



Community  
Southwark



## Collaboration and Partnerships Jargon Buster

**Affiliation or federation:** where a large national umbrella charity exercises some degree of control over local independent charities who are members or affiliates of the umbrella

**Alliance:** joining of forces and resources, for a specified or indefinite period, to achieve a common objective, perhaps to campaign or lobby.

**Civic Collaboration:** working with different parts of a community in a participatory way; individuals, businesses, other organisations, public sector etc. to produce a product or programme that will benefit that community.

**Coalition:** formal coalitions could involve the establishment of a new working arrangement such as a regular forum, or a partnership of independent charities that forms in certain circumstances, for example for the relief of a natural disaster

**Collaboration:** Joint working by two or more organisations to fulfil their purposes, whilst remaining as separate organisations.

**Co-location:** Organisations sharing space or resources to reduce costs or develop partnership work.

**Commissioning:** Process public sector organisations use to assess the needs of an area and how to meet those needs (in simple terms, drawing up a shopping list).

**Consortia:** A group of organisations (3 or more) that have a written agreement to work together. It doesn't have to be formally constituted, although it might be, nor do a large number of organisations have to be involved. It could have a range of possible structures.

**Coordination:** working together on common interests while maintaining organisational boundaries and ability to pursue distinct interests.

**Co-operation:** working together to meet a need in the sector or market place by recognising distinct strengths. Each organisation maintains distinct boundaries and interests but work together with a very specific shared outcome that each has an important part in achieving.

**Co-production:** Collaboration between sectors and service users (public and voluntary) to build a deeper shared responsibility and network of support in developing services.

**Due Diligence:** Steps organisations take to assure themselves that a merger is in their best interests. In charities, it describes the investigation of another charity or charities in advance

**Duty of Care:** Duty for organisations to ensure that they are well run, things are done properly, issues discussed and professional support sought as needed.

**Duty of Compliance:** Duty for organisations to comply with appropriate laws and their governing documents i.e. Charity Law, Company Law, Health and Safety, Child Protection etc.

**Duty of Prudence:** Duty for organisations to remain solvent and make the best use of funds and to avoid activities that risk the organisation and its reputation. Remember, best use of funds may be closing or collaborating.

**Full Circle:** stage in the working together continuum in which organisations that had started to collaborate and may have even gone as far as merger discussions decide that they are in fact better positioned remaining as independent organisations. They may still share resources and collaborate but remain separate organisations.

**Independent:** before organisations begin to work together they may be described as working independently. Each has its own vision, mission, values and objectives, as well as their own distinct priorities and boundaries. Even when they are in the same sector or field, which might represent a basis for common interest or action, many organisations remain solely focused on shaping their own position in the sector or field.

**Integration:** when organisations find that their interests are so similar and their futures so intertwined that they choose to integrate through merger or acquisition.

**Inter (agency):** associated with greater interaction, integration and adaption, the merging of ideas and creation of new practices i.e.

**Interdependence:** a relationship of mutual dependence, understanding that there is a common goal and set of circumstances.

**Interest Groups:** virtually any voluntary association that seeks to publicly promote and create advantages for its cause.

**Merger:** Where two or more organisations formally combine to form one organisation: the transfer or combination of the assets (and liabilities) of two or more separately registered charities.

**Multi (agency):** tends to be used where organisations, agencies, professions or team members work in parallel, maintaining distinctive organisational, intellectual and professional boundaries i.e. Southwark Safeguarding Children Board etc.

**Network:** To interact or engage in informal communication with others for mutual assistance or support

**Participatory:** involving stakeholders in the decision making process, design of a project etc.

**Partnership:** shared commitment, where all partners have a right and an obligation to participate and will be affected equally by the benefits and disadvantages arising from partnership. Also a legal term so must be used carefully.

**Payment by results:** Practice of paying providers for delivering services after agreed results have been achieved.

**Pre-Qualification Questionnaire (PQQ):** An optional step in the procurement process but one frequently used in procuring the types of services voluntary and community organisations deliver. It requires organisations wanting to bid to deliver services, to first service and other contractual requirements. It is a check to see your organisation is strong enough to take on the risks and liabilities of the contract terms. Only those organisations that successfully complete and pass it will be invited to bid for the contract.

**Procurement:** Purchase of goods or services by a public sector organisation from another, external organisation (in simple terms, doing the shopping)

**Sharing back offices:** When 2 or more organisations come together and share resources that could be relating to ICT, finance, human resources, office space.

**Task Force:** group established to work on a single defined task or activity. Also known as sub-groups or sub-committees.

**TUPE:** Transfer of Undertakings (Protection of Employment) Regulations 1981 and 2006.

## Collaboration: Wider Context

**Overarching definition:** Working together to achieve a goal.

**Dictionary definitions:** 1. to work jointly with others or together in an intellectual endeavour. 2. The act of working with another or others on a joint project. 3. Something created by working jointly with another or others. 4. To cooperate with an agency or instrumentally with which one is not immediately connected.

**Academic definition:** a process of a joint decision making among key stakeholders of a problem domain about the future of that domain.

**Esoteric definition:** an interactive process having a shared trans-mutational purpose.

**Creative Collaboration.org:** process of shared decision-making in which all parties with a stake in a problem constructively explore their differences and develop a joint strategy for action.

**According to Barbara Gray in *Collaborating: Funding Common Ground for Multiparty Problems*: 1989:** a process through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible.

**Carl Larson in *Collaborative Leadership: How Citizens and Civic Leaders Can Make a Difference*: 1994:** a mutually beneficial relationship between two or more parties who work towards common goals by sharing responsibility, authority, and accountability for achieving results.

**Jenny Weinstein in *Collaboration in Social Work*: 2003:** more active form of working together; collection of knowledge, skills, values and motives applied by practitioners to translate the following into practice: 1. Formal systematic joint working arrangements; 2. Less

formalised joint work between different professions and agencies (i.e. multi agency networks);  
3. Goals of participation, empowerment and social inclusion.

**Henneman et al. in 'Collaboration: a concept analysis': 1995:** two or more individuals must be involved in a joint venture, typically of an intellectual nature...in which participants willingly participate in planning and decision-making....individuals consider themselves to be members of a team working towards a common goal, sharing their expertise and responsibility for the outcome. Fundamentally, the relationship between collaborators is non-hierarchical, and shared power is based on knowledge and expertise rather than role or title.

## Voluntary and Community Sector

**Charity Commission definition:** Joint working by two or more charities in order to fulfil their purposes, whilst remaining as separate organisations. This may relate to any aspect of the charities operational activity, including, administration, fundraising, raising public profile, resource sharing and streamlining of costs and service delivery.

**NCVO:** Collaborative working covers a spectrum of ways that two or more organisations can work together, from informal networks and alliances, through joint delivery of projects to full merger.

**CAS definition:** Collaborative working covers a spectrum of ways that two or more organisations can work together, from joint delivery of projects to sharing services and, at the other end of the spectrum, to full merger. Collaborative working can last for a fixed time or be permanent.

## Partnerships: Wider Context

**Overarching definition:** A partnership is an arrangement where parties, known as partners, agree to cooperate to advance their mutual interests. The partners in a partnership may be individuals, businesses, interest-based organisations, schools, governments or combinations. Organisations may partner together to increase the likelihood of each achieving their mission and to amplify their reach. A partnership may result in issuing and holding equity or may be only governed by a contract.

**Dictionary Definitions:** 1. Equal commitment; 2. The state of being a partner; 3. To be one of a pair on the same side in a game; 4. A person who shares or takes part with another, especially in a business firm with shared risks and profits

**Colin Whittington in *Collaboration in Social Work*: 2003:** no absolute but tends to be the formal, institution-level label attached to the idea of 'working together'. How government policies express the expectation of 'joined-up services'.

How agencies and professionals describe what they are doing together to respond to needs which extend beyond responsibility of one organisation.

Arrangements between service and representatives of service users in planning, delivery, and monitoring.

## Voluntary and Community Sector

**Community Southwark definition:** formal arrangements which are normally around some type of joint working arrangements; might be a collaborative contractual relationship between larger and smaller organisation or between organisations with some form of similarity e.g. size or mission coming together for a shared purpose; can be a newly constituted organisation

### Support

If you would like any support with collaboration, partnerships or any other issues facing your organisation, please contact the Development Team at Community Southwark by emailing [development@communitysouthwark.org.uk](mailto:development@communitysouthwark.org.uk) or calling 020 7358 7020.