



Alpha Report

Cyd

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1. Aims and background

The purpose of this project is to develop support for commercial and procurement professionals in Wales to implement [Welsh Procurement Policies](#) through their day-to-day work. The need for a better solution to support delivery of better outcomes has existed for some time.

There were two recommendations which highlighted the need to explore a 'Procurement Centre of Excellence' (PCoE), one from the Future Generations Commissioner and the other from an expert panel supporting the Foundational Economy in Wales. These drivers led to the [Discovery](#) into this area, which was carried out by Upside Projects Ltd and found that:

- There's a need for a community led, but centrally supported PCoE, which is both digital and non-digital in nature;
- The PCoE needs to be accessible to all stakeholders and enable capacity creation, rather than draining resources;
- The development of PCoE should start small, with a minimum viable product; and
- In order to get this right, the PCoE needs to be different from other services such as the former National Procurement Service (NPS).

CURSHAW, partnering with Perago, were commissioned to complete the Alpha phase, focusing and building on the Discovery findings – testing these concepts and recommendations.

The key focus area for the initial Alpha phase was to explore the need for a PCoE in the context of the net zero and decarbonisation policy area. There was also a need to recognise some of the wider context around the PCoE in terms of the Social Partnership and Public Procurement (Wales) Bill and the Procurement Bill.

The aims of the initial Alpha phase of the project were to:

Share best practice – design, build and test a service for sharing best practice on adoption of policy through procurement. A potential service would be the ability for buyers to understand which policies they should apply to each contract and good practice sharing around this.

Develop insight – develop guidance, tools and case studies providing insight and policy enablement supported by briefings to the PCoE community on key matters.

Support training – develop an accessible training catalogue (formal and informal), which could be used as a mechanism to widen the reach of capability development programmes in Wales.

The following workstreams were taken forwards during the initial Alpha phase:

1.1. Service design and build

This workstream facilitated delivery activity relating to key service areas. The scope included:

- A service to share good practice:
 - on the adoption of policy through procurement and wider procurement and commercial issues; and
 - enabling buyers to understand what policy they should apply on what contract and building good practice sharing around this.

- A service to provide live insight into Welsh procurement policy and policy enablement:
 - providing guidance, tools, and case studies, supported by stakeholder briefings; and
 - sharing live insight into key matters impacting Welsh procurement, encouraging the use of the PCoE and good practices.

- A central place to find training:
 - making sure training can be easily accessed and is relevant to the needs of the commercial and procurement profession and other stakeholders;
 - including a training catalogue (formal and informal); and
 - widening the reach of capability development programmes in Wales.

These services were intended to allow users to implement policies, initially focusing on Welsh Government policy areas that deliver against the Wellbeing of Future Generations goals.

1.2. Stakeholder communication

This workstream focused on managing the engagement and communication with all stakeholders involved in the project. The scope included:

- a stakeholder mapping exercise, identifying and categorising stakeholders;
- a communication plan, including methods and frequency of engagement, ensuring compliance with Welsh language requirements; and
- the development of a brand concept and design.

1.3. Alpha Report

This workstream focused on the development of the Alpha Report, evidencing the feasibility of the project, and making the case to progress to the Extended Alpha phase. The scope was to:

- demonstrate that the project could create something that meets user need and is cost-effective;
- demonstrate that there is adequate budget and resource to deliver what's needed;
- take an evidence-based approach to assertions and recommendations; and
- provide a draft project plan, including timeframes for the Extended Alpha Phase.

Originally, the plan was to progress to Beta following completion of the 6-month initial Alpha phase. Subsequent discussions within the Welsh Government resulted in an evolved plan for an Extended Alpha phase from April 2023 - March 2024. This will provide further opportunity to develop a clear understanding, and demonstration, of the service offering in collaboration with the community. It will also allow the team to develop the first services Cyd will provide, test these and create a roadmap for delivery based on the priorities and needs of the community.

2. Measuring success

The project measured success across two different perspectives; has the team completed a successful initial Alpha phase and have the service increments demonstrated sufficient value.

2.1. What a good Alpha looks like

The table below details how we've measured the success of the initial Alpha phase. This is evidenced in subsequent sections of this report:

Outcome	How this will be demonstrated
We've tested our riskiest assumptions	<ul style="list-style-type: none">● We've documented our assumptions● We can evidence how we've tested them● We can demonstrate how they've been considered in the development of the service
We've understood the needs of the community and how they can be met	<ul style="list-style-type: none">● We've engaged with all relevant communities and stakeholders● We've documented their needs● We've defined potential solutions for how these needs can be met● We can measure the impact on the policy area
We've developed, tested and iterated our priority service areas	<ul style="list-style-type: none">● We've developed all relevant prototypes● We've tested them with users● We've iterated them based on feedback and have a plan for how they will evolve
We've defined the user journey and how it joins up	<ul style="list-style-type: none">● We understand how people will access our services and their journey in using them

with other channels or services	<ul style="list-style-type: none"> • We understand each element of the service e.g. online or offline • We've understood the service landscape and can demonstrate how we can break down silos
We've worked in the open	<ul style="list-style-type: none"> • We've defined our communication and engagement channels • We've metrics to show how we've engaged and the impact we've had

2.2. From PCoE to Cyd

Insight and feedback from the community about the purpose and focus told us that some people felt the name 'Procurement Centre of Excellence' could be perceived as elitist, and not community focused. We wanted to create a more collaborative and inclusive name that reflected the sentiment we were getting through the feedback.

We also wanted to make sure the Welsh language led rather than followed in the creation of this new supportive community – we wanted to find a name that would work in both languages but was derived from Welsh. A brand that was created with Welsh at its core rather than retrofitted once decisions were made.

Following user research and workshops on the name and branding the decision was taken to name the community and the project 'Cyd'. Cyd means *a joining, a coupling, junction; union, combination* in Welsh. It's a concise, conceptual word that also works well with a strapline such as 'Bringing commercial and procurement communities together' / 'Yn dod â chymunedau masnachol a chaffael ynghyd'.

2.3. What a good service looks like

2.3.1. By end of March 2023

Based on feedback from the testing group during a session held on 25 January 2023, the following points define 'what good looks like' for them by the end of March 2023:

- **A repository for Cyd related content** – we launched the first phase of the Cyd website in March 2023. This site will be a collaborative space for procurement and commercial communities in Wales. The first phase acts as a repository for all our content to date, including blogs, show and tells, and webinars. It also outlines how people can get involved as we continue to develop the services.
- **A mechanism for continuous improvement** – all services defined as part of Cyd, outlined in more detail within this report, are subject to continuous improvement. We've established an active user testing group who are helping to shape and iterate the services we develop.
- **Demonstration of collaborative working** – in addition to the user testing group, we are committed to working in the open in support of delivering better outcomes for commercial and procurement professionals, and the people of Wales. We've actively engaged and collaborated with stakeholders, both within the public sector and wider. Ongoing collaboration forms a critical part of our service development plans (outlined in this

report) to make sure we continue to be community led and meet user needs.

- **Showcase of successes** – we've held regular show and tell sessions with the community throughout the delivery of the Alpha phase to demonstrate progress and showcase successes. We've also developed a case study template for Cyd and plan to work with community partners to showcase the success from the public sector as a whole. A key concept we've introduced includes the use of 'stories of change'. Although not a full case study, these are examples of good practice that can be shared throughout the change journey.
- **A vision for the longer term and a plan for next steps** – based on our engagement to date, we have a clear vision for Cyd and its services.

2.3.2. Beyond March 2023

Also based on feedback from the testing group during the January 2023 session, the following points define 'what good looks like' for them beyond March 2023, which align to the recommendations for the Cyd Extended Alpha:

- A new form of procurement that's outcome focused and delivers value to the people of Wales;
- Improved ways of working with a profession that's more resilient and makes the most of available resources;
- A coherent set of information and data that can be reused to enable better outcomes;
- Better collaboration within the profession and wider, working together as part of a cohesive whole, acknowledging similarities and differences across the lifecycle; and
- A feedback loop into the Welsh Government to inform and support the development of new policy, legislation and insights.

3. Team

The project team is a multidisciplinary team of commercial, agile delivery and user-centred design (UCD) professionals from Welsh Government, CURSHAW and Perago.

4. Method

4.1. UCD approach

The initial Alpha phase was focused on testing the needs of the community, potential solutions to meeting those needs and translating these into tangible things to test through taking a UCD approach. This is an iterative design process where decisions are focused on users' needs. Importantly, this phase is about collaboration, sharing openly, building communities and progressing at pace.

Community was a strong theme and priority within the Discovery work the Alpha phase was based on. That is, working with the community to understand what exists that could be leveraged, to enable a community that has access to relevant expertise and knowledge, and the right support in terms of practical implementation.

To facilitate this, we employed our *Frame, Engage, Evolve* approach:

4.1.1. Frame

Frame is a short stage allowing us to explore the problem space as it's been defined in the Discovery, and frame opportunities using design-thinking to strengthen the service concepts. During Frame we discovered and defined each service by understanding and stating the problem to be solved from the perspective of the user (for example the Welsh Public sector procurement community).

We considered the value proposition, and developed a value proposition canvas, from a range of user, legal and system-level perspectives, and we developed outcomes that related to the recommendations made in the 'Review into how the Wellbeing of Future Generations Act is informing procurement in Wales' and the discovery findings.

4.1.2. Engage

The Engage stage allowed us to develop a firmer understanding of each of the service areas in collaboration with the community, to create design opportunities and ideas for solutions that could address those needs.

During Engage we translated the needs and behaviours of service users into design opportunities and started generating ideas for solutions that could address those procurement and non-procurement based needs. We created an overview of the most promising opportunities for each service and 'mocked-up' these scenarios as early prototypes to walk-through with users.

This ensured we had a clear understanding of how the service concepts could be integrated into bigger workflows, and to prepare for the 'Evolve' phase where we further developed specific opportunities to prototype and test in high fidelity.

4.1.3. Evolve

During Evolve we progressed with a specific opportunity for each service and their related components. This stage was the most intensive as we defined a strategy for service implementation, described all features to be delivered, designed internal workflows / roles, documented recommendations and simulated the final service experience to launch before further refinement, measurement and iteration.

4.2. Agile delivery approach

We used agile delivery methods to deliver this phase of the project. Agile is a way to manage projects to help teams ensure what they do meets users' needs, they can deliver value early and manage risk through iterative delivery. The idea is to create a continuous learning environment allowing the team to experiment and learn rapidly, continuously deliver value in small chunks and get feedback from users throughout the delivery lifecycle.

This approach fits well with the aims of this project and the UCD approach. If UCD is about 'what' we are going to do, considering the perspective of the user, agile delivery is 'how' we facilitate progress in an incremental way that delivers value early and better manages risk.

During this phase, we used our experience of applying agile ways of working, iterating through sprints and ensuring we built in a feedback loop

that allowed continuous improvement. This was characterised by a sprint, which lasted 2 weeks and was marked by 4 ceremonies:

4.2.1. [Sprint planning](#)

The purpose of this meeting is for the team to review the current backlog and for the Product Owner to agree the goals needing to be established for the next sprint including the tasks to be completed and a review of the expected target milestones within the project roadmap to ensure appropriate progress is being made.

4.2.2. [Sprint review](#)

Once a sprint is completed, the development team will present a demonstration of the progress completed during the sprint. The team reviews the goals and gives their comments on the completed tasks. The Sponsor and Product Owners sign off progress made.

4.2.3. [Sprint retrospective](#)

The purpose of the retrospective meeting is to discuss with the team what processes or practices went well during the sprint, what processes and practices need to be improved, and what can be done differently. It's a key session in reviewing the ways of working of the team and facilitating a continuous learning environment.

4.2.4. [Team stand-ups](#)

The purpose of team stand-ups is for everyone to discuss their progress based on the committed tasks, what they're currently working on and any problems or blockers that can be fixed by the wider team. This is an important session to ensure the team are accountable to each other for the tasks that have been collectively agreed at the start of the sprint, and can make progress at pace, in a collaborative way.

4.3. [Working in the open](#)

A significant enabling factor to both UCD and agile ways of working is working in the open. We're committed to working in the open, demonstrating progress as well as talking openly about mistakes, changes, and things we've learned. This approach helps build momentum around the proposed changes as well as providing stakeholders with visibility of our work and improving quality and managing dependencies. As well as our agile ceremonies, which help keep the team and key stakeholders informed and engaged with the project, we've also set up a number of channels to allow us to share our progress and findings as widely as possible.

4.3.1. [Blogging](#)

We've set up a schedule of blog posts to share openly about our work and progress. In the initial stages of the project we used the Welsh Government Digital and Data Team blog to share our posts. The initial Cyd website provides a landing page and [home for our own blog](#), and is where all posts relating to the project will now be published. As well as posts from the project team we're inviting guest blog posts from the commercial and procurement community to widen the engagement with our work.

Eight blog posts were published during the initial Alpha phase of the project.

4.3.2. Show and tell sessions

We host monthly show and tell sessions where we share our progress with stakeholders, and anyone interested in our work. We share the invite openly and the sessions are recorded and published on the Sell 2 Wales YouTube channel. All show and tell sessions are published on the [Cyd events page](#).

Four show and tell sessions were held during the initial Alpha phase of the project.

4.3.3. Cydrannu

Cydrannu is the name of the knowledge sharing series for procurement and commercial professionals in Wales, which we launched in March 2023. Cydrannu means 'sharing together' in Welsh and is core to what Cyd is all about.

We initially launched Cydrannu as online webinars (which are also recorded and made available on the Cyd website to share the content as widely as possible) and we plan to complement these with face-to-face / hybrid sessions.

Cydrannu sessions will look at the topics and issues facing procurement and commercial communities in Wales, and hear from guest speakers and community members who will share their experience and spark conversations.

Recordings of Cydrannu sessions are published on the [Cyd events page](#).

4.3.4. Stakeholder sessions

Following our initial stakeholder mapping exercise we identified the communities, groups and individuals key to the success of this work. Since kick off we've presented to stakeholder groups across Wales and led conversations on the focus of Cyd, ensuring the work is truly community led.

4.3.5. Creation of a testing group

Our user testing group has been a core approach to this community led work. As well as providing us with invaluable feedback, it provides us with the opportunity to present directly to commercial and procurement professionals across Wales and engage them with our progress.

5. Findings

5.1. Frame

5.1.1. Baselineing

Our initial engagement with Welsh public sector and non government bodies was to understand the current developments with regards to net zero policy guidance - Welsh Procurement Policy Note (WPPN) 12/21 [Decarbonisation through procurement to address CO2e in supply chains](#) - and its application.

Desktop research was carried out to review available training, policy advice and best practice in Wales, other devolved nations, UK-wide and abroad.

5.1.2. Stakeholder mapping

Due to the UK General Data Protection Regulation (GDPR) it was necessary to start our stakeholder identification and mapping from scratch. We held several online workshops and a face-to-face workshop, where we identified the key groups and organisations affected by, or with an interest in, this work. Once we understood their interest and needs, we've been able to create a stakeholder management approach that's allowed us to reach the communities we need to engage with, and ensure we are providing the right communication and opportunity to engage, at the right time.

We hold weekly stakeholder sessions as a project team to make sure we are engaging with the right people at the right time. This has been particularly important in making sure we've representation from across sectors and geographical locations to participate in testing group sessions and workshops. This allows us wider visibility and helps us to reach seldom heard voices in addition to those familiar with engaging with projects and initiatives.

5.1.3. Survey on training need

We launched a survey at the Procurex Wales event in Cardiff on 8 November 2022 and collected responses to this survey to capture the training needs of the procurement and commercial professionals. We then shared the same survey with people we had engaged with. The responses showed that stakeholders need training in:

- Regulatory changes – 47%;
- Sustainable procurement – 43%; and
- Contract management – 42%.

The result of the survey formed the basis upon which the long list of services for sharing better practice, developing insight, and access to training were developed, and presented to the community to prioritise for prototyping.

5.1.4. Findings – Wales

The groups we engaged with are all working towards the common goal of achieving net zero by 2030. There's a shared focus on using procurement as a vehicle to achieve net zero. It's important to work across organisational boundaries and not in siloes and share better practice so that all sectors can benefit.

5.1.5. Findings – UK wide

There's material available in the UK, some developed individually by other devolved nations whilst other material is country wide. This creates an opportunity to learn not only from organisations within Wales who are ahead of the curve, but wider from the UK.

5.2. Engage

5.2.1. The name

Building on the approach already described under [From PCoE to Cyd](#), in addition to the strapline we describe Cyd as 'a space for commercial and procurement professionals in Wales'. Cyd also borrows itself well when used as a prefix to develop sub-headings around the name, that

will work for collaborative spaces we'll be creating as part of the project.

We were keen to get feedback from the community so presented the approach to naming and shared four different design concepts to the community for feedback.

5.2.2. Branding concepts

Four branding concepts were created, which were then tested with the community. The concept most preferred is the branding used for this Alpha Report Executive Summary.

This version takes the 'c' from the word 'cyd' and creates a chain link that represents a joining or bringing together. Some of the comments about this version included:

“The imagery of interlocking chains seems to promote a stronger unified linked up notion as in the links of a procurement and supply chain”; “It signifies linking together”; “Working together”; and “Community”

Whilst there were some concerns about the logo not being clear that it's related to procurement or public services, the approach we intend to use where this is accompanied by a strapline and used as a prefix, will help embed the name as part of the commercial and procurement community in Wales.

We've created branding collateral to support the new name and logo. This collateral includes social media avatars, presentation and document templates, web headers, colour palettes, email sign offs and business card templates.

5.2.3. Web presence and social media

We've [launched a temporary home for Cyd - cyd.cymru](#) - that will position it firmly within Wales from an online presence perspective. This initial website is a landing page and blogging platform, which has enabled us to host updates, allow users to sign up for further information, and to be part of our working group. It also signposts users to new social media accounts for Cyd on [Twitter](#) and [LinkedIn](#).

As the Extended Alpha progresses, we'll prototype and test new services that will need a web presence as a touchpoint in the user experience. As we evolve services, we'll improve the website continuously to support services that users need. This will be iterative and will be launched in Extended Alpha, replacing the initial web presence over time.

Meta data for the domain includes words supporting search engine optimisation. This is important in the early days of Cyd when users are becoming familiar with the new name and brand. To support this, paid sponsorship may be necessary for the first 6 months. We'll use analytics and performance data over this time to inform that decision.

5.2.4. Long list of service options

Through stakeholder engagement during 'Engage', plus initial views gathered at the ProcureX Wales 2022 event and follow-up survey, the following options were identified:

- **Sharing good practice:**
 - **Capturing and reporting carbon emission data:** working with the community to develop a single version of estimating (pre-procurement), capturing and reporting (contract management) carbon emission data in a meaningful way;
 - **Content design of WPPN 12/21:** understand what the community finds challenging when considering the application of the WPPN in their procurements and how we can make the policy user friendly and interactive;
 - **Procurement journey good practice content:** curate content related to each stage of the procurement / commercial lifecycle, which can provide community practitioners with information specific to each stage (e.g. market engagement, procurement, contract management) related to net zero;
 - **Curated collection of Welsh and other nations materials:** examples that align to our work on using commercial and procurement approaches to help implement net zero policies (e.g. best practice, insight and training, community-based efforts, etc), navigate regulatory change, etc;

- **Developing insights:**
 - **Case study template / information architecture / library, etc mapped to community "curators":** several people within the multiple groups we've spoken to have said that they've good case studies, which may or may not be publicly available (this could support both 'Insight' and 'Best Practice');
 - **Map of existing communities / groups and their participants:** we've spoken to many groups where the same people crop up in some but not others, where some overlapping conversations are taking place. Community asset mapping;

- **Access to training:**
 - **Unified (web) and user-centred designed presentation / mapping / common "vocabulary" across existing tools that support capability assessments and training:** For example, the Welsh Local Government Association (WLGA) 'Local Authority Sustainable Procurement Toolkit', the Waste and Resources Action Programme (WRAP) Cymru 'Sustainable Procurement Maturity Review' (SPMR), etc;
 - **Procurement journey training content:** create / curate training content related to each stage of the procurement / commercial lifecycle, which can provide community

- practitioners with information (e.g. market engagement, procurement, contract management) related to net zero;
- **Preparing for large scale, complex change:** regulatory change in the form of the UK Government's Procurement Bill, and the Welsh Government's Social Partnerships and Public Procurement (Wales) Bill, are coming soon. Training will be provided once the details are known, but this would focus on how to prepare for change by learning from past experiences and getting appropriate training in managing change;
- **Overlaying regulatory reform needs and net zero needs:** expectations are that changes will be happening during the same time (i.e. 2023-24), so training (e.g. on 'delivering good commercial outcomes and impact enabled by the new regulations', and 'embedding net zero and decarbonisation as part of early market engagement') should be seen as complementary; and
- **Baselining against 'Well on our way 2022–2026':** overlaying all of the above and baselining with the ['Net zero carbon status by 2030: A route map for decarbonisation across the Welsh public sector'](#).

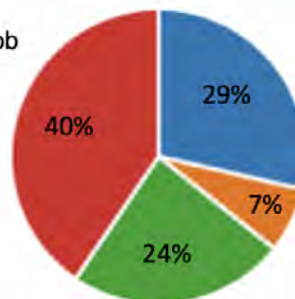
5.3. Evolve

5.3.1. Survey results

Survey responses from the testing group ranked the service options for each of the 3 areas (sharing good practice, developing insights and access to training). The results were as follows:

Sharing good practice

Rhannu arfer gorau ar gyfer pob cam o'r daith gaffael
Procurement journey best practice content

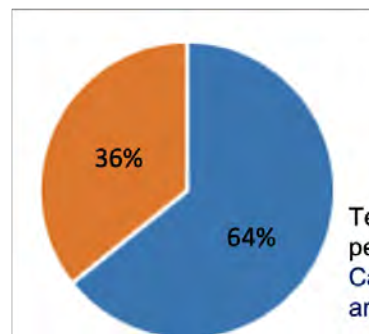


Casglu ac adrodd ar ddata allyriadau carbon
Capturing and reporting carbon emission data

Dylunio cynnwys WPPN 12/21
Content design of WPPN 12/21

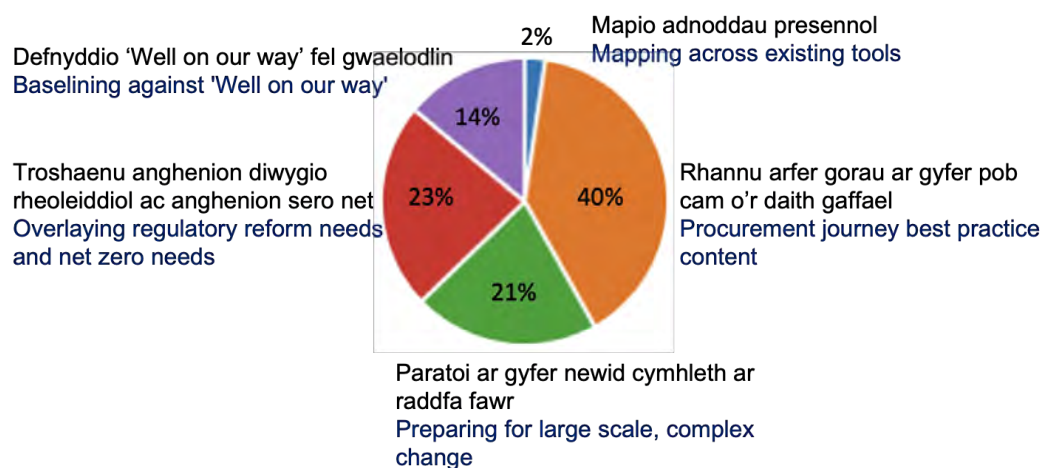
Developing insights

Map o gymunedau / grwpiau presennol
Map of existing communities



Templed astudiaeth achos / pensaernïo gwybodaeth / llyfrgell
Case study template / information architecture / library

Access to training



5.3.2. Short list of service options

Based on the survey responses from the testing group, the highest-ranking service options for each of the 3 areas were prioritised:

- **Sharing good practice:**
 - Capturing and reporting carbon emission data; and
 - Procurement journey content;
- **Developing insights:**
 - Case study template / information architecture / library;
- **Access to training:**
 - Procurement journey content.

Although the team set out to prioritise one service option for each of the 3 areas, the importance of capturing and reporting carbon emission data cannot be overstated. This was therefore included as part of the sharing good practice area, which also supported the services that will be prototyped and tested as part of developing insights and access to training.

All these service options complement each other so value potential is anticipated to be greater than the sum of the parts.

5.3.3. The procurement journey

As the procurement journey provides the 'backbone' of the commercial lifecycle and underpins all 3 areas, the team focused on this during the session held with the testing group on 25 January 2023. This group was asked what types of content in relation to sharing good practice and accessing training Cyd should focus on to curate and / or create.

The testing group's response was as follows:

"Simple, interactive content that's scalable and easy to engage with"; "Guidance that's usable by all, not just commercial and procurement professionals"; "Templates"; "Examples of previous projects and case studies"; "Written, video and other media";

“Facilitated meetings on specific topics”; “Training”; and “Insights into future trends”

During the first quarter of 2023-24, content for ‘route 1’ (total estimated value under £25k including VAT, low risk and non-repetitive) and ‘route 2’ (total estimated value between £25k including VAT and the World Trade Organisation Agreement on Government Procurement (WTO GPA) thresholds) were shared with the Cyd team to support further development of procurement journey elements of the next iteration of the Cyd website.

6. Recommendations for the Cyd Extended Alpha

Based on stakeholder engagement, responses from surveys conducted and iterative testing with the community, the following recommendations are proposed to extend the Cyd Alpha from April 2023 – March 2024:

- **Develop and establish Cyd governance and operating model** – quality assurance, social media comms and engagement plan and approach, interfaces with other commercial groups, staffing, etc;
- **Monitor and evaluate** the net zero outcomes and impact enabled by Cyd and use these insights to **continuously improve** Cyd;
- **Progress the carbon emissions reporting service development** with the aim to move organisations from Tier 1 reporting (spend-based proxy) to Tier 2 (improved estimated CO2e in addition to improved Tier 1 data) and, possibly Tier 3 (actual CO2e);
- **Progress the case study templates and build out the procurement journey knowledge hub** - iterating services to widen the breadth of online content, aligning with the team working on the policy mapping tool;
- Systematically **work through the prioritised backlog** of further service options to develop (as at 27 January 2023);
- **Alignment with Welsh Government activities more broadly** - complementary work areas underway on digital / sustainable procurement, and digital and technology;
- **Alignment with regulatory change** teams and activities;
- **Apply the methodology more broadly** to other Welsh procurement policy areas, and continue to test and **refine this methodology**;
- **Expand the community** to include:
 - groups that are convening on these policy areas;
 - other practitioner functions who are focusing on these procurement policy areas; and
 - private and third sector organisations.

Taking these recommendations forward holistically will be fundamental to support the systemic change management required to seize the opportunities available and realise the benefits of the interrelated activities.

6.1. Establish Cyd governance and operating model

For the success of Cyd beyond Alpha, we must establish governance processes and consider: quality assurance, social media comms and

engagement plan and approach, interfaces with other commercial groups, staffing, professional bodies etc.

Key areas of focus for developing the governance and operating model for Cyd could include:

- Defining appropriate controls and processes to ensure Cyd remains current and relevant;
- How the service is managed, including boundaries between Welsh Government functions and support, and users' needs;
- Establishing a mechanism for continuous feedback across all relevant areas; and
- Exploring options for operating Cyd beyond project status.

6.2. Monitor and evaluate, and continuously improve

Practical implementation and delivery of positive net zero outcomes (the initial priority public procurement policy) should be closely monitored to objectively evaluate the tangible impacts that are being enabled by Cyd, across the horizontal and vertical organising dimensions that were used during the initial Alpha phase to 31 March 2023:

Horizontal dimensions	Vertical dimensions
<ul style="list-style-type: none"> ● Sharing good practice ● Developing insights ● Access to training 	<ul style="list-style-type: none"> ● Contract management ● Regulatory change ● Capability and leadership ● Policy / net zero

This insight and analysis should be used to continuously improve Cyd, and to promote sharing of expertise and transferrable policy practices within global multilateral fora (e.g. the ['Wellbeing Economy Alliance'](#), the United Nations, etc), showcasing Wales' leadership.

6.3. Progress the carbon emissions reporting service development

This service aims to move organisations from Tier 1 reporting (spend-based proxy) to Tier 2 (improved estimated CO2e in addition to improved Tier 1 data) and possibly Tier 3 (actual CO2e).

Potential areas to build on this could focus coordinated efforts to help suppliers to improve their emissions reporting; many organisations have expressed interest in using this Tier 2 method to provide more accurate estimates of supply chain emissions, however few have data available.

The proposed actions here would support a unified and consistent approach that's coordinated by the Welsh Government, in collaboration with a small group of local authorities, to develop simple tools with associated guidance for:

- obtaining current carbon footprints from suppliers for parts of their supply chains;
- developing carbon reduction route maps in collaboration with suppliers; and
- supporting efforts to decarbonise the social care sector in Wales by piloting the above with providers in this sector.

These actions would help address issues identified in the 'Conclusions of the carbon assessment' section of the [Welsh Government Energy Service report](#) from July 2022, stating:

“Disparities in critical procurement spend data are apparent. This may be due to spend being categorised incorrectly, or that other social care-related activities are excluded. The significant discrepancy between financial data sets indicates the need to improve the way social care spend is being captured and reported.”

The above actions could also benefit the Welsh Government's Foundational Economy team's management of the Backing Local Firms Fund, as well as the allocation of grants based on improved data on emissions that's reported and aggregated by the Welsh Government.

The Backing Local Firms Fund supports businesses in the foundational economy to deliver more of the products and services required by the public sector. Three areas where the Welsh Government is seeking to support local firms are:

- The social care sector;
- Ensuring that food produced in Wales is served on plates in Welsh organisations; and
- Housing retrofit and decarbonisation.

Furthermore, these actions would support aligning with the Office of the Future Generations Commissioner, such as on their development of a tool for small and medium-sized enterprises (SMEs) on readiness to meet the wellbeing goals and ways of working.

6.4. [Progress the case study templates and build out the procurement journey knowledge hub](#)

We'll continue developing the services, iterating to widen the breadth of information and content on the Cyd website. We'll align with the team working on the policy mapping tool to enable a smooth user journey between the tool and Cyd.

Potential areas to build on the prioritised service of capturing and reporting carbon emission data, could focus on:

- Building out the net zero knowledge base across other categories - the current focus is on social care. However, other areas such as construction, facilities management and IT could be candidates for building out the procurement journey knowledge base;
- Drafting case studies in a defined format and test these with the community;
- Continuing to gather case studies and support the community to develop “stories of change”, as incremental insights and lessons learned on their journey towards achieving improved net zero outcomes; and
- As we gather more case studies, linking these to the procurement journey knowledge base and iterating the case study template to ensure that the right information is being captured and passed on to the community.

6.5. Work through the prioritised backlog

Testing group feedback on the [long list of service options](#), provides a useful indication of preferences and prioritisation for what to focus on from April 2023.

Subject to gaining approval to extend the Cyd Alpha, the team will systematically work through the prioritised backlog of further service options to develop, as well as continuing its stakeholder engagement to identify potential new service options. Prioritisation of solutions, new service features, etc based on meeting users' needs is a continuous activity of agile delivery.

6.6. Alignment with Welsh Government activities more broadly

There are a number of complementary work areas underway or planned that are expected to run concurrently with the Cyd Extended Alpha:

- the Welsh Government's digital action plan for procurement;
- WRAP Cymru;
- the Welsh Government's Academi Wales programme; and
- the Centre for Digital Public Services (CDPS).

Alignment of Cyd with work areas such as this, will ensure existing and planned digital assets are leveraged in support of successful delivery of the digital action plan for procurement.

6.7. Alignment with regulatory change

It will be critical to align with the Welsh Government's regulatory change team, covering both the Procurement Bill and the Social Partnerships and Public Procurement (Wales) Bill.

This alignment could take several forms and would benefit from applying the methodology and approaches used for the focus on net zero.

Nevertheless, based on discussions held with the Welsh Government's regulatory change team, it's recommended that Cyd continues sharing and collaborating on areas of mutual interest (e.g. pursuing fair work through public procurement).

One concern that's emerged through our engagement, is that Welsh public sector organisations fully embrace the "art of the possible" in public procurement under the new regulations.

Therefore, without a business change management offering that aims to consistently raise the bar across the whole Welsh public sector, such as Cyd, opportunities and benefits associated with the planned regulatory changes may not be fully realised.

6.8. Apply the methodology more broadly and refine

The UCD and agile methodology we've used is a scalable approach that can be used more broadly for other procurement policy areas. Going forward we'll apply this methodology more broadly to other priority Welsh procurement policy areas (e.g. transparency, social value, etc), continuing to refine the methodology through iterative and incremental delivery.

6.9. Expand the Cyd community

As more Welsh procurement policy areas are prioritised, the number of stakeholders and discussion groups will naturally increase, which should be reflected by the Cyd community.

Engagement with the commercial and procurement community so far has highlighted other practitioner functions (e.g. finance, audit, digital data and

technology, etc) who are also focusing on net zero. Extending the Cyd community involvement to these practitioners will encourage greater cross-functional collaboration and more holistic approaches to problem solving. Welsh public sector organisations have been our focus so far. Moving forwards will require engagement with private and third sector organisations (social businesses, not-for-profit enterprises, and democratic businesses, e.g. worker-owned co-operatives), to ensure:

- they understand and align to the Well-being of Future Generations (Wales) Act 2015;
- they understand their obligations under Welsh and UK public procurement regulations;
- their needs for accessing the Welsh public sector procurement market are understood and addressed by Cyd where possible; and
- they're proactive members of the Cyd community.