G-Cloud 15

(Lot 3 – Cloud Support)

Policy to Delivery
Service Definition

HLE Consulting

Measure: Modify: Mature

Measure: Modify: Mature

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1 EXECUTIVE SUMMARY

HLE Consulting UK Ltd is a practitioner-led, boutique consultancy specialising in Portfolio, Programme, and Project Management (P3M), Management Office (P3O), and Governance (P3G) services for public and private sector organisations. Our accredited experts deliver practical, best-practice solutions that enable clients to achieve successful, technology-enabled change and transformation.

We offer a comprehensive service catalogue covering the full lifecycle of portfolio, programme, and project delivery, from initial mobilisation and planning, through delivery assurance, risk management, and reporting, to benefits realisation and close-down. Our services provide robust governance, effective management control, and measurable value.

Our approach is collaborative and outcomes-focused. We support, guide, and constructively challenge clients, acting as trusted advisors and hands-on delivery partners. Skills transfer and capability building are embedded into every engagement, ensuring client teams can sustain improvements and manage services independently.

HLE Consulting UK Ltd is an AXELOS Consulting Partner (ACP) with P3M3 accredited assessors, ITIL and PROSCI certified practitioners, and active members of leading professional networks. We are Cyber Essentials certified, ensuring strong cybersecurity practices across all engagements. Our services align with government functional standards, the Treasury Green Book, and P3G governance guidance, guaranteeing compliance, transparency, and auditability.

We are committed to delivering social value in accordance with the UK Government Social Value Model. Our initiatives promote equal opportunity, skills development, sustainability, and community impact, supporting clients to meet their own social value objectives.

Why choose HLE Consulting?

- Practitioner-led, client-focused, and agile
- Proven track record in public sector transformation
- Comprehensive, auditable service catalogue aligned to G-Cloud 15 requirements
- Flexible engagement models – from advisory to fully managed services
- Transparent, outcome-focused delivery
- Cyber Essentials certified for secure and compliant delivery

HLE Consulting UK Ltd enabling confident, controlled, and value-driven change.

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2 COMPANY PROFILE

HLE Consulting UK Ltd is a specialist, practitioner-led consultancy delivering expert Portfolio, Programme, and Project Management Office (P3O), Management (P3M), and Governance (P3G) services to public and private sector clients. As a boutique firm, we are owned and managed by experienced practitioners who have delivered complex change and transformation programmes across government, regulated industries, and the wider commercial sector.

2.1 Our Approach

- **Practical, Best Practice Solutions:**
  We provide all aspects of PMO support, from start-up to close-down, including pop-up and interim PMO, through to the design and operation of permanent Portfolio Management Offices (PfMO). Our solutions are grounded in industry best practice (including P3M3, ITIL, and government functional standards) and are tailored to each client's needs.
- **End-to-End Service Coverage:**
  Our service catalogue covers the full lifecycle of portfolio, programme, and project management – from initial mobilisation and planning, through delivery assurance, risk management, and reporting, to benefits realisation and close-down.
- **Capability Building and Skills Transfer:**
  We embed training, coaching, and skills transfer into every engagement, ensuring our clients' teams are equipped to sustain improvements and manage services independently.
- **Support, Guidance, and Challenge:**
  We support, guide, and constructively challenge our clients to deliver technology-enabled change with confidence and control. Our consultants act as trusted advisors, critical friends, and hands-on delivery partners.

2.2 Accreditations and Partnerships

- AXELOS Consulting Partner (ACP)
- P3M3 Accredited Assessors
- Certified ITIL, MoR, and PROSCI Practitioners
- Active members of APM, BCS, and Women in Technology mentoring networks

2.3 Why Choose HLE Consulting?

- Practitioner-led, client-focused, and agile
- Proven track record in public sector transformation
- Comprehensive, auditable service catalogue aligned to G-Cloud 15 requirements
- Flexible engagement models – from advisory to fully managed services

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- Transparent, outcome-focused delivery

2.4 Support Responsibilities

We deliver structured support designed to meet client needs and G-Cloud standards:

- **Support Channels:** Email, phone, and in-person assistance during business hours (Monday–Friday, 09:00–17:30 UK time, excluding national holidays).
- **Acknowledgement SLA:** All service requests acknowledged within one business day with a holding response confirming receipt and next steps. This does not guarantee resolution within one day; timelines depend on complexity and agreed schedules.
- **Support Tiers:**
  - **Standard Support:** Included at no extra cost during business hours.
  - **Enhanced Support:** From £500/month, includes priority response and extended hours.
  - **Premium Support:** From £1,500/month, includes 24/7 availability, escalation paths, and a dedicated Technical Account Manager (TAM).
- **Escalation:** Available under enhanced and premium tiers for critical issues.

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2.5 Social Value Commitments

Aligned with the UK Government Social Value Model, HLE Consulting embeds sustainability, equality, and community impact into all services. HLE Consulting UK Ltd is committed to delivering social value in line with the UK Government Social Value Model. We promote equal opportunity, support skills development, and embed sustainability and community impact into all our services.

2.6 Equal Opportunity, Our Core Focus

Together, we tackle workforce inequality and demonstrate to young women through mentoring, networking, and ways of working what can be achieved and how they can make a difference.
We gain insight from young women about workplace challenges and societal barriers, using this to shape inclusive practices.

We inspire women across all capability levels, not just the brightest, to believe in themselves and understand that setbacks are normal and valuable learning experiences.

Guiding Principles:

- **Grow**: Motivate gradual development and progression
- **Inclusive**: Ensure equal access to opportunities
- **Respect**: Encourage thoughtfulness and empathy
- **Leadership**: Guide young women to initiate and influence
- **Sustain**: Inspire continued advancement and change

We build trust by providing skills, tools, and experience-sharing opportunities that enable women to become confident, independent, and valuable contributors to their communities, organisations, and society.
Our associates actively participate in mentoring programmes with **AIPM, APM, BCS, and Women in Technology**, supporting women at early career stages, during career changes, and returning after breaks.

2.7 Other Social Value Themes

- **Tackling Economic Inequality:** Support for SMEs and VCSEs in supply chains; prioritisation of UK-based resources.
- **Fighting Climate Change:** Carbon reduction through remote working and green procurement.
- **Wellbeing and Community Integration:** Mental health awareness, flexible working, and volunteering initiatives.
- **Innovation and Digital Inclusion:** Accessible services and continuous improvement embedded in delivery frameworks.

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2.8 Training Skills and Transfer

HLE Consulting provides comprehensive training, coaching skills transfer embedded in service delivery to support organisations in building capability for cloud software and hosting services. Our training approach is designed to facilitate **skills transfer**, ensuring that client teams gain the knowledge and confidence to manage services effectively and sustainably.

2.8.1 Purpose

To equip individuals and teams with practical skills and recognised certifications that enable them to deliver and maintain cloud-enabled solutions, aligned with industry best practices and government standards.

2.8.2 Key Features

- **Certification Preparation**: Coaching for Axelos best practice certifications, including ITIL, P3M3, and related frameworks.
- **Flexible Delivery**: Training can be delivered as self-paced remote learning or instructor-led sessions, tailored during onboarding or inception phases.
- **Customised Approach**: Training strategies are incorporated into the Statement of Work or Scope to meet specific project requirements.

2.8.3 Training Methods

Our training portfolio includes a diverse range of methods to ensure effective knowledge transfer:

- **Structured Classroom Sessions**: Formal learning environments for understanding of frameworks and processes.
- **Show-and-Tell Demonstrations**: Practical sessions to enhance communication and stakeholder engagement skills.
- **One-to-One Coaching**: Personalised support for key stakeholders and decision-makers.
- **Buddy/Pair Working**: Hands-on experience sharing between team members for collaborative learning.
- **Multimedia Interactive Sessions**: Use of technology such as screen recording and web conferencing for remote and hybrid learning.

2.8.4 Accredited Expertise

Training is delivered by:

- **Accredited P3G Trainers**
- **Certified Train-the-Trainer Practitioners**
  This ensures high-quality delivery, compliance with recognised standards, and lasting skills enhancement for client teams.

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2.9 Cyber Essentials

HLE Consulting (UK) Ltd are Cyber Essentials certified, ensuring robust cybersecurity measures are embedded across all services and delivery frameworks. This certification demonstrates our commitment to safeguarding client data and maintaining compliance with UK government standards.

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3 SERVICE CATALOGUE

The following table presents the comprehensive list of services offered by HLE Consulting as part of the G-Cloud 15 Service Catalogue. Each service is accompanied by a concise description and is mapped to the relevant domains of P3G (Governance), P3M Management Control, Maturity Assessments, and Assurance. This matrix is designed to provide clarity on how each service supports different aspects of portfolio, programme, and project management, as well as organisational governance and continuous improvement. Cross-cutting services are highlighted with explanatory footnotes to ensure transparency and alignment with best practice frameworks.

Service Name	Service Description	P3G	P3M Management Control	Maturity Assessments	Assurance
Policy-to-Delivery Planning Service [Ref: GC15001]	Enables organisations to translate policy intent into actionable delivery plans with governance and risk management.	✓	✓		
End-to-End Planning & Scheduling Service [Ref: GC15002]	Delivers strategic and tactical planning for comprehensive cloud transformation and migration.		✓		
P3M Management Case Service [Ref: GC15003]	Provides a Green Book-compliant Management Case for cloud projects, detailing governance and assurance.	✓	✓		✓
P3M Turnaround Recovery Planning Service [Ref: GC15004]	Supports organisations in re-planning and recovering projects where delivery confidence is compromised.		✓		
PMO/P3O Design, Start-up & Mobilisation Service	Rapid, structured approach to establishing high-performing management offices for governance and delivery.		✓		

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[Ref: GC15005]					
PMO/P3O Improve & Assurance Implementation Service **[Ref: GC15006]**	Strengthens and matures PMO/P3O functions through targeted improvements and assurance frameworks.			✓	✓
Portfolio, Programme and Project Office (P3O) Managed Service **[Ref: GC15007]**	Fully managed P3O service delivering governance, assurance, and strategic alignment across initiatives.		✓	✓	
P3M Delivery Assurance Service [Ref: GC15008]	Ensures effective design, implementation, and management of ITSM and P3M processes for cloud services.	✓			✓
Cloud Services Risk Management Service Service [Ref: GC15009]	Offers a robust approach to identify, assess, and manage risks across digital and cloud initiatives.	✓			✓
Programme Reporting Service [Ref: GC15010]	Provides structured reporting frameworks for programmes and projects to enhance transparency.	✓			✓
ITSM Delivery Lifecycle Framework Service **[Ref: GC15011]**	Implements ITSM delivery lifecycle framework to optimise service management and compliance.			✓	✓
P3M Delivery Lifecycle Framework Service Service [Ref: GC15012]	Designs and implements a P3M delivery lifecycle framework for cloud transformation initiatives.			✓	✓
P3M3 Maturity Assessment and Benchmarking Service **[Ref: GC15013]**	Conducts strategic P3M3 evaluations to enhance management practices and capability maturity.			✓	✓

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ITSM Maturity Assessment and Benchmarking Service **[Ref: GC15014]**	Provides detailed ITSM maturity assessments and improvement roadmaps for cloud transformations.			✓	✓
P3M Centre of Excellence Service **[Ref: GC15015]**	Delivers strategic optimisation of P3M and ITSM through governance, standardisation, and continuous improvement.			✓	✓
Change Control and Management Service **[Ref: GC15016]**	Designs and manages change control processes to maintain delivery integrity and compliance.	✓	✓		✓
Quality Management and Assurance Service **[Ref: GC15017]**	Delivers ISO 9001-aligned quality governance and structured frameworks for digital and cloud transformations. Provides robust QMS design, implementation, and assurance processes, ensuring compliance, reliability, and continual improvement through validation, risk mitigation, and scalable delivery models.	✓			✓
Service Management and Business Value Office **[Ref: GC15018]**	Optimises ITSM through strategic integration, aligning services with business objectives.		✓		✓
P3G Governance Service Service **[Ref: GC15019]**	Establishes governance frameworks for portfolio, programme, and project management.	✓			✓
P3G Training Service Service [Ref: GC0020]	Delivers targeted training programmes to build governance and management capability.	✓		✓	

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Some services within this catalogue play a pivotal role across multiple domains, supporting governance, management control, maturity assessment, and assurance. The following clarify how these cross-cutting services underpin and enhance several aspects of portfolio, programme, and project management: -

Quality Management System (QMS) and Quality Assurance Service: *This service underpins both governance (P3G) and assurance domains, providing the framework and standards for quality across all management and delivery activities.*

Quality Control and Assurance Service: *This service is applicable to both governance and assurance, ensuring compliance and excellence in delivery through rigorous quality checks and controls.*

Change Control and Management Service: *Change control is a cross-cutting function, supporting both governance and management control, and is essential for maintaining assurance throughout the delivery lifecycle.*

Cloud Services Risk Management Service Service: Risk management is integral to governance and assurance, ensuring risks are identified, assessed, and mitigated across all domains.

Programme Reporting Service: *Reporting supports governance and assurance by providing transparency and accountability for programme and project outcomes.*

Lifecycle Framework Services (P3M & ITSM): *These frameworks support maturity assessment and assurance, providing structured approaches for continuous improvement and compliance.*

P3G Training Service Service: Training is primarily a governance and maturity function, building capability and supporting continuous improvement across domains.

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4 POLICY-TO-DELIVERY PLANNING SERVICE

4.1 Service Description

The Policy-to-Delivery Planning Service enables organisations to translate policy intent into actionable delivery plans. By identifying strategic options, risks, and dependencies early, this service ensures programmes and projects start with clarity, governance, and confidence for successful outcomes.

4.2 Service Features

- ✓ **Options Analysis:** Evaluate delivery options and strategic pathways.
- ✓ **Customer Journey Review:** Align delivery approach with user experience goals.
- ✓ **Constraint Identification:** Assess as-is and to-be limitations.
- ✓ **Roadmap Development:** Create actionable delivery roadmaps for programmes.
- ✓ **Method Support:** Enable hybrid, agile, or waterfall delivery models.
- ✓ **Cloud Integration:** Support all cloud deployment models.
- ✓ **Benefits Alignment:** Embed benefits-led business change principles.

4.3 Service Benefits

- ✓ **Sector Expertise:** Proven experience across public and private sectors.
- ✓ **Collaborative Approach:** Facilitate workshops and stakeholder engagement.
- ✓ **Qualified Practitioners:** Skilled consultants and accredited facilitators.
- ✓ **Influential Guidance:** Inspire confidence in strategic decision-making.
- ✓ **Governance Assurance:** Maintain control throughout planning and transition.
- ✓ **Accredited Expertise:** AXELOS Consulting Partner, P3M3 Assessors, PROSCI practitioners.

4.4 Service Summary

The Policy-to-Delivery Planning Service bridges the gap between policy intent and practical delivery. It provides organisations with structured analysis, strategic options, and actionable roadmaps to ensure programmes and projects start with clarity, governance, and confidence. This service is essential for complex, cloud-enabled transformations and benefits-led change initiatives.

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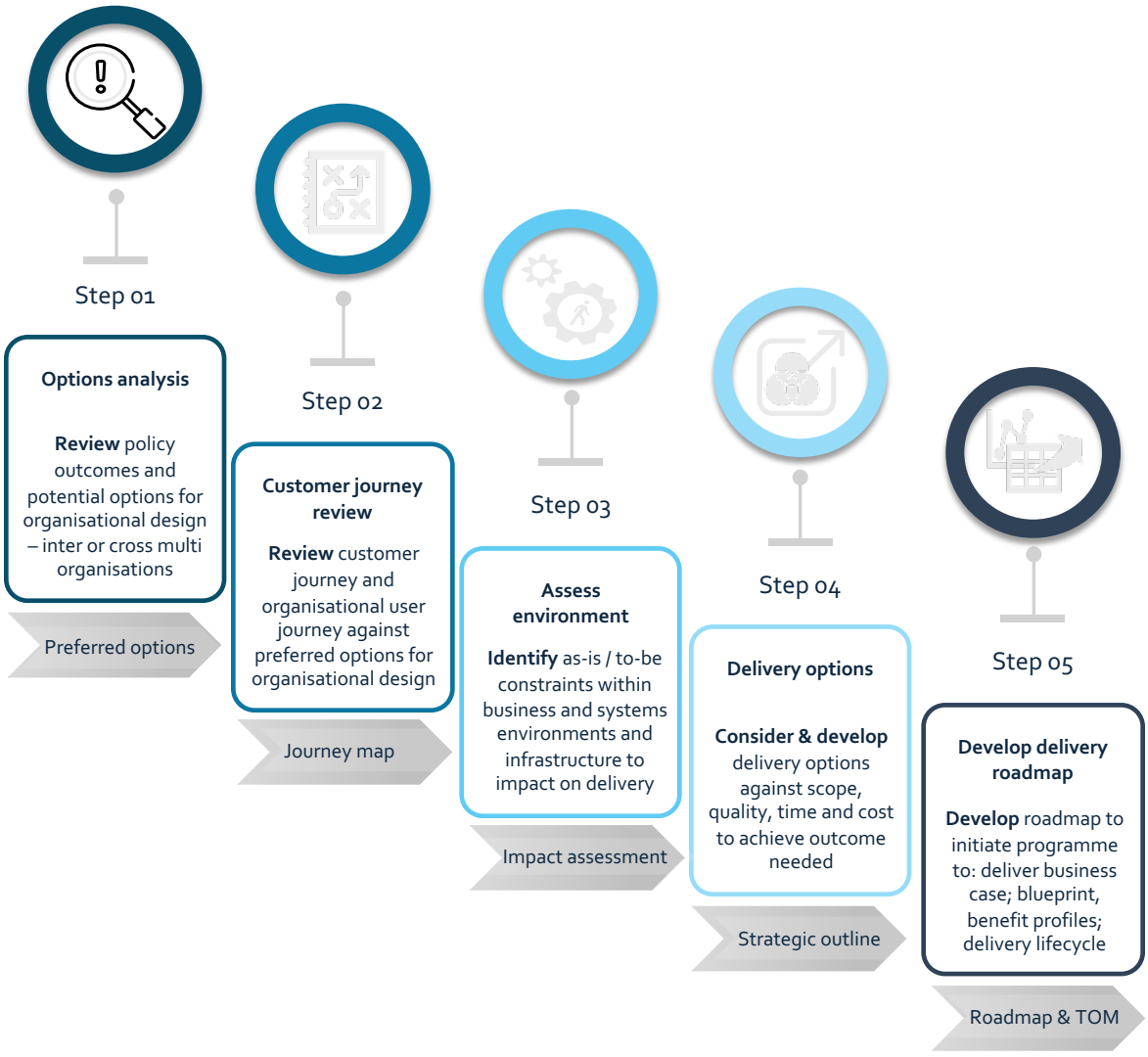

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5 DOCUMENT CONTROL

Version	Date	HLE Reference	Comments
V0.01	15/01/2026	GC150001_ITSM Delivery Framework Service Definition	Revised draft for submission
V1.00	15/01/2026	GC150001_ITSM Delivery Framework Service Definition	Final draft for submission

6 CONTACT

Hazel Eggleton

Business Development

07387 620054

hazel.eggleton@hleconsulting.co.uk

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