

**WAB**

# **Sustainability through collaboration**

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# What do we mean by ‘collaboration’? – the different types

- **Informal alliance:** Based on good relationships and understanding, may be written but not contractual
- **Contract-based alliance:** A relationship underpinned by contract – sets out objectives, respective roles, cost-sharing and charging arrangements
- **Joint venture:** Parties establish a legal entity which they jointly own and control, for the purpose of undertaking specified functions
- **Group structure:** Parties agree to be controlled by a holding entity, which owns or controls the parties (subsidiaries can keep original identity)
- **Merger:** Parties merge on whatever basis is agreed, creating a new entity (relative equality between parties) or by enlarging an existing entity (a takeover)

# What are some of the benefits?

- **Securing future funding and support** - policy environment favours collaboration.
- **Achieving financial security** – means of gaining opportunities for greater financial stability, economies of scale and a more developed organisational infrastructure.
- **Enhancing organisational capacity** – whilst being aware of inherited models of governance or staffing arrangements.
- **Developing organisational structures** – expanding range of services and geographical reach.
- **Improving service provision** – providing more services, or services that are of a higher quality or more directly geared towards users' needs.
- **Influencing policy** – VCSEs often have a louder voice and decision makers are often more inclined to listen if it is a collective voice and message.

# A few examples...

- TACT Fostering and Adoption merger
- Oasis Cardiff and the Rumourless Cities campaign
- Covid collaborations
- Building Health Partnerships – and the Lancashire and South Cumbria Voluntary Sector Alliance.

# Your experiences

Thinking about your own experiences of collaboration and using the framework of different types of collaboration as a guide:

1. In your experience, what has worked and why?
2. What have been some of the challenges to collaborating?

# Responses to the challenges of collaboration

1. Collaboration management
2. Recognising the emotions of collaboration
3. Developing a shared vision
4. Collaboration champions

# Useful resources

- [IVAR \(2011\). \*Thinking about collaboration\*](#)
- <https://www.ivar.org.uk/our-research/thinking-about-mergers/>
- [IVAR \(2020\). \*Small charities and social change\*](#)
- [IVAR \(2007\). \*Merger as a strategy: The experience of TACT Fostering and Adoption\*](#)
- <https://www.ivar.org.uk/our-research/place-based-funding/>
- <https://bateswells.co.uk/insights/> - Running sessions with IVAR on merger processes between Sept – Nov

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