

partnership case studies

McGrath Estate Agents and Youth Off The Streets

Partner Organisations	McGrath Estate Agents and Youth Off The Streets <i>"The best support for community organisations comes from people who have passion for that cause"</i>
<p>Partners</p> <p>McGrath Estate Agents and Youth Off The Streets</p> <p>About the Partners</p> <p>McGrath Estate Agents is a leading residential property group with nine offices in Sydney and the Central Coast.</p> <p>Youth Off The Streets offers a range of services and programs to homeless and disadvantaged young people (aged 12 to 21 years).</p> <p>Number of Employees</p> <p>McGrath employs 330 people, including 200 sales agents and sales assistants.</p> <p>Youth Off The Streets employs a total of 175 staff, including casual and part-time staff.</p> <p><i>This Partnership was established in 2003 and won the 2006 New South Wales Medium Business Award and the 2006 National Medium Business Award of the Prime Minister's Awards for Excellence in Community Business Partnerships in 2006.</i></p>	<p>The Beginning of the Partnership...</p> <p>McGrath Estate Agents began looking for a community partner in 2002. The company was enjoying significant success and felt it was time to give back to the community in which it conducted its business. Firstly, McGrath surveyed its staff to determine the community issues important to them. Youth homelessness emerged as their chief concern, and McGrath's partnership with Youth Off The Streets began in 2003.</p> <p>Motivation</p> <p>McGrath is a highly successful real estate group and thus its employees and managers felt a responsibility to help those less fortunate. Youth homelessness was considered a fitting community cause to become involved with, as it was complementary to its core business of helping people buy and sell homes.</p> <p><i>It was quite a natural fit because both organisations are led by dynamic entrepreneurs, and because their core businesses are the same – they provide homes to people</i> – Youth Off The Streets.</p> <p>Aims and Objectives</p> <p>McGrath wanted to make a significant and meaningful contribution to the community through one dedicated partnership. Rather than simply donating money, McGrath worked in collaboration with Youth Off The Streets to develop a support plan that included work experience and employment opportunities; training in work and life skills; monetary donations; fundraising events, such as charity auctions; and more.</p> <p>Partnership Activities</p> <p>McGrath Estate Agents provides Youth Off The Streets with:</p> <ul style="list-style-type: none">>> financial contributions;>> fundraising events for young people;>> publicity and awareness raising of homelessness;>> volunteer work, with its staff working in the outreach program and running classes for young people;>> use of facilities (e.g. its boardroom) for training; and>> traineeships for Youth Off The Streets young people. <p>Youth Off The Streets provides McGrath with:</p> <ul style="list-style-type: none">>> recognition in publications, materials and its website;>> public acknowledgement in the media; and>> one student trainee per year, along with trainee support. <p>Partnership Benefits</p> <p>McGrath has experienced a cultural benefit among its employees, with many enthusiastically becoming involved with Youth Off The Streets. McGrath felt it was important to offer its employees the chance to make an individual contribution, not only through monetary donations, but also by sharing their skills and knowledge, and donating their time. In return, they enjoy a great deal of personal fulfilment and feel inspired about working for a company that takes its community role so seriously. McGrath's staff have become "champions" for Youth Off The Streets.</p>

Treasure Trove
You need to demonstrate what you can bring to the table. And I think that takes putting yourself in a company's shoes. In other words, really understanding their business, the ebbs and flows of its business cycle, when it's a good time to approach them ... it takes being open to ideas and being open to working collaboratively with them ... being realistic in what you can offer and what you can do to support the organisation and the partnership
– Youth Off The Streets.

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	<p>Success Ingredients</p> <ul style="list-style-type: none">>> Regular meetings.>> A formal Partnership Agreement outlining roles and responsibilities.>> A point of contact on each side of the partnership.>> Being realistic and transparent. <p>Challenges</p> <p>Managing traineeships with young people and providing coaching and mentoring is among the most challenging, but most rewarding, aspects of the partnership. McGrath and Youth Off The Streets have worked closely to ensure positive outcomes for trainees as well as the McGrath business. Staff changeover during the lifetime of the partnership is a potential problem, however, McGrath includes Youth Off The Streets in its induction program for new people. Time is also a challenge as many of McGrath's employees work six days a week. McGrath and Youth Off The Streets continually look for ways to allow these staff to make a meaningful contribution to the program within the time they have available.</p> <p><i>We would like to get more McGrath people involved in the outreach programs in various disadvantaged communities throughout Sydney, and we'd like to help educate them further as to the issues that those communities face</i></p> <p>– Youth Off The Streets.</p> <p>Things for YOU to consider</p> <p>A Partnership Agreement should include a formal three-year review. McGrath conducted its first review in 2006 with another staff survey to gauge interest in continuing its involvement with Youth Off The Streets. The feedback was positive, and McGrath has formally extended its commitment to Youth Off The Streets. It is examining ways to increase staff motivation and has established a committee to run the program. The committee is working on an annual calendar of events to allow more staff to participate.</p>

PMI Mortgage Insurance and Habitat for Humanity (Habitat)

Partner Organisations	PMI Mortgage Insurance and Habitat for Humanity (Habitat) <i>"Looking out for each other"</i>
<p>Partners PMI Mortgage Insurance and Habitat for Humanity</p> <p>About the Partners PMI Mortgage Insurance is a major insurance company in Australia and part of the global PMI group.</p> <p>Habitat for Humanity builds houses for disadvantaged families. These houses are built with partner families who each provide 500 hours of labour.</p> <p>Number of Employees Across Australia and New Zealand, PMI Mortgage Insurance employs 200 staff.</p> <p>Habitat employs eight staff in its national office.</p> <p><i>This Partnership was established in 2001. It won the 2003 New South Wales Encouragement Award, the 2004 New South Wales Medium Business Award and was a National Medium Business Finalist, the 2005 New South Wales Medium Business Award and the 2005 National Medium Business Award of the Prime Minister's Awards for Excellence in Community Business Partnerships.</i></p>	<p>The Beginning of the Partnership... Following discussions with the PMI Group – USA and learning about its support of Habitat International, PMI Mortgage Insurance began a partnership with Habitat Australia in 2001. At that time, Habitat for Humanity Australia was not well known. Today, with the support of PMI Mortgage Insurance and the various contacts it has given the organisation, Habitat for Humanity Australia is growing.</p> <p><i>Our relationship started six years ago; building or sponsoring one house per year. Since then, the relationship has flourished, we now sponsor four home builds a year. It's a great way for us to support the community</i> – PMI Mortgage Insurance.</p> <p>Motivation PMI Mortgage Insurance focuses on creating home ownership opportunities by providing mortgage insurance to get people into homes. Habitat does the same, but with Australians that would not otherwise be able to access affordable housing. For both organisations, this partnership seemed like a perfect fit!</p> <p>Aims and Objectives PMI Mortgage Insurance's main aim is to give something back to staff through the opportunity to participate in a meaningful experience. In supporting Habitat, the Company also hopes to increase the profile of Habitat and help the organisation provide an increased service to its community.</p> <p>Partnership Activities PMI Mortgage Insurance provides Habitat with:</p> <ul style="list-style-type: none">>> funding (sponsoring four houses per year);>> volunteer labour;>> management and marketing expertise;>> promotion; and>> engaging PMI Mortgage Insurance's network of customers and clients for additional support for Habitat. <p>Habitat provides PMI Mortgage Insurance with:</p> <ul style="list-style-type: none">>> meaningful volunteering opportunities for staff to enhance skills and raise awareness; and>> promotions and networking of PMI Mortgage Insurance with its community contacts.

Treasure Trove
CSR [Corporate Social Responsibility] is very important, particularly from a recruitment perspective. A lot of people look at how involved or active an organisation is within the community; whether they have a sense of social responsibility and act on it.

We promote the 'hands on experience' of a build to our people. People from all areas of PMI participate in the Habitat builds, forming relationships with the family and representatives from Habitat. It's great to see a team go to a build site and help a family build their home, it strengthens and promotes our sense of team spirit. Our people find it extremely satisfying.

When on a build you learn new skills; you're outside, doing something very meaningful. Our people come back on a high. There's a buzz about it
– PMI Mortgage Insurance.

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	<p>Partnership Benefits</p> <p>For PMI Mortgage Insurance, the benefits of the partnership have included:</p> <ul style="list-style-type: none">>> an alignment with the company's mission and values;>> the opportunity to create value generating relationships;>> internal team building and other skill enhancement opportunities within the activities used to assemble new homes; and>> staff view the two day volunteering opportunity and being away from the corporate office as a sense of reward. <p>For Habitat the partnership has resulted in:</p> <ul style="list-style-type: none">>> stability and increased capacity to supply houses to underprivileged people in Australia;>> increased exposure to a wider network of supporters, resources, and sponsorship base; and>> credibility and improved reputation. <p>Success Ingredients</p> <ul style="list-style-type: none">>> Having a "good fit" between all partners by understanding the benefits your organisation can bring to the partnership.>> Offering staff a "one-on-one experience" to help get them on board with the partnership.>> Planning and having a calendar of events; knowing each partners' time commitments.>> Regular and effective communication.>> It has to be fun! <p>Pay attention to compliance and legal issues from the beginning and ensure the community partner can accept these requirements.</p> <p>Strong personal relationships.</p> <p>Challenges</p> <p>Land prices in Sydney are expensive. Habitat homes, therefore, are generally constructed elsewhere in Australia. This increases the complexity of releasing small groups of PMI staff to participate in volunteering. There is a greater logistical cost to PMI with travel; accommodation; food; and occupational health and safety (OH&S) training. Furthermore, at times, the impact is greater on business activities when employees are away from work for longer.</p> <p>Things for YOU to consider</p> <p>According to Habitat for Humanity:</p> <p>The nature of the relationship changes and grows. It needs to change because organisations change. The growth of corporate social responsibility initiatives generally is not linear; it makes mistakes, hits dead ends. It's operating in an environment where profit-driven organisations don't go, and there are very good reasons for that, so that the passage is not smooth, the process disjointed and there are failures, there are hiccups. I think the best type of partner is one that can guide you, but also one who's prepared to recognise the inadequacies of the market you're operating in and the nature of the people you're dealing with, and, in our case, it's volunteers who are sometimes there and sometimes not.</p>

Publicis Mojo and Abused Child Trust

Partner Organisations	Publicis Mojo and Abused Child Trust <i>"Don't try to be an expert in the business of your partner"</i>
<p>Partners Publicis Mojo and The Abused Child Trust</p> <p>About the Partners Publicis Mojo is a dynamic advertising agency based in Brisbane (with other offices in Sydney, Melbourne, and Auckland) and is part of a globalised company.</p> <p>The Abused Child Trust is a Queensland-based community organisation providing counselling, education and health services to abused and neglected children and their families.</p> <p>Number of Employees Publicis Mojo in Brisbane employs 69 staff.</p> <p>The Abused Child Trust has around 50 Therapists, 150 Volunteers, a Volunteer Co-ordinator, a Communications Manager and eight corporate staff.</p> <p><i>This Partnership was established in 1988 and won the 2005 Queensland Medium Business Award and was a National Finalist for the 2005 Medium Business Category of the Prime Minister's Awards in Community Business Partnerships.</i></p>	<p>The Beginning of the Partnership... This partnership has been going for so long that no one remembers how it all began. The partnership has been running since 1988. It has survived changes in staff, as well as changes in the marketing direction of the Abused Child Trust (the Trust) - from "a dark and sinister undercurrent" to a more positive light that people can do something about child abuse.</p> <p>Motivation According to the CEO of Publicis Mojo: The motivation for getting involved was that it was a charity which didn't receive a lot of corporate support because child abuse was one of those social issues that corporates tend to shy away from. It didn't have the warm fuzzies like the Royal Children's Hospital or Starlight Foundation and that sort of thing. It didn't have the smiley happy faces. The whole notion of sexual abuse and child beatings has sort of slipped under the carpet, hidden behind closed doors. And so they didn't receive a lot of corporate support, didn't receive a lot of funding from the corporate sector, and we thought that was a challenge. We could see the nature of the problem and we could see that they needed help, so we stepped in to go where no one else would go.</p> <p>Aims and Objectives From a business objective, the partnership aims to offer Publicis Mojo employees professional opportunities to develop advertising campaigns in a controversial area that enables them to creatively compete for recognition in world industry award programs while at the same time raising the Company's creative profile. In addition, through its pro-bono work for the Trust, Publicis Mojo aims to enhance the Trust's marketing and branding campaigns for fundraising and, ultimately, the public's awareness of the Abused Child Trust and the work they do.</p> <p>Partnership Activities Publicis Mojo provides the following (generally as pro-bono activities) to the Trust: >> the creation of advertisement campaigns to raise awareness of child abuse issues; >> the development of the Abused Child Trust brand; >> use of premises; >> volunteering, mentoring and executive support; >> fundraising activities; and >> networking opportunities and contact sharing for cheaper supplies.</p> <p>The Trust provides Publicis Mojo with: >> promotion in its public material; >> quality volunteering opportunities for staff to help improve staff awareness; and >> connecting the Trust's other corporate partners together.</p> <div data-bbox="938 488 1528 1070" style="background-color: #ffffcc; padding: 10px;"><p>Treasure Trove <i>One of the powerful things about our relationship is making sure you've got that good will and understanding about how other people work. This is really important. So it's kind of respecting people's differences and knowing how to work with that within those differences. [In the yearly reviews], it's basically a 360 degree look at how our partnership is going. It's not a love-in. We don't talk about how much we love each other. It's pretty much business, but that's probably another reason why the partnership is so strong... We really need to ensure that our partner knows where we're going because our partner's not going to set our strategic direction for us</i> – Abused Child Trust.</p></div>

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Publicis Mojo and Abused Child Trust

Partner Organisations	Publicis Mojo and Abused Child Trust <i>"Don't try to be an expert in the business of your partner"</i>
	<p>Partnership Benefits</p> <p>Publicis Mojo has won awards for its outstanding advertisements for the Trust. In turn this has enhanced the Company's reputation. Involvement with the Trust has also given staff an awareness of the issue of child abuse and neglect. As a result of the partnership, the Trust has significantly increased its capacity to fundraise and generate revenue from other sources and, consequently, its ability to provide ongoing quality programs to children and families.</p> <p>Perhaps one of the most beneficial outcomes to date has been that the Trust has recently brought together three of its corporate supporters to form a steering committee for its next campaign. Each supporter organisation is complimentary to the other. For example, there is a media company, a communications company and Publicis Mojo. This is a potentially excellent opportunity for these organisations to network and collaborate on other business opportunities.</p> <p>Success Ingredients</p> <ul style="list-style-type: none">>> Good will and respect for each others' timeframes and differences.>> Sharing the same values and objectives.>> Getting buy-in by staff.>> Regular communication.>> Honesty and frankness within a robust relationship.>> Review of the partnership and its outcomes every year.>> Project planning to create a shared calendar of commitments.>> Sharing mistakes.>> Celebrating achievements together.>> An embedded day-to-day relationship working within and across the organisations. <p>Challenges</p> <p>Because of the sensitivity and confidentiality issues relating to child abuse and neglect, there are limitations in collecting and distributing good news stories about the impacts of this partnership. The biggest challenge, however, will be matching the Trust's burgeoning growth with the time capacity of Publicis Mojo to provide its pro-bono campaigning work.</p> <p>Things for YOU to consider</p> <p>Knowing where to draw the line about the depth and breadth of involvement and agreeing on this, has been an important learning for both these partners.</p>

Readings Books Music & Film and the Brotherhood of St Laurence

Partner Organisations

Partners

Readings Books Music & Film and the Brotherhood of St Laurence

About the Partners

Readings Books Music & Film is an independent Melbourne book retailer established in 1969.

The Brotherhood of St Laurence is a community organisation that offers a range of services to assist individuals or communities resolve their situation so that they can live with dignity and respect and develop into contributing members of their community.

Number of Employees

Readings Books Music & Film employs around 70 full-time staff and another 70 part-time staff.

The Brotherhood of St Laurence employs around 200 full and part-time staff in Victoria.

This Partnership was established in 2000 and won the 2006 Victorian Medium Business Award of the Prime Minister's Awards for Excellence Community Business Partnerships.

Readings Books Music & Film and the Brotherhood of St Laurence

"You need to be passionate about what you're doing"

The Readings Books Music & Film partnership case studies aim to show how one Company can be involved in more than one partnership. This partnership with the Brotherhood of St Laurence is a long-term partnership that began in 2000.

The Beginning of the Partnership...

This partnership began when a Brotherhood of St Laurence volunteer and a regular customer of Readings Books Music & Film happened to mention to the Manager at Readings Hawthorn – the Home Interaction Program for Parents and Youngsters (HIPPY) operating at the Brotherhood of St Laurence.

Motivation

For Readings Books Music & Film, the partnership was driven by the Director/Owner's philosophy of giving back to the community. Importantly, Readings Books Music & Film is premised on the notion of the importance of literacy and, in particular, the importance of providing early intervention strategies to encourage the development of literacy skills of disadvantaged children.

Aims and Objectives

This partnership is well aligned with Readings Books Music & Film's core business objective. The partnership aims to deliver a program helping parents improve literacy and numeracy skills in their pre-school aged children and to promote the importance of this work to the wider community.

Partnership Activities

Readings Books Music & Film provides The Brotherhood of St Laurence with:

- >> marketing knowledge and expertise;
- >> links into a wider supportive network including the publishing and book retail industry;
- >> promotional access to Readings customers, newsletters and website;
- >> in-store fundraising; and
- >> staff volunteering/mentoring with parents that act as the home tutors of the HIPPY children.

The Brotherhood of St Laurence provides Readings Books Music & Film with:

- >> enhanced reputation in the community by being associated with a highly regarded community organisation;
- >> promotion through the Brotherhood of St Laurence material, staff, volunteers and supporters; and
- >> awareness of issues relating to disadvantage and low socio-economic conditions and the opportunity for staff to understand a number of different cultures.

Treasure Trove

I think being local is really important, because you can pop in and out. Being local is a big one – they're accessible.

At the time that Readings became interested we had an offer from another company as well, which we saw as a conflict of interest so we knocked that back.

Locally owned is really important... You never feel [Readings] puts us on the backburner, at the bottom of the list

– the Brotherhood of St Laurence.

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Readings Books Music & Film and the Brotherhood of St Laurence

Partner Organisations	Readings Books Music & Film and the Brotherhood of St Laurence <i>"You need to be passionate about what you're doing"</i>
	<p>Partnership Benefits</p> <p>Since the partnership began, Readings Books Music & Film has seen an increased customer base as well as an increase in brand awareness. The business has also gained greater community recognition. In turn, The Brotherhood of St Laurence has been able to increase its financial resources, donated products and accessed more volunteers. It has also made business connections and accessed important skills. Furthermore, winning the 2005 Victorian Medium Business Award of the Prime Minister's Awards for Excellence in Community Business Partnership and attending the Awards presentation:</p> <p><i>Increased our profile... it's a good connection. There was a lot of networking that happened, even at the breakfast. Because most of my bosses went, it's a way to network</i></p> <p>– the Brotherhood of St Laurence.</p> <p>Success Ingredients</p> <ul style="list-style-type: none">>> Align each organisations core objectives.>> Ensure that the partnership involves a hands-on experience rather than it being just a financial transaction.>> Regular communication.>> Make sure you have enough resources and strong ambassadors to drive the partnership.>> It has to bring benefits to both organisations. <p>For the Brotherhood of St Laurence a critical success factor is that the personalities associated with the partnership must like each other:</p> <p><i>It comes down to personality. The current partnership manager is fantastic... [the owner of Readings] is genuinely very committed to social justice. For example, he is at times paid to write reviews for the Age and he'll email me and say "there's \$1,000, can I get the Age to pay it directly to you" That's not something he's working out that he'll get any benefit from because nobody knows about it except him and me. He's just very genuinely supportive</i></p> <p>– the Brotherhood of St Laurence.</p> <p>Challenges</p> <p>The main challenges have been associated with the lack of internal human resources at The Brotherhood of St Laurence, including a consistent Corporate Partnerships Manager.</p> <p>Things for YOU to consider</p> <p>The business and community sectors are different with two different ways of operating. This brings much learning. According to the Brotherhood of St Laurence:</p> <p><i>Business really needs to understand about the have-nots, like the refugees. On the Brotherhood side, we're very keen to develop these corporate partnerships, and that's a new thing I think because we've always relied on donors more than business partnerships. So businesses are able to learn from the Brotherhood, and then also the Brotherhood has a huge amount to learn from business, especially marketing and promotion.</i></p>

Readings Books Music & Film and Gasworks Art Park

Partner Organisations	Readings Books Music & Film and Gasworks Art Park <i>"A year-by-year agreement because so many things change in our business"</i>
<p>Partners Readings Books Music & Film and Gasworks Arts Park</p> <p>About the Partners Readings Books Music & Film is an independent Melbourne book retailer established in 1969.</p> <p>Gasworks Arts Park is a not-for-profit community arts centre and a place of art, ideas and events, where people meet, explore and create.</p> <p>Number of Employees Readings Books Music & Film employs around 70 full-time staff and another 70 part-time staff.</p> <p>Gasworks employs seven full-time staff, seven part-time staff and around 70 volunteers per year.</p> <p><i>This Partnership was established in 2005 and won the 2005 Victorian Encouragement Award of the Prime Minister's Awards for Excellence in Community Business Partnerships.</i></p>	<p>The Readings Books Music & Film partnership case studies aim to show how one company can be involved in more than one partnership. This partnership with Gasworks Arts Park is negotiated annually.</p> <p>The Beginning of the Partnership... This partnership was an initiative of the Manager of the then newly established Readings Books Music & Film store in Port Melbourne. The Manager made contact with a Gasworks employee – "she just dropped into Gasworks one day and started talking about things". The partnership was established in 2005 and involves the partners delivering a food, wine, art and community festival (The Taste for Living Festival) and a children's festival with a focus on play, imagination and literacy (The Once Upon a Story Festival). The partnership is re-negotiated annually.</p> <p>Motivation This partnership was driven initially by the Director/Owner of Readings Books Music & Film, who has a personal philosophy of giving back to the community. The partnership was also premised on the desire to embed the business in the Port Melbourne Community. This was critical, since previous bookshops in Port Melbourne had failed.</p> <p>Aims and Objectives Through partnering with Gasworks Arts Park, a local but well known community organisation, Readings Books Music & Film was hoping to bring something to its business by building strong relationships with the local community and also to give back to that community, by linking Gasworks Arts Park into the wide literacy and marketing networks of the business. The aim of the partnership, for Gasworks, was to deliver more services to its local community.</p> <p><i>I think certainly the involvement with Gasworks helped us become a part of the local scene more quickly, and helped establish links that we may both not have made</i> – Readings Books Music & Film.</p> <p>Partnership Activities Readings Books Music & Film provides Gasworks with:</p> <ul style="list-style-type: none">>> marketing skills and literacy expertise;>> links with business networks, especially authors and publishers; and>> volunteering for Story Festival and The Taste for Living Festival. <p>Gasworks provides Readings Books Music & Film with:</p> <ul style="list-style-type: none">>> local community relations;>> promotion in the local community; and>> arts expertise.

Treasure Trove

My advice to someone interested in a partnership is talk! So much these days happens over emails. But relationships have to be established face-to-face. In our partnership we get together over a cup of tea and talk informally. We have mutual brainstorming sessions. It might start with some small ideas but sometimes this can turn into something great which is what happened with 'Story Festival'. My advice would be, 'do talk, do have Tim Tams, do de-brief. And don't promise what you can't deliver!

Gasworks Arts Park.

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Readings Books Music & Film and Gasworks Art Park

Partner Organisations	Readings Books Music & Film and Gasworks Art Park <i>"A year-by-year agreement because so many things change in our business"</i>
	<p>Partnership Benefits</p> <p>Since the partnership began, Readings Books Music & Film has identified an increase in reputation as well as customer loyalty. The business has gained greater community recognition and has been able to strengthen its relationships with local schools.</p> <p>In turn, Gasworks has been able to access important marketing expertise and industry contacts that would otherwise be inaccessible. Wider networking has increased the organisation's ability to promote awareness of broader programs and enhanced its reputation and profile in the community.</p> <p>Success Ingredients</p> <ul style="list-style-type: none">>> Select an organisation that you can work with and that has common goals and objectives.>> Make sure you have enough resources and strong ambassadors to drive the partnership.>> It has got to bring benefits to both organisations.>> Talk, talk, talk! Hold regular meetings and debriefings after each event.>> Admit mistakes when you've made them and move on.>> Informality to enable an organic process. <p>Challenges</p> <p>The major challenge for Readings Books Music & Film has been the limited human resources that can be made available to the partnership activities. Staff changes within both organisations since the partnership started have presented some challenges to each new partnership manager, in terms of the need to familiarise themselves with the partnership and develop relations with each other. This has also highlighted the importance of documenting the partnership's journey and process.</p> <p>Things for YOU to consider</p> <p>This partnership is based on the recognition of the importance of community for business success. Gasworks express it in this way:</p> <p>Community organisations are anchored in the heart of community members and you can actually buy into the goodwill of the community by contributing to community organisations in a really positive way, not just by throwing money at them, but by actually working together in partnership to find solutions to greater problems.</p>

Status Employment Services and Kids Future Kids (KFK)

Partner Organisations	Status Employment Services and Kids Future Kids (KFK) <i>'We fit like a hand and glove'</i>
<p>Partners</p> <p>Status Employment Services and Kids Future Kids (KFK)</p> <p>About the Partners</p> <p>Status Employment Services is an employment agency providing training and employment brokerage to long-term unemployed and disadvantaged people across four offices in and around Adelaide.</p> <p>KFK is a community organisation working with at-risk children in and around Adelaide.</p> <p>Number of Employees</p> <p>Status Employment Services has over 60 employees.</p> <p>KFK employ one paid employee and have 98 volunteers on its database.</p> <p><i>This Partnership was established in 2005 and won the 2006 South Australian Medium Business Award of the Prime Minister's Awards for Excellence in Community Business Partnerships.</i></p>	<p>The Beginning of the Partnership ...</p> <p>After attending the Adelaide Community Business Day – an initiative of the Prime Minister's Community Business Partnership – the Executive Chairman of Status Employment Services was inspired to start a partnership. This led to numerous discussions with his board. After a couple of false starts, he stumbled across the Our Community brokerage service. The service returned two responses, one from KFK.</p> <p>Motivation</p> <p>The mission of Status Employment Services is to provide assistance to long-term unemployed and disadvantaged people. Over time, the business has witnessed generational unemployment and seen that the length of unemployment for particular demographics was increasing</p> <p><i>So our motivation really was to look at unemployment from the other end - why people actually become unemployed</i></p> <p>– Status Employment Services.</p> <p>KFK has been operating without much financial success for over 30 years. Status Employment Services saw an opportunity to build the long-term financial sustainability of KFK while at the same time addressing their mission of reducing inter-generational unemployment.</p> <p>Aims and Objectives</p> <p>The aim of this partnership is simple – to make KFK a financially independent and sustainable organisation that is able to provide its services to more clients.</p> <p>Partnership Activities</p> <p>Status Employment Services provide KFK with:</p> <ul style="list-style-type: none">>> financial support to run additional camps;>> financial support to pay the wages of KFK's Business Development Manager (the only paid employee);>> pro-bono skills and expertise (IT, marketing, accounting);>> staff volunteering/fundraising;>> office space; and>> directors and staff to sit on KFK's board and various committees. <p>KFK:</p> <ul style="list-style-type: none">>> build staff awareness of issues relating to at-risk children;>> acknowledge and promote Status Employment Services in the public domain and in published material; and>> allow the use of their logo in Status Employment Services material for co-branding.

Treasure Trove

I don't think we are married. I think we're still courting - we're still dating. We've just become a bit more permanent partners. Certainly the commitment goes from year to year. It changes from year to year. There are certainly no guarantees that the partnership is going to be here forever, or as partners we might evolve and change direction. But in the meantime there's a lot of chemistry. There is a lot of mutual respect. The respect is because I do not take the partnership for granted, and I understand the importance of making sure that whatever we do we are in alignment with our core values and ethics, which was really our major draw card in the first place!

– Kids Future Kids.

Status Employment Services and Kids Future Kids (KFK)

Partner Organisations	Status Employment Services and Kids Future Kids (KFK) <i>'We fit like a hand and glove'</i>
	<p>Partnership Benefits For both organisations, the benefits of the partnership have included:</p> <ul style="list-style-type: none">>> improved staff morale and enhancement, rejuvenation of the passion of KFK volunteers;>> a successful outcome in a joint submission of a Commonwealth Government tender; and>> enhancement of Status Employment Service's reputation and KFK credibility in the community. <p><i>The Prime Minister's Award is something we are already using. We take out an ad and we've put a big star burst on it saying "Winner of Prime Minister's Award"... Employers are people who employ our clients – that's our business. We generate income from that. If they see us as a good corporate citizen and they see us as honest, open and loyal to them, I'm sure the business will be even more credible – Status Employment Services.</i></p> <p>Success Ingredients</p> <ul style="list-style-type: none">>> Regular communication.>> Personalities of those driving the partnership.>> Mutual understanding and respect of what both partners want to get out of the partnership.>> Understanding and respecting the partnership boundaries. It's not about telling KFK what they should be doing. It's about them asking and us responding to their requests – Status Employment Services.>> Making time available for each other and being patient. <p>Challenges For Status Employment Services challenges have included:</p> <ul style="list-style-type: none">>> the need for flexibility. Often community organisations need to do things (that will involve you) outside of work hours!; and>> the need for patience. Community organisations often lack the systems and procedures that the business world takes for granted. These can include IT infrastructure, skills in business planning, financial budgeting, and so on. <p>For KFK the major challenges for community partners are:</p> <ul style="list-style-type: none">>> being realistic with respect to what you promise and are capable of delivering;>> communicating constantly; and>> taking the time to understand each other's sector and respect one another's core mission and mode of operation. <p>Things for YOU to consider This partnership is organic and, although the partners have not signed a partnership agreement, there is a document that outlines the financial contributions made to KFK by Status Employment Services.</p> <p>To protect itself against any risk, Status Employment Services consulted with their insurers as to whether the business was exposing itself to any risk, especially with respect to providing financial support to the KFK camps for at-risk children.</p>

Titanium Enterprises and Caloundra Youth Focus

Partner Organisations	Titanium Enterprises and Caloundra Youth Focus <i>"They've earned our respect and therefore our loyalty"</i>
<p>Partners Titanium Enterprises and Caloundra Youth Focus</p> <p>About the Partners Titanium Enterprises is a property development company focusing on land subdivision and development, including a golf course and residential development and eco-tourism resorts. The Company began operations in 2004 and is located in Caloundra, QLD.</p> <p>Caloundra Youth Focus provides fully supported accommodation housing for young people who are homeless, or at-risk of becoming homeless.</p> <p>Number of Employees Titanium Enterprises employs seven full-time staff plus additional consultants as required.</p> <p>Caloundra Youth Focus employs one full-time paid employee, plus an additional 15 part-time staff and six residential workers.</p> <p><i>This Partnership was established in 2005 and won the 2006 Queensland Encouragement Award of the Prime Minister's Awards for Excellence in Community Business Partnerships.</i></p>	<p>The Beginning of the Partnership... Titanium Enterprises began operations in 2004. In late 2004, Titanium Enterprises was introduced to Caloundra Youth Focus by the State Member for Caloundra, Mr Mark McArdle MP.</p> <p>Motivation When Titanium Enterprises first met Caloundra Youth Focus, the organisation was financially struggling and on the verge of closing down some of its seven supported accommodation properties. Shocked that this could happen to an organisation that had been operating for over 15 years, and recognising the importance of a new company embedding itself in its local community, Titanium Enterprises entered a partnership with Caloundra Youth Focus.</p> <p>Aims and Objectives The aim of this partnership is firstly, to embed Titanium Enterprises in its local community; and secondly, to ensure the long-term sustainability of Caloundra Youth Focus.</p> <p>Partnership Activities Titanium Enterprises provides Caloundra Youth Focus with:</p> <ul style="list-style-type: none">>> financial assistance for the employment of youth and case management workers;>> hosting fundraising activities;>> networking opportunities and access to other private funders/donors;>> promoting the organisation on its website;>> work experience opportunities for young people;>> assistance with writing government funding applications;>> subsidized recreational activities for young people; and>> staff to sit on the Management Committee. <p>Caloundra Youth Focus provides:</p> <ul style="list-style-type: none">>> awareness raising of staff and Titanium business associates of the needs of local youth;>> expansion of Titanium's contacts with the local community; and>> promotion of Titanium in the local media as a company committed to "doing good" in its local community.

Treasure Trove

Our office is located next to the office of the state member for Caloundra, Mr Mark McArdle, and he knew of Youth Focus. He decided he'd introduce us to Youth Focus to see if there were any possibilities of, not necessarily a partnership but some support or assistance. He asked if we were interested in meeting with them from a community perspective. Mr McArdle actually came to the meeting and brought the Founder and Manager of Youth Focus to our office. They basically told their story - who they were, what they did, and what their current situation was. The Directors really had an affiliation with the Founder. She's really passionate and committed to young people in the area. And they could see how much work she'd put in to that organisation, to building it. And it just stemmed from there. They formed an immediate rapport

Titanium Enterprises.

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Titanium Enterprises and Caloundra Youth Focus

Partner Organisations	Titanium Enterprises and Caloundra Youth Focus <i>"They've earned our respect and therefore our loyalty"</i>
	<p>Partnership Benefits</p> <p>Since the partnership began in 2005, Titanium Enterprises' reputation and profile in the community has been enhanced and employee understanding of local issues and morale has increased. Furthermore, The Prime Minister's Awards for Excellence in Community Business Partnerships has generated some positive media for the partnership in the local community:</p> <p><i>It has certainly alerted the wider community to who Titanium is and what we do and has reinforced that we are committed to the area in which we work. We've committed to Youth Focus for a period of time and haven't just handed over a cheque, we're doing whatever we can to help – Titanium Enterprises.</i></p> <p>The partnership has enhanced the profile of Caloundra Youth Focus and enabled it to provide more accommodation support. The organisation has also been able to access further funding from both government and the private sector. Now there are nine houses, and the quality of service has been enhanced with good outcomes being produced to break the cycle of homelessness.</p> <p><i>It's been very energising and very uplifting! We have the time to write submissions and we have the time to produce statistics – the things of value to making a good submission. We have the equipment to be able to produce the reports. We have the resources for staff to attend training. We've been able to put on a book keeper and introduce a new financial chart of accounts. These are all things we would have been unable to do without Titanium's support – Caloundra Youth Focus.</i></p> <p>Success Ingredients</p> <ul style="list-style-type: none">>> An equal relationship with clear roles and responsibilities.>> Open communication and a willingness to address issues as they arise through regular meetings.>> Respecting each other's core business objectives and area of expertise.>> Looking out for each other.>> A direct contact between the two partnership managers (and liking one another!).>> Having a shared value-base.>> Being accountable, being transparent and being professional. <p>Challenges</p> <p>The main challenge has been getting the wider community interested in the issue of homelessness; to break down the stereotype that homelessness is a "big city" issue; and to convey the extent of the problem in order to harness wider support. The main learning for Caloundra Youth Focus has been to better case manage work experience candidates to ensure their success; and to recognise that Titanium is there for support and, therefore, to ask for it as the need arises.</p> <p>Things for YOU to consider</p> <p>Within this partnership, it is acknowledged that while both organisations operate very differently, they share the same objective and are able to work together towards a common goal:</p> <p><i>Based on our assistance to young people in our community to better themselves and reach their own goals, and to have somewhere safe and warm to sleep at night. So we both have that same objective, but we obviously do different things in order to help achieve that – Caloundra Youth Focus.</i></p> <p>Titanium's partnership approach is "community driven" which means that the business will partner with organisations working on those issues most pressing in the communities in which it operates.</p>

Canberra Theatre Centre and Vision Australia

Partner Organisations

Canberra Theatre Centre and Vision Australia

"What we are promising... don't lose sight of what we're here to do"

Partners

Canberra Theatre Centre
and Vision Australia

About the Partners

Canberra Theatre Centre is a government funded organisation that stages a variety of theatrical productions for the local community.

Vision Australia provides blind or low vision people with services to enable life participation. Vision Australia has 30-plus service centres in NSW, ACT and Victoria.

Number of Employees

Canberra Theatre Centre employs around 20 full-time staff and a further 40 casual and front of house staff.

In the ACT, Vision Australia employs 80 staff.

This Partnership was established in 2003 and won the 2005 and 2006 Australian Capital City Medium Business Awards of the Prime Minister's Awards for Excellence in Community Business Partnerships.

The Canberra Theatre Centre (the Theatre) is an activity of The Cultural Facilities Corporation, an agency of the ACT Government. As an agency of government, the Theatre is a not-for-profit organisation. However, it operates its own facilities in a commercial environment, competing nationally for ticketing services, venue hire of its theatres and provision of specialist theatrical programming and marketing. This partnership highlights how a government organisation operating on business principles can have a successful and beneficial community business partnership.

The Beginning of the Partnership...

In 2002, Vision Australia (previously known as the Royal Blind Society) approached the Theatre with the idea of developing an Audio Description with volunteer narrators for people who are vision impaired. At that time, the Theatre had an active program ideal for inclusion (although nothing specifically for the vision impaired) and was, therefore, receptive to the idea.

Since this partnership began in 2003, the Theatre has diversified its program to now include adaptations for people with hearing impairments (through projected captions during performances) and tactile tours of theatrical sets.

Motivation

Vision Australia's mission that Australian's with vision impairment will have access to and participate in every aspect of life was a good match with the Theatre's commitment to "providing access to live performing arts for all of Canberra". The Theatre had done its research and knew one of the community groups that it was not accessing was the vision impaired. The Theatre also knows that for it to survive it must be "close to its community" and has since expanded its partnerships with other community organisations servicing those that are disadvantaged and excluded from the "theatre experience".

Aims and Objectives

For both partners the aims and objectives of this partnership are a shared interest by both partners to increase inclusivity for the vision impaired.

Partnership Activities

The Theatre also advertises for volunteers and encourages people to attend training programs. The Theatre covers the contained costs associated with the volunteers and the audio description. This includes advertising; technical equipment and support to describe each play specifically to the needs of the audience, promotion of the partnership; and raising awareness of visual impairment within the community.

Vision Australia trains and provides the resourcing and management of volunteers to work with the vision impaired. It also promotes the Theatre to its community and incorporates the Theatre's logos in its material. Advertisements for shows are funded by Vision Australia and included in material sent to its [Vision Australia] client base. Additionally, Vision Australia provides expert advice about the disability and needs of members.

Treasure Trove

The most important thing is to work out why you're doing it. If you're really clear about what that is then I think that you'll get the outcomes you're looking for. If you're in it for a quick return then don't even think about it. I mean most partnerships work best if there is trust between both parties, and if both parties are getting out of it what they are both wanting. In that respect, you're talking about a service obligation and a mutually agreed partnership

– Canberra Theatre Centre.

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Canberra Theatre Centre and Vision Australia

Partner Organisations	Canberra Theatre Centre and Vision Australia <i>"What we are promising... don't lose sight of what we're here to do"</i>
	<p>Partnership Benefits</p> <p>The partnership has provided the following benefits to the Theatre:</p> <ul style="list-style-type: none">>> access to new subscribers and attendees;>> staff have had exposure to a specialist group in the community that they would not otherwise have contact with and this has enhanced their training skills and broadened their experiences;>> national touring theatre companies that perform at the theatre have been able to successfully integrate the adaptations to their performances and have embraced the ideas; and>> government gets a clear message that the Theatre takes its social responsibility seriously and is setting an example for other government organisations. <p>The partnership allows Vision Australia to improve its brand recognition and meet its mission statement. Importantly, the general community get the opportunity to share the theatre experience with people who are vision impaired, and this promotes greater understanding of difference and increases their awareness that the theatre plays to an audience with a disability.</p> <p>Success Ingredients</p> <ul style="list-style-type: none">>> Open and quick communication.>> Being clear about the reasons why the partnership exists.>> Having commitment and the enthusiasm from both partners to make it work.>> Mutually beneficial outcomes.>> Trust.>> Respect for volunteers. <p>Challenges</p> <p>Some of the challenges have included:</p> <ul style="list-style-type: none">>> addressing the issues that have unexpectedly emerged (e.g. physical access issues such as ramps, cost of technical equipment);>> getting source material to Vision Australia a couple of months before a theatrical production;>> the relationship has been built on the strength of both organisations wanting to work together. However, for a while Vision Australia had struggled with a lack of basic infrastructure (office equipment, etc.); and>> retaining good volunteers. Volunteers need to go through a rigorous process of selection, including police checks, and need to commit for a year. <p>Things for YOU to consider</p> <p>An important learning for this partnership has been in being able to respond to the unexpected, despite having set realistic aims and having enough resources to contribute to the partnership.</p>

Gloria Jean's Coffees and Mercy Ministries

Partner Organisations	Gloria Jean's Coffees and Mercy Ministries <i>"It's not a passive involvement... We're in boots and all"</i>
<p>Partners Gloria Jean's Coffees and Mercy Ministries</p> <p>About the Partners Gloria Jean's Coffees provides connoisseur-quality coffee through its nine company shops and its 394 franchises in Australia.</p> <p>Mercy Ministries provides housing, counselling, life-skills training and support to young women survivors of hardship and abuse.</p> <p>Number of Employees Gloria Jean's Coffee employs approximately 140 people in its corporate support office.</p> <p>Mercy Ministries employs a total of 27 full-time and part-time staff.</p> <p><i>This Partnership was established in 2003 and has not applied for the Prime Minister's Awards for Excellence in Community Business Partnerships.</i></p>	<p>The Beginning of the Partnership... Beginning in 2003, this partnership has seen the rapid growth and success of both partner organisations! The partnership originated through a friendship network where it became quickly apparent that the Mercy Ministries program was aligned with the core business objectives and mission of Gloria Jean's Coffees.</p> <p>Motivation The opportunity to genuinely support a community group, while also fulfilling its business obligations was a desirable concept to Gloria Jean's Coffees.</p> <p>Aims and Objectives As part of its mission and values, Gloria Jean's Coffees commits itself to "partnerships", "changing peoples' lives" and "helping people grow". These values are similar to the core mission statement of Mercy Ministries. This is a clear alignment. However, both organisations also target the same market – young women. The partnership aims to:</p> <p><i>Give [Mercy Ministries] a profile. To give them market wide publicity... To create more finance to extend the homes. To open new homes so that more young women can be helped – Gloria Jean's Coffees.</i></p> <p>Partnership Activities Gloria Jean's Coffees provides Mercy Ministries with:</p> <ul style="list-style-type: none"> >> marketing and advertising expertise; >> fundraising events and campaigns (e.g. donation boxes in every franchise and annual fundraising weekend); >> provision of Gloria Jean's Coffees products and coffee carts when required; >> promotion of Mercy Ministries through in store information leaflets and during speaking engagements; and >> access to suppliers and other contacts to harness additional support for Mercy Ministries. <p>Mercy Ministries provides Gloria Jean's Coffees with:</p> <ul style="list-style-type: none"> >> promotion of Gloria Jean's Coffees in the community; >> ability to directly assist young women in crisis through brochures in store; and >> brand awareness to young people through Mercy Ministries Schools program. <p>Partnership Benefits For Gloria Jean's Coffees this partnership has led to the following benefits:</p> <ul style="list-style-type: none"> >> staff awareness of women's issues has positively impacted on the buy-in of the partnership and support for the issues at the staff level; >> franchise sales increased as buyers are attracted to owning and being a part of a socially responsible brand; >> customer loyalty has increased (customers have given positive feedback to the Company); and >> enhanced reputation. <p>As a result of the partnership Mercy Ministries has:</p> <ul style="list-style-type: none"> >> gained a higher profile and brand recognition; >> generated more awareness amongst the general public; >> been able to access resources that were previously out of reach; >> been able to save the lives of young women who collected a brochure in Gloria Jean's Coffees stores; and >> received additional corporate support and funding for more houses. <div data-bbox="963 472 1506 972" style="background-color: #ffffcc; padding: 10px; border: 1px solid #ccc;"> <p>Treasure Trove <i>We're really female orientated, with the flavoured coffee and the style of what we are, and this is the Mercy Ministries program. They care for girls in a similar age group. They're getting started. We can help. They get exposure. So there was a lot of synergy. They didn't see it as a give us some money organisation. They saw it as a partnership</i> Gloria Jean's Coffees.</p> </div> <div data-bbox="1174 976 1490 1294" style="background-color: #ffffcc; padding: 10px; border: 1px solid #ccc;"> <p><i>Some of our girls actually found brochures in Gloria Jean's and thought, 'OK, I'll give it a go'</i> – Mercy Ministries.</p> </div>

Gloria Jean's Coffees and Mercy Ministries

Partner Organisations	Gloria Jean's Coffees and Mercy Ministries <i>"It's not a passive involvement... We're in boots and all"</i>
<p>Partners Gloria Jean's Coffees and Mercy Ministries</p> <p>About the Partners Gloria Jean's Coffees provides connoisseur-quality coffee through its nine company shops and its 394 franchises in Australia.</p> <p>Mercy Ministries provides housing, counselling, life-skills training and support to young women survivors of hardship and abuse.</p> <p>Number of Employees Gloria Jean's Coffee employs approximately 140 people in its corporate support office.</p> <p>Mercy Ministries employs a total of 27 full-time and part-time staff.</p> <p><i>This Partnership was established in 2003 and has not applied for the Prime Minister's Awards for Excellence in Community Business Partnerships.</i></p>	<p>Success Ingredients</p> <ul style="list-style-type: none"> >> Publicity of both partners by both partners. >> Regular, honest and open communication and expectation management. >> Shared values, goals and aligned vision. >> 100% commitment – <i>for both parties to be aware that they have to constantly strive to achieve it for the other party – Mercy Ministries.</i> >> Buy-in and embedding the partnership across different levels of the Company (e.g. staff, franchise, corporate head office) – <i>not only the franchisees but the staff have embraced [the partnership]. It's now an integral part of the brand, it's part of the marketing program if you like – Gloria Jean's Coffees.</i> >> Resolving issues as they arise. >> Being clear about who is responsible for different areas of the partnership and joint projects. >> Understanding the cyclical nature of business, and patience if time frames have to be adjusted due to competing priorities. <p>Challenges</p> <p>Due to the rapid growth of Gloria Jean's Coffees, coordinating the money box program has been a challenge for the partnership. This was recently addressed by trained volunteers with identification undertaking the task. An unexpected outcome of this initiative has been that the volunteers spend time talking to franchisee owners, which in turn has built relations and greater awareness and support of the partnership.</p> <p>Mercy Ministries is currently expanding its service to offer more housing to young women. While this is positive, it must, at the same time, manage the challenges of time and resources associated with recruiting and training staff.</p> <p>Things for YOU to consider</p> <p>For Gloria Jean's Coffees, the attraction to Mercy Ministries was that, <i>under scrutiny Mercy Ministries' structure and program stood up" and the partnership has "good relationships, good governance, good structure [and] measurable outcomes – Mercy Ministries.</i></p>

Burns for Blinds and Youth Opportunities

Partner Organisations	Burns for Blinds and Youth Opportunities <i>"I don't see the benefit from a partnership point of view"</i>
<p>Partners Burns for Blinds and Youth Opportunities</p> <p>About the Partners Burns for Blinds is a window furnishings company operating in Adelaide.</p> <p>Youth Opportunities provides personal leadership programs for Year 10 Secondary School students to improve school retention rates in disadvantaged communities.</p> <p>Number of Employees Burns for Blinds employs 20 paid staff plus 35 contractors.</p> <p>Youth Opportunities employs 20 staff.</p> <p><i>This Partnership was established in 1997 and dissolved in 2006. The Partnership won the 2002 South Australian Small Business Award, the 2004 South Australian Medium Business Award and the 2004 National Medium Business Award of the Prime Minister's Awards for Excellence in Community Business Partnerships.</i></p>	<p>A Partnership Termination!</p> <p>In 1997, Youth Opportunities was founded by the then Director and Owner of Burns for Blinds. In 2006, however, the new Director/Owner, seeing no business value, ceased the partnership stating that:</p> <p><i>He [the previous owner] believed that from a community point of view and a marketing point of view it was good to show a relationship between the business and helping underprivileged kids. I didn't.</i></p> <p>The partnership was terminated upon sale of the business.</p> <p>To date, the new owner has not witnessed any negative reputational impact and there has been no animosity between the partners.</p> <p><i>We knew that it was the previous owner's business, and once it was sold, it [the termination] was probably going to happen – Youth Opportunities.</i></p> <p>The collapse of the partnership between Burns for Blinds and Youth Opportunities highlights the general trend that partnerships are often driven by the personal interests of small to medium sized enterprise (SME) Directors/Owners and the importance of partnership alignment and ownership!</p> <p>Clearly the new owner felt no ownership of the partnership and could not see how each organisation's business objectives were aligned in ways that were leading to mutually beneficial outcomes. Furthermore, because the partnership had not been embedded across and between partner organisations, its termination had minimal impact on each organisation – both on staff and on operations.</p> <p>A good monitoring and evaluation process could have certainly informed the previous and current owner about the business value and benefits of this partnership. However, one thing is for certain and that is that Youth Opportunities is today a strong organisation with national reach and its numerous evaluations have shown positive impacts on the lives of around 3,500 youth. This is an organisation that only came into existence through the personal drive and interest of one SME Director/Owner.</p>

Treasure Trove

Unless somebody could show me that there was going to be some tangible benefit from it, then I would continue to simply see it as a charitable donation and, therefore, I would want to make my own choices about where I was going to donate the funds. And the donations don't have to be in money. They can be in time. So you need to actually make the choice in how you donate. I don't see the benefit from a partnership point of view. Therefore from a charitable point of view, I think I'll decide where I donate, or donate time, or donate whatever

– Burns for Blinds.