Cloud Migration Service

G-Cloud 14 Service Definition

Version 1.0

Contents

1   Introduction

This document provides the service definition for the Cloud Migration 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
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2   Service Description

2.1   Service Overview

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 team, 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.

These factors 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.

2.2   Features

- Structured, proven approach for addressing low level design, planning, governance, stakeholder engagement, implementation and testing, making extensive use of PRINCE2, reference architectures, automation tooling and best practice migration runbooks
- Insight and guidance on a range of versatile 'best of breed' migration approaches and tooling, including automation options to guarantee migration repeatability, quality and speed
- PRINCE2 project and programme management approach including formal governance, stakeholder engagement, project planning, risk management and test acceptance
- Continued mentoring and assistance to client teams through the migration process and into ongoing operational support
- Support for legacy decommissioning, where required
- Engagement outcomes presented to key stakeholders via formal presentations, project status reporting and migration output reports at agreed milestones
- UK-based consultants with suitable security clearance

2.3 Benefits

- Through experience, insight and methodology, the service accelerates and de-risks cloud migrations and caters for individual workloads or entire ICT estates from in-house to cloud or between cloud providers
- Communicable plans to drive the migration activity with a clearly sign-posted roadmap and governance throughout delivery
- Project planning ensures thorough capture, understanding and treatment of business and technical requirements and constraints
- Broad range of skills brought to bear on the migration programme dependant on requirements, including project and programme management, solution architecture, technical, application and information security consultancy
- Independent, unbiased engagement and oversight of platform or application providers, working on your behalf to secure seamless platform implementation and workload / service migration
- Faster migration and testing using a proven, formalised framework and streamlined processes, tailored to the client's needs
- Rigorous project governance and reporting
- Potential service disruption mitigated through tight control, appropriate use of automation and tooling and rigorous testing
- Extensive cloud migration and transformation expertise across IaaS, PaaS and SaaS cloud technologies
- An independent UK owned and operated IT consulting business, accomplished in working with public sector organisations across a range of cloud application and platform technologies

2.4 Deliverables

The deliverables of this service are tailored on an engagement by engagement basis, to reflect individual client context and requirements. The engagement scope, activities and deliverables will be defined in detail by a mutually agreed Statement of Work (SoW).

Indicatively, the scope of deliverables catered for by this service includes (but are not limited to):

- Pre-migration planning context assessment: baseline review of the existing strategy, roadmap, services, architecture, and future state design
- Requirements specification: project requirements and constraints capture defining desired outcomes, timescales, budget, resources, acceptance criteria, migration strategies, and service / operational handover requirements
- Design verification: review and completion of the target architecture, high and low-level designs, ensuring alignment to the requirements specification and migration approach
- Project planning and governance: detailed, comprehensive project and migration plans based on the agreed migration strategy and destination environments. This includes the selection of automated migration tooling and reference migration runbooks where appropriate

- Implementation: execution of the plan as a formal delivery project, including regular review of governance, risks and issues through appropriate stakeholder engagement boards and highlight reporting
- Acceptance testing: testing of functional and non-functional aspects of the migrated applications / services based on predefined test cases
- Post migration support: ensuring a smooth handover and warranty period to the cloud operations service delivery organisation

In addition to the deliverables and artefacts listed above, we provide situation reports and presentations to key customer stakeholders, outlining findings, recommendations and next steps at key milestones throughout the engagement.

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 & 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

Leading Resolutions is independent from all vendors and provides impartial advice and training. We work closely with our clients throughout their transformation programme to understand their specific training and development needs. We then build a customised approach to ensure the transition to cloud is successful, and the full benefits of cloud are realised.

Where opportunities allow, skills and capability uplift will be pursued to enable greater autonomy and independence within the client organisation, alongside formal training and development plans.

We can provide training services for a broad range of cloud platforms and software services. This is enabled by the strong relationships we have in place with a number of vendors including Microsoft, AWS, Google, UK Cloud, Crown Hosting and others, as well as a rich talent pool that includes Subject Matter Experts and Certified Trainers.

3.7 Trial Service

We do not offer a trial version of the Cloud Migration 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

Our services can be provided via two different commercial models: resource based and fixed price.

1) Resource based pricing, purchased on an ad-hoc basis, e.g. x resources for x days:

   - Resource-based pricing is defined in the SFIA Rate Card for this service

   - The SFIA Rate Card lists the range of day rates applicable to this service

   - Please note that the prices quoted on the SFIA Rate Card represent the maximum rate charged for each skill/responsibility level

2) As a fixed price 'work package';

   - After assessing the client's requirements, we agree the scope and a package of resources to deliver a specific product or outcome by a specific date

   - 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

Typically, clients combine the two approaches, choosing resource based pricing to get started, subsequently moving to fixed price work packages when there is greater clarity on what is needed. With either approach, the client remains, at all times, in control of the engagement and (within reason) can reprioritise and refocus effort immediately, without penalty. This combination results in lower costs, greater value and better outcomes for the clients.

Discounts may apply where the volume or work combination is appropriate but will be subject to negotiation and agreement during the purchasing stage. Full payment terms and milestones will be defined and agreed in the Statement of Work (SoW).

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 Migration Service 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 and engagement of lead architects and technical design authorities for input on existing solutions and services, and contribution to the requirements specification work
- Access to accurate, up to date, detailed resources and artefacts that cover the current service portfolio including suppliers and service level arrangements, current architectures, high-level and low-level designs and operating models
- Appointment of a project lead with authority to sign off the required design, project plans, testing and acceptance criteria, and provide day to day liaison as part of the core team managing risk and issues once migration activity occurs
- 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 throughout the engagement 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 Migration Service, 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 Readiness Assessment

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.

5.2 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 ensuring 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.

5.3 Cloud Design Service

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.

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.