



Crown  
Commercial  
Service

**RM6309**

## **Management Consultancy Framework Four (MCF4)**

This document provides an overview of the Lots and services available under the Management Consultancy Framework Four (MCF4). The framework specification and a list of CPV codes is available on the MCF4 [webpage](#).

- **Lot 1 - Business**
- **Lot 2 - Strategy & policy**
- **Lot 3 - Complex and transformation**
- **Lot 4 - Finance**
- **Lot 5 - HR**
- **Lot 6 - Procurement and supply chain**
- **Lot 7 - Health, social care and community**
- **Lot 8 - Infrastructure**
- **Lot 9 - Environment and sustainability**
- **Lot 10 - Restructuring and insolvency**

## **Lot 1 - Business**

Provision of consultancy and professional services relating to the strategy, structure, management or operations of an organisation. This may include identification of options with recommendations as well as implementation and delivery.

- Automation
- Business case development
- Business consultancy
- Business policy development and/or appraisal
- Business processes
- Business strategy
- Change management
- Digital, technology and cyber
- Innovation, growth and business models
- Operational planning and/or improvement, including Target Operating Models (TOM)
- Organisational design and review, Enterprise Resource Planning (ERP)
- Programme and project management
- Risk, opportunity and compliance
- Value for money reviews

## **Lot 2 - Strategy and policy**

Provision of consultancy and professional services relating to corporate strategies or government policy. This may include identification of options with recommendations as well as implementation and delivery.

- Business case development
- Business process re-engineering
- Business structure
- Change management
- Digital, technology and cyber
- Future planning
- Game plan
- Policy
- Regulatory advice
- Social value
- Strategy
- Strategic advice

## **Lot 3 – Complex and transformation**

Provision of consultancy and professional services relating to complex programmes or portfolios of work which may be multi-disciplinary and/or transformational. This may include identification of options with recommendations as well as implementation and delivery.

- Business
- Change management
- Complex programmes
- Delivery partner
- Digital, technology and cyber
- Finance
- HR
- Organisation design including target operating model
- Performance transformation
- Procurement and/or supply chain
- Programme and project management
- Strategy and/or policy
- Supplier side services and delivery
- Transformation management

## **Lot 4 – Finance**

Provision of strategic and operational consultancy and professional services relating to finance. This may include identification of options with recommendations as well as implementation and delivery.

- Asset finance
- Asset management including valuation, sales and disposals
- Business analysis
- Capital fundraising, derivatives and hedging
- Cash management
- Cost benefit reviews, studies, analysis and evaluation
- Developing and assessing project proposals
- Economic analysis
- Financial accounting and/or reporting
- Financial due diligence
- Financial performance review and viability studies
- Financing public projects and negotiations
- Forecasting and budgeting
- Investment, financial advice and market services
- Mergers, acquisitions and divestment
- Payment structure advice and risk
- Pensions
- Regulation and statutory requirements
- Risk management
- Tax including value added tax (VAT)

## **Lot 5 - HR**

Provision of consultancy and professional services relating to HR. This may include identification of options with recommendations as well as implementation and delivery.

- Capability development
- Cultural transformation
- Equality, diversity and inclusion
- HR functions, process and design
- HR policy and strategy
- Organisational design and/or workforce planning
- People and performance
- Recruitment, retention and employee value proposition
- Training and development

## **Lot 6 - Procurement and supply chain**

Provision of consultancy and professional services relating to procurement and supply chain. This may include identification of options with recommendations as well as implementation and delivery.

- Category management
- Commercial review and benchmarking
- Contract and/or supplier management
- Cost reduction
- Financial advice
- Game theory
- Operations, supply chain and logistics
- Outsourcing and insourcing
- Procurement process including P2P
- Procurement regulation
- Sourcing
- Tender development and analysis

## **Lot 7 - Health, social care and community**

Provision of specialist consultancy and professional services relating to health, social care and/or community. This may include identification of options with recommendations as well as implementation and delivery.

- Alternative delivery models
- Business case development
- Capability development
- Community services
- Digital, technology and cyber
- Emergency services
- Healthcare operational review, improvement and/or modelling
- Healthcare transformation, change and delivery
- Housing
- Mental healthcare
- Not for profit
- Planning for health, social care and community
- Programme and project management
- Public service improvement review
- Regeneration
- Security and welfare
- Social care and safeguarding
- Social mobility and levelling up
- Sport, leisure and culture
- Strategy and or policy



## **Lot 8 - Infrastructure**

Provision of specialist consultancy and professional services relating to infrastructure. This may include identification of options with recommendations as well as implementation and delivery (excluding construction)

- Aerospace
- Automotive
- Aviation
- Communications and technology infrastructure
- Defence
- Highways
- Nuclear
- Ports and shipping
- Public transport
- Rail
- Smart infrastructure
- Towns, cities and rural areas
- Travel, transportation and logistics

## **Lot 9 - Environment and sustainability**

Provision of consultancy and professional services relating to environment and/or sustainability. This may include identification of options with recommendations as well as implementation and delivery (excluding construction).

- Air quality
- Carbon net zero and/or carbon management (including reporting)
- Climate change adaptation and/or mitigation
- Coastal
- Contaminated land and water
- Due diligence
- Environmental planning and protection
- Environmental, social and governance (ESG)
- Feasibility studies and/or impact assessment
- Life sciences
- Monitoring environmental indicators
- Natural capital
- Natural resource management
- Policy development and/or implementation
- Pollution control (including noise)
- Regulatory compliance
- Sustainability
- Waste management

## **Lot 10 - Restructuring and insolvency**

Provision of objective advice in relation to corporate restructuring and insolvency. Although the exact nature of this advice will vary by case, Suppliers must be able to demonstrate the required expertise in relation to distressed corporate situations.

### **Primary capabilities**

- Accelerated Mergers and Acquisitions
- Business review
- Cash-flow review
- Distressed debt restructuring
- General restructuring advice
- Insolvency contingency planning
- Options analysis

### **Additional capabilities**

- Capital markets advice
- Economic consulting (Market Economy Operator Principle - “MEOP”)
- International insolvency advice
- Pensions advisory
- Restructuring tax advice
- Special administration regimes

### **Sectors**

- Advanced manufacturing, which includes aerospace manufacturing,

automotive manufacturing, computers and electrical equipment manufacturing, machinery and equipment manufacturing, shipbuilding, chemicals manufacturing, and space

- Aviation
- Business services, which includes outsourcing, professional services, recruitment services and facilities management
- Construction
- Consumer, which includes retail, consumer goods, tourism, hospitality and leisure
- Defence
- Education
- Energy, which includes electricity, gas markets, civil nuclear, oil and gas and refined petroleum products manufacturing
- Financial services
- Health and social care
- Heavy industry, which includes agri-tech, cement manufacturing, composites, construction material, ceramics, plastics manufacturing, rail manufacturing, paper manufacturing, mining, steel manufacturing, fabricated metal products manufacturing and other energy intensive industries
- Local authorities
- Sports and leisure
- Technology, media and telecoms
- Transport (excluding aviation) which includes maritime and ports, road haulage and logistics, rail, warehousing and storage, and postal and courier services

- Utilities