



BRINGING BUSINESS AND THE  
YOUTH SECTOR TOGETHER

## Evaluation of United Futures: the Networking Events and Futures Club

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We would also like to thank all of the respondents who answered the post event and follow-up surveys and who took part in the evaluation of Futures Club.

Finally, we would like to thank Karen Neal at NCB for providing administrative support throughout the project.

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## Executive Summary

The report presents the findings of the evaluation of United Futures, a partnership programme that aims to break down barriers between businesses and youth organisations in England, making it easier for the two sectors to build long lasting and mutually beneficial relationships. The programme was funded as part of the Government's *Positive for Youth* vision, which stresses how all parts of society, including voluntary organisations and businesses, can work in partnership to improve outcomes for young people, particularly those who are most disadvantaged or vulnerable. The programme was delivered by a consortium led by Business in the Community (BITC), alongside the National Children's Bureau (NCB) and UK Youth.

### The evaluation

The United Futures programme included a wide range of activities. The evaluation, carried out by NCB Research Centre, focused on the two main elements of the programme: the networking events and the Future Clubs.

**Eleven events attended by 277 delegates from local businesses and youth organisations** were held throughout England in 2012 and early 2013. The aim was to bring together these two groups to explore opportunities for working with each other. At these events evidence was provided on the benefits of working together, the respective needs of businesses and youth organisations and how brokerage services can support partnership building. A 'speed-dating' session was also run to explore potential partnerships between youth organisations and businesses attending the event. Participants were sent a survey shortly after the event to assess drivers and obstacles to engagement and what they got out of the events. A follow-up survey was carried out three months after the event to explore whether getting businesses and youth organisations to talk to each other and explore opportunities for working together had made a difference.<sup>1</sup>

**The Futures Club pilot** is a needs-led brokerage model for the youth sector.<sup>2</sup> Inspired by 'Business Class', BITC's flagship education programme, the pilot ran in Plymouth from April 2012 to March 2013. The BITC broker identified five local businesses and matched them with five local youth organisations. The broker also convened a 'cluster' whereby all partnerships came together on a number of occasions to share experiences, learning and best practice. The evaluation involved in-depth interviews with the business broker, all businesses and youth

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<sup>1</sup> The survey results presented in the report are based on participants to seven of the 11 events. The first two events were used to develop a model for delivering the events and therefore not suitable for inclusion in a survey that aimed to assess how the fully developed model worked. The last two events were run too late for inclusion in the evaluation.

<sup>2</sup> Business brokerage aims to simplify the process of business engagement, both for companies and organisations seeking their support. Their main role involves promoting the benefits of engagement, and translating local priorities and strategies into a business focused menu of opportunities.

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organisations involved in the pilot, and analysis of relevant documentary evidence.

## The United Futures networking events

A review of the evidence carried out for United Futures found that there is very limited and mainly anecdotal evidence on the interactions between the business and youth sectors.<sup>3</sup> The survey of the United Futures events provides, for the first time, robust research on: which businesses and youth organisations are interested in working with each other; what are their motivations; what can facilitate the establishment of successful partnerships; and the benefits for businesses and youth organisations of working together.

- In line with evidence showing that **large employers** are more likely to engage with the voluntary and community sector (VCS), 82 per cent of businesses at the events were from large companies (i.e. with 250 or more employees).<sup>4</sup> In contrast, representatives of the **youth sector were predominately (68 per cent) from organisations with fewer than 50 employees**, reflecting the fact that the majority of voluntary organisations are small.
- The events attracted those with **previous experience of working with each other**: 97 per cent of businesses had previously supported youth organisations, and 92 per cent of youth organisations had received corporate support in the past.
- The main **barriers to engagement** were similar for both groups: 67 per cent of businesses and 85 per cent of youth organisations mentioned lack of staff time; 67 per cent of companies said they did not know what kind of support the youth sector needed; 74 per cent of youth organisations reported difficulties in identifying suitable companies to work with.
- For businesses **key enablers** to starting partnerships with the youth sector were evidence of the benefits for young people (62 per cent), closely followed by evidence of benefits for businesses (57 per cent). Youth organisations also reported evidence of benefits for young people as a key enabler (47 per cent), while 43 per cent mentioned the opportunity to explore mutual interests with businesses.
- When looking at **motivations** for engagement, wanting to be seen as a responsible business and putting something back into the community were each mentioned by 90 per cent of corporate respondents. Eighty per cent said they wanted to help young people, and an equal number (60 per cent) mentioned staff motivation and wanting to improve their brand and reputation.

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<sup>3</sup> I. La Valle, B. Fauth, J. Gibb, J. Lea (2012) *Exploring the potential for employers to support youth services – a rapid review of the evidence*, London, National Children's Bureau.

<sup>4</sup> This definition of large enterprises is in line with the definition normally used in research and with s.465 of the Companies Act 2006; HMRC policy; and EU guidance [http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/index\\_en.htm](http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/index_en.htm) Accessed on 13/3/13

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- The results show the **United Futures events helped in areas where support was most likely to be needed**. For example, over 90 per cent of businesses and over 80 per cent of youth organisations said the event increased their understanding of the different ways in which companies can support the youth sector and the benefits this support can bring. Through the event, 90 per cent of businesses had made initial contact with a youth organisation, and 92 per cent of youth organisation had established a corporate contact.

Looking at future plans, a **mismatch** was found between what companies are likely to offer and the corporate support the youth sector is hoping to attract:

- In most areas (i.e. providing work experience, training and expertise, governance and management, in kind donations and financial support) businesses were predicting no change or even a decrease in the support likely to be provided to the youth sector in the future.
- In contrast, youth organisations were hoping for substantial increases in all the types of corporate support explored. For example, 84 per cent were hoping to benefit from companies providing volunteers, compared with 69 per cent who had received this support in the past; 63 per cent wanted support with work experience, while only 31 per cent had received this in the past; 40 per cent needed help with governance and management, compared with 25 per cent who managed to get this support in the past.

Finally, businesses and youth organisations expressed positive views about engagement with each other, and these views improved in the three months after attending the United Futures event. While these findings need to be treated with caution because of the small sample of the follow-up survey, they could suggest that some businesses may be starting to understand the diversity and complexity of youth organisations and see where they can have a meaningful impact. While youth organisations may have gained an increased understanding of how businesses operate and the things they need to do to attract business partners.

## **The Futures Club pilot**

The evaluation of Futures Club was carried out three quarters of the way through the pilot (over December 2012 and January 2013). It gathered evidence on how successful the Futures Club model was in facilitating the establishment of mutually beneficial and sustainable relationships, and in building youth organisations' capacity to benefit from corporate engagement. As such the findings, summarised here, were analysed and set out in line with that model as well as emerging themes.

### ***The brokerage model***

The evaluation has shown that **brokerage proved essential** to the formation of the partnerships established by the pilot:

- Although youth organisations in the pilot had experience of working with the corporate world and the businesses had previously engaged with the VCS (but not on the whole with youth sector agencies) these partners

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would not have known about or worked with each other without the brokerage acting as an intermediary.

- The broker introduced the two sides, facilitated their getting to know each other, and helped the youth organisations present their work and needs in a more effective way.

At the same time, the findings indicate that **key features of the brokerage** model (i.e. the needs assessment and matching process, the cluster meetings, and the degree of ongoing support and mediation) might need more fine-tuning to operate most effectively and fully meet the needs of participants:

- While the **initial needs assessment** form youth organisations had to complete was considered useful, evidence indicates it could be shortened and simplified. Follow-up meetings provided further and better opportunities to explore how the needs of youth organisations matched what companies could offer.
- Four of the five partnerships in the pilot worked well.<sup>5</sup> However, the **matching process** could benefit from relying on a wider pool of businesses and youth organisations than was the case for the pilot, to provide alternatives if any pairings do not work.
- **Ongoing support** and the mediating role of the broker proved very important particularly as some partnerships needed a kick-start when progress stalled due to work pressures and staff changes.
- The **quarterly cluster meetings** of all the partners, convened and chaired by the broker, were on the whole found to be interesting and useful. Participants enjoyed finding out about the other partnerships and their progress to date. At the same time, however, reporting back on progress was found to be a slight strain for those who had started later than others or who were slow in achieving outputs. Furthermore the anticipated cross-fertilisation element had not developed by the time of these interviews.

The evaluation findings show that considerable time is required for the early stages of recruitment and matching, particularly given that it proved considerably more time consuming than anticipated to recruit the ten pilot partners. In addition this evaluation found that substantial time is needed by companies and youth organisations to establish a good partnership and be ready to work together. Pressure to deliver some 'quick wins' can be at the expense of building a strong foundation on which to build long-term and sustainable relationships.

### ***Achievements and next steps***

The extent of work completed by the time of this evaluation was reported to be different and less than what was originally envisaged by the youth organisations. **Outcomes** were also more modest than the youth organisations'

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<sup>5</sup> The fifth partnership did not develop, and at the time of the evaluation it seemed unlikely that this partnership would continue, the reasons for this are discussed in Chapter 3.

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desires outlined in the needs assessment. Nonetheless four of the five partnerships managed to complete a range of work, including:

- human resources support
- direct support to young people (e.g. work experience and training, temporary employment, career coaching)
- improvements to premises
- in kind donations

Benefits were reported for businesses and youth organisations, as well as young people, exemplifying the *win-win* element of these partnerships.

More importantly the message was clear that **developing trust and a good working relationship** was seen by partners to be more important at this stage for the longer-term partnership than producing outputs. As such, the findings indicate that four of the five partnerships had established sound working relationships which, they felt, were likely to endure.

Four partnerships had clear **plans for the future** and for continuing this work beyond March 2013, when this pilot ended. Their need for continued brokerage services beyond then was a moot point: most partners felt they had at this stage established a sound platform on which to continue, but the broker's mediation services were seen as potentially necessary at times to maintain momentum or trouble-shoot. No comments were made on other aspects of the model, for example, whether or not they felt a need for ongoing cluster meetings.

### ***Lessons learnt***

A range of challenges emerged from these findings, which could prove salient to other initiatives and rolling this model out more widely. For example:

- Despite BITC's efforts, profile, experience in this field and existing contacts, recruiting businesses proved challenging and much more time consuming than anticipated.
- Youth organisations face discrete challenges in finding and forming suitable partnerships with businesses, including: a relatively low awareness of their existence or work; difficulty in selling a particular 'brand' or image due to the diversity of this sector; a lack of extra capacity to self-publicise and locate potential partners; and, a need for guidance as to how to pitch their needs. Considerable resources are therefore required to support them in overcoming these barriers.
- Substantial time was required by all parties to form and maintain partnerships and to complete any joint work. Some youth organisations and businesses might need a lot of convincing that this time is well spent. Others might simply lack the personnel or capacity to invest this much. In particular the time and associated cost could prove seriously challenging for small and medium sized businesses and small youth organisations.



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## Conclusion

The evaluation has provided for the first time comprehensive and robust research on the interaction between businesses and the youth sector: who is more likely to be interested and why; what are the challenges and how these can be addressed; and, the important role that business brokerage can play in initiating and supporting mutually beneficial and long lasting partnerships.

The evaluation also provides useful findings pertinent to other initiatives which, like United Futures, aim to encourage the business and youth sectors to work more closely together.

### *Widening the reach*

Both the events and the Futures Club pilot mainly involved large companies, despite efforts by the team to engage small and medium sized enterprises (SMEs<sup>6</sup>), for example, by working with local chambers of commerce. This reflects that, more generally, corporate engagement with the voluntary and community sector (VCS) is largely confined to large employers, due to the considerable challenges in engaging.

This evaluation also highlighted a number of challenges to engaging SMEs. For example, the time commitment and staff resources required to work in such partnerships could prove off-putting to SMEs. Also, SMEs may on the face of it at least, appear to have less to offer a youth organisation of the same staff size or turnover. More exploration might be required to emphasize the potential mutual benefits of youth organisation and SME partnerships, and address the additional time and resources likely to be required to develop and support these partnerships.

The United Futures activities evaluated involved mainly youth organisations that had previously engaged with the corporate sector, and businesses that had supported the youth sector in the past. This was probably inevitable and also appropriate for a programme like United Futures, which had to deliver a large programme within limited resources and time, and was developing and testing new models for getting the business and youth sectors to work together. However, youth organisations are hoping for a substantial increase in corporate support, while there is no evidence of a corresponding increase in support from businesses. This suggests that any future programme will require substantial resources to engage 'new' businesses, make them aware of the support they can offer to the youth sector and persuade them of the benefits this could bring them, as well as young people.

In trying to engage both SMEs and 'new comers' the role of a broker, and possibly a brokerage model developed to deal with the specific challenges of attracting these groups, seems very important.

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<sup>6</sup> In this evaluation SME refers to a company with less than 250 employees, in line with definition normally used in research and with s.465 of the Companies Act 2006; HMRC policy; and EU guidance [http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/index\\_en.htm](http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/index_en.htm) Accessed 13/3/2013

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### ***Balancing youth and business perspectives***

Evidence from this research has indicated that any future initiative would need to ensure that it can strike a good balance between being both business and youth facing. Despite some mutual benefits of working together, in reality youth organisations probably have more to gain from working with the corporate sector. Certainly the benefits for them are more tangible and easier to demonstrate than the benefits for business.

It is to be expected that future brokerage models would focus primarily on youth organisations' needs. However, one should be careful that a focus on youth organisations' difficulties and needs does not reinforce a latent image of incompetence found among the businesses we interviewed. Prospective initiatives need to promote greater awareness of youth organisations, including their positive attributes, strengths, business acumen, experience, capacity and diversity.

In the Futures Club pilot the businesses were on the whole impressed by the youth organisations and reported reciprocal gains from their partnerships. This evidence could be used to emphasise even more strongly what businesses can gain from working with the youth sector, to mitigate the potential of the latter only being perceived as wanting and needy.

Youth organisations themselves may need even stronger encouragement and guidance to promote themselves to the corporate sector in positive ways, the evidence collected by the United Futures project can help do this.

The challenges brought to light by the pilot suggest that a brokerage service is highly desirable. It would benefit from being delivered by a combination of staff with equally strong knowledge and experience of the business and youth sectors. This would ensure that the issues on both sides are fully understood at all stages of the process.

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# 1. Introduction

The report provides the findings on the evaluation of United Futures, a partnership programme that aims to break down barriers between businesses and the youth sector in England.<sup>7</sup>

In this chapter we first outline the aims of the United Future project. We then summarise previous research on how businesses can support youth organisations. We conclude by describing the methodology used to evaluate the two main elements of the United Futures programme: the networking events and the Futures Club.

## 1.1 The United Futures project

In December 2011 the *Positive for Youth* vision was unveiled by the Government outlining how all parts of society – including councils, schools, charities and businesses – can work together to support families and improve outcomes for young people, particularly those who are most disadvantaged or vulnerable.<sup>8</sup> As part of this announcement, a grant was given by the Department for Education (DfE) to a consortium comprising Business in the Community (BITC), the National Children’s Bureau (NCB) and UK Youth to increase the number of businesses working in partnership with the youth sector. Through the grant DfE wanted to achieve the following:

- improve understanding of how the youth and business sectors currently work together
- raise awareness of how the needs and opportunities for business involvement can be increased and promoted
- improve the capacity of youth organisations to engage with businesses
- explore how brokerage services for youth organisations and businesses can be increased and improved

Called ‘United Futures’, the consortium’s programme aimed to break down barriers between the corporate and youth sectors, making it easier for youth organisations and businesses to work together and develop new initiatives which support young people in local areas. By encouraging businesses and youth sector organisations to work better together, the United Futures team hoped their planned activities would help to create a society that is more positive for youth. The United Futures programme comprised a wide range of activities, which include:

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<sup>7</sup> The Youth Sector is a term that describes services provided by the statutory sector and charitable organisations to support young people under the age of 24. It exists to offer them access to activities and youth worker support that aid a successful transition into adulthood.

<sup>8</sup> HM Government (2011) *Positive for Youth. A new approach to cross government policy for young people aged 13 to 19*, London, HM Government

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- delivering an audit of the current landscape of interactions between businesses and the youth sector
  - mapping networking meetings planned locally, regionally and nationally to help shape the communications plan
  - providing opportunities for direct virtual and physical exchange between the business and the youth sector
  - developing the business case and a communications plan to engage business
  - developing a communications plan to engage youth organisations
  - running networking events to start a dialogue between the business and youth sector
  - developing and adapting toolkits to facilitate interaction between the two sectors
  - creating an online 'shop front' presence
  - supporting the dissemination of this initiative through existing events
  - scaling up existing brokerage offers and signposting to existing services
  - developing and testing 'Futures Club', a needs-led brokerage model for the youth sector

The evaluation, described later, focused on the networking events and Futures Club.

## 1.2 The context

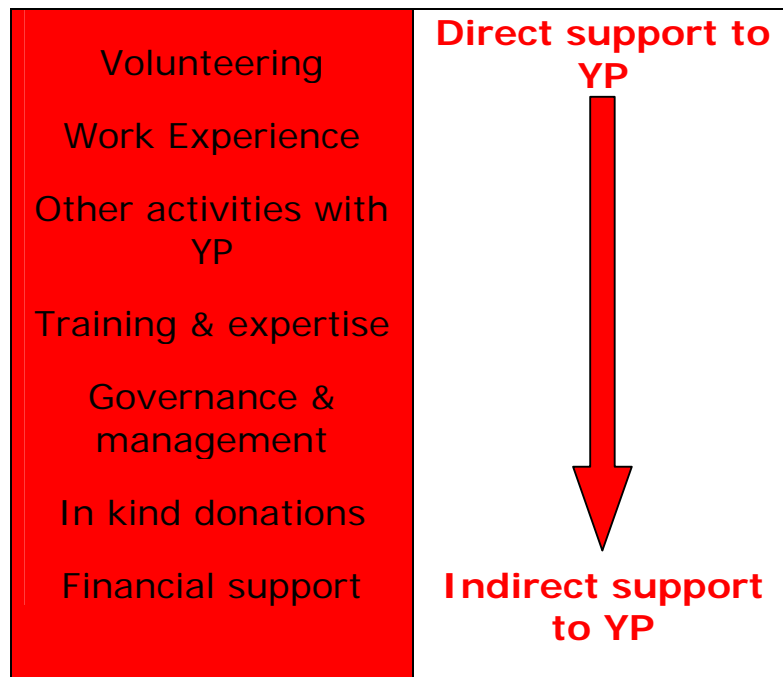
The audit, carried out shortly after the United Futures project was launched, provided the first comprehensive review of evidence on how businesses can support youth organisations in England.<sup>9</sup> It has been used to inform the United Futures programme of work. The review has shown that different types of business engagement can be viewed as a continuum, as illustrated in Figure 1.1. Using this model, the United Futures team has focused on the types of engagement that enable reciprocal relationships between businesses and youth organisations. These are relationships initiated and sustained with benefits to both parties, including volunteering, work experience and other activities with young people, providing training and technical expertise, offering governance and management support, and in kind donations.

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<sup>9</sup> I. La Valle, B. Fauth, J. Gibb, J. Lea (2012) *Exploring the potential for employers to support youth services – a rapid review of the evidence*, London, National Children's Bureau

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**Figure 1.1 Continuum of business engagement with young people (YP)**



### **1.2.1 Drivers to engagement**

The review found that central to successful business engagement is an understanding of why companies become involved in supporting the youth sector, with key business drivers being:

- demonstrating responsible business practices
- differentiating themselves in the marketplace
- managing their brand and reputation within communities
- mitigating the effect of corporate social, economic and environmental impacts through socially responsible projects
- keeping employees engaged, loyal and motivated
- attracting and retaining 'talent'
- saving money and improving retention by recruiting locally.

These drivers have informed the work of the United Futures team. A key message the project has stressed is that, while not all employers expect a return on the resources invested in community and voluntary activities, most businesses will be more likely to engage if their involvement has benefits for them, as well as young people.

### **1.2.2 Benefits of engagement**

The review explored the benefits of engagement and again this evidence has been used by the United Futures team to motivate businesses and youth organisations to work together.

The benefits to companies emerging from the evidence and promoted by the United Futures team fall into four broad categories:

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- Staff recruitment: work experience is the main type of employer support provided to young people, and many employers see this as helping to raise the profile of and interest in their sector, as well as a cost effective way of recruiting new blood.
  - Staff motivation: engagement with community programmes (and particularly volunteering) is seen by most businesses as having a positive effect on staff motivation and commitment, which in turn, can improve their productivity.
  - Staff development and skills: is also consistently reported as a benefit by many companies, although it is less likely to be reported than staff motivation.
  - Brand value and reputation: while this is an important influence on employers' decision to support community and voluntary activities, there is very limited evidence on whether this involvement makes any difference, suggesting that more should be done to evaluate the impact and monetary value of business engagement.

The review found virtually no evidence on the benefits for youth organisations, and the findings presented later on in this report provide the first robust research on the difference business support can make specifically for the youth sector.

### **1.2.3 Enablers to engagement**

Key ingredients underpinning successful and sustainable business engagement highlighted by the review and which have informed the work of United Futures, include:

- Making it easy for employers to get involved by encouraging youth organisations to be proactive and put propositions to companies in line with their interests and organisational ethos.
- Creating opportunities for businesses to meet youth organisations in a range of ways, so they can develop a shared understanding of local priorities, needs and opportunities, and identify the mutual benefits of working together.
- Using simple and consistent messages about engagement, stressing the benefits to both youth organisations and businesses.
- Stressing and encouraging good planning and 'customer care', for example, face-to-face meetings, returning calls and providing regular updates on progress and outcomes.
- Ensuring that businesses' views and experiences are taken into account in developing activities they are going to be involved in.

### **1.2.4 The role of business brokers**

Business brokerage aims to simplify the process of business engagement for companies and organisations seeking their support. Their main role involves promoting the benefits of engagement, and translating local priorities and strategies into a business focused menu of opportunities. The limited evidence

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available on the effectiveness of brokers shows that they can make a significant contribution to building employers' and community organisations' capacity to work together.

The review did not identify any brokerage models specifically developed for the youth sector. It was to fill this gap that United Futures adapted an existing intervention currently used by BITC to partner businesses with schools to develop and pilot Futures Club, a needs-led brokerage model for the youth sector.

## **1.3 The evaluation**

The evaluation, carried out by NCB Research Centre, has focused on two activities that were the heart of the United Futures programme, namely: the networking events and the Futures Club pilot. The methodology used to evaluate these is described in the rest of this section.

### **1.3.1 Surveys of the networking events**

#### ***Survey design***

Two web-based surveys were designed for the evaluation of the networking events. The post event survey, carried out straight after the event, gathered data on:

- the profile of the organisations (e.g. size, type)
- previous engagement with youth organisations/businesses with or without support from brokerage services
- enablers and barriers to engagement and how the latter can be overcome
- motivations for taking part in the United Futures event

The follow-up survey, carried out three months after the event, aimed to establish the impact of involvement with the project and focused on:

- further involvement with the project (e.g. accessed web tools and resources)
- if and how the project facilitated and supported engagement between businesses and youth organisations
- use (or increased use) of brokerage services
- whether perceptions of facilitators and barriers to engagement changed in the weeks following the event
- benefits of engagement with youth organisations / businesses

The questionnaires used for the survey are provided in Appendix A.

#### ***Survey sample***

The post event survey sample consisted of all participants with a valid email address who attended the United Futures networking events between 15<sup>th</sup> May 2012 and 27<sup>th</sup> February 2013. Participants from the first nine events received

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the post event survey.<sup>10</sup> The post event survey was sent out to participants shortly after they attended the event and was 'live' for six weeks, with the exception of events eight and nine, which were live for two weeks and one week respectively due to the reporting timeframe of the evaluation. An initial email invite was sent to all participants and then two email reminders were sent to non-respondents.

At the end of the post event survey respondents were asked if they wanted to take part in a follow-up survey and around three months after the event were sent a follow-up questionnaire.<sup>11</sup> The follow-up survey was 'live' for six weeks with the exception of event five, which was only open for three weeks. An initial email invite was sent to eligible respondents with three e-mail reminders. Participants of events three and four were also chased by telephone to encourage them to complete the survey.

### ***Survey response***

In total 248 participants were contacted and asked to complete the post event survey and 124 responded giving a response rate of 50 per cent. Once the respondents from events one and two are removed, the number of participants is reduced to 205, with 104 completing the survey, giving a response rate of 51 per cent.

Of the 49 respondents sent the follow-up survey, 21 responded providing a response rate of 43 per cent. Once respondents from events one and two are removed, the sample is reduced to 35 respondents with 17 responding, giving a response rate of 49 per cent.

### ***Survey analysis***

Analysis for the post event survey and the follow-up survey *excludes* participants from events one and two. These events were used to pilot the model of the networking events and were quite different in terms of structure and attendance to subsequent events. It was therefore decided to exclude them from analysis that aimed to assess how the fully developed model worked.

## **1.3.2 Evaluation of the Futures Club pilot**

The Futures Club evaluation set out to explore in depth the brokerage pilot developed by BITC for the youth sector. A key aim was to assess how successful the Futures Club model was in facilitating such relationships and building youth organisations' capacity to benefit from engagement with business. The evaluation also aimed to provide lessons for the dissemination and scale up of the pilot.

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<sup>10</sup> Participants of the last two events were not included as these events occurred in March 2013 when the evaluation report was being written.

<sup>11</sup> For the follow-up survey an opt in was chosen rather than an opt out, as recommended by the research team, due to the data protection protocol of the Participation Works website, the portal used to book participants onto the networking events.



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A qualitative methodology was selected as the most appropriate to answer the evaluation questions. In-depth telephone interviews were conducted in December 2012 and January 2013 with the BITC broker and with the lead personnel in each business and youth organisation (n=12). Interview topic guides were developed (see Appendix B) to ensure key research questions were addressed consistently. Draft topic guides were discussed and agreed with the United Futures team. Interviews were digitally recorded and transcribed verbatim, then analysed using the Framework method.

Other data used in this evaluation included:

- needs assessments completed by the five participating youth organisations
- review of United Futures regular reports submitted to DfE and information on the BITC website
- brief background searches on the companies and youth organisations involved

## **1.4 The report**

In the rest of the report we present:

- the results from the surveys of youth and business organisations that attended the networking events (Chapter 2)
- the findings from the evaluation of the Futures Club pilot (Chapter 3)
- conclusions and lessons for future initiatives that, like United Futures, aim to get businesses and youth organisations to work more closely together (Chapter 4)

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## 2. United Futures networking events

This chapter discusses the findings from the evaluation of the networking events. Eleven events attended by 277 businesses and youth organisations and lasting two hours, were held throughout England in 2012 and early 2013. The aim was to bring together local businesses and youth organisations to explore opportunities of engagement with each other. At the start of the event information was provided on:

- the aims of the United Futures programme and its partners
- the benefits of working together
- the needs of both businesses and youth organisations

A 'speed-dating' session was run to allow youth organisations who were interested in working with businesses an opportunity to discuss future engagement. To make the most of BITC's involvement in the project, later events were also seen as an opportunity to provide information about brokerage services.

The following sections will use data collected from the post event survey carried out straight after the event, and the follow-up survey sent to participants three months after the event.<sup>12</sup> As highlighted by the United Futures review mentioned in the previous chapter, there is an evidence gap in terms of businesses' involvement with the youth sector.<sup>13</sup> The post event survey sought to fill this gap by gathering data on: who attended the networking events and who wanted to engage; participants' past experience of and views on engagement; their plans for future engagement. These issues are discussed in turn in the rest of the chapter along with the final section which looks at the impact of the United Futures events, including changes in perceptions about the benefits of businesses and youth organisations working together.

### 2.1 Who attended the networking events

The post event survey shows that slightly more respondents from youth organisations (40 per cent) attended the events, compared with respondents from businesses (33 per cent) (figure 2.1).

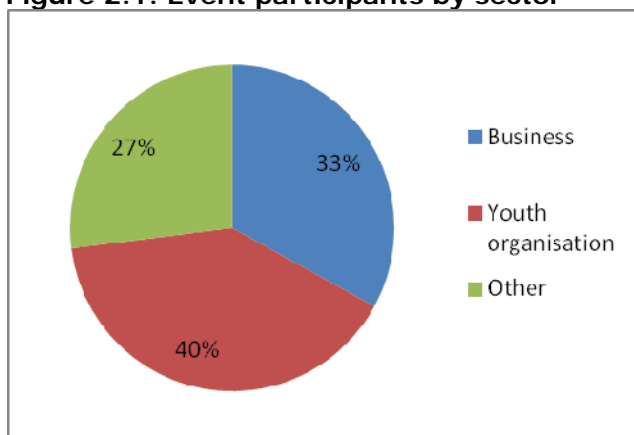
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<sup>12</sup> The survey results presented in this chapter are based on participants to seven of the 11 events. The first two events were used to develop a model for delivering the events and therefore not suitable for inclusion in a survey that aims to assess how the fully developed model worked. The last two events were run too late for inclusion in the evaluation.

<sup>13</sup> I. La Valle, B. Fauth, J. Gibb, J. Lea (2012) *Exploring the potential for employers to support youth services – a rapid review of the evidence*, London, National Children's Bureau.

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**Figure 2.1: Event participants by sector**



(n=104)

Less than a third of respondents were classified as 'other', they included representatives from BITC including Business Connectors, providers of training and educational services to young people who did not work for a youth organisation, staff from local authorities and consultants.<sup>14</sup>

Figure 2.2 highlights that the majority of respondents from the youth sector (68 per cent) worked for small organisations with no more than 49 paid members of staff. This is unsurprising given that the majority of children and young people charities are relatively small and locally based.<sup>15</sup> However, 82 per cent of business attendees came from large companies, with 250 plus paid staff.<sup>16</sup> The United Futures review highlighted that large businesses are more likely to engage with the voluntary and community sector (VCS) than small and medium sized enterprises (SMEs), and this trend seems also evident when businesses engage with youth organisations.

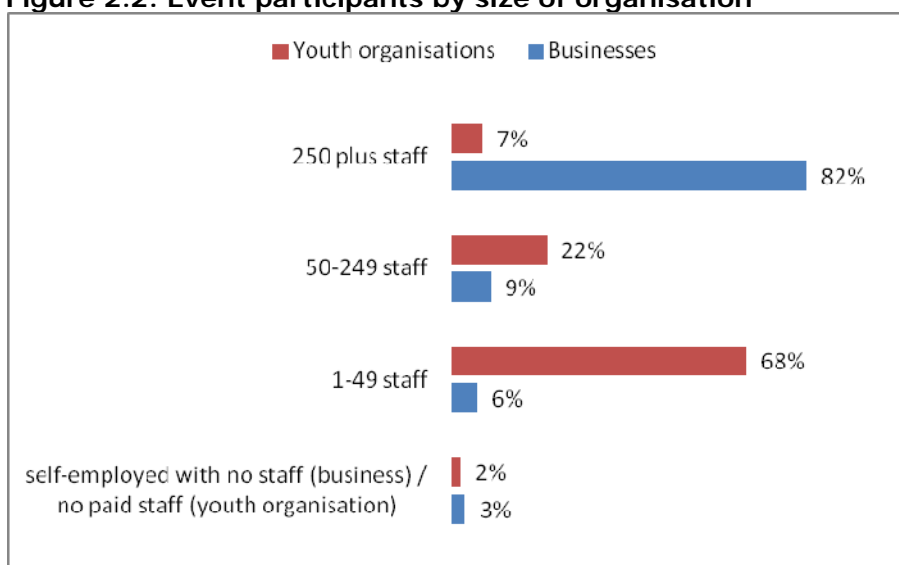
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<sup>14</sup> These respondents were only asked questions regarding the United Futures event, for example, how they rated the event– these findings are presented in Section 2.3.1. Respondents classified as 'other' are excluded from other analysis reported in this chapter as this was only relevant to businesses and youth organisations.

<sup>15</sup> C. Gill I. La Valle, L. M. Brady (2011) *The ripple effect: the nature and impact of the children and young people's voluntary sector*, London, National Children's Bureau.

<sup>16</sup> The definition of large employer is in line with the definition typically used in research and with Section 465 of the Companies Act 2006; HMRC policy; and EU guidance - [http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/index\\_en.htm](http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/index_en.htm) Accessed 13/3/13

**Figure 2.2: Event participants by size of organisation**

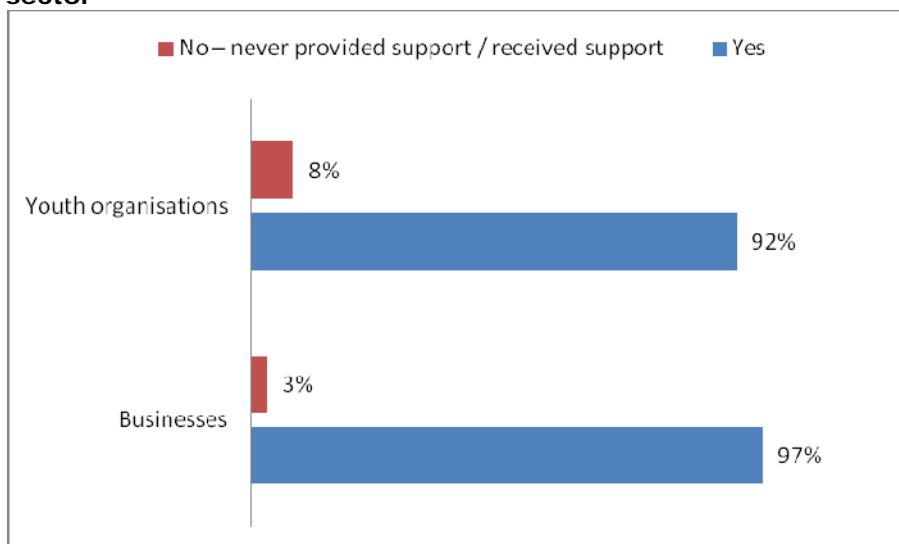


*(youth organisations n = 41, businesses n = 33)*

Respondents were asked who held responsibility for engaging with youth organisations or companies. Fifty-three per cent of companies had a dedicated CSR/Community Involvement team, partly reflecting that these were mainly large companies. Among youth organisations responsibility for engaging with businesses was predominately held by the Chief Executive (65 per cent).

Figure 2.3 shows that 92 per cent of youth organisations had been previously supported by business, similarly 97 per cent of companies had previously supported youth organisations.

**Figure 2.3: Event participants by previous engagement with youth/business sector**



*(youth organisations n = 38, businesses n = 30)*

Table 2.1 shows that firms were mainly interested in attending the events to find out more about United Futures with 65 per cent of business respondents citing this as a reason. As one participant explained:

*To hear from businesses about successful partnerships, to find what resources and support were available to learn from others so we can develop this kind of project in our own company.*

Business representative

Youth organisations, however, were using the event as a means to make new contacts with businesses, with 82 per cent of youth organisations giving this as a reason for attending.

**Table 2.1: Reasons for attending the United Futures events**

	Businesses (%)	Youth organisations (%)
To support BITC	42	NA
To find out about UF	65	47
To meet contacts at youth organisations	35	NA
To meet contacts at businesses	NA	82
To network	31	74
<b>Total number of respondents</b>	<b>26</b>	<b>38</b>

## 2.2 Past experience and perceptions about engagement

### 2.2.1 Types of support

Information was gathered about the types of support that had been given/ received previously. The different categories of support were grouped together in line with the continuum of business engagement with young people presented in Chapter 1.

Figure 2.4 shows that the main types of previous engagement for businesses involved direct support to young people including:

- staff volunteering (82 per cent)
- providing work experience (89 per cent)<sup>17</sup>
- other activities with young people (59 per cent)

<sup>17</sup> The proportion of businesses who provided work experience to youth organisations seems high, given that work experience is normally arranged by schools and colleges. This could reflect the fact that while clearly instructed to answer the question in relation to support provided to the youth sector, some respondents may have included activities arranged via educational institutions when answering this question.

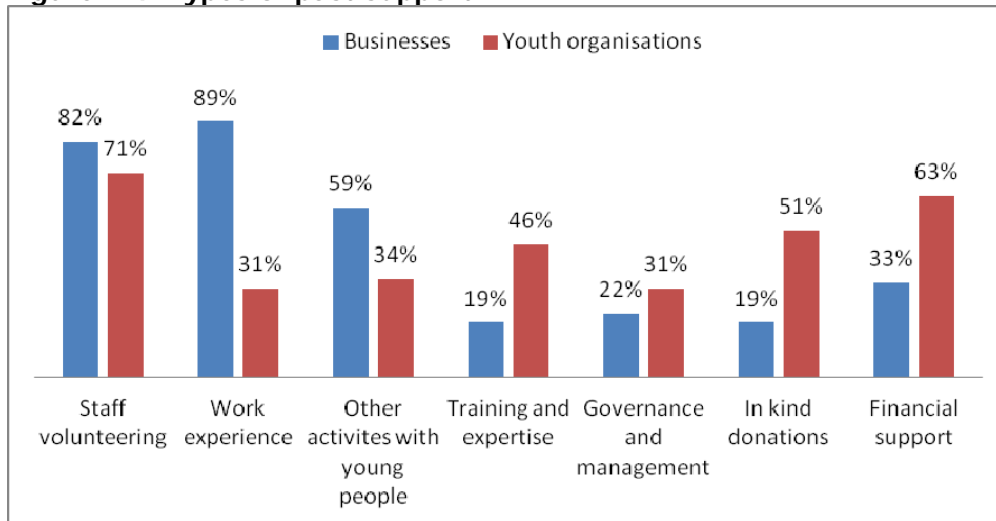
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Compared with businesses, youth organisations were more likely to report indirect support, such as:

- in kind donations (51 per cent)
- financial support (63 per cent)

These findings seem to suggest that businesses prefer to be involved at the end of the continuum that works directly with young people. This is similar to the findings from the evidence review.

**Figure 2.4: Types of past support**

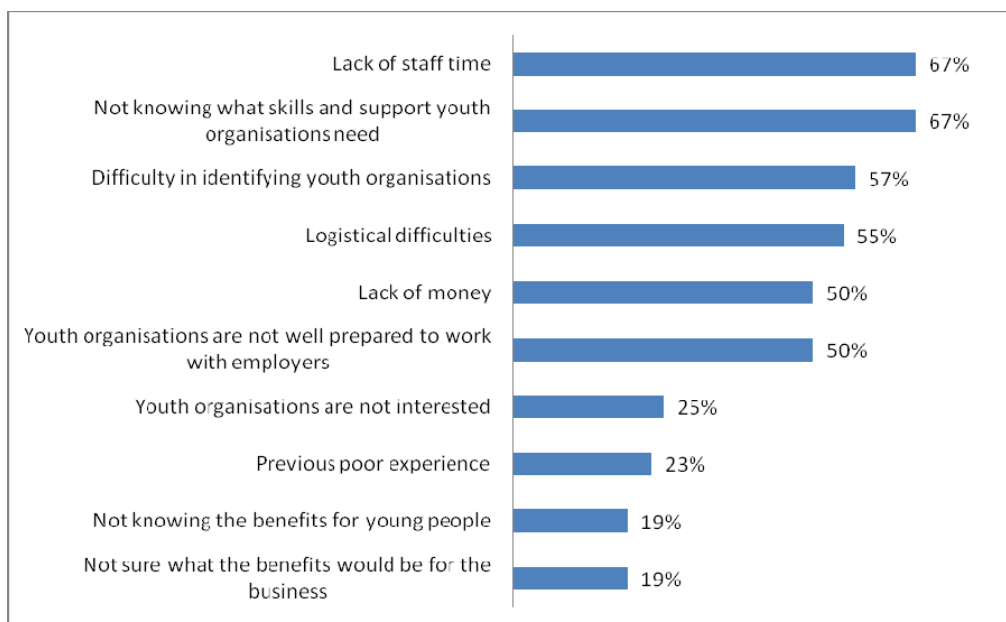


*(businesses n = 27, youth organisations n = 35)*

## 2.2.2 Perceived barriers to engagement

As displayed in Figure 2.5 two-thirds of companies agreed that two key barriers to engaging with youth organisations were a lack of staff time and not knowing what skills and support youth organisations needed. However, only one in five companies agreed that not knowing the benefits for young people and not being sure what the benefits would be for the business were barriers to engagement.

**Figure 2.5: Barriers for businesses who have previously engaged**



(n = 16 – 24)

Lack of time was the most frequently cited barrier for youth organisations with 85 per cent of respondents reporting this. This was closely followed by the difficulty of identifying suitable businesses (74 per cent) and lack of knowledge or confidence (74 per cent). These findings suggest that generally youth organisations are not suspicious about businesses' motivations for engaging, as only one in five saw this as a barrier to engagement.

**Figure 2.6: Barriers for youth organisations who have previously engaged**



(n = 29 – 35)

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Logistical difficulties, for example health and safety or insurance implications, were believed to be barriers for over half of businesses (55 per cent) and youth organisations (59 per cent). A similar finding was established in the evidence review when businesses support schools. Logistical difficulties of working with young people may be a reason why youth organisations are keen to receive more indirect support, such as in kind donations and support with 'backroom' functions.

### **2.2.3 Perceived enablers to engagement**

All respondents who had previously engaged with youth organisations or businesses were asked what had enabled that partnership to start.

For both businesses and youth organisations the most important enabler to starting new relationships was evidence of the benefits for young people, with 62 per cent of businesses and 47 per cent of youth organisations mentioning this (Table 2.2). This is unsurprising since working directly with young people was the more common form of support provided by businesses, and youth organisations are increasingly aware of the need to focus their efforts on activities that make a difference to young people. However, businesses and youth organisations then highlighted very different enablers that had led to partnerships in the past. For businesses, in order of importance the enablers were:

- understanding the benefits for their business (57 per cent), a similar finding found in the evidence review
- starting the relationship by having a previous link with an organisation (52 per cent)

For youth organisations the main enablers were:

- the opportunity to explore mutual interests with a business (43 per cent)
- good customer care, for example returning telephone calls and providing regular updates (43 per cent)



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**Table 2.2: Enablers to starting partnerships**

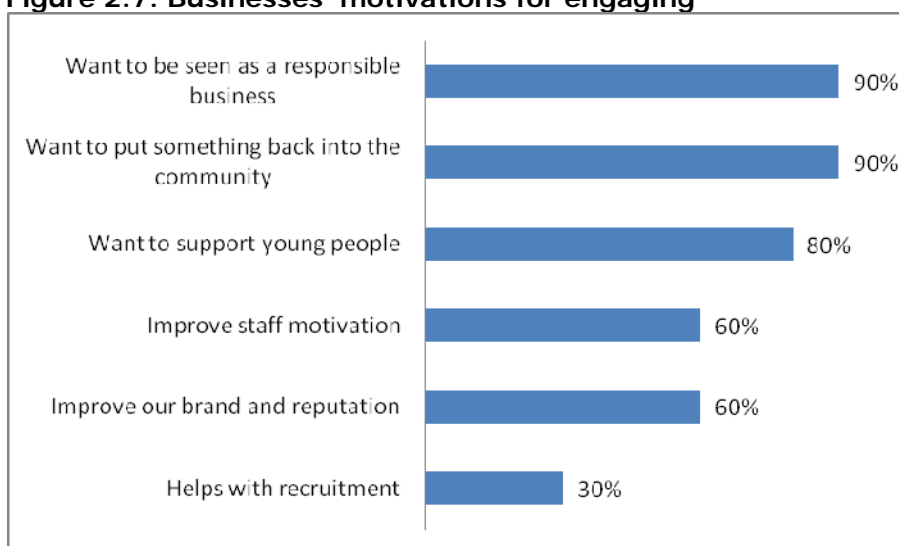
	Businesses (%)	Youth organisations (%)
Evidence of the benefits for young people	62	47
Evidence of the benefits for business	57	37
Previous links with a youth organisation / business	52	37
Support from a broker who facilitated links with the right youth organisation / business	43	30
Flexibility about the help required	33	40
Involvement (of business) in the development of programmes / activities	33	36
Opportunity to explore mutual interests with youth organisations / businesses	29	43
A proposition for support in line with our interests / Developed a proposition in line with business interests	24	33
Good customer care	19	43
<b>Total number of respondents</b>	<b>21</b>	<b>30</b>

Businesses and youth organisations were also asked if they had used a broker in the past to help develop partnerships. More businesses (84 per cent) had used this type of service in the past, than youth organisations (52 per cent). This may explain why businesses rated the broker service fourth in their list of enablers, while this was the least common enabler for youth organisations.

#### **2.2.4 Motivations for engaging**

Business respondents were asked why they had wanted to get involved in engaging with youth organisations (Figure 2.7). As the United Futures review showed, engagement with VCS can improve businesses' reputation and this seems to be a key motivator for businesses to support youth organisations, with 90 per cent stating they want to be seen as a responsible business. Equally important is the desire to put something back into the community. These findings suggest a difference from research on why businesses engage with the education sector. For businesses, supporting staff recruitment is a key motivator for engaging with educational institutions, while it was the least mentioned driver for supporting the youth sector.

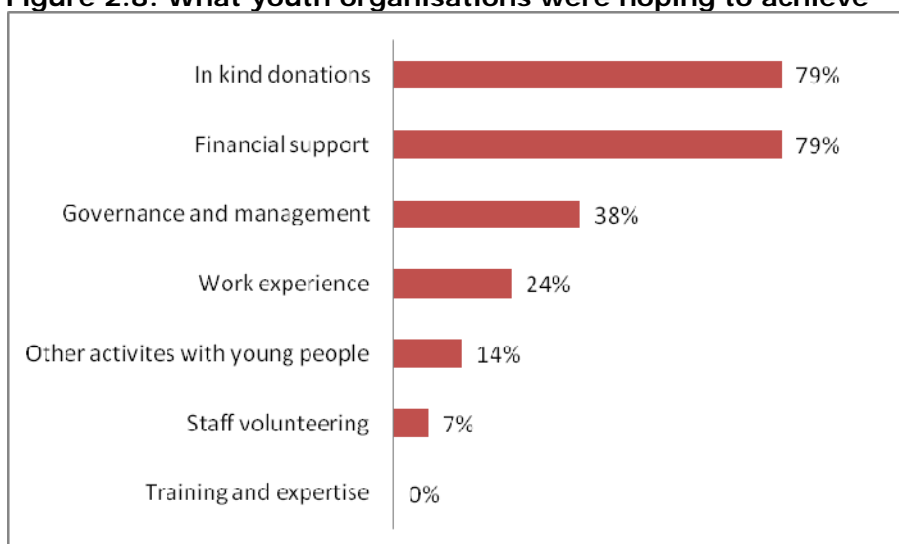
**Figure 2.7: Businesses' motivations for engaging**



(n=20)

Figure 2.8 shows what youth organisations were hoping to achieve from past engagement with businesses, with in kind donations (79 per cent) and financial support from businesses (79 per cent) coming top of the list.

**Figure 2.8: What youth organisations were hoping to achieve**

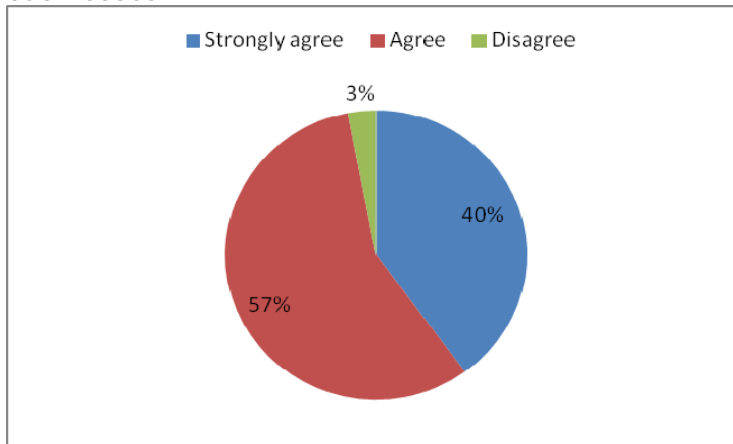


(n=29)

Youth organisations were also asked to what extent they felt young people had benefitted as a result of their engagement with businesses in the past. Figure 2.9 indicates that almost all youth organisations (97 per cent) agreed or strongly agreed that young people had benefitted as a result of their engagement, suggesting this as an important motivation for youth organisations to engage with the corporate sector.

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**Figure 2.9: Young people have benefitted as a result of engagement with businesses**



(n=30)

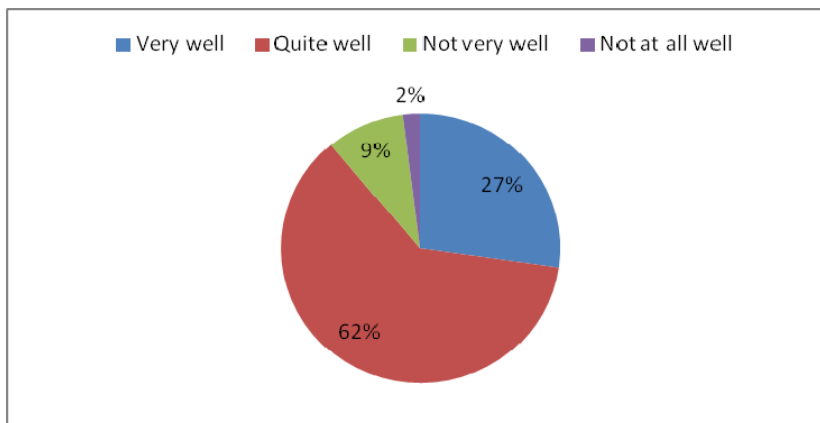
## 2.3 Views on the events and next steps

All respondents were asked about their views of the United Futures networking events, and these findings will be reported next.<sup>18</sup> Then the views of businesses and youth organisations and their immediate plans for the future will be discussed.

### 2.3.1 Views on the events

As shown in figure 2.10, the majority (89 per cent) of participants felt that the United Futures events met their needs very or quite well.

**Figure 2.10: How the events met participants' needs**



(n=88)

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<sup>18</sup> This section includes data from businesses, youth organisations and other respondents. Other respondents included representatives from BITC, staff from local authorities and consultants.

Table 2.3 shows that nine out of 10 participants (89 per cent) rated the organisation on the day as excellent or good. Over three-quarters (76 per cent) of all participants thought that the venue and facilities were excellent or good and 82 per cent thought that overall the event was excellent or good.

**Table 2.3: How participants rated the events**

	Excellent (%)	Good (%)	Satisfactory (%)	Poor (%)	n
The organisation on the day	37	52	11	0	91
The venue and facilities	31	45	20	4	91
The overall event	26	56	17	1	91

A lack of understanding of the benefits of engagement between businesses and youth organisations was highlighted in the evidence review as a recurring theme. One of the key aims of the United Futures events was therefore to increase understanding of the mutual benefits of the business and youth sectors working together. Table 2.4 shows that this aim was achieved, with nearly all businesses (96 per cent) and the overwhelming majority of youth organisations (86 per cent) saying that the event had increased their understanding of the benefits of businesses engaging with youth organisations.

Nine out of ten business respondents (92 per cent) also believed that the events had increased understanding of the different ways businesses can support youth organisations, and 88 per cent of youth organisations stated the same. Again this had previously been identified in the evidence review as a barrier to the VCS and the corporate sector working together.

Another aim of the networking events was to enable youth organisations and businesses to meet one another. Both businesses and youth organisations rated this highly with 90 per cent of businesses and 92 per cent of youth organisations saying this was achieved either very or quite well.

To make the most of BITC's involvement with the project, later events also sought to increase awareness about brokerage organisations and the support they offer. Sixty-three per cent of businesses and 73 per cent of youth organisations agreed that the events had achieved this either very or quite well. However, around a third of respondents said that the event had not improved their understanding of brokerage. This could partly reflect the fact that respondents, particularly those from the corporate sector, had prior knowledge about brokerage services. However, there may also be some room for improving the information provided in future, and possibly targeting it to youth organisations since they have less experience of using a brokerage service.

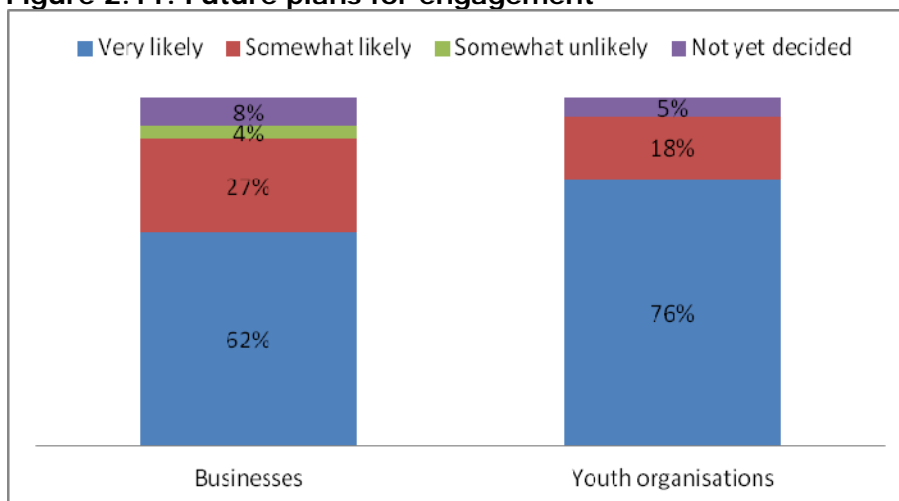
**Table 2.4: What the events achieved**

	Businesses			Youth organisations		
	Very or quite well (%)	Not very or not at all well (%)	n	Very or quite well (%)	Not very or not at all well (%)	n
Increased understanding of the benefits of business engagement with youth organisations	96	4	22	86	14	35
Increased understanding of different ways businesses can support youth organisations	92	8	24	88	12	33
Made new contacts with youth organisations / businesses	90	10	20	92	8	38
Increased understanding of the needs of youth organisations / businesses	88	12	24	78	22	36
Helped you think through next steps in supporting youth organisations / receiving support from businesses	85	15	20	86	14	35
Gained new ideas on ways to engage with youth organisations / businesses	85	15	20	81	19	36
Increased awareness of brokerage organisations and the support they offer	63	37	24	73	27	33

### 2.3.2 Future plans

In the post event survey, respondents were asked about immediate future plans. The majority of businesses (89 per cent) and youth organisations (94 per cent) were very or somewhat likely to engage in the future (figure 2.11). However, youth organisations seemed keener than businesses with 76 per cent hoping this engagement would be very likely, compared with just 62 per cent of businesses.

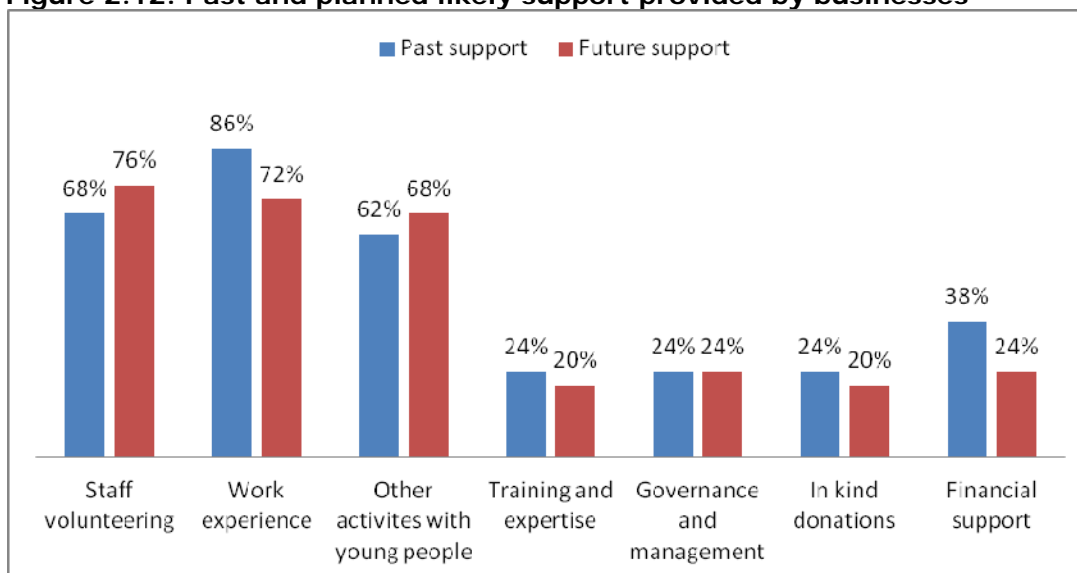
**Figure 2.11: Future plans for engagement**



(businesses  $n = 26$ , youth organisations  $n = 38$ )

Respondents were also asked what type of support they are likely to provide or receive in the future, and this data was compared with the support provided or received in the past. Figure 2.12 shows businesses are likely to provide slightly more volunteering opportunities and other activities with young people in the future. However, they are predicting a reduction in support in other areas, particularly work experience and financial support, with the latter probably due to the current economic climate and the number of demands on the private purse.

**Figure 2.12: Past and planned likely support provided by businesses**



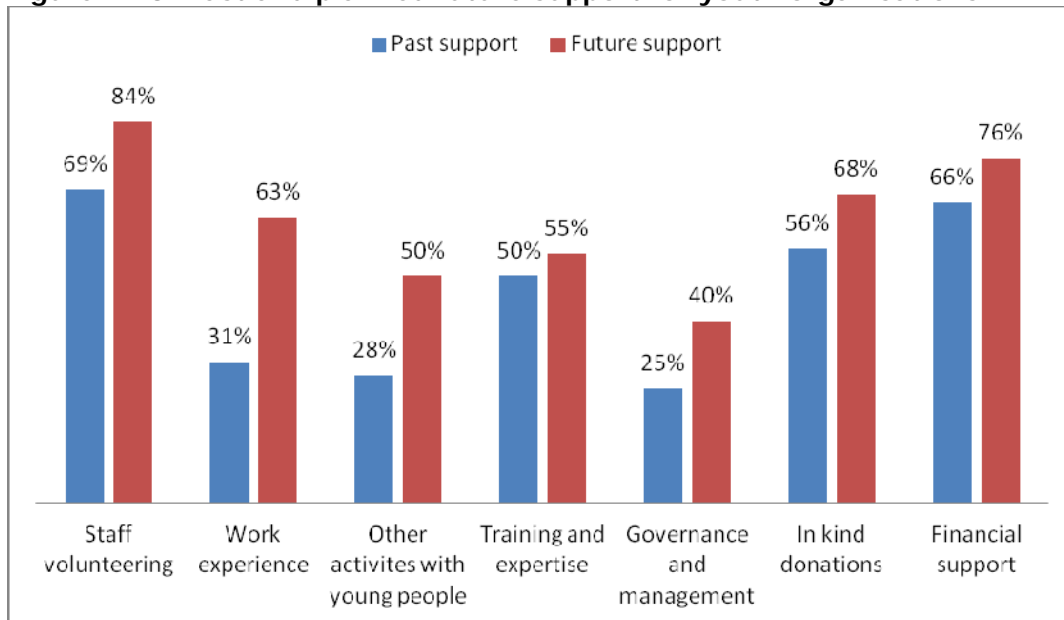
( $n=25$ )

Figure 2.13 shows that youth organisations are hoping to increase the corporate support they receive across the continuum, especially in terms of work experience for young people, from 31 per cent to 63 per cent, and providing

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staff volunteering opportunities for businesses, an increase from 69 per cent to 84 per cent.

**Figure 2.13: Past and planned future support for youth organisations**



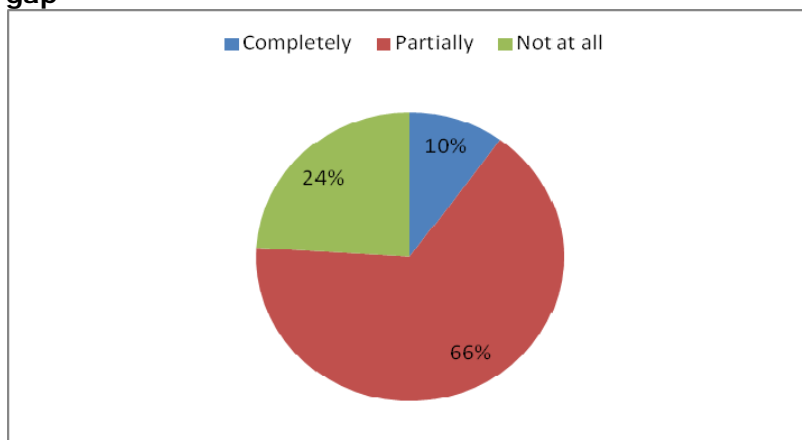
(n=38)

Figures 2.12 and 2.13 highlight a difference in terms of the hoped financial support that businesses will provide in the future to youth organisations. Youth organisations were asked how much they thought businesses might fill the funding gap due to the decrease in support from local and central government. Figure 2.14 shows that most respondents (90 per cent) thought businesses would be able to fill this gap completely or partially. However, businesses are actually looking to reduce the level of financial support they offer (Figure 2.12). This is similar to findings of a recent study showing that businesses were expecting to offer less support to the youth sector, while local authorities were expecting businesses to provide more financial support.<sup>19</sup>

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<sup>19</sup> National Youth Agency (2012) Mapping the involvement of businesses in supporting services for young people in out of school settings, Leicester, National Youth Agency.

**Figure 2.14: Extent youth organisations believe businesses will fill the funding gap**



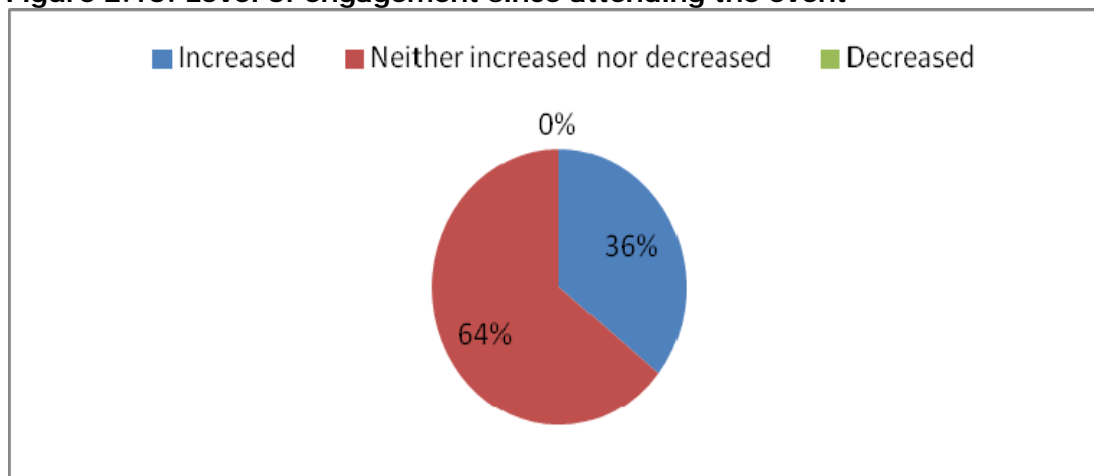
(n=29)

## 2.4 What difference did the events make?

A follow-up survey was carried out around three months after the United Futures event to explore what difference the event made. As explained in Chapter 1, this survey included a very low number of respondents and therefore the findings cannot be presented separately for businesses and youth organisations as in previous sections. The findings in this section should also be interpreted with caution because they represent a small proportion of those who attended the events.

Figure 2.15 indicates the level of engagement for nearly two-thirds of respondents had not changed since the United Futures event (64 per cent) reporting neither an increase nor a decrease. However, 36 per cent of the respondents did report an increase in engagement.

**Figure 2.15: Level of engagement since attending the event**



(n=11)



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## 2.4.1 Help and support from United Futures

All respondents who had reported engaging with businesses or youth organisations since the United Futures event were asked if they had made *initial* contact with the partner at the event. A fifth of respondents reported making initial contact with their partner at the United Futures event (Table 2.5).

**Table 2.5: Made initial contact at the event**

	(%)
Yes	20
No	80
Number of respondents	5

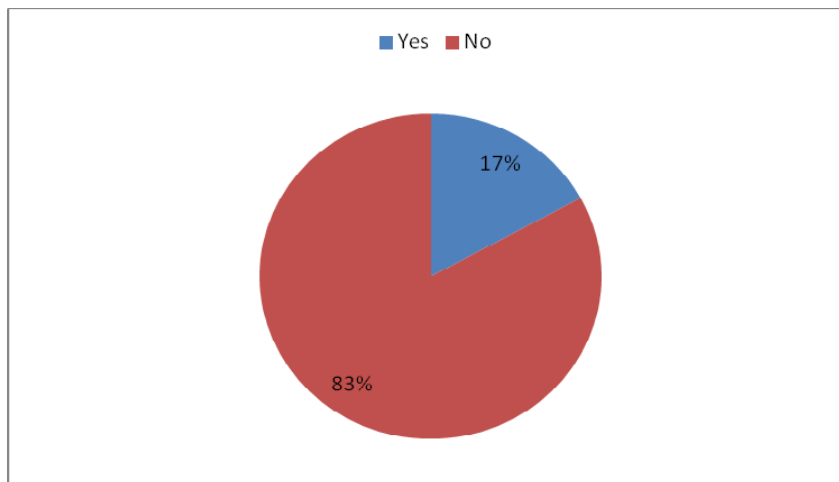
The United Futures work programme did not include any follow-up activities, nevertheless the team did provide support when appropriate opportunities came up, and 20 per cent of respondents said they had received support from United Futures after the event (Table 2.6).

**Table 2.6: Received help from United Futures after the event**

	(%)
Yes	20
No	80
Number of respondents	5

A sixth of respondents (Figure 2.16) had accessed the United Futures resources or research and two of these respondents stated that they found it either very or quite helpful, the remainder did not answer the question.

**Figure 2.16: Accessed United Futures resources or research**



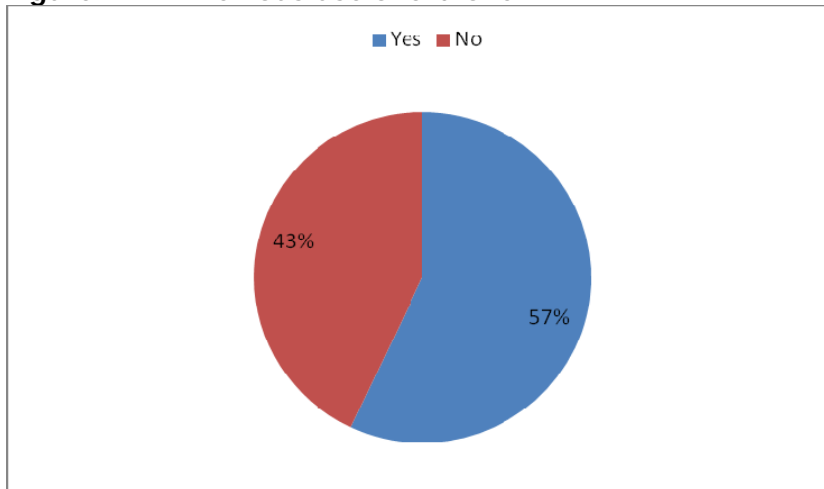
(n=12)

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## 2.4.2 Use of a broker

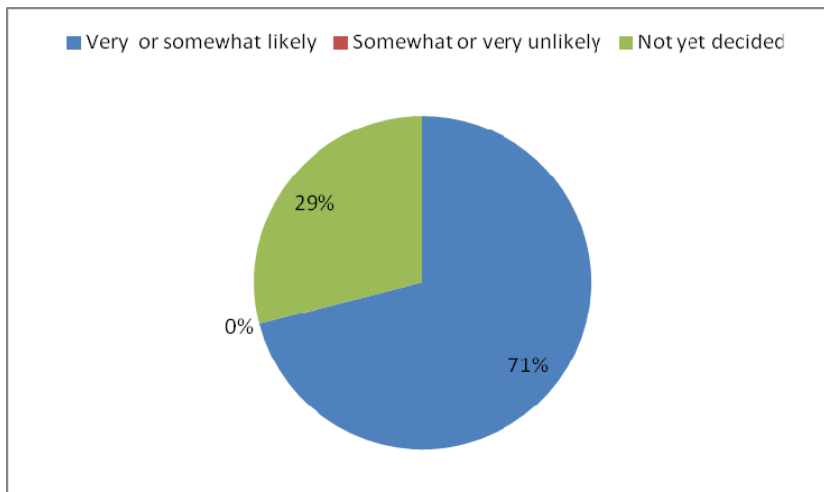
At the time of the event, 57 per cent of respondents said they had used a broker in the past (figure 2.17), three months later 71 per cent said that they were very or somewhat likely to use this type of service in the future. Twenty-nine per cent of respondents were undecided about using a broker in the future.

**Figure 2.17: Previous use of a broker**



(n=7)

**Figure 2.18: Planned use of a broker**



(n=7)

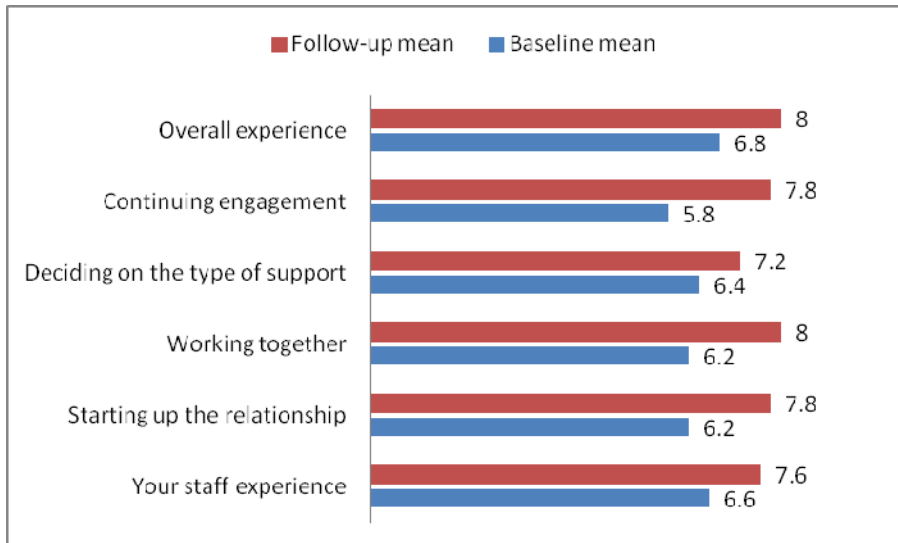
## 2.4.3 Experience of engagement

A question relating to the experience of engaging with youth organisations or businesses was included in both the post event and follow-up survey. The question used a scale going from one 'very negative' to ten 'very positive'. Figure 2.25 compares the average means from the post event and the follow-up surveys. For all aspects of the experience of engaging with businesses/youth

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organisations, the findings show that respondents became more positive in the three months after the event.

**Figure 2.19: Experience of engaging with businesses/youth organisations**



(n = 5)

## 2.5 Summary

The survey findings have shown that the majority of businesses represented at the events had supported the youth sector in the past. Similarly most youth organisations at the events had also been supported by the corporate sector in the past. As the United Futures review has shown, 'repeated engagement' is very common, possibly reflecting positive experiences.

There was a very small representation of small and medium businesses. Previous research has highlighted how this is a hard group to engage as barriers for large companies are potentially magnified for smaller businesses, for example, a lack of staff time. However, small and medium sized youth organisations predominately attended the events, reflecting the fact that many local youth organisations are small.

The events programme achieved its key aims, as most businesses and youth organisations reported that the event had:

- increased their understanding of the benefits of business engagement with youth organisations
- made new contacts
- increased understanding of different ways businesses can support youth organisations

Lack of understanding and contacts had previously been highlighted as barriers to businesses engaging with youth organisations, and the United Futures events seem to be contributing to removing these barriers.

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Youth organisations were keen to increase the level and type of engagement after attending the United Futures events. However, while the events seem to have raised businesses' awareness of the different types of activities they might be able to offer, they seem unlikely to substantially increase the level of their current activity. This is possibly due to the current economic climate and the other demands on their time.

Generally businesses and youth organisations expressed positive views about engagement with each other, and these views improved in the three months after attending the United Futures event. While these findings need to be treated with caution because of the small sample, they could suggest that some businesses may be starting to understand the diversity and complexity of youth organisations and see where they can have a meaningful impact. While youth organisations may have an increased understanding of how businesses operate and what they need to do to attract business partners.

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## 3. Evaluation of Futures Club

The Futures Club was a pilot scheme run by BITC in Plymouth, from April 2012 to March 2013, within which five businesses were matched with and supported five local youth organisations.<sup>20</sup> This chapter provides the findings of the evaluation of this pilot.

The key questions addressed by the Futures Club evaluation were:

- To what extent did the brokerage model help to build youth organisations' capacity to engage with businesses and them to support the youth sector?
- What type and range of support was provided by the businesses?
- What benefits were reported by businesses and youth organisations and how ultimately did these affect young people locally?
- What lessons emanate from this pilot for both the longer-term sustainability of such partnerships and the implementation of this model on a wider scale?

The evaluation findings were based on qualitative, depth, interviews conducted with key personnel from the businesses, youth organisations and BITC staff involved in this pilot, as well as an analysis of relevant project documentation and literature.

### 3.1 The brokerage model

While partnership working between businesses and the voluntary and community sector (VCS) agencies may not in itself be novel, this Futures Club pilot specifically targeted youth organisations within the VCS. Futures Club itself was largely modelled on the 'Business Class' programme, previously piloted in the North-West and now run nationwide, which was found to provide an '*effective means*' to support partnerships between businesses and schools.<sup>21</sup>

The Futures Club prioritised '*youth organisations facing challenging circumstances in areas of deprivation*'.<sup>22</sup> Moreover Futures Club aimed to improve sustainability, by adopting a systematic approach to overcome a perceived tendency for much partnership working to be on an ad-hoc basis and often limited to individual projects.

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<sup>20</sup>[http://www.BITC.org.uk/community/education/youth\\_sector\\_partnerships/futures\\_club\\_pilot.html](http://www.BITC.org.uk/community/education/youth_sector_partnerships/futures_club_pilot.html) Accessed 4/3/2013

<sup>21</sup>[http://www.BITC.org.uk/community/education/business\\_class/business\\_class\\_evaluation/index.html](http://www.BITC.org.uk/community/education/business_class/business_class_evaluation/index.html) Accessed 18/2/2013; P. Grant (2010) *Business Class: An Evaluation* Cass Business School, London, City University, p3

<sup>22</sup> *Futures Club- Youth Sector: How to Guide and Resources*, BITC, April 2012

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### 3.1.2 The brokerage model

Several key elements are central to the Futures Club model, most notably 'brokerage', mainly operationalised by one broker.<sup>23</sup> As exemplified in this pilot, brokerage entailed a number of functions and processes to deliver all elements of the Futures Club model. In particular the broker was responsible for:

- identifying and recruiting businesses and youth organisations
- meeting these to assess their suitability for the programme
- collating needs assessments from youth organisations
- matching individual businesses and youth organisations appropriately
- leading the area-wide cluster and convening and chairing cluster meetings
- providing on-going support to each partnership
- collating information on progress and activities

The following describes in more detail how these brokerage functions and processes were applied in this pilot, and explores interviewees' views on the relevant features of the brokerage model in practice.

#### ***Recruitment***

As would be expected, the businesses and youth organisations were recruited separately. BITC's existing lists, databases and other numerous leads were pursued by the broker. Some of these businesses were already members of BITC and on that basis were approached directly by BITC staff and as well-known, large, companies were seen key to helping enlist more. Others were recruited by BITC staff through a wider range of contacts and through the local Chamber of Commerce. From this field, five businesses were recruited. One of these businesses realised early on that they could not participate further or offer what was needed, and a replacement was found relatively quickly.

In all, four of the five businesses involved were regional units of large, national, firms. Although the BITC guide indicated that only medium and large businesses would be involved, the fifth company was a small local firm, which had recently increased their staffing levels from nine to 14.<sup>24</sup> BITC felt the inclusion of a small business could provide additional learning from the pilot. Three of the businesses had previously worked with VCS agencies, as part of their CSR/community involvement, but only one had any experience of working with a youth organisation and none had formerly used brokerage assistance.

As BITC felt they did not have as much direct contact with, or experience of, local youth organisations, they sought the support of Learning South West. This is a reputed agency, which describes itself as an '*education charity... provider and membership organisation for Learning and Skills and Youth Work*' and was described by the broker to have '*a good handle on different youth organisations*

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<sup>23</sup> [http://www.BITC.org.uk/community/economic\\_renewal/local\\_business\\_partnerships/partnership\\_academy/brillbrokerage2.html](http://www.BITC.org.uk/community/economic_renewal/local_business_partnerships/partnership_academy/brillbrokerage2.html) Access 18/2/2013

<sup>24</sup> Futures Club- Youth Sector: How to Guide and Resources; BITC, April 2012, p14

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*in Devon*.<sup>25</sup> Learning South West promoted the pilot and recruited five, local and well established youth organisations. For categorisation and comparison purposes, three of the youth organisations had annual turnovers between £1-3 million; while the other two had annual turnovers between £300,000-500,000. All five youth organisations had been established for over 15 years and staffing levels ranged from 24 to over 150.<sup>26</sup> Some of the youth organisations had previous experience of working with businesses and most managed relatively large contracts, including with the NHS and Big Lottery.

Recruitment of both businesses and youth organisations required much more effort and time from the broker than had been originally anticipated.

*... so initially it was quite difficult, to be honest, trying to find companies that were not only interested in helping but actually would, definitely, put their name down,... sign on the dotted line.*

Broker

### ***The needs assessment***

Using BITC Business Class as a model, a comprehensive needs assessment for the participating youth organisations to complete was developed by BITC North West with the assistance of a number of youth organisations. In this seven-page document questions covered 26 topic areas, grouped under five 'pillars':

- leadership and governance
- sustainability
- young people's activities
- volunteer engagement and management
- wider issues

Within each of the 26 topics, organisations were asked to describe current issues and concerns; existing business support; desires from this business partner; and the level of priority they would ascribe to the area of support. Needs assessments were completed by each youth organisation in the pilot and then passed to the relevant business partner by the broker.

Although the needs listed varied, an analysis of the top priorities shows some consistency. For example all desired assistance with:

- revenue generation and marketing
- financial management
- trustee and volunteer recruitment
- staff recruitment, management and development
- raising or supporting young people's aspirations, including through the provision of placement opportunities

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<sup>25</sup> <http://www.learning-southwest.org.uk/> (home page): 'members include local authorities, further education colleges, private training providers and voluntary sector organisations' Accessed 4/3/2013

<sup>26</sup> According to Charities Commission data, accessed on 20<sup>th</sup> Jan 2013

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During our interviews, youth organisations described the needs assessment document as too lengthy, although they found the questions in themselves and the prioritisation requested straightforward, as they had the required information to hand. For their part, businesses reported finding the needs assessments a useful, preliminary, '*starting point*' in providing insight on the youth organisation and, in some cases, had helped them to some extent in choosing their partner.

*... definitely at the start when we were trying to decide which, because, and as you know these organisations or you've seen them in the local paper or whatever, you've got no idea who they are, what they're doing or what their ethos is or anything. So actually it was really useful.*

Business

While somewhat indicative, businesses in particular did not feel bound by the needs listed. Most importantly, both sides reported that once they met their business or youth organisation counterpart, they verbally explained their organisations' needs, worked out the '*synergy*' and mutual compatibility of the two parties and went on to discuss what was feasible in terms of what the business could actually offer in the circumstances.

*It was, yeah, I would say it [needs assessment] was, it was useful, and in all honesty we've ended up with probably the right partner, so I would say from that point of view it did work, it just worked in a strange way... to be fair, at least gives you a quick and dirty way of sort of saying yeah, that looks as though it fits, or that looks as though it doesn't fit... I think the key thing for me, and this might be odd thing for a business to say, is actually about meeting the organisation, it's not about what's on a bit of paper. ... talk to them about what they wanted to do and see where the cultural fit was, where the... needs fit, by talking to people.*

Business

The most significant difference between the needs assessment and what transpired from follow-up face-to-face discussions was that the discussions resulted in more modest plans than originally envisaged and set out in the needs assessments.

### ***Motivations for involvement***

It was important that the depth interviews queried the motivations of both parties, as previous data on this topic was difficult to find.<sup>27</sup> The youth organisations' accounts of the help they required correlates to a large extent with what they wrote in their needs assessments, with 'backroom' support featuring most prominently, for instance:

- help with human resources
- guidance to improve business planning strategies

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<sup>27</sup> I. La Valle, B. Fauth, J. Gibb, J. Lea (2012) *Exploring the potential for employers to support youth services – a rapid review of the evidence*, London, National Children's Bureau



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- marketing, which was also seen as a '*sign of the times*' in terms of having to increasingly move '*from grants to trade*' due to continuous funding cuts
  - help with fundraising
  - practical, volunteer support, although this tended to have a lower priority than the items above

Largely, these desires were also tailored to what they perceived a business could most easily provide. Furthermore, the focus on requests for indirect support reflected youth organisations' priorities, as well as their desire to test these new relationships and establish trust, before offering direct contact with the young people given the safeguarding that these involve.

The high profile of some of the businesses and youth organisations participating also proved motivational and created a sense of trust in the project.

*I thought, well, if they're involved, it's got to have some credence, some credibility.*

Youth organisation

Last, but not least, developing working relationships with businesses was already on these youth organisations' agendas and in many cases already being pursued. Moreover it was seen to deliver on a number of fronts and have other benefits, not least augmenting their profile, opening up new fundraising 'markets', and leveraging further support:

*... to raise our profile within that business community potentially drives business giving. We need, as charities overall ... to have better links with business. .. a whole series of agendas out there ... Big Society, [private companies] coming in and taking over children and young people's services ... CSR .... it can open up new markets to us so we can get a lot of 'in kind' support. ... general development of our fundraising activities, that was part and parcel of it. ... this was a good way to get involved with .... to build a relationship with a large local employer, a good name for us to be associated with and then we can ... take it on from there, maybe leverage support out of it.*

Youth organisation

The businesses described their motivations for joining Futures Club as:

- a desire to help VCS, youth agencies in a non-monetary way
- reach out to the next generation of workers
- a way to build on other, previous, community involvement work
- '*CSR made easy*'
- a '*win-win*' arrangement with clear benefits for the business, including specific and general training and expertise for their staff and a raised positive profile for the business locally

*... we were very interested in the whole problem of young people and getting them into employment ... and a lot of what we try and do is get young people into [employment] because we see that as very important. And it just seemed a very interesting pilot really for our responsible business,... This was another way of seeing where [this firm] fits, where we can link in with people in [this area].*

Business

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*What we're hoping to do is to give them an idea of what working is like, what working life is like. And [to a lesser extent, provide employment to a few].*

Business

These motivations tally with the expectations described in Futures Club materials.<sup>28</sup> As well as the domino effect of getting some big, well-known companies in first to attract and reassure others, the local angle was also seen to have served as a motivational factor with businesses:

*The thing that was handy was the local theme, they like the local theme. You start talking national things, it's quite interesting ... but at the same time they all then sit there and think, 'oh what's it mean for me?' ... but in terms of [this area] the statistics are this, this and this. These are the bodies involved, I've got guest speakers to give a local flavour and that will hook them into real people on their own doorsteps ... the local flavour always switches people back on...*

Broker

Last but not least, for both businesses and youth organisations, the long-term nature of this pilot, the ensuing relationships and the expected return for their involvement, was said to be motivational, in contrast to a short-term, project based, activity.

### ***Matching***

A great deal of work and time was required of the broker to locate, recruit and match partners in the original timeframe and much more input was required than had been anticipated. The evidence indicates that the matching was informed to varying extents by:

- the needs highlighted in the youth organisations' needs assessments
- an event, attended by some of the interviewees at which the youth organisations and businesses spoke about working together
- potential partners' geographic proximity

To an extent the matching and recruitment were incremental. Businesses who were involved in the very early stages were offered the first choice of the youth organisations, while those being latterly paired were presented with less or no choice. Some businesses saw the needs assessment before the partner was selected, while others only after the match was made. Either way, youth organisations said they were given no say in the choice of prospective partner. The initial processes were said to be quite rushed in some cases and the methods and basis for the matches made felt ambiguous to some. However, this did not mean that partners were necessarily unhappy with the resultant matches.

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<sup>28</sup> *Futures Club-Youth Sector: How to Guide and Resources*, BITC, April 2012, p6

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*I think it got to the point where we, it was just like here you go, [business] will do it. So it was getting quite late in the day and we still hadn't been paired up, so we, I think we were just pleased to get, get an organisation to work with.*

Youth organisation

It was clear from the interviews that the matching could not have happened without the brokerage model and the efforts of the broker. Even businesses who already pursued community involvement/CSR felt they either would not have considered, or been able to make contact with the youth organisations without the broker's input. Equally the youth organisations felt they would not have stood much chance 'cold-calling' on the large, national, businesses involved, and in all likelihood might have pitched wrongly, for example by asking for funding. Guidance from BITC steered them away from the latter, as well as providing a forum and method to present their organisation and its needs more appropriately to a receptive and prepared audience.

As stated, on the whole, the youth organisations and businesses were happy with the matches made. However one pair was clearly not happy and while this represents just one fifth of the whole pilot, the reasons given are worth examining and taking into consideration for future ventures.

The main area of concern arose from dissatisfaction with the basis of the match. The youth organisation was unhappy that this business, although located nearby, was smaller in terms of staffing levels and only roughly equal in turnover, and did not have the in-house capacity and personnel to offer the help desired. It emerged that some delay in completing the needs assessment, due to staff leave, had contributed to a hold-up in pairing in this instance, as well as the challenges encountered in recruiting enough business partners.

### ***The cluster***

The cluster is another essential aspect of the Futures Club model. The cluster was intended as:

*'...a diverse range of businesses and youth sector organisations. ... meets quarterly to share best practice, identify common challenges, accelerate improvements and work collaboratively... working on a specific project or smaller groups dealing with a specific need. Local learning is shared with other Clusters elsewhere. These clusters are led by local business leaders, the Futures Club Cluster Champions who act as the advocate for the local cluster supporting BITC to develop collaboration and share best practice within a cluster.'*<sup>29</sup>

In this pilot, the five partnerships created formed the cluster. Quarterly cluster meetings were convened and chaired by the broker, usually in a venue provided by one of the partners. Meetings were attended by the partners in this pilot and additionally at times by local council and other business personnel. In this pilot

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<sup>29</sup> *Futures Club-Youth Sector: How to Guide and Resources*, BITC, April 2012, p12

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not all partners attended each meeting, which was reported to have left their counterparts somewhat at a loose end at the relevant meeting. Although no specific mention was made in the interviews of 'cluster champions', the broker's role in convening meetings, setting agendas and sharing information was found to be extremely useful by businesses and youth organisations alike.

On the whole, the three cluster meetings which had been held by the time the evaluation was completed had been used by respective partners to talk to and get to know each other. In addition each partnership reported to the whole group on their progress to date, including any work completed and future plans. There was a definite sense that while these fora needed more structure and clarity of purpose, they had improved with time.

*... It was nice to hear what was going on. It was nice to talk in a fairly open and frank way. It was nice to start to come up with some outputs ... it was a better meeting...*

Youth organisation

Interviewees reported enjoying the opportunity to get to know their counterpart more, as well as hearing about what other partnerships were doing.

*So that's been good without a doubt because obviously you're getting a different perspective when you're talking to someone. So ... you could say, well it works really well for those guys, I'm going to use that approach myself ...*

Youth organisation

On the other hand, reporting back sessions made some pairings, who had achieved 'less' by that time feel rather inadequate, suggesting that such sessions need to be carefully directed.

*... quite alienating for other partners on the table because people started at different places it was a bit like 'show and tell' when you were at school again. Some people came saying 'we're 50 things, it's great and exciting' and it's, well, is one failing? Is one overproducing? ... was there evidence of outcomes? ... activity isn't always action*

Youth organisation

*... some partnerships met very quickly and had capacity to run...And others didn't... and you think, well actually they're doing so well, why are we failing? And it's got potential to feed your insecurities rather than reinforce your abilities... Most of us are fine now... others of us around the table who were a slow burner similarly were able for the first time to say this is what we're doing for the first time as opposed to listening to what others were up to.*

Youth organisation

All parties clearly felt that the pilot as a whole and the cluster element had helped them meet businesses and youth organisations they would not have otherwise met and reinforced the concept of being part of a wider venture. One business felt there was a benefit from having a range of business interests involved:

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*...that's quite beneficial for us to be not just in [their area of work] environment, but to be with other types of businesses.*

Business

However, there were mixed reports on the extent to which the cluster had helped them develop working relationships with other agencies across the whole cluster, combined with a certain lack of clarity about how acceptable this would be. But clearly interviewees had started to think about the potential in that area and felt it was a matter of time as well.

*There's an organisation there, I was talking to them and their partners at the last cluster meeting and maybe there's stuff that we can do together as well... So it's, there's lots of potential there for us.*

Business

*... whilst it was nice to meet people I'm hoping to get a bit more structure from it, a bit more involvement, a bit more, OK, what can we do because I did have a lot of people say, oh, I'd like to speak to you about that, let's do this and let's do that and nothing came from it. So we need to start driving our partnerships together in supporting each other... Making links with other people when they're there and so I don't want these meetings to be ... lip service, I want it to be structured and I want it to be like, OK, what can we do? Let's meet up.*

Business

*... I'm not sure that our current pairing ... will give us what ... we needed ... Maybe we can talk to others at the cluster ... And maybe there's something we can get out of that and say actually [business 1] or to [business 2] can you maybe give us a piece of advice on that? Is that OK? And that's treading on the toes of other people but I think until those, everybody is set in their relationships and knows what they can do and also that we feel comfortable that actually we're not railroading into other people's relationships.*

Youth organisation

Interviewees suggested that it might be as helpful particularly for youth organisations and small or medium sized businesses to be able to 'mix and match' across the whole cluster, rather than rely on one partner for all their needs. BITC expected that this would be a longer-term development out of the cluster arrangement.

*I would guess the business side, would probably like to focus on just working with one organisation at any given time. I think for us in the third sector we probably think actually we could probably pull a little bit out of each of the organisations ... have a, more of a cocktail of advice*

Youth organisation

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### ***Ongoing support***

Another essential feature of the brokerage model was the provision of ongoing support to the partnerships, or as described by one youth organisation as the 'ACAS of the cluster'.

In this pilot, the early stages were found to require much more input than was originally anticipated, for example in identifying and encouraging suitable businesses and youth organisations to participate and assisting the latter in presenting their case to the best advantage. Ongoing support was said to require somewhat less intensive, but nonetheless responsive, input. This included: checking progress; collating details of partnership plans and activities; keeping partners 'on target'; and, convening and servicing the cluster meetings.

By all accounts, the amount of ongoing support received varied. Some felt that the support received was adequate, responsive and helpful. Others reported having little or no contact outside of the cluster meetings, and felt that perhaps they had been left to get on with it on their own a little too much. This raised the question of how much support, intervention and monitoring of progress partners should expect, especially if, on the face of it, they were making progress.

*... the scheme's there for a purpose and ... that purpose needs to be met and I need to ensure I'm meeting that purpose.... we're getting on with it but is it right for us to feel that we're just getting on with it? ... I wouldn't mind a one to one meeting ... to make sure... just meet up with us in between [cluster meetings] to make sure we're doing what the scheme's expecting of us and to ... really connect us with the scheme ... It would just be nice just to get that sort of ...not so much recognition but just to say, yeah, you're doing the right thing.*

Business

An element of trouble-shooting was required in some instances, where, for different reasons, communication or meetings between partners had lapsed. In most cases the input provided by the broker helped get work back on track. However, one partnership required considerable additional effort, including convening, and mediating at, an extra meeting, once it became apparent that the relationship was floundering.

### ***Collating information and reporting on progress***

The broker assisted the partnerships by collating information on activities and outputs to report back to the funders and others and also in facilitating media coverage.<sup>30</sup> The businesses in particular appreciated the press coverage

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<sup>30</sup>[http://www.BITC.org.uk/community/education/youth\\_sector\\_partnerships/futures\\_club\\_pilot.html](http://www.BITC.org.uk/community/education/youth_sector_partnerships/futures_club_pilot.html). Accessed 18/2/2013  
[http://www.BITC.org.uk/media\\_centre/BITC\\_news\\_press\\_releases/futures\\_club\\_brings.html](http://www.BITC.org.uk/media_centre/BITC_news_press_releases/futures_club_brings.html) ; (2/10/12); accessed 18/2/2013 and  
[http://www.BITC.org.uk/media\\_centre/BITC\\_news\\_press\\_releases/new\\_business\\_support\\_1.html](http://www.BITC.org.uk/media_centre/BITC_news_press_releases/new_business_support_1.html) (31/5/2012); Accessed 18/2/2013

achieved by the brokerage, and felt it helped raise and improve their local public profile.

## 3.2 How business and youth organisations worked together

The 'continuum model' (outlined in Chapter 1, Figure 1.1) provides a useful framework for analysing how the partnerships worked together. By the time of these interviews (December 2012 – January 2013), four of the five partnerships had completed some joint work, described as:

- Practical work to improve an outdoor site for one youth organisation. This involved a total of 16 staff volunteering days (four staff on each of four days).
- Human resources support provided to two youth organisations.
- Work experience, training and support provided to five young people, with more in-depth career coaching provided to three of these and temporary employment for two young people.
- A workplace site visit for young people.
- Support in kind to one youth organisation, consisting of food to sell at an event.

As shown in Figure 3.1 apart from financial support, all aspects of the potential spectrum of engagement set out in the continuum model were covered.

**Figure 3.1: How Futures Club outputs fit with the 'Continuum Model'**

<b>Continuum model</b>	<b>Work completed</b>
<b>Volunteering</b>	Site improvement
<b>Work experience</b>	Work experience and associated training to young people
<b>Other activities for young people</b>	Temporary employment Career coaching to young people Site visits for young people
<b>Governance &amp; management</b>	Human resources support
<b>In kind donations</b>	Donated food to sell at event
<b>Financial support</b>	n/a

A few interesting points emerge from this analysis:

- Relationship development was seen as a crucial pre-requisite to any joint work. In this pilot much of the time to date had been spent establishing relationships and trust, alongside exploring how partners could best work together. In four cases this had proved successful, despite some delays caused by personnel changes and illness. This process could perhaps be usefully seen as an additional aspect to this model.
- In regards to 'financial support', as stated previously, these firms were reluctant to get into a money-giving relationship or being seen primarily as

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'money-bags'. Youth organisations were also appropriately advised to steer clear of requesting direct financial support.

- As mentioned above, offering opportunities to work directly with their young people was not a priority for youth organisations in the pilot.
- The collaborative work achieved differed somewhat in type, and most definitely in amount, from what youth organisations had originally set out in their needs assessments. They were nonetheless happy with the progress made to date and especially with a sense that they had established a solid, workable and by all accounts, sustainable relationship with their business partner.

*... we've got something going quickly but .... it's now that we're actually getting under the skin of each other and saying actually we trust each other. We can get on and do things. We know what each other's about a little better and so we can now start to identify more discreet pieces of work.*

Youth organisation

### 3.3 Reported outcomes

Clear outcomes were reported for youth organisations and the businesses involved in the pilot. Although the pilot did not specifically aim to directly improve outcomes for young people, some benefits for them were also reported.

#### 3.3.1 Outcomes for the youth organisations

The outcomes reported were varied, on the whole positive and perhaps somewhat different to what was originally expected:

- Youth organisations learned more about working with businesses and developed a sound working relationship and platform from which to pursue further joint work in the future.
- Youth organisations felt they had been given an opportunity which they would not have had otherwise had and that, in turn, might have knock-on contacts and benefits.

*I think it's been worth it because ...it's an introduction to an organisation we may have not been introduced to otherwise. An organisation nationally have major charity partners, so for us to even have a small foot in the door and then that could permeate around, that's great.*

Youth organisation

- Improved awareness of these youth organisations and of the youth sector in general among businesses, bearing in mind that even those who had previously worked with the VCS said youth organisations had not been on their 'radar' before.
- More positive perception of youth organisations among businesses, most notably youth organisations in the pilot were thought to be more 'business-like' than anticipated, as well as being buoyed up/ inspired by their '*enthusiasm*'



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*... And the enthusiasm that they bring and ... actually their sense of realism has been really, really reassuring. So, so it's worked better than I thought it would.*

Business

- In one case further work experience opportunities for young people were planned. In another case the practical site improvements carried out, resulted in making an external site safer and more usable by children and young people. Furthermore, this was achieved at a much lower cost and within a shorter time than would otherwise have been possible.

One of the five participating youth organisations experienced no positive outcomes. Their partnership had not taken off and by all accounts was not expected to at this stage. As a consequence, and with no outputs or outcomes to count, the youth organisation described the experience as frustrating and a *'huge drain on time and resources, rather than a contributor'*. While both they and the business were disappointed, in this instance the youth organisation appeared to have attracted blame for the partnership not working, which on the face of it did not seem supported by the evidence. This added to a noted tendency found to perceive youth agencies as somewhat lacking and in particular un-businesslike:

*... the key issue that ... we have with charities is that they don't have patience and they don't understand the demands.. .. I'll give you a good example, if we have committed [to do a piece of work] and we've been given a timescale to do it in, we expect to turn up, do the work in the appropriate amount of time, two hours, and then get back to work. Whereas their organisation means that, oh you turn up and you have a sort of briefing that's a bit vague and a bit woolly, and then you might have a bit of lunch, which ... you haven't been told you're going to be having, and so actually for the first hour you've done nothing, and that frustrates people who are from a business*

Business

As discussed later, the youth organisation in this partnership felt the business had nothing to offer.

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### 3.3.2 Outcomes for the businesses

The business interviewees also reported a range of outcomes, many of which echoed those outlined in BITC documents, but some were unanticipated and went further than initial expectations:<sup>31</sup>

- The practical volunteering days doubled as 'away-days' for relevant staff in that business. The business was able to use this opportunity for relationship- and team-building among multi-disciplinary staff who normally would not have team-building away-days.
- Given the positive work experience arranged through Futures Club in one firm, they planned to broaden work experience opportunities in the future by offering these to children of their employees as well.
- Positively raised profile for the business locally and increased awareness among young people locally of what the business does and the work opportunities available.
- Meeting and establishing relationships with other businesses in the area.
- For one company cheap gym membership for their staff was offered by their youth organisation partner, which improved their well-being policy.
- Professional development for some staff, as well as staff enjoyment and satisfaction.

*The people that have been involved are absolutely thrilled by the success as well from the people and it makes you feel really good that they've made a difference to [the young people].*

Business

### 3.3.3 Outcomes for young people

As mentioned, direct outcomes for young people were an unanticipated bonus. They included:

- five young people gained work experience and careers coaching
- two of these young people were then employed in temporary jobs
- site improvements to an outdoor area were said to benefit the children and young people using that site

*... making our outdoor spaces better than what they were because, like I say, some spaces were in need of a lot of repair work and that's what they've done. We could have undertaken it ourselves but it would have been tight ... they've ... made a lot of changes. So the site is effectively more safer now than it was before ... is much more conducive for young people and young adults with a disability to enjoy.*

Youth organisation

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<sup>31</sup> *Futures Club-Youth Sector: How to Guide and Resources*, BITC, April 2012, p6

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## 3.4 Future plans and sustainability

Four of the five partnerships had clear plans to continue working together in the future. The plans agreed for the remaining time of this pilot, up to the end of March 2013, were:

- provide exchange visits for staff
- provide work experience for young people
- carry out more physical site improvements
- provide human resources support and guidance
- assist with management appraisal
- advise on asset management
- provide staff to steward at awareness-raising events

Moreover and relevant in terms of sustainability, three of the partnerships had made concrete plans, and also saw their relationship as enduring beyond March 2013. On the whole, the work outlined was a continuation and development of what they were already doing together. Additionally, in one case, the youth organisation was planning to provide their regular training, on issues such as counselling skills and dealing with challenging behaviour, to the business's management staff.

*I thought that this was a long-term thing personally and it's something that if it's working I don't want it to stop because if I can give the opportunities to other people I'd like to give opportunities to other people... If it's successful and our partnership's working together and if we're all gaining from helping each other out then why should it stop?*

Business

## 3.5 Lessons learned

### 3.5.1 The brokerage model

The broker and the brokerage model were valued and proved particularly critical in key areas and stages, that is:

- recruiting, encouraging, introducing and matching the partners and overcoming barriers at the initial stage
- convening and chairing cluster meetings
- helping to spur on and mediate in individual partnerships
- providing continuity to partnerships, in face of personnel changes and time

#### ***The broker's role in recruitment, introductions and matching***

Both youth organisations and businesses were quite emphatic they would have been unlikely to get involved in the first place, or stay involved in the early stages, without the assistance of the broker. As stated previously, even those businesses which had clear CSR policies and practices felt they would not have been aware of, or able to find, appropriate youth organisations to work with.

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*Yeah, because we, to be honest, I go to a lot of Chamber [of Commerce] events and things like that, and that's how I meet organisations and find these potential things, and they don't attend any of those, so it's extremely unlikely that I would have come across them... there are a couple of ladies who come along who work for organisations that help people get back into employment. But ... I can't think of any youth organisations on that. Maybe there are some and I just haven't met them yet.*

Business

In addition some of the larger companies, already involved with BITC, said they receive so many approaches for help, that working through and restricting their work to BITC helped control and ensure the quality and direction of such work:

*[The pilot] has only happened because BITC have been involved. The reason we got into it in the first place was because we have got that involvement with BITC, so if it had been any other organisation ... it wouldn't have got on the agenda. So how else might it have happened? If another organisation was coordinating it, it probably would have just been ignored. If [youth partner] had approached us direct, again, probably not something we would have got into... we target the way we do things through BITC... So if somebody approaches us direct, on the whole we will not get involved, because ... we get a lot of approaches ...*

Business

*... youth organisations are always keen to have relationships with companies but they don't know how to go about it. So this programme just gives them the opportunity without them having to go round and find things for themselves, we can just hand it to them on a plate, so that's really good for them. They haven't got the time, obviously to sometimes invest in ... the time that it takes to find a company and get them involved, get them enthused, they haven't got the time or the resources to go and do that...*

Broker

The broker's approach of first recruiting some big names in business also proved successful in attracting other players into the pilot. Equally, it proved quite challenging and time consuming to recruit enough businesses. Ultimately the numbers recruited might prove important if some have to withdraw or change partners for whatever reason. In the early stages of this pilot, it proved relatively easy for one business partner to drop out, when it became clear that they were unable to provide what was needed. A replacement was quickly found. However later on, having only exactly five businesses and five youth organisations left little or no scope in the matching process, or latterly when one of the partnerships was not functioning. Recruiting a larger pool might provide more alternatives, but would also require more time in the early stages.

In terms of pitching, many of the youth organisations felt that without the broker to advise them they might well have presented their case and needs inappropriately and as a result would have probably got no further. The broker was also reported to have helped them focus down on the greater priorities and

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manage expectations. The most salient lesson was to not ask for direct funding, as this was extremely off-putting:

*... asking for money and people feeling a little bit conscious that they're not able to do it because it makes me feel a little bit, 'no, I can't, we can't pursue it' and it makes me feel bad that I'm not able to give that element, that side of it. And I think, and that's from a large company, but I wonder what smaller companies would feel like... But I think the biggest restriction is always going to be the financial side that would put people off from taking organisations on.*

Business

An essential part of introducing the partners to each other was overcoming a range of misconceptions and apparent cultural differences. For instance, there was a reported predisposition to perceive the VCS in general as amateurish, incompetent and un-'businesslike'. A few of the businesses had formed this view from their previous attempts at engagement with VCS agencies.

By the time of these interviews, and as result of first-hand experience, in all but one case, these misconceptions were proved to be unfounded. Indeed businesses remarked how impressed they were with how the youth organisations managed sizeable budgets, multiple and diverse projects and succeeded in delivering a range of impressive work, often on a shoe-string. However it was felt by youth organisations that more needed to be done to publicise the 'businesslike' way in which VCS agencies worked, for example, how every minute of their time was just as valuable and accountable as that in the private sector. As a representative of youth organisation put it: '*We're all busy people*'.

Moreover, through the pilot as a whole, the businesses learnt that youth organisations are totally diverse, an aspect which might need to be highlighted in future materials and approaches.

Feedback showed that the ultimate usefulness of the needs assessment was somewhat limited and in reality this document served as one of a number of ways to establish partners' respective needs and what was feasible. The pitching sessions and face-to-face meetings were reported to be as, or even more, useful. As mentioned earlier, there was also a clear tendency to start small and carefully and work up incrementally.

While none of the organisations queried the relevance of the assessment, the evidence indicates that a briefer document might serve just as well, and that any paper exercise needs to be combined with opportunities for both parties to meet in person and explore needs and what was possible to offer. Interestingly the evaluation of Business Class (on which Futures Club was modelled) also found the need to simplify the initial assessment process.<sup>32</sup>

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<sup>32</sup> P. Grant (2010) Business Class: An Evaluation Cass Business School, London , City University

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### ***Facilitating the cluster***

Overall, the cluster meetings were found to be interesting and useful as well as totally reliant on the broker. In other words, none of the partners would have had the capacity or time to convene them, and in all probability lacked the overview or authority to set agendas or chair meetings.

In this pilot the cross-fertilisation, joint working and collaboration expected of the cluster did not transpire.<sup>33</sup> It was difficult for these interviews to explore the reasons for this in much depth, as interviewees had no template or benchmark to compare to. However, the findings indicate that a number of the businesses and youth organisations were interested in this angle and that more time and attention would have been necessary to develop, for example, collaborative projects. This may transpire over the remaining life of the pilot.

### ***Mediation***

Another essential feature of the broker's role emerged as trouble-shooting. Several partnerships needed a slight kick-start over the course of the pilot, mainly when work had stalled, due to internal work pressures, staff changes or illness. Moreover, one partnership needed more mediation, as it became clear that the relationship had totally floundered. But despite the extra meeting convened and chaired by the broker and other facilitation, it appeared highly unlikely that this partnership would endure.

Perceptions of what lay at the heart of this problem were equally irreconcilable: the business perceived the youth organisation as disorganised; while the youth agency felt that the business had nothing to offer. In hindsight the broker felt it might have been better to terminate this partnership earlier when it was showing no signs of progress:

*I'd tell others that are starting this up ... if they are floundering to really try and kick that into gear quickly or cancel it and ...start again with something new that will work.*

Broker

Managing the messages and lessons from 'unsuccessful' partnerships could therefore possibly become an additional role for a broker.

### ***Continuity***

Despite being seen as crucial to the early stages of creating and developing working relationships, none of the four successful partnerships perceived there to be much need for on-going brokerage in the longer-term. In other words, in four partnerships both parties felt that they had a sustainable relationship which would endure.

As part of this pilot, brokerage services were provided at no cost to the business for the first year, but were expected to cost businesses in subsequent

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<sup>33</sup> *Futures Club-Youth Sector: How to Guide and Resources*, BITC, April 2012, p12

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years. Business interviewees were rather equivocal on whether they would be willing to pay for this service, after the first year's subsidy ended. Interviewees either said that it depended on the price, although no specifics were mentioned, or that they would not be willing to pay for it. That said, some of those interviewed already paid membership donations and campaign subscriptions to BITC and assumed that that fee would also cover any brokerage costs.

Another emergent finding in this pilot, and which might be expected in other cases, was that the key personnel involved often changed between the early and later stages. This had implications for information flow. Frequently senior staff, such as the chief executive, initially agreed to their organisation's participation in the scheme. Subsequently responsibility was devolved to other managers and operational staff. Some information got lost in translation, for example the prospective cost of brokerage. However, overall this did not seem to be a problem probably because the broker provided continuity in terms of information flow.

The evidence also indicated that the successful partnerships relied to a certain, if unquantifiable, extent on the rapport between two or three key people, who over the period of this pilot got to know each other and developed good working relationships. As a consequence, it was felt that if relevant key personnel were to leave, or significant problems arose, the broker's role might again become significant.

### ***Essential brokerage features***

As stated, the brokerage model was seen as largely successful as well as critical to the overall workings of the pilot. The interviews also highlighted a number of essential features of effective brokerage:

- Brokers need to be quite familiar with both commercial businesses and youth organisations and, within that, understand the workings of each of the diverse youth organisations in their cluster. The latter is essential to being able to promote and 'sell' that organisation to a respective business, help overcome common preconceptions of youth agencies, and set appropriate and achievable goals.
- As in this case, brokers need to be '*flexible*' and approachable, yet '*tenacious*'; easy for people from all sectors to work and communicate with; and to have good facilitation and mediation skills.
- Lots of time is required for the initial recruitment and, finding alternative partners if any can no longer continue. Supporting the cluster and individual partnerships also requires considerable time, alongside having the capacity to trouble-shoot if difficulties arise. Even when working smoothly, partnerships can need the broker's help to anticipate and iron out issues, alongside monitoring and evaluation of activities.

### **3.5.2 Capacity: time and indirect costs**

Time emerged as a major issue for all parties, on a number of fronts:

- Identifying and recruiting suitable businesses and youth organisations took the broker considerable time and much more than had been originally

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predicted. Additional time is necessary to allow for some attrition and dead- ends in the recruitment and matching process. It is unlikely that any organisation other than a brokerage would have the time to commit to this.

- Over the long-term, significant time was required by partners to establish rapport, change attitudes as necessary, build trust, try each other out, prove worth, and achieve something tangible.

*...the thing is it takes much longer than people anticipate... to make things happen, at least for us, and probably across the board*

Business

- Both youth organisations and businesses have their individual peak periods, during which expecting time to be spent on external partnership work is probably unrealistic.

*So initially it was very, very difficult and as I say because of annual leave, different projects etc, so we didn't actually finally meet I think until end of September, mid September.*

Business

- In at least one partnership, the Futures Club timeframes felt too pressured and difficult to align with internal time commitments. As a result little work could be accomplished for several months, especially as no additional funding was available to youth organisations to underpin extra work.

*...we felt, whose agenda were we running to at that stage? ... we need to identify what's going to have the greatest impact for my organisation and actually utilise the skills that [business] have got to offer ... We'd been brought together but then there was this other impetus that, this need to work at a pace that was beyond our ability at that moment.*

Youth organisation

- While one company had a policy to allow each staff member one paid day per annum for voluntary work, staff in most businesses need to identify 'spare' time on top of their normal work duties, for voluntary activities.
- Both youth organisations and businesses needed to invest considerable time at the start and occasionally thereafter for discrete bursts of activity.

The research explored how much time both sides had devoted to the partnership working, including delivering support:

- One business estimated they had spent at least 240 hours and another 208 hours, over six to seven months on this venture.
- One of the youth organisations estimated that at times the partnership work required one person full-time.



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- Another youth organisation estimated that their involvement in this partnership had required approximately one day a week in general, plus, occasionally, additional time.<sup>34</sup>

For all, the time required fluctuated according to what was going on and also had to align with their internal peaks and flows. The potential time commitment could prove challenging for medium or small businesses or youth organisations.

Time was also a significant factor for the broker. As discussed, the time required to recruit both businesses and youth organisations was much greater than what was originally anticipated. For example, the broker worked on two other parallel projects and so the Futures Club was only expected to take one-third of their time, whereas in fact for many months it required almost a full-time commitment. Moreover, the fact that at least two other people also helped with some recruitment also needs to be added to the estimate of time necessary for this role.

*... my official, allotted time ... is a third of my week, ... and in the first few months of United Futures, it was full on... initial set up is quite time consuming and ... a third of your time isn't enough.... it's heavier on the youth organisations' side of it but obviously the recruitment of the businesses, that's really time consuming and you meet a lot of dead ends and then you think, oh that's a whole day I've spent trying to get so and so on board, I've had meetings, I've had this, I've travelled from A to B, I've done this, that and the other and they don't want to come on board. ... the youth organisations' capacity can be a bit of a problem ... And ... you've got to recruit the businesses which is always a difficult job ... [but] it gets easier. Once the initial partnerships are set up it kind of ticks over...*

Broker

Indirect and unanticipated costs emerged, as another significant challenge for one youth organisation. Their business partner offered work experience places to 20 young people, with two weeks' notice. In this mixed urban and rural area, the travelling costs were approximately £8 per day for each young person. Most of the interested, unemployed, young people contacted in that time could not afford the travel and the youth organisation could not subsidise them as the cost would have been around £1600. The youth organisation also did not have the time to fundraise before the work experience placements started.

Another capacity angle emerging was that size does matter, or at least to the youth organisations. In other words the size of the business relative to the youth organisation was considered important, and, in turn, its capacity to provide expertise, insight, or skills that the youth organisation could not otherwise access.

Many of the points raised might prove major challenges for small and medium sized enterprises, not least the time and hidden costs involved, but also the resources and internal capacity to provide the support required. The evidence indicates that youth organisations prefer to work with businesses that have

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<sup>34</sup> In the final project report to the DfE, the United Futures team aims to provide an estimate of the total support provided to youth organisations and calculate the monetary value of this support.

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greater capacity and expertise than them. The one small enterprise involved in this pilot was unable to provide the experience and expertise needed by its partner, as the company did not directly employ the personnel whose skills were desired by the youth organisation.

### **3.5.3 Continuity and communication**

Developing relationships depended largely on individuals within partners establishing rapport and creating sound working relationships. Continuity was somewhat challenged by changes in personnel, especially the passing on of everything discussed and agreed at earlier stages to those who subsequently carried out the day to day partnership working. Regular contact and relationship building proved important and, besides face-to-face meetings, was achieved by telephone conversations and by e-mail.

### **3.5.4 Approach to partnership working**

In this pilot, findings indicate that joint work was greatly facilitated by businesses' prior commitment to CSR/community involvement and their previous engagement with other VCS agencies, and to some extent by the youth organisations' existing business acumen. Moreover both parties demonstrated a clear commitment to this process, as well a fair degree of flexibility.

## **3.6 Summary**

The research has shown that brokerage proved essential to the formation of the partnerships. Despite youth organisations' general experience and previous engagement with the corporate world and the businesses' previous involvement with the VCS, these partners would not have known about or worked with each other without the brokerage acting as intermediary. The brokerage introduced the two sides, facilitated their getting to know each other, and helped the youth organisations present their work and needs in a more effective way than otherwise might have been the case.

At the same time, the evidence indicates that there is scope for refining some aspects of the model including the needs assessment and matching process, the cluster model, and the degree of ongoing support and mediation.

The type of work completed by the time of these interviews was arguably less than what was originally envisaged by the partners, and outcomes were modest compared with what youth organisations had outlined in their needs assessment. Nonetheless four partnerships had managed to complete a range of work that fitted with the 'continuum model' developed by United Futures, including some infrastructure support, improvements to premises and direct support to young people. There was some evidence of positive outcomes for the youth organisations, young people and businesses, exemplifying the *win-win* element of these partnerships.

More importantly developing trust and a good working relationship was seen by partners to be more important at this stage than producing outputs. To this extent, the findings indicate that, with one exception, sound working

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relationships had been established and that these were intended to endure. Equally these relationships relied heavily on the parallel development of interpersonal rapport among two to three key players, which may prove a factor to long-term durability if personnel change.

Four partnerships had clear plans for the future and of continuing this work beyond March 2013, when funding for this pilot was due to end. Their need for continued brokerage services beyond then was a moot point: most partners felt they had at this stage established a sound platform on which to continue; but the broker's mediation services may prove necessary at times to maintain momentum or trouble-shoot.

A range of challenges emerged from these findings, which could prove relevant to both other initiatives and rolling this model out more widely. For example, despite BITC's efforts, profile, experience in this field, and existing contacts, recruiting businesses proved especially tricky and much more time consuming than anticipated. As this was a new venture there was little material evidence to help 'sell' it to businesses.

Even in comparison with the VCS in general, youth organisations face discrete challenges in forming suitable partnerships with businesses, including: low awareness of their existence or work; the diversity across the youth sector and thus difficulty in selling a particular 'brand' or image; a lack of extra capacity to self-publicise and/or locate potential partners; and a need for guidance as to how to pitch their needs.

Last but not least, it was evident from the findings that substantial time was required by all parties, both over the short and longer-term, to form and maintain partnerships, let alone complete any joint work. Some youth organisations and businesses might need a lot of convincing that this time is well spent. Others might simply lack the personnel or capacity to invest this much. In particular the time and associated cost could prove seriously challenging for small and medium sized businesses and small youth organisations.

*... they'd struggle because it can take a lot of time. But then it depends on... what they decide to do ... because would they have HR? looking at the other companies ...taking part ...the charities will have benefited from the size of the organisations because they can absorb the work experience of it, where it is harder to do I think if you're smaller.*

Business

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## 4. Conclusion

In this final chapter we present the learning from the evaluation. Some of the learning is 'generic' and would apply to a range of activities aiming to get the business and youth sectors working together; these are discussed in Sections 4.1 and 4.2. Other learning is specific to the two initiatives we have evaluated, that is: the networking events and the Futures Club pilot; this is discussed in Sections 4.3 and 4.4.

### 4.1 Widening the reach

We have seen that both the events and the Futures Club pilot involved mainly large companies. This reflects the fact that more generally corporate engagement with the voluntary and community sector (VCS) is largely confined to large employers, due to the considerable challenges in engaging SMEs. On one hand it may be desirable to continue trying to attract SMEs, to increase the pool and nature of support on offer to the youth sector and match youth organisations' more local focus. However, as this evaluation found, the time commitment required to work in a partnership could prove off-putting to SMEs. Also, SMEs may be perceived to have less to offer a youth organisation of the same staff size or turnover, apart from the local angle. In other words, more exploration might be required of the mutual benefits of youth organisation and SME partnerships, and the extra time and resources required to develop and support this type of partnership.

We have also seen that the United Futures activities evaluated involved mainly youth organisations that had previously engaged with the corporate sector, and businesses that had supported the VCS in the past. This was probably inevitable and also appropriate for a programme like United Futures, which had to deliver a large programme within limited resources and time, and was developing and testing new models for getting the business and youth sectors to work together.

However, we have seen that youth organisations are hoping for a substantial increase in corporate support, while there is no evidence of a corresponding increase in support from businesses. This suggests that any future programme will require substantial resources to engage 'new' businesses, make them aware of the support they can offer to the youth sector and persuade them of the benefits this could bring for them, as well as young people. In trying to engage both SMEs and 'new comers' the role of a broker, and possibly a brokerage model developed to deal with the specific challenges of attracting these groups, would seem very important.

### 4.2 Balancing youth and business perspectives

Any future initiative would need to ensure that it can strike a good balance between being both business and youth facing. Despite some mutual benefits of working together, in reality youth organisations probably have more to gain from working with the corporate sector. Certainly the benefits for them are more tangible and easier to demonstrate than the benefits for businesses.

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It is to be expected that future brokerage models should focus primarily on a youth organisations' needs. However, one should be careful that a focus on youth organisations' needs and difficulties does not reinforce an image of them as being incompetent. Future initiatives need to promote greater awareness of youth organisations, including their positive attributes, strengths, business acumen, experience, capacity and diversity. It may also prove necessary to emphasise even more strongly what businesses can gain from working with the youth sector, to mitigate the latter only being perceived as wanting and needy.

Youth organisations themselves may need even stronger encouragement and guidance to promote themselves to the corporate sector in positive ways, the evidence collected by the United Futures project can help to do this.

The challenges brought to light by this pilot suggest that a brokerage service is highly desirable. Arguably this needs to be delivered by a combination of staff with strong knowledge and experience of both the business and youth sectors.

### **4.3 Maximising the effectiveness of networking events**

Evidence provided by those who attended the United Futures events show that while these were successful, their effectiveness could be further improved by:

- Considering the feasibility of making local events more targeted, based on prior information gathered on what companies can offer and the kind of support youth organisations require (e.g. businesses that want to provide work experience are invited to events with youth organisations looking for this type of support). While this approach may prove more time intensive and thus more expensive to deliver, it may yield greater sustained activity.
- Providing information in advance about the companies and youth organisations attending the events, so participants can identify the most 'promising' contacts they want to talk to at the event. We understand that this has been done for later events and the evaluation findings suggest this should continue to be done in the future.
- Ensuring that there are similar numbers of businesses and youth organisations at an event, to avoid 'competition' between youth organisations for the attention of a smaller number of companies.
- Allowing more time at the event for moving around and for networking, this may require longer events than those run by United Futures, which lasted only two hours.
- Providing support to organisations after the event. For example, to put them in touch with people they did not manage to speak with at the event, but who seem to match their needs; to identify potential business or youth partners, if those approached during the event did not seem suitable.

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- Ensure that the events are accessible for people with disability, and if this is not possible (e.g. because it is a 'donated' venue as was the case for the United Futures events) warn participants of the access limitations.

## 4.4 Refining the Futures Club model

The findings from the evaluation of Futures Club suggest that:

- More time should be allowed for the early stages, in particular for recruitment, 'dead-ends' and making appropriate matches.
- More time should also be allowed for ongoing support, to allow for each partner's own work-loads' peaks and troughs.
- If possible, over-recruit, especially businesses. Perhaps pursue ongoing recruitment to maintain a list of interested businesses and youth organisations and to allow for some attrition.
- Rationalise the initial paper needs assessment and make it a more dynamic process.
- Introduce more transparency into the matching process, so that all partners have a say in and can understand the basis for their matching.
- Give consideration to the purpose of cluster meetings and how any desirable cross-fertilisation and additional partnerships can be achieved.
- Clarify what support and monitoring partnerships can expect after setting up the partnership.
- In the early stages, while outcomes are important and reassuring, allow and promote a focus on relationship building.
- Monitor the quality of partnerships as well as their outputs. Intercede and mediate as early as possible where a partnership seems to be floundering, but if issues are unsolvable let it go, or provide an alternative
- Acknowledge limitations of what can be requested and offered and manage expectations. Resist temptations to over-promise, or conversely to put potential partners off by excessive demands.

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## Appendix A Questionnaires

### A.1 Post event survey questionnaire

#### United Futures Event Survey



This confidential survey is for representatives from businesses and youth organisations who have attended a United Futures event.

The survey is run by the NCB Research Centre, as part of our evaluation of the United Futures programme. It will provide very valuable learning on employers' engagement in supporting young people, and it will establish if United Futures is helping businesses and the youth sector to work more closely together.

The survey will take no more than 10 - 15 minutes of your time.

Your feedback is confidential and the NCB Research Centre will anonymise the information collected and use it in aggregated form in our evaluation report. The report will be published in spring 2013 and made available via the United Futures website ([www.unitedfutures.org.uk](http://www.unitedfutures.org.uk)) and the NCB Research Centre website ([www.ncb.org.uk/research](http://www.ncb.org.uk/research)).

If you have any questions about this survey, please email Jo Lea ([jlea@ncb.org.uk](mailto:jlea@ncb.org.uk)).

Please click 'next' to enter the survey.



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**Did you attend the United Futures event as a representative of... (please select one)**

- A business
- A youth organisation
- Other

**Q pops up if selected other to Q1 Please tell us who you were representing at the United Futures Event**

*About your organisation*

**What is the name of your business?**

**In which region(s) does your business operate? (please select all that apply)**

- All of England
- North West
- North East
- Yorkshire and the Humber
- West Midlands
- East Midlands
- London
- East of England
- South West
- South East
- Other areas of the UK (Scotland, Wales and Northern Ireland)
- International

**How many paid staff does your business employ? (please select one)**

- self-employed with no staff
- 1-9 staff
- 10-49 staff
- 50-249 staff
- 250 plus staff
- Don't know



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***About your organisation***

We would like to know about your company and its involvement with **youth organisations**.

By youth organisations, we mean any **voluntary, community or faith organisation that works for or with young people**. It excludes local authorities and educational institutions i.e. schools, colleges and universities.

**Who currently has responsibility for involvement with youth organisations?**  
*(please select all that apply)*

- Chief Executive
- Senior management
- Public relations department
- Corporate Social Responsibility team or Community Involvement team
- No one currently holds this responsibility
- Other person currently holds this role - please tell us who below:

**Does your business have a Corporate Social Responsibility policy / strategy that involves supporting young people?** *(please select all that apply)*

- Yes, involving educational institutions
- Yes, involving other organisations that support young people
- No
- Not sure

***Current involvement with youth organisations***

**Has your business recently been involved in supporting any youth organisations and/or their young service users?** *(please select one)*  
*(Examples of involvement with youth organisations could be: cash, employee mentoring / volunteering, work placements, career development or pro bono and technical support.)*

- Yes - within the last 2 years
- Not within the last 2 years, but we have in the past
- No - we have never provided support to any youth organisation
- Not sure

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***Current involvement with youth organisations***

**What types of support have you provided to youth organisation(s) in the last 2 years? (please select all that apply)**

- Governance / management support
- Staff volunteering
- Staff from your business seconded to work in a youth organisation
- Staff from a youth organisation seconded to work in your business
- Coaching or mentoring for young people
- Work experience for young people
- Open days / visits to workplace for young people
- Apprenticeships for young people
- Speaking to young people about their organisation / occupational sector
- Provision of pro bono support e.g. marketing, communications, finance
- Donating equipment, stationery or supplies
- Financial support
- Other support - please tell us more in the box below

***Current involvement with youth organisations***

**Approximately, how many youth organisations have you provided support to in the last 2 years?**

**Or select this box if you are not sure:**

- Not sure

***Current involvement with youth organisations***

**Have you ever used a third party to help facilitate engagement with a youth sector organisations? (e.g. broker, Business in the Community, Chamber of Commerce)**

*(please select one)*

- Yes
- No
- Not sure

*Current involvement with youth organisations*

To what extent would you agree that the following have been barriers to engaging/supporting youth organisations?

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
<b>Lack of money</b>					
<b>Lack of staff time</b>					
<b>Difficulty in identifying youth organisations requiring support we can provide</b>					
<b>Youth organisations don't seem interested in engaging with employers</b>					
<b>Not knowing what skills and support youth organisations need</b>					
<b>Youth organisations are not well prepared to work with employers</b>					
<b>Logistical difficulties e.g. health and safety or insurance implications of having young people on the premises</b>					
<b>Not sure what the benefits would be for us</b>					
<b>Not knowing enough about the benefits for young people</b>					
<b>Previous poor experience of working with youth organisations / young people</b>					

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*Previous involvement with youth organisations*

**What types of support have you provided to youth organisation(s) in the past?**

*(please select all that apply)*

- Governance / management support
- Staff volunteering
- Staff from your business seconded to work in a youth organisation
- Staff from a youth organisation seconded to work in your business
- Coaching or mentoring for young people
- Work experience for young people
- Open days / visits to workplace for young people
- Apprenticeships for young people
- Speaking to young people about their organisation / occupational sector
- Provision of pro bono support e.g. marketing, communications, finance
- Donating equipment, stationery or supplies
- Financial support
- Other support - please tell us more in the box below

*Previous involvement with youth organisations*

**Approximately, how many youth organisations have you provided support to in the past?**

**Or select this box if you are not sure:**

- Not sure

*Previous involvement with youth organisations*

**Have you ever used a third party to help facilitate engagement with a youth sector organisations? (e.g. broker, Business in the Community, Chamber of Commerce)**

*(please select one)*

- Yes
- No
- Not sure

*Previous involvement with youth organisations*

To what extent would you agree that the following have been barriers to engaging/supporting youth organisations?

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
<b>Lack of money</b>					
<b>Lack of staff time</b>					
<b>Difficulty in identifying youth organisations requiring support we can provide</b>					
<b>Youth organisations don't seem interested in engaging with employers</b>					
<b>Not knowing what skills and support youth organisations need</b>					
<b>Youth organisations are not well prepared to work with employers</b>					
<b>Logistical difficulties e.g. health and safety or insurance implications of having young people on the premises</b>					
<b>Not sure what the benefits would be for us</b>					
<b>Not knowing enough about the benefits for young people</b>					
<b>Previous poor experience of working with youth organisations / young people</b>					

*Brokerage service*

Have you ever considered or been approached by a third party to help facilitate engagement with a youth sector organisations? (*e.g. broker, Business in the Community, Chamber of Commerce*) (*please select one*)

- Yes
- No
- Not sure

*Barriers to engaging with youth organisations*

To what extent would you agree that the following have been barriers to engaging/supporting youth organisations?

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
Lack of money					
Lack of staff time					
Difficulty in identifying youth organisations requiring support we can provide					
Youth organisations don't seem interested in engaging with employers					
Not knowing what skills and support youth organisations need					
Youth organisations are not well prepared to work with employers					
Logistical difficulties e.g. health and safety or insurance implications of having young people on the premises					
Not sure what the benefits would be for us					
Not knowing enough about the benefits for young people					
Previous poor experience of working with youth organisations / young people					

*Your experience of engagement with youth organisations*

We would like to know about your experience of engaging with youth organisations.

**How has your experience of engagement with youth organisations been?**  
*(Please rate each statement with '1' being very negative and '10' being very positive.)*

	1	2	3	4	5	6	7	8	9	10	Don't know
Your staff experience											
Starting up the relationship											
Working together											
Deciding the type of support											
Continuing engagement											
Overall experience											

**What enabled you to start the partnership(s) with the youth organisation(s)?**  
*(please select all that apply)*

- Support from a broker who facilitated links with the right youth organisation
- Previous links with a youth organisation
- Opportunity to explore mutual interests with youth organisations
- A proposition for support in line with our interests
- Evidence of the benefits for my company
- Evidence of the benefits for young people
- Flexibility about the help required e.g. when and how delivered
- Involvement in the development of programmes/activities
- Good customer care e.g. returning calls, regular updates, visits
- Other - please tell us more below:

*Your experience of engagement with youth organisations*

**What were your motivations for engaging with youth organisations?** *(please select all that apply)*

- Want to be seen as a responsible business
- Improve our brand and reputation
- Improve staff motivation
- Want to put something back into the community
- Helps with recruitment
- Want to support young people
- Other - please tell us more below:

*Your views on the United Futures event*

Thinking of the United Futures event you attended on {Q1}

**Overall, how well did the United Futures event meet your needs? (please select one)**

- Very well
- Quite well
- Not very well
- Not at all well
- Not sure

**How would you rate the United Futures event in terms of the following:**

	<i>Excellent</i>	<i>Good</i>	<i>Satisfactory</i>	<i>Poor</i>
<b>Organisation on the day</b>				
<b>Venue and facilities</b>				
<b>Overall event</b>				

**What were your main reasons for attending the United Futures event? (please select all that apply)**

- To support Business in the Community
- To find out about United Futures
- To meet contacts at youth organisations
- To network
- Other - please tell us more below:



*Your views on the United Futures event*

Please indicate to what extent the United Futures event you attended has achieved the following:

	<i>Very well</i>	<i>Quite well</i>	<i>Not very well</i>	<i>Not at all well</i>	<i>Not sure</i>	<i>Not applicable</i>
Increased understanding of the needs of youth organisations						
Increased understanding of the benefits of business engagement with youth organisations						
Increased understanding of different ways businesses can support youth organisations						
Increased awareness of brokerage organisations and the support they offer						
Gained new ideas on ways to engage with youth organisations						
Helped you think through next steps in supporting youth organisations						
Made new contacts with youth organisation(s)						

*Future involvement with youth organisations*

Thinking about your future plans...

How likely is your business to engage or remain engaged with youth organisation(s) in the next 6 months? *(please select one)*

- Very likely
- Somewhat likely
- Somewhat unlikely
- Very unlikely
- Not yet decided

Only ask the question if respondent answers somewhat or very UNLIKELY  
Please outline any reasons why you would be unlikely to engage with the youth sector in the box below:

---

***Future involvement with youth organisations***

**In what ways do you plan to support youth organisation(s) over the coming months? (please select all that apply)**

- Governance / management support
- Staff volunteering
- Staff from your business seconded to work in a youth organisation
- Staff from a youth organisation seconded to work in your business
- Coaching or mentoring for young people
- Work experience for young people
- Open days / visits to workplace for young people
- Apprenticeships for young people
- Speaking to young people about their organisation / occupational sector
- Provision of pro bono support e.g. marketing, communications, finance
- Donating equipment, stationery or supplies
- We have not yet decided
- Financial support
- Other support - please tell us more in the box below

***About your organisation***

**What is the name of your organisation?**

**Is your organisation... (please select one)**

- A local authority
- A charity/ voluntary sector organisation
- Other

**Only asked this Q if select other in Q32Please outline who you represent**

---

***About your organisation***

**In which region(s) does your organisation operate? (please select all that apply)**

- All of England
- North West
- North East
- Yorkshire and the Humber
- West Midlands
- East Midlands
- London
- East of England
- South West
- South East
- Other areas of the UK (Scotland, Wales and Northern Ireland)
- International

**How many paid staff does your organisation employ? (please select one)**

- No paid staff
- 1-9 staff
- 10-49 staff
- 50-249 staff
- 250 plus staff
- Don't know

***About your organisation***

**Who currently has responsibility for business involvement within your organisation? (please select all that apply)**

- Chief Executive
- Senior management
- Public relations department
- Fundraising/ income generation
- Project team/ department/ unit
- No one currently holds this responsibility
- Other person currently holds this role - please tell us who below:

**Does your organisation have a policy or strategy relating to business involvement?**

*(please select one)*

- Yes
- No
- Not sure

---

***Current involvement with business***

**Has your organisation recently received support from any business? (please select one)**

*(Examples of support could be: cash, employee mentoring / volunteering, work placements, career development or pro bono and technical support.)*

- Yes - within the last 2 years
- Not within the last 2 years, but we have in the past
- No - we have never received support from any business
- Not sure

***Current involvement with business***

**What types of support have you received from business in the last 2 years? (please select all that apply)**

- Governance / management support
- Staff volunteering
- Staff from your youth organisation seconded to work in a business
- Staff from a business seconded to work in your youth organisation
- Coaching or mentoring for young people
- Work experience for young people
- Open days / visits to workplace for young people
- Apprenticeships for young people
- Speaking to young people about their organisation / occupational sector
- Provision of pro bono support e.g. marketing, communications, finance
- Donating equipment, stationery or supplies
- Financial support
- Other support - please tell us more in the box below

***Current involvement with business***

**Approximately, how many businesses have you received support from in the last 2 years?**

**Or select this box if you are not sure:**

- Not sure

*Current involvement with business*

Have you ever used a third party to facilitate engagement with businesses?  
 (e.g. broker, youth infrastructure charity, Business in the Community, Chamber of Commerce) (please select one)

- Yes
- No
- Not sure

*Current involvement with business*

To what extent would you agree that the following have been barriers to engaging businesses?

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
<b>Lack of time</b>					
<b>Lack of knowledge or confidence</b>					
<b>Difficulty in identifying suitable businesses</b>					
<b>Not understanding the benefits for our organisation</b>					
<b>Not understanding the benefits for the young people we support</b>					
<b>Suspicion about the business motivations for supporting us</b>					
<b>Businesses lack the resources to help</b>					
<b>Businesses put off by logistical difficulties e.g. health and safety or insurance implications of having young people on the premises</b>					
<b>Businesses are not interested in supporting youth organisations</b>					

*Previous involvement with business*

What types of support have you received from business in the past? (please select all that apply)

- 
- Governance / management support
  - Staff volunteering
  - Staff from your youth organisation seconded to work in a business
  - Staff from a business seconded to work in your youth organisation
  - Coaching or mentoring for young people
  - Work experience for young people
  - Open days / visits to workplace for young people
  - Apprenticeships for young people
  - Speaking to young people about their organisation / occupational sector
  - Provision of pro bono support e.g. marketing, communications, finance
  - Donating equipment, stationery or supplies
  - Financial support
  - Other support - please tell us more in the box below

*Previous involvement with business*

Approximately, how many businesses have you received support from in the past?

Or select this box if you are not sure:

Not sure

*Previous involvement with business*

Have you ever used a third party to facilitate engagement with businesses?  
(e.g. broker, youth infrastructure charity, Business in the Community, Chamber of Commerce) (please select one)

- Yes
- No
- Not sure

*Previous involvement with business*

To what extent would you agree that the following have been barriers to engaging businesses?

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
<b>Lack of time</b>					
<b>Lack of knowledge or confidence</b>					
<b>Difficulty in identifying suitable businesses</b>					
<b>Not understanding the benefits for our organisation</b>					
<b>Not understanding the benefits for the young people we support</b>					
<b>Suspicion about the business motivations for supporting us</b>					
<b>Businesses lack the resources to help</b>					
<b>Businesses put off by logistical difficulties e.g. health and safety or insurance implications of having young people on the premises</b>					
<b>Businesses are not interested in supporting youth organisations</b>					

***Brokerage service***

**Have you ever considered using or been approached by a third party to facilitate engagement with businesses? (e.g. broker, youth infrastructure charity, Business in the Community, Chamber of Commerce) (please select one)**

- Yes
- No
- Not sure

***Barriers to engagement***

**To what extent would you agree that the following have been barriers to engaging businesses?**

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
<b>Lack of time</b>					
<b>Lack of knowledge or confidence</b>					
<b>Difficulty in identifying suitable businesses</b>					
<b>Not understanding the benefits for our organisation</b>					
<b>Not understanding the benefits for the young people we support</b>					
<b>Suspicion about the business motivations for supporting us</b>					
<b>Businesses lack the resources to help</b>					
<b>Businesses put off by logistical difficulties e.g. health and safety or insurance implications of having young people on the premises</b>					
<b>Businesses are not interested in supporting youth organisations</b>					

*Your experience of engagement with businesses*

We would like to know about your experience of engaging with businesses.

**How has your experience of engagement with businesses been?** *(Please rate each statement with '1' being very negative and '10' being very positive.)*



	1	2	3	4	5	6	7	8	9	10	Don't know
Your staff experience											
Starting up the relationship											
Working together											
Deciding on the type of support											
Continuing engagement											
Overall experience											

What enabled you to start partnership(s) with business(es)? *(please select all that apply)*

- Support from a broker who facilitated links with the right business
- Previous links with a business
- Opportunity to explore mutual interests with businesses
- Developed a proposition in line with business interests
- Provided evidence of the benefits for business
- Provided evidence of the benefits for young people
- Flexibility about the help required e.g. when and how delivered
- Involvement of business in the development of programmes/activities
- Provided good "customer care" e.g. returning calls, regular updates, visits
- Other - please tell us more below:

*Your experience of engagement with businesses*

What were you hoping to achieve by engaging with the business sector?  
*(please select all that apply)*

- 
- Governance / management support
  - Staff volunteers from the business
  - Staff from your youth organisation seconded to work in a business
  - Staff from a business seconded to work in your youth organisation
  - Coaching or mentoring for young people
  - Work experience for young people
  - Open days / visits to workplace for young people
  - Apprenticeships for young people
  - Speaking to young people about their organisation / occupational sector
  - Provision of pro bono support e.g. marketing, communications, finance
  - Donation of equipment
  - Financial support
  - Other support - please tell us more in the box below

*Your experience of engagement with businesses*

To what extent will the support from business fill the gap in funding from local /central government? *(please select one)*

- Completely
- Partially
- Not at all
- Not sure

To what extent do you agree or disagree with the following statement *(please select one)*:

'Young people have benefited as a result of our engagement with business

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Not sure

*Your views on the United Futures event*

Thinking of the United Futures event you attended on {Q1}

Overall, how well did the United Futures event meet your needs? *(please select one)*

- 
- Very well
  - Quite well
  - Not very well
  - Not at all well
  - Not sure

How would you rate the United Futures event in terms of the following:

	<i>Excellent</i>	<i>Good</i>	<i>Satisfactory</i>	<i>Poor</i>
<b>Organisation on the day</b>				
<b>Venue and facilities</b>				
<b>Overall event</b>				

What were your main reasons for attending the United Futures event? (*please select all that apply*)

- To find out more about United Futures
- To meet business contacts
- To network
- Other - please tell us more below:

*Your views on the United Futures event*

Please indicate to what extent the United Futures event you attended has achieved the following:

	<i>Very well</i>	<i>Quite well</i>	<i>Not very well</i>	<i>Not at all well</i>	<i>Not sure</i>	<i>Not applicable</i>
<b>Increased understanding of the benefits of engagement with businesses</b>						
<b>Increased understanding of different ways youth organisations can be supported by business</b>						
<b>Increased understanding of the needs of businesses</b>						
<b>Increased awareness of brokerage organisations and the support they offer</b>						
<b>Gained new ideas on the ways to engage with businesses</b>						
<b>Helped you think through next steps in increasing engagement with businesses</b>						
<b>Made new contacts with businesses</b>						

***Future involvement with business***

Thinking about your future plans...

**How likely is your organisation to engage with business(es) in the next 6 months?**

*(please select one)*

- Very likely**
- Somewhat likely**
- Somewhat unlikely**
- Very unlikely**
- Not yet decided**

**Only ask this question if respondent clicks somewhat or very UNLIKELY to the previous question Please outline any reasons why you would be unlikely to engage with the business sector in the box below:**

---

***Future involvement with business***

**What types of support do you plan to seek from business(es) over the coming months? (please select all that apply)**

- Governance / management support
- Staff volunteering
- Staff from your organisation seconded to work in a business
- Staff from a business seconded to work in your organisation
- Coaching or mentoring for young people
- Work experience for young people
- Open days / visits to workplace for young people
- Apprenticeships for young people
- Speaking to young people about their organisation / occupational sector
- Provision of pro bono support e.g. marketing, communications, finance
- Donating equipment, stationery and supplies
- Financial support
- We have not yet decided
- Other support - please tell us more in the box below

***Your views on the United Futures event***

Thinking of the United Futures event you attended on {Q1}

**Overall, how well did the United Futures event meet your needs? (please select one)**

- Very well
- Quite well
- Not very well
- Not at all well
- Not sure

**How would you rate the United Futures event in terms of the following?**

	<i>Excellent</i>	<i>Good</i>	<i>Satisfactory</i>	<i>Poor</i>
<b>Organisation on the day</b>				
<b>Venue and facilities</b>				
<b>Overall event</b>				

---

**What were your main reasons for attending the United Futures event? (please select all that apply)**

- To find out more about United Futures
- To meet contacts from businesses
- To meet contacts from youth organisations
- To network
- Other - please tell us more below:

***Your views on the United Futures event***

**Please indicate to what extent the United Futures event you attended has achieved the following:**

	<i>Very well</i>	<i>Quite well</i>	<i>Not very well</i>	<i>Not at all well</i>	<i>Not sure</i>	<i>Not applicable</i>
<b>Increased understanding of the needs of youth organisations</b>						
<b>Increased understanding of the needs of businesses</b>						
<b>Increased understanding of the benefits of business engagement with youth organisations</b>						
<b>Increased awareness of brokerage organisations and support they offer</b>						
<b>Gained new ideas on ways to engage with youth organisations and / or business</b>						
<b>Made new contacts with youth organisations and / or businesses</b>						

***Any other comments***

**If you would like to say anything else about the United Futures event, your experiences of engaging with youth organisations or businesses, or your plans for the future, please use the space below:**

---

*Follow-up survey*

As part of the evaluation we would like to send you another short follow-up survey in approximately 2-3 months time, to monitor your progress and any impact of the United Futures programme. Please provide your name and email address to confirm you are happy for us to contact you again.

**Name:**

**Job title:**

**Email:**

**Now please click 'next'**

**Thank you for taking part in the survey**

**If you have any questions, please contact  
Jo Lea (jlea@ncb.org.uk) or telephone 020  
7843 6338.**

**Please now click on the submit button to  
send us your submission.**

---

## A.2 Follow-up survey questionnaire

### United Futures Follow Up Survey



Thank you for agreeing to be contacted once again to help us with the evaluation of the United Futures project.

This confidential survey is for representatives from businesses and youth organisations who have attended a United Futures event. We are interested in finding out if you have engaged with businesses or the youth sector since the United Futures event that you attended.

The survey is run by the NCB Research Centre, as part of our evaluation of the United Futures programme. It will provide very valuable learning on employers' engagement in supporting young people, and it will establish if United Futures is helping businesses and the youth sector to work more closely together.

The survey will cover your current engagement with businesses or youth organisations, your use of any brokerage services, your views about engaging with businesses or youth organisations, and your thoughts about future engagement.

The survey will take no more than 10 minutes of your time.

Your feedback is confidential and the NCB Research Centre will anonymise the information collected and use it in aggregated form in our evaluation report of the United Futures programme. The report will be published in spring 2013 and made available via the United Futures website ([www.united-futures.org.uk](http://www.united-futures.org.uk)) and the NCB Research Centre website ([www.ncb.org.uk/research](http://www.ncb.org.uk/research)).

If you have any questions regarding this survey then please contact Jo Lea [jlea@ncb.org.uk](mailto:jlea@ncb.org.uk)

Please click 'next' to enter the survey.





---

1.

Date of United Futures event attended (hidden variable fo...

2. NCB ID Number (hidden variable for data seeding)

3. Type of organisation i.e. business, youth organisation, other (hidden variable for data seeding)

Business  
Youth organisation  
Other

Go to Q6

Go to Q34

Go to Q4

***Current Involvement***

4. Are you part of an organisation who is seeking to directly support youth organisations? *(please select one)*

Examples of support could be employee mentoring / volunteering, work placements, career development or pro bono and technical support.

Yes  
No  
Not sure

Go to Q6

Go to Q5

Go to Q5

***Current Involvement***

5. Are you currently receiving or hoping to receive direct support from a business to help your organisation run a service that supports young people? *(please select one)*

Yes  
No  
Not sure

Go to Q34

Go to next page

Go to next page

***Thank you***

You have reached the end of the survey. Thank you for your interest in taking part in our survey but we are specifically interested in learning the views of businesses and youth organisations that engage directly with each other.

---

***Current Involvement with Youth Organisations***

**6. Since attending the United Futures event on {Q1} has your business been involved in supporting any youth organisations and/or their young service users? (please select one)**

*(examples of support could be cash, employee mentoring / volunteering, work placements, career development or pro bono and technical support)*

- Yes
- No
- Not sure

Go to Q27

***Current Involvement with Youth Organisations***

**7. Since attending the United Futures event on {Q1} has the engagement of your business with youth organisations:**

- Increased
- Neither increased nor decreased
- Decreased
- Not sure

***Ask Q8 if respondents have engaged with YO since the UF event***  
***Current Involvement with Youth Organisations***

**8. What types of support have you provided to youth organisation(s) since the United Futures event you attended on {Q1}? (please select all that apply)**

- Governance / management support
- Staff volunteering
- Staff from your business seconded to work in a youth organisation
- Staff from a youth organisation seconded to work in your business
- Coaching or mentoring for young people
- Work experience for young people
- Open days / visits to workplace for young people
- Apprenticeships for young people
- Speaking to young people about their organisation / occupational sector
- Provision of pro bono support e.g. marketing, communications, finance
- Donating equipment, stationary or supplies
- Financial support
- Other support - please tell us more in the box below

Go to Q10

---

*Ask this question if respondent has not engaged with YO since UF event*  
**Current Involvement with Youth Organisations**

**9. Why have you not been involved in supporting any youth organisations since attending the United Futures event on {Q1}? (please select all that apply)**

- We are still thinking about which youth organisation to engage with
- We are in the process of planning our engagement with a youth organisation
- We are not interested in engaging with youth organisations
- Other - please explain

Go to Q27

***Support from United Futures***

Thinking about the youth organisation(s) you have supported since attending the United Futures event:

**10. Did you make initial contact with any of these youth organisations at the United Futures event? (please select one)**

- Yes
- No
- Not sure

**11. Did you get any help from United Futures after the event to link with any of these youth organisations? (please select one)**

- Yes
- No
- Not sure

***Support from United Futures***

**12. Did you link with any of these youth organisations with the help of another third party e.g. business broker, Chamber of Commerce? (please select one)**

- Yes
- No
- Not sure

**13.** Question asked if respondent has used another broker Please specify which third party helped you to make links with youth organisation(s).

*Asked Q13 if answered yes to either Q10 or Q11 Support from United Futures*

**14.** To what extent would you agree that the following have been useful aspects of the United Futures support you have received?

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>	<i>Not applicable</i>
<b>Helped us to target the 'right' youth organisation</b>						
<b>Matched our skills with the needs of the youth organisation</b>						
<b>Simplified the process of engaging with a Youth organisation</b>						
<b>Improved working relationships between us and a youth organisation</b>						
<b>Increased our understanding of how we can support our local community</b>						
<b>Increased our capacity to engage with youth organisations</b>						

*Support from United Futures*

**15.** To what extent would you agree with the following impacts of the support provided by United Futures?

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>	<i>Not applicable</i>
<b>Provided us with new ideas on how to engage</b>						
<b>Encouraged us to change the type of support we offer youth organisations</b>						
<b>Inspired us to start or increase our engagement</b>						
<b>Removed barriers to engagement</b>						
<b>Enabled us to develop new links with youth organisations</b>						
<b>Improved existing links with youth organisations</b>						
<b>Provided us with resources to help our engagement</b>						

*Support from United Futures*

**16.** How likely are you to use United Futures or another third party with a similar role to help facilitate engagement with a youth organisation in the future? *(please select one)*

- Very likely
- Somewhat likely
- Somewhat unlikely
- Very unlikely
- Not yet decided

**17.** Only ask respondents stating somewhat or very unlikely Please outline any reasons why you would be unlikely to use a third party to help facilitate engagement with a youth organisation.

*Support from United Futures*

---

**18. Have you accessed any of the United Futures resources or research?**  
*(please select one)*

- Yes
- No
- Not sure

*Ask Q19 if answered yes to Q18Support from United Futures*

**19. Overall, did you find the resources and research helpful?** *(please select one)*

- Very helpful
- Quite helpful
- Not very helpful
- Not at all helpful
- Not sure

***Experience of engaging with Youth Organisations***

We are interested in exploring how attitudes towards engaging with youth organisations have changed, if at all, since the United Futures event. We will now be asking you some questions about your experience of engagement with youth organisations in the last four months.

**20. Thinking about your experience of engaging with youth organisations since attending the United Futures event on {Q1}, please rate the following.**

**(Please rate each statement with 1 being very negative and 10 being very positive.)**

	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>Don't know</i>
<b>Your staff experience</b>											
<b>Starting up the relationship</b>											
<b>Working together</b>											
<b>Deciding on the type of support</b>											
<b>Continuing engagement</b>											
<b>Overall experience</b>											

---

*Experience of engaging with Youth Organisations*

21. How would you rate the following in regards to your experience of engaging with youth organisations since attending the United Futures event on {Q1}?

	<i>Very Good</i>	<i>Good</i>	<i>Poor</i>	<i>Very Poor</i>	<i>Don't know</i>	<i>Not applicable</i>
<b>Flexibility about the help required e.g. when and how delivered</b>						
<b>Involvement in the development of programmes / activities</b>						
<b>Customer care e.g. returning calls, regular updates, visits</b>						
<b>Evidence of the benefits for my company</b>						
<b>Evidence of the benefits to young people</b>						
<b>Other - please tell us more below</b>						

*Experience of engaging with Youth Organisations*

22. To what extent would you agree that the following have been barriers to engaging/supporting youth organisations since attending the United Futures event on {Q1}?

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
<b>Lack of money</b>					
<b>Lack of staff time</b>					
<b>Difficulty in identifying youth organisations requiring support we can provide</b>					
<b>Youth organisations don't seem interested in engaging with employers</b>					
<b>Not knowing what skills and support youth organisations need</b>					
<b>Youth organisations are not well prepared to work with employers</b>					
<b>Logistical difficulties e.g. health and safety or insurance implications of having young people on the premises</b>					
<b>Not sure what the benefits would be for us</b>					
<b>Not knowing enough about the benefits for young people</b>					
<b>Previous poor experience of working with youth organisations / young people</b>					

***Impact***

**23. Since attending the United Futures event on {Q1}, to what extent do you agree with the following:**

Through our engagement with youth organisations we have...



	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>	<i>Not applicable</i>
improved our brand and reputation						
improved staff motivation						
improved our recruitment streams						
raised the profile of our sector						
put something back into our community						
increased our visibility as a responsible business						
supported young people						

**24.** Have there been any other outcomes for your business as a result of your engagement with youth organisations? Please briefly explain below.

***Impact***

**25.** Since attending the United Futures event on {Q1}, to what extent do you agree with the following:

Our engagement with youth organisations has enabled **young people to...**

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>	<i>Not applicable</i>
increase their skills						
increase their confidence						
improve their educational attainment						
improve their employment prospects						
increase their earning potential						
make a more informed career choice						

**26.** Have there been any other outcomes for young people as a result of your engagement with youth organisations? Please briefly explain below.

Go to Q31

*Support from United Futures*

**27.** How likely are you to use United Futures or another third party with a similar role to help facilitate engagement with a youth organisation in the future? *(please select one)*

- Very likely
- Somewhat likely
- Somewhat unlikely
- Very unlikely
- Not yet decided

**28.** Only ask respondents stating somewhat or very unlikely Please outline any reasons why you would be unlikely to use a third party to help facilitate engagement with a youth organisation.

---

*Support from United Futures*

**29.** Have you accessed any of the United Futures resources or research?  
(please select one)

- Yes
- No
- Not sure

*Ask respondents who answered yes to Q29 Support from United Futures*

**30.** Overall, did you find the resources and research helpful? (please select one)

- Very helpful
- Quite helpful
- Not very helpful
- Not at all helpful
- Not sure

*Looking Forward*

**31.** How likely is your business to engage or remain engaged with youth organisations in the next 6 months? (please select one)

- Very likely
- Somewhat likely
- Somewhat unlikely
- Very unlikely
- Not yet decided

**32.** Respondents who answered somewhat or very unlikely Please outline any reasons why you would be unlikely to engage.

---

**33.** Is there any further support you would like to receive to assist your engagement with youth organisations?

Go to Q62

*Current Involvement with Business*

**34.** Since attending the United Futures event on {Q1} has your organisation received support from a business? *(please select one)*

*(examples of support could be cash, employee mentoring / volunteering, work placements, career development or pro bono and technical support)*

- Yes
- No
- Not sure

Go to Q55

*Current Involvement with Business*

**35.** Since attending the United Futures event on {Q1} has the engagement of your youth organisation with business:

- Increased
- Neither increased nor decreased
- Decreased
- Not sure

*Ask Q to respondents who have engaged with business since UF event*  
*Current Involvement with Business*

**36.** What types of support have you received from business(es) since the United Futures event you attended on {Q1}? *(please select all that apply)*

- 
- Governance / management support
  - Staff volunteering
  - Staff from your business seconded to work in a youth organisation
  - Staff from a youth organisation seconded to work in your business
  - Coaching or mentoring for young people
  - Work experience for young people
  - Open days / visits to workplace for young people
  - Apprenticeships for young people
  - Speaking to young people about their organisation / occupational sector
  - Provision of pro bono support e.g. marketing, communications, finance
  - Donating equipment, stationery or supplies
  - Financial support
  - Other support - please tell us more in the box below

Go to Q38

*Ask Q if respondents have not engaged with business since UF event***Current Involvement with Business**

**37. Why have you not received support from any businesses since attending the United Futures event on {Q1}? (please select all that apply)**

- We are still thinking about which business to engage with
- We are in the process of planning our engagement with a business
- We are not interested in engaging with business
- Other - please explain

Go to Q55

*Support from United Futures*

Thinking about the business(es) that have engaged with you since attending the United Futures event:

**38. Did you make initial contact with any of these businesses at the United Futures event? (please select one)**

- Yes
- No
- Not sure

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**39.** Did you get any help from United Futures after the event to link with any of these businesses? *(please select one)*

- Yes
- No
- Not sure

*Support from United Futures*

**40.** Did you link with any of these businesses with the help of another third party e.g. business broker, Chamber of Commerce? *(please select one)*

- Yes
- No
- Not sure

**41.** Asked if used a different broker Please specify which third party helped you to make links with business(es).

*Ask Q40 if answered yes to Q38 or Q39Support from United Futures*

**42.** To what extent would you agree that the following have been useful aspects of the United Futures support you have received?

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	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>	<i>Not applicable</i>
<b>Targeted the 'right' business</b>						
<b>Matched the skills of the business with our needs</b>						
<b>Simplified the process of engaging with a business</b>						
<b>Improved working relationships between us and business</b>						
<b>Increased awareness of the opportunities of working with business</b>						
<b>Increased benefits for the main activities and/or young people we are involved with</b>						
<b>Increased our capacity to engage with business</b>						

*Support from United Futures*

**43. To what extent would you agree with the following impacts of the support provided by United Futures?**

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>	<i>Not applicable</i>
<b>Provided us with new ideas on how to engage</b>						
<b>Encouraged us to think creatively about the support we need from business</b>						
<b>Inspired us to start or increase our engagement</b>						
<b>Removed barriers to engagement</b>						
<b>Enabled us to develop new links with businesses</b>						
<b>Improved existing links with businesses</b>						
<b>Provided us with resources to help our engagement</b>						

*Support from United Futures*

**44.** How likely are you to use United Futures or another third party with a similar role to help facilitate engagement with a business in the future? (*please select one*)

- Very likely
- Somewhat likely
- Somewhat unlikely
- Very unlikely
- Not yet decided

**45.** Only ask respondents who were somewhat or very unlikely Please outline any reasons why you would be unlikely to use a third party to help facilitate engagement with a business.

*Support from United Futures*



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**46. Have you accessed any of the United Futures resources or research?**  
*(please select one)*

- Yes
- No
- Not sure

*Only ask Q47 to respondents who answered yes to Q46Support from United Futures*

**47. Overall, did you find the resources and research helpful?** *(please select one)*

- Very likely
- Somewhat likely
- Somewhat unlikely
- Very unlikely
- Not yet decided

***Experience of engaging with Business***

We are interested in exploring how attitudes towards engaging with business have changed, if at all, since the United Futures event. We will now be asking you some questions about your experience of engagement with businesses in the last four months.

**48. Thinking about your experience of engaging with business since attending the United Futures event on {Q1}, please rate the following.**

**(Please rate each statement with 1 being very negative and 10 being very positive.)**

	1	2	3	4	5	6	7	8	9	10	Don't know
Your staff experience											
Starting up the relationship											
Working together											
Deciding the type of support											
Continuing engagement											
Overall experience											

***Experience of engaging with Business***

**49. Since attending the United Futures event on {Q1}, what were you hoping to achieve by engaging with business?** *(please select all that apply)*

- 
- Governance / management support
  - Staff volunteering
  - Staff from your business seconded to work in a youth organisation
  - Staff from a youth organisation seconded to work in your business
  - Coaching or mentoring for young people
  - Work experience for young people
  - Open days / visits to workplace for young people
  - Apprenticeships for young people
  - Speaking to young people about their organisation / occupational sector
  - Provision of pro bono support e.g. marketing, communications, finance
  - Donating equipment, stationery or supplies
  - Financial support
  - Other support - please tell us more in the box below

*Experience of engaging with Business*

**50. To what extent would you agree that the following have been barriers to engaging /supporting youth organisations since attending the United Futures event on {Q1}?**

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
<b>Lack of money</b>					
<b>Lack of knowledge or confidence</b>					
<b>Difficulty in identifying suitable businesses</b>					
<b>Not understanding the benefits for our organisation</b>					
<b>Not understanding the benefits for the young people we support</b>					
<b>Suspicion about the business motivations for supporting us</b>					
<b>Businesses lack the resources to help</b>					
<b>Businesses put off by logistical difficulties e.g. health and safety or insurance implications of having young people on the premises</b>					
<b>Businesses are not interested in supporting youth organisations</b>					

***Impact***

**51. Since attending the United Futures event on {Q1}, to what extent do you agree with the following:**

Working with business has enabled our youth organisation to...

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>	<i>Not applicable</i>
<b>improve our services</b>						
<b>increase our revenue</b>						
<b>improve our staff skills</b>						
<b>improve our governance structures</b>						
<b>provide a new programme of work</b>						

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**52.** Have there been any other outcomes for your youth organisation as a result of your engagement with business? Please briefly explain below.

*Impact*

**53.** Since attending the United Futures event on {Q1}, to what extent do you agree with the following:

Our engagement with business has enabled **young people to...**

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>	<i>Not applicable</i>
<b>increase their skills</b>						
<b>increase their confidence</b>						
<b>improve their educational attainment</b>						
<b>improve their employment prospects</b>						
<b>increase their earning potential</b>						
<b>make a more informed career choice</b>						

**54.** Have there been any other outcomes for young people as a result of your engagement with business? Please briefly explain below.

Go to Q59

*Support from United Futures*

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**55.** How likely are you to use United Futures or another third party with a similar role to help facilitate engagement with a business in the future? *(please select one)*

- Very likely
- Somewhat likely
- Somewhat unlikely
- Very unlikely
- Not yet decided

**56.** Ask Q if somewhat or very unlikely Please outline any reasons why you would be unlikely to use a third party to help facilitate engagement with a business.

*Support from United Futures*

**57.** Have you accessed any of the United Futures resources or research? *(please select one)*

- Yes
- No
- Not sure

*Only ask Q58 to those who answered yes to Q57*

**58.** Overall, did you find the resources and research helpful? *(please select one)*

- Very helpful
- Quite helpful
- Not very helpful
- Not at all helpful
- Not sure

*Looking Forward*

**59.** How likely is your organisation to engage or remain engaged with business in the next 6 months? *(please select one)*

- 
- Very likely
  - Somewhat likely
  - Somewhat unlikely
  - Very unlikely
  - Not yet decided

**60.** Only ask respondents who are somewhat or very unlikely Please outline any reasons why you would be unlikely to engage.

**61.** Is there any further support you would like to receive to assist your engagement with business?

*And Finally...*

**62.** And finally please tell us if there is anything else you would like to say about your engagement with business or the United Futures programme.

**Thank you for taking part in the survey.**

If you have any questions please contact Jo Lea on [jlea@ncb.org.uk](mailto:jlea@ncb.org.uk) or 020 7843 6338.

Please click **submit** to send us your responses.

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# Appendix B Topic guide for Futures Club interviews

## United Futures Evaluation

### Telephone interview topic guide for youth organisations and businesses Cover sheet

#### Prior to interview

Refer to notes (made by BG, who will interview a key member of BITC staff working on Futures Club prior to the main telephone interviews commencing) and any accompanying documentation provided by Futures Club staff.

The topic guide has been designed for **use with both youth organisations and businesses** involved in the Futures Club pilot and its flexible in that it allows the researcher to probe for more details on the specifics of each youth organisation/business partnership, whilst providing a consistent framework of core questions to cover.

Prior to interview, the researcher will need to go through the topic guide and adjust some questions according to who is being interviewed and current understanding of their progress to date (from discussions with and documentation from Futures Club staff).

#### At the start of the interview outline...

- Introduce yourself and NCB Research Centre: the RC are undertaking an evaluation of the United Futures programme – part of that work is to explore in more detail the pilot of Futures Club.

**Note – at time of interview set up, interviewees will receive information email/sheet – the introduction above is more of a reminder at this stage and to start to put the interviewee at ease.**

- Outline the topics the interview will cover
- Emphasise that there are no right or wrong answers – we want to hear their own views/ experiences. However, they can refuse to answer any question.
- **Explain confidentiality and anonymity, as applicable to this interview, including its limitations:**

*(When we write our evaluation report, after the end of the programme in March 2013, we will not use people's names – **all findings will be reported in an aggregate form**. However, as the partnerships between youth sector organisations and businesses are listed in the public domain e.g. BITC website etc. **there is a limit to anonymity** e.g. others will be able to identify which youth organisations and businesses have been involved in the pilot).*

- Restate how long the interview will take (approximately 1 to 1.5 hours max)
- Ask permission to record the interview, for accuracy.
- Check if they have any questions before we start
- Check again that they give their consent to take part

#### Background/ context (brief)

<i>Firstly we would like to find out more about you and your role.</i>
------------------------------------------------------------------------

- Interviewee's job and main responsibilities
  - Does youth organisation/business engagement feature as a specific remit of their role/main responsibilities (if not – where does responsibility for community or youth organisation/business engagement sit within their organisation; anyone specifically designated - if so who?)
- Briefly - how long they have been in current role

*In my next lot of questions I'd like to lead you through the process of getting involved in Futures club, what you were hoping to get from it and how the first stages of involvement went.*

## 1. Motivations for joining the Futures Club

- How did they first find out about the Futures Club (e.g. direct approach from BITC, other organisation, if so which?)
- And was this through direct personal contact/ email/ event/ found out in some other way – if so how)
- What were your main motivations/reasons for joining the Futures Club (esp important for youth organisations as little data on this).
- Was this something which you had already thought of doing/ done before?
- **For businesses:** What do you think a business of your size, type,... can get from an initiative like this?
- And why a youth organisation – any perceived difference to helping another type of charity/ vol org/ community org?
- Check if there were any personal motivations as well
- Briefly – establish previous level of engagement with businesses or with community/ voluntary/ youth organisations prior to joining the Futures Club
  - Were you or your business/ organisation ever involved in a similar initiative before?
    - If so, get details of when; briefly what - the nature of that support given / received; to/ from who; as this a positive or negative experience overall; and how that might have influenced involvement in this instance.
    - If not – ie this is their first time engaging with community/ charity /youth organisation/business, why now (what has influenced their decision to take part at this time)?
  - Did you/ your staff need any persuading that this might be a useful initiative – if so what were your main doubts/ anxieties?
  - (Briefly, did the broker play any role here in addressing those anxieties?)
  - If so, what? (return to later under broker)



- 
2. **Matching: Needs analysis stage** – on sign up to the Futures Club, what kind of support did the business/youth organisation seek to provide /receive
- **For youth organisations only** – We understand you/your organisation undertook a **needs assessment** prior to being matched with a business
    - Can you describe the needs assessment process? (how was it undertaken)
    - How pertinent were the questions for your organisation?
    - How much were you able to complete it yourselves or did you need any support from BITC staff / elsewhere? If yes, probe why (eg length of form, difficult questions, expertise, staff time, other resources,...)?
    - What needs did the assessment highlight (e.g. what areas of support from business did you identify as important/valuable to your organisation – and briefly why?)
    - Did the needs analysis throw up any surprising insights (e.g. did it help you to identify areas of support you had not previously considered)?
    - To what degree did you have a say as to which business you would be matched with (e.g. were you given a choice of businesses)?
    - Was this the first business / youth organisation that Futures Club matched you with?
      - If not, please explain who you were previously matched with and why the partnership has ceased.
    - On reflection, how useful was the process of completing a needs analysis prior to being matched with your business (were there any delays or issues with this process. If so, what were these issues and how overcome)?
  - **For businesses only:**
    - Prior to being matched with a youth organisation, did you/your organisation undertake any assessment or discussions with BITC/Futures Club as to the types of support you preferred to provide?
      - if so, probe why identified as important/valuable for this business, was it based on skills/expertise of staff/organisation, or previous experience of similar engagement etc.
    - Did this process (of considering what support to provide etc.) throw up any surprising insights (e.g. did it help you to identify areas of support your business could provide you had not previously considered; did it highlight skills that you could use to support the youth organisation concerned)
    - To what degree did you have a say as to which youth organisation you were matched with/ were you given a choice?
      - If Not what do you feel about the match made?
    - What were your initial reactions to the needs analysis you received?

- Briefly, how accurate has this needs assessment proven to date – ie when you started working with this organisations did you find that the needs were same/ different? ( we will discuss this in more detail later).
- Overall how useful did the needs analysis system prove?

### 3. Experience to date – nature of support provided

*We would now like to hear more about your organisations/businesses experience of taking part in the Future Club, especially the support you have given/ received.  
- See July and October documents which outline what each partnership has undertaken to date. Will most likely make sense to probe for more detail on support provided/received on a quarter by quarter basis, using the following probes:*

- *Firstly, I would like to get a general understanding of the partnership between you and < youth organisation/ business> I will follow up with some more detailed questions.*

To start – can you give me a very brief overview of your partnership and the support you have received/provided to date?:

#### **Support provided by Business /received from Business**

- Can you describe what the support / engagement has consisted of to date?
- *Activities could include, for example:*
  - *Governance/management support*
  - *Staff volunteering*
  - *Staff from your business seconded to work in a youth organisation*
  - *Staff from a youth organisation seconded to work in your business*
  - *Coaching or mentoring for young people and/or staff*
  - *Work experience for young people*
  - *Open days/visits to workplace for young people*
  - *Apprenticeships for young people*
  - *Speaking to young people about their organisation / occupational sector*
  - *Provision of pro bono support e.g. marketing, communications, finance*
  - *Donating equipment, stationary or supplies, meeting room space*
  - *Financial support (accounting, fundraising,...)*
  - *Other – if so what?*
- Refer back to July or October lists - ff any differences, probe these
- For each activity: what has support consisted of, how delivered, over what timeframe, amount of time / number of events involved ...?
- Who was responsible for which aspects of delivery/ making the support/ activity 'happen' – ie how much did the youth org/ business have to pursue/ push to make it happen?
- How often do you meet with <name of youth organisation/business>? How do you keep in contact with each other (e.g. email, phone, face-to-face meetings – probe frequency and nature of contacts). Have you any views on that level of contact – ie is it enough/ too much....?

- 
- How often do you meet with other youth organisations and businesses involved in this Futures Club pilot (for example in the joint 'cluster meetings')? What do these meetings involve/cover?
  - Overall how many days/hours of support have you provided/received pw/ pm/ in total to date?
  - How easy has it been to work with <name of youth organisation or business> (what has helped or hindered working relationships; if any issues, how overcome)

#### 4. Impact to date

*We appreciate that your partnership with X is on-going. Nonetheless, we would like your views on the impact of this partnership to date both for your own organisation/ company and for the young people involved.*

- Overall what have been the main outcomes (to date) from this support – what has changed/improved as a result of the support provided/received:  
(e.g. improve brand/reputation of business; improved visibility of business/ youth organisation, improved staff motivation,.... – go back to list under Q3)  
→ Probe how interviewee is aware of reported impacts (e.g. informal discussions, own evaluation of participating in the Futures Club, joint evaluation/review of partnership with the other party, young people involved in evaluation/asked for their views)
  - To what extent has the partnership achieved what it set out to achieve? – eg have you met what was in the needs assessment?  
  
(If not probe why – eg including how well it accurately captured needs)
  - What, if any, impact has there been for the **young people** involved with **youth organisation>**
    - Probe direct and indirect impact, as appropriate (some direct impacts may include increased skills, confidence, earning potential, improved educational attainment, employment prospects etc. Indirect impacts may include benefiting from improved buildings/facilities, benefiting from more/better support from youth organisation as a result of funding or back office support in management or finance etc.)  
  
→ Probe how aware of reported impacts (e.g. informal discussions, own evaluation of participating in the Futures Club, joint evaluation/review of partnership with the other party, young people involved in evaluation, asked their views etc.)
- Probe as much specific details as possible – eg numbers who attended X. If they have any photos or records of these activities can we have copies please? (LA desire – though may be more a PR aspect, not research?) specific details
- Have there been any unexpected consequences? Any negative consequences?
  - Any other impacts/benefits identified (what and for whom)
  - Any further/future anticipated impacts in the coming months (based on what )?

- 
- **For youth organisations:** to what extent would you have done this work / achieved these outcomes anyway?

## 5. Views on support received from the Futures Club

*I'd like to look at the Futures Club model of supporting partnerships like this. We are particularly interested in how easy / difficult it might be to replicate similar project elsewhere.*

- What role have Futures Club staff played in supporting this partnership?
- What did the support from Futures Club staff consist of – describe (e.g. telephone support/advice, recruitment, help in identifying needs, matching, facilitating meetings between youth organisation/business, communication, cluster meetings, etc.)
- To what extent did the support from Futures Club provide the youth organisation/business with any knowledge/ skills/ insight- that they did not already have e.g. understanding into / knowledge of business/ youth organisations; new ideas for how to engage, advice on how to remove barriers to engagement,
- To what extent was their support needed to overcome capacity/ resources issues to help engagement (eg did the Futures Club support fill any resource gap e.g. the business/youth organisation had the people with the skills/knowledge to engage, but did not have the staff time to undertake some of the set-up of partnership etc.)
- With hindsight, do you think the identified needs of the youth organisation were matched appropriately to what the business could offer?
- What has been the BITC/ Futures Club ongoing role/ function after you and X were paired?
- How useful have you found the cluster meetings to date (any issues, and how overcome)
- Have there been any issues in terms of support provided to date (if yes, what was the issue(s) and if and how overcome)
- What are your overall views on the helpfulness and quality of the support received from Futures Club staff (to date) and why?
  - Overall from your experience to date, what has worked well in terms of the Futures Club and why?
  - Is there any aspect of the Futures Club (set-up, delivery, support) which has not worked so well
    - What were the issues (were they resolved at the time)?
    - Anything you/your organisation would do differently another time if you were involved in Futures Club (if not already covered)?
- Do you have any (other) suggestions for how the Futures Club could be improved?

- 
- What do you think would have happened without being involved in the Futures Club? (e.g. would the business still be engaged with youth organisations without support from Futures Club, would youth organisation be able to address their areas of need?)

Role of the broker:

- (If not already covered) You've worked mainly with () from BITC: how have you found working with them?
- How important is that broker role?
- From your experience to date, what would you say are the essential features of a good broker? Could anyone do it? What are the most important skills/ approaches/ characteristics needed?
- What has working with the the broker achieved that you would not have done anyway?
- Is there anything else you would like to say about the Futures Club pilot or support provided/received

## 6. Sustainability

- As you know this pilot ends next year: what are your plans after that?  
ie do you think you and X will continue working together  
Do you think you might set up a partnership with another vol org/ business?
  - For businesses: We are aware that getting support from BITC after April will cost you a certain amount / won't be (so) subsidised: do you think your company would be willing to pay that amount? Do you perceive it as value for money? To what extent do the gains balance the cost? Probe reasons given – eg if no, would they be willing to pay something, but not £4000 pa;

If not already covered:

- For businesses: On reflection how easy do you think it would be for a small or medium local business to get involved in a project like this?
  - what do you see to be the main challenges/ enablers?
- For youth organisations: how easy or difficult would it be for small local charities/ youth agencies to get involved in projects like this? What are the key enablers and challenges?
- **What would be your key recommendations**
  - a) For the future of the Futures Club in your area?
  - b) For similar projects supporting partnerships between businesses and youth organisations, in other areas?

### Close of interview

- Any questions for the researcher
- Remind interviewee what will happen next/ how the research findings will be used
- Thank and close