



More than the Sum Consortia Building

Joint Presentation by

Debbie Crellin, **Crellin Consulting** and
Rachel Koivunen, **Voluntary Action Leeds**

What is Collaboration?

- ▶ Consortium - an association, typically of several companies
Source: Oxford English Dictionary
- ▶ True collaborations are defined by the equality, depth and quality of relationships between organisations forming the collaboration.
- ▶ A true collaboration is where each of the collaborating parties has an equal voice in the bids development and contract delivery and where they are fully supportive of each other.

Success Factors

The Charity Commission Study - Collaboration Between Small Charities, 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.

FINDINGS: BENEFITS.

- ▶ Of those who collaborated 84% said they had benefitted and only 1% said they had not benefitted
- ▶ The **main benefits** were:
 - Improving Services (43%)
 - Enhancing reputation (39%)
 - Cost Reductions (28%).

Who should you collaborate with?

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

Developing a Bid

- ▶ Control - one organisation has to lead
- ▶ Good communication - how do you manage the process, what will it cost?
- ▶ Consider the resources to pull the bid together
- ▶ Combined turnover?
- ▶ Clearly agree what each partner will do and what it will cost.
- ▶ Establish clear boundaries
- ▶ Trust and openness
- ▶ How to manage other stakeholders?

continued...

- ▶ Risk and Due Diligence: “Trust , but Verify”
- ▶ Be as detailed as possible on risks, responsibilities and costs/ rewards for each partner.
- ▶ Project and contract management
- ▶ How will we manage issues of compatibility? personalities, Quality Standards - It's not just about PQASSO, IPP or similar. Quality standards derive from the values of an organisation. Not all organisations will agree on primary values.

Delivery Phase

- ▶ Simple processes and procedures
- ▶ Agreed data collection
- ▶ Measuring success
- ▶ Fairness and sharing
- ▶ Signposting between partners
- ▶ Effective leadership
- ▶ Project management and reporting structures
- ▶ Agreed publicity/profile/intellectual property

Models of Collaboration

- ▶ Informal Partnership -most common
- ▶ Lead Body
- ▶ External Lead Body
- ▶ New Legal Entity
- ▶ Handout: **Different models of collaboration for delivery of public services**

Partnership Agreements

Why bother with a partnership agreement?

What needs to be included:

- ▶ Objectives of consortium
- ▶ Processes for establishing the lead organisation
- ▶ Roles and responsibilities of all partners
- ▶ Decision making processes
- ▶ Duration of partnership
- ▶ Accountability
- ▶ Resources required

Partnership Agreements –2

- ▶ Staffing arrangements
- ▶ Information about ownership of and rights to intellectual, property, earned income
- ▶ Processes for resolving conflicts
- ▶ Processes for withdrawing from partnership
- ▶ Risks, liabilities, insurances
- ▶ Autonomy

(Charity Commission, 2009).

Partnership Agreements –3

- ▶ One size does not fit all
- ▶ Get somebody legally qualified to check it out once agreed with all partners

Memorandum of Understanding

- ▶ If there is a strong track record of working together
- ▶ Not technically a binding legal document

Examples

Conditions of submission

.... if a Supplier grouping is proposed, the members of the Supplier grouping will, if appointed the successful Tenderer, contract in one of the following forms;

Contractual Joint Venture with Joint and Several Liability under

- English law;
- Corporate Joint Venture;
- Supplier / subcontractor(s) relationship

Company background

In the case of a Consortium/JV, the information should be supplied in respect of all companies, firms or persons in the Consortium/JV. However, single point of contact details, who shall be the single point of contact for all companies within a Consortium/JV shall be supplied.

Financial Information

For JVs Applicants Joint turnover is assessed