



Positive Impact Partners (PIP)

A Guide for Partners

Congratulations on your successful PIP partnership match! Now starts the work to get to know your partner, scope out your objectives further and ultimately develop partnership projects that bring about positive social change. This process might seem a little daunting at first. This toolkit has been put together to support both University and Third Sector partners, to demystify the process and offer some practical ways of getting started so you can make the most of your PIP partnership.

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1. PIP Programme Expectations

Strong partnerships, ones that bring about mutual benefits, evolve where there is trust and commitment from both partners. For this reason we advise that all participants agree to make certain commitments to the programme. These commitments may differ from case to case, but in all cases are designed to underpin the partnerships and help foster trusting relationships.

Positive Impact Partners will agree to:

- Create, develop and work towards joint objectives of the partnership.
- Be willing to support their partner, share good practice and resources to meet agreed objectives.
- Act according to own and partner's organisational values.
- Commit your time, but know your own and your partners limits. Partners usually commit around 1.5 to 2 hours a month, and we ask for an initial commitment of at least 6 months in the first instance (NB the first meeting might be longer). This time might be in face to face meetings, but might also be via social media if agreed by both parties – it's good to agree working practices and time commitments in the early stages.
- Be flexible. Objectives and working arrangements can be difficult to organise. Partnerships might not work first time round, or may need to change for a number of reasons – that's fine, support and guidance is available throughout the programme.
- Collaborate with the University (and where appropriate, partner organisations), to help evaluate the programme and report on the added value from being part of the programme.
- Benefit from engagement with the programme!

All parties will benefit where participating organisations can:

- Allow staff time to develop partnerships to support individuals' professional development.
- Help to promote the PIP programme through wider networks (e.g. newsletters, social media).
- Contribute to the evaluation and development of the programme in order to support the Region's third sector.
- Report and promote any observed benefits of being involved. Ideally this should be following three months, 6 months and after a year of your partnership match. A feedback form is provided for this purpose.

2. The First Meeting

The first meeting between partners can be exciting but can often feel strange. You have been partnered with someone who has a similar set of initial objectives so the first meeting is a great opportunity to get to know each other and find out more about your respective objectives. It is a formalisation of what you have identified as a personal, project or organisational development needs. It is also a time to discuss your compatibility, how you will work together to meet each of your objectives and some of the practical issues such as what strengths you bring to the partnership or whether you have any additional needs or caring commitments that might affect how you organise your time.

1. Be prepared

The primary purpose of the PIP programme is to develop mutually beneficial objectives. The onus is on both partners to prepare in advance of the first meeting to identify individual and organisation objectives and give a framework for your discussion. You will have started to identify these in your PIP registration and objectives form, but now it is time to consider these in more detail. A number of objective setting tools have been detailed in this guide for this purpose.

2. Getting to know each other

It is important to establish trust and a way of working well together. Share past experiences and expectations. What do you have in common? View the first meeting as a social event aimed at building a longer term relationship. Both people need to come away with a positive attitude about the PIP partnership process.

3. Discuss the logistics

Determine how and when your meetings will be organised. Discuss the best time of day to meet, the best ways of getting in touch, the frequency of meetings and the most convenient place to meet. Ideally you should schedule your first 3 months of meetings.

4. Establish some ground rules

For the PIP partnership to be successful, it is essential to agree the boundaries of the partnership. Be clear about what you can and cannot do, including time commitments and what you will do if appointments are regularly missed. We recommend that the ground rules are put in writing and have provided a blank partnership contract for this purpose.

5. Outcomes

At the end of the first meeting you should have a feeling that you know more about your partner and will have agreed on the objectives for your future meetings. Ideally you will have drafted your partnership contract, developed a plan for your next couple of meetings and identified two tasks to work on before the next meeting.

6. Keeping the momentum

Once your objectives are developed, and agreed, with your partner it is a good idea for you to periodically review your progress against these. We would suggest that with your partner you review at 3, 6 and 12 months intervals in line with the reporting requirements for the PIP programme. The objective setting tools provided in this guide are a good basis for these discussions.

3. Ending the partnership

All partnerships must eventually end. Sometimes this takes place gradually but it does need to be discussed openly. If you have been careful to outline your objectives and approach to ending the partnership in your initial meeting it will be easier to handle when the time comes. It is important that you reflect regularly on your objectives and whether they are being met by the partnership. Once your partnership has ended it is important that you contact sustainability@leeds.ac.uk to provide feedback on the benefits of your partnership and indicate whether you would be interested in being involved with another community mentoring partnership.

4. Additional Support

The University has a number of additional resources that are available to third sector and charitable organisations.

Sustainability Service

The Sustainability Service supports the PIP programme delivery, including evaluating and reporting on the benefits of the programme to the University and Third Sector. We provide support to members and individual project through: training, advice and guidance, and with providing opportunities for members to network and share their experiences, including an email group and networking events. We can also provide assistance with accessing the additional support that the University can offer. Contact us at sustainability@leeds.ac.uk if you have any support needs.

Engaging our Students

As residents of Leeds our students are increasingly recognising the value of the opportunities that are available through the regions Third Sector. From training, support, paid or unpaid work, our students are seeking opportunities to work with local organisations to get to know Leeds, make a difference to communities and local people, and enhance their employability.

The University's Student Opportunities Team offers support to local charitable and third sector organisations with recruiting students for voluntary or paid opportunities. Our students are interested in getting involved with a wide variety of different roles and levels of commitment. Volunteer roles can be advertised online or through volunteering events held on campus throughout the year. If you would like to advertise a volunteer opportunity contact Jo Hargreaves at volunteer@leeds.ac.uk to find out how you can register.

The Student Placements Team offers support to local organisations with recruiting student interns. From creating a job description to advertising and collating applications, we can support you through the whole process. Interns need to be paid, but subsidies may be available to support the cost. Contact Laura Bielby at L.Bielby@leeds.ac.uk to access support with internships.

Through our Community Engagement Project accredited taught module, we offer third sector organisations the opportunity to host, scope, prepare for, deliver and evaluate a practical project for one of our students. These projects will both benefit the host organisation and provide students with the first-hand knowledge, skills and experience of working within the third sector. We have 15 student placements to offer organisations beginning September each academic year. Any non-for-profit, community, volunteering, charitable organisation can apply to become a host. If you are interested in

finding out more or hosting a student please request an application form from Jen Dyer at j.dyer@leeds.ac.uk.

Life Long Learning

Do you have a more formal training or education need? The Lifelong Learning Centre offers impartial advice and guidance, scholarships, short courses and taster days, and foundation level courses to support adult learner's access to Higher Education. Contact the Lifelong Learning Centre on 0113 343 3212 or lifelonglearning@leeds.ac.uk to find out about the opportunities available to help ease your transition back to study.

Research

If your partnership project or organisation would benefit from new insights or evidencing a need, we may be able to support you with co-designing and delivering a research project. Through our City Living Lab we are interested in projects which impact positively on the city and respond to local needs. Our students are also keen to incorporate practical projects into their academic studies. Get in touch with us at sustainability@leeds.ac.uk to discuss any project ideas that you may have.

Language Translation

The University's Centre for Translation Studies are keen to find translation projects to offer their postgraduate students. This could include: translating and proofread websites, brochures and other various documents as part of their academic studies. Language directions include translations from French, Spanish, Chinese, German, Italian, Japanese, Arabic and Russian into English, as well as English into Chinese. Projects are sought around the structure of the academic module with text mid-October, mid-November and mid- February, to match the structure of the modules

Legal Advice Clinics

Support is available from the School of Law to help with any unmet legal needs that your organisation may have. Their Legal Clinics bring together our law students, legal practitioners and community organisation together in order to meet the legal needs of service users. Legal practitioners are matched to an organisation based on their legal needs. Legal is available in the areas of Family, Housing and Employment Law, Will and Consumer rights. Contact legaladviceclinic@leeds.ac.uk for more information.

Campus Facilities

The University has a wide range of facilities, activities and educational opportunities which local organisations can access. Our estate includes a wide range of lecture, meeting and conference spaces to suit most event needs. Our cultural assets include libraries, theatres, galleries, and sports facilities. Get in touch if your organisation could make use of our facilities, sustainability@leeds.ac.uk

5. Further Resources and Information

Support and advice to third sector organisations:

<https://doinggoodleeds.org.uk/>

National Co-ordinating Centre for Public Engagement:

<https://www.publicengagement.ac.uk/>

The Community University Partnership Programme (CUPP):

<https://www.brighton.ac.uk/business-services/community-partnerships/index.aspx>

UK Town and Gown Association:

http://www.manchesterstudenthomes.com/Pages/Community_UKTGA

A Guide to Mentoring:

<http://www.pansophix.com/uul/downloads/leeds/a-useful-guide-to-mentoring.pdf>

Writing a Business Plan:

<https://www.gov.uk/write-business-plan>

6. Objective Setting Tools

There are many different ways you can work with your partner, requiring different tools and techniques. We have provide a range of tools in this section that you might find useful with identifying your individual and organisation objectives further and give a framework for your discussion.

SMART Partnership Objectives

S

- Specific
- Outcomes understood by both partners
- Creating positive social change

M

- Measurable
- Mutual benefits
- Reporting and evaluation

A

- Achievable
- Requires effort from both partners
- Benefits from outcomes

R

- Realistic
- Set expectations in the early stages
- Understand available resources of individuals and orgs

T

- Timed
- Recommended minimum time commitment
- Agreed 'end' date

G. R. O. W. Coaching Model

Used extensively for executive coaching, this model provides an excellent framework which can be helpful to both University and Third Sector partners. This model and questions, like the ones suggested here, can help to structure individual meetings or a PIP project. This may and probably will change over time and again using this model these can be agreed.

	Questions you could ask at this stage
<p>Step 1: Your Goals</p> <p>What are you trying to achieve?</p>	<ul style="list-style-type: none"> • What do you want to achieve long-term? • What does success look like? • How much personal control do you have over your goal? • What is a short-term goal on the way? • Is that positive, challenging or attainable? • How will you know you have achieved it? • How will you measure it?
<p>Step 2: Reality</p> <p>What is the current situation? What is happening, why is that, how does it impact on others/resources.</p>	<ul style="list-style-type: none"> • What is happening now? • Who is involved (directly? Indirectly?) • When things are going badly on this issue, what happens to you? • What happens to others directly involved? • What is the effect on others? • What have you done about this so far? • What results did that produce? • What's missing in the situation? • What do you have that you are not using? • What is holding you back? • What is really going on? What is your intuition telling you? • What do you feel
<p>Step 3: Obstacles & Options</p> <p>What are your options available to you? This is the creative session. Brainstorm lots of ideas even those that seem unfeasible.</p>	<ul style="list-style-type: none"> • What have you thought of so far? • What other options do you have? • What else could you do? • If you had more time what else could you try? • What if you had total autonomy? • What if you had all the resources you needed? • What would a really wise friend suggest you try? What advice would they be giving you?
<p>Step 4: Will & Way forward</p> <p>What will you actually do? Asking, how, what when and will questions will help you make a decision on the best course of action.</p>	<ul style="list-style-type: none"> • What are you going to do? • When are you going to do this? • How will you ensure that it happens? • What could stop you taking this step? • How committed do you feel to doing this? • How might you sabotage your own success? • What support do you need and from whom?

Personal Development Plan

The aim of creating a personal development plan is to document a process of self-analysis, personal reflection and honest appraisal of your strengths and weaknesses. This should enable you to evaluate and clarify and business or project development needs.

Time	What do I want or need to learn?	What will I do to achieve this?	How will I know when I have achieved this?	What will my first step be in achieving this?	What support or resources do I need?	When will I have achieved this by?
Immediate needs (0-6 months)						
Medium term needs (7-18 months)						
Long term needs (19+ months)						

Lifeline Exercise

Lifeline is a tool suited to partners with objectives that include professional development. This exercise is a creative process to capture the past events and influences in your career. It can be a useful tool to review your history and reflect on your career direction. Start by creating a list of key moments, events, accomplishments, obstacles and celebrations that are important to you. Map these events with a brief description against a timeline of them occurring.

Questions you could ask:

- At the highest points, what was going on for and around you?
- What or who got you out of the low points?
- How many low points are followed by a high?
- What have you learned from your experiences?
- What has helped you feel more hopeful about the future?
- What skills or qualities did you use to manage the life events?

High points							
OK points							
Low points							
Age	0	10	20	30	40	50	60

Positive Impact Partners (PIP) Partnership Agreement

For your PIP partnership to be successful, it is essential to agree your objectives and boundaries of the partnership. Summarise your discussions in the template below and update where necessary. Return a copy of this form to sustainability@leeds.ac.uk

University Partner:

Third Sector Partner:

Date:

Our initial meetings will focus on the following objectives:

- 1.
- 2.
- 3.

Timescales:

Frequency and date of meetings in the first 3 months:

Others who can support our partnership are:

Date of objectives and partnership reviews:

Termination, how will this be organised:

Signed by:

(Third Sector Partner)

(University Partner)

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Partnership Feedback Template

Demonstrating how the PIP Programme can make a difference to individuals, Third Sector organisations and the University.

Why do we collect feedback?

To showcase the benefits that the PIP Programme can have; whether that be the University or Third Sector partner, or how organisations and communities as a whole benefits. We also want to hear your thoughts on the programme delivery so we can make improvements where needed.

Having feedback helps to bring to life some of the individual projects, personal and organisation developments that have been gained through PIP. We will share your experiences with others through our marketing and reporting of PIP. We hope that through reading your experiences it will prompt others to participate and recognise the value that PIP provides to all partners.

What do we want from you?

We want you to complete the template below detailing the positive impact that the PIP Programme is making. Please provide an overall picture of how your project operates, including information about mentoring relationship. The focus should be on the outcomes and achievements brought about through the PIP Programme. We also want to hear where we can make improvements to the PIP Programme and its delivery. We would be grateful if you could also provide a photo to accompany this feedback. Please return this form, any additional information and photos to sustainability@leeds.ac.uk.

Where will this feedback be used?

Your feedback will be incorporated in to the PIP website, in our marketing of the PIP programme and in the University's reporting of our partnership working with Third Sector organisations.

Partnership Feedback Template

<p>Completed By</p> <p>Name:</p> <p>Email:</p> <p>Organisation:</p>	
<p>About you or your organisation</p> <p><i>Tell us about you and any other individuals taking part in the PIP Programme.</i></p>	
<p>Motivations</p> <p><i>Tell us about what motivated you, your academic school or your organisation to take part in the PIP Programme.</i></p>	
<p>Objectives</p> <p><i>Tell us briefly about what you or your organisation hoped to achieve by participating in the PIP Programme. What were your objectives?</i></p>	
<p>Meeting frequency</p> <p><i>Tell us how many meetings have taken place since the start of your PIP partnership. What is the typical duration for these? Is this what you expected?</i></p>	
<p>Outcomes</p> <p><i>Let us know how your partnership is progressing against your objectives.</i></p> <ul style="list-style-type: none"> • <i>How satisfied are you with your PIP Partnership so far?</i> • <i>What has changed as a result of you taking part in PIP?</i> • <i>What has your partnership done for you?</i> • <i>What kind of activities have you done together?</i> • <i>What have you achieved as a result of the partnership and involvement with the programme?</i> • <i>What if any challenges did you need to overcome?</i> • <i>What have been the greatest benefits in taking part in PIP?</i> • <i>Would you recommend the scheme to others?</i> 	
<p>Programme Administration</p> <p><i>Let us know your thoughts about the programme administration to help us make any improvements where needed.</i></p> <ul style="list-style-type: none"> • <i>How did you hear about PIP?</i> • <i>How easy did you find the registration process?</i> • <i>What additional information could we have provided?</i> • <i>Were you provided with adequate information to understand PIP and your role?</i> 	
<p>Any other information</p> <p><i>Please detail here any further information you would like to add.</i></p>	

