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3SC

Reaping the benefits of collaborative working – solutions to bidding for and delivering on larger contracts.



A collaborative approach to service delivery through locally-based civil society organisations.





## 3SC in brief:

- 3SC is a social enterprise, established in 2009.
- Largest provider of jobs under DWP FJF programme with 100% success rate and 5,542 work placements.
- 1,400+ members spread equally through all regions of the UK.
- Almost 400 CSO's delivering contracts.
- Tier 1 provider in 3 Work Programme CPAs.

# Our Partners:



eden project



NATIONAL HOUSING FEDERATION

The Social Investment Business  
INVESTING FOR GOOD, TRANSFORMING LIVES

CLINKS



eastside  
making social enterprise happen



WELL UK





# 3SC Membership for CSO's:

- Open to all voluntary sector and SE providers.
- Joining increases opportunities and 3SC's understanding of the capacity and delivery potential in the sector.
- Provides a contract-ready supply chain.
- Builds impetus for greater CSO involvement in public contract delivery.
- Enables capacity building activities to support CSO's to achieve bid wins and contract delivery.



# Why collaborate?

- Reductions in public spending
- New commissioning environment:
  - Large scale contracts / Frameworks
  - Collaborative commissioning & procurement
  - Costs of tendering
  - Integrated services
  - Payment by results



# Why collaborate?

- A formal consortium is a valid tendering entity.
- Collective track record, financial strength, reach and expertise will be considered.
- Wider reach, higher volumes and extra services can be delivered.



# Why collaborate?

- Holistic customer journey can be provided.
- Individual members can play to their strengths.
- Economies of scale and cost-savings can be delivered.
- Enables a role for organisations of all sizes to participate in service delivery on a larger scale.



# Benefits for commissioners



- Seamless delivery across a range of services and regions.
- Local, personalised services via large contracts.
- Performance, management information and added value is centralised and standardised.
- Contract management.
- Cohesion across different regions and sectors.



# Collaborative options

1. Traditional 'Prime Contractor' model.
2. Consortia with single lead managing agent.
3. Partnerships and Teaming Agreements.
4. Special Purpose Vehicle.
5. Special Purpose Vehicle with independent infrastructure support.



# Benefits and Pitfalls

- Collaboration is what you make it; clear – roles, responsibilities, management, governance, contingencies, remedies.
- Consortia members need to pull together – shared vision.
- Shared responsibility, shared risk, shared reputation.
- Harmonised with the need to be sustainable.



# Shared services

- Consortia can tap into centralised expert support:
  - Bidding
  - HR
  - Finance
  - Legal
  - IT
- Contract financing (cash flow)



# Good Practice

- Consortium needs to be fit for purpose.
- Have an independent or managing agent, single point of contact, as the 'Chief Executive' or mediator.
- QA independent from delivery.
- Clear sub-contracts and agree:
  - process and referrals
  - outcomes



# Good Practice

- Share resources:
  - secondments
  - manage volume fluctuations
  - communicate and share experience
  - support, rather than compete
- Review
- Invest in capacity / capability building



# Sub-contracts/SLA



- Include:
  - Anticipated work flows.
  - Payment terms: when, how much, evidence
  - MI requirements (including centralised reporting functions where appropriate).
- Outline process maps and outcomes.
- Scope and tolerances of performance and contingency.
- Pre-tender clarity leads to smoother performance once the contract is won.



# Thank you

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**To register: [www.3SC.org](http://www.3SC.org)**

