

Helping organisations embrace and deliver change

Marlowe Consulting Service Definition for G-Cloud 15

Marlowe Consulting provides business change and communications support to organisations implementing or operating cloud services.

The service supports buyers before, during and after cloud migration or cloud service adoption, helping them plan, govern and embed change associated with cloud technologies.

The service is designed to support cloud programmes by addressing the people, process and communication activities required to enable effective use of cloud services.

This includes:

- Change planning
- Stakeholder engagement
- Impact Assessment
- Change Communications
- Assurance
- Adoption and ongoing operation.



This service is procured as a Cloud Support Service under G-Cloud 15 Lot 3.



Delivery

We help organisations to **deliver** effective and sustainable change

Cloud business change and communications planning & delivery



Capability

We help organisations build and sustain change **capability**

Business change capability for Cloud programmes



Assurance

We provide change management quality and **assurance** services

Cloud Implementation: change assurance & quality review



What the service provides

This service provides structured support activities that enable organisations to plan, manage and embed change associated with the adoption, migration or ongoing use of cloud services. Our services are based on experience with proprietary cloud services, S/4HANA, MS Dynamics, Oracle, Salesforce and other SaaS roll-outs in public and highly regulated private sectors. The service may include the following elements, depending on the buyer's requirements:

Business change support for cloud programmes

- Identification and assessment of people (technology, process, organisation / role and behavioural / cultural) impacts arising from cloud implementations or migrations
- Development of change plans aligned to cloud delivery milestones - whether waterfall, Agile or a blend of both
- Adoption planning, readiness assessment and transition activities

Change communications

- Development of clear, audience-appropriate communications to support adoption
- Planning and delivery of communication activities linked to cloud migration, go-live and post-implementation phases
- Support for two-way communication, feedback and issue escalation during cloud transitions

Governance and leadership support

- Advisory support to senior sponsors and governance bodies responsible for cloud programmes or cloud services
- Support to clarify roles, sponsorship expectations and decision-making accountabilities related to cloud adoption and operation

Assurance and quality support

- Independent review of change and communication activities supporting cloud services
- Identification of risks to adoption, readiness or operational use of cloud services
- Practical recommendations to address gaps in change, communication or governance arrangements

Knowledge transfer and capability support

- Support for internal teams to build practical capability in managing change related to cloud service
- Provision of guidance, templates and working practices that can be reused by the buyer

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Who the service is for

This service is for public sector organisations and other G-Cloud buyers who are planning, delivering or operating cloud services and require additional support to manage business change, communications, governance or project management activities related to those services.

The service is suitable for buyers who:

- Are migrating services, systems or processes to the cloud
- Are implementing new cloud-based platforms or applications
- Are operating live cloud services and need support with adoption, transition or change activities
- Require governance, assurance or structured project support alongside cloud delivery

The service can be used at any stage of the cloud service lifecycle, including discovery, planning, migration, implementation, transition to live service, and ongoing operation.

- Small, medium or large cloud programmes
- Short-term engagements or long-running cloud services and programmes
- Buyers with established internal delivery teams or limited in-house change and communication capability

The service can be used at any stage of the cloud service lifecycle, including discovery, planning, migration, implementation, transition to live service, and ongoing operation.

What the service does not provide

This service does not provide cloud infrastructure, platform services, or software. The service does not include:

- The design, build or hosting of cloud infrastructure or environments
- The provision or resale of software products
- Operational ownership of cloud platforms or applications
- Technical system administration or managed infrastructure services

How the service is delivered

Delivery model

- The service may be delivered remotely, on-site at buyer locations, or through a blended approach, depending on buyer requirements
- Delivery is typically integrated with the buyer's existing cloud delivery, programme or project teams
- The service operates alongside technical cloud suppliers and internal teams, without taking responsibility for technical implementation or operation of cloud services

Governance and management

- A named Account Manager is provided to act as the primary point of contact for the buyer
- Delivery activities are aligned to the buyer's governance structures, reporting cycles and decision-making processes
- Progress, risks and issues related to change and communication activities are tracked and reported in line with agreed governance arrangements

Approach to delivery

- Delivery typically begins with an initiation or discovery activity to confirm scope, priorities and interfaces with cloud delivery plans
- Change, communication and governance activities are planned and delivered in line with cloud milestones such as migration waves, releases or service transitions
- Assurance or review activities are delivered independently and produce clear, prioritised findings and recommendations

Collaboration and knowledge transfer

- The service is delivered collaboratively with buyer teams to support continuity and capability development
- Knowledge, templates and working practices may be shared with the buyer to support ongoing delivery beyond the term of the Call-Off Contract

Security and working practices

- Delivery is conducted in accordance with buyer security, access and information-handling requirements
- The service supports operation within government digital and service delivery standards where applicable
- CTC / SC / DV cleared consultants can be provided

Marlowe’s change delivery framework for all project methodologies

This service uses a structured delivery framework to support the planning, adoption and operation of cloud services. The framework focuses on putting clear structures, processes and governance in place to help organisations manage change associated with cloud implementations in a practical and controlled way.

Delivery is tailored to the buyer’s requirements and is designed to be proportionate to the size, complexity and risk of the cloud service or programme.

Phase	Key Activities	Levers		
Discover	Change governance scope, roles & responsibilities	Change Assurance and Quality Review Framework	Change Management Capability Development Framework	Organisation Culture Change & Development Roadmap
	Clearly articulated vision, strategy and purpose			
	Change leadership capability review			
	Change landscape, strategy & approach			
	Organisational culture assessment			
Design	Change deliverables, benefits & progress reporting			
	Effective change leadership training			
	Mobilise stakeholders & influencers			
	Change team roles & structure			
	Change risks, issues, assumptions & dependencies			
Build	Change delivery plan & milestones			
	Support change network & share best practice			
	Stakeholder engagement & communication			
	Assess change readiness & change impact			
	Develop role-based training & curricula			
Transition	Training rollout, delivery & evaluation			
	Leadership action planning for performance improvement			
	Business ownership of change & transition planning			
	Change assurance, quality review & benefits realisation			
	Lessons learned & sustainability plan			



Inputs required from the buyer

To deliver this service effectively, the buyer is required to provide appropriate access, information and engagement from relevant stakeholders involved in the cloud programme or cloud service.

Buyer inputs typically include:

Access and information

- Access to relevant cloud programme documentation, plans and schedules
- Information on the scope, objectives and timelines of the cloud services being implemented or operated
- Access to existing governance, risk and issue logs where relevant to the service scope

Stakeholder engagement

- Availability of key stakeholders to support discovery, planning and review activities
- Participation from service owners, programme leads or nominated representatives as required
- Engagement from communication, change or project management roles within the buyer organisation where applicable

Decision-making and approvals

- Integration of change / communications deliverables and resources into programme governance trackers and forums
- Timely input and decisions from the buyer in line with agreed governance arrangements
- Review and sign-off of agreed outputs and deliverables where required under the Call-Off Contract

Security and working arrangements

- Provision of appropriate system access, facilities or credentials required to deliver the service
- Clear guidance on security, data handling and information management requirements applicable to the service

Service area Outputs and deliverables What this means in practice

Change and adoption	Change landscape and strategy documentation	A clear view of what cloud-related changes are happening, where, and how they fit together
	Change impact assessments	Identification of how cloud services affect people's roles, processes and ways of working (inc behaviour and culture)
	Action plans and intervention design	Practical plans describing what needs to happen to support adoption (e.g. training, communications, engagement, behavioural changes)
	Stakeholder and audience mapping	Identification of key stakeholder groups, their needs, and how they should be engaged during cloud adoption
	Readiness, resistance and fatigue assessments	Assessment of how prepared different groups are for cloud changes, and where risks may exist
	Change and adoption plans aligned to cloud milestones	Structured plans linked to cloud delivery phases such as migration, go-live and transition to live service
Communications	Cloud programme or service communication plans	A plan showing what will be communicated, to whom, when and through which channels
	Audience-specific communication materials	Tailored content to support understanding and adoption of cloud services
	Strategic narrative and message architecture	Clear, consistent messages explaining why cloud changes are happening and what they mean
	Leadership communications materials	Briefings, toolkits, Q&As or speeches to support leaders communicating about cloud changes
	Channel planning and content production	Use of appropriate channels (e.g. intranet, email, events, video) to support cloud adoption
	Issues-related communications and playbooks	Prepared guidance to support communication during sensitive cloud-related changes
	Measurement and analytics	Reporting on engagement, understanding and sentiment linked to agreed cloud programme indicators
Governance and leadership support	Advisory inputs to governance and sponsorship arrangements	Guidance to help senior sponsors understand their role and make informed decisions related to cloud adoption
	Governance review summaries	Short reports highlighting adoption, readiness or leadership risks and gaps for cloud services
	Board or executive briefing materials	Papers or discussion notes to support governance forums considering cloud-related change
Assurance and review	Independent assurance or review reports	Objective assessments of change and communication activities supporting cloud services
	Findings and prioritised recommendations	Clear observations and suggested actions to address identified risks or weaknesses
Knowledge transfer	Change leadership training and coaching	Structured sessions to build internal capability to lead and support cloud-related change
	Practical guidance, templates and tools	Reusable materials to help the buyer continue managing change and communications
	Handover materials	Documentation to support continuity after the Call-Off Contract ends

Relevant Experience

Home Office – Digital Services at the Border

Duration: Initial contract: 6 months. Contract Extension: Annually for 7 years

Consultants assigned: Up to 6 change and communications consultants

Engagement:

Supporting adoption, readiness and operational embedding of cloud-enabled digital border services within a high-assurance public sector environment.

Deliverables:

- Independent critical-friend reviews focused on change and people impacts
- Change impact and readiness assessments linked to service deployment
- Change and adoption plans aligned to transition and go-live milestones
- Change communications planning and leadership briefing materials
- Advisory support on stakeholder engagement, resistance and benefits tracking

Outcomes:

- Sustained change and communications support alongside live digital and cloud-enabled services
- Consistent application of change and readiness approaches across Border Force and operational units
- Clearer visibility for senior sponsors of adoption risks and readiness considerations

Home Office – DDaT-led Digital Services

Duration: Initial contract: 9 months. Contract Extension: Annually for 4 years

Consultants assigned: Up to 5 change and communications consultants

Engagement:

Supporting adoption, readiness and effective communication for DDaT-led digital services using cloud platforms, within a fast-paced and evolving delivery environment.

Deliverables:

- Design of a structured change management framework for digital and cloud-enabled initiatives
- Development of clear messages and communications collateral
- Change governance guidance and role definitions at portfolio level
- Practical change guidance, including templates, playbooks and how-to materials

Outcomes:

- A consistent and repeatable approach to change management across initiatives
- Improved clarity on change vision, governance and decision-making
- Increased internal capability to apply structured change approaches to future cloud programmes

AstraZeneca – Digital Transformation Change and Communications

Duration: 2 years. Contract Extension: Annually for 4 years (ongoing)

Consultants assigned: 3–4 change and communications consultants

Engagement

Supporting adoption and engagement for a global, cloud-enabled SAP S/4HANA transformation across finance and operations, within a highly regulated environment.

Deliverables

- Development of the change landscape and approach
- Programme identity, strategic narrative and communications plan
- Leadership communications and engagement materials
- Change and communications support aligned to deployment phases

Outcomes

- Consistent and accessible messaging applied across the programme
- Improved engagement and understanding among affected stakeholder groups
- Clearer alignment between change approach, scope and programme objectives

Our Team

This service is delivered by change management and communications practitioners supporting cloud and digital services in public sector and regulated environments.

The team brings practical experience of:

- Assessing and managing people and process impacts associated with cloud services
- Supporting senior sponsors and governance forums with adoption and readiness considerations
- Designing and delivering change communications aligned to cloud delivery milestones
- Providing independent review and assurance of change and communication activities
- Supporting internal teams through mentoring, knowledge transfer and capability development



Qualifications and Experience:

- Practitioners hold relevant professional qualifications in change, leadership, coaching and learning and development.
- Several members of the team hold CMI Master-level accreditation in change leadership, and senior members also hold qualifications such as ILM Level 7 Master Coach and Mentor and APMG Change Management Practitioner.
- Practitioners have worked on cloud-enabled programmes over multiple years, including long-running services and multi-phase digital delivery.
- Team members have supported change activities across different stages of cloud service lifecycles, including early planning, migration, transition to live service and ongoing operation. This includes experience working within government departments and global organisations.
- Our team includes DV, SC and CTC cleared consultants.

Team composition and roles are agreed with the buyer as part of the Call-Off Contract and are proportionate to the size, complexity and risk profile of the cloud service or programme. The service is delivered collaboratively with buyer teams and alongside other cloud suppliers, without taking responsibility for technical delivery or programme management.

