

PROCUREMENT AS A STRATEGIC LEVER OF SMALL BUSINESS GROWTH

A review of Public Procurement Spend
with Micro and Small Businesses in the
UK (2019-2024)

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Introduction

Government policies in the United Kingdom (UK) have long anticipated that leveraging public spending will help to boost productivity and growth in the small and medium enterprise (SME) economy. The British Chambers of Commerce (BCC) SME Tracker¹ report confirms growth in absolute public spending with SMEs between 2018 and 2024, and the report highlights a notable rise in 2020-2021 during the pandemic and lockdown periods. The 2024 BCC Tracker spotlights the efforts of contracting authorities to engage with the small business community but underlines that only 20% of overall public sector spending was with SMEs (£39.7bn in 2023). The data set used for this report includes a sample from £222.1 billion annual procurement spend (2023-2024) with small and micro businesses. However, House of Commons (2024) report² notes that *gross spending on public sector procurement was £407 billion in 2023/24 across the UK*. Whichever annual figure you use, these trigger warning signs that public contracts still feel out of reach for many leaders of SMEs, not to mention micro businesses. The percentage and value of contracts awarded to SMEs is entirely disproportionate to their percentage representation in the UK business economy.

The term SME (small and medium-sized enterprise) was initially defined by the European Commission, but the continuing UK government definition of an SME³ is “*any organisation that has fewer than 250 employees and a turnover of less than €50 million or a balance sheet total less than €43 million*”. The Government Commercial Function (GCF) published a supplementary notice updated in January 2025, highlighting that small and medium-sized enterprises (SMEs) accounted for 99.9% of the UK business population at the start of 2024, and 99.2% are small businesses employing fewer than 50 people⁴. Micro businesses employing less than (<) 10 people represent over 95% of the UK business economy. These percentage figures indicate that more emphasis should be placed on the rising number of micro and small businesses to address the ‘missing middle’. The UK supply market [and supply chain] is highly fragmented. One approach for growth is to leverage public spend to achieve more sustainable growth opportunities for micro and small businesses in the UK.

This report focuses on two main questions:

1. To what extent do micro and small businesses benefit from public spending in the UK?
2. Will the Public Procurement Act (2023) enable more inclusive growth opportunities for micro and small businesses?

Who is this report for, and why?

The report is relevant for three main stakeholder groups as follows:

- **Procurement professionals** - better understand trends in spending with micro and small businesses in their local region and how that compares with other regions in the UK. Those involved in procurement may further consider categories of spend that are delivered by micro and small businesses when engaging with the supply market for precommercial activities.
- **Micro and small business leaders** - appreciate the wide scope of opportunities available to support business growth and help to overcome previously perceived barriers to tendering for public contracts. The new Procurement Act should bring new opportunities through a more simpler and transparent tendering process.

¹ [SME Procurement Tracker \(2024\)](#)

² [Procurement statistics: a short guide - House of Commons Library](#)

³ [Small to medium sized enterprise \(SME\) action plan - GOV.UK](#)

⁴ [Supplementary information: Small and Medium-sized Enterprises definition \(HTML\) - GOV.UK](#)

- **Policy makers** - review existing guidance on supplier engagement and determine whether further support and guidance is required for buy and supply sides to ensure that procurement is open to all, to ensure that public procurement is leveraged to benefit a larger proportion of the business community, and that greater value is achieved from the public purse. In addition, business support groups, networks and consultants may find the report insights useful for growing and diversifying service portfolios and improving target markets.

The current position for SMEs and Micros

The UK is largely dependent on the growth and economic contribution of small and medium enterprises in the UK. SMEs account for three fifths of employment in the UK and approximately half of private sector business turnover.⁵ Public procurement has long been recognised as an important accelerator of business growth and the British Chamber of Commerce (BCC) Tracker report notes an optimistic trend in public spend with SMEs, yet this research report (March 2025) demonstrates that the scope of opportunities through public spend is yet to be fully realised. Some initial reflections are as follows:

- SMEs represent only one fifth of overall public spending, which is inconsistent with the percentage of SMEs in the UK (99.9%) compared with larger businesses.
- Public spending figures with micro and small businesses is patchy across regions in the UK, and the overall trend seems to have plateaued.
- There has historically been little emphasis on the impact of public spending on micro and small business (employing less than 50 people), yet in terms of number of businesses these represent the core.

The Adam Smith Business Confidence Survey (2025)⁶ reports concerning low levels of confidence, falling even further since the pandemic period which the Federation of Small Business (FSB) noted as a ‘confidence tumble’ among small business leaders⁷. These reports call government to action for a much-needed ‘growth push’ which will help to boost confidence again.

Methodology

- Contracts data is drawn from [Tussell's](#) database of **published contract award notices**. The report draws on notices published by the UK public sector on Contracts Finder, Find A Tender Service, Tenders Electronic Daily (the EU portal) and c. 70 other smaller portals.
- **Contract data** is used in the median contract value analysis. Contracts with a null, 0 or negative contract value are excluded. Details of publication thresholds can be found in PCR 2015.
- **Spend data refers to the supplier invoices** published by over 1000 different public sector bodies. Tussell matches these invoices to company datasets to identify more information about the suppliers, including organisation type, location, size and financials. Details of publication thresholds can be found in PCR 2015.
- Spend data is used in the regional analysis and **excludes spending by central government** to prevent the data from being skewed by central government headquarter locations.
- The transparency regulations for invoice-level spend data and do not apply to local authorities and NHS bodies in the devolved administrations. Therefore, spend data coverage of Northern Ireland, Scotland and Wales is low, and does not allow for a like-for-like comparison with England.

[UK Small Business Statistics | FSB Business Data](#)

⁶ [Adam Smith Institute Business Confidence Survey 2025 — Adam Smith Institute](#)

⁷ [FSB | Small firms' blues show how much Government growth push is needed](#)

- A small business is defined as any supplier (who has been named on a public sector invoice) with 50 or fewer employees. A micro business is defined as any supplier (who has been named on a public sector invoice) with 10 or fewer employees. The employee count figure is originally sourced from third-party data provider, Moody's Analytics.
- Suppliers with an employee count of 0 or null are excluded from this analysis.
- The analysis only covers the direct relationship between the UK public sector and the awarded prime or **tier 1 supplier**, not any suppliers who have won business via the supply chain.
- **Definition of categories** - sectors are defined at a supplier-level, using supplier SIC (sector industrial classification) codes as self-identified by the company on Companies House. Where a supplier has no SIC code, we have endeavoured to assign them a code based on their public-facing website, and their public sector sales activity.

The current landscape for micro & small businesses in public procurement

The following trends are taken from contract awards to micro businesses (Figure 1) and small businesses (Figure 2) across twelve UK regions including central government between 2019-2024. The UK regions include London, North West, South East, Yorkshire and the Humber, East of England, West Midlands, South West, East Midlands, Scotland, North East, Wales and Northern Ireland. The median figures represent the middle value of contract values (£) across 12 UK regions for each year between 2019-2024. These median calculations include central government spend, unlike the remainder of the regional data analysis in this report. The four year trend enables readers to realise spending patterns pre and post the pandemic period.

The median contract values awarded to micro business indicate a downward trend in a four year period (2019-2024). Figure 1 highlights the median figures for public spending patterns with micro businesses (employing <10 people) falling slightly between 2019 -2020 (£39,895) and 2021-2022 (£32,220), rising again between 2021-2022 and 2022-2023 but falling again from 2022-2023 (£36,000) to 2023-2024 (£33,310).

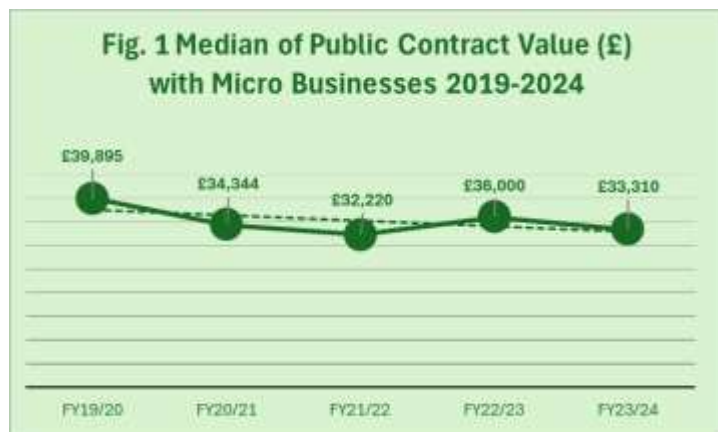
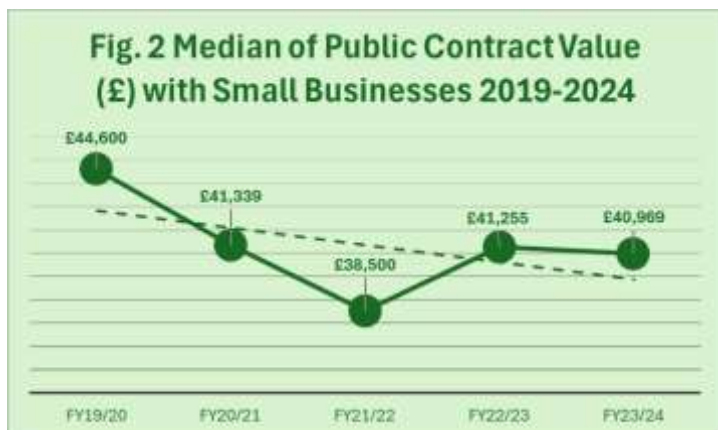


Figure 2 focuses on awards to small businesses and shows a range between £44,600 in 2019-2020, falling to £38,500 in 2021-2022, rising only slightly to £40,969 by 2023-2024. Figures 1 and 2 illuminate that the median value of contracts awarded across 12 UK regions for both micro and small businesses take a tumble immediately after the lock down period of the Covid-19 pandemic period (2021-2022) and engagement with micro and small businesses struggles to recover by 2024 to reach the 2019 median figures.



Trends in UK Regional Spend

Table 1 highlights UK regional values of spend with micro businesses between 2019-2024. Variations (+/-) in spend over the four year period are visible in the first column of Table 1. Despite an overall upward trend for most regions, there are dips and peaks, and spend totals are far short of the £222.1 billion procurement annual spend (Tussell).

UK Regional Spending (£) with Micro Businesses between 2019-2024						
UK Region	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total Spending
London (+)	£28,653,042	£50,634,938	£49,785,861	£39,638,899	£49,030,816	£217,743,556
North West (+)	£15,209,818	£61,779,171	£15,203,911	£18,845,446	£30,218,998	£141,257,344
South East (-)	£27,356,265	£28,769,820	£19,196,277	£15,968,148	£25,023,896	£116,314,406
Yorkshire and the Humber (-)	£31,718,177	£16,544,658	£14,268,611	£22,161,575	£13,339,642	£98,032,663
East Of England (-)	£16,876,622	£17,910,920	£14,127,112	£19,093,208	£15,514,076	£83,521,938
West Midlands (+)	£8,048,025	£25,223,741	£15,950,556	£13,331,578	£15,839,101	£78,393,001
South West (+)	£7,383,478	£15,854,143	£11,177,957	£11,861,222	£14,616,372	£60,893,172
East Midlands (+)	£6,154,038	£15,239,228	£7,371,536	£12,449,789	£11,521,232	£52,735,824
Scotland (+)	£4,523,089	£5,362,911	£5,640,360	£4,887,843	£13,548,587	£33,962,790
North East (+)	£2,238,119	£3,468,120	£5,940,762	£4,429,787	£4,433,768	£20,510,555
Wales (+)	£1,884,733	£2,867,022	£3,520,040	£4,832,737	£7,302,614	£20,407,145
Northern Ireland (+)	£30,305	-	£915,474	£2,266,452	£2,956,591	£6,168,822
Total Each Year	£150,075,712	£243,654,671	£163,098,456	£169,766,685	£203,345,692	£923,772,395

Table 1: Invoiced spending with micro businesses for each region over five years (2019-2024).

Note: There is missing data from Northern Ireland, no transactions 2020-2021 recorded.

Similarly, Table 2 highlights the different values of regional spending with small businesses by region across the UK between 2021-2024.

UK Regional Spending (£) with Small Businesses between 2019-2024						
UK Region	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total Spending
London (+)	£131,831,201.37	£175,882,023.96	£180,995,350.68	£252,130,913.89	£316,503,288.77	£1,057,342,778.67
North West (+)	£90,865,453.32	£165,073,297.89	£102,987,650.70	£81,990,342.22	£106,958,185.07	£547,874,929.20
South East (+)	£90,755,689.42	£124,679,704.84	£80,314,732.17	£84,082,778.24	£117,289,586.27	£497,122,490.94
East Of England (+)	£57,781,151.49	£110,556,218.64	£64,546,710.67	£76,961,460.59	£83,686,802.44	£393,532,343.83
West Midlands (+)	£42,293,736.68	£66,730,152.28	£63,640,315.64	£80,041,999.34	£103,317,403.67	£356,023,607.61
Yorkshire and the Humber (+)	£62,397,794.30	£53,432,907.98	£55,434,561.96	£66,680,344.53	£72,078,832.27	£310,024,441.04
South West (+)	£62,440,363.67	£46,946,100.84	£45,191,082.05	£57,226,837.56	£77,282,221.38	£289,086,605.50
East Midlands (+)	£39,158,275.79	£58,457,215.64	£41,946,295.02	£55,456,190.13	£58,491,825.06	£253,509,801.64
Scotland (+)	£18,202,804.94	£23,059,360.12	£33,366,891.63	£40,103,714.47	£93,932,551.13	£208,665,322.29
Wales (+)	£10,306,213.48	£18,184,273.01	£17,521,159.32	£48,753,780.74	£74,469,144.59	£169,234,571.14
North East (+)	£14,835,790.98	£14,317,095.93	£25,552,747.12	£22,820,869.09	£29,618,090.43	£107,144,593.55
Northern Ireland (+)	£439,701.78	£1,142,807.71	£4,814,071.89	£7,204,353.52	£9,645,324.71	£23,246,259.61
Total Each Year	£621,308,177.22	£858,461,158.84	£716,311,568.85	£873,453,584.32	£1,143,273,255.79	£4,212,807,745.02

Table 2: Invoiced spending with small businesses for each region over five years (2019-2024).

Despite an overall upward trend in invoiced spending for all 12 regions, there are dips and peaks leading to small businesses being impacted by **£4.2billion** across the 12 regions. Similarly to the micro business calculations, this figure is still far short of the £222.1 billion procurement total annual spend (Tusell).

Figures 3, 4, 5, and 6 present notable upward regional trends in spending with small businesses in London, Wales, Northern Ireland and Scotland.



Figure 3: Upward regional trend in London



Figure 4: Upward regional trend in Wales

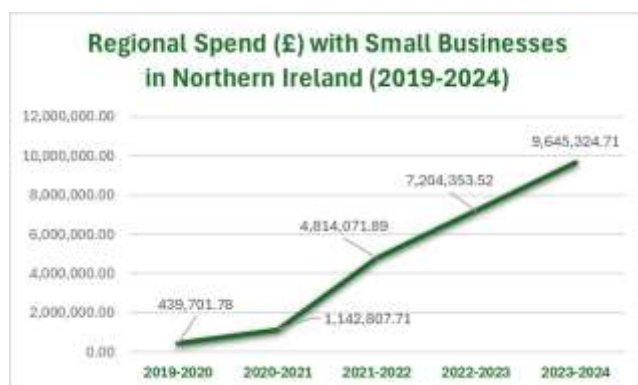


Figure 5: Upward regional trend in Northern Ireland



Figure 6: Upward regional trend in Scotland

The final stage of analysis is to understand the **most likely categories of spending** supplied by micro and small business leaders. Tables 3 and 4 reveal the 10 common spend categories with small and micro businesses. For procurement professionals seeking to understand how to get started with the reform these categories are an indication of where the spend targets can be achieved. These include construction and engineering, property and facilities management, finance, legal and professional services, consultancy and other non-disclosed categories.

Spend Category Trends with Micros	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Totals (£)
Construction & Engineering	70,702,579.67	108,307,630.59	66,162,871.36	74,538,109.35	63,145,210.10	£382,856,401.07
Property & Facilities Management	43,235,123.96	104,581,814.76	64,740,481.67	73,396,224.17	48,607,568.52	£334,561,213.08
Other	39,300,223.08	108,853,046.83	56,935,089.97	65,455,714.44	60,326,795.52	£330,870,869.84
Finance, Legal & Professional Services	38,932,638.31	62,123,976.33	47,127,901.63	43,666,883.18	47,204,640.92	£239,056,040.37
Consultancy	38,218,094.60	33,916,375.92	27,913,997.13	30,587,595.20	36,925,206	£167,561,268.85
Healthcare & Social Work	9,441,240.04	63,177,177.24	14,101,580.31	10,875,176.02	15,576,889.51	£113,172,063.12
ICT	9,834,006.10	19,922,157.56	15,622,462.77	24,068,608.70	22,744,228.37	£92,191,463.50
Education, Training & Recruitment	8,196,341.25	8,175,235.15	12,911,708.52	14,632,465.13	18,795,972.78	£62,711,722.83
Transport	24,303,167.99	24,708,348.79	4,654,749.58	4,055,039.10	4,149,994.72	£61,871,300.18
Utilities & Waste Management	1,689,472.90	5,233,642.49	2,389,246.28	3,525,684.73	2,388,293.39	£15,226,339.79

Table 3: Spend (£) category trends with micro businesses (2019-2024)

Spend Category Trends with Small Businesses	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Totals (£)
Construction & Engineering	281,987,176.04	3,929,950,387	289,333,652.81	317,724,120.18	287,355,807.12	£5,106,351,143.15
Property & Facilities Management	196,137,420.32	312,742,897.07	272,715,944.19	334,339,064.46	293,571,675.00	£1,409,507,001.04
Finance, Legal & Professional Services	176,172,295.94	379,988,904.90	295,639,121.72	223,141,416.95	266,056,998.82	£1,340,998,738.33
Other	155,924,221.26	373,659,243.16	253,843,733.46	252,537,535.27	284,405,586.72	£1,320,370,319.87
Consultancy	99,512,940.04	207,326,156.97	111,913,676.48	122,976,577.37	146,151,164.61	£687,880,515.47
Healthcare & Social Work	53,021,740.44	439,691,277.10	65,637,066.70	101,853,295.91	135,095,410.08	£796,298,790.23
ICT	51,795,114.26	81,661,586.86	85,394,120.76	78,327,187.55	83,101,438.84	£380,279,448.27
Education, Training & Recruitment	39,896,174.08	36,167,907.53	65,762,091.61	72,838,658.60	81,614,404.20	£296,279,236.02
Transport	38,858,364.65	66,698,047.67	21,700,571.81	48,703,657.50	35,726,150.94	£211,686,792.57
Utilities & Waste Management	8,978,572.09	15,849,274.96	9,483,187.38	395,146,671.67	15,834,672.03	£445,292,378.13

Table 4: Spend (£) category trends with small businesses (2019-2024)

In Tables 3 and 4, some categories of spend increase and some decrease between 2019 and 2024. Therefore, Figures 7, 8, and 9 spotlight categories of spend where there is a rising trend in invoice value over the four year trend period. These three categories (ICT, Facilities Management, and Education and Training) indicate where small businesses have been most likely to win contracts in twelve UK regions between years 2019 and 2024.

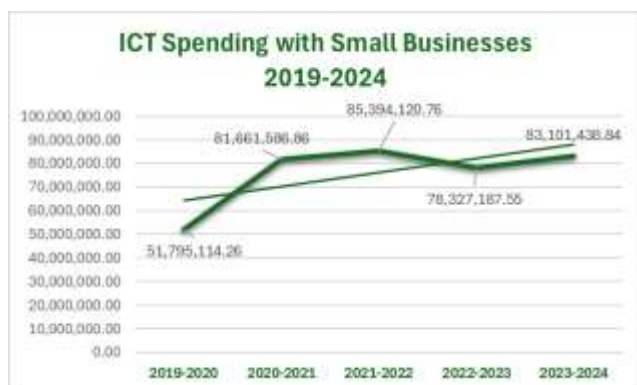


Figure 7: ICT spending with Small Businesses



Figure 8: Property and Facilities Management spending with small businesses



Figure 9: Education, Training and Recruitment spending with small businesses.

Will the Public Procurement Act (2023) enable more inclusive growth opportunities for smaller businesses?

The Public Procurement Act (2023) and the National Public Procurement Statement (NPPS)⁸ took effect from 24th February 2025, and there is a clear message from the UK Government that ‘*thousands of small*

⁸ National Procurement Policy Statement - GOV.UK

*businesses across the country will have more opportunities to win valuable contracts with public sector organisations, kickstarting local economic growth and innovation*⁹.

The procurement reforms apply to public bodies in England, Wales, and Northern Ireland, where according to House of Commons report (2024) approximately £400 billion is spent each year on procuring goods and services. The new legislation is hoped to bring a more inclusive and transparent process to procurement, bringing wider opportunities for small businesses. To support the NPPS, PPN001 (procurement policy note) states that in scope organisations (contracting authorities and other public bodies – not health) must set out a two year target of spend with VCSEs (voluntary, community, and social enterprise) from April 2026 and a three year target of spend with SMEs from April 2025. Furthermore, they must report results annually.

The launch of the Public Procurement Act (2023) means that simplification of the public procurement tendering process will better enable public spending to be leveraged for boosting the UK business economy. This reform may give micro and small businesses the ‘push’ that is needed towards sustainable business growth. The Act (86 (i)) states that contracting authorities must (a) *have regard to the fact that small and medium-sized enterprises may face particular barriers in competing for a contract*, and (b) *consider whether such barriers can be removed or reduced*. These barriers may include having lower turnover, and smaller businesses may be further challenged by limited resources, access to finance, and the capacity to scale up business operations, and quickly.

A summary of the main changes impacting small businesses is as follows:

- The procurement **processes will be simplified**, making it easier for leaders of small businesses to win contracts.
- A **Central Digital Platform**¹⁰ will become the enhanced UK wide, ‘Find a Tender’ Service. The Government Commercial Function (GCF) has produced helpful video guidance¹¹.
- A **new Register of Framework agreements** will be produced to improve the transparency of opportunities and to prevent third party providers charging clients and suppliers hidden fees and charges.
- Supplier evaluation in the tender process will be weighted on the **Most Advantageous Tender - MAT** (no longer the Most Economically Advantageous Tender - MEAT)
- There is **improved transparency with contracting authorities required to publish their pipeline** of contracts (valued at £2 million and above) that are likely to come up within an 18 month period¹². However, to be truly effective, contracting authorities are encouraged to publish pipelines for 3-5 years, and to publish lower value opportunities that are suited to smaller suppliers. This enables suppliers to scale up operations and prepare their own supply chains before the tender process.
- There will be a **major shake-up of spending rules**, with contracting authorities able to reserve contracts for small businesses.
- Suppliers can be excluded from tenders if they are placed on the **debarment list**¹³.
- Contracting authorities are expected to **improve market engagement** and target suppliers that have not previously tendered for public contracts, helping them to overcome previous barriers.

⁹ [Thousands of small businesses to benefit from new government buying rules, boosting local jobs, growth and innovation - GOV.UK](#)

¹⁰ [Suppliers: How to register your organisation and first administrator on Find a Tender in three easy steps \(HTML\) - GOV.UK](#)

¹¹ [Information and guidance for suppliers - GOV.UK](#)

¹² [Commercial Pipeline Guidance V7 \(HTML\) - GOV.UK](#)

¹³ [Guidance: Debarment \(HTML\) - GOV.UK](#)

- There will be a **streamlining exercise of measures and evaluation criteria** for Social Value, which has become a source of great confusion with public bodies across the UK adopting multiple approaches and different evaluation criteria for awarding contracts.
- A **greater level of scrutiny** will be placed on larger contracting authorities to publish three year targets for engagement with small business and social enterprises. Public bodies will be expected to report on this annually. This reporting includes the exclusion of suppliers from contracts worth more than £5million if they don't complete prompt payments of invoices.
- A new **Fair Payment Code** replaces the Prompt Payment code and policy¹⁴. Under the Procurement Act, public sector buyers must incorporate 30-day payment terms in new public sector contracts. Additionally, they must ensure that this payment term is passed down their supply chain.
- Suppliers must demonstrate that **95% of invoices in their supply chain are paid within 60 days** and that they pay their invoices within an average of at least 45 days.
- From October 2025, **government departments are required to report** their payment performance annually in line with these targets.

Conclusions

- While the government's focus has been on leveraging public spending to grow SMEs, spend with micro firms and small businesses seem to have fallen under the radar and is severely under-represented when it comes to winning public contracts. The most recent statistics (99.2%) confirm that small businesses are the backbone of the UK economy. Yet the analysis in this report confirms that progress for engaging them needs attention in most UK regions.
- The Tussell data confirms that historical spend with micro and small businesses is disproportionate to the percentage number of these businesses contributing to the UK business economy.
- The data set confirms that UK spend with micro and small businesses is increasing and there is a rise in the number of lower value contracts awarded, but median contract values (including central government spend) has been declining.
- There is a higher growth in spend with small businesses than with micro businesses between 2019 and 2024 across 12 UK regions.
- There is little research evidence that focuses on the impact of public procurement on micro businesses. Definitions of micro businesses also vary in the UK, with some reports quoting under 9 employees and others reporting under 10 employees. Most UK reports on micro firms date back to 2012/2013.
- There needs to be more focus on incentives rather than the PPN001 audits to ensure what has been promised is being delivered. Support for buy and supply sides should evolve with demand.
- For contracting authorities starting to engage with micro and small business leaders, categories of spend where these businesses have benefited most include construction and engineering, property and facilities management, finance, legal and professional services, consultancy, health and social care, transport, and ICT.
- Micro and small businesses may offer some of the most entrepreneurial and innovative solutions and should be considered when procuring innovative goods and services that align closely with digitalisation and the net zero agenda.

¹⁴ New Fair Payment Code

Recommendations for Procurement Professionals

- A cultural mindset shift, new commercial skills, and additional capacity are required to implement the necessary changes proposed. PPN 001 states that *“To enable implementation of the NPPS and take forward commitments in the Plan for Small Business, all central government departments (including executive agencies and non-departmental public bodies (NDPBs)) must set a three year target for direct spend with SMEs (from 1 April 2025) and a two year target for direct spend with VCSEs (from 1 April 2026) and report results annually”*. This will give micro, small and “voluntary, community and social enterprises (VCSEs) a fair chance at public contracts”.

Recommendations for Micro and Small Business Leaders

- If more micro and small businesses win public contracts, this will stimulate the job market and create more equal opportunities, leading to more sustainable growth outcomes for all.
- Engagement between buy and supply sides needs to work both ways. Suppliers need to optimise contract opportunities and take the necessary advice and support available for navigating the central digital system and understanding the tender process.
- Supply market preparedness is key. Businesses need to be ready for the growth opportunities that will become available.

Recommendations for Policy Makers

- The changes in the legislation act as an accelerator of progress to the UK Government’s [Plan for Change](#). For example, one of the UK’s challenge-led missions is to raise living standards in the UK by breaking down barriers and getting people in Britain back to work.
- Public procurement engaging effectively with micro and small businesses should bring the much needed ‘growth push’ highlighted by the Federation of Small Business (FSB).
- Additional amendments and policy notices may be necessary to supplement the Act and ensure effective implementation of the NPPS.
- Further policies may be required to enable micro firms to fully realise the opportunities from public spending.

Final Thoughts

- Future investment in procurement capacity and professionalising procurement is an imperative for achieving greater public value through spending.
- Further research is required to understand the impact of public procurement on VCSEs, and more studies are necessary to deeply examine the micro and small business challenges with the tendering process, and how to overcome them.
- An annual review of public spending across UK regions will illuminate the impact of the new legislation and policies for delivering greater growth opportunities for 99.2% of businesses in the UK.

Acknowledgements

- The author leads the Centre of Public Value Procurement at Cardiff Business School, Cardiff University. Professor Jane Lynch’s expertise is in public procurement, social value and collaborative working. Read more here: [Professor Jane Lynch - People - Cardiff University](#)
- All the data in this report is drawn from official open data published by the government that is aggregated, organised, verified and augmented by [Tusnell](#). Tusnell is the authoritative data source on UK Government spend and contracts.