**CB6(LA), Procurement managers(M&F)**

Speaker Key:

CM Interviewer

IE Interviewee

CM Introducing each other

IE (all) I’m I1 and work with I2 for the S project in the borough. She is going as well to work with U. on a bigger piece, I2 said. They are working on a research proposal. I2 told that she is the project manager for the project W. (case B), she is a commissioner for several elements of the project. She is new to the council. I3. told that has been working with the borough for the last couple of years on co-production and the Voluntary sector strategy for the borough, and there is initiatives with the voluntary sector. I1 told that she is also quite new to the council, she started in September.

IE\_I3 I have experience of commissioning with different organizations, both VSOs and commercial organizations, for about 10 years’. Recently I have been in charge of the project producing the coproduction of the borough corporately. So this has been about making sure that the way we design projects, has got not just the voluntary sector but also the service users and professionals working together to commission for outcomes that will be of benefit for service users rather than the traditional model were we would have asked for outputs like you hold a course, how many people attended a course, now we actually looking to see what people learn from the sessions that they have attended, more focused on the residents. You know the success of a commissioners is actually based on whether the service users have got the things out rather than just ticking a box to say, yes we held the course and this many people attended. So that is what we have been trying to do recently. So, about 1 year and half ago we commissioned a community project to do community services around the all borough and we did that using the co-production model. So we got people together to work out a framework that they feel like outcomes that was important to community cohesion, and then we used that as the basis of a tender where we asked the organizations to say, to come out with their own outcomes, how they will contribute to the framework outcome and so therefore there wasn’t a traditional model were the borough said you will hold a course, you will hold an event, left it to the supplier to tell us what activities they will do but more focus on the achieving of outcomes.

CM How would you describe the nature of governance of the relationships between the local government and VSOs?

IE\_I3 I think they have been in change. We had a model mostly around our grants payments, which were very administrative, so lot of filling out forms to say about whether the money is being spent wisely, the accounting things and staff like that, so it was things that was important to us as guardians of public sector money. But maybe not necessarily important in terms of the outcomes that we delivered of the projects. And recently we been shifting to say that obviously we do need to have some good governance about how we spent money but the focus has been really whether these outcomes, so if an organization told we tried the approach that we said and is not achieving the outcomes we have an idea of a different approach that might be able to do that, so we actually been changing in the projects as long as they still leads to the outcomes they have asked for. We have tried to have a much feasible approach, about saying you might go about it in a different way that you originally said as long as was the delivery we asked for.

IE2 \_I2 Whereas for my project is completely different because we applied it for funding to some of central government and we stated in the bid that these are the outcomes that we are going to achieve so the commissioning is not flexible and very little scope for co-production, because we stated to the government that these are the outcomes that we are going to achieve so the commissioning was done though an expression of interest which we didn’t had to do because was a contract value of 100 thousand pounds or less but we still engage with the sectors. Then my approach has to do with go around and visit all of the providers, I did an internal and external kind of mini investigation, I spoke to people who had relationships with the organizations and people recommended and then we invited them to bid and we score them based on their response to the quality question, and we awarded 3 contracts and the 4 contract is pending award. And in the process we also checked their insurance liability and their GDPR compliance as well as their response to the quality question. And in terms of monitoring the contract, they gave us a delivery plan which was the basis of the award and we will be monitoring based on their delivery plan. At the contract mobilisation stage we negotiated some of the final details. But in terms of social value the project itself is social value because is supporting migrants through the delivery of E, welcome pack and volunteering activities. So, is a high social value contract.

IE\_ I3 One thing I was going to say. When we use coproduction and when we produce an outcome framework, that can often be in itself a way of developing social value because we will ask the people that are involved what they feel that was an important outcome. So actually social value, in some cases, if we are using an outcome based framework, there is often times when social value is been devised by those that have been involved in the process. We will quite often get organizations would be expected to improve a particular area, if there is a geographical area that the borough where there is not enough need…..That might be something that people would consider including in what outcomes has been looked to deliver by a community cohesion contract. So we can actually often define social value by what actually come up in terms of co-production and co-design of services.

IE \_I2 But my contract is specifically around social integration of newly arrived migrants and that itself has got its own intrinsic social value, I think? But how you define social value because when I spoke to K. she said like when you manufacturing a contract what they are going to give back to society. So let’s say for example you are commissioning goods and services, or goods, you are buying I don’t know, photocopying paper, then within your contract you specify how the social value act contract is going to benefit the wider society, so that one way of interpreting it. But mine is a social integration project which for me…

IE\_I1 Yes, we would define social value as for new migrant community, there is quite a few communities that we particularly focus, there is mainly, so, there is going to improve their English, employability, accessing particular services within the borough so learning how to use the library perhaps, going to the GP, so those are some of the aspects of social value that will come about from the project that we are working on.

IE\_I2 So, one of the contract is specifically around welcoming, the production of a welcome, that is going to be co-produced, so we asked the commissioned provider to engage with 225 migrants, run some engagement sessions, identify what the issues are and then based on their response, and they have to specify the content and well as the layout, so what format will they like and then, so will be 900 printed resources, and then in the second phase of the project we will going to put that online and digitally.

IE\_I1 The all-purpose of it is to get them to settle into the borough a little more, to help them with services.

IE\_I2 While you manage (to I1., interlocutor) a lot more, you manage the L contract, the D contract?

IE\_I3 I’m managing different contract though. Not all contracts will have social value built into them, often because of price. If it is a small contract, let’s say 10 thousand pounds, then it is very difficult to build into them, that’s of social value.

There can be. There can be small contracts which do lend themselves to building social value but I think really what we are looking at is, where is possible to building social value. In the case of the L contract yes it is one of the small contracts and they can do that but there are other contracts that, because they are quite small they do not lend themselves to that, but I think often the bigger you go the more you expect social value to be built in. So if you developing something in terms of construction of schools, homes or things like that you definitely be expecting them to say what social value they can build. So, and is always something that whereas possible, the council will try to put social value into that bid. So your E contract, I see it, from my point of view, I mean, you can build social value because you can improve integration by improving people language skills. But I think that one of the big things about defining social value is what mandate do you have, how many other people buy into that, have you got some evidence to say that lead to that. So, in the scope of something like E, there might be that even if not necessarily gone out and done the research yourself that improve language skills, helps to improve integration, somebody else probably have done that research, so you can do….

IE\_I2 Or U might be doing it, hopefully. But the way we build social value inside the specification document, is we are very perspective in the sense that we wanted them to engage with a range of geographical areas. So, traditionally, the commissioners’ providers were just limited to some area of the borough and we asked to engage with a range, to also ensure that reach people that we normally wouldn’t be reaching. We also specify the demographical remit where we want them to engage with range of demographics not just the usual suspects, so we asked them to engage with the elderly people, that kid of staff so we are trying to widen the scope of what they will normally go for.

CM Which are the main providers for your project?

IE\_I2 Voluntary and community sector organizations. So they are small charity voluntary organizations.

CM What’s in your opinion on the role played by VSOs in contributing to social value? Do you see any link between social value and VSOs?

IE\_I1 I guess working with communities, they are the grass root communities, they have expertise and they can build rap pots in many ways because they understand the levels (unclear). So, I guess in that way they bounce off the charter. So the social value on that, at the gross root level.

IE1 Yes, for example we are going for a project called C. So, this will go life in October. But at the moment we are designing the project. So there is a pot of money where and is going to be limited only to the community organizations because what we have identified is that there is certain projects where we feel that what we really need is that local intelligence and this roots on the ground where people are saying, we are there, we are in the community and we spoke to the community and sometimes it is really hard to reach people that government organizations can necessarily can hold on easily of these people because they are not formal professionals in terms of the council officers, they work for these voluntary organizations or the community organizations that people open up to them and might not necessarily open up to additional services. So we got this pot of money where we looking for organizations to come back to us and say, how I can use their local knowledge to achieve outcomes that maybe traditional services can’t do, so …

IE\_I2 Yes, so for example, when they engage with the individuals, they don’t engage just with individuals they engage with all families. So S. for example, one of the organizations which is working in collaboration with A for the volunteering aspect of the project, when we interviewed them they said that for example they had a group of S. woman who needed to complete their level 2 and 3 and child care but they were really behind because their level of literacy so they set up additional classes and the woman couldn’t attend because of the child care issues so they invited the children but also the husband to come in and look after kinds in the centre while the woman could finish their portfolio and gain their accreditation. So the way they engage with them is more holistically. Or for example, if a woman wants to learn English and the family is very resistant they work with the mother in law, the husband, bringing them in together and this is something that we don’t have the capacity to do, because we are seeing as the official authority kind of thing. So as they, as P was saying, they have got a way of engaging with the local migrants which is a lot more personal than a big autocratic authority would come across as the council. But a grass root organization has got a definite way to the community that we wouldn’t be able to have.

IE\_I3 Another example is in gangs. Sometimes is very hard for gangs to come to statutory organizations and talk to them and try to solve problems but sometimes these informal mediators they can be great at getting into areas that we as statutory organization, so people just doesn’t want to engage with. So there is a real social value to the voluntary sector that only they can provide really. Police cannot provide those services. The health services cannot really do that and neither the council. But these people develop trust in the local community can get to all sorts of people.

IE\_I2 I think there is something to say about the public image of the local authority. So people say, the council, and they see you as this big authority which people might be worry of, so when we had the Brexit Commission, on a Saturday, at the library, I will standing out with my colleagues, helping them out, giving out information about what to do after Brexit, people didn’t want to connect with us, because they saw us like, saw as like an official kind of thing, whereas a small local organization has taking time to build the trust and to rap on in the community that they engage with.

CM There are some barriers to engage with the community?

IE1 Yes, well, not so much at large, but I think that there are some very small groups of people, they are so small and so isolated and they don’t come to the traditional events where the council has consultations and design sessions, but, we don’t really find ways to fill the gaps but the small organizations, the local people that have local people that have got local trust, the people are likely to open up to them, and I find those people that sometimes they fill the gap so, social value for in terms of what voluntary sector social value adds, it’s great, and that’s way we are keen into make sure that some of our spending is dedicated particular to those organizations, to make sure that the social value that they are doing is recognised.

CM The councils recognises openly the VSOs value in delivering social value?

IE\_I2 Sorry to interrupt, before I forget. There is something to say about the power of the commissioner which is really important. In my role as a commissioner I have been instrumental in getting the VSOs that would not normally worked together, to work together, to put in a bid. So, the government just realised a 6 million pound pot for people to bid for E and what I saw, I saw like a small group doing it together and then another group doing it together and then another organization doing it at national level and with impact on the borough. Because we got this helicopter view on what is happening I was able to say why you guys work together and you get out of the borough and that exactly what happened. All of these groups, to increase their chances, their services, the needs of the community and I was able to identify the lead organization to support them. So, there is something to say about the power of the commissioner to influence social value …

IE\_I3 Yes, and there is also a third way. So the first way that the council is doing is that to recognize the value of the VSOs in getting the hard to reach people. The second way is that we ourselves when we commission ask people what social value, wherever is possible in our contracts, what social value we can build in. And in the third way, there are services that the council will deliver directly, public health services, youth services, and things like that, and so, when we are designing these services, this is where important to get the input of the local people and these is where the co-design of services comes in. Even if is something that we won’t get a voluntary sector organization, we are not going to give to a private provider, we are going to do it ourselves, we still need to make sure we are listening to want local people are saying, it is important to them, in order to develop social value. So the third way is the services that we do ourselves. We still have the element where people are allowed to say right at the beginning, ok, this is what we think that you should design .

IE\_I2 But we do a lot of consultations though, which is different than co-design, isn’t it?

IE\_I3 Yes, it is, I mean, I think is, we call it the ladder of participation, so at the top; so, the consultation might be something where the traditional model, the council sits in a room, designs the services, more or less on how they think that more or less might be important and then when it gets to a stage where it is more or less written, I will go to the residents and say, well, would you like to tweak it in here or there, and their chance to get involve is, I mean they got a chance, but is limited, they can only be in the scope of what’s already is been designed. Whereas co-production takes it to another level, it says, right, we got a few ideas that we think might be a service …but also we are going to share it with you and see what you think, and right at the very design stage it might take you in a very different directions. So that way it might be very different…so, while looking and try to push, so we are looking to push from the traditional model of consultation to co-design of services and the idea is that hopefully when local people will identify things like social value, that maybe we haven’t looked that for, so it takes the things in a different direction. So, social value is something that we say don’t sign up - we are the experts, it is nothing, we need to learn about social value and constantly asking the people that we work for, the residents, what it is important to them, to try to identify new social value that maybe we haven’t thought about it before.

IE\_I2 Yes, so there is like in the ladder or participation, it start from cohesion, educating, informing and consultation is something we do a lot of. So for example at the moment we got consultation on the violence against woman and girls, around waste and recycling and then engagement and then co-design and co-production is the way the council is actually looking to lead on everything.

IE\_I3 So the think that we wrote in the voluntary and community sector strategy is that we will look to co-design and co-produce service wherever that is possible, so the idea is to more as much as we can towards that co-design.

CM Which are the particular sectors where you are using these approaches?

IE\_I3 Well, what we have been looking at, we have looked at the council and there are some services that are more advances to the others. Health sector is very well advanced.

IE\_I2 Yes, we got various projects, and they already got a protocol of evaluating impact. We are slightly behind in …, aren’t we?

IE\_I3 Yes. So they got projects that are let of service users. They are looking to increase volunteering, and very much get people involved in designing and telling them what is important and feeding back about how useful some projects have been. So they are very well advanced. So what we are looking to do, is to look at some of areas of the council which haven’t used co-production in the past, but just challenge them to say, is that something that perhaps you didn’t think of it to be co-produced, but actually can be, I mean certain things won’t be, such as how we design, things like human resources, things that are internal to the council, but there might be something like our revenue services say, hypothetically, were actually the input from service users ….might be quite useful. And they might be not necessarily been…. We have looked at that before, but can we develop social value from there? Can we look at different ways of arranging payments in order to relive poverty, you know, this is something that the council didn’t look at yet but the idea is to starts, we challenge people and say why you cannot use co-production

IE\_I2 And the clue is in the title. So the power shifts. It is very much about power balance. I come across another project called C., so people leaving here longer are leading on people which are just at the beginning of their journey. So is kind of sort, like an empowerment, but very much placing it into the community and voluntary sector organizations rather than the power…It is very much about shifting power. So before that it was, we are the commissioners and we tell you want to do whereas now is how we can work together. There is something with the blobs and the square.

IE\_I3 Yes, but the other thing is that this is not to say that the council is powerless, we just ask people what they want. The council does have obviously, as its professionals, got years and years of experience, we certainly got our own opinions that we bring on the table, but the idea is that we expect to be challenged about that and we have to justify why we are using that approach. So, certainly the council is not devolving all the services completely and getting rid of its responsibility but the idea is, we use that skills that people have, the professional that we bring and we add to it, what experience users brought and come up with a model that works best for the borough.

IE\_I2 But is also looking at the way that we are commissioning things, we are looking backwards. I very recently attended a workshop with senior management team members where we were looking at the longer outcomes and then at the medium terms and then at the shorter terms, and then drawing what outputs we are going to draw from there, whereas before was very much looking at outputs and then working out. So, you know, we are moving away, as P was saying, from outputs and more focusing on the so what? So, what’s the impact of what you done? And 200 have learned English and so what? What’s the benefit?

IE\_I3 Yes, the production of relived poverty, jobs, social integration skills, so there is all sort of ways that you can look at that in terms of how that’s contribute positively to the society.

IE\_I2 But the difficulties how to measure that. How do you measure confidence building, how do you measure- I feel independent, how do you measure - I feel safe in my neighbourhood? Traditionally is like a pre and post questionnaire kind of think. But it is really difficult to capture.

IE\_I1 I think like a council, like a local authority is hard to capture that kind of information that we obviously we are working with people may feel uncomfortable to open up and they may say things just to please the council, so is easy and better for the community organizations to go in measure that kind of impact.

IE\_I2 Yes, H was making a very valid point as these organizations are better placed to measure rather than the local authority. This is what you are trying to say? What do you think? (Asked I3)

IE\_I3 What is also difficult to balance is, as a public sector organization, we are always aware that this is public money that we are spending. And we always try to justify the value for money, and how we do that, we try to find measures to do this. To people, service users in the community, they are not necessarily thinking about the tangible way of measuring and show how much value you got out there, they just want to see the improvements in their lives, so it is always a balance of that process of ticking all’s the boxes to show you have spent the public money wisely and actually being effective on the ground. In some of those ways it is very difficult to measure.

IE\_I2 But it depends whether the money comes from us and we are commissioning or whether we have applied for a funding pot and we are responsible to the people that given us the money.

CM There is imposed any particular approach to measure the social value?

IE\_I2 Yes, no, they are leaving that to us. We state the outcomes ….

IE1 Well in this case they aren’t. But different agencies are having different ways and that sometimes could be a problem that, they might use to engage with you in a way when you are very open but when you work with a partner, or an agency where you are receiving a funding which requires a different level of measurement then sometimes you have to go back and say, no its changed now, this one needs to be a much more descriptive approach and, so, but I don’t think that local people, obviously those are problems for professionals and no so much for local people they don’t really understand that. But there is a question of us trying to make sure that each side is aware of what the problems are, so the professionals need to be aware that how these affect local people and local people need to be aware maybe that if you don’t measure in the right way this could affect the way how you get funding in the future, so it is in everyone interest to try to come up with an approach that works for everybody and that’s something that we are looking to do really. And I think that also helps build social value, by making sure that people are aware of how best to go about getting those projects that can really make change in the community.

IE\_I2 And we were asked using the logical model. That’s the model that has been imposed upon us. So we will have to measure impact and produce at the end of the project a summary looking at the resources, but the impact and we are using the logic model. And theory of change.

IE\_I1 We have various type of methods, so we are going through the traditional methods for example, questionnaires, and focus groups and sort of case studies. And there will be other sort of more innovative styles, a way of connecting data and measuring social value, but we haven’t really gone into that many details, we are looking at that in different ways.

CM Do you have any particular model of monitoring the projects implementation?

IE\_I3 Yes, we have some, we have come for a balance of quantitative and qualitative models. So, while we might have asked for a minimum number of attendance to make sure we have got the reach into the community we might also have asked for case studies for the particular people to see where the qualitative change has been. So, try to change the indicators that we use to measure success for project so that they are more in a balance. I think before they were very much focused on the numbers, so how many people attended the course so we now moved towards a model which look to these aspects.

CM How do you capture the intangible elements of social value during the monitoring process?

IE1 Yes, I think that were often the case studies come in, because that were you can capture people’s feelings about projects, so if someone says it left with increased confidence, a case study can document that. So, that leads to us at least identifying that the people have felt some of the benefits, that you might call intangible ones, which are very difficult for us to measure, but at least it has been documented and recorded and we can start to show over the course of a project, when case studies start to correlate with that. There is a general feeling that some of the intangible things that have been picked up by people.

IE\_I2 For my project, I specify in the commissioning document that we can go in anytime. So I can do like spot check, I can come in and out if I want to, I built that in so I can go in any of the providers, anytime and that’s way I asked for the timetable, and we also do join observations of the E classes. So when the lesson has been observed and graded for the quality, then I’m doing it with the commissioned providers.

CM Different projects has different approaches?

IR\_I3 Yes, that’s exactly what we are saying. Were possible we try to build as much social value, but some project it is not really, it does need to go through that more traditional line, but we are very aware that we are trying wherever possible to move away from that.

CM What scoring of social value do you apply to the projects?

IE\_I3 Well, few years ago when we did the C process we asked for 5 questions, and one of those questions was - what is your track record for providing local improvements and the services that you offer to residents? So, we actually ask people to measure the benefits that they have to the local community, so that might be, I supposed considered an example really, that we are interested not necessarily in the project that they have done, or they are doing right now, but where they already starting in the community, so we thought/find that’s quite important. So we already we are looking for people with, to build their social value in order to make sure that they can even apply for these projects, because we are only interested in the organizations that work with the community and have got the community interest at heart. So for example in that one there, I think we did different weightings so, that was, so there were two questions which had the highest priority and that was one of the question that had the highest priority. You got more marks for what social value you added already to the community, so we can build into the tenders, where right at the start we are asking, ok, what you have done, and then what you are planning to do, and of course that’s a cycle that next time that they come to apply again they can use the work that they have done to even make that question even more stronger that they providing more work than…

IE\_I2 The problem that we have is like that the community and voluntary organizations that we work with are resource poor and capacity poor, so they are good at delivering the work on the ground, but not necessarily good at evidencing, demonstrating the impact that they had on the local population and writing about it, and I think is about a balance between capacity building, the resources that they can demonstrate the impact and the social value that they had on the local community, but also in the commissioning process, if make sense.

CM What top barriers are there in the relationships?

IE\_I3 I think what L just said it was very important and actually in some of the projects that we have done, prior to receiving the tenders, we actually had a tender writing session where we tried to stress like you said, the organizations are quite good at what they do but they are not necessarily great at explaining that, and we tried to highlight that they need to make an asset from that unique selling point. Actually some of the organizations that are small is good, that they are really focused on that geographical area that we are looking to do a project, that they got the contacts that other organizations can’t get, and I think that is a challenge, it is something that we have been working on, but it hasn’t fully materialised in some of tenders that we see, we got a lot variation, in some of them answer that question really well, other organizations, organizations that actually I work with, I seen that they have done good work but they haven’t written very well in their tender. So, yes, people being able to identify that getting social value out, I think is important, it is not just a question of doing the work but what are the other benefits that maybe outside of what that project ask, what is been achieved, the knock on things, and they need to maybe, they don’t write it very well in tenders so that makes me think that they don’t really are not very clear in identifying that, and then, so are they placing a value on that added thing.

IE\_I2 But is also the context of change. So, traditionally, organizations have been used to getting money in a certain way and if you know about the history of the council, there were some issues into the procurement process, I’m right?

IE\_I3 It was in the grants process, but ya.

IE\_I3 More to do with what we call the grants process.

IE\_I2 Yes, had some issues with the grants process, which now been cleared by the central government but also the way tendering was approached was in a certain way and they used to fill in the application. So of the tenders I have seen as literally a cut and paste from the previous one, do you know what I mean, so they are not really used on coming on board and understanding that’s for their own benefit to be able to evidence the social value of what they are doing. And there have been more focus on outputs than outcomes.

IE\_I3 Well, I would actually say, probably the council has been more focused on outputs but the council is changing, is just making sure that people, because I do speak to some organizations where they say, yes, you say you do that, but when comes to us to our projects, are you going to fold back to the old system of outputs, we are scared that you know, we might go a do all these staff but maybe the council doesn’t change as much as he says that it will, so it is about making sure that there is trust, trust that we, now if we specified this new way of working, we are going to do it by that way and you can feel assure that when you re-write all your bids in terms of producing outcomes, producing community benefits rather than tick on when the courses are held, you know, are we going to value it as much as we are saying we are going to. So I think that’s a barrier, it is that we are still making sure that the local organizations do trust this new way of working and is something that is really to happen on the long term.

CM How austerity and cuts in funding impacted on these relationships?

IE\_I3 I think in some ways, obviously no one wants to receive less funding than in the past but one of think is that it is very open and transparent, it is not only outside of the control of the voluntary sector but is often outside of the control of the local authority. Because I think in 2010 I think, compared with 2020, our government funding will be half, so people under illusions is why the council has to make all those cuts. So actually, although everyone is struggling, and that does have one impact, at least, is not that this has happened in previous rounds of cuts where organizations mistrust the council because they think that they are doing cuts for no reason, I think now they can see the reason that we are making those cuts so that’s quite good. Because the downsizing has been to such extreme, that really local services have suffered.

IE\_I2 So, if you look at E, the central government has sorted the E. budget by 60 percent over the five years, so the detriment to the society as all is that there is a lot more demand than supply, but for me as a commissioning what I have done I said to the smaller community providers why don’t you guys team up together because is better than you have a bit of the slice of the cake that has been reduced than no cake at all. And we ended up having two organizations which don’t work together or haven't got a track record of working together, teaming up and sharing their resources, to be able to apply, and they were successful. We kind of sort encouraging partnerships, that’s all we can do, because that, I'm saying to them, look, you got this massive cake, everybody wants to have a slice of cake, and this has been cut cut cut , so is better to have a little bit than nothing at all.

IE\_I3 So the project that I was talking about, goes life (…), they looked to protect that, so there has been a cut but a very small cut that has been made to the services, so actually that’s one of the main thing that it is at a very early stage, with people being quite positive about the way we can go back, we don’t even have to say now that is gone up, if we just say, oh it is pretty much the same that you have got last year, they are incredibly relived and they are very appreciative of that. So that’s one way that the council has shown that is quite commitment towards local people and local organizations in terms of that service which is slight I think over 2 million pounds, pretty much all of that has been managed all of that for this year, so I think that’s good because it demonstrates our commitment towards the sector …

IE\_I2 A big question mark is when we exit Europe, because a lot of small organizations are getting their funding from the ESF so when we leave, post Brexit, how that’s going to affect the local community and the impact on social value? There is a big question mark there that we must not forget.

CM All these efforts are directed towards VSOs capacity building?

IE\_I2 Yes but is also about engaging them in the process and shifting the power.

IE\_I3 Yes, and there is always ways that we are looking to improve the capacity of the organizations but I think that the cuts have really focused people on working with organizations like CVS, so the council works very much in partnership with them to identify where organizations feel that they lacking experience, if there is anything that we can do to help build capacity. Certainly, when the organizations come to us collectively and say we want this because there is big need for the council, the council might be in the position to offer some help. But also the council is, maybe been looking at ways where a long term change might be carried out by local people but the council will see, if they cannot necessarily fund that on long run basis, they can put in some capital investments and kick start the program, so is been making us thinking in different ways about how we can be innovative and we can still help, maybe not to the same degrees that we did before but we can put in place things, if someone says oh no, if only the council would give us lot of the …unclear…

So sometimes it helped us to be innovative really on how we are going to do that and people go behind it because again as I said, there is no doubt that they all know that the council had to cut services and if they see the council doing something to help them then they are ready to do a bit themselves so ...

IE\_I2 So we try to get the organizations to see the cuts as an opportunity which sound like an oxymoron but that’s all we can do really

CM The strategic document on social value policy has been published?

IE\_I3 Yes, is finished. I think it has been produced but is not widely distributed yet. We will be rolling it out but…

IE\_I2 I will have a look if I can find it…

CM Thank you very much.

CM Based on your overall experience, how you define and articulate social value?

IE1 Yes, as I say, first of all, in the coproduction process, that would be something that will be agreed by a variety of people. But from my point of view I would look at something that might be builds, the way how you look at social value is something that not necessarily is the intended goal of a project but a knock-on advantage where people in the community are able to make real benefits to their lives. That can be one interpretation of social value which I think is good. Or there might be something that, social value could be built into a contract where is maybe not necessarily specified, that local people themselves have to demonstrate it that they achieved that but you may be put in place things that can improve social value, so construction project might build a playground or something like that, but the long term effects might not be youth or something down the line. That would be a couple of examples that I would say that’s social value. But there is probably lots of different ways, so this is way we try to open up to as many people as possible to get their opinion.

CM How the ongoing workshops will shape the service?

IE\_I3 It is always very important to make sure that any process like that is managed properly. So, it’s in not like you can say, anyone can suggest anything that can be included but usually we use techniques like, we might ask us for all bunch of outcomes, all in the room we stick all up on the wall and they ask people to go around with stickers and tell from all what is more important and in that way you can start to identify a consensus of opinion of what is value and someone opinion that is not shared by everyone else in the community. So, I think you need to get that balance not only to be innovative and asking people for outside the box ideas but still something that everyone can buy into. So that is quite important that you need to straight that balance so we try and test the ideas that wheatear if they are largely representative for the group out there…

So usually what you will design is an outcome framework. So, if you are looking to youth service you will be looking at what outcome are important to the young people. So that’s what that coproduction process would be. So, you might be looking to improve the health of the young people, which might be an outcome that got real social benefits on the ground. So, the way how we use coproduction is we try to design the outcome frameworks with people and so that related to … so when we commission people we say them, well you tell us what activities you plan to do to meet that outcome.

IE\_I2 But is something we do to our external facing strategy but also internal facing. So, we also running workshops internally to see what we think the outcome should be and sometimes we don’t know what is ticking the box, I come up with take care of the planet as an wider outcome and we didn’t know where to put it ..

IE1 It is also challenging because you don’t want outcomes so far removed because there is no way of measuring, you have to be outside ...

IE\_I2 Yes, take care of the planet is a good example, you have to break down in a smaller piece

IE\_I3 Yes, is a bit of a change to try to get people understand what an outcome is and it has to be measurable and maybe think about why it is that you can measure that. So huge culture shift are required there, they are so used to outputs.

IE\_I2 20 people, 30 people attended this event, boom boom boom, and not understanding

CM To what extend do you consider that the understanding of social value is a priority before measuring it?

IE\_I3 I think we have tried to do in the past, it is variable at the moment, because it is such at the early stage. So a expert on community, produced a report which shaped the way that the government looked at the community cohesion. So, in that case we brought in expert to look at quantifiable some of the things that are looking for a little bit intangible, so we had a bunch of service users and professionals and VSOs that turned up in the workshop so we tried to build capacity so that the people can start and think about those things for themselves. So, I think, part is capacity building and part it is really just the culture shift, because people do things differently.

IE\_I2 Sometimes is difficult to predict what social value is going to be. Is virtually impossible to predict. So, you are commissioning English delivery, the impact, that’s why we are bringing experts, to try to capture that and also your question is a bit of a chicken in the nest situation ...which one come first, you need to have something to specify and then you go to measure that, but you also need to have the flexibility to allow the unexpected outcomes to be captured.

IE\_I3 But also, we have what we call the commissioning cycle. We might start off with some intended outcome, this is the delivery and the we need to do is exactly like saying if there are unexpected outcomes, look back to what worked what didn’t worked and that focuses you on the commissioning cycle when starts again. So maybe some of those unintended consequences can be looked at and the costs can be looked at that and that can build stronger cycle.

CM This cycle is used for any service commissioned?

IE\_I3 Every time when we commission services, we will use the commissioning cycle, so any existing project that is being recommissioned, the idea is to learn the lessons of the previous one.

IE\_I2 Yes, so we are looking at for example at the L contract and we also build into the wider community. So, we have identified that we got quite a lot of people attending the event, but we are not sure how much of the community forum is reaching out, so we are looking at reshaping this but also looking at the impact it had on the communities. Any single framework that we are going to be developing is going to be referred back into the rest of the strategy and policy and performance team. So whatever framework we come up with, everybody is waiting on the side-line give us your tool, give us your framework, we work very much as a team actually.

IE\_I3 But I would say that one think that I identified maybe has been as a barrier – we do often learn that the council haven’t been very good at telling people what we learned and sometimes that applies to consultation as well which I think sometimes is damaging to social value because if people turn up to an event make their suggestions as how we can improve services and then we go away and don’t tell them …. I was going to say that they are always isolated incidents were this happened, but I think a lot of time the council have identified that hasn’t done that and can have very negative effect on social value because those people think, well I turn back to that and they didn’t do anything about it.

IE\_I2 You ask, and we completed your questionnaire 20 times and we don’t know what's done with him after. I think that the communication is a really important aspect actually.

IE\_I3 Yes, that can also be a barrier to social value. It can be a negative think if we don’t really do that, so, we need to look up more in the future how we do communicate that what you said.

IE\_I2 I don’t think there they are really aware of that power yet, I think that they are working in isolation and we have been working in silos, I don’t think they realise that, without them we cannot function. The day they will woke up the power shift will really change.

IE\_I3 Yes, that’s what I find. When I talk about co-production because they say ok so the council is deciding to share this power about designing service but I look at it in fuller context cause I say no, design is only the start, there are now services that has to be delivered by organizations and if we say that we can share the design of the services and we don’t, this is what they worry about, when it gets to the other side, you know, you said that you can deliver those service you can equally use your power to say we are not going to deliver. So, yes, I think there is a lack of understanding of what power, you know, it is not all the council power, when we are talking about sharing power is both side sharing power and you right, maybe you are right, they do not realise ...

IE\_I2 And in the same way when we look at the wider society the consumer doesn't realise the power that they collectively hold towards climate change or towards, you know, shifting the balance towards more sustainable economy. It is a bigger picture in it.

CM Thank you very much.