

The Challenge

Ameo was appointed by the government of one of the UK's overseas territories to review its procurement arrangements and to suggest improvements in line with best practice from the mainland. As a small authority with limited resources, our client had hitherto tended to run and award its contracts on a largely informal basis.

With 89 capital projects planned over the next four years, the Government was keen to find out where it might be at contractual risk, how it could raise standards and whether transformational change was needed.

The Outcome

As a result of our involvement, the Government has agreed to appoint a head of procurement and a support officer, trebling its capacity in this area. It has also agreed to invest in new technology to help record its procurement data.

At our recommendation, it has adopted a Centred Action Network (CLAN) approach to procurement. This provides governance for buyers across the organisation, and introduces formal templates and processes to be followed by all.

The Government now has a greatly-improved awareness of procurement and commissioning, and is keen to extend its capability and market insight further by working with a preferred procurement service provider from the UK.

The Engagement

Located some distance from the UK, and with only a small permanent population, finding specialist skills and experience is a significant issue for this client. For this reason, we were starting from a base where few people understood the procurement process, and where no overall governance existed.

We presented real-life examples of commissioning models to the Government, then rated it against a number of best-practice procurement standards. This showed that it was actually performing better against some criteria than it thought. During two visits to the territory, we held 24 interview sessions involving 72 stakeholders.

As part of our review, we provided coaching for the workforce on the procurement cycle. This covered decision gateways, routes to market, shortlisting, writing contracts, forward management and review of contracts. Following this, the Government asked Ameo to deliver some further contract and process training.

Our CLAN established a central point of reference for all those involved in procurement, leading to greater cross-business co-operation. We were also instrumental in persuading the Government that it needed to raise the salary for its proposed head of procurement in order to attract the best talent.