



Business and voluntary sector partnerships: *Creating impact*

NCVO Breakfast Seminar
Mike Tuffrey

17 July 2009

What we will cover this morning

About Corporate Citizenship and LBG

The LBG model

Case study examples

Why high impact partnerships matter

Moving on- next steps

Top tips for high impact partnerships

Discussion

About us

- Corporate Citizenship is a consultancy that specialises in strategic corporate responsibility, working for over a decade on a global basis with the private, voluntary and public sectors
- Our clients include Barclays, BT, Cadburys, Centrica, Freshfields and Unilever, as well as a host of NGOs such as Oxfam and UNICEF
- Advising clients on community investment is a core part of our business, and in particular helping to maximise partnerships between businesses and charitable organisations



LBG: A brief history

Then....

- Formed 1994 by six CCI leaders: BP, Grand Met, NatWest, IBM, Marks & Spencer, Whitbread
- Needed to an investment model and to demonstrate good community management
- Developed the LBG model

Now....

- 120+ members
- Increasing international membership and scope
- Wide range of sectors
- Steered by a group of member companies



LBG members include....



LBG helps you on a journey

From measuring
what you give...



... to assessing
what you achieve



What is our contribution?

How?



What?



Where?

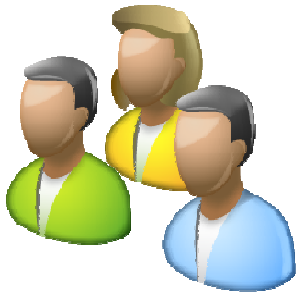


Why?



What difference do we make?

People



Groups /
Organisations



Environment



Employees



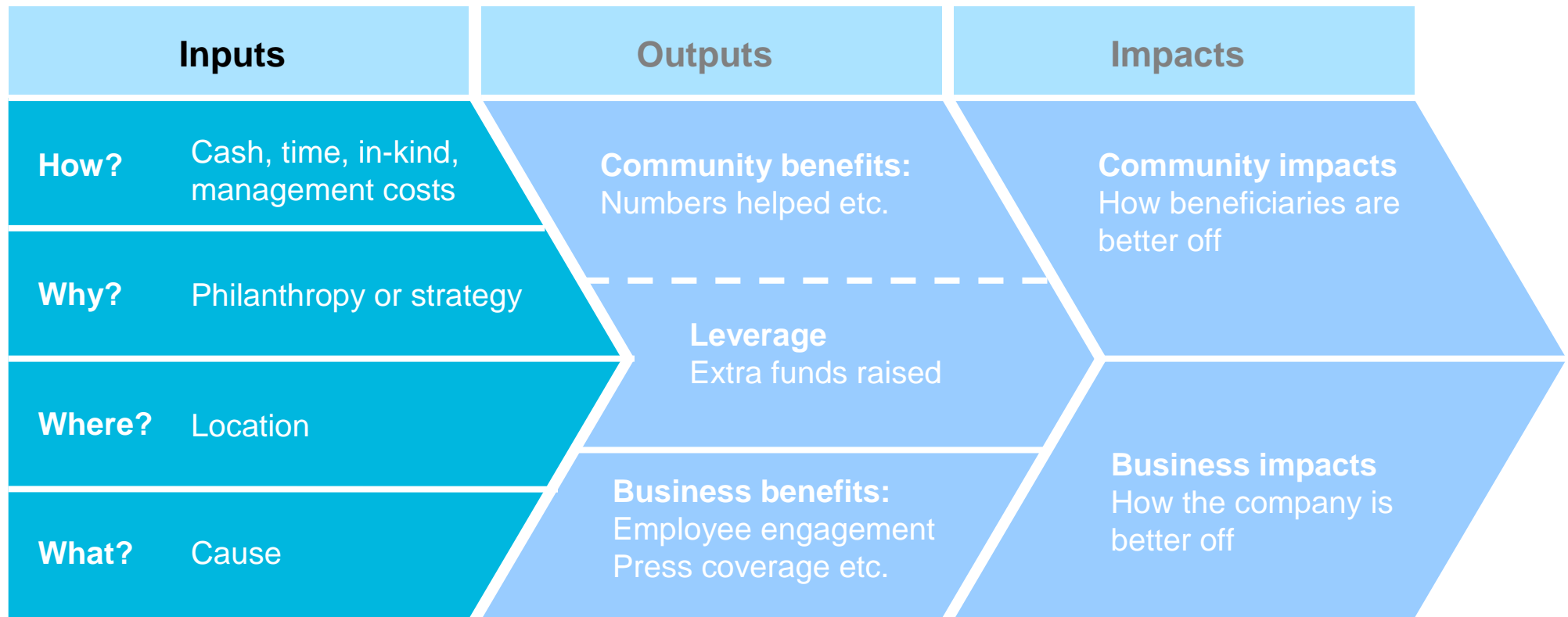
Company



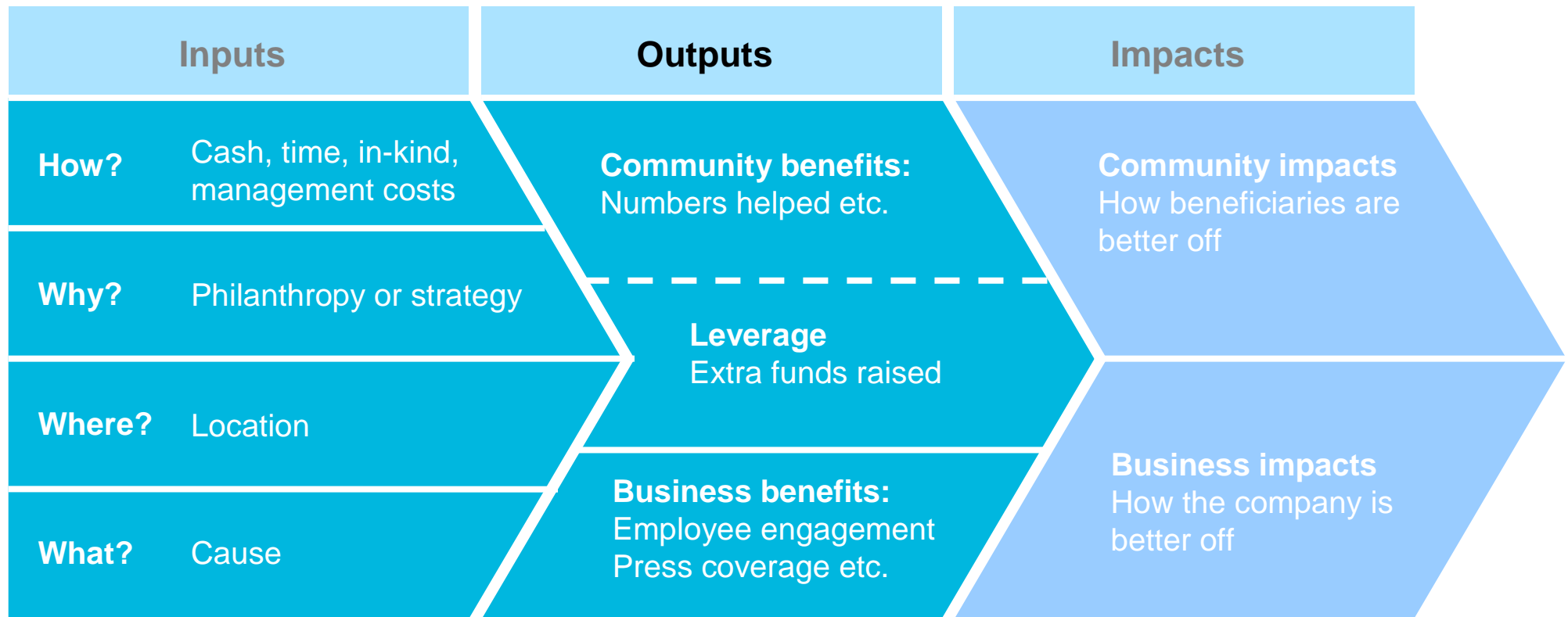
Outputs = e.g. numbers helped, trees planted, employees participating, press coverage

Impacts = the change that happens as a result (e.g. jobs created, qualifications obtained)

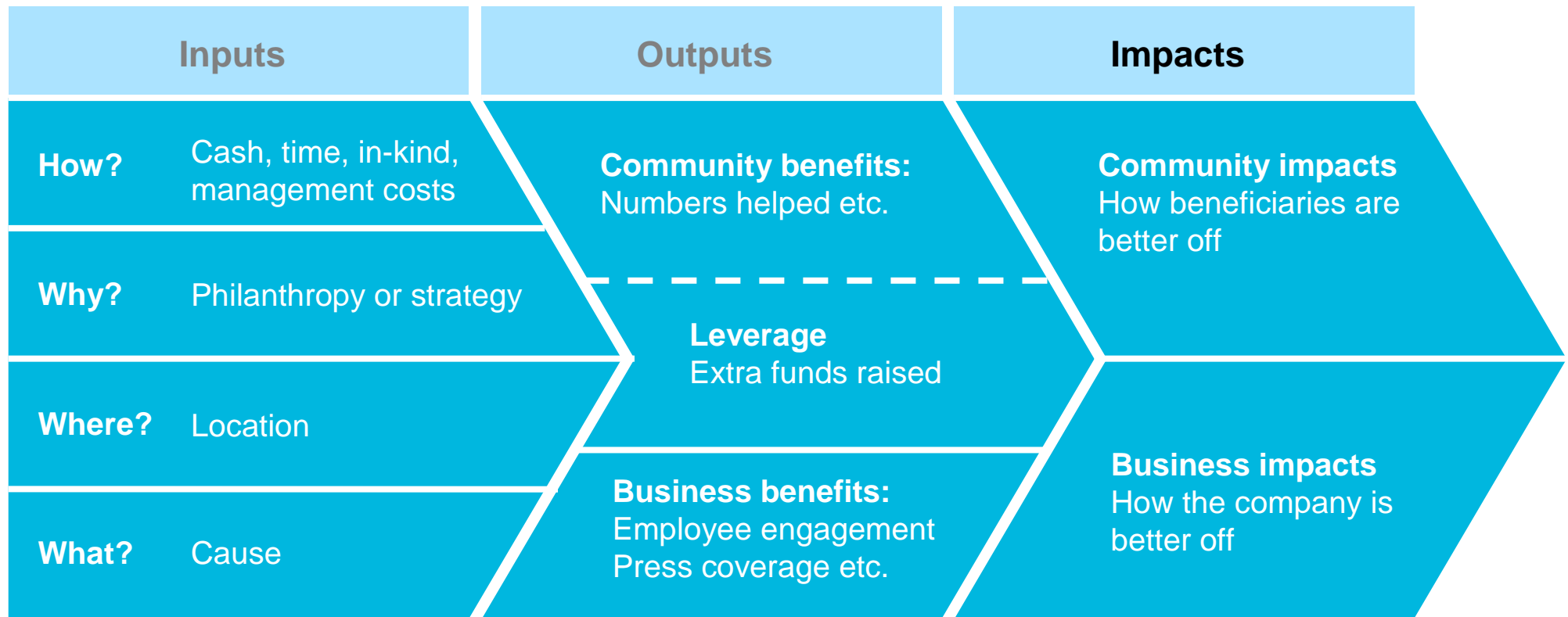
The LBG model



The LBG model



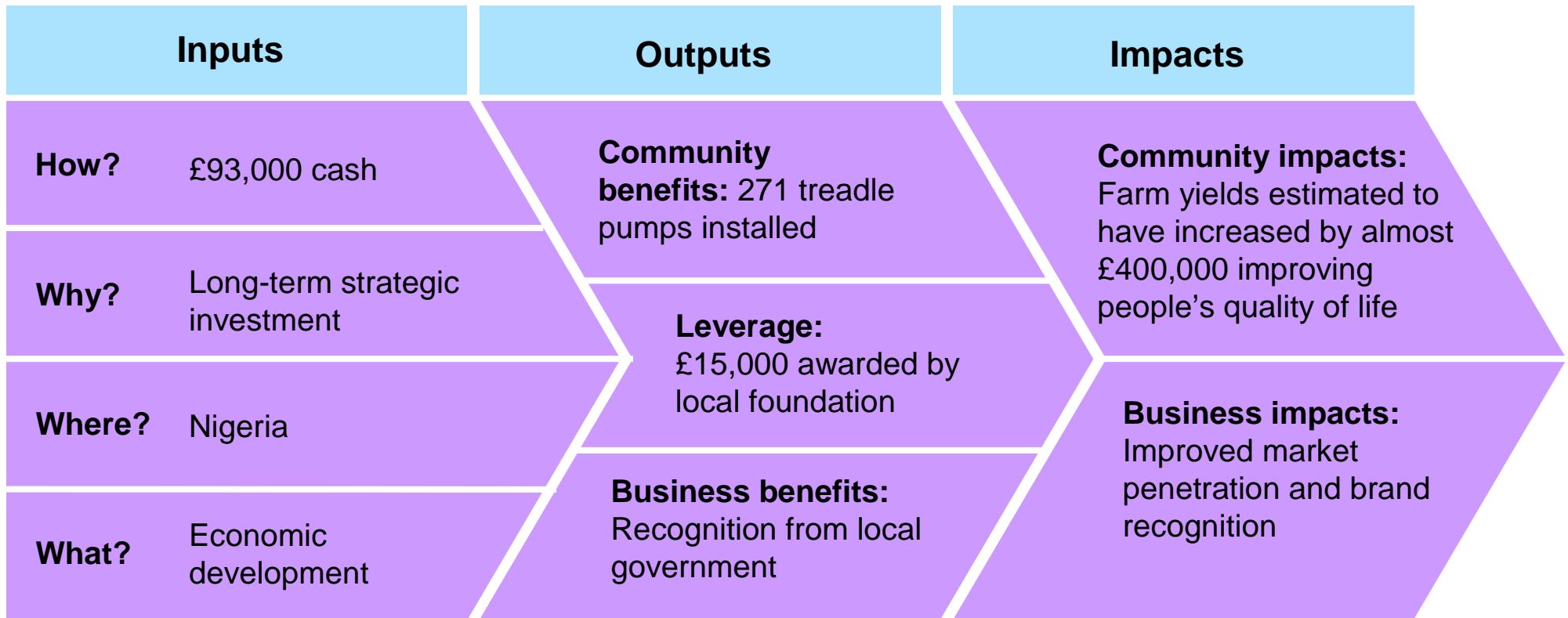
The LBG model



Example: Diageo – irrigation project in Nigeria



Diageo supports a range of water projects in Africa: Since 2005 it has distributed low-cost treadle pumps and installed hand-drilled wells to help farmers irrigate their land and increase yield



Example: HSBC Climate Partnership



- Global financial services company operating in 86 countries wanted to develop a programme with a global theme
- HSBC Climate Partnership - a groundbreaking five-year partnership between The Climate Group, Earthwatch Institute, Smithsonian Tropical Research Institute, and WWF, involving an investment of US\$100 million investment over five years
- HSBC is able to measure the outputs and impacts of the programme accurately and demonstrate the difference their investment has made around the world to climate change



Vodafone UK Foundation SROI assessment

- Global telecommunications company, active network of foundations – in UK focus has been on youth related causes, including Youthnet
- YouthNet's mission is to engage, inform and inspire young people aged 16-25 to achieve their ambitions and dreams. They do this through two websites: www.TheSite.org, for young people seeking advice and guidance on a whole range of issues, and www.do-it.org.uk, the central place on the internet for finding out about volunteering.
- SROI technique allows puts a financial measure on the social and environmental benefits that it creates.
- The study revealed that for each £1 given to Youthnet resulted in £7.38 of value back to society



National Grid Young Offenders Programme

- National Grid is the owner and operator of the electricity and gas transmission systems and the largest gas distribution business in the UK.
- Its Young Offender Programme tackles a key social issue: reoffending rates for young offenders in the UK is 70%. It also costs approximately £40,000 to keep a person in prison for one year and there are currently 80,000 people in prison.
- The programme also meets a key business need. There is a shortage of skill engineers in the UK and initially the training was focussed on this; now it covers a range of business areas the partnership has grown to over 80 companies, with over 20 prisons both adult and young offender establishments.
- The re-offending rate is only 7%, compared with the national average of over 70%, resulting in a significant saving to taxpayers in the UK.



Why do high impact partnerships matter?

Businesses

- Value for money – maximising your investment, especially important in current economic climate
- More likely to sustainable
- Will help engage keys stakeholders, internally and externally

Charities and community partners

- Make as big a difference to beneficiaries as possible
- More likely to make partnership long term
- Able to tell a compelling story to prospective supporters

Moving on to next steps



MEASURING THE EFFECTIVENESS OF COMMUNITY INVESTMENT

A whole programme approach



Engaged with stakeholders



Business in the

Community

Community programme

inputs

How:
Cash
Time
In-kind

Why:
Charitable gifts
Community investment
Commercial initiatives

What:
Education
Health
Social welfare etc.

Where:
Regional breakdown by
Country, continent etc.

Outputs and impacts

Community benefit

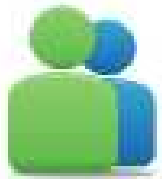
Leverage

Increased attendance at school
Reducing criminal activity
Increased sporting/fitness activity
Eating more healthily Making informed choices
More energy efficient
 Improved financial situation
 Better nutrition **Improved health**
Access to culture/leisure Increased access to green spaces
Increased community safety Protect endangered species
 Reduce water usage **Decrease waste**
Increased recycling **Completed training course** Increased academic development
Gained qualification
 Increased employability **Increased literacy**

Business benefit

Improved employee skills in adaptability **teamworking**
Better communication skills
 influencing / negotiation
 problem solving skills
 Improved staff retention **better job satisfaction** increased performance
better customer relations increased brand awareness
positive press coverage
 Link to wider business goals
Link to community strategy

Core impact areas



- **People**

- Quality of life
- Behaviour/attitude change
- Skills & personal development
- Type of beneficiary



- **Organisations**

- Capacity building
- Leverage
- Type of organisation



- **Environment**

- Impact on ecology
- Impact on human behaviour



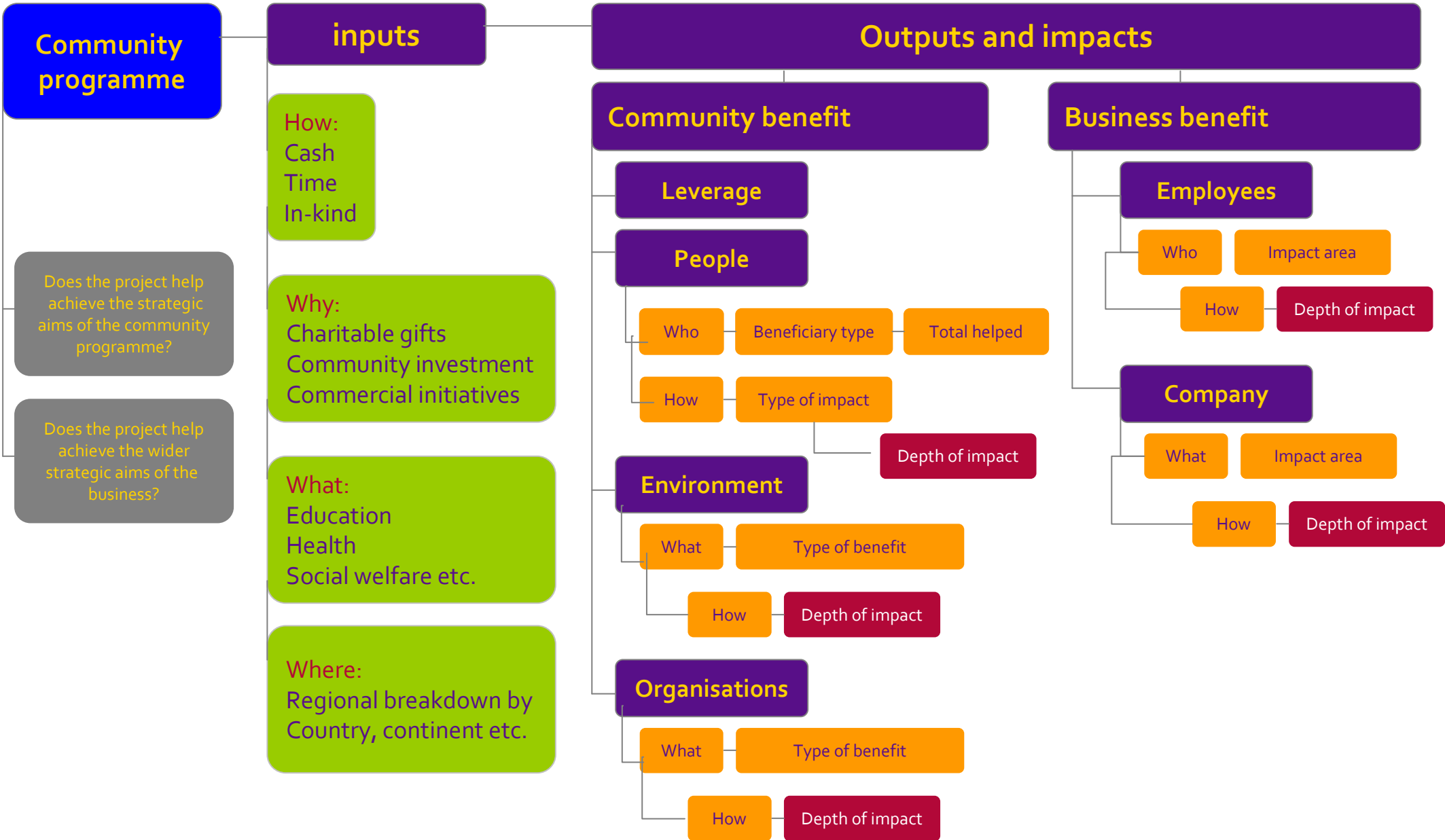
- **Volunteers**

- Impact on:
 - Skills
 - Personal impact
 - Behaviour



- **Company**

- Impact of volunteering on:
 - Retention
 - Morale etc.
- Reputation
- Customer/brand awareness



Indicator checklist

- A simple tool that can be used by you and your colleagues in the field
- To work with community partners to identify the areas where your contributions are making an impact
- Also helps to
 - Set targets
 - Review results

Indicator checklist		Which quantified measures of impact can be assessed?		
Output/impact types	Tick if indicator applies to your activity	State the measure used, e.g. hours spent, number of trips, number of organisations, cash value etc.	Target	Result
Type of individual beneficiary				
Children & young people:				
Primary school children	<input type="checkbox"/>			
Secondary school children	<input type="checkbox"/>			
Students	<input type="checkbox"/>			
16-25, not in education, employment or training	<input type="checkbox"/>			
Street children	<input type="checkbox"/>			
Disadvantaged groups:				
2+ offenders	<input type="checkbox"/>			
Homeless people	<input type="checkbox"/>			
People with learning difficulties	<input type="checkbox"/>			
Refugees	<input type="checkbox"/>			
Unemployed people	<input type="checkbox"/>			
People on low incomes	<input type="checkbox"/>			
People with mental/physical health issues	<input type="checkbox"/>			
Substance misusers	<input type="checkbox"/>			
Other social groups:				
People from ethnic minority groups	<input type="checkbox"/>			
Women	<input type="checkbox"/>			
Lesbians/Gay/Bisexual/Transgender	<input type="checkbox"/>			
Older people	<input type="checkbox"/>			
People with disabilities	<input type="checkbox"/>			
Other:				
Developing country communities	<input type="checkbox"/>			
Other general disadvantaged	<input type="checkbox"/>			
Impacts on individuals				
Making a positive change in people's attitudes or behaviour e.g:				
Addressing substance misuse	<input type="checkbox"/>			
Reduction in anti-social behaviour	<input type="checkbox"/>			
Increased attendance at school	<input type="checkbox"/>			
Increased volunteering/charity activity	<input type="checkbox"/>			
Taking better healthily	<input type="checkbox"/>			
Making informed choices	<input type="checkbox"/>			
Stopping criminal activity	<input type="checkbox"/>			
More energy efficient	<input type="checkbox"/>			
Positive attitude to authority (e.g. school/police etc)	<input type="checkbox"/>			
Positive attitude to school/higher education	<input type="checkbox"/>			
Positive attitude to employers (e.g. training)	<input type="checkbox"/>			
Skills and personal development e.g:				
Access to training course	<input type="checkbox"/>			
Completed training course	<input type="checkbox"/>			
Increased academic development	<input type="checkbox"/>			
Gained qualifications	<input type="checkbox"/>			
Increased awareness (e.g. of environment)	<input type="checkbox"/>			
Stress management skills (e.g. time management)	<input type="checkbox"/>			
Making a direct impact on people's quality of life e.g:				
Able to access information/public services	<input type="checkbox"/>			
Improved access to shelter/housing	<input type="checkbox"/>			
Improved financial situation	<input type="checkbox"/>			
Improved physical health	<input type="checkbox"/>			
Increased independence	<input type="checkbox"/>			
Increased confidence/self-esteem	<input type="checkbox"/>			
Increased community safety	<input type="checkbox"/>			
Reduced isolation	<input type="checkbox"/>			
Dignity (at end of life)	<input type="checkbox"/>			
Enabled engagement in the community	<input type="checkbox"/>			
Increased access to culture/leisure	<input type="checkbox"/>			
Increased access to green spaces	<input type="checkbox"/>			
Access to clean water	<input type="checkbox"/>			
Access to health facilities	<input type="checkbox"/>			
Access to educational facilities	<input type="checkbox"/>			
Increased life expectancy	<input type="checkbox"/>			

Getting started

Stage 1 - Mapping

Identify project
objective

Identify beneficiary
group(s)

Identify impact
type (s)



Stage 2 - Assessing

Identify
who to ask for
information

Apply/adapt
measurement
tools

Calculate
overall
Impact totals

Top tips for high impact partnerships

- Do be clear about your goals before you start measuring – these will fundamentally affect how to go about measurement.
- Do distinguish between inputs, outputs and impacts – and between measures of process and of results
- Do work with your community partners – you can both use this assessment process before, during and after an activity to identify and assess results.
- Do be flexible - base your assessments on data that is readily available rather than asking for new information or imposing new measurement regimes. If an indicator is going to be difficult to obtain, then it may not be the right indicator.

Do !

Top tips for high impact partnerships

- Don't think measurement alone will improve results – assessment must be integrated into management processes and the results actually used to inform decisions
- Don't only communicate positive results – your measurement needs to be objective to ensure your credibility.
- Don't over complicate the process – the tools are here to help you in your evaluation journey.
- Don't think you have to measure everything – often the process of clarifying goals and identifying performance measures helps to focus activity, even without actual measurement.

Don't
!

Challenges and opportunities

Discussion

Give us a ring

For further information please contact:

Mike Tuffrey

Corporate Citizenship
5th Floor, Holborn Gate
330 High Holborn
London WC1V 7QG
United Kingdom

T: +44 (0)20 7816 1616

E: mike.tuffrey@corporate-citizenship.com

W: www.corporate-citizenship.com