

Digital Marketplace Service Description

Triad Digital Maturity Assessment Solution

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next generation digital solutions



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1 Introduction

1.1 Company Overview

Triad is a trusted partner to many UK Government organisations, including the Cabinet Office, Ofgem Ministry of Justice, the Home Office, Business Energy and Industrial Strategy, Department for Transport, and the Construction Industry Training Board.

Triad has significant experience of leading agile projects and delivering digital services following the Government Digital Services (GDS)'s Service Design Manual, Design Principles and Digital Service Standard. We have guided digital services through GDS assessments and consistently deliver value to organisations.

1.2 Value Proposition

Triad clients consistently highlight the benefit they receive. Whether it is “going the extra mile”, bringing innovative thinking to the table, or being a critical friend to our customers, it is always our intention to leave behind a solid foundation for our clients that stretches beyond the successful production of the contracted deliverables.

Our public sector projects deliver:

- Cost Reduction
- Efficiency
- Lean Thinking
- Innovation
- Proactive Reuse
- Cost Optimisation

1.3 What the Service Provides

Triad will help buyers assess the maturity of their organisation and services. Many organisations have undergone Digital Transformation, the act of adopting business processes and practices to help the organization compete effectively in an increasingly digital world. A maturity assessment determines the extent to which integrating organisation have integrated operations and human capital in digital processes and vice versa.

1.4 Overview of the G-Cloud Service

The assessment will focus on more than 30 competencies at which digital leaders excel. These competencies, some of which are illustrated below, consist of empirically supported capabilities and structural characteristics that can be used to benchmark the organisation to identify its strengths and weaknesses.

The competencies are arrayed across six core disciplines that many traditional businesses struggle with:

- Vision, mission and strategy
- Management and employee culture
- Organisation, structure and processes
- Communication, marketing and sales
- Technology innovation and development
- Big data, analytics and automation

Using the vision, mission and strategy as a context, management should identify and analyse gaps across the business.

Beginning with “vision, mission and strategy”, Executive management must have a clear understanding of the potential impact of digital disruption in the industry segment(s) in which the organisation operates and be able to articulate a clear strategic vision fit for the digital age. The entity must have proven capability in disrupting traditional business models and the capacity to adopt hyperscalable models that reduce dependence on human resources. Digital strategy-setting and review should be a continuous business and in-boardroom activity. The team responsible for the organisation’s digital strategy should be fed continuously with analyses of the markets and competitor landscape in which the business operates and then formulate and assess alternative scenarios.

Simply stated, the organisation must be capable of challenging conventional thinking and disrupting previously established value chains and ways of working (e.g., management dissects the traditional analog value chain and rethinks the role of all key players rather than just focusing on the current role of the business within the value chain).

Regarding “management and employee culture,” the executive team must understand the impact that the digital revolution could have on the business, and be able and willing to take the necessary steps to ensure that the digital transformation programme and its various projects are positioned to succeed.

To that end, the organisation must:

- Have a clear road map to gain and maintain competitive advantage and achieve digital leadership in the market
- Make use of the company’s digital assets whether brand, human resources or technology — and deploy digital solutions
- Cultivate a strong corporate culture from the top down that promotes an open and participative management environment — characterised by trust, mutual appreciation and respect — and motivates and rewards staff to be creative and highly innovative

- Understand and attract the type of employees needed to be competitive in the digital era
- Have a workforce composed of highly talented people who come from diverse backgrounds and have a good understanding of technology and digital business models

The management team must also exhibit the above qualities and undertake an active digital leadership role.

In summary, leaders must think about how they can embrace the opportunities emerging technologies present. The digital age is forcing organisations to radically rethink how to engage with customers and pursue design breakthroughs for improving processes and functions continuously to deliver enhanced value. That means they must balance outside-the-box thinking with the practical considerations of repositioning the business.

The above and other competencies can be useful when benchmarking the organisation against the industry and relevant case studies and plotting the path toward digital maturity. The point is that the strategy should reflect the competencies that currently define the organisation and address the absence of those that present barriers to success.

Many strategies ignore these fundamental issues, resulting in a business that is digital on the edges but not at the core. Our view is that a truly digital business has a digital core. To that end, digital readiness is the focus of a current-state assessment.

Planning

Triad will review your digital maturity and assess the optimal solution for your business needs. Triad will help you design the solution; plan migration and transition; project manage the changes and plan new services, putting in place governance, tools and techniques; and develop continuity plans that are suitable for your services.

Changes associated with digital maturity can have a significant impact on the wider organisation. Triad will advise leaders and senior managers to help identify the critical areas, which we will address during these change processes, with insights drawn from our vast experience of similar scenarios. Triad will review how you conduct your business; look at your drivers and motivations, such as reducing waste and realising savings; and identify business changes and services that deliver maximum benefit within your constraints. We articulate where you are, where you want to be, how to get there.

Design Assurance

The design assurance service ensures alignment with your IT strategy and the Digital Service Manual principles and guidelines. It de-risks your projects by ensuring traceability to business and technical requirements and that high-level, low-level designs and build records exist with relevant content.

Plans for SaaS, PaaS and IaaS services are checked for compliance with your Enterprise Architecture, technical, business, security and data architecture initiatives so that new solutions will be directly supporting business objectives.

Set-Up and Migration

Triad will help you design and execute your migration strategy to deliver digital maturity. Triad assesses your current operating environment and identifies where maturity can be realised and improvements made.

We will design and implement a road map to re-host, repurpose or replace your applications with mature alternatives. Our service quality assures solutions; planning for and communicating change so that staff are aware and trained. Experience in a diverse range of UKCloud technologies: AWS, Azure, Google, Heroku, UKCloud, O365, SharePoint Online, MarkLogic, Atlassian Suite, ServiceNow and many more.

Testing

Triad is certified to ISO9001:2015 for the provision of IT consultancy services. Triad's testing services ensure successful changes by impact and risk assessing new processes and services so that we fully understand them and we mitigate risks; quality assuring solutions; planning for and communicating change so that staff are aware and trained.

Triad provides the following quality assurance services to test solutions realise that the client's functional and non-functional requirements and thereby meet the on-going needs of users and the business:

- Unit Testing, API Testing, Integration Testing and System Testing
- User Acceptance Testing (UAT)
- A/B User Experience Testing
- Performance Testing, Load Testing and Stress Testing
- Usage and Performance monitoring

We use a variety of test management tools, such as Mercury and Quality Centre, and test automation tools, such as Selenium, Cucumber, Maven, QTP plus others. We regularly incorporate these tools into a Continuous Delivery pipeline. Triad also has two User Experience Laboratories at clients' disposal.

On-Going Support

Triad's Support service puts in place governance, processes for tools, and techniques and provides comprehensive in-service application support and maintenance. Our service includes DevOps and DevSecOps, implementation of patches, continuous improvement, defect investigation and resolution, application monitoring, preventative maintenance, service desk support and a support wrap for a suite of applications hosted in each buyer's UKCloud environment.

We will implement or improve processes which will embrace transparency, collaboration, automation, monitoring and continuous improvement. We can support the development of good Service Management, having implemented significant ITIL and ServiceNow management systems. We also have experience of a diverse range of technologies on which we can advise and support implementation and improvement

including (but not limited to): AWS, Azure, Google, Heroku, UKCloud, O365, SharePoint Online, MarkLogic, Atlassian Suite (including JIRA and Confluence) and many more.

Features

- Digital maturity shapes entire operations around the right digital tools
- Structure problems and understanding key dimensions
- Set goals within and across dimensions
- Assessing the current state of progress
- Describing the target state of transformation
- Understanding/planning next steps in each dimension
- Benchmarking progress with others using common language
- Promoting improvements both internally and externally
- Consistent continuous improvement organisation-wide
- Enable incremental adoption of digital technologies/processes to drive competitive strategies

Benefits

- Creating the leadership capabilities necessary to drive digital transformation
- Shape future strategies, governance and services to implement technology-based change
- Create transformative business changes
- Integrates IT risk management organisation-wide, breaking down risk governance silos
- Benchmarking statistics to help provide quantified measures of performance.
- Support for incorporation of new technologies
- Increase technology literacy
- Implementing required support systems, including staff development
- Hand-holding, experienced consultancy and support for low-risk transition and implementation
- Maturity allows the adoption of a culture where everyone innovates

2 Data protection

2.1 Information Assurance

Triad is certified to ISO9001:2015 for the provision of IT consultancy services. Triad has a certificate of assurance for compliance with the requirements of the Cyber Essentials scheme expiry Apr 2019. We also have a certificate of assurance, verified self-assessment for compliance with the IASME Governance standard.

We often provide services to client organisations to ensure their Information Assurance systems are compliant and fit for purpose. For example at The Home Office, for the Action Alerting project the Information assurance accreditation was dependant on strict requirements around protective monitoring, physical access control, and obfuscation of system names as well as selective persistence of data.

Assignments, which require appraisal and assurance of current systems and strategic advice on enhancements to better meet business need/reduce costs, will be led by consultants who regularly advise at executive, CIOs, CTOs and business stakeholder level.

2.2 Data Back-Up, Data Restoration and Disaster Recovery

Triad has a comprehensive Disaster Recovery Plan as a company and specific Business Continuity Plans for each individual Triad site.

Plans cover:

1. Security of premises, data and systems
2. Critical system loss
3. Loss of Telecommunications
4. Interruption in utility services such as: electric, water
5. Damage to premises caused by fire, explosion or flood damage.

We perform back-ups daily, managed by our IT department.

If buyers have specific requirements, then we would be happy to discuss and confirm bespoke arrangements on the order form.

Methods of Backup/Restore include:

1. Native SQL Server Backup & Restore
2. SharePoint Backup and Restore (Central Admin Console)
3. File backups of the metabase, system state, home directories, web.config, install path, custom assemblies, binaries and code, customizations, site defs, list defs, IIS logs, evt logs, etc.
4. Recycle Bin – files, lists, and list items are retained for 30 days before deletion.

2.3 Privacy by Design

Triad is GDPR compliant and will put compliant systems in place for buyers. To protect citizen's data Triad have security systems in place to ensure all data under its control is safe and secure. Integral to some of the services we provide to our clients is a requirement to have access to citizen's data, which entails becoming a data processor for the provision of the service.

As part of the project kick off process, we discuss with clients what access we will be given to data and establish where we will be a data controller or a data processor on behalf of the client. Based on this conversation, we put in place a data sharing agreement to ensure we are fully aware of how we should handle data on behalf of the client.

Triad also carry out privacy impact assessments to identify any risks to the data and any extra security we may need to ensure we comply with the data sharing agreement.

3 Using the service

3.1 Ordering and Invoicing

Ordering

Orders for Triad services follow the procedures and processes outlined in our Quality Management System (accredited to ISO9001:2015). There are three defined stages: proposal, review and acceptance.

Buyers receive a formal proposal based on their needs, which sets out our recommended solution.

The proposal is subject to management review and approval. Subject to acceptance contractual we will generate project documentation.

Acceptance of proposals generates Project Kick-Off protocols: we will appoint a Project Manager; create record repositories (e.g. for reporting and monitoring), requisition resources and set milestones.

Queries can be addressed to Michael.warren@triad.co.uk

Invoicing

Upon receipt of orders, draft invoices are reviewed/validated by our Finance Team, before submission to buyers by post or email, whichever is their preferred method.

Triad ensures accurate invoicing through:

- A state-of-the-art finance system
- Rigorous end-to-end finance processes (regularly audited)

- Automated and manual verification checks

Verification and accuracy checks are applied throughout the finance process.

3.2 On-Boarding, Off-Boarding, Service Migration, Scope etc.

On-boarding of the service is simple, once we have agreed a mobilisation plan we can start to implement and deliver the service immediately.

Off-boarding is equally simple we can terminate a service within a short timeframe. We can also prepare knowledge transfer activities for planned off-boarding where internal teams pick up elements of the service.

Service Migration to the cloud can be planned to suit existing business processes and can be carried out swiftly if required.

Scope – we can help you plan the scope of a new or existing project in preparation for using our service.

3.3 Training/Service Management/Service Levels/Financial Recompense

N/A

4 Provision of the service

4.1 Customer Responsibilities

Access to buyer teams and resources must be at an adequate level to ensure successful project outcomes. Arrangements will need to be made in a timely manner, ahead of the project commencement. This will include but not be limited to:

- Provision of a Product Owner – responsible for providing business input and direction. The product owner must represent the needs of both the grant and statistics communities.
- Technology Teams – appropriate access to relevant in-house teams and systems to leverage knowledge and prompt re-use.
- Provision of a Business Change Champion – responsible for co-ordinating and communicating changes to the impacted organisations and users.

4.2 Outcomes/Deliverables

This service will help buyers set up and maintain their cloud services. The service will support migration of services to UKCloud, maturity and optimisation of services through to de-commissioning or migration to new services.

Outcomes could include:

- Reduced costs
- Scalability
- Business Process Change
- Increased remote working
- Fast application implementation and deployment
- Accommodating growing storage needs
- Enhanced monitoring and tracking processes

4.3 Termination Process

The notice period needed for Ending the Call-Off Contract is at least [90] Working Days from the date of written notice for disputed sums or at least [30] days from the date of written notice for Ending without cause.

5 Our Experience

5.1 Case Studies

A Financial Services Giant

As the financial services industry awakens to the competitive advantage of driving business value with technology, industry leaders are expanding their view of risk management to include information technology in the complex financial services “riskscape.” This new holistic view of technology risk, which we call Tech Risk 2.0, integrates IT risk management (ITRM) across an organization, breaking down risk governance silos and aligning risk priorities with business goals and objectives, positioning organizations to respond better to a new market defined by cloud, mobile and fintech applications.

For one global financial services organization, the journey to ITRM maturity began with an IT risk director frustrated by the inefficiencies and inconsistencies in the evaluation of IT risk across the organization. The issues arose from the fact that the risk assessment practices in place (PCI, technology changes, project risk, vendor risk, etc.) were misaligned and fragmented, without a common framework or reference to the overall risk picture of the organization. Inconsistencies were present in both the types of risk considered by the various groups and the methodologies used to assess them, but most importantly, in the conclusions about their effect on the organization and the controls considered to mitigate them. In addition, much of the risk assessment was technology-focused and offered little business insight, which made it challenging for management to properly understand and prioritize IT risks at an enterprise level.

Management knew that if the organization was to capitalize on technology-driven business opportunities, it needed to raise the level of its ITRM maturity by instituting an enterprisewide ITRM framework defined by business, rather than technology, goals.

Management understood also that a journey to higher maturity does not happen overnight. It is a cultural and operational evolution that occurs over multiple years, often requiring the assistance of an experienced third party unconstrained by the organizational silos and mindsets that often prevent such change from occurring. To provide this objectivity and expertise, the IT risk group partnered with us, selecting our IT risk maturity model with which to assess and improve its maturity state.

Transformation began with an initial discovery period to clarify organizational structures, identify stakeholders, document existing processes and envision a future state that takes into account regulatory requirements as well as the company’s technology-enabled business objectives. Discovery was followed by assessments and interviews to glean an understanding of established risk management practices and identify areas for improvement. Using its IT risk index, we compared the company’s ITRM capabilities to industry best practices, to arrive at a maturity level from which to design the road map for improvement. Once the gaps between the current and desired state were identified, we developed a list of prioritized observations and recommendations (short and long term) that would serve as a guide to the organization in the transformation process.

Key deliverables from this process included:

- A business-centred risk governance framework for managing all IT risk programs and assessments

- Enhanced risks and controls library change management process with clear linkage of policies and procedures to the library
- Standardized method of reporting risk assessment results, focused on actionable items and residual risk
- Optimization of existing risk assessment tools

The risk framework we designed helped the firm not only to visualize its ideal end-state but have a clear road map and methodology with which to realize that vision. The framework is business-centric, aligned with the organization's risk appetite and strategic goals, utilizes technology effectively by removing redundancies, and positions the company for competing in a cloud-enabled world.

For our client, the effort to raise IT risk to the enterprise level was a complex undertaking requiring a lot of focus, energy and commitment to change. Transformation on this scale could never be achieved without strong support at the highest levels of the organization – which in this case was present and steadfast throughout the project. In a recent conversation, a stakeholder at the company said that this work continues to inform the actions of the risk team on its road to ITRM maturity.

Though the journey to IT risk maturity has just begun, the financial services company has already achieved its primary objective – a clear view of strong, enterprise-level IT risk management and a well-marked path to get there.

5.2 Our Credentials



6 Further Information

If you would like to discuss this service, or any of the other services offered by Triad in the Digital Marketplace, please do not hesitate to contact us for an informal conversation:

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