

Terms of Reference for Transition Group (FINAL)

Single Enhanced Intermediary Transition Group

Background

Following the grant award by the Scottish Government to deliver the Single Enhanced Intermediary for social enterprises to Social Enterprise Scotland (SES), we have put in place a number of steps to ensure that the transition is as seamless as possible. This is to ensure that services to social enterprises are not interrupted in the critical early days and that future policies and activities reflect the needs of the wider sector including grass roots social enterprises.

We also want to ensure that what happens over the next six months builds a relationship of trust and confidence between the single enhanced intermediary (SEI), social enterprises and others who are active in this area. SES wants to be transparent, engaged and flexible within the financial and operational requirements of the new contract.

For example, we will be commissioning Community Enterprise to carry out a consultation exercise in order to inform our actions and looking at making our governance structure more representative of the social enterprise movement.

We are also establishing a Transition Group (TG) which will work over the crucial next six months.

We think that it is critical that the TG deals with two types of issues – **processes** (are we talking and listening to the right people in the right way?) and **content** (are we talking about the right issues and coming up with the right recommendations?).

The Transition Group's purpose is to bring together a small number of knowledgeable and trusted individuals who can guide SES on how to minimise disruption in the short-term and maximise the support for social enterprise in the long-term so that it's potential as a SEI is realised. It is not to create a shadow governance structure, nor to represent the social enterprise movement.

The following paragraphs outline the Terms of Reference (ToR) for this group.

Membership:

We want the membership of the group to reflect a balance of grass roots social enterprises, stakeholders, SENScot (as a co-creator of much of the current infrastructure for social enterprises) SENs and knowledgeable and independent experts who can act as critical friends.

Composition of the Transition Group will be

- Independent Chair
- SENScot Board Member – appointed by SENScot
- Social Enterprise Scotland Board member – appointed by SES

A further 6 to 8 members will be appointed to the TG.

- Both parties nominated a number of individuals after joint discussions, and this provides the best opportunity to have a group that is diverse, inclusive and has the skills and experience from across the sector that are necessary.
- Invitations to join the TG will achieve a blend and mix of skills and competencies from nominated individuals.

SES will provide the Secretariat for the TG.

Timescale:

The TG will have a 6 months remit, when it will report back, with recommendations, to the SES Board.

Goals:

The primary goal is to support SES / SEI to develop the Business Plan for implementation and action from 1st July 2022 which has widespread support from social enterprises, stakeholders and the SG.

The secondary goal is to ensure that SES / SEI has identified the key longer-term issues which will need to be addressed in order to deliver its business plan until 2024 and beyond. These may include:

- Governance – establishing a new structure for the Board
- Membership – agreeing membership criteria
- Voluntary Code – embedding the principles of the voluntary code in the SEI
- Functions and services to be provided by the SEI and the deployment of resources and partnerships beyond the transition to deliver this
- A communications strategy for the period after transition
- Examining the potential areas for organisational growth and the impact on future staffing growth

Deliverables

A full review of the consultation with the wider sector carried out by Community Enterprise. The TG will set terms for this piece of work and the results will be presented back to the TG for consideration and review.

The TG will consider -

- Future governance arrangements for SES
- Democratising future governance to reflect the social enterprise movement in Scotland
- Future membership criteria (bearing in mind our commitment to a 'broad church' approach endorsed by SG)
- Future finance
- Future functions

All of these will contribute to our ambition of growing, strengthening and deepening the impact of social enterprises across Scotland.

A final report for the SES Board by end of October including some Information sessions (end of September) to outline findings and recommendations. This will be presented to social enterprises, funders, and stakeholders

Scope / Jurisdiction

The TG will be responsible to the Board of SES who will store any documentation collected as part of the work of the Transition Group. This information will be held by the Secretariat, and made available to social enterprises and key stakeholders as appropriate determined by the Transition Group and in accordance with GDPR (except for commercially confidential or staffing sensitive information).

Meetings and SEI Budget

The TG will agree on the frequency and schedule of meetings during this transition period, with dates earmarked in advance to assist engagement.

The TG should be mindful of adhering to the SEI budget agreed with SG and the priority areas for action outlined in the SES bid.

There should be a meeting/seminar/mini conference to explain findings and recommendations at the end of July and after the closure of the TG after 6 months in Autumn 2022.

Resources and Budget

The TG will have a budget of £5,000 for consultation and £1,500 to cover expenses for travel, meetings in different parts of Scotland, and any publicity. These will be made available by SES, who will also provide the secretariat.

In order to manage resources, the TG will engage in discursive style meetings, avoiding the need for lengthy papers and other supporting documents. It is assumed that all members will bring their expertise to these discussions, and this will inform any conclusions and /or recommendations for approval.

Governance

If possible, the TG should operate by consensus. If this cannot be achieved a simple majority will be noted.

- The quorum for meetings will be 5 members. If a quorum does not attend, decisions/recommendations may be agreed by written procedure.
- Meetings will be called by the Chair with at least 5 working days' notice, and in-line with published wherever possible.
- Any papers presented to the TG will also be circulated 5 days in advance, wherever possible.
- The Transition Group will meet for a defined period, at the end of which it will have no residual role. It is the role of SES Board to consider all Transition Group (TG) recommendations, in accordance with its governing documents and membership at 30 June 2022, and for the SES Board to determine the extent of acceptance in discussion with the TG, and to give feedback to the TG to determine which recommendations can be adopted.
- The recommendations from the Transition Group will be shared transparently with the full membership for consideration.

FINAL ENDS