**CB10(LA), Senior Officer(F)**

Speaker Key:

CM Interviewer

IE Interviewee

CM What is your job role and experience with the commissioning for social value?

IE My job role is policy strategy and performance in the (case study B-name local council). I work two days a week and I have been there since November I think, so all still feels quite new for me, because I never worked with a local authority before. Before this, last year I was acting up like chief executive of the CVS in the borough and I worked there for about 8 years. Yes, since was set up in 2010. So, it seems to me, because I’m starting to see things from both sides a little bit, my job with the CVS I was, I was part of all sorts of the voluntary sector strategy, a kind of working group to look at that, and I don’t know if anyone told you about the project that they did last year to look at social value. There was an all system that the council was looking at buying into, like an online system, to allow smaller organizations to create opportunities to access social value portion in big contracts. Because as far the council understood it, and as far that the sector understood it, social value, nobody knew what social value was, people didn’t know, a part of, I remember when the social value Act come, writing articles about it, what it is, and why it is good, what difference it will make, but I think afterwards everybody forgot about it. Because from the council’s point of view, the head of the procurement in those meeting was saying, actually most of the social value element in big contracts, tend to go in apprentices. So, a developer will build a big building and will have to say how they will set the social value. And what they will say it, well we will train some people in construction skills, so local people, that’s good social value. Apparently, often they don’t follow through with that promise, they just commit to it but not actually do it. So, we are asked to consider a pitch of an organization where they have module basically like a bidding system, so, the voluntary sector organizations could register, the small ones all different ones could register, and there will be an all set of schemes that an organization could offer as social value, so like mentoring time, staff members, office space, training, all sort of staff. So, the idea is that the organizations register, and they say, well I need a room, and they say what they need and the bidders putting the contract in come to fill it their social value bits, and they can say, we can give 7 months office space for so much meetings, you know, do training and is basically like an auction, you know, different binders, they can see how much social value others are putting on, and they can bid against each other to deliver the most social value, it is all very complicated, it was to us as well, but the idea is that an organization have better chance of getting. So, a bidder might say, we are going to give 6 organizations, 12 thousand meeting room space a year, so that will spread out the value to a lot of smaller organizations, than just saying we will have a provider to do construction training, you know, it is a little bit broader. And it means, obviously lots of the organizations in the borough don’t do apprentices training, lots of voluntary sector organizations will do all sorts of things that doesn’t necessarily fit with … So, the idea is to make developers realise what they could have and making more accessible to the organizations. So, we were part of all development of the system that the council was going to buy into, I don’t know if has or hasn’t; around this time last year was to book the major contracts to see if it works, so to me that was, what they were trying to do was take the concept of social value and make it much more meaningful and much more locally accessible, but I don’t know if that works, because I think the project was still quite a lot, and I’m not sure

When I was in these meetings, as chief executive CVS, I was saying, you have also to train people what social value is, what it has to do with them, because I think a lot of voluntary organizations, because it has to do with commissioning, they think, well, we don’t get money from the contracts, obviously, that’s nothing, you know, to do with us. Is like, commissioning is here, and the charity grants funding world is here. And if you get all your money from grants and not contracts, social value isn't something that whatever... Which is not true, I don’t think, but I think there is an all territory which is, that is not (unclear) commissioning, not dealing with it, is just scary. So, that kind, I guess, my experience, so far. And the issue with it last year was, the council and the CVS, although we have a lot of resources, the council has a lot of resources, the ability to roll out something on a big scheme like, to pilot a new program, takes a lot of, takes people to participate and to explain to. Those sessions that you are seeing these days, to put on a program like that, takes quite a lot of people, a lot of planning and the groups have to realise why should they turning up, and I think that is work, this is what the social value is, this is how it works ….

CM What is your experience with SVA? How do you understand it?

IE I don’t remember. I was going to look to it before the meeting, but then I thought that is like cheating. I remember, like with anything, because is similar to when the Local Act come up, there is a big flowering come out, Oh, this is big, and this is going to be useful, and then is only an analysis of it and then it's kind of dies away. And I think, I find that really interesting, just generally, about policy and the policy environment. When I did a postgraduate qualification in voluntary sector management, and I was really into all the idea, there is a policy that’s made, and then arrives into the world, gets dropped into the world, and there is all set of people that will gather around that policy, and try to figure out what does it mean but it also that moment sometimes it doesn’t go, people whose job is to engage with, it is a public policy, these peoples jobs should be, but they are not interested, they don't realise, but then, but when then go out to the people and organizations like mine, who actually affect, that’s a really difficult decision, and I think sometimes, policy makers their bit of legislation in the world ...actually the practicalities, and actually have people on the grounds to help that happen … (unclear). So I think it is my job to understand this things, and I still thinking in that way, oh that’s interesting, and it was come up last year, when the (case B) council was saying, we need to make more of the social value, because in a time of cuts, the council wants to find ways to resource the sector and to do different things, because they cannot longer spend the money as they used to spend. So, I think they become more interested in it. They are interested as well because (case B) has got a lot of development going on, and I think that’s quite a social value element for that. Ah, I actually helped someone bid recently, and it was really interesting on the other side, when we got in social value question and it said you know, how you are going to deliver social value, do tick those boxes, to them, how many hours of training, how many meetings rooms, and how. We were like, we are a tiny organization, so we scored probably quite low on social value, because we didn’t have the resources to put off as a kind of gift to the borough, because I think that’s the idea especially, we are going to use these extra reaches, but because I was working with a group quite small ...they don’t have that. So, ideally, we are going to score ….and in the narrative box we put, also we do this... But I think when you are …. we scored really low. Yes, very odd to being on the other side. Because I have been in meetings discussing that and then helping someone to write a bid, ya, it was really....

CM The council bidding process encourages a certain type of organizations?

IE Ya, I mean, I think there has been a long worry that is...with bigger organizations with more like economy of scale, they have their administration elsewhere, whereas definitely... Actually, last year, we, in a bid for something, the amount we bid for it, we had to cover costs you know office costs.... so, our total amount was, we couldn’t, you know, we tried to make it smaller, but we couldn’t cover the costs. Whereas I get the sense that people who are bidding against us, had a lot already, already their costs are already covered so their total budget was just on delivery… you know. And it is a very long-winded process, just to do the bid. And I heard lot of horror stories about the system crushing at the last minute, so things don’t go in, in time, things that looks incomplete when it is complete, also, unfair assessment processes, weather they are actually unfair I don’t know, but there are some voluntary sector organizations that are really comfortable in that environment and they are used to it, they don’t love it, but they are used to it. And there are all other voluntary sector organizations who just go, is not for us, and I can see why. I have done it and I find it really quite ..., if you have the time, and if you can work through rationally, it is still hard, it is very intensive and …. it is not like a grant application process and I think to some groups, who always had grant funding, they go into it, this is going to be simper, but it is not, so...it is just weird, ya.

CM It is easier the commissioning tendering for the big charities' organizations?

IE They have a good chance, ya, the bigger ones. And I think actually the council wants to make it so that commissioning process is more accessible. We had time in the past that for example the council will say, ok, we want to … I don’t remember what service was, maybe was a holiday play scheme or something like. Basically, they wanted the service and they wanted to get it all across the borough, so was like we have 1 million pounds to spend for staff across the borough, and we at CVS, is not like I was in charge, but I was working, said 1 million pounds. To bid for something that is 1 million pounds normally you have to have an income above a certain level, so that knocked out nearly any organization in the borough, do it again. So, the council went, all right, and go back inside changed their mind and I think they did take separate contracts. So there have more better chance the organizations with a lower income, so instead telling you bid for a million, you bid for 50, that’s much more manageable...so the local organization based in WC could deliver in that area and not all the boroughs. The small organizations might have contracts across the all borough. So, sometimes that’s works, when the CVS or wherever else says, this is impractical, and if you really want local people, local providers you need to think up on how you divide up money ….

CM What are your thoughts about the social value policy framework developed by your local authority?

IE I think that actually that framework is part of what we were discussing in those meetings and, now let me think, I can't remember the actual document, although I know I looked at it. But I know there is quite …. I can't remember the content of it. All the talk was about what we are actually going to do, what we are going to make this work? That’s most of the think that I remember. I will have to take a look...I will take and tell you what I remember of it, but it is interesting because now, the program I’m working on is not C anymore. All of that, because when it was going to be C, we were like, ok we have to work out the outcomes, and we want to make the commissioning better, because was no way it would be something you will like to do (unclear), unless we really worked on the principles of commissioning and social value and all that staff, and actually since is now, is not commissioning anymore, we are not using the commissioning platform anymore, that’s way I took my eye of the social value staff, because we are kind of going towards grants make but we are not allowed to call it grants.

CM It is a hybrid system?

IE Yes, but it is the same platform as the grants. So, I think is grants pretty much.

CM It is based on contracting, right?

IE A little bit, but there isn't let's say.... back if you don’t deliver the contract as you responded the costs, if commissioned if you can't deliver the council has the right to make you pay for that, with this is not like that, I think that maybe some of the rules will apply but will. Having had grants in (case B-name of the local council) the current contract that you signed when you get a grant is very much like a commissioning grant, but they call that a grant. So, this new one, technically legally is more like a grant than a contract, and the platform that we use it is not the L. platform tender, it is not the commissioning portal, it is not going to go through the procurement system.

CM So, the nature of the contract will be different than the commissioning contracts?

IE I think so, yes. It will be a lot similar. But ya, it would feel more like a grant than a contract.

CM What induced this change?

IE Well, what induced the change is so, January 2018, well December 2017- January 2018, is when they started to launch, we are going to do C and there were a few initial workshops and actually we got, there were comments in the workshops and then letters to the councillors and to the mayor from a number of organizations, particularly the advice delivery organizations saying – we don’t want this, and the big thing, apart from the theory for a lot of the organizations they never used a tender portal before, it is all of it new and the ones that used it, no is all clunky and difficult, if you go to commissioning it has to be publicly advertised so it means it goes on L. tender portal and the national portal which means anyone in the sector which is really interested in funding, has the alerts coming up, so I used to get them, you can sign up for that, anything that come in (case B) it comes through the email. Which means, certainly, and particularly advice organizations were worried about this and so some of the others, the tread and the competition from outside the borough is really significant because are organizations out there, particularly the big national ones and there are some advice agencies that are quite big nationally who will come in and bid for that. And a lot of them have lower costs, because they are bigger you know, and the fear was advertising widely will lead to bids outside, the organizations are good at writing bids and who can have lower costs and will really underestimate the local sector. So, organizations who were running projects who may be used for many years the grant funding... so, and actually I agree that is a real threat. But the council was saying, actually don’t worry, we value local value we are going to put a higher scoring criterion for local knowledge and local experience, but the thing is with the procurement rules you have to be quite strict about, the score is the score. So, if an organization has a low score on the local experience, they can have good score on everything else and to win, you know. And I have been on panel of assessment, where we all wanted to give the funding to this organization but this one just scored higher, so you have to be very careful and strict about it all because it can be challenged. So, there was a lot of, I think, over the summer of last year all the kind of work paused, all a discussion was going on, and the towards the end of the summer, that’s where the council said ok, we are not doing like full commissioning, we are going to do it like a F and is not going to go on the tendering portal, which I think is a really good thing. If the council really believes that wants to fund the local organizations than why use the system when is the tread of the external competition and they can use the ...I know an organization were the tender come out for disability contracts and the local provider bid and I think, and then a national provider bid and then the price was so low compared to the local provider that they won. So instead of doing local advice and one by one meetings with disabled people is going to be by phone from outside of L., so it was really a different service, in the end, I think the local organization challenged it and I think also in the end, the one that won couldn’t deliver, because they priced it too low. So, they won but they gave up. So, there is a real... Actually, the people involved with that, the winning organization, the chief executive then, is now the chief executive of the CVS here, D., and the gay that bid was on the board of the CVS now, so is a small world, so there are speaking nice about it now ...so it was really a very difficult situation and there is a lot of experience like that were that happened. So, what is really... this is why, when D offered me a job here the reason, I was happy to accept was because was going to be F not C. Because I thought, the C is not …. the organizations are not ready enough for commissioning, the commissioning system itself is not very…. is not as flexible ….and it is a huge change for the mainstream grants that has been going in (case B) for so long, my concern was more about how the need of that grants program will feel. I mean that start of the new fund is a … I would say that the council should not forget how is going to be feel for a lot of the organizations when their funding is coming to an end. They might get new ones but ending is a big deal. And for them having to compete in the commissioning platform is never gone a... some of those organizations that are funded at the moment is hard and they will not have any chance really, they wouldn’t be able to produce additional documentation on the commissioning platform, I just think no, ya.

CM Can you please describe more in details the top barriers with the commissioning for VSOs?

IE So, one think that it is really weird about it, I always weird about it, it is this regulation that once the process, so the spec goes out, but once the process is opening you are not allowed, there are anti-collision rules that you have to tick and say - that you are not allowed, not allowed to discuss with other organizations that you are going to, so I had to bid for something, with grants I think there is this general conversation are you going to, are we going together who else is bidding for this, with the commissioning you are not allowed to talk to each other once is opened. The council cannot give you any advice you are not allowed to, because it is a very strict kind of buying process, they cannot give preference, so I find that really odd. You just have to decided what you are doing you cannot talk with council it would be like this would be like that or with others, we should do this together, often they give you quite short time. So actually, the bid I just been working with, they gave them I think 3 weeks which actually to come up with an all project and a module and a plan ideally you want to consult with the people that you are going to support it, like, we are going to do this for another 3-4 years, to do that in 3 weeks when you have also delivering and case B has a Compact that says that you should allow a longer time and sometimes CVS we pushed back and said, look that’s too short, but a lot of groups don't want to do that. They will just say, right, 2 weeks to do this huge thing, we just cannot do it. Then they do interviews, this is what happened to us actually, were we put a lot of efforts, we have to go for interviews, and they gave us like 3 days' notice or something, so I cannot go, because I was on another pilot or something, so I have to send another member of staff, so I felt like, why there is no flexibility, why we didn’t get a longer amount of time and I find that really, when I was on panels last year, they asked me to come in as in independent person, watching people having to present is really unusual in the voluntary sector to do that, when you have to explain that and take questions. I think a lot of voluntary sector aren't used to that at all, the bigger providers that do it more often is more familiar, but I saw people pitch, you now, like explaining the project and they just do so bad because they are not ready and they got scared, is scary so, then I think also the bidding process itself, so you have to long on in the system and you are not allowed to do it on a piece of paper, anti-collision staff, your insurance, done a number, assessment of your risk, no one of this, I didn’t know about it before I actually did it, and upload all of them, and that’s all fine, but it takes a long time and some of it you have to make sure that you got signed by two of your board members and is most logistical, getting all things organized which some groups are not so good at. But I think also, the statement that you have to submit it is like writing an essay, you know, and is actually scored like an essay, with 10 points for the spec, 10 points for this point, but for the groups which are used to filling in forms it feels really heavy to write big, long projects descriptions and I think particularly. I think in case B what I find working with organizations, the grants and commissioning there are people who are not very confident in their written English you know, so you are trying to describe your project and you know you are going to get scored on the quality of what you write, and I think the feeling is that with commissioning it feels, I don't know if this is, but it feels more formal and it feels more like this is your one chance, and if you don't write perfect staff you won't get it, so I think that for some groups that’s why they don’t do it they think that they cannot do it. I don’t think that’s necessarily true but that’s how it feels, you know that’s heavy and more official and when you sign a contract is a big, like something that is more serious, because is more unfamiliar, that’s definitely. But from my experience with CVS the things that we had in contract was the easiest, once we got them was really lovely, was fine, the monitoring was fine, actually we were sitting down with the council officers and people on the project, talked about how is going, was lovely, much easier than grants. But is a harder door to get though, once you get through the door it is much easier but it is a very intimidating thing to do.

CM What's your opinion about commissioning for social value?

IE I mean in lots of ways theoretically I like commissioning more, because is more flexibility. Definitely here the way the mainstream is run in the council you promise a set of activities and you just report every quarter on how you done these things and if you do something different there is not extra, there is not time and space for it. Whereas with commissioning I think, definitely for us, with the contracts we had, we had to deliver a few things and then we did other staff as well and that was fine, and we discussed that with our monitor officer and was less, and actually sometime, we don’t think we can do it like this but we can do it like that if that’s fine, it was much more flexible and that sort, there was kind or, I don’t know if it is the case for any contract but it felt that unintended or unexpected outcomes were valued. Whereas with the grants, the way how is commissioned here the process is not so much interested in the extra outcomes, extra benefits, you just do what you do. Whereas with the contracts it felt a little bit like, once we done what we said we do, we could spend the rest of the money or time on the additional things, you know, and that was appreciated and understood quite by the monitoring officers.

CM Do you mean is a good approach to pursuing social value in the contracts?

IE I think so, I mean, it is really interesting, it really depends on what's your definition of social value is because, I think is important to have this mixed environment where you have grants funding organizations and who have their view on delivering social value but you also have, I have the idea of granting some of the bigger providers, the developers to also contribute to the life of the borough. But weather the voluntary sector organization to go to the commission rather than grants will increase the social value I don’t know. … we know that we are putting a bid for a really good and useful thing and it would have been as good and useful wheatear it would have been grant funding or commissioning. And even when we had to fill in the social value in that, we are ticking the boxes, basically we end up reiterating our bids again which was you know we are going to help these people … (unclear) so it felt like, what we are going to do, regardless of ….ya, cause, and I think it isn't developed enough yet to be clear where the additionality will come from, you know. I think that’s it; the system feels slightly too difficult to gain those extra benefits …

CM How would you define and articulate social value?

IE Eh (smiling). I think just doing good to the place that you are in, by virtually being there. So, bringing extra value to the local by being there, so employing local people or bringing them together in new ways or you know, helping to have a social impact, I think, will be my summary. Ya, so that’s how is understood in frameworks, as much in the commissioning, it is what extra will you bring, what extra kind of goods and useful staff to help with the case B plan and little things that borough cares about, like employment or anti-social behaviour or like what extra things will you be doing to contribute to other things. And that’s why was difficult actually for this organization that I was working on because we were bidding to provide support to particular people and the system was asking, well, and what else? We well, no more, we just we want to do this thing, you know, yes, we want to do this particular thing, whereas I think if you are a developer, actually talk to developers, yes, will be great to help young people, you know, employ some local because to them what they are doing is more practical, but the voluntary organizations are good at what they are doing if they are good at what they are doing (smiling). And they are doing as much they can.

CM How would you operationalize that ‘extra’?

IE Yes, exactly, how do you make it, how do you reach beyond? And I mean there is a point that is made I guess, because when I filled in the social value staff, when I was in the CVS before, they do ask about the local employment and the local volunteering opportunities because they think is important, so and particularly for some volunteering organizations, I think there is really strong potential for voluntary organizations to provide employment for local people and I don’t know if is still true but always was said that the biggest unemployment group in case B was the Bangladesh woman who graduated from university, so they are really well qualified but they don’t find work, so, if the social value staff could encourage these organizations to employ the Bangladeshi woman … I think this is great, because I don’t believe that the voluntary sector is just fund by nice wight people coming from outside the borough to do nice things. It is important to make a really good employment obligation to people that leave here, grow up here, and if social value encourages that is good for voluntary organizations and for businesses … so the employment aspect I think is a good one … but it just, having been on the other side of it … someone is local and we take some local volunteers and it feels a bit, it is at the moment a ticking boxes. I mean my organization, we employ local people it is just important to us, but I don't know, we are not doing it because the social value thing, but because we think is important, and I think that’s the case of a lot of the organizations, you do it because you believe in it, not because of the social value staff.

CM How VSOs are understanding and articulating social value that they are delivering?

IE I don’t think that they do, the organizations, it is a real share that you have, I would have loved quantifying what we were doing at CVS, the reached that we had, benefits that we had, the impact that we were having and not just impacts to our clients but impacts to our local area, so we will use local suppliers...( an alarm went off in the shop...) so we will try using the local companies …. (We had to leave the shop). So, we like an organization, we did it once because we were looking at local connections and environmental staff at one point we match and most staff was living, I leave in H, most people were from case B, so we were employing local people and we had local people volunteering, environmentally the impact was low, because going to work .... so, we don’t have the capacity to measure that sort of staff really, we don’t really do anything with it you know...

CM How the F would be linked to the social value policy?

IE I don’t know, and that’s weird. And actually, I think, we are meeting tomorrow to talk about all these staff actually. Now we got the outcomes clearer. Once we go through all the borough strategies actually ...community engagement, and the CF and children and young people to try to look at how do we fit, how we support come up with a fit or not fit and see how the council is leading … and I think that social value it would come into that, you know, we look at the framework, and we look at what the council said it would do and see how we can fit with it.

CM How this co-design process fit with a social value framing and understanding?

IE I think, it is interesting actually, because actually all reason that we switched the C to F was this desire to keep things local and it wasn’t always explicitly stated but why that was, why it is better to have a local provider, but I think a lot of those reasons were exactly that, you have local staff and you invest in your community and you are buying things from within your local economy which wouldn't been the case with a bigger provider. I think there is, it is not really very well-articulated and understood, or no it is deeply understood but it is not articulated in terms of the social value. That’s not the language that the people talk but it is how people feel and think, they do feel that part of the benefit of voluntary organizations and the local authority is better to have a value bigger than just yourself. I think when we switched from commissioning, cause the feeling was to get better social value by doing it when we were doing it. (…) And actually, I don’t think any or many people think, we don’t say that local was inheritably better because there are good organizations or bad in the local community, but I think there is this feeling that (case study B-name local council) has an ecosystem of organizations working with the council, working with each other, and that they know their local councillors, and they know their local kind of police, you know, there is this big web of connections, that why break that if the organizations bidding can prove that they can deliver surely is better have those local organizations joined in with everything than to have an external provider. We think originally the council argument was like if you can put a good bid than don’t worry about the external provider because you will win, but, the fear, and I think people have seen it happening in the other boroughs where, you know, an all network you know, it come sometimes in the workshops recently actually, were someone was saying the A. UK is coming and bid for staff …. and there was a lady from A. UK that she was saying well we are not a big national organization because we are operating on a local level, but I think there is a sort of people seeing them on a bigger even if they have local branches, a big organization has lot of more power or money behind it and those sort of staff...

CM How the co-design process was fitting with the C? Any concerns with it?

IE Yes, I think there is. How you can co-design and co-develop something and then switch into this phase where you are not allowed to talk about it, you know like, you have to change, everybody from being very cooperative, very open cooperative process. And also really, because I used to work for the CVS, and now I work for the C there is this real issues about who helps the VSOs, who talks to VSOs, who can listen to their concerns and you have people who work at (case study B-name local council) council long time and they do a lot of staff and they are really sensible. In a commissioning process none of those staff can talk to any of the applicant organizations because is not allowed. Now, when the F opens, if I’m still at the council, because the contract finishes next month, but if I’m still at the council, if groups sign up and say oh, you know, we don’t know if we should bid for this theme or that theme, I can talk to them so can also my colleagues, that's so much more, that’s so important, because when is commissioning you can't you, just can't and it used to be, when I was at CVS people was asking for advice, CVS only has a tiny team, 1 or 2 development people, 2 chief executives to help, and people will ask the CVS to help with the F then, they will, cause I remember doing MSG applications with them. But at least this time you are making the best of some of the skills and knowledge inside the council, instead of going and right, now it is up to you, you decide, we can't give you any help. And I like, I think that’s it a positive continuation of all the co-production work that we have been doing and it is really a positive, hopefully, positive staff in the delivery. It should be just like council is here organizations are there. I was talking to D. today about, I think the council can maybe help organizations promote what they are doing, if we can work with NHS to get posters in surgeries to tell people about the various projects happening, because I think the council has the powers and they can use, use the contacts you know, to help the program go well, rather than ok, that’s it, you just deliver it and you are a contractor kind of way. I think this way is changing it gives more clarity rather than …. I mean it will always feel like that when you have an organization try to bid for funding, the funder has indefinitely more power than you and is terrifying and especially if you are funded at the moment you know that you are bidding for your job as well your own future .. while being the chief executive, I decided do not do that again because you are worried what is your staff future you know, it is a difficult power relationship so the more we can talk to each other, and help to talk to each other so ya, so hopefully, even if we didn’t done perfect co-production by any means, we have much, I have been in the borough for like 8 years, it is the most talkative you know, the most, is not easy conversations but it feels good to have the conversations. And ya, commissioning just didn’t, I found that really odd when I was bidding, and I wanted to rig up and ask do you mean this or did you mean that eh...

CM Do you mean there are issues with understanding how to proceed?

IE Yes, or just like what you are looking for, because commissioning is essentially a purchasing arrangement, you kind of want to ask do you want this or do you want that, or even ask a question about …. but you have to ask the question in the portal and to send it by email and is all very formal, whereas now is, hopefully, like where is the event what's is happening, you know, while with commissioning you cannot phone anyone.

CM How is co-design process shaping the social value to the community needs?

IE I think it is a good step, and actually I think, if we can, this idea of getting people together to talk about serious things, when have fund on the table … but if this can set a tone we can come together to talk about policy money or, what it might be great and will be useful to discuss about these staff.

CM There any other steps around social value going further?

IE No, I remember CVS saying we need to have some sessions about this, you know, like a fact sheet, what it does mean, but also some sessions to talk about it... and of course we never had the time or the money, and I’m not there anymore so, I don’t know, but it was really, I don’t think people think about it or know about it, definitely for me, until you get to that, when you filing in a bid and you get to that questions what is your social value, and oh God just, and the you forget about it again, it is not, I mean it might be the case of some organizations but it is definitely not part of the normal vocabulary that people talk about it. I’m sure when you say to people – I’m talking about social value and they are like, it is not part of the way that we think and speak, that doesn’t mean it can’t be or shouldn’t be it just maybe that we didn’t have the environment here where we had that conversation and actually where I was trying to get the CVS to, was like let have these conversations and that’s why I wanted to come around to the council and try around and help from this side. So I think we are getting there but I guess because the council had such difficult time it is been a lot going on.

CM Thank you very much