

**APPG for Public Sector Efficiency  
Terms of Reference**

The All-Party Parliamentary Group (APPG) for Public Sector Efficiency (hereafter 'the APPG') launched in October 2025 with support from a cross-party group of parliamentarians.

Chair: Josh Newbury MP  
Vice- Chair: Amanda Hack MP  
Vice-Chair: Lord Bailey  
Vice Chair: Lord Jackson

**Version 1.2  
November 2025**

**1. Objectives**

This APPG provides a parliamentary platform to support current activities across government, from national to local levels, which is aimed at enhancing the efficiency of public outcomes and the value for money derived from the use of public funds. It will foster and encourage dialogue between the Public and Private Sectors to help shape, educate and publicise activities around the delivery of central government missions in the drive for efficiency and value for money. Focusing on the use of sharing best practice and developing innovative approaches for the procurement and commissioning of public goods and services, the APPG will aim to support the drive to build better public contract management and improvements in the use of ESG and Social Value targets to drive stronger outcomes for UK citizens through three specific focus areas:

1. Creating solutions for gaps in knowledge by hosting roundtable discussions, panels and annual events with guest speakers, bringing together key stakeholders, practitioners, suppliers and parliamentarians to better understand how best practice can be captured, shaped and shared to help drive better outcomes.
2. Conducting and publishing research on issues within the efficiency agenda including around organisational collaboration, developing stronger supplier relationships, capturing and enhancing social value, and developing improved contract management, and:
3. Accelerating action in policy development by providing findings from research and discussions to better advise new policy on a national and local level and through the development of training material and guides to help shape repeatable best practices across the public sector.

## **2. Background**

The pressures on public funds continue to be difficult and financial headroom for the Treasury is increasingly impacted and restricted by global events, whilst the demands on public services and the desire to shape and improve them continues to grow. The set up of the APPG is a way that we felt we could actively engage in dialogue, research and collaboration to help the public sector share learning and take away ideas that can be utilised to help capture benefits and improvements.

We hope to help amplify and develop the wide range of great work already underway; helping shape and inform activities that are planned and guiding public sector practitioners and politicians on how to best capture benefits to deliver even greater value for public money.

The new Procurement Act gives a strong foundation for innovation in delivering for the public good, and the development of new approaches to supply markets to craft and shape stronger relationships. Procurers and Commissioners will have an even greater chance to demonstrate the value that they can add through more strategic approaches to delivering for their organisations.

It is an exciting time for the sector with the renewed recognition of the Government that new ways of working are needed to rebuild the way services are delivered across the country, from infrastructure to house building, from care services to defence. Procurement and Commissioning is at the very heart of these workstreams, and our ambition is to help shape, inform and guide the development of approaches that will ensure the optimum outcomes are achieved.

## **3. Secretariat**

The secretariat is provided by Efficio Consulting.

The role of Efficio Consulting within the APPG is to provide technical and administrative support, uphold the rules of an APPG, and act as a key contact/coordinator for meetings and members. Where bespoke and original research is to be carried out to uncover new insights and support the APPG's decision-making, Efficio will lead on carrying out this work. Efficio will also manage any sponsorship monies, events and expenses, keep full accounts records and make any necessary declarations of interest within the rules of the APPG.

The secretariat will be supported on administrative matters, such as registration, meeting scheduling, and minute taking by Scott Collins and a wider support team from Efficio

## **4. Public Enquiry Point**

Scott Collins, Senior Manager, Efficio Consulting.

Email: [Scott.collins@efficioconsulting.com](mailto:Scott.collins@efficioconsulting.com)

## **5. Members**

MPs and members of the House of Lords from all parties are invited to join the APPG – if they are passionate about Public Sector Efficiency, accelerating progress on procurement and commissioning policy and outcomes, or generally learning more to inform your engagement in public life, we very much encourage them to join.

Officers of the group are listed on page 1.

Other members of the group (MPs and Lords) can be found on our membership page at [www.appgpse.org.uk](http://www.appgpse.org.uk)

## **6. Programme of Work**

The APPG members will work together to build an annual programme of work. As part of its programme, the APPG may wish to regularly review new and emerging evidence, working closely with civil society and academia; government, as well as local, regional, and national policy. The APPG may look to produce reports/documents following its own inquiries into specific areas. It will also signpost to and reference any external reports and information that it feels are appropriate to the topic and work of the APPG.

## **7. Meetings and Events**

The APPG will hold a minimum of two meetings per year, in accordance with the rules on APPGs. Details of these meetings will be announced in due course. The APPG may also host several events throughout the year including panels, guest speakers and roundtable discussions.

## **8. Financials**

APPGs receive no taxpayer funding. Funding is required, however, to run a professional and effective group. There are costs associated with administration, event management, running a webpage and more. The core funding will be provided by Efficio with occasional co-funding from sponsors.

Any monies received relating to the APPG will be declared on the Parliament website within 28 days of receipt.

All funds received (no matter how great or small the amount) are declared in the Register of All Party Groups, which is compiled and published by the Office of the Parliamentary Commissioner for Standards. Donations in kind (for example of event space or marketing materials) will also be recorded and declared. It is the role of the Officers of the APPG to ensure transparency and independence within the group.

Full year accounts will be prepared by the Secretariat and will be made available upon request and on our website.