

10am, Thursday, 21 January 2016

Corporate Governance Payments to Third Parties: Proposals to establish a Strategic Partnership – referral from the Communities and Neighbourhoods Committee

Item number	4.4
Report number	
Executive/routine	
Wards	All

Executive summary

The Communities and Neighbourhoods Committee on 24 November 2015 considered a report on a proposal from the Edinburgh Voluntary Organisations Council (EVOC) and Volunteer Edinburgh (VE) to establish a new Strategic Partnership with the Council. A request for funding from Edinburgh Social Enterprise Network for funding was also detailed.

Council is asked to consider this report as part of the budget setting process.

Links

Coalition pledges	See attached report
Council outcomes	See attached report
Single Outcome Agreement	See attached report

Terms of Referral

Coporate Governance Payments to Third Parties: Proposals to establish a Strategic Partnership

Terms of referral

- 1.1 On 24 November 2015, the Communities and Neighbourhoods Committee considered a report on a proposal from the Edinburgh Voluntary Organisations Council (EVOC) and Volunteer Edinburgh (VE) to establish a new Strategic Partnership with the Council. A request for funding from Edinburgh Social Enterprise Network for funding was also detailed.
- 1.2 The Communities and Neighbourhoods Committee agreed:
 - 1.2.1. 'Strategic partnership' status for both the Edinburgh Voluntary Organisations Council and Volunteer Edinburgh based on the proposals outlined in paragraphs 3.3 to 3.5 and in appendices 1 and 2 of the report by the Deputy Chief Executive.
 - 1.2.2. A five year in-principle revenue grant commitment (with the initial four year phase commensurate with the Council's Budget Framework 2016-20) for the Edinburgh Voluntary Organisations Council and Volunteer Edinburgh as set out in paragraphs 3.7 to 3.10 of the report by the Deputy Chief Executive.
 - 1.2.3. To refer the report by the Deputy Chief Executive to Council to be considered as part of the budget setting process on 21 January 2016.
 - 1.2.4. Not to progress a new grant programme regarding third sector infrastructure support as outlined in paragraphs 3.22 and 3.23 of the report by the Deputy Chief Executive.
 - 1.2.5. To note the request for revenue grant aid from Edinburgh Social Enterprise Network and the proposed action as outlined in the report by the Deputy Chief Executive.
 - 1.2.6. To note the potential impact arising from an upcoming Scottish Government Review of third sector infrastructural organisations and any

required council action as outlined in the report by the Deputy Chief Executive.

- 1.2.7. That a report be submitted to Committee in February 2016 on Edinburgh Social Enterprise Network Funding.

For Decision/Action

- 2.1 Council is asked to consider the attached report as part of the budget setting process.

Background reading / external references

[Minute of the Communities and Neighbourhoods Committee – 24 November 2014.](#)

Carol Campbell

Head of Legal and Risk

Contact: Ross Murray, Acting Committee Clerk

E-mail: Ross.Murray@edinburgh.gov.uk | Tel: 0131 469 3870

Links

Coalition pledges	See attached report
Council outcomes	See attached report
Single Outcome Agreement	See attached report
Appendices	Corporate Governance Payments to Third Parties: Proposals to Establish a Strategic Partnership – report by the Deputy Chief Executive

Communities and Neighbourhoods Committee

10.00am, Tuesday 24 November 2015

Corporate Governance Payments to Third Parties: Proposals to establish a Strategic Partnership

Item number

Report number

Executive/routine

Wards

Executive summary

This report outlines a coproduced proposal from Edinburgh Voluntary Organisations Council and Volunteer Edinburgh to establish a new Strategic Partnership with the Council. The report also addresses a request from Edinburgh Social Enterprise Network for funding from this committee.

Links

Coalition pledges	P6, P11, P15, P28, P37, P53
Council outcomes	CO7, CO8, CO10, CO14, CO23, CO26
Single Outcome Agreement	SO1, SO2, SO3, SO4

Corporate Governance Payments to Third Parties: Proposals to establish a Strategic Partnership

Recommendations

- 1.1 It is recommended that the Committee agrees:
 - 1.1.1 'strategic partnership' status for both Edinburgh Voluntary Organisations Council (EVOC) and Volunteer Edinburgh (VE) based on the proposals outlined in paragraphs 3.3 to 3.5 and in appendices 1 and 2 of this report;
 - 1.1.2 a five year in-principle revenue grant commitment (with the initial four year phase commensurate with the Council's Budget Framework 2016-20) for Edinburgh Voluntary Organisations Council (EVOC) and Volunteer Edinburgh (VE) as set out in paragraphs 3.7 to 3.10 of this report;
 - 1.1.3 to refer this report to Council to be considered as part of the budget setting process on 21 January 2016; and
 - 1.1.4 not to progress a new grant programme regarding third sector infrastructural support as outlined in paragraphs 3.22 and 3.23 of this report.

- 1.2 It is recommended that the Committee notes:
 - 1.2.1 the request for revenue grant aid from Edinburgh Social Enterprise Network (ESEN) and the proposed action as outlined in the report; and
 - 1.2.2 the potential impact arising from an upcoming Scottish Government Review of third sector infrastructural organisations and any required council action as outlined in the report.

Background

- 2.1 Following the conclusion of the review of council grants to third parties in February 2014, Committee agreed to; (i) transfer responsibility for all council grant programmes to the relevant Executive Committee, and significantly (ii) that proposals for a small number of strategic partners receiving (possibly) five-year funding could be presented for organisations with a sector-wide reach and influence.

- 2.2 Based on the above, in February 2015 committee asked that Edinburgh Voluntary Organisations Council (EVOC) and the Volunteer Edinburgh (VE) coproduce proposals to come forward in November 2015 detailing a new work programme upon which a new package of sustainable grant investment could be built. Committee provided guidance on the content of these proposals.

Edinburgh Third Sector Interface

- 2.3 The Edinburgh Third Sector Interface – ‘TSI’ (not a formal/constituted organisation), was established in 2009 as part of an initiative by the Scottish Government to realign Scotland’s third sector infrastructure organisations. The aim was to ensure a coordinated approach to delivering four core outcomes:
- 2.3.1 more people have increased opportunity and enthusiasm to volunteer and volunteer involving organisations are better able to recruit, manage and retain volunteers;
 - 2.3.2 social enterprise develops and grows
 - 2.3.3 third sector organisations are well governed and managed and delivery quality outcomes; and
 - 2.3.4 third sector organisations feel better connected and are able to influence and contribute to public policy.
- 2.4 In Edinburgh, the TSI outcomes are provided through a partnership agreement between EVOC, VE and Edinburgh Social Enterprise Network (ESEN). This includes joint liability to deliver each of the core objectives outlined in paragraph 2.3 above, albeit that each partner leads work on their specialist business.
- 2.5 The Scottish Government has provided grant aid to the Edinburgh TSI partners on an annual basis since 2010/11.

Main report

New coproduced work package from EVOC and VE

- 3.1 EVOC is the city’s anchor organisation working to enable a strong, resilient, enterprising and sustainable third sector. VE is the city’s anchor organisation for growing volunteering and supporting volunteer-involving organisations. Both work to build inclusive and resilient communities.
- 3.2 EVOC and VE have cooperated to produce a package of proposals against the backdrop of the Council’s budget challenges and in particular the Council Transformation Programme’s (CTP) reductions in payments to third parties 2015-18.

EVOC and VE Proposed Work Programme 2016-21

- 3.3 The draft work programme (to be supplemented by a summary presentation at the committee meeting) as further described in appendix 1 includes the following key features:
- 3.3.1 strong joint delivery based on a matrix of outcomes (SMART outputs/targets to be defined in due course);
 - 3.3.2 a balance of costs and related services that support front-line delivery;
 - 3.3.3 an intention to broaden and increase income from other sources;
 - 3.3.4 complementary services that avoid actual or perceived duplication; and
 - 3.3.5 new services to support alternative service delivery models and to enhance enterprise in localities.

- 3.4 A key aspect of committee's request was for both organisations to provide a strong rationale for becoming 'strategic partners' of the Council. While a strategic partnership between EVOC and VE and the Council will enhance the existing relationship, it is important that the role of each of the partners is clear and takes account of realistic deliverables. A Strategic Partnership Memorandum of Understanding (MoU) is therefore proposed as the basis for the relationship. A draft MoU is set-out in Appendix 2 and forms part of the package of proposals.
- 3.5 EVOC and VE have identified added value through improved employability, volunteering and business support opportunities as part of their proposals.
- 3.6 Both EVOC and VE receive a mixture of investment from other executive committees which is currently subject to the Council Transformation Programme's (CTP) reductions in payments to third parties. This is described in Appendix 3 and shows that CTP reductions to date have totalled around £13,000 with further reductions to apply across the next two years.
- 3.7 Taking into account details in paragraphs 3.3 to 3.5 above, it is proposed that committee (a) approves strategic partnership status for EVOC and VE, (b) agrees a five year in-principle grant commitment with the initial years commensurate with the Council's Budget Framework 2016-20 with the final year to be determined in due course, and (c) that the year one grant sum occur as outlined below, subject to satisfactory annual review and performance to be reported to this committee:

Applicant Organisation	2015/16 Grant (£)		2016/17 Requested Grant (£)	Proposed 2016/17 Award (£)	Proposed Commitment
Edinburgh Voluntary Organisations Council	58,500		58,500	58,500	Year 1 of 5
Volunteer Centre Edinburgh	75,907		75,907	75,907	Year 1 of 5

- 3.8 The funding awards recommended in the report take account of proposals included within the proposed budget framework 2016-20. In line with usual practice, the recommendations remain provisional, pending confirmation of the total expenditure for payments to third parties as part of setting the Council's budget-setting on 21 January 2016. Should any revision be required, any non-controversial adjustments to the allocations would be authorised by the Deputy Chief Executive, in consultation with the Convener. Should more substantive action be required a report will be presented to the next meeting of the Committee.
- 3.9 In considering this proposal, committee is asked to note the benefits of the proposals and continued investment in these organisations, identified below:
- 3.9.1 public and third sector relations in the City would continue to be positively progressed;
 - 3.9.2 third sector strategic input into the Edinburgh Partnership, alongside implementation of the Compact Strategic Framework 2015-20 would continue;

- 3.9.3 the Council's strategic route for third sector matters is enhanced to operate efficiently and effectively;
 - 3.9.4 connections with third sector organisations, representative and neighbourhood forums and networks is continued;
 - 3.9.5 capacity-building, data-collection and dealing with emerging issues within the third sector is advanced; and
 - 3.9.6 support to volunteers and volunteer-involving organisations is continued and improved.
- 3.10 Approval of the proposed partnership and related funding package by this Committee would set Edinburgh ahead of other areas in Scotland and across the UK, and would be reflective of the council's confidence in and the mature strategic partnership working with these two leading third sector infrastructural organisations.

Request from Edinburgh Social Enterprise Network (ESEN)

- 3.11 ESEN is the city's main anchor organisation for advancing social enterprise. The organisation is an interface partner (as described in items 2.3-2.4) and works closely with Edinburgh Business Gateway and other leading enterprise intermediaries both in the City and elsewhere.
- 3.12 The Network currently receives £17,500 project funding from the Economy Committee which contributes to the costs of the ['Buy the Good Stuff'](#) campaign. ESEN currently receives no revenue grant investment from the Council for its core service provision.
- 3.13 The Network's Board is ambitious to grow their service and is therefore pursuing improved; (i) acknowledgement of the organisation's contribution to advancing social enterprise across the city and (ii) equity of financial support across the TSI partners.
- 3.14 Against the backdrop of service and budget challenge and related transformation, the ESEN Board suggest that the innovative approach of social enterprise provides opportunities for the Council to examine alternative ways of designing and delivering services. The Board also suggests that their business has strong connections with the following key strategies and other activity:
- 3.14.1 Edinburgh Community Plan (sustainable economy);
 - 3.14.2 Compact Partnership's Social Enterprise Strategy as endorsed by Council in February 2014;
 - 3.14.3 the Cooperative Capital Framework;
 - 3.14.4 Capital Coalition Pledges 15 and 28;
 - 3.14.5 the Community Empowerment (Scotland) Act 2015;
 - 3.14.6 Council Transformation Programme;
 - 3.14.7 the growth achievements of social enterprises - [biennial survey](#) and [promotional film](#); and
 - 3.14.8 ESEN's contributions within proposals for a City Region Deal.
- 3.15 In May 2015 the Network Board made a request that this committee consider a three/five year revenue grant of £40,000 p.a. in order to employ an additional development officer to progress a range of market development and other opportunities.

- 3.16 In response and in discussion with the Convenor, as a first step the TSI partners were asked to examine any flexibility in their annual joint revenue from the Scottish Government. At the TSI Steering Group (the governance arrangement for the TSI) in September 2015, the partners suggested an additional contribution that would potentially represent an increase of 25% in investment in the year for ESEN. The TSI Steering group and ESEN Board will continue to explore these matters.
- 3.17 ESEN has been asked by interface partners and council officers to provide an evidenced growth/development plan. Discussions with ESEN continue on this matter including funding support to deliver such a plan.

Scottish Government Review

- 3.18 Committee is asked to note that the Scottish Government is intending to commission an independent evaluation of Third Sector Interface arrangements across Scotland.
- 3.19 The Government's review will examine value for money, achievements and delivery of agreed outcomes. While the remit at this time remains to be confirmed, the review may also consider alternative ways of resourcing interface activity, in particular separate arrangements for social enterprise infrastructure and development.
- 3.20 As council revenue grant support complements Scottish Government investment in EVOC and VE, it is possible that there may be implications for the new Strategic Partnership. In light of this, it is proposed that the Strategic Partnership arrangement (and current project investment in ESEN) be reviewed following the publication of the findings and the subsequent financial settlement. It is anticipated that this will occur in year two of the Strategic Partnership arrangement.

Other options

- 3.21 Committee has the option of establishing a new grant programme for third sector infrastructural support. Potential resourcing for such a programme would be £134,407 p.a. (comprised of the annual corporate governance investment in EVOC and VE core services).
- 3.22 In considering a potential new grant programme there are a number of risks and benefits as follows:

Risks	Benefits
<ul style="list-style-type: none"> • threat to the current positive public/third sector relations in the city. • loss of specialist knowledge of third sector structures at city, locality and neighbourhood levels. • possible reductions in other monies levered and related jobs within the organisations. • reductions in complementary services delivered to vulnerable citizens. • reduction in pace of transformation and move to citizen and locality-focused services. • reduced third sector input into the Edinburgh Partnership and Compact Strategic Framework 2015-20. 	<ul style="list-style-type: none"> • open competition between current and new providers. • potential to shape a new relationship between the City's public, business and third sectors. • potential to create new jobs, further active citizenship with stronger added value.

<ul style="list-style-type: none"> • strategic discussions on third sector issues and on representation would be compromised. • reduced capacity and ability to react to emerging issues, support for volunteers and volunteer-involving organisations. 	
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3.23 Given the range and scope of risks outlined, it is proposed that the option of establishing a new fund for third sector infrastructural support is not appropriate at this time.

Measures of success

- 4.1 Completion of an annual funding agreement subject to progress monitoring and annual progress evaluation and reporting to this committee.
- 4.2 Delivery of the action as set out in EVOC and VE proposals.
- 4.3 Annual review of the Strategic Partnership to examine performance and other matters in February 2017.
- 4.4 Review of the Strategic Partnership and investment in ESEN following the product of the Scottish Government's Review and subsequent funding settlement, possibly in year two of the Partnership (February 2018).
- 4.5 360 degree review of the Strategic Partnership in February 2019 (end of year 3) with input sought from community planning partners, community networks and other stakeholders across the City to examine the performance, wider and future benefits of the Partnership.
- 4.6 Continued discussions with ESEN to agree a growth/development plan and related funding package.

Financial impact

- 5.1 The (10%) reductions as part of the Council Transformation Programme's Payments to Third Parties Business Case 2015-18 have previously been achieved by the Corporate Policy and Strategy Service as agreed by this committee in February 2015.
- 5.2 Proposed future investment is identified within the report at paragraph 3.8 and is within available budgets, subject to council budget approval on 21 January 2016.

Risk, policy, compliance and governance impact

- 6.1 Any risks associated with the EVOC and VE grant will be mitigated by robust grant monitoring and annual assessment and reporting arrangements – these to be included in the funding agreement.
- 6.2 Should these proposals be agreed, continued grant funding will be dependent upon a number of success factors, including; (i) achievement of agreed outcomes and (annual) targets in line with respective business plans and (ii) evidenced delivery of the related additional community benefits.

Equalities impact

- 7.1 The proposals from EVOC and VE will assist the Council to better deliver key equality and rights outcomes. Proposals will also help deliver Equality Act 2010 public sector equality duties to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations.
- 7.2 The proposals as submitted support and strengthen engagement and capacity building work with equality groups and communities, including groups involved in tackling poverty and inequality and promoting and protecting human rights.

Sustainability impact

- 8.1 Proposals in the report enable the Council contribute to the delivery of Sustainable Edinburgh 2020 objectives, in particular flourishing communities, social and economic wellbeing and an efficient and effectively managed city.

Consultation and engagement

- 9.1 Engagement activity relating to the above has been the subject of a series of development meetings (joint and separate) with EVOC, VE and ESEN between April and October 2015.
- 9.2 A briefing by EVOC and VE to the Council Leader, Deputy Leader and Convenor took place in September 2015.
- 9.3 The proposal to establish the Strategic Partnership was considered at the recent Political Group Leaders meeting.

Background reading / external references

- [Revenue and Capital Budget Framework 2016/20](#) – Finance and resources Committee of 24 September 2015
- Corporate Governance Grant awards – [February](#) and [May](#) 2015 – reports to the Communities and neighbourhoods Committee
- [Review of Council Grants to Third Parties](#) – report to the Communities and Neighbourhoods Committee of 11 February 2014
- [Edinburgh Third Sector Interface](#)

Alastair D Maclean

Deputy Chief Executive

Contact:

Nick Croft – Corporate Policy and Strategy Manager
Email: nick.croft@edinburgh.gov.uk; Tel: 0131 469 3726

Links

Coalition pledges	<p>P6 - Establish city-wide co-operatives for affordable childcare for working parents</p> <p>P11 - Encourage the development of co-operative housing arrangements</p> <p>P15 - Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors</p> <p>P28 - Further strengthen our links with the business community by developing and implementing strategies to promote and protect the economic well being of the city</p> <p>P37 - Examine ways to bring the Council, care home staff and users together into co-operatives to provide the means to make life better for care home users</p> <p>P53 - Encourage the development of Community Energy Co-operatives</p>
Council outcomes	<p>CO7 - Edinburgh draws new investment in development and regeneration</p> <p>CO8 - Edinburgh's economy creates and sustains job opportunities</p> <p>CO10 - Improved health and reduced inequalities</p> <p>CO14 - Communities have the capacity to help support people</p> <p>CO23 - Well engaged and well informed – Communities and individuals are empowered and supported to improve local outcomes and foster a sense of community</p> <p>CO26 – The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives.</p>
Single Outcome Agreement	<p>SO1 - Edinburgh's Economy Delivers increased investment, jobs and opportunities for all</p> <p>SO2 - Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health</p> <p>SO3 - Edinburgh's children and young people enjoy their childhood and fulfil their potential</p> <p>SO4 - Edinburgh's communities are safer and have improved physical and social fabric</p>
Appendices	<ol style="list-style-type: none">1 - EVOC and VE proposals for service delivery2 – Strategic Partner Memorandum of Understanding (MoU)3 – current council investment in third sector interface partners

Proposal from Volunteer Edinburgh (VE) and Edinburgh Voluntary Organisations' Council (EVOC) to form a Strategic Partnership with the City of Edinburgh Council

1 Core proposition

- 1.1 Edinburgh Voluntary Organisations' Council (EVOC) and Volunteer Edinburgh (VE) together are strategic partners with City of Edinburgh Council to support and maintain a strong third sector, civil society and active citizens. This is needed more than ever in Edinburgh as public services are increasingly stretched with the austerity agenda, changing demographic and significant inequalities. Active citizens and third sector organisations provide a net contribution to the City, reduce demand on public services and help deliver public services more effectively with participation of people and communities.
- 1.2 The Cooperative Capital agenda and Edinburgh Council's Transformation Programme are both dependent on a sea change in how public services are delivered by all partners with much greater expectations of citizens and communities taking a lead in shaping the services. A thriving and enterprising third sector and growth in all forms of volunteering and active citizenship is essential to this.
- 1.3 EVOC and VE are central to the success of the Edinburgh Partnership Board and Compact Partnership's ambition to reduce inequality, nurture active and resilient communities and to support an enabled third sector. The recently agreed [Compact Strategic Framework 2015-20](#) demonstrates clearly the contribution the third sector makes to the health and wellbeing of the City and the fundamental role of both organisations in facilitating, supporting and developing the engagement of the third sector across all the major policy and strategy developments and service delivery within the city.
- 1.4 EVOC and VE are often the first point of contact for the third sector in Edinburgh and for other bodies concerning issues which affect the Sector.

2 About Volunteer Edinburgh (VE) and Edinburgh Voluntary Organisations' Council (EVOC)

- 2.1 Volunteer Edinburgh is the primary public-facing partner in the Edinburgh Third Sector Interface (TSI) promoting and developing volunteering in all its forms.

Volunteer Edinburgh Mission:

To inspire more people to volunteer to enhance their lives, the lives of others and build resilient communities

- 2.1.1 Volunteering is the bedrock of the City's third sector. 91% of third sector organisations are dependent on volunteers in addition to their trustees.
- 2.1.2 VE recruits 1 in 4 of the volunteers needed by 1300 actively volunteer seeking organisations. The organisation reaches c. 60,000 people interested in volunteering per year online and provides one-to-one guidance and advice to c. 4000 prospective volunteers.
- 2.1.3 As a strategic partner Volunteer Edinburgh will commit to:
- continue to be the lead agent in supporting the Compact Volunteering Strategy – working with partners across sectors and neighbourhoods to support and develop volunteering;
 - help the public find the volunteering they want and organisations recruit the volunteers they need;

- offer learning and practice development for organisations engaging volunteers;
- help organisations and projects increase the range and quality of volunteering opportunities across the city;
- gather and disseminate volunteering intelligence/data to help shape public policy;
- advocate volunteering which contributes to preventative approaches and services which contribute to mitigating poverty, inequality and disadvantage; and
- enhance the influence of active citizens within public services and alternative ways to deliver these.

2.2 EVOC works to further an effective, efficient and resilient third sector, providing a broad range of capacity building and strategic representation services.

EVOC Mission:

To support the Third Sector to build and enable resilient, sustainable and inclusive communities

2.2.1 EVOC's outward facing strategic objectives are:

- Consulting, supporting and representing the Sector;
- Building the capacity of and developing the Sector; and
- Developing partnership approaches, principles and practice.

2.2.2 EVOC's reach into the third sector is extensive. In 2014 – 15: 365 people attended 14 Think-Space events, 40 training courses were delivered, 500 organisations/1680 people attended/received papers for our networks and forums, 57,320 unique visits to our website, 3000 people have signed up for our newsletters/e-bulletins. Plus 1400 organisations are registered on EVOC Red-Book (8000 services/activities) and 108 requests for organisational development and support were responded to.

2.2.3 As a strategic partner EVOC will commit to:

- continue to be the lead agency supporting and developing the Compact – ensuring focus on the Strategic Framework agreed actions and engagement with all partners;
- provide the business management for the Compact, including the research, analysis, compilation and publicising of [Compact Voice](#);
- support the third sector to effectively participate in the Community Plan 2015-18 and related developments;
- support the third sector to effectively participate in City of Edinburgh Council policy development and strategy focused on addressing deprivation and poverty and improving social fabric;
- work with third sector and the Council to develop collaborative and cooperative approaches to address inequalities and service delivery issues;
- ensure effective communication with the third sector in relation to national and local community planning issues through newsletters/e-bulletins;
- provide the business management for the City's Third Sector Strategy Group (TSSG) and Voluntary Sector Neighbourhood Forums;
- ensure TSSG and Neighbourhood Forums are connected to Neighbourhood Partnerships, locality based structures as they develop and City wide Community Planning structures;
- generate proposals and models for new forms of community service delivery, i.e.; collaboratives, consortiums, cooperatives, etc. and as part of the Edinburgh Enterprise Hub; and
- respond to emerging local and city-wide initiatives as agreed;
- host regular Think-Space events on issues relevant to the third sector; and
- gather, collate and submit responses to formal consultations.

3 About the Edinburgh Third Sector Interface (TSI)

- 3.1 Edinburgh Third Sector Interface is a partnership between EVOC, Edinburgh Social Enterprise Network and Volunteer Edinburgh. The TSI mission and purpose is “to build and enable resilient, sustainable and inclusive communities in Edinburgh. Working with people, civil society and organisations to build social capital”
- 3.1.1 The Scottish Government tasks the TSI collectively to:
- Outcome 1A: more people have increased opportunity and enthusiasm to volunteer
- Outcome 1B: volunteer involving organisations are better able to recruit, manage and retain volunteers
- Outcome 2: social enterprise develops and grows
- Outcome 3: Third Sector organisations are well governed and managed and delivery quality outcomes
- Outcome 4: Third Sector organisations feel better connected and are able to influence and contribute to public policy
- 3.1.2 There are clear synergies between the Scottish Government aspirations, City of Edinburgh Council ambitions and EVOC and Volunteer Edinburgh’s mission, purpose and work programme(s).
- 3.2 The “golden thread” is the organisation’s ability to connect policy and strategy with localities with neighbourhoods with third sector organisations and people. This connectivity is vital as joint working works to find solutions to the issues facing both statutory and third sector organisations.

4 Approach

- 4.1 Partnership and locality
- 4.1.1 EVOC and VE have a long track record of building partnerships and reach into local communities. As the City’s aspirations for locality driven approaches develops and matures there is a key role for EVOC and VE to fulfil. It will be increasingly important to have “bridge builders” between and across all sectors in order to build trust and ensure focus is firmly fixed on people’s health and wellbeing. Building on established Neighbourhood Voluntary Sector Forums, connecting to Neighbourhood Partnerships and the new locality structures will ensure people, communities, localities and strategic development understand the role each plays in the health and wellbeing across the City.
- 4.2 Contributions
- 4.2.1 EVOC and VE bring expertise as brokers, facilitators, developers and challengers to the proposed Strategic Partnership. Both organisations contribution to working with people to find solutions is well recorded, with; (i) a strong mind-set of looking beyond individual organisational structures and constraints and (ii) working from an asset-based approach to facilitate challenging discussions has ensured the focus has remained on improving people’s opportunities and outcomes. Both organisations have substantial reach into the third sector and communities providing for strong partnership working.
- 4.3 Agents of Change
- 4.3.1 VE and EVOC and the first point of contact for individuals and communities who want to improve their world. Individual contributions through volunteering, collective contributions through organisations are effectively and efficiently coordinated. This role will become even more important as the public pound continues to reduce and partnership approaches increasingly become “business as usual”.
- 4.4 Shared and Complimentary ambitions

4.4.1 VE and EVOC have a shared vision of addressing inequalities and building resilient communities. VE and EVOC share the vision of the third sector and the ambition of public bodies within Edinburgh to build sustainable services of quality which are person centred and are ideally placed to enable the development and transition to different working relationships. Working with the Edinburgh Partnership, the Compact Partnership and with the City of Edinburgh Council, both organisations are able to advocate innovation, sustainable social change and positive engagement with public policy and services.

5 Added value

5.1 As Strategic Partners with CEC, VE and EVOC intend significant added value to the Corporate Governance investment as follows:

5.1.1 Volunteers: Volunteer Edinburgh core brokerage service is supported by a rolling pool of 10-15 volunteers contributing on average an additional 30 hours per week. Volunteers deliver reception and advice services, social media, talks and marketing, research and development and admin support. Approx. 1 in 3 of our volunteers move onward to paid work each year. Volunteer Edinburgh holds the Investing in Volunteers quality standard.

5.1.2 Workforce development: EVOC and Volunteer Edinburgh both proactively recruit students, paid interns and funded trainees to add value to our services and give learning and development opportunities to young people. We are engaged in structured internship programmes across Europe and other local and national into employment programmes such as Community Jobs Scotland. We are committed to being ethical employers and our conditions of service for paid employees reflect this as do our policies and supports for volunteers.

5.1.3 Compact Strategic Framework: The Framework clearly demonstrates the role and ambition of EVOC and Volunteer Edinburgh to the Community Planning principles, strategies and actions. EVOC and Volunteer Edinburgh are leads in substantial elements of the Framework and this role reflects the commitment to partnership and collaborative approaches and the respect that all stakeholders have for our expertise, knowledge, understanding, strategic analysis and reach into communities. The Framework also clearly demonstrates where and what we will be held accountable for.

5.1.4 In working with communities, both organisations will; (i) be proactive in opportunities to develop/broker cooperative consortiums, collaboratives and partnerships to deliver services; (ii) provide enterprise support to enhance the operational and financial sustainability of organisations across the city, (iii) work with community interests to build capacity to manage and own assets and (iv) EVOC will continue as a partner in the City's Cooperative Enterprise Hub.

6 Proposed Activity

6.1 EVOC and VE propose the following logic model based on the Edinburgh Third Sector Interface common delivery framework, while in draft form is expected to be basis for TSI delivery for Scottish Government. The areas of activity (as highlighted) to be delivered within the City for the Corporate Governance grant will subsequently be underpinned by a more detailed SMART work-plan with outputs forming the basis of the funding agreement for 2016/17 (year 1 of 5).

Vision	Long Term Aims	Medium Term	Short Term (TSI Core Outcomes)	Core Volunteer Edinburgh and EVOC Services	TSI Activities delivered by VE as strategic partner with Edinburgh for corporate governance grant	TSI Activities delivered by EVOC as strategic partner with Edinburgh for corporate governance grant
<p>Edinburgh Community Plan (SOA):</p> <p>Thriving successful capital city in which all forms of deprivation and inequality are reduced</p> <p>Compact:</p> <p>City of Active resilient Communities where a vibrant third sector works in partnership with others to build social capital and reduce inequalities</p> <p>TSIs – Scottish Government</p> <p>A fair and equitable</p>	<p>Strong social connections and networks help people to succeed (Social Capital)</p> <p>Communities are stronger and successful (Resilience)</p> <p>Society is fairer and people have more opportunities (Inequalities)</p> <p>Services better meet the expectations of people and communities (Public Service Reform)</p>	<p>More people volunteer and/or are involved in their community (Active Citizenship)</p> <p>Services are better through the involvement of people and communities (Community Empowerment)</p> <p>Public services are co-produced with third sector organisations, people and communities (Co-production)</p> <p>Third sector organisations deliver great services and activities (Quality)</p> <p>The third sector contributes to</p>	<p>More people volunteer; in particular those from income deprived backgrounds</p> <p>People have a positive volunteering experience</p> <p>Third sector organisations are part of collaborations that provide better outcomes for people and communities</p> <p>Third sector organisations are better connected and informed</p> <p>The Third Sector responds effectively to the priorities of communities</p>	<p>Volunteer Edinburgh</p> <p>Brokerage:</p> <ul style="list-style-type: none"> • Online directory of volunteering opportunities • One-to-one advice and guidance about volunteering • Promotion and marketing of volunteering • Organisational development and capacity building: • Training and peer learning for VIOs • Support to develop volunteering opportunities • Support for Quality Standards in volunteering • Support and develop new models of volunteering and active citizenship • Personal Development: • Volunteering for Employability • Volunteering for Health and Wellbeing • Saltire Awards for Youth Volunteering • Partnership and Policy Development • Engagement with partners about volunteering • Involvement as active partner in local and citywide Community Planning <p>EVOC:</p> <ul style="list-style-type: none"> • Lead and support networks and forums that meet the needs and 	<ul style="list-style-type: none"> • Support and development of Compact Volunteering Strategy • Peer learning networks and continual professional development for volunteer involving organisations • Intelligence gathering and dissemination on volunteering as part of Compact Voice • Work with SMEs and major companies to expand volunteering as part of One City CSR Collaborative • Deliver Lord Provost's Inspiring Volunteering 	<ul style="list-style-type: none"> • Support and develop Third Sector Strategy Group – including • Support and develop Third Sector Neighbourhood Forums • Support and develop Compact – delivering against the Strategic Framework e.g. Compact Voice • Ensure Third Sector engagement with Neighbourhood Partnerships, Locality based structures and City wide structures. • Support and develop community based

Vision	Long Term Aims	Medium Term	Short Term (TSI Core Outcomes)	Core Volunteer Edinburgh and EVOC Services	TSI Activities delivered by VE as strategic partner with Edinburgh for corporate governance grant	TSI Activities delivered by EVOC as strategic partner with Edinburgh for corporate governance grant
Scotland with a thriving third sector at it's heart		economic growth (Social Economy)	<p>Third sector organisations are better run and sustainable</p> <p>Third sector organisations are more enterprising and able to take advantage of opportunities</p>	<p>priorities of the local third sector – thematically, geographically and cross cutting issues are addressed</p> <ul style="list-style-type: none"> • Advice and support to set up appropriate legal structures for third sector organisations and social enterprises • Expert support to organisations through difficult change management processes, business planning, risk management, change of legal structure etc • Promoting procurement, joint commissioning or tendering opportunities • Support third sector organisations and social enterprises to develop their income strategy and diversify their income base • Supporting stronger leadership within third sector organisations and social enterprises; developing governance, capability and practice • Provide support to third sector organisations and social enterprises on meeting their compliance obligations • Advocate the role of the third sector in the design and delivery of public policy and services • Share and communicate via websites and electronic communications 	<p>Awards</p> <ul style="list-style-type: none"> • Promote quality support standards for volunteer-involving organisations. 	<p>approaches i.e. across traditional client based group</p> <ul style="list-style-type: none"> • Work with community and statutory partners to ensure all resources are maximised • Work with Third Sector to develop different solutions to common issues

Vision	Long Term Aims	Medium Term	Short Term (TSI Core Outcomes)	Core Volunteer Edinburgh and EVOC Services	TSI Activities delivered by VE as strategic partner with Edinburgh for corporate governance grant	TSI Activities delivered by EVOC as strategic partner with Edinburgh for corporate governance grant
				<ul style="list-style-type: none"> • Provide change management support and consultation to Third Sector organisations • Maintain and continue the development of EVOC Red Book – a resource for citizens, Third and statutory sector. 		



Strategic Partnership: Partner's Memorandum of Understanding (MoU) 2016-2021



Purpose of the Memorandum of Understanding (MoU)

In order to demonstrate transparency, this MoU, based upon Compact principles and in the spirit of 'Equal Respect and Delivery Partner' sets out;

Service levels - (i) the scope of the strategic partnership, (ii) contributions of the partners.

Expectations - (a) of the strategic partnership, (b) of the partners, (c) with the city's community planning family.

Performance Review – how the partners will assess their impact and related action.

The MoU is proposed to operate in conjunction with EVOC and VE's (respective) proposed programme of services for the period 2016-21 as outlined above.

Strategic Partnership provision

1. The following provides further description about the Strategic Partnership:
 - 1.1 The Partnership will be based upon the twin-principles of 'equal respect' and 'equal delivery partners'.
 - 1.2 The scope of the Strategic Partnership will be as follows:
 - improved engagement and consultation on service and budget pressures across the city's social economy (third sector enterprises and active citizens) and coproduction of policy, strategy and service delivery;
 - consideration of alternative service delivery options, thereby enabling collaborations, cooperative consortia and/or options when opportunities are presented;
 - promotion of a transformation agenda across public and third sector provision, in particular working with public, third and business sector leaders on sustainable organisational growth;

- providing the main interface between council committees and third sector interests and be prepared to undertake challenging discussions with relevant interests when required.

1.3 The following identifies the contributions of the (respective) partners:

VE and EVOC

- as identified in items 2.1.3 and 2.2.3 respectively of the proposals for a Strategic Partnership with the Council (appendix 1).

the Council:

- engagement with service users, community fora/networks/board/service input and volunteer involving organisations in coproduction of policy, strategy and service delivery;
- engagement of active citizens, community interests and stakeholder in developing locality and neighbourhood services;
- consider the specific revenue and operational pressures being faced by the city's third sector, in particular volunteer involving organisations an;
- promotion of an enterprising approach to sustain the operations of key third sector organisations;
- grow the role of active citizens and council staff and related gold standard support across the city's public, third and SME sectors;
- advocacy of community and active citizenship actions which contribute to preventative approaches and for services which contribute to mitigating poverty, inequality and disadvantage; and
- enhance the influence of service users, active citizens and community interests in the delivery of public services and alternative ways to deliver these including; community ownership, consortia, Public-Social partnerships (PSPs) and other delivery options to respond to emerging market opportunities.

1.4 The following activity by the partners is out-with the scope of the Strategic Partnerships activity:

- i. political lobbying of each partner's business interests for policy/resourcing change;
- ii. policy development or proofing which adversely impacts upon partner's interests;
- iii. provision of defamatory remarks or written material;
- iv. data collection which impacts negatively or has the potential for unintended consequences upon partner's business interests; and
- v. activity which is solely concerned with self-interest or organisational growth.

Expectations

2 The following outlines the expectations of the Strategic Partnership and of the partners:

- 2.1 The Strategic Partnership will work within the scope as outlined in item 1.2 above;
- 2.2 Each partner will contribute as set-out in 1.3 above, which are commensurate with their core business objectives and within the resources available;

- 2.3 Partners will not be asked to progress work that falls out-with items 1.2 and 1.3 above.
- 2.4 The Edinburgh Partnership ‘family’ will be informed of; (i) the context of the work of the Strategic Partnership, and (ii) more specifically instances where work may/can be commissioned on behalf of city partners;
- 2.4.1 The city’s social economy leaders, will be made aware of; (1) the context of the work of the Strategic Partnership and (2) more specifically instances where work can be commissioned on behalf of the third sector organisations and active citizens;
- 2.4.2 The Edinburgh Partnership ‘family’ will be made aware of informed of; (1) the context of the work of the Strategic Partnership and (2) where the influence of citizens and communities can contribute to the transformation of services in localities.

Performance Review

4. Assessing impact and operation of the Strategic Partnership
- 4.1 In line with cooperative practice, partners will review commitments and performance on an annual basis as part of a progress report to committee where any impacts and effects, positive benefits, concerns or other issues arising as a result of the partnership can be identified.
- 4.1.2 After three years, the Strategic Partnership will undertake a 360-degree performance review, this is in order to ascertain the impact and views of partners, communities of interest and other stakeholders. Following such engagement, the product will inform service priorities and measures for the latter two years of the arrangement.
- 4.2.1 The partners will review their contributions on a yearly basis and where improvements are required identify mitigating action.

Date of Commencement 1 April 2016

Partner Organisation	Lead Representative	Senior Councillor/Chief Officer
City of Edinburgh Council	Cllr Andrew Burns Council Leader	Cllr Maureen Child Convenor of the Communities and Neighbourhoods Committee
Edinburgh Voluntary Organisations Council	Joan Fraser Convenor	Ella Simpson Director
Volunteer Edinburgh	Dr. Kris Von Wald Convenor	Harriet Eadie Director

City of Edinburgh Council investment in Edinburgh third sector interface partners – EVOC, VE and ESEN

Council investment in Edinburgh Third Sector Interface (TSI) partners		2015/16	Reduction (if any)	Comments	Duration	Type
<u>City of Edinburgh Council - Contracts and Revenue/Project Grants</u>		2015/16	<i>CTP (BOLD) reductions</i>			
Edinburgh Voluntary Organisations Council (EVOC)		150,682	Reduction of 2.4% from £154,372	H&SC Contract (Sense of Belonging)	year 1 of 3	Adult wellbeing
		15,502	Reduction of 3.3% from £16,037	3 year H&SC Grant (Social Justice Fund)	year 3 of 3	Project Funding
		14,500	Reduction of 3.3% from £15,000	H&SC Grant (Social Justice Fund) - moved from HISG funding	Annual	Project Funding
		8,896	Reduction of 3.3% from £9,200	C&F grant (C&F Service Plan - GIRFEC)	Annual	Childrens Svs
		7,500	standstill	C&F grant (C&F Service Plan - strategic lead)	Annual	Childrens Svs
		39,359	standstill	C&F grant (C&F Service Plan - FCCSF)	Annual	Childrens Svs
		58,500	standstill	CG grant (community plan/compact)	Year 3 of 3	Core Services
Summary	294,939		Overall reduction 2014-16: £5,029 (-1.7%)			
Volunteer Edinburgh (formerly Volunteer Centre Edinburgh)		75,000	New funding programme (reduction of £4,584)	Econ Dev grant (Economic Dev Plan - new employability challenge fund)	1 of 3	Project Funding
		29,888	Reduction of 1% from £30,129	H&SC grant (Health Inequalities framework)	Annual	Project Funding
		72,920	Reduction of 3.3% from £75,408 (Health & Wellbeing service)	H&SC contract (A Sense of Belonging)	Year 1 of 3	Adult wellbeing
		22,233	Reduction of 3.3% from £23,000	H&SC (Social Justice Fund)	Annual	Project Funding
		75,907	standstill	CG grant (community plan/compact)	Year 3 of 3	Core Services
		45,000	New funding programme	CG Equalities and Rights	Year 1 of 3	Project Funding
Summary	320,948		Overall reduction 2014-16: £8,080 (-2.9%)			
Edinburgh Social Enterprise Network (ESEN)		17,500	standstill	Econ Dev project contract (Economic Dev Plan - social enterprise marketing)	Annual	Project Funding
Summary	17,500					
Total	633,387					