

**Create an environment in which social enterprises, co-operatives and charities are more likely to flourish**

(whilst simultaneously encouraging for-profit providers to develop their capacity for delivering public benefit)

**ewmpas**



Llywodraeth Cymru  
Welsh Government

# Feedback

- Procurement isn't the only vehicle for pursuing social value objectives.
- Not another Toolkit!
- Investment needed to support new model development.
- Change needs to happen in the pre-contracting stage, and assured in the contract management stage.
- Instead of focusing on the label of an organisation, focus on specifying, scoring and measuring the things you want.

# Feedback

- Developing relationships between internal stakeholders is critical.
- How do we do co-production better?
- Engagement with, and investment in the provider market is critical.
- Upskilling the market on measuring social impact and outcomes.
- Risk Management.
- System Barriers.
- Clarity needed on using grants.

# Recommendations – how to

## Commissioning for multiple outcomes – the procurement route

- How do we use the PCRs to better effect?
- How do we use existing procurement policy levers to effect change?
- How to specify, score and monitor the social value outcomes more effectively?
- How do we support suppliers to report and measure impact more effectively?

# Recommendations – how to

## **Commissioning for multiple outcomes – before and after procurement**

- How to engage with providers more effectively?
- How do we apply co-production more widely?

# Recommendations – how to

## Commissioning beyond the market

- How do we use grants more effectively?
- How to understand citizen needs and community capacity?
- How to build a locality orientation into care contracts?
- How do we capture learning from work across Wales more effectively?

# Next steps

We are keen to hear if you would like to work through practical solutions with us...

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