



*1st*Consultancy

DELIVERY, GOVERNED.

PROCUREMENT AND COMMERCIAL
CONSULTANCY

PART OF *1st* GROUP

A LEANER ALTERNATIVE TO TRADITIONAL CONSULTANCY.

Traditional consultancy is often overbuilt for delivery work, with many clients paying advisory-level fees for delivery-focused work. Clients need experienced

specialists, clear accountability and measurable outcomes — without unnecessary layers of governance or the cost of a traditional consultancy model.

HOW WE WORK

We focus on practical, accountable delivery. We deploy senior procurement and commercial expertise across public and private sector projects — from individual specialists through to fully mobilised project teams.

Each engagement is led by a senior commercial lead who remains accountable throughout the lifecycle of the project, from initial scoping through to delivery.

BACKED BY DEEP MARKET ACCESS

Behind every engagement sits one of the UK's most established procurement and commercial talent networks, built by 1st Executive, 1st Group's specialist procurement and commercial recruitment business, over more than 20 years.

This enables rapid mobilisation, deep specialist coverage and the flexibility to scale support as project requirements evolve.



DEFINED OUTCOMES

Work is structured around delivery objectives, milestones and acceptance criteria — not open-ended roles, days or effort



NAMED ACCOUNTABILITY

A 1st Consultancy Delivery Lead stays accountable throughout the engagement, managing delivery risk, performance and reporting



EVIDENCE LED PROGRESS

Governance packs, milestones and documented outputs provide visibility, assurance and audit ready evidence from day one

1ST GROUP:

WHEN TO USE 1ST EXECUTIVE OR 1ST CONSULTANCY.

A common question we are asked is how 1st Consultancy *differs* from 1st Executive.

The distinction is simple.

1st Executive	1st Consultancy
1st Executive provides permanent and interim recruitment. - The individual is engaged and managed directly by the client.	1st Consultancy provides outcome-based procurement and commercial delivery. 1st Group takes accountability for delivery against a defined scope of work.

REQUIREMENT	1st Executive	1st Consultancy
• Permanent recruitment	✓	
• Interim contractor recruitment (client managed)	✓	
• Senior consultant or project team managed by 1st Group		✓
• Outcome-based delivery against a Statement of Work		✓
• Resource augmentation with delivery oversight		✓
• Outside IR35 engagement	Client managed	✓ 1st Group accountability
• Initial opportunity scoping exercise		✓ Complimentary scoping assessment
• Full procurement & commercial lifecycle delivery		✓ From strategy through to post-contract delivery

A Simple Rule of Thumb...



- For **hiring support**, use **1st Executive**
- For a **problem solved** or a **programme delivered**, use **1st Consultancy**



RAPID MOBILISATION

With flexible swap out
as programme needs
change

BUILT AROUND DELIVERY CONTROL.

1st Consultancy is designed for complex procurement and commercial environments where progress, governance and accountability matter.

Our model gives clients senior capability without creating unmanaged dependency on individuals, fragmented reporting or open-ended consultancy spend.



DEFINE

We structure the work into clear outcomes, work packages, milestones and acceptance criteria.

Where scope is clear, we move directly to mobilisation. Where not, a diagnostic establishes the right baseline first.



MOBILISE

Senior specialists deployed into a governed structure at the right level for the work required.

No junior-heavy pyramids. No unnecessary layers. No retrospective governance.



GOVERN

Delivery structures, reporting and accountability established from the outset.

The Delivery Lead remains actively involved throughout — coordinating delivery, managing risk and ensuring programmes maintain momentum as requirements evolve.



DELIVER

Work is actively managed against milestones, evidence packs and agreed outputs.

Capability can scale, flex or be replaced without losing delivery continuity or control.



EVIDENCE

Progress documented through structured reporting and evidence packs — visibility of delivery, value, risk and assurance.



WE START WHERE YOU ARE.

Some clients come to us with a defined programme and a clear delivery gap. Others need the problem structured before mobilisation.

Either way, our model is designed to move quickly from senior conversation to governed delivery.



 ROUTE 1 — STEP IN AND GOVERN	 ROUTE 2 — DIAGNOSE AND DEFINE
For programmes where the scope is already defined, we mobilise directly into delivery. Governance structures, cadence, reporting and evidence packs are established from day one. The objective is simple: no restart, no unnecessary re-scoping, no loss of momentum. Best suited to: Programmes with clear outputs, immediate capacity gaps or delivery risk that needs stronger governance.	Where the problem needs structuring before mobilisation, we conduct a rapid delivery diagnostic. This identifies capability gaps, delivery risks, priority work packages, milestones and acceptance criteria before specialists are deployed. Best suited to: Complex programmes where the delivery model, scope, governance or capability requirement needs to be clarified first.

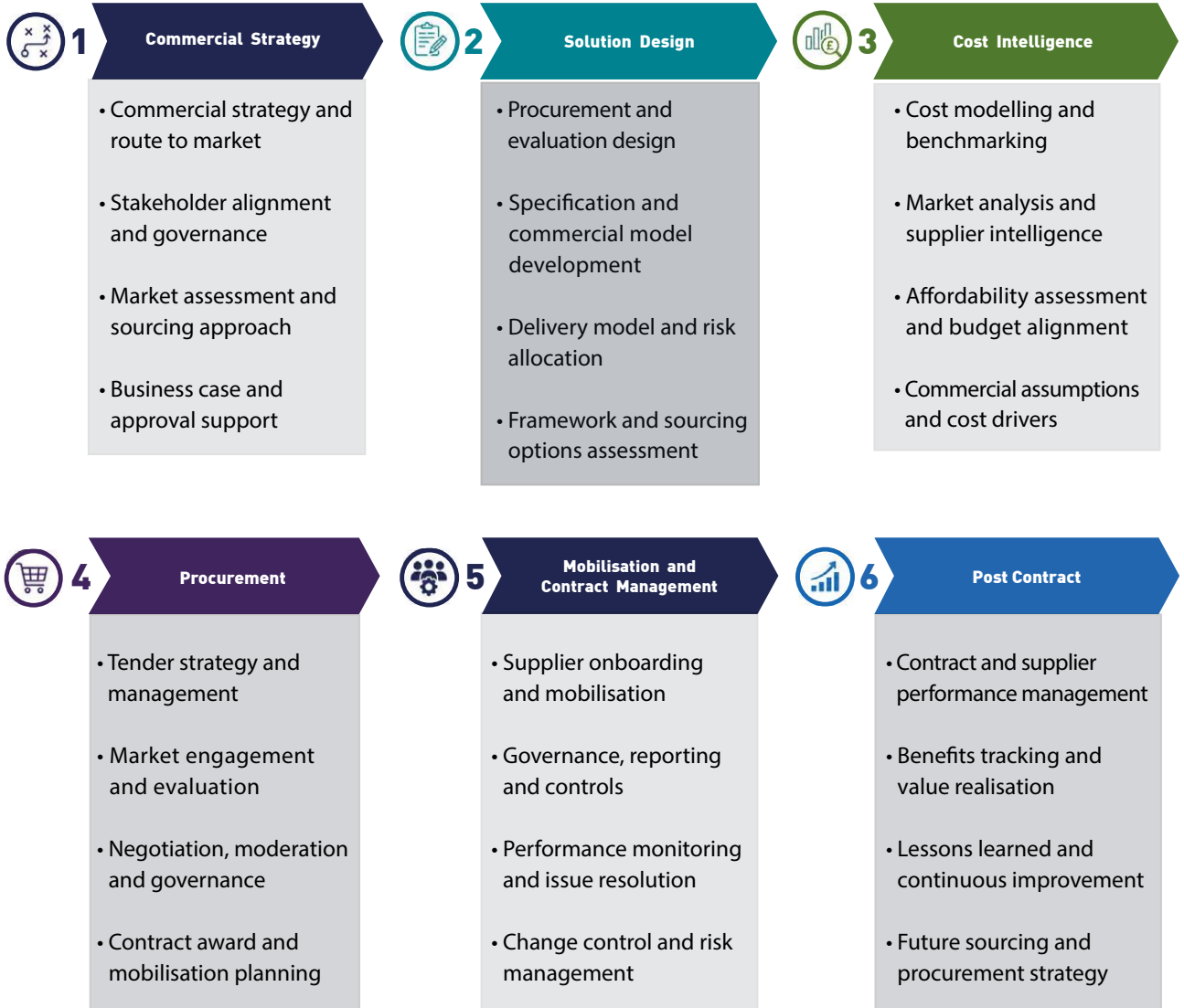
RAPID MOBILISATION.

Because 1st Consultancy draws on 1st Executive's established talent network, we mobilise faster than a consultancy building its bench from scratch — and we can scale or replace capability mid-engagement without re-procuring or losing delivery momentum.

A SINGLE PARTNER ACROSS THE COMMERCIAL LIFECYCLE.

Most consultancies focus on a specific part of the commercial lifecycle. We deploy a coherent team of procurement and commercial specialists across the full journey — from commercial strategy and

procurement design through to contract award, mobilisation and post-contract management. Capability can be scaled throughout the lifecycle as programme requirements evolve.



SECTORS WE SUPPORT:

- Defence & Aerospace
- Infrastructure & Major Projects
- NHS & Healthcare
- Broad Public Sector
- Financial Services
- Hospitality
- Manufacturing & Industrial
- Retail & FMCG
- Private Equity & High Growth
- Technology

HOW WE SUPPORT.

Flexible procurement and commercial support — from opportunity assessment and capability build through to programme delivery and post-contract management.



SCOPE DEFINITION

Where organisations need help identifying priorities, shaping delivery requirements or determining the right areas of focus.

- Complimentary scoping exercise led by a senior Commercial Lead
- Focused on cost reduction, revenue opportunity, commercial risk and delivery priorities
- Practical recommendations and a clear roadmap outlining immediate and longer-term opportunities



OPPORTUNITY ASSESSEMENT & CAPABILITY BUILD

Supporting organisations where procurement capability is immature, underdeveloped or has not kept pace with business growth, programme complexity or changing requirements.

- Procurement opportunity assessments and maturity reviews
- Identifying cost, governance, capability and supplier improvement opportunities
- Procurement function design, mobilisation and structured capability uplift



PROCUREMENT TRANSFORMATION & IMPROVEMENT

Strengthening procurement capability, governance and commercial performance in complex or evolving environments.

- Procurement operating model, process and governance design
- Cost optimisation, supplier strategy and control frameworks
- Capability uplift across procurement and commercial functions



PROCUREMENT OPERATIONS & CATEGORY DELIVERY

Hands-on procurement execution and category leadership.

- Category strategy, sourcing and negotiation
- Supplier performance, spend visibility and commercial controls
- Operational procurement support across BAU and transformation environments



PUBLIC SECTOR & REGULATED ENVIRONMENTS

Specialist procurement and commercial expertise across regulated and complex delivery environments.

- NEC, framework and regulated procurement expertise
- Contract award, supplier management and commercial governance
- Cabinet Office approvals and senior stakeholder engagement

**20+**
YEARSBacked by 1st Groups 20+ years
procurement & commercial
industry leading network

OUR PEOPLE.

One of our key strengths is our people. We work with highly experienced procurement and commercial specialists with deep sector expertise across complex, regulated and high growth environments.

Each engagement is led by a senior commercial lead who remains close to delivery

from initial scoping through to completion, supported by specialist teams as required.

Below is a snapshot of just some of our Consultants currently deployed on a fractional basis, and available for initial scoping and project support.

OUR CONSULTANTS

COMMERCIAL LEAD | DEFENCE & INFRASTRUCTURE

Former CPO with 20+ years' experience leading £Bn commercial programmes across defence and infrastructure, spanning governance, stakeholder management and complex delivery environments

COMMERCIAL LEAD | INFRASTRUCTURE & PUBLIC SECTOR

Commercial leadership across major infrastructure and public sector programmes, including commercial strategy, contract delivery and Cabinet Office approvals

COMMERCIAL LEAD | FINANCIAL SERVICES & TECHNOLOGY

Former CPO with experience across financial services, technology and high-growth businesses, spanning cost optimisation, commercial transformation, strategic delivery and revenue generation

PROCUREMENT & CATEGORY SPECIALIST

20+ years' experience delivering procurement improvement, supplier strategy and category leadership across financial services, infrastructure, retail and FMCG, with deep expertise across indirect and professional services spend

STRATEGY & TRANSFORMATION SPECIALIST

30+ years' experience supporting complex organisations through commercial transformation, governance and operating model change — helping turn strategic intent into practical, deliverable outcomes.

CASE STUDIES.

A recent snapshot of current procurement and commercial delivery engagements.

> Major Defence & Infrastructure Programme | Commercial Direction & Multi-Disciplinary Delivery

• Live since 2022 • £4.6m pa programme • QDOS IR35 audited annually • 43% benchmarked cost advantage

A major UK defence and infrastructure programme required senior commercial leadership across multiple large-scale projects — spanning Commercial, Capital Procurement, Contract Management, Quantity Surveying and PMO — without the cost and overhead of a traditional consultancy model.

What 1st Consultancy put in place.

- Single delivery structure providing commercial direction across five specialist functions and

multiple concurrent programmes

- Senior commercial lead accountable throughout the engagement, ensuring continuity and programme stability
- Active management of commercial risk, capacity and delivery performance across the programme portfolio
- Capability scaled multiple times without disruption to governance or delivery continuity

**43% BENCHMARKED COST ADVANTAGE | LIVE AND SCALING SINCE 2022.
ZERO IR35 FAILURES**

> Major NHS Capital Programme | Procurement, PMO & Commercial Delivery

• Live programme • £1m+ programme • Full procurement PMO mobilised • Scaling planned

A major NHS Foundation Trust required procurement, commercial and PMO capability to manage multiple concurrent capital procurements within a regulated public procurement environment.

What 1st Consultancy put in place.

- Full procurement, commercial and PMO delivery mobilised under Statement of Work from week one

- Procurement routes aligned to public procurement requirements, supported by market testing and structured evaluation
- Commercial input across NEC contracts, pricing structures, risk allocation and negotiation planning
- Structured reporting and early warning mechanisms supporting informed senior stakeholder decision-making

**A GOVERNED PROCUREMENT AND COMMERCIAL ENVIRONMENT —
AUDIT-READY AND BUILT TO SCALE**



LET'S TALK DELIVERY

SPEAK WITH US TO DISCUSS YOUR REQUIREMENTS, DELIVERY
CHALLENGES AND AREAS OF OPPORTUNITY.

FOR ORGANISATIONS NEEDING SUPPORT SHAPING PRIORITIES OR
DEFINING NEXT STEPS, ASK US ABOUT OUR COMPLIMENTARY
SCOPING EXERCISE

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