G-Cloud 14: Service Definition

Project, Programme and Portfolio Management Service

May 2024

About Pixel Group

Pixel Group is a specialist in providing Cloud programme support throughout all sectors of industry, but with special expertise within the Government.

We provide experienced, capable practitioners to lead Cloud commercial planning, business analysis, programme management, change management, tender planning and execution, supplier negotiation and selection, supplier relationship management structuring and delivery.

Our team has a proven track record of operating inclusively as part of a multi-disciplinary team to support complex Cloud transactions, balancing commercial and risk objectives in order to ensure the solution implemented is enduring and value adding throughout the solution lifecycle.

We are passionate about developing the commercial capability of the teams we support through knowledge transfer and coaching and believe this is key to ensuring enduring, constructive and continuously improving supplier relationships.

Pixel Group has three areas of focus:

01.   MISSION CRITICAL PLATFORM REPLACEMENT

We work alongside legacy platform replacement Programme teams to ensure supply chain and procurement complexities and managed efficiently and effectively

02.   EXECUTION OF KEY SOURCING PROJECTS AND PROGRAMMES

We lead complex sourcing and procurement initiatives for you, working with your key stakeholders and suppliers to achieve the outcome you need, in the timescales you've committed

03.   SOURCING AND PROCUREMENT TEAM CAPABILITY ENABLEMENT

We provide on-demand change, programme and procurement professionals to fill interim gaps in your team, build your capability or support you when you need more expert hands on deck for a key initiative or strategic priority

Our Services

Pixel Group can support your organisation with the following Cloud Support services:
- Cloud Procurement and Commercial Service
- Cloud Project, Programme and Portfolio Management Service
- Cloud Change Management Service
- Cloud Business Analysis Service
- Cloud Commercial and Contract Management Service
- Cloud Information Governance Compliance Service
- Cloud Service Integration and Management (SIAM) Service

Project, Programme and Portfolio Management Service

INTRODUCTION

Specialist complex transformation programme delivery, project and portfolio management to plan and execute mission critical platform replacements and migrations, automation, digitisation and migrations. With Hybrid Cloud – Hyperscale Public Cloud and On-Premise Data Centre, knowhow, including strategy, planning, project-definition, stakeholder engagement and management of deliverables, risks, costs, issues and benefits.

FEATURES

- Planning platform replacement programmes strategy and delivery detail
- Assessment of platforms (legacy/inherited/heritage/black-box technology)
- Development of initial business case, cost benefit and budgets
- Development of programme governance and stakeholder engagement
- Development of programme requirement documentation and specifications
- Day-to-day leadership, Programme Management Office (PMO) and budget management
- Programme risk assessments and ongoing risk register management
- Change management and transformation services (HR, Finance, ERP, WPM)
- Managing interdependencies between projects, programmes and ongoing operations
- Project oversight for exit, transition, solution transmigration and transformation

BENEFITS

- On-demand programme management professionals to embed capabilities
- Disaggregation of monolithic structures into market-aligned services
- In-depth cloud knowhow and specialist programme management expertise
- Alignment of digital and commercial strategies through robust programme frameworks
- Developing flexible adaptable contracts and services
- Greater transparency and cost control, risks and benefits tracking
- Realisation of business benefits and reduces costs and risks
- Rebalance user/supplier risks and reduce vendor lock-in
- Range of methodologies including PRINCE2, Sprint, Scrum, Lean and Agile
- Collaborative stakeholder management to drive alignment and embed outcomes

PLANNING

Pixel works with programme teams to ensure complex cloud supply chain and procurement initiatives are managed efficiently and effectively within the confines of controlled project structure. We provide cloud technology and digital industry expertise combined with strong leadership and direction. We work with your key stakeholders and suppliers to achieve the outcome you need, in the timescales you've committed.

Our Delivery Enablement Management Leads and Commercial leads provide the 'glue' linking your procurement and commercial teams with other critical internal stakeholders including technology/digital, commercial, finance, legal and human resources. We see this as fundamental to ensuring controlled, simplified delivery.

We provide on-demand programme, project or portfolio professionals to fill interim gaps in your team, build your capability or support you when you need more expert hands on deck for a particular programme. We oversee requirements documentation and benefits, project definition, stakeholder engagement and alignment, project team management, project risk articulation and management, planning and scheduling, managing costs and budgets, benefit articulation and project closure.

In addition, Pixel can support assessing and developing project proposals, preparing project documentation and reviewing project, programme, portfolio analysis and recommendations.

SETUP AND MIGRATION

Pixel manages projects or initiatives that concern cloud solutions. We work with clients to construct a comprehensive delivery path, leveraging our end-to-end programme expertise and covering everything from scoping, planning, onboarding, governance, risk management, benefits articulation and capture, and exit.

Our Delivery Enablement Management and Commercial leads bring deep Industry and technology experience across all disciplines (including Private, Public and Hyperscale cloud, application services, on premise hosting and related data centre decommissioning delivery management, desktop, software, network, telephony and security) to ensure a robust migration approach. Our approach is to be inclusive of all key stakeholders and plainly communicate between Procurement, Human Resources, Technology/Digital, Commercial, Finance and Legal.

We can achieve initial and ongoing 'buy-In' by early involvement at strategy phase with buyer technology/ digital and commercial teams. Our consultants are highly experienced in transformational delivery at pace and provide the experience to influence migration programme delivery and challenge to assure the programme outcomes and to deliver under challenging time frames.

We have deep experience in Programme Health check and Step-in where we assess Progress and Step in to correct the project trajectory and implement routes to green initiatives as appropriate. We provide full post phase and programme closure reviews and reporting with lessons learned implementation throughout.

LARGE SCALE HOSTING MIGRATION DELIVERY

Pixel provides specialist complex transformation programme delivery enablement and architectural services to support organisations undertaking large-scale migrations from legacy on-premise hosting environments to modern hybrid or hyperscale cloud platforms. Our services combine programme leadership, strategy assurance, value realisation monitoring and technical migration enablement to ensure complex hosting transformations are delivered securely, efficiently and with clear business outcomes.

We work alongside client technology, digital and commercial teams as an intelligent customer function, providing independent assurance, delivery coordination and cross-supplier governance to support large-scale infrastructure transformation programmes. Our approach enables organisations to migrate complex hosting environments, modernise platforms and exit legacy data centre facilities while maintaining operational continuity and regulatory compliance.

Our clients are typically large government departments and public sector organisations delivering complex, mission-critical digital and infrastructure transformation programmes, including migrations into and out of cloud environments.

Strategy Assurance and Value Realisation

Our services provide ongoing assurance that hosting transformation programmes remain aligned to strategic objectives and continue to deliver measurable value throughout delivery.

Key capabilities include:

- **Hosting strategy definition,** including review and refinement of migration strategies, delivery outcomes, dependencies and stakeholder alignment to archive delivery.
- **Hosting options assessment and independent delivery assurance and governance support**, providing expert advice, options assessment, business case development and structured decision support for programme governance forums (this includes evaluating current mode operating (CMO) models and defining future mode operating (FMO) models for hosting architectures using a structured critical success factors (CSF) based and migration options decision frameworks.
- **Intelligent customer capability (ICF)**, using our bespoke approach on ICF, enabling organisations to manage complex supplier ecosystems, challenge delivery risks, coordinate cross-supplier dependencies and support resolution of delivery issues impacting programme outcomes.
- **Value realisation monitoring and assurance**, including tracking of benefits, return on investment (ROI) and total cost of ownership (TCO) improvements associated with cloud adoption and hosting transformation.

  Our services support organisations in evidencing and tracking strategic benefits from hosting transformation programmes, including:
  - Reduced infrastructure and operational costs through consumption-based cloud operating models
  - Reduced carbon footprint through use of energy-efficient hyperscale data centres
  - Improved security posture through continuously updated cloud security controls
  - Increased operational agility through automated infrastructure provisioning and scaling
  - Enhanced resilience and service availability through distributed cloud architectures

- Improved compute and storage utilisation through resource pooling and elastic capacity
- Reduction of technical debt through retirement of legacy on-premise infrastructure
- Increased workforce productivity through automation and reduced infrastructure maintenance
- Simplified compliance and audit processes using standards-aligned cloud environments
- Accelerated innovation through rapid access to advanced digital platform capabilities

Delivery Enablement Management (DEM)

Pixel provides specialist **Delivery Enablement Management (DEM)** services to support the planning, coordination and delivery of large-scale mission critical hosting platform replacements, migrations and infrastructure modernisation programmes.

Our services support the remediation, migration and modernisation of hosting platforms using a tailored hybrid approach informed by the **Gartner 6R migration framework** (Rehost, Replatform, Refactor, Repurchase, Retire and Retain), adapted to meet the specific technical, operational and commercial requirements of each client environment.

These services support organisations to safely transition workloads from on-premise environments to hybrid or hyperscale cloud platforms while coordinating associated platform remediation, migration sequencing and on-premise data centre infrastructure decommissioning activities. This includes structured planning for the retirement and safe removal of physical infrastructure, termination or optimisation of lease and facilities contracts, secure data destruction and asset disposal, and management of residual technical and commercial liabilities.

The decommissioning of on-premise data centres delivers measurable benefits, including reduced facilities and energy costs, elimination of underutilised infrastructure, lowered carbon emissions, removal of hardware refresh liabilities, simplified compliance and audit obligations, reduced operational risk exposure, and the release of estate footprint and operational resources to focus on higher-value digital and cloud-enabled capabilities.

Key service capabilities include:

- **Cloud platform expertise**, including hyperscale and specialist cloud environments such as Microsoft Azure, Amazon Web Services (AWS), Oracle Cloud Infrastructure (OCI), Google Cloud Platform and IBM Skytap.
- **Migration planning and execution**, supporting the migration of workloads of varying complexity from legacy, inherited and heritage infrastructure to hybrid or cloud environments while maintaining operational continuity.
- **On-premise infrastructure modernisation and exit planning**, including support for infrastructure lifecycle management, lease-based hosting environments, hardware retirement and coordinated data centre decommissioning.
- **Operational tooling transition**, ensuring supporting operational systems are maintained or modernised during migration programmes.

  Our services cover migration and integration across common infrastructure platforms, OS software and tooling including, but not limited to:
  - **Hardware Manufacturers -** Dell Hewlett Packard Enterprise (HPE), Lenovo, Cisco Systems, IBM, Fujitsu, Oracle, NetApp etc

- **Hosting Platforms** - VMware vSphere, Microsoft Hyper-V, Red Hat OpenStack, Nutanix AHV, Citrix Hypervisor, Oracle VM, Proxmox VE, IBM PowerVM
- **Operating Systems** - Microsoft Windows Server, Red Hat Enterprise Linux (RHEL), Ubuntu Server, SUSE Linux Enterprise Server (SLES), Oracle Linux, IBM AIX, Solaris etc
- **Security Tools / Platforms** - Palo Alto Networks Firewall, Check Point Security Gateway, Cisco Firepower, Symantec Endpoint Protection, CrowdStrike Falcon, McAfee ePolicy Orchestrator, , Splunk Enterprise Security etc
- **Service Management / ITSM Tools** – ServiceNow, BMC Remedy ITSM, Micro Focus Service Manager, Ivanti Service Manager, ManageEngine ServiceDesk Plus, Atlassian Jira Service Management, Cherwell Service Management, Freshservice
- **Systems / Configuration Management Tools** – Ansible, Puppet, Chef, SaltStack, Foreman, Canonical Landscape, Windows Admin Center etc

TRAINING

We offer comprehensive programme management training covering all aspects of private and hyperscale cloud-based programme management.

We provide industry practitioners with key commercial, sourcing, technology/ digital experience to support programme management teams in major private and hyperscale cloud transformations, covering the following:
- Platform as a Service (PaaS)
- Infrastructure as a Service (IaaS)
- Software as a Service (SaaS)
- Function as a Service (FaaS), newly emerging

We specialise in creating multifunctional programme teams, moving away from transactional and by creating transformational programme delivery teams.

We create short term capacity capability during demand peaks in programme activity, where our skilled practitioners, with the relevant leadership and training experience, fill in programme management gaps.

SOCIAL VALUE

Our Social Value commitments, as detailed within the G-Cloud Portal, align with the UK Government Social Value Model and address the following themes. As part of our delivery approach, we work with clients for each call-off under this framework to agree the specific Social Value priorities most relevant to the engagement.

For each agreed theme, we define measurable Key Performance Indicators (KPIs) which are monitored and reported through our ongoing service delivery governance processes.

The Social Value themes supported include:
1. Fighting climate change
2. Covid-19 recovery
3. Tackling economic inequality
4. Equal opportunity
5. Wellbeing

Delivering the Service

Our service delivery can be based flexibly based on the individual client requirements including:
- Time and Material – Day Rate per resource against the SFIA matrix
- Fixed Price Work Package – based on outcome based deliverables
- Hybrid approach based on individual requirements

The day rates for our services are based upon the SFIA framework and can be found in Pixel Group's G-cloud 14 Pricing Document.

Standards for Consultancy Day Rate cards

Consultant's Working Day	8 hours exclusive of travel and lunch.
Working Week	Monday to Friday excluding national holidays
Outside of Working Week	Consultants can be provided to cover non Working Week support based on the Standard Rate Card x 1.5
Office Hours	Monday to Friday from 09:00 – 17:00
Outside of Normal Office Hours	Consultants can be provided to cover out of Out of Hours support based on the Standard Rate Card
Travel and Subsistence	Included in day rate within M25 and 30-mile radius from Manchester, Leeds and Birmingham. Payable at Buyer's standard T&S rates outside these locations.
Professional Indemnity Insurance	Included within day rate.