

Case Study 1 and 3 Council Manager: Interview Transcript

1 Interviewer: How much does the social enterprise approach contribute to service
2 delivery?

3 Respondent: In the field of sports and leisure, which I work in, we couldn't deliver
4 services unless we had social enterprise and voluntary sector involvement. In the
5 social enterprise area we have three community pools, or trusts. Then we have [Case
6 Study 3] as the outdoor social enterprise. On top of that we have hundreds of
7 volunteer sports clubs that offer recreational, health and social benefit on a
8 voluntary basis. Argyll and Bute, in sporting terms, has the second volunteering
9 percentage in the country. Without them we wouldn't be able to deliver with the
10 resources we have and the geography we're in.

11 Interviewer: Why is volunteering so high for these services?

12 Respondent: I think in an area like this volunteering has always been high, if they
13 want services and facilities. In terms of social enterprise, that's relatively new. I think
14 they have grown from simply being small community business that filled a hole,
15 where something wasn't being done, or being done as well as they liked, they've
16 grown into a really mature well-run business that happens to have a charitable aim. I
17 think that a well-run social enterprise is indistinguishable from a well-run business.
18 The difference in what they do with their profits. I think that's a big change in the
19 maturity of the sector, over the last 10 years I'd say.

20 Interviewer: What is the council's role in supporting these organisations?

21 Respondent: The council acts a catalyst in the early stages for community led
22 initiatives. It's also a funder. Beyond that, once they get to a certain level of
23 maturity, they run with it.

24 Interviewer: Do you try support locally based organisations that offer greater social
25 and environmental value?

26 Respondent: Financial value is the first thing we look at. If it's close, we can also look
27 at quality. But you can't, under terms of the councils procurement, chose a local
28 supplier based simply on the fact they're local. But, in the main that's not issue.
29 Because they are local, they can deliver without the extra costs of bringing in outside
30 people. But I do think the organic kind of growth from social enterprise, as opposed
31 to arms-length organisations, is a much more sustainable way of doing things.

32 Interviewer: What about local employment?

33 Respondent: Leisure staffs are universally very lowly paid. I'm not sure that it's a real
34 asset to be driving down staff costs, personally. They don't earn very much money,
35 have a very difficult job, with long hours, the public to deal with, people drowning in
36 pools...I'm not sure I would sell that as a strength, personally. When I see the salaries
37 that that industry pays, it kind of makes me a bit annoyed. It's undervalued and
38 under rewarded in the main. Then where you take when people are driving down
39 the costs even more...

40 Interviewer: Does the local economy benefit from the sustainable approach of social
41 enterprises delivering services?

42 Respondent: The reinvesting of profit back in to the business is major thing, but in
43 sports and leisure its hard to make the profit. So if profit were the only motivation
44 they wouldn't do it. I think that's the biggest defining difference. [Case Study 1] has
45 been very, very good since day one at making themselves part of the community.
46 They're a very good local employer, with high casual workers and low skilled young

Case Study 1 and 3 Council Manager: Interview Transcript

47 people. It's a good option, fun, physically active. If it was purely profit driven they
48 wouldn't do it and they wouldn't have the volunteers and support they've got.

49 Interviewer: Would you say that the general public recognise the social value of
50 service delivery by social enterprise?

51 Respondent: I think the vast majority of the public just take it for granted. They
52 probably don't appreciate the social enterprise aspect makes it different.

53 Interviewer: Would a private sector approach bring the same benefits?

54 Respondent: I don't think there would be local employment. They would use the
55 local scenery and the physical assets but I don't think there would be the local
56 employment or contribution to the local economy. With [Case Study 1] I think its
57 unlikely a private business would take that on and it would revert to the council.

58 Interviewer: Do you measure the benefits in any way?

59 Respondent: We know much of a grant we give, we know how many swimmers we
60 get through the door...we have their SPIs, we have those figures quarterly. We meet
61 with them regularly operationally, strategically once, twice a year. We don't talk
62 about or measure social impact and we don't know how to do that...I suppose all the
63 things that we discussed since we came in are all social value. It's just a case of
64 having a standard process to do that. If you're making a decision on a service you try
65 to take those things into account. So it's like added value.

66 Interviewer: Do you have any methodology or measurement tool for helping with
67 this in the Council?

68 Respondent: Well I don't have a measurement tool for it. We measure performance
69 in terms of the number of customers. Their swimming statistics, for example, is a
70 national statutory performance indicator and are measured as part of ours, so it's all
71 part of one performance reporting. So, we have to gather their figures. We had some
72 difficulty; because we had to send someone to the pools to help them gather the
73 information, show them how to do it. That does affect their ability to get grants. As
74 part of the leisure review and equality impacts assessment, we need to see what was
75 the impact of the cuts on the vulnerable, a range of groups. So when you're cutting
76 leisure services you are cutting services to a lot of vulnerable groups. You've got
77 elderly, silver surfer swimmers, children, and mums, there are all kinds of people
78 who are in vulnerable groups...cardiac rehab, all sorts of people affected by our cuts.
79 So we had to do an assessment of that. That affects our services as much as [Case
80 Study 1]. Part of the agreement with the social enterprises is that they have to keep
81 their pricing in line with the councils, so that the customers across Argyll and Bute
82 have a level playing field. We're not telling what to charge, but there's a maximum
83 price that you can't exceed as part of the grant funding. And we check that. It's an
84 unintended effect of the equality impact- equality of services across Argyll and Bute.
85 In all the projects we run we have to sustainability assessments because if you start
86 a sports programme for, say, basketball somewhere, if you can't find volunteers to
87 run it it's not sustainable and there's no point in starting it because we can't deliver
88 it everywhere, all the time. In terms of sport, voluntary activity is very, very
89 important. And even social enterprises are in many ways supported by the voluntary
90 sector. If the voluntary sector weren't as strong, it would impact on the social
91 enterprises I think. Part of what the council does is support and grow the voluntary
92 sector. So we train the basketball coaches, that form the basketball club, that then
93 books [Case Study 1] every Tuesday night. There's a quite sort of indirect influence

Case Study 1 and 3 Council Manager: Interview Transcript

94 the council can have on these services. So what we have to do is keep growing the
95 voluntary sector.

96 Interviewer: Would you find it useful if the social enterprises were able to
97 demonstrate their social value?

98 Respondent: I think if you had a tool that could accurately measure it would help.
99 With football, we run the midnight leagues in Argyll. It gets the kids off the streets
100 and I think it would help to show the wider value of that in terms of crime, vandalism
101 and stuff. But I think you also get some pretty exaggerated estimations of that
102 benefit. It's not really challenged enough; the information is not robust enough.

103 Interviewer: So if there was a common tool that both sides understood and was
104 standardised do you think it would be useful?

105 Respondent: I do think it would be useful. And it would be a lot more robust than
106 people estimating their own measurement of value. I think that would be really
107 helpful for a lot of what we do. I know when we do our project proposals and project
108 evaluations, we're doing finances, we're doing numbers, we're doing coaching
109 qualifications gained at the end, but there's lots and lots of stuff in between that
110 we're not capturing. The talks about nutrition; the talks about health and well-being;
111 the talks about positive behaviour. All that stuff is part of the sports coaching but we
112 don't measure it. It's how you get down in the same format for everybody for
113 making difficult decisions. It's also for...if there are erroneous claims being made it's
114 easier as well. So often you're comparing apples to oranges and it's trying to find
115 some common factors so that you can compare them properly. It's not fair to
116 compare, in many ways, different facilities with different populations. Each of them
117 is successful in their own way. So it's unfair to compare. In terms of the football
118 stuff, I was really surprised of the amount of positive behaviour stuff that went into
119 the coaching courses. Now they're at the point of banning parents from the
120 sidelines, all kinds of things that you're just not aware of. And that actually is quite a
121 bit of social education going on there: about language, about behaviour, about
122 respect, about racism, about all that kind of stuff. It would be useful to be recording
123 it. I know that [Case Study 1] for example, they do the same sort of thing in their
124 coaching. You can use sport as a vehicle for other things if it's done properly. [Case
125 Study 3] have pretty distinct social aims. It says on their marketing materials,
126 'Scotland's only outdoor social enterprise'. There's no doubt about their aims.
127 Maybe others don't communicate that quite as clearly.

128 Interviewer: Do you feel that Council staff members would use a sustainability
129 accounting tool?

130 RESPONDENT: We have staff in the council who could and would do it. We're looking
131 at sport and drug and alcohol programmes, or tying in swimming teachers with
132 disability programmes. In financial terms it's a small return, but socially it's a very
133 good thing to do. So we're sending some teachers on the swimming course to do
134 that. That is something new for us and it's definitely, definitely a loss maker but it's
135 for some of the most disadvantaged people in our communities. Our directors have a
136 big interest in the drug and alcohol rehabilitation. We do some of that already but
137 we do it with some of the big providers. Some of who are third sector too, I suppose.

138 Interviewer: What are the main advantages of a social enterprise approach?

Case Study 1 and 3 Council Manager: Interview Transcript

139 RESPONDENT: They're locally focused and know their market, and they have
140 customer loyalty and social loyalty in the communities. They supplement what we
141 can offer.

142 Interviewer: What are the future challenges?

143 RESPONDENT: There's a limit to volunteering. Its one asking someone to help with a
144 swimming club while their child is member. It's another asking them to take on a
145 social enterprise to deliver. I used to run a housing association. There was always a
146 big push for tenants to take responsibility, tenants to run things, and we used to set
147 up all these things and no one would turn up. I used to ask all the tenants: why does
148 no one turn up? Why does no one want to run the community centre? They said,
149 because we have lives. Why would we do that? I've got a job and three kids. Why
150 would I want to run a community centre in my spare time? There is a case to be
151 made, that where social enterprises aren't operating, councils need to consider
152 should we be doing some of these things. And we're not enough, I don't think. The
153 council has great social aims, but it's not very good at quantifying them, listing them,
154 elucidating them. Loads of what we do has got loads of social benefits, often for
155 nothing else but. But we don't...it goes back to what we said about some kind of
156 measurement tool. I don't think we focus on it enough either. We get too driven by
157 costs and that kind of stuff and not enough on...it doesn't even have to cost more
158 money, there just needs to be more focus on the social side. From the sports side of
159 things, and probably all departments, its also about how much you're leveraging
160 in...how much money you're leveraging into the community, which is massive. In
161 addition to whatever [Case Study 3] or [Case Study 1] turn over, they're also
162 leveraging unlimited amounts, well it is limited, but that grant money is leveraged in
163 and it's all providing work for contractors, accommodation providers and whatever.
164 We do the Coaching Champions and there are transport costs, there's people buying
165 sandwiches, there's accommodation, there are all kinds of stuff. We try and count
166 that benefit as well. Which is not always going to social enterprise but it's going to
167 small local enterprises. Then you've got all the stuff about environmental impact as
168 well. [Case Study 3] is based here, you've got people either living here or coming on
169 holiday, but that's happening anyway. The service is here as opposed to being
170 brought here. People want to exercise and do all the rest of it. They can do it the
171 way Argyll and Bute is, despite the geography and small population. They can do it
172 pretty close to their local community.

Case Study 2 Social Enterprise Manager: Interview Transcript

1 Interviewer: Can you give me an overview of what [Case Study 2] does?

2 Respondent: We're a social enterprise, registered charity. We were set up to provide
3 recycling services in this area and also to provide employment opportunities for
4 people with learning difficulties, special needs and any other people that have
5 perhaps found access to the job market hard. This can be due to jail terms, or any
6 other issues like that. We do other employment training, like employment
7 placements: we work with the community justice department to provide community
8 service placements...well it's not called community service placements any
9 more...what's the terminology? I can't remember! So that was the two remits. [Case
10 Study 2] carried on from Campbeltown Wastewatchers in 2006. Historically there
11 had been some issues financially, and the way the landfill tax credits had worked
12 out. So for the last few years I think we've been on a more financial surer footing
13 and we've been able to bring in help. ABSEN and Inspiralba have been looking at
14 more strategic planning and forward thinking, and diversification of income streams.
15 Along with the kerbside service we provide in Kintyre- over 500 households- and the
16 bring sites and schools, we've got a security shredding machine that we are able to
17 do people's confidential waste. We've also recently been doing weekend manning of
18 the civic amenity site on behalf of Shanks Waste Management. In the last six months
19 we've taken over full time manning of that civic amenities site. As far as an income
20 stream this has greatly benefited the company. It has also had its other issues with
21 the staffing. We've also tried through the climate challenge fund a biodiesel project,
22 which was in itself very successful and the biodiesel produced was a great. But due
23 to issues with the contractor that's already coming down here- Richardson's-
24 collecting waste oil we couldn't get enough waste oil to keep that going. So that
25 unfortunately had to stop. But I think the whole project was extremely worthwhile
26 and beneficial. Through that we were able to employ another two people for a year.
27 Employability placements have also increased over the last two years, with Wider
28 Role funding and different things. That's been very successful for giving young
29 people a chance. We've still got two on to this day. That's nearly two years with one
30 of them. That's basically a remit. Everything we pick up, we do so ourselves with our
31 own vehicles, back to the factory. We quality sort everything. A lot of the
32 recyclates...we have a contract with Newport Paper. They come with their own
33 trailers for some of the recyclates to pick it up and take it straight to the mills. The
34 other stuff we take up the road ourselves to Glasgow. We're fetching top market
35 price for our recyclates.

36 Interviewer: Is the partnership with the council a contract?

37 Respondent: Yes. We have a service level agreement with the council to provide the
38 kerbside service, as well as doing the bring sites. That covers the whole of Argyll and
39 Bute, the bring sites. We have a contract with Nathan Wastesavers: we have a
40 contract for Argyll and Bute with them, that go as far as Oban. Currently with the
41 council...the last time I spoke with Alan Miller...we had a yearly SLA. They reduced
42 the rate a year ago. We got a contract for year at the amended rate. We should have
43 got for the beginning of April but it's been held up a bit. Last time I spoke to him he
44 said: look we haven't forgotten Amanda. But they are running a bit behind with
45 contracts. So strictly speaking we haven't got anything. That is something we
46 brought up and we've been bringing up for years. These SLA's we all had-the
47 recycling groups all had- were really grants, they weren't seen as a contract. There

Case Study 2 Social Enterprise Manager: Interview Transcript

48 was some dispute as to whether they would hold up as a grant or a contract. So
49 obviously we've pressed the council for this and we're still pressing, really. But Alan
50 has assured us that we will get one, but it'll only be year. That's another issue. A one-
51 year contract doesn't give us that stability that we need. Or the ability to go to
52 funders and say...well have you seen the building? That building isn't going to fit for
53 purpose for too much longer. Now for us to even begin to look at a new building,
54 new premises, we need a long-term contract with the council. They appreciate that
55 but...if they're not going to come up at the end of the day with that it impacts on our
56 ability to deliver the service. So there is a wee bit of being in limbo to some extent.
57 The cuts a year ago were a massive knock-back. But since then we've tried and we've
58 worked together a bit more and there's been a lot more positivity and support. But
59 unless we've got a bit of paper to say 'this is it', then you're still in that kind of limbo.

60 Interviewer: Are the contract target driven, or performance driven?

61 Respondent: Historically there had to be a certain amount of tonnage. Tonnage
62 figures were given to justify the funding. But everyone realised they weren't realistic.
63 We've never actually been pulled up on that. I think with the new contracts, as far as
64 I'm aware, we're not going to have a target for tonnage. I think the argument was
65 that if we're providing that service, we're doing the bring sites, the kerbsides, we do
66 all that, then we are doing that service contract anyway.

67 Interviewer: Does the local presence, as a social enterprise, bring any benefits to the
68 service?

69 Respondent: I think it's a strong thing in our favour. People will support a local
70 charity group. It's giving jobs, it's keeping the money- and bringing the money- back
71 into the area. We have been able to prove it does. A lot of the feedback we get from
72 the public is very positive in that. People will come to us first, or consult about
73 recycling with us first as a base.

74 Interviewer: Expanding on that, what are the main social, environmental and
75 economic outcomes that you provide?

76 Respondent: We've got nine full time members of staff who have learning
77 difficulties. We have nine part-time special needs staff, all with various amounts of
78 hours. I've got four placements through various schemes, young guys that we've
79 been able to take on as well. That's 22 folk. That in itself is a big plus for the area.
80 We're keeping nearly £250,000-£300,000 in this area, that is coming back into this
81 area. It otherwise wouldn't be, if the council were using Shanks to take co-mingled
82 recyclates up the road. We have to show facts and figures, and the council don't.
83 That's an argument I used when the cuts came in as well. It's got to make more
84 economic sense to sort it here, bulk it up here, and get one load picked up to go up
85 the road. Rather than comparatively, what that would mean to ship that up the road
86 between Shanks and the council. I think that is being recognised. I think all this
87 renegotiation with the Shanks contract shows that Shanks see that as well. Shanks
88 can't take on any more transportation costs. The meetings I've had, they're quite
89 happy with what we're doing. Theoretically this is a Shanks area, so they could
90 ultimately turn around and say: 'this is all our recyclates, this is our area'. But never
91 once have they...they've always wanted to work with us and they're quite happy for
92 us to do that. I think that's got to be one of the reasons behind it, that it makes
93 economic sense for them to do it as well.

94 Interviewer: Did you have a working relationship with Shanks, then?

Case Study 2 Social Enterprise Manager: Interview Transcript

95 Respondent: Yes we've always had a reasonably good working relationship with
96 Shanks. As I said, we've been doing the relief manning of the weekend site and
97 recently that's turned into fulltime manning of the amenities site. Everyone seems to
98 be very happy with that at the minute. They bring in the paper banks to us in the
99 town, and we deal with all the civic amenities sites. I think in terms of procurement,
100 one of the things that was interesting was the whole process of negotiations when
101 the 25-26% cut was introduced overnight. Because the contract with Shanks is a PPF
102 and is a 20-year contract: any time they go to Shanks, or any time the council wants
103 to go to Shanks to negotiate contracts, Shanks take their litigation lawyer with them.
104 Or they take the lawyer that handles their contracts and procurements. Any change
105 to that contract, which is on a very solid, 20-year basis, the council doesn't hold the
106 cards on that. Whereas if you're operating on an SLA, you really don't have a leg to
107 stand on. There's definitely lessons to be learned from the private sector on that
108 process. I think quite often organisations are very driven because of their passion in
109 terms of their social or environmental objectives, and that business approach isn't in
110 at the very start. Certainly, it's been something that's been quite clear to me in the
111 negotiations over the past while.

112 Respondent: I think when we were hit by the cuts, it was all the softer targets that
113 took the hit. I think we can now look back with hindsight and say that they just hit all
114 the recycling groups, saying that 'you can all take the hit'. Also with hindsight, the
115 council had to change track as well. They had to come back to us and say 'right this is
116 going to be hit, what can you do?'. We had to say we'll have to stop doing this and
117 this and this. But they said: 'well you can't stop doing those things, so can you give
118 us a price for carrying on doing these activities'? Other groups were hit worse, like
119 the group on Islay. They were going to get totally stopped but they managed to
120 renegotiate a deal, because really the council had nothing in else in place to actually
121 carry on the services that were going to get hit.

122 Interviewer: Was that a big learning curve for us, going into meetings with quite a
123 strong front and saying: 'if our finances are reduced, the service delivery is reduced'?
124 I think historically there have been things added on along the way...

125 Respondent: and we say that we'll just do it. Yeah, I think definitely. I think we were
126 all really knocked for six. I'm pretty hurt about the whole thing, the way it was
127 handled. I think the biggest thing was the total lack of communication. I got a phone
128 call and told the news. We then tried to fight and get in touch with the council. We
129 tried to get the right department and it was weeks before we were told anything.
130 And they knew. They've apologised now and said it wont happen again. I think it was
131 a wakeup call. All those years we said yes if there were extra things to be done. We
132 said yes, trying to keep in with them. And then to be treated like that was a kick in
133 the teeth, and I think it did change attitudes. It made me realise that I had to be a lot
134 more business-like about it. At the end of the day, yes it is great and I get a lot of
135 satisfaction out of the social outcomes. It is a massively important part of it and
136 always will be. But at the end of the day, if this isn't run like a business then it's not
137 going to be here to achieve those social objectives. We had strong support for the
138 business from the council in the past. The change in council management meant the
139 social aspect was not as important. Not that they didn't care, but their argument was
140 that this has got to make economic sense or we're not interested. So we had to look
141 at things a lot more business-like. From then I've felt I've had to be a lot more like

Case Study 2 Social Enterprise Manager: Interview Transcript

142 that and a lot more business-like and professional about it: to show that we can do
143 this and we are a professional setup and it's about time that we got recognised as
144 that. So yes it was a learning curve. We lost a bit of trust and faith and that's taken a
145 wee while to get back. If they can do it once, the feeling is: can they do it again? I
146 think from the council perspective as well...I think maybe they were shocked by the
147 level of professionalism presented. And that has allowed the new personnel involved
148 to have more respect now because there was such as positive pitch and a business-
149 like approach taken. But, the lack of communication can never happen again. It
150 meant putting a lot of groups practically to the wall. I've got 22 folk to worry about.
151 You can't just do that to organisations when they've got all these commitments and
152 redundancies and all these other things to think about. So I think it has got better.
153 It's more positive and they say they're going to involve us more. Not only at the end
154 level, but perhaps during the process, things are going to change. I'm still to be
155 totally convinced on that.

156 Interviewer: What should their approach perhaps be?

157 Respondent: I appreciate the issue with Shanks in this area has been on-going for
158 over a year. At some point something is going to have to be worked out with the
159 contract, one way or another. I'd like to know as soon as they do when the stopping
160 point is because that's going to impact on us. Also if that does have an impact on us,
161 are there any ways around it? Can we work together with the council and Shanks?
162 But we'd have to know very early on so that we can all work together for that. So I'd
163 like to think that we'll be included in the planning of any changes that are going to
164 take place, before we get to that point.

165 Interviewer: Do you think if the council were more involved in social impact
166 assessments, they could get a better picture of the benefits?

167 Respondent: As much as the council will see it in economic terms and all that, there
168 are economic things we can say about our work. There are guys in here that if they
169 weren't here, the social work department would be picking up the bills for various
170 things. It is saving, even though it's not in the waste departments budget. It is saving
171 money in other parts of the council's budget. They need to see the bigger picture in
172 that respect.

173 Interviewer: How important do you think impact measurement was in the process so
174 far with the council? Do you think they took a lot of that on board?

175 Respondent: That's hard to say. It was maybe a less important factor in the initial
176 thing. I think they did get...I know from the councillors...I know a lot of the guys that
177 came in...one of them is quite active. One of the girls that comes in who has
178 disabilities, I know her mum is very proactive and she spoke to a lot of the
179 councillors. I know that the councillors carried that forward. I did hear back that that
180 did hold a wee bit of weight. The parents and carers spoke to councillors and said
181 how important it was and how much they got out of it from working here. And not
182 only on a financial sense, but on all the other things that benefits and we've seen
183 over a large number of years that people get out of this: self-confidence; learning
184 new skills, and hearing back from the parents how important that is to them; a sense
185 of independence they get from contributing, like 'here's a fiver for keep from my
186 wages'. We know how important that's been. That was expressed to some of the
187 councillors and I think they've put that forward. Rather than the formal assessment
188 stuff, like the SROI summary stuff you have, that was maybe less relevant than the

Case Study 2 Social Enterprise Manager: Interview Transcript

189 localised recognition of the wider impacts and benefits from local politicians. I think
190 that's important to take on board.

191 Interviewer: What are the key challenges for the future?

192 Respondent: Well I suppose its still the on-going thing with the contract with the
193 council. At the end of the day we still really need more than a one-year contract. And
194 we need a robust contract. Another thing we learnt was that we were taking all the
195 hits with the SLA. If the price of recyclates- like it did 3 or 4 years ago- suddenly
196 plummeted, we were left with that risk. There wasn't any agreement to share that
197 risk written into the contract, like there are in other contracts. Anything like that, we
198 were left to take the full hit and deal with. So a more robust contract that shares
199 that, and a longer-term contract with more realistic goals, so that they can't turn
200 round like the old one and give us a three-month notice at any point. So a lot hinges
201 on that.

Case Studies 2, 4 and 8 Social Enterprise Managers: Interview Transcript

1 Interviewer: To start, could you give us a quick overview regarding the work and
2 partnerships you have with the third sector?

3 Respondent 1: Our biggest involvement is in terms of waste and recycling
4 organisations. I think it's fair to say that we've had a challenging time with those
5 over the last year and a bit. That's really on the backdrop to us requiring to make
6 significant savings as a result of the service review process. Also, I suppose a greater
7 focus on our contractual arrangements with our PPP provider for waste. The
8 outcome of the dialogue with the third sector, the key to everything, is business
9 case. From our perspective is the interactions with third sector groups that we've
10 been working with who really got the business case element and who got their teeth
11 into it. It's probably moved us on into a position that we wanted to be in, prior to the
12 requirement to make savings. So we wanted to get a business like approach to how
13 we were set up with our third sector organisations. Unfortunately rather than keep
14 the positive dynamic upon which we'd founded that interaction- lets take in very
15 much a partnership approach- there was a requirement for us to make additional
16 savings which effectively cut the feet away from the organisations. It was a quite a
17 shock to them, it took quite a difficult few months to pick our way through. We're
18 still not out of the woods with that. It's fair to say there was a loss of trust and
19 confidence in relationships that came through that, and, indeed, there were some
20 casualties along the way in terms of the third sector organisations. But on the
21 positive side of that, for instance the relationship with one of our providers on Islay
22 is very business-like and we actually got to the end of that discussion in a kind of
23 revised contractual framework. It really made it clear what any risk-rewards were
24 and took any grey areas away. Equally a real appetite from Fyne Futures and from
25 Kintyre Recycling to make it work, as it were, and actually the changes in terms of
26 service level that we're intending to do, they've certainly not been any hindrance.
27 They've supported the change, well not supportive, but they've certainly been very
28 business-like in recognising where we're at in terms of how changes may be required
29 in the future and it's actually the council's timetable in dealing with the Shanks
30 contract that is causing a delay, as it were, in putting those through. So I think its fair
31 to say we've had a difficult time. Now flip it over to Islay. One of the things that
32 became really clear to me about Islay was, and what I like about the contractual
33 arrangements we've got there, is that there's a real stake in the local third sector
34 organisation delivering i.e. if they don't deliver they get hit by a penalty, if they do
35 deliver they get a gain. They're very much hooked into achieving the recycling
36 performance figures for Islay, which is great because that's the local, the distinctive
37 factor of them. They've got a responsibility in the local community and a bit of a
38 financial accountability as well, and I'm all for that. I'm pleased at the way we ended
39 up getting there. All parties seemed to be satisfied at what the outcome was at the
40 end. So to sum all that up, we couldn't achieve all these figures without the third
41 sector support. They really are of value to us. Moving towards this contractual
42 framework type arrangement is where we want to be. That is in the context of what
43 the council's doing in terms of looking at its service level agreements and
44 procurement etcetera. I think even through the difficult times, I hope there was a
45 feeling at least of honesty. There wasn't any 'we tell you one and then tell you
46 another'. Even though there was difficult message, I think they were fairly honest
47 and that helped. The only other observation I'll have about that process is that we

48 live in a political environment within the council and quite often dealing with third
49 sector organisations, I'm just being honest here, if there is a problem then the third
50 sector organisations first port of call is straight to local members, get them rallied up
51 to fight the good fight. Perhaps that's always done in a manner that...it would be
52 more advantageous for members to not be embroiled in the nitty-gritty of things,
53 but to be able maybe to step back and create the space to hear arguments for and
54 against, as it were. Or the positives and negatives, whatever you want to call it...the
55 dynamics. So that they are able to make a considered opinion. Quite often it's, let's
56 get the members on board and I think that can be difficult. Particularly in rural
57 communities. We're actually talking about people and everybody knows each other,
58 and it can all get quite personal, when actually it is founded in business. I understand
59 that the third sector organisations have to look after themselves and think that
60 'we've got to fight here'. But taking that fight to the council can be quite...it can
61 complicate matters.

62 Interviewer: Does that help to provide a sustainable solution?

63 Respondent 1: No it doesn't. That's why sitting down and doing hard numbers with
64 Re-Jig, which we really didn't...of all the groups we were at daggers drawn with
65 them. Well, I certainly was. But then when we looked over the figures and thought:
66 hang on there's something in this that's good for them and good for us, and
67 everyone's accountable. Some of the hyperbole that came back from the emails, and
68 I thought: hang on we're going to do business and we got there in the end. One of
69 the reasons why so much time, being honest, why I put so much personal time into
70 these meetings was because of the profile. Because they're in remote and rural
71 island communities that really have a big impact on those. Therefore members are
72 absolutely right to have an interest in what's happening. There's a bit of a balance to
73 be had. They know the importance; they know their communities; and they want to
74 know what's happening. So recognising the sensitivities of that and the value placed
75 on the third sector by politicians and by communities, that's what warranted the
76 level of interest.

77 Respondent 2: There always has been a level of interest by the communities. I think
78 they're all fairly high profile in their areas and in a way that's what you want,
79 because you want them to sell messages about recycling and waste minimisation.
80 You want them known in the local communities. Folk are not scared to ask them:
81 how do I recycle this? Can I recycle that? I guess the additional benefits that are
82 delivered locally are what hook into the heartstrings of councillors and the wider
83 community.

84 Respondent 1: And the wider community. And that's why it's fantastic if you can get
85 that in the same framework of a risk-reward thing for them. So that actually, they
86 have the leverage to make a difference. And if they make a difference they can get
87 some reward from it. Equally, if they don't bother their shirts and play on the 'ach,
88 they'll never hold this to account- it'd cause such a stink politically so they won't
89 touch us' then that isn't acceptable. So there has to be that contractual framework.
90 So you want it to be virtuous- they're doing the impact and helping the community-
91 but there's got to be the performance management. For them and for what are we
92 getting from that? What's the return that we're all getting? Most importantly,
93 what's the return that the local community's getting? And I think that is where we

94 wanted to go with the direction of travel with the organisations. It was just brought
95 to a heightened level by the circumstances we found ourselves in.

96 Interviewer: So is there anything that could have made it easier?

97 Respondent 1: Well, I think not having to find the budget savings! But that got us
98 from A to B fairly quickly. Actually, the process we followed, if there had been
99 happier times, was the right way to go about it. It just was the circumstances. We
100 found the meetings we were intending to have took on a completely different
101 complexion, following where we had to get to as a council.

102 Interviewer: Is there a danger that member representation can cloud the issues?

103 Respondent 1: Politicians rightly represent their communities, and the briefs if they
104 are a spokesperson, and they've got their own perspective on matters. Equally, you
105 have to make sure that doesn't get conflated with operational matters. Everything
106 for us to is to pull together business cases, options, provide the basis upon what
107 decisions can be made. It's for us to deal with the direct operations. So: for members
108 to get involved in the nitty-gritty of operations? No. That's not helpful. We've got to
109 provide members with a decision-making framework.

110 Interviewer: Do you think there's further scope to work in partnership to maximise
111 those social and economic benefits locally?

112 Respondent 1: There definitely is, going forward. That's our direction of travel.

113 Alan: We certainly want to be doing more recycling throughout Argyll and Bute.
114 Particularly in the current PPP area. There are areas in Mid-Argyll, Oban and Lorne,
115 Cowal, where we're keen to try progress the collection of co-mingled collections.
116 There certainly is a future for more recycling in these areas.

117 Respondent 1: What we're looking to do with the new council is setting out what our
118 waste management strategy will be. We wish to look at the business case for co-
119 mingled collection. Part of the planning for that will be associated with KRL and Fyne
120 Futures. Within the context of that, it may well be worth considering what
121 additionally we can do within the islands and actually getting the message out. At
122 the end of the day we make good progress but unless you continue to reinforce
123 behaviours then things can potentially slip away. The bottom line is that we've taken
124 massive amounts of money out of waste, and we'll have to look at that. So I
125 absolutely think that, in terms of communicating within communities, that would be
126 really worthwhile doing. I'm very conscious that KRL did their business plan a year
127 ago. They'll need to look at the timescale for us and get that all aligned.

128 Where we're at, in terms of our waste strategies, it's really quite easy. Helensburgh
129 and Lomond, which is outside the PPP area, where we don't really have any social
130 partnership going there, that's going to be fully Zero Waste Scotland Compliant. The
131 islands, outwith the Shanks contract: we've got to maximise performance there. And
132 again, will be well worth that dialogue with Islay and probably need to pick up with
133 Mull. We need to get refocused on Mull again. In terms of Bute and Cowal, and in
134 terms of Campbeltown: how we actually design in the timescale for the
135 implementation of co-mingles, it would nothing less than advantageous if Fyne
136 Futures and KRL were trumpeting and advocating what we're proposing, rather than
137 potentially saying that we don't like this. So there would be no confusion politically
138 and, most importantly, in the communities they're in. That makes sense. I will be
139 ensuring that will be in our thinking, as to how we look at the overall business case
140 and implementation.

141 Respondent 2: I know that [Case Study 2] have made a lot of headway with Shanks
142 and are delivering services directly for Shanks. So it may be that to circumvent some
143 of the contractual arrangements between Shanks and the council, if Shanks can
144 offload some of their problems, for example food waste, it may be that there can be
145 negotiations directly with Shanks for [Case Study 2] to pick that up, if it doesn't
146 impact on what else they're doing, if it doesn't impact on the Zero Waste Scotland
147 support. For [Case Study 2], it's having the right contacts to speak to at Shanks.

148 Respondent 1: Again, I think that comes into a scoping meeting, as it were. One of
149 the things with Shanks is we have got quite a business-like arrangement or
150 relationship. We have been having monthly contract development meetings,
151 expecting them to carry on in that basis. So everything will be as per the contract.
152 But I suppose one of the benefits of the relationship we've got now is that we're not
153 chasing any false dawns. We know exactly who we're dealing with and on what
154 basis. So if there is an interest that's not disadvantageous to the council in any way,
155 but could be advantageous to KRL and Shanks, in principle we would have to look at
156 that sympathetically, subject to contract.

157 Alan: I think food waste is a difficult one, with Zero Waste regulations. There are a
158 number of areas in Scotland that will be exempt from having mandatory food waste
159 collection. Basically the PPP contract areas will be exempt from having to put food
160 waste collections in. The area that we're required to put it in is Helensburgh and
161 Lomond, which already have that. We did some business casework with Zero Waste
162 Scotland and the costs of food waste collections are quite high in rural areas. So if
163 we're not forced to do it and we don't have the money to do it, I think it will be
164 difficult to have that rolled out in the near future. There's landfill bans coming in
165 2021. By their very nature, its landfill bans on biodegradable municipal waste, so
166 you'd think there'd have to be some kind of food waste collection in place before
167 2021. But in the next few years I can't see the economic case there for food waste
168 collections. So I'd say it's one maybe for the future but not one that's immediately
169 on the radar. Its think it's more about the recycling, alternative collections,
170 maximising recycling and getting more kerbside materials out. Optimising what
171 we're doing: getting more paper, getting more card, getting more plastics, getting
172 more cans, these sorts of materials out the waste stream.

173 Interviewer: Do you think there's an opportunity for investment in some of the
174 infrastructure that could perhaps be used by the third sector, with benefits for the
175 council as well?

176 Respondent 1: Absolutely welcome that, the prospect of that. Again it comes down
177 to: once we've really defined what our strategy is. If we're basically saying we
178 expect, for instance, that we're setting up some future contractual arrangement
179 with KRL, in a manner that allows KRL to borrow, then that's something we would
180 welcome. At the end of the day, we've got to ensure we've got the right to assets to
181 allow to optimise and be slick at doing whatever is done so that...the way we're
182 looking at it is that everything needs to be done as competitively as it can be. If there
183 is a mechanism by which KRL can actually look towards changing its current portfolio
184 of assets to allow to do that business better, and have surety of how they sat in
185 future collections with Shanks we would only welcome that.

186 Interviewer: How important is social impact in these negotiations and business
187 strategy that you have talked about?

188 Respondent 1: If I'm being honest I don't think we've really...we've done an
189 Equalities Impact Assessment on our service reviews. We don't really do a holistic
190 socio-economic analysis at all. It's based on the equalities side of things. There is
191 even economic impact that we generally aren't doing. We're looking potentially at
192 how things would impact on the economy. These are factors that depending on
193 individual circumstances might determine how we thought they...they were criteria
194 that we thought had to go anywhere further. What I mean by that is we assess
195 business cases on impact, affordability, deliverability and risk. In terms of impact,
196 each project is different and you can assess impact in different ways. That could be
197 picked up there. But in terms of standard, we're looking at equalities impact being
198 the main area we would be picking over anything that would have an impact on
199 communities.

200 Interviewer: There is an existing toolkit in the council for sustainability, which takes
201 in the social, economic and environmental impact. Would be of any use do you
202 think, especially with the recycling?

203 Respondent 1: To a degree. Sustainability is important but its only one part of an
204 overall suite of criteria and weightings that we apply on a project-by-project basis.

205 Interviewer: What lessons have you picked up in your general dealings with third
206 sector organisations?

207 Respondent 1: I think the advice I would give, and it's not just advice for the third
208 sector organisations, it's for the council as well: don't shy away from very business
209 like conversations. Be really clear about contractual frameworks and how
210 performance will be measured. Get right in about those difficult things from the
211 outset. Then everybody understands where they're at and it allows for really
212 constructive dialogue. So, being as open and honest and frank as possible. You
213 mention sustainability: that there really is that strong business case. And the strong
214 business case isn't just about unit costs etc, it's back to that element of impact that
215 third sector organisations can have on the ground so that they really do add value.
216 They can do hearts and minds, particularly in local communities that the council
217 doesn't do, and perhaps even by re-badging. I probably changed my attitude to a
218 degree, having looked more into what the organisations are doing, because they're
219 able to badge things in a different way that can go down well in local communities. I
220 think both for the council and for the third sector is, really, a business like culture
221 should exist.

222 Respondent 2: I think that there has to be that honesty. This is what we're trying to
223 deliver; this is where we're trying to improve efficiencies. Lets look at how we can do
224 that together. I think in the past there has been a bit of naivety, probably on both
225 sides, where council officers and members have thought that these charitable
226 organisations shouldn't be expecting hand-outs. Similarly, some of the orgs have
227 been thinking: well we're doing a good job here; we should be getting the money.
228 It's about changing that relationship, and saying: actually, you may have charitable
229 status but you're delivering a business. To deliver a business there's a cost
230 implication.

231 Respondent 1: And what is it you're actually doing? So we have to challenge
232 ourselves: are we busy fools or are we...what are we actually achieving? That's the
233 element where we seem to be going to. To make it really clear what we're achieving.
234 And we can celebrate that achievement.

Case Studies 2, 4 and 8 Social Enterprise Managers: Interview Transcript

235 Interviewer: So dialogue is particularly important then?

236 Respondent 1: It is. I'm conscious of the fact that we had really good dialogue last
237 year; we got this arrangement in place. But, it might only need to happen once a
238 year. And there is often the case of 'steady as we go, not a problem'. Suddenly a
239 year's gone past and we have to move things on. That business like approach needs
240 to be, sustained and maybe a wee bit better formalised. That's what I'm taking from
241 today's discussion.

Case Study 3 Social Enterprise Manager Interview Transcript

1 Interviewer: Could you start by giving us a general overview of [Case Study 3] and
2 your role in the organisation?

3 Respondent: Well, [Case Study 3] began as a lottery funded, council run project in
4 2004. So it was before the Big Lottery was investing in the new opportunities fund.
5 So it came out...in 2004. The council bid into that and was successful. Part of the
6 project was to set up outdoor provision for 8-16 year olds within the region. Because
7 when Strathclyde had broken up Argyll and Bute didn't carry on any outdoor stuff
8 beyond that. So we set up the project, it was always time limited; maybe 3 years and
9 it as deliver using outdoors. There was a sport side to it as well but then active
10 schools came along and that superseded the sport side. Toward the end of the three
11 years it had a big impact locally because it worked across the region and because
12 there wasn't anything there it was filling a sort of a vacuum. There was lots of
13 parents and children that wrote into their councillors to say that you can't just let
14 this stop, it's got to keep going. So the council then made the decision that we will
15 keep it going for two years, we'll give it two years funding, but in the condition that
16 it then somehow becomes independent from the council. It was part of at that
17 time...it was [Council Services Manager Case Studies 1 and 3]... Communities and
18 Culture...or whatever it was, it was part of that at the time. So we looked around -
19 [Council member of Local Services Initiative Board] was involved at this point as well-
20 we looked around to see how do we keep this going, what model? We decided to set
21 up a social enterprise, or the council decided to set up a social enterprise, with
22 charitable status. They set a shadow board up behind the scenes and that was
23 appointed by the council. It was 3 elected members on it and then the rest were
24 from the communities across Argyll and Bute. But in the memorandum and articles
25 of association, it was set up that the council could never have more than 3 on it and
26 could never hold chairmanship of it as well. Just so it was seen as independent but
27 still working with the council. That was all put in place and the council brought the
28 service to an end in September 2009. Now, there was no transfer across, the council
29 ended the service and that was it. Then the new board established the new service.
30 If that went to union, what they would make of it I don't know, but that was the only
31 way it was going to work. Otherwise if you transfer all the terms, all the TUPE stuff, it
32 just wouldn't work. And we as an organisation couldn't have done that. The people
33 that were involved, we were all happy to come to an end with the council, leave
34 employment there and be reemployed separately. And it is different to when it was
35 with the council as well. So, it started 2009 as an independent organisation. The
36 council still had some budget left for [Case Study 3] so they put it into an SLA to keep
37 that going. But again that was just as a little boost to get the organisation going,
38 there wasn't any long term promised in there at all, which was actually a really good
39 thing as the organisation knew from the very word go that it had to stand on it's own
40 two feet and not rely on the SLA. Since then its grown considerably and expanded.
41 Now we use the outdoors for personal social development of people, both children
42 and young people and adults. We're involved in sports development, Gallic language
43 development, us of the outdoors to try and teach people about sustainability of the
44 outdoors and environmental stewardship. Also the knock-on effect on the local
45 communities in jobs and employability and the income from trying to bring tourists
46 into the area. So now everything we do...our motto is 'inspiring life through
47 adventure', it's all using the outdoors but as a vehicle for those different things.

Case Study 3 Social Enterprise Manager Interview Transcript

48 Interviewer: How do feel in terms of what was done before, or might have been
49 done before, has [Case Study 3] improved upon the social and sporting life of Argyll
50 and Bute? Do you think it would have been difficult for services to carry on?

51 Respondent: If we'd still been part of the council we wouldn't be here. It's not a
52 statutory service; there are budgets under pressure so it would have gone. Leaving
53 the council setup was definitely the right thing to do with it. And it's also been able
54 to have a much bigger impact as well. Before we were quite restricted who we could
55 work with, what age groups and what-not, whereas now that's up to the board to set
56 the agenda there. We've also been able to make links with partners who within the
57 council we wouldn't be able to do. Because we're a third sector organisation now
58 there's others out there saying 'ah, we're interested in what you do, we want to
59 work with you'. One of the big ones there was Inspiring Scotland. We worked with
60 them for 2 years to set up a network of adventure clubs across the region and
61 there's 6 of them running. They also invested in the organisation as well and that
62 made a big, big difference to us. If we'd still been a statutory organisation, or public
63 sector organisation, they wouldn't have touched us at all. So it's actually opened up
64 other opportunities to us, which then has a knock on effect on the outcomes we're
65 trying to do and the benefits to local people. So I'd say it's definitely improved.

66 Interviewer: What were the main challenges when you first had to break away?

67 Respondent: The biggest challenge was an unforeseen challenge, and that was in the
68 whole back office side of things. We hadn't quite realised that you get your monthly
69 budget reports from Campbeltown, Dunoon or wherever and you just think 'oh yeah
70 that's all fine'. But suddenly when you're an organisation having to run all your
71 finances- your cash flow projections, monthly management accounts- you think
72 wow, we hadn't quite realised how much was involved in there. So we've learned as
73 we go along with that. The actual what we do out front, the delivery has not
74 changed. But the unseen, and perhaps unrecognised at the time, support that being
75 part of a big public body gives you, and suddenly you have to do that on your own.
76 So that was probably the biggest challenge, but we hadn't expected that, that was a
77 surprise for us. Now though, we're up to speed with that stuff.

78 Interviewer: What was the adjustment period, in terms of timescale?

79 Respondent: That's 2.5 years and I'd say for the first 18 months we were, not quite
80 floundering, but it was a challenge on that side. By the time we had 2 years we were
81 on top of it and now we're quite happy with that.

82 Interviewer: Did that mean you had to employ more staff than you initially thought?

83 Respondent: No, but it was more time and more pressure on the existing staff.

84 Interviewer: Did you have support from networks or people you could call upon?

85 Respondent: Yeah and that's one thing: for third sector organisations there's tons of
86 support out there. There's the council's social enterprise team, HIE- we're account
87 managed by them, there was Inspiring Scotland, there's Just Enterprise, there's
88 HISEZ. So there's actually a lot of support you can go to for help out there with that
89 stuff.

90 Interviewer: Did you feel there was enough of the right kind of help and support?

91 Respondent: I think you can source the right kind...being account managed by HIE
92 has been very helpful to us. Not in terms of getting grants, but for example the name
93 [Case Study 3] was being used by another organisation so we had to trademark and
94 we didn't have a clue how to do that. They actually brought someone in for a day to

Case Study 3 Social Enterprise Manager Interview Transcript

95 talk us through that. So things like that, it was really helpful. I think there is the
96 support and you can search and go get it. There's a lot of general support because
97 some of the things we went to were pitched at entry level. Once you go beyond that,
98 there's less specialist support I'd say. At HIE, we're able to tap into that, and
99 Inspiring Scotland actually. But there's tonnes of the general, just setting up a social
100 enterprise, just getting going with it. Anyone wanting advice with that, there's
101 somewhere to get it. I think once you get to the stage we're at with the need for
102 specialist support, you've developed your networks more so we know now where to
103 go. HIE brought in some higher level marketing support for us, which was good. So
104 the support is there, but as you progress as an organisation the support gets less, but
105 it becomes more focused. Also now to get that support, it's using our track record,
106 our credibility to get it, because it's the more specialist stuff and HIE are wanting to
107 see, actually are you an organisation who can deliver against their targets. Inspiring
108 Scotland spent a day with us absolutely grilling us on everything. But that was good
109 because they knew that we were an organisation they were willing to invest in here.
110 So the support is there but the support we need is different to what it was 2 years
111 ago.

112 Interviewer: And what are the more recent hurdles and barriers you might face that
113 you need support for?

114 Respondent: Well we're redoing our business plan at the moment. Our previous one
115 was so out of date, that's been quite a big challenge. In actual fact, Lloyds TSB
116 Foundation are helping us do that. That's quite a biggie for us at the moment. Now
117 we've got through the start-up phase, we're now in the more trying to become
118 sustainable sort of phase. That's a key challenge at the moment: how we become
119 sustainable, because we still, although we're not relying on SLAs and things and
120 we've got our traded income, it's still not high enough to cover all our core costs so
121 we're still using specific projects to cover that. We're a lot closer to it. We've gone
122 from 0% with the council, 18% first year and we're up over 50% now. We're going
123 the right way but we're still another 3-4 years before we're totally there. So that's
124 our biggest challenge at the moment. And trying not to get focused on the income
125 side at the expense of our social side. At the moment there's so much drive to
126 become sustainable we have to think 'hang on, let's remember what we're about
127 here'. If we were just another business, well what's the point of us being here?
128 We've got all our social aims. So that's our biggest challenge at the moment. I would
129 hope in 4 years time if you came back we'd be able to say 'yes we're sustainable' and
130 the projects are the things we're just choosing to do, rather than having to do to try
131 and cover some of the core costs. Staffing! That's the other big challenge I would
132 say. At the moment because the income's limited you can't take on another member
133 of staff until you're at the point where you can justify it. So at the moment we could
134 do with another instructor to deliver stuff on the ground, but we don't have the
135 income to justify that. So the guys are working at one and a half each to try and get
136 to that point and bring in the other person. So that's quite a big challenge. It puts
137 quite a lot of pressure on the team, because we're not quite at the stage where we
138 can get someone else yet but we're not too far off it so that's probably the worst
139 place to be!

140 Interviewer: Was it easy to find people who really believed in the project as well and
141 were dedicated enough to do that?

Case Study 3 Social Enterprise Manager Interview Transcript

142 Respondent: It's been a mixture I'd say with the staffing. Our senior instructor posts
143 are more difficult to fill than the apprenticeships, which we could fill 100 times over.
144 Oban is an expensive area, difficult to rent, expensive to buy. The market that we're
145 in means the wages aren't massive. They're ok but they're not massive. So bringing
146 someone in from outside is quite a challenge. That's a locality issue as much as
147 anything else.

148 Interviewer: Does the locality and affluence of the area have an effect on the
149 business model too?

150 Respondent: It's a limited population. There's only 8,000 in Oban and there's 22,000
151 in all the surrounding North Argyll area, including Oban. We operate across Argyll
152 though. We do a lot in the Helensburgh and Mid-Argyll area. Not so much in the
153 Dunoon or Campbeltown areas. When we were with the council it was subsidised
154 but now we can't really do that. So, no the demographics of the area, because it's a
155 small population, doesn't make a huge difference.

156 Interviewer: What are the risks for [Case Study 3] going forward as an organisation
157 as you try to grow and become more sustainable?

158 Respondent: Loss of key personnel. That would be a big business risk at the moment
159 if we were to lose any of the senior team at all. It's a small team and the knowledge
160 and experience they've built up now, that would be a big loss. The sustainability, the
161 funding side of things with it: if we were to be not successful with any projects then
162 we wouldn't have enough income generation to keep us going so that's a risk. And
163 it's getting harder to get that funding now as well. Argyll is not a priority because it
164 doesn't have the same social deprivation as, for example, North Lanarkshire. They
165 can say that 'you've got a good project but we don't see a need for it within Argyll'.
166 Which totally disregards all the other indicators. You get people who fall within the
167 deprivation within any postcode area. But they have to focus their resources and the
168 resources are more scarce so that could be a challenge for us. There's more third
169 sector orgs going for a diminishing amount of resources as well. That would be quite
170 a big risk for us, I would say. So losing a key member of staff and the time to replace
171 them, and the funding challenges.

172 Interviewer: In terms of just general development from start to now, what was good,
173 what was bad, and what could be done better?

174 Respondent: What was good was the support of the council in getting ourselves set
175 up. That definitely made a big difference. And then since leaving the council, the
176 support of the other organisations out there, such as HIE and Inspiring Scotland.
177 That's been really good. Sometimes, a strength is a source of weakness. One of our
178 strengths is we've got a broad range of stuff. We've got a huge range of things,
179 which is a strength, but at the same time we're pulled in 10 different directions as
180 well. If we could have focused more on 3 or 4 areas then that might have been good
181 to start with. But we were looking for a broad base of income as well to sustain us, a
182 broad range of projects. It's that balancing act between them all. The question was
183 also what could have been done better: some of our projects have had 3 or 4 or 5
184 funders on the same project. If we were doing it again we'd try not to do that
185 because, like working with LEADER for example is really, really difficult. We're
186 working on commissioning for a project with FOP funding, Now both of those bits of
187 funding were over 12 months retrospective from both of them that we've not had a
188 penny yet because it's just so slow, and all the paperwork and put it back in and

Case Study 3 Social Enterprise Manager Interview Transcript

189 come back for more. So if we could avoid that we will do. We're starting to choose
190 not to match funding with LEADER. Cash flow and the work involved aren't always
191 worth it. We've also expanded quite quickly, up from one a half full timers when we
192 left the council to eight. I'm not sure we'd be so keen to expand so quickly again,
193 because it's a big overhead with a lot of costs there and the more staffing you have,
194 the more management time. I hadn't quite realised how much was involved in that. I
195 think if we were to do it again we'd rely more on freelance staff, buying people in to
196 do specific things rather than trying to grow the core team. The less permanent staff
197 you've got allows you to reduce the overheads and be more flexible.

198 Interviewer: Are there any opportunities you feel you might have missed?

199 Respondent: the only opportunities we miss are because all the team is so busy with
200 stuff. You sometimes think 'it would be good to go for that' but there's just not been
201 to the time. We're quite a good organisation for spotting opportunities and pushing
202 a door a wee bit.

203 Interviewer: Do the board or the core team spot the opportunities?

204 Respondent: We're a very interesting organisation. The board takes a strategic
205 viewpoint and is not hands at all operationally. Even strategically it's quite a light
206 touch board. Atlantis leisure is the exact opposite way round. Its board are the ones
207 who run the place. The bulk of things here come from the core team. The board
208 provide support where needed and check- the accountability sits with board through
209 monthly management reports and we have a meeting every 12 weeks or so to check
210 if we're on track. But the actual bulk of it is coming from the staff rather than the
211 board. And I know that is the other way around compared to a lot of social
212 enterprises. We feel that works really well with our situation.

213 Interviewer: Do you find it's good to have council members on the board?

214 Respondent: Definitely. Initially it was a bit 'woah, we're unsure about this'. But they
215 don't get involved in the day-to-day business at all. It's really useful, because they
216 are appointed by the council, which I think is the right way round, and they can still
217 speak for [Case Study 3] at the council level. It keeps us in touch with what's
218 happening at the council, it keeps them in touch with what's happening with [Case
219 Study 3] as well. It helps form links and develops that strategic level. It's good to
220 have them there.

221 Interviewer: How has the shift to no SLA affected you?

222 Respondent: It's really nice. It's genuine partnership working. They went to a variety
223 of organisations and said would you be willing to partner us and we said yes we
224 would. So it's a genuine partnership of joint application, without any SLAs in place.

225 Interviewer: Is impact measurement something you've had to do in the past?

226 Respondent: That's probably one of our biggest challenges- I should have said that
227 earlier. I don't think we're very good at it. We've got all our quantitative data in
228 terms of how many folk we work with. We've got our case studies in terms of
229 apprenticeships: who's moved on to education or employment, feedback from the
230 people who take part, from the schools. So we've got all that there but we don't
231 have any mechanism to bring all that together, other than for each funding
232 application sitting down and ploughing through stuff for each funder, for whoever is
233 looking for the evidence, even ourselves to measure our own impact. We've been
234 skirting around looking and there seem to be quite a few different tools popping up.
235 There's the new Philanthropy Capital one, the Social Audit Scotland one, the Social

Case Study 3 Social Enterprise Manager Interview Transcript

236 Lab. There's various ones but we don't use any of them at the moment and we know
237 that it's a weakness of the organisation just now, definitely. So that actually might be
238 something for one of the organisations to give a bit of support developing that area,
239 because that's going to become more and more crucial as time goes on. It's all very
240 well saying 'well, look at the impact it has on wee Jimmy there', but they want more
241 than that. Where's the evidence of the need and where's the evidence of your
242 impact, and the evidence of your outcomes to show that you're addressing that
243 need? At the moment a funding application takes ages because we have to pull all
244 this from different places. So at the moment, that's definitely a weakness of ours.

245 Interviewer: Is social impact something the council has been interested in or is it
246 more the funding bodies?

247 Respondent: More funding bodies. The nature of our partnership with the council is
248 that they say 'x' number of nursery places are needed in the area. But funders are
249 asking for it. We've one Children in Need application at the moment and they're
250 coming back and asking us a lot of questions about this area. I guess that's probably
251 because we haven't been able to give them a completed study.

252 Interviewer: Are they good at giving you guidance of what to look at or how to
253 measure it?

254 Respondent: Not really, no. They're just saying we want this, we want that. But they
255 don't tell us how.

256 Interviewer: Do find that social impact is another management role to have to
257 include in the job?

258 Respondent: Yeah completely. There are so many pressures. You've got funding
259 applications, funding claims, reporting, evidence gathering, development of the
260 organisation. So you get pulled in lots of directions as well. But that's part of the
261 enjoyment of it as well. There's so much variety in there, although at times it goes
262 beyond enjoyment and you feel like you're hitting your head off a brick wall!

263 Interviewer: What are the key lessons you learnt from breaking away from the
264 council?

265 Respondent: The main thing is it freed the organisation up, whilst at the same time
266 the organisation maintained the close links and partnership with the council. You
267 hear organisations slagging the council off, but that's counter-productive, totally.
268 The council...if you develop the right sort of relationship with them, they can be very
269 supportive. That's what it's about, relationships. Being separate from the council but
270 maintaining a good relationship. And that's any statutory body, as well. And spend
271 time building up traded income, so you're not reliant on grant funding all the time.
272 And be selective of your projects. You try to go for everything and think 'no this is
273 crazy'. You can't be led by where the funding is, you've got to focus on what you do.
274 Big lesson is as well is that it takes a lot more work than you think initially. Putting
275 the ideas into practice can take a lot more work than you think, so you need to plan
276 for that. The support, the help, the funding is out there, but you've to build
277 relationships with people. Share your vision of what it's about, and show that you
278 are making a difference. If you can do that people will support the organisation and
279 be willing to work with it. That's really important. It's also important the organisation
280 doesn't lose sight of why it exists. So, keeping the clients or services users as the
281 main focus and not being distracted off to create something else. So keep focused
282 on that.

Case Study 4 Social Enterprise Manager Interview Transcript

1 Interviewer: To start could you please provide a bit of an overview of your service
2 and what you do and your role as well?

3 Respondent: Okay well I am the Project Manager for [Case Study 4]. In terms of
4 service for the council, we provide the kerbside sorting and also the bring back
5 servicing of the recycled materials: cans, plastic bottles and textiles and Tetra Paks.
6 We also get income from the council for reuse of furniture and bric a brac. Our
7 main elements of [Case Study 4] are obviously the recycling side; we have a reuse
8 shop both in Whin Park and at Shore Street, Bowmore, which is selling pre-loved
9 furniture, bric-a-brac, clothing and some electrical goods. We also collect and
10 transport on tires and used cooking oil. We have a beach cleaning project, which
11 cleans the beaches of unnatural litter, in a nutshell.

12 Interviewer: That's great. In comparison to the service that was there before, how
13 does your service compare to the service that the council would have run?

14 Respondent: It's very difficult to say because we pride ourselves in that we started
15 the recycling going on Islay. [Case Study 4] was formed in '99. The committee that
16 formed were then donated by the council six textile banks, which they operated for
17 about six months before I was employed in – I'm never sure if it was 2002 or 2003.
18 Since then we have really upped the game. Recycling was done in a very small way
19 on Islay up till that point, mostly glass. Since that point, we've introduced – every
20 village has a recycle bring back site, which has cans, plastic bottles, textiles, grass and
21 the majority of them, not all, but the majority have a paper and cardboard bin.
22 How we changed the service the council provided, it's very difficult to say, because
23 recycling wasn't really on their radar at that stage on Islay. It was beginning to be
24 rolled out. It may well have been rolled out as quick or quicker without us, but I work
25 on the basis that we prompted it. We used the models that were already in
26 existence in Campbeltown and on Bute and we have developed it for our own needs.
27 Does that answer your question?

28 Interviewer: Yes, that's great. Was the project – I know you weren't there at the time
29 maybe – but back in '99, was the project driven by one particular person, or was it a
30 community need that was obvious?

31 Respondent: It was a group of likeminded people that were horrified by the amount
32 of things that could be recycled just going straight to landfill. They obviously
33 identified that there was an issue, they wanted to do something about it, they
34 formed the committee. They got the schools involved, coming up with a name and a
35 logo and really it was just a case of, with Grab support, bringing together a package
36 that allowed them to employ somebody, which then obviously kicked it off full time,
37 because the initial phase of it was all those textile banks that we'd been donated in
38 the early stages were jam packed full, mostly of paper, because they were actually
39 marked as "textile/paper" banks. Of course everybody was keen to recycle their
40 paper and my first challenge was a) emptying them and b) finding something to do
41 with the paper and then getting them back to what they should have been, which is
42 textile banks. Yes, it was a group of likeminded people that formed the committee.
43 Some of those are still involved, I'm just thinking about the committee. Yes, two of
44 them are still involved, a third one is still actively interested and another couple are
45 still on the island and do pop in from time to time, but they just felt it had grown into
46 something that was far too big for them to comprehend, being elderly patrons of the
47 community. They didn't want to step aside completely, but it was time for them to

Case Study 4 Social Enterprise Manager Interview Transcript

48 move on and take a backward role. So the main focus and the main driver for the
49 initial setup was I guess a community response, or particularly a number of
50 individuals with an environmental awareness, that were concerned about waste not
51 being diverted. Some of the ideas they had in their head that they aspired to were
52 furniture and bric-a-brac recycling, or reuse. At the time, I believe there were
53 irregular auctions held at the Auction mart of furniture, but obviously that is fine if
54 you happen to have a piece of furniture at the time of the auction or leading up to it,
55 but they always aspired to doing something more on a permanent basis, so people
56 had the facility to make the choice between dumping it or having it reused by
57 somebody else.

58 Interviewer: You mentioned you've got a contract with the council there as well, so
59 what's the basic terms of that? Does that include all the services that you provide, or
60 just certain ones?

61 Respondent: I would say it's not an SLA anymore; I actually got the wording so it's a
62 formal contract with the council. Initially when the documents came out it was
63 actually a contract for funding, so I had that changed because it's certainly not, it's a
64 contract for service provision. The SLA which developed into this new contract has
65 always been for the bring site servicing and they added into that the kerbside
66 collection sorting. Again, I'm not sure of the timeline, but two or three years ago,
67 possibly even four years ago, they added a kerbside collection of a blue paper bin
68 and a red survival sack for cans, plastic bottles and Tetra Paks. Well, at the time they
69 didn't have the Tetra Pak, but we've subsequently added that. We then took on the
70 role of sorting and processing the red bags. So they bring us the red bags, we process
71 them and sort them and re-bale them, or bale them for onward shipment to the
72 central bale where they are then dealt with by the recycling streams, if you like.

73 Interviewer: Is it a positive that you've moved from a SLA to a contract?

74 Respondent: Yes, very much so. It's a much more formal contract, but the SLA, we all
75 felt that it was okay, it was a bit wishy washy and vague. I don't think the wording
76 has changed an awful lot, but it is a little bit more of a formal contract. They expect
77 us to achieve our targets, which we are doing, I hasten to add. We do get a tax
78 rebate as a financial benefit. It's not a great incentive and they do take 10% of a
79 handling fee, but we'll not dwell on that thorny issue. There is a benefit for
80 overachieving. There is also a penalty for underachieving, which was always in the
81 SLA, but I don't think anybody suffered from having that financial penalty. We as a
82 group did often claim the overachiever award, but again, it was always at a reduced
83 value to what the actual SLA and this contract is actually paid out on, but it's still
84 income.

85 Interviewer: How do you think your enterprise contributes to local sustainability?

86 Respondent: I think the main contribution is we provide a local alternative for
87 furniture, clothing and bric-a-brac and we have a wide variety of people donating
88 and also a wide variety of people purchasing from us.

89 Interviewer: In terms of the social benefits or the local economy and the
90 environmental benefits?

91 Respondent: Obviously we provide employment, albeit only one full time, we do
92 have seven part time employees. We clearly encourage people to think about what
93 they're doing with their rubbish and try and recycle, or encourage recycling as much
94 as possible. I think the beach cleaning project does inspire people to do something

Case Study 4 Social Enterprise Manager Interview Transcript

95 about the cleanliness of the island. We have a number of volunteers that get
96 involved through their own community groups, whether it be the rugby club or the
97 Gaelic choir or schools themselves, to do regular clean ups. But we also have a
98 couple of volunteers that, for their own love of the countryside, they go out and
99 clean the verges. One of those in particular has done a sterling job this spring; she is
100 constantly collecting rubbish by multitudinous bagfuls. I think it's starting to rub off
101 on other people because the litter doesn't seem to be as bad. It's still there, but it's
102 never as bad, or not so frequently arriving on the roadsides, if you see what I mean. I
103 think they are beginning to see the benefit of beach cleans and verge cleans and
104 people are starting to take a bit more respect, I think. So there have been many
105 aspects of benefits for the whole community.

106 Interviewer: So that local presence, in terms of environmental awareness, in terms
107 of both the beaches and waste and recycling, is a benefit, along with obviously the
108 economic benefits of the local employment?

109 Respondent: Yes. You know, I go along to various groups or whatever, through
110 friends or connections that we have and often you will hear people talking about,
111 "Oh, we found so and so in [Case Study 4]". I know there is a lot of people that will
112 come to us first if they want something in particular, like their iron is broken, they
113 will phone us first or come to see us first to see if we've got a replacement. They do
114 come to us with some very unusual requests, which we can't always provide the
115 solution for, but we have a damn good try. I guess on the island, if you were buying
116 furniture, even if it was using the online stuff, with the added postal and delivery
117 charges for island customers, then it must be very difficult for people in low income
118 to access furniture and things. **I guess that's a really important service on the island.**
119 There is one retail outlet for quite high-end furniture, he is a carpet fitter by trade,
120 but he also has some furniture. That is a local on the island. One of our directors has
121 recently been trying to purchase some bedroom furniture and even after repeated
122 phone calls and reassurance that yes, they would send it out to Islay, when they
123 actually placed the order, a week later they got a phone call to say, "Ever so sorry,
124 we don't deliver to Islay." It is a major, major problem. A couple of the small
125 hauliers will collect from Argos and IKEA, but again, there is an additional cost to
126 that. I'm sure there are people that go out and all they are going out for is to buy
127 furniture from themselves anyway. We've probably furnished the biggest part of our
128 house with either – we use furniture from the family or through [Case Study 4], so I
129 would hate to think how much it would have cost to transport all of that furniture
130 into the island. Yes, it's a major factor, a major benefit to the island.

131 Interviewer: Is there an element as well of skills creation too with the staff, learning
132 how to repair certain electrical goods, that kind of idea?

133 Respondent: Yes, it's something that although there are only a few of us that are
134 trained at the moment, we are trying to encourage one of the others to take on that
135 responsibility.

136 Interviewer: I guess with the new shop presence and things, there are retail skills
137 and customer service skills and all those kinds of things as well?

138 Respondent: Yes. The thing with Whin Park, the shop in Shore Street, because it's
139 mostly the smaller items, clothes and bric-a-brac, it is manned almost solely by
140 volunteers. We do have to fill in on odd occasions, but not often, it is mostly done by
141 volunteers. It's volunteers that were involved with the ideas project, when they had

Case Study 4 Social Enterprise Manager Interview Transcript

142 a shop, or some of them are. Sorry, some of them were, when that closed a number
143 of year ago they sort of had nothing left to do. Some of the younger volunteers we
144 have, quite often it's because they don't have transport, they can't really easily get
145 out of Bowmore. They have to find work or come down to Whin Park. It's ideal for
146 them in that respect.

147 Interviewer: I guess with that in mind as well, what do you think would be the
148 impact in the area if your service was lost or had to stop for any reason?

149 Respondent: Well the council always maintain that they would have taken on the
150 can and plastic bottle recycling. They wanted us to consider the option of just doing
151 the textile bank servicing and keeping the retail side active. However, there is always
152 the cross over with staffing and sometimes...well, certainly getting the figures to
153 stack up of just having the reuse side and not the recycling side did make it very,
154 very difficult to justify keeping on one of the main drivers, which would have put
155 more onus on myself and XXX, or they may have decided that they no longer needed
156 a project manager because it wasn't as big a project. It certainly would have been a
157 very much reduced staffing team and obviously the added complications when
158 people aren't there. At the moment we have the fall back that we have extra people
159 that can multitask, can help in the shop, can go out in the van.

160 Interviewer: Do you think if [Case Study 4] weren't doing what they do, there would
161 be the same environmental awareness of the recycling needs of the island and that
162 aspect of it that you say is quite important?

163 Respondent: I don't know. I think the council would still do the recycling, but there is
164 always a perceived conception about recycling, and I've heard it many, many times
165 from other areas, that it's all collected by the same lorry and therefore it doesn't go
166 to the landfill. The confusion is, and it's made worse now on Islay, because both of
167 the refuse collection lorries or the recycling lorry are almost identical. Unless you've
168 got a trained eye, if you like, you can tell the difference, but they do look identical to
169 the general public, whereas before the recycling lorry was completely different. It
170 was smaller and then when that one was replaced because they outgrew it, it was a
171 standard lorry type bin collection lorry, whereas now they've replaced the specialist
172 bin lorry with a new one and transferred the old bin lorry to the recycling service. So
173 they look identical. There is always that preconceived concept that if it's collected by
174 the same vehicle it is all ending up in the same whole, whereas at the moment they
175 know [Case Study 4] collect the plastic bottles, the cans and we process the red bags.
176 The council aren't going to pay us if ultimately it's going to end up in the landfill. I
177 hasten to add, we landfill very little of it. Obviously there is some wastage, but we on
178 a frequent basis weigh the bin that we put out from the recycling shed, on a weekly
179 basis, and it's normally in the region of 50 to 60 kilos, although it's a large volume,
180 because it's things like polystyrene and contaminated food containers that people
181 haven't bothered to wash out.

182 Interviewer: Moving forward then, what do you think are the challenges for the
183 future for you?

184 Respondent: I think one of the interesting ones that was highlighted with the recent
185 elections is the drive for the Scottish living wage and how that will be factored into
186 any contracts or agreements that might be in place. Essentially that is adding a cost
187 to the wage bill for contractors who work for the council. That will be interesting.
188 Making ends meet, you know. We have taken on a contract that's basically at its

Case Study 4 Social Enterprise Manager Interview Transcript

189 **absolute minimum in terms of income.** It does rely on the materials retaining a fairly
190 high value, not a massive value, because we based it on the current market value of
191 these materials or thereabouts so we weren't shooting ourselves in the foot. It does
192 rely on that market or value of the materials staying buoyant, or hopefully increasing
193 and finding income streams that will support replacing vehicles and machinery when
194 they need replacing. Certainly as far as [Case Study 4] is concerned, our vehicles
195 aren't in their use anymore, they will eventually need replacing. That will be one of
196 the challenges.

197 Interviewer: How has your relationship with the Council evolved?

198 Respondent: I think it's on a much more formal basis. We still do all our direct
199 contact with XXX, who does have respect for the recycling groups. But I know the
200 chain of communication is through XXX and XXX, who have – I wouldn't say XXX
201 doesn't have respect, but I'm pretty sure XXX doesn't have much respect for what
202 we do. But as for communication and rapport if you like, I don't think it's changed in
203 any way, better or worse. I think it's still there. Certainly we work very closely with
204 the local team who support us and don't feel that we're competing for their jobs.
205 That's one of the areas that could have been a problem.

206 Interviewer: Is it important, having that local support from the guys working there?

207 Respondent: Definitely. If we want to change things, if we want to try and make it
208 better or simpler, they're open to that idea.

209 Interviewer: Is there anything you feel with the new way of working with the council
210 that could be done better?

211 Respondent: I think we eventually got through is that we actually provide quite a
212 **valuable service to them and hopefully at a sensible cost now. That is why they**
213 **agreed to keep us. It was hard work getting to that stage. They weren't really asking**
214 **for what we deemed as information, if you like. They weren't asking us to produce**
215 **anything formally for quite a lot of the process.** We eventually battered out of them
216 that they wanted us to come up with a very much-reduced cost for the service that
217 we were providing. They wanted us to service the textile banks for nothing, on the
218 basis that we were keeping the income. Once we gleamed this, we did have to look
219 long and hard at our figures and our operation, to see whether we could sustain it.
220 How could things be better? Better willingness to communicate with contractors like
221 [Case Study 4], because we do provide a valuable service to them, or we feel we do.
222 In all honesty, without an awful lot of infrastructure and therefore capital costs, they
223 couldn't have done without us. At one point I did learn that they were making plans
224 to move our equipment from our recycling shed to their shed, to carry out the
225 service that we were providing. It didn't get to the point, but I was very close to
226 sending a circulated e-mail to say, "It's not actually your equipment to take
227 possession of," but I think they must have realised that themselves because they
228 must have looked through their records and realised they hadn't actually paid for
229 any of the equipment that we had. So better communication from their side, as a
230 reoccurrence.

231 Interviewer: Do you think that the relationship and the more formal business
232 approach that's been established would provide a better footing for that more open
233 communication, moving forward?

234

Case Study 4 Social Enterprise Manager Interview Transcript

235 Respondent: I think it has, because the initial contract was only for six months and
236 the process for it to be renewed at the end of that contract was very much a
237 streamlined process, without the hint that, "Yes, it's okay for now." It was very much
238 a two way street. Yes, we're achieving the targets you set us, we're providing the
239 service that you want and they formally agreed that yes, they were getting value for
240 money and therefore they saw no reason to change it. I think the subsequent
241 discussions for the renewal of the contract were much better, because they were
242 more formalised, yes.

243 Interviewer: Are there any opportunities for you to grow in the future? Have you
244 identified how you think you can go forward?

245 Respondent: We have started to take on some of the larger commercial work,
246 providing a one-stop solution for them. We're trying to encourage more of that, but
247 obviously it will need to be scaled down to some of the smaller businesses that are
248 on the island. We haven't really identified any other opportunities yet, although I
249 have been looking at wood recycling. But it has limited potential on the island,
250 certainly in the model that's used in Glasgow. There are other models, I know, but...

251 Interviewer: On the other side of things, would you identify any weaknesses within
252 your own approach or anything you think you could do better internally?

253 Respondent: I'm sure we've all got weaknesses. I think going with that formal
254 business viewpoint to the council in the first place and demanding what they actually
255 wanted from us may have been a better approach. But I still maintain that what they
256 actually need was a point of contact for the recycling groups in Argyll and whether
257 that person is funded by the smaller groups, on the basis that it will maintain the
258 contracts that they have and hopefully on a better footing, because the council are
259 dealing with somebody that's looking at the big picture, rather than just individual
260 islands.

261 Interviewer: Has increased dialogue with the council helped?

262 Respondent: Yes, definitely. I think it was good for all of the meetings that were had
263 with the council, for some consistency, I think that did help. I am sure there are
264 always elements that are slightly different on the islands or in different areas and I
265 know the council's intention is to have the same everywhere, but then they've
266 introduced different ways of working in different areas. That is almost quite difficult
267 to go backwards and fix, so sometimes they have to live with what they've built up in
268 the past and get it as uniform as possible within that capability.

269 Interviewer: One of the other things from the project we're looking to get a bit of
270 learning from as well is the role of impact measurement for a lot of enterprises. Is it
271 something you've had any experience doing or plan to do in the future?

272 Respondent: It's one area that I'm not an expert at and no, I wouldn't say we've
273 done that.

274 Interviewer: Okay, is it something you've been asked for in the past?

275 Respondent: We tried to prove the social impact of [Case Study 4] and what it was
276 doing, but it seemed quite clear that the social and employment impacts weren't
277 really of interest to the council. The only interest was reducing the cost of the
278 recycling bill, if you like. It is an important element and we did try and do some basic
279 work on it, but it's very difficult when you're not being heard.

280

Case Study 4 Social Enterprise Manager Interview Transcript

281 Interviewer: Do you feel then that if it were something that the council were more
282 willing to listen to you'd be more inclined to do a study on it, perhaps?

283 Respondent: Yes, but I think we would all benefit from some assistance or training
284 on how best to approach it. If you go to their procurement talks, they say that that is
285 one of the elements they will look at. However, we know that they don't always.
286 There are other considerations that seem to take priority.

287 Interviewer: Okay, great. Just a few closing questions; just in general, if someone
288 was going to try and replicate your service somewhere else, what would the lessons
289 that you've learned be that you'd pass on to them? What advice would you give to
290 someone else in dealing with a public body?

291 Respondent: Be prepared to speak to them on a formal basis, but also be prepared
292 to look at your costs and make sure that they are as robust as you can make them
293 and that you can prove, hand on heart, they are only paying for the service they
294 want, nothing more. Sometimes you feel that they're actually paying less than the
295 service they get, but if you can be as robust with your figures as possible then
296 they've got less argument about your figures. We have an awful lot of support from
297 the community. Again, they didn't appear to have any interest whatsoever in looking
298 at that. I do think having the two councillors on our side did help and did help in
299 quite a large way. Certainly in terms of looking at their own infrastructure and
300 whether they could actually take on the service that we provide in house, because
301 they were asked some very specific questions about, "How are you going to do extra
302 work if you're already at full capacity building wise and staffing wise, without taking
303 on anything else? You haven't got any money to buy anything else or employ
304 anybody else, so how are you going to do it?" So yes, that did help.

305 Interviewer: That's been really interesting, thank you very much.

306 Respondent: No problem.

307 Interviewer: Is there anything else you want to add, or anything you feel we've
308 missed that you'd like to tell us?

309 Respondent: No, I don't think so. Hopefully I've made sense in my ramblings.

310 Interviewer: No, it's been perfect, it's been great, thank you.

Case Study 5 Council Manager Interview Transcript

1 Interviewer: If you could first just explain what you do in your role.

2 Respondent: I'm the commissioning manager with Argyll and Bute Council, and my
3 remit is to manage all of the commissioning of care and support services for Argyll
4 and Bute Council. XXX is retiring on the 15th of June and I'll be the procurement and
5 commissioning manager from then as well, so then I'll be managing all procurement
6 services across the whole of the council, not just care.

7 Interviewer: How do third sector partnerships contribute to the delivery of services
8 within Argyll and Bute?

9 Respondent: Within Argyll and Bute, with my own knowledge, we contract with a
10 lot of third sector organisations for care services. A lot of charities, a lot of third
11 sector organisations provide services that community services request we contract
12 with. That's my contact with the third sector organisations. As well, some of them
13 are involved in bidding for services through the tender processes, I'm made aware of
14 them at that stage as well.

15 Interviewer: What's your understanding of the council's policy or strategy on third
16 sector delivery of services?

17 Respondent: We've got our community partnership.

18 Interviewer: Community Planning Partnership?

19 Respondent: That's the one. We also have our third sector report, I'm really sorry; I
20 can't remember the name of it, but our third sector report of which procurement
21 plays a big role in that. That we will support the third sector organisations in their
22 knowledge base to be able to access the public contracts in the Scotland portal that
23 we put all our tenders through.

24 So we signed up for that, as in XXX as part of his procurement role, whereby we
25 would support them and provide them with training as and when was required. Of
26 which XXX has attended, and myself business development days where the third
27 sector have attended and have been made aware of how to access the portal, and
28 made aware of what we expect of them if they would bid for services. That's my
29 knowledge of it to date.

30 Interviewer: Has there been a difference in terms of how services are contracted
31 with the third sector, and with how the council used to run them in the past. Has
32 there been a change?

33 Respondent: I think I'm seeing a change in that services from community services
34 are moving away from grant type services to contracted type contracts. That is the
35 methodology of which they are trying to provide a whole range of services for the
36 community. It's a mix of both grant application, grant award all be it maybe not
37 through grant application, and tendered services. Whereas in the past when I first
38 started in the commission team years ago, there was maybe an award of funding
39 that was maybe being awarded at committee or by the service. The process had
40 been tightened up whereby it has to be through proper grant application processes
41 or through a tender process. So I have seen that sort of change, and so organisations
42 I think are becoming more aware of what's expected of them now to adhere to
43 council outcomes, council objectives to actual provide that whole service for the
44 council.

45 Interviewer: Is it a better way of delivering services?

46 Respondent: I think services are- in terms of what we do in terms of contract
47 monitoring, my team can give information in terms of if we specify a third sector

Case Study 5 Council Manager Interview Transcript

48 organisation to provide a service. It can range from any one we class as a third sector
49 organisation, any one of our major big providers of leisure and sports services -
50 million pound contracts, down to £5,000 contracts. We contract and monitor both of
51 these types of organisations that third sector contract with. **We're getting good**
52 **value for money, we're getting a good service provided for the sub sector.** It has
53 improved...I think the services are better because the third sector know, and have a
54 better understanding of the market place I think now, in terms of what's expected of
55 them as a provider of service.

56 Interviewer: Why do you think this is the case?

57 Respondent: I think that they are now made aware of the procurement route that
58 the council has for their grant applications or through public contract Scotland. So I
59 think that's made them aware that they have to provide and submit information
60 that's going to be on a competitive level with the independent market as well as
61 themselves. I am seeing an improved submission whether it be grant applications or
62 tenders.

63 Interviewer: What do you think the biggest achievements are then so far?

64 Respondent: I think that in terms of providers that we are using, there's been a
65 third sector organisation that was successful in providing services for our overnight
66 team. That was a full contract, that was through public contract Scotland, so that
67 was national. That was a large tender and a third sector organisation was successful
68 in that. That's a very good achievement for that. Just now they're continuing to
69 provide services, there's not been any new tenders that's been awarded as yet, it's
70 kind of going through the stages. Third sector groups have been successful at various
71 stages which was good as well. So I think as I say, that knowledge base of what
72 ourselves within Argyll and Bute and other local authorities in the public sector are
73 expecting of them has meant that they are submitting information that's of a good
74 standard. Does that answer the question kind of?

75 Interviewer: Yes. What do you think are the most important achievements or
76 outcomes provided by social enterprises under council contracts?

77 Respondent: As it is I think for all contracts best value, sustainability, whether that
78 be local jobs, sustaining the services within Argyll and Bute. **In terms of procurement**
79 **we're bound by EU legislation and guidelines, so we have to be very careful that we**
80 **don't enter the realms of the local sector so much.** If a large provider is successful in
81 providing a service, say for instance the overnight service- all be it was a third sector
82 organisation based in Edinburgh, they are a national organisation, they're a charity,
83 but they are providing local jobs they're providing a boost to the local economy
84 because they're providing local jobs. They've got branches now within the area, so
85 they are ticking all of our outcomes in terms of council objectives and in terms of the
86 council plan. It depends on whether or not- what level of third sector are you
87 meaning in terms of- it could be that level of organisation to a small organisation
88 who's, say for instance, supporting the carer's groups and supporting the carers.
89 Without them, then there would be a high level of increase to our actual statutory
90 required services for home care. So they have, of course, without the grant that goes
91 to them, and them being able to support the carers, without the carers utilising care
92 home services. It's a domino effect.

93 Interviewer: So even though it's national companies there's still local jobs?

Case Study 5 Council Manager Interview Transcript

94 Respondent: I think there's a mix, I think that we are always going to have a
95 concern that national companies are coming in. At the same time we've set, not so
96 much in care, but we've set what's called our quick quote system within the council
97 that in terms of construction, any contracts under £350,000 can be quick quoted.
98 The majority- I've not got the figures on me, but the majority of these are small
99 companies, not necessarily third sector, but small local companies who are
100 successful in providing these sorts of services. It's the large, multi million pound
101 contracts that are usually awarded to the nationals, whereas in terms of care in
102 particular it's a mix of both local services who are based within Argyll or national. So
103 it works, the mix of both national and local services works within Argyll and Bute,
104 that brings assistance to the economy, brings sustainability and things, staff training,
105 staff qualifications.

106 Interviewer: I suppose it ups the game of some of the smaller organisations to
107 start being able to pitch for some of these bigger contracts?

108 Respondent: I think so, and I think that what XXX had been doing as well with the
109 bus contract say for instance just now, is it's one single supplier per locality. So say
110 for instance, in Kintyre what we're seeing, and in Helensborough and in Mull just
111 now we're saying that we wanted one contractor to actually deal with. There's a
112 requirement that a minimum of 30% of the value of the contracts are put out to sub
113 contractors, which allows for that element of local service to be provided. Just now
114 it's individual routes and there's no guarantee that the local contractors will be able
115 to bid for it. That's something that we've put in to the tender process just now. I
116 think it's new to them as well, and I think that we have to be very clear, and I think
117 that's maybe where the line has to be drawn. As soon as something is put on the
118 portal, as soon as a tender starts, I and my team have to set the fence. We can't
119 support, we can't advise, we can't guide, because everybody is bidding and we can't
120 be preferential to the independent sector or the third sector. We have to just wait
121 until the bids come in. If any questions are asked we have to respond in the portal so
122 that it's shared with everybody. So if a question's asked we always refer by the
123 portal. That I think is the bit that maybe the third sector, because of the information
124 that's been available to them, and because we say that procurement will assist. It's
125 maybe not clear that we can't assist as soon as a procurement has started. It would
126 be useful for some guidance. I don't know how their liaisons work with themselves in
127 relation to training to put together a consortium bid. I think that's something that
128 will be new to a lot of them, working together in relation to the public, social
129 partnership that I was involved in in the early stages. It was them all in the room
130 literally saying, "Here it is, here's how you can do this, we can make it work." That
131 was three years ago and it was very much, "I'm not working with you." I think things
132 have moved on a lot more now, because for us to work together because they know
133 that they stand a better chance of being able to bid and being able to be successful.
134 At the time it was new to them, they were concerned about who was going to take
135 the lead, the roles and responsibilities, the liabilities and such like. If it was a
136 consortium, we would always want a lead partner because we always want someone
137 to pick up the phone to speak to. They would take the lead and we would basically
138 contract with them as the partner, then they would have to have their memorandum
139 of understanding with all the other partners within the consortium. That's who's

Case Study 5 Council Manager Interview Transcript

140 liable with what particular element of the service that's going to be delivered. We
141 would always have our contract with the lead partner.

142 Interviewer: What about these challenges and opportunities, what do you think
143 are the weaknesses in terms of performance and service delivery?

144 Respondent: I think maybe if there's an element of grant funding, the kind of link
145 between what's a grant, in my view, in relation to how it all works in relation to
146 what's a grant, what's a contract? Yes, they're getting funding from the council, but
147 is that because they're providing a service? If they are providing a service, then is
148 that a contracted service, so therefore it should be tendered? It's that whole issue of
149 their roles and remits within that and then their responsibilities to provide
150 information to us that the service can answer their outcomes and their objectives
151 that they've been set. So say, to keep people in their own homes longer, providing
152 the funding to, say for instance, a carer group – allow them to assist the carers to get
153 support and get respite as and when. Therefore we need to have the number of
154 people that come through the door that ask for assistance, that ask for respite, so
155 that builds in to their framework for that particular outcome for community services
156 to achieve. It's about the communication between the council and between the
157 service, and the actual third sector organisation, to know why they actually asking
158 for that information and how that information can link in to the achievements that
159 the council's requesting them to do. So, just because it was a grant didn't make it-
160 you know, it wasn't a grant, it was a service that they were providing. They never
161 went through a grant application, it was just funding that was made available to
162 them. For all intents and purposes that funding could have been ceased, it could
163 have been clawed back. So it was very much – yes people had a wee bit of
164 knowledge about claw back clauses and about pay back clauses, but for all intents
165 and purposes they were providing a service. A service level agreement is really for an
166 internal contract, it's internal funding that's getting transferred. That sort of issue
167 had to be addressed. The improvement in terms of terminology and knowledge is
168 getting better because XXX had done that piece of work, but it still has to improve.
169 The next stage is, who's getting grants, should they be getting grants? Is this a
170 service that's being provided? If they are getting grants should there be a proper
171 government application form? If so then the service needs to determine their
172 outcomes for the next so many years, their funding. Should the funding just be for a
173 year? Organisations need to plan, so should it be for three years? In terms of a
174 contract that says it's for three years but is only for one year's funding is only a
175 contract for one year in terms of a legal- you know, with the legal hat on. The other
176 two years isn't relevant in terms of somebody trying to match fund, because you'll
177 not be matched fund because your funding's only for a year. It's about trying to
178 improve the knowledge base for that. So it's about- basically we're here to help in
179 what the service departments want and how they want to achieve their goals and
180 deliver their outcomes and objectives. That has to be met within the procurement
181 and commissioning framework. So it's about assisting them, but it's also about
182 making them aware of the organisations that are providing the services and how
183 best they could be sustained. Because if they don't provide the services, then they're
184 going to lose frontline services in the long run. So it's about getting the balance.

185 Interviewer: What are the opportunities missed? How should the council be going
186 forward with the third sector?

Case Study 5 Council Manager Interview Transcript

187 Respondent: The third sector are really well supported I think in Argyll and Bute
188 already, we have seen in terms of procurement and commissioning that
189 improvement see in terms of when they're submitting their tender documentation.

190 That is across the fields of the sectors, not just care alone. So far, since I'm seeing
191 other groups and involvements.

192 Interviewer: We're also talking about the social impact measurement; how
193 important is impact measurement as part of the overall delivery of the services?

194 Respondent: I think information could be submitted to my team for various issues
195 in terms of contract monitoring, but the information is actually sent to the individual
196 departments. So I wouldn't be able to really answer that in particular because, we
197 would deal with any contractual issues. So I've had no issue from them in relation to
198 actual contracts, if any information has been submitted in relation to poor quality it
199 would come to myself and my team, and we've not had anything. Which can be seen
200 as a good thing. We're obliged in terms of our contract monitoring to keep
201 performance indicators, which is very much our move towards contract
202 management. That is for all sectors of contracts so that all sectors have to adhere to
203 certain obligations, that is put to them in the terms of the contract. Then it will come
204 back to my team or the service to actually monitor it. Three years ago that would
205 probably have been non-existent, so I'm seeing a change.

206 Interviewer: Do you think there's a role to involve the actual people who take
207 contracts to be involved in some of that impact measurement as well? To start
208 looking at how could you get better measurements or better things...

209 Respondent: It's hard, especially with the change to funds and with the type of
210 services that our health colleagues are putting together. The change fund and how
211 services are being commissioned as part of the commissioning strategy – the actual
212 groups are sitting round a table and putting together the key performance indicators
213 that is relevant to that actual service delivery. The outcomes to achieve the change

214 fund objectives, there's a big 12 different objectives that we have to achieve.
215 So that's happening already in some sectors, which happens really well because it
216 means that they're getting involved in the actual- it's kind of similar to the PSP,
217 because they're involved at the early stages in seeing how the contracts are put
218 together with the service spec's put together and the indicators are put together.

219 Yes, it's happening in some areas, not all of them right enough, because then you
220 would have somebody being of a better standing in the procurement stages than
221 another partner, so that's where it's maybe relevant in some sectors but not others.

222 Interviewer: What do you think the social impact would be on Argyll and Bute if we
223 lost these services or if the budget was cut? What do you think the social impact
224 would be?

225 Respondent: Drastic, it depends on what types of services we're talking about. Say
226 we're talking about the overnight team, if the overnight team funding was cut
227 tomorrow then we would then revert back to people not being discharged from
228 hospital, we'd revert back to people not being able to move into their own homes.

229 That would interfere with the national agenda of allowing people to remain in their
230 own homes longer and not having to end up in a care home or a hospital
231 environment. These sort of types of services that have been commissioned are key
232 to the delivery of the outcomes for Argyll and Bute.

233

Case Study 5 Council Manager Interview Transcript

234 Interviewer: If that support wasn't there, if that support was cut, do you think that
235 would have a big impact in terms of the kinds of contracts you would get or the kinds
236 of groups and organisations that would be coming forward to deliver these services?

237 Respondent: Yes, because I think that the third sector groups wouldn't be able to
238 have that level of support if it wasn't there, in relation to good communication,
239 sharing good practice, linking with relevant support networks. Without that I think
240 that they may struggle to be able to work together in partnership to develop
241 consortiums, to actually be in the position that they are. The position they are just
242 now is far different to what they were before. I think that they are providing an
243 essential type of service within Argyll and Bute. It's a mix, as you know, it's a mix of
244 types of services that is provided within Argyll and Bute. From large national
245 organisations to small local organisations whether they be social enterprises,
246 whether they be third sector or whether they might be one man bands. We need
247 that mix of organisations within Argyll and Bute to continue to deliver services from
248 Argyll and Bute. So any kind of dramatic change would have an impact because of
249 the local and rural area within Argyll and Bute.

250 It's not the central belt, it's not like if a contract goes tomorrow we'll be able to pick
251 up another contractor. We've not got that luxury in Argyll and Bute, so that's the
252 difference I think, that we have with our other colleagues elsewhere in Scotland.
253 We're somewhat remote in certain areas, and that's why you need the support of
254 the third sector.

255 Interviewer: What lessons have you learnt in dealings with third sector partners in
256 the provision on services?

257 Respondent: To treat the third sector partners in the same way as I would the
258 independent sector. To make sure that we treat everybody the same, and to make
259 sure that if they come in to contact with procurement and commissioning prior to
260 any tendering process we would signpost them in the appropriate direction. Team
261 and the relevant staff, and provide them with information as to how to access the
262 portal just like we would anybody else. That's the lesson that I've learnt in terms of
263 where we were a few years ago to where we are now. I can't think of anything else.

264 Interviewer: In a perfect world with no barriers and issues, what do you think that
265 public services delivered by the third sector in Argyll and Bute would look like?

266 Respondent: There would be a wider range of services provided by a mixed
267 economy or organisations – both the third sector and the independent sector. We
268 would have no issues with relation to grants or service level agreements or contracts
269 – my bane of my life. We would have better communication and planning, because
270 planning in relation to the services knowing what they want in the next five years,
271 and planning for how their services would look. We call it our procurement and
272 commissioning strategy in terms of us, but what our service would want has to be
273 mapped out in relation to how it's been provided – I would love that, so that I would
274 know. It is, in relation to timing of changes of services you have to continue
275 providing the services to the people that are already there. It might not even be the
276 type of services that you want for them. That's a difficult- but in the ideal world I
277 would have plans in front of me, and what they would actually want in relation to
278 this, that. I would want- we've allocated this amount of money for grants, we want
279 this sort of service from the contract, we want this sort of service in house. That
280 would just be my ideal, it would make my job a lot easier.

Case Study 5 Council Manager Interview Transcript

281

282 Interviewer: The only other one is if you've got anything else you want to add,
283 anything else you'd like to say?

284 Respondent: I can't think...in relation to the PSP and older people services, we had
285 great working relationships with the team, and ABSEN in particular were working
286 alongside us and assisting the service of both procurement and commissioning. It's
287 been positive, it's been an improved service I think, long may it continue is what I
288 would say.

289

290 Interviewer: Thanks very much for you your time.

Case Study 5 Social Enterprise Manager: Interview Transcript

1 Interviewer: Could you start by giving us an overview of your role and what you do?

2 Respondent: I'm the program manager for the Short Break Bureau. I work for the
3 Red Cross, but it's in partnership with Argyll and Bute Council. I started working on
4 the project in October 2010, and the Bureau was actually launched in February 2011.
5 We did a phased rollout throughout the area in Argyll and Bute. We had 4 separate
6 rollouts, in four different areas within Argyll and Bute. So it's been properly launched
7 throughout the whole area since October 2011. It's my role to arrange more flexible
8 short breaks for those who are cared for and their carers; to offer a wider range of
9 respite options; and to try where possible to move away from more traditional care
10 homes if that's what people are looking for. If it is, that's fine. We can still book your
11 traditional care home too, but it's really to be a kind of specialist brokerage service.
12 We work closely with the social workers so that we're suggesting suitable places,
13 because they'll know their service users best.

14 Interviewer: How does this compare to what was being offered before the third
15 sector model?

16 Respondent: It didn't exist. I think idea had come from ABSEN. The Scottish
17 Government were looking for ten Public-Social Partnership pilot sites. So this was
18 one of the pilot projects. I think through the work of ABSEN, Argyll and Bute Council
19 and the Government, it became one of these PSP sites. The SBB had never existed
20 before. SBBs do exist in other councils throughout Scotland and off the top of my
21 head there are maybe another 10 or 11 SBBs that do exist. This was the first one that
22 was run by the third sector, that wasn't in-house to the council or local authority.

23 Interviewer: Could you sum up the social contributions the Short Break Bureau
24 provides?

25 Respondent: I would say it's greater satisfaction for the carers and the cared for.
26 Some of them might not even have gone on a break before, because we're also
27 suggesting the carer go with the cared for when they're on their break. Had we not
28 done that, I feel that some of the cared for people wouldn't have gone away if their
29 carer had not been able to come with them. Also, it's looking around what a break
30 means to different people. So I think traditionally, in the past, a respite break has
31 meant that they are apart. So we ask: what does a break mean to the carer and the
32 cared for? We found quite often the carer says that it's just to get off the house, to
33 get a cooked meal. So being a bit more creative and saying there's a way you can do
34 that instead of being apart. Or we've arranged respite breaks in other parts of
35 Scotland where they can go to a hotel and stay near family. If they would pay for the
36 hotel part, the council would pay for the care. Or, even bringing the care into
37 families homes in other parts of Scotland as well. It's giving the opportunity for
38 people to suggest ways that suit the outcomes of what they're looking for. The social
39 benefit of that would be you're getting to the outcome that you want, but through
40 more creative and a better-suited way. The carer and the carer are benefiting. I feel
41 sometimes they would not have considered respite had they not the options they
42 are able to do with the Bureau. Sometimes people will come and look for options
43 and maybe decide it's not right for them at the moment, but to know that it's there
44 and come back maybe in the future. That's an option for them too.

45 Interviewer: Do you know how long your PSP runs before it goes back out to tender?

46 Respondent: It was just a pilot PSP. There's actually documentation. PWC created a
47 document on PSPs called: How to Develop a Short Break Bureau. After they

Case Study 5 Social Enterprise Manager: Interview Transcript

48 published the document that was the end of it. There was a ministerial launch in
49 Edinburgh on this documentation by PWC. They evaluated all 10 projects. They did
50 the benefits, the difficulties, and created a kind of toolkit for creating a PSP and how
51 to do it. As far as I am aware, we have not had any more involvement. We had the
52 ministerial launch; there was a follow up report I did 6 months after, just to say
53 where are we at now? I don't know if the Government are thinking about doing it
54 again. They seemed very positive about the 10 that they did do. At the time they'd
55 spoken about doing it again with different PSPs. But I've not heard anything further.

56 Interviewer: So the work you do with the council is properly tendered?

57 Respondent: Yes, now. I guess the PSP was the idea, where it came from and why it
58 started. I don't know the order of events. Now it is its own partnership that came
59 from that. It's got a service level agreement that runs from March to March. The first
60 one ran from March 2011 to 2012. We've got an agreement that there will be a new
61 contract from March 2012 to March 2013. There was a talk at the beginning for it to
62 be for three years. But it's just a year on year contract at the moment. It'll depend
63 on the outcomes, the numbers as to whether that will continue.

64 Interviewer: And how does the yearly contract affect the operation?

65 Respondent: It is kind of difficult. It's hard to promote it if in the back of your mind
66 you think: am I raising expectations, if maybe next year it's not here. I think, to
67 honest, that's the way of the times though. A lot of services seem to be year on year.
68 I understand that it's tight financially. It's continued when it was only meant to be
69 for a pilot year, so the fact that it has continued is great. But it can make it harder,
70 yeah.

71 Interviewer: Do you have any other income generation, other than the SLA?

72 Respondent: No, not at the moment. We're thinking from a Red Cross point of view
73 to try. We're looking to go into care in the community and expand our health and
74 social care services. The bureau's changed shape from when it was originally
75 developed. It was always agreed that's the way it would be. We're looking
76 developing further and making it part of a wider care in the community programme.
77 Possibly using volunteers to deliver low-level care or just support. It would possibly
78 link in with Home from Hospital, possibly linking it in with our travel and transport,
79 and doing a kind of out of hours service getting people home from hospital and
80 making sure they are ok in their home. That's all just ideas at the moment. The Red
81 Cross does that in other parts of the UK, but it's to try and expand on the real
82 relationship we've got with the council already and see what else the Red Cross can
83 do. Its all at kind of discussion stages at the moment but that's the way the Red
84 Cross are kind of looking to move towards because of the ageing population and the
85 way things are.

86 Interviewer: Are the carers voluntary or do you find funding to pay them?

87 Respondent: When we get a referral, we immediately go to the council and the
88 social work department and they carry out an assessment. Based on that assessment
89 they tell us how much funding they are eligible for a short break. If they're not
90 eligible we are then creating a wee database of places we could refer them to, like
91 charities or bursaries or grant funding. So we try to help out where we can and
92 signpost them if there isn't any funding. But the Bureau can also be used by those
93 who are self-funding free of charge. If a family are looking to go away somewhere
94 that had wheel chair access, wet floors, things like that. If they wanted pay

Case Study 5 Social Enterprise Manager: Interview Transcript

95 themselves that would be fine. They could still use the bureau. But the funding
96 comes from the council based on the needs and financial assessment that they do.
97 Interviewer: Is it a fair assessment, do you think?
98 Respondent: I don't really know. I don't think I could comment on that because I
99 don't really know the finances of the people they're assessing. Yes, I'll get to know
100 the people and their needs but I don't think I could really comment.
101 Interviewer: What would be the impact on Argyll and Bute if the service were lost?
102 Respondent: I think it would affect the Self Directed Support Bill and Personalisation
103 Agenda that the Council are working towards. I think the Bureau fits in really well
104 with that. If they want to develop the use of direct payments...well they have to I
105 guess because its becoming legislation, to develop that further...I think if the bureau
106 wasn't there it could set it back a bit. They could find other ways of doing it, sure.
107 But I think this fits in really well with where they're trying to move care towards. I
108 guess the social workers would probably see the impact. They would probably then
109 have the responsibility for trying to source alternative breaks. Their time would be
110 taken up with that. I think we take a lot of the time out of their job, when trying to
111 source it. So I think the biggest impact would be on them. And possibly awareness
112 would be reduced. So of the fact, that you can do these types of things. I speak to
113 lots of local groups and tell people about the Bureau, trying to get across the idea,
114 the ethos of it. I think that would be lost as well.
115 Interviewer: Do think you're in a position to grow if you got lots of extra work?
116 Respondent: I think the council are most interested in the out of hours transport,
117 getting people home from hospital. I think that's the gap that's not really being
118 covered at the moment. I think there would be a lot of crossover. The Bureau would
119 expand if we had a wider, larger programme because more people would hear about
120 it. If they've used one service, they're more likely to use another. So, yes.
121 Interviewer: What is the key challenges moving forward?
122 Respondent: Numbers is our biggest challenge: referrals from social work
123 departments. It's a new way of working for everyone, so it might take time for
124 everyone to see the benefits and different types of breaks that can be done. Also I
125 think people see us as only being used for alternative breaks, whereas we can
126 actually do the straightforward bookings as well. So I think probably just getting
127 more people to use it.
128 Interviewer: Do you think it's a challenge to educate the council to behave a bit
129 differently?
130 Respondent: The best thing will probably be success stories or examples. At the
131 moment I'm about to email round examples of breaks that we've done and
132 frequently ask questions. This is partly to remind the social work department that
133 we're there, and also because that might give examples that they maybe can relate
134 to. People that they know of: they could see how that break could work for them.
135 Interviewer: In terms of relationships with contractors and funders: what's good;
136 what's' bad; and what could be done better?
137 Respondent: Right at the start of the creation of the Bureau, my line manager had
138 given me feedback and said that it was important to get the right people round the
139 table. Apparently at the start of the Bureau they had the wrong managers or wrong
140 people from the council involved. So she said that took a while to bottom out. It took
141 a few months to figure that they didn't have the right people there. Once that had

Case Study 5 Social Enterprise Manager: Interview Transcript

142 been sorted the Bureau moved forward really quickly. I think that stalled it right at
143 the start. I think what I find most hard about the council is the on-going possible, or
144 now imminent, restructure and the fact that the people I'm dealing with will all
145 change within a couple of months. For a while there's been quite a lot of
146 uncertainty. There's been quite a lot of area managers who don't know if they are
147 going to be in their job in a couple of months time. I'd say that's definitely the
148 biggest difficulty. What's worked well is that we have regular steering group
149 meetings. They take place and most of the time we have most of the people there,
150 and people are willing to contribute. I think it's quite a good working relationship.
151 Whenever I try to get in touch and want things done or help with things, I get that
152 support. I would just say it's difficult because the area manager is changing and also
153 because the council is split into these four areas. I don't know if it's the same with all
154 areas of work, but-especially within social work- all the areas seem to work quite
155 differently. So if I get agreement from one area manager in say Helensburgh and
156 Lomond, it's not to say the area manager in Campbeltown will agree with that. And
157 the budgets are all different, with everything run quite differently. So it's very
158 difficult for a project that's covering the whole of Argyll and Bute to implement one
159 thing the whole way through, because you have to run it by all the different areas
160 and check that they're ok with that. It was my line manager's idea that part of the
161 Bureau would be to standardise the service, to standardise respite, to allow a bit
162 more consistency throughout the area. I think in the past it might have been a wee
163 bit more inconsistent.

164 Interviewer: Any opportunities missed for improvement?

165 Respondent: I don't know. Maybe NHS involvement. Maybe the NHS should have
166 been involved near the start, actually. That would have increased our referrals. Our
167 referrals come from the council, so maybe having NHS our referrals might be higher
168 because we could have agree to involvement. So that might an opportunity.

169 Interviewer: How crucial is impact measurement to your organisation?

170 Respondent: I think it would great. The council measures us just now: they ask for
171 the number of overnight breaks that are booked. But I don't think that's a true
172 reflection of the work we do. The bureau originally was booking all the breaks, but
173 quite a lot of the time now we're an information point. We're giving people the
174 information about what breaks they can book, and they're able to do it themselves.
175 Or they have direct payments and involved in their own budget, so they'll go and
176 book it themselves. It's very hard for us to record. We try where we can to phone
177 back and ask: did you use that information to book it? But it's hard to record how
178 many nights people take. I think just looking at the number of nights isn't really
179 reflecting the work we're doing. And that's all we're doing at the moment. For the
180 Red Cross we record the number of calls, the number of visits, and the number of
181 people that actually come to us. So for the Red Cross we record a bit more than that.
182 But I think that would be great because since we did the forecasting on Social Return
183 on Investment, we don't have any other way of recording that. We've got the
184 comments on the feedback forms we do at the end of every break but they're just
185 general comments that you can't put a value, or look at and compare.

186 Interviewer: So you have multiple stakeholders in terms of reports?

Case Study 5 Social Enterprise Manager: Interview Transcript

187 Respondent: Yes, the carer sectors, they're quite involved too. So they'd probably be
188 quite interested. Councillors as well: they've asked to see my six monthly reports. I
189 guess just the general public as well.

190 Interviewer: How could the process be made more effective or just easier?

191 Respondent: I think that right at the start, when someone comes for respite they
192 should come to us. We've got no control over whether their social worker refers
193 them to us or not. So we're just hoping that they will. I think maybe the referral
194 process could be more structured. It's difficult to do that. I think it will just take time,
195 really. Also, I'm just coming across this now, but repeat breaks as well. So if we've
196 sourced somewhere alternative for someone and they decided they wanted to come
197 back again, they might go back to the social worker for them to book it. We're then
198 missed out of the loop. So I'm actually having an operational meeting and was going
199 to bring that issue up. How do we make sure that we're getting repeat referrals?

200 That should come through us but, I guess through a bit of misunderstanding of what
201 the Bureau does, the service users or social workers just book it and we're left out.

202 Interviewer: Maybe that shouldn't be the only measurement you have?

203 Respondent: You mean if they are booking the repeats, that shouldn't matter?

204 Interviewer: Yes. If they're already doing it, you should be focusing on the new
205 clients, the new people.

206 Respondent: Possibly. We're looking at moving forward and getting involved in the
207 first stage of assessment. Helping the information worker: working closely with them
208 to do the personal outcome plan, the first stages of that. It's about getting the
209 information so we can do the straightforward respite breaks. That's something that
210 we hadn't thought we'd be doing right from the start. We've got the capacity to do
211 that at the moment but, I guess like you say, if we got all the repeat referrals, that's
212 not what we should be measuring. It's quite flexible. We could see where we go. The
213 council are happy for it to evolve and change as it needs to be, depending on the
214 needs of those who are using it.

215 Interviewer: What about in a perfect world? How do you think it would work? What
216 would be the best outcome or perfect set-up?

217 Respondent: if maybe we had one more member of staff and we took all the
218 referrals. If all respite came to us, then it would just be standard across everywhere.
219 There'd be no confusion, no social workers booking any respite. It would all come to
220 the Bureau. Then we could effectively record all the respite and have a good idea of
221 what was needed. The problem is that the council hold the budget, they hold all the
222 funding, so for any break to be arranged it really had to go through the council. The
223 Red Cross as a charity could never get involved in budget or the funding. In a way
224 that's quite good because that's maybe the way it should be. But, because we need
225 the social workers input for the budget side of it, there always has to be a close link
226 with social work.

227 Interviewer: What are the key lessons you've learnt, being part of a PSP?

228 Respondent: I think trying to get all the area managers together at the start. Try to
229 get them all in the same room, at the same time to agree. So you that don't have
230 that problem of agreeing one thing in area...sometimes it can't be helped, something
231 comes up and you just need agreement on one thing. And also, having a very clear
232 referral process. At the moment it seems to be that we get referrals if someone
233 wants something different. I think there should have been a clearer outcome at the

Case Study 5 Social Enterprise Manager: Interview Transcript

234 start. Who is referred, and in what situation? It was open to everybody at the start,
235 and it still is. I think because it's open to everybody, there aren't as many referrals
236 because no one knows who should come. Also, maybe publicising more the things
237 that have gone well. So that people can relate to it. It's something we're starting to
238 do now.

239 Interviewer: Do you have allocated time in your job to work on publicising results?

240 Respondent: I do at the moment. But I think if there wasn't a short break
241 administrator, I wouldn't have time to do that as much. I think with our referrals, if
242 we did get all respite referrals, there's no way I could do any of that. I'd say 60-70%
243 of our job, in the first year especially, was just spent giving presentations and going
244 to local groups. I think I must have given maybe 50 or 60 presentations in the first
245 year since launch. I'd say that's a huge part. If we had a huge number of referrals, I
246 would have to forget about that bit. I just wouldn't have the time. But maybe if we
247 were that busy there would be a case to employ another member of staff. So we
248 could still be doing that.

249 Interviewer: Is that an important part of the job in terms of keeping referrals
250 coming?

251 Respondent: Yeah. I think so. Telling local nurses...GPs have been really good
252 actually. They've been telling local people on their care register. We've had at least
253 ten from GPs. Apparently, speaking to other carers and social workers in other
254 organisations; to have ten from GPs is actually quite high. I think it's quite hard for
255 GPs to find time to make referrals. They've been really receptive of it. Some GPs
256 have said: I don't really come into contact with carers, which is a strange thing to say
257 because they must. Maybe they don't see them as carers, they're just fixing their
258 illness. Most have been more than happy and really enthusiastic about it; nurses too.

Case Study 7 Council Manager Interview Transcript

1 Interviewer: Could you start by giving us an overview of your role in relation to
2 Public Social Partnerships?

3 Respondent: My involvement with ABLSI came about as a result of a service review
4 that I led as part of the councils programme of service reviews. As a part of the
5 service review I actually had a teleconference with ABSEN, Carnegie, probably ABLSI
6 as well, in the days when Mike Geraghty was there. I actually went through a
7 number of issues that had arisen from the service review, or as the service review
8 was developing, I potentially thought there may be a role for ABLSI. I think at that
9 point I identified four potential areas that I might be looking for support. On
10 completion of the review we went back and looked at them again and identified one
11 that ABLSI, Carnegie and us had a bit of buzz and excitement about, which was the
12 fact that the council service...we provide funding to a large number of service groups
13 helping vulnerable children in Argyll and Bute. At that stage it was over £600,000 a
14 year. We knew that we had to cut the level of funding to make savings, but
15 strategically we made the decision that we would not cut that any harder than we
16 cut our own core service. So that was a strategic decision from us that viewed the
17 partnership with third sector providers and the investment in early intervention and
18 prevention as quite critical as to where we were going as a service. However, we
19 have a number of concerns about the way in which we were providing funding.
20 There was an issue that it was the same old, same old. So it was the same faces,
21 getting the same money, for the same thing. Where was innovation? Where was
22 change? And where were we supporting them to provide different models of service
23 delivery through different models of funding? And where was the opportunity for
24 new business? New people, new ideas and not just a closed shop. The second thing
25 is we actually collected funding from nine different budgets, and there were a range
26 of different funding streams and application processes that different groups could go
27 through. So it was just a minefield for anyone to negotiate. Some of the processes
28 were, in my view, quite bureaucratic and cumbersome on both the applicant and on
29 the council in terms of evaluation. Others had very little evidence trail of a robust
30 evaluation and application process, and I felt that needed to be rationalised. There
31 were three other things that struck me when we were reviewing the service. A lot of
32 the funding was provided for doing things: it was not outcome focused. So we felt if
33 we're going forward we needed to become much more outcome focused. There was
34 no clarity of match between what we were funding and our own service
35 improvement priorities. It might have been that the funding was originally a very
36 close match, but over four years, five years, whatever, things had changed but the
37 funding hadn't changed. It looked as if funding didn't support what we would
38 describe as a personalisation agenda. So there were lots of providing a Saturday club
39 or weekend support, but how was that tailored to individual needs and
40 circumstances of the service user and the clients in terms of personalisation? Those
41 were the main issues. There was a number of issues around that. So we made the
42 commitment that we needed to revamp how we went about operating the grant
43 system or funding system for third sector groups. The choice we had was either we
44 do the usual council thing and go off and do it ourselves: we'll write a new process,
45 do a bit of consultation and we'll give everyone a fait accompli and off you go with it.
46 Or, we could do it in partnership. I was quite keen to try and do a different
47 partnership approach, because what I also felt was important...I felt we needed to

Case Study 7 Council Manager Interview Transcript

48 prepare ourselves and groups better for the change in funding environment we and
49 they were living in. That was part of the partnership approach of the way we went
50 forward with the funding. So I was quite keen to amalgamate my needs to revamp
51 this. To be better at delivering the outcomes we needed a service representing good
52 value and closer to us in terms of priorities, but also acknowledging that groups
53 needed some support to make that transition to become more outcome focused and
54 to think about some of the issues themselves. How they work together to provide to
55 provide services that support each other. I'm quite clear that if I hadn't had the
56 support of ABLSI or Carnegie I could not have done the approach that I did. There
57 was no funding. I'd have had to take money away from groups to run that, and I was
58 not prepared to do that. I was not prepared to say: you have not got funding this
59 year as a third sector group so I can run this fancy consultation process. I'm not
60 prepared to take money away from children on the ground to run this. So without
61 that, I could not have done it. So that, for the first bit, was quite critical. I think,
62 secondly, I don't think we could have come up with a coproduction methodology for
63 review of the grant process if it hadn't actually been for the facilitation through that
64 process. So we were slightly steered, but allowed ourselves to be steered, in the
65 direction coproduction.

66 Interviewer: How long did it take from conception to where you are now?

67 Respondent: Service review reported in January/February. We did some work with
68 ABLSI and Carnegie. They committed to doing it. We were able to commission
69 governance international, which ran the first event in May last year. From that event
70 we were able to make a commitment to what we would do. We set ourselves a
71 deadline of November 2012 to have a revamped funding process operating in this
72 financial year. A number of groups signed up to a coproduction exercise and agreed
73 to be involved in doing that, so we worked with those groups over the summer and
74 into the autumn to revamp the process. We agreed to timeline, we agreed funding
75 criterion...we redesigned the funding form process to streamline it into one that
76 reflected their experience of best practice and drew quite heavily from things like
77 the Robertson Trust's model. We were able to launch that in December. So we were
78 actually able to finalise it and have it all in place for launch in early December.
79 What's interesting is that the groups said that they would like it to start in early
80 November, but we time-lined that we would conclude the coproduction exercise by
81 November so still had a month to finalise all the paperwork, get it out, advertise, all
82 of that sort of stuff. It did actually cause us some problems in the long run, but we
83 made that commitment to do it. All of the commitments we said we would meet, we
84 stood up last month in front of an invited audience and said 'this is what you told us
85 you wanted to do, this is what we agreed to do, this is what we've done. This is what
86 we've not been able to do, and why'. The general feedback was that that process
87 went well. Unfortunately there were some glitches. Because we'd shortened the
88 timeframe, that caused some admin problems, operating to a much tighter deadline.
89 We took the hit, rather than groups took the hit. There were some things we didn't
90 get right in the consultation process. The only real gripe they had was we'd agreed
91 that anyone making substantive applications would actually do a presentation to the
92 funding panel. A number of groups, having agreed that, didn't like that and they felt
93 that that process was too short, didn't know what it was about, didn't want to go

Case Study 7 Council Manager Interview Transcript

94 and make the application. But we'd agreed that's part of the process, they came
95 back and a number of them were quite happy with how it had gone.

96 Interviewer: So it's an evolving process? It's still not set in stone yet?

97 Respondent: The principles will apply next year. The two issues that have come
98 through from this that will change the process from next year is that, first of all, we
99 will run the same system for grants. It has raised the fundamental questions for us
100 and throughout the council about what is a grant and what is a commissioned
101 service. What's appropriate for grant funding and what should we be commissioning
102 and tendering through a more formal tendering process? And that I don't think the
103 council has quite resolved but the work we were doing through this process fed in
104 and out of that and Arlene was taking it to various bits and we will have that
105 resolved for the next year. I think it will be quite a mature approach to what the
106 difference is between the two. The second bit is we hit a problem with the EU
107 tendering processes and commissioning processes. Groups had asked us to consider
108 three year funding and that was one of the big requests that came through. Of
109 course, the councils initial reaction was 'oh my god!'. And my reaction was, we
110 cannot give you three year funding. There is no way when don't know what we're
111 going to get. However, through working with groups and organisations we actually
112 realised there is a massive benefit to groups if they know their funding is secure for
113 three years. And actually there is quite a big advantage to the council if we know
114 that contract is in place for three years. First of all we don't have the bureaucracy of
115 having to go through an application process but we can plan and structure our
116 services accordingly. So what we did agree and what went in the grant application
117 process is that organisations could choose to apply for three year funding. They
118 would use the same funding application process but in the consultation we agreed
119 they would have to provide us with a three-year business plan to support the
120 application. That was the only additional thing attached to it. Two groups did get
121 three year funding. However, what we'd missed through the process- what we
122 thought we were ok on but it turned out we weren't- was the level of funding that
123 three requests took some groups into created problems with EU tendering
124 legislation. So we couldn't actually go ahead with it in the way we intended to. What
125 it will mean is that next year we will probably go through a more formal tendering
126 and commissioning process that will actually enable those groups to bid for a proper
127 three year funding package. So that was one of those where we thought we were
128 ok, lots of discussions about it, but when we actually looked at the numbers coming
129 in we realised we're on dodgy ground here. Rather than do that...we went with good
130 intent throughout that and I think that that was accepted, that we had gone with
131 that with open, good intent.

132 Interviewer: How did the previous process of grant allocation compare?

133 Respondent: What the organisations said in May was that they all had different sorts
134 of processes that they went through. That the early years funding had a very
135 complicated process with lots of supporting documentation and were quite
136 bureaucratic. These might be small grants for mothers and toddlers groups for
137 several hundred pounds, right through to really quite substantial grants for big third
138 sector providers, £50,000 that they would be looking for. There was no
139 differentiation within that process. Then there were other groups that basically
140 seemed to get it without any formal tendering process. I felt, and groups felt, that it

Case Study 7 Council Manager Interview Transcript

141 was wrong that there wasn't a clear, transparent and equitable process, so that was
142 one of the things that we set out to achieve. And we did it by involving people and
143 the feedback that came out of that was that people did feel it to be a fair and
144 equitable process. They understood it.

145 Interviewer: Do you think the council's got better services for its money?

146 Respondent: I think it's moving towards better services. I think that some of the
147 groups had clearly used the coproduction and had thought about it and had changed
148 the way they were looking to do their business. Others had clearly come back and
149 said 'no, we got it before for this and we expect to get it again for the same and why
150 are you making us go through this process'. So there wasn't a hope in achieving this
151 response to it. Some groups had clearly thought about how do I operate as a social
152 enterprise, how do I move myself to be able to be outcome focused. Everyone is
153 asking for outcome focus now.

154 Interviewer: Do you think you've achieved the same level of service despite a 15%
155 cut?

156 Respondent: We're sure that what we're funding is more closely aligned to our
157 priorities. So where we've decided not to pursue funding is because it's not closer to
158 what we're doing. And because we're going to outcomes, we can actually say if
159 we're cutting back on this grant we know the impact this will have on our outcomes,
160 we know what the impact of that will be. So rather than saying 'they're not going to
161 get four activities a week, they're going to get three' we're actually saying this will be
162 the impact in terms of the support. I think it's a step towards something better, I
163 don't think it'll answer it of itself. Some groups may take a step towards a more
164 formal tendering process and some may flounder. I know groups that think they just
165 have to phone the council and ask and because they are doing good work they will
166 get money. I also know organisations that realise that they have to get into a
167 competitive environment and they have to use the support that's out there to do it.

168 Interviewer: Was the outcomes based approach based on any particular
169 methodology?

170 Respondent: The outcomes based approach is something we're all wrestling with
171 across council services and it's a journey we're on. Rather than us say 'these are the
172 outcomes we want you to deliver' we said these are our broad strategic priorities.
173 We've got priorities about improving the number of children that are supported in
174 the community. We pointed people to what the national priorities were and said
175 'you decide how you're going to structure your bid and you decide the outcomes
176 that you want to deliver as an organisation and how they map over with that'. That
177 came through the coproduction. So rather than us saying 'we want you to provide X,
178 Y and Z', we said 'these are our problems: we're inviting you to say how we can fund
179 you to meet them'. So we're promoting innovation, we're promoting third sector
180 groups to come up with new ways of doing things that we haven't thought of. Rather
181 than us say we want you to do this, this and this...these are our problems, these are
182 our priorities- and you have free rein to ask for as much as you want, within the pot
183 that will be about half a million pounds- how are going to deliver those. You identify
184 the outcomes you are going to achieve, the differences you're going to make in
185 families lives and we will evaluate you against those. Or we will say, we'll accept
186 outcome 1, 2 and 3 and we'll fund you for those- but we'll not fund you for outcome
187 4- and we'll monitor those. So that, for me, was a way forward. We could have said

Case Study 7 Council Manager Interview Transcript

188 here's the outcomes we want but people would have written applications to
189 outcomes not to...they'd have written to the application not to genuinely improving
190 outcomes for children. We are supporting what I think the third sector has always
191 been very good at and that is creativity and innovation.

192 Interviewer: What is the feedback from the enterprises themselves?

193 Respondent: I don't think it's been quite as successful as I hoped it would be but
194 people have had that free rein. What is I think it has done for a number of the
195 applications is that it has made them think 'what difference do we make as a
196 service?'. What actually is it that we're about delivering? Because if you can focus on
197 that, even if your funding is changing, you think what am I hanging onto there rather
198 than think we're about providing a particular service or a particular number of hours
199 doing activity A or B or C. It's about what difference are we making in peoples lives
200 from that.

201 Interviewer: So do you think there has been a big buy-in from the third sector groups
202 to the councils bigger targets and to working in partnership?

203 Respondent: I was quite disappointed by that aspect of it. You mean in terms of
204 partnership with each other or partnership with the council?

205 Interviewer: With the council.

206 Respondent: It felt like a partnership to me and groups said it felt like they were
207 listened to and it felt like a partnership. The problem was that there was only a small
208 number decided to get actively involved. There was 24 groups came to the initial
209 event. There was probably less than half a dozen groups engaged in the process.
210 Which to be honest wasn't bad. There was basically three or four who did the bulk of
211 the work and those were organisations that you could see were really thinking about
212 where they were going, thinking about their business model, thinking about how
213 they were going to survive going forward. And there were four or five organisations
214 chose to come to the consultation event even though we invited sixty plus. Which to
215 me actually shows they were quite happy. If there were any burning concerns they
216 would have been there chapping on the door. But there was verbal feedback and
217 there was phone call feedback. And that's always the issue with coproduction: it will
218 fall to a small number of people.

219 Interviewer: What do you see as the key challenges in the future for this approach to
220 service partnerships?

221 Respondent: What I've seen actually is that there is a lot more interest in
222 coproduction and that approach. There have been significant spin-offs with
223 communities and how we see ourselves as care providers. It gives me confidence to
224 move forward with coproduction, from a situation where it's actually quite scary.
225 Groups have proven that if we go in with the right attitudes, we can come back with
226 the right responses. Or they have done on this occasion.

227 Interviewer: Are there any significant drivers and barriers that you've come across?

228 Respondent: I think there's a clear political driver. This project has had quite a lot of
229 political interest. Some of the political interest has come from people who are now
230 in significant positions of power within the council. So I would expect that the
231 learning from this would be put forward. There are anecdotal spin-offs. There was
232 funding to a third sector provider to a transport project where they only received
233 year on year funding. They heard about what we were doing and said 'why can't we
234 have three year funding?'. And the funder said 'well why can't you?!'. So this has a

Case Study 7 Council Manager Interview Transcript

235 ripple effect, that it has unforeseen consequences. The whole community services
236 grant funding process took on board the principles of what we've done and adapted
237 its process and paperwork to take on board the values. So actually integrated so it is
238 a much more similar process. In terms of barriers...there's a capacity issue. There's
239 no doubt that engaging in something like this requires capacity: both within the local
240 authority and within the third sector groups. As money is tighter, so capacity to get
241 involved in things that isn't about your core service that produces your money is
242 harder. So I would envisage that being a significant barrier. I still believe that forward
243 thinking organisations will find a commitment to do this, as they know it's in their
244 best interests.

245 Interviewer: Do you think funding from a programme like ABLSI would make this roll
246 out more easily. Do you think if there were a funding package out there more
247 departments would roll this out?

248 Respondent: Yes. I think with the facilitation, if there isn't the money you can't
249 justify it. I would have to take money away from vulnerable children to run these
250 exercises. When you talk about some of the community groups being several
251 hundred pounds which keeps them going for a year, actually what stuff like this costs
252 to do properly, I'm not going to see those groups close.

253 Interviewer: How important do you think a central figure in a department is to drive
254 a project like this?

255 Respondent: People have said that part of this process has been down to me, the
256 approach I've taken with it, and the way I was able to stand up on a stage, make
257 commitments and follow them through. Elected members have said that to me. I
258 don't know! I would think there have also been key players from the third sector.
259 They could have come for a fight and every meeting could have been a punch up.
260 We could have got nowhere with it. They didn't come with that so I actually think it
261 was all the people round the table really. But I do think it needs someone with a
262 commitment to driving it forward. It won't happen unless someone actually
263 understands where they're trying to go and makes a commitment to doing that.
264 Saying we will completely revamp and we'll be done by this date and we'll be
265 running and standing up on stage and doing it takes a fair bit of commitment.

266 Interviewer: With hindsight would you have taken longer to do it?

267 Respondent: No. It had to be done. With hindsight what I would have done is not...I
268 would have spread the shortening between the different organisations. And I would
269 have resourced the closing of the application to the approval process more
270 intensely. I underestimated the resources involved in the new system. That's what
271 caused some problems.

272 Interviewer: Do you feel, aside from the successes you had, were there any
273 opportunities you missed?

274 Respondent: I'm obviously frustrated about the EU tendering stuff. That's my big
275 frustration in all this. I think what will come next year is the learning from that. I
276 think it will be better for most organisations but I think it will be hard for those that
277 have to make the shift into the new environment. And I know which ones are going
278 to suffer the pain next year.

279 Interviewer: Were there any risks identified at the start of the project that you felt
280 might have been an issue?

Case Study 7 Council Manager Interview Transcript

281 Respondent: Risks? Well it might all have blown up! The risk that we couldn't deliver
282 it. Those were the two key risks that were there. We were going into an unproven
283 process with an unproven set of partners. Would it work? And if it went wrong there
284 was a big risk for me because a lot of people knew I was doing it. I'd stood up on
285 stage and made commitments that had gone back to very serious people! I put my
286 reputation on the line with that. It could have blown up big style for me, it could
287 have blown up very badly for the council. We went through an evaluation process
288 and committed to do that. The bulk of the feedback was that the whole thing was
289 very positive. There were some things that we didn't get right. They could have
290 come equally saying 'this was a farce, we don't feel involved'. The other risk is we
291 actually had four heads of service for children and families through the period of the
292 review...so the fact that there's always a risk in leadership. You can agree something
293 with one head of service but the commitment sustained throughout. You need the
294 whole organisation to back you. If you're starting a yearlong process, which is
295 effectively what it's been, you need to know that you're going to be stable
296 throughout. And the other risk with it is not knowing what our funding is going to be
297 for future years but we've upfront with everyone through that. Three year funding is
298 subject to us having some control over that. It also means that groups have taken on
299 board significant risks. When they ask for three year funding, it also meant that if
300 they don't get that three year funding they're much more vulnerable. If the bulk of
301 the pot's gone for three years, where are they going to get money? For the
302 successful it's good. We were talking about a proportion of the budget being on
303 three year and a proportion being on one year. It's almost as if there would be a
304 two-tiered approach to funding. Three year funding meant you're a good, robust
305 organisation, with a sound business plan, your outcomes clearly mapped onto our
306 strategic priorities, and we viewed those as priorities for us for the next three years
307 and we wanted to make that commitment. By default, that meant if you only got
308 one year funding- or didn't get funding- it meant that you were aligned to our
309 priorities or you were not robust organisation. What that meant was there were a
310 number of organisations that I think felt they were better than they really were and
311 it's been quite hard for them to face up to the fact that they've not got what they
312 want from it.

313 Interviewer: Where do you see the future of service delivery?

314 Respondent: I think we need a mixed economy. Within children and family services,
315 my business, there are a number of core statutory responsibilities that cannot
316 effectively be farmed out to third sector groups. I think Hartfordshire has tried but I
317 struggle to see how services for child protection, decisions to take children into care,
318 those sorts of things can be fully delegated. If I make a decision that a young person
319 goes into secure accommodation- as I had to the week before last- that is £5,500 per
320 week. I'm not sure that I could delegate that decision-making responsibility to a third
321 sector group that doesn't have to fund it. There are lots of other services that can be
322 better done by third sector groups in terms of supporting vulnerable families. And
323 those are both in terms of general community capacity building- which I think the
324 third sector is much better at than the council- and in certain targeted niche services
325 where third sector groups have skills and expertise that we don't have. The final
326 thing with us is that as a service, since the start of the service review, we've spent
327 over £12m. £5.5m was on looked after children; probably about £3.5m - £4m was in

Case Study 7 Council Manager Interview Transcript

328 various forms for third sector groups; foster carers who are self-employed who work
329 for us and are paid. We actually have a massive investment in partnership with a
330 range of third sector organisations, not-for-profit organisations and some for-profit
331 organisations. So we already run a very mixed economy of care.

332 Interviewer: If someone was to try replicate your approach, what would your key
333 lessons or advice be?

334 Respondent: I think you have to be genuine going into it. That's one of the things
335 people said: they actually believed I was genuine. And I was genuine when I stood
336 up. If you're not genuine in your approach to it- if you're doing it to tick a box or
337 you've an ulterior motive- my view is that it will not work. I think people responded
338 to the fact that I genuinely wanted to do the things that I said I wanted to do. I think
339 social work actually has a genuine commitment to engaging with partners. It's part
340 of core social work ethos; it's part of core service ethos. It's also very neatly tied in
341 with all our core service indicators for inspection. So it's a good thing for us to do for
342 a variety of reasons. But don't do it half-heartedly. Don't do it as a token exercise.
343 Don't do it unless you genuinely want to be in a coproduction, if you're willing to
344 give up some power or control, because you won't get a better outcome if you don't.
345 If you don't want to be genuinely involved in a partnership, then don't enter into a
346 partnership. People will know that it's not that and will walk away dissatisfied.

Case Study 8 Social Enterprise Interview Transcript

1 Interviewer: Can you start by explaining a little about [Case Study 8] and the
2 partnership with the Council?

3 Respondent: Well in terms of a public social partnership, it was formalised a number
4 of years ago, when the Community Trust secured a Service Level Agreement with the
5 Council and that was for collection of plastic bottles and tin cans from the communal
6 recycling facilities in the villages around the Island. That operated pretty successfully
7 to be honest, for a number of years, until I think it was about February 2011, maybe
8 a little bit before that. When as part of the Council's funding cuts, the Service Level
9 Agreement was terminated and the rest really is, as they say is history.

10 We no longer do those collections, although we do carry on to do collections for
11 businesses, ___[0:01:10] and cans, restaurants and shops and so on around the
12 Island. We also continue to recycle textiles from textile banks, which go through our
13 charity shops. But your specific question was about a public social partnership. So in
14 terms of the Council, that no longer operates. They do the collections themselves as
15 part of the doorstep collections.

16 Interviewer: So in terms of your contributions to the Island in terms of a social
17 enterprise approach, how does your service differ from the Council's service, do you
18 think?

19 Respondent: I think there was a lot of perception from the residents that it was part
20 of a community based, a community led, community driven recycling ethos, which I
21 think did help and really does continue to help the community by giving them a
22 feeling of, I guess self-sufficiency. You could perhaps appreciate how some people
23 feel when they see a shirt or a pair of trousers or a blouse that they have donated
24 through the shop, as with the textile bank, that somebody else is wearing it. That
25 sense of, "We are doing our bit here."

26 Interviewer: In terms of things like local job creation, does the Council service
27 employ people from the local area?

28 Respondent: Yes, for sure. We still have got locally based jobs. Actually there will be
29 less jobs now. I was going to say that the Council displaced it into their service, but
30 they have actually, I don't know quite how it is working at the moment, but they did
31 say that it would be carried out within their existing staffing levels. So they wouldn't
32 need to take anybody extra on. So there probably has been an overall adverse
33 impact as a result of that.

34 Interviewer: When the SLA was stopped, what was the reason the Council gave you
35 for that? What was the underlying cause?

36 Respondent: Purely in terms of funding, lack of funding. It was an easy target really,
37 if you think about it. There was a Service Level Agreement that has got, I can't
38 remember the exact numbers but it was probably £40,000 a year payable to Mull
39 and Iona Community Trust. That is an easy target to jump off, as distinct from the
40 Council's in-house costings, for all the staff and the vehicles and the overheads. It's
41 just part of a much bigger budget then. If they were to actually spend that £40,000
42 or more within their own budget, it is much less visible.

43 Interviewer: Were you part of the initial set up of the enterprise at the very
44 beginning?

45 Respondent: No I have only been with the Trust for 14/15 months, something like
46 that.

47

Case Study 8 Social Enterprise Interview Transcript

48 Interviewer: Did you have any impression of, just from speaking to colleagues, of
49 how the enterprise, how the Trust started and if there were any problems at the
50 start?

51 Respondent: I don't think it was ever plain sailing, it was a challenge in terms of
52 starting from scratch. Recruiting staff, working out how to make it work and how to
53 make it operate successfully. Procuring a van, we needed a vehicle to drive around
54 the Island, and all the operational issues that came with it in terms of we need to
55 buy all the consumable items, the flexible, big bags and so on. Overalls and health
56 and safety. There was quite a lot to learn of issues, to getting operational. But that
57 was just a case of, "Get on and do it." So there weren't many major problems I don't
58 think.

59 Interviewer: What future challenges do you see for the service?

60 Respondent: Well without the support of the Service Level Agreement the
61 economies of scale for the operation that is left, are seriously questionable. What I
62 mean by that is, we have still got the overhead cost of a van, we still have to insure it
63 and tax it and maintain it. Whether we drive 1 mile or 20,000 miles in a year, those
64 costs are fixed. Therefore the income that we derive from driving the van around the
65 Island is much more crucial in terms of the income and expenditure as to whether it
66 is covering its costs or not. To be honest, we have taken a rather pragmatic view of it
67 at the moment, and I suspect if we were starting from scratch now, we probably
68 wouldn't go out and buy a second hand van, because the business could not support
69 it. So that is a big challenge for us, trying to find alternative ways of making the van
70 earn its corn, without the support of the Service Level Agreement. Obviously the risk
71 of that is that if we stop having the service of a van, how are we going to get the
72 textiles into the system? Textiles being the basic source of goods that are sold
73 through the charity shops. If we lose the charity shops the Island loses quite a
74 valuable social and economic amenity and the Community Trust loses quite a big
75 part of its operation and its reason for being here.

76 Interviewer: So are all the textiles then processed and re-sold on the Island then?
77 Nothing goes to the mainland?

78 Respondent: No, there is a proportion of the textiles that do go off the Island.
79 Obviously we try to get the best price for them as we possibly can. But not
80 everything that is put into a textile bank is suitable for sale in the charity shop. Also
81 the plastics and cans that we collect from the businesses, do go through the
82 Council's system for getting those materials, those recyclable materials off the
83 Island.

84 Interviewer: Do the Council give you a fair price for the recyclables that you collect
85 from the businesses?

86 Respondent: Yes we get the market rate. They give us 90% of the diversion cost from
87 landfill or the diversion credit from landfill. They felt it was necessary to take 10% to
88 cover their admin costs. Does that make sense?

89 Interviewer: Yes.

90 Respondent: I think it is £56 a tonne is the diversion rate, or it was the diversion rate.
91 So basically we get just over £50. My own view on that is that it wasn't very sensible,
92 because I think the administration costs for us and for them, in working out what
93 90% is and messing around with the arithmetic, it is hardly worth it for the pretty
94 low tonnage that we actually process.

Case Study 8 Social Enterprise Interview Transcript

95

96 Interviewer: Do you feel there have been many social or environmental impacts as a
97 result of losing the SLA? Not just to yourselves but the wider community as well?

98 Respondent: The social impacts I think, it is perceived that it is the Council that is
99 doing all the work. I think people are less, they don't ___[0:10:55] as much. The
100 environmental impact...I do worry about how well the Council system will continue
101 to segregate the materials and if they don't segregate them as well as they would
102 have previously been segregated, that some of the material will end up in the
103 landfill. The landfill at Tobermory has, like any landfill has, has a finite capacity. If we
104 are filling it with plastic and cans then obviously that is going to accelerate the day
105 when we need to look for a new landfill location. Plus we are not deriving the 90% in
106 benefits from diverting it from landfill.

107 Interviewer: Do you feel there is anything maybe that the Council should have
108 looked at when the SLA was being considered? Do you think if they had looked more
109 at the social and environmental impact of things, it might have made a difference?

110 Respondent: I think it was a decision that was going to be made anyway. I think
111 there was no – you are probably familiar with the phrase social accounting?

112 Respondent: There was no value at all put on the social accounting, it was purely on,
113 "How much is this Service Level Agreement? If we chop the Service Level Agreement
114 we will save all of that money, there will be no additional cost on the Council
115 budgets." It was purely financial. I do have a strongly held view that it was financially
116 inaccurate, but that's not what you asked me. The point I am trying to make there is
117 that there was no value put on the social benefit to the community of operating how
118 we were.

119 Interviewer: Is it something that you have ever tried to pursue, maybe looking at the
120 social accounts of what you do?

121 Respondent: Well we didn't actually quantify it. No we didn't properly quantify it
122 ourselves, because we were discouraged from doing so. We said, "If we were able to
123 put a value on it, would you consider it?" And they were very adamant that it was
124 their accounts department that were driving this and it's just not part of their
125 terminology or their thinking at all. So they said, "There is no point you trying to do
126 it, don't waste your time."

127 Interviewer: Okay. Just a few more things before we finish up then. In terms of the
128 sort of lessons that you have learnt in your time with the Trust and if someone else
129 was going to start their own venture in a similar way, would you have any advice or
130 anything that you have learned that you would pass on to them?

131 Respondent: Common sense stuff. Make sure that the enterprise will standalone
132 economically, not very reliant on grants. If you have a contract or a Service Level
133 Agreement try to make sure that your enterprise is not totally reliant upon a single
134 such contract or Service Level Agreement, ours was. I think the key message is make
135 sure that it is as sound a business model as you can possibly get.

136 Interviewer: Are there any opportunities coming up do you think, are you going to be
137 trying to use for growth? What have you got planned in the future?

138 Respondent: I think we are limited a little bit by resource and capacity of staff. One
139 thing I mentioned was that some of the textile materials that aren't good enough to
140 go through the shop, go off the Island, just as recycled textile material, not as
141 clothing. I am sure that there is value that could be added to that material on the

Case Study 8 Social Enterprise Interview Transcript

142 Island and maybe by elderly people, or by people with learning difficulties or
143 something like that, just making things. Little workshops. So there is a social benefit
144 there, which might add some value and they can sell the goods that they are making.
145 That is perhaps an opportunity which I would like to explore in due course.
146 Interviewer: One final question, in a perfect world scenario where all the issues
147 we've talked about weren't there, what would the Trust look like? What would the
148 service delivery look like on the Island?
149 Respondent: The Community Trust?
150 Interviewer: Yes.
151 Respondent: Well to be perfectly honest I would like us to have sufficient income
152 from our enterprises to support the charitable work that we do. To a level where the
153 main thrust of our activities could be just delivering the charitable work and the
154 support to the community, rather than trying to find the funding for us to do that.
155 Does that make sense?
156 Interviewer: Yes, perfect. That's been great, thank you very much for your time.
157 Respondent: Thanks very much.
158
159

Case Study 9 Council Manager Interview Transcript

1 Interviewer: Can you please start by providing a background to your job within the
2 council?

3 Respondent: I can remember what my job is but I can't remember how it was; it was
4 so long ago. No, I'm the cultural coordinator of the schools, and it was a post that
5 was funded by Scottish government through Creative Scotland or Scottish Arts
6 Council, as was, and the posts stated about ten years ago.

7 I first came into post five years ago, so I've been doing it for five years, unbelievable.
8 The funding for my post was always – it was always grant aided from the what's
9 called CCISS, Cultural Coordinators in Scottish Schools Fund. Then that dried up and
10 the expectation was that the local authority would just swallow up the cost of
11 running me, and that's exactly what's happened. A lot of other local authorities, the
12 cultural coordinators have – they're moving into community arts or arts
13 development, or something like that, or they've just – the post has just been
14 completely disbanded, quite a lot of... So I was quite lucky that I was kept on and
15 given a permanent contract as well. It was about three years ago, the word was that
16 there were going to be massive cuts, and obviously the arts is first, pretty much first
17 in the line of fire. Although increasingly not so much, I don't think, now that things
18 have become a bit more sensible. The music tuition was scrapped in a few local
19 authorities, not very many, because there was such a hoo-ha about it. But people
20 were looking for an alternative way to keep the service running, the arts and music
21 service running within schools, and at the same time make the saving, make the
22 saving to the local authority. At that time it was like – the word was it was 30%
23 savings had to be made, so much over three years. The figures were quite horrifying.
24 Really everybody feels vulnerable but especially if you're in arts administration or
25 music. The music service is run by a music service manager and it's funded – it's core
26 funded for provision within the schools of music teachers, but it's also externally
27 funded by YMI fund, massive funding from government through Creative Scotland.

28 Interviewer: Youth Music Initiative?

29 Respondent: Yes, YMI fund. That limps on from year to year, there's no – there's
30 absolutely no guarantee that it's going to be around, which is incredibly frustrating
31 because they can't plan, the music service can't plan any kind of development.

32 Interviewer: So that's on an annual basis as well?

33 Respondent: Which is just crazy, absolutely mad.

34 Interviewer: Are one year contracts common?

35 Respondent: No, no, it's the arts, particularly famous for it. It was also the music
36 service felt vulnerable, when the music service manager recognised this vulnerability
37 that it would be – if the council were really serious about making these cuts, that it
38 would be the first, probably, the first to go, because it's seen certainly by quite a few
39 people as non-essential. Which you could argue that that is the case, me being an
40 artist, I'm not a musician, but there are lots of debates about why music should be so
41 heavily funded and the rest of the arts, which I kind of represent, drama, dance,
42 craft, visual arts, should have such a miniscule amount of funding. That was a whole
43 other national debate.

44 Interviewer: How far do you cover Argyll and Bute then?

45 Respondent: The whole thing, yes. I cover – there are 72 primary and 10 secondary.
46 There are 3 learning – no there are the learning centres and there are also joint
47 campuses as well, 3, 4 joint campuses. So it's quite a lot, quite a lot of schools.

Case Study 9 Council Manager Interview Transcript

48 Interviewer: Quite a large geographical area too.

49 Respondent: Yes, from Tiree to Helensburgh. Yes, I deal with all primary and
50 secondary. There is myself and my line manager, who is responsible for creativity
51 and music and expressive arts, and creativity and PE, funnily enough, XXX has got PE
52 as well, strange. That's the sort of background as to where we're going to set... What
53 I do is I find money for arts events. I coordinate them and sort of oversee the
54 running of them, and quality control. I also act as an information service for the
55 schools if they need something and they want to find somebody, they want to find a
56 three-legged puppet, you know, puppet, something, then I'll help them find
57 somebody, but somebody that's good. Throughout Scotland there's a whole network
58 of arts coordinators that help each other out if they need information or if they just
59 want to check out something. And it's very much like with anything else, it's very
60 much who you know that can ease the path. So we work with national companies
61 and national bodies, like national galleries and also independent bodies, and people
62 like that, as well as individual practitioners and deliverers, so we have a bank of
63 them that we call in.

64 Interviewer: Am I correct that you were involved in creating [Case Study 9] whilst
65 also working for the council?

66 Respondent: Yes. The [Case Study 9], setting up the, or doing the business plan for
67 the social enterprise is like time off for me. It was great, because I used to run my
68 own business, so for years and years and years and years, and so it's very ingrained
69 in me, especially the sort of development phase, because that's the best bit, isn't it?
70 That's the good fun bit really, setting it up. So we identified the risk and came up
71 with a plan and decided to form the company anyway, so that as and when it was
72 required it was already established as a scheme and could just be rolled in and put
73 into operation. We obviously had to do it properly because it was quite a big
74 concern, not in terms of money, although it would have been dealing with the
75 budget, the annual budget would have been about half a million, which is not huge
76 in local authority terms, but for a social enterprise and for an arts company it's quite
77 a big turnover. There are lots of smaller concerns so it had to be run properly, so we
78 went and found our board and found our preferred lawyer to deal with it all and
79 went through the process. It was really, really interesting and really good fun.

80 Interviewer: What's your understanding of the council's policy or strategy on the
81 third sector delivery of services?

82 Respondent: Well, I my understanding is that there's a will for connections to be
83 made and for models to be looked at, and for progress to be made. That's my
84 understanding. I haven't kept my finger on the pulse as to how other groups have
85 been developing and how successful they may have been. I don't know the end
86 result of quite a lot of the fledgling groups that were maybe around a couple of years
87 ago, but I am aware of a will for – a will to look into different methods of delivering
88 and providing. I don't know if that's because I was involved in it. I don't know if I'd be
89 aware of that if I wasn't. Do you know what I mean? **A part of that was looking at**
90 **working in partnership with social enterprises. Looking at how you engage with your**
91 **customers, how you engage with the wider social impact.** So the [Case Study 9]
92 project kind of went – I mean that was part of a service review as well of education.
93 Funnily enough, I think there was always a potential for [Case Study 9] to be built
94 anyway, but it just so happened that the impetus to actually build it was the cut, or

Case Study 9 Council Manager Interview Transcript

95 the threatened cuts, and the service review, which said that social enterprises would
96 be looked favourably on as a method of delivery.

97 Interviewer: How do you think social enterprises delivering public services contribute
98 towards local communities sustainability?

99 Respondent: It's great. Yes, I think it's really good. Yes, I think it's very important to
100 have a really diverse – a variety of methods of delivery and provision, because ten
101 small mercies are better than one big one. If your one big one goes down the pan
102 then you're stuffed. Whereas if you've got a whole, a sort of a...I mean they might
103 come and go, they might come and go depending on who's running them and how
104 effective they are, but at the same time there are always people willing to take up
105 the reins. To have a, I think, to have a variety of approaches is really healthy as well,
106 big and small, and variety, scale too.

107 Interviewer: What do you think are the most important impacts provided by social
108 enterprises under the council contract?

109 Respondent: Saving money I think is probably the most important one. Saving the
110 taxpayer's cash. Best value, really, best value. I think that's the most important one.
111 Also quality of provision as well, because you're only as good as your last canoe
112 paddle, arts project, or whatever. There's a lot of – much more impetus to keep the
113 standard up, possibly anyway, if you're in control of it yourself. So I think best value
114 and quality control. Does that make sense?

115 Interviewer: In what ways do you think the value [Case Study 9] provides...what are
116 the specific areas of value you can identify?

117 Respondent: I think value for money, actually. Yes. Good value for money and also
118 quality control. [Case Study 9] hasn't actually clicked into the actual delivery,
119 although it is starting at the moment. I don't have that much to do with it at the
120 moment. Was very involved in its set up, making the business plan and doing all that
121 sort of stuff. It has been bubbling, simmering, shall we say.

122 Interviewer: What stage is [Case Study 9] at in terms of development?

123 Respondent: I can keep you as up to date as I know. I don't know the full ins and
124 outs at this stage because it hasn't happened. It exists and it exists with the board,
125 and it's registered as a charity under SCIO. It's fully set up. The music services
126 manager at the moment is babysitting it, and he intends, I think, to start using it to
127 provide some parts of the music service. I think there could be extra parts rather
128 than the core parts. Obviously, you can't go ahead and deliver core parts without the
129 agreement of the council. The original intention was for a wholesale of all the music
130 instructors, and all to move from within the council to a social enterprise vehicle. It
131 wasn't just about delivering services for less money, which was happening across the
132 council as well, there were added benefits identified within that. Things like ability to
133 get grant aid, so much easier if you're a charity instead of local authority. That was
134 the main one, actually, the main benefit. Also, just that the actual running of it, the
135 day-to-day running of it is so much easier if you're not part of the big machine, if
136 you've a smaller, more effective and more efficient system set up for the actual
137 management, day-to-day management. There are lots of great ideas about how to
138 go about that. Lots of funky software out there to do it for you, so there were
139 perceived benefits. They weren't perceived actually, they were proven benefits. We
140 did a lot of looking at social enterprises, and in England there's quite a lot of really
141 good music providers, or music service providers.

Case Study 9 Council Manager Interview Transcript

142 Interviewer: Which ones provide that?

143 Respondent: I can't remember, so many, I've got a huge folder on my desktop of all
144 sorts of people. Good, really good examples of how it can be done by an external...

145 Interviewer: In a rural setting?

146 Respondent: Both. Both urban and rural, yes. I think the main stumbling block was
147 really getting the council to buy-in wholeheartedly into the idea and take the risk.

148 Interviewer: What were the risks?

149 Respondent: Well, I don't know, I think they were perceived, I mean the money
150 made sense, the money added up. One pitch had some people kept in the employee
151 of the council and some people working as the [Case Study 9] contractors, and sort
152 of a mixed economy, so that TUPE and things like that weren't a problem and people
153 weren't being forced into stepping away from where they wanted to be. Unless that
154 would have only happened if the whole service had been threatened and then
155 people would have – they expressed an interest, I think it was something like 19 out
156 of 23 people expressed an interest in voluntary redundancy should the whole service
157 had been scrapped, but it wasn't and it hasn't even really been cut back. I don't
158 know where they find the money from. It hasn't happened basically.

159 Had it, the counsellors, made that decision then there was no way that the
160 counsellors could be seen to have scrapped the whole service, because that would
161 have included the pipers and the pipers in Argyll and Bute are massive. It would have
162 been suicide. Suicide of the counsellors to make that decision. They could have
163 decided to scrap the council part of the service and contribute to a safety net of a
164 social enterprise, they could have made that decision, but they didn't do that. I think
165 risk, perceived risk of, and public perception as well, because as soon as people see
166 the word disbanding or- "Argyll and Bute council cuts funding to all music, what will
167 happen to our pipe band?" Yes, huge, huge pressure. You're talking about world
168 champions here. It's a major one. I said to the pipers one day, I said, "You guys are
169 going to keep everybody else in a job."

170 Interviewer: I suppose it's not just the counsellors who were concerned about
171 taking the risk?

172 Respondent: Yes, very, I mean you can imagine, who in their right mind is going to
173 give up what is a very, very nice job? I mean to be replaced by just the same job but
174 with not the same security. There's no way. You can't lie about that. That is a fact.
175 Yes, that's why I didn't do it, at the moment, but had the threat of the whole – had
176 that threat been upped to in between amber and red then I think a lot of people
177 would have actually had to sit and think a bit more seriously about it. Then I think a
178 lot of people would have actually had to sit and think a wee bit more serious about
179 it. I'd already done that, so I knew, I was quite happy with my decision on both sides.
180 I knew at what point I was going to move over, and that point never came. I think a
181 lot of people had expressed interest in voluntary redundancy but were hedging their
182 bets and thought, "Well, we'll just stick where we are." Really interesting process to
183 go through, but if the shit had hit the fan then I think it would almost be like you had
184 no choice if you want to keep your job, and it's not that easy to find work as an
185 instrumental instructor.

186 Interviewer: Were the conditions in the English case studies similar to that, was it a
187 case that it was a necessity that we have to-

Case Study 9 Council Manager Interview Transcript

188 Respondent: I don't know. I don't know about the setting up of them. All I looked
189 as it how they are, how they were working at the moment. I don't really know how
190 other people had gone about it. The only really comparable situation was [Case
191 Study 3], but even then [Case Study 3] was given a bit of a buy, I think, when it was
192 set up, maybe. The difference with [Case Study 3] is that they didn't have the
193 staffing, so theirs was a finite project. The length of contract as well was something
194 that – we went and had a really good meeting with a fellow down in Kilmore about
195 procurement. He was really helpful and set us right about the process of
196 procurement from both sides, from the tenderer as well as the applicant. You had to
197 keep it very clear in your head as to what you were doing, which one you were
198 working on at that point in time. Most of the time we were working for the council
199 but then a tiny bit of the time we were working to set up the social enterprise which
200 the council had asked us to set up. [Social Enterprise Manager: Case Study 9] asked
201 me the other day, she said, "Do you think this is still a good idea?" I said, "Yes, I do."
202 I still think it's a good idea to have a safety net there of an independent company,
203 really, and waiting to catch whatever should it fall. Also a sort of a mixed economy of
204 delivery could work really well.

205 Interviewer: When did you get the actual charitable status and it all got officially
206 set up?

207 Respondent: It was 18 months ago.

208 Interviewer: Right, so it's taken a year and a half, yes?

209 Respondent: Yes, just sitting waiting (Laughter).

210 Interviewer: It was the council that actually drove the idea that this sort of...

211 Respondent: Yes, council staff, but with the blessing of the head of service. It was,
212 "Oh my goodness, there is a possibility that it might disappear, what are we going to
213 do?"

214 Interviewer: Right, okay.

215 Respondent: It so happened that there was myself and [Social Enterprise Manager:
216 Case Study 9], who's passionate about not working for the council, and me who just
217 wanted to help out and was interested in the whole process of setting up. Yes, so
218 that was... I can still see a real advantage of that in a mixed economy, some part of it
219 be delivered by independent contracted company, without having to get – make
220 anybody redundant at all.

221 Interviewer: So you feel it's important that you have these almost like leaders of
222 the project, it needs that strong leadership to take it forward?

223 Respondent: Yes. Yes, definitely. I suppose it needs a fan within the council. There
224 was a lot of enthusiasm when we were setting up, a lot of enthusiasm, a lot of
225 support from you guys, enthusiasm for it, but to actually stay the pace of keeping
226 going at it when you just want to chuck it out the window, to keep going, because
227 it's been years now, really, you've got to kind of believe, I suppose, that it's a good
228 idea. If [Social Enterprise Manager: Case Study 9] asked me to, she always asks me to
229 look over things before she submits them, so that I can see if there's anything
230 glaring, mistakes or whatever, not that there ever are. I'm more than happy to keep
231 inputting that way. I think to actually keep driving it on you would need an awful lot
232 of time, and I think that's one of the problems, that I don't have time.

233 [Social Enterprise Manager: Case Study 9] is really stretched and she isn't perhaps,
234 because she doesn't have that background, she doesn't find it easy. [Social

Case Study 9 Council Manager Interview Transcript

235 Enterprise Manager: Case Study 9] is working away, he's keeping it quite – he's quite
236 motivated, keeping it all running, so it would be worth speaking to him.

237 Interviewer: In terms of demonstrating the value if [Case Study 9] went ahead,
238 obviously at the moment you have to obviously demonstrate to your bosses the
239 value of what you do at the moment, but if [Case Study 9] was to take over some of
240 the services, do you think there would be a big difference in how you actually show
241 that to the powers that be?

242 Respondent: No.

243 Interviewer: The funders, would it be very similar kind of process?

244 Respondent: No, very similar. Yes, very similar. A lot of our funding is external
245 funding so we have to evaluate everything and budget reports, blah-de-blah-de-blah,
246 which we do anyway; we actually do it for the kids. We don't do it for the funders;
247 we do it for the kids so that they can see what they've done.

248 Interviewer: Well, that's interesting, so you do it for your customer?

249 Respondent: Yes, to give them feedback and for the schools so that they can put
250 the reports into their – if there are inspections or whatever. That's the real value of
251 it, and it's just something that I do with all my projects. Music services is much more
252 of a kind of rolling thing so their evaluation they have to, because of their funding is
253 partly external they have to evaluate to a certain degree but not nearly as much as I
254 do because I work project-to-project.

255 Interviewer: Do you measure the wider impact of arts and culture?

256 Respondent: Not really no. We leave that to people who can. I wouldn't know how
257 to start. If I'm ever asked for it I can provide evidence, but to measure it, I suppose
258 you could... No, it would be really difficult. I suppose you could do it over a ten year
259 period, five year period, it would be within the life of a child's schooling, whether
260 that would – primary or secondary, so you could. I think the economic thing's easy to
261 evaluate, so that if you – if I pay two arts practitioners a part-time wage for a month,
262 the spin-off of that obviously there are lot of formulas to assess the economic impact
263 of having them do that thing. I'm actually not all that interested in that myself, I'm
264 more interested in the health and well-being part of their activity, the social...it's one
265 of those controversial areas where, "Should we do that? Can you put a price on
266 these things?" Unfortunately I think a lot of folk like to have the money figure on it
267 so they can show for every pound invested in your project we're getting so much
268 back. It's very much like what they're doing with social impact bonds, which shows
269 that if you can actually deliver long-term good then that money is well spent, and in
270 the longer term the council makes a saving. If they deliver arts and culture and
271 piping and whatever it means that further down the line money will be saved on
272 health and crime and all these different things. It's really difficult to show that. One
273 of the things that [Social Enterprise Manager: Case Study 9]'s working with us on is
274 trying to look at how the council can have a system that both it uses and external
275 agencies use, so we're both looking and measuring things in the same way, so when
276 it comes to describing a service, the benefits of your service, you'd have something
277 that you can put to counsellors, put to all the relevant people, really. It's crazy, isn't
278 it, that we should have to have something written down, when it's something that
279 everybody knows and recognises?

Case Study 9 Council Manager Interview Transcript

280 Interviewer: It's all that information in your head that you know the impact but
281 then someone else doesn't necessarily even thing that that's the case, so it's how do
282 you extract that and show it?

283 Respondent: We should stop valuing what we can measure and start measuring
284 what we value. Was that a quote? Somebody said that once.

285 Interviewer: Are there any lessons that you could pass on to anybody who's ever in
286 the same situation?

287 Respondent: Yes. Turn around! No, I don't think so, no. Gosh, I don't know. Use the
288 support, talk to people, I think that's the really important thing, find out what
289 support is out there. Yes, the counsellors that leant their support and were quite
290 vocal about supporting the whole idea said that it was just a shining light on what
291 was a very bleak landscape, but then things have changed since then, the bleakness
292 is not quite as bleak as folk thought it was going to be yet. Who's to say what's going
293 to happen in a couple of years time.

294 Interviewer: So in a perfect world what would [Case Study 9] look like?

295 Respondent: Gosh, it would run some of the services, augment what exists and just
296 be very vibrant in its provision. Be more vibrant, because it doesn't have-

297 Interviewer: What do you mean by vibrant?

298 Respondent: Put on more bigger better quality activities and opportunities for
299 participation, wider opportunities for participation. Not being able to apply for
300 funding, so having greater access to external funding to make that so, that's what...
301 But I would see it complementing.

Case Study 9 Social Enterprise Managers: Interview Transcript

1 Interviewer: Could you start by giving an overview of your service delivery?

2 Respondent 1: It became a bit of a political hot potato with the elections coming up,
3 there was stories that the music service was getting privatised. And we've just had
4 these elections. There were other things in it too. There was a lot...

5 Respondent 2: One of the major hurdles was that the council made the decision that
6 was going to be no compulsory redundancies in education.

7 Respondent 1: Which is not where we started.

8 Respondent 2: Which put the whole thing in a different...well it changed the
9 goalposts so far that it was actually a rugby pitch! However, we went back and put
10 forward a proposal which used a different model where we would retain some of the
11 council staff, but [Case Study 9] would take over the management of the service and
12 that sort of thing. I think we've done that...that one we've revised several times and
13 still there's nothing. I've actually been cut out of the decision-making process.

14 Respondent 1: Yes, [Respondent 2]'s not allowed to...

15 Respondent 2: They say for my own protection because I'm so closely involved in
16 [Case Study 9].

17 Respondent 1: To a certain extent I can see why because we've had some very
18 interesting freedom of information requests. We've got no doubt have been sourced
19 within the council and it's come outwith the council that we're setting up a business
20 for ourselves, which is what we were originally doing as that's what we were asked
21 to do. It's been quite an interesting process. What we're looking at now...my job title
22 is Quality Improvement Officer. My background is that I was a teacher. We've come
23 up with this plan. A lot of it was [Respondent 2]'s plan. Absolutely lauded as a great
24 idea. [Respondent 2]'s now been cut out of it. We're looking at this mixed economy
25 of people who work with the council and people who work for [Case Study 9]. We've
26 come with a way of funding it; it's not a huge amount of money, it's cut to bone
27 funding wise. By moving over to a social enterprise company it makes things so
28 different for amount of money we can bring in for the kids. And that's what it's
29 about. It's about broadening and bettering the service and we're getting stuck over
30 amounts of money.

31 Respondent 2: Down to the last penny!

32 Respondent 1: I went to work on Sunday for another go at this paper. It's funded
33 right down to the last penny. It's being controlled by a finance officer. I actually
34 made a vow to myself, that if I have another idea, I'm not having it! It's very
35 disappointing. I am completely committed to this. I think this is the way forward for
36 the music service. The power of the arts for young people, and mental health and
37 well-being is phenomenal. By going down this line: ok you have to take a bit of a risk,
38 but we're risk averse in this council. They're not taking any risk and if these people
39 had been in control when [Case Study 3] came about it wouldn't have happened. It's
40 really poor. At the moment we're thinking: what can we do, apart from lose our
41 jobs? You're not allowed to give your opinion. If you give your opinion you're told
42 you don't know what you're talking about. It's really hard.

43 Respondent 2: However, it's not all bad news. For whatever reason, since I've been
44 cut out of the council process, it means that I've been effectively working for [Case
45 Study 9] and being paid by the council.

46 Respondent 1: Which is ridiculous.

47 Respondent 2: It is ridiculous, but it's completely above board.

Case Study 9 Social Enterprise Managers: Interview Transcript

- 48 Respondent 1: It's what he's been told to do by the head of services.
- 49 Respondent 2: So, from that point of view it's not all bad. We have various projects
50 running. We now run the council's schools wind band, for example. We took
51 donations from parents this year and we were able to take those and put them to
52 good use. We're getting the kids together again in August.
- 53 Respondent 1: That's for an extra course that couldn't afford otherwise.
- 54 Respondent 2: Then we will claim gift aid on that, once our board of trustees have
55 filled in the form! That's another source of income that simply wouldn't have been
56 available to the council. We're about to start running music weekends for adults.
- 57 Respondent 1: As a frustrated musician who doesn't get to play, it's brilliant. I go to
58 Edinburgh for these things and now it's going to happen here. There are so many
59 plans of what could be done, or are going to be done. Why can we not do it along
60 with the council?
- 61 Respondent 2: The one thing in the meetings that we did go to, that was never
62 mentioned, was whether it was actually good for the kids to do this. It was all about:
63 'is there any risk attached to this?' Well, yes of course there is: 'oh, we don't like
64 that'. What was the word they used? It's not 'robust'.
- 65 Respondent 1: I think what will happen now is that it's going to be decided between
66 two people. They're going to tell me- not even ask me- they're going to tell me that
67 it's not robust enough. I need some kind of support from elsewhere to say: what's
68 going on with that, we thought that was a brilliant idea? That's what I need to
69 happen to make it happen. It's very, very tricky.
- 70 Respondent 2: I think the problem here is that- as with all of these things- is that you
71 can draw up a business plan, you can draw up a cash flow, you can draw up all those
72 put they're purely theoretical because there is no cast iron guarantee.
- 73 Respondent 1: This is what I'm doing at the moment: May 13th, possible social
74 enterprise model number 589! That's an exaggeration, but I've put together this
75 piece of work and this is about the 90th version of this I've done. I've also got a
76 real...we've answered every question after it. But every time we do it there's
77 another awkward question comes in. All it is, is right ok lets go for it. That's what we
78 need to do.
- 79 Respondent 2: I think the point is that the decision has to be taken to do this. Then it
80 can be made to work. [Case Study 9] is what they class as a micro-enterprise. So you
81 don't have the same employment problems that you have with the council...there
82 are so many differences. There are no huge fixed overheads. We don't even have an
83 office. We don't need an office.
- 84 Respondent 1: That's one of the things that are holding it up. I've said that and the
85 council don't accept that you don't have to have an office; that this will run out of
86 someone's house. They can't see that, they don't see how things work. They don't
87 see that you'd use a database, and that you'd use a piece of software that is
88 designed for arts companies to bring the monies in. That seems a risk; they think it's
89 going to be run the same way the council runs it. Why would you do that?
- 90 Respondent 2: We'd have a registered office as well. As a social enterprise that's all
91 you need.
- 92 Respondent 1: But the council can't see that.
- 93 Respondent 2: The idea that you can have all the details in place prior to putting the
94 thing in place is completely insane. You have to rely on the skill of the people that

Case Study 9 Social Enterprise Managers: Interview Transcript

95 you're handing it over to in order to make it work. It's incredibly low risk, because
96 what they're doing is getting the same, or actually something better, for a lot less
97 money. And it can only grow. The demand for what we provide has always been for
98 greater than what we can provide. This would be an ideal way of doing that. An
99 organisation, like [Case Study 9], can shrink and grow according to demand. There's
100 none of this idea of having an employee come in and they're stuck there for the next
101 25 years, and their wages go up every year incrementally and all that sort of thing.
102 It's not like that. To be honest, a lot of the musicians we use don't want that anyway.
103 They want the freedom.

104 Respondent 1: They want to be able to go and play and take contracts elsewhere if
105 they're offered them, and maybe go on tour if they want to. At the moment we've
106 got a very interesting group of staff, some of whom are world class musicians. We do
107 give them permission to take two weeks off without pay. We stretch as much as we
108 can but even to get that done now is proving even more difficult. I have to argue
109 every time and say: it's good for Argyll and Bute that this guy is invited to the other
110 side of the world to do something. So it's really about a lack of imagination and
111 stepping out of the box and saying: actually, yeah we can do this now. When [Case
112 Study 3] stepped out...we spent time with [Case Study 3] at the start of this, we
113 consulted with millions of people, and [Case Study 3] said: it's really hard to begin
114 with, it'll take you a year to get this set up. But I don't know if they had this level of
115 control freakery that's going on just now, that we're having.

116 Respondent 2: No, the impression that I got was that the decision was taken to do it
117 and they were given a year to do it. And they did it.

118 Respondent 1: The social enterprise thing: everyone that we've talked to about who
119 understands these things has said that this is really good, they show real enthusiasm
120 and are really interested. But we're now getting to stage that it's taken so long to get
121 organised that people are stepping back from it. That's a major problem as well.

122 Interviewer: Why has it taken so long?

123 Respondent 2: Two years down the road and its not...everything that has held it up
124 has been nothing to do with us, frankly.

125 Respondent 1: It's been the political aspect of it. The political aspect of the
126 cuts...Helen Morton, the spokesperson for education was totally dedicated to this,
127 but worried about what happens at the election. So there's been a bit of that.

128 There's also been the PSP changeover thing. But we could have had this up and
129 running, or we could have had it set to start in August, we could have had it set to
130 start at Christmas gone by if we'd been allowed to get on and do it.

131 Respondent 2: I can be even more blunt, because I've got at least one foot in the
132 other camp. Since the involvement of one of the council senior officers, who had a
133 lot of bad press at one time, it's been obvious that they are not prepared to do
134 anything that's going to get into the papers and look bad. Now, in my view, if you
135 want to make an omelette then you have to break some eggs. There is no way...the
136 only way to avoid any criticism is to do nothing at all.

137 Interviewer: So when you say look bad, you mean that people will perceive the
138 funding to be cut?

139 Respondent 1: It's being cut.

140 Respondent 2: The funding is being cut, there's no question of that. But the point is
141 if...what you have to do is play the positive aspects. But they're not even looking at

Case Study 9 Social Enterprise Managers: Interview Transcript

142 the positive aspects. They've never once asked us what the good things about this
143 are. It's always: we've got to make sure this doesn't collapse, this doesn't fail, or is
144 this going to leave us in a mess? It's all that kind of language. But actually, this is
145 really going to help the kids because we'll be able to offer them more opportunities.
146 We don't have anybody teaching guitar, for example. We could do that tomorrow if
147 we were given the chance to do it.

148 Respondent 1: One of the things, though, from the actual council perspective is that
149 Fiona, [Respondent 2] and I were probably seen as being quite independent and we
150 could get on with it. Which is what we did, and we did get on with it. But we did
151 spend a lot of time talking. We took a lot of advice from Mike Geraghty and people,
152 and Arlene was involved to a certain extent. We did take all that advice on board.
153 We didn't have someone from finance in there, because we did it ourselves. All of
154 the business plan stuff was looked at by ABSEN, who said that's absolutely fine. So
155 why would we involve finance? Its when we've got involved that...it might be that
156 there are other social enterprises being talked about, moving services out from the
157 council. We were talking about it: I don't know if they happened or not. But maybe
158 we should have had someone from finance right in the middle of it. We did have
159 someone from HR involved. We made sure that we had that person and she's still
160 kind of got one foot in and one foot out and we've got a direct line to her. That was
161 one of the things we should have done: right you come in and check our stuff the
162 whole time. We wouldn't have ended up with this two-pence nit-picking stuff that's
163 going on just now. I don't know. We might have played their game, and ticked their
164 box.

165 Respondent 2: I think you're being a wee bit hard on yourself Kathryn, because we
166 were part of the education service review. And you were part of the review panel,
167 which was not chosen by you. And they chose not to put someone from finance on
168 it.

169 Respondent 1: That's what I'm saying about the council's perspective. Maybe they
170 should be looking at that. I just wonder of it's something that Argyll and Bute as an
171 organisation should be looking at, dealing with that far more carefully. We are very
172 good as an organisation at saying: that's your job. There's looking at how by osmosis
173 you've learned how to do all this financial stuff. The philosophy and thinking behind
174 it is not a problem, because it sits in our brains completely. We all did a lot of reading
175 about this before we started. We did a lot of listening. But there was other, maybe
176 nitty-gritty things that council maybe should be making sure that...our employees
177 have asked for this and we've got to be sure that we're supporting them properly,
178 because that is not happening.

179 Respondent 2: Essentially I'm driving this from the [Case Study 9] side myself at the
180 moment. I had no business experience whatsoever. I know about music and I know
181 how to get that side of it going. Actually raising the profile was very easy for me
182 because I've got a huge network of people that I'm associated with. But I foolishly
183 thought that when we put together a board of trustees, that they'd be proactive in
184 all this and that has not been the case. I certainly could do with some help in how to
185 possibly take that side of it forward because it's really not my strong point, and the
186 whole funding thing is definitely not my strong point.

187 Respondent 1: So [Case Study 9] is there despite the council, really. It is up and
188 running but it's not up and running the way it was envisaged in the beginning. From

Case Study 9 Social Enterprise Managers: Interview Transcript

189 my point of view, I want the instrumental tuition to move into it. It will get better,
190 but we need the help from the council to bump it all over. To get that decision made.
191 But [Respondent 2] needs support in other ways from the social enterprises actually
192 already sitting there.

193 Respondent 2: It's not the elected members that are holding it up. It's senior
194 officers. There are two in particular who seem to be batting it back and forward. The
195 cynical side of me says it's because they don't want it to happen.

196 Respondent 1: I can't understand why. Well, they don't know enough about it.

197 Respondent 2: No they don't understand it. As Kathryn said, the idea of thinking out
198 of the box is totally alien to these people. They are professional council officers...

199 Respondent 1: It's gone through my mind that there is a big political scene change.
200 There's no doubt about it. If the political questions were asked by the new members,
201 for example...when we started the SNP were in power and it was one of their people
202 that I first talked to about this and he was really excited about it. But then it all
203 shifted. But then, they're back now. So if he came along and said: what's happened
204 to this? The answer will be: the officers haven't done their job.

205 Respondent 2: Meaning us. That would be the answer they'd be given.

206 --The delay in decision-making--

207 Respondent 1: we now have staff on temporary contracts and as you'll know
208 through employment law, you can't keep anyone on a temporary contract longer
209 than 23 months. So we've people who'll have to be laid off.

210 Respondent 2: The finance guy that's driving all of this has not thought it through. He
211 hasn't seen the consequences of what he's doing. We said it until we're blue in the
212 face: you can't just let this sit because there are people who will not have a job. You
213 can't re-advertise their jobs because their job just doesn't exist any more.

214 Respondent 1: It's a big mess. It's a big, big mess. And the other aspect from the
215 councils point of view is that along with everyone else in this leaner, thinner machine
216 that we have now...when I started in my position, there was 13 of us. There's now
217 7...3 people have been appointed above but they don't do a lot of the stuff that we
218 do. I cover 14 schools, that's one of my responsibilities. I also work with Creative in
219 Arts School Team. My workload is immense. Now I'm not complaining about that,
220 but I don't have time to do all this stuff as well. Now if you're asking an officer of any
221 level at all to this kind of preparation, it has to be allowed for within your workload
222 and it isn't. [Case Study 3] got a year to do this, but I'm part of [Council staff
223 member's] lean-machine! It's not been thought through either. That's something in
224 the future that has to be looked at: the capabilities and skills of the officers involved.
225 Now, we have learnt so much through this. I've learnt so much about finance, all
226 that kind stuff. I don't have a problem with that; it's been good for me in a lot of
227 ways. My skills are far bigger than what they were when I started thinking about this.
228 But, in terms of sanity and mental health it's been down the drain at all times
229 through this. It's like banging your head off a brick wall. I think the council has to
230 look at any of these things and as I said to one of my colleagues: if we have another
231 good idea, I don't want it.

232 Interviewer: How could the council improve the process?

233 Respondent 2: It's very simple, really. They have to put in place processes that serve
234 the people, not expecting people to serve the processes. Everybody, the employees.

Case Study 9 Social Enterprise Managers: Interview Transcript

235 Respondent 1: For example, we met with a group of three councillors totally
236 supportive of this. They would ask...they were excellent at asking stupid questions.
237 They said: we're going to ask stupid questions, because you'll get asked this. It was
238 great, and it made you go away and think: well I need to the answer to that
239 question. That was an excellent process. I had to produce a document for her; it was
240 the 'silly questions' document! And she handed it out to councillors! I was horrified!
241 But all these things were really helpful. This is part of the process. They did for us but
242 maybe they should have had others in the process so it was more joined up. It's not
243 joined up enough. There should be more...councillors are not really supposed to
244 interfere in operational matters. I think they got a row for that. So they backed off
245 then. We didn't hear anything else for a long, long time after that. Then it started to
246 be the chief exec of our line and this finance office that got involved, and our head of
247 service, and a quality standards manager who is absolutely behind this and can see it
248 completely. A lot of it's to do with the fact that his family have gone through with
249 music and he gets what it's all about. But I think that there needs to be a better...it
250 has to be...who is going to be leading this? Who are they going to have involved? I
251 think it should be set. If it's being done within the council they've got to make sure
252 they have all the boxes ticked: someone from finance has got to be in there, pain in
253 the neck or not, so they can't start asking awkward questions at the last minute; and
254 the HR support that's required as well; and a regular meeting with someone at the
255 top, who then actually doesn't get it. I think there has to be proper system set aside.
256 Respondent 2: What needs to happen as well, whatever processes are put in place
257 need to recognise the skills and knowledge of the people who are working there.
258 Now I only got to go to one meeting. I had an answer to every single question. I felt
259 very confident that regardless of what questions were asked, I could answer them. I
260 answered with, I think, quite a lot of confidence and did manage to sell it to every
261 person in that room. I was never asked to go to another meeting again. Now, the
262 cynical side of me again thinks: was it because I was too confident and perhaps
263 maybe didn't say some of the things he wanted me to say.
264 --Third sector approach--
265 Respondent 2: I don't think that some of the council officers understand that this
266 organisation actually exists. I think they think it's somehow theoretical and that only
267 when the council has made the decision to go down the third sector route would an
268 organisation come into existence. I know that's all of them and some of them do
269 recognise it exists, but there seems to be a kind of strange conceptual misplacement
270 going on. They think that if we say we're going to do it now, suddenly an
271 organisation will pop up from nowhere and take this on.
272 Interviewer: What was the general theme of the 'silly questions' you were being
273 asked?
274 Respondent 1: It was really basic: like will my child still get music lessons. It was
275 really basic stuff. Will we increase the fees, will they still as many lessons a year? You
276 know something? Parents and the public don't care who delivers something. They
277 don't care as long as they see their kids getting a good deal. It was all that kind of
278 stuff. We did a music review a few years ago now that highlighted that 27% of the
279 population is in Helensburgh, yet 27% of the music funding, for political reasons,
280 goes to Campbeltown because they've noisy councillors. So there would be more
281 pipe bands in Campbeltown. That was all about equalising the music services, giving

Case Study 9 Social Enterprise Managers: Interview Transcript

282 all the kids the chance no matter their geographic location. How do we field these
283 kind of questions? That's what the silly questions were about. Are we going to
284 increase the enormously. We said no, there may be a 5% increase.

285 Respondent 2: we were told we should cap it at 5%, but I thought it's not a
286 councillor's place to tell us to cap anything. By the way, there are lots of different
287 ways of charging people so they don't even notice you've put the fees up. I was
288 never given the opportunity to explain that the council can't do that. It has to make
289 money.

290 Respondent 1: That was one the things the Educational Management Team said. This
291 is a business. Just because it's a social enterprise doesn't mean it's not going to make
292 money. Social enterprise has to make money to thrive. So somebody would not take
293 this over without the confidence in their own business management and their ability
294 to make a business of it. They wouldn't send a bagpipe teacher to Tiree because it's
295 going to cost a fortune and you're not going to get the money back. So some of
296 these questions are spurious and you can actually see the lights going on: oh yes it's
297 a business and they will make money.

298 Respondent 2: And we can charge more for it. We can send a bagpipe teacher to
299 Tiree if we receive the tuition funding from the people there who use it. To be fair, at
300 the moment [Case Study 9] isn't a social enterprise; it's a SCEO. We have in place,
301 and this is where it starts to get quite interesting, the articles of association for
302 subsidiary trading company, which would sit underneath [Case Study 9] and pump
303 the money back in. We haven't done that yet because we don't have the money to
304 pay the legal fees to finish the process. Once that's in place then it truly does
305 become a social enterprise and it becomes even more interesting, because the
306 subsidiary trading company is not restricted in what it can do. Whereas [Case Study
307 9] is restricted to doing what it says on its purposes. All this stuff is in place and is
308 ready to go.

309 Interviewer: How interested were the council in the social aspect of [Case Study 9]?
310 Was that something that came up in the conversations?

311 Respondent 2: I don't think it was...was it ever mentioned?

312 Respondent 1: No.

313 Respondent 2: It's all been financially driven.

314 Respondent 1: It's all been financial. It's all been about the public face of the council,
315 so they can be seen to be supporting something that continues to deliver a service, if
316 not better, and they don't lose face.

317 Respondent 2: The way I put it to the music instructors the first time we talked about
318 this was that what the council are expecting is a better service for less money.

319 Respondent 1: The social impact aspect of it, for example the health and well-being
320 aspect of making opportunities available not just to young people but to the
321 community: people are not really interested in that unless they know about it. That's
322 not in any way to criticise the finance people. They've never been involved in that
323 kind of thing and they don't get it. They don't get the impact of people having
324 ownership of a group or that kind of thing. How a community-based organisation is
325 good for the community and is good for the health and well being of every person
326 that's involved in it: they don't get that either. Everybody's in so much of a hurry to
327 do their own job, the radar is not on that way. So that was never, ever talked about.
328 Some of the councillors were interested in that. They were interested in that. I think

Case Study 9 Social Enterprise Managers: Interview Transcript

329 it's because everybody's in such a hurry to do things in the council- I'm talking about
330 employees. They don't sit back and...they don't have time to sit round a table and
331 discuss things like we're doing just now. And that's a shame. It really is a shame.
332 Respondent 2: The other thing that was never mentioned was the whole quality of
333 experience aspect, for the kids. The one thing that I have been able to do in a very
334 small way was to radically change the kind of experience the kids get. What we used
335 to do in the traditional model was that they got plucked out of their class; they play
336 for half an hour, probably without anybody else; and then got put back in their class
337 again. What we did was brought kids into centres on a Saturday or after school. In
338 the case of the one in Helensburgh there was probably 110 kids coming in, spending
339 time together, playing with each other, getting involved. If you've got the right staff,
340 the quality of what the kids get out of that is markedly different from anything they
341 get in school. Not that there's anything wrong with what goes on in schools but it's
342 not school, it's more relaxed. The kids feel loved. That's the kind of thing I had hoped
343 people would start to focus on. But it's never been mentioned. It's never even been
344 looked at.

345 Respondent 1: One of the interesting things about this, going back to Tiree for
346 example. Tiree has a really interesting setup in that nearly all the kids in Tiree get to
347 play music because the community is involved in it. They've got community
348 members come in to do it and it happens after school, and they don't pay for it. It's
349 the way a community used to operate, that people gave their skills for nothing. But,
350 it's beginning to change because people are beginning to suggest that well, actually,
351 that music instructor gets paid and so everybody else should get paid. That's
352 causing...that begins to create niggles, and a new head teacher comes in and says:
353 well in my last school everybody had to pay for that. It's quite interesting watching
354 how that community aspect and the social impact is going to change by bringing in
355 centrally driven things. My point of view is, in the town that I live in it would really
356 good if there were things happening for people, there were things they could
357 members of and owners of and they could drive it forward.

358 Respondent 2: I think there's an obsession with things having to be provided free. I
359 don't think it's healthy. I think the people who can pay, should pay. Almost without
360 exception they are very willing to pay, so long as somebody else is not getting it for
361 nothing. I think it's becoming poisonous, the whole attitude of 'I should be getting
362 this for free'. It takes away from the whole experience. The parents feel involved
363 even simply by having to fork out the money and they will turn up more regularly.
364 They'll get the kids to turn up more regularly and they'll probably get them to take it
365 a bit more seriously as well. I think there's a whole other study needs to be done
366 here on the impact of this kind of culture, of 'it ought to be free'. There are examples
367 in the world where things are universally free because the governments have chosen
368 to put the money into it. But it costs an enormous amount of money. It's never going
369 to happen here. So the choice then becomes: either pay for it or it doesn't happen at
370 all. I'd personally rather it happened. One of the main reasons I tried to steer [Case
371 Study 9] down the road of having a subsidiary trading company was because the role
372 that I see [Case Study 9] having is to support the people who can't afford to buy in to
373 the services being provided. It works very neatly in that way, because the two things
374 bounce off each other. Obviously we're a long way off from that yet, but I still think
375 it's a do-able thing.

Case Study 9 Social Enterprise Managers: Interview Transcript

376 Interviewer: Do you think the project can still happen?
377 Respondent 2: I still think if this does happen, it will be revolutionary. It doesn't
378 happen anywhere else in Scotland. It exists down South, and very successfully in
379 some places. I just think it's a shame that we're still pottering around.
380 Interviewer: What kind lessons have you learned from this, and what advice would
381 give to someone in your situation?
382 Respondent 2: I'd have to say, make sure you've got the political support right at the
383 very start. Mind you, we thought we had that! But it waned. You need robust
384 political support, so that the councillors are going to make sure that these things are
385 driven forward and not allowed to drift. I suppose the technocrats, it's their job to
386 try and pick holes. But they need somebody behind that. We tried to do that but we
387 were not in a position to do it. So it needs somebody to keep it driving forward.
388 Without that it becomes very difficult. I think for me, that's the key thing.
389 Respondent 1: And getting the right group of people together at the beginning.
390 Making sure that you've got interest. We started this, and the next thing that
391 happened in my working life was the school estate stuff. There was the mess of this
392 massive school closure programme that made the council's name dirt. So this was all
393 muddled up with that as well. It's about giving whoever's doing it the time to do it.
394 Respondent 2: There is also the fact that when I first came into this job I was pretty
395 much allowed to make all the decisions myself. I was allowed to drive it in the
396 direction I thought was the right direction. That's all changed. You're not allowed to
397 decide anything now. There's corporate policy. You should be following the
398 corporate plan within the council. But that's why lots of these things are looking...so
399 they've got some independence and leeway to go, to develop things that aren't
400 necessarily council policy.
401 Respondent 1: We don't fit in square boxes. I told [Council Leader] that one day. I
402 said we don't fit in your square box. My life doesn't fit in a square box! Yours might
403 but mine doesn't! And the next time he came along he said: now [Respondent 1], I
404 know you don't like things that fit square boxes and you don't like forms.

Workshop 1 Feedback Session
University of Strathclyde, 1st May 2013

1 P1: We looked at the priority of sustainability impact and we prioritised into most
2 important to least important. What we tried to do was take things from a high level
3 and then scale it down to least important. As far as sustainability was concerned we
4 took it as a sort of city perspective. The most important things we see as a city or a
5 town. What things you *must* have in a city and then scaled down to what is *desirable*
6 within a city. So it all became a case of must-have as opposed to would like-to-have.
7 There was quite a lot of debate amongst us. What one person thinks is important is
8 not necessarily what another thinks is important. You'll have that same debate from
9 place to place. So what we thought were the most important things were obviously
10 the key things of any government of a country; and that's things like health, water,
11 education, and employment. As such we thought the NHS things were high on the
12 list here. And things like water, which is obviously a key thing for any... and so we
13 looked at various things from that perspective. We've gone from 'Increases access to
14 and improve quality of health and social care', 'Results in increased health and social
15 care in the community'...these are things that are the crux of society, or a town or a
16 city.

17 P2: Would you find those things very hard to measure though?

18 P1: Yeah albeit these are things we see as very important, they are extremely hard to
19 measure, as to what are a project, a scheme, a procurement that you're running and
20 how that actually results in better health improvement. Things like added value to
21 health and social care may be hard to measure, whereas things like reduction in
22 water consumption, as Dean demonstrated this morning, there are tools available
23 for measuring these sort of things.

24 P3: I think just add to that we had a similar discussion, but with regards to legality. A
25 lot of the stuff is nice added value but I wouldn't necessarily put in any kind of public
26 sector tender at this moment in time because legislation just doesn't allow us to do
27 that. So certainly a lot of the stuff, if I was doing a procurement tender, a lot of the
28 stuff that sits in the 'most important' wouldn't be in my tender as key requirements,
29 it would be in added values. That's key at this moment in time. If I put my
30 procurement hat on...if I take my hat off, then great lets put things in place to
31 improve the local landscape, more jobs and keeping money within Scotland. But,
32 certainly EU legislation doesn't allow us to do that. So I think that's an important
33 point that we mentioned earlier.

34 P1: We did actually put that down, such as things like 'uses local supply chains',
35 'using materials from local suppliers, including social enterprises'. Yes, these are
36 things that are currently trying to be promoted by the Scottish Government, and
37 certainly they are things that we'd like to have. But it's not must have when it comes
38 to procurement. At the end of the day, any government or any organisation,
39 whether it be private or public sector, are trying to get value for money when
40 they're running a procurement. If you're going to go to a local supplier who may not
41 prove value for money, then it's just unfortunate that that is the case. That was one
42 of the one's which we added, which was whole life costing during procurement,
43 which we believe is high importance regarding the monitoring of sustainability. We
44 tried to look at things differently. Things like 'Improves local town centres, including
45 heritage of buildings, access to amenities, and range of services'. While that might
46 not be considered that important, depending on the type of procurement you're
47 running- it could be the introduction of a new piece of infrastructure- that might be

48 a very important part and certainly it's a key aspect of the sustainability of a town or
49 a city when putting that piece of infrastructure in. Similarly for things like...we had
50 quite an unusual debate about encouraging the inclusion of stakeholders in the
51 process. While their decision relating to procurement is considered quite important,
52 certainly engagement in the sustainability assessment we felt was very important.
53 We believed that by engaging the community in something...it's the old, if you get
54 someone they take more responsibility and then it becomes part of their community
55 and they take more interest in it. Whereas if you come in and do it all yourselves,
56 nobody pays much attention or takes any sort of ownership. Then we discarded this
57 one, because we didn't know what it meant actually! 'Provides net gain of publicly
58 open space'.

59 P4: None of us could say what that meant.

60 P3: A lot of them are very high-level sustainability issues and I know it does depend
61 on the type of procurement you're doing. Where somebody felt that something was
62 most important, I would probably discard it, and vice-versa. It all comes down to
63 differences of opinion. It's all in perspective to what you're actually buying.

64 P5: What was your own card?

65 P1: That was whole life costing. We did have a debate. There was one we talked
66 about tourism, and then energy and how there is places whereby it can have
67 conflicting views. An example being the wind farm in Lewis, where albeit it's
68 providing energy to the island, it can affect tourism whereby you're removing the
69 tourism, as a place where people don't want to go anymore. So you then have that
70 debate and that comes into the effect of putting in the argument of the pros and
71 cons.

72 P6: I was interested to hear what you were saying as we took a different approach.
73 We looked at this as a construction project, rather than a public procurement
74 project. What we've tended to highlight is that as the most important and probably
75 easiest to record is what I would call our corporate social responsibility, our
76 community benefits, where we've been asked to provide something. This is where
77 we can provide it but you can't say you want it, in the procurement rules.

78 P3: That's only in public procurement: if I was private sector, then great I would be
79 able to do that.

80 P6: So there are certain things that a contract asks us to deliver as contractor and
81 that's we get scored on. It's quite interesting, there's 2 or 3...this one we had here,
82 others had it as well. If you look at it as a design issue, the fact that it has capacity to
83 mitigate changes, if I was looking at a sustainable design the first thing I would ask is
84 how do you minimise the energy consumption. So it's up here. If I was looking at
85 'what does the building need to deliver?', it would be down there. This is where I
86 think it is difficult to do it in isolation. If you said what is your sustainability impact
87 for a construction job in such and such a place, then you would have a different list
88 of answers to what we've got. But we've tended to look at local benefits up here.
89 We can directly record them, we can record how many people we employ, we
90 record how many apprentices we take on. Improving the town centre and socio-
91 ecological is harder to prove. That's we left these here. The hardest is probably the
92 benefits to rest of the community. The wee pink bank was quite interesting as well,
93 because you've got it at the bottom, we've got it most important. There's two
94 groups got it least important and two groups got it most important. But, again, I was

Workshop 1 Feedback Session
University of Strathclyde, 1st May 2013

95 looking at that as being...we're doing a health centre in Oban and a dental centre in
96 Oban- again Argyll and Bute- so our guys are living up there in a local B&B, they're
97 going to go to the local pub. There's subcontractors going up overnight and there's
98 also local guys working on the job. So that's the kind intangible benefits for the local
99 community. We were kind of the same as your group, with the touchy feely things.
100 The nice-to-haves as we called them. Again we looked at the construction side. The
101 benefits of how you actually...the quote is 'will lead to a decrease in water
102 consumption'. Now if you build a new school or a new plant, you're likely to add to
103 the water consumption. But if you replace something that's there with something
104 that's more efficient, you might lead to a decrease. So again it's difficult to say one
105 way or another. It's interesting what you said about consultation. You put
106 'consultation has been carried out with local communities and stakeholders'. That's
107 really important. We read this- and I think we might have been reading too much
108 into some of these- but read this: 'Stakeholders are encouraged to access
109 sustainability assessment and evidence of decision making process'. So I could turn
110 around and say that we encouraged everyone to do it, but nobody actually did it. So
111 it just depends whether you read too much into the question or not. You can say you
112 encouraged but did they actually do it, did it matter? The key one is the consultation
113 was actually undertaken. The two that we left out were interesting, because we're
114 maybe a bit risk averse, or gung-ho. But I left out 'Risk assessment has been carried
115 out'. To me, that doesn't mean anything. If it's been carried out, it's been
116 implemented, then you've done something about, or something has come out of
117 that risk assessment, and you've included that in what you're doing, it's important.
118 But the fact that it's been carried out really doesn't mean anything. And it's at what
119 stage, what relevance does the risk assessment come to. And the 'Plan B' we left out
120 as well. You don't normally go into a project with an alternative project if that one
121 doesn't work. You deliver this one. It might be later, it might be earlier, whatever,
122 but you've got one plan. I think that was certainly a different take on it from the
123 other group.

124 P1: I suppose the contingency plan as put in place as part of a procurement process,
125 if say you're doing a tender assessment, for instance. From the contracting
126 authorities perspective, and it turns out that you have a tie then it's useful to have in
127 place the contingency plan for addressing that tie. Having that within your
128 documents, before the documents go out instead of coming to the stage of having
129 the tie and then being in the scenario whereby 'well, what do I do now?'. Because
130 whatever I do is going to be classed as unfair for the person not taking the
131 procurement forward. Whereas if you'd had a plan or a contingency plan, whereby
132 in the case of a tie we will refer back to the quality assessment, then that will be...

133 P6: weighted on such and such.

134 P1: Yeah that's right.

135 P6: Yeah I think that's fair for a procurement process. We were thinking more as an
136 actual project.

137

138 P7: First thing to say is that we struggled, initially, to allocate these factors. In fact,
139 we realised that we couldn't throw any away, so we didn't discard any. We
140 concluded that they were probably all important factors in some cases and it
141 particularly depends on the context. So it's very difficult to say any of these were not

142 important. Somebody in the group would argue a case for each one, if we tried to
143 throw one out. The assessment very much depends on personal priorities and
144 background, as well as the context element. Because of this we thought that
145 anything that involves using this would need to have very robust evidence, so that
146 any decisions made on this was verifiable. There were a couple of things we thought
147 were missed out. One was partnership collaboration and co-production. It seemed
148 that the stakeholder involvement was rather passive; in the way it was represented
149 in all of these factors. We wondered whether the community stakeholders could be
150 more actively engaged in the decision-making. There were a couple of other
151 ambiguous cards. There was one about renewable energy use. Well, probably we'd
152 want to encourage reduction in energy use and generation of or provision of
153 renewable energy, so that would need to be split into two different factors. And a
154 couple of the cards seemed to have quite mixed themes. There was one about town
155 centre cultural heritage of buildings and access to services, which seemed three
156 things rolled in together and we didn't understand what the theme was there.

157 P8: It's quite interesting that...maybe give a scenario, or if you were a council
158 building a new school or something. The debate we were having among ourselves
159 was: is this something we can ask? But it doesn't matter if you can ask it or not.
160 We're trying for sustainable development, so what's your aspiration? What do you
161 think you would *like* your supply to chain to be? What's your ideal sustainable
162 building? What would you want? What could you ask?

163 P3: That's a good point. I think it's probably being realistic as well, and appreciating
164 the fact that we're not going to get all this. So in light of the current constraints we
165 have, what are the things that we *can* target now? What can we achieve and how
166 easy is it to achieve them? What ones should we park now until things do change?

167 P8: I think with some of them, community consultation...well actually already
168 happens within policy and laws. Is that then least important? Well actually no,
169 because there could be a danger that could come off the agenda. If a thing's
170 important, do we keep it in there?

171 P3: I think at this moment in time the toolkit is something can necessarily be used
172 outside of an organisation. I certainly wouldn't suggest using it at this moment in
173 time because it isn't legal, the questions and scope that is there. However as a first
174 starting point, it's good for opening up that discussion and debate.

175 P9: I think it's quite interesting how you looked at it as a contractor, what you could
176 do. Even if it's seen as a bit of a wish list of what could you. How much of this could
177 you fulfil? You were saying there's a whole pile of them quite easily you could do
178 that are straightforward, and then there's some aspirational things that you could be
179 working towards. I think even as an exercise, in sending that out to people would be
180 quite an interesting thing to see if that would help organisations. If you would get
181 something back: understanding where the difficulties are in terms of contracts and
182 stuff. And what's seen as important. And what's that least important thing? Some of
183 that stuff is out there already and is quite easily...people are offering it up all the
184 time. And that used to be the big thing came forward, is that we'll do the park or
185 we'll do this and that. That's now seen as a bit passé. Now we're saying we want
186 more than that, we want something a bit more meaningful than that.

187 P1: I found the exercise was probably looking at some aspiration. What do we want
188 to see? And then thinking about: is it legal, can we do it from a procurement point of

Workshop 1 Feedback Session
University of Strathclyde, 1st May 2013

189 view? Fine, though if we can't do it can we actually achieve what our aspirations are
190 through a different route? So it's then identifying if it's not through procurement,
191 can we achieve it doing something different? So it's worthwhile having that
192 aspiration there and having that...saying well, yeah that is important. Whether it's a
193 local supply chain...that is important. We'll not achieve it through a procurement
194 exercise but could we achieve that through some other means?

195 P6: I think a lot of the work we're doing now is coming through hub. You've almost
196 got a separate body now, one stage down from the local authority. We're
197 contracting with the hubco's. And that's all written in to what hubco have to deliver.
198 It's maybe taking it one stage away from the local authority. They're more directly
199 responsible for the procurement. Most of the framework stuff we're doing now,
200 community benefits and everything, is written in. We almost have to respond now
201 and say...if you give the client what they're asking for you're not going to score many
202 points. You have to overprovide. You have to say we will do more than the minimum
203 you're asking for us to provide. It used to be, years ago, it was – I don't mean it was
204 quite lip service- but there was no...it didn't go any further. It always went to a
205 tender stage and didn't go any further. But now, with the KPIs and building
206 assessment and all the rest of it, it's evidence based. So we have multi-programmes
207 and you have to almost say: 'we said we were going to do this, here's the evidence
208 that we've done it'. So it's a big role, a big part of our work now.