



Portfolio Programme & Project Management

G-Cloud 15 Framework
Lot 3 Cloud Support: Service Definition

January 2026

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Service overview

Cloud-ready P3M services that deliver

Our Cloud-ready Portfolio, Programme and Project Management (P3M) service gives government programmes the clarity, structure and pace they need to deliver with confidence. We provide speed, agility and measurable outcomes, working seamlessly with suppliers across complex, highly regulated delivery environments.

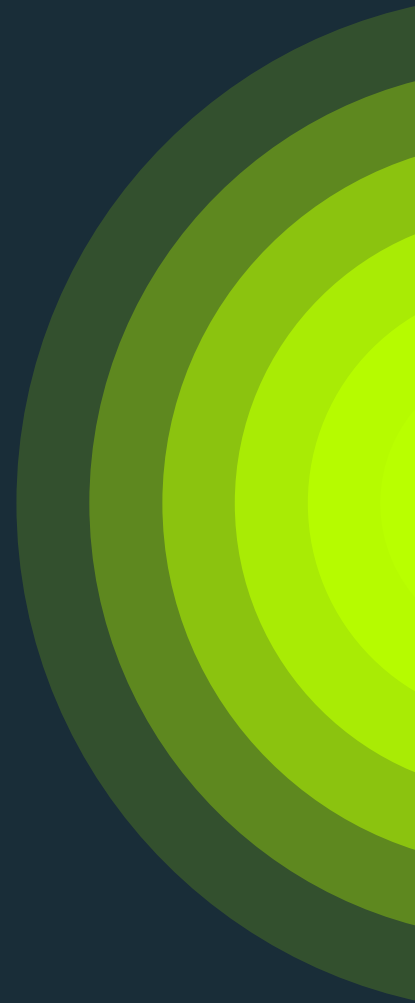
From the early portfolio-build stage, we ensure investment is directed toward initiatives that align with organisational strategic objectives. As programmes and their underlying projects progress, we make sure the right work happens at the right time, so value is delivered quickly and targeted benefits are realised.

AtkinsRéalis uses proven P3M frameworks combined with integrated risk management and continuous assurance to plan, deliver and govern the organisational shift required in Cloud transformation. Our approach brings together Agile delivery, DevOps and Cloud-native practices with deep sector expertise and a focus on people, ensuring change is both achievable and sustainable. We help public sector organisations unlock the full potential of Cloud investment by embedding responsive and value-led P3M capabilities throughout the full prioritisation and delivery lifecycle.

Our teams draw on decades of real-world experience in planning, optimisation, risk and financial management, change management, stakeholder management, supply chain management, governance and assurance. This breadth means we support far more than P3M administration. We support clients in making confident decisions, maintain coherence across suppliers, manage risk early and translate strategy into operational results.

We support clients navigating complex security, data and organisational challenges that typically sit around Cloud transformation. Our leadership and delivery support are grounded in evidence, adaptable to context and transparent for stakeholders at every level. Whether an organisation is migrating a single service, building Cloud-native platforms or modernising enterprise-wide ecosystem, our services ensure outcomes are delivered sooner and sustained longer.

Our visual analytics and delivery insights capabilities give leaders a clear view of performance, help delivery teams to maintain momentum and ensure their unique journey to cloud transformation turns into measurable, trackable and successful outcomes.



Service description

P3M that's agile, secure, scalable

Our P3M service supports organisations at every level of delivery. We can guide a single project, run a multi-initiative programme or oversee a full portfolio to balance priorities, manage risks and align investment to strategic objectives. This flexibility allows clients to bring us in where they need us most, whether that is targeted support or full portfolio leadership.

At its core, AtkinsRéalis' P3M approach uses Agile delivery as the default foundation for Cloud transformation, enabling iterative delivery, early value realisation and continuous improvement. We support the dynamic pace of Cloud projects through continuous review and planning, allowing requirements to evolve, feedback cycles to accelerate and adjustment to technical constraints as they rapidly shift.





Our teams are experienced across a breadth of Agile frameworks, including Scrum, Kanban, LeSS (Large Scale Scrum), SAFe (Scaled Agile Framework), (Dynamic Systems Development Method (DSDM) and Lean principles (including Six Sigma). We also bring strategic leadership informed by contributions to Project13, a framework championing more Agile, outcome-focused infrastructure delivery. This breadth ensures that we tailor the right combination of methodologies that suit your culture, risk appetite and strategic goals.

This approach enables programmes to adapt to changing requirements while maintaining control over scope and risk, even if stakeholder needs, requirements or policy shift during delivery.



Delivery that embraces Cloud realities

We integrate DevOps and DevSecOps practices as standard. These approaches embed security, quality and maintainability throughout delivery not as an afterthought but as a core design principle. Through the process of plan, test, deliver and feed back we use Continuous Integration and Continuous Deployment (CI/CD) to accelerate release cadences while maintaining high reliability, enabling early stakeholder feedback and reducing defects through rapid validation. This enables us to deliver value to the customer sooner and more efficiently.

We support Cloud engagements with strong architectural guidance, ensuring scalable solutions and optimal resource allocation during build, test and production phases. With our experience of configuring and utilising tools such as Azure DevOps, Jira and PowerBI, our approach provides clear line of sight from strategic objectives through to prioritised deliverables, resulting in improved outcomes at each cycle.

We deliver within constraints, managing dependencies, so reducing cost volatility and enhancing business resilience through alignment with core enterprise and business architecture, particularly important in public sector environments where budgets and continuity are under strong scrutiny.



Governance assurance & risk management

Strong governance underpins all AtkinsRéalis P3M engagements. We embed clear decision-making and prioritisation structures, transparent reporting, risk escalation routes and compliance checkpoints from inception through sustained operations.

This approach aligns with public sector priorities such as ITIL4, Government Digital Service (GDS) standards, ISO27001: information security management systems (ISMS), Cyber Essentials, and GOVS002 Project Delivery standard, providing confidence to senior leadership and auditors alike. We apply these standards to ensure that delivery risk is embraced and managed.





Additionally Cyber vulnerabilities are assessed and managed appropriately as part of the design process. We manage risk to benefits through regular feedback loops with benefit owners, which continuously verify that value is being achieved.

We also provide dedicated support for adopting the Cloud Shared Responsibility Model, clarifying roles for security and data management between service providers and client organisations. Early alignment on these responsibilities is critical to reducing risk and ensuring compliant, secure operations and ensuring assurance activities fully support delivery momentum, rather than acting as a bottleneck.



Benefits realisation & measurable outcomes



Our P3M services are benefits-driven. We work with clients to define and track clear, measurable benefits that align with strategic objectives across organisational, financial and operational dimensions. Our clients can see a clear thread between strategic objectives and prioritisation, execution and evaluation of outcomes delivered. Real-time performance dashboards provide the information and insights to make informed decisions and communicate success to stakeholders.

Our application of a benefits framework throughout the delivery cycle improves speed of delivery realisation to the organisation adopting modular delivery to prioritise the right projects at the right time. This ensures that designing and delivering Cloud native services is not only technically successful but delivers tangible value, enhanced user experience, reduced operational costs and resilient services that can be benchmarked, reported on, and sustained.

Capability building & stakeholder engagement

AtkinsRéalis doesn't stop at delivery, we equip client teams with the skills, knowledge, tools and confidence to manage future change and delivery independently.

We build client capability through a structured and embedded development model. This includes:

- A formal onboarding and induction to new ways of working
- Hands-on coaching, mentoring and shadowing from our qualified P3M and Delivery Leadership practitioners
- Role based development pathways aligned to Cloud enabled delivery
- Standardised tools, templates and automation that equip teams with repeatable P3M assets
- Joint delivery and pair working so client staff learn through real delivery
- Regular capability assessments and feedback cycles
- Leadership coaching for Senior Responsible Officers (SROs) and programme leads
- Communities of practice to embed sustainable skills, behaviours and governance.



This approach ensures teams gain practical confidence quickly, reducing external dependency and strengthening long term organisational delivery capability.

We embrace neurodiverse learning approaches and through our expertise in change management provide a variety of different means and channels to support capability development and sustainment.

Communication is designed to be clear, accessible and inclusive, at all levels of the organisation. We support leaders in articulating coherent visions and staff in embracing new ways of working, minimising resistance and maximising participation.



Why choose us? - trusted results, proven impact

Public sector organisations choose AtkinsRéalis thanks to our:

- Proven delivery record across Cloud and digital transformation programmes
- Agile first mindset suited to dynamic, outcome-focused environments
- Deep expertise in Agile delivery and DevSecOps practices
- Large bank of staff security cleared to the highest level
- Strong governance, risk management and compliance alignment
- Capability building that embeds enduring change within organisations
- Scalable, flexible approaches tailored for UK government needs
- High-calibre teams experienced in complex, sovereign-grade projects
- Access to our proprietary Awareness, Behaviour and Culture business change model helping organisations prepare to build long-lasting change within technology change projects.

Cloud transformation represents a strategic opportunity, but its success hinges on disciplined delivery, well-governed change and partners who understand both technology and the people it impacts.

AtkinsRéalis provides that partnership: delivering technology alongside a legacy of organisational value.



Case studies

Find out how our impact is demonstrated
through real-world delivery

CASE STUDY

National Underground Asset Register [NUAR]

Delivering collaboration through digital PMO

The Geospatial Commission's NUAR programme aimed to create a single digital map of underground pipes and cables, requiring coordination across hundreds of asset owners, complex data integration and clear governance. AtkinsRéalis established a secure cloud-hosted digital Programme Management Office (PMO), embedding P3M principles, aligned governance, RAID tracking, benefits management, and collaborative processes for engagement and information sharing.

This enabled onboarding of 200 asset owners across 10 organisations within three months and over 1,000 stakeholder touchpoints. By providing a single source of truth and a One Team culture, we improved transparency, accelerated collaboration and delivered a multi-award-winning programme.





CASE STUDY

National Highways

Unlocking benefits in a digital transformation programme

AtkinsRéalis shaped and delivered the Enhanced Network Occupancy and Control (ENOC) Programme, the largest digital transformation by National Highways in over a decade. Within weeks, we defined a clear vision and outcomes-focused roadmap, enabling integration of multiple initiatives and accelerating delivery within time and cost.

We designed a programme structure, governance and a one-team model with six partners, supported by robust controls and benefits management. This approach increased forecast benefits from £4m to £90m and set new standards for digital governance and stakeholder engagement, now recognised as a benchmark for large-scale transformation.

CASE STUDY

Heathrow

Transforming security operations through P3M

Heathrow faced its biggest security technology change in 20 years, introducing new screening equipment to meet evolving regulations without disrupting passenger flow or creating risks. AtkinsRéalis applied a structured P3M approach, mobilising governance aligned to strategic objectives, running Agile trials, and developing a simulation tool to model technology and process options.

We proposed an innovative layout and flexible resourcing model, reducing space needs by 40% and generating potential savings of £30m annually. Through robust planning and engagement, we enabled confident implementation during Heathrow's busiest years while maintaining operational continuity.



About AtkinsRéalis

AtkinsRéalis is a global leader in engineering, design, and digital services, renowned for delivering end-to-end solutions across government, infrastructure, energy, transportation, and technology sectors.

Founded in 1911, our company operates in over 160 countries with a workforce of more than 36,000 professionals, combining deep technical expertise with cutting-edge digital innovation. Notable for internationally recognised engineering projects such as the Burj Al Arab, the Ho Chi Minh City Skyscraper and the Elizabeth Line, alongside digital projects for MoD, HMRC, National Highways and Heathrow, we have earned a reputation for consistently delivering high-quality work.

Our digital capabilities span business strategy, architecture, design, implementation, project management, and lifecycle support, leveraging advanced technologies such as AI, digital twins, and data-driven systems to transform government, infrastructure and energy systems worldwide. With our strong focus on human-centric design, resilience, and sustainability, AtkinsRéalis is a trusted partner for complex, mission-critical projects for clients across government, defence, infrastructure and beyond.



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