

Transforming public procurement: maximising the opportunity presented by the act



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Basis
changing the change

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CHAMPIONING
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ACTION
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Delivering the



Cabinet Office

Commissioning Academy

On behalf of and through



Civil Service

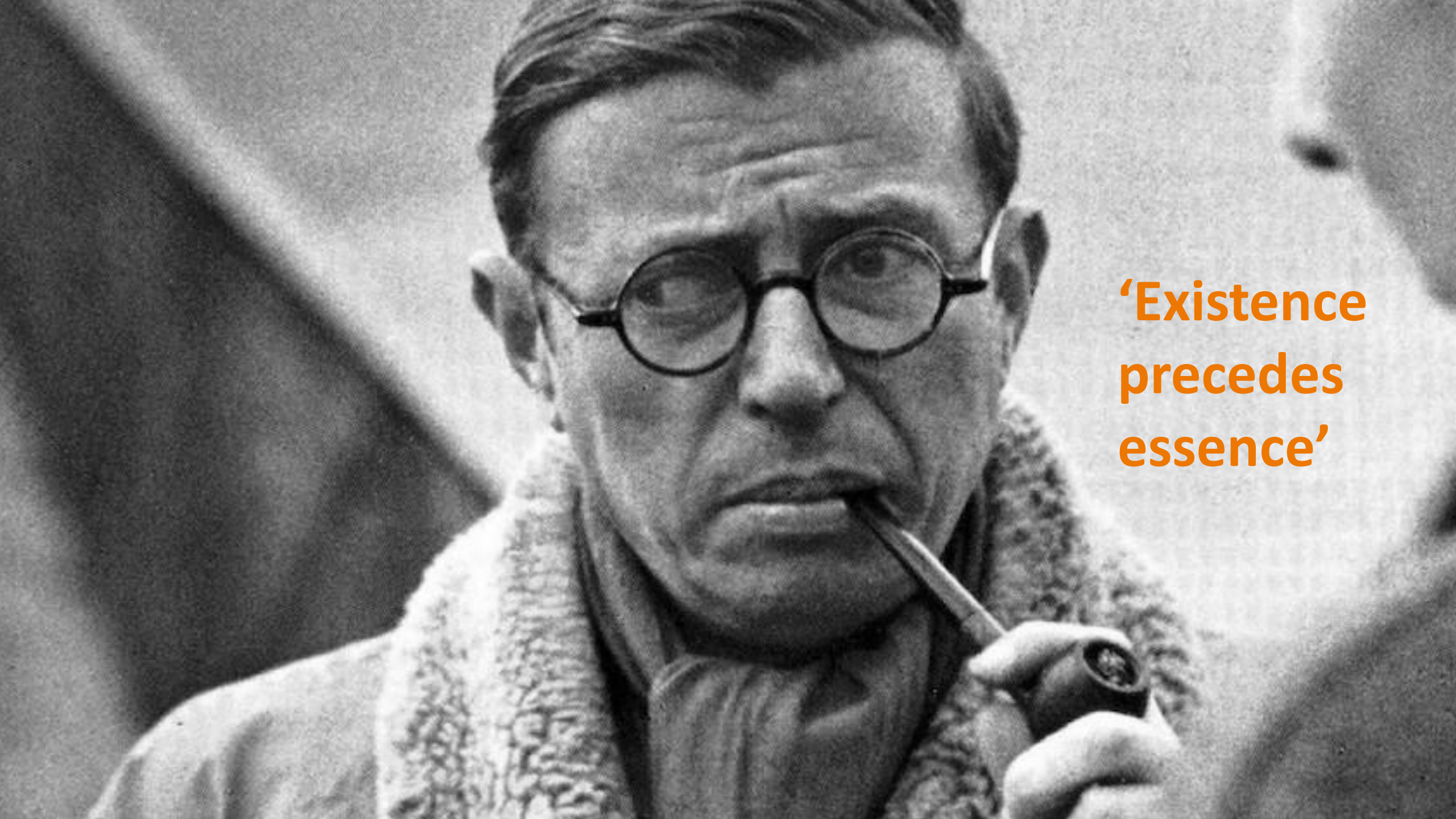
Leadership Academy



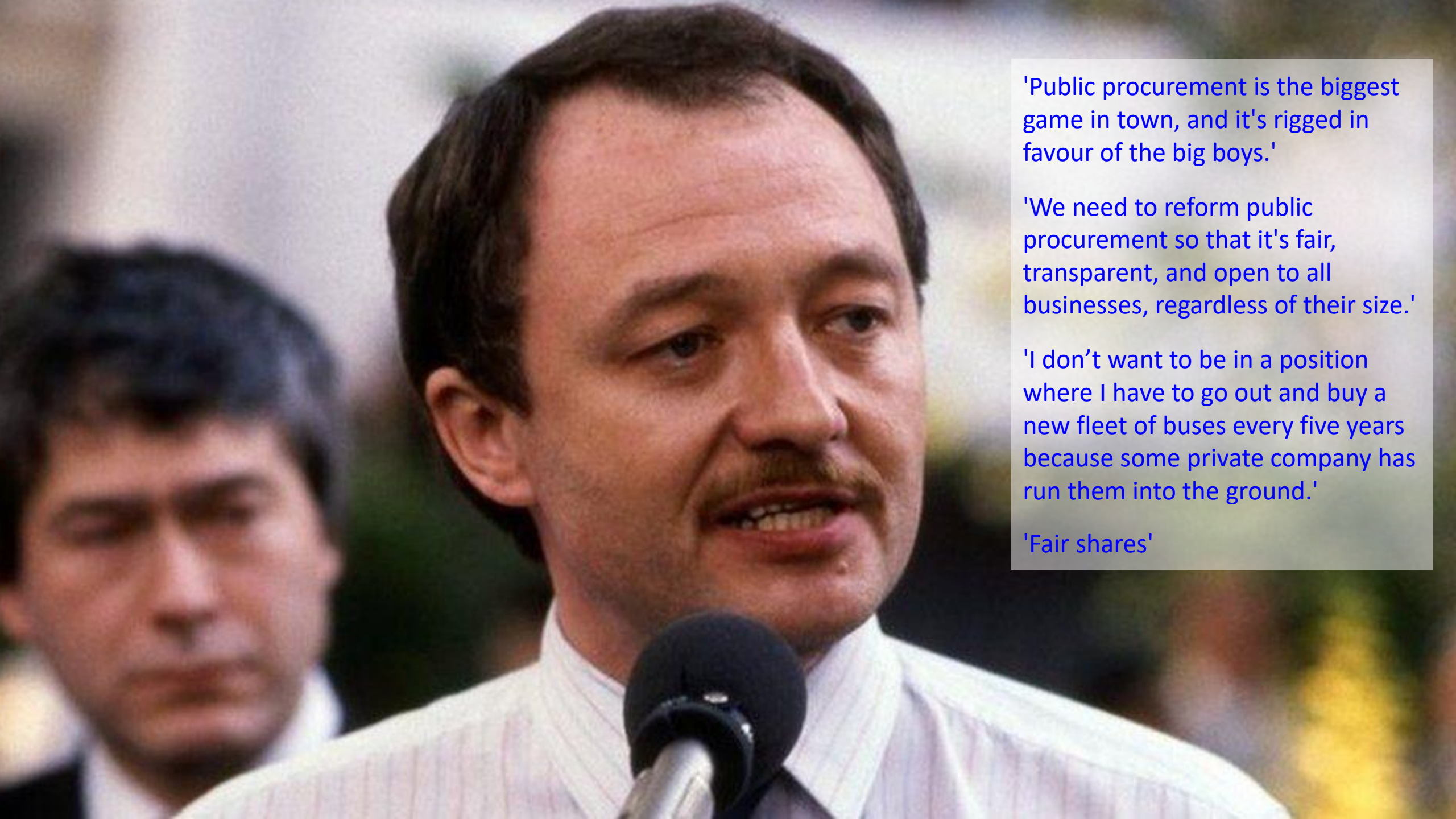
Civil Service Learning



Department for
Digital, Culture,
Media & Sport



**‘Existence
precedes
essence’**



'Public procurement is the biggest game in town, and it's rigged in favour of the big boys.'

'We need to reform public procurement so that it's fair, transparent, and open to all businesses, regardless of their size.'

'I don't want to be in a position where I have to go out and buy a new fleet of buses every five years because some private company has run them into the ground.'

'Fair shares'



United Kingdom government austerity programme

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From Wikipedia, the free encyclopedia

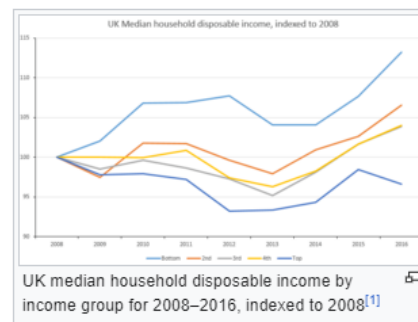
This article is about the austerity programme in the 21st century. For austerity during the years immediately following World War II, see [Social history of the United Kingdom \(1945–present\) § Age of Austerity](#).

The **United Kingdom government austerity programme** is a [fiscal policy](#) that was adopted for a period in the early 21st century following the [Great Recession](#). The term was used by the Coalition and Conservative governments in office from 2010 to 2019, and again during the [2021–present cost of living crisis](#). The two periods are separated by a stint of interventionist, [Keynesian](#) spending during the [COVID-19 pandemic](#).

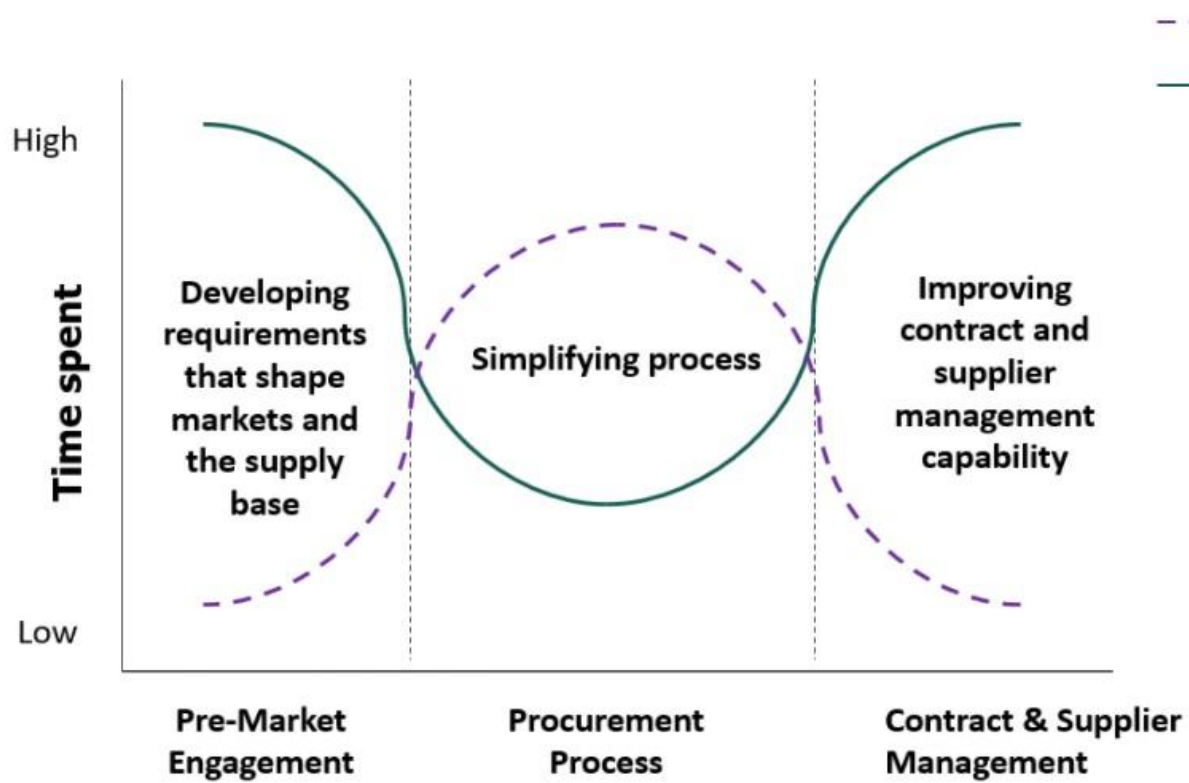
The [Conservative](#)-led government claimed that austerity served as a deficit reduction programme consisting of sustained reductions in public spending and tax rises, intended to reduce the [government budget deficit](#) and the role of the [welfare state in the United Kingdom](#). Some commentators accepted this claim, but many scholars have observed that in fact its primary, largely unstated aim, like most austerity policies,^[2] was to restore the [rate of profit](#).^{[3][4]}

Successive Conservative governments claimed that the [National Health Service](#)^[5] and education^[6] had been "[ringfenced](#)" and protected from direct spending cuts,^[7] but between 2010 and 2019 more than £30 billion in spending reductions were made to welfare payments, housing subsidies and social services.^[8]

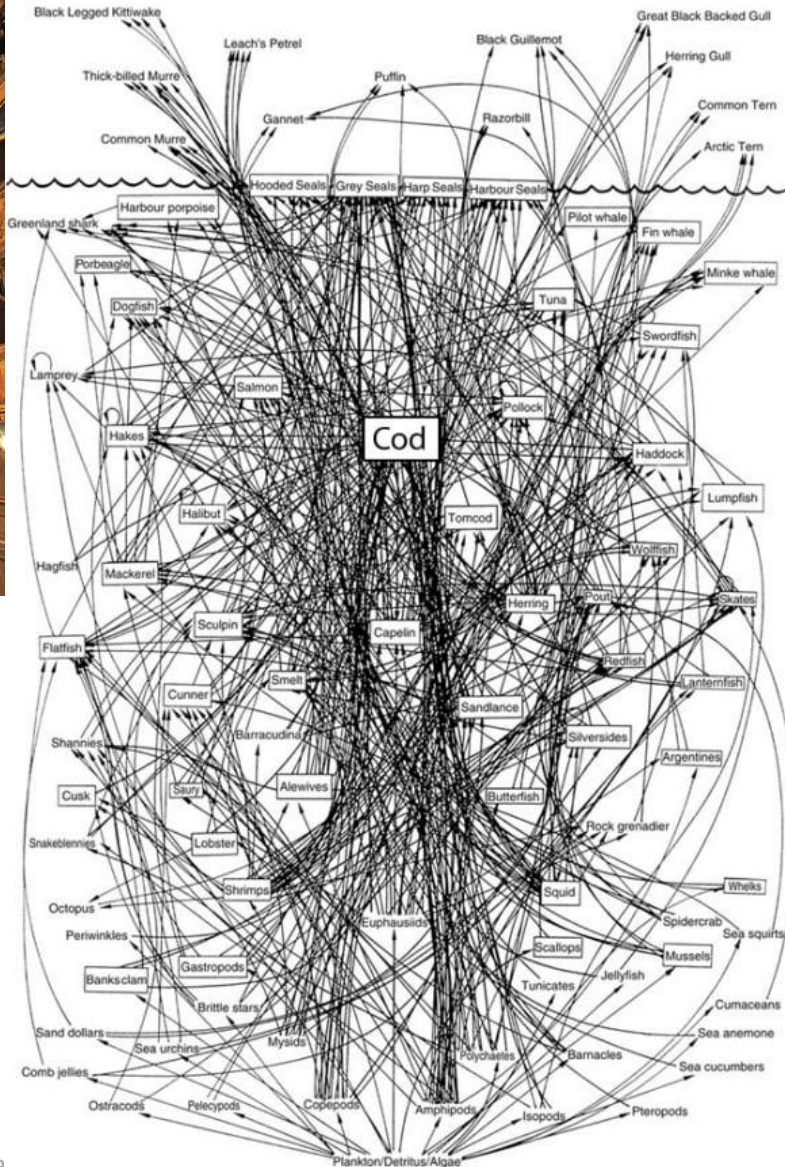
The [effects](#) of United Kingdom [austerity](#) policies have proved [controversial](#) and the policies have received criticism from a variety of politicians and economists. [Anti-austerity movements](#) have been formed among citizens more generally.^[9]



Narrowing our purpose



Playing on a wider stage – working in complex systems



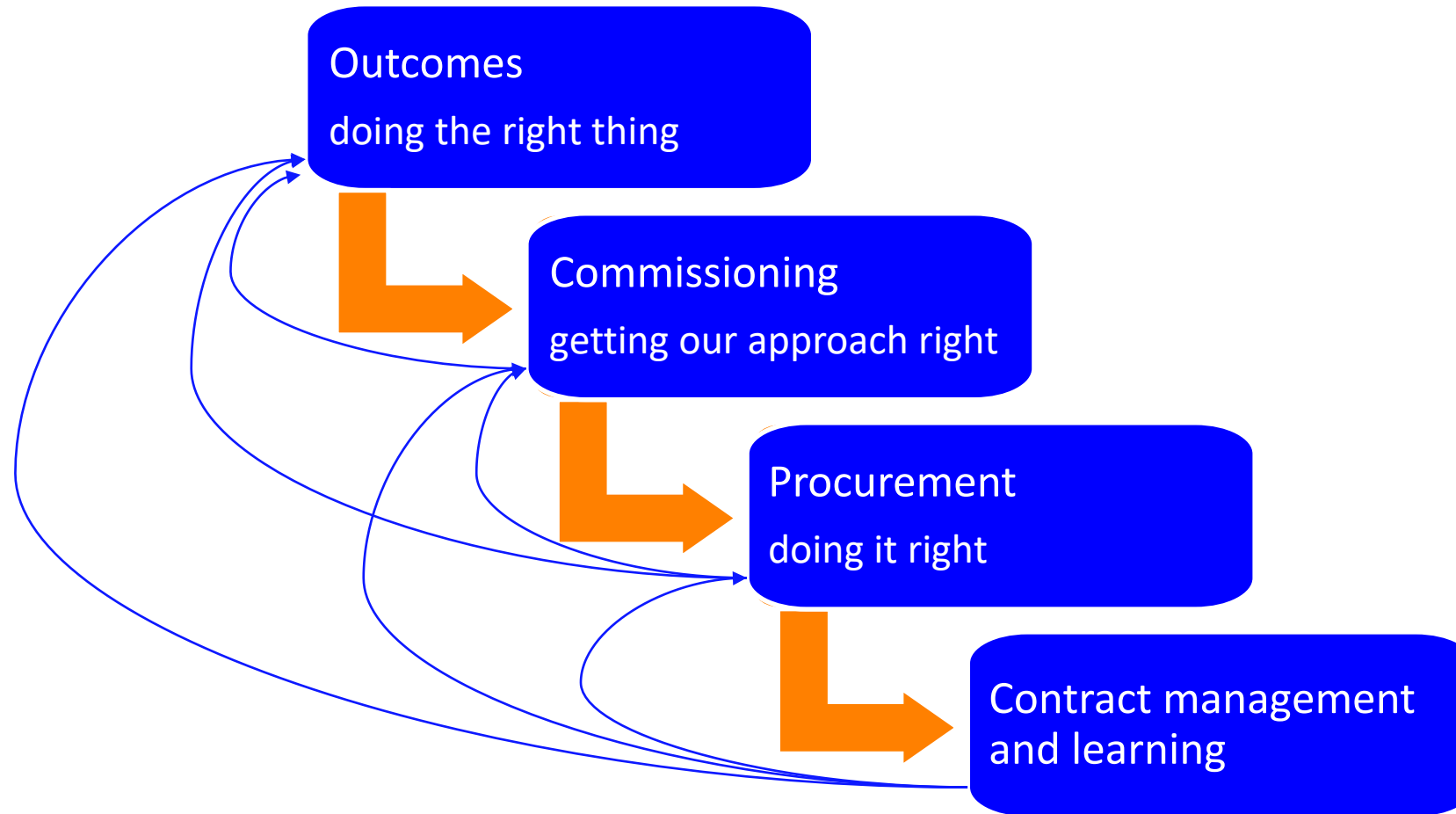
Thinking downstream



Transforming procurement functions



The commissioning mindset – three types of thinking



How commissioning has progressed – is there something to learn here?

CCT / outsourcing
/ Best Value
'commissioning' as
competition or
comparison

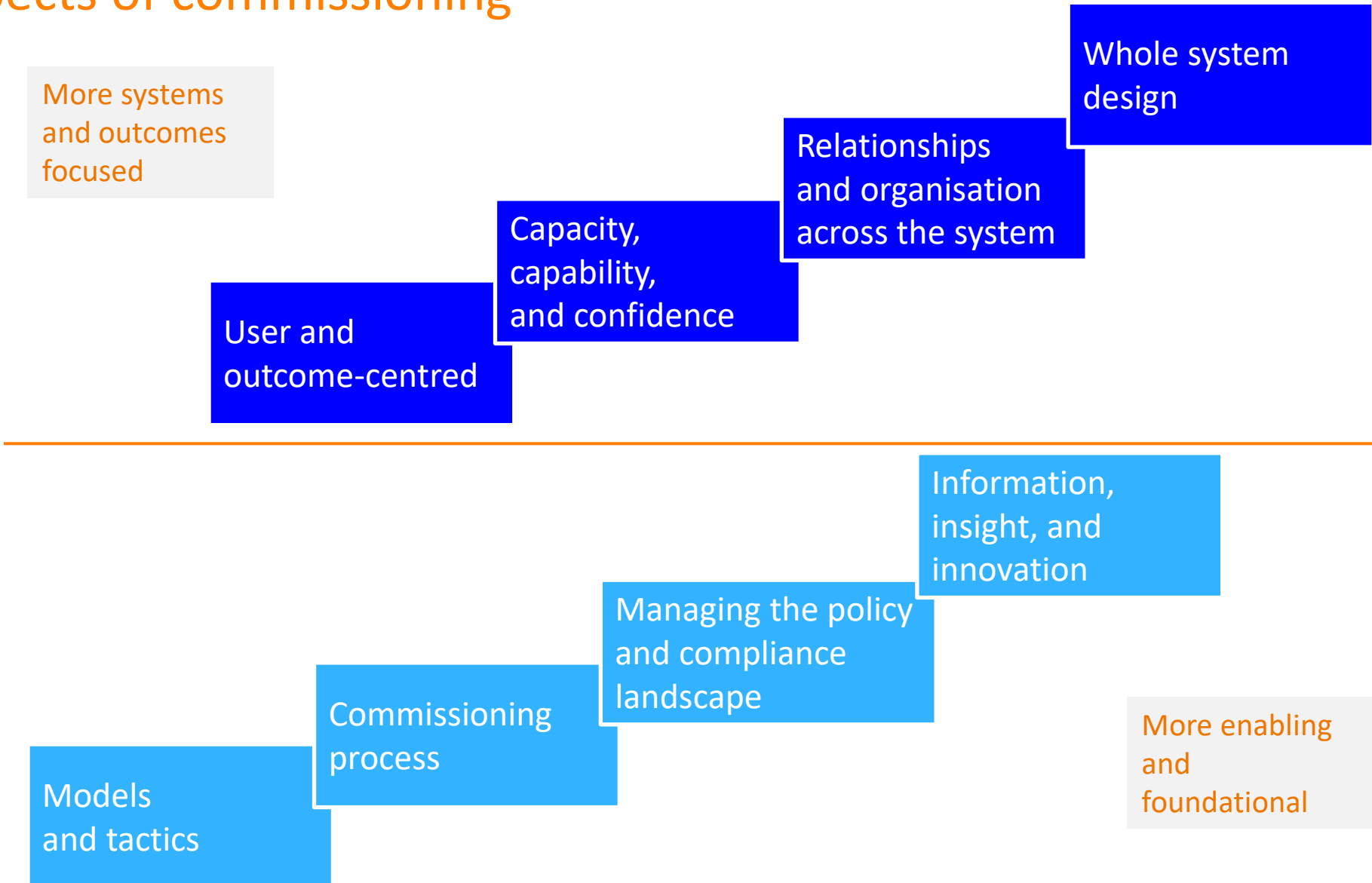
Commissioning 1.0
looking out across
markets to get the
best service /
payment by results

Commissioning 2.0
real outcomes
thinking – taking
responsibility for
results

Commissioning 3.0
building on assets
– achieving better
together

#systemschange

Eight aspects of commissioning



New rules, new practices, new competencies





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The Public Service Transformation Academy

- The Cabinet Office Commissioning Academy
 - The Leading Transformation 'mini-MBA' programme
 - Virtual Academies
 - Place-based and regional Commissioning and Transformation Academies
 - The Service Transformation Programme
 - Introduction to commissioning
 - Contract management
 - Radical Procurement Academy
 - Learning by doing, adult, peer
 - Tailored every time
 - Honest conversations, people who can tell the war stories
 - Cross-sector – public *service*
- Our aim:
- 'do ourselves out of work': create the *capability and capacity* to not need us any more
 - develop *organisations and sectors* – not just individuals

A modern form of learning



We welcome follow-up and conversation!

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&

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