

1. EXECUTIVE SUMMARY

Gate One provides cloud support services to help public sector organisations plan, mobilise, adopt and sustain cloud-based services. We combine programme and transformation leadership, delivery governance, change management and technical assurance to improve outcomes, reduce risk and embed long-term operational performance.

What buyers can expect

- Clear direction: strategy translated into an executable, governed plan
- Delivery leadership: mobilisation, coordination and assurance across workstreams and suppliers
- Adoption: change management, communications and training that increases user uptake
- Control: security-by-design considerations, cost governance, performance management and BAU readiness

What this service is not

- We do not provide cloud hosting, managed cloud operations, or software licences
- We work alongside the buyer's chosen cloud providers, integrators and internal teams

Typical buyer scenarios

- Building a cloud migration blueprint and delivery roadmap
- Mobilising a migration programme across multiple suppliers and workstreams
- Improving adoption, training and first-line capability for cloud services
- Stabilising and optimising cloud services after go-live with clear governance

2. ABOUT GATE ONE

Gate One is an award-winning business and digital transformation consultancy, supporting organisations to deliver complex change with pace and control. Our cloud support combines delivery rigour with practical enablement, helping teams adopt new services, embed new operating rhythms and sustain and improve performance. We bring multi-disciplinary teams across strategy, transformation, digital, data and change, and apply a structured change approach (ChAgile®) using co-design, insight-led planning and iterative delivery to align stakeholders, drive adoption and embed new ways of working. Gate One operates an ISO/IEC 27001:2022 certified information security management system to support secure delivery.

Why Gate One for cloud support

- Programme leadership that translates intent into governed delivery
- Operating model and service management expertise to enable BAU performance
- Change and capability building integrated into delivery, not treated as optional
- Outcome tracking and benefits discipline to support confident investment decisions
- Pragmatic delivery support that works with your chosen technology suppliers

3. SCOPE OF SERVICES

This Service Definition covers four components that can be purchased individually or combined into an end-to-end engagement:

1. Cloud Migration Planning
2. Set Up and Migration
3. Training
4. Ongoing Support

We can also support wider digital and business transformation activities where they directly enable cloud adoption, mobilisation, governance and BAU performance (for example operating model, service management, change, benefits realisation and data readiness).

4. HOW THE SERVICE WORKS

Delivery principles

- Outcome-led: measurable objectives, clear deliverables and acceptance criteria
- Governed delivery: transparent reporting, decision cadence and escalation
- Secure and controlled: security-by-design considerations embedded throughout
- Adoption built-in: change and training integrated, not bolted on at the end
- BAU ready: operational documentation, ownership and handover planned early

Delivery Approach and governance

Gate One delivers using a structured approach aligned to the Government Digital Service lifecycle (Discovery, Alpha, Beta, Live). We tailor governance, artefacts and controls to your delivery model, whether agile, waterfall or hybrid, while maintaining clear decision-making, delivery traceability and operational readiness.

Delivery phases, activities and typical outputs (typical)

Phase	Purpose	Typical activities	Typical outputs
Mobilise (pre-Discovery)	Confirm scope, outcomes, constraints and stakeholders; establish ways of working and controls.	Mobilisation workshop; agree delivery model; set governance cadence; confirm access and onboarding; establish reporting and escalation routes.	Mobilisation plan; RACI; governance calendar; reporting pack template; RAID log; access and onboarding checklist.
Discovery	Define the baseline, risks and constraints; clarify user and service	Current-state assessment; stakeholder and user inputs; dependency and risk	Discovery summary; prioritised needs/use cases; baseline KPIs and measures; options

	needs; identify feasible delivery options and a recommended path.	mapping; initial options analysis; definition of success measures.	appraisal; recommendation and next-phase decision.
Alpha (design and de-risk)	Test and validate the proposed approach; define the target design and delivery blueprint; remove key uncertainties before delivery.	Service and operating-model design inputs; architecture and delivery options; prototyping and testing; define governance and measures; outline delivery plan.	Target approach and assumptions; prototype findings; target-state options and trade-offs; roadmap; success measures; Beta delivery plan.
Beta (deliver and assure)	Deliver in controlled increments; coordinate workstreams and suppliers; ensure readiness for release and operation.	Programme leadership; delivery control and assurance; training and communications delivery; cutover planning; operational readiness and support-model definition.	Working releases/increments; release and cutover plan; assurance evidence (e.g., GDS service assessments where required); communications and training assets; operational readiness pack; support model and handover plan.
Live (transition and embed)	Transfer ownership to BAU; embed governance and performance management; establish continuous improvement.	BAU handover and knowledge transfer; adoption reinforcement; performance tracking; continuous-improvement cadence and prioritisation.	BAU run-books and knowledge base; operational governance cadence; performance dashboard; continuous-improvement backlog; benefits realisation tracking.

5. SERVICE COMPONENTS

Each component can be ordered individually or combined. Typical deliverables are agreed in the call-off statement of work.

Component	Purpose	Typical deliverables	Typical roles
Cloud Migration Planning	Programme leadership to translate strategy into an executable migration blueprint.	Cloud strategy to roadmap; target operating model inputs; architecture options analysis; delivery plan and governance pack; change readiness plan; benefits and KPI baseline.	Programme/Transformation Lead; Enterprise/Cloud Architecture; Change Lead; PMO
Set Up and Migration	Programme leadership to mobilise and assure migration delivery alongside suppliers.	Mobilisation plan; governance cadence; stakeholder engagement; data and information readiness inputs; cutover readiness and hypercare coordination; optimisation actions; BAU handover packs.	Programme Lead; Delivery Manager/PMO; Change Lead; Service/Operations SMEs
Training	Role-based capability building to accelerate adoption and reduce support demand.	Training strategy and curriculum; user and super user sessions; troubleshooting coaching; train-the-trainer; training materials and knowledge assets.	Change Lead; Training Lead; SMEs
Ongoing Support	Post go-live governance and continuous improvement to sustain	BAU governance; supplier coordination; metrics and reporting; documentation	Service/Delivery Lead; PMO; Change Lead; Service Management SMEs

	performance over time.	maintenance; training refresh; continuous improvement backlog and optimisation cadence.	
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6. ORDERING AND COMMERCIAL MODEL

Buyers procure this service through a call-off contract under the G-Cloud framework. We work with the buyer to define a statement of work, including deliverables, milestones, governance, roles, and acceptance criteria.

Commercial options (typical)

- Time and materials (day-rate based) for flexible scope and evolving priorities
- Fixed price for clearly defined deliverables and acceptance criteria
- Optional extended hours cover for planned cutovers and go-lives

Indicative engagement durations (vary by scope)

- Cloud Migration Planning: typically 2 to 8 weeks
- Set Up and Migration: typically 4 to 16+ weeks (aligned to migration waves)
- Training: typically 2 to 12 weeks (design and delivery), with refresh options
- Ongoing Support: typically 4 weeks to 12 months (as required)

7. ROLES AND RESPONSIBILITIES

Gate One responsibilities

- Provide programme and transformation leadership aligned to agreed scope
- Design and run governance cadence, reporting, RAID and escalation routes
- Deliver agreed artefacts with version control and decision traceability
- Embed change management, communications and training to drive adoption
- Provide assurance on plans, readiness, risks and controls within scope

Buyer responsibilities

- Appoint a sponsor and product/service owners to make timely decisions
- Provide access to documentation, environments, and stakeholder time
- Secure approvals for access, data handling, and security processes
- Coordinate availability of suppliers/integrators where they are in scope
- Confirm acceptance of deliverables against agreed criteria and timelines

Supplier/integrator responsibilities (where applicable)

- Provide the cloud platform and implementation activities under their contracts
- Provide logs, technical information, and access required for assurance
- Participate in governance forums and support incident/change processes
- Deliver platform service levels and maintenance windows as contracted

8. QUALITY MANAGEMENT AND ACCEPTANCE

We agree acceptance criteria for key deliverables in the statement of work. Deliverables are typically produced through a draft-review-final cycle, with structured feedback and version control. Quality is maintained through peer review, governance checkpoints, and alignment to buyer standards (as applicable).

Acceptance approach (typical)

- Deliverable outline agreed at mobilisation (scope, format, acceptance criteria)
- Draft issued for review with a defined feedback window
- Final deliverable issued with an acceptance checkpoint in governance
- Open items tracked through RAID with owners and dates

9. SERVICE LEVELS, SUPPORT HOURS AND REPORTING

This is a professional services cloud support offer. Service levels are defined around delivery cadence, responsiveness, and governance (rather than platform availability).

- Standard support hours: 09:00 to 17:30 UK time, Monday to Friday (excluding UK public holidays)
- Query response: within one business day during support hours
- Delivery governance: weekly delivery forum with agreed reporting pack (typical)
- Senior governance: fortnightly or monthly steering (typical)
- Cutover support: extended hours can be agreed for planned go-lives

10. SECURITY AND DATA HANDLING

Gate One applies secure ways of working appropriate for public sector engagements and aligns to buyer security policies, data classifications and approval processes. Where access is required, we use role-based access and least privilege principles, and maintain controlled sharing of artefacts and information.

Information assurance: Gate One's information security management system is certified to ISO/IEC 27001:2022. Certification evidence can be provided on request.

Data handling approach (typical)

- Project artefacts stored in buyer-approved collaboration tools by default
- Any Gate One storage requirements agreed and controlled in advance

- Retention and deletion follow the call-off terms and buyer requirements
- Security incidents handled via agreed reporting and escalation routes

11. BUSINESS CONTINUITY, BACKUP/RESTORE AND DISASTER RECOVERY

Gate One does not provide platform backup/restore or disaster recovery services. These are delivered by the buyer's selected cloud provider(s) and platform(s). We can support buyers by reviewing and assuring backup and recovery designs, supporting BCP/DR planning (including roles and runbooks), and ensuring recovery requirements are reflected in governance and operating model design. Gate One maintains internal business continuity arrangements to support continuity of delivery and will align to buyer requirements where specified.

12. OUTAGE AND MAINTENANCE MANAGEMENT

Gate One does not operate underlying cloud platforms. Outages and platform maintenance are managed by the buyer's selected provider(s) and/or integrator(s). We support buyers by defining incident, problem and change governance, coordinating communications and decision making during disruption, and maintaining operational documentation and continuous improvement actions. Maintenance windows are determined by the underlying provider and the buyer's service management model.

13. HOSTING OPTIONS, LOCATIONS AND ACCESS TO DATA ON EXIT

Gate One does not host buyer production environments. Hosting locations and data residency are determined by the buyer's selected cloud provider(s). On exit, the buyer receives all agreed deliverables and artefacts in agreed formats and locations (for example within the buyer's collaboration tools). Any handling of buyer data for assurance activities will follow buyer requirements and the call-off terms, including agreed retention and deletion steps.

14. TECHNICAL REQUIREMENTS

Typical buyer-provided requirements include:

- Access to relevant cloud environments or supplier portals where assurance is required
- Access to collaboration tools and reporting channels (for example Microsoft 365)
- Availability of architecture documentation, service designs, operational processes and logs (as appropriate)
- Named stakeholders for governance, decision making and training participation
- Training and test environments where hands-on learning is required

15. ONBOARDING, OFFBOARDING AND AFTER-SALES SUPPORT

Onboarding (mobilisation) includes:

- Kick-off session to confirm scope, outcomes, deliverables and cadence
- Mobilisation plan for the first 2 to 4 weeks, including governance set-up

- Access planning and confirmation of assumptions, constraints and dependencies

Offboarding (exit) includes:

- Knowledge transfer and handover walkthroughs
- Final artefact pack and documentation library
- Transition into BAU governance or a successor supplier by agreement

After-sales support is provided via the Ongoing Support component, which can be contracted as a follow-on call-off or included within the initial engagement to sustain governance, optimisation, documentation, training refresh and supplier coordination.

16. ESCALATION AND CONTINUITY

We maintain clear escalation routes to protect delivery pace and quality. Escalations are handled through the delivery lead and, where required, to the partner sponsor. We also plan continuity of delivery, including structured handover where team members change, and maintaining a controlled artefact library and decision log.

Escalation route (typical)

- Delivery Lead: first point of escalation for scope, pace and delivery risks
- Programme/Transformation Lead: resolution of cross-workstream issues and decisions
- Partner Sponsor: senior escalation and buyer sponsor alignment (as required)

17. CONSTRAINTS, ASSUMPTIONS AND DELIVERY LOCATIONS

- Delivery may be on-site, remote or hybrid, as required.
- Work is delivered in UK business hours unless otherwise agreed
- Out-of-hours support for planned cutovers can be agreed
- Delivery depends on timely access provisioning, approvals and stakeholder availability
- Subcontractors are used only by agreement and named in the statement of work

APPENDIX A: ABOUT GATE ONE

Gate One is the global business and digital transformation consultancy dedicated to helping clients thrive. With a unique collaborative approach, we guide clients through high-impact business and digital transformation projects across industries and geographies. Our team operates in the UK, Ireland, the US, France and India, bringing deep expertise and diverse perspectives to every engagement.

We work closely with our clients to deliver meaningful and lasting change through collaboration, creativity and entrepreneurship. With years of experience in both industry and consulting, we understand what it takes to make transformation projects successful and sustainable.

Gate One is part of Havas, a global network of best-in-class consulting, advertising, communications and media agencies. This enables us to create tailored teams that make a specific difference to the brands and businesses we work with, developing integrated, end-to-end digital and operational solutions to complex strategic challenges.

APPENDIX B: OUR SERVICES AND CAPABILITIES

We operate at the intersection of strategy and execution, defining direction and delivering outcomes through hands on implementation.

Capability area	What we do	Typical outcomes
AI and GenAI led Transformation	Unlock Meaningful AI that is transparent, sustainable and ethical through responsible strategies, adoption roadmaps and value led use cases; design, build and scale solutions with appropriate governance.	Faster value realisation from AI pilots; improved decision making; reduced waste through automation; increased confidence in responsible AI adoption.
Transformation, Strategy and Leadership	Provide strategic advisory, design and planning; stand up transformation leadership, portfolio management and delivery assurance to translate strategy into execution.	Clear priorities and roadmaps; stronger benefits management; higher programme success rates; improved executive visibility and control.

Enterprise Agility	Shape agile strategy and operating models; embed product management practices and value driven delivery across teams and portfolios.	Quicker time to value; greater responsiveness to change; improved throughput and quality; better alignment to outcomes.
Data Mastery and Governance	Set data strategy and operating model; strengthen data management and governance; enable analytics and insight to support evidence based decision making.	Higher data quality and literacy; trusted metrics and dashboards; faster insight to action; compliant data practices.
Operating Model Innovation	Run capability diagnostics including the Gate One Capability Assessment Tool (GOCAT); complete aspiration planning and design global to local operating models.	Optimised structures and processes; clearer accountabilities; prioritised capability investment; sequenced transition plans.
Culture and Change Management	Apply ChAgile® to deliver people centred, insight led, iterative change; build change capability; align leaders and networks to embed new ways of working.	Higher adoption and engagement; reduced change fatigue; measurable behaviour shifts; sustained performance improvement.
Digital and Technology Delivery	Create adaptive digital strategies and partnerships; complete technology design and planning; deliver end to end solutions with assurance and review.	De risked delivery; better alignment of technology to business outcomes; improved service performance and user satisfaction.
Customer and Employee Experiences	Design insight led experiences, strategy and measurement for	Improved loyalty and engagement; higher NPS and satisfaction; reduced

	customers and employees using human centred design and journey led improvement.	cost to serve through smarter journeys.
Supply Chain	Transform supply chains across strategy and operations, including digitisation, operating model and process design, cost optimisation, planning, supplier management and circular flows.	Greater resilience and efficiency; improved service levels; optimised working capital; lower environmental impact.
Sustainability	Deliver practical sustainability transformation across strategy and readiness, regulatory compliance such as CSRD, data and governance, value chain change and cultural embedment.	Credible transition plans; improved disclosure readiness; embedded sustainability practices; measurable progress against targets.

Together, these capabilities enable integrated solutions that turn strategic ambition into measurable results.