21st Century Procurement in the UK
Supporting Smart Sustainable Cities and the UN Sustainable Development Goals
Today I will cover:

Evolution of the UK Digital Marketplace
Global Digital Marketplace Programme
Future Opportunities
Where screenshots of UK government websites or online reports have been shown, the website addresses have been included in the speaker notes for your reference.
Evolution of the UK Digital Marketplace

Global Digital Marketplace Programme

Future Opportunities
“...an estimated £16 billion per annum across government… 80% of central government ICT work undertaken by 18 suppliers...”
Based on lessons learnt by GDS over the last 7 years, **four high-level elements work together** throughout the end-to-end lifecycle of government ICT delivery:

1. Assuring plans before money is spent
2. Designing procurements and contracts
3. Assuring service delivery
4. Building capability and capacity*
Spend Control
Technology Code of Practice
Pipeline Assurance Process

* Building capability and capacity cuts across all elements
How GDS is saving money and thousands of hours through departments' digital transformations

Chad Bond, Chris Marks and Chris Francis, 5 July 2018 - Digital, Transformation
Since 2012, there have been over £1.2 billion savings through spending controls, including £450 million saved in 2016 to 2017 alone.
Policy paper

Government Transformation Strategy

Published 9 February 2017

Contents
Note
Ministerial foreword
Introduction
Vision and objectives
Business transformation
Grow the right people, skills and culture
Build better tools, processes and governance for civil servants
Make better use of data

Note

This publication has 3 parts:

- the Government Transformation Strategy (this document)
- detail, covering background, vision, scope and objectives, government beyond 2020 and the role of the Government Digital Service (GDS)
- appendices, including case studies, services and data registers that have been and will be delivered

This document sets out the strategy in full. It explains what transformation in government means in 2016 and beyond, and how this work will be done.
Create a step-change in procurement

We will continue to embed user-centred, design-led, data-driven and open approaches across digital, data and technology procurement and contracting.

We will continue the incremental and iterative development of the Digital Marketplace buyer and supplier user journeys, through the end-to-end procurement and contracting process.

Through the Crown Commercial Service (CCS), we will build on these approaches to create a marketplace to meet user needs in the end-to-end buying and selling process, maintaining a common user experience.

We will work with the wider public sector to support the increasing adoption of digital procurement frameworks and practices across the wider public sector.
Digital Marketplace suppliers 2018

4,759
Total suppliers
SME 4,409
Large 350

3,505
G-Cloud
SME 3,182
Large 323

2,018
Digital outcomes and specialists
SME 1,892
Large 126
In 2016 to 2017, Crown Commercial Service estimated that the Digital Marketplace contributed over £132 million (almost 20%) of the £725 million they saved for UK taxpayers.
Digital Outcomes and Specialists opportunities

View buyer requirements for digital outcomes, digital specialists and user research participants.

2271 results found in All categories

Head of Tech & Data PMO Project Management Office
NHS Improvement (NHS Trust Development Authority)
London
Digital specialists  Programme manager
Published: Friday 21 September 2018
Deadline for asking questions: Tuesday 25 September 2018
Closing: Friday 28 September 2018

We are looking for an experienced PMO Lead/Head of PMO with track record of supporting a full technology project lifecycles. The role requires supporting delivery of NHSI's commitments to the Technology enabled portfolio and overseeing of the external delivery partner's performance. Interviews 8th/9th October

Cyber Deployment Partner PMO and Security Demand & Supply Management - as a Service
NHS Digital
Yorkshire and the Humber
Digital outcomes
Published: Friday 21 September 2018
Awarded to Ernst & Young LLP (EY)

Start date: Monday 13 February 2017
Value: £895,000
Company size: large

Innovate UK
IT16283 - Innovate UK DBB Level 3
Strategic Outline Business Case

0 Incomplete applications
11 Completed applications
6 SME, 5 large

Published: Monday 19 December 2016
Deadline for asking questions: Monday 26 December 2016 at 11:59pm GMT
Closing date for applications: Monday 2 January 2017 at 11:59pm GMT
Awarded to PricewaterhouseCoopers (LLP) PwC

Start date: Tuesday 21 November 2017
Value: £4,000,000
Company size: large

Aberdeen City Council

Business Digital Partner - A partner to support the Council's digital transformation

22 Incomplete applications
15 SME, 7 large

16 Completed applications
9 SME, 7 large

Published: Thursday 28 September 2017
Deadline for asking questions: Thursday 5 October 2017 at 11:59pm GMT
Closing date for applications: Thursday 12 October 2017 at 11:59pm GMT
Awarded to FUTUREGOV. LTD

Start date: Monday 2 April 2018
Value: £439,400
Company size: SME

City Of Bradford Metropolitan Council (CBMDC)

Digital Transformation Partner

19 Incomplete applications
16 SME, 3 large

18 Completed applications
11 SME, 7 large

Published Wednesday 24 January 2018
Deadline for asking questions Wednesday 31 January 2018 at 11:59pm GMT
Closing date for applications Wednesday 7 February 2018 at 11:59pm GMT
Awarded to Deloitte LLP

Start date: Tuesday 19 June 2018
Value: £1,000,000
Company size: large

Bristol City Council

Bristol Operations Centre - Phase 2 - SMART City Design and Delivery

3 Incomplete applications
1 SME, 2 large

8 Completed applications
6 SME, 2 large

Published Thursday 22 March 2018
Deadline for asking questions Thursday 29 March 2018 at 11:59pm GMT
Closing date for applications Thursday 5 April 2018 at 11:59pm GMT
Awarded to Methods Business and Digital Technology Limited

Start date: Monday 20 August 2018
Value: £2,250,000
Company size: SME

HM Land Registry

HM Land Registry Digital Street - Research and Development

14
Incomplete applications
10 SME, 4 large

22
Completed applications
11 SME, 11 large

Published: Tuesday 1 May 2018
Deadline for asking questions: Tuesday 8 May 2018 at 11:59pm GMT
Closing date for applications: Tuesday 15 May 2018 at 11:59pm GMT
Awarded to T-Impact Limited

Start date: Monday 26 June 2017
Value: £7,500
Company size: SME

Hackney Council
Pilot of Robotics Process Automation

9 Incomplete applications
7 SME, 2 large

8 Completed applications
5 SME, 3 large

Published: Monday 29 May 2017
Deadline for asking questions: Monday 5 June 2017 at 11:59pm GMT
Closing date for applications: Monday 12 June 2017 at 11:59pm GMT

Overview
Awarded to Made Tech Ltd

Start date: Monday 19 March 2018
Value: £74,950
Company size: SME

Hackney Council
Support and challenge for building REST APIs

6 Incomplete applications
5 SME, 1 large

11 Completed applications
10 SME, 1 large

Published
Tuesday 30 January 2018
Deadline for asking questions
Tuesday 6 February 2018 at 11:59pm GMT
Closing date for applications
Tuesday 13 February 2018 at 11:59pm GMT
Awarded to Unboxed Consulting Ltd

Start date: Monday 17 September 2018
Value: £56,850
Company size: SME

Hackney Council

Developing our view of our citizens

14 Incomplete applications
9 SME, 5 large

12 Completed applications
10 SME, 2 large

Published: Monday 30 July 2018
Deadline for asking questions: Monday 6 August 2018 at 11:59pm GMT
Closing date for applications: Monday 13 August 2018 at 11:59pm GMT

Overview
Awarded to CGI

Start date: Monday 18 June 2018
Value: £44,044
Company size: large

Hackney Council

Discovery phase to support the digitisation of the transfer of care from hospital to local authority

<table>
<thead>
<tr>
<th>4</th>
<th>Incomplete applications</th>
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<tbody>
<tr>
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<td>3 SME, 1 large</td>
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<table>
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<th>5</th>
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<td>4 SME, 1 large</td>
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Published: Thursday 12 April 2018
Deadline for asking questions: Thursday 19 April 2018 at 11:59pm GMT
Closing date for applications: Thursday 26 April 2018 at 11:59pm GMT
Hackney Council

Prototyping and development of MVP for the digital transfer of care from hospital to local authority

<table>
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<tr>
<th>Incomplete applications</th>
<th>Completed applications</th>
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<tbody>
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</table>

3 SME, 1 large

Published          | Thursday 20 September 2018
Deadline for asking questions | Thursday 27 September 2018 at 11:59pm GMT
Closing date for applications | Thursday 4 October 2018 at 11:59pm GMT

Overview

Summary of the work | Testing and delivery of digital transfer of care from hospital to local authority meeting the data standard and creating a replicable model for other health and local authority organisations that use the same COTS providers.
Latest start date | Monday 15 October 2018
1.7.1.2 Addressing Procurement Issues

The debate continues as to how public sector procurement can be better designed to accommodate innovation, new technologies, and outcome-based approaches. This is not an issue restricted to the UK, similar challenges face cities across Europe and in other parts of the world.
The Digital Marketplace vision: part 4

Warren Smith, 6 October 2016 - Digital Marketplace, Vision

In my last blog post about the Digital Marketplace vision, I wrote about how we’re enabling end-to-end buying that’s as frictionless for users as possible.

This time, I’m going to talk about the importance of cooperation and collaboration for the people who are transforming government services and the departments from which they’re delivered. And, I’ll explain how we’re extending this ethos to include government’s digital and technology suppliers.

Transforming the relationship between suppliers and the state
Commissioning: beyond procurement

During 2014 and 2015, I represented the Digital Marketplace in ‘Wave 4’ of the Commissioning Academy programme. This programme is designed and delivered by the Cabinet Office and a mix of delivery partners.

Commissioning is much broader than traditional procurement approaches. And, the areas covered are very relevant to transforming public service delivery. These include:

- defining and measuring outcome-based commissioning, meaning the long-term changes that services and related activities can achieve
- developing the market to work with a broader range of more diverse service providers, including those from the voluntary, community and social enterprise (VCSE) sectors
- joint commissioning across organisational boundaries
- behavioural insight and change
- new service delivery models, which adopt a whole systems approach
ICT commissioning: beyond procurement
● Focus on users’ needs, problems to solve and outcomes to achieve
● Form collaborative and constructive relationships across civil society, focussed on joint design and delivery
● Be open by default and secure by design
● Start small, experiment, test with users
● Be agile - measure, learn and adapt
Local Digital Declaration

Introduction

This declaration affirms our collective ambition for local public services in the internet age, and our commitments to realising it. It commits us working on a new scale to:

- design services that best meet the needs of citizens
- challenge the technology market to offer the flexible tools and services we need
- protect citizens’ privacy and security
- deliver better value for money

This joint endeavour was initiated by the UK Ministry for Housing, Communities and Local Government (MHCLG), the Government Digital Service (GDS), and a collection of local authorities and sector bodies from across the UK. We invite all local authorities and the organisations we collaborate with to join us by signing the Declaration and committing to deliver a first action from which we can all benefit.

The opportunity

Sign up

Want to join the movement? Sign up to the Declaration and help transform local public services.

Sign up your organisation

Download

If you prefer, you can download your own copy of the Declaration in PDF format.
Our transformation, information technology and digital teams will:

- Research how to reuse existing user research, service design, common components, and data and technology standards before starting to design or procure something new.
- Build capacity in service-design, so that each service we transform is informally tested by our peers against our national service standard where appropriate (GDS will be publishing a local-friendly iteration).
- Where appropriate every new IT solution procured must operate according to the technology code of practice, putting us in control of our service data, using open standards where they exist and contributing to their creation where they don’t.
- Share knowledge about digital projects where there is an opportunity for potential reuse or collaboration with others.
- Work together to establish the trust frameworks we need to safely analyse and share personal data. This will allow us to better serve our shared customers and reduce the need to ask citizens for the same information multiple times.
- Work together to create common solutions that allow us to check people’s eligibility for services with central government and others in real time with their consent.
- Take inspiration and ideas from a wide range of sources, and participate individually in communities of practice and interest outside the organisation (for example, LocalGovCamp, OneTeamGov, and related networks and events).
Evolution of the UK Digital Marketplace

Global Digital Marketplace Programme

Future Opportunities
The Global Digital Marketplace is funded by the Cross-Government Prosperity Fund Global Anti-Corruption Programme, led by the Foreign & Commonwealth Office.
Anti-Corruption is one of 12 Prosperity Fund Global Programmes, alongside:

- Trade
- Healthcare
- Future Cities
- Infrastructure
- Education & Skills
- Business Environment
- Digital
- Energy
- Insurance
- Financial Services
- Regulatory Reform
Global Digital Marketplace is a commitment under Priority 4 (Reduce Corruption in Public Procurement and Grants).
The goal of the Global Digital Marketplace is to **partner with national and subnational governments in emerging economies**, to help tackle corruption by **opening up procurement and contracting in the end-to-end delivery lifecycle of ICTs**.
‘Place’ based drivers of environmental, economic, social and cultural ambitions

- ICT commissioning as an enabler of improved local services, greater competition and value for money
- Promoting and attracting investment
- Creating fair and inclusive places
- Engaged civil society and transparency
- Environment and sustainability
The Global Digital Marketplace offer is being developed iteratively, informed by the feasibility scoping visits completed in:

**Latin America**: Mexico, Colombia  
**South East Asia**: Indonesia, Malaysia  
**Southern Africa**: South Africa, Botswana
Spend Control
Technology Code of Practice
Pipeline Assurance Process

* Building capability and capacity cuts across all elements
Throughout the Global Digital Marketplace delivery stages, we propose embedding the Open Contracting Data Standard (OCDS).

This will enable the progressive public disclosure of data and information relating to forward-look plans, procurements, contracts awarded, and service delivery.
OCDS ‘Planning’ stage
(budgets, project plans, procurement plans, market studies, public hearing information)

OCDS ‘Implementation’ stage
(payments, progress updates, location, extensions, amendments, completion or termination information)

OCDS ‘Award’ stage
(details of award, bidder information, bid evaluation, values)

OCDS ‘Invitation (Tender)’ stage
(tender notices, specifications, line items, values, enquiries)

OCDS ‘Contract’ stage
(final details, signed contract, amendments, values)

* Building capability and capacity cuts across all elements
Evolution of the UK Digital Marketplace
Global Digital Marketplace Programme
Future Opportunities
### Future Opportunities

<table>
<thead>
<tr>
<th>Q3 2018-19</th>
<th>Q4 2018-19</th>
<th>Q1 2019-20</th>
<th>Q2 2019-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needs analysis, early delivery scoping and potential partners identified</td>
<td>Needs analysis, early delivery scoping and MOUs established with partner organisations</td>
<td>Prototyping, design and long-term delivery refinement, with partner organisations</td>
<td>Implementation</td>
</tr>
<tr>
<td>Mexico ‘Discovery’</td>
<td>Malaysia ‘Discovery’</td>
<td>3-month ‘Alphas’ to test and iterate minimum viable approaches to meeting users’ needs, identified during ‘Discoveries’</td>
<td>3-6 month ‘Betas’ across a range of scenarios, building on the insights gained during the ‘Alphas’ and continuing with incremental and collaborative delivery</td>
</tr>
<tr>
<td>Malaysia ‘Inception’</td>
<td>South Africa ‘Discovery’</td>
<td></td>
<td></td>
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<tr>
<td>Indonesia ‘Discovery’</td>
<td>Botswana ‘Discovery’</td>
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<tr>
<td>Colombia ‘Discovery’</td>
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</tbody>
</table>

Global Digital Marketplace
Future Opportunities

- Mexico City
- Guadalajara
- Medellín
- Manizales
- Colombia
- Bristol
- London
- Glasgow...
- UK
- Durban*
- Cape Town*
- Johannesburg*
- South Africa
- Gaborone
- Botswana
- Iskandar*
- Malacca (state)*
- Selangor (state)
- Malaysia
- Bandung*
- Surabaya*
- Indonesia
- Global Digital Marketplace
Future Opportunities

OiER
Organization for International Economic Relations

Future Opportunities

IACCM

Open Contracting Partnership

Global Digital Marketplace
Future Opportunities

ICT commissioning: beyond procurement
- Focus on users’ needs, problems to solve and outcomes to achieve
- Form collaborative and constructive relationships across civil society, focussed on joint design and delivery
- Be open by default and secure by design
- Start small, experiment, test with users
- Be agile - measure, learn and adapt

‘Place’ based drivers of environmental, economic, social and cultural ambitions
- ICT commissioning as an enabler of improved local services, greater competition and value for money
- Promoting and attracting investment
- Creating fair and inclusive places
- Engaged civil society and transparency
- Environment and sustainability

Collection Methodology for Key Performance Indicators for Smart Sustainable Cities

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-Dimension</td>
<td>ICT</td>
</tr>
<tr>
<td>Category</td>
<td>Public Sector</td>
</tr>
<tr>
<td>KPI Name</td>
<td>Public Sector e-Procurement</td>
</tr>
<tr>
<td>KPI No.</td>
<td>EC: ICT: PS: 3A</td>
</tr>
<tr>
<td>Type:</td>
<td>Advanced</td>
</tr>
<tr>
<td>Type:</td>
<td>Smart</td>
</tr>
<tr>
<td>Definition / Description</td>
<td>Percentage of public sector procurement activities that are conducted electronically</td>
</tr>
<tr>
<td>Rationale / Interpretation / Benchmarking</td>
<td>The movement of procurement transactions (bids, requests for proposal (RFP), invoices, payments) to electronic platforms can facilitate efficiency in government operations and allow for a wider base of suppliers to access potential government business. Cities should take into account all transactions that occur during the procurement process through various methods such as websites, web portals, mobile applications, etc. Cities that have moved a particular service to 100% electronic delivery can then use that as the basis for reporting. A higher value and an increasing trend are considered positive.</td>
</tr>
<tr>
<td>Methodology</td>
<td>Calculate as: Numerator: Number of public sector procurement activities conducted online. Denominator: Total number of public sector procurement activities. Multiply by 100</td>
</tr>
<tr>
<td>Unit</td>
<td>Percentage</td>
</tr>
<tr>
<td>Data Sources / Relevant Database</td>
<td>Data can be obtained through city departments with procurement functions and IT departments.</td>
</tr>
<tr>
<td>SDG Reference(s)</td>
<td>SDG Target 16.6: Develop effective, accountable and transparent institutions at all levels. SDG Target 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels.</td>
</tr>
</tbody>
</table>
Thank you

Warren Smith
@wdangersmith