



One in a Million

SPECTRA⁺



One in a Million

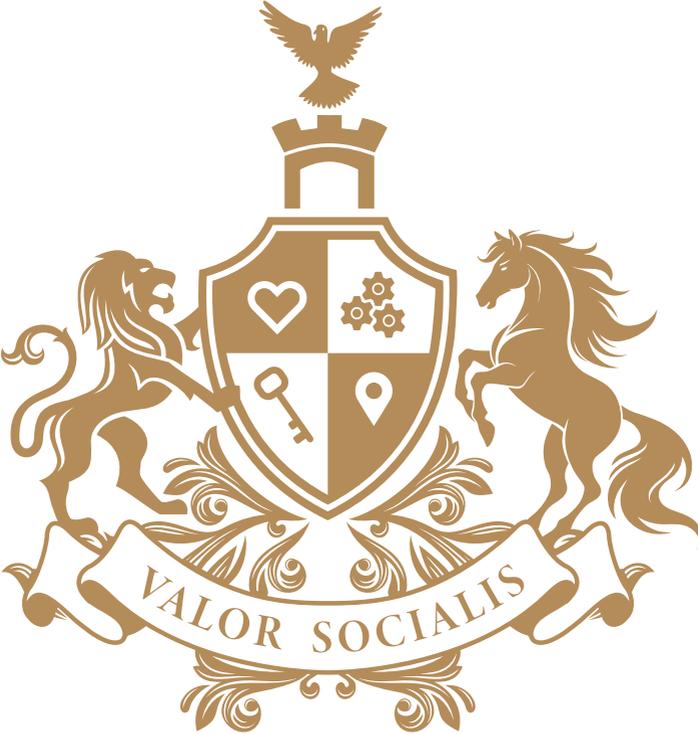
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One in a Million in 90 Seconds

What is One in a Million?

One in a Million is a mandated social value investment mechanism for new public sector procurements. Where applied, all bidders participate, and investment levels are used to differentiate bids fairly and transparently.

Why does it exist?

Social value is routinely required, but delivery is often fragmented, difficult to evidence, and hard to compare across contracts. One in a Million introduces a consistent, auditable system that converts public spend into measurable opportunity.

What changes?



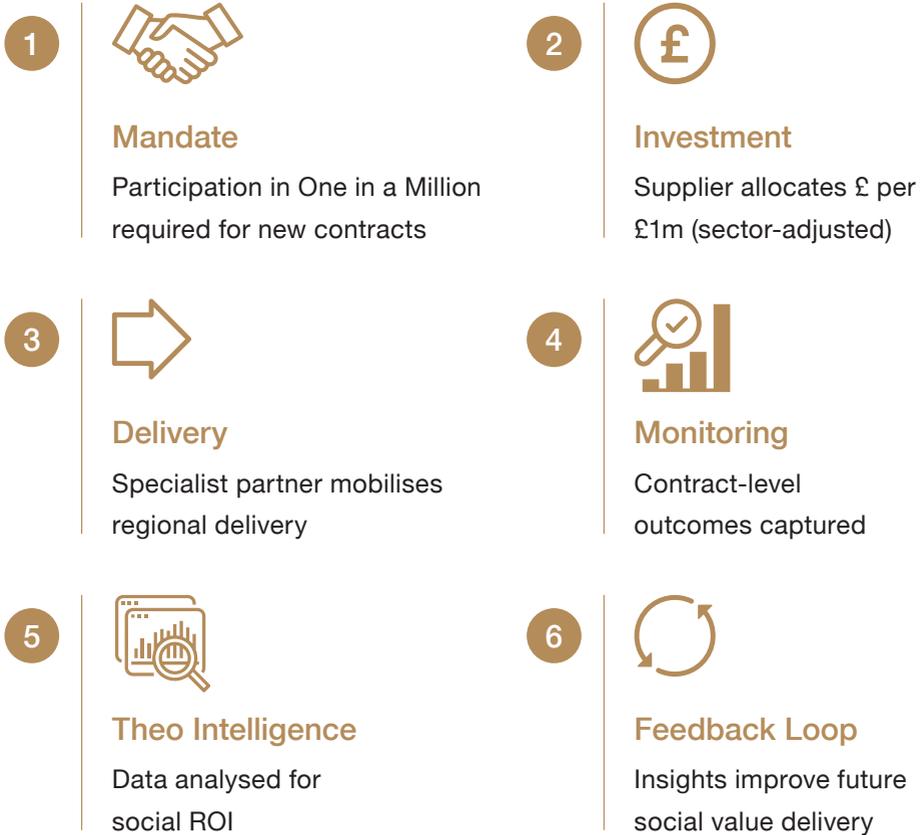
- Mandatory participation for new contracts
- Transparent, contract-level investment
- Proportionate monitoring and reporting

What doesn't?



- No retrospective application
- No hiring quotas
- No impact on procurement discretion or awards

The One in a Million System



This diagram is explanatory, not prescriptive. It illustrates how One in a Million operates as a system over time.

Popular Q&As



Q. How is the contribution per million calculated and scored?

A. The contracting authority will publish a clear £ per £1m baseline rate in each tender, adjusted for sector and contract type. All bidders must use the baseline amount as a minimum when calculating their contribution. The partner who provides the highest credible One in

a Million social investment receives the highest One in a Million score.

Q. How will the One in a Million be accounted for?

A. One in a Million may qualify as an allowable business expense or Gift Aid depending on the delivery partner's status, enabling potential tax efficiencies while strengthening social impact.

Targeted Universalism



Why care leavers?

- Applies universally to new tenders
- Focuses delivery on those facing the greatest barriers
- Strengthens opportunity and outcomes for all priority groups

How is risk managed?



The model is aligned with the Procurement Act 2023, applies equally to all bidders, scales with contract value, and separates delivery from evaluation. Data is aggregated and anonymised, and learning informs future procurements only.

One in a Million is intentionally prescriptive at the point of procurement. This ensures fairness between bidders, legal robustness, commercial clarity and consistent delivery of social value at scale.





How to Read this Playbook

This playbook is designed to support the stakeholders involved in the approval, design and delivery of One in a Million.

You may not need to read the document in full. The sections below explain how to navigate the playbook according to your role.

Readers should focus on the sections most relevant to their role.

Navigation by Role

Decision Makers and Elected Members

Read the Executive Summary for Decision Makers. This provides a high-level overview of the model, its purpose, and its financial and policy implications.

Policy and Strategy Leads

Read the Core Playbook. This section sets out the rationale, legal context and design principles underpinning One in a Million.

Commissioners, Procurement and Finance Teams

Read the Implementation Guidance for Authorities. This provides practical guidance on how One in a Million may be applied within procurement processes.



Suppliers and Delivery Partners

Refer to the Operational Tools and Reference Material. This includes worked examples, process maps and supplier guidance.

Legal and Assurance Teams

Refer to the Policy and Legal Annexes, which set out formal policy statements, compliance safeguards and legal assurance.



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Executive Summary for Decision Makers

One in a Million is a social value investment model designed to ensure that public procurement delivers measurable and long-term community benefit alongside value for money.

It converts social value from narrative commitments into a contract-level mechanism that is transparent, measurable and comparable across bids.

Where adopted, suppliers are required to declare an annual social investment contribution per £1 million of contract value. This contribution is funded from supplier margin. It is designed to be proportionate and commercially

viable, while enabling meaningful and sustained social value outcomes. Participation is mandatory in procurements where the model applies.

The model responds to a persistent challenge in public procurement. While social value is routinely required, delivery is often inconsistent, weakly monitored and difficult to compare across contracts. This limits commissioners' ability to assess value for money and to demonstrate how public spend is translating into real opportunity for communities.

Beyond delivery, One in a Million is intended to shift how social value is understood and applied within public procurement. Rather than treating social value as a narrative requirement assessed in isolation, the playbook sets out



a practical framework for linking public spend to opportunity over time, supported by learning that informs future commissioning decisions. This approach recognises that lasting impact is not created through individual contracts alone, but through consistent design, proportionate expectations and cumulative learning across the system.

One in a Million has been developed in the context of recent reforms to public procurement, including the Procurement Act 2023, which strengthens the ability of contracting authorities to consider how public spend delivers broader public benefit in a transparent and proportionate way. The model reflects priorities articulated by the Cabinet Office and the Department for Education, including a focus on recognised priority groups and the role of procurement in supporting opportunity, skills and inclusion. The playbook supports contracting authorities to apply these principles in practice, within existing statutory

duties and local governance arrangements.

As Andrew Forzani, UK Government Chief Commercial Officer, has emphasised,

“With the public sector spending over £350bn every year on procurement, and over £150bn via grant spending, we are in an excellent position to secure additional social value through our commercial activities.”

One in a Million provides a practical mechanism to translate that opportunity into measurable impact aligned with place-based public policy priorities.

The model is shaped by targeted universalism. By focusing delivery on those facing the greatest barriers, procurement becomes



a stronger route to opportunity for all recognised priority groups. Children in care and care leavers are used as a lead cohort because they are clearly identifiable, widely recognised in policy, and provide a meaningful test of whether procurement is delivering real opportunity and progression.

One in a Million has been developed by Spectra, a certified B Corp specialising in social impact through public procurement and place-based delivery. Spectra has delivered the Care Leaver Covenant for seven years, supporting employers and delivery partners to translate commitments into credible pathways including mentoring, work experience, apprenticeships and jobs. The model has been reviewed by the Covenant Business Council, chaired by Dr Margaret Heffernan.

From summer 2026 onwards, the West Midlands Combined Authority is in active discussions to adopt One in a Million across new public sector procurements, subject to final agreement and governance

approval. The model applies only to new procurements issued after the agreed go-live date and is not applied retrospectively to existing contracts.

The model has been reviewed by the Covenant Business Council, chaired by Dr Margaret Heffernan.

Alongside discussions in the West Midlands, there is emerging interest from other devolved regions and Government departments. Any future adoption would be subject to local priorities, governance arrangements and legal assurance. The playbook is deliberately designed to be adaptable to different places, labour markets and policy contexts.

Adoption remains subject to local legal, financial and governance assurance. Contracting authorities retain full discretion over procurement design, evaluation and award decisions. Spectra

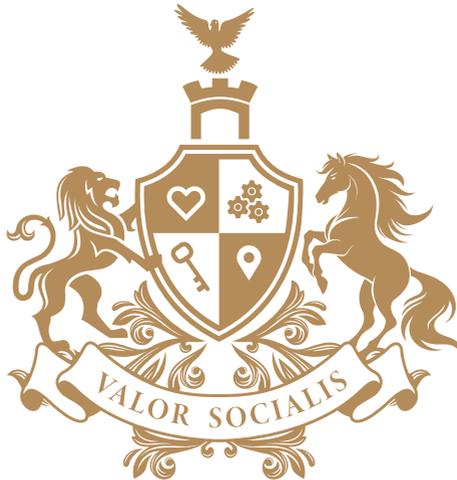


plays no role in evaluation or award decisions, and application remains proportionate with scope set locally.

One in a Million strengthens accountability and supports delivery of public benefit aligned with place-based priorities.

One in a Million strengthens accountability and supports delivery of public benefit aligned with place-based priorities.

The One in a Million approach builds on initial engagement and discussion with public, private and voluntary sector stakeholders, including an early concept launch in September 2025 that brought together commissioners, suppliers and delivery partners to test assumptions and inform refinement of the model.





Core Playbook



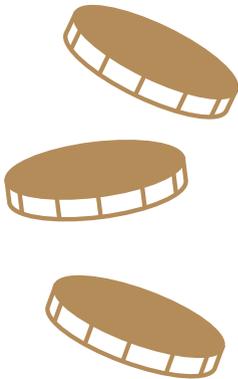
Overview and Rationale

From summer 2026 onwards, One in a Million can be applied to new public sector procurements, subject to commissioner adoption, governance approval and transparent publication within tenders.

This section sets out the core rationale and design principles underpinning One in a Million, including why contract-level social value investment improves transparency, accountability and comparability across bids.

Public procurement is one of the most powerful tools available to government to shape opportunity, productivity and inclusive growth.

With significant public expenditure flowing through procurement each year, there is a responsibility not only to spend efficiently, but to ensure that public money delivers demonstrable public benefit.





Why This Matters Now

One in a Million responds by establishing a consistent mechanism that links public spend to measurable outcomes. It strengthens commissioning by enabling clearer expectations at the point of competition and by generating learning that can inform the design of future procurements over time.

At the same time, pressures on employment, skills, inclusion and public services are increasing. There is a growing need for procurement to support place-based priorities in a way that is targeted, accountable and scalable, and that reflects the reality of local labour markets and recognised priority groups.

Pressures on employment, skills, inclusion and public services are increasing.

While social value is routinely required in public procurement, delivery remains inconsistent and too often difficult to verify. Commitments are frequently generic, weakly monitored and not comparable across contracts, limiting commissioners' ability to assess value for money or demonstrate real benefit to communities.

Why Upcoming Contracts are the Lever

One in a Million applies only to future procurements issued from summer 2026 onwards where adopted. It is not applied retrospectively to existing contracts.

This approach aims to ensure legal proportionality, commercial clarity, transparency at the point of competition and avoids disruption to live contracts.

Applying the model at procurement stage enables meaningful differentiation at bid stage while remaining compliant with procurement law and maintaining fair competition.





The Role of Commissioners

Commissioners are not asked to mandate specific outcomes.

Instead, commissioners are asked to set clear expectations, ask sharper questions and use scoring to reward ambition and value for money. This includes signalling local priorities early, designing evaluation criteria that are contract relevant, and ensuring reporting is proportionate.

Procurement discretion and accountability remain unchanged.

One in a Million supports commissioners to deliver public benefit more effectively, not to outsource decision making.



What Suppliers Are Being Asked to Do

Suppliers are asked to explain how delivery of the contract will generate social value proportionate to its value and scope.

Bidders should describe:

- How contract value translates into paid employment, training or progression opportunities
- What roles or pathways will be created and how they link to delivery of the contract
- How opportunities will be delivered directly, through the supply chain, or via specialist intermediaries
- What support will be provided to enable success, progression and retention

Opportunities may support care leavers and/or other recognised priority groups, selected proportionately based on contract scope and place-based need.

Generic corporate initiatives that are not linked to contract delivery are unlikely to score strongly.



Scoring and Differentiation

Where applied, participation in One in a Million is mandatory for all bidders.

Scoring differentiates the level of social value investment per £1 million and the credibility and proportionality of delivery proposals.

Higher levels of investment may receive higher scores where proposals are contract relevant, commercially credible and proportionate.





Theo Decision Intelligence Software

Purpose and Core Function

Theo is a decision intelligence software that supports the One in a Million model by identifying local priority groups, understanding delivery patterns, and generating evidence informed insight aligned with place-based public policy priorities. It enables commissioners

to understand what works, where investment is most needed, and how social value delivery can improve over time. Theo may also be applied across wider ESG pillars to surface local priorities and share learning at a system level.

Deployment and Data Governance

Theo is deployed within the contracting authority's secure environment, either on premises or within the authority's cloud tenant, ensuring full local control of all delivery and performance data.

The software uses only aggregated and anonymised contract-level information and does not require personal data. Access is role based and supported by audit logs and data retention arrangements aligned with the authority's governance policies.

Role in Commissioning and Procurement

Theo provides analytical insight to inform future commissioning and procurement design. It does not automate decisions, score bids, influence contract awards, monitor live supplier performance, or intervene in existing contracts. Commissioners retain full decision-making authority at all times.





Monitoring Data and Test and Learn Rollout

Monitoring under One in a Million is proportionate, outcome-focused and non-punitive.

Suppliers and delivery partners report at contract-level using aggregated and anonymised data. Learning is used to refine future delivery design rather than to penalise suppliers.

Initial pilots are expected to operate on a test-and-learn basis during 2026, enabling refinement before any wider rollout.

Continuous Improvement

Theo ensures that learning from delivery is systematically captured and applied to the design of future tenders and One in a Million social value investment approaches. By identifying local needs, analysing

delivery patterns, and assessing outcomes over time, Theo supports continuous improvement at a system level, strengthening social return on investment and contributing to long-term outcomes for people and place.



Implementation Guidance for Authorities



Embedding One in a Million in Local Authority Procurement Implementation Guidance

1. Purpose and Status of This Guidance

This section provides implementation guidance for Local Authorities and Combined Authorities on how the Spectra One in a Million methodology may be applied within public sector procurement processes.

The guidance supports proportionate and transparent delivery of social value through

procurement in line with the Procurement Act 2023, the National Procurement Policy Statement and the Social Value Model.

This guidance does not override statutory duties or local governance arrangements. Commissioning partners retain full discretion over procurement design, evaluation and award decisions.



2. Policy Position and Applicability

From summer 2026 onwards, the West Midlands Combined Authority is in active discussions to incorporate the One in a Million requirement into new public sector procurements, subject to final agreement and internal governance approval.

Where adopted, One in a Million will apply only to new procurements issued after the agreed go-live date. It will not apply retrospectively to existing contracts.

The timing and scope of adoption will be confirmed through formal market engagement.

3. Supplier Contribution Model Financial and Commercial Treatment

Where One in a Million is applied, suppliers are required to include an annual social value investment contribution linked to contract value as part of their tender.

The contribution is a contractual compliance requirement and must be funded from the clients profits.

The contribution:

- **Is calculated per £1 million of annual contract revenue**

- **Is payable annually on the contract anniversary**
- **Is calculated on a pro rata basis for part million revenues**
- **Is not funded through grant, subsidy or other public funding**
- **Is not presented as a separately chargeable item**

The contribution is funded from supplier margin and treated consistently with other regulatory and policy-driven compliance obligations.



4. Mobilisation and Delivery Arrangements

Where One in a Million is adopted, commissioning partners may deploy supplier contributions through accredited third-party delivery organisations, charities or specialist agencies.

The use of delivery partners is intended to:

- **Mitigate delivery and reputational risk**
- **Ensure access to recognised priority groups at scale**

- **Support consistent monitoring and reporting**
- **Strengthen value for money and auditability**

The appointment or approval of delivery partners does not influence procurement evaluation or award decisions and must be clearly separated from bid assessment processes.

5. Financial Workbook and Pricing Requirements

Financial treatment of One in a Million must be transparent and auditable.

Where the contracting authority provides a financial workbook, suppliers must include a clearly labelled proposed social investment amount titled:

One in a Million Social Investment

Where only total cost or margin information is requested, suppliers must state their annual One in a Million contribution per £1 million of revenue.

Bids that seek to pass the contribution through as a reimbursable cost or separately chargeable item may be treated as non-compliant.



6. Evaluation and Scoring Considerations

Where One in a Million forms part of the evaluation, participation is mandatory for all bidders.

Evaluation differentiates the level of social value investment per £1 million and the credibility and proportionality of delivery proposals.

Higher levels of investment may receive higher scores where proposals are contract relevant, commercially credible and proportionate.

Evaluation criteria and weightings must be clearly stated in procurement documentation and applied consistently.

7. Operational Flow and Contract Management

Where implemented, the One in a Million requirement operates across the procurement lifecycle as follows:

- **Early market engagement signals expectations**
- **Bidders price and plan on a fully compliant basis**
- **Evaluation differentiates ambition and delivery quality**
- **Contract award includes clear One in a Million obligations**

- **Contributions are mobilised annually**
- **Delivery is monitored proportionately at contract-level**

Contract management and monitoring are outcome-focused, non-punitive and proportionate to contract scope.

The operational flow diagram provided in the Operational Tools section illustrates this lifecycle for operational reference (see p.22).



8. Relationship to Public Policy and Decision Intelligence

Data generated through One in a Million delivery may be aggregated and anonymised to inform future procurement design.

9. Legal and Governance Assurance

The One in a Million approach is designed to operate within existing procurement law and policy frameworks.

Key safeguards include:

- **Application only to future tenders**
- **Transparency at market engagement stage**

- **Equal application to all bidders**
- **Proportionate financial expectations**
- **Clear separation of delivery and evaluation functions**

Commissioning partners retain full accountability for procurement decisions and compliance.



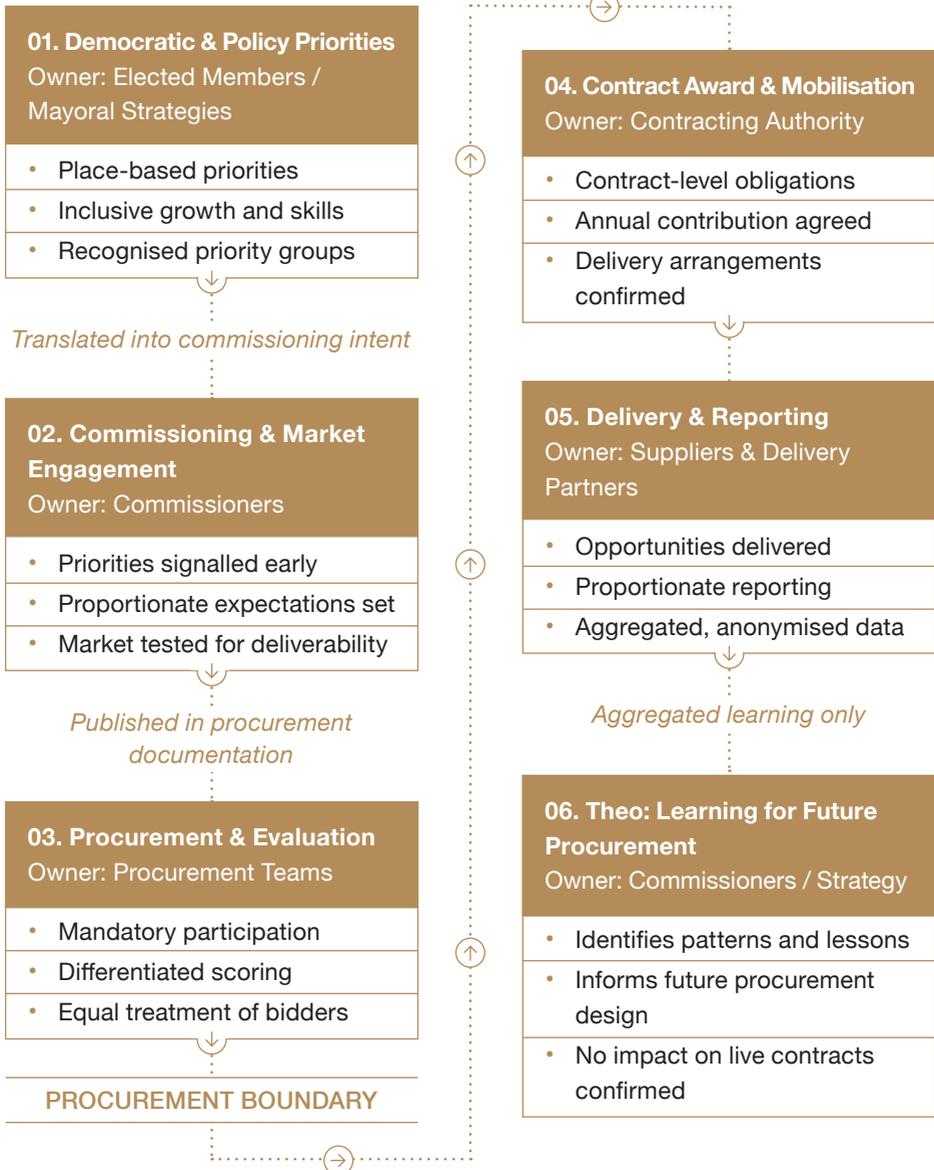
Post-Award Delivery and Learning

Post-award delivery arrangements, reporting schedules and escalation processes are set locally through contract management plans and existing governance arrangements. Contract managers monitor

compliance with agreed obligations only. Reporting is proportionate, aggregated and non-punitive. Learning is used to improve future procurements only and does not affect live contracts or suppliers.



Illustrative Engagement, Delivery and Learning Overview



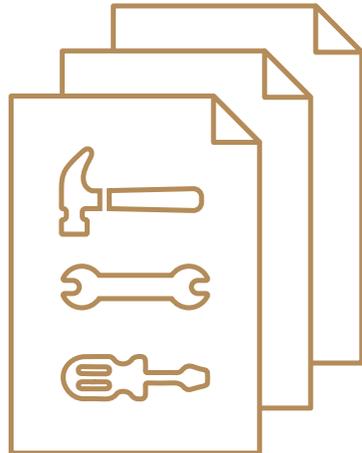


Operational Tools and Reference Material

Operational Tools and Reference Material

This section provides practical tools to support consistent delivery of One in a Million.

The materials in this section are illustrative and explanatory. They do not create additional contractual obligations beyond those set out in procurement documentation.





Operational Tool 1

Worked Financial Example: Calculating the One in a Million Contribution

This example illustrates how the One in a Million social value investment contribution is calculated and treated within supplier financial models.

Example Scenario

A supplier is bidding for a public sector contract with an annual contract value of £1.5 million.

The supplier proposes a One in a Million contribution of £5,000 per £1 million of contract revenue per year.

Calculation

Annual contract value
£1,500,000

Annual One in a Million contribution
 $£5,000 \times 1.5 = £7,500$

Proposed contribution per £1m
£5,000

The supplier commits to paying £7,500 annually for the duration of the contract.

Financial Treatment Example

This contribution must be funded from a small percentage of the suppliers margin.

Illustrative example:

- Typical sector gross profit per £1 million = £100,000
- One in a Million contribution = £7,000
- Adjusted gross profit per £1 million = £93,000

Operational Tool 2

Illustrative Procurement Process Map: End to End Application of One in a Million

The following process map illustrates how One in a Million operates across the procurement lifecycle.

This is an indicative flow to support understanding and consistency. Actual procurement processes remain subject to local governance and procedure.

Step 1



Tender Preparation and Market Engagement

The contracting authority confirms that One in a Million applies to the procurement and includes clear financial and submission instructions within tender documentation.

Step 2



Supplier Bid Preparation and Submission

Suppliers determine their proposed annual One in a Million contribution per £1 million of contract value and include this within their financial submission. Suppliers also outline their proposed delivery approach.

Step 3



Evaluation and Scoring

Evaluation panels assess tenders in line with published criteria. Scoring differentiates the level of social value investment and the credibility of delivery proposals. Participation is mandatory where applied.

Step 4



Contract Award

The successful bidder enters into contract including the One in a Million obligation and agreed mobilisation timeline.

Step 5



Mobilisation and Delivery

Annual contributions are mobilised in line with contract terms and deployed through approved delivery partners.

Step 6



Monitoring Reporting and Learning

Delivery partners provide proportionate reporting on outputs and outcomes. Learning is aggregated and used to inform future tender design only.



Operational Tool 3

Supplier Frequently Asked Questions

What is One in a Million?

One in a Million is a social value investment model requiring suppliers to commit a fixed annual contribution per £1 million of contract revenue, where applied.

Is this an additional charge?

No. The contribution must be funded from supplier margin. It must not be passed through as a separately chargeable cost.

How is the contribution calculated?

The contribution is calculated on a pro rata basis based on the annual contract value, based on sector specific margin profiles.

Who manages the investment?

The contracting authority deploys contributions through accredited delivery partners to ensure consistent delivery and reporting.

Will suppliers receive reporting?

Yes. Suppliers receive proportionate reporting on delivery and outcomes, which may be referenced in future bids.

Does this affect my tender score?

Yes. Where One in a Million forms part of the evaluation, higher levels of investment may receive higher scores where proposals are proportionate and credible.



Illustrative Case Studies

The following case studies are illustrative examples provided to support understanding. They do not constitute evaluation evidence and do not create additional contractual obligations.

Case Study 1

Contract linked opportunity through priority groups

EQUANS delivers facilities management and construction services across the public sector. Through live contracts, EQUANS has developed a sustained relationship with the Care Leaver Covenant, working with specialist delivery partners to support care experienced young people into paid roles, apprenticeships and progression pathways linked directly to contract delivery.

Wrap-around support delivered by specialist partners has helped individuals prepare for work, settle into roles and sustain employment. This example illustrates how contract linked social value can move beyond generic commitments to create credible opportunity while remaining commercially viable.



Case Study 2

Flexible recruitment and wrap-around support in essential services

Spectra has worked with NHS Trusts to support recruitment into hard to fill roles while widening access for people facing barriers to work, including recognised priority groups. Flexible recruitment pathways and tailored wrap-around support have enabled access to sustained employment while supporting workforce resilience.

This example demonstrates how social value delivery can be designed around both service need and individual circumstances.

Case Study 3

Supply chain delivery aligned to contract needs

A prime contractor delivering a public sector infrastructure contract worked with its local supply chain to embed social value commitments across subcontracted activity. Subcontractors created entry level and progression opportunities aligned to their specific packages of work, while the prime contractor retained accountability for delivery.

This example shows how social value can be delivered at scale through supply chains without diluting accountability or proportionality.



Policy and Legal Annexes



Annexe A:

One in a Million Social Investment Policy

A1. Policy Objective

The objective of One in a Million is to embed a consistent, transparent and measurable mechanism for delivering social value through public procurement.

The model ensures that social value investment is proportionate to contract value, aligned with place-based public policy priorities, and capable of generating sustained outcomes.

A2. Scope

Where adopted, One in a Million applies to new public sector procurements issued from summer 2026 onwards.

It does not apply retrospectively to existing contracts.



A3. Supplier Obligations

Where One in a Million applies, suppliers must:

- Declare their annual contribution per £1 million of contract revenue
- Include the contribution within their financial submission for commercial transparency
- Pay the contribution annually in line with contract terms
- Provide accurate financial forecasts reflecting the contribution

A4. Supplier Obligations

Commissioning partners adopting One in a Million must:

- Include the requirement clearly within tender documentation
- Provide transparent financial and submission instructions
- Apply evaluation criteria consistently
- Deploy contributions through appropriate delivery arrangements
- Provide proportionate reporting on outcomes



A5. Compliance and Enforcement

Failure to comply with One in a Million requirements may result in:

- **Reduction in evaluation score**
- **Contractual remedies**
- **Disqualification in cases of material non compliance**

Any enforcement action must be proportionate and consistent with procurement law.

Suppliers who consistently fail to deliver against their One in a Million KPIs or the social value commitments set out in their tender submissions risk undermining

their eligibility for future public sector procurements. Sustained underperformance against core KPIs over the contract term may be taken into account when assessing a supplier's suitability for subsequent opportunities.

In contrast, partners who meet and exceed their One in a Million obligations build a strong and credible track record of delivery. This provides clear, evidence-based assurance to support future public sector tender submissions and strengthens their position in an increasingly outcomes-driven procurement environment.



Annexe B:

Illustrative Scoring Matrix

Participation is mandatory where applied.

Scoring differentiates the level of social value investment per £1 million of contract value and the credibility of delivery proposals.

Illustrative bands may include baseline compliant investment, mid range investment and higher ambition investment.

Actual scoring thresholds and weightings must be stated in procurement documentation.



Annexe C:

Legal and Procurement Assurance

One in a Million has been designed to operate in compliance with the Procurement Act 2023, the National Procurement Policy Statement and the Social Value Model.

The model relates to the subject matter of the contract, applies equally to all bidders, is transparent at the point of competition, and applies only to future procurements.

The model is proportionate because expectations scale with

contract value, investment levels are supplier determined, and no fixed levy or rate is imposed.

Commissioners retain discretion to set evaluation criteria, provided criteria remain transparent, contract relevant and applied consistently.



Annexe D:

Financial Treatment Guidance

One in a Million contributions are generated from a small percentage of the suppliers forecast margin.

They are funded from supplier margin.

They do not constitute a tax, levy, subsidy or state aid.



Annexe E:

Theo Decision Intelligence Software

Theo in Practice - Place Based Public Policy Alignment

Theo enables social value investment generated through procurement to be aligned with the specific priorities, labour market conditions and policy objectives of different places. While the model has been developed with the West Midlands in mind, it is deliberately designed to be adaptable across regions.

In the West Midlands, Theo can support alignment with inclusive growth, youth employment, skills progression and regeneration priorities, helping commissioners target social value investment towards communities experiencing long-term inequality and labour market exclusion.

In Greater Manchester, Theo can support integration with devolved employment and skills strategies,

including pathways into work for young people and economically inactive adults, and alignment with local industrial and health-led growth priorities.

In the North East, Theo can support place-based approaches focused on post-industrial transition, skills for net zero and infrastructure investment, and improving access to employment in areas facing persistent deprivation.

Across all regions, Theo ensures that learning from procurement is cumulative, evidence-led and responsive to local need, enabling public spending to deliver stronger outcomes over time.

Theo has been developed and is operated by Spectra in line with recognised information security standards, including Cyber Essentials certification.

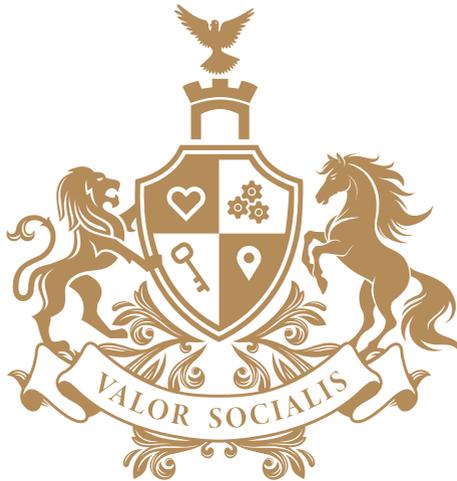


Final Statement



Final Statement

When applied in accordance with this playbook, One in a Million strengthens value for money, improves accountability and supports delivery of public benefit aligned with place-based public policy priorities.





References and Further Reading

The following materials provide additional context on public procurement, social value and place-based commissioning. They are included for reference only and do not form part of the One in a Million methodology.

- UK Government, Procurement Act 2023
- Cabinet Office, National Procurement Policy Statement
- Cabinet Office, The Social Value Model
- Local Government Association, Social Value and Community Benefits in Procurement
- Institute for Government, Public Procurement and Value for Money
- Social Finance, Outcomes Based Commissioning and Learning
- Contract for Change, Learning Systems in Public Services
- National Audit Office, Managing Public Money



Thank You

I want to thank the Cabinet Office, especially the Government's Chief Commercial Officer Andrew Forzani and his team, including Clare Gibbs OBE, who first seeded the idea which became One in a Million. We continue to benefit from their expertise, including in the development of this Playbook.

The Department for Education continues to provide incredible support to the Spectra team which delivers the Care Leaver Covenant. Care leavers are perfectly placed to benefit as a lead cohort from One in a Million. Their experiences continually shape our work and we will hear from Josh, Fatjon, Jodie and Sebastian as we launch this publication.

We are delighted to be working with the West Midlands Combined Authority, including Mayor Richard Parker and Helene Dearn OBE, as our trailblazer region.

Our work is enhanced by an Advisory Board, led by Mark Rogers, and by our Business Council now chaired by Dr Margaret Heffernan. Both have made significant contributions to shaping this Playbook.

Business Council members, including Sara Bailey (Trower & Hamlins), Marica Williams (Channel 4) and Tom Simons (NHS England), have provided important feedback through the production of the Playbook. Many other supporters of our work, including Derrick Anderson CBE, have provided invaluable advice.

Thanks again to The Raised Eyebrow Society for creating the One in a Million Coat of Arms identity which captures its purpose and spirit so brilliantly and to David Peasland for designing this Playbook.

My thanks also go to Shaun Davies MP, and his team led by Alex Latham-Reynolds, for their assistance including sponsoring the Parliamentary Breakfast Meeting which launches the Playbook.

Finally, to everyone at Spectra – including Christian Hibbert, Kevin Johnson and Laura Grant - and across our network who has contributed to the development of this Playbook, I extend my sincere gratitude.

Together, we can turn public spend into life changing opportunity.

Matthew Gordon OBE
Spectra Founder & Chief Executive

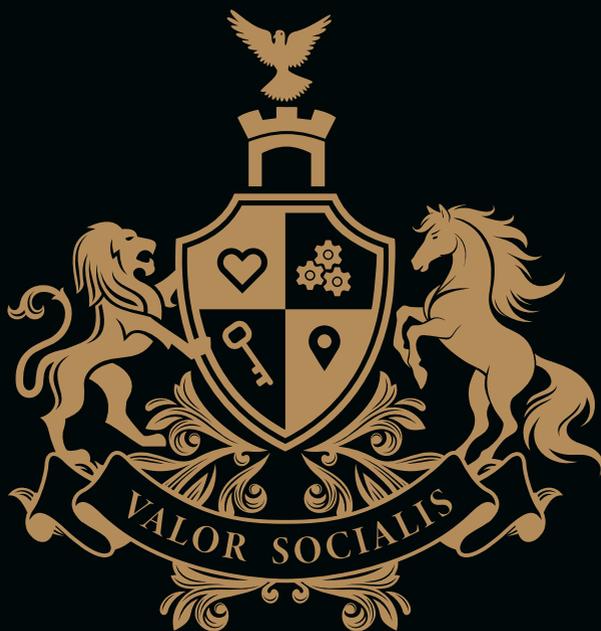
Next Steps

Connect with us

If you would like further information or would like to discuss next steps, please email:

oneinamillion@spectraconnect.co.uk

Together, we can turn public spend into life changing opportunity.



Working
with



Mayer of the
West Midlands

