

Project and programme management services

G Cloud 15 (Lot 3)

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1. About Channel³ Consulting

Channel³ Consulting is a specialist digital transformation consultancy, founded in 2009, working primarily with the public sector to help organisations use technology to deliver better outcomes and more resilient services.

We work across health, social care and wider public services, partnering with organisations at national, regional and local levels; from policy-setting bodies to NHS Trusts and local authorities delivering change on the ground.

To date, we have supported over 100 public sector organisations on complex digital, data and cloud-enabled transformation programmes, including large-scale EPR implementations, shared care records, cloud adoption, service modernisation and operating model change. Our work spans the full lifecycle from strategy and business case development through to delivery support, assurance and benefits realisation.

2. Our approach – Power of Three: Now, Next and Future

We act as an independent advisor and delivery partner, combining strategic insight with hands-on experience of working in complex, regulated environments.

We bring together a multidisciplinary team spanning cloud, data and digital transformation, alongside practitioners with direct health and care experience who understand the realities of deploying technology in complex frontline operating environments. This ensures our work is practical, safe and sustainable.

Our work is guided by our Power of Three: Now, Next, Future.

- Now: addressing immediate pressures by stabilising services, assuring existing digital and cloud environments, and tackling delivery, performance and risk issues.
- Next: building stronger digital and cloud capabilities through improved architecture, governance, security, service management and supplier oversight.
- Future: shaping innovative operating models and future-ready services

that deliver sustainable, long-term value.

Within G-Cloud Lot 3, Channel 3 provides independent cloud support services focused on advisory, assurance and enablement. We do not provide or operate cloud infrastructure or resell cloud services. Instead, we support clients to make informed decisions, manage risk, optimise cost and performance, and build internal capability to govern and evolve cloud services effectively.

We are guided by values of collaboration, integrity and impact. We work side by side with our clients, act as a trusted and independent advisor, and focus relentlessly on delivering outcomes that make a measurable difference.

3. Service description – project and programme management services

We provide project and programme management services to plan, manage and deliver the implementation of cloud and digital services across the public sector. Our services cover waterfall, agile and hybrid delivery approaches, plus portfolio management and PMO, enabling proportionate governance, risk management and assurance aligned to programme complexity.

This service is particularly suited to cloud migration, modernisation and transformation programmes involving multiple systems, suppliers and delivery partners, where strong coordination, delivery control and risk management are critical to success. We work side-by-side with our clients to deliver successful change, bringing structure, clarity and momentum while building strong, trusting relationships.

Our services include

- Project management for cloud and digital projects
- Programme management for complex multi-stream cloud initiatives
- Portfolio and PMO services to provide oversight, assurance and control across multiple cloud projects
- Delivery management for agile and hybrid cloud programmes.
- Governance, planning and reporting aligned to public sector standards.

Delivery approaches

We work flexibly across different delivery models, tailoring our approach to client needs and maturity, including:

- Agile and iterative delivery (including Scrum, Kanban and scaled agile approaches)
- Waterfall and stage-gated delivery
- Hybrid models combining agile delivery with traditional governance
- Multi-supplier and systems integrator environments

Our teams are experienced in working within government delivery environments, including phased digital delivery such as discovery, alpha, beta and live, where appropriate to the programme.

We support mobilisation and recovery of cloud programmes, helping organisations stand up delivery capability quickly, stabilise delivery where challenges have emerged, and reset plans, governance or resourcing where required.

Cloud focus

Our project and programme management services are specifically designed to support cloud-based services, including:

- Cloud strategy implementation and migration programmes
- Cloud platform and infrastructure delivery
- Cloud-hosted application development and modernisation
- Data, analytics and platform programmes delivered in the cloud
- Transition from legacy or on-premise systems to cloud services

We understand the technical, commercial and operational considerations of delivering cloud programmes, and work closely with technical teams, suppliers and stakeholders to ensure delivery remains aligned to business and service outcomes.

Governance and assurance

We provide proportionate governance and PMO services that support transparency and effective decision-making, including:

- Programme and portfolio governance design
- Planning, scheduling and dependency management
- Risk, issue and change control
- Financial tracking and benefits management
- Reporting to senior stakeholders and boards

Our approach supports effective assurance while remaining pragmatic and delivery focused. We actively manage delivery across cloud suppliers and systems integrators, coordinating plans, managing dependencies, and supporting effective issue resolution

across organisational boundaries.

4. Service features and benefits

Features

1. Waterfall, agile or blended delivery approaches tailored to programme.
2. Hands-on management of cloud projects and programmes from mobilisation through to delivery, transition and closure.
3. Proportionate PMO standards, templates and tooling, including RAID, change control and reporting, designed to support delivery rather than slow it down.
4. Management of risks, issues and cross-workstream or supplier dependencies to maintain delivery control.
5. Coordination of suppliers and systems integrators across complex programmes.
6. Clear, practical engagement and communication approaches to involve users, leaders and delivery partners at the right points.
7. Governance structures and controls proportionate to programme complexity.
8. Robust delivery plans and reporting, tailored to different audiences, from detailed team plans to concise board-level views, supporting timely decisions by SROs and senior stakeholders.
9. Programme health checks, delivery reviews and hands-on recovery support to stabilise delivery and reset plans where required.
10. Clear definition and ongoing tracking of benefits and outcomes, ensuring programmes remain focused on delivering measurable public value and that realisation plans are owned and achievable.

Benefits

1. Greater delivery confidence: Clear scope, realistic plans and transparent reporting give stakeholders confidence that cloud programmes are under control and progressing as expected.
2. Reduced delivery and programme risk: Early identification and active management of risks, issues and dependencies helps prevent delays and cost overruns.
3. Stronger governance and decision-making: Timely, well-structured information enables leaders to make informed decisions quickly and with confidence.

4. Improved coordination across teams and suppliers: Clear roles, shared plans and active management bring internal teams, suppliers and delivery partners together around common priorities.
5. Sustained delivery momentum: Hands-on delivery management helps unblock issues early and maintain pace across complex cloud programmes.
6. Better use of time and resources: Proportionate delivery management and PMO support reduce overhead, allowing internal teams to focus on priority activities.
7. More engaged stakeholders and users: Clear communication and structured engagement help stakeholders feel informed, involved and supported throughout delivery.
8. Stronger alignment to organisational objectives: Delivery activity remains focused on strategic outcomes, public value and service improvement rather than tasks alone.
9. Earlier visibility of delivery issues: Health checks, reviews and transparent reporting surface issues early, enabling timely corrective action.
10. Improved likelihood of realising intended benefits: Clear definition, baselining and tracking of outcomes increases the likelihood that planned benefits are delivered and sustained.

5. Our experience

We bring extensive experience delivering change in single provider organisations supporting Trusts, Local Authorities and individual NHS bodies to plan, govern and deliver complex programmes with clarity and confidence.

Alongside this, we deliver programmes that span multiple organisations and geographies. Our teams work across ICBs, ICSs, provider collaboratives, regional teams, and NHSE national programmes, aligning diverse stakeholders behind shared goals, managing cross-organisation dependencies, and enabling consistent delivery across regions.

We have managed cloud and digital initiatives across the public sector, including cloud migrations, SaaS implementations, platform modernisation and organisation change. This includes working in complex, multi supplier environments to coordinate delivery, manage dependencies and maintain service continuity as organisations transition from legacy and on-premise systems to cloud based services.

This mix of deep organisational delivery and large-scale, multi-partner programme experience means we understand both the local realities of change and the complexity of

coordinating multiple partners, suppliers and governance layers. It allows us to bring practical, grounded delivery support whether we're embedded in a single organisation or coordinating a programme across multiple partners.

6. How we work

We work collaboratively and side by side with client teams. Our aim is always the same: to leave organisations more confident, more capable, and better positioned to deliver lasting change.

Commitment to quality

Our work is supported by recognised standards including Cyber Essentials, ISO 27001, ISO 20000 and ISO 14001, giving clients confidence in our security, service management and environmental practices.

Quality assurance runs through every stage of delivery. We use clear governance, defined checkpoints and senior-led reviews to keep programmes on track. Client feedback is captured through structured loops and regular step backs so we can adapt quickly and maintain momentum.

Our focus is on delivering measurable outcomes. We work with clients to define what success looks like and track benefits throughout delivery, ensuring real and sustained impact.



**Providing independent, delivery-focused
cloud support services for
public sector organisations navigating
complex change.**

www.channel3consulting.co.uk