The Scottish Government
Riaghaltas na h-Alba

SCOTLAND'S SOCIAL ENTERPRISE STRATEGY
Supporting Scotland's Social Enterprise Strategy 2016-26

P4P

Collaboration Toolkit Guidance Notes

You can use this toolkit as a quick 'go to' guide to collaboration and to track your progress. It has been prepared with three phases that follow the typical lifecycle of a collaborative project.

Overview

The toolkit has been developed by Partnership for Procurement (P4P) to support organisations to self-assess attitudes, capability and hopefully possibilities for collaborative working.

Guidance Notes

Introduction

What is the P4P Collaboration Toolkit and how to use it

Welcome to the P4P Collaboration Toolkit Guidance Notes. The toolkit is aimed at third sector organisations who are considering working together with others to pool resources, deliver new products / services or to do things innovatively.

These guidance notes should be used in conjunction with the **Collaboration Toolkit survey**. The survey will ask you to self-evaluate your progress against a range of factors that demonstrate best practice when developing a collaborative project. Each partner organisation should complete the survey separately which will enable you to compare your respective responses.

Once you complete and submit the online survey, P4P will generate an Excel report based on your responses. P4P will then provide you with a baseline 'dashboard' and commentary which you can use to assess how 'collaboration-ready' your organisation is. You can use the **follow-up survey**, thereafter, at any time to record, self-assess and track your progress over time.

The toolkit has been developed by Partnership for Procurement (P4P) to support organisations to self-assess attitudes, capability and hopefully possibilities for collaborative working. P4P is currently supporting organisations to initiate and develop collaborative models for commissioning & procurement, primarily with public sector.

You can use this toolkit as a quick 'go to' guide to collaboration and to track your progress. It has been prepared with three phases that follow the typical lifecycle of a collaborative project.

Whilst the toolkit is most suited to organisations seeking to bid for public sector contracts, much of the guidance provided (especially in phases 1 and 2) is relevant for collaborative working where contract delivery is not the end goal.

The Scottish Government's (SG) Social Enterprise Strategy 2016 - 2020 and associated Action Plan, states that organisations have much to gain by working together and P4P is set up to help deliver on this vision to,

"...support work to initiate and develop new co-operative and consortia models... and enable social enterprises to tender for contracts together, find new ways of sharing risk and reward, and deliver on a larger scale - or create a greater social impact - with increased efficiency".

We welcome feedback from organisations using the toolkit to support its continued development.

You can contact P4P at any time on **info@p4p.org.uk** if you require support.

A sound understanding of your long-term vision will enable you to evaluate collaboration as it develops and gauge whether it fits with your organisation's strategic aims.

Phase 1

Establish the Collaborative Environment

1.1 Assess your organisation's readiness for collaboration

1.1.1 Do you have a long-term vision for the organisation?

A sound understanding of your long-term vision will enable you to evaluate collaboration as it develops and gauge whether it fits with your organisation's strategic aims.

1.1.2 Are you ready to share information with partner organisations in an open and honest manner?

When it comes to key success factors in collaborative working, trust between partners is right at the top. Before attempting to identify potential collaborators it's important to establish if your organisation is prepared to share information in an open and honest way. This doesn't mean giving away trade secrets or intellectual property, but it does mean that you will have to be up-front about your motivations and aims.

Be prepared to discuss strategic objectives, financial considerations and operational issues. Without open communication from the outset it will take longer to assess your compatibility and the likelihood of the partnership being a success.

1.1.3 Do you have a good understanding of what collaboration involves, including the practical steps, obstacles and challenges, operating models and governance, development process and funding?

Put simply, 'collaboration' just means two or more organisations working in partnership.

At P4P we believe that groups of small third sector organisations working together to pool resources and collaborate on service delivery or products can often better compete for contracts rather than going it alone. Benefits of collaboration could include:

- **Financial savings through shared overheads and development costs**
- **Diversifying your sources of income**
- **A wider geographical reach of your services and/or products**
- **Sharing risk**
- **An ability to network and learn from each other**
- **It could mean you have a stronger, united voice.**

Before moving onto the next phase you should learn as much as possible about what collaboration might involve and the practical steps to build a partnership /consortium; obstacles and challenges to look out for; operating models and governance etc. Please see the **Senscot Legal Guide to Collaboration and Partnership Working** as well as the **P4P Resources page** for case studies of existing, successful collaborative projects.

Case Study 1

CRNS Reuse Consortium

The CRNS Reuse Consortium, set up by Community Resources Network Scotland in 2016, is the first of its kind in Scotland. The consortium comprises 17 accredited furniture reuse members, with CRNS acting as lead organisation.

The consortium is able to support 24 local authority areas in providing 34 key household items through the Reuse Lot on the Scotland Excel Domestic Furniture and Furnishings Framework.

This includes all the main household essentials such as beds, sofas, tables and chairs, cookers, fridges, and washing machines.

Building on the success of the first generation framework, discussions took place in 2015 for renewal of the framework, including the addition of a second lot for 're-use' goods. Scotland Excel agreed in principle to add the additional lot and published the new framework in April 2016.

CRNS decided to bid for a place on the new reuse lot of the Scotland Excel framework. A steering group was then formed which agreed that CRNS would take the lead in putting together the tender response and be the lead organisation responsible for overseeing delivery of the contract if it was successful.

Once the partnership structure was finalised CRNS took responsibility for co-ordinating all meetings and documentation required for the tender submission. The steering group agreed the consortium's pricing strategy and ensured that all consortium members had in place the required processes and procedures.

Shortly after the bid was submitted the CRNS reuse consortium was successful in gaining a place on the consortium. CRNS then engaged with all local authorities to discuss the benefits of purchasing reuse furniture from the Scotland Excel framework. To date three local authorities have signed up, including Fife, Renfrewshire and Aberdeen City.

Factors highlighted by CRNS as critical to the success of the consortium's development include the following:

- **Dedicated resource at CRNS which helped keep momentum within both CRNS and with the CRNS membership, as well as in collating the documentation required to bid and in ensuring organisations had in place the necessary policies and procedures**
- **External support from sources including Senscot, who helped put together the initial Memorandum of Understanding, and a consultant who supported CRNS with the tender submission**
- **CRNS, as a membership organisation, was an obvious choice as lead organisation for the consortium**
- **Pre-engagement with Scotland Excel and existing strong relationships with some local authorities.**

Case Study 2

Scottish Communities for Health and Wellbeing (SCHW)

SCHW is a partnership organisation which aims to improve the health and wellbeing of people in Scotland. SCHW has 74 community-led partner organisations, employing over 500 staff and engaging over 300,000 beneficiaries in health-enhancing activities and events each year.

The SCHW consortium approach ensures has 5 different stages:

1. **Identification** - when a funding opportunity arises all SCHW members are invited to be part of a group exploring a bid.
2. **Co-operation** - partners co-design the bid over 3 meetings.
3. **Co-ordination** - if the bid is successful the delivery team and SCHW meet up to plan delivery, signing a formal Partnership Agreement.
4. **Collaboration** - during the delivery phase the partners agree a local reporting system and update their progress using Online LEAP on a monthly basis. Partnership meetings are held on a bi-monthly basis.
5. **Sustainability** - SCHW monitors progress and reports back to funders. This information is also used to plan for sustainability.

Between 2012 and 2016 SCHW was successful in attracting over £300,000 in funding for community-led health programmes.

Key points to consider:

- **SCHW itself has no staff or premises which means its capacity to develop the consortium is limited. Instead it relies on a board of 10 volunteers from community-led health improvement organisations.**
- **Where the consortium is interested in pursuing an opportunity and if senior staff from each organisation cannot commit to participating in three set days of bid development the consortium will decide not to pursue the opportunity any further**
- **The SCHW board facilitator of the bid development process ensures that there is a climate characterised by openness, trust and friendship amongst the consortium members.**

1.2 Appoint a Collaboration Lead to Drive the Project

1.2.1 Does the collaboration lead have proven leadership and project management skills as well as the authority to make decisions to support the project?

Once you are satisfied that your organisation is ready to collaborate; it's important to ensure you appoint a suitable project lead within your organisation who can drive forward your input and deliver your vision. The lead should carry sufficient authority to make decisions in support of the collaborative project and to commit to any actions identified. You may want to check out the **Just Enterprise - Leadership programme** or the training offered by the **Social Enterprise Academy**.

1.3 Identifying Potential Partners and Assessing Compatibility

1.3.1 Have you prepared a shortlist of potential project partners for your project?

You might have partners already identified and there could have been some initial discussion but there may also be potential partners that you have not yet considered. You may wish to think about carrying out an 'Other Player Analysis' as described here by **Knowhow Nonprofit**.

1.3.2 Have you assessed potential partners for compatibility relating to aims, culture, governance, structure, resources and working practices?

Some key questions you will need to ask about potential partners include:

- **Is there sufficient compatibility between your organisations?**
- **Have you considered the other organisations' charitable objectives, culture, governance, organisational structure, policies, financial resources and funding base?**
- **Could any areas where you are not compatible be overcome?**

You'll want to 'get a feel' for potential partners - can you visualise a healthy working relationship and develop a rapport with your counterpart?

1.3.3 Have you considered the strengths and weaknesses of each potential partner individually?

Every organisation has stronger and weaker areas but identifying areas for improvement within potential partners need not necessarily rule out collaboration. In fact, one of the main motivations for collaborating is to find a partner that complements your organisation. This is further set out in section 2.3.2 below.

1.3.4 Do you have shared aims for the collaboration project?

This may seem like stating the obvious but collaborative projects often fail due to conflicting aims between partner organisations.

1.4 Pre-start Scoping and Planning

1.4.1 Have partners been identified and have they completed stage 1.1?

We encourage all potential partners to complete the collaboration toolkit where possible but, as a minimum, you should expect them to assess their readiness for collaboration.

1.4.2 Do all partner organisations have an agreement in principle to collaborate with the approval of their board?

It's crucial to gain the support and buy-in of your board from the outset when seeking to develop a collaborative project. Doing this will ensure that time and resource is used effectively.

1.4.3 Have you completed an initial market assessment to scope out the products or services you wish to deliver, identified opportunities and potential customers?

You should identify what types of services or products you can provide and using this information use publicly available resources such as **Public Contracts Scotland** to find what contract opportunities have previously gone to market and when they could go to tender again. You could also find local authorities or other public bodies' procurement strategies and contract registers.

It might be that there are also significant contract opportunities available in the private sector, such as subcontracting opportunities. It may be useful to engage with private sector organisations to find out more about private sector procurement and the private sector's needs and requirements.

The above market research should give you an idea of actual contract opportunities that are on the horizon that you could target. If you require further advice on how to carry out market research please contact the P4P team who support you with this task.

1.4.4 Have you and partner organisations had the opportunity to flag up any concerns, challenges or risks and have these been recorded?

Any concerns expressed by partner organisations should be recorded for future reference when setting up the project and establishing processes and procedures.

1.5 Establish Foundations for Partner and Stakeholder Engagement

1.5.1 Has a working group been established consisting of senior staff/trustees of partner organisations and does the group have clear Terms of Reference?

A working group should be formed to drive the collaborative project forward. The working group should establish the founding principles of the project, seek development funding (where required) and make initial contact with stakeholders.

The working group should consist of senior staff or trustees of the founding group of partner organisations. This could be the appointed 'collaboration lead' within each organisation. The group should hold regular meetings and the authority to make key decisions. The group should oversee the development of the project until the establishment of the board (where relevant).

Please see **here** for an example of Terms and Reference for a working group published by Knowhow Nonprofit.

1.5.2 Have you discussed how the collaborative project will be developed and if any funding will be required i.e. to cover the cost of external support/consultants?

It might be that you require some initial funding to establish your collaborative project. There can be a significant amount of time and resource required to pull together such projects. One way to deal with this is to hire the services of an external consultant.

Activities such as business planning, service/product design, legal issues/governance arrangements, marketing/communications planning and so on are time-consuming but necessary and therefore a budget of between £5,000 and £10,000 can be realistic to cover some of this work.

The main ways to fund development of a collaborative project are: external grants; support from national or local commissioners; self-funding; repayable finance/loans. A map of support organisations who could help you find the right sources of development funding to approach can be found **here**.

1.5.3 Have you considered which external stakeholders you need the support of for the collaborative project to be a success? Have you mapped out stakeholders and considered how you will engage and influence them?

You should carry out a stakeholder mapping exercise, asking yourself who the key people and/or organisations are whose support is critical to the success of your collaborative project and how you should prioritise your efforts. You can find a stakeholder mapping tool published by Knowhow Nonprofit **here**.

You should then put together a plan on how you will engage with your stakeholders initially. Part of this could include holding an event for commissioners and inviting commissioners to individual or working group meetings. You could also consider providing commissioners with ongoing updates on the progress of your collaborative project. An example this by Knowhow Nonprofit can be found **here**.

Phase 2

Prepare Your Collaborative Project

2.1 Agree Project Scope, Objectives, Roles and Responsibilities

2.1.1 Do all members have a clear understanding of the mission/vision for the collaborative project?

This is a good time to take stock and ensure that each partner understands and supports the overall mission, vision and values of the collaborative project.

2.1.2 Has a set of delivery objectives been developed that align with the overall mission/vision?

Behind your vision should be an outline of the delivery objectives that will allow you to fulfil the mission of the partnership. Have you quantified what success will look like for the project and how you will be able to measure this?

2.1.3 Were all stakeholders able to participate and contribute fully to the development of the delivery objectives?

It goes without saying that delivery objectives should have the buy-in of all members of the project in order for them to be meaningful and effective. Once again, transparency and openness in the decision-making process will ensure partners are fully committed to aims and objectives.

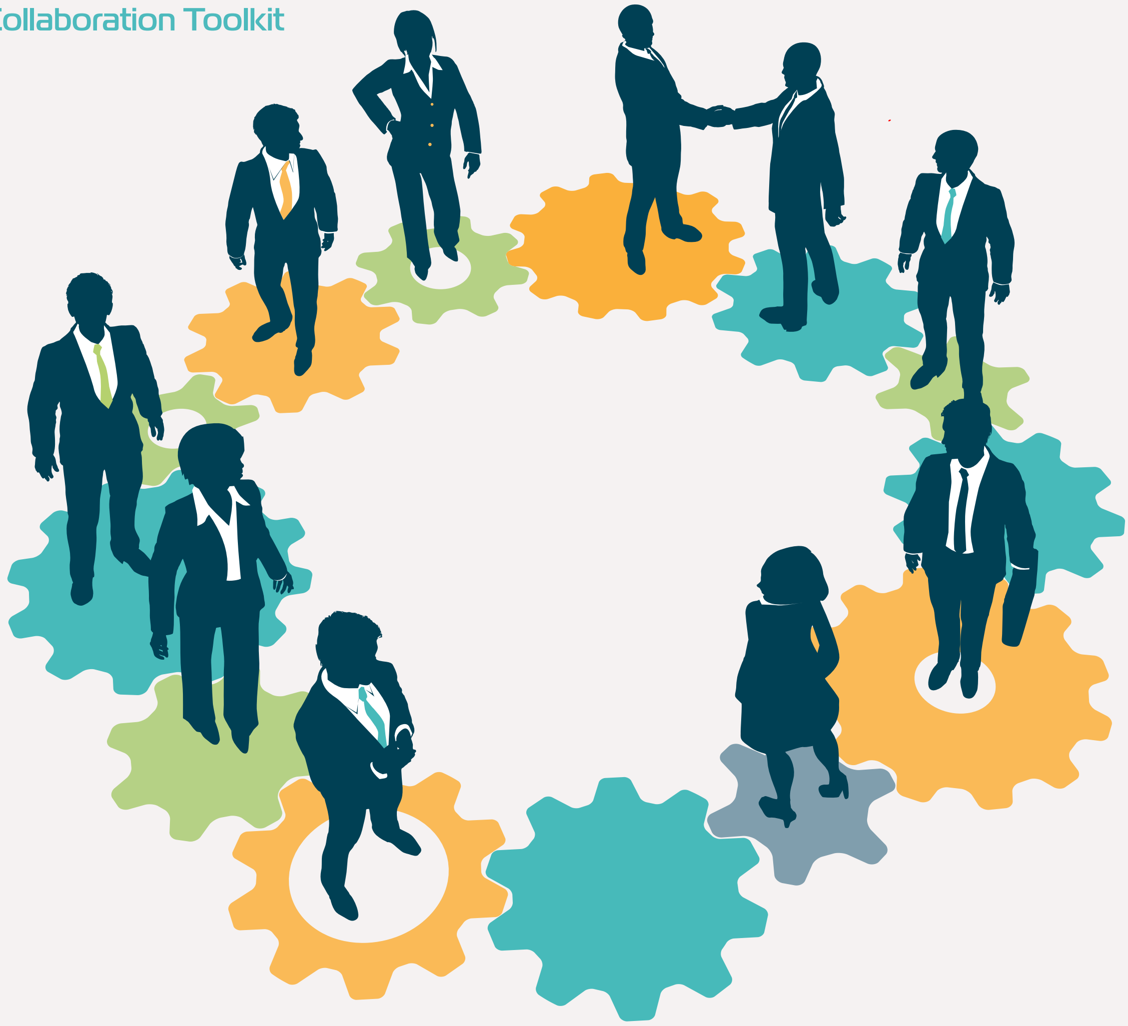
2.1.4 Have the roles and responsibilities been outlined and assigned for delivering the entire scope of the project?

Whilst it is unlikely that you will be able to outline every operational activity and action at this early stage, the work that you have done identifying delivery objectives will provide the broad overview of operations. Allocating roles and responsibilities for the project will depend on a number of factors including: strengths/weaknesses and core competencies of partners, capacity to deliver, working relationships and so on.

2.1.5 Will progress towards delivery objectives be assessed at periodic reviews?

It will be necessary to agree a method for ensuring effective monitoring and reporting of progress during the delivery phase. You will need to establish rules for the partnership to ensure continuity of delivery and that all members agree to. These should consider issues such as:

- **How you will deal with underperformance from member organisations**
- **How you will deal with non-attendance at meetings or lack of communication**
- **How partners will deal with unforeseen circumstances such as a member that has capacity issues or backs out of the project.**



2.2 Create Collaborative Project Team Environment

2.2.1 Has a collaborative project team environment been established that motivates and inspires team members to work effectively?

Project collaborative approaches will only be effective if a mutual trust between all project delivery stakeholders is established.

2.2.2 Is the project team environment open and honest and does it encourage sharing of information?

The ethos, values and behaviours of your project team will depend to a great degree on the individuals involved. However, the generation of a Behavioural Charter, which concentrates on the acceptable behaviours of individuals who are engaged in and contributing to the project, can be a useful tool for developing a collaborative project culture and for monitoring and (where necessary) controlling / changing project behaviour.

2.2.3 Is the project team environment non-hierarchical such that project team members have equal status, irrespective of the organisations they represent?

It is important that project team members, irrespective of the organisation that they represent, are able to operate in an environment in which they have equal standing alongside all other members. For project team members and contributors to feel that they are part of "one team", a non-hierarchical environment should be created. This could be outlined in the Behavioural Charter.

2.3 Create a Business Plan

2.3.1 Have you defined the target markets, geographical scope, defining features of your product/service etc?

In section 1.4.3 we highlighted the importance of an initial market assessment to scope out the nature of the collaborative project. It's now necessary to develop this further in order to provide the level of focus required to drive your collaboration forward. There are a wealth of resources available that can support your efforts in this regard, including this straightforward guide produced by **Forth Sector Development**.

2.3.2 Has the project team carried out a SWOT and PEST analysis?

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. A SWOT analysis is a useful tool for collecting together all of your thinking from your external analysis of opportunities and threats and your internal analysis of strengths and weaknesses.

See an example below:

Strengths	Weaknesses
Long track record of delivery of funded activity Positive customer feedback Combination of expertise	Lack of experience delivering contracts Have not bid for contracts previously
Opportunities	**Threats**
Gap in the market New contracts to be commissioned	Private sector competitors Time that developing the consortium will take

An alternative to the SWOT analysis is the **SOAR tool**. SOAR stands for Strengths, Opportunities, Aspirations and Results.

PEST is an acronym for Political, Economic, Social and Technological. A PEST analysis helps you determine how these factors will performance and activities of your collaborative project in the long-term.

2.3.3 Have resource requirements been outlined and due consideration given to funding and sustainability?

As with any new venture, it's important to ensure you have sufficient resources in place to establish, develop and sustain the project.

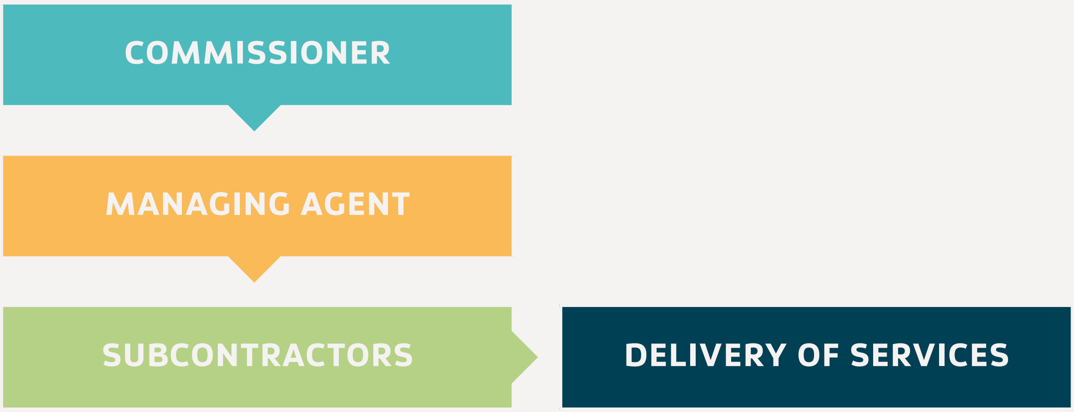
2.4 Agree Consortium Model and Legal Structure

2.4.1 Has the project team evaluated the range of delivery models and/or legal structures and chosen the most suitable structure?

There are a number of possible delivery models and the most suitable structure will depend on your situation, needs and objectives for the collaboration. This guide from Senscot Legal contains a wealth of useful information relating to potential legal structures: **Guide To Collaboration and Partnership Working**.

See below for a summary of some common models of delivery:

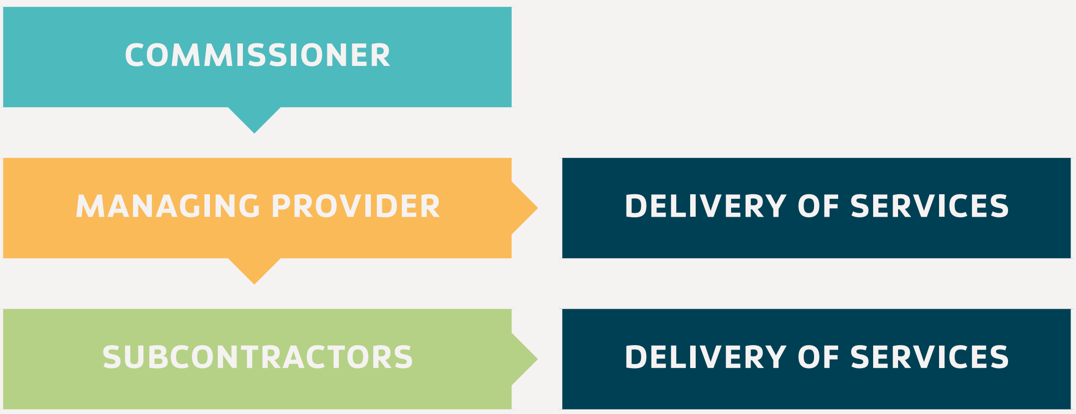
Managing Agent



This is where an existing organisation bids for contracts and then finds subcontractors to deliver the service.

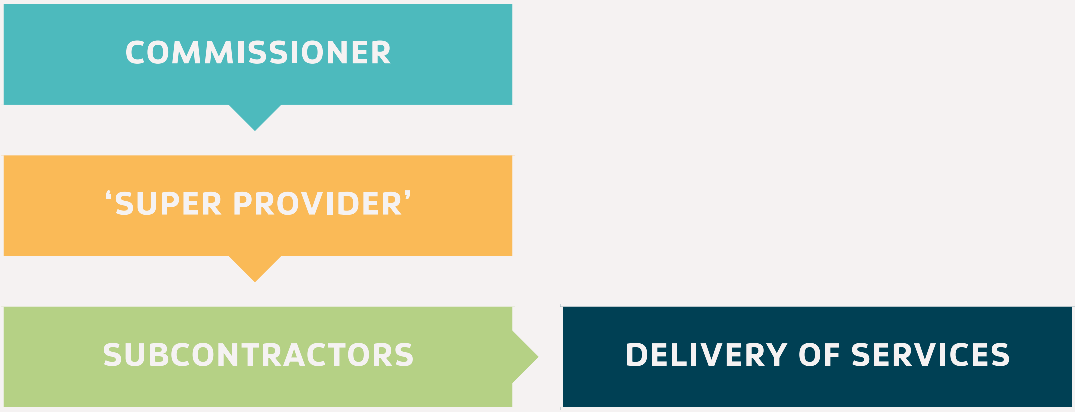
They do not deliver any of the service provision themselves, instead they specialise in providing a contract winning and management function.

Managing Provider



Advantages of the managing agent and provider models include that there is a lead that can bid for contracts, an existing track record and is already known to commissioners, and there should be an existing infrastructure. Disadvantages include that the lead organisation has sole legal responsibility for contracts.

Super Provider



Through this model, many separate providers effectively become one large provider.

Within the super provider model, core management functions of the consortium are carried out a central support unit, leaving the providers to deliver frontline services through a subcontract.

The main functions of the central support unit are:

- **Deciding to bid for and winning contracts**
- **Engagement with strategic stakeholders**
- **Recruiting and managing the membership**
- **Establishing policies and procedures**
- **Managing contracts**
- **Business development and/or fundraising**
- **Supporting the board of directors.**

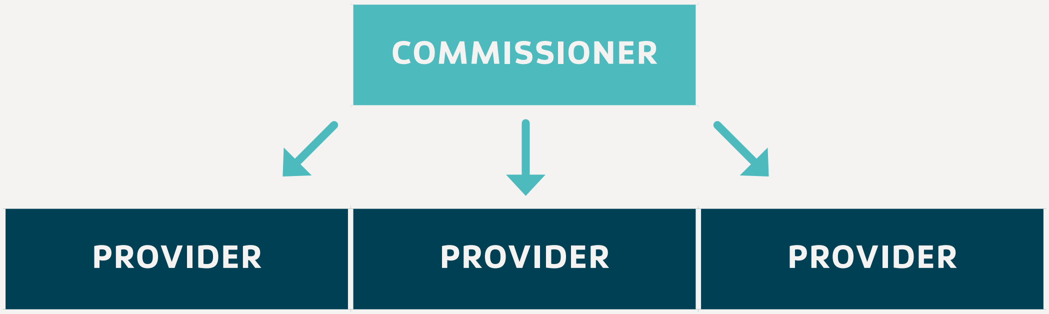
An example of this model is Ready for Business. Ready for Business was a consortium of organisations which successfully bid for and delivered the Developing Markets for Third Sector

Providers contract for the Scottish Government. The consortium consisted of CEIS, Senscot, Social Firms Scotland, and the law firm MacRoberts.

Advantages of the super provider model include that it protects individual members from risk, it is owned and run by the members and it acts as a single point of contact for commissioners and clients.

Disadvantages include that it can be difficult to provide your track record during the early stages of the consortium's development, and that significant development funding and time may be required during the early stages.

Informal Network



An informal network or consortium is a group of organisations who come together to bid for contracts but there is no new legal structure and no organisation leads. If successful the commissioner will have a separate contract with each provider.

Advantages include that organisations retain total independence and control, it spreads the risk and often the first step to a formal consortium. Disadvantages include there is no single point of contact for commissioners and the consortium also cannot hold contracts since it is not a legal entity.

Legal structure

When working in partnership it is important to establish whether your collaborative project will be governed by an agreement or take a more formal step to incorporate the partnership as a legal entity in its own right.

The most straightforward way to govern the arrangement is to prepare a partnership agreement or memorandum of understanding (MoU). This can be a useful starting point for any partnership before the decision is made to formally incorporate at a later point. Contact the P4P team if you require help to put together an MoU.

If the decision is taken to incorporate a separate legal body for the delivery of the project, options include a Company Limited by Guarantee, Community Interest Company (CIC), or a Scottish Charitable Incorporated Organisation (SCIO).

In addition, you could become a consortium cooperative, which is an organisation run in a shared and equal way, and for the benefit of its members. Members are the members of your collaborative project. Cooperatives can take a variety of legal forms, including Company Limited by Guarantee,

CIC or SCIO. If you wish to explore becoming a cooperative free support is available from **Cooperative Development Scotland**, part of Scottish Enterprise.

2.4.2 Have incorporation documents been drawn up and reviewed/approved by the working group?

This is a necessary step if you're setting up a new legal entity. **Senscot Legal** can provide advice and assistance with drawing up the relevant documents.

2.4.3 Has an interim board been appointed with the skills and knowledge to lead the consortium through this early stage?

You should appoint a board (or other suitable governance arrangement if you are not creating a new legal entity). The board could include representation from external stakeholder organisations.

It is recommended that you use a 'thirds' model of governance for your board. See this **guide** produced by Knowhow Nonprofit.

2.5 Processes and Procedures

2.5.1 Do you have a system in place for recruiting additional members to the consortium?

Key activities for this step include:

- **Develop an application form alongside a membership prospectus. Examples can be found on the Knowhow Nonprofit website here**
- **Develop a system for reviewing applications against membership criteria and recruit a panel to carry this out (and which could operate remotely). You may need to ask for supporting documentation such as a Memorandum and Articles of Association, audited accounts and insurance documents**
- **Ensure that membership panel members are signed up to a confidentiality agreement.**

You may want to consider having a two-tier membership structure: full members who are contract-ready, or associate members who require some development before they can take part.

2.5.2 Do you have a plan for ongoing stakeholder engagement to promote your collaborative project?

In Phase 1 we recommended that you should carry out initial stakeholder engagement, including a stakeholder mapping exercise and a commissioner influencing plan. During Phase 2 you should continue to develop your plan as well as engaging with a range of additional stakeholders, including potential new members and partner organisations.

You should hold an event for commissioners to raise awareness of your collaborative project.

Develop a plan for ongoing communications and marketing to promote your collaborative project and share information about its development, for example through e-bulletins or through events. Build in regular reviews to assess success and what could be improved. Ask yourself the following questions:

- **What resources do you have?**
- **What are your goals?**
- **Who are your target audience and how do you reach them?**
- **What is your message?**
- **What does success look like?**

You should then consider what tactics you employ to achieve your communications goals:

- **Consider what channels - print, broadcast, blogs, new sites, social media**
- **Events - how often, for who and for what purpose.**

2.5.3 Have you established the model for the ongoing management and support function and outlined the key tasks that need to be covered?

Your collaborative project will have a number of management and support functions, for example strategic and business planning, performance management, monitoring policies and procedures, membership recruitment, business development and finance management.

There are a range of models you can use for the ongoing management and support function of your collaborative project, including:

- **You may choose to have a dedicated staff team who manage your project - this may be difficult to resource initially, however**
- **If you have a lead organisation then you may decide that the lead organisation should be responsible for the management and support function - if this is the case then you could agree a management fee with the lead organisation**
- **Outsourcing the management and support function to an external agency.**

You will need to do the following:

- **Work out all the tasks you think are included within the management and support function of your collaborative project**
- **Develop and agree service standards and procedures for managing the performance of the project**
- **If you are outsourcing the management and support function you will need to develop and agree a service specification**
- **If keeping it in-house you will need to develop job descriptions and person specifications for any permanent or consultancy roles (if appropriate at this stage)**
- **Recruit staff (if appropriate at this stage)**

Roles of the management and support function of your collaborative project include:

1. Strategic and business planning

- **Setting objectives and targets**
- **Risk assessment**
- **Leading the co-design of services**
- **Leading the development of marketing and communications strategies**
- **Measuring impact**
- **Further guidance can be found here**

2. Stakeholder engagement

- Building relationships with commissioners and partner organisations

3. Developing policies and procedures

- Ensuring that all necessary policies and procedures are agreed and in place prior to bidding for a contract and these are updated each year as a minimum
- Consider a suitable quality standard - for example EFQM or ISO 9001

4. Recruitment and managing the membership

- Putting in place a procedure for recruitment of new members

5. Identifying and bidding for contracts

- See the guidance in Phase 3 below

6. Performance management

- See the guidance in Phase 3 below on 'service delivery'

7. Fundraising

- In addition to identifying and bidding for contracts and development funding, you could explore:
    - Grant funding - visit Funding Scotland to search for funding opportunities
    - Social investment (such as through Social Investment Scotland)
    - Influencing commissioners to invest in the core infrastructure of your collaborative project.

8. Governance

- See the guidance above in 2.4 - Agree Consortium Model and Legal Structure

9. Finance management

- Managing the project's income and expenditure
- Producing management accounts and commissioning external auditors
- Preparing income and expenditure and cashflow forecasts
- Calculating common unit costs
- Determining pricing strategies.

Phase 3
Deliver Collaborative Project

3.1 Ensure your consortium is 'tender ready'

Please see the guidance on **10 Stage Guide to Procurement** produced by P4P.

3.1.1 Do you have a completed template ESPD document for your consortium?

The European Single Procurement Document (ESPD) must be used for all regulated procurement and is used to allow buyers to identify suitably qualified and experienced bidders. You can download a template Word version of the ESPD form **here** and there are a list of FAQs **here**.

If you are currently a PCS Tender user you will be able to use the online ESPD template on PCS Tender. Once you've completed it once on PCS Tender the form will be pre-populated for any additional contracts that you look at (but you should still double check the details you have provided in case anything has changed).

3.1.2 Do you have a bid library containing all the documentation you are likely to be asked for during the tender process?

A 'bid library' or 'tender library' is a collection of documents and template responses that you can use as a starting point when writing a tender. P4P has produced a bid library guidance document which can be downloaded on the **P4P resources page**.

3.1.3 Can you clearly and succinctly articulate the vision and purpose of the consortium, including the social value you can bring to a contract?

In short, you want to provide the buyer with a compelling reason to choose your consortium over your competitors. To achieve this you need to be able to articulate your value proposition (unique advantage) that no-one else has, including what is better about you compared to the competition.

3.1.4 Have you considered how the consortium will engage with external stakeholders in order to develop its approach to delivering goods/services to meet the needs of purchasers?

We have already looked at stakeholder engagement in Phase 1 and Phase 2 and by now you will be aware that it's an ongoing process. If you've followed the written guidance to this point, then you will have a plan for engaging external stakeholders - if not then please refer back to stages 1.5.3 and 2.5.2.

3.2 Develop your bidding strategy

3.2.1 Do you have clarity regarding the type of opportunities you will bid for and those that you won't? Have you prioritised these and identified criteria to help decide?

Before rushing into the tender process it's important to consider whether or not the opportunity is worth taking further. This can save you valuable time and prevent you allocating resources to a tender process that may not be worthwhile. Holding a bid/no bid discussion will help you answer the following key questions:

- **Does it fit?**
- **Can you win?**
- **Do you want to win?**
- **Can you deliver?**

P4P has produced a template document that you can use to make the decision on whether or not to bid for a contract. This can be downloaded on the P4P resources page.

3.2.2 Do you have a process in place for identifying the most suitable members of the consortium to be included in the bid/service delivery?

Upon formation of the project you will have allocated broad roles and responsibilities to member organisations based on a range of factors including their core competencies and capacity. You will need to revisit this for every tender bid in order to ensure your submission is as strong as possible.

Consider setting up a system for identifying the most suitable consortium members based on factors such as:

- **Track record**
- **Delivery capacity**
- **Partner and stakeholder relationships**

3.2.3 Regarding involvement in the bidding process, do you have a non-disclosure agreement in place to protect against conflict of interest in case of competing bids?

Occasionally a situation may arise where one of the consortium members considers bidding alone or with other organisations for the same contract. In this situation there would be a clear conflict of interest which could have negative consequences for the consortium. To mitigate against this, it is good practice to ensure all partners sign up to a non-disclosure agreement in before sharing confidential or strategic information. - **Senscot Legal** can support you with drafting an agreement.

3.2.4 Are you able to outline the key strengths of your consortium and the added value you can bring via your bid?

Following on from your 'kick off' meeting to discuss the opportunity, you should hold a 'storyboarding' meeting with key staff members to flesh out the details of your value proposition/delivery model. Ensure that your value proposition/unique advantages are a recurring theme throughout your response.

You will need to clearly outline the benefits to the buyer of the solution you are putting forward. You can use examples to back up your claims.

3.2.5 Do you have a project plan and timeline for completion of the bid with roles/responsibilities outlined?

You can find a template bid writing plan on the **P4P resources page**. You can use this outline to identify key tasks, provide specific timings and milestones and allocate roles and responsibilities to your bid team.

3.3 Service Delivery

3.3.1 Have you carried out a Risk Analysis to consider what could go wrong and how you might be able to mitigate if things don't go to plan?

Consider all the potential risks in the delivery of the service, what their likelihood is, what impact they would have, who is responsible for them and the mitigating action for each.

You may wish to assess risk under the headings of governance, external, regulatory, financial and operational.

3.3.2 Do you have a robust process in place for awarding contracts amongst consortium members?

Set up a system for awarding sub-contracts based on the following criteria:

- **Track record**
- **Delivery capacity**
- **Partner and stakeholder relationships**
- **Fair work practices**

It's a good idea to develop template subcontracts in advance so that these can be completed quickly, when required. You should also consider how risk is passed on to subcontractors. payments. **Senscot Legal** can help you develop template subcontracting agreements.

3.3.3 Do you have a robust system in place for managing ongoing contracts to ensure consistency of quality across providers?

Performance management across the consortium is critical for the ongoing success of the project. Consider the following:

- **What will your approach be to managing the performance of members of your collaborative project?**
- **How will you act on the findings of your monitoring activity? For example, you may decide to build in regular performance reviews and/or use performance improvement plans following underperformance.**
- **Your contract management system should include protocols for reporting, payments and response when delivery does not meet targets.**

3.3.4 Have you considered how best to manage information across consortium members in a consistent manner? Is this backed up by a data management policy?

All organisations have their own methods of managing and storing information. Ideally you should develop a policy and procedure covering this. Your local **Third Sector Interface** could potentially support this.

3.3.5 Have you considered how best to ensure clear communications are maintained within the consortium and how issues/challenges or successes/good practice can be shared?

Effective communication is key when it comes to collaborative projects. You should develop a communications protocol that highlights what is expected of partner organisations. This could cover points such as frequency of meetings, deadlines for reporting, how to deal with absence/leave of key contacts, and so on.

3.3.6 Do you have a steering group in place to provide internal oversight of service provision?

Consider bringing partners together through a steering group or programme board. This could include representation from external stakeholder organisations. Having representation from non-delivery partners is useful for providing objective feedback and for dispute resolution should the need arise.

3.4 Monitoring and Evaluation

3.4.1 Do you have a 'lessons learned' register open to contribution from all stakeholders?

The lessons learned process for collaborative projects would be open to contribution from all different types of stakeholder.

3.4.2 Do you have a process for collating project outcomes, including KPIs achieved, stakeholder feedback, client case studies and feedback from partner organisations?

You should collate all outcomes achieved by your collaborative project.
This could include:

- All KPIs achieved through service delivery
- Stakeholder feedback
- Customer case studies
- Feedback from partner organisations.

3.4.3 Are you able to establish a basis for future collaborations based on lessons learned and outcomes achieved from the current collaboration?

You should consider drafting and circulating a report to your stakeholder network outlining:

- Why your project was established
- The steps you took to establish your project
- The model for collaboration you used and why
- (If appropriate) An outline of the contracts you delivered
- Project outcomes achieved
- Lessons learned and feedback for future collaborations.

Picture courtesy of WHALE Arts, Edinburgh

Conclusion

The P4P Collaboration Toolkit Guidance Notes should be used in conjunction with the associated Collaboration Toolkit survey. The survey will allow you to self-evaluate your progress in achieving the steps outlined in this guidance. Once you complete and submit the survey, P4P will generate your bespoke baseline 'dashboard' (based on your survey responses) and commentary which we will send out to you.

You can use the **follow-up survey** thereafter, at any time, to record, self-assess and track your progress over time.

You may conclude after reading this document that developing an effective collaborative project can take a significant amount of time. This can be true but the benefits can outweigh the effort involved, enabling social enterprises to tender for contracts together, find new ways of sharing risk and reward, deliver on a larger scale, and create a greater social impact.

Although the Collaboration Toolkit is most suited to organisations seeking to bid for public contracts, much of the guidance is relevant for collaborative working where contract delivery is not the end goal.

P4P can support you at all stages of your project's development, including planning a collaborative project, facilitating discussions with partner organisations, bidding for contracts and in bringing in additional support where applicable.

Please contact the P4P team at any time on **info@p4p.org.uk** or 0141 280 2560
if you require support.

Phase 1 Checklist	Y	N
Have you assessed your organisation's readiness for collaboration?		
Have you appointed a Collaboration Lead within your organisation?		
Have you identified potential partners and assessed compatibility?		
Does each partner have an agreement in principle to collaborate with approval from their board?		
Have you completed an initial market assessment?		
Has each partner organisation had the opportunity to flag up any concerns, challenges or risks and have these been recorded?		
Have you set up a working group and does the group have clear Terms of Reference?		
Have you discussed how the project will be developed and if any funding is required?		
Have you carried mapped out your stakeholders and considered how you will engage and influence them?		

Phase 2 Checklist	Y	N
Has your mission/vision and a set of delivery objectives been agreed?		
Have you outlined the roles and responsibilities of partners for delivery?		
Have you agreed how you will report progress made for achieving your delivery objectives?		
Have you established a collaborative team environment?		
Have you developed a business plan?		
Have you agreed your consortium model and legal structure (if applicable)?		
Has an interim board (or other suitable governance structure) been appointed?		
Do you have a system for recruiting additional members to the consortium?		
Do you have a plan for ongoing stakeholder engagement?		
Have you established the model for the management and support function of the consortium and outlined the key tasks involved?		

Phase 3 Checklist	Y	N
Have you read the **P4P 10 Stage Guide to Procurement**?		
Do you have a completed template ESPD for your consortium?		
Do you have a bid library?		
Have you considered what your unique advantages are compared to your competitors?		
Have you developed your bidding strategy?		
Do you have a process in place for identifying suitable consortium members to be included in service delivery and template subcontracting agreements?		
Do you have a non-disclosure agreement for consortium members?		
Have you developed a bid writing plan?		
Have you carried out a Risk Analysis?		
Do you have a process in place for managing ongoing contracts to ensure quality of provision?		
Do you have a policy and procedure covering data management?		
Do you have a steering group or programme board to provide oversight of service provision?		
Do you have a lessons learned register?		
Do you have a process for collating project outcomes?		

Introduction to Partnership & Collaboration, P4P workshop

P4P takes the security of your data very seriously. All personal data shall be processed by P4P in accordance with the General Data Protection Regulations.

The collaboration toolkit is an online guide and contact details are collected as part of the toolkit in order to analyse organisations capacity and ability to collaborate. The information supplied on this form will be processed by P4P using Survey Monkey. The information shall be collected and placed on a dashboard and emailed back to you with the findings of the analysis.

For further details on how your data is used, processed and stored, please see **Senscot Privacy Policy**.

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Contact Details

0141 280 2560 **info@p4p.org.uk** **@p4p_3rdsector**

or please visit **www.p4p.org.uk** for more information.

The Scottish Government
Riaghaltas na h-Alba

SCOTLAND'S SOCIAL ENTERPRISE STRATEGY
Supporting Scotland's Social Enterprise Strategy 2016-26

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