**CB7(LA), Manager(F)**

Speaker Key:

CM Interviewer

IE Interviewee

CM What your job role and your experience with the commissioning?

IE Ok, I’m going to work from now backwards if that’s ok. So, currently, I’m the economic benefits manager and my role looks at the social value within the council procurement contracts and it also looks at section 106 planning obligations. Regarding the planning I only look at the employment and enterprise section 106 obligations. So I purposely target on employment and enterprise. So, currently within my role, focusing, touching little bit on the planning, so when a developer come through, me and members of the team will actually comments on the application, so is to say this application is come in, there is lots of employment space, what is means for the local community, how we make impact on the local business within the borough and then ask for financial and non-financial contributions, we will then look then at monitoring these contributions and the outcomes that have been requested. Once monitored and actually worked on that, at the end of the development then the developer will ask for the planning committee to discharge the obligations and they will say, yes you have achieved or you have not. So, that is the planning side, so it splits into 2 roles. So looking at the social value side, it is, this is a new niche new area, so, although (case B) actually have been doing social value for a number of years, and we were, one of the first I believe to actually implement it on top of our over 100 thousands, because the real thresholds is 164 thousands, but we started to implement on all our contract over 100 thousands and now looking at reducing that number. It is our best to maximise social value for our procurement contracts without providing an additional costs to supply the bidding for contracts. And that is something that we are currently working on at the moment. In terms of the current situation, I will come back to that latter, we just renewed our social value policy, that is currently in process of being put together and that will look at social value not just predominately on the economic benefits side which we previously do that (unclear) we have focus on businesses and employment, we will be looking at the third sector organizations, community spaces and actually to ensure that is for social value offer not just economic benefits really which was helping to date. Before this, just a bit about my history, I always done employment kind of sides, I worked within a number of organizations local authority beforehand and I commissioned employment programs. So most of those were joined funding by other internal teams but I have always been employment focus, so commissioning that looked after children, those at age of 15, and always is some form of employment program to assist people with the employment and skills outcome. So that’s been my background till now. So, most of my previous roles have been very similar should I say. The focus is been to help individuals into work and training opportunities.

CM What is the current social economic context?

IE So, as it stands at the moment... (Break of ideas) In terms of the actual social value, something that we initially started, my team is fairly new. So social value is something that the council is always requested but due to staff and capacity it is not something that we actively been monitored and recorded. So, we had what we call an output schedule, a community and economic benefits output schedule (and I will send you the original version when I go back to my desk) and that was a request, was almost a wish list, so it had a number of different elements, it had apprenticeships, it had employment, it had jobs fairs, it had community engagement, it was about using local suppliers in the borough, it was all local focus, local based. The problem with that is that went in all of our larger contracts and there were there some contractors didn’t understand how to use it, and what is asking for, so they were just copying the information across because they were not really actually aware of what it is entails. The other issue with that is haven’t been actively monitored just because social value is very much an added benefit so the main focus is always the main delivery of the contract, the actual social benefit or social value, economic and benefits outputs schedule many contractors generally will forget about because the focus will always be on looking at the KPIs, looking at the achievement of the contract, which is the way that the main contract delivery of the service is, not the actual additional in terms of the outputs schedule that was provided. So, it come to our attention that because of that, it was nobody fault by the way, it was just because of the capacity, it come to our attention that it needed a more closely reviewed, more closed monitored. It also needed to be reviewed because all the outputs were very much employment focused. It don’t look at anything towards the community, that will assist the community achieve and actually maximising of some of these contracts that we are putting out, so, that was actually just two years ago, and now we actually thought that needs to be redone. I know that I met with AS already and I (unclear) A and his manager had a procurement that actually said lets come together and see how best to leads this forward to ensure that everybody is involved and it is not just employment focus it is a true reflection of social value and what it means to the council. So, a number of stages has happened since then, I would not go in full details but is something that gone to our cabinet for approval to be approved and looked at, we had internal audit based on that to actually, to see what we actually can do going further to meet the current situation, what is working and what is not working, we had over a scrutiny group, scrutiny sessions arranged om what we need to work with and that’s really driven of how is pushed looking forward. And that’s been happening in the background. And on the base on that a strategy was drawn up and within that strategy a new social value policy needs to be provided, 1) to make it easier for contractors to actually understand what social value is, 2) to ensure that have been actively monitored. And also to ensure that those people within the contract are aware that is a contractual obligation not just a (unclear) which many people though it was. Which leads to now. So, at the moment there is the law happening in the background, social value policy has been drawn up as we speak. It is already in draft form, so it is to just actually make it finalise and it make sure where it needs to be, what work needs to be done on that. A number of workshops coincidentally have been set up with all the different directions in the council, starting from the 12 of November and my team will be actually leading on that and that is to speak with contracts managers, from every single team and find out what it is that they need in terms of outputs. So the original outputs schedule will be very generic, like I said it was very difficult to understand, so is looking at, ok, for example if I use social services team, a lot of their contract that they commission work with people with disabilities, vulnerable adults, people in mental health for example. The existing of the old contracts outputs schedule it will not reflect any of these needs so what will work, what it is that the people in your contract will benefit from, that could be added as a social value, that they will be able to see that they will maximise something out of this, so we will be looking at supporting employment, we will be looking at community groups, we will be looking at peer to peer mentoring, we will be looking at working with people with similar disabilities that actually progressed in the employment and opportunities, it would be going to community centre of people to group them (unclear) and actually attend group sessions, we will be looking at the sort of facilities so I think such as laptops, which are more accessible for individuals rather than just the basic, here you go, is standard, off you go (unclear) so it is really working and finding out what we need to do for each D within the council, that will appeal to them to ensure that what they are and… to put the social value into their contracts, it appeals to the type of works that they are securing, not just an additional wish list and then it makes it easy to monitor. The contract manager will be more willing to actually say what is going on and this is where you stand. At the moment my team is very small but my team are actually doing the monitoring of some of the adult and social care contracts and that’s more of a pilot to see how we can help you with that obstacles that you are facing, what are the barriers we need to address and then that we come back to the procurement and say, this is what we found, this is what we are working towards, how best to come back and to challenge them. So it is really working in partnership to ensure we can move many things forward as much as possible, as well as the workshops, the procurement has commissioned and di-commissioned a pilot and that was to look at a completely based software tool to actually look forward and monitor social value outputs, so when a contract will go out, this will be provided afterwards, to actually ask what could you deliver, these are the outputs we would like, what you can actually offer, it is going to this community organization, is going to this, we asked for room services, we ask for one facilities, like a community centre, we ask for laptops, we ask for desks, … we have asks things for third sector and voluntary teams so it is just about how is that actually divided up appropriately. So coming up to the workshops that is going (unclear)… if people say we want room space, we want equipment, we want accessible things, how do we then actually say, ok, we got this amount of resources and these individual items, how do we identify that fairly to say that it goes to this person, it is goes to that person, and it is the bringing all together that is currently what I’m working on.

CM These are internal workshops within the local council, just with the contract managers?

IE Yes, internal, for each D. These workshops are just very initial ones, just to gain an understanding of the different contracts that is going on within the council, and to look at the relevant social value. They are closed meetings. But I can send you an invite to one. You can sit and (unclear). I’m more than happy to invite you to one of the workshops, we will talk about what the social value is, what we are trying to do, were we are trying to lead to and how we need the input really to ensure going forward that is a unified offer, working on an individual basis. The wish list is at the very end of the audit process is complete, we will have a number of different social value outputs schedules. Now the reason for this is that will be wish list specific to that D and that contract going out … you don’t have to say you will provide any single element but at least it gives you realistic and suitable outcomes that you are able to provide in line with the contracts rather than having outcomes that have nothing to do with your delivery and then is very difficult monitoring and record. So that’s generally what the actual aim is and then will ensure that we can then start looking back, to what the added benefit is to every single contract that we put out. So, we may say we got a contract of 1 million pounds for example, what the actual added benefit may double that value because of what comes back to the community, weather that’s employment, weather that’s jobs, weather that’s housing, weather that’s training, weather that’s an actual supplier goods and services, there are a number of ways and we are trying to understand what we are missing with social value.

CM These workshop meetings shapes how commissioning for particular services happens?

IE Yes, everything I do is from the local authority. However we do have a third sector community and voluntary services, now they will also be involved in the workshops at a later day, I can invite you but will be afterwards. The reason we are doing this, not last, because council internal ones are very easy to work with, because they go out all the time so is very quick to say give me a pilot let’s see what you are working with and we can review … and with the community groups we need to make sure that we are not excluding anyone. Now as a local council we have a number (unclear)….. and we work closely in partnerships, some of those are voluntary services as well. And then there are a number of other organizations within the borough that we still work with and obviously, individually people, not as closely, we need to ensure that they are also being included when it comes to sharing of resources and things that we have obtained by our social value, we didn’t want to be closed off, (unclear) …. are aware of, but we are actually to benefit from what we actually achieved, we want to be shared with all those in the brought. So, that’s way for being at the bottom end because we want to share once we gain all this information, we can go to them and say this is what we want….how it will benefit, how will you use this for, how do you actually obtain this information, it is realistic? Because for example one of the outputs dimension …was a community hall, so if we have asked for a room for example, so a space for 4h a week in a community space, who that goes to, how it will be monitored, how it will be fairly distributed who are we to say, this person is more than this person, so we will actually make a collective group of all of our voluntary organizations and community and third sector so we are actually can have a kind of collective agreement how it will be shared between each other and how that will be divided up effectively. And that is way we are doing that at the late end to unsure that the obligations to put together so we can put them …. how this does it work for you? They may turn and say this will not work, can you rethink it or we may not be part of this, actually this needs to be handled more internally within the council but it is actually that option that you want to provide, the option to unsure that is possible. All of our contract work, I think some people will say things like, no monitoring, it cannot be looked at, it cannot be evidenced, which is the biggest, but it is to unsure we gain as much information as possible so we slowly starting to, can we realistically take as a social value and what is not actually pitfall in terms of social value. Money is obviously not social value and that is something that people keeps floating around things, what about money… can we take this instead, no, there is no financial added to it, always going to some form of in-kind benefit and that is ensuring that we are going though, because otherwise it is no longer social value policy.

CM How the VSOs views has been integrated in these governance processes?

IE Yes. Yes, correct. That’s is a thing to be seen at the money, it does depends of the outcomes of the workshops, it does depend of the contracts being let and the type of outcome we can actually request from them, some will be more flexible than others in terms of stating that we may be able to ask for this, some will actually say no we want to pay minimum we don’t want long leaves... (unclear) just because it will not tide in the contracts delivery aims that’s is why we are doing the workshops delivery first so that then we take what we are back to the necessity to the voluntary and community sector, how we will utilise it. There will be a number of workshops, working groups’ events which are not for them…. But the third sector community internal head of the unit is already part of the social value working group anyway (unclear) and is talking …outside the borough to help us to maximise. So this at the moment…. to get out. It will have to be a lot of things that ….will see how it works to unsure that nobody is favoured over another one. Especially being council contracts it will automatically go within the council so we need to ensure it have been fairly distributed accordingly. One of the ways we looked at that initially was the tool that I mentioned at the very beginning that procured commissioning. And that was actually to look at, we will obtain the outcomes, we will then distribute by …and they will actually bid for it. And that will work perfectly because it shows that….. people, everybody within the borough will be actually able to bid for our social value, which would have been a great idea…because it allows absolutely everyone and anyone (unclear) but they are some people that mistakes this as financials, that look at this like – we are paying them so it is just ensuring how best does it work, what is the best tool.. if we want to do it at all…what is the best tool to use to make sure it is fully understandable that everybody can use and … not always might have access, those that are not always available, how do we make sure that they know what’s currently is going on … how do we, so even distribution, and the monitoring. So, is a work in process so I cannot give an answer …we have working on, which is good, we haven’t come very far, there was not so much communication between ourselves and the procurement for example, there was very much reworked and they done it separately, practically there are working groups happening and that means that we are moving forward in the right direction, it is just, there are some steps that need to be taken.

CM How the process for developing a strategy for a local social value policy has been organised?

IE Actually the procurement have been l leading on that. (Unclear) so there were a number of steps. That is an audit and a scrutiny review, as well as a number of other internal review mechanisms that actually led to that. Procurement have then actually said this is what we need to do going forward this is one of the actions that came out and one of the recommendations and one of these recommendations will also to set up a working group to actually push the social value agenda forward. On that working group people are the head direct managers for each D and on top of that you also have, one of them, a community and third sector team. So, they are also part of that group, as part of that, we also include some of our external organizations as well and also have some of the registered providers, housing associations and part of it also. So, it was just council lead procurement that ensure that actually got to as many as people possible. So, they have all been able to bid in so whenever something goes out to consultation initially goes to that group to provide staff to (unclear). So they have been very much in part of it should I say. The social value tool that I mentioned about, the toolkit, this procurement team actually gone to other external third sector and community organizations and they also…. looking at the pilot work, I don’t remember the names (unclear) ….

CM There were any workshops with the VSOs?

IE Not that I’m aware of, however something happening in the background, I don’t know, including me… as I said I predominately work in employment and enterprise. So in terms of (unclear)… but my team actually looks at pilot and how best to monitor the information and take information back. But the procurement already done some work which I cannot say at this point, because I’m not sure.

CM What’s your opinion about the outcome framework for commissioning?

IE That is a work in progress, that is part also of workshops, so the idea of outcomes will be determined by the workshops in terms of what needs to be done going forward, because up until recently all of the outcomes were just related to the employment and skills focused so it is now looking at how best to open up and make sure that we including everyone within the D and is for social value policy, not just economic benefits which is predominantly what was beforehand. So that’s currently what we are going though at the moment and a part of the social value working group, to unsure to include other sectors and areas, not just employment and enterprise pictures. What is initially that we push forward..

CM Could you describe your commissioning model for social value?

IE Related to the commissioning model for social value, in an ideal world, what will happen is will go to tender, it will also have an allowance for social value, the bidders will come back with the best social value outcomes very clearly in terms of what they will provide in terms of…. My team of somebody who is relevant to that area of social value will then actually mark and score it, because it is scored by the way, it is not just an add on, it is actually a current 5 percent weighting for social value, so that will be then scored and looked up and then at the time of contracts, we will then say, and in addition to your contractual obligations you will also have an obligation to provide whatever the social value outcomes that provided are and that will go into the KPIs and the contract, so it won’t be as a separate schedule, it will be very clearly listed within their contract obligations as well. Then we will just be looking at the monitoring which will depend on how long the contract is. Some of them are very short so is a monthly monitoring, some of them are longer, maybe supporting the monitoring every 6 months depending on what it is and they will need to report back on all KPIs, including social value. We always think, that for example, for the pilot that we are currently working on (unclear) we always state that for those we always assist them where possible so we point them through sign posting to the relevant agencies, to the relevant organizations that assist them to moving things forward. We have employment, we have job groups service, we will always say utilise work path to actually gain opportunities, job fairs, work path with schools and collages… they can facilitate community engagement events they can actually help with going in school and having conversations in schools with people so there are options and we always look for the better ways to unsure that they can maximise these options. We will never just say, you said that you are going to deliver this, just deliver it and is always work with them to unsure that they can reach their targets and outcomes in whatever ways is possible. So we are very… we are not just leaving them, this because we also we are doing the workshops because is very clear that if we are asking for certain items including social value we need to be able to unsure that they achieve those outcomes. If they cannot, we have to review it is social value actually an outcome or it is just something that are just adding.

CM With the new social value policy strategy the social value scoring in the contracts will be increased?

IE We are hoping to increase. I know that some local councils have it at 15%. We are hoping, it is not something... to increase it at 10%. But once again that is something we are waiting to see, so that will come at the end once everything else is being officially done that will be more towards the end when it is been finalised.

CM How the new policy of social value impact the commissioning?

IE Internally it is not an impact shall I say, it is more an understanding of what social value is. And that will come fortunately with the workshops. But it is changing the mind-set of commissioning and the contract managers at to what the social value is and the benefits of it. Because it is often misunderstood many people do not quite understand how it could benefit the actual contract that they are delivering, it is almost always seen as a headache, because it is a case where we don’t know what this is for, we don’t know what the results are, we don’t know where the outcomes are going, we don’t know who coordinates it, we don’t know who is monitoring it, why we got this. Especially if you have someone that is not specific to their contract. Was there because it has to be there, at a certain value. So is very much changing the mind-set of the commissioner mangers and making them aware how the social value could benefit their D, their contract, what it brings back, what they could get out, how best to maximise contracts. So, I wouldn’t say that it has an impact so much, is most is making people understand. If everything went as planned it will be more the case for people understand why we ask for social value, what will be a utilised for, how it actually help services and help other people, how it can help community organizations, it will be very much welcome. People will actually say – oh, about social value … I heard about this, well whereas has been delivered, what is been recorded because we have contracts going out for example for health and social care. You may say as part of that we may also we can provide them with computer facilities, many people just ignore us saying – what for? - but having such computer added to a contract that it was already been commissioned, these facilities can be used by another organization to deliver some amazing and great work, that has no additional cost to the council, it has no additional cost to the contractor, it is just the winning organization, actually lending out existing equipment that they already have, and addressing that is not a financial burden. Now there is still the subject, for example, if I have a million-pound contract I will possibly ask one apprenticeship, what will be the cost attached to that, we need to be really very realistic. At that cost, even though I look it is social value it does need to be paid somewhere, so that organization will actually have to fund that apprenticeship role and is looking at how we can look at that to ensure is not ruined in the contract for them, because the cost of the contract goes up, even though it is an invisible amount it does go up. So it is how best we can look at that, how we can assist with that, to ensure that they are not promising things that they cannot deliver and we are forcing them to deliver it, so what else they can provide to come up to that value that they have on hand to provide, so it is really looking at, try to be as flexible as possible, we don’t want to hidden (unclear) people from bidding, we don’t want to say this is too expensive, we don’t want to do it, we want people to say actually, as a benefit as a value , both CSR and social value, this is, we can provide this back looking at things like mentoring, it is a free services that most people forgets about it, but if you work with people that have health issues and they work with someone with similar issues like themselves, that, is just like counselling session …. that is shows them that there is hope that ... that there are opportunities, is something … that has a huge impact on the person who sits in that mentoring and it gives someone to talk to, that understand what they are going through. So, it is looking about how best we can shape what we put in there to assist …. in the best way possible without the actual financial added cost to it. So, I cannot fully ask your question for now, there is a lot of work to happen, and once we see where is leading and see that this actually worked out and this will be the impact is much to working with people to understand what we are asking for social value, (unclear) because people sees it as something like is extra, yes, it is extra, but what else you can get out of it. If there is not an added benefit, then it needs to be added and that is the key of making people to understand what you are trying to achieve.

CM How you define and articulate social value?

IE Social value to me it is an added benefit to a contract, that kind, to maximise the contract in other areas or services but at the same time it will also added to the current contract that they are delivering. I will go back to peer to peer mentoring for example, that we have discussed, if you have a contract, that is the key of employment outcome, so employment and training, which is obviously we do, predominantly, you can say, ok, if you work with, we have volunteers as a social value added benefits, you said that you are going to take on volunteer, you take the volunteer, you work with that volunteer, you actually explain to them about the service and what you are delivery, you give them something to do, you give them a reason to come every day you actually give them the routine in their life, everyone are at different places, they might be employed, they might be looking for a change of carrier, whatever the reason is different, even then looking at something like mental health and a contract that work with people with mental health and you work with that volunteer you can create a new mentoring… they are meeting people and they are saying (unclear) oh, I can do something like this, then it might be something new for them, it is a new area that they are exploring, and then something that might work with other people and they might maximise of it. So that individual came from just being a volunteer to now receiving mentoring to actually achieve what is their next step, what is interesting; yes, the contract in the back is happening, this individual (unclear) it is still benefiting from this contract, got no additional costs to themselves, following that they may say, do you know, we like you, you did a great volunteer service and be a mentoring and we will like to offer you a job role and that’s a job that was offer beforehand... but it is something that looked like, we have to take a volunteer as a social value who we can take, and then that person actually progressed a positive outcome, but was never been part to ensure employment delivery, in a way you can say they scored two employment outcomes. Because they scored whatever the outcome contract deliver and then additional, what that additional (unclear). So is looking at what you can actually add to a service without, so I have to be careful how I say it, it is because that added benefit, that’s way I come back to that added benefits, because social value is a lot of things to a lot of different people so is very difficult to say one size generic definition fits all even if we do know the generic definition.

CM What are the barriers with monitoring and evaluating social value in the commissioning contracts?

IE The actual challenge to date is that many people filled into this lovely output schedule with social value outcomes and never looked at it again. It’s reminding them that exists, that they made a commitment that we expect it, it testing people for what you have done, you scheduled this number where is it, it is the evidence, it is very difficult what do you call evidence, for example if one tell that they give me a room, how do I know that they are giving me a room? It is very difficult to stat evidence things especially the historical outcomes. The monitoring is getting the contract on board. So the contract manager says, yes, great, we will pass the information while goes on, we well get that information for you, so especially in a pilot area where my team are monitoring, they are going to the contractors, and the contractors are almost ignoring us, because they will say, well this is just one bid that we were asked to fill in, it was never really an actual contract so it is always ignored. So, chasing them, remembering them, no this was actual contractual, you need to deliver this and is that reminding them and going the back and forth almost is a lot of time chasing. Many will ignore us, because as far as their concern, this was not part of the actual contract so is to try to understand what it was before it was part of, what this is gone wrong, what we need to do differently to ensure going forward is easy to monitor, we can pick things up, it is that we want the contract managers to monitor it, and helps us to, or we want to do it directly with the contractors. So, like I said in the beginning the initial outcomes were very much generic so people were ticking things that have nothing to do with what they were able to deliver. We had contracts that were very small and were telling apprenticeships, the contracts is only 100 thousand pounds, how will you pay for an apprenticeship, is making sure that the people understand what they actually completing so, it has been a problem, a lot. Just because of the contributions to be quite frank. So is looking at completely changing the mindset, is almost erasing everything and starting again.

CM What tensions do you see there in the relationships with the VOSs?

IE That is very difficult to answer, the only reason is that only recently start working with them due to the new social value policy. So, I do feel my answer will be very one sided. I know predominately that is the sharing of resource and the sharing of outcomes that will be achieved on the community side of the social value. Which is why is very important when we distributing any resources provided is fairly done and we work with them directly to actually say what the governance procedure would be, how you best utilise everything, within a fair and transparent manner. We have also internal council voluntary sector and third sector teams and then we have external ones, so it is very important to unsure that we allow them almost the opportunity to say how it will best work for them and we cannot dictates to them as to what they should be doing and they have the option to feed in, it should not be an option so they are very much involved in it as well, which is way we are doing special workshops for them to give their understanding and see how best is actually fitting in, or it is something we need be done separately to actually ensure that they are at the driving sit of it. So, I cannot give a full answer to that even because is not something that I really worked with, but I do believe that’s important that they are not forgotten. There are so many different voluntary organizations, you got social enterprises also, and you got community organizations, how will you feed to all of them with all without forgetting about them at the same time. So is working with them really on what will work best for them, weather that is a forum, weather that is a constant working group, it needs to be worked on, but I believe that they are best placed to lead on that, with us following rather than us leading in and telling them doing what.

CM In your opinion the VSOs contribute to social value?

IE Very much so, the voluntary organizations drive a lot of this forward. So for example if we didn’t have the voluntary space and we didn’t have the voluntary sector we didn’t have volunteers, how would a lot of things be happening? We have a number of contracts that are won predominantly by volunteers, what we will do without them, so I believe that they are more important than the people realising it, giving credit for, especially as we always looked to utilise volunteers, wherever possibly, weather that to be included their employment of their skills or give them references and some kind of boutique for whatever reason, to give them exposure to new areas. It is extremely important, just like work experience, (unclear) in school, you have to give a lot of work experience, it was for a reason. Some will have different use is doing volunteering, some will just give back, some are literally for specific reasons, so we are looking at the community halls, I look at people that are homeless, (unclear) so often, volunteers as well, so you look at people who work with those that are migrants who are suffering, you look at people in domestic abuse, look at those as ex-offenders, there are a number of different areas always to look at, and it is the voluntary sector services that drives this forward. But, once again, they are all forgotten (smiling).

CM What are the top barriers for VSOs to engage in the commissioning?

I think the challenges for them are not as much as others and the resources available so, the idea with social value is actually to give them resources through the system. Well, when looking at how best to enable them to really utilise it, they do not always have the resources that the other people have (unclear) so when looking at, for example, when we look at the social value toolkit, the online tool to actually do the bidding only the larger voluntary organizations might be able to make use of that, because they have the resources, they have the knowledge that this is what we do, this is what come up…and this is what it means and they will get involved. For the small organizations, how they would even know that this tool is available, how they will even know that the tender is out. They are small, they do not always have the options, one person will look, dedicate to that procurement that is coming up, so sometimes is the case that we do need to communicate better with them or mark information so that it can be easily accessible . They are all about all the time, they are working with the community, they do not always sit at a computer whereas I’m mostly at my desk, and I will see my emails pop up all the time. They are not always in that position. Sometimes we put things in a tight turn around, so by the time we want the answers back they just seen it (unclear)… How do they have time to respond to that and actually, so the general resources, resources is the capacity, that I believe is there with several of issues.

CM What are the key investment considerations (when awarding a contract of social value) to the VSOs?

IE The considerations that we are trying to take into account at the moment of that works best but will be predominately the use of the social value outcome that have been provided, what is this for, how will it benefit them, how they will report and record the contract delivery and what we obviously expect in terms of whatever the initial task was, which is something that needs to be worked on, it would be looking at how they record and report it, we will need to work with them and do that for them or they will be happy to that themselves and it will be the case of how we unsure the three is not favouritism, have we awarded the last tender to them for example? If is going to the same people, what about the remaining?, and then is looking at what is the relationships with the council and at the local community? are they well known, will they be able to distribute it correctly, do they work with enough people that will be sufficient enough, so is kind of … so there are a number of considerations in the area that we are looking to, just to say, it is something, are we doing this correctly? (Unclear) on the council, if we are distributing it, how do we actually unsure that it goes to the correct people, that’s way I said earlier, I would be asking them to do that piece of work, to unsure that is fairly communicated and is fairly distributed between all of the ones that will be leaving in the borough, not just closed that work closely with the council.

CM Thank you.