



Avalie Digital

Where Security Meets Innovation

Service Definition

**Zero Trust, SSO and
Active Directory (Entra)
Merger**



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 provide expert technical leadership for consolidating multiple Active Directory (AD) forests, Microsoft 365 (M365) tenants, and network infrastructure for merging authorities. We implement Zero Trust architectures and Single Sign-On (SSO) to ensure staff can collaborate seamlessly across legacy boundaries from Day 1.

Our focus is on the rapid removal of friction: implementing Single Sign-On (SSO) to kill password fatigue and automating the Joiners, Movers, and Leavers (JML) process to stop "access creep." Our service includes a clear strategy for transitioning from PSN to Internet-first secure networks and Cyber security assessment aligned with NIST guidelines and NCSC best practice.

Background

Enterprise architecture (EA) is the holistic approach to designing efficient, customer-centric services. In the context of Local Government Reorganisation (LGR) or large transformation, managing technical complexity across divergent IT estates is critical.

Avalie Digital's TOGAF-certified architects work with you to understand your present identity landscape, define a secure future state, and develop a pragmatic roadmap for achieving it. We ensure technology serves your core objectives through unbiased, vendor-neutral recommendations.



Service Features

Our secure identity service is modular and scalable to fit the needs of merging organisations:

- **AD Consolidation:** Strategy for merging multiple Active Directory forests.
- **M365 Tenant Merger:** Consolidation of Exchange, SharePoint, and Teams tenants.
- **Zero Trust Design:** Designing a modern architecture for the organisation. Replacing traditional VPNs with identity-aware, per-session access to specific applications rather than broad network entry.
- **IAM Strategy:** Identity and Access Management for secure access.
- **RBAC Design:** Implementing Role-Based Access Control policies.
- **Security Gap Analysis:** Cyber security assessment aligned with NIST guidelines and NCSC best practice.
- **Domain Management:** Secure email routing and .gov.uk domain consolidation.
- **Network Transition:** PSN to Internet-First network transition planning.
- **Remote Security:** MFA and Conditional Access implementation for remote workers.
- **Legacy Audit:** Security auditing of inherited legacy infrastructure.
- **Hybrid Identity Governance:** Designing synchronised identity flows between on-premise Active Directory and Entra ID (Azure AD) for unified management.
- **Legacy Protocol Decommissioning:** Auditing and disabling insecure legacy authentication protocols (e.g., NTLM, SMBv1) during the domain merger process.
- **Privileged Access Management:** Implementing hardened "Admin-only" forests or tiering models to protect high-value administrative accounts.
- **Lateral Movement Prevention:** Hardening the environment against ransomware by blocking "East-West" traffic between unrelated servers and legacy AD forests.
- **Collaboration Architecture:** Setting up secure guest access and external identity governance to allow cross-authority resource sharing.
- **Automated Identity Lifecycle:** Leveraging identity brokers to automate account provisioning and deprovisioning for Starters, Leavers, Amenders, and Movers, eliminating manual "access creep".



Service Benefits

Our approach drives better service delivery while reducing digital and data risks:

- **Operational Continuity:** Ensures staff can log in and work from their new merged environment.
- **Enhanced Collaboration:** Cross-council collaboration via shared Teams/SharePoint tenants.
- **Reduced Attack Surface:** Secures the "expanded attack surface" of the merged council.
- **Joint HR and IT Processes:** Streamlines joiners/movers/leavers processes to ensure everyone is aware and their systems are up to date.
- **Cost Efficiency:** Reduces cyber insurance premiums through robust security controls.
- **Data Protection:** Prevents data leakage between separating or merging entities.
- **Security Standardisation:** Standardises security policies across diverse legacy estates.
- **Improved SSO:** Provides a consistent "One Council" user experience for staff by improving a single sign on process.
- **Compliance Assurance:** Ensures alignment with NCSC best practices
- **Legacy Risk Reduction:** Facilitates rapid decommissioning of insecure legacy domains.
- **Mitigated Heritage Vulnerabilities:** By scanning incoming AD forests for dormant accounts and weak passwords during the review phase, we prevent the inheritance of existing security risks.
- **Accelerated Digital Transformation:** Transitioning from legacy authentication to secure modern SSO provides a modern foundation for faster cloud adoption across the organisation.
- **Optimised Resource Allocation:** On-demand access to TOGAF-certified identity experts eliminates the overhead and long-term cost of hiring permanent specialist staff for the merger duration.



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 secure identity consolidation 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



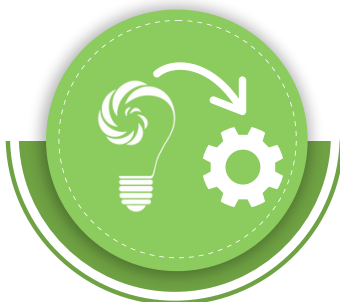
Phase 2 :

Project Management and Implementing

4 - Implement

5 - Integration

6 - Finalise





1. Pre-Mobilisation

Initial Consultation: We engage with stakeholders to understand specific goals for M365 and AD consolidation.

Engagement Planning: We outline the specific security deliverables, identity migration timelines, and costs.

Knowledge Gathering: We capture and collate documentation on existing AD forests, M365 tenants, and legacy network infrastructure.

2. Review

Current-State Assessment: We conduct a thorough analysis of existing technology infrastructure, including scanning all incoming AD forests to identify risks like dormant accounts.

Gap Analysis: We identify security misalignments, inefficiencies, and risks within the divergent identity estates.

Recommendations: We draft recommendations to address identified identity gaps and optimise the authentication landscape.





3. Vision

Target Architecture Design: We closely collaborate with the organisation to develop a blueprint of the desired future state, incorporating "Zero Trust" principles.

Trust Architecture Development: We design the implementation of two-way trusts or identity brokers to enable cross-domain access without waiting for full migration.

Roadmap Development: We create a phased plan for transitioning from the current fragmented state to the target unified identity architecture.

4. Implement

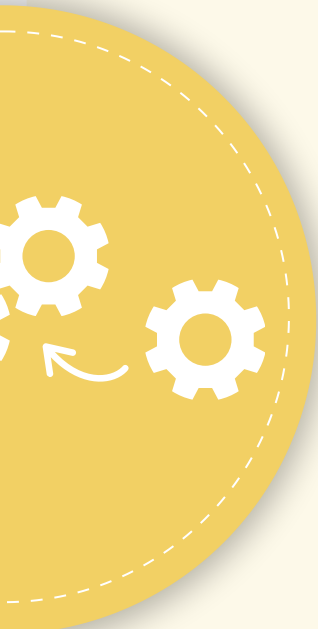
Tenant Consolidation & Governance: We develop guidelines for M365 tenant merger and manage the migration of mailboxes and SharePoint sites.

Technical Deployment Support: We provide expertise during the rollout of MFA, Conditional Access, and SSO implementations.

Training & Knowledge Transfer: We upskill internal teams on managing the new unified identity and access management (IAM) environment.



5. Integration



Zero Trust Optimisation: We continuously adjust the architecture, rolling out policies that verify identity and devices health keeping assets secure.

Modernised Access & SSO: Implementing robust Single Sign-On (SSO) to deliver frictionless, secure access across the application estate, establishing a scalable identity platform ready for the seamless integration of future SaaS systems.

Security Monitoring: We proactively monitor the architecture to ensure it remains secure and adheres to NCSC principles.

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.

Post-Migration Support: We offer flexible support for ongoing identity adjustments or on-demand consultation for specific security issues.

Hypercare Support: We provide intensive guidance to ensure staff can operate effectively within the consolidated identity environment.





Case Study Evidence

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

Securing a Remote Workforce (Thanet District Council & Okta)

Challenge: A fragmented environment of 90+ applications caused significant "MFA fatigue" for 400 remote workers and a heavy administrative burden, with IT spending weeks manually provisioning new accounts.

Action: Implemented Okta Workforce Identity to unify 70+ applications under a single login and deployed Adaptive MFA to trigger security challenges only when user behaviour changes.

Outcome: Achieved a 95% reduction in MFA prompts, saving thousand in lost productivity and 4,000 hours through automated provisioning, while successfully transitioning the Council to a Zero Trust security model.

High-Security Identity Engineering – Home Office (Synergy Programme)

Challenge: The need to design a secure identity bridge for 250,000 civil servants across DWP, MoJ, and Defra, ensuring strict segmentation of OFFICIAL-SENSITIVE data.

Action: Acted as Security Architect to engineer a cross-departmental identity framework for a massive Central Government ERP consolidation.

Outcome: Assisted with secure, scalable identity architecture that maintains high-level security protocols across multiple departments.

Infrastructure Hardening & Cyber Resilience – Housing Plus Group

Challenge: Vulnerability to lateral movement and ransomware attacks within a traditional Active Directory estate, where a single compromised account could potentially access critical servers.

Action: Hardened the Active Directory environment by implementing strict Tiering Models and Conditional Access policies to isolate administrative functions from standard user risks.

Outcome: Created a resilient infrastructure where "lateral movement" is effectively blocked, ensuring that even if a user account is compromised, the organization's critical servers and data remain protected.



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.

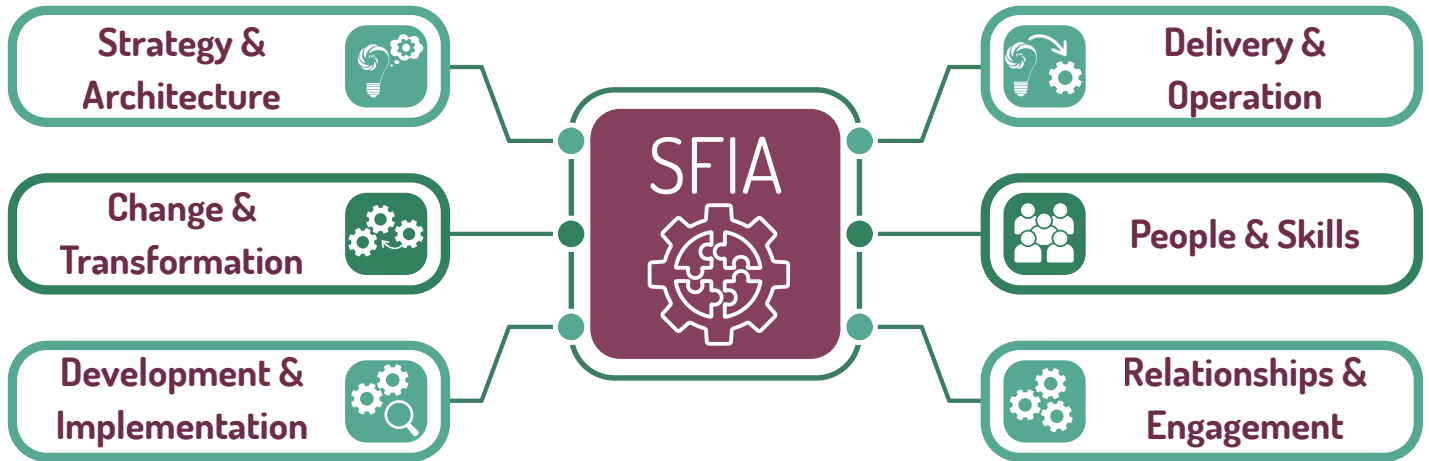


COMMERCIALS

- **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 Mles



- **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