



Violence is preventable, not inevitable.

PROPOSED MEMORANDUM OF UNDERSTANDING COVERING THE WORKING ARRANGEMENTS BETWEEN THE SCOTTISH VIOLENCE REDUCTION UNIT AND BRAVEHEART INDUSTRIES

1 Background

1.1 A number of years ago, as part of the 'prevention agenda', the Scottish Violence Reduction Unit (SVRU) devised the Street & Arrow (S & A) social enterprise project and created the Braveheart Industries Charity (BHI) to oversee its operation. The relationship between day to day operational planning and delivery conducted in the main by the SVRU and the strategic decision making undertaken by the board of BHI has occasionally been difficult and has required an element of flexibility on the part of both. This paper sets out the responsibilities and limits of each organisation in respect of the ongoing partnership with the aim of providing clarity in respect of the relationship between the two.

2 Braveheart Industries Board of Management

2.1 Any decisions taken in respect of Braveheart Industries are the sole responsibility of the board of management. Police Scotland having intimated that it is inappropriate for the SVRU to have a representative on the board. In order to inform strategic decision making, a member of the senior management team at SVRU will attend BHI board meetings as an observer. That individual will be available to answer any questions that the board may ask in relation to SVRU activity as it relates to the interests of BHI. By extension, this arrangement allows for SVRU to be aware of BHI activity and development.

3 Appointment of Chief Operating Officer

3.1 It is the stated intention of the BHI board to appoint a Chief Operating Officer to oversee the future development of the charity. It is intended that this development will relieve the SVRU from its 'hands on' role at the S&A project. Notwithstanding, it is anticipated that the SVRU will maintain a supportive role in S&A as the connection between both organisations is an essential element of the success of the model.

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4 Street and Arrow Project

- 4.1 Following the appointment of the Chief Operating Officer, decisions relating to the daily operation and development of the S&A project will be the responsibility of the BHI board and employees of the charity. Until that time, SVRU shall continue to oversee daily activity.
- 4.2 The SVRU will maintain a level of involvement, providing support as necessary and regular contact with the staff and trainees after the Chief Operating Officer has been appointed. There will, however, be a significant reduction in SVRU involvement. This reduction will be undertaken on a phased basis as the Chief Operating Officer becomes familiar with the requirements of the post.

5 Enhancing Communities to provide Hope and Opportunity (ECHO)

- 5.1 The relationship between SVRU and BHI has extended beyond the S&A project into other area of SVRU activity. Most recently, the multi-faceted 'placed based approach' ECHO project.
- 5.2 BHI employees are involved in mentoring and the provision of intervention and support to young people who have chaotic lifestyles and are becoming involved in criminality. This work is undertaken in pursuit of the wider SVRU project activity and under the direction of the SVRU Project Manager.
- 5.3 As BHI employees, the charity must be involved in the decision making that affects their staff and any future development of their roles. To this end, project activity as it relates to BHI will be reported at board meetings by the SVRU representative. Where required, the BHI board will be requested to provide guidance and approval in this respect.
- 5.4 It is anticipated that the Chief Operating Officer shall have regular levels of contact with BHI staff members deployed as part of the ECHO project.
- 5.5 The aims and development of the wider ECHO project remain the responsibility of the SVRU. Where required, the SVRU will present information relating to the ECHO project to the board of BHI in order that they may maintain a knowledge of the project as it relates to staff deployment.

6. Administration

- 6.1 Since inception of the S&A project, the SVRU has been responsible for day to day administration and recording of transactions. This is a significant administrative burden.
- 6.2 Having appointed an accountancy firm to attend to these tasks, roles and functions will be clarified with steps taken to reduce the level of dependency being placed on the SVRU by BHI in this respect.

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7. Future Development

- 7.1 There remains potential for further significant partnership between BHI and the SVRU to further develop over time. Where required this document will be updated to reflect the changing nature of the relationship.