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Interviewer: So good morning P5. Thank you.

P5: Morning, Interviewer.

Interviewer: Thank you for- good morning. Thank you for being interviewed again. Can you briefly introduce yourself for the recording?

P5: I'm P5 [0:00:12], Deputy Chief Executive, Smart Skills. I have some responsibilities in respect of making the organisation run as smoothly as possible and some in respect of managing the delivery of the work that we do and some in response of working with universities and training social workers or social work students.

Interviewer: Excellent. And then just straight into- I know we've talked about this before at length, but it's just to sort of recap on what feedback means to the organisation. What is it? How is it collected? That sort of thing.

P5: Sorry, what does it mean to the organisation?

Interviewer: That's quite a big one.

P5: First point in that I suppose is that we are as close as we can be to a user-led organisation, so the views of disabled people and their families and carers are really important to us, so gathering feedback is really important in that fundamental respect for the organisation.

The second one I suppose is that feedback should help us to get better at what we do. It'll tell us what people think we're doing well and what people think we could be doing a bit differently. That's really important. I suppose the third aspect is that sort of celebratory aspect which is for everybody really, and that reaches out into responding to our commissioners and providing feedback to specific commissioners on respect to specific contracts that we do.

Interviewer: That's with the council?

P5: It might be the council. It might be a health body. It might be a grant-awarding funding body of some sort. So, yes, we have three different- at least three different types of commissioners. It might be in respect of helping the board to fine tune the organisational direction and it might be about our public image for use on website, Facebook, whatever, little snippets for other people to understand who we are and what we do.

Interviewer: Yes. That was great, so that's quite a lot. That's just like five angles you've got on feedback there, I'd say.

P5: Did I?

Interviewer: Yes, that's good.

P5: Splendid.

Interviewer: And as you said, so you- Smart Skills is as much as it can be a user-led organisation. Do you have a good sense of how- well, how is feedback currently collected first of all, I suppose? And then really I'm sort of thinking of, how does that feed into- is there a mechanism in place that feeds that into it being user led?

P5: Feedback is currently collected at the end of individual pieces of work that we do, so if we're running a Keeping Well course, we will collect feedback for the people who've been on the Keeping Well course.

Interviewer: In forms?

P5: And that has always tended to be through bits of paper. There is not I don't think currently an equivalent bit of paper for if we're doing one to one work like advocacy or input work or Help and Connect work, for instance. And we will keep rather

than actively gather feedback from any sources really which comes to us uninvited, and we keep that, both for our kind of monitoring returns for the funders and for kind of end of year annual report purposes.

Interviewer: Uninvited feedback?

P5: Yes, sometimes people just send you a card and say, "You really helped when I had a problem with blady-blah. Thank you very much." We get those, or e-mails or just word of mouth. Word of mouth is more likely to be from- well, sorry, as likely to be from other practitioners, and we try and just jot those down.

Interviewer: Okay. So lots of feedback.

P5: There are lots of avenues.

Interviewer: There's lots of avenues.

P5: But probably not as much as we would like is collected and saved.

Interviewer: Okay, excellent. And the next one is sort of- look, what- why is it so important, the feedback, if we dig down into a little bit? You know, like what's the- where did that come from? Because everyone talks about feedback. I mean, you're giving a lot of practical issues.

P5: There were five different angles, weren't there? So always to organisations like Skills, the idea of not being a rut but not being kind of moribund in our practice, but always trying to be thoughtful about our practice, and how can we constantly get better? We don't want to be doing what we're doing 10 years ago or 20 years ago or 30 years ago, so we have to stay light on our feet, and getting feedback from the people we're directly working with is one of the most important ways of getting that feedback I guess to help us think about what we're doing and how we're doing it.

Interviewer: And does that come from that sort of almost like, you know, it's like the- if you think of feedback in the private sector and the business world, it's sort of evolving to sell more products. So is it just to be more competitive in the marketplace or does it come from- because some of the things I've been reading about like service user participation and the services that are useful to them brings it back to things around social justice and the- I think [P3 0:05:59] talked about the social model of disability and how that's important.

P5: Yes, yes.

Interviewer: So, I mean, do you see it coming out of that or is it just a sort of..?

P5: I don't think that for Skills it's fundamentally about becoming a bigger and bigger organisation. I think it's about getting better

and better at what we do, so it's, you know, if we were only a small organisation we'd turn over half a million. We wouldn't be a better organisation if we turned over 5 million. We might be a better organisation if the half-million that we spend produces more results in outcomes, changing outcomes and people's lives, which both means the individual person and it means the structures and systems that folks are subject to and maximising our impact on a change in those.

So it's not primarily about growth, which a lot of business want feedback because the boards say bigger is better and that's...

Interviewer: Your board?

P5: No, no, most- no, a commercial board.

Interviewer: Commercial, yes.

P5: People who need a return on capital will say bigger is better, and I guess we're not driven by that.

Interviewer: Excellent. What are you driven by?

P5: We're driven by our values. We are driven by trying to make a difference to the lives of disabled people and their families and carers.

Interviewer: Excellent. And in a practical sense, can you think of a time when you responded to feedback? So we've talked about different avenues that it's come in. Yes, or just how- can you think of an example of when it's been used, so when you can see it? Is it just being used at reports at the end of the year? Can you think of a time when it's been used to impact the service that's provided or gone into funding bids? I know that's tough for this early in the morning.

P5: It goes into funding bids all the time and P3 will give you any number of examples of that. I don't tend to write those, so I don't have those at my fingertips.

Interviewer: So you personally don't respond to feedback or..?

P5: Sorry? I don't use feedback in funding bids because I don't write the funding bids. Most of the feedback is very positive, so it doesn't give us the opportunity then to say, "Oh, that bit wasn't-," I can think of feedback to individual workers, which has suggested that they should fine-tune their individual presence or the way they do things.

Interviewer: Okay. So that's an example where it was- was action taken on that? Was it just advice and then..?

P5: No, no, an example I can think of, the particular member of staff, there was a discussion with that member of staff about how they interacted with particular people in order to make those people feel more comfortable and safe and valued in a

way that hadn't happened at the outset, and that was as a result of feedback from that person, yes.

Interviewer: Okay. Okay, and then we've covered most of those. Excellent, so, and then I think we've sort of talked of this as well, so who do you consider the main audience for feedback that you collect? Is it the commissioners?

P5: The main audience?

Interviewer: Yes. Is there a- or is there a-?

P5: That's too simple a question.

Interviewer: Too simple? Okay.

P5: As in-.

Interviewer: Okay, well, is there a role for feedback in engaging with the community that leaves the feedback? Basically is where I'm going.

P5: To go back to the community?



Interviewer: Yes, like we talked about it before. The reviews said we did. I see feedback as being able to be used in that way, and I guess some people do, but when we've been talking about it, it can sometimes seem sort of one way if you see what we mean. So is there a role for..?

P5: There most definitely is, so the feedback comes into the organisation and then the organisation kind of does something with it. So either it's, you know, to an individual person in the organisation or it's to an annual report or just to a commissioner or it's in a funding bid or it's on the website or it's to the board or, okay, yes, absolutely. And what we don't do nearly enough of and we could do more of is then feeding back to the people who provided the feedback to us.

Interviewer: Yes.

P5: Some of that is to do with just time and resources, and some of that is to do with culture.

Interviewer: Okay, that's interesting.

P5: Well, if it was part of the organisational culture, then it would be easier to find time and resources for it.

Interviewer: Okay. So does that mean making-?

P5: That's just a truth I think about organisations.

Interviewer: Oh, so that's not just this organisation. That's...

P5: No, I think if anything is part of an organisational culture, then the time and the effort and the energy is found to do it, and if it's not a part of the culture then time and effort and energy isn't routinely found to do it. The occasional person may do that, so that's true for Skills about our use of feedback.

Interviewer: Okay. And then can you- so can you imagine a way of making it part of the culture?

P5: Well, one of the things that, again, organisation resources have not been able to run recently is our programme committee.

So programme committee is a subcommittee of the board which is predominantly disabled people, their families and carers but actually predominantly disabled people. The programme committee used to routinely offer feedback on work that Skills are doing or work that Skills could be doing and offered feedback to the board to shape and influence board decision making. That is an obvious place that wider feedback could go to.

So at the moment, two colleagues are setting up the programme committee again. They're helping it to rise Phoenix-like from the flames. That's [C6 0:13:00] and [Gemma].

Interviewer: Yes.

P5: They're working with the chief exec and sometime in the next eight weeks they will be having the first one or several program committees to bring that back to life.

Interviewer: Well maybe we could take some of the feedback from ThoughtCloud to them. That sounds like the place for it.

P5: Yes, absolutely.

Interviewer: Why hasn't it been running recently? Is it again resources?

P5: Resources. Yes, yes, yes. I mean, I- user-led organisations where the users don't have a learning disability is easier than organisations where the users have a learning disability because dealing with the complexity of some of the information that a board is needed, expected to deal with, you know, in respect of mortgage for a building inspector with risk, in respect of many things which are difficult enough for people who don't have a learning disability.

If you have a visual impairment or a physical disability or whatever, then your mental ability to deal with complex information is not diminished. It's more difficult for an organisation working primarily with people with a learning disability to be a proper user-led organisation. So we backed away slightly from having the board- having people with a

learning disability fully represented on the board and have this structure where the programme committee features the board.

Interviewer: Okay. Yes, I think I might have met the programme committee last year.

P5: No.

Interviewer: No? I met a committee. I met- oh, did I meet the board? Because the- does the board have people with learning disabilities on it as well?

P5: At the minute. I think [Chaz 0:14:36] is on the board, so it may be one, possibly two, not sure.

Interviewer: Okay. Yes, that sounds really good for, yes, well, just for me meeting them maybe and talking about how we can maybe use some of the stuff.

Okay, well that's feedback and we've talked a lot about feedback, so thank you for your patience in going over that again. So really now it's just about, I mean, if you can tell me how ThoughtCloud has been used so far.

P5: Yes, yes. Yes.

Interviewer: And even just your sense of it because I know that lots of different people use it, and there's quite a few events and things on there now.

P5: So it's good, isn't it? One, two, three, four, five, six, seven, eight, nine, ten, eleven, twelve, thirteen, fourteen, fifteen, sixteen, seventeen, eighteen, nineteen. Nineteen different types of events have been used in it. That's great.

I think that we haven't quite embedded using ThoughtCloud as a routine part of everything we do. And that's- I'm not quite sure what that's for, but that is absolutely a kind of cultural thing again, isn't it? "I'm having a meeting; where's the ThoughtCloud?"

Interviewer: Yes.

P5: Maybe people are a little bit frightened about technology, and, "So how do I set it up" or, "What do I do?" or, "[Kate 0:16:05] or somebody has asked me to do that." So maybe they are- maybe there's a technology issue. Maybe there's a, "I'm rushing. I'm always rushing, and that's just one more thing to do," sort of issue. But actually this of course reduces workload later on if there's a nice easy way of gathering back some information, some feedback from folk. So it's a matter of getting into that head space and making it routine, I guess.

Interviewer: Yes. Who asked you? Who asked you for help with ThoughtCloud? Do you remember who it was?

P5: It might have been P6.

Interviewer: Okay. Yes, P6's definitely been using it. In fact, that's what I was going to ask; do you have any idea of specifically who's been using it?

P5: I think P6's been using it for Keeping Well. I don't think- we've used it certainly at the [Social Group] not very long ago.

Interviewer: You used it there yesterday actually, but I kind of did that.

P5: Right. Okay, well done.

Interviewer: I thought I'll get them...

P5: Yes. Yes, no, that's very good. I don't think we've been using it at drama recently. Oh, the [Social Group] would have used it. [P4 0:17:24] would have used it. The friendship group hasn't started. [Social Group] only runs monthly. [P7] uses it at Mindfulness, definitely. Yes, it definitely got used at the dementia Quality Checker training, but that was a kind of one-off thing rather than routine thing.

Interviewer: Yes. Yes, I think there's maybe distinctions to be drawn between the different types of event, and that's something that can be part of the design of the system.

P5: Right, okay.

Interviewer: Is there any one person that sort of takes responsibility for it, instigates its use, or is that you? Are you always reminding people to use it or..?

P5: Well, no, not enough Interviewer. Not enough. "Good morning. How are you? Are you using ThoughtCloud today?" should be my morning greeting to all of my colleagues.

Interviewer: Well, we could- I mean, yes, this is- like embedding it in your normal process is a thing that I really want to get into. Having it here this long, I mean, that's great, right? So this is the conversation that we've started having. So getting those ideas about that, so, I mean, I don't know what that is yet. I mean, even if someone does something as simple as maybe we could have posters up or something to remind people.

P5: Maybe, yes. Yes, yes, hopefully. Let me just see something for you. Use posters. Room bookings. Room bookings. Maybe people who set up the rooms for a room booking can always put ThoughtCloud in the middle of the room.

Interviewer: Yes, just so it's there.

P5: So, yes, you get the tables, the tea, the coffee, and ThoughtCloud. Yes, it's all part of the...

Interviewer: It's in the process.

P5: Yes, yes.

Interviewer: The other thing- I mean, P6 said she wanted to use it one time and it wasn't charged. So I think mostly it's charged, but I think there's other things that need to be done as well. It does need to be on charge all the time, so whether it needs a permanent spot that's plugged into it, or you've only got that short wire to plug it in, so it's not- I think there's things that we could do to make it easier.

But, yes, so if you had any thoughts on properly embedding into sort of routines I think you said.

P5: Yes, so we had a really big meeting yesterday and I guess it didn't get used. So if I look at the diary this week, there wasn't anything on Monday that it might have got used for.

Interviewer: Yes.

P5: Yesterday, Tuesday, there was a big all-day event and there was [Social Group] so there were two opportunities for it to be used and I bet it didn't get used for the big one. Today, Wednesday, there isn't the friendship group.



Interviewer: Who was running the quick event yesterday?

P5: [Dave Norman 0:20:33], our colleague from \_\_\_\_\_. You probably don't know Dave. No, lucid man. There is nothing today that it could be used for, no. Tomorrow, Thursday, there's a Better Days meeting. There's the drama group.

Interviewer: We could use it in drama. Better Days have their own ThoughtCloud now.

P5: Help and Connect? What's Help and Connect doing there? Sorry, say it again. Help and Connect are having their own one, yes.

Interviewer: No, Better Days have their own one.

P5: Yes, okay. So, yes, I know that is. And then on Friday it says there is Mindfulness and pottery.

Interviewer: Yes, pottery. I think [Susan 0:21:16]-.

P5: So working backwards we've got pottery, we've got Mindfulness. I'm not counting Better Days then. Drama group on Thursday. Nothing Wednesday. Two on Tuesday, so this week there would have been five opportunities.

Interviewer: It's been used at one so far, and I did that.

P5: Yes. So that's okay, so we've only missed one so far, which is the Inclusion North.

Interviewer: But do you think every week we're missing loads?

P5: Oh, yes, absolutely. No, well, loads, I mean, I- yes. Yes, definitely.

Interviewer: And what's going wrong there? It's the thing that you're saying, isn't it? It's reminding people that it's there.

P5: Yes, and that it's dead quick and easy to set up a slightly different question or a new event or how to put the date in or whatever. It doesn't take a long time.

Interviewer: What about even it being available to people because it's in your room which is something that's locked?

P5: Everybody has access to our room who is kind of delivering on operations all stuff. Everybody, so it's never kind of in a locked cupboard and you can't kind of get it.

But not charged. I mean, if you just took it downstairs and into the room that you're having and charged it in, it would charge

up by the time you wanted to get feedback. It's not a big deal.  
Maybe a longer wire.

Interviewer: A longer wire would be good. Yes, just, I mean, even simple things like that would be interesting to explore.

P5: Yes, yes.

Interviewer: No, no, that's good, so, yes, I guess the other thing I was going to talk about, our other- is it something to do with the type of event that it's not getting, you know, are there particular events that it might work better at or that it's more appropriate for and therefore it is used more frequently? Because we've got quite a lot of [Social Group].

P5: Yes. I suppose the big events like the Inclusion North training yesterday, so first of all if people were going to have the opportunity to give some video or just verbal feedback, you'd probably need to book a second room because it would be quite busy in there, quite a lot of hub-bub, and both for peace and quiet and for people's sense of privacy you might need a second room.

Interviewer: Yes. Yes.

P5: If you pass it around [Social Group] it's unlikely that anybody is going to say, "I was really cross at today's [Social Group] because person x did y or the general feeling today wasn't so

good." So that kind of open space. Yes, so doing things in the group but you will always limit the quality of the feedback you get.

Interviewer: Yes, that's going to have an impact on- yes. Yes, we talked about that as well. Well, I've talked about that, maybe with P3, like, yes, maybe having a separate, almost like a curtailed off bit for feedback. But then I think that's starting to impact the quickness of just being able to go, "There it is," get some feedback. So I think it's finding...

P5: I think that the four smiley faces, it's easy to press the 'I'm cross', done, and nobody necessarily sees or knows what you've pressed. That's relatively straightforward, but it's the other bits that are more complicated. And when you go to a supermarket checkout or the security screen at airports, you get the chance to do those things, don't you, and I'm sure that people will readily press the 'I'm not happy' button in those situations.

Interviewer: I'm terrible. I press green all the time. I think because I work on this project I- if I see one of the- I used to be, you know, I just ignored giving feedback, but now I think, "Oh, I'd better do that," and I press green because as you say- I think the overriding majority of comments and feedback is positive. That's interesting.

The other thing that I was thinking about before, you were talking about just making it available or getting people better, maybe being afraid of the technology, and there was another thing we talked about with P3, is maybe trying to get everyone

together that uses it at some point and just maybe having a quick session with them so that everyone can see it and ask any questions.

P5: Yes. Yes, yes.

Interviewer: I think we're going to try and arrange that. What do you think of doing something like that?

P5: Yes.

Interviewer: You're thinking of logistics.

P5: Yes, but what you do is- you know offices have the things that they call at-desk meetings? Have you heard of at-desk meetings? Nobody goes anywhere. You just go to the office at a prearranged time and say, "Okay, folks I'm just going to talk to you for five minutes about so-and-so or I just want your feedback about so-and-so. It'll only take ten minutes," so nobody has to go anywhere.

So all the folks that you want to talk to are in room 10 apart from P4. So you just go up to room 10 or you do an e-mail in advance and say, "Listen, I'm just going to pop up to room 10 a couple of times in this coming week or the next couple of weeks to catch you up. I just want to make sure that you know about and you're comfortable with," and you say, "I'm going to come up at-," give a few times. Then just pop up and say, "Okay folks, there are three of you here. Can I just talk to you

all for ten minutes?" and they don't have to go anywhere or do anything or shift anything. It's low resource use.

Interviewer: Yes, maybe- I mean, I could do that.

P5: Absolutely.

Interviewer: I could do that next week just to make sure everyone's...

P5: Absolutely, so Mondays and Fridays there are some folks that don't work. A Tuesday, Wednesday, Thursday is better. P7 knows how to use them, doesn't she?

Interviewer: Is she not in there?

P5: Does P7- does she not usually work Monday, Tuesday but works Wednesday, I think. Yes, doesn't work Monday, Tuesday, but then P7 knows how to use it probably. So that probably means Wednesday, Thursday are the...

Interviewer: Yes, ideal.

P5: Best days to catch the most number of people, but you might find that you need to do Tuesday for half and Thursday for the other half or something.

Interviewer: Yes. No, that's good. That's it, because the other thing sounded like...

P5: And if you have a little ticky list of the folks that you've talked to and then you can check who you haven't and maybe hoover them up one to one when they walk past on a Tuesday morning and you're in here or something.

Interviewer: Yes. So that- I mean, we're talking about, well, P6, [C5 0:28:09].

P5: So P4.

Interviewer: P4, yes.

P5: Three students.

Interviewer: Students.

P5: P6, P7, [P8], [C10], C5, me, P3. Is that it?

Interviewer: Yes, that could be it. I don't know P8. Who's P8? How do I not know P8? [Rachel's 0:28:39] in there as well.

P5: Yes, she's one of the three students. I'll just check this. So [Karen's 0:28:46] down in Redcar, so if we had another one for Redcar, she would use it routinely.

Interviewer: Well, C10, is she not Redcar as well?

P5: Yes. Yes, yes, yes, yes.

Interviewer: She gave me three tablets the other day to put it on.

P5: Smashing. Good. They got some funding which included tablets, so if that's going on for Redcar, that's brilliant.

Interviewer: Why did they get the tablets? Do you know?

P5: Yes. They're working with some young people down there.

Interviewer: That's right, the young people's group.

P5: Yes, yes. I said P8. C5, P6, a student P4, P7, C10. It would be good really if [C10 0:29:19] and- C8 knew how to work it as well actually.

Interviewer: I have spoken with C8 about it as well.



P5: Yes, Leslie. [C11]. [Lou] of course should know how to use it.

Interviewer: C11 is...

P5: [C9] should know how to use it. [C1 0:29:34]; I didn't say C1. I beg your pardon. C1; I beg his pardon. [C7], C8, C8, yes. Yes, okay.

Interviewer: C9...

P5: one of the two parents.

Interviewer: She's a [Social Group].

P5: Yes, she and C11.

Interviewer: And that's right, yes. I don't think I've met her. And, sorry, and C1?

P5: C1.

Interviewer: C1.

P5: Yes.

Interviewer: Yes. Okay. Well, what I'll need- I'll try and make sure I've got e-mails for all these people, and then maybe just two or three times next week just spam them. Might start calling them 'ThoughtClouders' or something, and we could start our- I don't want to harass people. That's my...

P5: Yes, do harass them. Do.

Interviewer: Okay. What time are we on? Okay. Oh, we're not doing too bad. Okay, we went a bit off-piece there, so my next question is just, how helpful is it? Or do you have a sense of how helpful it is so far?

P5: I have a sense of it being helpful for organisational purposes that we now, you know, P3 can now hoover stuff up, hoover up feedback and drop it into her board meeting reports and end-of-year reports, that sort of thing. I'm not at all aware of us using feedback about individual series of events. Oh, I beg your pardon; we've absolutely used it for funding for the [Social Group] at present.

Interviewer: Oh, you have?

P5: Yes. Yes, yes, yes.

Interviewer: Oh wow. Who did that?

P5: No, P3 wrote the bid, so that-.

Interviewer: Is that transcribing from some of the recordings or..?

P5: Er...

Interviewer: She wrote the bid so I can ask her.

P5: I think she did, yes. But what I don't think we do is, say, the end of the first [Social Group] course and leading into the second one, has P4 sat down, got all the feedback, looked at it and decided whether or not there are things that she would like to change as a consequence? At that level I'm not sure.

Interviewer: Okay. Is that about to happen or has that happened already?

P5: The start of the second [Social Group] course?

Interviewer: Yes.

P5: It is about to happen.

Interviewer: Okay. Okay, because that could happen. P4 has a login.

P5: Yes, she does. And in fact the next Wellbeing course is about to start on the 12th of August.

Interviewer: P6's course.

P5: Yes, P6's course, so again she could be reviewing the feedback from the first one and just checking out whether there's anything that needs to be different or stuff that needs to be built on. Everybody looked, yes.

Interviewer: Yes, okay. So maybe I should speak to P6 about that.

P5: P6 and P4, yes, yes. Yes.

Interviewer: Yes, because I have spoken to P4 recently because I've seen her grabbing the tablet and taking it to places and, you know, and I never actually spoke to her, so it's interesting to me how she ended up doing that, taking that role.

P5: Some folks are less phased by technology than others. P4's not phased by technology.

Interviewer: Okay, yes. And then also I think she sees the sort of value in the ongoing collection of feedback as well. I think she understands that in a way that chimes with the organisation.

Another practical question: any barriers to using it that you think..?

P5: We've only got one, and so some folks go out to meet people, and so actually when we do an individual IMCA visit or an individual Advocacy visit or an individual Help and Connect visit, some of those people probably- we couldn't set it up so they could do an audio or video feedback because the person who'd worked with them would be sitting in the same room, and so that issue about the validity of the feedback would be very real.

But the initial smiley face would be simple. "Would you do-?" You would just hand it across. You don't have to see the screen. "Would you like to tell me how it's been for you today and then press done when you're finished and so I won't see it?" And so that would be really easy to do and, yes, but only having one.

And barriers; people probably not being competent about IT, and not being charged I think is...

Interviewer: Well, do you know, they might not have been that it wasn't charged. Well, I know that they thought there was something wrong with it, but nothing- you're not aware of anything to do with that.

P5: I don't think that people think it's going to track their bank accounts and rob them of money or something.

Interviewer: Is that what we think about..?

P5: Technology.

Interviewer: People are paranoid about technology.

P5: No, no, people are not paranoid. People rightly are anxious, rightly have some anxieties about technology.

Interviewer: Is that personal experience, or that's just your knowledge of..?

P5: Well, no, it's just because people are people and some people are unpleasant about some of the things they do, and when technology's able, they do it through technology. If there wasn't technology available, they'd do it in other ways.

Interviewer: Okay, yes. And so, yes, and then the last bit of this section we've actually kind of covered. So it was, how could we more effectively integrate it into feedback gathering? But I think it's probably...

P5: Systemise it, so people like C8 and [P8 0:35:34] and who set up rooms. "Have you brought ThoughtCloud down? Should

you bring ThoughtCloud down?" Systemise it into- I think if we had more than one, I actually think that would be really helpful. And then people being able to, yes, take it out with them, so have I got my- this form, that form? Have I got my ThoughtCloud?

Interviewer: And then maybe these at-desk meetings.

P5: Yes, I think that would be good.

Interviewer: Maybe get some- disseminate information and learning.

P5: Yes, enthusiasm.

Interviewer: Or logins for people. Not everyone has a login.

P5: Yes, that's very true. So maybe [0:36:17] should have a login to the drama and P8 and P7 should have for an events support. Yes, we should do that. I think we will do.

Interviewer: Yes, I think that's what's coming now is that- because at the moment the way it's designed, and I don't know if you remember this, but basically we've got two tiers of people. So you've got the admins who are just you and P3 and then we've got a sort of second tier which I'm just calling non-admin.

P5: Yes. It's like Rachel who's going to take some stuff out there to write a report for P3.

Interviewer: Yes. Yes, so that's fine. So you've got a button that says it's okay for the second tier to see the feedback. Now of course you need to go through it all and check that those things that you would share with the second tier down, but you might also want to say something like, "Only P6 can see this because it's P6's project."

P5: Yes.

Interviewer: If you see what I mean, so even if P6 had the second tier, if you unhide it for them, P4 and P3 are going to see it but you might just want P6 to see it.

P5: P6 to see it, yes, yes.

Interviewer: So it might be that you want to bill down, and this is starting to sound very complicated.

P5: Yes. Yes, no, it does, and there's a thing about information and, to what extent should we control access to information?

Interviewer: Oh, that's interesting.



P5: Have you read 'The Name of the Rose'?

Interviewer: No. I'm familiar with it though.

P5: It became a film eventually with Sean Connery but it was a book, Umberto Eco, which is all about the control of access to information.

Interviewer: Okay.

P5: And whether it is right that people with power should maintain that power by having close control of access to information, and why would I be worried about P6 seeing feedback from students about my performance as their practice educator?

Interviewer: Yes.

P5: Why should P4 be worried that P7 can see what the people on the [Social Group] course thought about the course that's been run by P4? Why should that be an issue? We're a small organisation. We're very values-driven. We all share the same hopes and kind of creating outcomes and people's lives and the systems around people. Why should we be worried or anxious about that? So that's the kind of open argument, isn't it? And actually we pretty much know that nearly all the feedback we get is positive feedback.

But the other one that can rightly be anxiety is that people say, "Well, on a particular day something went badly wrong and so-and-so said something that might be difficult for whatever reason." Or nothing went wrong but that person was in a particular place, particular bad place for whatever reason that day.

So my own view is I lean more to the information being openly accessible.

Interviewer: Yes. Well there's a whole open data movement that's happening right now.

P5: Yes. Yes, yes, yes.

Interviewer: Okay, that's interesting. So by that you would hopefully go through all the feedback and just make it available to everyone.

P5: Well I would actually. We had an almost similar issue about the photocopiers, so the photocopiers now, in order to do a photocopy you have to allocate the cost or the activity to a particular cost centre. And so we've got 15 different projects, plus there's the governance, plus there's the finance, plus there's whatever. So initially the first thinking was, "Well, if member of staff A only works on project C and D, they should only have access to project C and D."

Interviewer: Yes, okay.

P5: And then we said, "That's ridiculous. Why do we want to control it in that way?"

Interviewer: Yes.

P5: Do we think that our colleagues who are working on projects C and D are going to allocate all the printing costs to project E so that a colleague has, you know, it looks like a different colleague has done lots of printing for a different project? No, we don't believe that.

Interviewer: Okay, yes, absolutely.

P5: So everybody has access to everybody and that's a much easier technical solution as well. So I suspect we should lean towards everybody has access to everything on the basis that we're all covered by the same confidentiality policy when we are required not to misuse information that becomes available to us through work, and actually we shouldn't have anything to hide about our own performance and if there are things that we're doing that aren't good enough then we want to work on that.

Interviewer: Yes, okay, excellent. I think that's fairly...

P5: I'll probably just add it's not my final decision.

Interviewer: You won't be held responsible for anything that's said.

P5: Nothing.

Interviewer: (Laughter) Excellent. Okay, that's great. So that's really sort of around the tablet and everything.

P5: Yes. Yes, yes, yes.

Interviewer: Obviously you know there's the website, end of it. Can you tell me about your use of that?

P5: Yes.

Interviewer: Logging in and reviewing feedback so far. How's that going?

P5: I haven't done so.

Interviewer: Okay, at all?

P5: No.

Interviewer: I got an e-mail from you saying that you saw that Rachel had a login.

P5: I did. I went in in response to Rachel being there wanting to log in and I saw she had a login and then carried on being busy doing other things, so I didn't use that time to review feedback.

Interviewer: Okay. Do you feel that that's enough? Do you think that's being effective with it?

P5: No, I'm sure that's not being effective Interviewer.

Interviewer: Yes. But, yes, so basically why is it? Is it something wrong with the website or is it the resource issue? What are the barriers here that are stopping you?

P5: Time and, because I haven't done it for the first time yet, I'm not yet plugged into the value of doing it. If I did it once and I can see, you know, three bits of information that I think are really useful to get used, then I'll pass and go, "Oh look, wahey! How exciting," and then that'll spur me on, probably do it a second time and a third time. Before I do it the first time, that hasn't happened, I suspect.

Interviewer: That's interesting, yes. Okay, so what is that? Is that again having it- I feel like we're talking a lot about procedures and routines.

P5: Yes, probably what we should do is, I don't know, somebody should have an hour a week where they log in and review stuff, yes, probably.

Interviewer: Yes. You don't have time for that though.

P5: Would you like to do that?

Interviewer: Would I like to do it?

P5: Yes.

Interviewer: I could do it, but am I qualified?

P5: No. No, no, no, no.

Interviewer: Okay, that was a joke. Okay.

P5: No, but it points to the real issue really, which is that we should probably say to person X, "I want you to spend 45 minutes a week doing this task," and P3 and I probably need to decide whether it's her or me or somebody else, and then we shape it into the diary for the next three months.

Interviewer: Yes. Well, there's the other alternative is that this is not a good way of doing feedback and maybe...

P5: The gathering up is easy. So it is then once it's gathered up, taking the time to go and look at it, and we need to do that for, you know, say, three months before we say, "No, this isn't a good way of doing it," or, "Yes, this is a good way of doing it."

Interviewer: Yes. Yes, yes, people have no problem with gathering feedback on the tablet because it is nice and quick and easy. It's just completing that.

P5: Yes, completing the circle. Yes, yes, yes. So P3 and I need to make a decision like that.

Interviewer: Or maybe we just need a clearer idea of what completing the circle means, because, I mean, it could be- at the very least it's just making sure- having, let's see, the things you can share with others so that other people can have access to it. That could be done relatively quickly, relatively, if you're doing it on a regular basis because now there's quite a lot on there.

P5: You see, so there's absolutely an annual cycle. There's a quarterly cycle.

Interviewer: Already?

P5: Sorry, there's an annual cycle for the annual report for the organisation. There are quarterly cycles for monitoring for contracts, and then there are kind of more ad hoc cycles like once [Social Group] course comes to an end and the next one's about to begin or one Wellbeing course ends and the next one's about to begin.

And I suppose there are probably annual cycles in terms of staff one-to-one and annual appraisals, but actually in advance of the one-to-one or appraisal we could jointly look at feedback that's been received from what the people have been doing as validation of their contribution.

Interviewer: Yes, okay.

P5: Yes, so, yes, annual, quarterly, and then ad hoc, yes.

Interviewer: Yes, so it could come into all those processes.

P5: Into the- yes, yes, yes. Yes, so what we'd probably do then is the communication group, yes, maybe we could plug it into the communication group which, yes, we're going to meet in the next two or three weeks. I think you're invited to that.

Interviewer: Am I?

P5: Yes, P3 said we could invite you.



Interviewer: Oh yes. Well, I think she said she had to clear it or...

P5: Yes. Yes, yes, yes.

Interviewer: When is it?

P5: I don't think there's a date set because I think we-.

Interviewer: Oh that's- yes. Yes, no, I think she was going to find out if it was okay or when it was and then get me along.

P5: Yes, yes, because that group then would be a trigger for getting- for looking at the feedback to see how we might want to disseminate it for one of the five purposes or maybe two of the five purposes.

Interviewer: Yes. And that's the- it's annual. Did you say annual communication group? No.

P5: No. No, no, no.

Interviewer: No, just...

P5: It's our- there isn't a set meeting curriculum, see.

Interviewer: Okay, yes. Okay, I'll make a note of that, but, yes, if you let me know, yes, I'll definitely try and come along to that. That'll be really good. How do you feel about the way the system is being used? That's a broad question.

P5: I'm very enthusiastic about it still.

Interviewer: You're enthusiastic.

P5: And I think it's great when folks just trot off to a meeting with it under their arm and people would tick the button. I think it's...

Interviewer: I need to capture that moment, you know, how that happens when someone just picks it up and takes it, like what is that? But, yes, sorry, you were speaking and I just interrupted you.

P5: I think that the people who give feedback find it nice and easy and simple and fun. It's more fun than a bit of a paper. It's easier and quicker, so you're not constrained by anxiety about, "Can I write?" or, "Can I read?" or whatever.

Interviewer: Yes.

P5: So I think it works for the people we work with.

Interviewer: Yes. Yes, so I'd like to talk to a few of them about it maybe.

P5: Yes. Yes, yes, yes.

Interviewer: I'm thinking of, well, see how [Social Group]- okay, that's great. And then so finally, is there anything actually that you think we need to change about the way it works? So the website or that, anything that we could change that would make- something that would help promote its use or make it easier or better?

P5: We collected information from [Social Group] on the 12th, the 7th and on the 13th. That can't be right.

Interviewer: That can't be right, yes. That might have been someone just pressing the button. Did you just press the button? No.

P5: Anything about how it works? No, I don't have any feedback on how it works. I think it's fairly straightforward and simple.

Interviewer: Okay. And then the very last thing, could we log in to the website again now?

P5: Yes. Yes, yes, yes.

Interviewer: You need to go right now?

P5: No.

Interviewer: You got ten minutes?

P5: Five minutes.

Interviewer: Five minutes, okay.

P5: Seven and a half.

Interviewer: Okay. And can we use Windows Explorer because- I know.

P5: Really?

Interviewer: Yes.

P5: Windows Explorer. Is that this one?

Interviewer: Yes. No, that's not- I mean, Internet Explorer, yes.

P5: Right. I'm just going to pick up...

Interviewer: There's just two quick questions about new features that we've added. One was kind of the ideas that came from the last study we did.

P5: Gosh, this is very slow.

Interviewer: Yes. Well, that's why no one uses it.

P5: And so what I'm... It's not usually slow.

Interviewer: Sorry? That's not slow, no, that's built by... Firefox support is definitely something that we want to add in, thanks to you.

P5: No, this is my laptop.

Interviewer: And it's not working. Is it being slow?

P5: Yes, well, it's not going to those ones below. I don't know.  
Wait, no, no, I can't...

Before you continue-.

No, go away. Privacy reminder from AOL; what do I do with this?

Interviewer: I don't know why Google is doing this.

P5: Do I agree?

Interviewer: Do you?

P5: I don't like people. I don't like people. Why has it gone to Google? I thought we didn't want- would you like to make- absolutely not. Go away forever. I thought we didn't like- well, you like it.

Interviewer: It's not that I like-.

P5: Not SoundCloud; I beg your pardon.

Interviewer: ThoughtCloud. Oh, that'll be interesting if that works.

P5: ThoughtCloud to you.

Interviewer: It's bound to not be high on a google search.

P5: Put ThoughtCloud.

Interviewer: Yes.

P5: That's why I've got to copy and paste the link.

Interviewer: You need to take the whole URL rather than...

P5: Yes. Oh, do I? Go on then.

Interviewer: So it's just ThoughtCloud, no space. Oh, it's decided to complete a bit for you. Dot org.uk. So that was easy to find, wasn't it?

P5: Yes, yes, but I- so on the other one, it's usually just one of my favourites. Whoops, that's my typing. I've probably done that wrong now, but there you are.

Interviewer: Oh, there you go. Nice. Okay.

P5: Remember passwords? No, I don't want any passwords. Why can't you tell the computer 'never remember any passwords, go away, never ask me again'?

Interviewer: I think you probably can somewhere.

P5: Good.

Interviewer: So can you say a little bit about this? It's just a normal, can you talk me through the website? If you want to have a click around, does anything spring to mind?

P5: Okay, well, I can see all the different groups who have used it. Mindfulness, mindful in practice; I know the difference between those two. Regional Forum; now then, how about that? Did they use it? Yes, so let's have a little look. 8th of December; no, they didn't use it yesterday.

Interviewer: Well, the older ones will be further down.

P5: Surely- okay.

Interviewer: Remember we taught you actually the last time we looked at this, the dates were in the wrong order after me explaining.

P5: So does the Regional Forum not go to all the feedback about Regional Forums?

Interviewer: Yes, it does, yes, but it's in chronological order so the oldest one's at the top.

P5: Oh, I see, so I need to go down here.

Interviewer: Yes.



P5: They're all under the 8th of December. No, no.

Interviewer: But maybe if you want to stay on or if you want to pick one and stay on it, oh.

P5: June 16, that's better. That's ...

Interviewer: And these are the things when you look at the individual videos, C5- 22nd of June, so that's quite recent as well. So there's some new things that have been added. Well, not new. A lot of these are the same. This is for you.

P5: Okay, so if I just look at that, so that presumably is- had a tag, yes, so I can label it somehow. This is confidential. This is for sharing. This is for website. This is the annual report. This is whatever.

Interviewer: Yes.

P5: And a comment, right, yes, okay, and that would be to- it's interesting. So could I publish that to..? \_\_\_\_ [0:54:48].

Okay, so that's- I assume I've done it. It's going to say, do you want to go to- oh, doesn't it ask me if I want to go to Facebook or the website or Twitter or..?

Interviewer: Well, no, where the- if you scroll back down, if you go back down to where you are, that's the only thing. So now this one is published, wow.

P5: Published where?

Interviewer: It would be published in the ThoughtCloud website.

P5: Oh, is it?

Interviewer: Well, that feature hasn't been completely enabled yet. That's just an option for you to...

P5: On the ThoughtCloud website. Oh, yes, yes, yes.

Interviewer: I think we talked about this before.

P5: Yes, we did. We did.

Interviewer: The sort of TripAdvisor analogy where what I envision is you come to ThoughtCloud, you will need to log in, it will give you a list of organisations who use ThoughtCloud, and then if you click on that it will show any that have had that clicked. Now before I think you were a bit reticent about that sort of thing. Would you use that option?

P5: So that's white, that's green.

Interviewer: Yes. Well, that one is green to show that it's been published to the web.

P5: Yes, that's what I mean. So if I click it again, does it go white again?

Interviewer: Yes, it will. Yes, it will unpublish it, yes.

P5: Yes, okay.

Interviewer: So if you go back down to that video, yes, it's a shame it pops back to the top. I'm working on it.

And then the last thing here is the hide button, so that's enabled for everything that comes in, and that is the thing that we talked about before with the lower tier of people seeing it. So at the moment, that's hidden from everyone except you and P3. If you wanted to share that video with anyone else, you would just click that button and it would... Does that make sense?

P5: Yes.

[Recording plays 0:56:50 - 0:57:18]

So what I'd say straight away is that we should be, as C8 said in that [chapter 0:57:23], carry on having meetings or getting together, having a coffee, having a pizza, going for a walk, going to the pictures with the people you've made friends with because you don't only meet up with people at the one event where you first met them.

Interviewer: That's how you would respond to that?

P5: That's my initial response to that, but then can the organisation facilitate that? With whom? With what money? How? What resources? And if you got four people together, all of whom are really good at making new friends and you said to those four, "Great, would you like to go and have a cup of tea together?" they might say, "Yes, smashing;" they might say, "No, not really." But create the opportunity. Six seconds at work time.

Interviewer: Okay.

P5: Yes, okay? So are there any tags you \_\_\_\_ [0:58:08]? Yes, okay, so I'd add a little comment. I'd say, "Does this have an opportunity to help people maintain their friends that they have made and their friendships they have made? Yes. On ThoughtCloud, yes."

Interviewer: Good, and the tagging concept, that makes sense as well. This is kind of an idea that came out of it.

P5: Yes, I mean, so if I did that...

Interviewer: So you could tag that and you could say- you could put a tag and say that was...

P5: So I put a tag there and I say you...

Interviewer: You need to- yes, that's it. Yes.

P5: Use on website, so add tag. So that would mean then that on our website we can put a group.

Interviewer: So now a tag's been added to that, and you could have as many as you like. The other thing with tags is it'll make them searchable, so if you tagged loads of ones in different...

P5: Yes, yes. That's right. That's good.

Interviewer: If you click 'use on website', you get a list.

P5: That's great, so annual report is the best one for that.

Interviewer: Or you could put like if you- do you know that guy's name?

P5: No.

Interviewer: But, I mean, [C12's 0:59:20] in one of the other ones, so you could tag it 'C12' and then you could get all the ones with C12 or all that. So that makes sense.

P5: Yes, absolutely. I'd imagine that you might tag it 'quarter one' so that you knew that when you'd done your quarter one monitor return you just go to quarter one. Or you might tag all through the year 'annual report' and then at the end P3 does an annual report search and she comes up with 12 that, yes, might want to use in the annual report.

Interviewer: Okay. So tagging makes sense. Comments make sense. Public publishing; still not sure?

P5: Yes, no, I see that. I suppose, yes, if people are on our website and they click a wee button and that takes them to another website to...

Interviewer: Yes, you think that's..?

P5: Yes. There's the navigation thing because that complicates things, particularly for several people who are less IT literate. If you've got one page open and, "See what [C2 1:00:28] thought of the lottery group. Click here," if that opens another page, I

think, I mean, you want it to open another page, not taking that page to it. But then you've got to come back to the page that you're on. Otherwise if it supersedes the page you're on then you have to go back. That's just...

Interviewer: It might be that- what Facebook and Twitter have done is made widgets that let you embed their content on your website.

P5: Right. Oh, yes.

Interviewer: Maybe doing something like that.

P5: Oh, okay, okay, okay. So you've still got the Smart Skills thingamabob but you've got a wee bit here which is where you talk about \_\_\_\_[1:01:02].

Interviewer: Yes. Well, look, if you imagine any webpage you've seen with a YouTube video embedded in it...

P5: Yes, that's right, YouTube. Yes, absolutely.

Interviewer: So it'd be like that, except it would have a little ThoughtCloud symbol maybe.

P5: See, I think in terms of usability I think that's better.

Interviewer: Yes. But then not any- what about- I mean, we've talked about consent previously, getting consent to share those videos from people who are in the videos.

P5: That consent should have happened before they spoke.

Interviewer: Okay. How did that happen?

P5: We have bits of paper that say, "Can we take pictures and make films of them?"

Interviewer: Are they signed here already?

P5: Yes, should have done, yes.

Interviewer: Okay. Okay, great. We talked about them. I'd like to leave this with you.

P5: Thank you.

Interviewer: This'll remind you to look at feedback.

P5: Yes it will, thank you.



Interviewer: I've asked P3 to go through the feedback and make it available to the second tier. She said she's going to do that, but you should feel free to do that as well P5.

P5: Yes. Yes, yes, yes.

Interviewer: Any last thoughts? I'll let you go. On anything at all- well, any last thoughts on the website actually? So here's the people who are- so here, these people are admins and then these people- they can't see anything at the moment unless it has been...

P5: Yes.

Interviewer: This one.

P5: Just out of interest, how do I change? Say P4, if I wanted to make her admin or something, how would I change that?

Interviewer: You send me an e-mail at the moment.

P5: Oh, yes, okay. Okay. That's fine.

Interviewer: At the moment you can add people. You might have noticed you can't delete anything right now. You can't delete anything.

P5: Okay, okay. You want to do the deleting, yes.

Interviewer: No, no, I don't. I want you to be able to do that, but these are all features that are coming soon. So if there's anything missing that you need now, tell me and I'll make that the priority, but it's still just coming along.

P5: So at the minute when P4 logs on, can she get any of this? She gets this.

Interviewer: She'll see all the events.

P5: And then what happens when she..?

Interviewer: But when she comes in- well, she'll see that one. This one is green, so this one's actually been, so this...

P5: Where's it green?

Interviewer: See the colour is green and this button is not highlighted so the eye is open, so actually P3 did all these the other day when we were going through. But if you think about the ones who were out before, go back, back, these ones...

P5: Red.

Interviewer: When they initially come in the red with that activated, so if you wanted anyone to see these- I think these are tests. If you wanted to share these further, you have to think about clicking the button to make it sort of feel a bit safe.

P5: Yes, okay. Unhide there. A wee bit, okay.

Interviewer: Yes?

P5: Yes.

Interviewer: So if you do have a chance to click around and share it with other people, then that'd be great, and then any thoughts on making this better, that's what we want to look at.

P5: Yes, so you can do questions here rather than on the pad.  
Yes, okay. Okay, I do need to go Interviewer.

Interviewer: Yes, that's no problem.

P5: I apologise for that.

Interviewer: No, no, that's been more than enough.

P5: Okay, thank you.

Interviewer: Thank you very much for your time.

P5: Good. Thank you for spending some time with Diane, shortly, I understand.

Interviewer: Oh, yes, yes.

P5: She's going to get a little bit of basic-

END AUDIO

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