

On-call support for cloud-based digital services

Equal Experts provides an out-of-hours on-call support service for projects in which we are already participating. Our experienced delivery teams can agree on appropriate, cost-effective models for up to 24/7 coverage of live infrastructure, products and services, including DevOps professionals providing operational cover for the full technology stack.

The support models described here are for software and services that Equal Experts built and is responsible for operating, or that we have taken on and are maintaining/improving. It is unusual for us to take on pure support for software that has been built by someone else (the client, or another supplier) and that only needs a live service team to support when something goes wrong. This is not a good fit for our people and expertise. We work most effectively when our teams have the authority and autonomy to address issues that they uncover during live support by modifying and continually improving the software as part of an ongoing backlog of work.

Features

- Out-of-hours on-call support is provided to give 24/7 cover
- Second line (platform, infrastructure) and third line (solution, application) available
- Staffed by experienced consultants already working on the service
- Defined SLAs and management reporting on performance
- Well-defined incident management, escalation, remediation and trend analysis
- No-blame analysis and identification of the source of production outages
- Inclusion, training and support of client staff
- Direct feedback into development to continually learn and improve services
- Work closely with suppliers and teams providing dependent services
- First-line support through third-party or the client's help desk

Benefits

- Reduces risk and impact of out-of-hours incidents
- Team building live service is responsible for operational support 24/7
- Improves resilience of digital service operations through short feedback loops
- Improves ability to scale delivery through modern ways of working
- Appropriate for any cloud platform, including AWS, GCP and Azure
- Add to any production service Equal Experts is working on
- Agreed SLAs negotiated to suit the particular situation and needs
- Reactive and proactive in managing and continually improving the infrastructure

Support models

We work on the basis that 1st line support will be provided by the organisation's own, or preferred third-party call centre or help desk. We offer a variety of 2nd and 3rd line support packages to suit each organisation and situation. Our delivery teams can provide 2nd line (infrastructure, in conjunction with cloud hosting support agreements) and 3rd line (applications) support, outside business hours, up to 24/7, in addition to regular support during business hours.

We work closely with client or third-party delivery teams to provide support where problems are identified in software that is outside our immediate control.

Business hours

During business hours, software operation (Level 2) and defect fixing (Level 3) support is provided by the delivery team that builds and operates the software. Where we are actively developing solutions, one or more members of the team may be explicitly assigned to support, which means alerts go to them and they are the point of contact for all live incidents. However, the team will work together to resolve any issues that arise, as we ensure that maintaining a stable production system is treated as the top priority. This support is generally costed as part of the main development contract, not separately, since we consider it to be part of the team's responsibilities. The impact of providing this support should be taken into account when understanding the capacity of the team for feature delivery.

Out-of-hours, on-call support

Out-of-business-hours support for weekday mornings, evenings, weekends, and bank holidays is generally provided by a rota of people from the delivery team. This rota can include whoever has the skills, permissions (and access) to diagnose and resolve the majority of issues.

The team will ensure that there is overlap between working hours and support hours to ensure continuity of support, for example, by staggering start times to ensure not everyone is travelling to the office at the same time.

The primary on-call contact is provided by a single nominated person. A primary support contact is scheduled at all times. The team self-manages the schedule via Slack or PagerDuty. The contacts are not expected to actively work on or monitor the systems out of hours, unless they receive an alert. They have a responsibility to ensure that they are

able to respond to alerts/calls within a response time agreed with the client (typically 10 minutes). They must have internet and phone connectivity, and be able to perform their activities as if they were in the office. This is another good test that remote working prerequisites are in place.

This service can include:

- responding to all support issues at any time 24/7
- performing root cause analysis of problems
- resolving all support issues in line with agreed SLAs
- raising tickets for other 3rd party support providers if required

Infrastructure support issue resolution (Level 2) will be provided in full.

Application support issue resolution (Level 3) after hours is limited to procedures agreed with clients on a case-by-case basis, such as roll-back to earlier versions of the application.

Our pricing is based on this being a 24/7 service. We can offer bespoke pricing for shorter coverage hours, and business hours support pricing is generally part of the service contract and included in the agreed rates.

Our approach to on-call service support

Our operational philosophy is “you write it, you support it”. The delivery team responsible for the evolution of a live service usually also takes responsibility for its operation. We have found that development teams that support their own products are motivated to deliver higher quality, maintainable code.

Design for operability is core to our approach to system design and development. From the start of a project, we design-in fault tolerance, resilience in the face of failure in one part of a system, auto-scaling and self-healing. Our experienced consultants ensure that appropriate telemetry is in place (monitoring, alerting, logging) to ensure that the behaviour of each element of the overall solution is measurable and clearly visible at any time. This enables software development teams to work faster and ship more often while making IT operations resilient, reducing operating costs and making them scale more effectively.

We also believe that standardising on reliable, predictable platforms avoids the distraction of unnecessary technical discussions, improves reliability and encourages teams to focus on their real issues.

Our experience is that digital services are never really finished and that it is important to retain some level of investment to allow the addition of new features as the needs of customers (both internal and external) change. Our design of the end-to-end service can include establishing Service Level Agreements for ongoing service evolution and operational support (ensuring agreed levels of service availability).

We leverage proven tools and processes:

- Depending on where the servers are located:
 - public IaaS provider: we coordinate with the provider, e.g. Skyscape, to get full remote access
 - private IaaS: we set up a secure VPN between our office and the client's premises
 - We work with existing IT Operations and/or Delivery staff to document the systems and prepare for the handover
- We configure existing services and monitoring to be aggregated into either:
 - our preferred IT Operations real-time dashboard “PagerDuty” if sending logs out is possible or,
 - existing on-premise aggregation and dashboarding tools when sending logs out is not possible due to security restrictions
- We can make alternative arrangements should a suitable on-premise solution not be available already

Service management

The support process, including issue logging, interactions with Level 1 Helpdesk and external Level 3 Application teams, and escalation processes, is tailored to individual client requirements and agreed as part of the onboarding process.

Service constraints

We normally only provide support services to applications we have developed using modern programming languages and frameworks such as Java, Scala, Ruby, .Net, and delivery practices such as test-driven development and continuous integration.

24/7 Level 2 support services are only provided remotely and will require compliant devices in line with client organisation policies. However, we can arrange any face-to-face meetings to happen onsite. Business Hours Level 3 support can be provided either onsite or remotely.

Typical Service Levels

Severity Level	Criteria	Response Time
P1	CRITICAL IMPACT - A reproducible problem which has or will have, within 24 hours, a severe impact or impair the performance of substantially all major functions of the client's business.	2 hours
P2	SEVERE IMPACT - A reproducible problem which prevents or seriously impairs the performance of a major function of client's business.	4 hours
P3	MINOR IMPACT - A problem which disables or impairs the performance of a minor function.	1 business day
P4	NO IMPACT - A general usage question or report of a minor issue that doesn't impact the client's business.	2 business days

Financial recompense for breach of SLA

Financial recompense is not provided as standard; however, we are willing to negotiate a credit-based recompense structure if required, if SLAs are not consistently achieved.

Client responsibilities

Clients to provide a dedicated workspace if required, and access to client systems, applications, software, networks, documentation and people as required and agreed during the onboarding process.

Client to provide Level 1 Helpdesk support.

Utilisation Monitoring/Reporting

We provide both real-time online visibility to our clients and regular written reports on the status of the systems and infrastructure under support. The frequency, format, content and access to reports will be agreed with clients as part of the onboarding process.

The provision of real-time data would depend on our ability to use the tools we need. We would need to evaluate and agree on this in light of security controls and policies affecting the data being transmitted.

Examples of on-call support in action

Equal Experts was the Home Office's delivery partner on the UKVI online visa applications project, named the Best Public Sector Project in the Computer Weekly European User Awards. Our involvement extended to 24/7 Support for the service, as we helped to develop and deliver it through Alpha and Beta, through to Live (passing the stringent Digital by Default service standard along the way).

The new service was named as a high-profile government 'exemplar' project and is continuously improving based on evolving user needs. It replaces existing paper-based and multiple online processes for applicants in the UK, and a legacy online process for applications outside the UK, but will eventually cover all visa products offered by the Home Office. The work delivered provided the Home Office with the tools to centrally manage all its visa products through a product catalogue, as well as product development tools.

The catalogue dynamically drove an improved online user journey for global users to apply for visas to visit the UK. The service included intelligent tools and wizards to ensure that applicants select the right visas for their particular circumstances, that applicants meet relevant eligibility requirements and that applicants provide all the correct supporting documentation for their applications.

This streamlined user journey significantly improved back-end business processes for management and approval of applications and drove efficiency improvements across the organisation. A heavily user-centric development process was anticipated to deliver 3.5M+ experiences per year to a global user base.

Equal Experts has provided Support for other projects within Government; at HMRC we have provided a mix of Level 2 and Level 3 support for the award-winning Multi-channel Digital Tax Platform, delivered to production in Beta and Live.

Services

We have four core UK-based teams that provide expertise and advice to the organisation, our clients and our partners:

Data and AI

The Data and AI service helps clients make better use of data and create powerful AI solutions that improve and transform any business. We use our deep expertise in data engineering to improve the quality of data that flows through the organisation, providing better insights into customers and operations. Applying our expertise in MLOps, Generative AI, AI in the SDLC and algorithms, we help upskill client teams, automate key services and create new ones.

Design and Product

The Design and Product service helps clients increase adoption and user satisfaction by designing exceptional digital products and services. We use our expertise in user-centred design and product management to discover and solve the most valuable problems, aligned to a client's digital strategy. We help to create delightful customer experiences that deliver real business value, increased user engagement, better brand reputation and additional revenue.

Technology Strategy

Our Technical Strategy service helps teams to confidently navigate the technology landscape and make decisions that will sustain long-term value. Our expertise covers all aspects of technology strategy, including architectural choices, operating model changes and the adoption of emerging technologies. Using our extensive industry and technology experience, we help to plan the practical steps clients need to be ready for the future.

Modernisation and Platforms

Our Modernisation and Platforms service helps to accelerate time-to-value and reduce total cost of ownership, while scaling digital products and systems. Using modern engineering practices, we help to build and run cloud-native services and improve heritage systems. We bring deep expertise in cloud architectures, secure delivery, "you build it, you run it", and platform engineering on AWS, Azure and GCP clouds.

Team

Our core culture and business model prioritise providing value and doing what is best for all our stakeholders, particularly our clients, rather than maximising short-term profits and shareholder returns. Our founders sold the business to an Employee-Owned Trust (EOT) in May 2024 to secure the long-term future of our collaborative approach, highlighting this commitment. The EOT trustees include the founders and representatives of our

employees, Associates and clients, ensuring the interests of all stakeholders are considered and balanced in our operations.

Equal Experts is a worldwide network of technology experts who are dedicated to driving innovation. We have Business Units in the UK (London and Manchester), USA, South Africa, Germany, the Netherlands, Australia and India. Our resourcing model is based on a core of permanent senior consultants and a supply chain of 4,000+ carefully selected, expert, independent SME consultants - our Associate network. On a typical engagement, we pass ~£2 in every £3 of our contract income directly to this network, creating opportunities for entrepreneurship and helping new SMEs to grow.

90% of our consultants have more than 12 years of experience (average more than 18 years) in the development, delivery, operation and maintenance of digital services using agile methods. Many have significantly more and, in some cases, are global influencers, authors and presenters. Their maturity and pragmatism mean they are highly collaborative, happy to transfer knowledge and keen to help clients build internal capability.

We have grown organically, mostly through personal referrals, prioritising quality, experience and cultural fit above all else. After a rigorous selection process, experts are added to our network, whether we need them immediately or in the future.

We select the most suitable people for any contract role from this large pool, not just from a bench of off-charge employees. Our model is resilient and efficient; we form small expert teams, reducing cost and risk for our clients, while achieving outcomes faster than less experienced teams. Our experts train and upskill the whole supply chain, including client staff and those of other suppliers. We have delivered many public and private sector systems (e.g., for HMRC, HMPO, Defra, DWP and MoJ), including CNI, over the past 17+ years using this model. Our approach is data-driven, user-focused and sustainable, allowing us to deliver results quickly and efficiently, using small teams of real experts.

Our standard working model for teams is hybrid remote/on-site, with a core generally based close to client offices, minimising travel costs and environmental impact. This ensures they can be on-site for workshops, meetings and onboarding activities, and can work collaboratively with client team members, stakeholders and other suppliers. In the words of one client, *"your consultants truly leave their Equal Experts badges at the door"*.

Our focus on senior talent means that all our consultants have the skills and experience required to thrive in dynamic, challenging client environments. It means we can focus on work that adds real value, rather than micro-managing more junior consultants. Our

non-hierarchical structure also allows us to operate with lower overheads. For our teams, this creates a mature, pragmatic and innovative working environment, where they can implement the best solutions of their already distinguished careers. And for our clients, it translates to better services, delivered faster and at lower overall cost. We were ranked 2nd in Glassdoor's UK Best Places to Work 2025, up from 4th in 2024, and 15th in Newsweek's Most Loved Workplaces 2022.

For more information and case studies, please visit <https://www.equalexperts.com/> or contact us at solutions@equalexperts.com.

Roles

Collectively, our consultants have the multi-disciplinary experience and expertise needed for successful transformation to cloud-first delivery, live service maintenance and new operating models. Our network gives us fast and flexible access to the DDaT skills our clients need. We have specialists in all areas required for digital success, including:

- Delivery managers
- Change managers
- Product managers
- Engagement managers
- Strategic advisors
- Security specialists
- Data scientists
- Data engineers
- Data architects
- Technical leads
- Technical architects
- DevOps consultants
- Developers
- Testers
- Business and performance analysts
- Accessibility experts
- Service designers
- User experience designers
- Content designers
- User researchers

When a client needs specialists or niche skills, we can rapidly and confidently engage with other organisations in our established ecosystem of proven partners. EE interviews each

partner consultant to ensure a high level of knowledge and cultural fit before we assign them to clients.

Public sector clients

We're proud to be one of the top suppliers to the public sector via the G-Cloud and DOS frameworks. Our services are also available through RM6190 Technology Services 4, RM6195 Big Data and Analytics (the only supplier on all 6 capabilities), RM6335 DALAS (Lot 2a) and DPS Frameworks including RM3764 Cyber Security 3, RM6173 Automation Marketplace, RM6094 Spark, RM6200 Artificial Intelligence and RM6235 Space-Enabled and Geospatial Services.

The Equal Experts approach has a successful track record of delivery across the private and public sectors. Some recent award-winning deliveries include:

- HMPO's passport renewal service,
 - ranked #1 public service with a score of 81.2/100 in the July 2025 ICS customer satisfaction survey.
 - Winner of Public Sector Project of the Year and Development Team of the Year at the UK IT Industry Awards 2024.
- HMRC's Data Platform Services Core Engineering Platform, winners of Computing DevOps Excellence Awards 2025 Best Implementation of DevSecOps.
- John Lewis & Partners Best Implementation of DevSecOps at the DevOps Excellence Industry Awards 2023

We know what it takes to implement and support cloud-based applications within complex public sector organisations and across large multi-vendor programmes. We understand and adhere to the GDS digital service standards for delivering solutions and handling and securing data within critical national systems. We have experience in consulting, deploying and supporting security-accredited solutions and have passed numerous GDS assessments. Many of our consultants hold current SC clearance (some have DV) as they have previously worked with public sector clients.

Equal Experts has helped implement digital services to government digital service standards (including passing many formal GDS service standard assessments) for:

- His Majesty's Revenue and Customs (HMRC)
- Department for Environment, Food & Rural Affairs (DEFRA)
- The Home Office and His Majesty's Passport Office (HMPO)
- Ministry of Justice (MoJ), His Majesty's Prisons and Probations Service (HMPPS) and His Majesty's Courts and Tribunals Service (HMCTS)

- Department for Work and Pensions (DWP)
- Department of Health and Social Care (DHSC)
- Department for Business, Energy & Industrial Strategy (BEIS)
- Border Force
- Department for Education (DfE)
- Registers of Scotland
- Office for National Statistics (ONS)
- Intellectual Property Office (IPO)
- States of Guernsey
- Cabinet Office
- Government Digital Service (GDS)
- Valuation Office Agency (VOA)

Planning

To build detailed knowledge of the context and domain for any project, an initial phase of planning, definition and knowledge transfer will generally take place at the start of an engagement.

We have found that this takes place most effectively through a short time-bound inception to develop a shared understanding and agreement on vision and objectives across a broad stakeholder group. This covers the business, technical and user aspects of the project and the outputs may include user personas and scenarios, key user journeys, as-is and desired business processes, a prioritised backlog of user stories, technical constraints and vision, and a release roadmap and plan. The techniques and principles applied are also used on an ongoing basis throughout the course of delivery, to ensure the solutions developed are fit for purpose and meet real and changing user needs.

This initial inception phase can be contracted separately if required.

Setup and migration

In addition to ongoing development and operation of live cloud-based services, we can help with the initial set up and migration as part of a transition to cloud. We look for opportunities to automate processes (for example, test, deploy) that will yield real benefit and high ROI. Our approach helps to address integration, dependencies and risk early. We capture actionable metrics to measure and manage progress towards meeting the agreed success criteria and KPIs identified for building and operating the service. The highly collaborative, interactive processes we follow foster continual learning and improvement of

services. They help to establish and evolve the overarching service design, management processes and the team capabilities.

We can ensure projects hit the ground running through our experience in designing, configuring and setup of many continuous delivery and automated cloud deployment environments. These techniques allow software to be repeatably and reliably deployed and tested through each stage into production on the cloud. We have substantial experience when it comes to the tooling required for continuous delivery and automated software deployment, greatly facilitating the software set up, build and migration process, which increases programme productivity and reduces project risk and cost.

Quality assurance and performance testing

We hold ISO9001:2015 Quality Management System certification. All our consultants have extensive experience in both manual and automated testing, including performance testing, continuous integration and delivery into production environments at scale. With all clients, we actively encourage the adoption of robust and meaningful automated test coverage, delivery and test techniques, to reduce risk and safely increase delivery velocity. We are happy to work with a client's existing quality management system (QMS) where appropriate.

Security services

We hold ISO27001:2022 Information Security Management System, Cyber Essentials and Cyber Essentials Plus certifications.

We can provide the following security services if required:

- Security strategy
- Security risk management
- Security design
- Security incident management
- Security audit services

Training

For every client, we aim to transfer and embed knowledge of technology and process innovation. Our consultants have the expertise, skills and enthusiasm to help transfer knowledge of new technologies and ways of working to our clients' team members, upskilling staff and helping to build their internal delivery competence and capability. This improves internal competencies and builds long-term sustainable capability, as clients

migrate to modern cloud-based products and services. We tailor particular practices to address specific organisational constraints – we recognise that every organisation is different and there is no “one size to fit all”.

We tend not to offer classroom-based training as our consultants are happy to share their knowledge throughout a project. They take responsibility for helping individual client team members adopt new practices and ways of working.

Ongoing support

Our operational philosophy is “you build it, you run it”. The delivery team responsible for the development of a live service usually also takes responsibility for its operation. We have found that development teams which support their own products are motivated to deliver higher quality, more robust and maintainable code.

When a service is live with real users, we expect the delivery team to provide 2nd line (infrastructure, in conjunction with hosting support agreements) and 3rd line (applications) support during business hours. We can agree on an appropriate model for 24/7 on-call coverage if required - see our G-Cloud On-Call Support offering for details. We typically establish an on-call rota with delivery team members assigned weekly.

Our experience is that digital services are never really finished and that it is important to retain some level of investment to allow the addition of new features as the needs of customers (both internal and external) change. Our design of the end-to-end service can include establishing Service Level Agreements for ongoing service evolution and operational support (ensuring agreed levels of service availability).

User support

We provide an engagement manager on all G-Cloud engagements with responsibility for ensuring clients objectives are met and for addressing any issues with service delivery. Our engagement managers act as an escalation point and can be reached via phone or email to respond to issues beyond the control of the team providing the service. Engagement management is included within our service pricing.

When a service is live with real users, we expect the delivery team to provide 2nd-line (infrastructure, in conjunction with hosting support agreements) and 3rd-line (applications) support during business hours, within the agreed service cost. We can agree on an appropriate model for 24/7 on-call coverage if required - see our G-Cloud On-Call Support

offering for details. We typically establish an on-call rota with delivery team members assigned weekly.

Social Value, the Environment and CSR

Our values and ethos extend beyond our organisation and people, and we take our corporate social responsibility seriously. We are committed to working with all our clients to share our knowledge and learnings, and contribute to their CSR goals, e.g. we will facilitate discussions with their designated digital sustainability leads, to collaborate on environmental policy goals, discuss current practices for greening software and agree enhancements aligned with industry policies, like the Greening Government Strategy.

We willingly collaborate closely with our clients, other suppliers, competitors and the wider ecosystem to discuss, share and test innovative environmental and social value ideas and initiatives, to improve sustainable practices and create added value throughout any contract.

We will follow our proven social value methodologies for any G-Cloud 15 contract, aligned with the UK's Public Services (Social Value) Act 2012, PPN002 (PA2023) and the Social Value Model, and the UN Sustainable Development Goals, to actively create additional opportunities to develop, measure and improve social value for our client and their entire supply chain. In a recent [Government Transformation Magazine interview](#), Mike Potter, ex-UK Gov CDO recalled his HMRC experience partnering with us for transformative results. *"We didn't just buy their capability - we bought their culture,"* he said. *"Cultural alignment is key. When you pick partners who share your values and ways of working, you find areas of mutual advantage."*

We review, update and publish our Carbon Reduction Plan, Modern Slavery and EDI statements annually, are a Disability Confident employer, a member of the Business Disability Forum and a participant in the Government Digital Sustainability Alliance (GDSA). Our commitment to providing a fulfilling workplace for everyone is reflected in Glassdoor's Best Places to Work in the UK, voted for by our staff, ranking us 4th in 2024, 2nd in 2025.

We complete the [EcoVadis](#) assessment tool, which evaluates performance across four dimensions: Environment, Labour and Human Rights, Ethics and Sustainable Procurement. We complete the assessment, create an improvement plan and review and update it annually. We willingly share the results with clients and use their feedback and learnings to influence our improvement plans.

Examples of other social value initiatives for clients include:

HMRC Joint Value Initiatives: we work closely with HMRC to organise and fund JVs, e.g.:

- [School visits](#) to encourage children to pursue STEM careers & find future data engineers,
- Data Engineering Academy - supporting HMRC to onboard and upskill new starters and develop their technical expertise through bootcamps and placements on EE projects,
- Hosting the [Women in Tech & Leadership Conference 2025](#) in collaboration with HMRC's Women in Tech Network.

Hace: We co-funded a [project](#) to develop an AI-based data analysis tool to objectively quantify a company's Child Labour performance.

Médecins Sans Frontières (MSF): We staffed a pro bono project to build the [Malaria Anticipation Project \(MAP\)](#), deployed in Lankien, South Sudan and being planned for Anka, Nigeria.

John Lewis: We shifted to lower-footprint GCP cloud data centres in Switzerland to meet JL's environmental sustainability goals.

Government: We are an active member of the Government Digital Sustainability Alliance ([See more details here](#)) and are actively working with Defra to implement exemplar projects such as:

- Implementing Green coding Standards ([See Version 1 Github](#)) in our teams working with Defra to help support learnings for wider Government.
- Working with Defra and our partner [Heata](#) to develop an innovative decentralised cloud compute project. The aim is to reduce the carbon footprint of cloud workloads by 80% and heat farmers' domestic water tanks to save them money.