
Evaluation of CashBack Funded Activities

Working On Wheels

Update Report

June 2014

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Executive Summary

Executive Summary

ODS Consulting was commissioned by Working On Wheels (WOW) Scotland to evaluate their CashBack funded activities. Fieldwork was carried out between September and November 2013 and included a desktop review, interviews with staff and member organisations and case studies of WOW activity and support. In March 2014, we were asked to undertake an update of our original report. This report contains findings and figures as at March 2014.

CashBack for Communities is a Scottish Government programme which takes funds recovered from the proceeds of crime and invests them into free activities and programmes for young people across Scotland.

WOW Scotland supports member organisations to deliver mobile community services more effectively; and it delivers mobile community services directly. WOW receives funding from a number of sources, but this review has focused on the funding allocated from the CashBack for Communities programme.

WOW Scotland was allocated £150,000 over three years from 2011/12 – 2013/14. Over the first 2 years of the grant period there was an underspend of £10,955, which was withheld. The funding was intended to allow the expansion of advisory and support services for members and it was used to fund the full cost of the Director's salary, a part-time development worker in year one, and the full office costs and expenses of the Director in years two and three.

WOW Scotland is a member organisation, providing direct support to members through a number of activities. As of March 2014, there were 18 members in Scotland and another 178 around the UK. Members benefit from advice and support for their subscriptions. The figures for membership activity in the first quarter of 2013/14 indicate that WOW Scotland has met or exceeded its targets in almost all areas, including the number of new enquiries, and the number of visits to member organisations.

It was intended that CashBack funding would support membership development – as this was the focus of the organisation at the time of the grant award. However, as the organisation has shifted its focus more towards delivery, more of the Director's time has been focused on this area – rather than membership development.

PlayTalkRead is a Scottish Government initiative aimed at encouraging parents and carers to play, talk and read more often with their children. WOW Scotland was successful at winning the contract to run the Scottish Government's PlayTalkRead

campaign – designed to encourage parents and carers to play, talk and read more with their children.

WOW Scotland began the mobile element of the PlayTalkRead campaign in October 2011 with one bus, and a second bus was added in August 2012. It is the biggest project in which WOW Scotland is involved, with funding of £500,000 per year.

Since PlayTalkRead started in October 2011, the buses have engaged with a total of 75,000 parents, carers and children across Scotland.

WOW Scotland has piloted ideas which will raise awareness of mobile projects across Scotland. It introduced PlayBox in late 2013 and is working to develop a 'Social Return on Investment' analysis of another mobile project (Glasgow SOS bus) to demonstrate the value and impact of mobile projects.

Involvement in the PTR Campaign has meant that WOWs focus has shifted from being a membership organisation to playing more of a project delivery role since early 2012.

1. Introduction

About this report

- 1.1 This report sets out findings from our evaluation of the CashBack funded activities of Working On Wheels (WOW) Scotland carried out in November 2013, and updated by June 2014.
- 1.2 WOW Scotland commissioned us - ODS Consulting - to evaluate the activities and impact of the programme. Fieldwork was carried out between September and November 2013.

Purpose of the evaluation

- 1.3 This evaluation explores the impact of WOW Scotland's CashBack funded activity. It explores:
 - the intended outcomes of the CashBack funding;
 - the activities and outputs of WOW's CashBack funded areas of work; and
 - the impact of WOW's CashBack funded areas of work.

Method

- 1.4 This research involved four key stages. It involved:
 - **A desktop review** – We reviewed relevant information held by WOW Scotland, including quarterly monitoring reports submitted to Inspiring Scotland, funding and financial information, and newspaper articles and media coverage of their activities.
 - **Interviews with staff** – We held telephone interviews with WOW Scotland's Director and General Manager, and with WOW's Association Manager for the UK. We also spoke with the newly appointed Technical Manager in May 2014.
 - **Interviews with members** – We held telephone interviews with four member organisations.
 - **Case studies** – We developed three case studies of WOW activity and support, in different areas of their work. The case studies included PlayTalkRead; Adopt an Intern; and Glasgow SOS bus. The case studies involved a telephone interview with a representative of each organisation. Case studies are included as appendices.

- 1.5 We prepared discussion guides for use during our consultations, which we agreed with WOW Scotland.

2. About Working On Wheels

Introduction

2.1 This section sets out the purpose, context and history to WOW Scotland.

Background to Working On Wheels

2.2 Working On Wheels is the working title for the National Playbus Association (NPA). It works across the UK supporting mobile community work. It is a membership organisation, whereby members pay an annual fee to receive support and advice from WOW, as well as discounted rates on key services.

Working On Wheels: Mission

We will:

- improve quality of life for children, young people, families and communities experiencing social exclusion or living in isolated areas;
- support and develop mobile community services to meet local needs; and
- build the capacity of local communities to develop and sustain mobile services.

2.3 The National Playbus Association started out in 1969 when the first playbus was converted in Liverpool to provide a safe play area for children. By 1973 there were enough play buses to warrant the establishment of the NPA to represent the interests of mobile community projects. The first paid member of staff was employed in 1978 as the NPA was funded through the Department of Health. This led to headquarters being opened in Bristol, and an office established a few years later in Edinburgh.

2.4 In 2010, the association rebranded itself as Working On Wheels in order to reflect more accurately the range of work being undertaken by its members. WOW provides practical support and expert advice to almost 200 mobile community projects across the UK. The mobile projects cover a wide spectrum, including playgroups, youth groups, art groups, health education and support.

2.5 WOW provides the following services to its members:

- advice and support to individual projects;
- training;
- a telephone information service;

- technical support services; and
- good value insurance deals for members ensuring that premiums remain static for members.

- 2.6 WOW is a company limited by guarantee. It employs an Association Manager covering the whole of the UK and one member of staff based in Bristol. The majority of staff (18), however, are based in Scotland.
- 2.7 WOW is managed by a Board of Trustees, which meets on a quarterly basis to manage the national organisation. Each Trustee brings knowledge of mobile provision, and experience of running successful projects across the whole of the UK. The Board can offer guidance in relation to fundraising, governance, policies, good practice and networking.

Working On Wheels Scotland

- 2.8 WOW Scotland is a registered charity. It supports member organisations to deliver mobile community services more effectively; and it delivers mobile community services directly. There is an Oversight Committee which operates in Scotland to oversee the direction of WOW Scotland. This is made up of people who work within the voluntary sector and professionals. This committee meets four times a year, with one member reporting back to the national board.
- 2.9 WOW Scotland has three main sources of funding. It receives funding from the CashBack programme – which this evaluation focuses on. It also receives funding from the Scottish Government to deliver the PlayTalkRead campaign (see section 5 for more detail). This project was allocated funding of £500,000 annually, since 2012.
- 2.10 WOW Scotland has also received £90,000 from the Scottish Government Strategic Partnership Fund, over two years. This money is used to fund an office manager and two development workers. It is also being used to fund a Social Return on Investment analysis of one mobile project run by a member organisation – the Glasgow SOS Bus – in conjunction with the Glasgow Council on Alcohol. (See section 4 for more information).

- 2.11 WOW Scotland also generates its own funding by charging membership fees, brokering fleet insurance to members and undertaking fundraising activities. There are plans to generate more funding for the organisation by potentially undertaking road-show events for businesses.

“We found that by working with charitable and commercial organisations, we could facilitate their mobile projects and generate income.”

Staff member

WOW Scotland Activities

- 2.12 WOW Scotland carries out three main types of activity. It:

- builds capacity to develop and deliver mobile services across Scotland;
- pilots flagship demonstration projects; and
- partners with organisations to directly deliver mobile services.

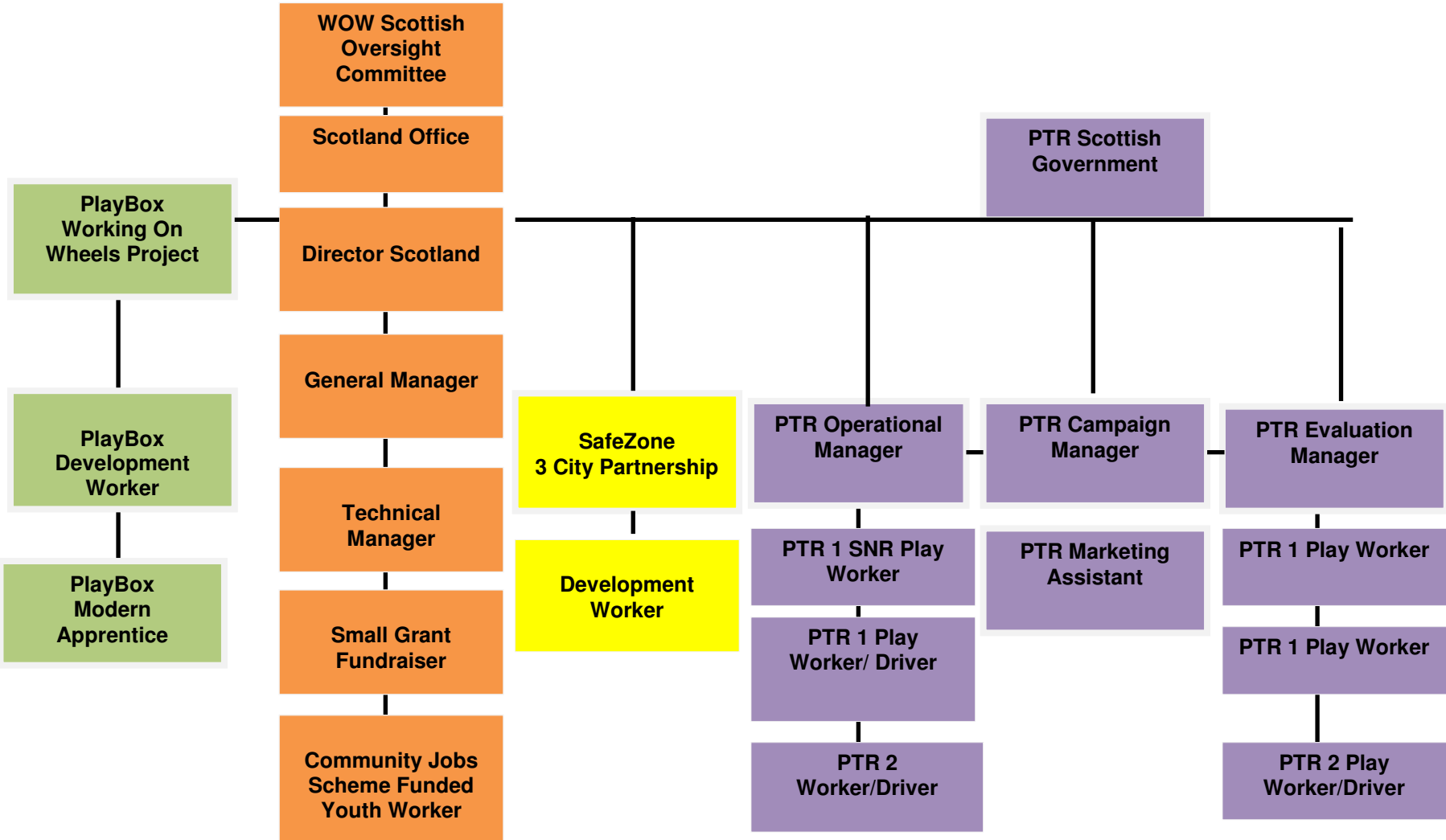
CashBack funding

- 2.13 CashBack for Communities is a Scottish Government programme which takes funds recovered from the proceeds of crime and invests them into free activities and programmes for young people across Scotland. CashBack has now expanded beyond sporting and recreational activities to include culture, early years, mentoring, community projects and activities for young people aged 10 to 25.
- 2.14 WOW Scotland was allocated a total of £150,000 over three years from the CashBack for Communities fund, from 2011/12 to 2013/14. In 2011-2013 there was an underspend of £10,955 which was withheld.
- 2.15 This funding was intended to build the capacity of WOW Scotland to support mobile community work across the country. It was intended to allow the expansion of advisory and support services for members – therefore enabling many of Scotland’s communities to be provided with leisure, educational and social facilities that do not exist in their localities.
- 2.16 It was also a condition of the CashBack grant that WOW would promote and develop awareness of converted containers (PlayBox) across Scotland.

Staff funded by CashBack

- 2.17 Overall WOW Scotland employs 18 staff members. The CashBack grant offer letter clearly specified that the funding would be used to support:
- 14 hours of the salary cost of the Scottish director, and a part time Development Worker in year one (2011/12);
 - the full cost of the Scottish director's salary in years two and three (2012/13 and 2013/14); and
 - full office costs and expenses for the director in years two and three.
- 2.18 The director's salary was fully funded as part of the grant from April 2012 to March 2014. In 2011/12, CashBack funded a part-time Development Worker who had come to the organisation as an intern through the Adopt an Intern programme and was responsible for collating the report of WOW Scotland activities for CashBack. None of the other staff members are currently funded through CashBack.
- 2.19 As of March 2014; 10 staff members are directly responsible for delivery of the PlayTalkRead campaign, and their posts are funded by the Scottish Government's grant with WOW Scotland to deliver this campaign. This includes a Campaign manager, an Operational manager and an Evaluation manager for PlayTalkRead, as well as a marketing assistant, play workers and drivers.
- 2.20 The remaining staff are funded through a combination of national funding, and funding received from the Strategic Funding Partnership. This includes a Technical manager, Small Grant Fundraiser, a Youth Worker funded through the Community Jobs Scheme, a Development Worker and modern apprentice specifically for the PlayBox initiative, and a development worker for the SafeZone initiative.
- 2.21 Figure 1 on the following page shows the staff structure of WOW Scotland as of April 2014.

Figure 1 Staff Structure 2014/15



3. Intended Outcomes

Introduction

3.1 This section sets out the outcomes WOW Scotland intended to work towards on receipt of the CashBack funding.

WOW ethos

3.2 Generally, WOW Scotland works towards a vision of thriving communities, where people of all areas can access the services and opportunities they need in their area. It operates to three main values, set out below.

WOW Scotland Values

- We believe in social inclusion and the vital role of accessible service in enabling disadvantaged people to have a good quality of life.
- We believe in early intervention and the vital role of accessible service in identifying problems and acting quickly to prevent escalation and crises.
- We believe that social disadvantage arises from poverty, inadequate service provision, limited access, territorialism and exclusion.

3.3 WOW Scotland aims to support children, young people, families and other community members to benefit from engagement in positive activities that develop their interests and skills. It recognises that those living in challenging or difficult circumstances may have limited opportunities to be involved in positive activities in their communities, and may be at a higher risk of becoming involved in anti-social behaviour or criminal activity. WOW Scotland's intention is to provide leisure, educational and social facilities to communities where such facilities do not currently exist.

Intended outcomes of CashBack funding

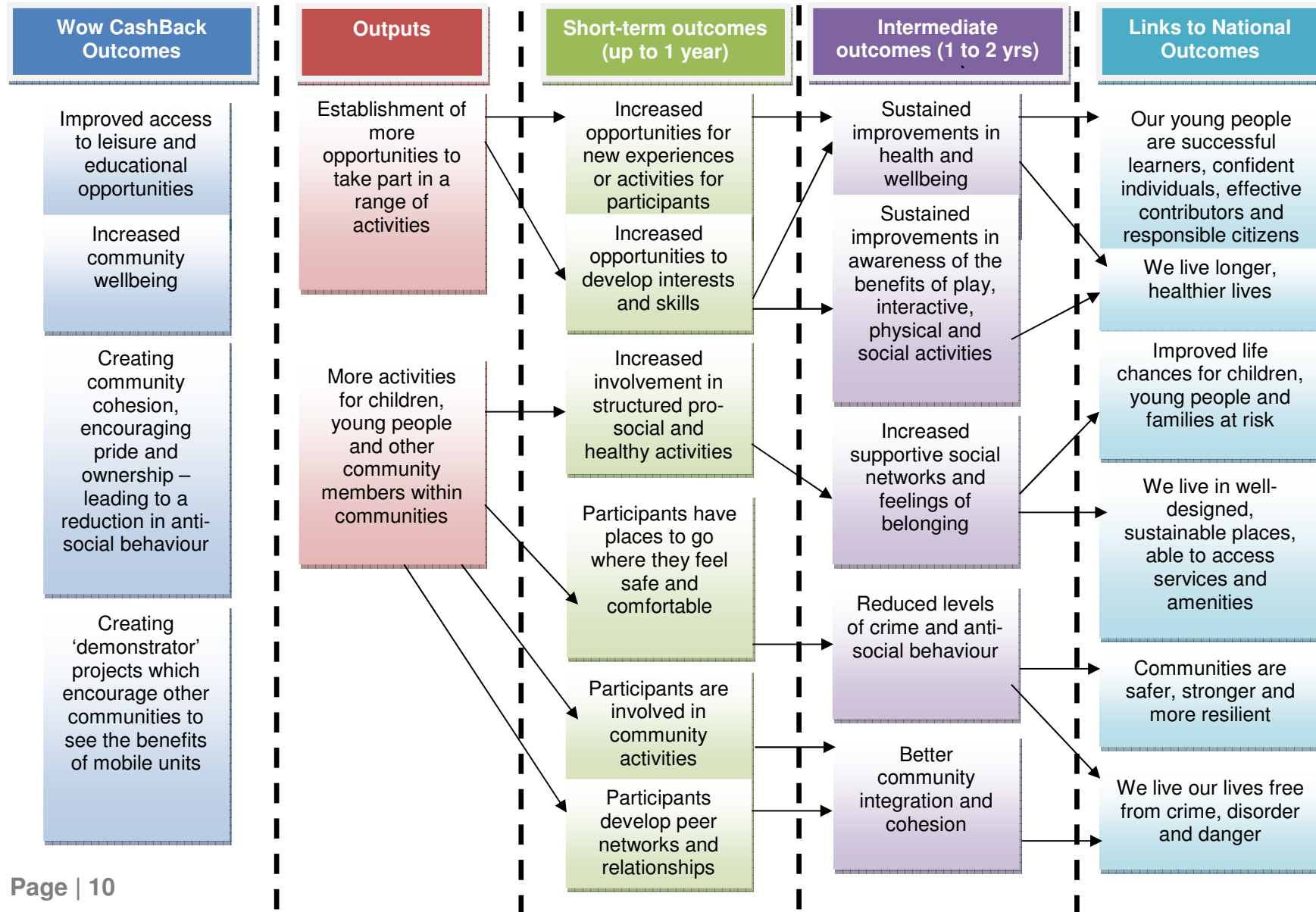
3.4 The CashBack funding was intended to support WOW Scotland to achieve its aims, working in line with its ethos and values. WOW Scotland agreed that the CashBack funding would be used to work towards achieving four key outcomes (set out in the CashBack grant letter in 2011). These four intended outcomes are:

- **Improved access for young people to leisure and educational opportunities** - measured by the number of facilities provided and the level of participation by young people.
- **Increased community wellbeing** - by reducing communities' isolation from services due to distance and poor public transport from community facilities.
- **Greater community benefits** - creating community cohesion, reaching disadvantaged families, encouraging community pride and ownership leading to a reduction in anti-social and criminal behaviour.
- **Creating projects that are capable of being used as 'demonstrators'** - encouraging other communities in Scotland to see the benefits available through such mobile units and increase the number of mobile services.

3.5 These intended outcomes can be clearly linked both to the overall intended outcomes of the CashBack programme, and the Scottish Government's national outcomes – set out in its National Performance Framework. A logic model linking WOW Scotland's intended outcomes to CashBack and the national outcomes is provided as Figure 2.

3.6 We developed this logic model based on the information available about WOW Scotland's intended outcomes. It clearly shows that the activity funded through CashBack has the potential to strongly contribute to national outcomes.

Figure 2: CashBack Logic model – Linked to WOW Scotland Intended Outcomes



Intended outputs

- 3.7 In order to meet their intended outcomes, WOW Scotland, through consultation with Inspiring Scotland, established a number of outputs that would help to measure progress against these outcomes. For WOW these are based around creating opportunities for children, young people and members of the community accessing a range of activities.
- 3.8 Progress against these outputs is measured quarterly in a 'Balanced Scorecard' submitted to Inspiring Scotland. This was introduced in 2012. There is good quality information for 2013/14 with WOW Scotland recording its activities against its targets for this time period. This information was not fully recorded for the years 2011/12 or 2012/13 and there is little or no information about the activities of WOW Scotland during this time. The involvement of Inspiring Scotland has enhanced the collection of quantitative data.

Updated outcomes

- 3.9 WOW have also been working towards new outcomes as set out by the CashBack for Communities logic model (2014-17). These included all of the short term outcomes appearing above in Figure 2, with the addition of:
- Increased participation in positive activity.
 - Participants demonstrate new skills and positive changes in behaviours.
 - There is increased community interaction.
- 3.10 WOW continues to work towards all of the intermediate outcomes from Figure 2, but with the addition of:
- More participants progress onto further learning, training and personal development opportunities.
- 3.11 Since this initial report in November 2013, WOW has continued to work with Inspiring Scotland to measure their achievements through the Balanced Scorecard, producing a richer body of evidence.

4. Building Member Capacity

Introduction

4.1 This chapter explores the CashBack funded activities WOW Scotland undertakes, specifically in relation to building member capacity to develop and deliver mobile services.

WOW Scotland members

4.2 Working On Wheels is predominantly a ‘member organisation’. Members pay a subscription for annual membership¹. As of March 2014, there were 18 members in Scotland, and another 178 around the UK. Table 1 shows the breakdown of members by project type, organisation type and their membership with WOW Scotland.

Table 1: Profile of WOW Scotland members

	Project Type	Organisation Type	Membership Type
1	Playbus	Voluntary	Full Member
2	Playbus	Voluntary	Full Member
3	Youth; Community; Family	Voluntary	Full Member
4	Youth; Community	Voluntary	Full Member
5	Other	Voluntary	Associate Member
6	Youth; Faith, Community	Voluntary	Associate Member
7	Playbus	Voluntary	Reciprocal
8	Community	Voluntary	Associate Member
9	Playbus; Youth	Voluntary	Full Member
10	Community; Arts	Statutory	Full Member
11	Community	Voluntary	Associate Member
12	Faith	Voluntary	Associate Member
13	Playbus; Community; Youth	Voluntary	Full Member
14	Youth	Voluntary	Full Member
15	Playbus; Community	Commercial	Associate Member
16	Playbus	Commercial	Associate Member
17	Community	Voluntary	Associate Member
18	Other	Statutory	Associate Member

4.3 A large number of WOW Scotland’s mobile projects have a ‘community’ focus – with nine of the member projects stating this was the focus of their activities. Similarly, seven of the projects describe themselves as ‘playbuses’ aimed at younger children, while five projects have a ‘youth’ focus.

¹ Voluntary organisations pay £129 a year; statutory organisations pay £215; and commercial organisations pay £346.

- 4.4 The vast majority (14 mobile projects) were voluntary organisations; two were commercial projects and two registered members were statutory organisations.
- 4.5 WOW Scotland offers different levels of membership to projects. As of March 2014 there are eight full members, nine associate members and one 'reciprocal' member (who does not pay for membership, and in turn, WOW has been given free membership of this organisation). WOW has also introduced a new rate of membership for people who do not require insurance, so as to encourage membership.
- 4.6 For their subscription, members receive the following benefits.
- **Information and advice** – WOW staff are available to speak to members directly and offer advice and support to organisations. This includes, for example, fundraising, evaluation, staffing and policies, social media, PR and training for drivers.
 - **Regular updates** - WOW members receive regular newsletter updates, with discount on WOW publications, as well as social media releases.
 - **Getting started** – WOW can help members to source vehicles, help with discounted parts and equipment and provides a full design service (see below).
 - **Project evaluation and informal consultation** – WOW can undertake an objective analysis of the mobile project and provide advice about the next steps.
 - **Project support visits** – WOW can provide one-off visits to member organisations to observe them in practice. This allows WOW an insight into the mobile project and means advice and support can be better tailored to the project.
 - **Provision of drivers** – WOW can supply drivers for mobile projects. Currently WOW Scotland is supporting a mobile museum project in London that received the donation of a bus, but no driver. WOW Scotland seconded a driver to work with this project until Christmas 2013. WOW also offer driver training and PVG processing to ensure drivers are able to work with children and vulnerable adults.
 - **Promotion and advocacy** – As a member organisation, Working On Wheels promotes the work of its members to a national audience.
 - **Networking** - WOW coordinates and links up members to promote partnership working and the sharing of good practice.
 - **Reduced fleet insurance** – WOW has a long-standing relationship with an insurance company, which understands the particular nuances of providing motor and liability insurance cover for Play and Community

Bus organisations for many years. Members can also benefit from a national breakdown service membership.

- 4.7 In addition to providing direct support to members, WOW Scotland also supports members collectively through activities such as:
- gathering evidence of the value of mobile projects;
 - working with a cross section of projects to form case studies of their impact;
 - disseminating findings and making a case for further funding;
 - help to establish Social Return on Investment (SROI) projects; and
 - providing graduate internships for students looking to experience work in the voluntary sector.
- 4.8 In February 2014, WOW Scotland took on a new Technical Manager with a background in vehicle maintenance with over 50 years experience of working in the bus industry. WOW members are now able to benefit from the Technical Manager's wealth of experience in bus maintenance, as well as his ability to source vehicles or bus parts at considerable savings, through his network of contacts.

Additional member services

Working On Wheels offers members a complete and comprehensive design service – which is independent of any converter organisations. The Technical Manager offers a personal service working with clients to discuss requirements and the feasibility of the project. If the vehicle has already been purchased, the Technical Manager will spend time examining the vehicle, establishing any repairs that might be required. If the vehicle is still to be purchased, the Technical Manager can also help with sourcing a suitable vehicle. This individual service can also be helpful in establishing how the vehicle will be operated once it is in service as this may influence the selection of certain systems incorporated during conversion.

Using computer-aided drafting, Working On Wheels will produce draft layout diagrams for consideration by the client before a detailed, written specification is prepared which includes instructions for construction, fixtures and fittings, materials to be used and the safe installation of systems.

The Technical Manager can also offer a conversion management service whereby the Technical Manager would oversee the works being undertaken to your vehicle to ensure that all the specifications are met. This would include up to six visits to the workshop over several months until the completion of the vehicle.

Once the mobile project is in operation, the Technical Manager is still on hand to

offer advice on vehicle maintenance, discount for generators, batteries and tyres and ongoing support to diagnose any mechanical faults.

Summary of membership activity

4.9 WOW Scotland introduced a new performance monitoring framework in 2012 with support from Inspiring Scotland. This is to assist WOW Scotland to report on its CashBack funded activities. Information from this 'Balanced Scorecard'² in table 2 below provides an indication of the level of activity around membership for the year 2013/14.

Table 2: WOW Scotland member activity – 2013/14

Measure	Quarter 1 - 2013 / 14		Quarter 4 - 2013 / 14		Annual Cumulative Figures - 2013 / 14	
	Target	Actual	Target	Actual	Target	Actual
Number of Member Organisations	16	16	16	18	16	18
Number of visits to Member Organisations	4	5	4	12	16	32
Number of new enquiries regarding potential mobile delivery projects	3	6	3	5	12	18
Number of interactions from new enquiries regarding potential mobile delivery projects*	/	24	/	76	/	440
Number of interactions for existing enquiries regarding potential mobile delivery projects**	/	/	/	12	/	249

*WOW stated it was impossible to set targets for the number of interactions from new enquiries as they do not market or proactively seek new members. Actual figures are based on WOW being approached by member organisations.

**There are no targets set for the number of interactions for existing enquiries.

4.10 This chapter explores, in more detail, performance in relation to targets. However, as the information is only available for a six month period – and to add a richness to the understanding of WOW Scotland activities – we have supplemented this quantitative information with qualitative views, experiences and case studies.

“We can’t summarise Working On Wheels in numbers. We have a lot of softer outcomes and great anecdotal evidence.”

Staff member

² Balanced Scorecard, compiled by Working On Wheels, April 2013– March 2014.

New members

- 4.11 The balanced scorecard shows that two new members have registered since quarter 1, taking the total members to 18 by March 2014.
- 4.12 WOW Scotland recorded 18 new enquiries regarding potential mobile delivery projects – six more than had been anticipated during the year. These new enquiries led to over 400 ‘interactions’ with mobile projects. The very large numbers recorded in the balanced scorecard include telephone calls and visits with partner organisations in order to get the SOS buses set up in two new cities.
- 4.13 WOW Scotland staff indicated that members tend to find out about WOW through social media channels, including WOW’s own website. Word of mouth also plays an important part in sign-posting organisations to WOW. For example, some members had heard about WOW through insurance companies, and through other voluntary sector contacts.
- 4.14 When organisations approach WOW Scotland, staff aim to sign them up as members if relevant – even if the idea is in the very early stages. However, WOW Scotland does give support and advice to projects which have not signed up to the membership scheme.
- 4.15 A key reason for organisations becoming members of WOW is to access good value fleet insurance. The results of the national member survey confirm this, with 74% of respondents stating this was the reason for joining Working On Wheels.

“Primarily, the members benefit from fleet vehicle insurance which saves them a fortune. Without this insurance, the running costs for the members would be three times what they are now, but because we have a long term record with the insurance company, they get preferential rates.”

Staff member

University of West of Scotland – new member

WOW was approached in December 2013 to help the University of the West of Scotland source a mobile unit to allow them to undertake outreach work. The University wanted to be able to advertise its courses and encourage people to undertake distance learning. WOW's technical manager was able to find a bus that was already fitted to their requirements, with very low mileage and at a significantly lower price than the University would have been able to source themselves. The bus is currently being re-branded and will be ready to attend the Commonwealth Games in Glasgow to attract new students.

Advice and support

- 4.16 The Balanced Scorecard also indicates that WOW Scotland staff have provided intensive support to some member organisations by undertaking visits during 2013/14. Eight project visits had been planned during the first two-quarters of 2013/14, but more intensive support was required from Glasgow SOS bus, in order to set up two new buses, resulting in a total of 32 visits over the course of 2013/14.
- 4.17 WOW Scotland has established itself as a source of information and advice for organisations starting up mobile projects, and projects that are well established. Advice is generally sought by members in the early stages in the life of their project, to help design the buses and to get the projects started. A survey of members³ all over the UK was undertaken in 2012, and identified that specific mobile-related advice (45%) and project delivery advice (38%) were common reasons for wanting to become a member of WOW.
- 4.18 We spoke to a small number of members as part of this evaluation. Members highlighted that when they first signed up as members, WOW Scotland was very proactive in contacting them, making arrangements to visit the project and to find out more about how they operate and what their aims were. This helped to build relationships between project and WOW Scotland - making it easy to ask for advice and support.

“We can call WOW anytime for advice.”

Member organisation

³ Working on Wheels Member's Survey Results, September 2012, n=80

Youth Bus, Edinburgh

This project works with teenagers offering diversionary activities. It has been in operation for ten years. The Youth Bus is a direct response to the lack of activities for young people in this area. Lothian Buses donated the bus. The Youth Bus operates four nights a week; visiting a different area each night of the week. Repeat visits to those same areas will be made over the following weeks. Venues for the bus are decided in a number of ways, for example through forum meetings and direction from the Police.

The bus is split into two parts. The top half is a seating area, with cushions and a TV where young people can watch films and chat. The bottom half is a work area, with laptops, a craft area and a kitchen. In a session young people will do a number of things including having food, working on laptops, having educational discussions about alcohol, drugs, employment etc. The young people decide the programme. All of the staff are trained youth workers with a wide range of skills sets.

Working On Wheels have been involved with the Youth Bus since the beginning and helped to draw up plans for converting the bus into the youth space. WOW Scotland shared best practice regarding mobile projects and helped them to decide what would, and would not work.

“The Youth Bus was a lot of money to fund, so we couldn’t afford any mistakes. WOW was very good at providing the right advice and information so we avoided any mistakes.”

Since starting out ten years ago, the Youth Bus has a different relationship with WOW Scotland. WOW is much less hands-on than it was previously *“we don’t need that much help now”*.

WOW Scotland continues to provide the fleet insurance.

“We contacted WOW for advice on setting up a mobile youth bus within our rural community. (They) were extremely helpful and knowledgeable in what options would be best for us, where we could look for funding and how best to manage the project.”
Member organisation, from Business Plan 2012-15

- 4.19 Members also said that WOW had made a difference to their organisation. In one case, the project reported that WOW Scotland had helped them to take their business forward ‘on a national level’, making it easier for communities to access the service.

“Since we started working more closely with WOW; they have brought us to the attention of the Scottish Government. WOW have the contacts at national level and without WOW we would not be considering national work.”

Member organisation

“We would have been working towards the same goals, but without WOW, we would not be as far forward.”

Member organisation

Intensive support

4.20 WOW Scotland also provides ongoing, intensive support to members. For example, in November 2013, the director was providing intensive support to the Glasgow SOS Bus.

Intensive support to member organisations

Glasgow SOS Bus worked with WOW when the project began in 2011. The project is managed by Glasgow Council on Alcohol (GCA).

GCA first heard of WOW in 2011 through the SOS Bus based in Luton. GCA approached the Luton project for advice about setting up a similar mobile project. Luton SOS bus sign-posted GCA to WOW Scotland.

Since their initial set up, GCA have maintained regular communication with WOW Scotland and the director now sits on the Steering Group of the SOS bus. WOW Scotland has provided support, advice and guidance to Glasgow Bus, by undertaking a series of project visits, providing intensive support. GCA described their relationship with WOW as “very close”.

GCA indicated that they wished they had been in contact with WOW at an earlier stage in the development of their mobile project, as advice on their bus conversion would have been useful.

“WOW has been a wealth of support and information for us.”

4.21 Since November 2013, WOW Scotland has taken on a considerable role working with the SOS bus concept and creating a new project called Safe Zone. An SOS bus is now in operation in Dundee, Edinburgh and Glasgow. The buses provide first aid and medical facilities as well as a safe place to be for people out in these city centres.

- 4.22 Police Scotland and Scottish Ambulance Service personnel work with volunteers from a range of charity groups, including the Red Cross to keep people safe when they become vulnerable – through substance abuse, or consumption, injury, domestic abuse or other emotional distress.
- 4.23 The buses operate between 10pm and 4am and provide an initial place to support those who might otherwise end up in police custody or Accident and Emergency.
- 4.24 The buses are funded in partnership between Police Scotland, the Scottish Ambulance Service and Scottish Government. WOW Scotland is the lead agency and coordinates the buses. WOW Scotland holds the bulk of the funding and is invoiced by the other charities for their work. The other charities include the British Red Cross, Crew 2000, and Tayside and Glasgow Councils on Alcohol who are heavily involved in supporting the venture, as are the local authorities of Dundee and Edinburgh. The service is also backed by the Scottish Fire and Rescue Service.
- 4.25 Following a successful pilot period, WOW Scotland is seeking funding to continue the Safe Zone project for the next five years. It is estimated the project will require almost £300,000 to continue to operate in the three locations for the next five years.

Level of focus on membership activities

- 4.26 The figures for membership activity in the first quarter of 2013/14 indicate that WOW Scotland has met or exceeded its targets across almost all areas. The exception is the number of new member inquiries in the second quarter of 2013/14, which fell one below target.
- 4.27 However, the targets set for WOW Scotland could be described as not particularly stretching, particularly given the amount of CashBack funding received. Initial targeted outputs have been conservatively reflecting the shift in emphasis from membership services to delivery of other programmes, in particular PTR. Discussion with WOW staff confirms this. The director emphasised that activities, which were undertaken in the past – such as a member conference – “fell by the wayside” as there was “not so much demand for them anymore”.

“Interaction with members is limited.”

Staff member

- 4.28 Our consultations indicated that WOW Scotland was shifting from being primarily a membership organisation, to becoming a delivery vehicle for mobile projects. A major reason for this is the award of the grant to deliver 'PlayTalkRead' across Scotland, which happened shortly after the award of CashBack funding (April 2012). This was a major piece of work for WOW Scotland, and has in some ways diverted attention and activity towards delivery rather than membership support.
- 4.29 The Scottish director felt that WOW Scotland was "not member focused anymore" and was moving towards "a project delivery" way of operating. Since April 2012, the Director has invested significantly more time in piloting new ideas and direct project delivery.

Piloting new ideas

- 4.30 One of WOW Scotland's key activities is to pilot and promote new ideas. It has recently done this in three main ways. Firstly, it has developed a partnership approach to promoting play using shipping container spaces (PlayBox). Secondly, it has worked to develop evidence about the social, economic and environmental benefits of mobile community projects – through working with a member organisation to undertake a Social Return on Investment analysis of its work. Thirdly, WOW has worked with Police Scotland and the Glasgow Council on Alcohol to expand the SOS bus concept into other areas. These approaches are explored in more detail below.

PlayBox

- 4.31 PlayBox was officially launched in October 2013. It aims to give children the opportunity to express themselves through self directed play. WOW Scotland worked with Edinburgh City Council and Gilmerton Community Centre to pilot the first PlayBox in Gilmerton, Edinburgh. This was very successful and as at March 2014, there were five playboxes in schools across Edinburgh. There are plans to replicate the idea in communities nationwide and WOW Scotland is currently (April 2014) pursuing continued funding for PlayBox from the Scottish Government.
- 4.32 PlayBox works on the same premise as a mobile bus, but takes the form of a 30ft shipping container – a "low cost, high impact" method of delivery. The shipping containers can be customised – in the same way as a bus - by WOW Scotland.

- 4.33 WOW Scotland contacts schools and nurseries to invite children to come and use the PlayBox. The PlayBox is split into two sections; an arts and crafts area and a storeroom. Children can use the PlayBox in whatever way they choose. Feedback from WOW Scotland reports that during its first weeks of opening over 700 children used the PlayBox and there has been continued interest from local schools and nurseries.
- 4.34 There are further plans to have a vehicle through which PlayBox could offer outreach work; taking a mobile version of the PlayBox to different communities and there are plans to work directly with schools to establish their own PlayBox within the school grounds. WOW Scotland has already received calls from schools looking for quotes for setting up their own PlayBox.
- 4.35 WOW Scotland has purchased a website entitled 'partnerships in play' with the view to create a 'sharing space' for PlayBox projects to communicate with one another and ultimately share information and resources across the sector. A 'scrap-store' will encourage sharing of materials across schools and groups/

Social Return on Investment - Glasgow SOS Bus and SafeZone

- 4.36 A member of staff from WOW Scotland worked in partnership with the Glasgow SOS bus (run by Glasgow Council on Alcohol) until the end of November 2013 on a Social Return On Investment (SROI) - a tool to help demonstrate the social, economic and environmental impact of projects.
- 4.37 SROI is a way in which an organisation can look at what it does, measure the difference that activity makes to people's lives, and tell a robust story about that difference or impact. It uses financial comparators or 'proxies' to report on the impact made.
- 4.38 Scottish Government analysis estimates the cost of alcohol misuse on society ranges between £2.48 billion and £3.56 billion in 2007/08 prices⁴. The cost to society and the burden on emergency services is significant. SOS bus Glasgow has helped over 1,000 people since its inception by providing alcohol support and first aid.
- 4.39 The results of the SROI suggest that for every £1 of investment in SOS bus Glasgow, the estimated social return is £9.34 – a significant social return.

⁴ <http://www.scotland.gov.uk/Publications/2009/12/29122804/0>

- 4.40 WOW Scotland has since worked closely with partners to expand the SOS bus concept into Dundee and Edinburgh (in December 2013). Police Scotland described this input as “invaluable” as WOW Scotland sourced the two vehicles, refurbished them, and attended meetings with Police Scotland to explain the concept to colleagues.

Summary

- WOW Scotland is predominantly a member organisation. As of March 2014, there were 18 members in Scotland, and another 178 around the UK.
- Members benefit from advice and support for their subscriptions as well as support visits and promotion.
- Members reported positive feedback on WOW in terms of their knowledge and expertise – although many members did not maintain regular contact with WOW. Members mentioned the good value fleet insurance that WOW can broker for them as a key benefit of their membership.
- The figures for membership activity in the first quarter of 2013/14 indicate that WOW Scotland has met or exceeded its targets across all areas.
- WOW Scotland continues to promote new ideas, such as the PlayBox concept, which uses shipping containers as play areas for communities.
- WOW Scotland worked with partners to expand the SOS Bus concept into two new cities (Dundee and Edinburgh). Analysis, completed by WOW suggested that for every £1 of investment in SOS Bus Glasgow, the estimated social return is £9.34.

5. Project Delivery

Introduction

- 5.1 This section discusses the projects that WOW Scotland is directly involved in delivering, and the outcomes these projects have met. This evaluation specifically focuses on CashBack funding. Originally, it was intended that CashBack funding would support membership development – as this was the focus of the organisation at the time of the grant award. However, as the organisation has shifted its focus more towards delivery, more of the Director's time has been focused on this area – rather than membership development.
- 5.2 This chapter therefore briefly explores the broad outcomes achieved by direct delivery of WOW Scotland projects, and how these link with CashBack intended outcomes. It is not, however, intended to provide an evaluation of the projects that WOW delivers, as these will be subject to other evaluative processes.

PlayTalkRead (PTR) Campaign

- 5.3 PlayTalkRead is a Scottish Government initiative aimed at encouraging parents and carers to play, talk and read more often with their children. The PlayTalkRead campaign had been running previously with the Scottish Government hiring a marketing agency to deliver the project. As this contract was coming to an end, Working On Wheels successfully negotiated the PTR contract with the Scottish Government.
- 5.4 WOW Scotland began the mobile element of the PlayTalkRead campaign in October 2011 with one bus, and a second bus was added in August 2012.
- 5.5 PlayTalkRead forms the largest part of the day-to-day running of WOW Scotland. It is the biggest project in which WOW Scotland is involved, with funding of £500,000 per year.
- 5.6 WOW Scotland substantially expanded its staff team to deliver the PlayTalkRead campaign. There are currently six play-workers, three of which are also able to drive the PlayTalkRead buses, and three managerial staff (a campaign manager, evaluation manager and an operational manager) supported by a marketing assistant.
- 5.7 It is the campaign manager's role to liaise with each local authority area to arrange dates and venues for the PlayTalkRead bus to visit. Since WOW

Scotland took over the running of the project; it established a Steering Group in each local authority area. This group includes representatives from health, education, and social work – all experts in Early Years. They meet with the campaign manager to secure dates and venues for the bus to visit. Each local authority uses the bus differently and the steering group helps to ensure the local authority get the most out of the visit.

Activities

5.8 The main objectives of the PlayTalkRead grant were to:

- manage all staffing, expenses and maintenance;
- visit all Scottish health board and local authority areas in the first year and beyond; and
- purchase, re-fit and brand a second PlayTalkRead vehicle.

5.9 During 2012/13, the buses have engaged with a total of 39,000 parents and carers across Scotland, visiting a total of 519 venues. The mobile projects also attended events such as the British Science Festival, CBeebies Mr Bloom's Roadshow, and the launch of the Scottish Government's Parenting Strategy. In total, the mobile project supported 24 events in 2012-13.

"By having two buses, this has increased the reach of the project and they have been to the furthest corners of the Western Isles."

Staff member

5.10 The PlayTalkRead campaign manager suggested that since WOW Scotland took over the delivery of the PlayTalkRead campaign from the private sector firm, there has been a reported increase in attendance figures by approximately 70%.

"The PlayTalkRead message has risen hugely."

Staff member

Outcomes

5.11 An iSurvey is carried out with visitors to the PlayTalkRead buses. The project aims for more than ten percent of visitors to complete this survey. It asks visitors to respond to a number of statements, regarding the impact of the PlayTalkRead bus.

5.12 The figures below shows that overall, the vast majority (96%) of parents and visitors to the PlayTalkRead bus felt it was relevant to them. It has also resulted in significant outcomes for parents and children:

- 75% of visitors to the PTR bus understand more about their child's development than previously.
- 91% learned new ideas they could do with their child.
- 78% will now access services they were not aware of before attending PTR.
- 68% will play with their child more since visiting the PTR bus.
- 68% will talk with their child more since visiting the PTR bus.
- 70% will read with their child more since visiting the PTR bus.

5.13 A breakdown of the responses to the iSurvey is included as Appendix Four.

Increased capacity of WOW Scotland

5.14 The award of CashBack funding assisted WOW Scotland to increase its capacity. This investment allowed the director of WOW Scotland to increase his hours and as such, the organisation's capacity for winning new contracts (as well as increasing member support). WOW staff suggested that one of the key successes of Working On Wheels was its growth as an organisation; demonstrating the need for its work.

"Without a doubt one of the successes of WOW was the fact that the Edinburgh office increased from two members of staff to 17 in such a short space of time and this was all down to [the director's] hard work."

Staff member

5.15 Projects such as PlayTalkRead and PlayBox have come about because of the extra capacity of WOW Scotland staff to devote to them. This in turn has led to WOW Scotland being able to take on more staff to run the projects – and to provide wider support to members.

Adopt an Intern

5.16 WOW Scotland has also been a promoter of the 'Adopt an Intern' concept. Adopt an Intern helps to find graduates work placements in a number of different organisations. They have provided Working On Wheels with four interns; three of which have since been taken on, and employed full time. WOW Scotland also plans to continue to take on interns for the duration of the PlayTalkRead campaign. More information on Adopt an Intern can be found at Appendix Three.

“It is a mutually beneficial arrangement.”

Adopt an Intern

Summary

- WOW Scotland began the mobile element of the PlayTalkRead campaign in October 2011.
- During 2012/13, the buses have engaged with a total of 39,000 parents and carers across Scotland, visiting a total of 519 venues.
- Overall, the vast majority (96%) of parents and visitors to the PlayTalkRead bus felt it was relevant to them.

6. Key Findings and Recommendations

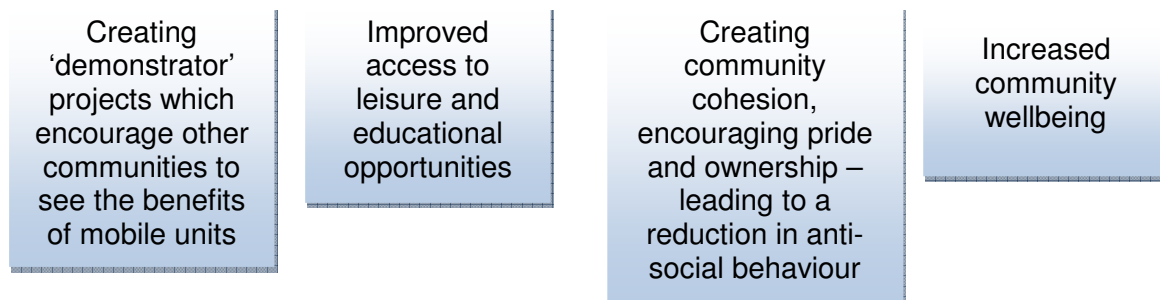
Key findings

- 6.1 WOW Scotland supports member organisations to deliver mobile community services more effectively; and it delivers mobile community services directly. WOW receives funding from a number of sources, but this review has focused on the funding allocated from the CashBack for Communities programme (£150,000 over three years to March 2014).
- 6.2 This funding was intended to build the capacity of WOW Scotland to support mobile community work across the country. It was intended to allow the expansion of advisory and support services for members – therefore enabling many of Scotland’s communities to be provided with leisure, educational and social facilities that do not exist in their localities.
- 6.3 WOW Scotland is a member organisation, providing direct support to members through a number of activities. WOW Scotland has 18 members. It has undertaken a range of work with members, including visits to member organisations, and many interactions to provide advice and support.
- 6.4 Members said that the good value fleet insurance that WOW can broker for them was a key benefit of their membership. However, members also reported that WOW’s support was invaluable in providing advice and support—particularly around funding, management, options, development and expansion.
- 6.5 WOW Scotland has also piloted ideas which will raise awareness of mobile projects across Scotland. It introduced PlayBox in late 2013, and the recent ‘Social Return on Investment’ analysis of Glasgow SOS Bus demonstrated the value and impact of this mobile project.
- 6.6 Our consultations indicated that WOW Scotland was shifting from being primarily a membership organisation, to becoming a delivery vehicle for mobile projects. WOW Scotland was successful at winning the contract to run the Scottish Government’s PlayTalkRead campaign – designed to encourage parents and carers to play, talk and read more with their children. This has meant that since early 2012, there has been a strong focus on project delivery.

6.7 PlayTalkRead forms the largest part of the day-to-day running of WOW Scotland – receiving funding of £500,000 per year. Since PlayTalkRead started in October 2011, the buses have engaged with a total of 75,000 parents, carers and children across Scotland.

Key outcomes

6.8 WOW was working towards four key outcomes, in relation to its CashBack funded activities.



6.9 There is clear evidence that the funded activity has contributed to creating demonstrator projects which encourage other communities to see the benefits of mobile units. And there is some evidence that it has improved access to leisure and educational opportunities. However, this evidence could be strengthened through a better understanding of the ongoing impact of WOW activity on member organisations.

6.10 There is currently limited evidence that the funded activity has directly increased community wellbeing, created community cohesion and reduced anti-social behaviour. The member case studies (included as appendices) provide some evidence that their work has contributed towards these outcomes – and that WOW Scotland has supported these projects to become established and to strengthen their organisation. And there is strong evidence from the delivery of PlayTalkRead that WOW Scotland's direct project delivery is also contributing to enhanced parenting – through supporting access to new services; and prompting parents to play, talk and read more with their child.

6.11 However, as evidence about activities with members is very limited for before 2013/14, it is not possible to fully assess the outcomes achieved by WOW Scotland at this stage. It is clear, however, that there is strong potential for WOW's activity to contribute strongly to the CashBack national outcomes.

Recommendations

6.12 In November 2013, ODS recommended that WOW Scotland consider the following:

- **Update the intended outcomes** – To ensure that the intended outcomes of CashBack funding reflect the current position, given the substantial changes in the focus of the organisation. WOW have since added to the number of short-term and intermediate outcomes they are working towards in line with the CashBack for Communities model.
- **Commit to ongoing performance monitoring** – To ensure that the activities and impact of WOW Scotland can be better demonstrated in future. This would include gathering and using both quantitative and qualitative information.
- **Offer ongoing support to members** – To maintain membership base and provide interaction and networking opportunities. WOW have since taken this on board and have brought in a full time Technical Manager which has increased the benefits for members.
- **Conduct outcomes focused member's surveys** – To clearly establish the difference WOW Scotland makes for members, and the difference members make to communities. And supporting members with evaluation to help demonstrate the value of mobile community projects.

Appendices

- Appendix 1 PlayTalkRead case study
- Appendix 2 Glasgow SOS Bus case study
- Appendix 3 Adopt an Intern case study
- Appendix 4 PlayTalkRead iSurvey results June – September 2013

Appendix 1

PlayTalkRead Case study

Background to the project

In October 2011, Working On Wheels (WOW) was awarded a grant to manage the mobile delivery of the PlayTalkRead campaign, which is part of investments and measures aimed at making the Early Years Framework a key priority for the Scottish Government. The mobile aspect of the project is paid for under the Children and Families Directorate.

Working On Wheels receives £500,000 annually to run the mobile aspect of the PlayTalkRead campaign. The conditions of the grant funding were for the mobile project to visit all Health Board and Local Authority areas as well as purchasing a second PlayTalkRead vehicle to increase the capacity of the programme even further.

The mobile aspect of the project was brought about as the Scottish Government wanted to do more to promote a 'customer-facing' element to the campaign. In the PlayTalkRead annual report, Alex Salmond, First Minister of Scotland is quoted as saying:

"The PlayTalkRead Campaign is an innovative programme that encourages parents to play, talk and read more with their babies and young children. It focuses on the importance of positive interaction with their children from day one and is part of the Scottish Government's commitment to assisting children's development during their formative years."

Alex Salmond, First Minister

The PlayTalkRead buses operate on a 'drop-in' basis for parents and children during the allocated time slot for the bus's visit. The staff are flexible and reactive to parents, and so might organise a song and rhyme session which involves singing or else let the parents use the space as a place to play with their children. There is also an element of signposting and information-giving as parents might not know where their local library is, and so staff can give this type of information.

Relationship with Working On Wheels

The PlayTalkRead campaign had been running previously with the Scottish Government hiring a marketing agency to deliver the project. As this contract was coming to an end, Working On Wheels successfully negotiated the PTR contract with the Scottish Government.

This grant allowed Working On Wheels to take on more staff to deliver the PlayTalkRead campaign. There are currently five playworkers, three of which are also able to drive the PlayTalkRead2 bus, a driver for the double-decker bus, and three managerial staff; a campaign manager, development manager and an operational manager. All are paid from the PlayTalkRead grant.

The campaign manager's role is to liaise with each local authority area, to arrange dates, and venues for the PlayTalkRead bus to visit. Since Working On Wheels took

over the running of the project; they have reported an increase in partnership working with the local authorities. This has been a direct result of the campaign manager establishing a steering group in each local authority area. This group includes representatives from health, education, and social work – all experts in Early Years. They meet with the campaign manager to secure dates and venues for the bus to visit. Each local authority uses the bus differently and the steering group helps to ensure the local authority get the most out of the visit.

The PlayTalkRead bus is booked up to four months in advance.

Impact

The main objectives of the PlayTalkRead grant were to:

- visit all Scottish health board and local authority areas in the first year and beyond, in accordance with a timetable agreed with Scottish Government and partners;
- purchase, re-fit and brand the second PlayTalkRead vehicle, ensure the insurance, road tax and maintenance of both PlayTalkRead vehicles; and
- to manage all fuel, staffing and maintenance costs up until 31st March 2013.

In the year Apr 2012 – Apr 2013, the buses have engaged with a total of 39,000 parents and carers.

- The double-decker bus has visited 363 venues over 211 dates and has averaged 71 parents visiting the bus, per day.
- The smaller bus has visited 156 venues, with a total of 5,803 visitors – an average of 49 per day.⁵

The mobile projects also attended events such as the British Science Festival, CBeebies Mr Bloom’s Roadshow, and the launch of the Scottish Government’s Parenting Strategy. In total, the mobile project supported 24 events in 2012-13.

In August 2012, Working On Wheels purchased and renovated a second vehicle – PlayTalkRead2; a smaller bus, compared to the original double-decker. PlayTalkRead2 is the first vehicle of its kind to have all its internal components operated by solar power; making it completely ‘green’.

“By having two buses, this has increased the reach of the project and they have been to the furthest corners of the Western Isles.”

Staff

Since Working On Wheels took over the PlayTalkRead campaign, there has been an estimated increase in attendance figures of approximately 70%⁶.

“The Play Talk Read message has risen hugely.”

Staff

⁵ Source: PlayTalkRead Campaign Manager

⁶ Source: Play Talk Read Campaign manager

The Early Years and Families Minister, Aileen Campbell has visited the PlayTalkRead vehicles on several occasions, including the launch of the Scottish Government National Parenting Strategy. It was at this event that the Minister for Early Years and Young People announced continued funding for PlayTalkRead to the tune of £3million. As the delivery partner, Working On Wheels will receive around £1.5million to fund this element of the campaign.

Monitoring and feedback

The bus is equipped with iPads for the parents to use to complete an 'iSurvey' - a short questionnaire which includes questions such as 'did the bus raise awareness of playing with your child?' etc. The questions are short and it takes only a few minutes for the parents to complete.

Results from the iSurvey report from June to September 2013 show that

- 96% of people said they found the information relevant to them; and
- 68% of people said they would find it easier to play, talk and read with their child, following a visit to the PlayTalkRead bus.

For every local authority area the bus visits Working On Wheels produces a report, which includes statistics on how well the bus was used. It also includes feedback from parents. This is distributed to all those involved in the planning of the event.

There is also a quarterly report to the Government which is submitted as well as an annual report.

Future

The project is funded until March 2015 and the following are the objectives the project will aim for in this time scale.

- Continue to deliver the PlayTalkRead message to parents and carers across Scotland through mobile delivery.
- Further develop partnerships with Early Years stakeholders and practitioners to promote the sustainability of the campaign messages in each Local Authority.
- Build upon the improvements to the delivery model made in the past year.
- Increase PlayTalkRead awareness and participation amongst marginalised groups as informed by the evaluation data collected during the roadshow.
- Deliver a free family event centred on the core principles of PlayTalkRead.
- Disseminate the PlayTalkRead message to relevant practitioners and stakeholders across Scotland.

The Campaign manager indicated that they would continue to operate the PlayTalkRead campaign in the same way, and hoped that continued funding could be sought.

Appendix 2

Glasgow SOS Bus Case Study

Introduction

The Glasgow SOS Bus service was initiated by Police Scotland in December 2011. The project is managed by Glasgow Council on Alcohol (GCA) when it was approached by the Scottish Police. WOW has provided support, advice and guidance to Glasgow SOS Bus, in relation to running a mobile project. This case study explores the relationship between the two organisations, from the perspective of GCA, and looks at the impact of WOW on the Glasgow SOS Bus service.

Background, aims and objectives of Glasgow SOS Bus

Glasgow SOS Bus is a partnership project led by GCA in collaboration with a number of statutory, voluntary and private sector partners. These partners include the British Red Cross, Police Scotland, Scottish Ambulance Service, the Glasgow Alcohol and Drug Partnership and G1 Group. Representatives from these and other partners sit on the Glasgow SOS Bus Steering Group. Glasgow SOS Bus is the only project of its kind in Scotland, although discussions have recently been underway with Police Scotland and the Scottish Government about rolling the project out on a national level.

The project was initially started up at the request of the Scottish Police, to support people under the influence of alcohol on a Friday and Saturday night, who need assistance in Glasgow city centre. The project encourages safer drinking and safe transport home from nights out. The bus provides a safe place for vulnerable people and emotional and medical support is provided by First Aiders from the British Red Cross. It acts as an alternative to putting people into custody or admitting them to accident and emergency as a result of drinking too much alcohol.

First Bus donated the SOS Bus, and Glasgow Housing Association an auxiliary mini bus to supplement the service. The SOS Bus is stationed outside Central Station from 10.30pm to 4.00am every Friday and Saturday. The Scottish Ambulance Service provides an ambulance to accompany the SOS Bus outside Central Station, on the last weekend of every month.

SOS Bus Operations

The SOS Bus is staffed by Alcohol Support Workers from GCA and First Aiders from the British Red Cross. The G1 Group provides a door steward for each shift. The SOS Bus Co-ordinator who manages the service operationally explained that there are between seven to ten part time paid shift leaders of the SOS Bus employed at any one time. These workers are allocated between one and two shifts per month, and most are GCA employees. The SOS Bus also recruits volunteers to work on the bus, and currently GCA has between 14 and 17 volunteers for the service. Volunteers are recruited on an ongoing basis, and come from a variety of backgrounds e.g. medical professions and student doctors and nurses. Selected volunteers are interviewed, PVG checked and offered a shadow shift on the SOS Bus.

“We have no real shortage of volunteers; it is seen as such a great project to work on”

Glasgow Council on Alcohol

A shift involves support from one shift leader, Red Cross staff and GCA volunteers, across the two vehicles. The bus service links with taxi marshals in Glasgow city centre. If people have consumed too much alcohol to get a taxi home, taxi rank marshals will direct people to the SOS Bus where they can wait until they are sober enough to travel home.

“We link in with the night time economy of Glasgow”

Glasgow Council on Alcohol

Development of the SOS Service

GCA said that the aims and objectives of Glasgow SOS Bus have shifted since the project began. The service now aims not only to help vulnerable people under the influence of alcohol, but also vulnerable people in general which are out in Glasgow at the weekend. For example if someone loses their friends on a night out in the city, they can wait safely on the bus until they can get home. The mini bus travels around Glasgow every Friday and Saturday nights stopping to help people in need of assistance due to drinking too much alcohol.

The bus is also used in the community, hired by a range of organisations for health promotion and education outreach projects. For example the bus is sometimes hired by the NHS Health Improvement Team and other GCA departments, for specific drug and alcohol awareness campaigns. Such projects use the bus to reach harder-to-reach people in their own communities. GCA said that this type of project had a better reach, as young people are more likely to investigate a bus sitting parked in the street, than they would be visit a community centre. The bus therefore serves the purpose as not only an alcohol support vehicle, but also as a source of advice and information and sign posting to other services.

The SOS Bus can link in with events around the city which will involve people consuming alcohol, for example football matches. Glasgow SOS Bus will co-ordinate its times with when people are due to leave an event, so that they can offer support to people in need. At times like this the bus may be accompanied by an ambulance on order to meet demand.

Relationship with WOW

Glasgow Council on Alcohol first heard of WOW in 2011 through Luton SOS Bus when they approached it for advice of setting up a mobile project. They wanted advice on vehicle insurance and sign posted the project to WOW. SOS Bus is a member organisation of WOW. There is regular communication between Glasgow Council on Alcohol and WOW. The Director of WOW sits on the Glasgow SOS Bus Steering Group.

“WOW has been a wealth of support and information for us”

Glasgow Council on Alcohol

Glasgow Council on Alcohol said that while the working relationship between Glasgow SOS Bus and WOW was informal and ad hoc, it was very close and they would struggle without the help of WOW. It was emphasised that GCA found working with WOW “a really positive experience”. The working relationship was described as “both formal and informal” and the fact that WOW could be contacted at any time for advice when required was valued.

Impact and successes of working with Working On Wheels

Impact

WOW recently secured funding to carry out a social return on investment for Glasgow SOS Bus. It is hoped that the findings from this will enable the project to evidence impact and leverage future funding. It was felt that Glasgow SOS Bus did not have the time or capacity to carry out this evaluation, and that an external review of the project would be beneficial in that it would lead to an objective piece of work.

“It will help us to evidence project impact which is so much bigger than helping a drunk person on a Friday night”.

Glasgow Council on Alcohol

As a member of WOW, Glasgow SOS Bus can access discounted fleet insurance for its mobile project vehicles. It also receives other benefits including newsletters, promotion and advocacy services. WOW is available “at any time” if SOS Bus requires advice or support in relation to the project.

“I do not know what we would do without WOW. They have been a constant source of support and advice. WOW is enthusiastic and motivating - it is not just about support, but also about promotion and advocacy as well”

Glasgow Council on Alcohol

Glasgow SOS Bus felt that working with WOW has given them a national platform on which to operate. Previous to working with WOW, SOS Bus operated on a largely local scale. WOW has since drawn the Scottish Government’s attention to SOS Bus, and they are considering work on a national level including the roll out of its core service provision.

“It is hard to know what the project would look like without WOW. Things would be a lot more difficult”.

Glasgow Council on Alcohol

Successes

WOW were described as “very proactive” in making contact with SOS Bus and finding out about their project. WOW has since kept in regular contact with SOS Bus to offer support and advice.

Glasgow SOS Bus explained that their relationship with WOW has led to opportunities to roll out the SOS service across Scotland. Work is currently underway to expand the service initially to Aberdeen and Dundee. WOW would be a main partner in this development.

Another key success of working with WOW is the access to technical support that it has provided. WOW helped GCA make contact with a local accident and repair service for coaches and buses which has “made life so much easier”. WOW has also enabled the SOS Bus to make contact with other local mobile projects which has been very beneficial.

Glasgow SOS Bus felt that by working in partnership, they and WOW have been able to grow as organisations. WOW’s experience of and approach to running successful mobile projects has been “invaluable” according to Glasgow SOS Bus.

Future

GCA would like to see the bus hired more frequently for community projects, ideally on a daily basis. There is a current focus on business development and promotion of the bus to community organisations and projects which target Glasgow’s issues with alcohol and drugs. GCA is also working on developing the SOS Bus events service, and has had discussions with events promoters about how to take this forward, particularly with the Commonwealth Games 2014 in mind. GCA hoped to get a replacement bus in the immediate future, as the current one has several technical issues.

Glasgow SOS Bus is now working with WOW in a potential national roll out of the SOS service in Scotland. Glasgow Council on Alcohol felt that their relationship with WOW was set to continue and to get stronger as new opportunities emerge.

Appendix 3

Adopt an Intern Case Study

Introduction

Adopt an Intern has worked with Working On Wheels (WOW) since 2011. Adopt an Intern has sourced graduates for WOW, which in turn has helped Adopt an Intern grow its business. This case study explores the relationship between the two organisations, from the perspective of Adopt an Intern and one of its service users. It also looks at the impact that WOW has had on Adopt an Intern.

Background, aims and objectives of Adopt an Intern

The strategic aim of Adopt an Intern is ‘to establish a sustainable, fair and accessible internship culture for graduates in Scotland open to all regardless of social, economic or cultural background. The not-for-profit organisation was started in April 2010 in response to graduate demand. Adopt an Intern advertises and facilitates paid internships for recent graduates and postgraduates with a wide range of public, private and third sector organisations throughout Scotland. The aim of the organisation is to provide opportunities for graduates to gain meaningful work experience in order to assist their access into the labour market or other positive destination. Adopt an Intern also has an international arm, with ongoing work related to placing graduates in Germany and Malawi. There are future plans to explore graduate exchange in Asia.

Adopt an Intern offers organisations free candidate advertising and shortlisting. Most employers pay graduate wages, although a limited number of posts are funded through a Scottish Government grant. Graduates applying to Adopt an Intern are given access to an e-mentoring tool, which contains a range of tools including self appraisal exercises, career planning toolkit, competency assessment and career goal setting. Adopt an Intern offers free advice and support to graduates through its Intern team and HR Consultants. Regular employability workshops are provided to help graduates find employment.

Once a graduate is employed, Adopt an Intern tracks them through their internship to get regular feedback about their progress. The Chief Executive Officer (CEO) of Adopt an Intern stated that 76% of graduates move into permanent employment and 97% go on to permanent destinations.

Relationship with Working On Wheels

WOW approached Adopt an Intern as there was a project suitable for a potential graduate. Following a successful placement, WOW took on its first intern, who was soon offered permanent employment with WOW once the placement had ended and has since been promoted.

Adopt an Intern described their relationship with WOW as “mutually beneficial”. WOW has helped Adopt an Intern to promote and advocate its business, and has suggested that it considers investing in mobile advertising. Adopt an Intern explained that their working relationship with WOW was “strong”.

“In terms of employing graduates, Working On Wheels has helped us to grow”.

Adopt an Intern

This case study spoke with a graduate who had been placed with WOW as part of the Adopt an Intern programme. The graduate described the application process as ‘simple’ and was motivated to apply because of the paid placements offered by Adopt an Intern as the majority of internships for graduates are unpaid.

“I couldn’t have afforded to live if it were not for this scheme”.

Adopt an Intern graduate

Adopt an Intern was described by the graduate as the “middle man”; taking graduate CVs and putting them forward for relevant placements. The process of being placed in an internship was “very quick” for this person. Within one week of being put forward for the position he had secured an interview, and within two weeks he was offered the position.

Impact and successes of working with Working On Wheels

Impact

Adopt an Intern has provided WOW with four additional interns since the first was placed. Three of these have been offered permanent positions at the end of their placement. Adopt an Intern stated that WOW is “very keen to support young people”. By employing graduates, WOW has directly impacted Adopt an Intern in terms of supporting young people into work and enabling Adopt an Intern to grow.

The first Adopt an Intern graduate placed with WOW felt that the scheme has positively affected the graduate job market. She was matched with an opportunity to work on Smart Play Network. At the end of the placement, further funding was secured to take this graduate on permanently. This graduate has since been promoted within the organisation.

“I am certain that my internship has vastly improved my chances of securing a permanent position, and am very grateful to both Adopt an Intern and the staff at Working On Wheels for a wonderful opportunity that has greatly improved my skills and confidence.”

Adopt an Intern graduate

“During my internship my contribution was valued and wherever possible my employers looked to introduce me to people and experiences that would further my career. Fortunately, I secured a permanent post between both Smart Play Network and Working On Wheels- my internship employers”.

Adopt an Intern graduate

Successes

In 2012 Angela Constance, the Minister for Youth Employment for Scotland, chose WOW as a representative organisation for providing employment to graduates. She met with WOW interns and former interns, and participated in a press call with the organisation.

Adopt an Intern said that one of the successes of their relationship with WOW is that “it has all been very smooth as Working On Wheels are very easy to work with and always open to new ideas”. The graduates we spoke to reported that they believed Adopt an Intern had helped to create a balanced workforce at WOW.

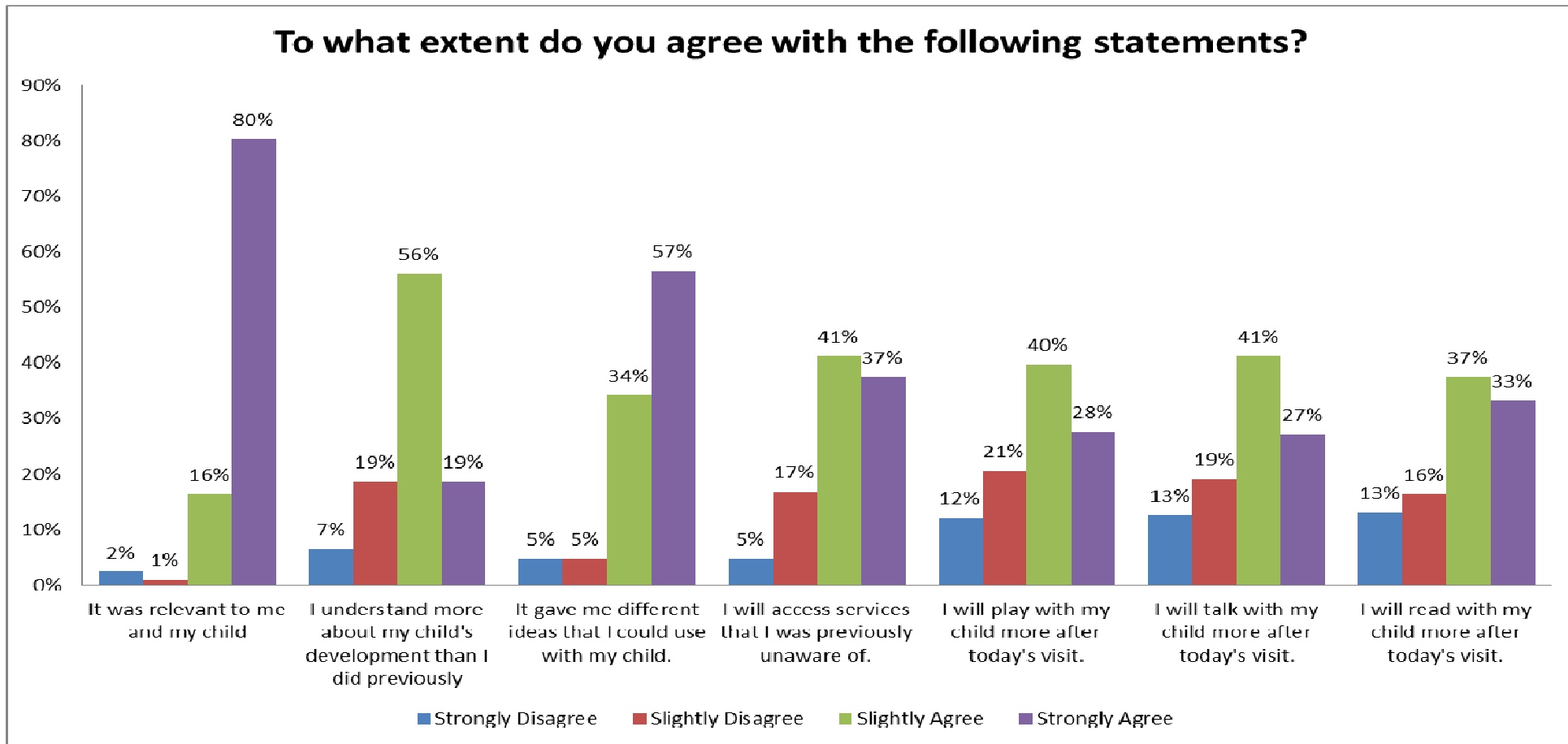
“This is successful because it creates a balance of staff – both experienced staff and those with youthful enthusiasm”.

Adopt an Intern graduate

Future

Adopt an Intern want to continue to diversify and grow their international markets, through graduate exchange programmes, while continuing to work with organisations like WOW. WOW have recently committed to taking on a graduate in every quarter for the duration of the PlayTalkRead campaign.

Appendix 4: Response to statements from PlayTalkRead roadshow⁷



⁷ Source: PlayTalkRead roadshow report, July-September 2013