



The Business Services Association
130 Fleet Street,
London.
EC4A 2BH

Business Services Association

Response to Cabinet Office consultation on further reforms to public procurement

September 2025

Key points

- We believe there is now an important opportunity to use public procurement as a lever to achieve the goals set out in the Government's Missions and outlined in this consultation.
- This is because the procurement landscape is undergoing a period of timely reform, during which the outcomes the Government wishes to achieve can be embedded from the outset into the new structures which are being established.
- We endorse the objectives set out in this consultation, in particular opening up new opportunities for local small businesses and social enterprises, creating good local jobs, upskilling local workers and delivering greater value for taxpayers.
- We believe there are six key principles for achieving these objectives, including through the procurement process, starting with setting a clear overall strategy, based on putting communities first and built around securing quality and long-term value.
- This starting point is critical, and should inform all decisions the organisation makes. We believe this should include the decision on whether to insource, outsource to large or small charities or businesses, or use a hybrid model. Such decisions should be based solely on which model best achieves the objectives around quality and long-term value, including in areas like skills, local jobs and supply chains set out in this consultation, rather than on any pre-conceived bias in favour or against any one particular delivery model.
- Other principles for success include: outcome-based decision-making, genuine partnership, encouraging a diverse market by ensuring equitable transfer of risk, getting the right balance on scale and proportionality, and encouraging long-term thinking. The last of these can be achieved through the publication of timely and accurate pipelines of work. This is especially important when it comes to Community Wealth Building because building wealth in communities takes planning and time.
- The Government has already made significant strides in putting these principles into practice, including through the new NPPS and through the Government's Playbooks which incorporate many of these examples of best practice and the adoption of which the Government is encouraging.
- We believe a continued focus on these areas is the best way to achieve the objectives the Government has set out. It is against this backdrop that we approach all of the policy suggestions in this consultation, almost all of which we support provided they are implemented with these best practice approaches in mind.

E: bsa@bsa-org.com W: www.bsa-org.com [@THEBSASSOC](https://twitter.com/THEBSASSOC)

The Business Services Association Limited is registered in England No. 2834529
Registered office as above.



Background

The Consultation

The Cabinet Office is inviting responses to its new consultation '[Public Procurement: Growing British industry, jobs, and skills](#)'.

The proposals outlined in the consultation build on the changes introduced in the Procurement Act 2023 and will support implementation of the new National Procurement Policy Statement (NPPS).

[Labour's Plan to Work Make Pay](#), published prior to the election and [endorsed in the Manifesto](#), promised a Public Interest Test. It said: "Before any service is contracted out, public bodies must carry out a quick and proportionate public interest test, to understand whether that work could not be more effectively done in-house. The test will evaluate value for money, impact on service quality and economic and social value goals holistically".

The Minister has since [reiterated](#) this commitment: 'The Government will... consult on introducing a new public interest test for contracting authorities to assess, at the outset of a procurement process, whether work should be outsourced or if it could be done more effectively, and drive better value for money, in-house. This will strengthen market stewardship in procurement and ensure there is a rigorous evaluation of the broader public interest of inhouse, outsourced or hybrid delivery models, ensuring that decisions properly reflect the long-term value for taxpayers and are aligned with government priorities".

The BSA and previous engagement

The BSA - Business Services Association - brings together large and small businesses, professional services firms, charities, and social enterprises delivering service and infrastructure projects across the private and public sectors. The work of BSA members improves the lives of tens of millions every day across every region of the country; from building and maintaining our roads, energy supply, and digital ecosystem, to feeding school children and keeping our hospitals clean and safe. A membership list is included below for reference, alongside a summary of the BSA.

The business services sector is key driver of growth, employment, innovation and productivity. It employs millions of people throughout every region of the country and is a significant contributor to our national economy. Our recent report, '[The Business Services Sector in the United Kingdom](#)', showed that even by the narrowest definition of 'business services' the sector accounted for at least 2.83m jobs throughout the UK in 2022, generated over £222.04bn in total turnover in 2021, and produced over £124.53bn in gross added value in 2021.

Our members' work therefore lies at the heart of many of the Government's priorities, including supporting the five Missions. For example, as key providers of service and infrastructure projects across the public and private sectors BSA members are crucial to delivering the Government's priorities in relation to social value and wider equitable outcomes.

The BSA has worked closely with colleagues in the Cabinet Office on reforms to public procurement, including on both the Procurement Act and the NPPS.

We have also engaged extensively with local and devolved government, discussing how its objectives can also best be met through a collaborative approach and how this can be reflected in the procurement process. Principles for successful local commissioning were set out in a recent paper on the topic - '[Successful Local Commissioning: Principles and Case Studies](#)' - based on these discussions.



Introduction

We believe there is now an important opportunity to use the lever of public procurement to achieve the Government's objectives, as set out in its Missions and in this consultation.

This is because the procurement landscape is undergoing a period of timely reform, during which the goals the Government wishes to achieve can be embedded from the outset into the new structures which are being established.

This reform includes:

- the implementation of the Procurement Act,
- the enhanced NPPS,
- new social value criteria at central government level,
- the Industrial Strategy and Professional and Business Services (PBS) Sector Plan,
- the welcome focus on pipelines of projects in the work of new bodies such as NISTA,
- targets for spending with SMEs,
- increased transparency including KPI publication, and
- crucially, the broadening and deepening of devolution and localisation, especially the development of integrated settlements and multi-year budgeting, coupled with Local Government Reorganisation.

The Government's objectives are set out in the consultation, namely national renewal seen in practical terms in "people around the UK [feeling]... government spend through investment in their skills and opportunities to access high quality jobs close to home". The paper rightly points to the need to "protect supply chains, open up new opportunities for local small businesses and social enterprises, create good local jobs, and deliver greater value for taxpayers".

We endorse these objectives. We believe key to achieving them are the following principles, embedded in all authorities:

1. Setting a clear overall strategy, based on putting communities first and built around the objectives of securing quality and long-term value including achieving the objectives in areas set out in this consultation such as boosting skills, supporting local jobs and strengthening supply chains. The refreshed NPPS encourages such an approach, as will revised social value criteria. It is crucial that this overall strategy is set and overseen by the organisation's senior leadership, and that this then informs all decisions, including procurement decisions, on the ground.
2. Outcome-based decision-making, including in the commissioning process, to achieve outcomes reflecting the strategy above. That applies at every stage from initiation and co-design through the tender process to ongoing contract management and beyond.
3. Genuine partnership, based on good relationships and clear goals, with early supplier engagement, transparency on outcomes, and equitable transfer of risk. The evidence from areas which have pioneered successful projects achieving a lasting long-term legacy in inclusive growth and social value is that they were open and honest about the outcomes required and looked for partners who were innovative and proactive in offering ways to achieve those outcomes. This means suppliers and commissioners can be aligned, and innovative solutions and best practice from elsewhere adopted. It also means partners can help scale and replicate innovation and change, not only in the delivery of the services concerned but also in sustainable outcomes and social value.
4. Encouraging a diverse market, including businesses and charities of all sizes, for example by conducting pre-market engagement, publishing clear pipelines of work, and ensuring equitable transfer of risk.



5. Getting the right balance on scale and proportionality.
6. Encouraging long-term thinking, for example through pipelines of work, which is especially the case when it comes to Community Wealth Building, because building wealth in communities (for example employment and training of local people, and building up equitable local supply chains) takes planning and time.

The first principle is critical, and should inform all decisions the organisation makes. We believe this should include the decision on whether to insource, outsource to large or small charities or businesses, or use a hybrid model. Such decisions should be based solely on which model best achieves the objectives around quality and long-term value, including achieving the objectives in areas like skills, local jobs and supply chains set out in this consultation, rather than on any pre-conceived bias in favour or against any one particular delivery model.

The Government has already made significant strides in putting these principles into practice, including through the new NPPS.

Many of these principles are also included in the Government's Playbooks, which are mandated for central government, and in local government procurement best practice as seen, for example, in the LGA National Procurement Strategy which is due to be refreshed shortly.

The Government's PBS Sector plan, which forms part of the wider Industrial Strategy, includes a welcome commitment to "continue to work with MSAs, local government and their representatives, and the wider public sector, to maximise the full potential of the [procurement] regime for the sector. This includes encouraging adoption of best practice principles set out in the suite of Cabinet Office Playbooks (Sourcing, Construction, Digital, and Consultancy) to foster a collaborative approach with stakeholders, early engagement, the fair and appropriate allocation of risk, the publication of timely and accurate pipelines of work to encourage and enable businesses and charities to embed themselves in communities and plan long term" .

As the Plan states, "this will help deliver objectives on training and employment of local workers, investment, innovation, easier access for SMEs, and the development of equitable supply chain opportunities for SMEs"

These are the same objectives as those set out in the consultation, and we believe implementing these principles of best practice and behavioural change are at the heart of achieving them. Practices such as inappropriate risk transfer, poor pre-market engagement, and a lack of pipeline visibility all continue to present barriers to the Government's objectives for procurement. For example, these behaviours significantly affect the ability for SMEs and VCSEs to participate in public procurement whilst also stifling the ability of private sector partners to embed themselves in communities and also offer innovative solutions which can deliver the best value for citizens.

We therefore urge the Cabinet Office to continue to tackle these practices throughout the public sector in conjunction with the reforms that are proposed in this consultation. This must include working with Treasury and MHCLG colleagues to ensure that public sector teams have the appropriate resources and capacity allocations to effectively procure and manage contracts across a range of projects and service areas.

We believe a continued focus on these areas is the best way to achieve the objectives the Government has set out.



Questions

QUESTION 1a: To what extent do you agree or disagree that mandating large contracting authorities with spend over £100m p.a. to set 3-year targets for their procurement spend with SMEs and VCSEs and publish annual progress against these targets, would help increase spend with SMEs and VCSEs?

Agree.

QUESTION 1b: If you wish to explain why you do or do not agree that the proposed measure reflects or delivers the policy intent described above, please do so here.

Whilst we agree that setting 3-year targets could potentially help to increase spend with SMEs and VCSEs, it is our view that by far the best way to deliver this policy intent is by facilitating the behavioural and practical reforms that are necessary to achieve actual change.

This includes the key principles set out at the start of this response such as: getting the right balance on scale and proportionality; encouraging long-term thinking through pipelines of work; early supplier engagement; transparency on outcomes; and equitable transfer of risk.

It is also crucial to recognise both the importance of direct procurement with SMEs and also the role that equitable supply chain relationships can play. Larger organisations have the capacity and reach to help support and build local SME capacity by helping to shoulder the risk and provide up-front finance, help their supply chains with business and financial planning, use their expertise to support them on the path to Net Zero, and assist with reporting and regulatory requirements in areas like modern slavery. Furthermore, by both showing how suppliers can maximise social value and other delivery, and, crucially, demonstrating this to commissioning authorities, working as part of supply chains can improve SMEs' capacity to win contracts directly in future.

It is essential that supply chains are equitable, with prompt payment of bills (by both the commissioner and the large supplier to its supply chain) and a fair allocation of risk and reward, all of which can be encouraged (for example through the Playbooks) and mandated both in regulation (for example through the Fair Payment Code) and as an explicit part of the procurement process.

QUESTION 2a: To what extent do you agree or disagree that extending the requirements of section 70 of the Act to publish information on (i) all payments made under public contracts and (ii) payments under notifiable below-threshold contracts, would help increase spend with SMEs and VCSEs?

Agree.

QUESTION 2b: If you wish to explain why you do or do not agree that the proposed measure reflects or delivers the policy intent described above, please do so here.

As with our answer to question 1b, whilst we agree that this could achieve the desired intent it is important to emphasise that SMEs and VCSEs will benefit most from the reforms outlined in the introduction to this response.

We would also welcome clarification of whether this proposal relates only to direct spend or includes in-direct spend with SMEs and VCSEs throughout the extended supply chain involved in delivery of a contract. There is also a question of whether this would apply to longer-term existing contracts. If



this were to apply to prime's supply chains it would also have implications for the sensitive commercial arrangements that may exist between different suppliers who manage relationships with SMEs and VCSEs in the delivery of both public sector but also private sector contracts.

There are also capacity considerations from the public sector perspective should this be extended to all procurements (effectively removing the £30,000 threshold). This includes both resourcing of the additional workload and potentially additional costs associated with monitoring adherence to the new requirements.

QUESTION 3a: To what extent do you agree or disagree that requiring contracting authorities to exclude suppliers from bidding on major contracts (+£5m per annum) if they cannot demonstrate prompt payment of invoices to their supply chains (within an average of 60 days) would help improve late payment by suppliers to the public sector?

Agree.

QUESTION 3b: If you wish to explain why you do or do not agree that the proposed measure reflects or delivers the policy intent described above, please do so here.

We agree with this approach but would also like to stress the importance of ensuring that contracting authorities' own payment terms are conducted in good order ensuring that they are prompt in paying suppliers.

We would welcome clarification on whether this would relate only to supply chain partners working on public sector contracts or whether this would encompass wider business activity. It will also be important to allow opportunities to address short-term system problems where these arise.

60 days is an appropriate start point and, in alignment with the recently published SME plan, would allow the market to prepare for the change.

QUESTION 4a: To what extent do you agree or disagree that there should be flexibility for contracts for people focused services to be awarded without competition?

Neither agree nor disagree.

QUESTION 4b: If you wish to explain why you do or do not agree that the proposed measure reflects or delivers the policy intent described above, please do so here.

The focus for this question is services for vulnerable people. All decisions for service provision in this area in particular must be based around the needs of the people concerned.

We support any measures which enable that objective to be met. However, while this is not a principle delivery areas for the majority of BSA members, should this flexibility be introduced we would caution against combining this with any assumption that external stakeholders are unable to bring innovation and best practice to the table. We would always urge that the starting point for any service provision is the need for openness and collaboration in the interest of service users.

Introducing flexibility, particularly in limited or specialist markets (e.g., SEND services, therapeutic placements, supported housing), would enable commissioners to build long-term, trusted partnerships focused on continuity of care. There are existing examples of such long-term provision,



for example in Somerset, as we have set out in previous papers.¹ It would also give VCSEs and SMEs greater confidence to invest in service capacity and innovation, knowing that procurement models will value their specialist contribution, not just commercial terms.

However such flexibility must not be used in such a way that new solutions and innovation are discouraged or blocked.

QUESTION 5: Are there other services delivered to vulnerable citizens (beyond adult and children's social care) that warrant procurement processes not permitted in the Procurement Act 2023? Please include i) the CPV code where possible and description of the services; ii) the nature of the problem faced; iii) the optimal policy solution(s).

The need for openness and collaboration with external stakeholders would apply to other service areas as well.

Optimal policy solutions where issues have been identified include:

- Clarifying where services can be directly awarded based on quality and user continuity, rather than competition.
- Allowing for greater use of flexible frameworks, dynamic markets, and grant funding models.
- Encouraging partnership-based commissioning.
- Embedding user voice and community insight within the commissioning process.

QUESTION 6: Do you have any examples where people-focused services have been procured well? Do you have any suggestions for changes to the processes available under the Procurement Act or guidance that could improve procurement of these services?

The BSA has previously provided examples of such procurement in Somerset and in South London², which were both possible through implementing best practice as outlined above in existing procurement legislation.

We would also like to reemphasise the point that in order to achieve the maximum value from any changes it is crucial that public sector teams have the sufficient resources to procure and manage these contracts effectively.

QUESTION 7a: To what extent do you agree or disagree that contracting authorities should be required to undertake a public interest test and publish it when making sourcing decisions?

Neither agree nor disagree.

QUESTION 7b: If you wish to explain why you do or do not agree that the proposed measure reflects or delivers the policy intent described above, please do so here.

The BSA supports a Public Interest Test which addresses the need to achieve high quality services, ensure long-term value for money and deliver wider social value.

We believe that decisions on whether to insource, outsource to large or small charities or businesses, or use a hybrid model, should be based solely on which model best achieves these objectives, including in areas like skills, local jobs and supply chains set out in the NPPS and this consultation, rather than on any pre-conceived bias in favour or against any one particular delivery model.

¹ [Successful-Local-Commissioning-Principles-and-Case-Studies-3.2.25-April-update.pdf](#)

² [Successful-Local-Commissioning-Principles-and-Case-Studies-3.2.25-April-update.pdf](#)



These objectives should therefore feature explicitly at the start of the process - not after the Public Interest Test has already been applied. Transparency in approach will be key to achieving positive outcomes and retaining market confidence in an unbiased and fair test.

We are wary of the view that it is correct to assume, as outlined on page 14 of the consultation - that “Insourcing improves accountability, service quality, and employment standards”. Indeed, there is little evidence to support this contention.

It is, of course, fair as a political principle to prefer one model to another, but it is on those terms and through this lens that any such decision should be made. The weight of available evidence shows that a healthy mixture of outsourced and insourced service delivery leads to efficiency, value, and quality gains. If the balance tips too far in either direction then it can be argued that the quality of services provided and projects delivered will suffer as a result. Securing a balanced dynamic between the two is critical to delivering successful outcomes.

There are many examples of good practice in all types of delivery model. The key is making delivery decisions according to the objectives of quality, long-term value and social value, with particular reference to the strategy of the organisation concerned, as set out earlier, and aligning commissioning and procurement processes accordingly.

The Test should enhance relationships between government at all levels and those commissioned to deliver services. It is important that policies such as the Public Interest Test place practical and realistic requirements that achieve the shared ambition of constantly improving the delivery of services and projects.

We appeal to the Government to continue to develop the Public Interest Test collaboratively and in a way which draws on the very best skills and expertise that the public, private and charitable sectors can bring to such work.

The BSA and our members have long been involved in the design and implementation of policies to ensure the Government’s ambitions of high quality services, long-term value for money and wider social value are achieved. These include the refreshed Playbooks and the ongoing implementation of the Procurement Act, including the revised National Procurement Policy Statement and relevant PPNs.

We have called repeatedly for the procurement system to be used as a lever to achieve these ambitions. For the same reason, we were pleased that the Playbooks were recognised and included in the Industrial Strategy Sector Plan for our sector. Similarly, we welcomed the recognition of the sector’s contribution to investment, growth, skills, and people. Enabling the sector to further this investment through good procurement practice is key to achieving these wider outcomes.

Again it is important to emphasise that the ambitions of achieving high quality services, ensuring long-term value for money, and delivering wider social value should be at the heart of decisions, including whether to insource, outsource to large or small charities or businesses, or use a hybrid model. It is therefore important that these decisions, and the Test, are not weighted in any direction, and that they instead reflect the need to achieve these ambitions.

Finally, we are mindful of the capacity pressures facing contracting authorities particularly at a local level. We would welcome clarification on the proposed timeframes for the introduction of any Test as well as on what support and guidance contracting authorities will receive with regards to designing and implementing any Test.



QUESTION 8a: To what extent do you agree or disagree that requiring authorities to set an award criteria which relates to the quality of the supplier's contribution to jobs, opportunities or skills for all public contracts over £5m and with a minimum evaluation weighting of 10%, will help to deliver social value that supports economic growth?

Agree

QUESTION 8b: If you wish to explain why you do or do not agree that the proposed measure reflects or delivers the policy intent described above, please do so here.

We agree that this approach will help to deliver the intent set out here. As with previous proposals it is, however, key that the criteria remains proportionate to the nature of the work so as not to preclude SMEs and VCSEs in particular from competing for contracts.

In addition to this, it will be important that clear guidance is provided by Cabinet Office to contracting authorities on this and other proposals. Asymmetric implementation of proposals such as this can lead to poor contracting behaviours and disproportionate criteria which not only exclude SMEs and VCSEs from participating in public sector contracting but can also limit suppliers' abilities to ensure the delivery of long-term meaningful employment, opportunities, or skills progression pathways.

Selecting the right metrics and ensuring appropriate proportionality will be critical here and should be designed in consultation with industry partners.

It should also be noted that there may be cost implications here and it may also impact other local priorities such as sustainability ambitions.

Finally, we would welcome clarity on whether this would replace or build upon the current transition from SVM PPN06/20 to PPN002, along with guidance on how this requirement would interact with the Single Outcome Guidance in PPN002.

QUESTION 9a: To what extent do you agree or disagree that, where authorities have set social value award criteria relating to jobs or skills, mandating that they also set at least one KPI on social value delivery, and subsequently report performance against a social value KPI (published in the contract performance notice), will support transparency of progress against social value commitments?

Strongly Agree.

QUESTION 9b: If you wish to explain why you do or do not agree that the proposed measure reflects or delivers the policy intent described above, please do so here.

This is welcome and will be key to ensuring that Social Value is delivered.

We would, however, urge Cabinet Office to provide guidance to Contracting Authorities to ensure that a wide range of Social Value options are considered here and not just those which are easily measured. Again this guidance should be developed in consultation with industry to ensure appropriate options with suitable metrics are identified.

Once more, there are capacity and resourcing considerations here and CAs must receive the appropriate level of support needed to deliver this objective.



QUESTION 10a: To what extent do you agree or disagree that requiring contracting authorities to use standard social value criteria and metrics selected from a streamlined list (to be co-designed with the public sector and suppliers) in their procurement of public contracts will help to deliver social value in a proportionate manner.

Agree.

QUESTION 10b: If you wish to explain why you do or do not agree that the proposed measure reflects or delivers the policy intent described above, please do so here.

Offering a standardised list and clear metrics will help suppliers of all sizes. Again this guidance should be developed in consultation with industry to ensure appropriate options with suitable metrics are identified.

We would caution Cabinet Office colleagues that overprescription can result in a stifling of innovation and potentially weaker services solutions than might otherwise be proposed. Overprescription can also lead to a 'cost only' exercise and less of a focus on quality outcomes for service users.

QUESTION 11a: To what extent do you agree or disagree that contracting authorities should be permitted to define the geographical location of where social value will be delivered as described above? Do you have any suggestions for innovative ways of delivering social value including by creating more flexibility in the current requirements in the Act on relevance and proportionality?

Agree.

QUESTION 11b: If you wish to explain why you do or do not agree that the proposed measure reflects or delivers the policy intent described above, please do so here.

The flexibility in specifying where the Social Value is delivered is very welcome. We would urge Contracting Authorities to conduct sufficient pre-market engagement before making this decision in order to ensure that the best option is selected.

In addition to this, Social Value criteria must remain proportionate to the size and nature of the contract being procured. For example, members have previously described scenarios where short-term contracts valued at less than £100,000 have called for 5 apprentices to be onboarded as part of the social value criteria. Pre-market engagement will enable Contracting Authorities to receive market insights on what this proportionality looks like in respect of different contracts.



Business Services Association

Who We Are:

The Business Services Association (BSA) is a policy and research organisation. We are here to represent all those who are interested in delivering efficient, flexible, and cost-effective service and infrastructure projects across the private and public sectors. We are based in the United Kingdom and hold meetings and events throughout the country.

Our members are key providers of service and infrastructure projects to the private and public sectors. Members include large and small businesses, charities, and social enterprises.

What We Do:

We provide a forum for service providers to come together to discuss issues of common interest. We also have a wide-ranging policy programme which can be broken down into three interconnected core themes: inform, advocate, and engage.

How We Do It:

Inform

We ensure that our members are kept up to date with government policy and wider market trends, whilst also keeping government informed on the issues affecting the sector. This includes producing daily, weekly, and monthly political and media monitoring reports for members, conducting our monthly Economic Tracker survey and sharing the insights with relevant stakeholders across central, devolved, and local government, and arranging briefing sessions and meetings with officials on pertinent policy areas.

Advocate

We champion the good work the sector does by collating case studies and producing reports that highlight the sector's contributions to the UK economy. It also involves working collaboratively and constructively with policy makers on key policy areas for the sector such as procurement reform.

Engage

We arrange regular engagement opportunities to promote positive relationships between the sector and key stakeholders. This ranges from holding roundtables with government ministers and prominent members of the opposition, to arranging large summits that bring together over 100 members and stakeholders to discuss a specific theme. Recent examples include summits on Digital Skills and the transition to Net Zero.

Why We Do It:

Our sector lies at the very heart of the UK economy. Service and infrastructure providers are key innovators and growth facilitators, spearheading our transition to a green and digital economy, and operating throughout both the public and private sectors. The sector also invests in providing high quality administrative services, facilities management, infrastructure, and IT so other businesses can do what they do best.

It is therefore crucial that the sector's voice is heard and its good work recognised.



List of BSA Members, September 2025

3C3 Ltd	GoodPeople
4Merit	HP
AECOM	HPO Technologies
AKG	IBM
Amey Plc	Ingeus
Aramark	ISS UK
Arcadis LLP	Kier Group Plc
Arcus FM	KPMG
ArvatoConnect	Laing O'Rourke
AtkinsRéalis	Mace
Atos	Maximus UK Ltd
AutogenAI	McLaughlin & Harvey
Baachu	Medallia
Balfour Beatty Plc	Mitie
Barclays Corporate	MTC
Bellrock	NatWest
Bevan Brittan LLP	NCG
Birkin Group	Oxfordshire Business Consultancy Ltd
Browne Jacobson LLP	P3
BT Group Plc	Pinsent Masons LLP
Business 2 Business	Public Digital
Capita Plc	Reed in Partnership
Catch 22	Robertson FM
CGI	Royal Voluntary Service
City FM	Seetec Group Ltd
Clyde & Co LLP	Serco Group Plc
CMS Cameron McKenna Nabarro Olswang LLP	Sharpe Pritchard LLP
Compass Group Plc	Skanska
Connections Consulting	Sodexo Ltd
Costain	Sopra Steria Ltd
Deloitte	Space Solutions
DWF LLP	The Grichan Whitestone Partnership
Ecolog International	The Growth Company
Elior UK Ltd	The Palladium Group
Equans	The Shaw Trust
Eric Wright FM	The Sustainability Group
FedCap	Turley
Forvis Mazars LLP	Twin UK
Fujitsu UK	VINCI Facilities
G3 Systems Ltd	VPS Group
G4S Plc	Wand Consulting
Global Secure Accreditation	Wates Group
	WSP