:** Uses digital marketing expertise to drive user adoption of new government services, bridging the gap between technical rollout and citizen or staff engagement.
- **Process Optimisation:** seamless integration of project governance with digital strategies to maximise return on investment for public funds.



LEAN Management



Cyber Security



Ivan Goldsmith



- **Mission-Critical Systems:** Specialised expertise in delivering complex solutions for local government, including Housing, Planning, AI, and ERP systems.
- **Navigating Complexity:** A profound understanding of the nuances involved in large-scale public sector transformation, ensuring projects succeed despite technical and organisational challenges.
- **Public Sector Authority:** A distinguished track record across the public sector, driving the implementation of systems that underpin essential government services.
- **Rigorous Delivery:** Masters technical intricacies and robust methodology to ensure projects are delivered to scope and budget, consistently exceeding expectations in high-pressure government environments.

 BSc Hons Degree



Our Associates

Katherine Cheesman



- **Local Government Specialist:** Deep background in managing operations and projects specifically for councils and shared services, providing her with an insider's view of local government challenges.
- **Operational Nuance:** Understands the specific operational pressures and cultural nuances of the public sector, allowing for smoother technology adoption.
- **Holistic Change Management:** excels in bridging the gap between technical operations and user adoption, ensuring workforce buy-in for new government technologies.
- **Training & Enablement:** Hands-on experience as a Technical Software Trainer, ensuring that public sector staff are fully empowered to use new systems effectively.

Will Costello



- **Public Sector Intricacies:** Armed with a profound understanding of the unique governance, policy, and operational intricacies inherent in central and local government.
- **Transformational Strategy:** Lead revolutionary digital advancements within a prominent metropolitan council, demonstrating proven success in large-scale government change.
- **User-Centric Design:** Harmonises deep technological acumen with a user-centric philosophy to ensure government services are accessible, efficient, and citizen-focused.
- **Strategic Governance:** Expertise in devising digital strategies that help organisations define clear objectives and establish the requisite governance for successful goal attainment.





Avalie Digital

Where Security Meets Innovation

Let's Work Together



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VISIT WEBSITE

www.avalie.co.uk

**BOOK A DISCOVERY
CALL**

Start your transformation journey with us today.



HOW TO BUY

Available on G-Cloud Digital Marketplace



OUR AIM

We aim to responding to all queries within 1 business day