Golden Sky Consultancy

PUBLIC-SECTOR EXECUTIVE BRIEF · OCTOBER 2026

Making complex public-sector change deliverable

Senior transformation leadership informed by more than 20 years designing, implementing and operating the technology and services on which councils depend.

01
Mobilise & Assure Complex Transformation
Getting important programmes set up to deliver, and giving sponsors an objective view of progress.

02
Client-Side Supplier & Technology Delivery Assurance
Strengthening the authority's hand in supplier-led technology delivery.

03
Service & Operating Model Redesign
Changing how services work when technology, suppliers or structures change.

Deployed through **Executive Transformation Leadership** — fractional, interim, retained or partner-led.

Graham Kavanagh Founder, Golden Sky Consultancy

www.goldenskyconsultancy.com

WHERE GOLDEN SKY HELPS

The gap between decision and delivery

Councils often have a clear strategy. The harder task is turning that direction into a working service: clear ownership, a credible sequence, a supplier delivering what was intended, and teams ready to work in a new way. That is where Golden Sky works.

The programme is approved but not mobilised

Without early ownership, governance and sequencing, cost and risk build before delivery has properly started.

Strategy has not become an executable plan

Ambition without dependencies, decisions and capacity behind it cannot be governed or assured.

Delivery is drifting and confidence is falling

Sponsors need an objective view of where the programme really stands, and a practical path forward.

A supplier-led implementation is off course

When requirements, responsibilities and acceptance are unclear, the authority carries the risk without the control.

The authority needs a stronger intelligent client

Suppliers bring deep product knowledge. The authority needs equivalent experience on its side of the table.

New technology needs new ways of working

Systems deliver little until processes, roles and accountabilities change with them.

WHY GRAHAM

Graham starts with the operational problem inside the public service, not the product — and knows what it takes for a supplier to deliver against it.

The service environment

Years shaping public-sector products around real service requirements and leading their implementation into council operations — configuration, migration, integration, training, adoption and transition. Through Solution Focused Education, he has also led provider-facing implementation of a commissioned workstream within an adult-social-care transformation.

The supplier's reality

As Chief Product Officer, Services Director and, today, the UK lead of a SaaS supplier to music education services, he knows how suppliers price, resource, prioritise and manage delivery — and where plans tend to slip.

WHERE GRAHAM HAS SHAPED PRODUCTS, IMPLEMENTED TECHNOLOGY OR LED CHANGE

Education & Early Years	Children's Services	Adult Social Care	Youth Justice	Housing	Revenues & Benefits	Corporate & Digital

Golden Sky brings that context — with governance, commercial judgement and senior delivery leadership — to the client side, with Graham personally leading the work.

CORE OFFER 01

Mobilise & Assure Complex Transformation

For important programmes that are not yet set up to deliver — or where sponsors need an honest, senior view of whether they will.

WHEN TO ENGAGE

- An important programme has been approved but not properly mobilised.
- Strategy or a business case has not translated into executable delivery.
- Governance, ownership, sequencing, dependencies or decisions are unclear.
- Delivery is drifting, or sponsors are losing confidence.
- The board needs a senior, objective assessment and a practical delivery path.

WHAT GRAHAM DOES

- **Diagnose.** An objective test of whether the plan will work in the operational environment: ownership, dependencies, adoption, readiness and sequencing — not just governance on paper.
- **Mobilise.** Ownership, decision rights, governance and sequencing put in place, with a credible first-phase plan.
- **Assure.** Periodic or retained senior review, reporting candidly to the SRO or sponsor.
- **Reset.** Where delivery has drifted, a re-baselined plan and the decisions the sponsor needs to take.

TYPICAL OUTPUTS Diagnostic report · Mobilisation plan · Governance design · Sequenced roadmap · Sponsor decision log · Assurance reports

RELEVANT EXPERIENCE

- **£10m+ programmes.** Supplier-side SRO accountability for three public-sector education technology transformation programmes, each valued at more than £10m, with Hampshire, Staffordshire and a North Wales consortium.
- **Scale.** The Hampshire programme covered 448 maintained schools and wider education services, including SEND and inclusion support.
- **Sponsor engagement.** Direct work with senior council sponsors, including governance across a six-authority North Wales consortium moving to a common hosted solution with harmonised processes.
- **Service-delivery mobilisation.** Through Solution Focused Education, led mobilisation and implementation of a commissioned workstream within Lewisham's Maximising Wellbeing at Home adult-social-care transformation, working across four major care providers.

The £10m+ programmes were supplier-side roles, accountable for his then employer's delivery within the authorities' governance. The Lewisham workstream was commissioned from Solution Focused Education, of which Graham is a director.

Scope *Senior leadership, mobilisation and assurance. Where a full PMO or delivery team is required, Golden Sky works alongside the authority's team or a delivery partner.*

CORE OFFER 02

Client-Side Supplier & Technology Delivery Assurance

Senior client-side leadership for supplier-led technology change.

WHEN TO ENGAGE

- A supplier-led implementation is drifting.
- Requirements, responsibilities or acceptance criteria are unclear.
- Service outcomes, technology delivery and commercial expectations are misaligned.
- The authority needs stronger intelligent-client capability.
- Supplier governance, escalation and accountability need strengthening.
- A procurement, implementation, transition or supplier decision needs experienced challenge.

WHAT GRAHAM DOES

- **Requirements & acceptance.** Clarifies outcomes, responsibilities and acceptance criteria, so suppliers are held to what the service needs.
- **Delivery review.** An objective look at the supplier's plan, resourcing, progress and risks.
- **Supplier governance.** Escalation routes, measures and a working rhythm that keep accountability clear on both sides.
- **Decision challenge.** Experienced challenge before procurement, implementation, transition or contract decisions.

TYPICAL OUTPUTS Requirements and acceptance review · Delivery assessment · Supplier governance model · Decision paper

WHY SUPPLIER AND SERVICE EXPERIENCE MATTER

> *Graham knows how suppliers price work, resource contracts, prioritise roadmaps and read a statement of work — and, from shaping products around service needs, how the service has to run. For the authority, he tests whether requirements reflect the real need, whether workflows will work operationally, and whether supplier and authority are solving the same problem.*

RELEVANT EXPERIENCE · SUPPLIER-SIDE AND CURRENT OPERATING ROLES

- **Product portfolio.** Chief Product Officer accountability for more than 300 public-sector technology products across education, social care, social housing, revenues & benefits and digital government.
- **Implementation.** Led implementation functions delivering technology into councils, across multimillion-pound contracts and substantial recurring support relationships.
- **Current operating role.** UK market entry and operating leadership for Oksidia's Eepos platform: localisation, implementations, integrations with council finance and payment systems, migration and adoption.

Scope *Client-side leadership, requirements, governance, supplier challenge, implementation assurance and commercial/delivery alignment. Not architecture, engineering, cyber security, legal advice or data science.*

SUPPORTING OFFER 03

Service & Operating Model Redesign

For when new technology, new suppliers or new structures mean the way the service works has to change too.

WHEN TO ENGAGE

- Technology change needs new processes, roles or responsibilities.
- Accountability is fragmented across teams, suppliers or partners.
- Supplier and internal delivery responsibilities are misaligned.
- Structures no longer support delivery.
- A service needs a practical transition to a new operating model.

RELEVANT EXPERIENCE

- **Capita PTIS.** Restructured the approximately 100-person Professional, Technical and Integration Services organisation, taking its contribution to approximately £4m.
- **Welfare Call.** As Chief Executive, led organisational transformation in a 110-person organisation serving approximately 105 local-government customers, including restructuring, process modernisation and commercial change.
- **Oksidia / Eepos.** Currently helping music services change how they operate — online applications, automated allocation and billing, finance integrations, redesigned administrative roles and analytics. The technology enables the change; it is not the change.
- **Lewisham MWAH.** Through Solution Focused Education, translated a strengths-based adult-social-care service model into structured frontline learning, implementation support and provider engagement for a commissioned workstream within the programme.

Scope *Operating models, accountabilities and transition. Graham is not a frontline practitioner; service and practice expertise stays with the authority's leads or appropriately qualified specialists.*

ENGAGEMENT MODEL

Executive Transformation Leadership

Not a fourth service — the way Graham is deployed across all three offers, matched to the authority's need for senior ownership, capacity or challenge.

Fractional or interim Transformation Director

Senior ownership of a transformation portfolio for a defined period, part-time or full-time.

SRO or programme leadership

Accountable senior leadership of a specific programme, with the role and reporting line defined for each assignment.

Retained assurance or critical friend

Regular senior challenge and advice to a sponsor, board or programme director.

Bounded diagnostic or mobilisation

A short, defined assignment with a clear question and a decision-ready output.

Defined work packages

Specific outputs — a review, a requirements baseline, a governance model — at an agreed price.

Through a consulting or framework partner

Senior associate capacity within a partner's team or framework call-off.

EXPERIENCE

A working record, not a claim.

Graham's career spans local-government technology suppliers, executive leadership, consultancy and investment advisory. His strongest experience is in the systems and service transformation behind education, children's services, social care and revenues & benefits.

£10m+ ×3
PROGRAMMES LED AS SUPPLIER-SIDE SRO

448
MAINTAINED SCHOOLS, HAMPSHIRE PROGRAMME

300+
PUBLIC-SECTOR PRODUCTS AS CPO

110
PEOPLE LED AS CEO, WELFARE CALL

Complex programme leadership

- Supplier-side SRO accountability for three £10m+ programmes with Hampshire, Staffordshire and a North Wales consortium.
- Executive engagement with senior public-sector sponsors; complex requirements turned into governed delivery.

Implementation in the operational environment

- Led professional-services and implementation functions delivering public-sector technology into councils.
- First-hand experience of configuration, migration, integration, adoption, training and the operational change systems require — gained by implementing them.

Product and supplier insight

- Chief Product Officer accountability across more than 300 public-sector technology products.
- Senior accountability across product, professional-services, sales, account-management and delivery functions.
- i-ESE: built the business case and led early delivery of a social-care case-management SaaS platform.
- FocusGov: Board and Strategic Adviser on service-led products, including the Care Leavers App and SEND information and advice.

Organisational and operating-model change

- Restructured Capita's ~100-person Professional, Technical and Integration Services organisation (~£4m contribution).
- Welfare Call: As Chief Executive, led organisational transformation in a 110-person organisation serving approximately 105 local-government customers, including restructuring, process modernisation and commercial change.

Investment and portfolio judgement

- Supported Montagu Private Equity's Full Potential Plan work for Servelec Group, following its acquisition in a transaction of approximately £225m.
- Separately, buy-side due diligence on a public-sector education software business.
- Product-investment, portfolio-priority and commercial-commitment decisions inside a major public-sector technology supplier.

Roles include Chief Product Officer, Services Director, Product Director and Sales Director at Capita; Chief Executive of Welfare Call; UK Director of Oksidia; Director of Solution Focused Education; adviser to Montagu Private Equity; Founder of Golden Sky Consultancy.

HOW GOLDEN SKY WORKS

Senior, direct and clearly bounded

Golden Sky is a deliberately small practice. Buyers get Graham's judgement and time, a defined scope, and a clear view of where other specialist capability is needed.



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Graham does the work
Led and delivered by Graham personally, with no hand-off to a junior team.

Delivery, not just diagnosis
Findings come with the ownership, sequencing and decisions to act on.

Objective challenge
A critical friend to the sponsor: candid about risk, constructive about next steps.

Clear scope
Defined questions, outputs and duration from the outset.

A TYPICAL ENGAGEMENT

1 Conversation
Understand the situation and the decision the sponsor faces.

2 Scope
Agree questions, outputs, duration and route to market.

3 Deliver
Diagnose, mobilise, assure or lead, as agreed.

4 Hand over
Leave ownership, governance and capability with the authority.

GOLDEN SKY PROVIDES

- Senior programme and transformation leadership
- Mobilisation, governance and assurance
- Requirements, acceptance and supplier challenge
- Commercial and delivery alignment
- Operating-model transition planning

WHERE ADDITIONAL SPECIALIST CAPABILITY MAY BE REQUIRED

- Technical architecture and engineering
- Cyber security, data science and AI implementation
- Legal and specialist contractual advice
- Full PMO and delivery-team capacity
- Frontline professional or clinical expertise

Golden Sky can work alongside the authority's existing specialists or appropriately qualified delivery partners.

ROUTES TO ENGAGE

Directly by the authority; as senior associate capacity through consulting firms and framework suppliers; or through interim intermediaries.

CONFLICTS OF INTEREST

Relevant interests are declared at the outset, every assignment is conflict-checked, and Golden Sky will not accept work where a conflict cannot be appropriately managed.