

# ***Consortium Building***

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Presentation at the NOMS CFO event  
May 14<sup>th</sup> 2012  
Alan Wallace

# ***Last Time.....***

- Being clear about the “Give” and the “Get”;
- Who you should link up with;
- Shared ethics and values;
- Due diligence and the “Trust but Verify” approach;
- Organisational health and capacity;
- Everyone on board???
- Remembering your core purpose;
- Risks and future dependency.

# ***Who should you collaborate with?***

- ethos, values and trust
- fit with specification
- capacity of partners
- common understanding on quality of delivery
- added value and benefits
- scale of potential contract
- complementarity
- brand, profile and economic standing.

# ***Success Factors***

The Charity Commission Study - Collaboration Between Small Charities RS24, found:

- **Success Factors**

- Quality of the pre existing relationship and compatibility of the organisations;

- **Lack of Success**

- Poor Leadership, Planning or Communication;

- Differences in personalities and related issues;

- Lack of Resources.

# ***CONSORTIUM TYPES***

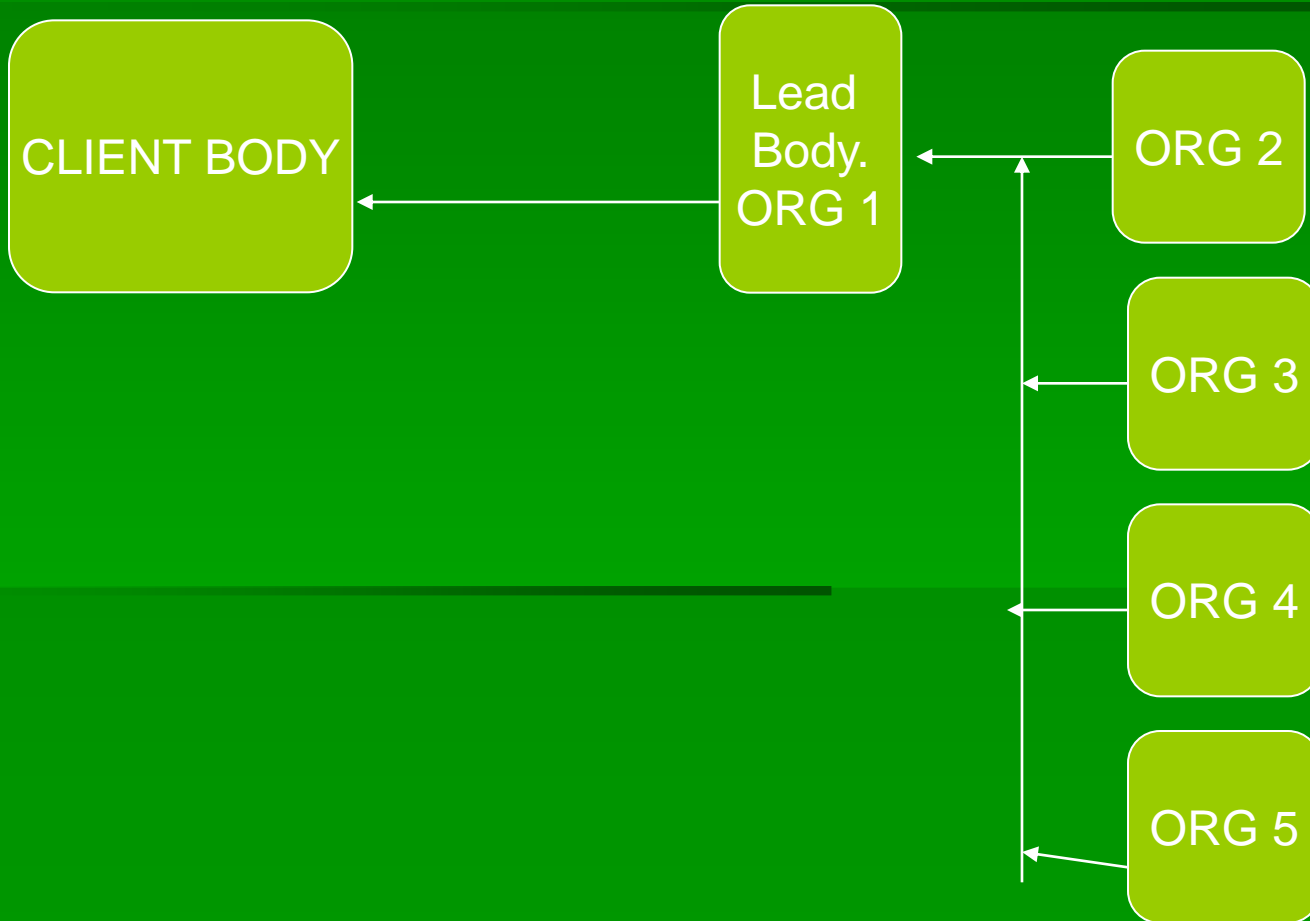
- **THE POOL:** Aspire to Succeed – South Leeds; [www.aspiretosucceed.org.uk](http://www.aspiretosucceed.org.uk)
- **ORGANIC:** ORION in East Leeds
- **CONTRACT SPECIFIC:** A contract-focused coming together of many providers from the same sector to try to ensure they win a major contract.

# ***Some detail: Accountability***

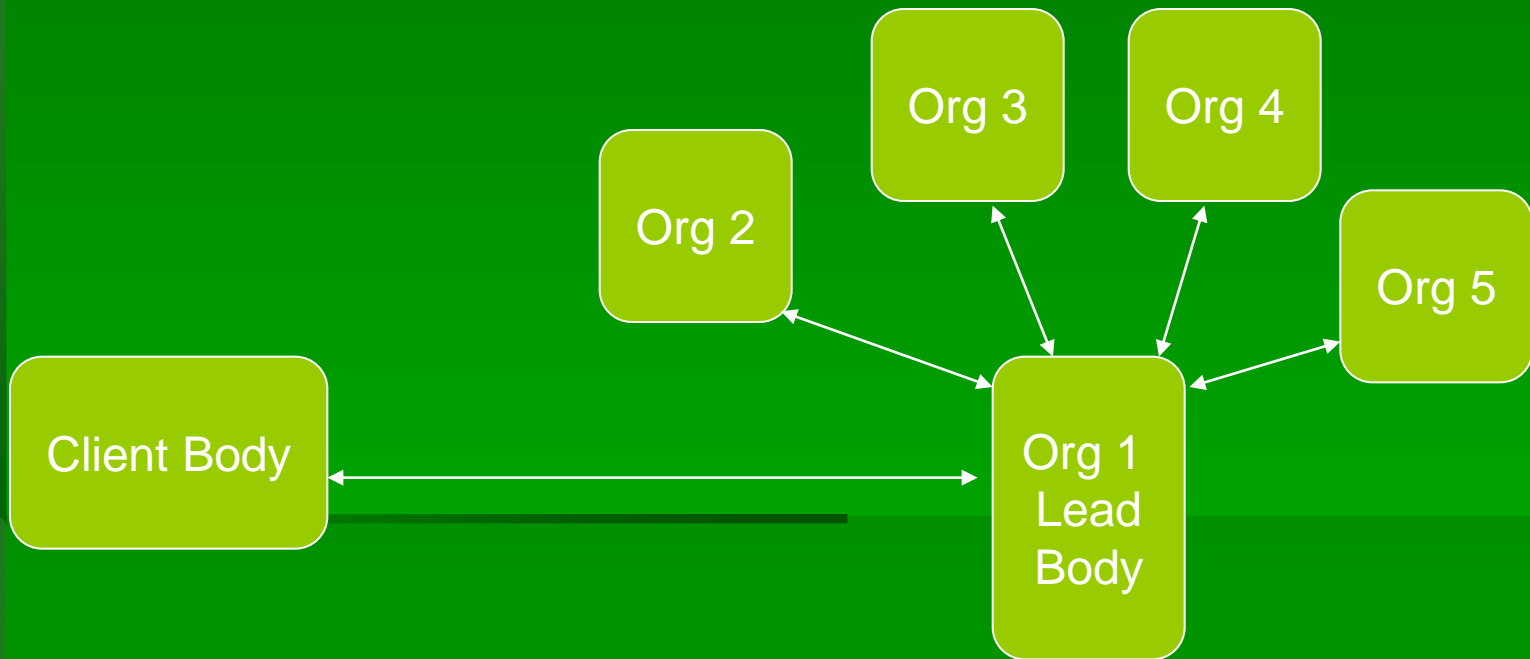
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- First things first...
  - Your own compliance;
  - Your existing rights holders or service users;
  - Your stakeholders funders and partners;
  - Your staff team and volunteers.

# Accountability ?.

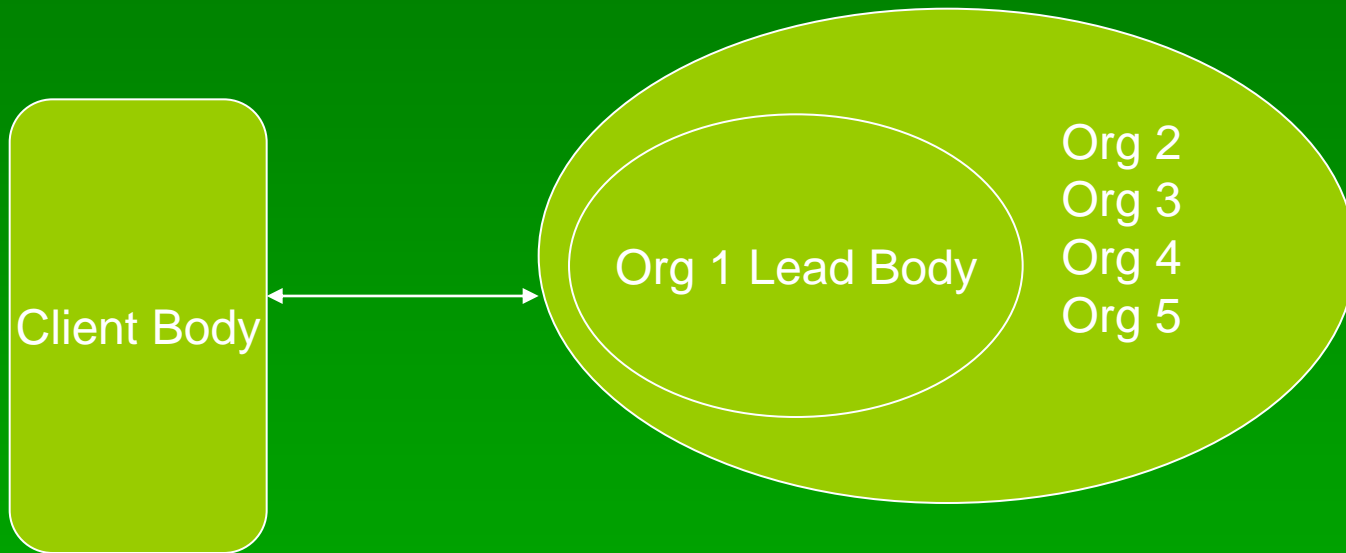


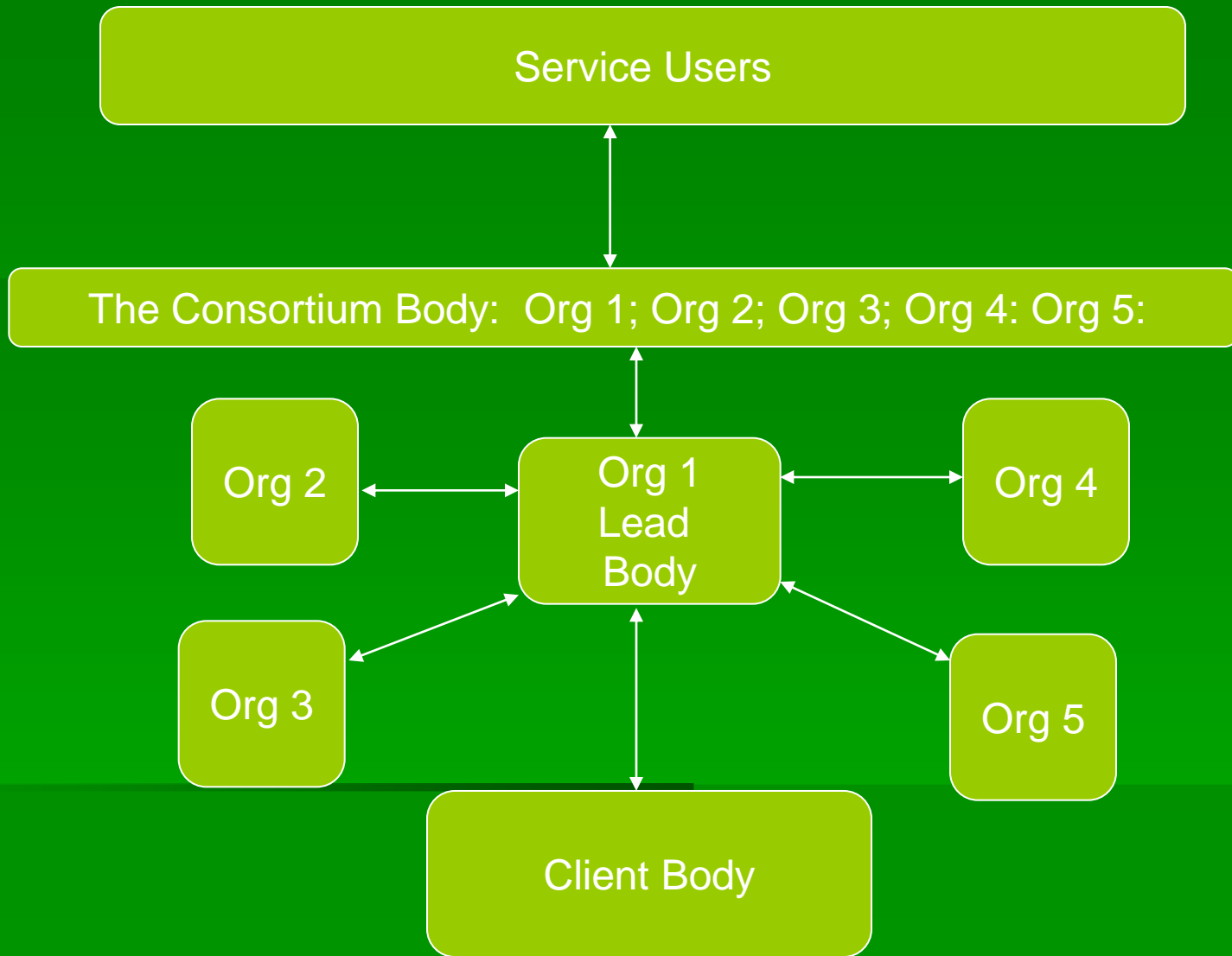
# Accountability ?





# Accountability...?





Where might Agreements or contracts;  
or Quality Assurance Systems be placed?

# ***Governance: The Consortium Body.***

- Comprises the partner delivering members of the consortium;
- An Association with rules but no legal personality;
- Balances the Lead Body;
- Oversees set up and direction; deals with conflicts; designs or considers and signs off delivery plan;
- Usually senior staff member;
- Delegates implementation to a manager group;
- Central to a “lead body” model.

# ***Governance: The Lead Body***

- Submits application and provides reports and returns to client;
- Legally and financially accountable to client;
- Contracts with other delivery members;
- Sets deadlines and targets within framework and requires compliance;
- Can act independently of Consortium Body if believes status threatened.

# ***Governance: Other factors.***

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- Individual bodies make up the Consortium Body
- Each provider member has recourse to Consortium Body to resolve conflict;
- Agreements needed, but...
- Needs to be a strong element of Trust.
- Distinction between “Lead Body” model and “Contractor – Sub-Contractor” model.



Ministry of  
**JUSTICE**

National Offender  
Management Service



**European Union**  
**European Social Fund**  
Investing in jobs and skills

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## PEN PICTURE TEMPLATE

**PLEASE COMPLETE AND RETURN TO:** [CFO-socialenterprise@noms.gsi.gov.uk](mailto:CFO-socialenterprise@noms.gsi.gov.uk)

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Not All Bad

### Background

Not All Bad is a Motivational Training Provider specialising in self discipline and tolerance. Not All Bad was originally developed to give young adults an insight into their own abilities and the confidence to achieve the best for themselves and others in their futures.

Today, Not All Bad is a social enterprise and has expanded its profile, still helping young people, but it is now open to offenders where training is conducted within the secure unit/prison. Our programmes look to help offenders to realize their potential and aid in a more solid and disciplined integration back into their community.

### Objective

To find an organisation/training provider experienced in applying for funding and grants that can also deliver work related qualifications or maybe provide a mentoring service to ex-offenders to compliment our boot camps.

### Interests

Long standing contracts and becoming part of the judicial system's parole/community service programme.

### Experience of working as part of a Consortia

None

**NOMS CFO: BUILDING A CONSORTIUM EVENT**  
**QUEENS HOTEL LEEDS**  
**May 14<sup>th</sup> 2012.**  
**WORKSHOP BRIEFING AND TASKS.**

**BRIEFING:**

**This is a Role Play exercise! All the briefing below is fictitious.**

Each of you in the group is representing an organisation. There should be 5 organisations in your break out group so get in to “twos” or “threes” as necessary.

You are attending the first meeting of the 5 organisations which has been convened by **Organisation 1**. We will identify one person or group at each workshop table to “be” Organisation 1.

Organisation 1 is generally well respected and is a social enterprise known for doing a good job. Organisation 1 is a big beast operating successfully in the South East, the West Midlands and the North West. It now wants to become active in Yorkshire where it has operations in the Leeds/Bradford area only.

You have all heard that NOMS will be procuring a major contract in 6 months time. The contract is to commission a package of basic employment skills, literacy and numeracy refresher courses; volunteering opportunities and job placements across Yorkshire. Each organisation separately is active in about 40% of the region and nobody covers the entire region. You all know that NOMS wants to see a consortium bid and that NOMS is likely to be reassured by the inclusion of a big hitter like Organisation 1. All of you know each other fairly well except for Organisation 1 and some of you are unsure about getting involved as you fear that Organisation 1 may take over completely. On the other hand if you don't get involved then you will most certainly lose out.

You **have** decided that you will work to join together as a consortium with a view to submitting a bid when the contract is issued. Your workshop is actually a meeting to start the process of getting your consortium in order.

**TASKS:**

1. Decide what type of consortium you will establish; e.g. partnership with lead body arrangement; formally constituted body....
2. Identify the roles of each partner;
3. Identify the contractual arrangements that you will need in order to establish clear responsibilities, duties and obligations between the various parts of the consortium. (E.G. How will the role of the lead body be agreed and controlled? or how will the requirement for each member of the consortium to deliver a set piece of the work be agreed and stipulated?)
4. Set out how you will structure the governance and management arrangements. Discuss how you will ensure accountability and identify arrangements for quality assurance;
5. Set down a time line or a critical path with tasks to show how you will get the consortium contract ready:

You have 45 minutes to have a go at the above. We will then ask you to spend 15 minutes picking out the three main learning points from your session to feedback to the other groups.