I CREDIT THE TRUST FOR THE POSITIVE STEPS I HAVE TAKEN IN MY LIFE, ONE I MIGHT HAVE ENDED WITHOUT THE SUPPORT I RECEIVED.

– AFSANA BENOZIR

GLOSSARY

<table>
<thead>
<tr>
<th>Team programme toolkit</th>
<th>An operational guide for everyone involved in delivering the Team programme and for The Prince’s Trust staff supporting the delivery</th>
</tr>
</thead>
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<td>Team Leader Support Pack</td>
<td>A resource to support Team Leaders in delivering the programme and learning objectives, including a 12-week Scheme of Work, session planning guidance, useful learning theories, team development and a sample assessment resource to support the qualification</td>
</tr>
<tr>
<td>Team Activity Pack</td>
<td>Engaging and relevant teaching and learning resources to support programme delivery that can also contribute towards qualification evidence</td>
</tr>
<tr>
<td>Team Online</td>
<td>A website to provide Delivery Partners with more resources, information and support, found at princes-trust.org.uk/teampartners</td>
</tr>
<tr>
<td>TrustNet</td>
<td>The Trust’s internal website (only accessible by Trust staff)</td>
</tr>
<tr>
<td>TrustonTrack</td>
<td>The Trust’s CRM system (only accessible by Trust staff)</td>
</tr>
</tbody>
</table>

KEY CONTACTS AND WEBSITES

**Enquiries:**
Tel: 020 7543 1234  
Fax: 020 7543 1200  
Email: info@princes-trust.org.uk

**Team Online:** princes-trust.org.uk/teampartners

**TrustNet:** intranet.princes-trust.net

**Tel:** 020 7543 1237
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MY CONFIDENCE INCREASED DRAMATICALLY, HELPED ALONG BY THE REALISATION THAT I WAS NOT THE ONLY PERSON WITH PROBLEMS TO OVERCOME.

– BETHANY CROSS
INTRODUCTION
INTRODUCTION

This toolkit is an operational guide for everyone involved in delivering the Team programme and for The Prince’s Trust staff supporting that delivery. It should be used in conjunction with the supporting documents on Team Online and other materials/resources referenced in this toolkit.

The Team programme must be run in accordance with this toolkit. Any exceptions must be approved in writing by the National Head of Team programme.

SUPPORTING DOCUMENTS

Essential supporting documents and policies listed throughout this toolkit can be found for:

➔ Prince’s Trust staff: TrustNet
➔ Partner organisations: princes-trust.org.uk/teampartners
➔ Volunteers: princes-trust.org/volunteers

FEEDBACK

Your feedback and suggestions about the programme and this toolkit are important and very welcome. Please send your comments to the national Team programme team at info@princes-trust.org.uk

BACKGROUND

The Prince’s Trust helps to change young lives. It gives practical and financial support, developing key workplace skills such as confidence and motivation.

THE PRINCE’S TRUST TARGET BACKGROUNDS AND NEEDS

The Trust works with 13 to 30 year-olds who are unemployed or at risk of unemployment through educational underachievement. The Trust has identified target backgrounds and needs that are common and often faced by young people whom The Trust looks to support.
HOW THE PRINCE’S TRUST TARGETS ITS SUPPORT

The Prince’s Trust targets its support based on a combination of its eligibility criteria and young people’s target needs and backgrounds as detailed below:

**ELIGIBILITY**
Unemployed and young people at risk of unemployment through underachievement in education

**TARGET BACKGROUNDS**
- Care leavers and looked-after children
- Offenders and ex-offenders
- Single parents
- Refugees and asylum seekers
- Young people with disabilities

**TARGET NEEDS**
- Homelessness
- Substance misuse
- Offending behaviour
- Educational disengagement
- Mental health needs

These disadvantages, especially when they overlap, indicate who are ‘the hardest to reach’ and as such identify them as the groups with whom The Trust most wishes to work.

THE TEAM PROGRAMME

The Team programme was set up in 1990, and originally called the Volunteers programme. Its aim was to bring together young people from different backgrounds and levels of achievement to work together in their local community. Over the years the programme has been developed to meet changing needs, including an increased focus on employability skills, a more clearly-defined target group, and the addition of nationally-recognised qualifications and support for literacy, language, numeracy and digital literacy. We also now have placements for student social workers to support the Team, whilst also fulfilling the requirements of their degree courses.

Throughout the years, Team has consistently been successful in developing a sense of achievement in young people, helping them to move on and get their lives on track. The success of the programme has led to its growth throughout the UK to reach over 10,000 young people each year.
AIMS

Team is a full-time 12-week personal development programme which aims to increase confidence, motivation and skills and, as a result, enables young people to move into employment, education, training, volunteering or an apprenticeship. Some of the key features of the Team programme are:

➔ It is a challenging, structured 12-week programme for Teams of about 12 to 15 young people
➔ It begins with team-building activities, including a week at a residential activity centre
➔ It continues with teamwork on real projects in the local community and individual work placements
➔ It culminates in each Team presenting its achievements to an invited audience and receiving their End of Programme Certificates
➔ Personal development takes place throughout by the process of planning, action and review
➔ Through building their confidence and motivation, young people are encouraged to think about their futures
➔ During the course of the programme young people:
  ◦ uncover hidden talents
  ◦ assume some responsibility for tasks
  ◦ develop team-working and communication skills
  ◦ gain awareness of their local community and how they can contribute to it
  ◦ gain nationally-recognised qualifications

METHOD OF DELIVERY

The Team programme is run and managed locally by partner organisations, referred to as Delivery Partners. A programme Delivery Agreement is put in place between The Prince’s Trust and a Delivery Partner before delivery can begin. By signing this agreement, they agree to run the programme in accordance with this toolkit and the supporting documents given on Team Online.

Delivery Partners employ the Team Leaders and other support staff that lead the Team and support the young people throughout their programme. Every Team is led by a Team Leader who has been trained by The Prince’s Trust and The Trust maintains national quality standards. Delivery Partners range from further education colleges to Fire and Rescue services and youth centres.
**ELIGIBILITY**

To be eligible for the Team programme young people must meet the criteria below.

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>GUIDANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aged 16 to 25</td>
<td>Young people must be aged 16 to 25 on the first day of the Team programme</td>
</tr>
<tr>
<td>Unemployed</td>
<td>➔ Young people must be working less than 16 hours per week or in education less than 14 hours per week. If the hours they are in work/education vary, an average should be taken</td>
</tr>
<tr>
<td></td>
<td>➔ Young people who are relatively advantaged, even if they are unemployed, should not be prioritised. Except in special circumstances, the following young people are not eligible:</td>
</tr>
<tr>
<td></td>
<td>◦ Gap year students</td>
</tr>
<tr>
<td></td>
<td>◦ Recent graduates (graduated fewer than six months ago)</td>
</tr>
<tr>
<td></td>
<td>◦ Those with a post graduate degree</td>
</tr>
<tr>
<td></td>
<td>◦ Those with a white collar professional qualification, e.g. an accountant, lawyer, doctor, chartered surveyor, engineer or teacher</td>
</tr>
<tr>
<td>UK resident</td>
<td>Young people must be a resident in the UK at the time of application</td>
</tr>
</tbody>
</table>

**TEAM MIX**

A key feature of Team is that it is for a broad mix of 16 to 25 year-olds. Ideally this will include:

➔ a majority of unemployed young people and one or two Employed Participants
➔ a 50/50 mix of gender
➔ a full spread of ages and ability levels
➔ a social, ethnic and cultural mix reflecting the demographics of the local community

The variety of backgrounds and experience which make up a Team is a unique ingredient which contributes significantly to the development of the young people. Exposing young people to sets of views and behaviours outside their 'norm' through a different peer group offers a chance to broaden their perspective and gives them the freedom to change their own behaviours if they wish.
OUTCOMES AND QUALIFICATIONS
The Team programme re-engages young people. Completing the programme activities builds a sense of achievement through which the young people develop their confidence, motivation and skills and thereby increase their employability.

Young people are encouraged and helped to find employment, enter education or training, or to access any specialist help they may require on completion of the programme, as well as to achieve nationally recognised qualifications and other certificates for the skills development achieved.

OUTCOMES
Key outcomes measured by The Trust from the Team programme are:
➔ ‘positive outcomes’ – numbers of young people entering employment, education, training, volunteering or apprenticeships
➔ qualifications awarded
➔ skills developed

All young people are contacted after they finish the programme to monitor these outcomes (for more details, see the ‘Evaluation and outcomes monitoring’ section of this toolkit).

SKILLS DEVELOPED
The skills developed on the programme include:
➔ communication (including presentations and assertiveness)
➔ working with others (including tolerance)
➔ setting and achieving goals (including problem-solving, planning and organising and motivation)
➔ confidence (including self-esteem and self-worth)
➔ managing feelings
➔ reliability (including time-keeping and taking responsibility)
➔ job search skills
➔ money management
➔ leadership skills

QUALIFICATIONS
All young people are enrolled as learners with Delivery Partner colleges and must be registered to take their qualifications.
A range of certificates and qualifications can be achieved on the Team programme. These are:

<table>
<thead>
<tr>
<th>ENGLAND AND NORTHERN IRELAND</th>
<th>WALES</th>
<th>SCOTLAND</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Prince’s Trust Certificate and Award in Employment, Teamwork and Community Skills at Entry Level 3, Level 1 and Level 2</td>
<td>City &amp; Guilds Certificate in Employability and Personal Development (7546)</td>
<td>The Prince’s Trust Personal Development Award</td>
</tr>
<tr>
<td>It consists of the following units:</td>
<td>Teams also have the opportunity to gain the following Essential Skills:</td>
<td>This consists of the following units at Access 3 and Intermediary 1 levels:</td>
</tr>
<tr>
<td>➔ Career Planning</td>
<td>➔ Working with Others</td>
<td>➔ F2FV 10 Personal Development – Self Awareness</td>
</tr>
<tr>
<td>➔ Community Project</td>
<td>➔ Improving own Learning and Performance</td>
<td>➔ F37W 10 Personal Development – Self in Society</td>
</tr>
<tr>
<td>➔ Presentation Skills</td>
<td>➔ Problem Solving</td>
<td>➔ F37X 10 Personal Development – Self and Work</td>
</tr>
<tr>
<td>➔ Teamwork</td>
<td>➔ ICT</td>
<td>➔ F3GB 09/10 Communications</td>
</tr>
<tr>
<td>➔ Work Experience</td>
<td></td>
<td>In addition, young people will also achieve Core Skills in Working with Others and Problem Solving, as these units are embedded within criteria of the units listed above.</td>
</tr>
<tr>
<td>➔ Planning for Progression</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➔ Supporting Others</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Further details about the qualifications on Team can be found on Team Online.

**LITERACY, LANGUAGE, NUMERACY AND DIGITAL LITERACY**

All young people who need it should receive support with literacy, language, numeracy and digital literacy skills during Team. The aim is that during the programme young people will have the opportunity to take a nationally-recognised qualification.

**OTHER ACCREDITATION**

Young people on Team may also be able to obtain additional certificates, such as Basic Food Hygiene and CLAIT (Computer Literacy and Information Technology) courses. These may vary according to local delivery.

**END OF PROGRAMME CERTIFICATE**

A Prince’s Trust certificate, signed by HRH The Prince of Wales, is awarded to all individuals who complete the Team programme.
### SUMMARY

<table>
<thead>
<tr>
<th>SITUATION AND TARGET GROUPS</th>
<th>AIMS</th>
<th>INPUTS</th>
<th>OUTPUTS</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Situation</strong></td>
<td>There are young people who are unemployed and lack the life and employability skills needed to enter into education, employment or training.</td>
<td>Bring together young people from different backgrounds to work together to achieve goals.</td>
<td>Team Leaders and other staff from the Delivery Partners run the 12-week programme, including:</td>
<td>Young people have developed the following life and employability skills:</td>
</tr>
<tr>
<td><strong>Target groups</strong></td>
<td>Young people who are: aged 16 to 25 unemployed</td>
<td>Provide young people with experience of helping others within the community.</td>
<td>a residential programme, including:</td>
<td>Communication (inc. presentations and assertiveness):</td>
</tr>
<tr>
<td></td>
<td>Some of the young people may also be from one of the following target backgrounds:</td>
<td>Build sense of achievement through their contribution.</td>
<td>a Community Project and Team Challenge</td>
<td>Working with others (inc. tolerance):</td>
</tr>
<tr>
<td></td>
<td>Care leavers or looked-after children</td>
<td>Provide young people with work experience.</td>
<td></td>
<td>Setting and achieving goals (inc. problem solving, planning and organising and motivation):</td>
</tr>
<tr>
<td></td>
<td>Offenders and ex-offenders</td>
<td>Help young people develop life and employability skills.</td>
<td></td>
<td>Managing feelings:</td>
</tr>
<tr>
<td></td>
<td>Single parents</td>
<td>Help young people develop literacy, language, numeracy and digital skills.</td>
<td></td>
<td>Confidence (inc. self-esteem and self-worth):</td>
</tr>
<tr>
<td></td>
<td>Refugees and asylum seekers</td>
<td>Develop young people’s understanding of what work/education would suit them.</td>
<td></td>
<td>Reliability (inc. time-keeping and taking responsibility):</td>
</tr>
<tr>
<td></td>
<td>Young people with disabilities</td>
<td>Help young people plan and organise for post-programme.</td>
<td></td>
<td>Job search skills:</td>
</tr>
</tbody>
</table>

#### Short-Term (Programme End)
- Undertaken a team-building residential experience.
- Taken part in at least two activities to help the community.
- Undertaken work experience.
- Planned for the future.
- Undertaken work experience.
- Undertaken interview skills work.
- Undertaken a final presentation.
- Undertaken assessment and support.
- Undertaken a qualification.

#### Medium-Term (Three and Six Months)
- Undertaken a programme.
- Undertaken a personal plan.
- Undertaken work experience.
- Undertaken a qualification.

#### Long-Term (12 and 18 Months)
- Undertaken a programme.
- Undertaken work experience.
- Undertaken a qualification.
ROLES, RESPONSIBILITIES AND TRAINING
ROLES, RESPONSIBILITIES AND TRAINING

This section covers the key roles and responsibilities of those involved in both The Prince's Trust and its Delivery Partners, and the training available to support them.

NATIONAL STAFF

PROGRAMMES TEAM

The team sits within Central Operations and is responsible for developing the strategic direction, policies and content of programmes, as well as providing advice and support to the Senior Management Team, national departments and regions and countries. They are also responsible for writing the toolkit, setting the minimum standards and TrustonTrack data input guidelines, providing programme materials, building and updating TrustNet, developing and organising training and organising the national Development Group meetings and self-assessments.

QUALIFICATIONS AND TRAINING TEAM

Responsible for developing and awarding the units and qualifications aligned to the Team programme. The team is responsible for ensuring that all qualification activities are compliant with the regulations imposed by Ofqual, DCELLs and CCEA, the qualifications and examination regulators. The team provides support to staff and Delivery Partners in all aspects of accreditation and qualification delivery.

This team also includes the training staff who develop and deliver the Team Leader training.

MARKETING AND COMMUNICATIONS TEAM

Responsible for all printed, online and video materials in support of programmes, fundraising and events.

EVALUATION TEAM

Responsible for monitoring the young people that The Prince's Trust are helping and reviewing the outcomes they achieve through detailed data provided on the profile forms, My Journey record sheets and outcome surveys. They report on performance through a range of monthly and quarterly reports, which provide information on the young people supported and the hard and soft outcomes achieved.
OUTREACH, ASSESSMENT AND OUTCOMES TEAM
This team supports a young person’s journey through The Trust. They focus on finding the right young people, getting them onto the right programme and increasing chances of finding the right outcome once they have finished a programme. The Outreach team works primarily to recruit young people onto The Trust’s Get into and Get Started programmes. The Outcomes team is responsible for sourcing suitable outcome opportunities for young people leaving Trust programmes.

This team also includes the Customer Services team which is the first point of contact for the majority of young people at The Trust. They deal with young people’s enquiries via the 0800 number, from the web and through social media outlets.

VOLUNTEERING AND SECONDMENTS TEAM
This team is responsible for recruiting, training and managing sufficient programme volunteers to support regional/country delivery.

HEALTH AND SAFETY TEAM
This team is responsible for health and safety policies and procedures, including maintaining an effective Safety Management System (SMS), ensuring policies are implemented, providing advice and training on key health and safety legislation and policies for Trust staff and reporting and analysing accidents and incidents for The Trust’s Senior Management Team.

QUALITY TEAM
This team is responsible for quality management, policies and procedures relating to The Trust’s support of programme delivery.

ADMINISTRATION TEAM
This team is based in Manchester and is responsible for entering profile data from the profile and My Journey forms into TrustonTrack for young people attending the programme.

REGIONAL/COUNTRY STAFF
➔ Recruit and maintain an effective Delivery Partner network to meet operational needs
➔ Ensure a new partner organisation Safety Management System (SMS) Selection Audit is undertaken prior to the issue of a Team programme Delivery Agreement, and that a Safety Management System (SMS) Review is undertaken for all Delivery Partners at least annually
Ensure Programme Delivery Agreements are renewed with Delivery Partners as necessary

Effectively manage The Trust’s part of the Programme Delivery Agreement, with particular emphasis on monitoring that the quality of delivery, young people’s experience, outcomes and health and safety management meet the minimum standards

Review the quality of each programme in association with Delivery Partners (and funding colleges where appropriate) and ensure Delivery Partner Managers are kept informed of any issues. This must be done in line with minimum standards and procedures set out in the ‘Quality management’ section of this toolkit and on TrustNet

One representative from each country/region to attend Development Group meetings

Participate in programme development through supporting the design, testing and evaluation of new initiatives in conjunction with national programme staff

Assist Delivery Partners with the recruitment of Team Leaders to bring wider perspective (where Delivery Partner’s recruitment policies permit)

Induct all new Delivery Partner staff working on the Team programme in line with the national induction pack

Ensure that the necessary administrative arrangements are in place between The Prince’s Trust and Delivery Partners

Host regular meetings for Delivery Partner Managers to develop communication with regional/country network of Delivery Partners and share best practice

Run training courses for Prince’s Trust and Delivery Partner staff to meet local need

Ensure Delivery Partners are kept up-to-date on any relevant Prince’s Trust information, such as new or updated policies

Maintain up-to-date records on TrustonTrack, The Prince’s Trust database, in line with the programme Data Input Guidelines given on TrustNet

Negotiate student social worker placements with appropriate universities and broker their placements with Delivery Partners, ensuring the placements meet national standards

Encourage take-up of employed places on Team through local employer networks, and ensure that Employed Participants and Delivery Partner staff are fully briefed of requirements

Seek secondees from employers to act as Team Leaders, Assistant Team Leaders or to take up roles within The Prince’s Trust
Develop links with employers and other organisations in the local community to promote and support the programme as required

**Training required**

- Team programme staff training
- Induction to the Team programme, the Delivery Partner model and funding mechanisms
- Introduction to contract, quality and health and safety management
- Introduction to TrustonTrack
- The Prince’s Trust health and safety training

In addition, there are training and development courses available through The Trust to meet individual needs. Team programme staff may find it particularly useful to attend Team Leader training or to participate in Team as an Employed Participant to increase their understanding of the programme.

**DELIVERY PARTNER STAFF**

**DELIVERY PARTNER MANAGER**

- Overall responsibility for the delivery and monitoring of the programme as set out in the Team Delivery Partner Agreement, with particular emphasis on quality of programme delivery, outcomes, health and safety management, and promoting the good name of The Prince’s Trust
- Employment of staff as necessary to run the Team programme, implementation of safe recruitment procedures for all those working with young people during the Team programme – including obtaining references and appropriate Disclosure and Barring Service (PVG in Scotland) checks – and responsibility for all training required by The Prince’s Trust and its associated costs
- Provision to cover for absent members of staff to maintain the personal development experience of young people on the programme
- Responsible for ensuring The Trust’s policies are followed
- Management of and compliance with health and safety, risk assessment and accident/incident/near miss reporting for all training activity
- Safety assessments of sub-contracted organisations used in the delivery of the Team programme (i.e. residential centre provider, work placement provider) prior to their engagement
- Sign off risk assessments completed by Team Leaders, or ensure there is a suitably competent and qualified person to do so
Agree an annual plan, including Team dates, with The Trust at the beginning of the year and seek agreement from The Trust before changing any dates or cancelling any Team.

Negotiate and secure contracts with funders, in association with The Trust.

Obtain guidance as necessary from specialist health and safety advisers in all cases of doubt.

Manage, support and regularly appraise Team Leaders and Deputy/Assistant Team Leaders and make specialist back-up resources available as necessary. Delivery Partner Managers should seek The Trust input to this process as The Trust will have observed their delivery.

Facilitate recruitment of a mixed Team of young people from the local community, building up a network of contacts to aid recruitment.

Maintain contacts with employers in association with local Trust staff.

Maintain records as required by funding sources, regulatory bodies, employers and The Trust, and make these available as required.

Attend and support Trust events (meetings, workshops, conferences, etc.)

Support The Trust in the development of the programme through working with them to trial programme initiatives and developments as requested.

Ensure The Trust is made aware of actual qualifications awarded from Team.

Be aware of the importance of capturing outcome data such as evaluation forms, and updating mobile phone numbers to allow text surveys and ensuring these are returned to agreed deadlines.

Awareness of legislative framework within which Team operates.

Training required

Working knowledge and understanding of the Team programme, its target groups, qualifications delivered and funding methodology.

Health and safety competence.

Induction by The Prince’s Trust (up to one day): this induction follows standard guidelines and is undertaken locally by Prince’s Trust staff. Prince’s Trust staff can find the Team Leader induction pack on TrustNet.

TEAM LEADER

Takes responsibility for the delivery of the programme, including recruitment, support for the young people, and overseeing their development throughout the 12-week programme.
Responsibilities and full details of role requirements are detailed on the Team Leader job description on Team Online.

**Training required**
Team Leaders must complete the following Prince’s Trust-led training before they can lead a Team programme:

➔ Induction by The Trust: details listed under the Delivery Partner Manager role on the previous page

➔ Team Leader training, including:
  ◦ pre-course work and e-learning (approximately two hours)
  ◦ residential course, five-day training. This covers each aspect of the programme and includes: working with The Trust target groups, managing difficult behaviour, drugs and alcohol awareness, planning and delivering sessions related to the Scheme of Work and how to embed literacy, language and numeracy into the programme. In addition, Team Leaders must attend a two-day mental health first aid training course held regionally within a year of participating in Team Leader Training

Delivery Partners book places on this training by completing the appropriate booking form, available on Team Online. An outline of the Team Leader training course is also on the website.

**Other training**
The Delivery Partner is responsible for organising the following additional training for Team Leaders before the delivery of the programme:

➔ Risk assessment training

➔ First aid and food hygiene (must be the equivalent of to the CIEH Foundation Certificate in Food Hygiene)

**Qualifications**
In England, new workforce regulations came into force in September 2013. These workforce regulations state that employers should have internal policies in place to specify the qualifications that they require their teaching staff to hold and to determine what continuing professional development (CPD) is appropriate. The Trust requires Team Leaders to work towards Level 3 Award in Education and Teaching (QCF) within the first year of employment and progress to the Level 4 Certificate in Education and Teaching (QCF). The Level 3 Award in Education and Teaching (QCF) is recommended for other Team staff.
Team Leaders and other Team staff can start the Level 3 Award in Education and Teaching (QCF) as part of Team Leader Training; more information can be found on Team Online.

Teachers in Scotland, Wales and Northern Ireland should be guided by current government policy.

Team Leaders and other Team staff can also complete a Level 2 Award/Certificate in Working with Young People. This qualification is offered through The Trust and more information can be found on Team Online.

**Continuous Professional Development**

It is recommended that long-standing Team Leaders complete refresher training every five years. Please contact your local Prince’s Trust executive for details.

**DEPUTY TEAM LEADERS AND ASSISTANT TEAM LEADERS**

Prince’s Trust staff should ensure that Deputy Team Leaders and Assistant Team Leaders are also properly inducted into The Trust in accordance with The Prince’s Trust Team Leader induction pack.

**DEPUTY TEAM LEADER**

A Deputy Team Leader requires the same compulsory training and Disclosure and Barring Service (PVG in Scotland) checks as a Team Leader (see Team Leader's job description and person specification). Only if they have successfully completed the Team Leader training and have been trained in risk assessment can they deputise for the Team Leader (otherwise they would be classed as an Assistant Team Leader, who cannot stand in).

**ASSISTANT TEAM LEADER**

Depending on previous experience with the Team programme, an Assistant Team Leader can assist with any or all of the following tasks:

- Recruitment of young people
- Marketing the programme
- Liaising with employers
- Identifying suitable projects, placements and Challenges*
- Activities during the residential week*
- Carry out the administration and record keeping
Plan and prepare the Team presentation
Support young people

*NB. Related health and safety concerns must be assessed only by persons who have the appropriate training. If the Assistant Team Leader has not successfully completed Team Leader training and has not been trained in risk assessment, he/she is strictly prohibited from leading the Team except for short-term (no more than three hours) emergency absence by the Team Leader, and then only within the competence of the Assistant Team Leader.

Training guidance
Assistant Team Leaders must have an Enhanced DBS Disclosure (or PVG in Scotland). However, it is permissible for them to take up their role before disclosure has been received as long as they do not have unsupervised contact with young people.

The Prince’s Trust Team Leader training course is not mandatory for Assistant Team Leaders, but it is recommended that, if the Assistant Team Leader does attend the training, that they also undertake risk assessment training, so that they are able to lead the Team if required.

LITERACY, LANGUAGE AND NUMERACY (LLN) SUPPORT TUTORS
Literacy, Language and Numeracy (LLN) support is an important component of the delivery of the Team programme. Delivery Partners must embed LLN Support Tutors into their staffing plans, whether by asking specialist staff to run sessions, or training Team Leaders to provide specialist LLN support.

The role of the Literacy, Language and Numeracy Support Tutor is to:

- assist the Team Leader with the initial assessment of literacy, language and numeracy needs
- carry out diagnostic assessments
- develop an Individual Learning Plan for literacy, language and numeracy through negotiation with the young person and using the programme activities as a context for skills development
- support literacy, language and numeracy learning by assessing progress and assisting with skills development opportunities and assessment
- review literacy, language and numeracy progress in similar time-scales to programme reviews and record progress and achievement
- feedback progress reviews to Team Leader and revise Individual Learning Plans and targets
provide access for young people to take the maths and English qualifications and gain certification/qualifications where possible

measure progress towards the end of the programme to show distance travelled, and certificates/qualifications as appropriate

advise and support on progression opportunities for continued literacy, language and numeracy learning

And where applicable:

advise the Team Leader on the literacy, language and numeracy qualification process and support the administration of the qualification

assist in the identification of appropriate subjects and levels and the registration for the qualifications

Further details, including information concerning training and qualifications, are given on Team Online.

STUDENT SOCIAL WORKER (SSW) PLACEMENTS

Students on social work degrees are required to do a number of placements as part of their degree. Placements on the Team programme are particularly suitable for the second year of undergraduate degrees, when The Trust can offer a 70-day placement.

Placements on Team have advantages for both students and for young people on the programme. For young people, the placements offer valuable emotional support on a one-to-one basis from someone trained in social work. This is a unique level of individual support that they may not otherwise get from Team Leaders or Assistant Team Leaders. This helps The Trust and Delivery Partners to meet the growing number of mental health issues presented by young people on the Team programme. The placements allow students to meet the Professional Capabilities Framework which is vital to their degree and gain experience of working with groups of young people which they may not have otherwise experienced.

The Trust would like to offer this support to as many young people as possible on the programme, and want this to be consistent across the UK. In order to achieve this, The Prince’s Trust has provided handbooks for Delivery Partners outlining how these placements work and a separate handbook for students to ensure they understand their role, and can meet their own requirements. The handbooks are available through the regional Prince’s Trust executive via TrustNet and also from Team online.

The Prince’s Trust regional teams negotiate the placements with universities and work with Delivery Partners to ensure students are placed appropriately. The Trust’s regional teams are also responsible for ensuring both students and Delivery Partners
are properly inducted to the scheme, including a pre-programme visit to meet the Team Leader, and that students receive an introduction to The Prince’s Trust. This is done using the handbooks provided nationally. Students are also offered the opportunity to go on Mental Health First Aid Training, provided by The Trust. This is arranged directly by The Prince’s Trust executive through the Learning and Development team at The Trust. The regional Prince’s Trust executives also need to ensure that all placements are inputted appropriately on TrustonTrack.

The Delivery Partner is responsible for the day-to-day management of the student when on placement, arranging one-to-ones with the student and making sure the tasks they are allocated allow them to meet the Capabilities Framework.

The university provides a Practice Educator for the student. This role is a qualified social work professional. They are provided by the university or placement organisation, and are responsible for the supervision, teaching and assessment of the student whilst on placement.

Further information on the placements is available on Team Online, including information relating to placements fees, and more on the role of the Practice Educator.

**SECONDEES**

Team Leaders and Deputy/Assistant Team Leaders are normally employed by Delivery Partners. However, The Prince’s Trust supports Delivery Partners where possible by endeavouring to find suitable secondees from employers with whom it has relationships. These relationships, managed by national Liaison Officers, include the Armed Forces, Police Services, Fire and Rescue Services and the Civil Service. Where secondees are found, a Secondment Agreement must be put in place between the employer and the Delivery Partner. An example Secondment Agreement is on Team Online. Once seconded such staff are the responsibility of the Delivery Partner for the duration of the secondment.

A feedback form will be provided to the Delivery Partner to complete at the end of the secondment to provide the seconded individual with feedback they can take back to their employer and to provide The Prince’s Trust with a method of monitoring the success of these arrangements.

Delivery Partners must obtain a satisfactory Disclosure and Barring Service (DBS) disclosure for all secondees working directly with young people in exactly the same way as employed staff and obtain satisfactory references as to their suitability to work with young people.
EMPLOYED PARTICIPANTS

Please refer to the chapter entitled ‘Employed Participants’ for all relevant information.

OTHER SUPPORT ROLES

The Prince’s Trust recognises that other people occasionally support the delivery of Team, such as external agencies, volunteers etc. Delivery Partners are responsible for ensuring these people are appropriate for their role, properly briefed, supervised and DBS (or PVG in Scotland) cleared as necessary.
EMPLOYED PARTICIPANTS
EMPLOYED PARTICIPANTS

BACKGROUND
Employees have participated on Team since the programme began in 1990 and they are an important part of the Team mix. The aim is to have at least one Employed Participant on every Team. Team for Employees engages employees from our supporters as a paid-for learning and development opportunity. As part of the fee, £350 is provided to the Delivery Partner to cover any costs.

Employed Participants are one of the unique features of the Team programme. While employees attend for their own learning and development, they also bring much-needed skills, experience, support and motivation to the Team. In addition it provides the opportunity for young people to mix with people from different backgrounds.

Once appointed the Delivery Partner has full responsibility for Employed Participants during the time they are part of the Team programme.

Employed Participants are like Team members since they:
➔ attend primarily for their own development
➔ complete a profile form
➔ complete an Individual Learning Plan and have three written reviews undertaken by the Team Leader
➔ develop similar skill areas, albeit probably whilst working at a different level

Differences from Team members are:
➔ they attend for fewer days (20 days normally being the minimum)
➔ they can be of any age
➔ the Team programme qualification is optional
➔ their employer pays for their place on the programme
➔ they may provide support to the Team Leaders with the delivery of certain parts of the programme to gain leadership skills

RECRUITMENT AND PLACEMENT
The Prince’s Trust is principally responsible for the recruitment of Employed Participants. The placement process is managed by the Corporate Volunteering and Secondments (CVS) Executive who:
➔ inputs full details about the employed participant onto TrustonTrack
issues an Employee Information Pack and an application form which logs the skills they bring and which skills they wish to develop

→ offers an outline briefing to the employed participant

→ agrees the Team start date and location with all relevant parties

→ issues booking forms to confirm details with all relevant parties

The Prince’s Trust will endeavour to give Delivery Partners information about anyone joining Team at least two weeks ahead of the start date.

If Delivery Partners recruit any of their own Employed Participants it is essential that they inform The Prince’s Trust CVS Executive before the Team starts. Failure to do so will mean that the Delivery Partner will not receive the £350 payment that is offered along with each Employed Participant placement.

**INDUCTION**

Employed Participants vary widely in age, skills, background and ability and have different development requirements. Ideally, the Team Leader will meet the Employed Participants, together with their Line Manager, before their first day of the programme for an induction, health and safety briefing and to discuss expectations. These arrangements should be confirmed with the CVS Executive.

At the induction meeting Team Leaders should request a copy of the Pre-placement Questionnaire to inform the discussion about development opportunities. In addition, Team Leaders must cover all points outlined in the Induction Checklist (which is available on Team Online). A signed copy of the Induction Checklist should then be returned to The Prince’s Trust National Administration team.

**INDIVIDUAL LEARNING PLAN, RECORD AND QUALIFICATIONS**

All Employed Participants must complete an Individual Learning Plan (available on Team Online) with the Team Leader. As with all other Team members, an Employed Participant’s Individual Learning Plan will be used by the Team Leader to log three written reviews.

The Employed Participant and their Line Manager will decide before they join Team if they wish to obtain The Prince’s Trust Qualification through discussion with the Team Leader. The details of appropriate units/levels are provided in the Team Leader Support Pack for Employed Participants. The Team Leader should support the request by an employed participant to undertake any other qualifications or training that is made available to them during Team.
DEVELOPMENT OPPORTUNITIES

Agreeing development opportunities will depend on the experience and skills of the individual and their chosen development areas which are recorded on their PPQ. Employed Participants are likely to be working at a different level to other Team members, as they are often graduates or seeking management training experience, so are likely to choose leadership as a development area. Team Leaders will need to set them appropriate tasks and provide the right level of responsibility to ensure they can gain this experience. To support this, a suggested list of development opportunities is provided on Team Online.

ATTENDANCE

Employed Participants join Team for 20 days throughout the 12 weeks. In some cases Employed Participants may attend for more than 20 days if agreed with their Team Leader and Line Manager.

➔ Dates of attendance should be discussed and planned with the employee and their Line Manager before they start taking into account any work or personal commitments

➔ To ensure employees do not feel like a visitor to the Team their 20 days should involve some blocks of attendance

➔ Attendance will vary depending on the skills a particular employee may bring with them and those they wish to develop. Certain parts of Team may therefore be more suitable for an employee’s development plan

➔ If any part of the programme falls outside working hours, the employed participant and their Line Manager must be advised and agreement reached in advance

RESIDENTIAL WEEK

It is recommended that Employed Participants attend the residential week as this provides them the best opportunity to bond with the rest of the Team; however, this is not mandatory. If Employed Participants haven’t completed a DBS (or PVG in Scotland) check, it is important that separate sleeping accommodation is offered if at all possible, or failing that they should share with Team Leaders if all parties agree in advance.

END OF TEAM PRESENTATION

Employed Participants should play an active part in the end of Team presentation. An opportunity should be provided to deliver their own speech, receive a signed HRH certificate (available from Team Online) and have photos taken with their Team. During the speeches the Employed Participant’s employers should be thanked for releasing their staff to participate and for their support on any printed resources or within PowerPoint presentations.
END OF TEAM REPORT FOR EMPLOYED PARTICIPANTS
At the end of Team, Team Leaders are required to complete an end of team report for Employed Participants to take back to their managers in the workplace. It is important this is completed constructively and within two weeks of the completion of the programme. A template is provided given on Team Online.

➔ The report should be sent to the CVS Executive responsible forward it on to the Employed Participant’s employer

➔ If possible, Team Leaders should discuss a draft with the employee during their last week

SUPERVISION AND HEALTH AND SAFETY
During Team the Delivery Partner has full responsibility for the Employed Participant

➔ Employed Participants are to be given a full health and safety briefing by their Delivery Partner before they start on Team, covering all emergency procedures at or away from the Team base and to provide emergency contact numbers

➔ Employed Participants should not to be left unsupervised at any point during the Team programme

➔ It is the Delivery Partner’s responsibility to pay for and carry out a Disclosure and Barring Service check if their safeguarding measures require

➔ If the Employed Participant does not attend when expected, the Team Leader must report this to the CVS Executive as soon as possible

➔ Any serious concerns that arise during Team regarding Employed Participants, should be discussed with the CVS Executive

TEAM ONLINE – DOCUMENTATION FOR EMPLOYED PARTICIPANTS

➔ Induction checklist – to be used at a pre-start briefing

➔ Pre-Programme Questionnaire – lists skills areas to be developed

➔ Employee Information Pack – a briefing document

➔ Development opportunities – suggested tasks

➔ Individual Learning Plan – to log skills areas and plans and to compile three written reviews

➔ HRH signed end of Team Certificate – to be issued at the end of Team presentation

➔ End of Team Report for an Employed Participant – to be compiled within two weeks of Team end

The listed documents and a list of CVS Executives can be found on Team Online.
DELIVERY
DELIVERY

This section gives an overview of the delivery stages involved in the Team programme. Specific details of delivery of the 12-week programme are located in the Team Leader Support Pack.

PROGRAMME STRUCTURE

The Team programme is a structured, challenging programme that follows the standard framework below, from pre-programme stage, through delivery of the 12-week programme, to final outcomes.

### DELIVERY PARTNER RESPONSIBILITIES

**PRE-PROGRAMME**

- Recruitment

**DELIVERY PARTNER ESTABLISHED**

- Establishment

**TEAM DELIVERY PLANNING**

- Planning

### DELIVERY PARTNER RECRUITMENT

- Team and Annual Quality Reviews
- Action plans for following year
- Access to Prince's Trust network and partnership opportunities where possible

### Programme Delivery

**WEEK 1:** Induction
Involves planning and target-setting for the whole programme as well as preparing for the residential

**WEEK 2:** Residential
A week away using adventurous and challenging activities to help participants bond as a Team

**WEEKS 3-6:** Community Project
Planning and carrying out a community project, as well as preparing individual work placements

**WEEKS 7-8:** Work Placement
Each young person will spend time experiencing the world of work at one or more work placements

**WEEK 9:** Next Steps
Planning for the future by looking at CV and interview skills as well as the job application process

**WEEKS 10-11:** Team Challenge
Planning and carrying out a Team Challenge working with other people in the local community

**WEEK 12:** Final Celebration
Reviewing and presenting publicly the Team’s programme work, completing qualification and planning next steps

### PROGRAMME DELIVERY SUPPORT

- Regular contact including at least one Team visit from Programme Executive
- Team and Annual Quality Reviews
- Action plans for following year
- Access to Prince’s Trust network and partnership opportunities where possible

### OUTCOMES

- Employment, Further Training, Education or Volunteering
It is important to follow this framework as it has been structured carefully to enable the young people to develop their skills and confidence as they progress through the weeks. It also ensures a consistent national programme. The success of each stage of the programme will rely on advance planning, and Team Leaders need to plan both ahead before the programme begins and as it progresses.

**TEAM STRUCTURE**

Young people join a Team of up to 15, typically comprising around 12 unemployed people and one or two employed people sponsored by their employers to be on the programme. Unemployed young people and Employed Participants work together as a team, with employees normally taking part for 20 days in a modular format.

The 12 weeks should total 420 planned learning hours, so an average of 35 hours per week is to be delivered.

**TEAM LEADER SUPPORT PACK**

This resource, which all Team Leaders receive before starting their first Team, will support Team Leaders to deliver the programme and the learning objectives, and can be referred to when planning all sessions over the course of the programme. It includes:

- 12-week Scheme of Work
- session planning guidance
- useful learning theories
- building and developing a Team
- Trust monitoring and evaluation
- Sample Assessment Resource to support the Qualification

**TEAM ACTIVITY PACK**

A Team Activity Pack provides Team Leaders with engaging and relevant teaching resources to support programme delivery. It contains help and guidance for use in delivering and planning the learning as well as support materials for young people which can contribute towards their qualification evidence.

The Team Activity Pack includes:

- literacy, language and numeracy support
- digital literacy activities
- employability workbook
- icebreakers, energisers, team-building activities and reviewing techniques
- personal development planning worksheets
enterprise activities

These resources will be regularly updated on Team Online in order to respond to changes in the education landscape and reflecting best practice across the network of Delivery Partners.

LEARNING PRINCIPLES

Delivery of the Team programme is supported by particular learning principles. These include:

- **emphasis on non-classroom-based, informal learning**
- **supportive setting in which individuals can develop confidence and interpersonal skills**
- **opportunities for young people to stretch themselves and achieve new goals**
- **a process of consciously reviewing goals and considering how to make improvements**
- **using a wide range of review techniques – instead of overuse of worksheets – to help the young people identify what they have learned in fun, creative and varied ways**

It is important that the programme is presented as a fresh start by creating an environment that allows young people to demonstrate their real potential. All staff, volunteers and Delivery Partners should aim to establish a relationship based on trust with all young people on the programme. This helps make it possible to start talking to young people about their long-term goals and to focus on their personal development. By engaging young people in an informal learning environment for 12 weeks, catering to their various learning styles and support needs, it is hoped they will progress onto further training, education, employment or voluntary work.

SHifting RESPONSIBILITIES

The Team programme is designed so that the level of responsibility each individual can take increases as they progress through the programme, as illustrated below:
The young people take more personal responsibility for tasks as they progress through the programme. In turn, this enables them to develop from a state of dependence, where they rely on others; to independence, where they are able to perform tasks on their own (with some supervisory support), such as the work placement; to interdependence, where they are able to work effectively on their own and as part of a team, supporting others and asking others for support as necessary. This culminates in the young people being ready and able to complete the Team Challenge in Weeks 10-11.

Other learning theories are outlined in the Team Leader Support Pack.

**PRE-PROGRAMME PLANNING – THE TRUST’S RESPONSIBILITIES**

The following actions are to be led by Prince’s Trust staff, with support from Delivery Partners.

**RECRUITMENT OF DELIVERY PARTNERS**

Prince’s Trust regional/country staff are responsible for recruiting suitable Delivery Partners to deliver the programme, as well as maintaining and growing the number of existing Delivery Partners in line with region/country annual budgets. Advice for Prince’s Trust staff on best practice for recruitment can be found on TrustNet.

**Identifying target organisations**

Prince’s Trust regional/country staff should identify the potential Delivery Partners in their area that will benefit most from the Team programme, as well as delivering the best possible programme. Trust staff can research partners through league tables or local authorities, for example, or by attending educational events and making information available to those who may want it. The Prince’s Trust provides marketing materials such as flyers, brochures or e-bulletins to give to partners.

**APPOINTING A DELIVERY PARTNER**

**Safety Management System (SMS)**

A Safety Management System (SMS) audit of Delivery Partners must take place before the Delivery Partner Agreement can be signed. SMS audits must be approved by The Prince’s Trust national Health and Safety team. Please see the ‘Health and safety and emergencies’ section of this toolkit for more information.

**Delivery Partner Agreement**

A Delivery Partner Agreement must be in place with Delivery Partners before delivery of the programme begins; this can only be completed once the SMS audit is complete. A
Delivery Partner Agreement is a contract that has been drafted to ensure that standards of delivery and support are consistent throughout the network.

The contract sets out the various tasks and responsibilities of each of the parties involved in running the programme. It aims to ensure that the welfare of the young people involved is a priority and that each party is committed and able to satisfy the minimum standards required, as laid out in the 'Minimum standards' section of this toolkit. Once the Agreement has been signed, the Delivery Partner and the local Prince’s Trust representative must each keep a copy.

**Agree programme delivery details**

When the Delivery Partner Agreement has been signed, The Prince’s Trust needs to work with the Delivery Partner to agree the number and schedule of Teams for the next year, before creating the associated sessions on TrustonTrack.

**PLANNING TEAM DELIVERY**

Prince’s Trust regional/country staff will work with the Delivery Partner to ensure the staff have all they need to deliver a successful programme for the young people involved. Prince’s Trust regional/country staff should be available to meet the Team Leader and Delivery Partner Manager and respond to all queries that may arise as the Delivery Partner prepares for the start of the Team.

**Materials**

A range of materials and resources to be used in the delivery of the programme is supplied to all Teams. The Prince’s Trust Executive should ensure that the Team Leader is provided with all appropriate materials prior to programme delivery.

For details please refer to the ‘Programme resources and literature’ section of this toolkit.

**TrustonTrack**

TrustonTrack is the database used by The Prince’s Trust to record information on young people and track each young person’s progress during and after participation on the programme. It is important that the database is kept up-to-date by Prince’s Trust staff for evaluation and outcome monitoring purposes. For more information on how to use TrustonTrack and data input guidelines, please refer to TrustNet.
PRE-PROGRAMME PLANNING
– DELIVERY PARTNER RESPONSIBILITIES

The following actions are to be led by Delivery Partner staff, with support from The Trust.

Secure appropriate staff

The Delivery Partner is responsible for selecting appropriate staff to be the Team Leader and Delivery Partner Manager.

Running a successful Team programme is a demanding task which requires a high level of commitment and organisation and a wide range of skills. The Prince’s Trust stresses that a sole Team Leader is insufficient, and that Team Leaders must be supported by at least one other staff member, such as a Deputy or Assistant Team Leader. Some Delivery Partners also employ various staff to support their Team Leaders such as ‘Next Steps’ Officers, Work Placement Officers or Team Co-ordinators.

Recruitment of Team Leaders

Recruitment of the right Team Leader is crucial to the success of the Team programme. The Prince’s Trust supports the Delivery Partner’s recruitment, selection and training of Team Leaders by joining interview panels and inducting them into The Prince’s Trust and the Team programme. For employed Team Leaders, a member of The Prince’s Trust regional/country staff will sit on the interview panel, if the Delivery Partner is happy with them doing so. For seconded Team Leaders, nominated by The Prince’s Trust, the Delivery Partner has the right to veto the appointment.

A new Team Leader must not be confirmed in post until:

➔ the Delivery Partner has received a satisfactory enhanced disclosure from the DBS (or PVG in Scotland) and confirmation of this must be sent to a Prince’s Trust local manager before the delivery of the Team programme commences
➔ they have completed the Team Leader training
➔ satisfactory references have been received

New Team Leaders need to be in post for a minimum of five weeks prior to their first proposed Team start date. This is required to accommodate their training, induction and DBS checking and allow time for the recruitment and selection of a Team.

For more information on the responsibilities and type of person most suited to these roles, please see the ‘Roles, responsibilities and training’ section of this toolkit.

Training

All Team Leaders, Deputy Team Leaders and Assistant Team Leaders are required
to fulfil their training requirements detailed in the 'Roles, responsibilities and training' section of this toolkit.

Preparation of Team premises

The Team should be able to meet in a place of safety, comfort and support where young people are welcomed. The premises, transport and delivery resources used for the Team programme must comply with all relevant legislation relating to health and safety and the welfare of staff, volunteers, visitors and young people.

The Team room should include the following facilities, or be sufficiently close to a location where these are available:

➔ One-to-one space for individual counselling/reviews in privacy
➔ IT facilities, including a minimum of two computers, internet connection, IT equipment for the Team Leader and suitable space for an IT suite for group sessions
➔ A group room large enough for a group of 15, which includes seating, white boards, projector screen, flipchart and stands, and a desk for the Team Leader
➔ Communal sitting area for young people and staff with display boards showing information about the Team programme and photos and pictures of young people doing a wide variety of activities
➔ Suitable parking arrangements for Team vehicle (as appropriate)
➔ Kitchen with cooking equipment for group sessions and a separate eating area if possible
➔ Toilets and washing facilities, and drying facilities for wet clothing (if possible)
➔ Telephone, answer phone and fax
➔ Secure storage for:
  ◦ safety and other equipment used for projects and placements
  ◦ young people’s and Team Leader’s personal belongings
  ◦ funds raised for projects and challenges (NB. money should be banked or alternatively put in a safe)
  ◦ IT and audio/visual equipment
  ◦ paperwork, qualification records and resources

Delivery Partner Managers must ensure there are suitable access/adjustments made for anyone with a disability and is responsible for ensuring that the premises used by the Team comply with all relevant legislation relating to health and safety and welfare of the Team. A risk assessment of the premises must be carried out.
Transport
The Delivery Partner is responsible for providing appropriate transport for the Team and its Team Leaders. Young people may only use their own vehicles for private use such as travel between home and the Team room.

The preferred form of transport is a minibus. Delivery Partners must ensure that minibuses and drivers comply with all legislative requirements; in particular, they are responsible for ensuring that any necessary Small Bus Permits are obtained and that minibus drivers have appropriate driving licences. Delivery Partners must also ensure that all journeys are appropriately risk assessed.

Requirements are outlined in full on the minibus information sheet on Team Online.

PLANNING TEAM DELIVERY
The Prince’s Trust and Delivery Partners must ensure the following steps are taken in planning the programme:

➔ New Team Leaders successfully complete the training and induction activities outlined in the ‘Roles, responsibilities and training’ section of this toolkit
➔ Secure an appropriate, licensed driver for the Team minibus
➔ Book a suitable residential centre
➔ Ensure that all necessary documentation is available for the Team
➔ A suitable list of work placement providers should be built up and maintained
➔ Some potential Community Projects and Team Challenges identified
➔ Prepare and/or review, update and check any generic risk assessments
➔ Write up a planned Scheme of Work of programme activities and send to The Prince’s Trust
➔ Ensure the Team room, minibus, and training resources and materials are made ready

Programme resources
The Team Leader should ensure that all necessary resources and literature have been ordered from The Prince’s Trust executive. See the ‘Programme resources and literature’ section of this toolkit for a comprehensive list.

Activity planning
The Team Leader should write an outline of their planned programme activities before the Team starts and send it through to their Prince’s Trust executive to confirm that the planned activities comply with the required framework. This Team Plan template can be
It is also prudent to begin planning other aspects of the programme before Week 1. This can include:

➔ sourcing suitable work placement providers
➔ advance planning of the Community Project by researching potential partners
➔ developing relationships with potential partner organisations for the Team Challenge
➔ contacting any agencies you may want to bring in before the programme starts

**Booking a residential**

The Team Leader is responsible for booking a suitable residential site for Week 2 of Team. The following guidance should be followed when booking a residential site:

➔ Follow the Department for Education guidance produced for schools and youth workers on the health and safety of pupils on educational visits, which includes comprehensive information on ‘Standards for Adventure.’ Links to this guidance can be found on Team Online
➔ Identify special needs and medical conditions of the young people. These must be taken into account in the planning of all activities and communicated to the residential provider in advance of the residential week
➔ An example of a checklist used to review the suitability and competence of a residential provider can also be found on Team Online

For more information about the residential, see the relevant section of the Scheme of Work found in the Team Leader Support Pack.

**RECRUITING THE TEAM**

**Recruitment strategy and guidance**

Careful recruitment is a major factor behind a successful Team, to ensure good attendance and retention:

➔ the young people making up a Team should have a range of abilities, come from a variety of backgrounds, and as wide a geographic spread as possible
➔ there should be a balanced mix of young men and women of different ages within the 16 to 25 age range of the programme
➔ make an effort to cast the net wide and follow up those people who express an interest
➔ work with a wide range of referral agencies to access those young people who will benefit most from the programme
avoid recruiting too many people for any one Team from the same source as the Team should offer young people an environment outside their usual peer group

support recruitment with publicity through marketing, networking and local publicity

avoid recruiting young people who already know each other to mitigate the risk of cliques forming; this includes couples and siblings

teams wishing to merge must be agreed in advance with regional staff

use different recruitment strategies for those aged 16 to 18 and those over aged 19

plan to recruit more young people than will actually start the programme: not every young person who is contacted will actually start the Team programme. Whilst having an induction or an interview aims to minimise this problem, a degree of drop off is inevitable given the nature of the client group

**Timescales**

Specific advertising and recruitment for a Team should begin well ahead of the start date and no later than two weeks before the programme is due to start.

Late recruitment should only be in exceptional circumstances and ideally not go beyond the second day of Week 1. After this there may be insufficient time for the Team Leader to get to know the Team, to induct them and for enough team-building to prepare them for the residential week.

**Marketing**

The Delivery Partner Manager should identify and train those who are going to recruit, particularly the Team Leader, the Assistant Team Leader and any young people who have completed the Team programme who can help sell it. Any marketing or press releases produced must follow the guidance on Team Online and be agreed and signed off by The Prince’s Trust Marketing and Communications team.

When planning marketing, the Team Leader should think about the following:

- Identify and network with organisations who can refer young people to the Team. A strong network of local partners will be required for good recruitment
- Identify target groups and where best to contact them (e.g. Jobcentre Plus, women’s centres, homeless hostels, religious centres, sports centres and social workers)
- Give presentations to referral agencies
- Identify and plan the medium to be used to attract young people, such as:
  - posters and leaflets, and where these are to be placed
○ advertising via newspapers, the copy to be used and timing of adverts
○ staffed displays, with question and answer sheets to use as handouts
○ local radio and television stations

Run taster days to show young people what Team is about, and explain to young people that places on Team are limited

More information and useful recruitment support materials can be found on Team Online.

**Diversity**

Planned recruitment methods should at the very least meet legal guidelines set out by the 2010 Equality Act and the Public Sector Equality Duty. This means providing equality of opportunity for the following protected characteristics: race, gender, disability, religion/belief, gender reassignment, maternity/pregnancy, marriage and civil partnership, age or sexual orientation. This could require, where reasonable, adjustments to be made to enable a person with one or more of these protected characteristics to find out about and participate in a programme. The Prince’s Trust values difference in all forms and recognises that it is the responsibility of its staff, volunteers and Delivery Partners to ensure that all programmes, services and activities are accessible, valid, relevant and attractive to the broadest and most diverse cross-section of young people.

**Team ‘mix’**

Try to achieve a Team mix that, as much as possible, includes young people from all The Prince’s Trust target groups and meets the ‘ideal’ mix, including a majority unemployed, a 50/50 split of genders, and wide spread of ages between 16 and 25.

**Jobcentre Plus**

The Prince’s Trust works closely with Jobcentre Plus. One crucial element of this relationship is the understanding that young people are able to continue claiming benefits whilst they participate on our programmes, including Team.

However, this understanding is subject to a complex set of rules and the interpretation of Jobcentre Plus staff, and in some cases Jobcentre Plus staff may have a reason to discontinue a young person’s claim or issue a sanction.

As the benefits system is currently undergoing a significant change, the rules about what young people can or cannot do whilst on benefits is likely to change; please therefore visit Team Online for updates and FAQs.
Receiving referrals
If a young person is referred to the Team programme it is important to ensure they want to participate voluntarily and are not part of any conditions or treatment programme.

It is wise to ask what sort of assessment(s) the young person has already been through to ensure that they have been recommend the Team programme for appropriate reasons. Those responsible for recruitment take the final decision on whether or not to accept the young person.

Referrals from offenders’ agencies
Offenders and ex-offenders are one of the target groups for Team. Responsibility for risk assessment of offenders being referred to Team lies solely with the Delivery Partner, working with the relevant agencies (e.g. the Probation Service), and they must take a decision about their recruitment in light of this assessment.

Some placement providers may require a young person to have a disclosure prior to commencing any work placement. If a young person wishes to undertake such a placement then applying for a disclosure at an early stage is recommended.

Employed Participants
Team Leaders must meet with the line manager of any Employed Participants. They should also telephone Employed Participants to confirm dates, location and the skills areas they have chosen to develop, and communicate these details to the local Prince’s Trust office no later than Week 1 of Team.

Full details of Employed Participants are located in the ‘Employed Participants’ section of this toolkit.

Accessibility, practical needs and risk assessments
The Prince’s Trust and its Delivery Partners must ensure accessibility for all young people on the Team programme. As such, a risk assessment should be done for a young person dependant on their personal circumstances (e.g. disabilities) or background (e.g. whether they have been an offender) as found on their Referral and Profile Forms. Team Leaders must then decide on reasonable necessary adjustments made to the programme according to the risk assessment.

The programme is a big commitment for young people, and before signing up they may well have a range of practical things that need sorting out, such as benefit payments, childcare responsibilities or supervision orders. The Team Leader will need to work through any issues with each young person and make sure that solutions have been found so that they can attend the Team programme without having to worry.
For more information on accessibility, practical needs and individual risk assessments please see the Diversity and Inclusion Policy on Team Online.

**Enrolment**

Once recruitment is complete, Delivery Partners should send a letter of congratulations to each young person starting Team. This will increase the chances that they will turn up on day one.

It is helpful to maintain a ‘waiting list’ of those not selected, those who dropped out of a Team and may wish to try again, and those who showed interest after a Team started. This will help you recruit young people for later programmes. Where possible, re-direct those who cannot reach a particular location to their nearest alternative Prince’s Trust Delivery Partner.

In the final week before the programme starts, hold a pre-programme Team meeting with as many young people as possible to complete the enrolment process. The Team Leader should also use this time to begin completing paperwork with the young people (including profile forms, Media Consent Form and contact details) so that Week 1 can be focused on icebreakers and team-building activities to build the Team.

**Team retention**

The key to retention is a strong recruitment strategy and involving young people throughout the programme in forward planning for the stages still to come. Targets for retention on Teams will be agreed with Delivery Partners at the beginning of the year in line with national standards. Every effort should be made for all young people to finish the full Team experience. If numbers on any particular Team fall to a level at which Team activities are no longer viable (usually five or less) the Delivery Partner must talk to The Prince’s Trust before disbanding the Team. Delivery Partners should also seek alternative solutions for those young people who wanted to continue.

Regarding late starters, The Prince’s Trust recommends that no young people join the programme after Wednesday of Week 1.

**PROGRAMME DELIVERY**

This section acts as a summary of the activities which fall under each section of the 12-week Team programme, to be used as reference only. Please refer to the Team Leader Support Pack for a full breakdown of compulsory activities and Scheme of Work for each week.
AFTER THE PROGRAMME

It is the responsibility of the Team Leader to make sure that all paperwork is completed and sent to The Prince’s Trust. Refer to the ‘Quality’ section of this toolkit for more details. For advice on supporting young people’s progression on from the programme, there is a progression best practice guide on Team Online.

DELIVERY ACTIVITIES

<table>
<thead>
<tr>
<th>Weeks</th>
<th>Theme</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1: Induction</td>
<td>General housekeeping</td>
<td>➔ Contact list</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Registration paperwork</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Health and safety training</td>
</tr>
<tr>
<td></td>
<td>Induction activities and team building</td>
<td>➔ Induction activities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Team contract</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Attendance and time-keeping</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Introducing Employed Participants to the Team</td>
</tr>
<tr>
<td></td>
<td>The learning journey</td>
<td>➔ Identifying targets</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ My Journey</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Qualifications</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ My Learning Records</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Progress reviews</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ LLN and digital literacy support</td>
</tr>
<tr>
<td></td>
<td>Planning ahead</td>
<td>➔ Choosing a residential site</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Food safety training</td>
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<td></td>
<td></td>
<td>➔ Preparing young people for progression</td>
</tr>
<tr>
<td>2: Residential</td>
<td>Induction</td>
<td>➔ Health and safety and risk assessments</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Residential contract</td>
</tr>
<tr>
<td></td>
<td>Residential activities</td>
<td>➔ Adventurous activities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Evenings and ’down time’ activities</td>
</tr>
<tr>
<td></td>
<td>Planning ahead</td>
<td>➔ Preparing young people for progression</td>
</tr>
<tr>
<td>3-6: Community Project</td>
<td>Planning and carrying out the Community Project</td>
<td>➔ Choosing a suitable Community Project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Health and safety and risk assessments</td>
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<tr>
<td></td>
<td></td>
<td>➔ Fundraising</td>
</tr>
<tr>
<td></td>
<td>Planning ahead</td>
<td>➔ Time on site</td>
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<tr>
<td></td>
<td></td>
<td>➔ Work placement preparation</td>
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<tr>
<td></td>
<td></td>
<td>➔ Preparation for the Team Challenge</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Preparing young people for progression</td>
</tr>
<tr>
<td>7-8: Work Placements</td>
<td>Planning and carrying out work placements</td>
<td>➔ Health and safety and risk assessments</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Placement support and monitoring</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Employer references</td>
</tr>
<tr>
<td></td>
<td>Planning ahead</td>
<td>➔ Preparing young people for progression</td>
</tr>
<tr>
<td>9: Next Steps</td>
<td>Reviewing work placements</td>
<td>➔ Consolidating learning and practising presentation skills</td>
</tr>
<tr>
<td></td>
<td>Choosing careers and action planning</td>
<td>➔ Job search skills</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ External session providers</td>
</tr>
<tr>
<td></td>
<td>Planning ahead</td>
<td>➔ Preparation for the Team Challenge</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Preparation for the end of Team presentation</td>
</tr>
<tr>
<td>Weeks</td>
<td>Theme</td>
<td>Activities</td>
</tr>
<tr>
<td>---------------</td>
<td>----------------------------</td>
<td>-------------------------------------------------</td>
</tr>
</tbody>
</table>
| 10-11: Team Challenge | Planning and carrying out the challenge | ➔ Choosing a suitable Team Challenge  
⇒ Health and safety and risk assessments  
⇒ Fundraising  
⇒ Time on site  
⇒ Celebration of Team Challenge achievements |
|               | Planning ahead             | ➔ Preparing young people for progression         |
| 12: Final Presentation | Team presentation         | ➔ Preparing for the presentation  
⇒ Carrying out the presentation |
|               | Closing the Team           | ➔ My Learning Records  
⇒ Progression plans  
⇒ My Journey  
⇒ Leaver questionnaire  
⇒ Text survey  
⇒ Supporting the quality process |
EVALUATION AND OUTCOME MONITORING PROCESSES
EVALUATION AND OUTCOME MONITORING PROCESSES

The Prince’s Trust evaluation system monitors programme performance through a variety of indicators, materials and processes. This is important for performance monitoring, supporting learning and improvement and demonstrating how The Trust’s programmes help young people.

TRUSTONTRACK

Evaluation data is important for performance monitoring, supporting learning and improvement and demonstrating how The Trust’s programmes help young people. The system relies on collecting accurate data. It is therefore essential that Team Leaders, Delivery Partners, referral agencies and programme staff support young people to disclose true information and that this information is accurately captured on TrustonTrack in a timely manner.

PARTICIPATION

The Trust monitors the number of young people it supports and compares this to its plan for the financial year. Participation on the Team programme is measured by the number of young people fill in a profile form.

In addition to this Trust-wide participation indicator, the Team programme also has its own targets and indicators to ensure effective performance and management:

➔ Retention
➔ Average Team size
➔ Achievement of qualifications
➔ Positive outcomes

PROFILE

All young people engaged on a Trust programme should be unemployed if they have left compulsory education or an educational underachiever if they are of compulsory school age (please see the ‘Introduction’ section for more information on The Trust’s eligibility criteria). The Trust also monitors the proportion of young people from The Trust’s target backgrounds, their demographic profile (e.g. age, ethnicity) and their target needs. This data is collected through the profile form, which is completed for every young person supported on a Trust programme.

Guidance on completing the profile form can be found in the Team Leader Support Pack.
DISTANCE TRAVELLED EVALUATION

The Trust uses a 'distance travelled' method to determine the soft outcomes that young people achieve. This is obtained through My Journey sessions where young people are asked to measure their skills at the start and then again at the end of a programme to determine the change in their skills. To collect this data, young people will be asked to complete a My Journey record sheet.

My Journey includes six Trust-wide skills, as well as some programme-specific skills.

Trust-wide skills:

➔ Communication: speaking, listening, paying attention
➔ Working with others: teamwork, getting on with people, respecting others
➔ Setting and achieving goals: motivation, planning and organising, problem-solving, hard work
➔ Managing feelings: dealing with issues, coping, managing problems
➔ Confidence: self-esteem, self-belief, self-respect, self-awareness, dealing with nerves
➔ Reliability: time-keeping, meeting deadlines, taking responsibility, attendance

Team-specific skills:

➔ Job search skills: CV writing, interview skills, having achievable job ideas
➔ Leadership skills: supporting and encouraging, organising others, being a role model

Please refer to the Team Leader Support Pack for My Journey session plans.

PROGRAMME EVALUATION

A young person’s last My Journey record sheet also includes a range of questions to evaluate how the programme has helped them, such as: whether they would recommend the programme to others; which aspects of the programme they enjoyed the most and least; and how much the programme has helped them in terms of their life satisfaction. This feedback also feeds into the Team Review documents that assess each Team.

POSITIVE OUTCOMES

The Trust aims to support young people into employment, apprenticeships, training and volunteering (referred to as ‘positive outcomes’). The Trust records which outcomes young people have achieved three and six months after they leave a programme.
Outcomes data is collected by a series of automated texts to young people’s mobile phones. Data collection is centralised in the Evaluation team. It is important to achieve a good response rate to ensure the accuracy of the data. A good response rate can be achieved by:

➔ ensuring mobile phone numbers are recorded on TrustonTrack
➔ collecting updated mobile numbers at the end of the programme on the My Journey record sheet
➔ explaining and reminding young people about the text message survey at several points throughout the programme

For guidance and documents on processes for updating contact details and informing young people, please see the ‘Collecting hard outcomes’ page of TrustNet.

**Performance reports**

The Evaluation team produce a range of monthly and quarterly performance reports. Refer to the ‘Performance’ page of TrustNet for a list of available and recent reports and guidance documents, such as glossaries and trigger point definitions, which show the key information required for reporting.

**External evaluation**

At times The Trust’s internal evaluation system may be complemented by independent evaluation projects. The Trust’s response to these projects will be coordinated by the national Evaluation team who will also ensure any recommendations are addressed. Key evaluation summaries are available on the ‘Performance’ page of TrustNet.

**Feedback**

The Trust encourages a commitment to continuous improvement from all staff. Anyone with ideas to improve a programme should discuss their ideas with their Programme team and with the national Programme team if appropriate. The Trust also aims to provide all its customers (including young people, stakeholders, donors and partners) with a high standard of service and to respond to, manage, record and learn from feedback, as well as responding to any complaint with efficiency, courtesy and fairness. Refer to the customer feedback policy and guidance on TrustNet for further information.
HEALTH AND SAFETY
HEALTH AND SAFETY

The Trust is committed to ensuring the health, safety and welfare of The Trust’s employees, young people and anyone else who may be involved in The Trust’s activities.

SAFETY MANAGEMENT SYSTEM

Safety Management System (SMS) audits

Delivery Partners must have the appropriate systems in place to manage the health and safety of all elements of the Team programme. Prior to engaging in a Delivery Partner Agreement with a partner organisation, a Safety Management System (SMS) audit must be undertaken by The Prince’s Trust’s Health and Safety Team.

An SMS audit covers the following areas:

➔ Experience
➔ Health and safety policy and procedure
➔ Organisation’s infrastructure
➔ Planning and implementation (risk assessment and training)
➔ Measuring performance
➔ Review process
➔ Safeguarding, child protection and disclosure processes

Safety Management System (SMS) review and self-declaration

To ensure safety competency continues, all Delivery Partners will be subject to a year one SMS review (for new partners) then required to self-declaration.

The SMS review is a proactive check that the Delivery Partner is following its safety management system, and will be undertaken after the first full year of delivery for new partners. It is a set of audit queries which prompt enquiry on the key areas of safety performance consistent with The Trust’s contractual standards, minimum standards and statutory requirements at the date of preparation. The Delivery Partner will be asked to provide evidence of compliance for each query and the Trust’s Health and Safety team will advise on partial and non-compliances and provide an opportunity for a Delivery Partner to improve.

SMS reviews should be pre-arranged and carried out with the Delivery Partner Manager and the Team Leader, where appropriate. To maintain the Delivery Partner relationship, a member of the Programmes team should also be present for the first SMS review.
Eligible existing Delivery Partners consistently demonstrating good safety management will be requested to self-declare in line with the key queries covered as part of the SMS audit and SMS review. Eligible Delivery Partners will be requested to complete a self-declaration annually confirming that its safety management system continues to be robust. Delivery Partners not deemed eligible to self-declare will be subject to SMS reviews.

Where a Delivery Partner is demonstrating poor safety behaviour (identified through risk assessment reviews, accident investigations and general observations) an SMS review will be prioritised.

SMS reviews and review of self-declaration paperwork will be conducted by the Health and Safety team. For further guidance on the Delivery Partner SMS review process, please see The Prince’s Trust health and safety toolkit available on TrustNet.

**RISK ASSESSMENTS**

The Delivery Partner is responsible for undertaking risk assessments which must be completed for all parts of the programme.

All assessments must:

➔ be completed by a competent person
➔ cover all hazards that are significant and foreseeable including the circumstances of individual young people, e.g. pregnancy
➔ environmental factors, e.g. hazardous materials such as asbestos at community projects
➔ identify control measures where necessary
➔ be reviewed if the activity changes
➔ be reviewed, checked and signed-off by a suitably competent/qualified member of the organisation responsible for running the particular activity
➔ be recorded

**ACCIDENT, INCIDENT AND NEAR MISS REPORTING**

Delivery Partners are responsible for the reporting of all accidents, incidents and near misses involving young people on the Team programme and, where appropriate, reporting these under the Reporting of Injuries Diseases and Dangerous Occurrence Regulations (RIDDOR). The Trust requires Delivery Partners to provide copies of all accident and incident reports and to inform them of any near misses that occur during the programme as soon as possible after the event. This includes reports relating to safeguarding concerns. The Trust will collate and analyse all information and trends and
seek to increase safety as far as possible.

More information on how to report accidents, incidents and near misses can be found in the Health and Safety Toolkit on TrustNet.

PROCEDURE FOR EMERGENCY SITUATIONS

In the event of a major incident, or other emergency, the procedures outlined in The Trust’s Incident Management Plan should be used. This procedure uses a traffic light system to highlight incident risk levels: red signifying critical risk, amber for high risk, and yellow for medium risk.

Please refer to the Delivery Partner incident management guidance on Team Online for full details of the risk levels.

Red and amber incidents must be reported immediately to The Prince’s Trust, either to the regional 24-hour incident response number, or to a Prince’s Trust executive. Each region/country location has a local incident management procedure in place and an incident contact number for use if an incident occurs. The local Trust office will outline procedures to the Delivery Partner prior to the programme being set up and will inform the partner organisation of all the local emergency contact details.

The Trust Head Office also has a 24-hour emergency numbers which can be called if local contacts are not available.

Health and Safety team: 020 7543 1237
Communications (press): 07990 503 366

HEALTH AND SAFETY TRAINING REQUIREMENTS

Team Leaders must undertake and successfully complete appropriate training in health and safety and the preparation of risk assessments before leading their first Team. This is a mandatory requirement. This training should be arranged by their Delivery Partner Manager. Any additional health and safety training considered appropriate for the Team Leader or others involved in the delivery of Team is the responsibility of the Delivery Partner Manager.
QUALITY MANAGEMENT
QUALITY MANAGEMENT

The Prince’s Trust uses a Quality Management System to enable continuous improvement and ensure the young people that it supports achieve the best results.

The Prince’s Trust and Delivery Partners are responsible for ensuring programmes run in accordance with this toolkit and the conditions detailed in Delivery Partner Agreements. The diagram below summarises The Trust’s approach to quality management from which lessons are learned to shape future success:

This process is based on the compliance of programmes with the minimum standards outlined in this toolkit. There is a separate quality process for Delivery Partners and for Prince’s Trust staff, as detailed below.

For Trust staff, more information is available on the ‘Quality’ page of TrustNet.

QUALITY REVIEW OF DELIVERY PARTNERS

The quality review process for Delivery Partners is built on a range of evidence types. This evidence then forms the basis of individual Team reviews and SMS reviews, and finally annual Delivery Partner reviews at the end of each year.
ANNUAL QUALITY REVIEW

An annual review of Delivery Partners must be completed by a Prince’s Trust executive during July to October each year, reviewing the previous academic year’s performance. This is the opportunity to assess a Delivery Partner’s performance, while also giving Delivery Partners the chance to comment on the quality of Prince’s Trust guidance and support.

Using the Annual Quality Review form, a Prince’s Trust regional/country staff member should carry out a detailed assessment of the standard of programme management and delivery achieved by the Delivery Partner, taking account of the contents of the Team toolkit.

The Annual Quality Review form is divided into four distinct areas, based on Ofsted’s Common Inspection Framework. The details of each area are shown below:

<table>
<thead>
<tr>
<th>QUALITY AREA</th>
<th>EVIDENCE DETAILS</th>
</tr>
</thead>
</table>
| 1. Outcomes for young people | ➔ Success in achieving targets, including qualifications and learning goals  
➔ Extent to which young people enjoyed the programme  
➔ Positive outcomes  
➔ Safety and wellbeing on the programme  
➔ Language, literacy, numeracy and digital literacy skills support  
➔ Quality of vocational training and experience  
➔ Positive engagement with the local community |
| 2. Quality of programme delivery | ➔ Adherence of programme delivery to the 12-week programme framework  
➔ Successful recruitment strategy and implementation  
➔ Structured lessons and range of teaching style  
➔ Support for the programme qualification  
➔ Commitment to promoting good behaviour and attendance  
➔ Suitable resources available in the Team room  
➔ Suitable access to additional support such as student services, childcare facilities, and other agencies for housing/drugs issues etc |
| 3. Delivery Partner support and management | ➔ Successful programme monitoring, including timely and accurate paperwork  
➔ Careful adherence to health and safety policy  
➔ Commitment to continual improvement via quality review process  
➔ Commitment to providing equal opportunities to all young people  
➔ Suitable recruitment and supervision of staff  
➔ Well-briefed and trained staff  
➔ Commitment to maintaining suitable facilities and resources at Team bases |
| 4. Prince’s Trust support and management | ➔ Commitment to supporting Delivery Partners’ programme delivery  
➔ Successful programme monitoring, including timely and accurate management of quality files  
➔ Commitment to continual improvement via quality review process  
➔ Suitable recruitment, training and supervision of staff  
➔ Access to The Trust’s network, volunteers, secondees and partnership opportunities where possible |

NB. Section four – ‘Prince’s Trust support and management’ gives Delivery Partners the opportunity to feedback on the quality of support throughout the delivery of the Team programme. This should be passed to the Delivery Partner to complete and return ahead of year-end review meetings.
Staff responsible

➔ Programme Executives and Programme Managers
➔ Delivery Partner Manager

Evidence sources

➔ Team Reviews (incorporating Team Leader paperwork, Prince’s Trust executive reviews, My Journey record sheets and performance reports)
➔ SMS review

Materials used

➔ Delivery Partner Annual Quality Review form

TrustonTrack

➔ Record of Delivery Partner annual review as a diary entry on the Delivery Partner record with the date reviewed

Year-end review meeting and action points

When the Delivery Partner has completed and returned a copy of the ‘Prince’s Trust support and management’ section, The Prince’s Trust should send them a copy of the completed Annual Quality Review and Safety Management (SMS) Review (if done at the same time). These should be completed in time for preparation by both The Prince’s Trust and Delivery Partner for a formal year-end review meeting. For more information on the SMS review, see the ‘Health and safety and emergencies’ section of this toolkit.

This meeting, hosted by the Delivery Partner, will be carried out in person between the Delivery Partner Manager and the local Prince’s Trust programme manager and/or executive. The Prince’s Trust will give sufficient notice to Delivery Partners to allow for any necessary preparations to be made (i.e. collation of evidence).

The meeting should be used to discuss the findings and comments set out in the completed Delivery Partner annual review documents. The session will also focus on outcomes information and performance issues as highlighted in the annual quality review report and SMS review.

Following the meeting, the agreed action points must be communicated in writing, using the form on the Annual Quality Review document. This is a vital part of the annual review as it is essential that there is a system in place to follow-up on those actions identified during the meeting.
REVIEWING INDIVIDUAL TEAMS

A member of Prince’s Trust regional/country staff works with the Team Leader and young people to assess quality on every Team. This is achieved using the Team review document.

Team reviews and action plans

The Team review assesses all aspects of Team delivery, from pre-programme and recruitment, across all 12 weeks of the programme, through to post-programme assessment. The completed Team review report should be copied to the Delivery Partner Manager and any actions which need addressing followed up with the Delivery Partner Manager or Team Leader as appropriate.

The assessment at Team review is based on the following evidence:

<table>
<thead>
<tr>
<th>QUALITY AREA</th>
<th>EVIDENCE DETAILS</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prince’s Trust visits</td>
<td>Prince’s Trust staff will conduct a minimum of three periodic visits or phone calls to the Team Leader per Team, with a minimum of one visit per Team</td>
<td>Prince’s Trust</td>
</tr>
<tr>
<td>Team Leader paperwork</td>
<td>The Team Leader must submit the paperwork at particular points, as detailed on the following page*</td>
<td>Team Leader</td>
</tr>
<tr>
<td>Performance reports</td>
<td>Data on TrustonTrack records Delivery Partner performance (e.g. retention rates, positive outcomes and qualification success). Refer to the ‘Monitoring and evaluation’ section of this toolkit for more information on The Trust’s evaluation system</td>
<td>Prince’s Trust</td>
</tr>
<tr>
<td>My Journey record sheets</td>
<td>My Journey record sheets should be completed by all young people to give them the opportunity to feedback on their experience on Team</td>
<td>Team Leader</td>
</tr>
</tbody>
</table>

*The Prince’s Trust executive will work with the Team Leader on an ongoing basis throughout the programme to gather a range of evidence paperwork with which to complete the Team Review form. This evidence can be sent by email or discussed in person, and The Prince’s Trust executive can indicate on the Team Review where suitable evidence has been seen. Evidence templates can be found on Team Online.

The following page gives guidelines on when different pieces of evidence should be collected.
<table>
<thead>
<tr>
<th>DUE DATE</th>
<th>PAPERWORK</th>
<th>DETAILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>One week prior to Team start</td>
<td>12-week Scheme of Work</td>
<td>➔ Indicates session plans across the 12-week programme delivery</td>
</tr>
<tr>
<td></td>
<td>Recruitment strategy</td>
<td>➔ Details process of recruiting young people onto the Team programme</td>
</tr>
<tr>
<td>Monday of Week 2</td>
<td>Profile form</td>
<td>➔ Standard form used to capture background info for young people on all Prince’s Trust programmes</td>
</tr>
<tr>
<td></td>
<td>Team Start Sheet (TSS)</td>
<td>➔ TSS must record all Week 1 starters, even if they drop out, and those starting residential on Week 2. It also records funding sources and lists Team staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Two copies are required:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>○ Sent to/collected by Prince’s Trust Programme Executive office with profile forms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>○ Keep a copy for reference</td>
</tr>
<tr>
<td></td>
<td>Residential details</td>
<td>➔ Details and session plans from the residential week</td>
</tr>
<tr>
<td>Week 5</td>
<td>Community Project details</td>
<td>➔ Full details of the client, project, fundraising materials, and venue</td>
</tr>
<tr>
<td>Week 9</td>
<td>End of Team presentation details</td>
<td>➔ To include the invitation and details of date, time and venue</td>
</tr>
<tr>
<td></td>
<td>Team Challenge details</td>
<td>➔ Full details of the client, project, fundraising materials, and venue</td>
</tr>
<tr>
<td></td>
<td>Work placement details</td>
<td>➔ Full details of the placements that the young people have undertaken</td>
</tr>
<tr>
<td>Friday of Week 12</td>
<td>Team Complete Sheet</td>
<td>➔ Records all young people that started the programme, reasons for any early departures and any outcomes known at this stage</td>
</tr>
<tr>
<td></td>
<td>Employed Participant report</td>
<td>➔ A report for Employed Participants to take back to their managers in the workplace</td>
</tr>
<tr>
<td></td>
<td>My Journey record sheets</td>
<td>➔ Measures young person’s skills development on the programme</td>
</tr>
<tr>
<td></td>
<td>Mobile phone contact details</td>
<td>➔ To collect any updated mobile numbers you may have been given since the end of Team and ensure The Trust has up-to-date details for text surveys</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➔ Send to Prince’s Trust Programme Executive</td>
</tr>
<tr>
<td></td>
<td>Leaver questionnaires</td>
<td>➔ Asking individual young people for feedback and views about their experience on Team</td>
</tr>
<tr>
<td></td>
<td>Risk assessments</td>
<td>➔ Evidence of risk assessments undertaken where necessary (e.g. Community Project, Team Challenge etc.)</td>
</tr>
<tr>
<td>ASAP after the event</td>
<td>Accident and Incident Report Forms</td>
<td>➔ To inform Prince’s Trust of any incidents with a health and safety impact. See Health and Safety section in this toolkit for more information</td>
</tr>
<tr>
<td>Where relevant</td>
<td>Media consent forms</td>
<td>➔ Form to allow The Prince’s Trust to use young people’s stories, quotes and/or photograph for any purpose. For young people under the age of 18, The Prince’s Trust must also get consent from a parent or guardian</td>
</tr>
</tbody>
</table>
QUALITY REVIEW OF THE PRINCE’S TRUST

PRINCE’S TRUST REGIONAL/COUNTRY QUALITY ASSURANCE

Each region/country is assessed through an internal quality assurance (QA) process as to whether the programme, volunteer and health and safety minimum standards are being met. The results of these QAs are a key performance indicator.

The QA of each region/country generally takes place over the course of a week each year, completed by national Team programme staff. The resulting assessment reports may include actions for the region/country to take in order to meet minimum standards, enhance processes and record points of good practice. Reports from the QA are then presented to the relevant regional/country director and subsequently reviewed at the following QA. Any quality management failures are ultimately reported to The Trust’s audit committee.

Regions/countries that attain a high level of compliance may not have to be quality assessed the following year. However, a full QA is always completed for health and safety and following a year where it has been omitted.

More information is available on the quality assurance templates on the ‘Quality’ page of TrustNet.

Quality files

Quality files record regional/country compliance to the programme minimum standards and reflect how quality is managed, monitored and evaluated locally. Prince’s Trust regions/countries may have their own approach to storing files; however, there must be at least one quality file in each office involved in programme delivery. Template quality file index sheets are available on TrustNet. The file must either contain the evidence relating to the minimum standards or make reference to where it is stored.

All files relating to quality must be held for sufficient years to meet The Prince’s Trust data retention standards. The storage policy on the ‘Support services’ page of TrustNet contains more information.

Self-assessment

Annual self-assessment enables regional/country staff and National Heads of Programmes to engage as a team, in an open and inclusive manner, to identify key actions to be included as part of the business plan and completed in the following financial year.

Regions/countries complete the self-assessment between the beginning of September and the end of November; this should take less than two days to complete. It then
informs the national self-assessments that the National Heads of Programmes complete for each of their respective programmes by the end of December each year.

The Trust’s self-assessment form is based on a combination of England’s OFSTED self-assessment, Northern Ireland’s ETI, Scotland’s HMIE and Wales’ ESTYN. The form contains three major sections (a. outcomes for young people, b. quality of provision, c. leadership and management), as well as an action plan. The self-assessment is available on the ‘Quality’ page of TrustNet.

**Staff feedback**

The Trust encourages a commitment to continuous improvement from all staff. Anyone with ideas to improve a programme should discuss their ideas with their regional programme team and with the national programme team if appropriate.

**Customer feedback**

The Prince’s Trust aims to provide all its customers (including young people, donors and partners) with a high standard of service and to record, respond to and learn from feedback. The Trust responds to any complaint with efficiency, courtesy and fairness. The customer feedback policy and guidelines, found on the ‘Quality’ page of TrustNet, must be followed by staff.

**External review**

Funders may wish to carry out audit reviews of The Trust’s work. These reviews are usually programme focused. If they are external inspections, the reviews may examine self-assessments and action plans. Different inspection arrangements apply in England, Northern Ireland, Scotland and Wales but the principles remain the same.

**Development groups**

Development groups bring Prince’s Trust staff from all regions and countries together to share experience and to provide an environment to propose, develop and analyse potential improvements to the way The Trust supports young people. Recommendations made through the Central Operations team are sent to the Senior Management Team for approval. Meetings are chaired by a region/country director or deputy director and attended by region/country senior heads/heads of programmes. Please refer to the ‘Development group’ page of TrustNet for more details.
PROGRAMME RESOURCES AND LITERATURE
PROGRAMME RESOURCES AND LITERATURE

This section details the marketing and programme materials to use when delivering the Team programme, and where to obtain them.

Marketing resources

The marketing team provides printed materials and electronic templates to help with programme outreach and fundraising, as well as recruitment of young people. The materials are paid for centrally and are provided free of charge to regions/countries. If regions/countries want to produce their own literature they must use the templates available. Any additional programme marketing requests should be directed to the marketing team and signed off by the Central Operations team.

As the available literature will change over time, Delivery Partners should see Team Online for an up-to-date listing.

If Delivery Partners decide to produce their own promotional literature, the final version must be signed-off by The Prince’s Trust marketing team before it goes to print. The Prince’s Trust logo is a trademark of The Prince’s Trust and there are clear guidelines about how and where it can be used.

Programme literature

The Central Operations team is responsible for producing and maintaining all programme materials.

Literature catalogue and orderline

All marketing materials and most programme materials can be ordered from the literature orderline by Programme Executives. To access the orderline, follow the steps outlined on TrustNet. All materials have a DSN number that can be found in small print along the side or bottom of the materials or can be looked up using the orderline’s search function.
## TRAINING MATERIALS

<table>
<thead>
<tr>
<th>Materials</th>
<th>Description</th>
<th>Obtained from</th>
<th>Additional info.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prince’s Trust Team staff induction</td>
<td>Pack for new Prince’s Trust Team programme staff to work through as part of their induction</td>
<td>TrustNet</td>
<td></td>
</tr>
<tr>
<td>Team Leader induction pack</td>
<td>Pack used by Prince’s Trust executives to induct new Team Leaders</td>
<td>TrustNet</td>
<td></td>
</tr>
<tr>
<td>Delivery Partner e-learning modules</td>
<td>Background to The Trust, its target groups and the Team programme, to prepare for Team Leader training</td>
<td>Team Online</td>
<td></td>
</tr>
</tbody>
</table>

## QUALITY MANAGEMENT AND PERFORMANCE MATERIALS

<table>
<thead>
<tr>
<th>Materials</th>
<th>Description</th>
<th>Obtained from</th>
<th>Additional info.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feedback poster</td>
<td>Poster to provide young people with the opportunity to provide feedback</td>
<td>Orderline</td>
<td>DSN 1768/2</td>
</tr>
<tr>
<td>TrustonTrack data input guidelines</td>
<td>To aid input of Team programme information onto TrustonTrack</td>
<td>TrustNet</td>
<td></td>
</tr>
<tr>
<td>Template self-assessment</td>
<td>Template for annual self-assessment</td>
<td>TrustNet</td>
<td></td>
</tr>
<tr>
<td>Team review form</td>
<td>Form to be completed by Prince’s Trust executive to evaluate individual Team programmes</td>
<td>TrustNet</td>
<td></td>
</tr>
<tr>
<td>Annual Quality Review form</td>
<td>To be completed at Delivery Partner annual reviews</td>
<td>TrustNet</td>
<td></td>
</tr>
<tr>
<td>Employed Participant end of team report</td>
<td>For Employed Participants to take back to their workplace managers</td>
<td>Team Online</td>
<td></td>
</tr>
<tr>
<td>Leaver questionnaires</td>
<td>Gathers Team members’ feedback on the programme</td>
<td>Team Online</td>
<td></td>
</tr>
<tr>
<td>Example risk assessment</td>
<td></td>
<td>Team Online</td>
<td>TrustNet</td>
</tr>
<tr>
<td>Community Project details template</td>
<td></td>
<td>Team Online</td>
<td>TrustNet</td>
</tr>
<tr>
<td>Team Challenge details template</td>
<td>To be completed after week 11 and evidenced in Team Review</td>
<td>Team Online</td>
<td>TrustNet</td>
</tr>
<tr>
<td>Performance report data</td>
<td>Issued by Prince’s Trust Evaluation team quarterly</td>
<td>Team Online</td>
<td>TrustNet</td>
</tr>
</tbody>
</table>
## MARKETING MATERIALS

<table>
<thead>
<tr>
<th>Materials</th>
<th>Description</th>
<th>Obtained from</th>
<th>Additional info.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quick guide to all programmes</td>
<td>Fold out leaflet outlining all Trust programmes</td>
<td>Orderline</td>
<td>DSN 1889 (DSN 1984 for Scotland)</td>
</tr>
<tr>
<td>Team factsheet</td>
<td>General factsheet to promote the programme</td>
<td>TrustNet</td>
<td></td>
</tr>
<tr>
<td>Team film</td>
<td>Film to promote the programme</td>
<td>Team Online</td>
<td></td>
</tr>
<tr>
<td>Team poster</td>
<td>Marketing poster to promote Team</td>
<td>Orderline</td>
<td>DSN 1397</td>
</tr>
<tr>
<td>Team leaflet</td>
<td>General marketing leaflet to promote the programme</td>
<td>Orderline</td>
<td>DSN 1792</td>
</tr>
</tbody>
</table>

## PROGRAMME DELIVERY MATERIALS

<table>
<thead>
<tr>
<th>Materials</th>
<th>Description</th>
<th>Obtained from</th>
<th>Additional info.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team toolkit</td>
<td>Used as reference when planning and delivering the programme</td>
<td>Orderline</td>
<td>TrustNet</td>
</tr>
<tr>
<td>Profile form</td>
<td>Standard form used to capture background info for young people supported by The Trust</td>
<td>Orderline</td>
<td>DSN 1800 (DSN 1802 for Scotland)</td>
</tr>
<tr>
<td>Team start sheet</td>
<td>Used to record all Week 1 starters, even if they drop out, and those starting residential on Week 2. It also records funding sources and lists Team staff.</td>
<td>TrustNet</td>
<td></td>
</tr>
<tr>
<td>Media consent form</td>
<td>Form to allow The Prince’s Trust to use young person’s stories, quotes and/or photograph for any purpose</td>
<td>TrustNet</td>
<td>Team Online</td>
</tr>
<tr>
<td>My Learning Record</td>
<td>Files in which the young people record their learning and evidence for the qualification</td>
<td>Orderline</td>
<td>DSN 2032</td>
</tr>
<tr>
<td>Team Activity Pack</td>
<td>Suggested activities for use during any part of programme</td>
<td>Team Online</td>
<td></td>
</tr>
<tr>
<td>Team Leader Support Pack</td>
<td>Contains a 12-week Scheme of Work, session planning guidance, learning theories, and a sample qualification assessment resource</td>
<td>Team Online</td>
<td>DSN 0018-5</td>
</tr>
<tr>
<td>My Journey record sheet</td>
<td>To measure young people’s skills development on the programme</td>
<td>Contains in My Learning Records</td>
<td></td>
</tr>
<tr>
<td>Team certificate</td>
<td>Presented at end of the Team presentation to young people completing Team</td>
<td>Orderline</td>
<td>DSN 1843</td>
</tr>
</tbody>
</table>
## PROGRAMME DELIVERY MATERIALS - CONTINUED

<table>
<thead>
<tr>
<th>Materials</th>
<th>Description</th>
<th>Obtained from</th>
<th>Additional info.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed Participant certificate</td>
<td>Presented at end of the Team presentation to Employed Participants completing Team</td>
<td>Team Online</td>
<td>PDF certificate available from Team Online, printed certificate ordered on request by Programme Executive</td>
</tr>
<tr>
<td>Case study questionnaire</td>
<td>To conduct a short informal interview with the young person and help reflect the inspiring stories from Team</td>
<td>TrustNet</td>
<td></td>
</tr>
<tr>
<td>Accident and incident report forms</td>
<td>To inform The Trust of any incidents with a health and safety impact</td>
<td>TrustNet</td>
<td></td>
</tr>
</tbody>
</table>
THE TEAM PROGRAMME SHOWED ME THAT I COULD HAVE A POSITIVE FUTURE. I HAD NO CONFIDENCE IN MYSELF AND DIDN’T THINK I WAS WORTHWHILE. I’M SO GRATEFUL TO THE PRINCE’S TRUST FOR GIVING ME A SECOND CHANCE AT FULFILLING MY DREAMS.

– GEENA BOSWELL
POLICIES
POLICIES

All Prince’s Trust staff and Delivery Partners involved in the delivery of the Team programme should be familiar with, and adhere to, policies relevant to the programme.

The Trust also expects Delivery Partners to have appropriate policies in place. Delivery Partners should check that their policies meet the criteria laid down in The Trust’s policies. Where Delivery Partners do not have such policies or they do not meet The Trust’s minimum standards, they should work to The Trust’s policies.

Copies of all policies are available on the ‘Young people policies’ page of TrustNet and on Team Online.

The following policies are of particular relevance to the Team programme:

➔ Confidentiality
➔ Customer feedback
➔ Data protection
➔ Diversity and inclusion
➔ Drugs and alcohol
➔ Exclusion
➔ Health and safety
➔ Medical and next of kin
➔ Parental consent
➔ Personal safety/lone working
➔ Safeguarding children and vulnerable adults
➔ Sexual health and intimate relationships
➔ Smoke free
➔ Supporting statements for young people
➔ Weapons
➔ Working with asylum seekers and refugees
➔ Working with challenging behaviour
➔ Working with offenders
➔ Working with young people with mental health needs

When setting up a new Delivery Partner, Prince’s Trust staff should ensure that the organisation’s policies meet the criteria laid down in The Trust’s policies as a minimum.
ADDITIONAL INFORMATION
FUNDING THE TEAM PROGRAMME

In England, young people are typically eligible for further education funding, from either the Education Funding Agency (EFA, for those aged 16 to 18) or from the Skills Funding Agency (SFA, for those aged 19 or over). Please visit Team Online for updates and FAQs around funding criteria for the programme in England. Scotland, Northern Ireland and Wales have separate arrangements in place and their country offices will inform their Delivery Partners of these.

A variety of other local funding sources and arrangements may be available and Delivery Partner Managers are encouraged, with the assistance of The Prince’s Trust regional fundraising manager, to research these frequently.

Funding contracts must only be entered into on the agreement of both The Prince’s Trust and the Delivery Partner. Full details of the funding arrangements between a Delivery Partner and The Prince’s Trust must be mutually agreed and clearly set out in the Programme Delivery Agreement.

The Team Start Sheet includes a section for recording how each member of the Team is funded. Team Leaders must ensure that this section of the form is completed accurately.

Employers pay a fee for their employees to take part in the Team programme and there is a placement fee for student social workers to undertake their placements on Team. This fee is split between the practice educator, the Delivery Partner and The Prince’s Trust.

The funding environment across the UK is liable to change frequently. For further information on funding the Team programme, contact The Prince’s Trust regional/country programme manager.

Study Principles (for 16 to 18 funding in England only)

The Raising of the Participation Age in England dictates that funding for 16 to 18 year-olds is conditional on the programmes meeting the Study Principles. The Prince’s Trust believes that, if Teams are delivered according to the minimum standards and include provision in literacy, language and numeracy, this should be enough to meet these conditions and continue to draw down funding from the Education Funding Agency. However, the ability to meet the Study Principles will depend on the skills levels of the young people on Team.
Please refer to guidance on Team Online for more details.

**INVOICING AND PAYMENTS**

**Invoices**
The Prince’s Trust will invoice Delivery Partners for the following:

- Payments due to The Prince’s Trust under programme agreement
- Payments due to The Prince’s Trust for Team Leader training or other training as agreed
- Other goods or services provided by The Prince’s Trust as agreed locally

Payment details will be shown on each invoice, but remittances are normally payable to ‘The Prince’s Trust’ for fees or to ‘The Prince’s Trust Trading Ltd.’ for special promotional material, and due within 30 days from the invoice date.

**Payments**
The Prince’s Trust will send remittances to the Delivery Partner for the following:

- The Delivery Partner’s proportion of employers’ fees
- The Delivery Partner’s proportion of student placement fees
- Payments due to Delivery Partners from funding sources, such as ESF, as agreed locally
- Payments for goods or services provided by the Delivery Partner as agreed locally

Payments will normally be made to the requirements laid down by Delivery Partners for goods or services they have provided, or as quickly as reasonably practicable after receipt of funds.

**PRESS AND PUBLICITY**

All press opportunities relating to the Team programme must go through The Prince’s Trust press office without exception. Under no circumstances should young people approach media directly or be allowed to speak to the media without the knowledge and agreement of the press office. This is vital in maintaining the reputation of The Trust and supporting any young people through the process.

All press releases and newspaper/magazine/online articles should always be agreed with the press office. Even if a Delivery Partner has sent the article to their own press office, it must also be signed off by The Trust before being published. This is because The Trust needs to check all messaging for consistency, as well as being aware of all media activity across the UK. Delivery Partners should always also let the press office
at The Trust know before speaking to any television or radio media in relation to the programme.

The most up-to-date media and policy guide including a draft press release is available on Team Online.

**Policy guidelines**

Any MP visit to a programme or work with a politician must be agreed with the policy team at The Prince’s Trust before the MP is invited. In accordance with charity law, The Prince’s Trust and Delivery Partner staff must ensure that they are politically neutral at all times in their work related to The Trust. Because staff are often in position of trust with young people, it is also vital that MPs do not influence the young people’s own political views, or encourage them to support a particular party or candidate.

These guidelines should always be adhered to but are particularly important around the time of local or general elections or referendums. The Trust’s Policy team will provide further guidance as required.

Policy guidelines are explained in more depth in the media and policy guidelines on Team Online.

**Case studies**

The Prince’s Trust tries to keep as many case studies of inspiring stories that emerge from the Team programme as possible to show up-to-date stories of young people whose lives have been changed with the help of The Trust and its Delivery Partners and any help to do this is hugely appreciated.

The following offers guidance on how to write a case study:

- Read through and understand the publicity consent guidelines on TrustNet
- Ask the young person (or their parent/guardian for under-18s) to read, understand and sign a Media Consent Form
- Use the basic case study interview questions on TrustNet to conduct a short informal interview with the young person, to ensure a compelling story and a format consistent with other case studies
- Write the case study using first-person narrative (e.g. I was, I did, I felt) to bring the story to life
- Email a copy of the case study, along with the consent form, to the national Marketing and Communications team so The Trust can use the story
- Try to get a good quality photo of the young person to make the case study more real and usable. The photo would need to be a minimum of 1MB and 300dpi
**Media Consent Form**

Without a signed consent form, The Trust cannot use the young person’s story, quote and/or photograph for any purpose. For young people under the age of 18, The Prince's Trust must get consent from a parent or guardian as well. The Prince's Trust is obliged to comply with the Data Protection Act and has an added duty of care towards the young people it helps.

More information on publicity consent forms is on both Team Online and TrustNet.

**PROGRESSION MENTORS**

Where possible, The Trust offers progression mentoring across the UK to offer individual support to young people once they have completed one of its programmes. This is delivered by volunteers. This support is not available for the Team programme in all regions/countries and Delivery Partners will be briefed by their regional/country staff about available support.

Where progression mentoring is available, it is the Team Leader’s responsibility to identify those young people that are suitable for mentoring, and to refer them to the relevant Volunteering Executive. If progression mentoring is not available, or is not suitable to meet the needs of a particular young person, it is the Team Leader’s responsibility to identify alternative support services.

Progression mentors will work to the minimum standards of The Prince’s Trust and be recruited, trained and supported by The Trust. They are strictly forbidden to offer advice on health and safety matters to young people other than to refer them to the appropriate Delivery Partner staff.

As with other staff, progression mentors must have no unsupervised contact with young people aged under 18 until they have a satisfactory DBS Disclosure (or PVG in Scotland). The DBS process for progression mentors will be managed by regional/country team at The Prince’s Trust. If a young person is referred to mentoring support, all the processes and procedures will be managed by the regional/country staff, and will not be part of the Team programme.

The progression mentor role description and guidance is available on Team Online.

**CELEBRATE SUCCESS**

Celebrate Success is an annual award series run by The Trust to highlight the achievements of young people supported by The Trust in overcoming the barriers they face to transforming their lives. It also acknowledges the vital leadership and development role of individuals (such as Team Leaders and programme volunteers)
who support or work directly with young people to enable them to get their lives working.

The awards are presented in a series of high profile events across the regions and countries with some award winners continuing on to a national final event each year. To review the full list of award categories and to find out how to nominate, please visit princes-trust.org.uk/celebrate

**YOUNG AMBASSADORS**
The Young Ambassador programme gives young people who have been involved in programmes the opportunity to further their involvement with The Trust and develop new skills. Young people have the opportunity to take part in an intensive public speaking course and will have the chance to speak at key events, work with corporate volunteers, support the delivery of programmes, assist in developing new programmes, influence key public decision makers and help with fundraising. Staff wishing to refer a young person to the Young Ambassador programme should get in touch with their regional/country Volunteering and Secondments team. More information on Young Ambassadors can also be found on TrustNet.

**OTHER PRINCE’S TRUST PROGRAMMES**
The Prince’s Trust offers a range of practical solutions to help young people. Local Prince’s Trust staff can advise on the support available for young people completing Team, or alternative solutions for those who not want to take part in Team. The Trust’s other programmes are detailed below:

<table>
<thead>
<tr>
<th>PROGRAMME</th>
<th>OVERVIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Get into</td>
<td>Short courses that develop young people’s skills in a specific sector and support them into jobs</td>
</tr>
<tr>
<td>Get Started</td>
<td>Short courses that engage and develop young people through themes such as sport or the arts and support them into further education, training or employment</td>
</tr>
<tr>
<td>Enterprise</td>
<td>Support and funding to help young people explore and test their ideas, write plans and start their own businesses or achieve other goals in education, training, work or volunteering</td>
</tr>
<tr>
<td>Fairbridge</td>
<td>An individually tailored personal development programme combining one-to-one support and group activities, delivered by a dedicated team in Prince’s Trust Centres</td>
</tr>
<tr>
<td>xl programme</td>
<td>A personal development programme aimed at 13 to 19 year-olds at risk of underachievement or exclusion from school</td>
</tr>
<tr>
<td>Development Awards</td>
<td>Cash awards of up to £500 to help young people access education, training and employment</td>
</tr>
</tbody>
</table>
MINIMUM STANDARDS
MINIMUM STANDARDS

The following minimum standards must be met in the management and delivery of the Team programme. These are the standards that Delivery Partners and The Prince’s Trust regions/countries will be reviewed against as part of the annual quality assurance process.

A minimum standard:
➔ describes a key process that has a direct impact on the quality of programme delivery
➔ must be followed, unless specific agreement is reached with the National Head of Team programme for a variation
➔ must be capable of being evidenced
➔ is subject to review as part of the quality assurance process

<table>
<thead>
<tr>
<th>HEALTH AND SAFETY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Minimum standards</strong></td>
</tr>
</tbody>
</table>
| **1a** All new Delivery Partners have passed the Partner Organisation SMS selection audit prior to a delivery agreement being signed | ➔ Partner SMS tracking tool, on TrustNet Health and Safety page, confirms all Delivery Partners have passed their SMS Audit  
➔ Written confirmation from Health and Safety Team stating the Delivery Partner has passed the SMS audit |
| **1b** Delivery Partner activities are monitored on a risk basis | ➔ Completed SMS reviews are available for all eligible Delivery Partners operating for 12 months or more  
➔ Partner SMS Tracking Tool (from April 2015) confirms an annual self-declaration has been completed for all eligible Delivery Partners  
➔ Evidence (e-mails, minutes of meetings, annual review) that show that the current SMS review recommendations have been acknowledged and follow up action has been undertaken by the Delivery Partner  
➔ Team reviews confirm that appropriate risk assessments have been completed |
| **1c** Accidents, incidents and near misses are recorded and investigated in accordance with health and safety procedures | ➔ All accident and incident reports are completed appropriately and forwarded to the Health and Safety team  
➔ Evidence (e.g. e-mails, minutes of meetings, annual review), that SMS reviews are prioritised in response to significant accidents, incidents complaints or other concerns |
## ANNUAL SUPPORT AND MANAGEMENT

<table>
<thead>
<tr>
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| 2a A signed and up-to-date standard Programme Delivery Agreement is in place for each Delivery Partner before recruitment of their first Team begins, and renewed every three years | ➔ Signed copies of a Programme Delivery Agreement for each Delivery Partner, stapled to the relevant set of schedules  
➔ Delivery Agreements are signed by an authorised staff member as per the values thresholds stated on the TrustNet Legal page  
➔ Under section 2 of Schedule 1, the name, number, legal status and registered office appear as per Companies House/Charity Register or the official public authority title and head office address have been included  
➔ All template square bracketed sections are complete and square brackets have been removed  
➔ Any amendments to the agreement or accompanying schedules have been made by an amendment letter signed by both parties by someone at The Prince’s Trust of the same level as the original signatory of the agreement. |
| 2b New Delivery Partners are set up in line with nationally agreed procedures      | ➔ Signed Delivery Partner appointment sheet                                                                                                                                                               |
| 2c Annual quality review completed for Delivery Partners, including agreed targets for year ahead (e.g. for retention), alongside a system to review and report on agreed actions | ➔ Copies of annual reviews and action plans  
➔ Emails/notes of meetings etc. show the Delivery Partner Manager (or appropriate deputy) has met The Prince’s Trust                                                                 |
| 2d A minimum of two regional/country Delivery Partner Managers’ meetings held each year | ➔ Copies of the agenda and minutes/action points                                                                                                                                                         |
| 2e Regional/country annual Prince’s Trust self-assessment is completed reflecting Delivery Partner and young people’s views, and the action plan completed within the agreed timescale | ➔ Copies of The Prince’s Trust annual self-assessment action plans  
➔ Evidence of actions being completed and submitted to the Central Operations team  
➔ Team reviews and leaver questionnaires  
➔ Self-assessment reflects Delivery Partners’ feedback on the The Prince’s Trust from Annual Quality Reviews |
| 2f Regional/country Prince’s Trust quality assurance visit action plan completed     | ➔ Prince’s Trust quality assurance visit action plans  
➔ Evidence of actions being completed with timelines for any outstanding actions  
➔ Evidence of emails, meeting minutes or materials confirming actions resolved |
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<td>3a Successful DBS disclosures received on all Delivery Partner staff working with young people. For Teams in Scotland, this must take account of new legislation on Protecting Vulnerable Groups (PVG)</td>
<td>➔ Delivery Partner provides written confirmation that all required disclosures are successfully completed or that a check is underway, as appropriate</td>
</tr>
<tr>
<td>3b All Team Leaders and Deputy Team Leaders must attend the Team Leader training before delivering Team</td>
<td>➔ Induction pack/training records indicate training dates</td>
</tr>
<tr>
<td>3c All new Team Leaders and other relevant Delivery Partner staff are given a Team programme induction by Prince’s Trust regional/country staff using the Team Leader induction pack as the guide</td>
<td>➔ Signed page of Team Leader induction pack</td>
</tr>
<tr>
<td>3d All intended recipients have up-to-date copies of the toolkit, Individual Learning Records and Team Leader support pack</td>
<td>➔ Completed and signed list for Prince’s Trust Team programme staff ➔ Toolkit receipts from Delivery Partners</td>
</tr>
<tr>
<td>3e Team base suitable for delivery, including: ➔ access to a minimum of two computers with internet connection ➔ a private room for one-to-ones ➔ access to suitable teaching resources</td>
<td>➔ Prince’s Trust executive Team visits detailed in Team review</td>
</tr>
<tr>
<td>3f All Prince’s Trust staff with a responsibility for monitoring and/or managing the delivery of Team: ➔ to be fully inducted into the detail of the programme as set out in the toolkit, before starting their role ➔ attend Team programme staff training within their first year ➔ successfully complete the appropriate Prince’s Trust health and safety training programme within three months</td>
<td>➔ Signed and dated induction pack sheet ➔ Confirmation from National Administration team of staff who have participated ➔ Confirmation from health and safety manager of staff who have participated</td>
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## PROGRAMME START AND DELIVERY

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<td><strong>4a</strong> Teams comprise young people who are unemployed or working less than 16 hours per week, 16 to 25 years-old, male and female, and in an appropriate ‘mix’ as agreed locally</td>
<td>➔ TrustonTrack report on participants outside of target group&lt;br&gt;➔ TrustonTrack demonstrates Teams of majority unemployed, 50/50 mix of gender, and wide spread of ages&lt;br&gt;➔ Recruitment plans</td>
</tr>
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<td><strong>4b</strong> The Team programme must run to the agreed national framework:</td>
<td>➔ Team Reviews, including evidence from the Team Leader and Prince’s Trust staff, confirm that the standard programme is followed</td>
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<td>➔ Week 1: Induction, planning and target-setting</td>
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<td>➔ Week 2: Team-building Residential (some exceptions in Scotland only)</td>
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<td>➔ Weeks 3-6: Community Project</td>
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<td>➔ Weeks 7-8: Individual work placement</td>
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<td>➔ Week 9: Next steps</td>
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<td>➔ Weeks 10-11: Team Challenge</td>
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<td>➔ Week 12: Team review and presentation</td>
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<tr>
<td><strong>4c</strong> Team programme delivery includes minimum of four days, three nights spent on Residential, with suitable evening activities planned</td>
<td>➔ Schemes of Work&lt;br&gt;➔ Residential details</td>
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<td><strong>4d</strong> Team programme delivery includes minimum of five days spent directly on site on Community Project, good quality fundraising activities and evidence of supporting the local area</td>
<td>➔ Community Project details&lt;br&gt;➔ Prince’s Trust executive Team visits</td>
</tr>
<tr>
<td><strong>4e</strong> Team programme delivery includes minimum of three days spent on site on Team Challenge, good quality fundraising activities, and evidence of directly engaging with and supporting groups from the local community that are different to the Team’s own demographic</td>
<td>➔ Team Challenge details&lt;br&gt;➔ Prince’s Trust executive Team visits</td>
</tr>
<tr>
<td><strong>4f</strong> Team programme delivery demonstrates that all young people complete quality work placements, of minimum 16 hours per week</td>
<td>➔ Work placement details</td>
</tr>
<tr>
<td><strong>4g</strong> Team programme delivery includes a suitable range of next steps workshops and progression planning</td>
<td>➔ Schemes of work&lt;br&gt;➔ Team Leaders confirm with Prince’s Trust staff</td>
</tr>
<tr>
<td><strong>4h</strong> Team programme delivery includes a final presentation completed to reflect a suitable sense of achievement to a wide audience</td>
<td>➔ Final Presentation details</td>
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<tr>
<td><strong>4i</strong> All young people given the opportunity to gain a Prince’s Trust Qualification</td>
<td>➔ My Learning Records</td>
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<tr>
<td><strong>4j</strong> Every young person must complete an initial and diagnostic assessment of their English and maths skills at the start of Team programme. Sessions throughout the 12 weeks must embed English and maths development and enable young people to progress their skills. Young people should be diagnostically assessed again at the end of the programme to capture distance travelled. Partners should provide a record of this to learners on completion of Team.</td>
<td>➔ Team Leaders confirm with Prince’s Trust staff</td>
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## PROGRAMME MONITORING

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| **5a** Young people are unemployed or working less than 16 hours per week, aged 16 to 25 and in the programme target profile | ➔ Profile forms confirm  
➔ Performance report data confirms |
| **5b** The customer feedback policy is followed | ➔ Any feedback gained through feedback poster stored in programme folder  
➔ Record of feedback report from The Prince’s Trust Evaluation team  
➔ Any complaints from feedback report have been responded to appropriately and recorded on TrustonTrack |
| **5c** Young people are asked for feedback on their assessment of their learning outcomes and progress, including a completed My Journey form | ➔ Completed My Journey record sheet for each young person  
➔ Leaver questionnaires |
| **5d** Delivery Partners return all required paperwork to agreed timelines and with good data quality | ➔ Team reviews confirm receipt of evidence paperwork  
➔ Monthly Team paperwork reports from National Administration team  
➔ Performance reports show data quality |
| **5e** Data is collected appropriately and as required, with young people:  
➔ being encouraged and supported to answer as much of the profile form as happy to do so  
➔ knowing the purpose for which the data is used, how their data will be stored, who will have access to it and whether it will be provided to any third party  
➔ having any concerns on providing data allayed  
➔ made aware of the text message surveys | ➔ For all young people there is signed and dated:  
◦ Profile form  
◦ Media consent form (where relevant)  
➔ My Journey record sheet  
➔ Storage meets document retention guidance in data protection policy |
| **5f** Data management obligations for TrustonTrack are met | ➔ Data input guidelines followed to ensure key elements of the programme and trigger points are recorded on TrustonTrack:  
◦ Session start date and end date  
◦ Forecast sessions  
◦ Delivery Partner details  
◦ Completed programmes changed to ‘inactive’  
◦ TrustonTrack data entry and/or updates are saved by the end of working day two of the following month |
| **5g** Up-to-date quality file maintained at regional/country office | ➔ Quality files meet the agreed format, are accessible and contain up-to-date, relevant information and evidence as per the quality file definition |
| **5h** A Team Review is completed for each Team on the standard form with suitable supporting evidence | ➔ Copies of Team reviews, including action plans and associated evidence |
This is to confirm that I have received and read the Team programme toolkit – issue 6.

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<th>Name:</th>
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<td>Signature:</td>
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Once completed, please send this receipt to your regional/country Team programme executive.
IF IT WASN’T FOR THE PRINCE’S TRUST, I WOULD STILL BE HIDING AWAY FROM THE WORLD FEELING TERRIFIED OF REJECTION. THANKS TO THE TEAM PROGRAMME, I’VE LEARNED TO LOVE MY LIFE AGAIN.

– NAOMI BERRIDGE
For more information
please call 0800 842 842
or visit princes-trust.org.uk