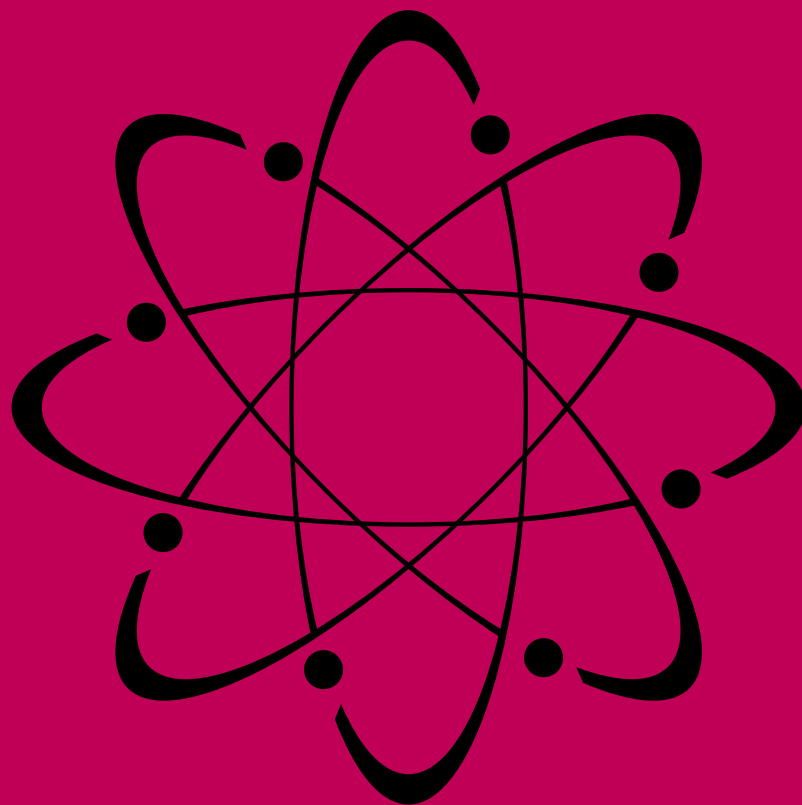


# The Prince's Trust Making Partnerships Work

A study of partnership-working in The Prince's Trust  
and a practical guide to building and maintaining effective partnerships



**start a chain reaction**



Prince's Trust



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# acknowledgements

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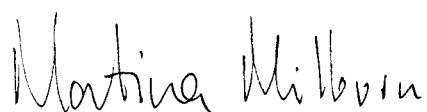
# foreword

The Prince's Trust is committed to working in partnership. We know that we cannot offer everything a young person needs. We also recognise that the services we do provide can be enhanced and better targeted by working with, through or for others. By working with organisations with which we share common aims, we can all better achieve the outcomes we strive for. In particular, working together can help reach those most in need, expand capacity within the sector, and join up services to provide more seamless support for the young people we serve.

Working in partnership has become a familiar model of public service delivery. However, partnerships are not always easy to get right and can be costly if they fail to deliver. The Prince's Trust acknowledges that it still has much to learn.

This is why we have commissioned this report, with the support of HM Treasury, to look at how to make partnerships work. This report, using The Prince's Trust as its test case, sets out to define what we mean by effectiveness and offers a practical toolkit for building and maintaining effective partnerships. We hope this invaluable work will not just be of use to us, but to the voluntary and community sector as a whole.

I am particularly grateful to HM Treasury for their support this year which has allowed us to undertake this important work.



**Martina Milburn**  
**Chief Executive, The Prince's Trust**

# foreword

This Government is passionately committed to the work of the voluntary and community sector. We recognise that the sector plays a key role in helping to deliver public services and in driving forward civic renewal. Improving outcomes for children and young people is a key priority for the Government.

Like Government, however, the voluntary and community sector cannot achieve these outcomes alone. Voluntary and community organisations, central, regional and local Government, and the private sector must be enabled to work effectively with each other so that, together, we can genuinely improve the lives of young people.

The Government recognises that the aspiration to work in partnership brings with it many challenges – new processes and systems and new problems to overcome. Identifying and addressing these issues is key to developing partnerships which will lead to better services.

I am delighted that HM Treasury has been able to support The Prince's Trust in producing this report, which offers a practical guide to building and maintaining effective partnerships and gives a valuable insight - through case studies and observations - into the perspective of a much respected voluntary organisation.

I hope that those in both the voluntary and community sector and Government will be able to use and build on this work in order to ensure that voluntary and community organisations have the capacity to become more effective in the way that they work with others.

A handwritten signature in black ink that reads "Paul Boateng". The signature is written in a cursive, flowing style.

**The Rt. Hon. Paul Boateng MP**  
**Chief Secretary to HM Treasury**

# executive summary

## Partnership-working brings opportunities and challenges

The Prince's Trust delivers support for disadvantaged young people between the ages of 14 and 30 – in particular those who have not achieved at school; those who have offended, are in prison or on probation; those in and leaving care; and those who are unemployed.

It is widely accepted that there are benefits to collaborating with other organisations including reduced duplication, greater efficiency and better services. Government funding policy increasingly demands that organisations work together for these reasons.

The **challenge is to ensure that partnerships add real value**, and lead to service improvements.

This report sets out how partnerships – as defined by the Audit Commission - can achieve this, by:

- identifying four generic **benefits** of partnership-working in the youth service sector;
- providing real **case studies** of how partnership-working in The Prince's Trust has delivered those benefits;
- setting out how to overcome the **internal barriers** (within The Prince's Trust) to partnership-working;
- presenting some of the **external barriers** and how they might be tackled;
- providing **guidance and practical tools** for brokers and managers to develop effective partnerships.

### The benefits of partnership-working

The primary aims and benefits of partnership-working in The Prince's Trust should be to:

1. help **more** young people than The Prince's Trust could help alone;
2. help a **different** type of young person, especially the harder-to-reach;
3. improve the **quality** of service for young people;
4. deliver more **efficient** services, by sharing resources and avoiding duplication.

Categorising benefits in this way provides a framework for stipulating what success should look like and measuring performance as partnerships grow.

## **Case studies**

There are already many examples of good practice within The Prince's Trust, demonstrating the wide variety of types of partnership-working and how they can add real value. The case studies in this report look at partnerships with public, private and voluntary sector organisations at both national and local level.

## **Developing effective partnership-working and overcoming barriers**

The Prince's Trust will need to forge new alliances and partnerships if priority groups of young people are to be reached and effectively supported – in particular with those organisations with much better knowledge of the issues which face young people, such as drugs, mental health and homelessness.

The Prince's Trust recognises that the formation of effective partnerships requires a clear decision-making process. This involves: being clear about what type of partnership is required, and what effectiveness means; setting clear, measurable aims and objectives; ensuring that decisions are transparent and robust; knowing how to research, ally with and select suitable partners; and managing and evaluating partnership-working.

The final part of the report sets out a 10-step guide to building effective partnerships, providing guidance and a suite of practical tools to help those brokering and managing partnerships through this process.

Other barriers are beyond the direct control of The Prince's Trust and will take longer to address. They include: the need for a clearer legal status that recognises the benefits of partnership-working while ensuring that there is appropriate accountability and risk-sharing; improved data-sharing; and more realistic funding that allows time for planning and recognises the full cost of partnership-working.

This report recognises and aims to add value to the existing literature and guidance on partnership-working, not least by providing a fresh perspective from within a voluntary sector organisation.

## Structure of the report

Chapter 1 sets out the political context for partnership-working, explaining why it is the focus of the Government's agenda and suggesting where future challenges for the voluntary and community sector lie.

Chapter 2 defines what partnership means and explores some of the different models of working which have been identified during this project.

Chapter 3 examines what is meant by effectiveness in partnership-working, and gives a number of case studies of local and national partnerships to illustrate where best practice has been identified.

Chapter 4 identifies why some partnerships are more effective than others, drawing out critical success factors and barriers to partnership working and possible solutions to address them.

Chapter 5 summarises the conclusions and key messages for The Prince's Trust, the wider voluntary and community sector, and Government.

The final section of the report sets out practical tools and guidance for building and maintaining effective partnerships.

# Part One



# 1. political context

## Government support for partnership-working

The concept of partnership-working has increasingly become part of public policy in the UK. This has been driven by successive government policies to join-up services in order to improve quality and reduce duplication and costs.

Some of the key factors which have emphasised partnership-working within the youth sector include:

- The Compact on Relations between Government and the Voluntary and Community Sector (1998)
- SEU Report, *Bridging the Gap* (1999)
- Crime Reduction Strategy (1999)
- The introduction of the Connexions Service
- National Strategy for Neighbourhood Renewal (2000)
- *Transforming Youth Work and Resourcing Excellent Youth Services* (2002)
- Comprehensive Spending Reviews including the Cross Cutting Review of the Role of the Voluntary and Community Sector in Service Delivery (2002)
- Futurebuilders Fund (2002)
- Parenting Fund (2002)
- *Private Action, Public Benefit* (2002)
- Every Child Matters
- Children Act (2004)
- *Change-Up - Capacity Building and Infrastructure Framework for the Voluntary and Community Sector* (2004)
- Green Paper on Youth (2005)

Many of these reports and initiatives relate particularly to England, but the underpinning principles have influenced public policy in all parts of the UK. While the local structures and methods of service delivery vary in the devolved administrations of Wales, Scotland and Northern Ireland, the drivers remain largely the same. In particular, it is widely accepted that services operating in isolation cannot tackle complex social problems; thus partnerships between the public, private and voluntary and community sectors are encouraged.

## Commissioning of services

The most visible consequence of these public policies is the increasing development of a joint commissioning culture. Local partnerships that bring together key stakeholders will increasingly make decisions about who delivers what. These partnerships are still evolving and take different forms, such as Children's Trusts and Local Young People's Partnerships (England), Communities First Partnerships (Wales) and Community Planning Partnerships (Scotland). Local authorities will increasingly play a different role, facilitating rather than delivering services.

## Funding streams

Criteria for funding streams have responded to the trend for partnership. This is especially the case for public sector funding (for example, Futurebuilders, Equal and The Big Lottery Fund) and for some trusts and foundations where working collaboratively is now often required in order to receive funds (for example, The Tudor Trust and The Rank Foundation). The current emphasis on capacity-building also raises expectations about partnership-working (for example, Change-Up) since the very process of larger organisations supporting smaller ones requires collaboration<sup>1</sup>.

## The Compact

The importance of partnership-working was also established by the Compact, agreed between Government and the voluntary and community sector in England in 1998<sup>2</sup>. It has provided an important framework for partnerships, including codes of practice for consultation with the sector and for funding practices, and was augmented by local compacts which now cover 92 per cent of local authorities. A similar Compact has been introduced by The Scottish Executive.

## Further work in support of partnerships

The Prince's Trust acknowledges that many other organisations are also trying to improve the way they work in partnership, and a number of studies and guidance have emerged as a result<sup>3</sup>. For example, the National Council of Voluntary Organisations is currently undertaking a number of projects on partnership-working. Furthermore, NCVO's website [www.ourpartnership.org.uk](http://www.ourpartnership.org.uk), supported by The Home Office's Active Communities Unit, provides an excellent resource for organisations working in partnership. This report recognises and aims to add value to existing literature, in particular by providing an in-depth analysis from the perspective of a large voluntary sector organisation.

1 See bibliography for reference.

2 The Compact is a code of practice which guides the relationship between the voluntary and community sector and Government. It emphasises the promotion of effective relationships with other organisations as a key responsibility for the voluntary and community sector. For more information see <http://www.thecompact.org.uk>

3 See Bibliography for other studies on partnership-working.

## The role of the voluntary and community sector as a partner in the delivery of public services

The voluntary and community sector's role as provider of services for young people has expanded in both scale and scope over the last ten years. This trend reflects the benefits the sector can bring to young people's services. For example:

- The voluntary sector is often trusted by young people in a way that statutory services are sometimes not<sup>4</sup>. Voluntary sector organisations can be perceived by young people as being more approachable, less threatening and as offering a more specialist service.
- The voluntary and community sector can access those young people on the margins of society. In the longer-term, young people themselves are likely to have a greater say in what services are available and who delivers them. This positive trend towards "involvement" in decision-making means that the sector will play a crucial role in ensuring that services are relevant to the needs of socially excluded young people.
- The voluntary and community sector has a long history of working in innovative ways (including through partnerships) to meet the multiple needs of disadvantaged young people.

These factors make the voluntary sector a critical partner in the delivery and planning of youth services.

## Continuing support for the sector is required to make partnerships work

The Prince's Trust, like many other voluntary and community sector organisations, welcomes the policies which encourage partnership-working both within and between sectors. But without support and guidance on how to put the vision of partnership-working into practice, there remains a risk that partnerships will not bring the added value required to improve services. This report, therefore, aims to complement initiatives such as the Compact and existing material on partnership-working, by providing tools and guidance which will help support the sector in the practical application of the partnership model.

<sup>4</sup> The Prince's Trust's research has shown that 49 per cent of a sample of over 900 disadvantaged young people "would prefer to seek help from a voluntary organisation rather than a statutory agency". The Prince's Trust, *Reaching the Hardest to Reach*, 2004.

## 2. definitions

Partnerships can be difficult to define. There can be many different ways of working with organisations, ranging from loose networks to sub-contracted arrangements to deliver a specific service. People can have different interpretations as to what is meant by the term “partnership”. This can lead to confusion about what can be expected of and achieved through different types of arrangement. This chapter aims to provide a clear definition of partnership-working. It also identifies the key models of working which have been observed within The Prince’s Trust.

### What is a partnership?

This project recommends that The Prince’s Trust should base its definition on that set out by the Audit Commission<sup>5</sup>, which states that partnership can be defined as a working arrangement where the partners:

- are otherwise independent bodies;
- agree to co-operate to achieve a common goal;
- create a process to achieve this goal;
- plan and implement a jointly agreed programme, often with joint staff or resources;
- share relevant information;
- pool risks and rewards.

### Different ways of working

Within this definition, there are three broadly defined ways of working in partnership, illustrated by the *ways of working model* on page 14. The diagram shows that The Prince’s Trust works *through*, *for*, or *with* others. These types are not mutually exclusive and may also change over time. Some of these partnerships involve delivery, while others set a framework for working with others.

#### Ways of working when delivery is involved

- **Delivery partnerships** (*working through* others) – where The Trust contracts others to deliver on its behalf.
- **Commissioning partnerships** (*working for* others) – where other organisations contract The Trust to undertake work for them.
- **Joint-delivery partnerships** (*working with* others) – where both parties undertake activities in order to deliver a common project or outcome.

### **Ways of working when delivery is not involved**

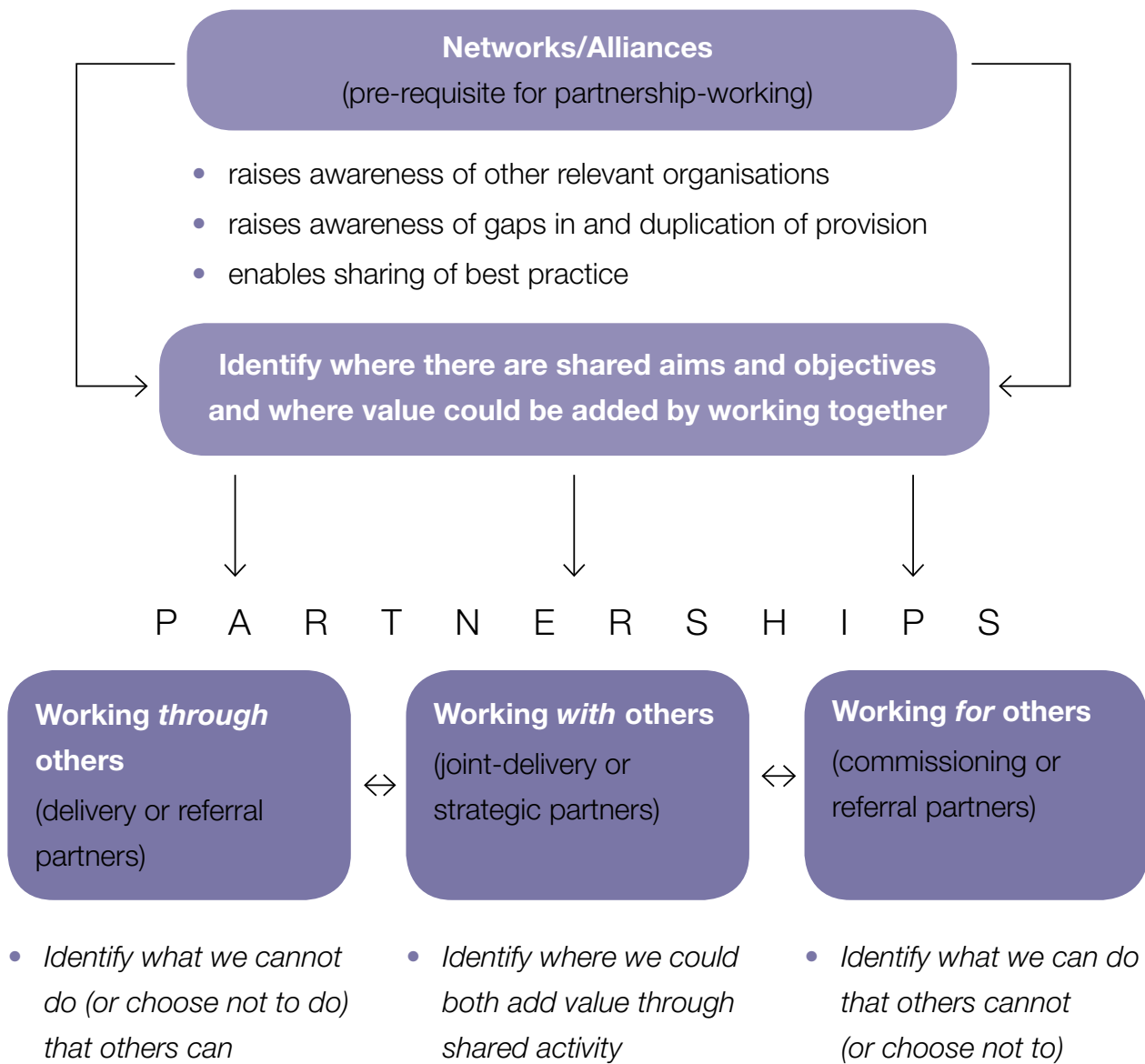
- **Strategic partnerships** (working *with* others) - where a protocol sets out how two or more organisations plan to work together at a strategic level.
- **Referral partnerships** (working *for* or *through* others) – where some form of strategic agreement and process exists between two organisations to refer young people to or from one organisation to the other.

**Appendix A** sets out which written agreement should be used for each of these partnership types. Template agreements are available through The Prince's Trust's policy and development department.

### **Alliances and networks**

Alliances and networks are important pre-requisites for working in partnership, but are not partnerships in themselves. The diagram illustrates this, and shows that building alliances and networks can help raise awareness between organisations, share best practice and will help organisations recognise where there may be potential for future partnerships. The 10-step guide in Part Two of this report looks further at the importance of networks and alliances.

## Different ways of working model



# 3. learning from good practice

The Prince's Trust works with a large number of organisations across the UK, at local and national level. Most of The Trust's current partners help to deliver its programmes and activities. For example, The Trust works through over 600 schools nationwide to deliver the xl programme, over 20 social services departments to deliver mentoring for care leavers, and over a hundred delivery partners for the Team programme including FE colleges, Fire and Rescue services and voluntary organisations such as Groundwork<sup>6</sup>.

However, The Trust is increasingly working towards forging more innovative partnerships with organisations at local and national levels which can enhance services and programmes: for example, by improving access to young disadvantaged people, educating staff about the issues that affect young people, and by ensuring that services are joined-up.

## What do effective partnerships look like and what can they achieve?

As set out in its three year strategy, The Prince's Trust aims to enable young people to overcome difficult circumstances, helping them to acquire skills, achieve economic independence and employment, while encouraging them to play a full part in their communities. Working in partnership with others is one way which enables The Trust to achieve these aims.

A partnership, however, is only worthwhile if it adds to the total of what two or more organisations could achieve alone and if it helps each organisation to achieve its aims. For this reason it is necessary to identify carefully those partnerships most likely to add value. Based on the observations and analysis of local and national partnerships within The Trust, the primary aims of partnership-working in The Prince's Trust should be to:

1. help **more** young people than the organisation could help alone – by working in partnership with others, The Prince's Trust can expand its capacity to deliver to more young people in need.
2. help a **different** type of young person – partnerships can help The Prince's Trust reach harder-to-reach groups of young people such as offenders, care-leavers, educational underachievers, and the unemployed. Partnerships can also help reach those who are over-represented in those groups such as lone parents and the homeless.
3. Improve the **quality** of service for young people – partnerships can improve services for recipients by: joining-up provision, preventing young people from slipping through the net; allowing gaps in provision to be identified and plugged; having better trained staff who are more aware of the needs and issues faced by young people.

<sup>6</sup> See Appendix C for further information on The Prince's Trust's programmes

4. deliver more **efficient** services - partnerships can also prevent duplication and make services more efficient. In particular, working through or with others often allows The Trust to tap into existing provision rather than incurring the costs of setting up that provision alone<sup>7</sup>.

While achieving these outcomes, good partnerships also help improve access to funding streams, help to disseminate best practice and stimulate innovation.

Measuring success against one or more of these key indicators is essential to ensure that partnerships are helping to achieve positive outcomes. The guidance set out at page 51 gives further advice on how to measure these indicators.

### Good practice case studies

There are three main groups of partnership which have been observed as part of this research:

- local partnerships;
- national partnerships; and
- partnerships which help deliver programmes.

The case studies in this section illustrate how some partnerships within each of these groups have been effective in one or more ways listed above. They also illustrate a range of different models of working, as identified in the previous chapter. The final two case studies give examples of effective networks.

A summary of the categories of benefits achieved by these case studies can be seen in the table overleaf.

<sup>7</sup> With regard to the case studies observed in this report, efficiency is defined as improving the relationship between inputs and outputs compared to alternatives not based on partnerships - either gaining more outputs for the same inputs, or achieving the same outputs for fewer inputs. In practice, it often refers to avoiding duplication of services and sharing resources. For example, those case studies which are ticked as promoting more efficient services in the table on page 17 have either tapped into existing provision rather than duplicating the same service, and/or there is evidence of shared resource – such as shared training, premises, and processes. Both of these indicate that savings have been made through working in partnership, compared to alternative options - although this has not been possible to quantify accurately, not least because the alternatives were often never pursued because partnership-working was established from the start.

Project/partnership	Helped more young people	Helped reach different young people	Improved quality of service	More efficient services*
Berwick Youth Project	✓	✓	✓	✓
JobCentre Plus	✓	✓	✓	✓
Social services/Youth Offending Team		✓	✓	✓
Mentoring for care-leavers	✓	✓	✓	✓
Royal Bank of Scotland	✓	✓	✓	✓**
Marks & Start project	✓		✓	✓
Drugscope			✓	✓
Football initiative	✓	✓	✓	✓
xl programme	✓	✓	✓	✓
European programme	✓	✓	✓	✓
Get Into programme			✓	✓

\*See footnote 7

\*\*An important element of the partnership with The Royal Bank of Scotland has been a drive to provide more efficient services by funding projects that are based on partnership-working.

## Local partnerships

Local partnerships are those where The Prince's Trust partners with local organisations at a local level. These partnerships tend to exist for the following purposes:

- to help deliver a programme or joint project;
- to facilitate referrals between organisations; and
- to support smaller community organisations which have access to Prince's Trust target groups.

The Trust works with a wide range of local organisations including Connexions, JobCentre Plus, Youth Offending Teams, prisons, and a number of voluntary and community organisations. Some of the following examples have developed as part of Route 14-25 - a pilot initiative to make Trust activity more joined-up with other local provision. These examples illustrate how effective partnerships have either helped to access more young people in target groups and/or to improve services for young people.

“I didn’t know about the Prince’s Trust until I went to Berwick Youth Project. It’s been great for me to work with a national organisation through my local youth support worker. It’s because of the Project and The Trust working together I have accomplished so much. It’s changed my life. Thanks.”

**Derek Boxwell**  
Berwick Youth Project

### Working through a local voluntary community organisation to help provide long-term support and opportunities for young people

The Prince’s Trust works with the Berwick Youth Project (BYP), a local voluntary community organisation in Berwick-upon-Tweed, to help widen access to Trust programmes in the context of long-term personal development. The BYP is a long-established provider of long-term support and advice for young disadvantaged people. The Trust contracts a BYP youth worker to work part-time on behalf of The Trust. The BYP provides preparation and after-care to those undertaking Prince’s Trust programmes. This is cost-effective for The Prince’s Trust, for whom providing long-term support is resource intensive. In return, the BYP gains access to provision and funding, and young people benefit from better access to opportunities in the context of their personal development.

While this model is cost effective for The Prince’s Trust and efficient in that it does not duplicate services, it can only be successful where there are existing effective organisations in the community.

### Working with JobCentre Plus to tackle the barriers to employment

The Prince’s Trust and JobCentre Plus ran a pilot project together in Birmingham to improve support for those young people who face barriers to employment - a key target group for The Trust. The JobCentre often had to turn away those young people who lacked basic skills, or who had personal issues which prevented them from gaining employment. To tackle this problem, The Prince’s Trust became involved, offering in-house advice and better access to opportunities via a weekly surgery in the JobCentre, to enable young disadvantaged people to improve their readiness for work. This enabled The Prince’s Trust to gain better access to harder-to-reach young people, provided a convenient service for young people which had been lacking in the local community, and ultimately improved the JobCentre’s ability to move young people into employment. While this way of working was more costly for The Prince’s Trust than the Berwick Youth Project partnership model (because here The Prince’s Trust delivers holistic support directly) it has helped to access those with low basic skills in a very targeted way.

This partnership achieved an effective referral process through shared targets, shared premises, and by communicating the project aims and The Trust’s values to employees within the JobCentre.

“The partnership has enabled us to provide a wider range of programmes, services and opportunities to young people, enabling participation with holistic, on-going support.”

**Debra Jerdan**  
Berwick Youth Project

### Working with a Youth Offending Team and Social Services to improve capacity to supply mentoring services and to provide joined-up provision for young people

In Southend, Social Services and the YOT formed a partnership to help mentor young offenders and care leavers, aged between 10-18 years old. The Prince's Trust had also been separately funded to provide a mentoring service for 14-25 year olds in the same area. Rather than setting up a competing service, The Trust joined together with the YOT and Social Services to recruit and train a joint pool of mentors. To facilitate this, the three organisations shared premises, training, local contacts and referred young people to and from each other where appropriate. This has created efficiencies by preventing duplication (e.g. mentor training). It has also improved the service for beneficiaries, who are less likely to slip through the net and are more likely to access opportunities to address the barriers they face.

### Working with Social Services, the Voluntary and Community Sector and Government to increase the capacity and quality of mentoring services to young people leaving care

In 1998 The Trust launched a major partnership initiative with over 40 social services and voluntary organisations at local level, setting up volunteer mentoring projects for care-leavers aged 16-21. Within these partnerships, The Prince's Trust provides mentoring standards through a toolkit, staff training, evaluation and grant assistance. Partners recruit, match and support the mentors and young people. These projects help over 400 young people every year who would not have otherwise had this support.

Last year, with grant funding from the Department for Education and Skills, The Trust introduced a quality assurance framework to recognise good practice through evidenced standards. Awards were made to partnerships with: Lewisham Social Services, Kingston Social Services, Thurrock Open Door, SOVA-North Lincolnshire, Southampton Rethink On the Level, and SOVA-Sheffield. Lewisham social services went on to win The Trust's London Region's 'partnership of the year' award for 2004.

## National partnerships

National partners are those where there is an agreement between The Prince's Trust and an equivalent national or UK level organisation. These partnerships usually exist for the following purposes:

- To create a national framework which facilitates local partnerships across countries or the UK. These agreements may facilitate referrals, delivery of a project or programme, or may help facilitate young people moving on at local level.

- To contract other organisations to provide specialist services at a national level which will benefit all services/programmes – (e.g. specialist training, marketing, research).
- To deliver joint national projects/products.

The Trust has a number of well-established corporate partnerships – for example with The Royal Bank of Scotland, Marks & Spencer, and the F.A. Premier League. These partnerships bring financial support as well as practical support for programmes – for instance, more than 800 staff from The Royal Bank of Scotland Group act as volunteer mentors, while the football organisations provide premises and motivational talks to engage the interest of young people.

The Trust also works with many commercial organisations with which it shares its brand and creates events for sponsorship, as well as offering opportunities to invest in charity projects and involve staff through volunteering in return for financial support.

Furthermore, there are a number of developing strategic national partnerships with voluntary and public organisations such as the Foyer Federation, Faith Regen UK and the police, which will help The Trust be more strategic in its support of local service delivery.

While the reasons for working with The Prince's Trust may be different for corporate and commercial partners and voluntary or public organisations, the principles of partnership-working set out in this report remain the same.

### **Working with the Royal Bank of Scotland to help make enterprise work for young people in deprived areas**

The Royal Bank of Scotland Group is the largest corporate supporter of The Prince's Trust. In November 2004, the RBS Group committed a further £5 million for The Trust over five years to make enterprise work for young people in the UK's most deprived areas. The partnership will now pilot links between working, learning and earning to help 16-18 year olds get back into education, employment and training. This builds on the Royal Bank's support of £3.7 million in 2001, along with a £7 million loan for The Trust's Business programme.

The Group is also committed to building on the success of its Employee Involvement Scheme, which recruits its staff as volunteers, participants and fundraisers, and uses their facilities and expertise to help The Trust become more effective at engaging its target group. More than 800 RBS Group staff have currently taken part in volunteering opportunities for The Prince's Trust, with many acting as Prince's Trust Business mentors.

“Marks & Start helps address the challenges The Trust faces in finding good quality work placements for young people taking part in its programmes. For Marks & Spencer, the programme fulfils the organisation’s corporate social responsibility objectives.”

## **Marks & Spencer**

### **Marks & Start project: working with Marks & Spencer to provide better work placement opportunities for disadvantaged young people**

Marks & Start is Marks & Spencer’s flagship community programme and illustrates how the private sector can help build capacity within the voluntary and community sector and enhance the services which The Trust provides. The programme is a partnership that is strategically managed at a national level and delivered locally. It aims to give the opportunity of work experience to people of different ages and walks of life, helping them get ready to access the world of work. The Prince’s Trust is responsible for delivering the Young Unemployed strand of Marks & Start. Other strands include Homeless, Parents Returning to Work, People with Disabilities, Student Support and School Work Experience.

The Prince’s Trust’s Team programme helps disadvantaged 16-25 year olds to develop their confidence, motivation and skills through teamwork in the community and through a work experience placement. Joining-up with Marks & Spencer’s Marks & Start initiative has enabled better planning and availability of work placements in a number of regions.

The two organisations share the objective of wanting to raise the aspirations and employment prospects of young people and to move them towards sustained employment. In the first year of Marks & Start (2004/05), the programme will place 100 young people from the Team programme into work placements with Marks & Spencer across the UK. In 2005/06 this target will increase to 150 placements. Marks & Start helps address the challenges The Trust faces in finding good quality work placements for young people taking part in its programmes. For Marks & Spencer, the programme fulfils the organisation’s corporate social responsibility objectives.

Marks & Spencer provides funding for The Prince’s Trust to employ a manager to co-ordinate Marks & Start. At local level Marks & Spencer provides placements with uniforms, travel and lunch expenses and a ‘buddy’ to support them during their time in store. The Trust is responsible for providing the preparation necessary to undertake work experience and aftercare via the Team programme.

So far, 25 per cent of those who have completed a placement on Marks & Start have gained employment at a local store.

## Drugscope and The Prince's Trust

This partnership will provide specialist training for Prince's Trust staff, maintain a relevant Trust policy on drugs and help identify the most appropriate local support for those young people with a drugs issue.

### Working with football organisations to help engage young people's interest in Prince's Trust opportunities

The Trust's aim to reach particularly disadvantaged young people brings with it the challenge of how to engage and interest them in what the organisation has to offer. Sport, like drama and music, has been a particularly effective method of raising interest and participation.

The Prince's Trust works closely with the FA Premier League, the Football Foundation, the Professional Footballers Association and more than 60 Premier and Football League clubs, to engage, motivate and retain young people by using the extraordinary brand appeal of football and the practical support of participating clubs.

Collectively, football organisations have provided £3.8 million funding since 1997 to enhance The Trust's Team programme (a 12-week personal development course). Participating football clubs provide in-kind support such as venues for recruitment events and Team bases in stadiums, motivational talks, player and staff visits, activity sessions, signed merchandise for fundraising, coverage in club media, work placements and use of their Learning Centres. The Prince's Trust project manages and co-ordinates the partnership and brings marketing and PR support.

Around 9000 young people will have benefited from this partnership by 2005, with around 75 per cent going on to achieve positive outcomes in terms of employment, education and training.

### Working through Drugscope to develop capacity amongst Prince's Trust employees and to improve the quality of policy within The Trust

Drug misuse is a key issue which affects around 12 per cent of the young people The Trust works with<sup>8</sup>. As such, it is crucial that those who work at The Trust (and particularly those who work with young people directly) are informed about drugs misuse. The Trust recognised that it was not best placed to build that knowledge internally and that doing so would duplicate the work of other organisations. As a result, The Trust decided to subcontract a specialist organisation to run training for The Trust. Drugscope is a member organisation which provides specialist information to raise drug awareness. The aim of the partnership is to develop the capacity of Prince's Trust employees and to improve the quality of policy within The Trust.

The selection of Drugscope as a partner took account of their UK coverage and their status as a membership organisation. This means they can help identify local expertise on drug issues for Prince's Trust staff and programmes.

<sup>8</sup> This is an average, based on data available for four key Prince's Trust programmes.

“The partnership between The Prince’s Trust and Faith Regen UK will herald new opportunities for young people from all faith and cultural backgrounds to engage with prestigious and life-enhancing programmes. I believe that together we will address marginalisation of communities enhancing our capacity for community regeneration and development.”

**Saif Ahmad,**  
Chief Executive,  
Faith Regen UK

### Developing a partnership with Faith Regen UK to ensure those in faith communities are able to access Prince’s Trust opportunities

The Prince’s Trust and Faith Regen UK are in the process of establishing a national strategic partnership to increase the opportunities for those living in faith communities. Being part of particular faith communities can affect young people’s life chances – for example, four times as many young men following the Islamic faith are serving custodial sentences in the UK as ought to be the case when comparing their representation in the population as a whole.

The Prince’s Trust is therefore seeking to develop expertise in this area in order to ensure that the opportunities it offers are accessible to and appropriate for faith groups.

Faith Regen UK was identified as a suitable partner by using the tools in the 10-Step guide in the final section of this report. The two organisations identified that Faith Regen UK could provide training for Prince’s Trust staff to advise and build capacity within The Trust to better engage BME groups through faith-based activity. In return, The Prince’s Trust has identified that it could offer Faith Regen UK more information on The Trust programmes, support with marketing and PR, and mentor training.

The agreement sets out a national framework for activity which will facilitate shared local activity. It is due to become operational in 2005 (and for this reason it is not included in the summary table at page 17).

## Partnerships which deliver programmes

Some of The Trust’s most established partnerships are those which deliver Prince’s Trust programmes. The most typical model of delivery for Trust programmes is one where The Prince’s Trust sub-contracts other organisations to deliver all, or substantial elements of a programme – this is the model used for the Team programme, mentoring for care leavers, and the xl programme. However, some programmes utilise other models – the European programme, for example, is delivered jointly by The Trust, UK and European community partners.

The Prince’s Trust works with a wide number of organisations to deliver its programmes, including The Foyer Federations, YMCA, Fire Services, Gaggia, Social Services and charities. In the case of the Fire and Rescue Services, for example, 40 are involved with the Team programme, with 12 directly delivering the programme. Some programmes use the same type of delivery partner throughout the UK (for example, the xl programme is mostly delivered by schools – over 600 in total), while other programmes use many different types of partner (for example, the Team programme is delivered by a variety of organisations from the public, voluntary and private sectors).

“Good partnerships add value to what you do, allow you to combine your strength with that of others and have greater impact. Partnerships should be worth your time and resource commitment, provide learning opportunities and be fun.”

**Susanne Rauprich,**  
Chief Executive,  
The National  
Council for  
Voluntary Youth  
Services

### xl programme - working through schools to deliver an alternative curriculum to young disadvantaged people

The xl programme provides in-school clubs for 14 to 16 year olds ‘at risk’ of truancy, exclusion or underachievement. The xl clubs aim to improve attendance, motivation and social skills through community projects and workshops.

The programme is delivered through partnerships with schools and an awarding body. As with several other programmes, The Prince’s Trust provides a manual, so that its partners (in this case schools) can deliver the xl programme to common Prince’s Trust standards. The Trust contracts schools to provide the human and physical resources required for delivering the programme (672 schools are contracted at present). Schools themselves, however, also sometimes contract out the delivery of xl to a youth worker through another youth provider. The scheme has expanded in some areas to pupil referral units and Youth Offending Teams for those pupils who have been excluded from school.

The Trust also works with ASDAN, an Awarding Body, to accredit the scheme and to deliver training of xl club advisers in those schools who choose to use the xl award.

The programme, therefore, enables schools to deliver an accredited alternative curriculum, while schools in turn build the capacity of The Trust by enabling the programme to be delivered widely across the UK. In 2003/4 alone, the xl programme helped a further 5256 young people.

“Working with these partners helps The Trust to access harder-to-reach young people and offers partner organisations greater access to provision for the young people they support.”

## **European programme**

### **European programme - working through and with local community organisations to provide preparation, aftercare and community development opportunities for young people**

The European programme offers young people the chance to work in Europe or to take part in a community project in Europe, building confidence, improving communication skills and gaining valuable experience which can promote employability.

The programme could not be achieved without the support of community partners both in the UK (local UK partners provide preparation and aftercare for young people and sometimes secondments) and in Europe (local community organisations deliver work placements or team project activities for young people). The Prince's Trust delivers a preparatory residential in the UK.

Local UK partners include The Foyer Federation, the YMCA, and The Berwick Youth project. Working with these partners allows The Trust to tap into existing local support, rather than duplicating provision. Furthermore, working with these partners helps The Trust to access harder to reach young people, and offers partner organisations greater access to provision for the young people they support.

For the overseas element of the programme, local European organisations (e.g. youth projects, small charities) deliver community projects on behalf of The Trust, to The Trust's minimum standards. Working in partnership with The Prince's Trust builds the capacity of local organisations by providing volunteers. Working with The Trust also enables them to draw down additional funding from the European Union.

Since 1998 over 1,200 young people have participated in the European programme. On returning to the UK over 35 per cent of participants gain employment and a further 21 per cent enter education or training.

“The collaboration of all these organisations meant that young people were supported by a number of agencies and it increased the network of opportunities available to them.”

## **Get Into programme**

### **Get Into programme - working with local organisations to help young people find a career in sectors where there are skills shortages**

The Get Into programme offers taster sessions, work placements and relevant residential activities in specific sectors where there are particular skill shortages. Recently, The Trust ran *Get into Maritime* in Essex. The aim of this project was to help young people to find a career in the maritime industry.

The programme brought together a number of partners. Amongst those involved were JobCentre Plus, Connexions, Haven Gateway Partnership, Sea Vision and Hays Montrose, all of whom shared the objective of wanting to help young people to find suitable work placements and find employment locally.

The Haven Gateway partnership helped by facilitating links to employers, who provided work placements. JobCentre Plus and Connexions seconded staff as support workers for the project, which meant that there was a smooth transition for young people who were being referred to and from the project. JobCentre Plus and Hays Montrose helped with follow-up work, interviewing the young people and linking them with relevant employment opportunities in the area.

The collaboration of all these organisations meant young people were supported by a number of agencies and it increased the network of opportunities available to them.

## **Networks**

The Trust networks widely with organisations at both national and local level. The first case study demonstrates how the application of tools from the 10-Step guide have helped one network become more strategic and effective. The second illustrates the type of networking being undertaken at a local level by The Prince's Trust.

“The partnership has created real jobs, volunteering and training opportunities for young people who are usually difficult to reach. By being seen to work together it has made young people feel valued and more confident. We have shown the community in Rhyl that young people have rights and positive things to offer.”

**Shane Owen,**  
U1st Officer:  
Partnership  
with Rhyl Youth  
Inclusion Project,  
Youthbank, Rhyl  
Youth Action Group  
and Communities  
First

### **Funding Development Group Network – working strategically with other national charities to match potential partners with funding opportunities**

The Prince's Trust set up a network for charities in 2003 to share information on current funding opportunities, with the aim of raising awareness of overlaps and promoting possible collaborations between organisations. However, the network found it difficult to share more detailed information about their organisations in such a short space of time and the result was that funding opportunities were becoming the driving impetus behind partnership work. This risked partners being selected on the basis of funding alone.

The procedures set out in the 10-step plan in Part Two of this report have helped the group to become more proactive and strategic in establishing where collaborations would be suitable and possible in the future. While participants knew basic information about each other, they did not know enough detail required to support the case for collaboration. Each organisation was asked to fill in the checklist at page 41 and circulate it to the group so that the information could be mapped. The focused questions on the form have allowed the organisations to assess where their aims and objectives overlap with others, and where there may be potential to add value by working together. This means that when funding opportunities arise partners now have the potential to be selected quickly, on the basis of robust analysis and evidence.

### **U 1st project - engaging with local networks to ensure that young people can be referred to other agencies appropriately**

In recent years The Prince's Trust has improved its involvement in local agency networks – in particular to ensure that young people can be referred from and to The Trust appropriately.

One example of this has been the U 1st project in Wales. The Trust works with young people in ten of the most socially disadvantaged communities in Wales with the aim of increasing the capacity of both the individual and the community. The Trust employs young people from these communities and trains them as youth workers. In turn, these youth workers build up local networks so that they can refer other young people onto development courses, Prince's Trust programmes, or other agencies. Examples of the agencies The Trust works with include Action Teams for Jobs, the Community Development Foundation, the police, local enterprise agencies, local youth clubs, the Islamic Cultural Centre, and drug services.

Outcomes have included around 190 young people becoming involved in community projects, and 10 starting their own business.

## 4. critical success factors & barriers

This section considers what can be learned from the case studies of local, national and programme delivery partnerships documented in the last chapter. From these observations, it is possible to draw out why some partnerships have been more effective than others, identifying key reasons for success and also where barriers have prevented effectiveness. This section will cover:

- critical success factors to building effective partnerships; and
- key barriers which prevent effectiveness.

### Key reasons for successful partnership-working

The case studies in the previous chapter demonstrate partnerships which have worked well. By considering these and other effective partnerships a number of reasons have been identified which explain why these partnerships have been successful. Key reasons include:

- adequate time to prepare and plan;
- clear bottom-up need and justification for the partnership;
- specific and measurable targets demonstrating the added value a project will bring;
- complementary aims between organisations;
- clear aims and objectives within the partnership – which feed into each organisation's objectives;
- clear roles, responsibilities stated in agreements;
- on-going review and evaluation;
- an account manager assigned to the partnership;
- strong leadership;
- clear communication and organisational buy-in;
- early clarity and agreement on branding;
- proactive staff who can find creative solutions to saturated markets;
- networking with other agencies; and
- credibility of partners.

## Key barriers to partnership working

Partnerships, however, are not always effective. From observations of local and national partnerships, a number of generic barriers to effective partnership working have emerged. Some barriers are internal and can be addressed by The Prince's Trust fairly easily. However, some barriers are external and are less easy to directly rectify. Other organisations are likely to identify with many of these barriers. The following tables, describe the key barriers and propose some possible solutions.

Internal barriers	Possible solutions
<ul style="list-style-type: none"> <li>Lack of resource to maintain relationships</li> <li>Lack of investment in networking and contact management</li> </ul>	<ul style="list-style-type: none"> <li>Greater resource allocated to build and maintain partnerships</li> </ul>
<ul style="list-style-type: none"> <li>No clear aim and justification for project</li> <li>Mismatch of aim, objectives and targets between organisations</li> </ul>	<ul style="list-style-type: none"> <li>More effective preparation at selection and planning stage of partnership</li> <li>Better, standardised contracts which stipulate aims and describe added value</li> <li>Early analysis of best fit with other organisations</li> </ul>
<ul style="list-style-type: none"> <li>Not knowing who to work with or how to work with them</li> </ul>	<ul style="list-style-type: none"> <li>Undertake mapping exercise to establish where partnerships may need to be formed</li> <li>More strategic networking</li> <li>Develop guidance on ways of working in partnership</li> </ul>
<ul style="list-style-type: none"> <li>Not knowing what success will look like, and how to measure it</li> <li>Protocols and agreements which do not focus on outcomes</li> <li>Putting organisational status before young people</li> </ul>	<ul style="list-style-type: none"> <li>Focus on key outcome indicators in contracts, which should be measurable</li> <li>Review and evaluation to form part of the partnership process</li> </ul>
<ul style="list-style-type: none"> <li>Lack of training for activities related to brokering and maintaining partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Provide training on how to build effective partnerships</li> </ul>
<ul style="list-style-type: none"> <li>Lack of selectivity – saying yes to everything</li> </ul>	<ul style="list-style-type: none"> <li>Improve the decision-making process, basing it on robust analysis</li> <li>Improve accountability by making partnership decisions more transparent</li> </ul>
<ul style="list-style-type: none"> <li>High risks associated with partnership working – insurance, reputation, relationships</li> </ul>	<ul style="list-style-type: none"> <li>Undertake better risk assessments</li> <li>Develop clearer guidance on the decision-making process, contracts and agreements</li> <li>Review legal implications of joint-working arrangements</li> </ul>
<ul style="list-style-type: none"> <li>Cultural reluctance to work in partnership</li> </ul>	<ul style="list-style-type: none"> <li>Better evaluation of partnerships will allow the evidence base to be built in order to demonstrate added value</li> </ul>
<ul style="list-style-type: none"> <li>Conflicts of ownership between organisations</li> </ul>	<ul style="list-style-type: none"> <li>Roles and responsibilities and overall objectives, set out clearly in agreements</li> <li>Early agreement on branding</li> </ul>
<ul style="list-style-type: none"> <li>Environmental factors – areas with too much or too little youth provision can make partnership-building difficult</li> </ul>	<ul style="list-style-type: none"> <li>Mapping of unmet need in local areas</li> <li>Creative solutions to saturated markets – e.g. pooling resources to build capacity</li> </ul>
<ul style="list-style-type: none"> <li>Partnerships can be more complex than working alone</li> </ul>	<ul style="list-style-type: none"> <li>To be flexible where possible and to deliver directly where there is no strong case for partnership-working</li> </ul>

External barriers	Possible solutions
<ul style="list-style-type: none"> <li>• Short-term funding opportunities – which can affect credibility to deliver and the sustainability of long-term partnership arrangements</li> <li>• Partnerships required to be established before funding bids made</li> </ul>	<ul style="list-style-type: none"> <li>• Funding streams to reflect the essential planning phase which partnerships require</li> <li>• Guidance required on how to form effective partnerships</li> </ul>
<ul style="list-style-type: none"> <li>• Crowding out of voluntary and community services by statutory organisations which results in competition for resources and young people</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage joint-bids – but with better checks for quality of partnerships</li> <li>• Shared targets and rewards</li> <li>• Funders to be more strategic by building on existing good practice/avoiding duplications when commissioning services</li> <li>• Create level playing field by addressing specific workforce problems – such as imbalance in wages</li> </ul>
<ul style="list-style-type: none"> <li>• Different data systems</li> <li>• Lack of investment in IT infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Standardised assessments for young people to include voluntary and community sector</li> <li>• Encourage investment in voluntary and community sector IT</li> </ul>
<ul style="list-style-type: none"> <li>• Lack of clarity on how to share risk between organisations – especially in joint-delivery arrangements</li> <li>• Small organisations not having capacity for insurance cover required by larger organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Legal guidance for the sector on risk-sharing within partnerships, which is sympathetic to the real-life nature of partnership-working</li> </ul>
<ul style="list-style-type: none"> <li>• The full costs of working in partnership are not always recognised</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of the full costs of working in partnership and how to offset them</li> <li>• Better recognition of costs of working in partnership by funders</li> </ul>
<ul style="list-style-type: none"> <li>• Differences in performance standards and expectations across organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Benchmark outcomes across all youth work</li> </ul>
<ul style="list-style-type: none"> <li>• Differences in qualifications between youth workers in the voluntary and community sector and statutory organisations – and consequent mistrust of voluntary organisations by statutory agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Greater alliance between VCS and statutory agencies</li> <li>• Shared training between the sectors to build capacity</li> <li>• Common qualification standards across sectors</li> </ul>
<ul style="list-style-type: none"> <li>• “Tick-boxing” by some statutory partners, to satisfy funders and inspectors that they are working in partnership with the voluntary and community sector</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage outcome focused contracts/agreements and review and evaluation to demonstrate added value</li> </ul>
<ul style="list-style-type: none"> <li>• Funding streams implicitly suggest that partnerships are always worthwhile. While it is positive that funding streams encourage joint-work, it can restrict flexibility to deliver in other ways</li> </ul>	<ul style="list-style-type: none"> <li>• Funding streams to focus on service outcomes rather than the process.</li> <li>• Negotiate framework for funding streams that encourages/allows partnerships but does not stipulate them – not working in partnership should remain an option</li> </ul>

# 5. conclusions & recommendations

The previous chapters have set out the findings and observations of local and national partnerships undertaken by The Prince's Trust, and have identified the key factors which make partnerships successful, and those issues which can prevent partnerships from being effective.

## Key messages for The Prince's Trust and the voluntary and community sector

The evidence suggests that partnerships, when effective, can lead to service improvements. However, partnerships are time consuming, complex and require a great deal of commitment in order to be effective. This means that The Prince's Trust must be selective, and learn how to forge appropriate partnerships and recognise which ones will be of most benefit to the organisations involved and to the recipients of services.

Through its funding streams, national and local government now demands that the sector works collaboratively – the policy is sound, but it is clear that the sector still requires support and guidance on how to achieve partnerships which genuinely lead to better outcomes. This cultural shift can only be achieved through practical guidance to address the key barriers to joint-working and by promoting the factors which are critical to success. From extensive consultation with The Trust at regional and national level, and with other voluntary and community sector organisations, it is a clear that a demand exists for practical assistance to help staff select, build and maintain effective partnerships.

## Key messages for Government

Funding applications often require robust evidence of aims, expected outcomes and plans for review. Furthermore, The Compact establishes a good framework for partnership between Government and the voluntary and community sector. These policies encourage more effective partnerships, but complex issues remain and more support is required. In particular:

- the model for funding bids needs to reflect the time it takes to plan and agree good quality partnerships; Government should work with the voluntary and community sector to ensure that the process through which voluntary and community organisations bid for funds reflects the time it takes to plan and agree good quality partnerships.

- the legal implications for joint-work are still unclear and the litigation culture means that organisations remain wary about sharing risk; Government should issue guidance to clarify the legal implications of partnership working with and between voluntary and community organisations.
- Data-sharing issues still remain problematic for the voluntary sector; Government should consider the scope for working with voluntary and community organisations to develop greater data sharing within and between sectors.



# Part Two



# practical tools and guidance

## Who this guidance is for

This section of the report should be used as guidance for setting up new partnerships. It aims to take those brokering and managing partnerships through a series of simple stages which may arise during partnership-working. The guidance will be useful for those brokering & managing new partnerships, and those who need to make well-informed decisions about whether to establish partnership arrangements or not.

This guidance should be viewed as complementary to The Compact and other existing guidance on the principles of working collaboratively.

It is hoped that this guide, while based on Prince's Trust practice, can be adapted and used by other organisations. A further document has been prepared specifically for The Prince's Trust which will set out how the guide will be embedded into Prince's Trust policy, practice and minimum standards.

## 10-step guide to building and maintaining effective partnerships

Making partnerships work requires a commitment to undertake a series of steps to ensure that partnerships genuinely add value. Partnerships should be realistic, clear, agreed, effective and time specific. The 10 step-guide will help to take you through a process that embeds these principles and applies them in practice.

The 10 steps are summarised overleaf. There are four key phases to building and maintaining partnerships – preparation, decision-making and planning, implementation, review and learning. 10 steps have been identified within these phases, and for some of these steps practical tools have been developed.

Phase	Step
Preparation	<b>1. Know your organisation's objectives</b> and forward strategy
	<b>2. Map</b> existing relationships against priority objectives to understand where gaps lie
	<b>3. Build relevant Networks and alliances</b>
Decision making & planning	<b>4. Identify potential partners</b> using the <i>checklist for identifying potential partners</i>
	<b>5. Decide who to work with</b> using the <i>checklist for managers</i>
	<b>6. Decide how to work with partners</b> using the <i>ways of working model</i>
Implementation	<b>7. Formalise the agreement</b> by referring to the contract decision tree and agreement templates
	<b>8. Manage the partnership</b> with the help of Prince's Trust guidance
Review & learning	<b>9. Review and evaluate</b> the partnership effectively
	<b>10. Have an exit strategy</b> & use the checklist tools to decide whether the partnership is no longer viable

### Step 1: Know your organisation's objectives and forward strategy

The first step towards working effectively with others is to be clear about where your organisation places its priorities and to be clear about what the organisation is trying to achieve. Many organisations will set this out in a business plan. For The Prince's Trust, for example, one key priority is to enable young people from specific target groups to better access opportunities which will help them address the particular barriers they face. This is a key area where working with other organisations could help The Prince's Trust achieve its aim.

Being clear about what is trying to be achieved by working in partnership will help with the following steps in this guide.

#### Step 1: Knowing your organisation's objectives

- What are the top priorities for your organisation?
- Are other organisations needed to help to achieve this?
- What can your organisation do that others cannot or choose not to do?
- What can others do that your organisation cannot or chooses not to do?

## Step 2: Map existing relationships against priority objectives to understand where gaps lie

It is likely that your organisation will already be working with a number of organisations at present, whether formally or informally. Once you know what broad objectives your organisation is trying to achieve, it is useful to map your existing relationships against these objectives. This will help to identify gaps where your organisation may not be working with others, and will also allow you to see whether those relationships which are active could be better made use of. An example of this is as follows:

Objective 1: Issues which face young people	Organisation	Existing relationship with organisation
Drugs	Drugscope	Partner
Mental Health	Rethink	Alliance
	Accalia	Alliance
Homelessness	Centrepoint	Alliance
Faith issues	Faithregen	Alliance
Refugee issues	Refugee Action	Previous partner
	Refugee Council	Partner

This excerpt, from a mapping exercise undertaken as part of this project, illustrated that The Prince's Trust, for example, did not work very closely with any organisations on mental health issues, although it has some good links in that area. On the basis of this sort of analysis, it is worth reviewing existing alliances or building new alliances in areas where there is a potential need for partnership.

### Contact management

Building and maintaining the right contacts within organisations is important to facilitating this analysis. Within The Prince's Trust, for example, a new IT system will allow improved tracking of who is working with which organisations.

### Step 2: Mapping organisations against objectives

- Who is your organisation already working with?
- How do these correlate with the objectives identified at Step 1?
- Are there any gaps, where your organisation may need external input?
- Are there any overlaps, where your organisation may be putting too much resource into one area?
- Are there any existing relationships which your organisation could be making better use of?

### Step 3: Networking and alliance-building

It is important to network with other organisations in order to build up a better awareness of relevant work being undertaken across the youth sector. Networking and alliance-building can be time consuming, so it is important that you strategically select which networks to attend. Steps 1 and 2 should help identify where you may not have many alliances at all.

Networking is an important pre-requisite to partnership working – although not a partnership in itself. It allows best practice to be shared – it enables organisations to find out what other organisations do. Informal discussions with other organisations can often be the starting point for finding out where aims might overlap and whether there could be potential for working together.

#### Step 3 : Networking and alliance-building

- Are there particular networks which your organisation is not currently engaged in, but should be?
- Are you engaged with organisations which have similar objectives to your organisation?
- Are you engaged in networks which will help you find potential partners in the priority areas you have identified in Steps 1 & 2?

### Step 4: Identifying potential partners

Steps 4, 5 and 6 should be considered alongside each other – especially if there is a clear expectation that a partnership is likely to evolve or if the potential for partnership is very strong given the evidence from previous steps.

Having identified organisations with whom work may be beneficial it is still difficult to tell, at face value, whether potential partners are suitable. Often, having just a broad understanding that both organisations work in a similar area does not help to define how a partnership could work or what it might try to achieve. To address this, the following checklist asks some simple questions about the organisation which you may be thinking of working with.

The Prince's Trust successfully used this checklist to introduce a more strategic process for choosing partner organisations during 2004. The partnerships with Drugscope and Faith Regen UK, mentioned earlier, are examples.

#### How and when the checklist should be used

The checklist should be used by those brokering partnerships. It is helpful to fill the checklist in before more formal discussions take place regarding taking the partnership forward – it can focus discussions, and help move the relationship on from networking and alliance-building to assessing the scope for genuine partnerships.

## Checklist for identifying potential partners

**Name of potential partner organisation:**

---

**Date:**

---

**Form filled in by:**

---

**Broad aims and objectives of organisation:**

---

**Target groups by type and age** (e.g. offenders, 14-25 year olds, hard to reach):

---

**Type of support offered to young people by the organisation:** (e.g. financial, 1:1 support, mentors, training):

---

**Activities undertaken by the organisation** (e.g. residentials, staff training, list programmes/projects, research):

---

**Where does the organisation operate?** (Please indicate if the organisation is UK wide or England wide and where it operates at regional/local level.)

---

**What do you hope to gain from working with the organisation?** (Delete as applicable below, and give a brief explanation on how this could be achieved.)

---

Reach more young people: Y/N?

---

Reaching young people in key target groups: Y/N?

---

Improve the quality of service for young people: Y/N?

---

Increase efficiency (e.g. building capacity or cost savings): Y/N ?

---

Access additional funding streams: Y/N?

---

Other:

---

**How would you propose to work with the other organisation?** (Who might deliver or be responsible for what; would you work through, for or with them?)

---

**What resources are likely to be required for undertaking this partnership?**

---

**When would the partnership be due to run until ?**

---

**What have you already done to pursue the partnership and what are the intended next steps?**

#### **Step 4: Identifying potential partners**

- On the basis of the analysis and activities undertaken in Steps 1 to 3, which organisations would you prioritise as potential partners?
- Have you completed the checklist for identifying potential partners and used it to consider whether there is a strong case for taking the partnership forward?

#### **Step 5: Deciding who to work with**

Identifying potential partners on the basis of these focused questions, highlights the advantages and disadvantages of creating some form of partnership with another organisation.

It is important that those signing partnership agreements are fully aware of the implications of forming relationships of this kind, and can make an informed decision about whether to go ahead. The following checklist, sets out the questions that managers should be able to answer before signing a partnership agreement.

### Checklist for managers – deciding who to work with

*As early as possible, brokers and managers should be able to answer the following:*

- Does the checklist for potential partners present a strong case for working with the other organisation(s)?  
In particular:
  - Do the aims of the other organisation(s) complement your own organisation's aims?
  - Are the target and age groups that the partnership will focus on consistent with those which your own organisation focuses on?
  - If organisations plan to deliver together, are you confident that the organisations are geographically matched to do this?
  - Does the proposed partnership adequately suggest how it will achieve one or more of the following:
    - Reach more young people?
    - Reach young people in target groups?
    - Improve the quality of service for young people?
    - Deliver services more efficiently?

*Once the agreement is set out, managers should be able to answer the following questions before signing the agreement:*

- Does the agreement set out clear aims, the value-added benefit of working together, expected and measurable outcomes, and dates for review?
- Are you clear about how much of available resources (time & money) will be required to manage/take part in the partnership? Is this realistically deliverable?
- What finance will change hands, and is this specified in the agreement?
- Will the full costs of engaging in the partnership be recovered?
- Is it clear what role & responsibilities each organisation will play in the partnership?
- How will decisions be made within the partnership – are you confident that processes for decision-making will not compromise your organisation?
- Are there plans for review and evaluation in place?
- Will the partnership compromise your ability to evaluate outcomes for your own organisation?
- Does the partnership have a time-scale?
- Are you clear who is liable, should things go wrong?
- Is there adequate insurance cover?
- Have you sought advice on health and safety, if necessary?
- Has it been agreed what branding will be used ?
- Is there a mediation clause in place?

## Step 6: Deciding how to work with partners

Step 6 should be considered alongside steps 4 and 5. Deciding how to work with partners will depend on what your organisation has to offer and what it is hoped will be gained from partners. The model at page 14 described the key ways of working.

For example, when delivery is involved there are three main ways of working with other organisations:

- **Delivery partnerships:** working *through* others – where the partner organisation delivers something on behalf of your organisation;
- **Joint-delivery partnerships:** working *with* others – where both organisations deliver substantial elements of the project or programme;
- **Commissioning partnerships:** working *for* others – where another organisation contracts your organisation to deliver.

When delivery is not involved there are several other types of partnerships which have been identified:

- **Strategic partnerships** (working *with* others) - where a protocol sets out how two or more organisations plan to work together at a strategic level.
- **Referral partnerships** (working *for* or *through* others) - where some form of strategic agreement and process exists between two organisations to refer young people to or from one organisation to the other.

Step 7 sets out which agreements should be used for these different types of partnership.

### When more than two organisations are involved

When more than two organisations are involved in a partnership, the model at page 14 should be used to help define what roles and responsibilities each organisation will be taking on within the wider partnership. For example, consortium partnerships can often involve both delivery and strategic partners. In any case, where a group of organisations are working together, a memorandum of understanding should set out the joint-aims and objectives of the partnership, specifying the roles & responsibilities of each partner. There may then need to be further contracts where the commissioning of services takes place.

#### Step 6: Deciding how to work with partners

- Have you identified what your organisation could offer to other organisations?
- Have you identified what other organisations may have to offer your organisation?
- Have you used the *ways of working model* to decide whether you will work *through*, *for*, or *with* your partner?
- Will the partnership involve delivery or not?

## Step 7: Formalising the agreement

A written agreement should always be signed whenever organisations work in partnership with each other. (As a result of this work, The Prince's Trust's Programme Quality minimum standards, for example, will now require this). It is essential that an agreement sets out clear aims, the value-added benefit of working together, expected and measurable outcomes, and clear plans for review and evaluation.

Full guidance on agreements and contracts can be found at **Appendix A**. The following box gives a summary of the four main types of agreement which have been identified within The Prince's Trust. These should provide useful examples for other organisations.

### Summary of types of agreement identified within The Prince's Trust

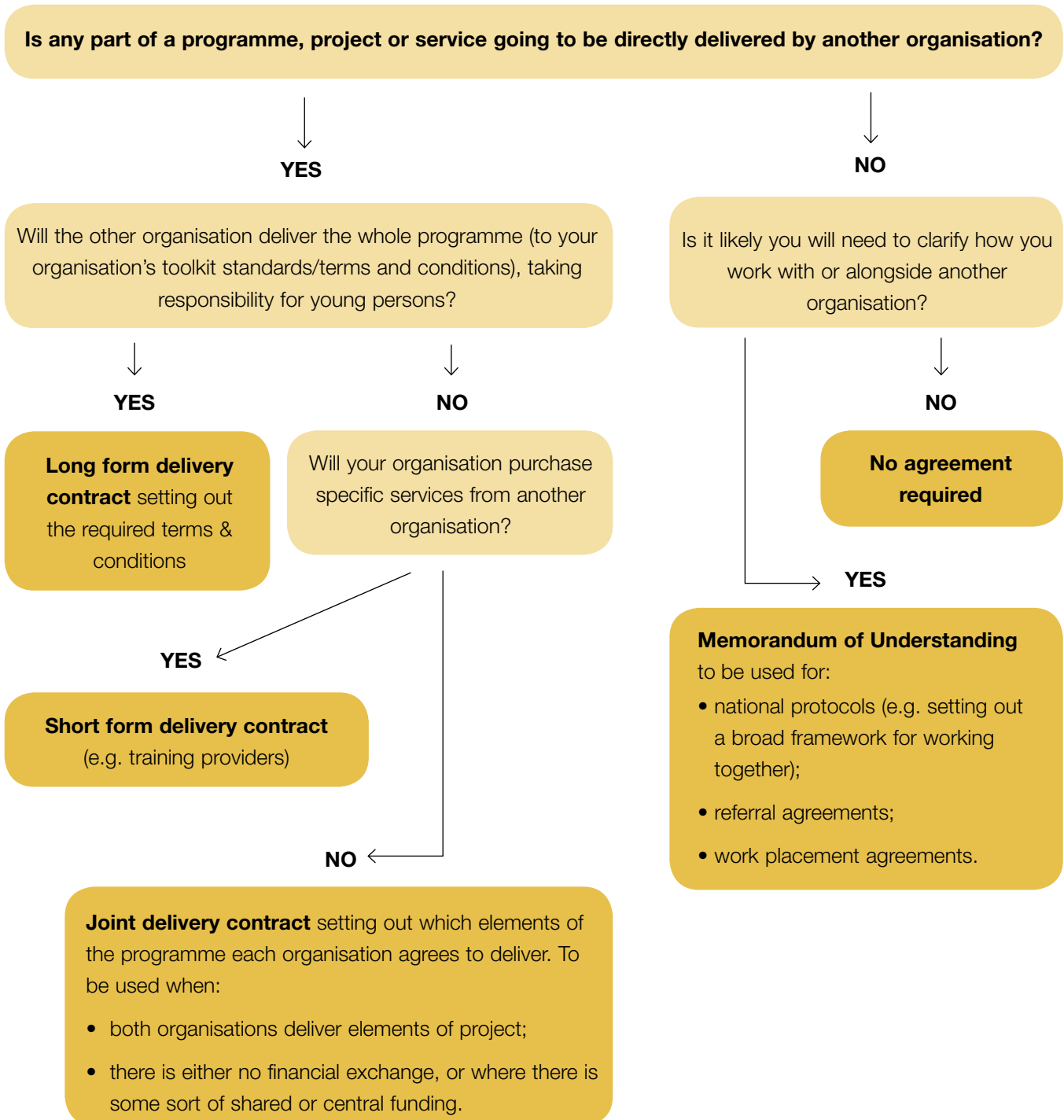
- **Delivery contract (long form)** – where another organisation acts as an agent of The Prince's Trust, delivering a Prince's Trust programme or project to the specified toolkit standards or terms and conditions of The Prince's Trust. Delivery partners act on behalf of The Prince's Trust and may take responsibility for young people. Examples within The Prince's Trust include Team and xl partners.
- **Delivery contract (short form)** - where The Prince's Trust purchases specific services from another organisation, but where they do not act as an agent on behalf of The Prince's Trust. Examples within The Prince's Trust include Get Into partners where The Trust employs someone to deliver a particular service, or training providers such as Drugscope.
- **Joint-delivery contract** – where both The Prince's Trust and another organisation agree to deliver elements of a project or programme for which there may be shared resources or where each organisation funds only the elements it delivers itself. Examples within The Prince's Trust include UK partners for the European programme.
- **Memorandum of understanding** - a non-legally binding document (and expressed on its face to be such) to be used where The Prince's Trust is not appointing another organisation to deliver a programme or service, and where there is no financial exchange. This type of document can set out a framework for how The Prince's Trust and other organisations will work with each other to achieve a desired outcome and what is expected from the arrangement. This will be appropriate for the following situations:
  - National framework agreements between organisations to facilitate local joint-work.
  - Agreement between consortium members to set out the roles & responsibilities of different organisations.
  - Referral agreements.
  - Work placements.

Templates for these agreements are available from The Prince's Trust's Policy and Development Department.

## Deciding which agreement to use

To help establish which agreement to use, refer to the following agreement decision tree.

### Agreement decision tree



## **Pinning down aims, objectives and expected outcomes in agreements**

It is important to ensure that all aims and objectives within partnership agreements are SMART:

- Specific
- Measurable
- Achievable
- Relevant
- Time based

It is also essential that aims and objectives are focused on the outcomes and added value to be achieved and not the process, as the examples below illustrate. Agreements must state what outcomes are expected and be able to measure them. Step 9 offers further guidance on this.

### **Bad example of aims and objectives**

- 1 The aim of this partnership is to work more closely with the partner organisation and to improve our understanding of each other's work.
- 2 The aim of the project will be to network with 20 agencies.

Both these examples focus on the process of partnership-working and not the outcomes which should be achieved through partnership. This means that measuring the success of the partnership on the basis of outcomes will not be possible. The following examples illustrate better aims and objectives.

### **Good example of aims and objectives**

- 1 Through this partnership we aim to recruit 80 more young offenders onto Prince's Trust programmes by March 2006.
- 2 The aim of this project will be to network with other community organisations in order to increase the number of young people helped by 15 per cent by December 2005.

## **Flexibility to change agreements**

While it is important to have firm and clear agreements with partners from the outset, it is also important to be able to review arrangements during the life-time of the partnership to make adjustments where necessary. This is why it is recommended that all partnership agreements specify review dates.

## **Signing off agreements**

Agreements should be signed off by an appropriate manager. The person responsible for signing off agreements should use the *checklist for managers (page 43)* in order to make an informed decision about whether the partnership is appropriate and whether it is likely to add value.

### Step 7: Formalising the agreement

- ❑ Have you used the agreement decision tree to select a suitable type of agreement for the partnership?
- ❑ Does the agreement set out clear aims, the value-added benefits of working together, expected outcomes and plans for review and evaluation?
- ❑ Has an appropriate manager used the *checklist for managers* before signing the agreement?

### Step 8 Managing the partnership

If the agreement has set out clearly the aims, governance, roles & responsibilities, expected outcomes and plans for review this should help pave the way towards a successful partnership – this is why much of this guidance concentrates on the preparation stages of building partnerships. The majority of failed projects seen during this study have been due to lack of clarity at the beginning, lack of a robust agreements, and unsuitable collaborations – all of which should be avoided if the guidance above is followed. However, there are other issues which can arise during a partnership which may need to be addressed. Issues can include:

- communication problems;
- branding;
- change of personnel;
- conflicts of management;
- information sharing;
- failure to deliver; and
- disputes.

#### Communication problems

Communication is a key element to ensuring that partnerships remain effective and that trust is instilled between organisations.

### **Communicating with partners effectively**

When working in partnership it is important that both parties:

- ensure that those working in the partnership are clear about their roles & responsibilities and are clear about how they will contribute to the overall aims of the project (questionnaires can be useful for determining this);
- establish clarity about the decision-making process;
- have a clear understanding about each other's organisational values and goals (this could be achieved through presentations to each others' organisations);
- are clear about who the main contacts within each organisation are;
- give early warning if problems arise;
- have regular meetings to discuss progress of the partnership; and
- set dates for review.

Poor communication, however, can jeopardise the partnership, as the following example explains.

### **Communication problems within partnerships**

A partnership project which was examined as part of this report suffered resistance by one of the organisations involved in the partnership. The partnership had been agreed at senior level. Little consultation of delivery staff had taken place, causing animosity amongst staff who were charged with delivering the project. This led to a reluctance to co-operate, and also uncovered flaws in the agreement which could have been avoided if the arrangements had been better discussed with those delivering the project.

Securing buy-in and developing trust are essential to ensuring partnerships are successful.

### **Branding**

There may be a need to joint-brand projects which involve partnership work. It is important that plans for branding a project are discussed and agreed at the outset to avoid conflict later. Many organisations will have guidance on brand-sharing which will need to be consulted at the beginning of partnership negotiations.

### **Change of personnel**

A change of key contacts can disrupt effective partnerships. However, this is why it is important to have robust and clear agreements from the outset and to obtain organisational buy-in through clear communication – this should ensure that regardless of staff changes, there will still be an organisational commitment to the partnership which can withstand change.

### **Conflicts of management**

Sharing staff resources can create difficulties in managing partnerships. Again, it is important to set out clearly at the beginning what will be expected of the project manager within the agreement.

### **Information-sharing**

Ideally, organisations should be able to share data in order to limit the number of times the same information regarding a young person is collected. However, without one universal assessment system, information-sharing remains a great challenge to effective partnership-working. In particular, the problem remains that if one organisation evaluates a partnership project, other partners may still need to collect information to satisfy their own organisations' data needs (the costs for which will usually not be covered by partnership funding). Furthermore, collecting information from partners can result in too many different types of information. Within these restraints, the following points set out some principles for information-sharing:

#### **Principles for data-sharing**

**Data-sharing should only take place if you have complete confidence that the data-sharing is safe.** In particular:

- Young people must ALWAYS give their **consent** for their information to be shared – if consent is not received that data must NEVER be shared.
- You should be confident that the organisation you are dealing with has **high data standards**.
- You must be certain that any **transfer of data is secure**.

### **Failure to deliver & disputes**

It should be stated clearly in the contract what will happen if any partner fails to deliver. All agreements should have a mediation clause to help deal with disputes.

Early action, however, can hopefully prevent partnerships from reaching this point. If either party suspects that objectives are not being met, then the partners should revisit the original aims of the partnership and try to establish what is preventing those aims from being achieved.

### Step 8: Managing the partnership

- Are account managers communicating effectively with partners?
- Are partners clear about the aims of the partnership, and the values of your organisation?
- Are all parties clear about what branding will be used?
- Have you established a clear protocol for data-sharing?
- Are all parties clear about what happens if the project fails to meet its objectives?

### Step 9 – Review and Evaluation

Review and evaluation are an essential part of any project. As previously mentioned, clear review dates must be stated in the agreement to ensure that evaluation of progress against set measurable targets is monitored.

Chapter 3 set out the criteria for assessing whether partnerships are effective or not. It is important to be able to measure success against these criteria for each partnership. Of the four indicators outlined in this report, efficiency has proved particularly difficult to measure.

However, for at least the remaining three indicators (helping more people, reaching target groups, and improving services) partnership agreements should state how the partnership will achieve one or more of them in a way that is measurable. Indications of efficiency savings should be made where possible. The following table illustrates how to go about measuring these indicators.

Outcome Indicator	Method of measuring	Hypothetical outcome
<b>Help more young people</b>	<ul style="list-style-type: none"><li>• Numbers of clients attached to partnership</li></ul>	<ul style="list-style-type: none"><li>• 50 more young people have been helped as a result of the partnership</li></ul>
<b>Help a different type of young person, especially the harder-to-reach</b>	<ul style="list-style-type: none"><li>• Percentage or number of young people in target group attached to partnership</li></ul>	<ul style="list-style-type: none"><li>• Of the 50 people helped, 20 per cent were care leavers, or;</li><li>• the partnership provided a service for 10 refugees</li></ul>
<b>Improve quality of service</b>	<ul style="list-style-type: none"><li>• Surveys and specific qualitative observations</li></ul>	<ul style="list-style-type: none"><li>• 50 per cent of clients agreed that the partnership enabled them to move seamlessly from one service to another, or;</li><li>• 98 per cent of clients recommended the service to others, an increase of 3 per cent from previous year.</li></ul>
<b>More efficient services</b>	<ul style="list-style-type: none"><li>• Qualitative evidence</li></ul>	<ul style="list-style-type: none"><li>• The two organisations shared resource for training which has reduced the overall costs which would have otherwise been incurred by each organisation.</li></ul>

## Step 10: Exit strategies

Before signing agreements it is important to determine how long the partnership is due to run for in order to assess whether the arrangement is a realistic commitment.

At review points it is necessary to look at whether the aims of the partnership are being met. If they are not, a decision needs to be made as to whether to leave the partnership. To help assist in this decision, the following checklist sets out some key reasons for leaving a partnership.

### Step 10 : Exit strategies

Reasons for leaving a partnership include:

- Breach of the contract or agreement
- Lack of funding
- Either party unable to comply with minimum standards
- Either party unable to meet targets
- There is no evidence of demand for the partnership
- Mutual agreement that the project no longer needs or wants The Prince's Trust as a partner.

# APPENDIX A

## Further guidance on partnership agreements

### Introduction

The term “partnership” has been used throughout this report to convey the concept of collaboration with other organisations to encourage greater efficiency and quality of services. Its legal meaning has not been invoked and the term “partnership” should not be cited in any agreement. No agreement is intended to create a partnership for the purpose of the partnership Act 1893.

It has, however, been important to categorise the relationships between The Prince’s Trust and other organisations, and each such relationship should be assigned to one of the types of agreement set out below.

### Decision Tree

To make this process easier, when working with other organisations use the decision tree at page 46 to find the right template agreement to use.

### Principles

All contracts and agreements must include these key elements:

- clear aims;
- clear, measurable outputs or outcomes expected;
- clear indication of the value-added benefit of working together; and
- clear plans stated for review and evaluation to assess whether outputs/ outcomes have been achieved.

Where partners act as an agent on behalf of another organisation, or where the partner organisation takes responsibility for young people, appropriate checks regarding insurance and health & safety must be carried out (see advice below).

### Types of contract identified within The Prince’s Trust

- **Delivery contract (long form)** – where another organisation acts as an agent of The Prince’s Trust, delivering a Prince’s Trust programme or project to the specified toolkit standards or terms and conditions of The Trust. Delivery partners act on behalf of The Prince’s Trust and may take responsibility for young people. Examples within The Prince’s Trust include Team and xl partners.

- **Delivery contract (short form)** - where The Prince's Trust purchases specific services from another organisation, but where they do not act as an agent on behalf of The Prince's Trust. Examples within The Prince's Trust include Get Into partners where The Trust employs someone to deliver a particular service, or training providers such as Drugscope.
- **Joint-delivery contract** – where both The Prince's Trust and another organisation agree to deliver elements of a project or programme for which there may be shared resources or where each organisation funds only the elements it delivers itself. Examples within The Prince's Trust include UK partners for the European programme.
- **Memorandum of understanding** - a non-legally binding document (and expressed on its face to be such) to be used where The Prince's Trust is not appointing another organisation to deliver a programme or service, and where there is no financial exchange. This type of document can set out a framework for how The Prince's Trust and other organisations will work with each other to achieve a desired outcome and what is expected from the arrangement. This will be appropriate for the following situations:
  - national framework agreement between organisations to facilitate local joint-work;
  - agreement between consortium members to set out the roles & responsibilities of different organisations;
  - referral agreements; and
  - work placements.

Templates for these agreements are available from The Prince's Trust's Policy and Development Department.

### How these agreements fit with the types of partnership identified within this report

Partner type	Contract required
Delivery partner	Delivery contract
Joint-delivery partner	Joint delivery contract
Comissioning partner	The partner is likely to specify the contract
Strategic partner	Memorandum of understanding
Referral partner (working through or for)	Memorandum of understanding

# Important issues to consider when working in partnership

Whenever working in partnership it is essential to have regard to the following:

## Insurance

Ensure that any delivery partners (or joint-deliverers) are bound by a legal agreement and that the contract outlines the minimum insurance cover that your organisation requires them to have in place. Within, The Prince's Trust, for example, core activities are covered by insurance (either by Delivery Partners or by The Trust). Staff initiating new programmes, material modification to existing programmes, or carrying out one off activities and events should always seek further advice regarding the implications for insurance<sup>9</sup>.

## Health & Safety

If any elements of activity are being run/provided by other companies or organisations, Health & Safety checks should be carried out with that organisation. In the case of The Prince's Trust, for example, these have to be completed if the project is to be insured and this includes ensuring that any partners have £10 million of Public Liability Insurance (PLI). Risk Assessments should be carried out on all sites and in relation to all activities by a competent person.

## CRB checks

If partners are working with children or vulnerable adults then there are several options outlined below. The need for CRB checks must be made clear in the contract, and it should be detailed who will pay for them to be done:

- 1 If partners have already been CRB checked by their own organisation, you should ask them for a letter to (a) confirm that they have been CRB checked (b) provide the registered lead/countersignatory name and number (c) provide the registered body number. In the case of The Prince's Trust, this is then sent to HR, who will verify this with CRB.
- 2 For partners who do not have the equivalent CRB system in place, it may be possible to check them through your own organisation's registered body, as is the case with The Princes Trust. For example, The Prince's Trust finds that:
  - a) If partners are not being paid for their activities they are classified as a volunteer, in which case there are no cost incurred for processing these checks.

<sup>9</sup> It is advised that all organisations consult their own guidance on insurance, health and safety and CRB checks to ensure that their organisation, staff and young people are not put at risk during partnership activity. Prince's Trust staff, for example, should consult Trustnet to find out what is required when working in partnership.

b) If The Prince's Trust are paying partners to deliver activity, they must be checked in the same way as Prince's Trust members of staff, with a cost of £33 which is payable by the partner.

# APPENDIX B

## Focus of research

This project has examined samples from three main groups of partnership involving the partnership:

- local partnerships projects;
- national partnerships; and
- partnerships related to core programme delivery.

The first phase of the project looked at local partnership-working – in particular local innovative partnerships which were part of the Route 14-25 pilots. (Route 14-25, funded by The Royal Bank of Scotland Group, tested out a more holistic methodology for the way The Prince's Trust engaged with young people)

Nineteen local partnership projects across seven English regions, Scotland and Wales have been either visited, the managers/outreach workers interviewed, or have been documented from available partnership agreements. The majority of these partnerships are with front-line organisations.

The second phase of the project examined in detail a small number of established national partnerships with The Prince's Trust (with The Royal Bank of Scotland, the Football initiative, Marks & Spencer, Drugscope), and a larger number of developing national partnerships which are being driven forward as a result of this project. The project also acknowledges (but does not focus on) the large number of corporate donors The Trust works with, and other key funders, such as Government departments.

The second phase also considered the established partnership models which are used to deliver The Trust's programmes. The project examines what can be learnt from these established models.

# APPENDIX C

## Guide to Prince's Trust programmes

→ **Team (16 – 25 year olds)**

A 12-week programme of personal development training.

→ **Business Programme (18 – 30 year olds)**

Funding and support as well as a business mentor to help young people start their own business.

→ **xl clubs (14 – 16 year olds)**

A school-based programme of personal development for students in their last 2 years of compulsory education.

→ **Group Awards (14 – 25 year olds)**

Cash awards for groups of young people working on projects within their communities.

→ **Development Awards (14 – 25 year olds)**

Cash awards of £50 - £500 to help young people to access education, training and work.

→ **Mentoring For Careleavers (16 – 21 year olds)**

A personal mentor to support and advise young people leaving care.

→ **Live (18-25 year olds)**

A 6-day residential course that develops a young person's creative talents, followed by a six month period of support and advice.

→ **European Programme (18 – 25 year olds)**

2 – 3 week opportunities to work, or take part in a community project, overseas.

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