



ETHOS-CHAIN
CONSULTANCY

SERVICE DEFINITION

Commercial | Procurement | Supply Chain
Technology and Data Analytics

Contents

1	Ethos-Chain Overview	3
2	Our Advisory Philosophy	3
3	Delivery	4
4	Commercial Advisory	4
5	Procurement Advisory	5
6	Supply Chain Strategy and Resilience.....	5
7	Technology, Data and Digital Advisory	6
8	ESG, Social Value and Sustainability Integration	6
9	Capability Development and Professional Training	7
10	Commercial Dispute Avoidance and Resolution.....	7
11	Integrated Transformation, Programme Support and Assurance	7
12	Delivery Model, Mobilisation and Ways of Working	8
13	Information Security, Data Protection and Governance.....	9
14	Ethos-Chain as a Long-Term Strategic Partner.....	9
15	Summary	10

1 Ethos-Chain Overview

Ethos-Chain Ltd is a specialist public sector advisory consultancy operating at the intersection of commercial strategy, procurement, supply chain resilience, ESG delivery and technology-enabled transformation. The organisation was established by a group of senior practitioners who have worked together for many years across different sectors, roles and programmes, united by a shared recognition that public sector transformation too often fails not through lack of intent, but through lack of integration between policy, commercial reality and delivery capability.

Ethos-Chain brings together expertise from central government departments, devolved administrations, and complex public delivery organisations. The leadership team comprises former senior leaders and directors from global professional services firms, senior public sector commercial leaders, and technology specialists with backgrounds in intelligence services and large-scale data environments. Collectively, this experience enables Ethos-Chain to operate confidently in highly regulated, high-scrutiny environments where assurance, governance and judgement are as important as pace.

The consultancy was deliberately designed to be practitioner led. Ethos-Chain does not operate as a traditional strategy house. Instead, it provides advisory services grounded in lived experience of designing, governing and operating commercial, digital and supply-chain systems in real-world public-sector contexts. This ensures our advice is credible, proportionate and implementable.

Through G-Cloud 15, Ethos-Chain offers public sector organisations a comprehensive advisory service that supports both immediate delivery challenges and longer-term transformation ambitions.

2 Our Advisory Philosophy

Ethos-Chain's philosophy is grounded in the belief that sustainable public-sector change is achieved through alignment rather than optimisation in isolation. Too often, organisations attempt to improve procurement, digital delivery or sustainability in isolation, only to find that gains in one area create risk or failure elsewhere.

Our approach is therefore intentionally integrative. We view commercial strategy, procurement practice, supply chain behaviour, ESG objectives and digital capability as interconnected components of a single operating system. Effective transformation requires these elements to be designed together, governed coherently and delivered with a clear understanding of organisational constraints.

We recognise that public bodies operate in environments defined by statutory obligations, political oversight, audit scrutiny, funding constraints and legacy systems. Ethos-Chain's role is not to impose theoretical models but to help organisations make confident, defensible decisions within those realities.

Our consultants work alongside client teams as trusted advisors, combining challenge with pragmatism and ambition with delivery-focused realism.

3 Delivery

Ethos-Chain's G-Cloud service offering provides fully integrated advisory support across the following interrelated domains:

- Commercial advisory and contract lifecycle management
- Procurement strategy, reform and complex sourcing
- Supply chain strategy, market management and resilience
- ESG, social value and sustainability integration
- Technology, digital and data advisory
- Capability development and professional training
- Commercial dispute avoidance and resolution
- Integrated organisational transformation and assurance

While these services can be commissioned independently, they are designed to operate together, reflecting the complexity of modern public sector delivery.

4 Commercial Advisory

Ethos-Chain provides strategic and operational commercial advisory services to public sector organisations managing complex contractual relationships, outsourced services and long-term supplier arrangements.

Our commercial advisory work focuses on how value is protected and realised after contract award, an area that often poses the greatest delivery risk yet receives the least structured attention.

We support organisations in developing clear commercial strategies that articulate risk appetite, contracting principles, and governance expectations. This includes the design of commercial operating models that define accountability, decision rights and escalation routes across the organisation.

Ethos-Chain places particular emphasis on strengthening contract management capability. We support the development of frameworks that enable effective mobilisation, performance management, relationship governance and exit planning. This ensures that contracts remain aligned to policy objectives and continue to deliver value throughout their lifecycle.

Our commercial advisory work also includes independent assurance and peer review support, particularly for organisations managing high-value, high-risk, or politically sensitive contracts. In these contexts, Ethos-Chain provides senior-level judgement, challenge and evidence-based advice to support confident decision-making.

5 Procurement Advisory

Procurement advisory is a core component of Ethos-Chain's offer, underpinned by extensive experience in delivering complex public-sector procurement activity.

We support organisations throughout the procurement lifecycle, from early strategic planning through to award and transition. Our work is informed by a deep understanding of both regulatory requirements and market behaviour, ensuring procurement strategies are not only compliant but also commercially intelligent.

Ethos-Chain supports organisations in preparing for and implementing procurement reform, including the Procurement Act 2023, the Procurement Act (Wales) 2024, the Social Partnership and Procurement Act (Wales) 2024, and the Wellbeing of Future Generations Act (Wales) 2015. Our approach focuses on practical readiness, reviewing policies, procedures, governance and capability to ensure organisations can operate confidently within the new legislative framework without introducing unnecessary bureaucracy.

We also provide extensive support for category management and strategic sourcing. This includes helping organisations understand market dynamics, supplier incentives and supply chain risks, enabling more informed decisions on route to market, contract structure and risk allocation.

For complex, novel or high-risk procurements, Ethos-Chain provides hands-on advisory support, working alongside internal teams to design specifications, evaluation models and negotiation strategies that are defensible, transparent and outcome-focused.

6 Supply Chain Strategy and Resilience

Supply chain strategy and resilience are a defining area of Ethos-Chain's expertise. We recognise that procurement decisions cannot be separated from supply chain health. Public sector organisations increasingly face challenges such as supplier concentration, market fragility, skills shortages and geopolitical disruption. These risks are rarely evident through first-tier contracts alone.

Ethos-Chain helps gain meaningful visibility into their supply chains, including understanding where critical dependencies exist and how value is delivered across multiple tiers. This enables informed decision-making and more resilient sourcing strategies.

Our advisory work includes structured supply chain mapping, market health assessments and scenario modelling. We help organisations understand not only current risk exposure but also future vulnerability, particularly in markets undergoing rapid change.

Importantly, our approach to resilience does not focus solely on risk avoidance. We support the design of resilience-by-design supply chain models that balance value for money, service continuity, supplier sustainability, and long-term market development.

This work is particularly relevant for organisations responsible for critical services, infrastructure, digital delivery and transformation programmes.

7 Technology, Data and Digital Advisory

Ethos-Chain provides specialist technology and digital advisory services, deeply integrated with our commercial and supply chain expertise. Our technology capability is underpinned by extensive experience in data intensive, highly regulated environments, including intelligence services, national infrastructure and large-scale public sector systems.

We support organisations in defining realistic digital strategies grounded in operational reality. Rather than focusing solely on technology adoption, we help clients understand how digital capability interacts with governance, commercial models and organisational maturity.

A core area of our expertise is data strategy and governance. Ethos-Chain supports the development of data ownership models, stewardship frameworks and information governance structures that enhance data quality, transparency and usability.

We also have extensive experience in designing and implementing data catalogues and metadata frameworks, whether structured or unstructured, across environments, enabling organisations to better understand their information assets and support data driven decision making.

As interest in artificial intelligence grows, Ethos-Chain supports public sector bodies in assessing readiness, identifying appropriate use cases, and designing responsible AI governance models aligned with public sector ethics and accountability requirements.

8 ESG, Social Value and Sustainability Integration

Environmental, Social and Governance (ESG) considerations are now fundamental to public-sector decision-making. However, many organisations continue to struggle to translate ESG ambition into practical delivery through commercial and procurement activities.

Ethos-Chain supports public sector bodies to embed ESG and sustainability principles into the core of how they plan, procure and manage suppliers, rather than treating ESG as a parallel or compliance-only exercise. We apply this thinking to the Scope 1, 2 and 3 areas of the business.

Our approach begins with helping organisations articulate what ESG means in their specific operational context. We work with senior leaders to translate high-level policy objectives, such as Net Zero commitments, economic growth, fair work and social value, into clear commercial principles that can be applied consistently across procurement activity.

Ethos-Chain supports integrating social value into procurement strategies, evaluation models and contract management arrangements. We help organisations design proportionate, measurable and defensible frameworks, ensuring that social value commitments translate into meaningful outcomes rather than generic promises.

In relation to Net Zero and environmental sustainability, we support organisations in developing data-driven carbon-aware approaches that consider lifecycle impacts, supplier capabilities and market maturity. This includes advising on how to introduce environmental requirements without unintentionally excluding suppliers or destabilising markets.

Critically, Ethos-Chain also supports the development of ESG governance, metrics and reporting frameworks. This enables organisations to demonstrate delivery, withstand audit scrutiny and continuously improve performance over time.

9 Capability Development and Professional Training

Ethos-Chain places strong emphasis on capability development as a foundation for sustainable transformation. We recognise that organisational change cannot be delivered solely through external advisory support. Long-term success depends on building the confidence, competence and judgement of internal teams.

Ethos-Chain provides structured capability uplift and professional development services delivered by senior practitioners, including CIPS-qualified lecturers and accredited professionals. This enables us to combine formal professional standards with practical public-sector delivery experience.

Our training and capability services are tailored to organisational needs and may include structured learning programmes, executive briefings and bespoke workshops. Topics commonly include procurement reform, commercial judgement, contract management, supply chain resilience and ESG integration.

All learning is grounded in live case studies and practical application, ensuring participants can apply what they learn immediately within their roles.

10 Commercial Dispute Avoidance and Resolution

Ethos-Chain provides specialist support in commercial dispute avoidance, management and resolution.

We recognise that disputes in the public sector entail risks beyond financial exposure, including reputational damage, service disruption and audit scrutiny. Our approach, therefore, focuses on early identification and proportionate resolution.

Ethos-Chain supports organisations in assessing contractual positions, reviewing evidence, and understanding both legal and commercial implications before disputes escalate. We provide structured analysis to support informed decision-making and negotiation strategy.

Where disputes arise, we support clients through negotiation, mediation preparation and resolution planning, ensuring the organisation's position is protected while maintaining constructive supplier relationships wherever possible.

We also support post-dispute lessons-learned reviews, helping organisations strengthen governance and prevent recurrence.

11 Integrated Transformation, Programme Support and Assurance

Public sector transformation rarely fails because the ambition is flawed. More often, failure occurs because responsibility is fragmented across functions, governance is unclear, and delivery becomes disconnected from commercial and operational realities.

Ethos-Chain provides integrated transformation support to address these systemic issues. We support organisations undertaking complex change programmes in which procurement reform, commercial restructuring, digital transformation, ESG delivery and organisational redesign must progress together rather than in isolation.

Our role is often to serve as the connective tissue between disciplines, enabling senior leaders to maintain strategic oversight while ensuring delivery remains grounded, coordinated and proportionate.

Ethos-Chain supports transformation activity across the full lifecycle. In early stages, we help organisations articulate the problem, define outcomes, establish success measures, and design governance structures that enable informed decision-making. This includes clarity on sponsorship, delegated authority, escalation routes, and assurance mechanisms.

As programmes move into delivery, we provide hands-on support to maintain alignment across workstreams. This may include coordinating commercial and digital dependencies, supporting decision papers, advising on sequencing, and identifying emerging risks before they crystallise into programme failure.

A key component of our transformation support is independent assurance. Ethos-Chain provides structured assurance and peer review at critical stages, delivering senior leaders with an objective assessment of progress, risks and readiness. This assurance covers business cases, commercial strategies, procurement approaches and delivery plans.

Where required, Ethos-Chain can also provide ongoing strategic advisory support to Senior Responsible Owners, Programme Directors and executive leadership teams, serving as a trusted sounding board during periods of complexity or change. Our integrated transformation approach provides confidence that change is delivered in a controlled, coherent and defensible manner.

12 Delivery Model, Mobilisation and Ways of Working

Ethos-Chain adopts a delivery model designed specifically for public-sector environments, balancing pace with control and flexibility with governance. We recognise that every organisation operates within different constraints, cultures and levels of maturity. As such, our delivery approach is tailored to each engagement rather than imposed as a fixed methodology.

Mobilisation begins with a structured yet lightweight onboarding phase, during which scope, objectives, governance arrangements and ways of working are clearly agreed. This ensures that roles, responsibilities and decision-making authority are understood from the outset, reducing ambiguity and risk.

Ethos-Chain consultants integrate seamlessly with client teams. We are comfortable operating within existing governance structures, assurance frameworks and reporting cycles. Our approach is collaborative, working alongside internal staff rather than displacing them.

Engagement models may include advisory support, embedded consultancy, programme delivery, or independent assurance. These can be scaled up or down as organisational needs evolve.

Delivery is typically remote-first, using secure digital collaboration tools, with on-site presence provided only where it adds material value. This model enables rapid mobilisation, cost efficiency and continuity of support.

Throughout delivery, Ethos-Chain places strong emphasis on transparency. We maintain clear reporting, escalation and documentation practices to ensure clients retain full visibility and control.

Importantly, our delivery model is outcome focused. We measure success not by completed activities, but by decisions enabled, risks mitigated and capabilities strengthened.

13 Information Security, Data Protection and Governance

Ethos-Chain operates to the standards expected of organisations working in sensitive and regulated public-sector environments. We are Cyber Essentials Plus Accredited.

We recognise that information governance, data protection and security assurance are fundamental to trust. Our consultants have extensive experience handling confidential, sensitive and business-critical information.

All Ethos-Chain consultants are BPSS cleared as a minimum, with additional clearances available where required. Our teams are experienced in operating within environments subject to audit, inspection and regulatory oversight.

Ethos-Chain fully complies with the UK General Data Protection Regulation and the Data Protection Act 2018. Data-handling practices align with client policies, contractual requirements and information assurance standards.

We adopt a principle of least privilege, ensuring that access to information is strictly limited to what is required for delivery. Information is stored, processed and shared only through approved systems and in line with agreed protocols.

Beyond compliance, Ethos-Chain actively supports sound information governance. Through our digital and data advisory services, we help organisations strengthen ownership, stewardship and accountability of information assets, thereby improving confidence and reducing long-term risk.

Our approach ensures that clients can engage with Ethos-Chain with the assurance that information security and governance are treated with the seriousness they merit.

14 Ethos-Chain as a Long-Term Strategic Partner

Ethos-Chain does not present itself as a transactional consultancy. We aim to be a long-term strategic partner to the organisations we support.

Our clients often engage us initially to address a specific challenge, a complex procurement, a supply chain risk, a transformation programme or a dispute. Over time, these relationships often evolve into broader advisory partnerships as trust, understanding and organisational knowledge develop.

What differentiates Ethos-Chain is not simply technical expertise but judgment. Our consultants bring the ability to balance policy intent, commercial reality, governance constraints and delivery risk, a skill developed through years of operating within the public sector.

We understand that public sector leaders must be able to defend decisions under scrutiny. Our role is to support that confidence by providing clear rationale, robust evidence and proportionate advice.

15 Summary

Ethos-Chain brings together:

- deep commercial and procurement expertise
- specialist supply chain resilience capability
- advanced digital and data advisory experience
- embedded ESG and sustainability understanding
- CIPS-accredited training and professional development capability
- experienced commercial dispute avoidance and resolution support

Through G-Cloud 15, Ethos-Chain offers public sector organisations a trusted advisory partner capable of supporting confident decision-making, resilient delivery and sustainable transformation over the long term in the following categories:

- Social Care
- Transport and Transportation
- Infrastructure and Capital Construction
- Digital Infrastructure SaaS, IaaS, DaaS
- Health Sector
- Food and Beverages
- Materials and Material Science
- Highways
- Timber and Forestry
- Incarceration Services
- Steel and Wire
- Raw Materials
- Renewable Energy
- Sustainability and Carbon Reduction