



THE FUTURE OF PUBLIC SECTOR PROCUREMENT – WHAT DOES ‘RADICAL’ LOOK LIKE?

COUNCILLOR NEIL PRIOR PEMBROKESHIRE COUNCIL,
PRODUCTIVITY LEAD, LGA IMPROVEMENT & INNOVATION BOARD

LORRAINE COX STAR PROCUREMENT
DARREN KNOWD DURHAM COUNTY COUNCIL
FILIP LEONARD SHEFFIELD CITY COUNCIL
DEBORAH HARRISON NORTHUMBRIA UNIVERSITY



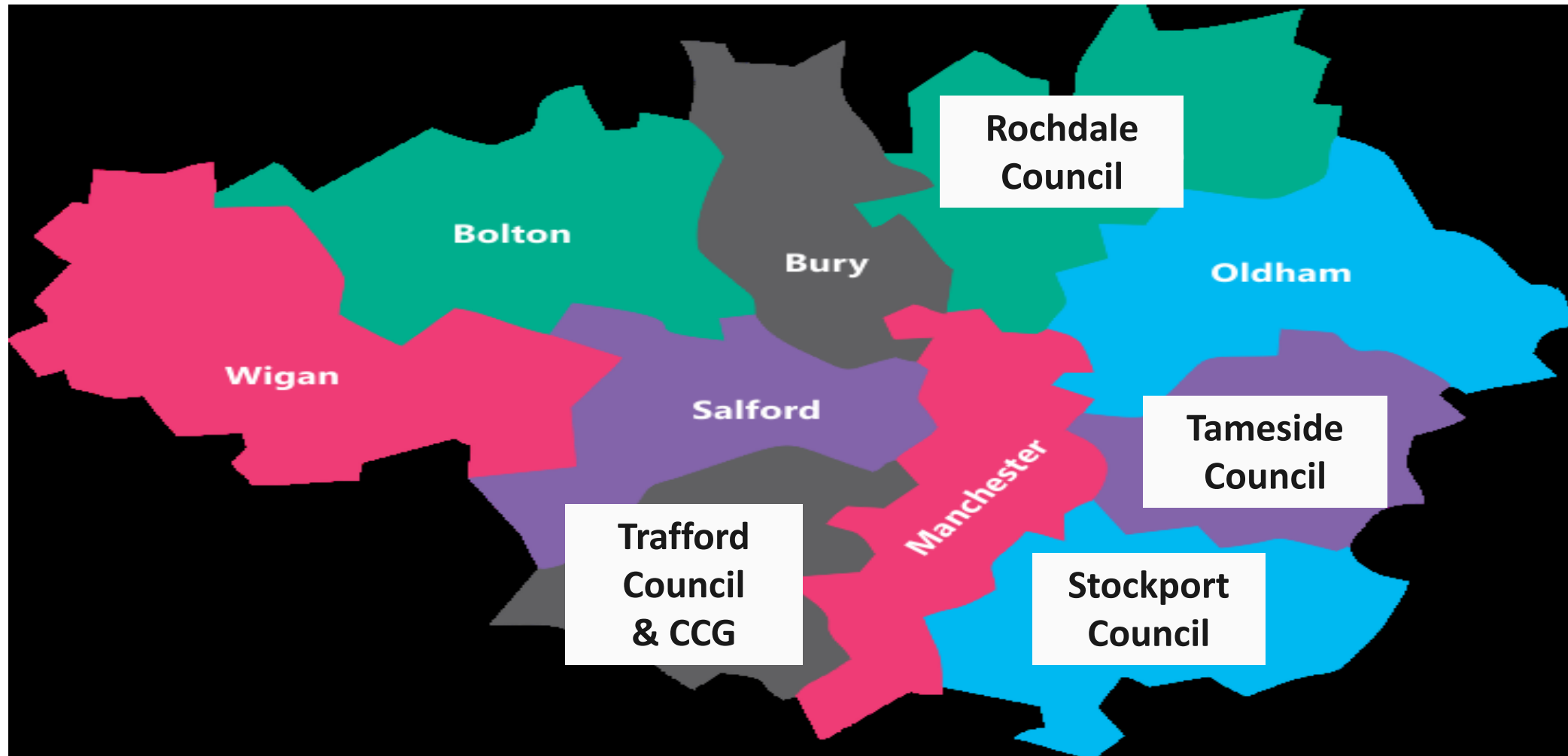
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#NSVC20



Lorraine Cox
STAR Director

A Challenging Vision....



*** Leads 65%+ of
GM/AGMA
Collaborative
Procurement**

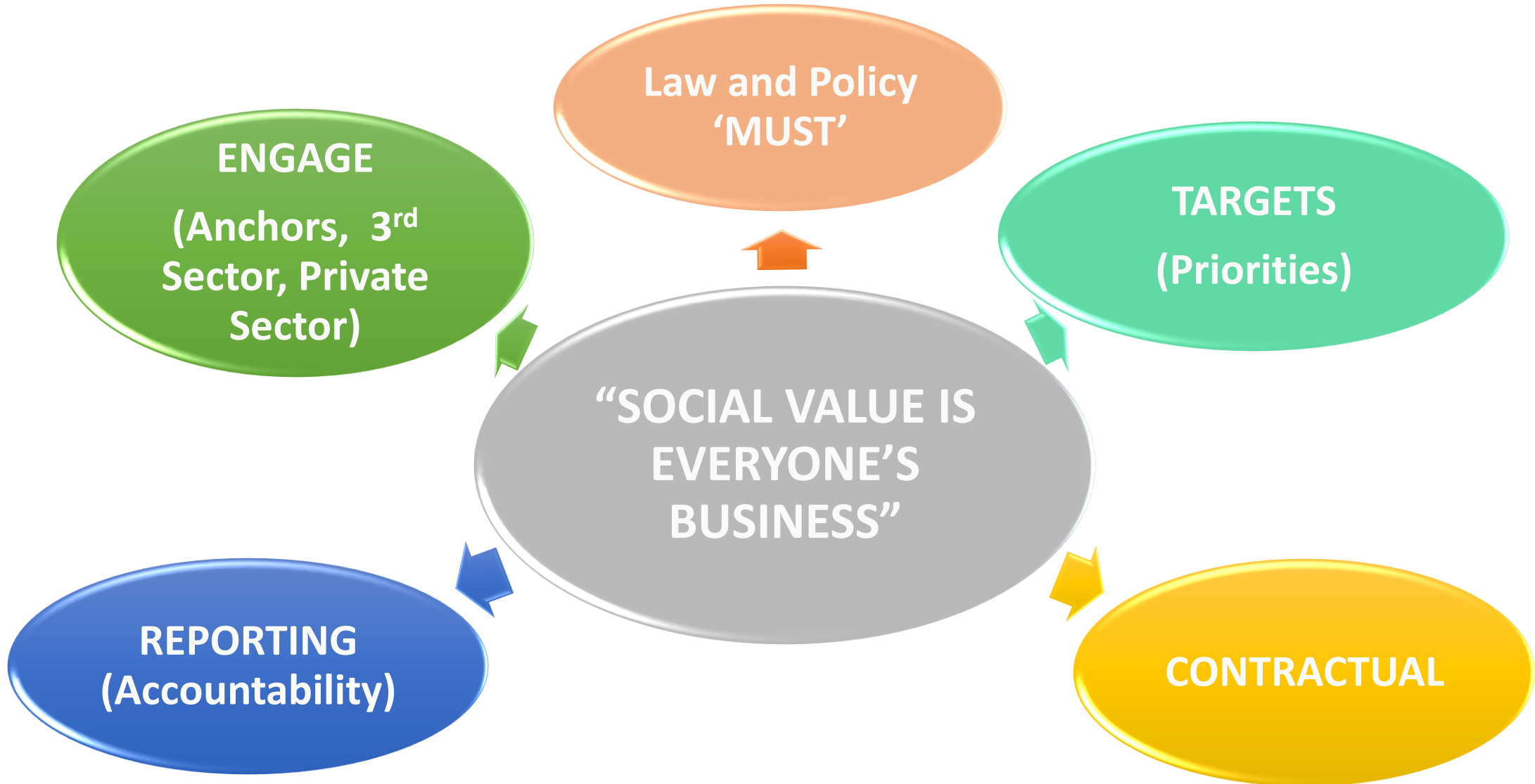
*** Regional
Commissions
(GMCA/HSCP)**

STAR
PROCUREMENT

*** National
Commissions
(Procurement and
Shared Services)**

*** International
Links: Canada;
Melbourne and
Auckland**





POWERED

National Social Value Conference



“Future of Public Sector Procurement”

Darren Knowd

Chief Procurement Officer

Durham County Council



BY

PEOPLE

POWERED

Procurement Landscape



STATUTORY INSTRUMENTS

2015 No. 102

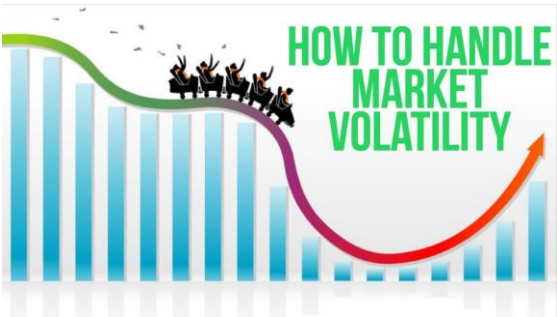
PUBLIC PROCUREMENT

The Public Contracts Regulations 2015

Made - - - - 4th February 2015

Laid before Parliament 5th February 2015

Coming into force in accordance with regulation 1(2) to (6)

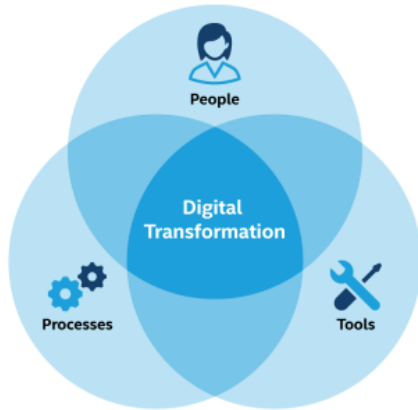


BY

PEOPLE

POWERED

Procurement Trends



Trends?



BY

PEOPLE

Radical?? – but definitely better



- New Flexible procedures within the Treaty Principles – Light Touch
- Every Market and Project is different – One size does not fit all
- Standard Social Value weightings is easy but is lazy!
- Less than 10% - Probably viewed as “SV not important”
- More than 20% - Possible viewed as “You might be willing to pay for it”
- Social Value must be relevant and proportionate to the project
- Social Value – Must match opportunities with community needs (Digital?)
- Community involvement at each phase of projects? (Design to Delivery)
- Social Value in Local Government Transparency Code?
- Social Value in Planning, Developments, collaborative partner projects?

Social Value 2025

Filip Leonard

Head of Procurement & Supply Chain



"State of Sheffield"

Jobs and skills
Low pay
CO2 & NO2

"SPEND LOCAL!"

£ in local economy
Local Liquidity

**Sheffield man to stand trial for
modern slavery offences**



GAS
HUMAN RIGHTS ABUSERS
OUT OF OUR COUNTRY



**Your Beautiful Indian Rug Was
Probably Made By Child Labor**

"City needs to show steel to ensure inclusive growth"

Transition

Current

New
Capitalism

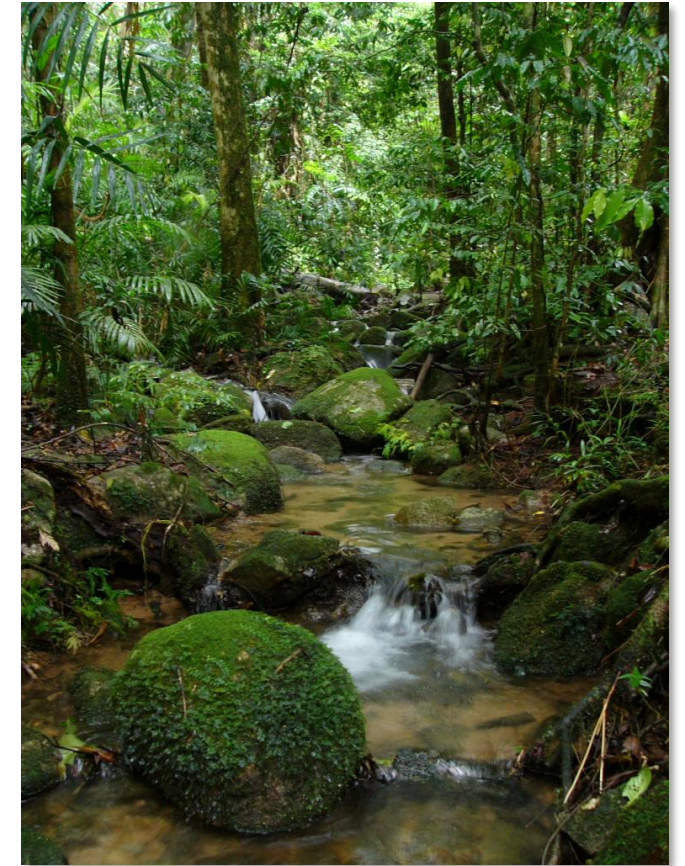
Profit
Maximisation

Personal
Economic Gain

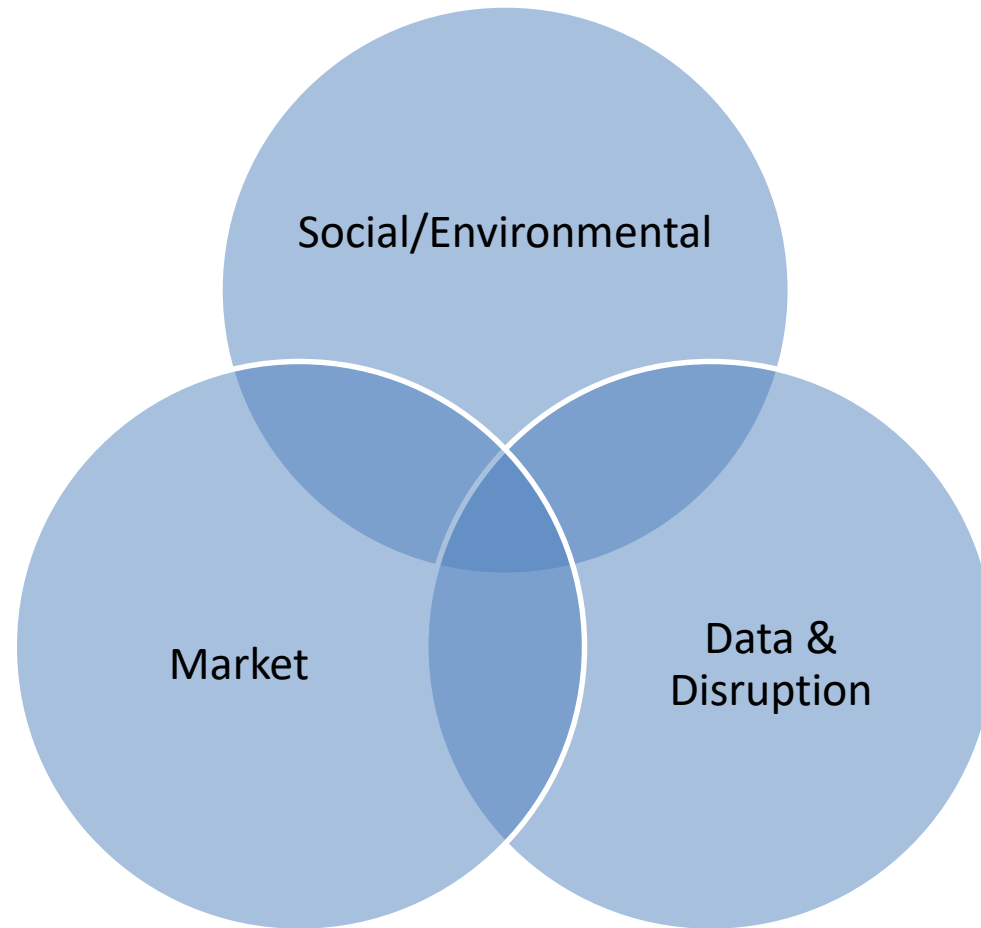
Social Purpose

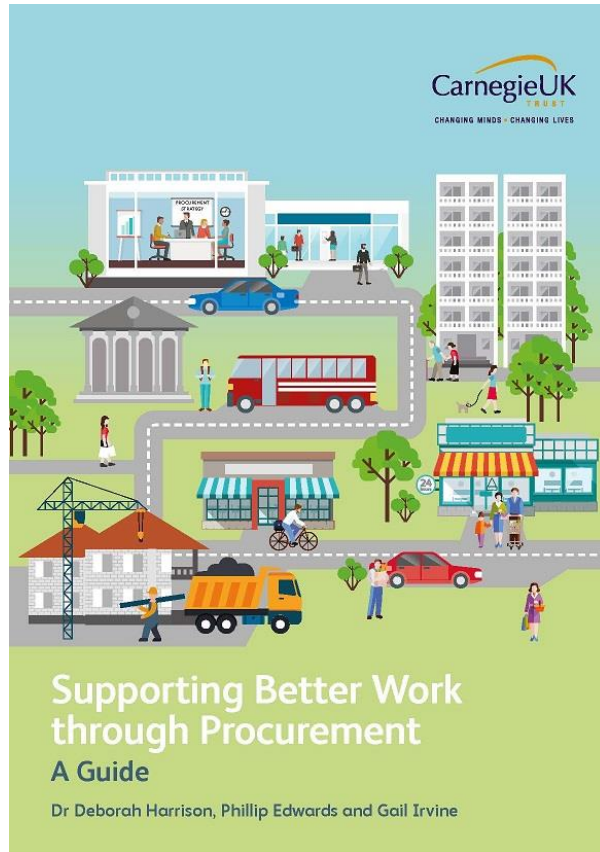
Economic
rationality

Entrepreneurs



2025





Supporting Better Work through Procurement

Dr Deborah Harrison

Northumbria University Business School

National Social Value Conference, 29th January 2020

National Context

- Increasing levels of **in-work poverty**
- **‘Gig economy’**: Zero hours, under-employment & rising numbers of self-employed
- It is not just the **availability** of work that is important but also its **quality**
- **Key issues**: Pay, contract types, terms and conditions, training and progression, worker representation



The Study

- **Aim** - Explore current **practice, attitudes, opportunitites** and **challenges** related to 'good work procurement' in the North East
 - **Stage 1** scoping project (evidence review, stakeholder interviews & focus groups)
 - **Stage 2** practical development work
- **Stakeholders involved:** NEPO, Local authorities, North of Tyne Combined Authority, TUC, FSB, NECC, NHC, higher education, supplier representatives, NECPC

Social Value Implementation

- Focus: Jobs creation, local supply chains and community development
- Good intentions & ‘pockets of enlightenment’
- BUT has it been reduced to a ‘**game**’ that larger organisations are **better at playing**?
- ‘Too blunt a tool’ to influence work quality?



Procuring for Better Work

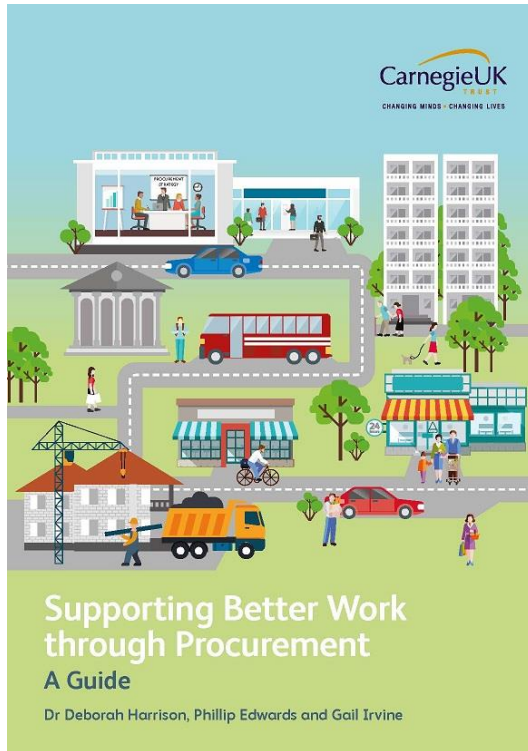
- **Political leadership vs austerity**
- **Practical and legal considerations**
(e.g. measurement, contract management)
- **Fragile markets** (Tight margins, market uncertainty, high levels of sub-contracting)
- **‘Levelling the playing field’ for SMEs**
- **Moral and ethical tensions** (e.g. judging what is ‘good’ and ‘bad’ work)

Challenges

- Can we expand our vision of social value to include **decent work** for employees?
- How can we create **fair expectations** of suppliers? (e.g. those operating in vulnerable markets)
- How can we address **underlying tensions** and **unintended outcomes**?



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#GoodWork #Procurement

www.carnegieuktrust.org.uk/publications



PANEL DISCUSSION:

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