

REPORT TO: CITY GOVERNANCE COMMITTEE – 23 JUNE 2025

REPORT ON: TENDER FOR STRATEGIC MANAGEMENT SUPPORT SERVICES

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 186-2025

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide a summary of a sourcing strategy and to seek approval to undertake a compliant procurement process leading to the direct award of a contract for the provision of Strategic Management Support Services.

2. RECOMMENDATION

- 2.1 It is recommended that the Committee:
- Approve the summary of the sourcing strategy outlined in section 5 of this report
 - Agree to the direct award via GCloud14 Framework, Lot 3 for the provision of Strategic Management Support Services, to Gartner Advisory Services (best practice research using the online cloud platform).

3. FINANCIAL IMPLICATIONS

- 3.1 The total projected renewal cost is £186,000 over a 2-year contract and this will be funded by the Corporate Services: People Services Revenue Budget.

4. DETAILS OF THE PROJECT BEING COMMISSIONED

- 4.1 The contract objective is to source support for the provision of management services to assist in managing the Council's strategic requirements. The contract period is for a total of 2 years.
- 4.2 There are no alternative delivery opportunities as this type of service is provided by a specialist organisation. It is also unsuitable for collaboration, as service provision is for bespoke services to each organisation based on their individual circumstances and requirements.
- 4.3 The supplier is committed to delivering community benefits as part of this contract.

5 SOURCING STRATEGY SUMMARY

- 5.1 The requirement is for the provision of specialist advisory services, which can be procured through an established supply framework – GCloud14. The framework

offers discounted pricing for Public Sector clients, purposely set up to provide streamlined call-off procedures. GCloud14 is a government framework, which is a compliant sourcing route which is underpinned by a suite of terms and conditions which offer protection and assist in the successful delivery of the project, alongside Best Value. The proposed framework provider has a range of specialist input and a proven record of providing quality services to public sector organisations.

5.2 The range of benefits that this contract will deliver:

In line with the Council's Modernising the Workforce workstream, and in recognition of the workforce proportion of the Council's budget, it is vital to ensure the right level of strategic support is in place to ensure we maximise our effectiveness.

Gartner is a leading research and advisory company that provides insights, advice, and tools for leaders. They offer valuable resources and services to help navigate the complexities of managing the workforce in today's dynamic business environment, through a variety of services and resources designed to provide strategic insights, practical solutions, and expert guidance:

- **Comprehensive Research and Analysis:** in-depth research reports and analysis across various industries and functions. This helps organizations understand market trends, emerging technologies, competitive landscapes and opportunities in talent management.
- **Strategic Advisory Services:** experienced analysts provide strategic advisory services to help develop and implement effective strategies and policies. This includes guidance on digital transformation, innovation, and operating model optimisation to streamline workflows, improve efficiencies, cut cost and shift spend to innovation, value-added work, thereby driving the impact of our workforce on the City priorities
- **Best Practices and Methodologies:** best practices, frameworks, and methodologies that can be adopted to improve efficiency, productivity, and performance across services and functions as well to develop and implement effective People policies, strategies and programs. This enables prioritisation of budget and resource allocation in alignment with the highest priority areas for the Council, alongside seeking ways to create efficiencies for the Council
- **Technology Evaluation and Selection:** assistance in evaluating and selecting the right technologies to meet their needs. Through tools like the Magic Quadrant and Critical Capabilities reports, organizations can make informed decisions about technology investment to accelerate workforce productivity whilst also meeting budget requirements.
- **Workshops and Training:** workshops, training sessions, and webinars to help build capabilities, enhance skills, and foster a culture of continuous learning and improvement. Learning from industry experts and gaining insights into the latest workforce trends and technologies.
- **Benchmarking and Performance Metrics:** benchmarking services that allow for the comparison of performance against industry standards and peers. This helps identify areas for improvement and track progress over time, also enabling confident decision-making.
- **Risk Management and Compliance:** insights and tools to help manage risks and ensure compliance with regulatory requirements. This includes guidance on cybersecurity, data privacy, and governance.

- Change Management and Organizational Development: support in managing change effectively, for example through organisational design, effective flexible policies and cultural transformation. This includes strategies for communication, leadership development, and employee engagement. This prepares leaders and managers to drive organisational transformation as technology reshapes strategy, assisting by creating a robust enterprise strategy to meet the Council's human and technology capability needs.
- Decision Tools: Access to Employee Diagnostic tools and BuySmart information, a tool for any council-wide technology-based procurement. This can be used in hand with public sector procurement processes; ensuring a faster and more streamlined evaluation process, to enable significant time savings, reduced risk and contractual savings.
- Equality, Diversity and Inclusion: assisting all aspect including our Mainstreaming Equalities Strategy via support with a leadership and management development scheme, design, delivery, and promotion of equality awareness, including the creation of learning opportunities that enable ongoing development of our workforce in line with our agreed equality outcomes and equality duties.
- Gartner is wholly independent and objective, one of their unique aspects within the market. Their Office of the Ombuds – sitting within their Legal and Compliance function - is committed to upholding the integrity of their research and advice. Their clients receive objective insights free from bias to make faster, decisions on critical priorities.

6. RISK ANALYSIS

- 6.1 There are four standard risks in any procurement and for public sector regulated procurement, a fifth is added, that of the procurement exercise itself breaching the public contract regulations and leaving the Council open to a legal challenge.

Description of Risk	Actions to be taken to manage Risk
Commercial Risk – That either the price objectives are not achieved up front or there are other costs that arise during the contract and diminish the overall benefits.	Framework call off provide discounted pricing. Framework selection criterion has been applied to arrive at the framework shortlist.
Technical Risk – This concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the specification	The specification of requirements have been clearly defined.
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	The company provides a unique model of service provision. Framework Service Specification and Contract Conditions provides structure for contract monitoring and management.
Contractual Risk – Being able to remedy the company's shortcomings in the contractor's	This is managed through call off from a legally compliant

performance without severely damaging the contract and about avoiding reliance on the contracted supplier as the contract develops.	Framework which is underpinned by Framework Terms and Conditions.
Procurement Risk – where a procurement is found unsound in law, through the public procurement rules	A framework call-off process is being applied from a legally compliant Framework, in accordance with the Public Contracts (Scotland) 2015 Regulations.

7. CONCLUSION

- 7.1 The information above demonstrates clarity of sourcing strategy for the procurement of services.

8. POLICY IMPLICATIONS

- 8.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

9. CONSULTATION

- 9.1 The Council Leadership Team were consulted in the preparation of this report.

10. BACKGROUND PAPERS

- 10.1 None

PAUL THOMSON

EXECUTIVE DIRECTOR OF CORPORATE SERVICES

DATE: 27 MAY 2025