



Collaboration is vital to charity sector's future

Top five considerations for Trustees

Following encouragement from the Duke of Cambridge (23 January 2018) for charities to work together, we discuss how collaborative working can enable charities to achieve greater impact.

When charities are encouraged to work together this often generates a feeling of fear. Charities are forced to operate in a very business-like manner in order to survive in a very harsh fundraising climate and this has understandably led to more competitive behaviour.

As a result, the thought of partnering up with what is considered 'the competition' can be frightening, with the loss of the charity's identity and ultimately what makes them unique being a highly reported concern.

Often when discussing charities working together people think of merging them together into one 'super charity'. However, this isn't necessarily so and it isn't always the best approach. Instead many choose to undertake 'collaborative working' where two or more entirely separate charities join forces to achieve some common goals; this could be as informally as running a joint annual event together or at the other end of the scale it could be the joint delivery of services and contacts.

Collaborative working can be a really cost effective way to achieve greater impact and reach a wider audience. As a matter of good governance trustees should challenge their executive teams asking them not why they should work with other charities, but rather why not? As opportunities arise the question should be raised as to whether there are other appropriate partners to collaborate with, for example considering joint events, research projects or fundraising appeals.


The ability to share costs is a huge opportunity for charities, but it doesn't stop there; they can share resources and expertise too. Many charities may provide similar services but perhaps to different age groups or in different geographical areas – collaborating can enable charities to engage with new audiences or support more beneficiaries. The far reaching benefits were not only endorsed by the Duke of Cambridge in his recent speech, but are evidenced by the requirements of donors and charitable trusts who often favour joint applications from charities over standalone applications.


Taking steps towards collaborative working is key to the future of the charity sector; trustees and management thinking about strategic plans in a different way and challenging themselves to engender a culture that is open to collaborative working is vital.

Continued overleaf

We welcome the opportunity to help you find solutions to your challenges and explore business opportunities.

 mooreandsmalley.co.uk

 @MooreandSmalley

 Offices in: Preston, Blackpool, East Midlands, Kendal, Kirkby Lonsdale, Lancaster, Liverpool, Manchester and Southport

 An independent member of
bakertilly
 INTERNATIONAL



If you would like to discuss this in further detail, please get in touch with our friendly advisor below.

Contact Us

Tracey Johnson
Partner



T: 01772 821 021
E: tracey.johnson@mooreandsmalley.co.uk

mooreandsmalley.co.uk

Through our experience of guiding charities through this process, there are many factors to consider. Five considerations for trustees are:

- What does the charity and its beneficiaries stand to gain and lose?
- Have all possible partners been considered and are the ones we are talking to compatible?
- What are the key risks in terms of operations, financials and reputation
- Do we have the expertise to enter into such arrangements or do we need specialist professional advice, and is due diligence work required? The Charity Commission can be a great source of support.
- Treat collaborative working as a project which needs managing. It needs a communication plan, milestones, review and monitoring process, a budget and an exit plan. The most common barriers to successful collaborative

working ahead of cultural and personality differences, is a lack of communication and a lack of project planning.

A version of this blog originally appeared on the website of one our MHA association member firms, MHA MacIntyre Hudson.

Moore and Smalley LLP is a limited liability partnership that is registered in England and Wales under registration number OC313896 whose registered office is Richard House, 9 Winckley Square, Preston, Lancashire, PR1 3HP. The term "partner" indicates a member of the LLP who is not in partnership for the purposes of the Partnership Act 1890 and a list of members is available from the registered office. The LLP trades as MHA Moore and Smalley and is registered to carry on audit work in the UK by The Institute of Chartered Accountants in England and Wales and is authorised and regulated by the Financial Conduct Authority. Moore and Smalley LLP trading as MHA Moore and Smalley is a member of MHA, an independent member of Baker Tilly International Limited, the members of which are separate and independent legal entities. Baker Tilly International Limited is an English company. Baker Tilly International provides no professional services to clients. Each member firm is a separate and independent legal entity, and each describes itself as such. Moore and Smalley LLP is not Baker Tilly International's agent and does not have the authority to bind Baker Tilly International or act on Baker Tilly International's behalf. None of Baker Tilly International, Moore and Smalley LLP, nor any of the other member firms of Baker Tilly International has any liability for each other's acts or omissions. Arrandco Investments Limited is the registered owner of the UK trade mark for the name Baker Tilly. The associated logo is used under licence from Baker Tilly International Limited. Moore and Smalley C.A. Limited is a limited company that is registered in England and Wales under company number 5373155. Its directors are Deborah Wood FCA and Christine Wilson FCA and its registered office is Richard House, 9 Winckley Square, Preston, Lancashire, PR1 3HP. Moore and Smalley C.A. Limited is a wholly owned subsidiary of Moore and Smalley LLP and trades as MHA Moore and Smalley. Moore and Smalley LLP (Black-pool) is a member of AISMA, Association of Independent Specialist Medical Accountants. Moore and Smalley C.A. Limited (Nottingham) is a member of AISMA, Association of Independent Specialist Medical Accountants.