

G-Cloud 15 Project and Programme Management

- [01](#) Our Proposition
- [02](#) Service Introduction
- [03](#) Using the Service
- [04](#) Provision of the Service
- [05](#) Data Protection
- [06](#) Social Value
- [07](#) Our Experience
- [08](#) About Elsewhen

01

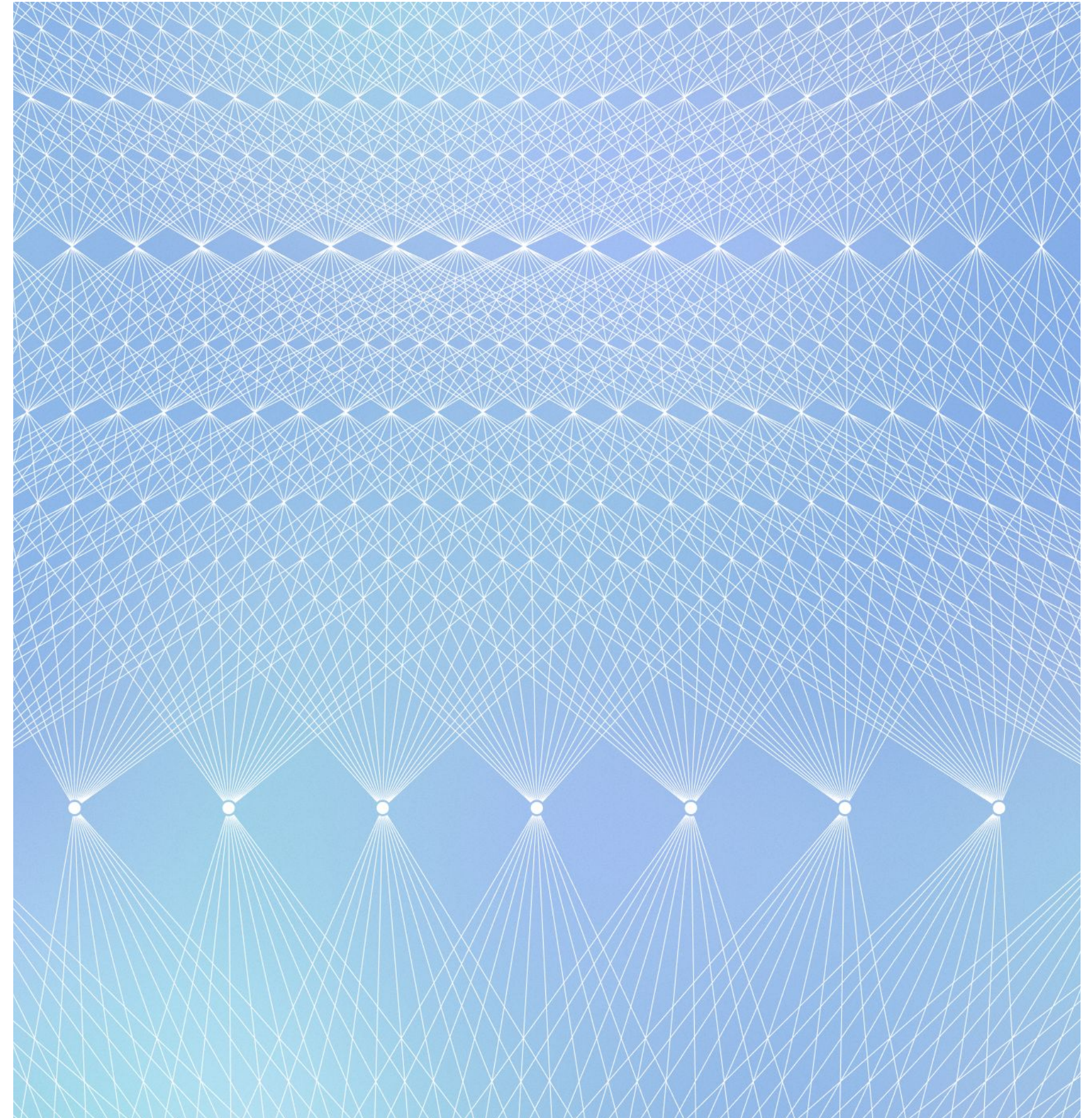
Our Proposition

AI productivity, enabled by Cloud

Public sector organisations, at different levels of maturity, are under pressure to improve services, modernise legacy technology, and unlock productivity through Artificial Intelligence (AI).

In practice, progress is often constrained by cloud capability, including platform maturity, operating models, and in-house skills, rather than a lack of ambition for AI.

Elsewhen brings these needs together into a clear, structured set of cloud-led services that support organisations at any stage of their journey, from early cloud strategy and modernisation, through optimisation, to the safe and sustainable adoption of AI-enabled services.



A cloud-led pathway to AI-enabled productivity

Services designed for every stage of your cloud and AI transformation:



Map

Assess cloud readiness, develop strategies for implementing AI services.

- ✓ **Cloud Strategy Development**
- ✓ **Cloud, Data and AI Readiness Assessment**
- ✓ **Digital Maturity & AI Productivity Assessment**
- ✓ **AI Productivity Platform**



Build

Design and implement relevant architectures and operating models for AI Productivity.

- ✓ **AI, LLM and Multi-Modal Architecture**
- ✓ **Cloud Architecture & Legacy Modernisation**
- ✓ **Forward Deployed AI Engineering Service**



Scale

Optimise existing cloud, data and AI initiatives with industry-leading approaches

- ✓ **Cloud, Data & AI Optimisation and Implementation Services**
- ✓ **Platform Engineering & Automation**
- ✓ **Cloud Consultancy and Professional Services (Google Cloud, Azure and AWS)**



Evolve

Adopt and upskill for the next-generation of AI-enabled public services.

- ✓ **Emerging Technology & Agentic AI Support**
- ✓ **AI Adoption, Change & Capability Enablement**
- ✓ **Agentic AI Accelerator**

Additional Services

You can also select from our end to end offering to add a specific area of our expertise to your internal capability or programme of delivery:



Programme and Project Management

Delivery of digital, cloud and AI initiatives using structured project management approaches to manage risk, cost and outcomes.



Product & Service Design

User-centred product and service design to improve digital services, user experience and service outcomes.



IT Service Management

Implementation and support of IT service management processes, including incident, problem, and service lifecycle management.



Quality Assurance (QA) & Performance Testing

Quality assurance and testing services to ensure digital, cloud and data services are reliable, secure and fit for purpose.



Cloud Migration Service

Planned and controlled migration of applications, data and infrastructure from legacy environments to cloud platforms.



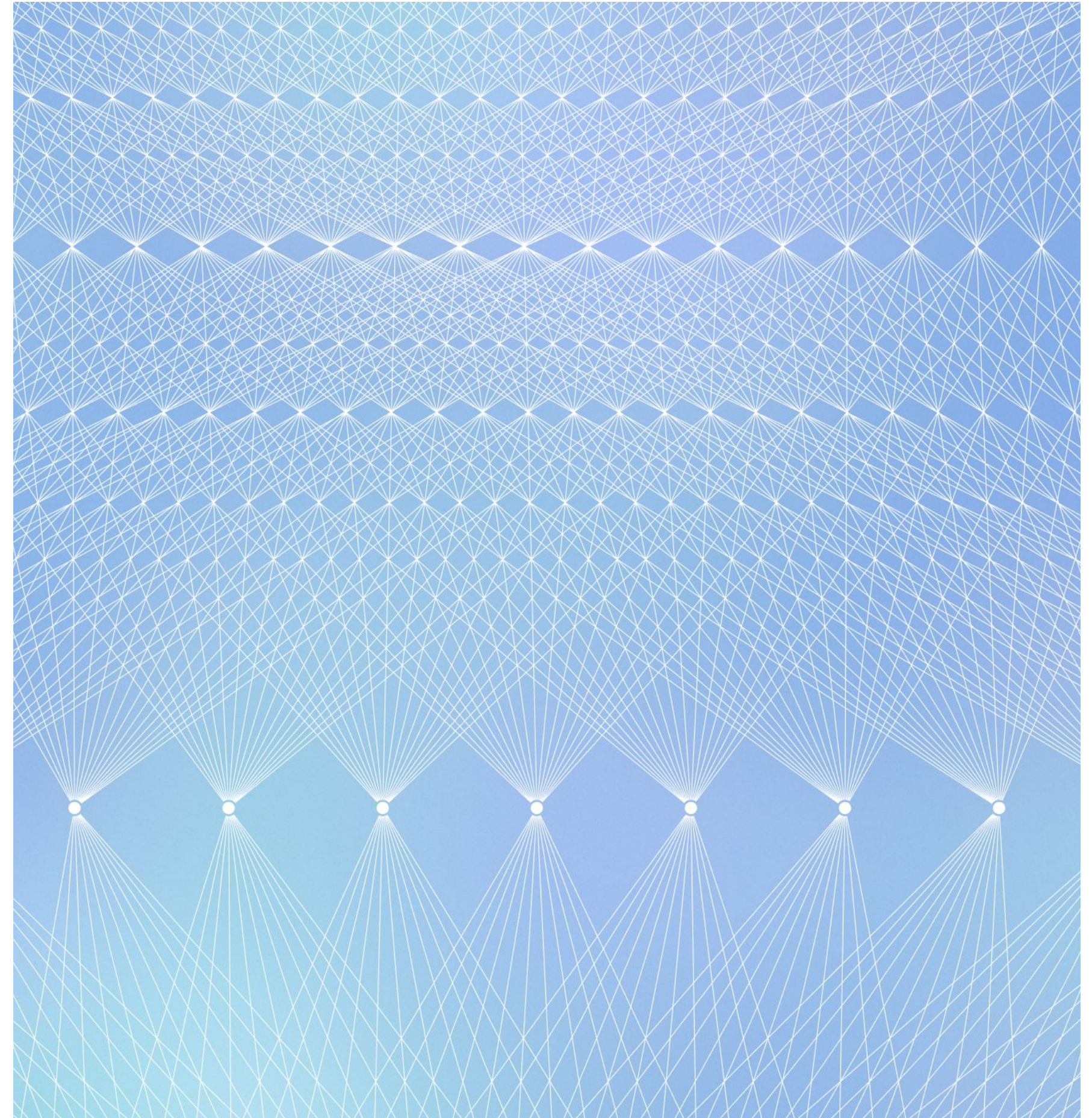
Cloud Managed Service

Managed support for cloud platforms covering operations, monitoring, security, incident management and continuous improvement.

02 Service Introduction

Project and Programme Management

Our Project and Programme Management service provides end-to-end governance, leadership, and delivery using Agile, Waterfall, and hybrid methodologies. We specialise in GDS-aligned digital transformation, ensuring complex cloud projects are delivered on time, within budget, and aligned with strategic public sector objectives.



Features

- End-to-end project and programme management using Agile and Waterfall
- GDS Service Standard alignment for discovery, alpha, and beta phases
- Robust PMO establishment including governance, reporting, and assurance frameworks
- Comprehensive risk, issue, and dependency management and mitigation strategies
- Financial management including budget tracking, forecasting, and benefits realisation
- Stakeholder engagement and communication management across multi-agency environments
- Resource planning and management of multi-disciplinary delivery teams
- Change management and organisational readiness for cloud-first transitions
- Quality assurance (QA) and stage-gate reviews for continuous delivery validation
- Procurement and vendor management for third-party cloud service providers

Benefits

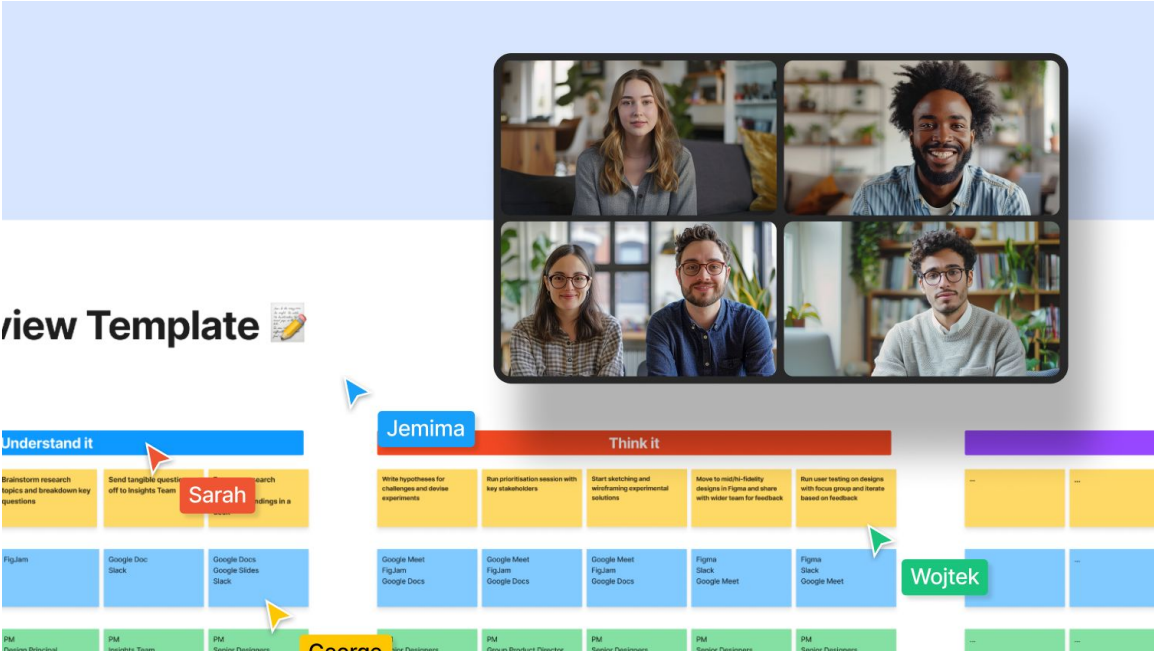
- Ensure consistent delivery outcomes regardless of project complexity or size
- Guarantee compliance with mandatory government digital and design standards
- Gain full visibility into project health, risks, and performance metrics
- Minimise project delays by proactively addressing potential blockers early
- Maximise taxpayer value through rigorous cost control and efficiency
- Build high-level consensus and alignment across complex public sector organisations
- Optimise team performance and ensure the right skills are deployed
- Accelerate user adoption and ensure smooth business-as-usual (BAU) handovers
- Maintain high-quality outputs through independent, objective performance assessments
- Secure the best commercial outcomes from your technology supply chain

03

Using the Service

Availability of Trial Service

We offer trial services in the form of short Discovery workshops. These engagements are designed to allow potential clients to experience the value and benefits of our services at a lower cost, while achieving quick wins.



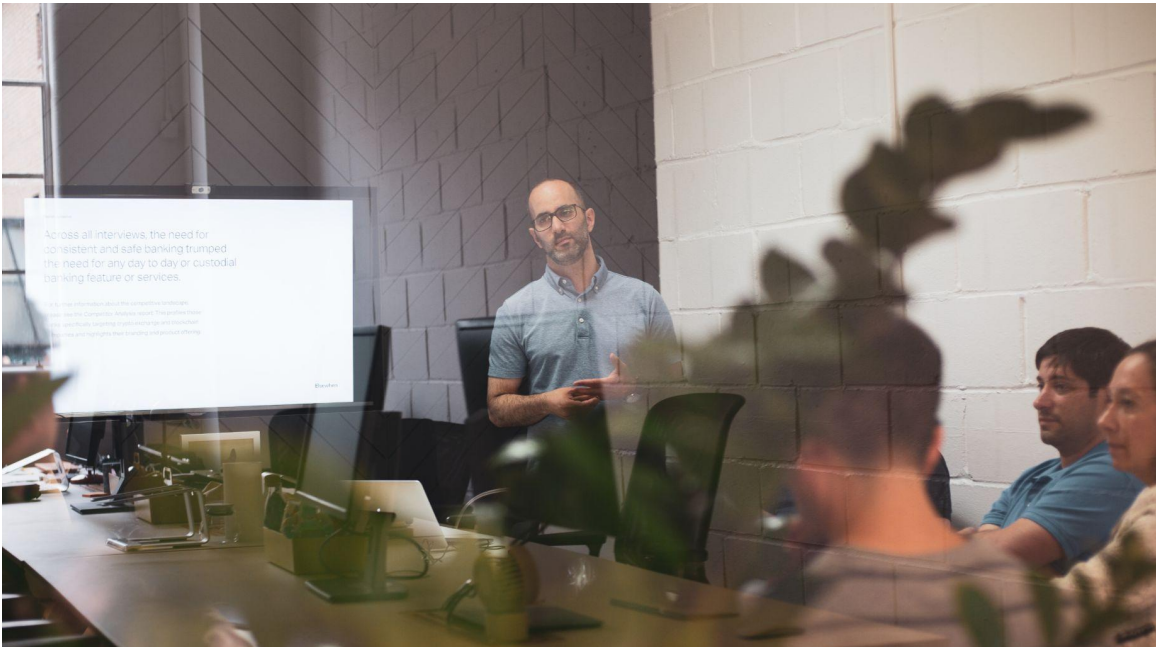
1 Hour Brief Builder:

Join a workshop to help define your ambition, how success might look, risks and deliverables. This is delivered at no extra cost.



3 Day Workshop:

Create a high level service map that outlines the key elements of your potential service. Will be charged as per our Pricing Schedule.



2 Weeks Sprint

Build a prototype experiment, test it with users and stakeholders to gain an understanding of potential ROI. Will be charged as per our Pricing Schedule.

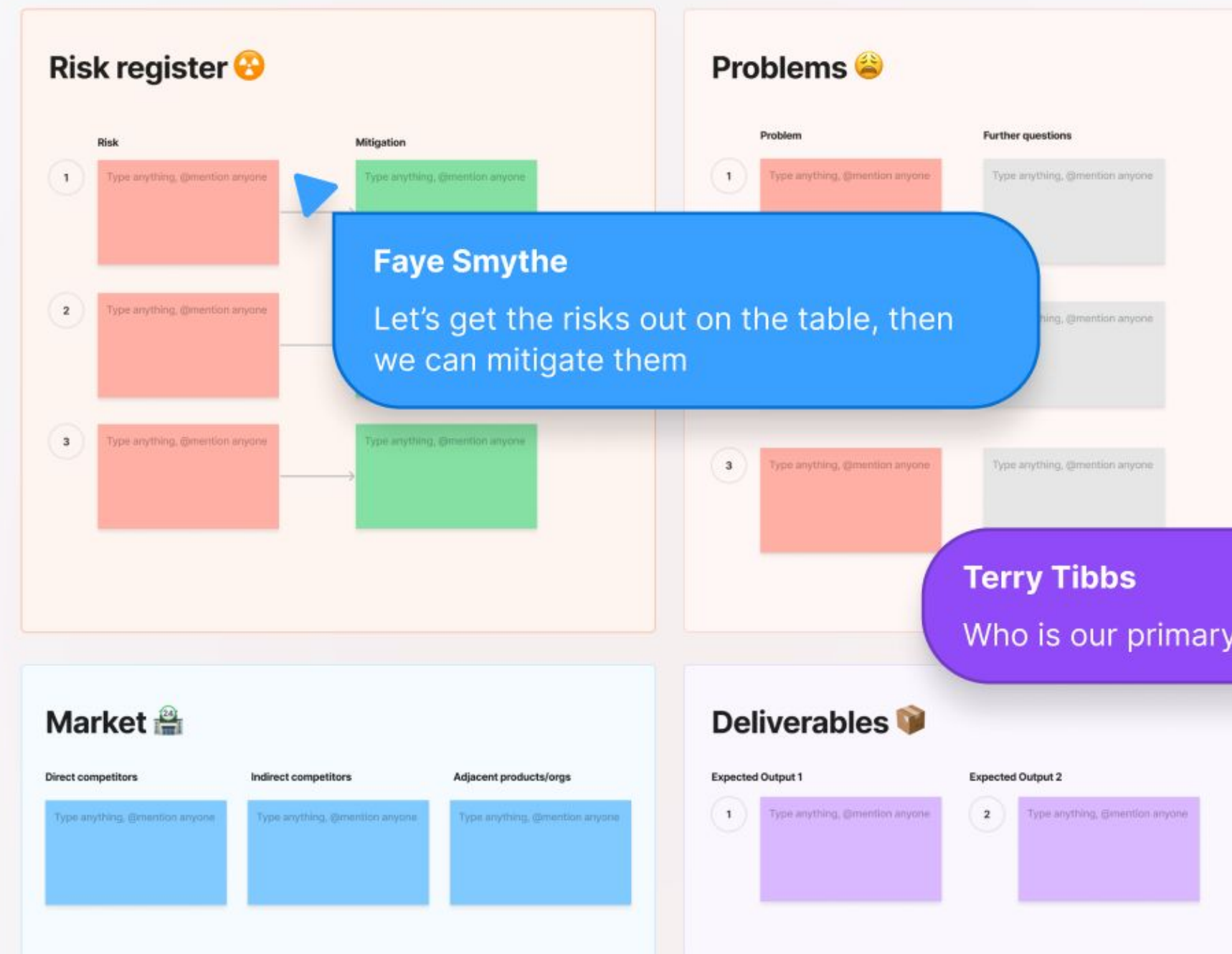
Ordering and Invoicing

Elsewhen is committed to working collaboratively with buyers to develop a clear and shared understanding of their needs, objectives, and constraints from the outset.

Key milestones:

- **Discovery and alignment:** An introductory discovery session, the Brief Builder Workshop, is delivered at no additional cost to explore requirements, priorities, risks, and desired outcomes in detail.
- **Project initiation:** Following agreement of scope, we provide guidance on completing the Order Form and initiating the project to ensure a smooth and timely start.

Brief Builder Workshop



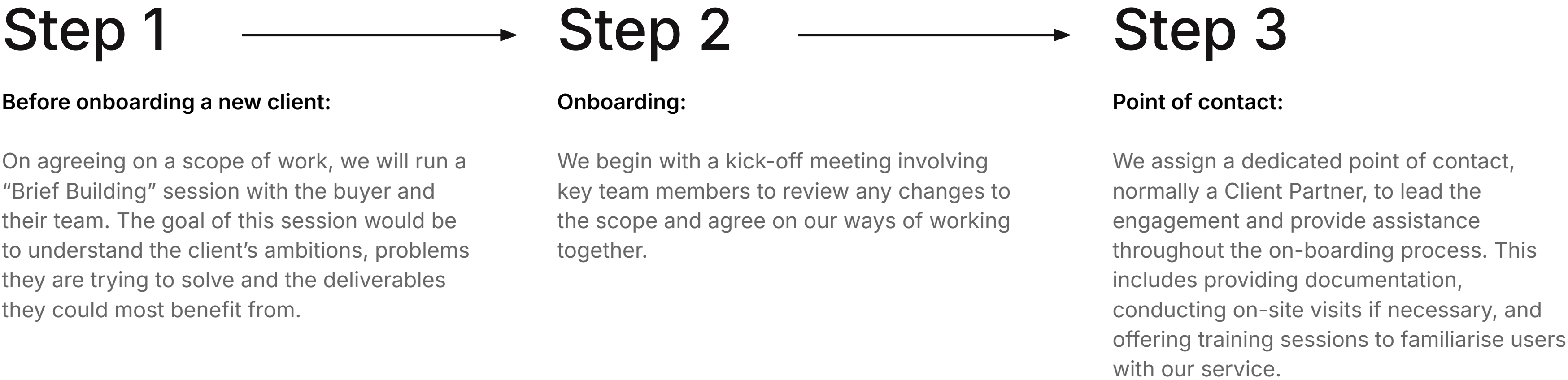
Service Management

Elsewhen is committed to following best practices and recognised industry standards in service management. Our services, operating model, and culture are grounded in core ITSM principles, with a strong focus on customer experience, business alignment, transparency, accountability, continuous improvement and management of quality and risk.

- **Clear leadership and accountability:** Each engagement is led by a named Client Partner accountable for service delivery, overseeing performance and quality, managing escalations, coordinating delivery teams, controlling risks and dependencies, and reporting on progress, milestones, and service metrics.
- **Experienced, multidisciplinary teams:** Our teams bring an average of 10+ years' experience delivering complex digital services across UK public and private sectors, supported by structured onboarding, mentoring, and senior practitioner pairing to maintain service maturity.
- **Structured resourcing and scalability:** We assign resources through a skills and capacity matching approach that considers domain expertise, availability, delivery timelines, continuity, and value for money to ensure efficient and effective delivery.
- **Service desk and communication:** We operate a dedicated service desk with a single point of contact, supported by clear communication and reporting rhythms, regular progress updates, and agreed escalation routes.

On-Boarding

We have a well-defined process to help clients begin using our service and ensure a smooth transition when they stop using it:



Implementation plan

Elsewhen is committed to ensuring a smooth and successful implementation process, tailored to each client's objectives and delivery context. Our approach typically combines the buyer's established governance and delivery processes with our modern, lean practices to reduce waste, manage risk, and maintain delivery momentum.

- **Clear ownership and accountability:** Each implementation is owned by a named Lead Product Manager, supported by a Delivery Manager responsible for day-to-day execution, ensuring progress is monitored, risks and dependencies are actively managed, and delivery remains on track.
- **Real-time planning and tracking:** Implementation plans are documented and maintained using industry-standard delivery and collaboration tools, with updates made by delivery team members as part of normal ways of working to keep information as close to real time as possible.
- **Visibility, reporting, and metrics:** Clients are provided with clear delivery visibility through roadmaps, dashboards, or Gantt-style plans (as appropriate), regular reporting on milestones, risks, dependencies, and actions, and agreed key metrics covering progress, quality, and delivery confidence. These are reviewed in regular management and governance meetings.
- **Change, risk, and contingency management:** Plans include contingency windows to accommodate uncertainty and change. Scope changes are assessed collaboratively, with transparent visibility of impacts on timelines, cost, and outcomes, ensuring confidence and control throughout implementation.

Delivery plan

Elsewhen delivers projects using Agile and Lean delivery practices, tailored to the client's delivery context and governance requirements. Work is typically delivered in time-boxed sprints, with clear milestones, regular feedback loops, and transparent reporting to maintain momentum, manage risk, and ensure delivery remains focused on agreed outcomes.

- **Sprint-based delivery and milestones:** Work is prioritised through a clearly defined backlog and delivered in sprints, with regular planning, review, and retrospective activities. Progress against agreed milestones is tracked throughout delivery to provide early visibility and support timely decision-making.
- **Flexible resourcing and scaling:** Delivery teams are resourced using a structured skills and capacity matching approach, allowing resources to be scaled up or down in response to changes in scope, delivery phase, or priorities. This ensures the right expertise is available when needed while supporting value for money.
- **Progress tracking and reporting:** Delivery progress is tracked using industry-standard tools and reported through regular updates covering milestones, risks, dependencies, actions, and delivery confidence. These are reviewed in regular management and governance meetings to support transparency and early intervention where required.
- **Service desk and issue management:** Elsewhen operates a dedicated service desk, staffed by experienced team members, with a single point of contact for support requests. Customers can log issues via email or online ticketing, with tickets logged, prioritised by severity, tracked through to resolution, and managed in line with agreed service levels and escalation routes.

Training

Elsewhen provides comprehensive and flexible training to support effective adoption of services and ensure users are confident in using delivered outputs. Training is tailored to the client's context, user groups, and capability levels, and can be delivered remotely or in person depending on requirements and constraints.

- **Training needs and tailoring:** Training is informed by discovery and onboarding activities, including stakeholder engagement and knowledge gap analysis. This allows us to tailor training content and depth to different user groups, roles, and levels of experience, ensuring relevance and impact.
- **Flexible delivery formats:** We offer training through a range of formats, including virtual guided sessions and webinars (e.g. via Zoom or Microsoft Teams), recorded training sessions, short bite-sized video content, and in-person training sessions where required.
- **1:1 and group-based training:** Training can be delivered on a one-to-one basis for individual roles or as one-to-many sessions for teams and wider user groups. This ensures both targeted support for specific needs and efficient knowledge sharing at scale.
- **Onboarding and continuous learning:** Introductory and onboarding sessions support new users at the start of an engagement, while recorded materials and short-form content enable ongoing learning and refreshers as services evolve.

Offboarding

Offboarding is focused on an orderly and timely handover process. All the project materials are indexed and collected in a handover pack. Including written documentation, design files, knowledge bases and code repositories. Where possible, the ownership of artifacts hosted on SaaS platforms is transferred away from Elsewhen accounts to the desired owner. New secrets keys are issued to the new owner utilising cloud providers account management tooling.

After-sales Account Management

Elsewhen works in close collaboration with clients to build long-term partnerships. Each engagement is supported by a dedicated Client Partner, with a Director providing strategic oversight and acting as an escalation point.

We maintain alignment through concise weekly written updates, shared via agreed communication tools such as email or Microsoft Teams, and encourage stakeholder participation in key Agile ceremonies to ensure transparency and continuous feedback.

We also use established channels to keep clients informed beyond delivery, sharing relevant market insights, emerging technology updates, and best practice guidance to support ongoing value.

04

Provision of the service

Service Levels

Service levels are bilaterally agreed with buyers, based on the criticality of the system and the nature of the service being delivered.

Service performance and delivery progress are monitored using industry-standard delivery and service management tools. We track key data points including incident volumes and severity, response and resolution times, delivery progress against milestones, risks and dependencies, and team capacity and utilisation. Staff outputs are monitored through agreed delivery plans and sprint goals.

This information is reported to clients through regular service and delivery updates, including dashboards or status reports reviewed during management and governance meetings. This approach provides transparency, supports assurance, and enables early identification and resolution of issues.

Below is an example of the minimum service levels Elsewhen would typically commit to during an engagement:

- **P0 incident (Critical):** Initial response within 2 hours; resolution within 24 hours
- **P1 incident (High):** Initial response within 8 hours; resolution within 2 business days
- **P2 incident (Medium):** Initial response within 24 hours; resolution within 5 business days
- The support desk operates between 07:00 and 19:00 on Business Days.

Service Constraints

Elsewhen provides services such as:

- Provision of a support desk to provide maintenance services.
- Platform support, including identifying and fixing incidents, errors and bugs across production environments.
- The creation and upkeep of documentation to ensure that there is effective transfer of management and administration.

Constraints include:

- Support team size: discretionary based on the agreement
- Working hours: GMT 07:00 to 19:00 on Business Days
- Response times: Depending on the severity of the issue; this can range from 2 hours on critical issues to 24 hours on medium/low priority issues
- Minimum performance targets: From 100% on critical issues to 99.5% on Medium/Low priority issues

Customer Responsibilities

To ensure a high level of service is maintained, we ask that clients will support our work by providing the following:

01

Client team:

Availability of Client's resources to attend planning workshops, and participate in follow-up meetings, to support definition and delivery.

02

Internal systems and data:

Access to relevant internal systems and data for research and to run tests.

03

Resolution times:

Resolution times may be dependent on the availability of Client personnel and the accuracy of the information provided by the Client personnel.

04

Sign off:

Client to provide timely sign off of deliverables and key decision points.

Technical Requirements & Client-Side Requirements

Where possible we will aim to gain technical access and agree the following.

01

Internal systems and data:

Access to relevant internal systems and data for research and to run tests.

02

Access to code bases:

Customer to provide access to up to date code before Discovery kicks off.

03

Access to Infrastructure:

Customer to provide access to internal and 3rd party cloud services, where appropriate.

04

Resolution times:

Resolution times may be dependent on the availability of Client personnel and the accuracy of the information provided by the Client personnel.

05

Data Protection

Information Assurance

We maintain and adhere to our own comprehensive set of internal information security policies and procedures covering the following areas:

- Information classification
- Access control
- Security training and awareness
- Incident response and reporting
- Cloud security
- Disaster response and business continuity
- Vulnerability and patch management
- Data protection
- Physical security
- Change management
- Device and endpoint security
- Acceptable use
- Secure software development
- Backup & data recovery

Policies and procedures

Our policies align with security guidelines provided by the National Cyber Security Centre (NCSC), OWASP, and the CIS benchmarks.

Our policies are reviewed and updated at least annually, and/or in response to emerging threats, changing technological landscape, and the compliance requirements of our customers.

We are proud to hold Cyber Essentials and Cyber Essentials Plus certifications, which demonstrates our commitment to information security management.

Elsewhen is committed to establishing, implementing, and maintaining a robust Information Security Management System (ISMS) aligned with the ISO/IEC 27001:2022 international standard.

Data Backup, Data Restoration & Disaster Recovery

Elsewhen embraces a cloud-first approach, using fully-managed cloud services for operational and data storage purposes.

Cloud-first approach:

To ensure data availability and integrity, leveraging the robust redundancy and resilience features offered by our cloud service providers. Robust data redundancy and backup/recovery capabilities are key criteria when we procure or review cloud services.

Our customers:

If our customers require control over backup schedules or have specific redundancy requirements, we are able to incorporate the required functionality into their service of choice. Along with any other specific data backup requirements that clients may have, ensuring a tailored approach to data protection.

Business continuity statement/plan

Elsewhen implements a robust Disaster Recovery and Business Continuity policy to ensure the uninterrupted delivery of our services, enabled in part by our cloud-first, remote-first working model.

Our plan:

The scope of our plan covers all key business areas and critical functions, including dependencies between various business areas and functions.

We have identified acceptable downtime for each critical function and have outlined a comprehensive plan to maintain operations during any disruptions.

Mitigating risks:

We understand the importance of business continuity and have implemented measures to mitigate risks and minimise downtime. Relevant policy and procedure documentation can be provided to the buyer upon request.

Privacy by Design

Elsewhen is fully committed to privacy by design principles and adheres to the requirements of the EU General Data Protection Regulation (GDPR).

Protecting data:

- We prioritise the protection of citizens' data by incorporating privacy considerations from the very beginning of the design process. We ensure that privacy controls and safeguards are maintained with our internal Access Control, Data Protection, Privacy and Compliance, and Secure Software Development policies.
- We implement a data access model based on the Principle of Least Privilege, and follow best practices for data anonymisation, consent management, and data minimisation to ensure compliance with GDPR regulations.
- By proactively addressing privacy concerns, we provide our clients with the assurance that their users' data is handled securely and in accordance with legal requirements.

06 Social Value

Environmental Sustainability

As a remote-first organisation, we actively reduce our environmental footprint by minimising travel, lowering energy consumption, and promoting sustainable ways of working. We support environmentally responsible choices by:

- Operating a remote-first model to significantly reduce travel-related emissions
- Providing budgets and guidance for sustainable home-working equipment from responsible suppliers
- Offering a cycle-to-work scheme to encourage low-carbon commuting
- Reducing waste through recycling and responsible disposal of IT equipment and office furniture
- Prioritising sustainable, Fair Trade, and FSC-approved goods wherever feasible
- Using serviced office spaces from sustainability-focused providers that promote energy efficiency and responsible resource use
- We regularly review our practices to ensure continuous improvement in reducing our environmental impact.

Social Responsibility & Community Impact

Elsewhen is committed to fostering an inclusive, supportive workplace and contributing positively to the communities we operate in. We actively encourage and support employee participation in community initiatives that deliver tangible social impact.

A key example is our volunteering partnership with Age UK, where team members support older people with practical digital and technology-related tasks. By applying our digital expertise, we help bridge the digital divide, improve confidence, and promote social inclusion for individuals who may otherwise be excluded from online services.

We also undertake pro-bono digital work to support organisations delivering social good. With Great Britain Wheelchair Rugby (GBWR) we delivered a community-focused, AAA-accessible website that simplified key journeys making information and services far easier to access across the parasport. By improving digital accessibility, clarity and visibility ahead of LA2028, the site directly supports disabled athletes, volunteers and fans to participate, connect and fundraise, strengthening social inclusion and community resilience.

In 2026, we are also planning to collaborate with the London Borough of Newham as part of its youth data and digital skills programme for young people in Years 9–11. This initiative will provide corporate time, such as office visits, panel discussions, and practical insight into digital and data careers, helping young people better understand the modern digital workplace.

Alongside this, we continue to seek new opportunities aligned to our values, particularly in digital literacy, accessibility, and inclusion, ensuring our social value activities deliver lasting benefits beyond individual contracts.

07

Our Experience

What Our Clients Say About Us



Elsewhen provided a fresh perspective on future of flight, capturing the insights to create the required CX for OpenAir.



Russell Porter
Head of Future Flight Engagement



Elsewhen brought a whole new perspective on how to bring our Inmarsat products and services to life across the board.



Luke Broome
VP Service Delivery Transformation



I highly recommend working with Elsewhen - the quality of the work delivered surpassed our expectations.



Alberto Fornaci
Assistant Director, NextGen Project



Elsewhen are the best consultancy we've worked with, you've really raised the bar for us."



Cliona O'Sullivan
Global Head of Design Operations

Transforming Satellite Communications

Elsewhen supported Inmarsat in assessing and preparing its satellite service ordering, provisioning and monitoring capabilities for cloud-based delivery across maritime, aviation and government services. The engagement focused on understanding current-state processes and technology, identifying gaps against cloud service models, and defining a clear, low-risk roadmap to improve scalability.

The Opportunity

- Cloud solution readiness and cloud gap analysis across service workflows.
- Enterprise and service architecture analysis with cloud and automation options.
- Automation readiness and platform engineering recommendations.
- Phased delivery, mobilisation roadmap and mobilisation coordination.
- Governance, assurance artefacts, runbooks and stakeholder engagement plans.

The Outcomes

- Reduced migration and operational risk by identifying 20+ gaps and defining staged mitigations tied to acceptance criteria.
- Improved operational readiness with 6 runbooks and a 3-phase (Discovery → PoC → Migration) mobilisation roadmap.
- Increased scalability and automation potential via cloud/automation-ready architecture options and 5 recommended platform-engineering workstreams.



Defining UK Airspace

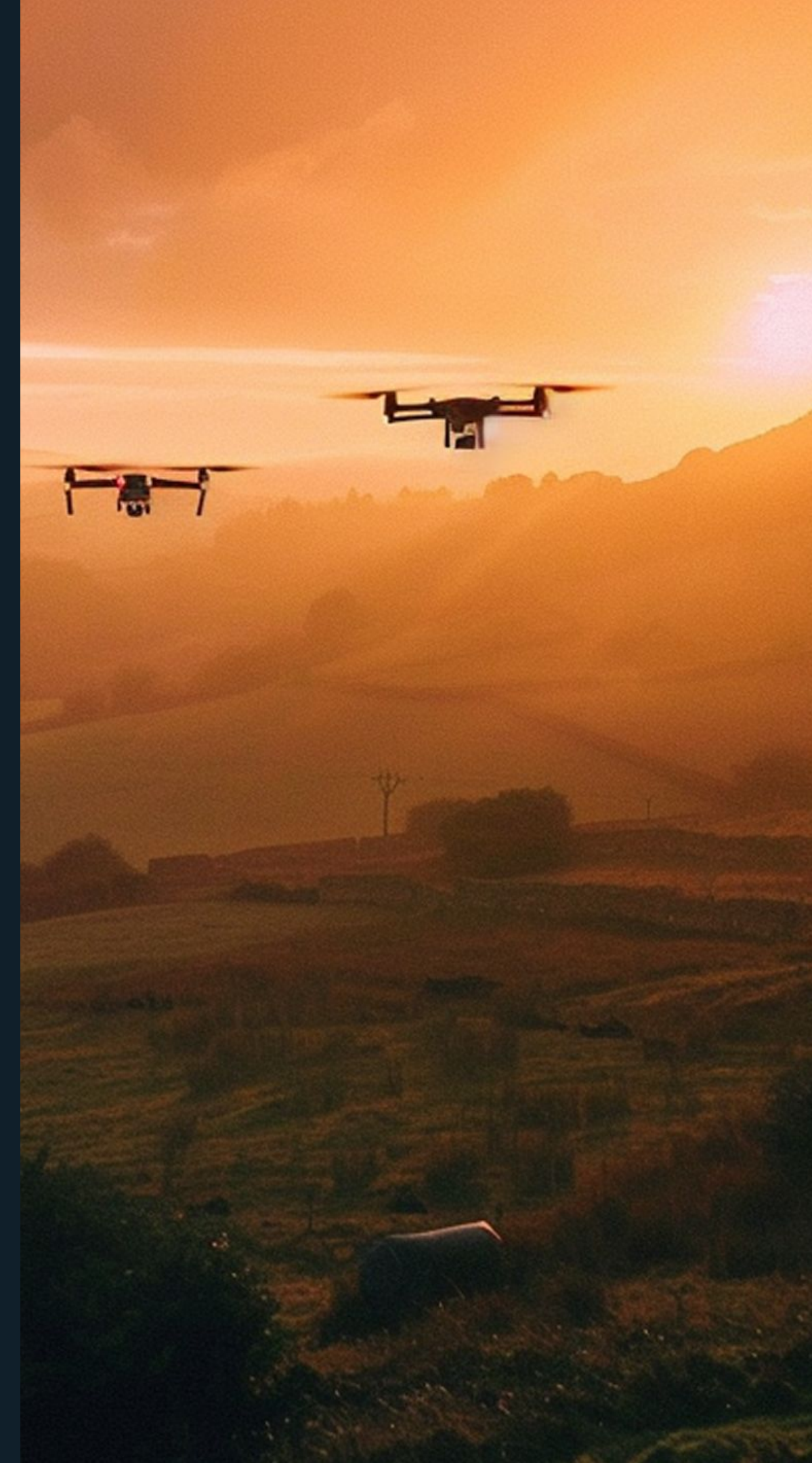
Elsewhen supported NATS during the early stages of the OpenAir programme by assessing organisational, service and technology readiness for future cloud-enabled airspace services. The work focused on capability analysis, service mapping and stakeholder alignment to reduce delivery risk and ensure future cloud migration decisions were grounded in real user, regulatory and operational needs.

Deliverables

- Cloud gap and capability maturity assessment across business units.
- Service and product mapping against user journeys and regulatory constraints.
- Enterprise and service architecture mapping with cloud-enabled options.
- PoC and MVP delivery roadmaps with defined validation points.
- Programme governance, engagement plans and capability uplift recommendations.

Outcomes

- Reduced delivery risk by identifying and prioritising 15+ capability gaps aligned to user and regulatory constraints.
- Improved operational and regulatory readiness with 4 assurance gates and 10+ validation points embedded in a 3-phase PoC→MVP roadmap.
- Enabled capability uplift through targeted change and training across 4 priority domains (product, ops, assurance, architecture).



AI-Powered Planning at Scale

Transformed how global marketing campaigns are planned and priced by building AI based self-service pricing engine. Enabling faster decisions and driving measurable ROI across 25+ countries.

Deliverables

- Multi-market CI/CD and data workflow gap assessment.
- Target enterprise, platform and data architecture and standard patterns.
- Staged migration and mobilisation roadmap with rollback-aware approaches.
- Platform engineering guidance for standard CI/CD pipelines and automation.
- Operational model, runbooks, QA/staging approaches and governance/SLAs.
- Service optimisation, right-sizing recommendations and telemetry guidance.

Outcomes

- Lowered operational risk with a staged, rollback-aware migration plan covering 25+ markets.
- Improved readiness via 20+ runbooks/QA artefacts, standard CI/CD patterns and a repeatable approach that reduced market onboarding from weeks to days.
- Strengthened governance and optimisation with 5 defined migration phases and telemetry/right-sizing recommendations for ongoing cost/performance control.



Incentivising Safer Driving

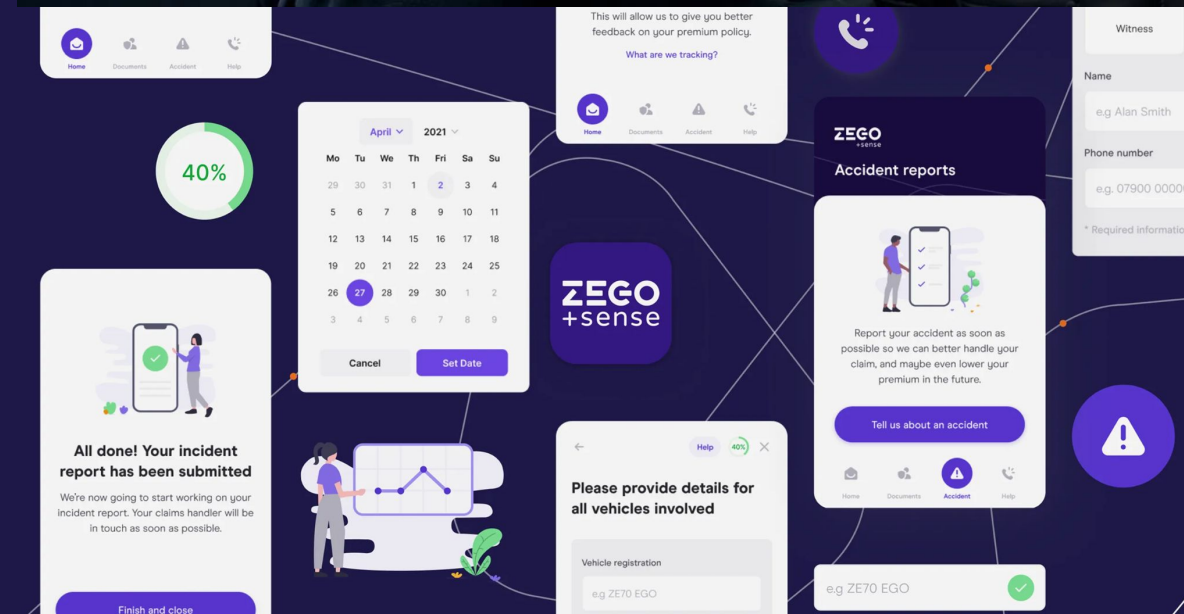
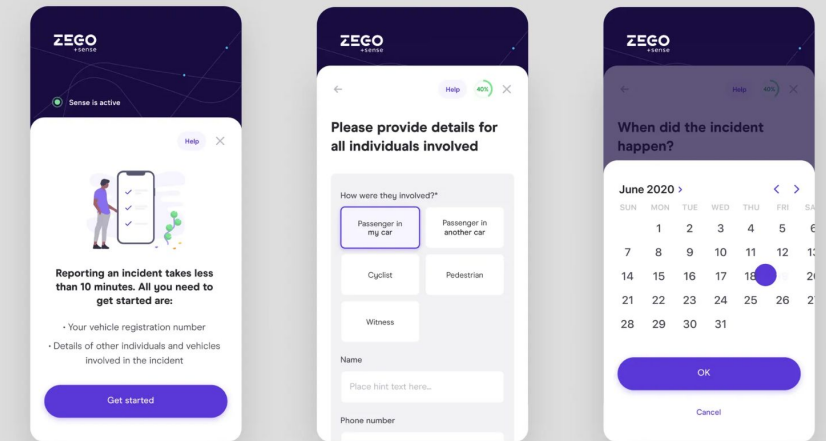
A mobile-first telematics product that improved risk assessment, pricing transparency, and driver behaviour — supporting Zego's growth into the UK's first \$1bn Insurtech. The engagement focused on understanding customer needs, auditing existing cloud-based data flows, and planning the migration of client and telematics data to support real-time decision-making.

Deliverables

- Cloud solution readiness and migration planning for telematics and customer data.
- Customer and stakeholder research to define service requirements and journeys.
- Data audit, pipeline mapping and streaming/batch architecture options.
- Migration roadmap, cloud environment setup and mobilisation coordination.
- Data security, privacy and governance assurance plus QA/performance planning.
- Training, capability uplift, documentation and structured operational handover.

Outcomes

- Launched Zego Sense app on iOS and Android.
- 3,000+ telematics policies sold in the first months
- 4.7 App Store rating, strong customer adoption.
- Contributed to \$1bn+ business valuation in 2021.



08

About Elsewhen

We help organisations become the most effective and productive version of themselves.



200+

Client Engagements

12yrs

Average Experience

150+

Person Team

Our Difference

Cloud-first principles

Our deep understanding of cloud principles helps the Public Sector create a clear, low-risk and future looking path to help adopt AI, reduce costs, and drive innovation in the future.

Change management and stakeholder engagement

This is not a tick-box exercise for Elsewhen but a continuous process embedded throughout projects. Our experts proactively strengthen internal capability and support long-term sustainability.

Lean and Agile Mindset

We approach everything with a Lean and Agile mindset, cutting vanity activities that don't add value. We favour data over opinions, and we do 'just enough, just in time to learn, iterate and move forward.

Accreditation and certification

We hold both Cyber Essentials and Cyber Essentials Plus certifications and our Information Governance and Data Protection policy aligns with ISO 27001.

Flexible delivery models

With expertise across strategy, design and technology, we can offer full disciplinary teams, add people and experience to an existing team and collaborate across teams, suppliers and departments.

Google Cloud, Azure and Amazon Web Services

Our team of highly-specialised cloud professionals can provide support across all cloud environments. We are also a Google Cloud Partner.

AI Experts

With access to the top 1% of AI engineers and an in-house AI R&D squad, we hold industry-leading AI expertise and experience.



Google Cloud
Partner

Contact Details

G-Cloud enquiries:
gov@elsewhen.com

General enquiries:
hello@elsewhen.com