



Staffing a Collaborative Project

Guidance for Voluntary and Community Organisations



1. What is collaborative working?

NCVO's Collaborative Working Unit defines collaborative working, or joint or partnership working, as a spectrum of ways that two or more organisations can work together. Options range from informal networks and alliances, through joint delivery of projects to full merger. Collaborative working can last for a fixed length of time or can form a permanent arrangement.

Organisations can collaborate on any aspect of their work: sharing back office services or premises, running campaigns or fundraising initiatives together or delivering joint projects or services.



2. Why collaborate?

Voluntary and Community Organisations (VCOs) collaborate in order to do more or work better for their users.

In recent years, interest in collaborative working has been growing, driven by the sector's drive for effectiveness and efficiency, government policy and public opinion.

From an employment point of view, there is increasing legislation covering employee/employer rights and obligations, health and safety, non-discrimination and data protection. Collaborative working may allow organisations to pool knowledge and expertise in these areas.

Collaborative working can give increased opportunities to the employees from the organisations involved – for example in terms of training, taking on new roles or simply learning how another organisation does things.

Partnership working within and across sectors is increasing (for example, joint working with the public sector to deliver public service contracts), so partnership working skills are increasingly useful for employees to have and they are very transferable.

Collaborative working may bring additional diversity, where VCOs representing minority interests work with VCOs that do not specialise in this way. An example might be a small VCO specialising in mental health issues for hearing impaired users, working with a larger organisation for all hearing impaired people, such as Royal National Institute for Deaf People (RNID).



3. Scope of this guidance

This publication considers a single but very important aspect of collaborative working – staffing. It deals with issues such as the following:

- What are the options for employing staff in collaborative projects?
- What are the pros and cons of different models of employing staff?
- What are the main factors to consider?
- What happens when there are problems, e.g. grievance or discipline?



4. Types of collaborative project

Different forms of collaborative working will be appropriate in different circumstances and will involve various degrees of commitment.

At one end of the scale, collaborative working may simply involve two organisations co-operating with each other, with no heavy investment from either party. For example, each party may share training sessions, or may give each other access to facilities and services. In this case, there will typically be no shared staff.

At the other end of the scale, a full merger could take place, with a single new organisation resulting.

It is the 'middle ground' of collaboration which most typically involves sharing staff and is therefore the focus of this publication. For example, two or more organisations may bid to undertake a particular project, where collaboration is required.

You should note that if new work involves staff moving from one employer to another (including in a merger situation), organisations may be affected by TUPE, the Transfer of Undertakings (Protection of Employment) Regulations 2006. Legal advice should be taken on how this applies to you.



5. Staffing options for collaborative projects

If you are looking to employ staff on collaborative projects, there are various approaches for staffing that you may wish to consider. These are outlined below, giving examples of organisations that have adopted each model.

Of note is that the decision on which organisation should be the *legal employer* is often a matter of administrative common sense. The area which then requires particular attention is ensuring joint *management* of any staff employed in a collaborative project.

Model I – Staff employed by one partnership member

Under this model, a group of organisations undertake some common partnership activities. Project workers run these partnership activities. For administrative purposes, the project workers are legal employees of one of the partnership organisations.

Example

South London CVS Partnership

The South London Council for Voluntary Service (SLCVS) Partnership covers Bromley, Croydon, Kingston-upon-Thames, Merton, Richmond upon Thames and Sutton.

The Partnership exists to:

- facilitate and provide representation for the voluntary and community sector at sub-regional level
- facilitate sharing of best practice, skills and expertise
- establish and develop relationships with sub-regional/regional bodies
- develop common policy positions and operational strategies reflecting the diversity of the sub-region

Staff working on the partnership project

There is a manager and three staff. Richmond CVS (RCVS) employs them on behalf of the six CVS. Three of the staff are funded by the Association of London Government and the fourth, a Workforce Development Manager, is funded by the London South Learning and Skills Council (LSC) and ChangeUp.

Richmond CVS receives a management fee for employing the staff, administering the budget and overseeing the other three staff.

The staff were initially based at RCVS, but now work from an independent office, albeit in a building managed by RCVS.

Accountability for the project

The Directors of the six CVS from these boroughs are responsible for the governance of the Partnership.

Working as an informal partnership not constituted as a separate legal entity, the Partnership aims to constantly review how it communicates with CVS and their trustees about its work, so that it is seen as there for all the CVS. Richmond CVS never chairs the meetings of the Partnership, in order to avoid conflicts of interest.

Some success factors

Jacqui Finn, Partnership Manager, feels that the following have contributed to the success of the project:

Clear accountability for different areas of work

The Director of each CVS is accountable for one area of the Partnership's work – this helps ensure that the Partnership is seen as a shared resource.

Separate identity

Partnership staff are in their own office, with their own e-mail addresses and website – this has helped to establish the Partnership's identity, its neutrality and independence.

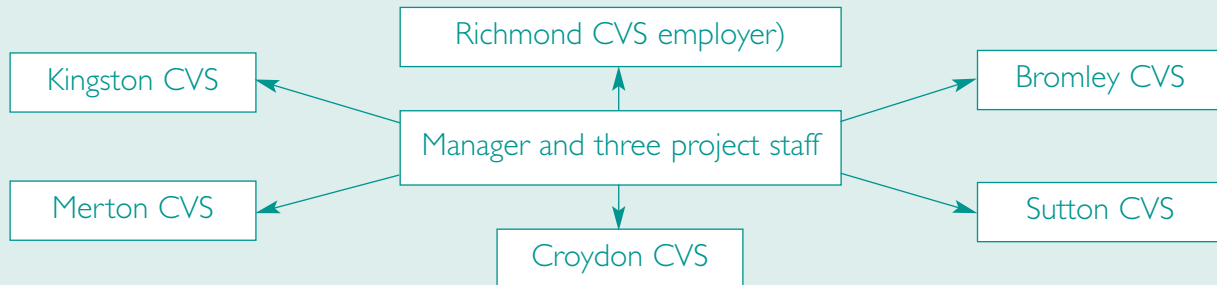
Annual review of business plan

The Business Plan is reviewed at an annual residential event for the CVS Directors and key partnership staff. Not only does this help ensure clarity of aims and objectives, but it also gives dedicated time for staff to get to know each other and their priorities.

Capable staff

As with any project, whether in partnership or not, a critical factor to its success is employing staff with the right mix of skills, experience and qualities.

Accountability matrix for South London CVS Partnership



Minimising potential problems

Jacqui Finn has identified three areas of potential difficulty:

Clarity of decision making and accountability

One area of potential difficulty is bidding for new projects. Problems can arise if all parties in the Partnership do not jointly consider any possible new project and specifically the commitments that the new project is likely to require.

Jacqui says that the Partnership has become better at clarifying who is responsible and accountable for what; and at making sure that all affected parties have a say in which new projects to bid for/take on.

Support needs

When new projects are taken on, it is easy to overlook the support needs of the new project worker. For example, that worker will need some office equipment, a desk, stationery and may well need some administrative support from existing administration staff.

Jacqui suggests that when taking on any new partnership project, it is important to consider not just the immediate requirements to staff the project, but also the likely support needs.

Communication with affected staff in different CVS

Insufficient communication with the staff in each CVS about actual and potential new projects can be a problem.

Jacqui explained the scenario where a new project is taken on by the SLCVS Partnership and be agreed at Director level. However, it is at the level of individual project staff in each CVS that additional or different work may need to be taken on and buy-in from these staff is therefore essential.

To avoid or minimise potential tensions here, Jacqui and her team have instigated the following:

- The Partnership and its activities are an agenda item at the meetings of trustee boards and staff teams in each CVS.
- Jacqui and her team attend the staff meetings of each CVS at least once a year.
- Jacqui personally goes to a staff meeting at each CVS every year to explain the areas of development work of the Partnership over the coming year.

Model 2 – Operational project manager employed by the larger organisation with joint supervision

In this model, the larger organisation in the partnership is responsible for the legal employment of the project manager. Management/supervision responsibilities are shared between the partners. Some project staff reporting to the project manager are employees of one partner organisation, and some project staff are employees of the other partner organisation.

Example

Action for Change and Addaction

This project involved a smaller local organisation (Action for Change) working with Addaction, a national organisation, to jointly provide services for drug and alcohol users in Brighton. The driver for jointly producing services was the opportunity to tender for a number of substance misuse services with a local Drug Advisory Team. The project is now at an end, having finished in March 2006.

John Reading, Chief Executive at Action for Change, feels that the project worked well. He says that “there were no staffing problems, of any greater depth or complexity than one would get from working with your own employees inside your own services.”

Staff employed on the collaborative project

An overall project manager co-ordinated the project and was employed by Addaction.

Project staff reporting to the project manager were employed by either Addaction and Action for Change.

Project staff were put onto the Addaction payscale, but other terms and conditions were those of the employing organisation. Some terms and conditions were different – for example annual leave was lower in Action for Change, but Action for Change staff had a more favourable pension scheme. These differences have not, in practice, caused any particular problems.

Accountability for the project

A joint management team consisting of the Action for Change CEO and the area manager of Addaction had responsibility for the project and for joint supervision of the operational project manager.

The operational project manager was accountable for the delivery of the project.

Some success factors

A commitment to working together

John Reading feels that one of the key factors leading to success in the project was a genuine commitment from all parties to work together – “there is no room for being parochial”. For example, if there was a particular employment issue such as a grievance that needed to be dealt with, all partners would be involved in resolving it. Such an approach ensured consistency, avoided miscommunications and led to better decision making.

Joint supervision

Joint supervision of the project manager ensured that both parties were involved and clear about what was to be achieved. This was identified by both organisations as a key success factor: “it’s the one thing that has allowed the partnership to flourish: joint supervision and one manager.”

Accountability is more important than who employs you

John’s view is that who employs the project staff is an administrative matter; accountability is the important thing.

The project manager was given clear accountability for project delivery. The project staff (regardless of which organisation employed them) were accountable for delivering on their part of the project and were accountable to the project manager.

A strong message was given to staff that they should focus on their accountability to the project manager and to the client group, rather than focusing on who employed them. Project staff did indeed generally view themselves as working for only one project.

Accountability matrix for Addaction and Action for Change



Minimising potential problems

Some formal written arrangements

John Reading sees dangers in writing things down in too much detail but also feels that formal arrangements need to be in place – “lots relies on the goodwill of the individuals involved, but it needs to be bigger than the individuals”.

Clarity from the outset

John feels that it is important that both partners are absolutely clear as to what the project is about, from the outset. Next time, he feels he might attend director and trustee meetings at the other organisation(s) in the Partnership, to explain the project, as well as doing this within his own organisation.

Try to make the project robust enough to deal with key players leaving

Another possible problem is where key players leave. There is no clear solution to this, but the extent of joint working, communication and co-operation already established helped sustain the project when there were staffing changes.

Collaborative projects in the future at Action for Change

Action for Change continues to work collaboratively. For example, the organisation has just advertised a new post which will work as part of a service involving four different organisations. Action for Change will be the employer, the post will be operationally managed by another service, will receive funding via the third service and will be based in the fourth service.

Model 3 – employee is employed by the larger organisation, but managed by a member of staff from the smaller organisation, plus the steering group

As with the two previous models, legal employment is undertaken by the partner most able, from an administrative point of view, to undertake this responsibility. The actual management of the individual is carefully considered, in order to ensure an appropriate balance of power and in this case is undertaken by the smaller organisation.

Model 4 – staff employed by the accountable body, to capacity build the project and other organisations

Under this model, staff are not employed by the partnership members, but by a third party.

Example

Sunshine Healthy Living project

The Sunshine Healthy Living Project is a cluster of ten voluntary and statutory, large and small, local, regional and national organisations. All partners are 'independent' but have come together under the umbrella of a 'healthy living project', funded by the Big Lottery Fund, to deliver a range of services within a clearly defined geographical rural area around Salisbury. The services delivered range from community gardens, to healthy living programmes for people with a learning disability, a healthy cooking skills course for elderly people, and disability advice work.

Staff working on the project

There is a project manager and an assistant who manage, capacity build, monitor and support the delivery of the whole project and the Partnership itself.

Accountability for the project

Salisbury CVS is the accountable body for the project. It receives and distributes the money from the Big Lottery Fund on behalf of the Partnership. It also provides information and statistics back to the Big Lottery Fund. Salisbury CVS employs the project manager and an assistant.

The Project Manager, Jane Morgan, reports to the Chief Executive of Salisbury CVS. However she says that it is she rather than the Chief Executive who is in practice accountable for the Sunshine Healthy Living Project and is accountable to the ten partner organisations. The partner organisations are also accountable back to Jane for producing information and statistics on their projects.

There is a small project steering group, consisting of the Salisbury CVS Chief Executive, one delivery partner, the local authority and the local Primary Care Trust (PCT). The steering group has been set up as an advisory, rather than a decision-making, body. In practice, however, partner organisations tend to agree with the recommendations of the steering group. Jane Morgan feels that despite its lack of formal authority, it is the steering group that has the most influence over the project.

Some success factors

Forging links and better communication

The project staff are able to provide project partners with information and advice that would not otherwise be available. This has the potential to reduce the isolation that staff in individual partner organisations may otherwise experience. Jane comments that in some cases, strong links have been forged between partner members.

Partnership agreement

It is useful to have a partnership agreement, so all are clear as to how the partnership will work.

Influential individuals on the steering group

It has helped to have some influential individuals on the steering group. Jane Morgan says that this is not about the size of an organisation – individuals from very small organisations can be influential.

Central management structure

Having some sort of central management structure in such a loose collective partnership seems to be key to success. Investing time in regular partnership reviews and away days has been an effective way of charting the progress of the Partnership.

Minimising potential problems

Maintaining interest/active involvement in the project

One particular barrier has been to maintain interest/active involvement in the project. Unlike a partnership between two organisations, with a specific joint project in mind, this is a partnership of ten organisations, where a wide range of project activities are undertaken. Some project partners are actively involved in the overall Partnership and attend its meetings.

Related to this is the fact that the project is now in year four of its five-year funding. There are now particular challenges in terms of encouraging ongoing interest in the overall project from the partner organisations as individual projects are drawing to a close.

To address these problems, Jane aims to promote the activities and benefits of the project on an ongoing basis.

Accountability

Staff in the individual projects are accountable to their managers in the projects. This is a potential barrier; if Jane Morgan, as Project Manager, identifies any performance concerns, she cannot address them directly but must go through the individual's line manager. This has the potential for miscommunication to occur. Again, Jane suggests that ongoing communications and discussion are the best ways of dealing with this.

Project manager involvement in initial recruitment

Jane Morgan says that, whilst she is overall project manager, she was not involved in the initial recruitment of staff in the individual projects. At the time of recruitment, it was felt that this work was best done by each partner organisation. Jane feels that if she were doing the project again, she would become more involved in the recruitment stage to help assess the skills that may be required, and also to make clear to new recruits that they are part of the wider project as well as their own organisation.



6. Points to consider when staffing a collaborative project

Regardless of which staffing model you choose, there are a number of factors you will need to consider if the staffing of the collaborative project is to be successful.

6.1. Resources

The establishment of a collaborative project is likely to take time. Those involved may have less time for their other work. It will be important to ensure that staffing resources are adequate to manage the change and to set up the project.

6.2. Change management

We do not always like change. In the voluntary sector, staff, trustees and volunteers may have made substantial investment in 'what is' and may not be amenable to 'what may be possible' within a collaborative project. The key skills in change management are communication and consultation. It will help greatly to listen to people's concerns, learn from them, and make changes if needed. Genuine communication and consultation will help minimise some of the anxiety and conflict that can arise when a collaborative project is being developed and implemented.

6.3. Setting terms and conditions

Terms and conditions of employment (pay, hours of work, annual leave, notice periods and so on) for a joint employee or employees should be agreed between the partners.

The partners may agree that the terms and conditions of the partner who will employ the employee(s) are adopted. Alternatively, terms and conditions may be developed that are specific to the joint worker or workers. However, it is worth noting that this will require additional management time to agree each new term.

This latter approach may be most appropriate where salaries and other terms vary considerably between the partner organisations. If the salaries of the employing partner are particularly low or high relative to the other partners, for example, salaries might be set with reference to the mid point of salary rates for similar jobs in all the partner organisations.

There may also be specific provisions in the employment contracts of shared workers that are different from the terms of other workers of the employing partner. For example, the nature of the work may require the joint employee(s) work from home and/or to have a mobile phone.

The partners will be constrained by the funding that they have available. As well as setting an appropriate salary, there will be other costs such as training, pension contributions, paid annual leave, sick pay and maternity/paternity/adoption pay.

6.4. Physical location and equipment of a shared employee or employees

If the employee or employees are based at the offices of one of the partner organisations, then it will be especially important to communicate clearly that the employees are a *shared resource*, to fulfil the requirements of the partnership project.

There will also be a need to clarify who will be responsible for providing the employee's equipment, such as a desk, phone e.t.c. especially when they work from more than one office. In many circumstances, it will make sense for the equipment to be provided by the partner organisation in whose office the employee is primarily based. With this approach, the health and safety responsibilities for both the equipment and premises are with one organisation. However, there will be a need to consider the cost of the equipment and how this should be shared between the partner organisations.

6.5. Management style

Be aware that different organisations have different management styles, for example in respect of frequency of supervision, responsiveness to ideas from staff, employee consultation and involvement in decision making and approaches to personal/professional development.

It is especially important to clarify issues of management style, so that joint/shared workers receive consistent messages and expectations.

6.6. Organisational rules and procedures

You should clarify what rules any joint employee must adhere to. It is most common that the employee will follow the rules and procedures of the employing partner. However, there may be areas which are less clear. For example, if one member of a partnership allows internet access during lunchtime and the other does not, the employee needs to know the rules that apply to him or her, so that he/she does not inadvertently breach them.

Disciplinary and grievance procedures in particular should be explained to the employee. Should problems arise, the partners should consider carefully how they will deal with them. It may make sense that any disciplinary action is taken jointly by the parties. Alternatively, the employing partner may in some circumstances have the final say, because if dismissal results, then the employing organisation is the one which will be ultimately accountable for that dismissal in law. It is the employing organisation that will need to deal with any employment tribunal claim, should a claim subsequently arise.

6.7. Awareness of cultural differences

The way in which one organisation may work will not necessarily be the way in which another organisation will work. There may be differences, for example, in the ways in which decisions are taken, the dress code, and the ways in which staff relate to users and volunteers. Differences may include issues of hierarchy, formality, value systems and communication style. A large organisation may sometimes need to make 'one size fits all' decisions, whereas a smaller organisation, with a local hands-on approach, may be able to operate more quickly and flexibly. The differences in approach may bring about tensions.

It will be important to identify and address any differences in culture before they are a cause of conflict. Real or perceived differences can be a significant barrier if not addressed early on in an open and transparent manner. In particular, if one of the partner organisations in the collaborative project is larger than the other, there may be fears about a 'takeover.'

6.8. Balance of power in the staffing structure

If the partner organisations involved are significantly different in size, it may be hard to avoid the feeling that the larger organisation has the power. In structuring staffing and in considering management and supervision arrangements, it will be important to consider how to ensure that power is balanced between the parties.

6.9. Common understanding

All parties should have a clear understanding of how the employees allocated to the collaborative project will work. It can be very stressful to have more than one boss, with each giving a different interpretation of what should be done and how!

6.10. Management responsibilities of a shared employee

A shared employee working across two or more partner organisations may also have some responsibility to co-ordinate employees across the partner organisations. For example, a project manager appointed as a shared employee of four organisations may need to co-ordinate the work of specific project workers in the four organisations. These project workers may also have a manager in their own organisation, as well as having other projects to run.

In such cases, the best approach is to clarify early on in the project how the arrangement will work, and to review it regularly. All parties – the project workers, their managers, and the shared project manager – need to appreciate the complexities of the situation and the variety of work that each may be involved in. Three-way supervision/review meetings with each project worker, their manager, and the shared project manager, will help to increase mutual understanding and reduce miscommunication, as well as setting consistent standards of work to the project worker.

6.11. Accountability

Consider carefully who is ultimately accountable for the delivery of the project. Where there are several partners, several project staff and more than one Trustee Board, accountability can become blurred – the project can either be everyone's responsibility or no-one's! In either of these scenarios, it is possible that the project will not deliver what is intended.

You should consider whether or not there should be an overall project manager and if so, to whom this post should report. Make sure that the project manager knows exactly for what he/she is accountable, and to whom.

6.12. Shared vision

Having a clear and commonly understood vision gives parties the opportunity to “revisit” it if things go off track.

The shared vision may help in situations such as:

- where self-interest in your own organisation may adversely affect the shared aims of the partnership
- where the employee feels they are experiencing a conflict of loyalties
- where one organisation feels they are not getting a fair share of the employee's attention.

6.13. Clear leadership

Clear leadership is important in maintaining and explaining the shared vision; dealing with unanticipated problems; and finding solutions to staffing issues. Be clear about who is driving the partnership project in each of the partner organisations. For example, you might consider setting up a sub-group of your Board of Trustees to focus on the partnership and to report back to the main Board.

6.14. Managing reductions in staffing

Setting up a collaborative project may often be a result of new sources of funding, or to seek new sources of funding. It may be a new activity, rather than a decrease in existing activity. Sometimes, however, there may be some rationalisation as a result of collaborative working. Two or more organisations may wish to share resources, in order to be more cost-effective.

Where this is the case, reductions in staffing may result, which may involve making redundancies. Make sure you consult about possible staffing reductions at the earliest possible opportunity. The legal and procedural position in respect of redundancies is complex. Make sure you are familiar with it by checking Acas guidance, by reviewing the NCVO Good Employment Guide 2005 (see further resources below) or by taking advice on your specific situation.

6.15. Staff turnover

Think about how you will cope with turnover among the key individuals in the participating organisations – make sure collaborative arrangements are robust and do not just rely on individuals.

If individuals are employed on short-term contracts to undertake tasks for a group of organisations rather than for a single employer, this may carry a higher risk of difficulties in retention.

6.16. Use of formal written agreements

Using formal written agreements for collaborative projects can help ensure continuity and stability, even where there is staff or trustee turnover.

Formal written agreements can help because:

- They are a reference point if things go wrong
- The very act of writing the agreements helps to formulate thoughts and ideas
- Putting faith in high levels of mutual trust can lead to misunderstandings
- Key individuals may not continue to be involved – so it is important to have the agreements in writing.

6.17. Ongoing review

The largest amount of work in a joint project will be at the early stages. However, don't forget to review progress and achievements on an ongoing basis, so that you can celebrate success and learn for the future.

6.18. Exit strategy

If the collaborative project is funded for a limited period, e.g. three years, then you will need to consider what will happen to the staff you have employed at the end of the period. If their employment is for two years or more, they will be entitled to statutory redundancy pay and you should make all efforts to redeploy them. It would be prudent to develop and consult on a redundancy policy prior to the event, so that everyone knows how the matter will be handled, and so that it is seen as fair.



7. Checklist

The checklist below is intended to help you consider the key issues when staffing a collaborative project.

✓	Have you considered the staffing resources required to set the project up and manage the change? Have you dealt with any staff anxieties about the new project?
✓	Is there a clear and shared vision as to what the project is to achieve? Is there clear leadership of the project at trustee level?
✓	Who will line manage staff employed in a collaborative project?
✓	Who will be the legal employer?
✓	What employment terms and conditions will apply?
✓	Where will you locate your project worker(s)? What equipment may they need and which partner will supply it?
✓	Have you clarified any differences in management style or organisational culture between the partner organisations so that messages to and expectations of project workers are clear?
✓	What differences are there in organisational rules and procedures (e.g. discipline and grievance)? How will this impact on the project workers?
✓	In the staffing structures you set up, how will you ensure that there is an appropriate balance of power between the partner organisations?
✓	Do some project staff report both to their manager in their own organisation and to the manager of the collaborative project? What systems (e.g. three-way supervision) could you put in place? How will you ensure that messages are consistent?
✓	Who is accountable for the delivery of the project? Make sure this is clear – if everyone is accountable it could end up as no-one being accountable!
✓	Have you thought about whether your project may result in efficiency savings and therefore potential redundancies?
✓	And how about possible redundancies at the end of the project funding?
✓	If in a redundancy situation, are you familiar with the legal requirements or have you sought advice?
✓	Have you considered using a formal written agreement to help ensure continuity and stability, even where there is turnover of staff or trustees?
✓	Do you have systems in place to review progress and achievements on an ongoing basis?

About the author:

Wendy Blake Ranken is an independent NCVO-approved consultant. She has 20 years' experience in Human Resources. Prior to becoming a consultant, she was Head of Personnel of a large UK voluntary sector organisation.

Wendy provides consultancy on a broad range of Human Resources matters, including diversity, performance management, recruitment and selection, reward and job evaluation, managing and communicating change, management training, employment policies and employment law. Her work is underpinned by a commitment to quality, fairness and good practice.

As well as her consultancy work, Wendy is an Employment Tribunal panel member.

Wendy has a first degree in Mandarin Chinese and a Masters degree in Human Resource Management. She is a Chartered Member of the Institute of Personnel and Development.

Wendy is also the author of the NCVO diversity and recruitment publication *Are you looking at me?* and the 2005 edition of NCVO's *Good Employment Guide for the voluntary sector*.

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Further information

NCVO's **Collaborative Working Unit (CWU)** offers information and advice to help voluntary and community organisations make decisions about whether and how to work collaboratively. It serves managers and trustees as well as engaging with infrastructure bodies, funders and policy makers.

Email: collaborate@ncvo-vol.org.uk

Tel: 020 7520 2440

www.ncvo-vol.org.uk/collaborate

The **UK Workforce Hub** offers guidance and advice to help voluntary and community organisations to attract, develop and retain the staff and volunteers they need.

The Hub promotes good employment practice in the voluntary and community sector by offering a one-stop-shop website and a helpline for organisations and a variety of publications and networks.

Email: workforcehub@ukworkforcehub.org.uk

Tel: 0800 652 5737

www.ukworkforcehub.org.uk

Publications

CWU guidance on developing **joint working agreements** between voluntary and community organisations

www.ncvo-vol.org.uk/jointworkingagreements

CWU **models & case studies** outlining good practice in the different ways that voluntary and community organisations can work together are available at:

www.ncvo-vol.org.uk/jointprojects

1+1 = 3: DOES SIZE REALLY MATTER?

Collaborative working between large and small voluntary and community organisations :A Scoping Study

www.ncvo-vol.org.uk/oneplusone

Report from the Charity Commission for England and Wales RS4 - Collaborative Working and Mergers (Version April 2003), available from the Charity Commission website, www.charity-commission.gov.uk/

The NCVO 'Good Employment Guide' (2005) – for general information about employing people. Available from NCVO at www.ncvo-vol.org.uk/publications/

The Acas Advisory Handbook on Employing People for Small Firms available for download from www.acas.org.uk

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