

## **Approved Initial Work Plan (Nov 2025 – May 2026)**

**13<sup>th</sup> November 2025 (Updated Following AGM on 21<sup>st</sup> October 2025)**

### **Objective of APPG and Workplan Proposed**

The APPG's aim is to create an open forum for research, ideation, and the exchange of ideas and learning captured from the study and understanding of effective delivery solutions in public sector procurement and commissioning in the UK and around the world. The APPG will foster collaboration, share expertise, and shape research, events, and discussions that can contribute to supporting the UK's drive for stronger outcomes from public spending, enhancing the delivery of Social Value and ESG, and the maximisation of taxpayer value for money—ultimately contributing to improved local and national economic vibrancy.

### **Workplan**

#### **Launch of APPG and Workplan – January 2026**

It is planned that the launch of the workplan, along with the public launch event for the APPG, will be held on the Commons Terrace on Tuesday 6<sup>th</sup> January 2026 from 6.30pm

The format for the event will be:

- Welcome Drinks on Arrival
- Opening Speeches by Government Minister (tbc), Chair of APPG Josh Newbury MP, and Co-CEO of Efficio about the APPG and Workplan
- Speech by Jacqui Rock<sup>1</sup> (the proposed Chair of the Commission) about the launch of the Global Efficiency Commission with Q&A
- Networking Drinks Reception and Buffet

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<sup>1</sup> See Biography in Appendices Page

## Enquiry and Research Areas

### 1. Elected Member Perceptions and Views on Procurement and Commissioning in Local Government

- a. Surveys developed for release to Cabinet Leads for Procurement and Commissioning
- b. Data capture via web forms to collate input – anonymous collation graded by authority size and shape (e.g. unitary)
- c. Include capture from LGA and London Councils on training shape for members
- d. Gap analysis on views, skills and what needs to change to strengthen member engagement around Procurement as a lever for change and driver of efficiency in spending and improved resident outcomes

<b>Research approaches developed and agreement on any partner working</b>	November - December 2025
<b>Research Issued and Conducted</b>	Jan - Feb 2026
<b>Findings and Recommendations Published</b>	March 2026

## 2. London Borough Heads of Procurement Enquiry – Lessons Learnt on Effective Ways to Manage Service Delivery Against Demand With Reduced Budgets

- a. Led by Hillingdon (Jo Allen) and Hackney (Mark Pearson) Procurement Leads - TBC
- b. Round table information gathering exercise with London Borough Procurement heads/Directors/Leads
- c. Pre-read information circulated to align inputs and foster debate
  - i. Re:State Procure and Simple Report 2025 [Procure and simple: a proportionate approach to public procurement - Re:State](#) (and summary document)
  - ii. GovNet: [Doing more with less: Reframing public sector transformation](#)
  - iii. Gov.UK [The Government Efficiency Framework - GOV.UK](#)
  - iv. LGA [Performance management in local authorities | Local Government Association](#)
  - v. Efficio Private Equity lessons for the Public Sector Report 2025
  - vi. LGA [Community led innovation in local government: Insights from the Minute pilot | Local Government Association](#)
  - vii. Office for Statistics Regulation [Efficiency in Action: Improving Productivity in Public Services – Office for Statistics Regulation](#)
- d. Hosted by Lord Porter at the House of Lords
- e. Chatham House Rule applied to collation of insights unless citation agreed
- f. Output produced as APPG lessons learnt report

<b>Event set and invites sent out</b>	November - December 2025
<b>Pre-read shared</b>	December 2025
<b>Event Hosted</b>	February 2026
<b>Findings and Recommendations Published</b>	March 2026

### **3. Global Perspectives on Efficiency – Evidence and Lessons Learnt From Selected Markets to Inform and Educate Projects in the UK Public Sector –**

- a. Independent Chair to be confirmed (Jacqui Rock has been proposed)
- b. Face to Face engagement and information gathering exercise with core project leads and representatives at round tables post desk research, focusing on Efficiency and Growth as goals for public sector project delivery
- c. The Global Procurement Commission will provide a structured way for the UK to examine and assimilate international best practice. The work falls into three areas:
  - i. Engagement Phase: Jacqui will be hosting targeted engagements across five priority territories to understand best practice and key lessons learnt from government, industry and other stakeholders (more below).
  - ii. Academic Review: The engagement work will be anchored in a review conducted by academics attached to the project to provide an intellectual underpinning and basis for the report and recommendations.
  - iii. Report & Embedding: This work will be compiled into a report that will sit as the centre of a wider engagement exercise to articulate how the government can implement the recommendations to the greatest effect.
  - iv. The programme will be **formally launched by the Government Efficiency APPG on 6 January 2026**. International engagements will run January–March 2026 and include targeted engagements across five priority territories: the United States, Singapore, Saudi Arabia/GCC, the European Union (France and Italy), and New Zealand as anchor cases.
  - v. Production of a report covering lessons learnt, best practice and recommendation from studies around the world, with applicability aligned to the UK Public Sector

<b>Research approaches developed</b>	November - December 2025
<b>Research Conducted &amp; Official Launch of Programme</b>	Jan-March 2026 January 2026 at Launch Event
<b>Findings and Recommendations Published</b>	May 2026

#### **4. Strengthening Sovereign Resilience Through an Increased National and Local Contracting Focus**

- a. Information gathering exercise in Phase 1, with round table evidence from industry and Public Sector leads
- b. Recommendations around improving resilience as a lever for improved efficiency and risk management within the UK, aligned to a focus and benefits review of increasing UK based spending

<b>Research approaches developed</b>	November - December 2025
<b>Research Conducted and Round Table/s held</b>	Jan-March 2026
<b>Findings and Recommendations Published</b>	May 2026

#### **5. Gauging the Opportunities for Closer Procurement and Contracting in Blue Light Services and How to Drive Them Faster and Further**

- a. Information gathering exercise in Phase 1, with round table evidence from industry and Public Sector leads to follow
- b. Output on how to drive better, faster, more efficiency focused, joined up working across the Blue Light sector, including a review of the number of services by sector (Police, Fire, and Ambulance) and opportunities for closer alignment in the siting and running of services – e.g. combined paramedic and fire services, co-siting of blue light providers and rationalisation of wider estate etc

<b>Research approaches developed</b>	January 2025
<b>Research Conducted and Round Table/s held</b>	Feb-April 2026
<b>Findings and Recommendations Published</b>	May 2026

## **6. Defence Procurement – Insight from Suppliers and Practitioners – Developing a 100 Day Plan for Agile Change**

- a. Information gathering exercise in Phase 1, with round table evidence from industry and Public Sector leads to follow
- b. Production of a 100 day plan with clear steps and actions to improve Defence Procurement, along with medium and longer term aims and aspirations for further research and study

<b>Research approaches developed</b>	February – March 2025
<b>Research Conducted and Round Table/s held</b>	April - May 2026
<b>Findings and Recommendations Published</b>	July 2026

## **Appendices:**

### **1. Biography of Jacqui Rock, proposed Chair of APPG Global Perspectives on Efficiency Research Programme**

Jacqui was the Chief Commercial Officer of the UK NHS, having previously been Commercial Director, Head of Corporate Services and Transition Director for NHS Test and Trace/UKHSA. She was a member of the NHS Test & Trace Executive Team of trusted directors in the government's strategic defence against COVID-19 where she was the driving force behind dynamic and rapid innovation and technology development in the supply chain.

Jacqui was also formerly director for the Defence Infrastructure Organisation at the Ministry of Defence: where she was responsible for £4bn annual investment across the UK and Overseas Defence estate with a total value of £35bn. She led delivery on hard & soft FM, construction projects and major programmes across the full military estate for the Army, Navy, Royal Air Force and Joint Forces Command.

Jacqui joined the UK government after 30 years in the Financial Services industry where she held multiple Executive positions in companies including: Credit Suisse, JP Morgan, Barclays and Bank of America Merrill Lynch.

Previous positions included International Chief Procurement Officer for Bank of America Merrill Lynch, where her passion and leadership style delivered procurement and risk management for \$22bn of spend and across 42 countries. As an experienced Commercial Executive, Jacqui brings the APPG intense subject matter expertise, an extensive global network and a proven track record of working on both complex start-ups and wide-ranging projects, with a record of targeted transformation delivery.