



# Avalie Digital

Where Security Meets Innovation

# Service Definition

## Cloud System Migration and Consolidation



Crown  
Commercial  
Service

## G-Cloud 15



Avalie Digital

Where Security Meets Innovation

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[www.avalie.co.uk](http://www.avalie.co.uk)



## 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 provide expert data migration strategies specifically designed for merging Local Authority Line of Business (LoB) applications. We specialise in the complex consolidation of fragmented council databases including Revenues & Benefits, Planning, and Housing systems, into a single, unified cloud instance. Our service ensures a secure and compliant transition, particularly during Local Government Reorganisation (LGR).

Deep experience migrating Line of Business (LoB) applications including NEC Housing, Idox Cloud, NEC Assure, Civica Xpress and Modern.Gov. Proven track record in merging council IT estates for shared services (e.g., East Kent Services, The Alliance).

## Background

Migrating critical statutory applications requires more than just technical data transfer, it requires "military precision" to ensure continuity of service. Avalie Digital acts as the technical bridge between the Council and software vendors, managing complex relationships and platforms such as NEC, Idox, and Civica. We use the industry standard Six R's of Cloud Migration; Rehost, Replatform, Repurchase, Refactor, Retain and Retire to support decision making and costed business cases.

Avalie Digital's TOGAF-certified architects work with you to understand your "As-Is" landscape, define your desired target state, and develop a pragmatic roadmap for achieving it. Our vendor-neutral approach ensures you receive unbiased recommendations and ongoing support tailored to your needs.



## Service Features

Our migration service is comprehensive and tailored to the unique needs of the UK public sector:

- **Target Operating Model (TOM) Design:** Designing consolidated IT services and technical design authority (TDA) governance to manage the new unified application landscape.
- **Technical Leadership:** Provision of Interim Chief Architects or Technical Design Authority (TDA) services to provide expert oversight throughout the migration lifecycle.
- **Application Consolidation:** Merging of council functions and systems into a single unified instance or platform.
- **Line of Business (LoB) Migration:** Specialist migration strategies for critical platforms and mergers including NEC Housing, Idox Uniform, Civica, NEC Assure Cloud, Electoral Management Systems (EMS) and Democracy platforms (e.g., Modern.Gov) to modern cloud hosting.
- **Productivity Suite Migration:** End-to-end management of Google Workspace to Microsoft 365 transitions, including mail, drive data, and identity management (AD/Entra ID).
- **Data Quality Assessment (DQA):** Assessment of data quality (accuracy, completeness, timeliness, consistency, validity, uniqueness, relevance, accessibility).
- **ETL Strategy:** Expert Extract, Transform, and Load strategies for legacy data (SQL, Oracle, Flat File).
- **LLPG & UPRN Harmonisation:** Ensuring address data is synchronised across all merging councils.
- **Archiving & GDPR:** Developing strategies for historic read-only data to maintain compliance while decommissioning old systems.
- **Cloud Readiness:** Selection and analysis of suitable cloud-hosting, i.e. Azure or AWS hosting for consolidated applications.
- **"Lift & Shift" vs. "Refactor":** Detailed analysis to determine the most cost-effective path for each application.
- **Vendor Liaison:** Managing migration workstreams and acceptance testing with third-party software providers.



## Service Benefits

By partnering with Avalie Digital, organisations achieve:

- **Day 1 Readiness:** Minimising operational impact by ensuring that core system functions and integrated services remain fully available and performant upon go-live.
- **Cost Savings:** Reduces reliance on expensive legacy vendor consultancy days and releases savings by decommissioning redundant on-premise servers.
- **Licensing Optimisation:** Reduces ongoing costs by consolidating multiple legacy agreements into single SaaS contracts.
- **Single View of Citizen:** Consolidation of fragmented databases allows for a unified view of the resident, improving customer service.
- **Data Integrity:** Cleanses data prior to migration to prevent "garbage in, garbage out" scenarios.
- **Risk Mitigation:** Minimises downtime during critical cutover weekends through rigorous dry runs.
- **Regulatory Compliance:** Ensures all migrated data meets official and official-sensitive handling standards in the cloud.
- **De-risked Regulatory Transitions:** Mitigation of digital and data risks during the critical vesting day window, ensuring all statutory services remain secure and compliant.
- **Process Standardisation:** Harmonises business processes across the organisation.
- **Future-Proofed Scalability:** Architecture designed to ensure your unified cloud instance can easily adapt to future growth or additional authority mergers.
- **Reduced RTO/RPO:** Minimizes Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO) through cloud-native tools.
- **Security-First Posture:** Leverages CISM-led design to ensure that resilience is built into the architecture from inception, protecting against cyber threats and data loss.
- **Knowledge-Led Transformation:** Side-by-side working and structured knowledge transfer that upskills your internal teams to manage the new environment independently.



## 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 how we run an legacy system migration or a review of the estate. 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



**Initial Consultation:** We engage with stakeholders to understand the specific goals and technical challenges of merging council databases or moving away from legacy back office systems.

**Engagement Planning:** We outline the specific deliverables, migration timelines, and total contract value costs for the legacy consolidation.

**Knowledge Gathering:** We capture and collate documentation on back office systems, structured and unstructured data sources (e.g., Idox vs. NEC) to identify version conflicts and bespoke customisations.

## 2. Review

**Current-State Assessment:** We conduct an audit of existing technology infrastructure and data flows within the merging authorities:

- Business processes and how they align with technology.
- Information and data flows.
- Security and compliance measures.

**Gap Analysis:** Identify misalignments, inefficiencies, vulnerabilities, data duplications, and opportunities for improvement relative to the client's strategic goals.





## 3. Vision

**Target Architecture Design:** We work closely with senior management to outline the future state, including guiding principles, technology needs, security, and growth.

**Migration Strategy Design:** Choose the right path for each application and set the Golden Record standard.

**Roadmap Development:** Create a step-by-step plan with timelines, resources, and risks.

## 4. Implement

**Governance Framework:** We establish technical design authority (TDA) standards for:

- Technology selection and procurement.
- Change management and approvals.
- Communication of architecture updates.

**Implementation Support:** Provide guidance, support and expertise during:

- Technology deployment and configuration.
- Extract, Transform and Load of data.
- Testing and validation.
- Pilot projects or phased rollouts.





## 5. Integration

**Architecture Optimisation:** We monitor and adjust the newly merged systems to ensure high performance and address evolving needs:

- Performance tuning.
- Addressing evolving business needs.
- Integrating new technologies with minimal disruption.

**Compliance & Security:** We provide proactive monitoring to ensure the integrated architecture adheres to NCSC principles and GDPR regulations

**System Refinement:** We integrate new technologies with minimal disruption, ensuring manual tasks are automated.

## 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 from automations and improvements.

**Ongoing Support:** Offer flexible support options based on the client's needs, such as:

- Regular architecture reviews and updates.
- On-demand consultation for specific issues or projects.
- Training and upskilling of internal staff.



## Case Study Evidence

Full case studies can be found on our website, [www.avalie.co.uk](http://www.avalie.co.uk) or by contacting us.

### East Kent Consolidation (Thanet, Dover, and Canterbury Councils)

**Challenge:** Consolidating distinct IT estates and Line of Business applications across three councils into a shared service model.

**Action:** Led the migration of multiple core systems including Telephony, Electoral Management Systems, Democracy Platforms, and Built Environment (Planning, Building Control and Land Charges) to unified cloud platforms.

**Outcome:** Streamlined operations, reduced infrastructure footprint, and enabled seamless cross-council working.

### The Alliance (High Peak & Staffordshire Moorlands)

**Challenge:** Legacy NEC Housing System approaching end-of-life with fragmented data across two councils.

**Action:** Delivered a migration strategy to a unified SaaS platform, including the automation of rent uplifts and "Single Source of Truth" data modelling.

**Outcome:** De-risked the procurement and set the path for a modern, resident-facing digital service.

### Orbus Infinity Cloud Migration (Kent County Council)

**Scope:** Migration of Enterprise Architecture and Compliance tools to SaaS.

**Outcome:** Enabled remote access for distributed teams and removed reliance on VPNs/On-premise hardware.

### Productivity Suite Transformations (Thanet, Dover & Canterbury)

**Scope:** Migration of various Local Authority tenants from Microsoft on-premise to Gsuite (Google Apps) ecosystems and Microsoft 365.

**Outcome:** Standardised collaboration tools (Teams, SharePoint) and enhanced security posture via Entra ID (formerly Azure AD).



## 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.

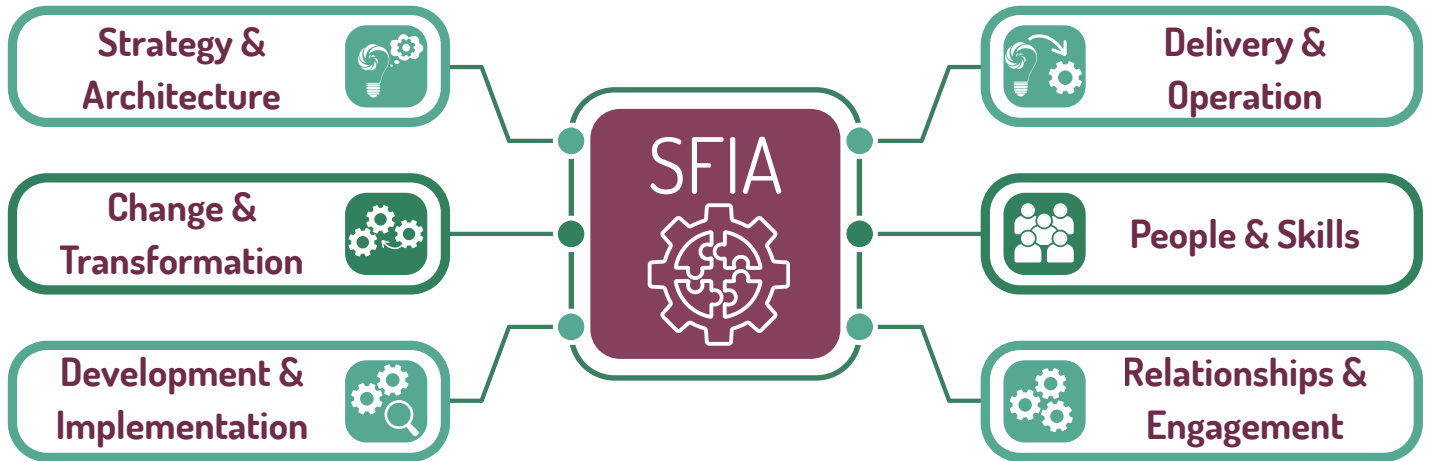


### COMMERCIALS

- **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



EMAIL US

[Info@avalie.co.uk](mailto:Info@avalie.co.uk)



VISIT WEBSITE

[www.avalie.co.uk](http://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