



## Transition Group 1 - Meeting Notes & Key Actions

### Present:

**Professor Ian Welsh (IW) Chair**

**Polly Chapman (PC)**

**Yvonne Strachan (YS)**

**Angus Hardie (AH)**

**Irene Mosota (IM)**

**Martin Avila (MA)**

**Ailsa Clark (AC)**

**John Halliday (JH)**

**Claire Pattullo (CP)**

**Jennifer Robertson (JR)**

**Secretariat: Beverley Francis, Chris Martin, and Alistair Grimes**

**Apologies: James Hilder**

**Date: 4<sup>th</sup> July 2022**

**Venue: Scottish Storytelling Centre, Edinburgh**

1. Apologies & Welcome	Action
James Hilder intimated his apologies. The Chair invited members to introduce themselves including members of the Secretariat.	-
<p><b>2. How we will work together</b> Following discussion, it was agreed that</p> <p>A Teams shared space would be created to support the work of the TG</p> <p>Members should feel able to say everything here and use social media constructively</p> <p>An action note will be produced for the meeting, not a verbatim minute</p> <p>All papers, wherever possible will be made public unless good reason not to</p> <p>A dedicated email will be available for civic Scotland to engage</p> <p>Taking account of the physical location of members, and current travel limitations, members reluctantly agreed to meet in Edinburgh and Glasgow, but IW offered to support local events, and the ongoing community conversations by SES were noted as an additional means of local engagement.</p> <p>Hybrid would be facilitated for every meeting</p>	<p>BF</p> <p>ALL</p> <p>BF</p> <p>BF</p> <p>BF</p> <p>BF</p>
<p><b>3. Terms of Reference</b> These were noted, acknowledging that the version issued referred to “contract” instead of grant in respect of the Scottish Government, this is to be amended and provided to members and updated on the SES website.</p> <p>It was acknowledged that CP and JR represent the TSI and SEN constituency and will require at times to seek views from their network in contributing to the group discussions and decision making. In addition, JH indicated that he had been nominated by the SENS Scot Board, but did so, having not been</p>	BF

<p>part of the legacy discussions leading to the formation of the TG, and he noted he also had his own perspective to offer.</p> <p>Some members sought reassurance on the status of the recommendations to the SES Board. The co-productive nature of the approach to the work would provide reassurance that recommendations would find favour, however, the TG whilst advisory, has significant strength and credibility. The Chair indicated a level of confidence that the totality of the recommendations would be accepted by the SES Board.</p> <p>It was agreed to acknowledge the difficult journey to here, and there was a clear commitment in the meeting to “leave baggage at the door” in the wider interests of the sector. The tension in the movement between a distributive community-based model and a national intermediary was recognised as well as the significant SENS Scot legacy.</p>	
<p><b>4. Presentation</b></p> <p>Members heard a presentation from AG on some of the key questions that might feature in their work to stimulate thinking about approach. These were grouped under the themes of Membership and Governance, Functions and Services, and Critical Relationships.</p> <p>The presentation is to be added to the resources for the group, later in the meeting it was agreed to develop this into an iterative document that could be updated as the group reached conclusions and decisions.</p>	BF
<p><b>5. What we will we work on together</b></p> <p>Stimulated by the presentation, there was a discussion, with the expression of different perspectives focused on some key areas.</p> <p><u>Role of an Intermediary?</u></p> <p>The group concluded that despite several technical questions that might be addressed, there was agreement that the culture, values, and behaviours of the intermediary were of critical importance, to then frame the more technical aspects of its membership and governance. It is hoped that a strategic frame might allow a few answers to flow to resolve the technical questions.</p> <p>It was agreed a paper to stimulate thinking on the role of an intermediary would be available for the next meeting and enable thoughts to be captured going forward as well as a paper on the technical questions so that discussion and decisions could be recorded as the work of the group unfolded.</p> <p>It was further agreed that a session on culture, values and behaviours would form part of the agenda of the next meeting.</p> <p><u>Role of Scottish Government</u></p> <p>It was noted that, as funder, Scottish Government was not a neutral player. Members believed it important that SES could remain independent and capable of challenging government. It is important that the SES Board feel capable of pushing back but also acting politically as required.</p> <p><u>Testing wider opinion</u></p> <p>The TSI and SEN networks had issued a survey to gather views on the role of an intermediary. The emerging findings and subsequent updates are to be shared with the group,</p> <p>Some resource had been allocated to conduct opinion work on behalf of the TG, and to build on the Census data due in August 2022. MA agreed to share any initial findings in advance of this that might be helpful to the groups thinking</p>	BF/ IW  BF      AC  MA

<p>Douglas Westwater, of Community Enterprise had been approached to be available to the group if work was needed. Members agreed to await the TSI / SEN survey and to a time when it was clearer on what work it thought it needed to commission before making decisions.</p> <p><u>The question of asset lock</u></p> <p>The Group discussed at length the question of the legal structures of social enterprises and the extent to which “asset lock” was important. This was at the heart of some legacy differences in thinking but from the discussion, a level of agreement was in evidence. The Group thought it was important for organisations to be tested against the behaviours as well as legal structures. Those who asset locks their profits or distributed them for community benefit in broad terms could be eligible for membership of the SEI. However, where an element of private investment was present or profit distribution to individuals, then this may merit Associate Membership, where entitlements might differ. It was felt that a broad church of different legal entities could be accommodated under a differentiated membership structure. Experience suggests that some people seek to become social enterprises for motives that were not genuine and there are fears that this does not protect assets for community benefit. The Group concluded that the work to examine mission and values was as important as the examination of legal structures.</p> <p>It was agreed examining the mission and values of SES and SENScot would be helpful in the first instance. The work on culture, values and behaviour would inform this matter further.</p> <p><u>Leading in a complex system</u></p> <p>It was observed that there are many organisations supporting social enterprises and the landscape had become cluttered. It was considered helpful to undertake a mapping exercise of the current landscape to inform potential gaps and areas for the intermediary to develop. It was also considered helpful to examine the functions of other intermediary organisations in other sectors, to consider alternative perspectives and models.</p> <p>AH agreed to share a paper he had written on the eco system in the past as he thought that might be useful.</p>	<p>BF</p> <p>BF/AG</p> <p>AH</p>
<p><b>6. How we will listen to others</b></p> <p>In addition to the survey work, it was considered premature to plan any additional engagement before the group had some thoughts or plans on which to engage. It was noted that a dedicated email was being established and that there were commitments to engagement in the Terms of Reference. It was noted that the timeline for this had slipped given the delays in establishing the group and agreeing its terms.</p> <p>It would therefore be possible to engage with wider stakeholders at points of the work as appropriate. Events, webinars, and surveys could be considered.</p>	
<p><b>7. Next Steps</b></p> <p>A note of the meeting will issue for agreement, and the actions set out will be progressed between meetings, with the Teams channel being used to contribute, engage, and develop thinking further.</p>	
<p><b>8. Arrangements for future meetings</b></p>	

<p>It was noted that dates had been secured for meetings, but that holidays would interrupt attendance for some. Hybrid options would be made available, and opportunities to contribute outside of meetings would be encouraged.</p>	
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