

Roundtable Shared services

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# Charity partnerships



# Strategic partnerships - The collaboration spectrum

## Informal alliance

An arrangement that is essentially informal, based on good relationships and understandings that may be written but are noncontractual.

## Contract based alliance

A relationship that is underpinned by a contract between the parties that sets out the objectives, respective roles, costsharing and charging arrangements.

Sharing information; Sharing services (advice / support networks); Sharing resources (premises, assets, staff);
Joint activity (eg events, funding bids); Joint committees

#### Joint Venture

The parties establish a legal entity, which they jointly own and control, for the purpose of undertaking specified functions.

## Group

One example of a group structure is when parties agree to become controlled by a holding entity, which owns or controls the parties (subsidiaries preserve their original identity).

## Merger

The parties merge on whatever basis is agreed. This either creates a new entity (where there is relative equality between the joining parties) or enlarges an existing entity. The latter is more properly referred to as a 'takeover'.



# **Shared Services Examples**

## **Shared Office Space and Infrastructure**

- Sense (a national disability charity) shares office space with the Family Rights Group,
   reducing costs and fostering collaboration- Changes to office working: Meet the charities
   beginning to share office space
- Shelter rents desk space to the Sheila McKechnie Foundation, supporting smaller charities with affordable infrastructure. Charity Digital Topics How charities can share office space and infrastructure
- Solent Support Solutions (SSS) (Solent Mind & Rose Road Assoc.)
- Sheffield Wellbeing Consortium (60 Charities)- Shared service Delivery Wellbeing Pilot
   Looks to Boost Health and Wellbeing | Growth Yorkshire | Business News
- Charity Buying group- HOME | Charities Buying Group



## The benefits and reasons of shared services

**Benefit** 

**Cost Savings** 

**Efficiency Gains** 

**Access to Expertise** 

**Knowledge Sharing** 

**Scalability** 

Resilience

Description

Shared HR, finance, IT, and office space reduce overheads, freeing up funds for frontline services.

Centralised systems streamline operations, reduce duplication, and improve service delivery.

Smaller charities gain access to professional services they couldn't afford independently.

Encourages partnerships, knowledge sharing, and joint innovation across organisations.

Shared models can grow with demand, supporting regional or national expansion.

Helps charities weather financial pressures and adapt to changing environments.



## The Challenges about shared services

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**Loss of Autonomy** 

**Complex Governance** 

**Cultural Misalignment** 

**Initial Setup Costs** 

**Risk of Service Disruption** 

**Data Privacy Concerns** 

**Unequal Benefits** 

## **Description**

Charities may feel they have less control over shared systems or decision-making.

Managing shared services across multiple organisations can be legally and operationally complex.

Differences in values, priorities, or working styles can hinder collaboration.

Transitioning to shared services may require upfront investment in systems and training.

If the shared service provider fails or underperforms, multiple charities are affected.

Sharing platforms and infrastructure raises issues around data protection and compliance.

Larger charities may dominate or benefit more than smaller partners in shared arrangements.



# Key Considerations for all types of Collaboration

Vision	Aligning Vision and Goals: Ensure all parties have a shared understanding of the collaboration's purpose and expected outcomes
Trust	Building Trust: Establish trust through good governance, transparent communication, and reliable partnership management
Communication	Clear Communication: Maintain regular and open communication to manage expectations and address any issues promptly
Conduct	Legal and Financial Due Diligence: Conduct thorough due diligence to understand the legal and financial implications of the collaboration
Sharing	Resource Sharing: Clearly define how resources (financial, human, and material) will be shared and managed
Monitoring	Monitoring and Evaluation: Set up mechanisms to monitor progress and evaluate the impact of the collaboration



## Useful sources

Collaboration Canvas- <u>The Collaboration Canvas: Tools for Creative Partnerships - Figurative</u>

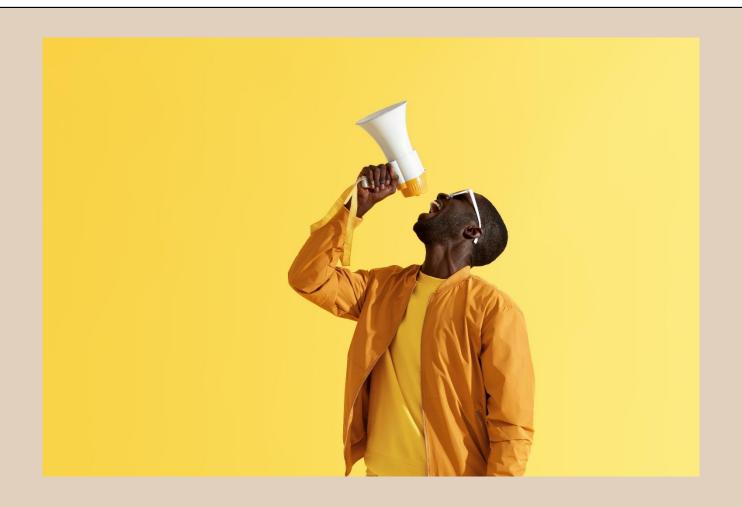
NCVO Collaboration- Should you collaborate? | NCVO

Charity Merger Guide: Charity Merger Guide: Essential Tips, Strategies & Best Practices

Sharing Resources- Home - 65 organisations have shared how they use digital tools



# Speakers





# Questions





# Thank You.