

Memorandum of Understanding on Joint Working between CVS Falkirk and District, Falkirk Council Development Services, The Helix, Scottish Canals and Scottish Social Enterprise Academy

Purpose

This Memorandum aims to support joint working arrangements between CVS Falkirk and District (CVS), Falkirk Council Development Services (FCDS), The Helix, Scottish Canals (SC) and the Scottish Social Enterprise Academy (SSEA) (and collectively all five are referred to herein as The Parties) so that the Helix Social Enterprise Initiative (the Initiative) is able to flourish and enjoy success at a local level. The Parties are strongly committed to partnership working in order to add value and strength to the services we deliver for local people and communities.

The aims of this Memorandum are to:

- Re-affirm and build upon the co-operation that already exists between The Parties;
- Promote a common understanding of the Helix Social Enterprise Initiative;
- Facilitate effective sharing of information and joint working in support of the Initiative;
- Ensure appropriate consultation and engagement on matters relating to, or affecting, the Initiative;
- Promote co-operation and support between the staff of The Parties in furtherance of the above.

Role and Functions of The Helix

The Helix will transform under-used land between Falkirk and Grangemouth into a thriving urban green space covering some 350 hectares. Its imaginative combination of cultural heritage, iconic structures, engineering expertise and sustainable environmental features will provide local communities with improved surroundings and a better quality of life. Now a part of Falkirk Community Trust, it represents a huge investment and legacy opportunity for the people and communities of Falkirk and beyond.

In terms joint working The Helix will take a lead role in terms of:

- Overall management of the Initiative;
- Branding, marketing and public relations activity;

Role and Functions of CVS Falkirk and District

The CVS is the Third Sector Interface for the Falkirk Council area and has responsibility for supporting, developing and representing social enterprises as well as the wider third sector. The CVS is also the Volunteer Centre for the area, promoting, supporting and recruiting volunteers for deployment across hundreds of organisations. The CVS will lead on the delivery of the initiative, and has a specific role in promoting best practice in terms of governance, compliance, financial resilience and operational effectiveness.

In terms joint working the CVS will take a lead role in terms of:

- Secretariat for partnership meetings;
- Employing and managing staff resources;

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- Main point of contact for the Initiative;
- Main connection with the Falkirk Community Planning Partnership.
- Budget holder.

Role and Functions of Scottish Canals

Scottish Canals cares for the canals as part of Scotland's history while transforming them into a vibrant part of canal-side communities. They have played a significant part in many aspects of the redevelopment of areas in Falkirk, including the Falkirk Wheel and have a track record of working in partnership across sectors.

In terms joint working SC will take a lead role in terms of:

- ESF funding, monitoring and reporting;
- Environmental policy and impact.

Role and Functions of Scottish Social Enterprise Academy

The Social Enterprise Academy was set up in 2004 as a social enterprise. The Academy is able to deliver courses to the public, private, as well as the social economy sector. The Academy's leadership, enterprise, and social impact programmes encourage innovation and creativity by focussing on the participant and their personal development as an entrepreneurial leader. They are key contributors to a range of partnership activities at a national and local level across Scotland.

In terms joint working SSEA will take a lead role in terms of:

- Organising and delivering high quality training and mentoring sessions;
- Advising on national social enterprise policy and direction.

Role and Functions of Falkirk Council Development Services

- Main connection with the Falkirk Business Panel and My Future's in Falkirk;
- Support the Initiative workshops, conferences and events with Business Advisors;
- Give direct access to one to one meetings with Business Advisors;
- Give access to Business Gateway workshops.

Areas of Joint Work

The Parties will work jointly to promote and support the Helix Social Enterprise Initiative in order to:

- Promote social enterprise and a more enterprising third sector across the Falkirk Council area;
- Encourage the start-up of new social enterprises;
- Support the growth and improvement of existing social enterprises or enterprising third sector organisations;
- Attract resources to support the above;
- Influence policy in furtherance of the above.

Methods of Joint Working

The joint working identified in this Memorandum may take the form of:

- Joint submissions for resources;

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- Joint conferences, events and training;
- Sharing of information and documents;
- Partnership meetings to review joint activity;
- Inviting other interested organisations to participate in meetings and/or events where appropriate.

Principles

The following principles will inform and shape our work together:

- We will work in partnership wherever practicable;
- We will be open and honest in our dealings with each other;
- We will work to the highest levels of transparency;
- We will provide high quality services to our clients;
- We will combine resources and services to invest in the best possible impacts;
- We will not seek any competitive advantage over each other in terms of supporting social enterprises and social enterprise activity in the Falkirk Council area.
- We will not work independently of partners without prior notice and consultation to reduce any potential conflicts of interest.

Accountability and Engagement

We recognise that the organisations in the partnership are independent and accountable to their own Boards. We will therefore work in a way which supports good governance and enables active engagement in the development of activities and strategies which advance our shared aims in relation to social enterprise and enterprising third sector activity. Where barriers to engagement exist, we will seek to remove them, enabling equity of voice and access to joint working for all partners.

Issues Resolution Process

It is good practice to be clear about how issues will be resolved prior to any arising. This Memorandum is built upon the expectation that the relationship and on-going evaluation and monitoring process will enable business to progress on an agreed basis. However, the Parties recognise that from time to time exceptional issues may arise that cannot be immediately resolved through the standard meetings and processes outlined here.

For this reason and eventuality we have agreed the need for an exception-based system to resolve such matters and agree that the following Issues Resolution process should be followed when necessary:

Stage 1 Officers involved in each organisation forming the Parties should arrange to meet and discuss the issues, outlining the difficulty, organisational position and to identify possible means to overcome barriers to further progress.

Process ends here if dispute is resolved.

Stage 2 Most issues are expected to be resolved at officer level. Exceptionally, Senior Manager/Partnership Representatives should review actions of officers, undertake further discussions and negotiations to resolve any outstanding issues.

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Process ends here if dispute is resolved.

Stage 3 Where discussions at Senior Manager/Partnership Representative level cannot identify a solution, it should be referred to CEO or Board level as appropriate.

Process ends here if dispute is resolved.

Stage 4 If the above Stages do not result in a mutually supportable outcome, the CEO's/Boards of the Parties will jointly agree the appointment of an external mediator and will agree to be bound by the resulting recommendation.

Monitoring, Evaluation and Review

We are committed to delivering our shared aims through partnership and will use our agreed principles to guide how we work together. We will monitor and evaluate on an on-going basis the effectiveness of our partnership, the outcomes we achieve and review overall progress annually. We will meet quarterly to consider achievements, barriers to effective partnership working and issues affecting progress.

We are also committed to seeking feedback from our clients and ensuring that we consider this feedback in how we deliver services together. We will be able to demonstrate that clients are able to shape and influence the work we do together.

Written: 10 September 2012

Last Reviewed: May 2014

Signed by:

..... Date
Karen Herbert, Chief Executive, CVS Falkirk & District

..... Date
Mike King, Programme Director, The Helix

..... Date
Richard Millar, Head of Enterprise, Scottish Canals

..... Date
Sam Baumber, Chief Operating Officer, Scottish Social Enterprise Academy

..... Date
Pete Reid, Manager, Growth and Development Unit, Development Services, Falkirk Council