Cloud Readiness Assessment

G-Cloud 14 Service Definition

Version 1.0

Contents

1   Introduction

This document provides the service definition for the Cloud Readiness Assessment Service provided by Leading Resolutions via the G-Cloud 14 framework catalogue.

The document has 4 sections: a description of the service including features, benefits and outcomes; functional aspects of the service including information assurance, on-boarding, off-boarding and service constraints; commercial arrangements including pricing and ordering; and finally, a description of associated services.

1.1   Overview of services

Leading Resolutions has a dedicated Public-Sector Cloud and Digital Transformation Practice that provides clients with defined, outcome focused consulting services delivered by experienced and talented consultants. Our methodology accelerates time to value through a flexible, best practice and systemised approach that draws on 20 years of experience and expertise. We guide our clients on what services they need, and then support them on their transformation journey.

We have a range of services available via the G-Cloud 14 framework, with products and expertise in the following areas:

- Preparing for cloud transformation through our Cloud Readiness Assessment
- Cloud and digital transformation strategy development and implementation
- Service re-design including the enabling architectures and operating models
- Sourcing and procurement strategy and support
- Migration planning and implementation
- Ongoing assurance, including ROI tracking and horizon scanning for new technology adoption
- Cyber maturity assessment and improvement for cloud-based systems and services

1.2   Point of Contact

For all enquiries, please contact our Public Sector team via:
+44 1793 488000
publicsector@leadingresolutions.com

2 Service Description

2.1 Service Overview

The Cloud Readiness Assessment evaluates an organisation's readiness for strategic cloud adoption, assessing and aligning business needs and IT services against appropriate cloud solution options. Holistic in approach, the engagement confirms the organisation's business context and drivers, assesses technical readiness (infrastructure, applications and data) alongside organisational readiness (budget, culture, resourcing, skills).

Readiness indicators, proposed high level solution options with cost benefit analysis, and prioritised recommendations clarify the organisation's starting position, de-risks the future roadmap and provides valuable input into a business case for strategic cloud adoption and/or a cloud strategy.

2.2 Features

- Structured approach to discovery, analysis, assessment and recommendations with engagement via workshops, interviews, review of artefacts and access of systems
- Comprehensive discovery and requirements analysis to determine the "as is" and potential future state positions, aligned to business needs and drivers
- Alignment of infrastructure, applications and services to various cloud solution types with cost / benefit analysis including public, private, community and staged cloud types
- Detailed indicators and narrative to explain the organisation's readiness with prioritised recommendations to address issues and risks and enable successful cloud adoption
- Engagement outcomes presented to key stakeholders via presentation and output report
- UK based consultants holding SC clearance as required

2.3 Benefits

- Low fixed cost, high value, structured professional service engagement that rapidly builds understanding and consensus, to inform, accelerate and de-risk subsequent transition to cloud
- Independent, unbiased assessment and recommendations
- Provides significant basis of a business case / RFP for the transformation to Cloud
- Business requirements mapped to Cloud functionality and solution types
- Microsoft Azure, Amazon Web Services, Google Cloud and private IaaS/PaaS/SaaS provider services included within solution options and cost benefit analysis
- Engagement and collaboration with relevant stakeholders from across the business, including the Executive / SMT to build consensus and commitment
- Prioritised recommendations enabling focus on areas of greatest benefit

2.4 Deliverables

Following completion, the key outputs from an engagement are:

A tailored report with our findings, insights and prioritised recommendations.

The report details our discovery, analysis and conclusions, structured around four key questions:

1. How can cloud support your organisation?

2. How should you align application workloads to cloud types?

3. What services do you need, how much they will cost and what are the benefits and risks?

4. What is your organisation's readiness for cloud transformation?

In addition to the report, we provide a presentation to key customer stakeholders outlining the findings and recommendations.

2.5 Our Approach

We adopt a flexible engagement approach that supports clients end to end, from initial scoping and start-up through to delivery and measuring results. We recognise clients need both long-term, project-based, multi-person engagements and short-term, short-notice, single person assignments, and can deliver either at client premises or, where appropriate, from Leading Resolutions' offices.

At all times, we will seek to partner with clients and act as their independent, trusted advisor, with a shared ambition to deliver meaningful change, enhance performance through cloud and digital technology, and ensure investments deliver optimal value. We deliver on our commitments and pride ourselves on our reputation for delivering successful outcomes.

While no two engagements are the same, our work with clients typically occurs over four distinct stages, described below.

Prior to an engagement

We work closely with clients during a pre-sales stage to understand and qualify client requirements and propose how best we can help. We like to meet potential clients to understand as much of the business and organisational context as possible and delve deep into what benefits and outcomes they require from any cloud and digital transformation work. We often find we can offer valuable insight and recommendations on scope, requirements, and how any programme or engagement might be structured for optimum value.

We will develop a proposal for the client in the form of a Statement of Work (SoW), that describes in detail what we understand the requirements to be, the desired outcomes sought, and the set of activities and resources needed to achieve them. We will then work with you to iterate, ensuring the proposal aligns to budget, timescales and outcomes sought. This stage is conducted at no charge to the client, and aligns directly with the G-Cloud clarification process.

Engagement Start-up

Once a Statement of Work (SoW) has been agreed, formal commercial terms, call-off contract and associated purchase order is put in place. Project resources are then quickly mobilised, including a Lead Consultant. The Lead Consultant will engage with the nominated customer point of contact to confirm the project schedule and arrange a start-up meeting at the client site with the project sponsor and other relevant stakeholders.

During the start-up meeting, we confirm the scope of the engagement, the key activities and outcomes, the high-level timescales and the input and engagement required from stakeholders to ensure success. This raises the recognition of the scope and rationale behind the work across the stakeholder group, helping to align all parties with the work to be undertaken and gives an early indication of differences in perception of the current situation.

During the engagement

We typically work very closely with clients, often client-side, integrating into an existing team or working autonomously. Depending on the nature of the engagement, the level of discovery, consensus, innovation and challenge required, we will engage stakeholders in a range of ways to support the outcomes of the work. This includes semi-structured interviews, workshop sessions, "art of the possible" seminars with external vendors, focus groups and of course, presentation and feedback sessions to advise on findings and next steps.

We have a well-established business support function including PMO, that provides governance and assurance oversight of all the engagements we deliver. We monitor and measure our delivery through a structured governance and reporting approach which includes regular client engagement, feedback and reporting.

Closure

During assignment closure, we will ensure all agreed deliverables have been presented, reviewed and accepted by the client, ensure that skills have been transferred where appropriate, and that any client data obtained through the course of the engagement has been removed from our systems in strict accordance with data deletion policies relevant to the information classification level. We can also make suggestions for future work and next steps.

3 Service Information

3.1 Information Assurance

All Leading Resolutions' consultancy engagements can cater for services of any classification. We employ security cleared personnel who operate with information at all levels of the Government Security Classification (GSC) scheme.

3.2 On-boarding and Off-boarding

Leading Resolutions operate a standard on-boarding and mobilisation approach for all engagements. Once a Statement of Work (SoW) has been agreed and the associated Purchase Order received, project resources are mobilised, including a Lead Consultant. The Lead Consultant will engage with the nominated customer point of contact to confirm the project schedule and arrange a project start-up meeting at the client site, with the project sponsor and other relevant stakeholders. During this start-up meeting, we confirm the scope of the engagement, the key activities and outcomes, the high-level timescales and the input and engagement required from stakeholders to ensure success. Follow on activities are then planned and executed.

During assignment closure, we will ensure all agreed deliverables have been provided and accepted by the client, ensure that skills have been transferred where appropriate, and that any client data obtained through the course of the engagement has been removed from our systems in strict accordance with data deletion policy relevant to the information classification level.

3.3 Quality Assurance, Project Control and Reporting

Leading Resolutions are Cyber Essentials qualified and our quality management systems are ISO9001 aligned. Our impartial and independent consultants deliver our services to industry standards and best practice using methodologies including Agile, ITIL, PRINCE2, Managing Successful Programmes (MSP), TOGAF, SSADM and DSDM.

We have a well-established business support function including PMO, that provides governance and assurance oversight of all the engagements we deliver. We monitor and measure our delivery through a structured governance and reporting approach which includes regular client engagement and reporting.

3.4 Service Levels and Constraints

Our standard working hours are Monday to Friday 09:00 to 17:30, excluding public holidays. These can be flexed to suit client requirements and the demands of particular projects. Leading Resolutions applies strong governance to its projects to ensure that they are delivered successfully, with regular assurance reviews held with customer involvement.

3.5 Data backup and recovery

Where our consultants use infrastructure, systems and information provided by our clients, it is typically the client's policies and procedures that prevail. Our consultants

are supported by our own infrastructure up to, and including OFFICIAL, and we have facilities for higher classification information to be received, stored and transmitted where required. Our consultant's laptops and our core systems are backed up regularly and our Business Continuity Plan ensures that we are able to continue to provide services to our clients in any event.

3.6   Training

In our experience, training is less applicable during the early stages of a cloud transformation programme, which includes Readiness Assessment, Strategy and Roadmap, and Service Re-design. During these engagements, we ensure client programmes are enabled with tailored insights, actionable recommendations and sign posted strategies, plans and roadmaps, among other deliverables. Where opportunities allow, skills and capability uplift will be pursued to enable greater autonomy and independence within the client organisation.

The Leading Resolutions' Cloud Migration service does cater for training across a broad range of cloud platforms and software services. Please refer to the associated service description available via the Digital Marketplace for further information.

3.7   Trial Service

We do not offer a trial version of the Cloud Readiness Assessment service. We do however work closely with clients during the presales stage to understand and qualify client requirements and how they would be best addressed via this or one of our other services.

4 Commercial Arrangements

4.1 Pricing

The service is a fixed priced engagement, priced at £18,000 exclusive of VAT and travel and subsistence charges. This service will be delivered predominantly from the client's own premises. Travel and subsistence will be charged at cost (inclusive of the Authority's management charge if applicable). Payment will be required on acceptance of the final output report. Full payment terms and milestones will be defined and agreed in the Statement of Work (SoW).

The fixed price approach is predicated on a level of pace and collaboration that requires client input and engagement. We have set out below the client responsibilities that ensure engagements are successful and support this approach.

4.2 Ordering Process

The service is provided on a project or ad-hoc basis. We work with customers during a presales stage to understand requirements, in particular the outcomes and business benefit realisation sought. We then guide clients on the services they need. This is confirmed in detail by a mutually agreed Statement of Work (SoW). The customer is required to accept and sign the SoW, with a defined invoice schedule and then raise an associated Purchase Order for the service. Once received, we will then promptly mobilise for the engagement and agree a project start-up meeting with the sponsor and relevant stakeholders where the project will start in earnest.

4.3 Change Management

The scope of any Cloud Readiness Assessment engagement is defined by this document, and an associated client specific Statement of Work (SoW). Any client requests for changes to the SoW should be made in writing and include specific detail of the requested changes. Leading Resolutions will then carry out an impact assessment and advise the client of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to make an informed decision as to whether they will proceed with the requested changes. Any changes agreed will be communicated in writing, prior to commencing work.

4.4 Customer Responsibilities

To ensure clients achieve maximum value and return on their investment, our engagement approach has been developed on the basis of:

- timely access to and engagement of senior stakeholders and decision makers
- access to accurate, up to date resources and artefacts that cover the current business and IT context, strategies and plans, the service portfolio, current architectures and operating models
- a dedicated working space on the client site for the engagement team to work collaboratively with client staff
- the sponsor acting as a strong advocate for the work to ensure effective participation and buy-in from all parts of the IT organisation.

5   Associated Services

The following services are provided by Leading Resolutions and available via the G-Cloud 14 Framework. Alongside the Cloud Readiness Assessment, these services can combine to support organisations embarking on an end to end cloud transformation programme. Alternatively, they can be taken as single engagements to address particular stages as and when required.

Below are summaries for each service. Please refer to the individual digital marketplace product page for more detail, including a detailed service definition.

5.1   Cloud Strategy Development

The Cloud Strategy Development service provides organisations with experience, insight and best practice approaches to accelerate their strategic cloud adoption, transforming IT, improving citizen services and reducing operational costs. Working in close partnership with senior leaders, we help clients to define their future vision and then develop the strategy and roadmap to enable successful transformation. We bring sharp focus to ensure the alignment of business and IT strategies, and that business benefit realisation is articulated, measurable and achievable. Opportunities for and approaches to digital transformation and citizen service redesign and improvement are catered for as a core component of the resulting strategy and roadmap, consistent with the Government Transformation Strategy.

5.2   Cloud Service Design

The Cloud Design Service provides tailored, technology agnostic cloud solution designs that support an organisation's strategic transformation goals and end-user and citizen requirements. Through stakeholder engagement across the organisation, requirements are analysed and specified across business, financial, service, security and technical domains. Designs are then developed for solutions across IaaS, PaaS, SaaS that are cost effective and will integrate with existing IT systems as required. In addition to the technical architecture design, organisation redesign necessary to exploit cloud services is also addressed culminating in a new Target Operating Model (TOM). Outsourcing, sourcing strategy and supply chain design consistent with Cabinet Office and GDS policy are also specified.

The service accelerates customers at the design stage of their transformation programme by making use of our extensive library of reference architectures and operating models, and best practice service models, service contracts and service level agreements.

5.3   Cloud Migration Services

The Cloud Migration Service provides a structured approach to accelerate and de-risk the migration of individual workloads or entire ICT estates from in-house to cloud or between cloud providers. The service combines our extensive migration experience, best practice methodology, technical consultancy and project management expertise

to assess, plan and implement migrations, ensuring a smooth transition with minimal impact to services.

Working collaboratively as an extension of your internal teams, our migration specialists will initially focus on developing low level designs for the target cloud architecture, making full use of reference architectures and solution blueprint designs. Project requirements are then detailed in full, working in conjunction with business service owners, current and future state service providers, internal technical teams and senior stakeholders. An assessment of workloads to be migrated is also performed using a variety of technologies to discover and simulate migration options. Separately, we work with application and service owners to define testing and success criteria to be executed as part of the migration process.

This range of factors and more are key inputs into the project planning phase resulting in an agreed approach and timescale for all workloads. This part of the service draws on our extensive reference migration "runbooks", to systemise, accelerate and reduce the risk of migrations. Once planning has completed, implementation occurs and includes post go-live support. The service also caters for decommission and exit from the "as is", legacy service arrangements.

6   About Leading Resolutions

We help public sector organisations to deliver better services at reduced cost through digital and cloud first transformation programmes. We act as trusted advisors to our clients, assisting them to remodel services around what citizens need, embrace innovative delivery models and adopt appropriate cloud services. We understand the importance of cost efficiency in a landscape of budget cuts; our approach brings sharp focus to benefit realisation to ensure maximum return on 'spend to save' investments.

Our key areas of expertise include:
- Cloud and digital transformation strategy development and implementation
- Service re-design including the enabling architectures and operating models
- Sourcing and procurement strategy and support
- Migration planning and implementation
- Ongoing assurance, including ROI tracking and horizon scanning for new technology adoption
- Cyber maturity assessment and improvement for cloud-based systems and services

As an independent consultancy that focuses solely on advisory and professional services, we are not burdened by partner led incentive targets or the need to sell a suite of managed services. This means we can provide truly independent, unbiased advice that is wholly focused on what is right for our clients.

Our clients tell us they value working with us due to our straightforward approach, the leadership, focus and pace we bring to initiatives, the quality of our people and our commitment to outcomes that make a difference. For these reasons, 95% of our customers appoint us for repeat work.

Leading Resolutions are proud to be a preferred supplier to the Public Sector, with a range of services available via Digital Marketplace frameworks including GCloud and Digital Outcomes and Specialists.