

**Social entrepreneurs  
and public bodies:**  
collaborations for success

SEFYDLIAD  
**bevan**  
FOUNDATION

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## About the Bevan Foundation

The Bevan Foundation is Wales' most innovative and influential think tank. We develop lasting solutions to poverty and inequality.

Our vision is for Wales to be a nation where everyone has a decent standard of living, a healthy and fulfilled life, and a voice in the decisions that affect them.

As an independent, registered charity, the Bevan Foundation relies on the generosity of individuals and organisations for its work, as well as the support of charitable trusts and foundations.

## About UnLtd

UnLtd is a social enterprise charity that finds, funds and supports social entrepreneurs - enterprising people with solutions that change our society for the better.

It was formed in 2002 by seven organisations who believed that social entrepreneurs had a much bigger contribution to make to our economy and society. It was among the first to back individuals with their own ideas to create social good. UnLtd's work in Wales includes supporting the growth of social entrepreneurialism in the south Wales valleys as part of its resilient communities programme.

## Acknowledgements

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Bevan Foundation, 145a High Street, Merthyr Tydfil CF47 8DP

[info@bevanfoundation.org](mailto:info@bevanfoundation.org)

[www.bevanfoundation.org](http://www.bevanfoundation.org)

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# 1. Introduction

In 2020, the Bevan Foundation and UnLtd hosted a roundtable discussion on collaborations between social enterprises and local institutions for positive social outcomes. With an emphasis on local government, the roundtable was attended by council officers, support agencies, public bodies and social entrepreneurs. The discussion focused on what benefits collaboration between the two can release and what actions are required to foster more and better collaborations.

This paper provides a brief overview of the themes, examples of good practice and opportunities for more mutually beneficial collaborations that emerged through these discussions and through other activity on resilient communities work in the south Wales valleys. It outlines actions to build more resilient local economies, drive up value for money and release multiple social, economic, and environmental benefits.

Social enterprises make important economic and social contributions to localities. Anchor institutions - including local authorities and other public bodies - play a key role in helping them thrive. Together, they contribute to the development of the local economy and provision of social goods and infrastructure as well as to achieving shared social objectives for the communities they work in. The ability of social enterprises to pioneer new ways of working and to innovate offer valuable contributions to addressing local challenges that can be adopted, scaled and disseminated across local partners.

As the Covid-19 pandemic has shown, there are significant issues faced by places and communities in Wales. Some of the hardest-hit are those with pre-existing economic and social challenges. Some social enterprises were instrumental in providing rapid and creative responses to support vital needs. Equally, just like conventional forms of business, other social entrepreneurs were badly affected with plans delayed, put on hold and business activity suspended. Local institutions, businesses and communities will be critical in responding and recovering from the disruption and after-effects of the pandemic.

Social enterprise in Wales is growing. In the latest mapping of the sector<sup>1</sup>, 324 additional social enterprises were identified compared to 2016. The sector is estimated to be worth £3.18 billion in Wales, an increase of 34 per cent on the same period. The new vision and action plan for social enterprise<sup>2</sup> includes action to work with local government to enable social enterprises to participate in their supply chains and procurement processes. Social enterprises are clear that they want to compete on a fair basis for contracts and commissions. A long-term, planned approach to better participation in local supply chains can deliver the double dividend of value for money and positive social outcomes.

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<sup>1</sup> Wales Co-operative Centre (2019) Mapping the social business sector in Wales 2018/19  
<https://wales.coop/sbw-mapping-report-2019/>

<sup>2</sup> Wales Co-operative Centre (2020) Transforming Wales through Social Enterprise  
<https://wales.coop/transforming-wales-through-social-enterprise/>

We identified five steps that can help to foster more and better collaborations between public bodies and social enterprise for social outcomes:

- **Grow a social enterprise culture** – A strong social enterprise culture creates greater awareness, recognition and understanding of the value of social enterprise. It offers greater opportunities for social enterprise to play a role in local economies.
- **Join up good practice** – Good practice is taking place across Wales, but sometimes occurs in isolation and in pockets. Joining it up helps to show that existing procurement regulations are not barriers to a progressive approach and facilitates valuable peer to peer learning.
- **Embed social value** – Social value is increasingly being recognised but there is more work to be done to make it a core part of decision-making and practice across anchor institutions and public bodies.
- **Ensure clarity of pipeline** – Making procurement transparent and accessible provides opportunities for social enterprises to compete on a more level playing field and to plan competing for contracts into their businesses forecasts.
- **Improve contract design** - Good contract design is essential to ensure that smaller social enterprises are not “designed out” of procurement. Breaking up larger contracts and designing them in a way that is accessible and reflects contract needs can improve social business access to compete for contracts.

For busy social entrepreneurs and officers in public bodies collaboration is not always easy and takes time. However, the dividends of well-established relationships, demonstrable impact, clarity and understanding of procurement pipelines and an enhanced appreciation of the social value that social entrepreneurs deliver are there for the taking with the right support and action.

## 2. How do social enterprises and public bodies work together?

Public bodies and social enterprises interact in a multitude of ways. Given the wide range of things in which public bodies and anchor institutions are involved and the breadth of activities of social enterprises, their interactions vary hugely. From business start-up advice and signposting for budding social entrepreneurs, to support setting up and taking on business premises, many local authorities and public bodies are central organisations for social enterprises in the place they operate.

Equally, social enterprise delivers valuable services with and on behalf of public bodies, including education, health and social care, community, infrastructure and much more. They also make contributions to local economies as providers of employment, training and volunteering. The social purpose that drives what they do contributes to shared social, economic and environmental priorities and outcomes – known as the triple bottom line.

This discussion paper focuses mainly but not exclusively on the role of social enterprises in providing goods and services to, with or commissioned by public bodies. Outlined below are a range of themes and reflections that emerged in discussions.

### 2.1. Current forms of collaboration

There are existing and well-established collaborations between social enterprise and public bodies. We heard about a range of collaborations between the two. It is striking how many appear to take place in relative isolation, creating pockets of good practice dotted across Wales. There is scope to join up this good practice and share it more widely. For some organisations, the limitations on doing this are around time and resourcing. However, nearly all public bodies and social enterprises who participated in the discussion indicated an appetite for more and new forms of collaboration and to share in a more consistent way what works well.

We invited three different organisations from social enterprise and the public sector to outline their collaborations and experiences and what difference they had made.

#### Greenstream Flooring CIC – Flooring and the circular economy

Greenstream Flooring Community Interest Company is based in Porth in Rhondda Cynon Taf. It re-purposes perfectly good flooring to extend the lifecycle and reduce the amount going to landfill. It provides flooring installation services for a range of companies from large corporations to local registered social landlords. It is one of the only companies of its kind with such a business model. It employs local people from the area, as well as providing training and volunteering opportunities.

Through perseverance and establishing relationships with some public bodies, Greenstream has won public contracts and made public contracting part of its revenue stream. These contracts are



sometimes small parts of a much larger contract around the fitting out of premises. Greenstream has done work for Cardiff, Swansea and Rhondda Cynon Taf Councils and a number of housing associations. It has done so on its own and in collaboration with commercial, social and public partners<sup>3</sup>.

Ellen Petts, founder and Managing Director of Greenstream Flooring, described how conventionally public contracts accounted for around a fifth of the business's income. However, during the coronavirus pandemic, this proportion had increased to 42 per cent and had been critical in its ability to keep staff employed at such a challenging time.

### Vibe Youth CIC – Early intervention

Vibe Youth Community Interest Company works with young people to help build self-belief, encourage positive decision-making and social responsibility. Co-founders Karen Carswell and Jake Henry draw on their own lived experiences to provide early intervention services for young people who demonstrate behavioural or emotional concerns.

Vibe Youth work with schools and young people in Neath Port Talbot and Rhondda Cynon Taf. Co-founder Jake Henry says demonstrating that Vibe has real understanding of the issues some young people face led to establishment of key relationships with schools. Their work has led to improved attainment, relationships and prospects for young people who are at risk of taking different paths. Having started off working with one school, Vibe Youth are now working with young people in over twenty schools in south Wales.

### Flintshire County Council – Micro Care

Flintshire's population aged sixty-five and over is projected to increase from 34,000 in 2019 to 46,000 by 2039. It also faces increased age-related chronic illness and demand for care, and the challenge of delivering care in some rural settings. There are also not enough people are entering the care sector. Supported through the Welsh Government's Foundational Economy Challenge Fund, Flintshire County Council's Social Services team has embarked on more use of micro-care to respond to these challenges.

Micro-care providers are often sole traders with a social focus. Social Firms Wales have worked with Flintshire Council to deliver a feasibility study to pilot micro-care. This new form of provision complements existing care and can offer more personalised support, especially in domiciliary settings, through alternative forms of delivery. Increased use of micro-care has also helped the council respond positively to section 16 of Social Services and Well-being Act which encourages use of social enterprises in delivery of services.

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<sup>3</sup> Constructing Excellence in Wales. *Work differently, get results!*  
<https://www.cewales.org.uk/latest-news/work-differently-get-results/>

### 3. Challenges and opportunities

Existing relationships between public bodies and social enterprises show there are a range of opportunities, but they are not without challenges. Both experience difficulties around capacity and juggling their own organisational priorities. Lack of time and resourcing to invest in productive relationships with external partners were recurring themes. The importance of awareness-raising, place, and more prominence for social value illustrate critical opportunities for maximising the collective impact of both sectors.

#### 3.1. Establishing relationships

For both sectors, establishing relationships with each other can sometimes be a challenge. Working out who is the best person to speak to and then cultivating a relationship of trust and understanding takes time, resources, and patience. Doing this from scratch or when key contacts move on or are replaced and when new enterprises emerge can add to this complexity.

Once established they are often fruitful and realise mutual benefits. The social entrepreneurs that we spoke to told us that solid relationships with key officers had been instrumental in facilitating good collaborations. In many cases, they led to further opportunities through recommendations and an increased reputation and platform for their work. For all parties, they had taken time to evolve and to establish trust:

*For us, the relationships we've had (with public bodies) have been built on trust. The three that I mentioned, they've all used us based on trust.*

*We've established a really positive relationship with the local authority. It's the mutual respect we have for what they do and the mutual respect they have for what we do.*

One social entrepreneur reflected that those relationships took effort on both sides and that public bodies also have had to work hard at establishing them:

*It's not been easy to gain those relationships. They've had to make extra effort to engage with us.*

Many participants emphasised that specific individuals were fundamental to successful collaborations. They were referred to as “disruptors” – people who were willing to go the extra mile or diverge from the “norm” or usual way of doing things to get collaborations off the ground and make them work. Social entrepreneurs described how these officers within public bodies played an enabling role in increasing understanding between them and their organisation and helping establish social enterprises as trusted partners.

Some public bodies said that they had observed social entrepreneurs do new, different and innovative work in their locality, referring to them as “pioneering individuals”. The freedom and willingness that social enterprises have to do things differently outside of a large institution was



viewed as a strength that public bodies value and take an interest in. This indicates a learning opportunity where social entrepreneurs can be demonstrators and pioneers for successful ways of working. Public bodies in some instances can adopt, help to scale and disseminate what works. This enhancing of actions that create social value can also help public bodies meet their own priorities.

### 3.2.Social Value and Place

The majority of social enterprises and public bodies operate in and deliver for specific places and communities. The common ground of creating better outcomes in communities helps share understandings of what each does. Some local government officers referred to community asset transfer (CAT) programmes which had facilitated closer working with social enterprises that had taken on community assets. As a result, new and different relationships developed. One suggested that more trust and understanding of social enterprise and community activity at a local level is essential:

*We've got to trust what's good about the community. We've got to stop thinking we set the rules and you have to fit to those rules to get any money out of us. It's about what can we work together on and how can we measure the social value that is added to the contract by working with local social entrepreneurs.*

As a result of the Covid-19 pandemic, place has taken on a new resonance. It is likely to be an organising principle for recovery and re-building from the pandemic. There are already indications that this is the case across governments<sup>4</sup>. As such, the role of local organisations including social enterprises will become even more central to adjusting to the huge and long-lasting impact the pandemic has had across communities.

The variation in cultures and practices in different places also highlights the diversity of collaborations across Wales. Flintshire County Council is part of a well-established North East Wales Social Enterprise Network. The council has a dedicated Social Enterprise Officer that sits within its economic development team. Social enterprise has been promoted across council functions and activities including in the re-structuring of library and leisure services and community asset transfer. This suggests a wider institutional “culture” of social enterprise that operates at a regional level that could be cultivated in other parts of Wales.

In south Wales, the Welsh Government’s Better Jobs Closer to Home initiative uses reserved contracts to help to stimulate the creation of jobs in economically challenged areas – such as the south Wales valleys – through contracts with social enterprises. To date, four pilots have been supported by the Welsh Government in collaboration with local public service partners and social enterprises that have been contracted. The experiences and learning from these could hold important lessons for use of reserved contracts to regenerate disadvantaged places and support specific communities. From City and Growth Deals to public bodies to anchor institutions, the

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<sup>4</sup> For example, the Welsh Government’s Economic Resilience and Reconstruction Mission and the UK Government’s Community Ownership Fund

opportunities to put the lessons into practice across places in Wales are there to help achieve the greatest social impact.

### 3.3. Demonstrating Impact

The power of demonstration of what social enterprise does and the difference it makes is a valuable way of opening doors and new opportunities. As one social entrepreneur described it when reflecting on how their collaborations with a public body had emerged:

*It wasn't a solution we were offering – but what we do show is that we have a real understanding of the issues.*

Learning journeys are one such way to achieve demonstrative impact. These structured visits take officers, decision-makers and funders to see what social entrepreneurs do first-hand, in their own environment, with the opportunity to ask them questions. UnLtd has delivered a number of learning journeys in the south Wales valleys. They have resulted in new connections being made between social enterprises and public bodies and even resulted in recruitment of new trustees to social enterprise boards. While the Covid-19 pandemic has prevented learning journeys taking place, their success makes them a powerful tool in awareness-raising and fostering of connections between social enterprises and other partners. As such, there is scope to make annual learning journeys or even virtual learning journeys part and parcel of how public bodies engage with and understand social enterprise. Doing it on a regional basis could result in even more sharing of best practice between different local authority areas that have shared interests and circumstances.

There was agreement by participants that social value needs a stronger and more prominent role in procurement and commissioning but also in wider local economic development. It is also clear that raising awareness of the value and contributions of social enterprise would bring additional benefits. Working with social enterprise is still erroneously seen by some as a trade-off between social value and commercial value. However as one officer from a public body put it:

*Once they work with social enterprise, they see the social value of what they are doing, and they also realise it can actually save them money too!*

There are a range of tools that are used across public bodies that help measure social value. These include Value Insights, the Social Value Portal, the Community Benefits Toolkit and organisations such as Social Value Cymru and the Centre for Local Economic Strategies (CLES). The development of the Welsh TOMs (Themes, Outcomes, Measures) has been an important milestone for better integration of the Well-being of Future Generations Act into public procurement and social value. The free Welsh TOMs tool has additional measures that reflect the purpose of the Act and can be used by any organisation. While some public bodies and anchor organisations are already using these tools, not all are. For some public bodies, it was the case that some departments did use them while others didn't, reflecting a variation in approach to social value even within organisations. One officer reflected that the social value tool they used was enthusiastically adopted in their department, but that there remained a struggle amongst some elected members to understand its purpose and wider benefits. This suggests embedding social value across institutions at both an

officer and a political level would help secure a more prominent role for it as a tool for demonstrating social impact.

### 3.4. Understanding public procurement

Procurement and commissioning were recurring themes in discussions around routes to market and how social enterprises can access different markets.

Across the board there was a consensus that better understandings of procurement are needed to maximise the benefits, both for public bodies and for social enterprises. One procurement professional said that the existing procurement framework is an enabling one but there are still common myths and inaccuracies in understanding. For example, it is not well known that the permitted duration of a procurement framework is a maximum of four years, but that contracts can be much more flexible and variable in length. However, they also emphasised that the technical level of knowledge of procurement is an expectation for procurement professionals rather than all officers at all levels to have. This suggests that good relationships between procurement teams and other departments across an organisation matter to get the best out of the procurement process and deliver progressive procurement.

*In truth, there is an awful lot we can do with the rules as they currently stand.*

This has been borne out elsewhere where organisations have been progressive procurement “demonstrators” such as those in Preston and Manchester.

Some social enterprises indicated they felt their lack of knowledge of procurement sometimes works as a barrier to competing for contracts. However, smaller social enterprises also emphasised that understanding the whole procurement process isn’t necessarily what they want or need. One reflected, for example, that tier one contracts are never likely to be within reach of or of interest to them. Understanding how and where to fit into the supply chain and to be aware of where they can add value was seen to be more suitable in respect of their size and capacity. The Wales Co-operative Centre had recently delivered training on “Can public sector buyers buy from you?” to increase awareness of procurement amongst social enterprises. Sessions such as these will be essential for helping more social enterprises become “procurement ready”.

We also heard about positive developments that are taking place, such as the Heads of Procurement network that is exploring how to better embed the Well-being of Future Generations Act into procurement. The Welsh TOMS conference took place in 2020. This generated new and different discussions around social value and procurement which those who had been involved said were welcome for progressing the debate and understanding on what progressive procurement can achieve.

### 3.5. Clarity of Pipeline

Social enterprises are clear that they want to compete on a fair basis with other businesses for contracts and commissions. Those that have existing relationships with public bodies told us that

they rely mainly on one-off pieces of work rather than having a long-term, planned approach. A forecast of the opportunity pipeline is useful for social enterprises to plan ahead for upcoming opportunities. This gives them time to prepare and build it into their forward work plan.

Many public bodies publish a procurement strategy setting out what they anticipate they will need to procure over the next five years. While some are easily available and up to date, we found others that were out of date or hard to locate. Making these documents easily accessible can help social enterprises better understand and anticipate opportunities. The Welsh Government's Public Procurement Statement sets out a vision of progressive procurement based on collaborative place-based procurement. It includes an ask to buying organisations "either individually or as part of a collaboration, to develop and publish their own action plans detailing how they will support the delivery of priorities at a local, regional and national level"<sup>5</sup>. The response by public bodies could and should be instrumental in creating clarity of pipeline for suppliers.

The importance of pre-contract engagement was also emphasised by discussion participants, including the need to tailor the approach to the purpose of the venture:

*One of the habits we need to change is instead of just sending an advert and hoping for a response, is to pre-engage. So before going near the process, asking what it is you want to do and what's the best way to go about doing it.*

Some public bodies hold "meet the buyer" events for pre-contract engagement. This is a good method not only of hearing first-hand about opportunities ahead, but also a chance to network and make connections. Some officers told us they found them useful for understanding more about what local businesses, including social enterprise, can offer and to get a sense of their business ethos and social purpose. Holding these on a regional or collaborative basis between public bodies could be a way to pool resources and align with the increasingly regional approach being encouraged amongst public bodies. No public body is able to procure solely within their administrative footprint. Especially for small local authorities or public bodies in economically-disadvantaged areas, an understanding of social enterprise beyond their administrative boundary, on a regional level, presents a wider pool of providers while being able to still procure locally. For social enterprises, it also means more public bodies and partners to make connections with. Without these sort of networking opportunities, it is much harder for social entrepreneurs to find out about procurement opportunities and build consortia with other providers. This can make the difference between them being part of a consortium delivering a large contract or missing out because the contract is too big or unsuitable to bid for.

### 3.6. Suitability of contracts

For contracts to be within reach of smaller social enterprises, they need to be of suitable design and scale. Many smaller social enterprises welcome the opportunity to be a part of a larger contract. Breaking it into lots is a way of opening-up procurement for smaller businesses. We heard of some public bodies who had broken up large contracts with good results. One local authority officer

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<sup>5</sup> Welsh Government, *Wales Procurement Policy Statement March 2021*  
<https://gov.wales/sites/default/files/publications/2021-03/wales-procurement-policy-statement-2021.pdf>

reflected on how their department had attempted to make contract specifications that considered the social enterprises better, but indicated that for them, it was exceptional rather than across the board of their organisation:

*We have used social enterprises for some items of work. But that only happened because people on our team made the effort to make sure the spec worked.*

Contract design is also critical. We heard one example of a large project that had been put into lots, with some smaller works contracts aimed at creating roles for social enterprises. However, being designed around tier one type contracting, the contract was not suitable simply due to the way it had been worded. They reflected that it had been a missed opportunity, especially since the public body had made such effort to open the process up to smaller enterprises. It illustrates that suitability of contract is not just about size, but also about the way it is written and the fine detail. Social enterprises outlined how contract designs that better recognise features such as their unique selling point, their role in providing local employment, training and volunteering opportunities and the triple bottom line they deliver against could make a real difference in their ability to participate and compete for contracts.

### 3.7. External Factors

Some public bodies reflected that wider external factors can be considerations for them in where they go next in their procurement processes. The use of reserved contracts is seen as a way to actively promote positive social outcomes and put them at the heart of the contract itself. However, it was also suggested by some participants that the time limited nature of reserved contracts as well as other contracts presented a challenge:

*By the time you've finished one and get established as a service you're starting to think about when the next contract is coming*

In the case of the micro-care project being delivered in Flintshire, wider factors around workforce registration, due diligence and safeguarding were also aspects that came into play in getting the project off the ground and considerations of how to scale it. For example, micro-carers cannot provide care for more than four people. There was a question as to whether the regulatory regime could which better reflects levels and needs of care to enable the use of more micro-care.

## 4. Conclusion

This paper provides a snapshot into some of the collaborations and relationships that exist between social enterprises and public bodies. It reveals that officers that are willing to challenge established ways of working and take the time to understand the value of social enterprise are fundamental to fruitful collaborations. Equally, some social entrepreneurs are important pioneers and disruptors. They offer valuable learning and test beds for innovation in their communities which have relevance for public bodies seeking to meet their obligations under the Well-being of future generations Act.

The place-based, local difference they make is likely to be even more important as communities across Wales look to recover and rebuild in response to the long shadow of the COVID-19 pandemic.

There is also a growing appetite for social value to be better measured, understood and designed into public sector working practices and to make procurement and commissioning work for social outcomes. Scaling and sharing best practice when it comes to clarity of pipeline and contract design can make progressive procurement the norm across Wales. It will be important in creating a step-change in how social enterprises are understood and valued in local economic development.

We recommend a five-step approach to support closer working, understanding and collaborations between social enterprise and public sector bodies:

- **Grow a social enterprise culture** – A step change in training and awareness across institutions, both at officer and political level, is required drive up understanding of the value of social enterprise. Having a social enterprise champion within public bodies could help drive up recognition from within. The North East Wales Social Enterprise network is an example of well-established regional social enterprise culture. It offers learning that should be developed in other parts of Wales by bringing a number of public bodies together on a regional basis on a social enterprise agenda. This will help cement the proactive role public bodies have in signposting social entrepreneurs to the right advice, funding and social investment that could help them to win more contracts and grow.
- **Join up good practice** - Good practice is taking place across Wales, but it sometimes takes place in isolation and in pockets. Partners across public and social enterprise sectors have a role to play in amplifying and demonstrating good practice for others to learn from on a continuous and consistent basis. Learning journeys bring policy makers and social enterprises together to network and share best practice. Mainstreaming them and other forms of learning exchanges into the work of public bodies, anchor institutions and social enterprise bodies will help spread good practice further.
- **Embed social value** - The work being undertaken by the Welsh Local Government Association and the Welsh Government on social value in procurement is driving it forward. There are public bodies adopting a stronger approach to social value. All public bodies should be mandated to ensure that they use a social value measurement tool in their work and embed it in day-to-day business and decision making. The requirement from the Welsh Government for procuring bodies to develop and publish their own action plans on progressive procurement will also support this work but will require the action plans to be “live” and have organisational buy in to make them meaningful and deliver against objectives.
- **Ensure clarity of pipeline** – Public bodies should be supported to ensure their procurement strategies are easily available, accessible and up to date. This will provide greater opportunities for social enterprises to compete on a level playing field. Social enterprises need more support for becoming “contract ready” and more procurement training can help to increase the proportion of social enterprises participating in public contracts. Pre-contract



engagement such as “meet the buyer” events are also important in enabling social enterprise to participate in contract processes. Pooling of resources to deliver them on a regional basis – especially for small and economically-disadvantaged places- will create a larger pool of producers and suppliers available to public bodies and social enterprises while retaining a local focus.

- **Improve contract design** - Good contract design is essential for ensuring smaller social enterprises are not “designed out” of procurement. Existing procurement regulations are not barriers to progressive procurement yet there are still some perceptions that they are. These views need to continue to be challenged through best practice and “demonstrator contracts” that enable social enterprise to compete on a fair basis and which recognise their circumstances and “unique selling point”. Development of detailed and specific guidance on making contracts “social value” ready could help aid the better design of some public contracts

Taken together, there is real scope for the joining up of good practice and showcasing of good work that is delivered by social enterprise right across Wales. By understanding, celebrating, and increasing the role of social enterprise in Wales, including through working with public bodies, it can help create more resilient communities and deliver on a triple bottom line of shared priorities to create thriving, inclusive local economies.

## 5. Further reading and resources

UnLtd

<https://www.unltd.org.uk/>

Wales Co-operative Centre

<https://wales.coop/>

Social Firms Wales

<http://www.socialfirmswales.co.uk/>

Welsh Local Government Association

<https://www.wlga.wales/procurement>

The National Social Value Measurement Framework for Wales

[www.nationalsocialvaluetaskforce.org/national-toms-wales](http://www.nationalsocialvaluetaskforce.org/national-toms-wales)

Future Generations Commissioner for Wales

<https://www.futuregenerations.wales/work/procurement/>

Welsh Government

<https://gov.wales/public-sector-procurement>

Sell2Wales

<https://www.sell2wales.gov.wales/Default.aspx>

Value Insight

<https://www.valueinsight.org/>

Social Value Cymru

<https://mantellgwynedd.com/eng/social-value-cymru.html>