

Working together

Examining the potential for collaborative working



Please confirm the address and contact details below or amend if different. ID:

	Organisation
	Contact
	Address
	Town
	Postcode
This organisation is no longer active (please remove from your database)	

Please return survey in the FREEPOST envelope provided by 5 June 2009.

We would be very grateful if you could confirm or amend as appropriate some of the information we hold on your organisation. For further on each of the categories visit www.nicva.org

Organisation type	
Income	
Sub-sector	
Primary purpose	
Primary beneficiary	
Number of paid staff	
Legal status	
Telephone	
Email	
Website	

1. Under Supporting People funding what types of services does your organisation currently provide? Please tick all that apply.

	Number of schemes provided at a single site	Number of schemes provided at multiple sites
Residential support		
Floating support		

2. In your organisation which back office services are funded or partly funded by Supporting People or others? Please tick all that apply.

	Funded or partly funded		
	Supporting People	Health trusts or boards	Other (please specify)
Administration			
Human resources			
Finance			
None			
Other			

3. When developing new services which of the following stakeholders are involved in the process? Please tick all that apply.

Internal		External	
Trustees/management committee	<input type="checkbox"/>	Service users	<input type="checkbox"/>
Senior management	<input type="checkbox"/>	Voluntary organisations	<input type="checkbox"/>
Frontline staff	<input type="checkbox"/>	Funders	<input type="checkbox"/>
Other (please specify)		Local community groups	<input type="checkbox"/>
		Membership/umbrella bodies	<input type="checkbox"/>

4. Can you please state the existence, or otherwise, of the following policies and procedures your organisation may have using the scale below.

1=yes (up to date), 2=yes (to be reviewed), 3=not sure, 4=no, 5=would like training in this area.

	1	2	3	4	5
Governing document	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human resources policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk register	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Please rank which of the following issues you perceive to be the biggest challenge facing your organisation in the next 12 months?

1 being the most significant challenge and so on.

Government funding	<input type="checkbox"/>	Competition	<input type="checkbox"/>
Charitable donations	<input type="checkbox"/>	Training	<input type="checkbox"/>
Strategic planning	<input type="checkbox"/>	Staffing	<input type="checkbox"/>
IT	<input type="checkbox"/>	Quality assurance	<input type="checkbox"/>
Back office administration	<input type="checkbox"/>	Audit and monitoring	<input type="checkbox"/>
Service delivery	<input type="checkbox"/>		<input type="checkbox"/>
Other (please specify)			<input type="checkbox"/>

Collaborative working describes joint working by two or more organisations on a project or a venture in order to fulfil their purpose, whilst remaining as separate organisations.

6. Are you involved in collaborative working¹ with any other organisation(s)?

Yes (Go to Q7)	<input type="checkbox"/>	No (Go to Q22)	<input type="checkbox"/>	Unsure (Go to Q22)	<input type="checkbox"/>
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¹ If you require clarification on the various different models of collaboration please see the options outlined in Questions 8 and 9.

7. Please give details of these collaborative working arrangements.

Organisation(s)	Nature of collaboration (please tick all that apply)			
	Formal*	Informal*	Short-term*	Long-term*

***Formal** describes parties agreeing in writing or forming legally binding written agreements of the collaborative arrangements.

***Informal** describes all other arrangements.

***Short-term collaboration** is for a period of one year or less.

***Long-term collaboration** is for a period of over one year.

8. Are you involved in any of the following models of collaborative working?

Please tick all that apply

Merger		Networks	
Partnership		Interest groups	
Service level agreement		Working together	
Resource sharing		Other	

9. More specifically, are you involved in any of the following arrangements?

Please tick all that apply

Working together informally		Idea sharing	
Joint research and development		Resource sharing	
Sharing resources such as a photocopier or telecoms or IT		Sharing a building or office space	
Lobbying group		Buying groups	
Joint training arrangements		Fundraising group	
A housing accommodation project joining with a floating support project		Working with another provider who can provide a different specialism	
Umbrella organisations or membership organisations		Sharing night cover in accommodation schemes	
Joint programme for service delivery		Joint access and referral arrangements	
Service level agreement with a public body		Service level agreement with one of more voluntary organisations and a public body	
Other (please specify)			

If you are involved in more than one collaborative working arrangement, for the purposes of the next section of the questionnaire can you please focus on the most significant collaborative working arrangement.

10. Which elements of your work involve collaborative working? Please tick all that apply.

Information technology	<input type="checkbox"/>	Sharing premises	<input type="checkbox"/>
Funding bid (s)	<input type="checkbox"/>	Training	<input type="checkbox"/>
Payroll	<input type="checkbox"/>	Sharing transport	<input type="checkbox"/>
Finance	<input type="checkbox"/>	Catering	<input type="checkbox"/>
Management and administration	<input type="checkbox"/>	Campaigning and advocacy	<input type="checkbox"/>
A housing accommodation project joining with a floating support project	<input type="checkbox"/>	Working with another provider who can provide a different specialism	<input type="checkbox"/>
Sharing night cover in accommodation schemes	<input type="checkbox"/>	Joint access and referral arrangements	<input type="checkbox"/>
Working arrangements to diversify services	<input type="checkbox"/>	Joint programmes for service delivery	<input type="checkbox"/>
Other (please specify)			

11. What do you aim to achieve from working collaboratively?

Please tick all that apply.

Ability to reach a wider group of service users	<input type="checkbox"/>	Increased advocacy and campaigning	<input type="checkbox"/>
Improved service delivery	<input type="checkbox"/>	Shared resources	<input type="checkbox"/>
Better quality of service	<input type="checkbox"/>	Increased profile	<input type="checkbox"/>
Ability to access further funding	<input type="checkbox"/>	Wider geographical remit	<input type="checkbox"/>
Shared overheads	<input type="checkbox"/>		<input type="checkbox"/>
Other (please specify)			

12. Before entering into a collaborative working arrangement with another organisation did you seek any guidance or support?

Yes (Go to Q13)	<input type="checkbox"/>	No (Go to Q14)	<input type="checkbox"/>	Unsure (Go to Q14)	<input type="checkbox"/>
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13. What was the nature of the guidance and support you sought?

Please tick all that apply.

Financial	<input type="checkbox"/>	Staffing issues	<input type="checkbox"/>
Legal	<input type="checkbox"/>	Strategic management	<input type="checkbox"/>
Change management	<input type="checkbox"/>	Contract compliance	<input type="checkbox"/>
Other (please specify)			

Due diligence describes the investigation of another organisation in advance of completion of collaborative working or a merger. It involves the steps organisations take to assure themselves that a merger, or a collaboration involving significant financial or reputational risks, is in the best interests of their organisation

14. Did you carry out due diligence on the other organisation(s)?

Yes		No		Unsure	
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15. Do you have any formal written agreements to underpin your collaborative working arrangements? Please tick all that apply.

Contract		Memorandum of understanding	
Service level agreement		None - informal arrangement only	
Other (please specify)			

16. How do you ensure compliance with the collaborative working arrangements? Please tick all that apply.

Monitoring involves collecting information that will help the organisation keep up to date with the progress of the collaboration.	
Reporting involves producing reports for key stakeholders on a regular basis which details the progress of the collaboration.	
Review systems are built into the process where the effectiveness of the collaboration is checked and if appropriate changes made.	

17. Do you have an exit strategy in place if one organisation fails to reach an agreed standard?

Yes, we have a written exit strategy (Go to Q18)		Unsure (Go to Q19)	
No, we have an informal agreement (Go to Q19)		No agreement (Go to Q19)	

18. Briefly describe what is included in your exit strategy?

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19. Please rank how challenging the following issues have been in relation to being involved in a collaborative working arrangement.

1 being the most challenging and so on.

	Rank
Time commitment required	
Working with a different organisational culture	
Need for strong and committed leadership	
Resources required	
Achieving staff buy in	
Maintaining own identity	
Funders do not support arrangements	
Other (please specify)	

20. For each of the areas listed below please assess what the impact of collaborative working has been, using the criteria below.

1=very positive impact, 2=positive impact, 3=no impact, 4=negative impact, 5=very negative impact

	1	2	3	4	5
Sharing experience and expertise	1	2	3	4	5
Ability to improve service delivery	1	2	3	4	5
Financial position of project	1	2	3	4	5
Ability to access more projects	1	2	3	4	5
Information sharing	1	2	3	4	5
Future financial leverage	1	2	3	4	5
Increased geographical presence	1	2	3	4	5

21. If your organisation was to take one lesson from your experiences of collaborative working, what would it be?

Go to question 27

22. Please rank what you perceive could be the benefits for your organisation of being involved in collaborative working arrangements?

1 being the most beneficial and so on.

Better services for clients		Reduced administrative costs	
Financial benefits		Joint service delivery	
Knowledge sharing		Sharing risk	
Access to expertise		Increased awareness of organisation	
None		Increases geographical remit	
Other (please specify)			

23. Please rank what you perceive could be the main drawbacks for your organisations of being involved in collaborative working arrangements? 1 being the main drawback and so on.

A risk of mission drift		Impact on brand	
Loss of control of charity's activities		Staff redundancies	
Uncertainty regarding the governance arrangements of other organisation(s)		Working with different organisational cultures	
Quality standards of other organisation(s)		Time and resources required	
None			
Other (please specify)			

24. Listed below are a number of statements, please rank the most relevant reasons for you not getting involved in collaborative working to date. 1 being the most relevant reason and so on.

	Rank
Our organisation does not need to collaborate to be sustainable	
We involve service users in the development of our services and do not need to collaborate with other organisations	
There are too many risks involved in collaboration.	
We do not have the resources required for collaboration.	
There are too many barriers to pursuing collaboration.	
Funders do not understand the demands of collaborative working	
Other (please specify)	

25. Would your organisation consider working in collaboration with another organisation in the future?

Yes (Go to Q26)		No (Go to Q32)		Unsure (Go to Q32)	
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26. What advice or specific training would your organisation require to work collaboratively in the future? Please tick all that apply

	Advice	Training
Legal		
Governance		
Change culture management		
Finance		
Staff issues		
Due diligence		
None		
Other (please specify)		

27. Could your organisation collaborate with other organisations in any of the services listed below?

1= No, discussions will never happen, 2 = No, discussions are unlikely to happen, 3= Maybe under the right circumstances, 4= Yes, the time seems right for collaboration 5 = Already are collaborating in this area.

	1	2	3	4	5
Sharing of information					
Information technology					
Payroll					
Finance					
Management and administration					
Catering					
Sharing premises					
Training					
Sharing transport					
Working arrangements to diversify services					
Joint programmes for campaigning					
Joint programmes for service delivery					
A housing accommodation project joining with a floating support project					
Working with another provider who can provide a different specialism					
Sharing night cover in accommodation schemes					
Joint access and referral arrangements					
Other (please specify)					

28. Please answer each of the questions below in relation to your organisation's legal and strategic position in relation to collaborative working.

	Yes	No	Unsure
Does collaboration with other organisations fit within your organisation's charitable objectives?			
Does collaborative working fit within your organisation's strategic vision, values and mission?			
Are you aware if the management committee/trustees and senior management of your organisation are considering collaboration as part of your organisation's future strategy?			

29. Are there existing relationships you could build upon to develop collaborative working arrangements?

Yes (give details)		No		Unsure	
If yes, please give details:					

30. Are you aware of examples of other organisations involved in collaborative working?

Yes (Go to Q31)		No (Go to Q32)		Unsure (Go to Q32)	
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31. Can you please give some brief details about these collaborative working arrangements?

32. On each of the scales below please indicate your opinion on each of the following statements.

1= Disagree strongly, 2= disagree, 3= neither, 4= agree, 5= agree strongly

	1	2	3	4	5
Collaborative working is not a viable option for my organisation at the moment.	1	2	3	4	5
My organisation is not established enough to embark on collaborative working.	1	2	3	4	5
Collaborative working is becoming increasingly necessary to ensure the long term sustainability of organisations.	1	2	3	4	5
My organisation is suitably informed about the opportunities offered by collaborative working?	1	2	3	4	5
My organisation is confident it can make informed decisions about whether collaboration is appropriate.	1	2	3	4	5
My organisation knows how to go about collaborating with another organisation.	1	2	3	4	5
Collaboration will/would have a positive impact on our organisational culture.	1	2	3	4	5
There is adequate support and guidance available for organisations that wish to become involved in collaborative working	1	2	3	4	5

33. Have you any other comments on collaborative working?

Thank you for completing this questionnaire and we would ask that you return it in the **FREEPOST** envelope by **5 June 2009**.

Please contact **Leeann Kelly** on 028 9087 7777 or at leeann.kelly@nicva.org if you have any questions about this survey or this research project.