



Building Stronger Communities

Business and the third sector:
Innovation in tough times



Business in the

Community

Real help now

Minister for the Third Sector's Foreword



In these tough times a strong, confident, third sector can help to make a real difference to people's lives. I'm proud that the Office of the Third Sector has lived up to its commitments to rapidly

deliver real help to third sector organisations being affected by the downturn.

In just six months the Office of the Third Sector has developed and begun to deliver a comprehensive £42.5 million Real Help for Communities Action Plan. Additional support came in the Budget 2009, including a central role for the sector in the Future Jobs Fund, and a £16.7 million Third Sector Hardship Fund.

As part of Real Help for Communities, the then Cabinet Office Minister, Liam Byrne, commissioned Dame Julia Cleverdon to lead a taskforce examining innovative ways in which businesses and the third sector can work together to help support communities in England at particular risk of fracture due to the downturn.

Government is very grateful to Dame Julia Cleverdon for chairing this taskforce, for her dedicated leadership and for her commitment to steering its work to completion within a three month timeframe.

I was very pleased to read so many positive and creative examples of how cross sector collaboration is already benefiting communities, and I hope that this report will inspire all sectors to explore new ways of working together.

The taskforce's recommendations cut across Government, and will be considered closely to determine what further steps should be taken to help facilitate the building of even stronger communities in the coming months.

A handwritten signature in black ink that reads "Angela Smith".

Angela Smith MP
Minister for the Third Sector

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Foreword by Dame Julia Cleverdon

*'Trust departs on a fast horse galloping and returns slowly, if ever, on foot,'
Niall Fitzgerald, former Chief Executive, Unilever UK.*



"Cometh the hour cometh the man," Shakespeare reminds us that it is at times of crisis that the **worth** of leadership is most clearly demonstrated. The same is true, of course, for business. For it


is in tough, crisis-torn times that the true measures of responsible business behaviour become clear for all to see.

Having worked for 20 years for Business in the Community (BITC), born out of the recessionary Brixton riots of the 80s, I've seen at first hand the increasing importance of responsible business practice and the growing and impressive response by many businesses in the good times. I have also been part of the third sector and through the leadership of the Prince of Wales's 'Seeing is Believing' programme, taken some 7000 business leaders to visit community groups, homeless hostels, social enterprises and the whole panoply of those who understand, and are most often closest to, real community need. I was therefore delighted to accept the invitation from the Cabinet Office to chair this three month review to shine a light on the innovation taking place

in the partnerships between business and third sectors in hard-hit communities and to make recommendations for all three sectors.

I believe that how a business behaves **locally** in its relationships with employees, suppliers, consumers and the third sector shapes its reputation as much, if not more than, national flagship programmes and corporate videos. Watching on TV, a Midlands automotive business sack 700 people explaining they were **only** part-time temporary workers, or a London legal firm deliver redundancies to young lawyers by email shakes our belief and trust in the responsible behaviour of those businesses. Yet, other businesses like Marks and Spencer sticking to Plan A while buffeted in the recession, or Toyota deciding to 'hoard labour' for 6 months hoping for a sales improvement give some optimism that there are responsible businesses still at large who will win reputation and market share in the upturn.

Thinking globally and acting locally used to be rather a useful mantra and I have re-adopted it as the watchword of this work. This review therefore started with five places highlighted by the Department of Communities and Local Government

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as representative of different types of community under strain in the downturn—Swindon, Southwark, Stoke, Calderdale and the rural communities of Lincolnshire. I also believed some of those places would illustrate innovative partnerships between business and the third sector and this turned out to be the case. The place visits, attended by more than seventy participants, enabled us to generate ten recommendations to Government, businesses and the third sector around three clear priorities for action. This is in addition to the creation of a series of inspiring and replicable case studies generated by BITC member companies, demonstrating innovative and responsible best practice in the downturn. I am most grateful to Sainsbury's, Nationwide, PricewaterhouseCoopers, Michelin, Action for Halifax and Co-op Lincolnshire

for their leadership and hospitality on the place visits.

The welcome development of the CommunityMark, the standard of excellence in corporate community investment, by BITC now gives us a growing group of 29 companies who can demonstrate the difference that they are making to their business and communities, and a management tool that provides a robust framework for others to follow. The Building Stronger Communities taskforce has given us the opportunity to engage their influence and impact. I am grateful to them for their support and insight and hope that they will play a key role with government departments and the third sector in implementing relevant recommendations in this report.

A handwritten signature in black ink that reads "Julia Cleverdon".

Julia Cleverdon

Dame Julia Cleverdon
Taskforce Chair
July 2009

Executive Summary

The Building Stronger Communities taskforce was commissioned by the Cabinet Office in April 2009, as a key element of the Office for the Third Sector's **£42.5m Real Help for the Communities: Volunteers, Charities and Social Enterprises Action Plan**, announced in February 2009.

Chaired by Dame Julia Cleverdon, Vice President of Business in the Community (a unique organisation with over 800 member companies committed to mobilising business for good), the taskforce consisted of a small team of senior leaders from the private and third sector and with key stakeholders from government departments. Over 70 companies, public and third sector organisations were consulted through a series of visits and five place consultations which were held as taskforce meetings.

Taskforce remit and focus

The remit for the taskforce was: To explore and examine the innovative ways in which the private and third sectors are working together, to help support communities in England at particular risk of fracture due to the downturn; and make recommendations to Government, the private and third sectors, that could enhance the building of stronger communities in the face of recession.

The taskforce carried out its remit by gathering a detailed picture of sector relations across five areas in England: Swindon, Southwark, Calderdale, Stoke and rural Lincolnshire. Taskforce visits were completed in a six week period between May-July 2009, during which time key third sector organisations, businesses and local partners were invited to meetings to address issues explicitly related to the downturn. These meetings explored the immediate concerns of both businesses and communities in the recession, whether existing partnerships were capable of addressing urgent recessionary issues and what local collaborative action could look like.

Key barriers and opportunities

Through its programme of visits and consultations the taskforce identified a number of barriers and opportunities for greater partnership working between the sectors, including:

- A sense that some corporate community investment programmes are under threat, whilst paradoxically, in some places, more corporate volunteers are available to the third sector, who are finding it difficult to manage the supply and demand.
- Real evidence of leading companies taking active leadership in their main localities. This reinforces the

vital importance of networks and collaborative models for action and engagement at the local level.

- Businesses need the local third sector to communicate more clearly and collaboratively if they are to explain the vividness of local community need.
- The need for the third sector to explore ways of developing innovative partnerships with businesses based on sharing scarce resources, in order to 'survive and thrive', and in some cases downsize, over the next five years.

The taskforce identified ten recommendations stemming from three clear priority areas for action. A series of inspiring and replicable case studies illustrating these themes, were generated by the place visits and BITC.

Priorities for Action and recommendations

1st Priority for Action: Build closer connections between the business and third sector at a local level.

The vital importance of businesses and the third sector working more closely together and building strong local partnerships cannot be overestimated if they are to really identify and address the most pressing needs of their local communities, both in the downturn and beyond.

1) Government should examine the existing models of cross-sector collaboration which aim to increase the quality, extent and impact of business engagement. Government should also consider whether stronger corporate engagement with Local Strategic Partnerships (LSPs) is possible, or whether other forums are more likely to engage business in practical action.

2) Businesses should review their impact on local communities and on vulnerable consumers, in the light of the downturn, in order to maximise the contribution of their company operations and community investment programmes at a local level.

3) Businesses should calculate and communicate their local community footprint, including their carbon footprint, in areas where they have a significant presence and when they are operating in, or near, deprived communities most at risk in a downturn. They should seek, where feasible, to maximise their positive impact on local employment, local energy efficiency programmes, training placements, corporate volunteering, social enterprise suppliers and skill sharing with the third sector, and share their measurement frameworks with others.

4) The third sector and businesses should improve their capacity and propensity to work together, particularly at regional and local levels, to build and sustain partnerships.

2nd Priority for Action: The importance of responsible downsizing.

The second priority for action is the urgent need to establish and highlight instances of responsible downsizing as best practice examples for the corporate community. The third sector has a role to encourage businesses, as part of their community investment activities, to make resources available to support third sector organisations that are facing significant organisational challenges.


- 5) Government should investigate and promote the fiscal levers and economic incentives that could support businesses aiming to downsize responsibly and continue community investment activities in tough times.
- 6) Business should encourage greater innovation in their local supply chains with the third sector. The Office of the Third Sector should review the action necessary to promote and communicate to business the quality of opportunities available through the social enterprise supply chain.
- 7) Share best practice on responsible downsizing with the third sector. The third sector should encourage the private sector to make available its knowledge and advice on responsible downsizing. It should consider ways to encourage businesses and public

sector organisations to provide resources, as part of their community investment activities, to help third sector organisations who are facing significant organisational change.

3rd Priority for Action: Invest in innovative partnerships.

In a crisis, businesses and third sector organisations need to develop much stronger and more innovative partnerships if they are to lever their combined expertise to achieve the benefits that communities at risk of fracture so clearly need. In a recession, where funding is a scarce resource, capacity building and sharing best practice in partnership innovation, becomes even more critical.

- 8) Government should examine ways in which to build the capacity of the public, private and third sectors to innovate. The Office of the Third Sector, the Department for Communities and Local Government and the Department for Business Innovation and Skills should examine creative and effective ways in which they can increase the propensity and capacity of the sectors to work together.
- 9) Business, in tough times, should accelerate the development of new models for cross-sector collaboration with the third sector. Larger companies are increasingly more sophisticated at managing a portfolio of community programmes, with scope

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to move beyond traditional partnerships between a business and a charity into larger collaborations across the private, public and third sectors.

10) The third sector should take a lead role in developing new models for collaboration designed to improve the quality, extent and impact of business engagement with the third sector, thinking beyond traditional fundraising models.

Introduction by Amanda Jordan



The current downturn illustrates beyond doubt that business involvement in the community has developed and strengthened since the last recessions of the late 1980s and early 1990s.

At that time, business involvement or community involvement was still little more than corporate philanthropy which, when difficult times arrived, fell victim to cutbacks.

Roll forward 20 years and we again find ourselves in a downturn but one where business involvement in the community is more integrated into company strategy, where benefits to reputation and the wider license to operate are recognised and notably where employee involvement is much greater.


In those intervening years third sector organisations have moved from viewing the private sector as a large cheque book to recognising business as a partner with more to offer than just money. The wider Corporate Social Responsibility (CSR) agenda has emerged and promoted responsible business practice as the modern way of doing business. Along the way, Government dialogue between the sectors and Business in the Community (BITC) has played a vital role in moving community investment towards strategic business integration, with the aim of achieving real and positive social change.

The latest development of this is shown in the CommunityMark, a national standard that recognises excellence in community investment, providing a robust framework for effective corporate partnerships between the public and third sectors, ensuring both community and business benefits.

Over the years, BITC has engaged more directly with Government. In helping to promote leadership and action around some key 'social issues', much research has been completed and many reports have been written. In an attempt to chart this journey The Smith Institute published a report in 2008 named *'Engaging Business in the Community – Not a Quick Fix'*, identifying 105 recommendations, many of which have been implemented and inevitably some of which have not. Some key themes emerged from this review, notably the importance of:

- Sharing best practice
- Capacity-building for partnership
- Developing good management approaches particularly around measuring and evaluating impact
- Leadership
- Government's great power as a convenor, promoter and facilitator of cross-sector dialogue.

So to the present day, where the Government has instigated this taskforce

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led by Dame Julia Cleverdon. It has been out and about meeting with businesses and third sector organisations looking at what is really happening in communities hard hit in the current economic climate. It has found that these themes are still relevant, but the thinking has moved on. The debate is now about how to make a sustainable difference by using the skills of business volunteers rather than solely a debate about philanthropy. We have seen the emergence of social enterprise and the rise of social entrepreneurs, many of whom are being encouraged and supported by business mentors. There have been lively debates about how to measure impact and improve the quality of partnerships.

There still remains some confusion within business about how to establish community needs, despite the recognition of the importance of good brokerage. This should not mask the fact that significant progress has been made since the early 90s. Business is now a more willing and sustained partner and the third sector is more knowledgeable about how to work with business. Together we must ensure that we maximise this opportunity to help communities when they need it most.

A handwritten signature in black ink that reads "Amanda Jordan". The signature is written in a cursive, flowing style.

Amanda Jordan OBE
Taskforce Deputy Chair

Main report and findings

Purpose

The Building Stronger Communities taskforce aimed to:

- Explore the innovative ways the private and third sectors are already working together, or have the potential to collaborate further, in order to support communities in England at particular risk of fracture due to the downturn.
- Make recommendations to Government, the private and third sectors which could mitigate the impact of the recession by building stronger communities.
- **Practice** – to identify corporate best practice in managing the effects of the downturn on local communities, through responsible downsizing.
- **Priority sectors** – to identify opportunities for positive action in those sectors most affected by the downturn, including financial services, vehicle manufacturing, professional and legal sectors.

Objectives

In their initial meetings the taskforce members agreed the following objectives:

- **Places** – to select a small sample of areas at risk due to the downturn and to explore and gather a detailed picture of sector relations and collaboration in these local communities.
- **People** – to identify and focus on the needs of the most vulnerable groups supported by the third sector in the recession. These included young people not in education, employment or training (NEET), and those requiring debt counselling services.

Place visits

The taskforce undertook intensive research on the impact of the downturn on communities in England. It used a number of sources, including research from the Department for Communities and Local Government (CLG) on the current and potential future effects of the downturn on local authority areas, in addition to the National Survey of Third Sector Organisations.

Swindon, Southwark, Calderdale, Stoke and rural Lincolnshire were selected as five areas for the taskforce to explore in detail, based on their differing mixes of social, economic and geographic features. Each of these places was also identified as having a strong business presence by BITC and a local third sector which would welcome taskforce interest.

Place visits were completed between May – July 2009. Businesses, local partners and third sector organisations were invited to local meetings to address issues and concerns locally, which were explicitly related to the downturn. The meetings explored the immediate concerns of both businesses and communities in the recession, whether existing partnerships were capable of addressing new issues and what local collaborative action should look like. The taskforce is very grateful to Nationwide, PricewaterhouseCoopers, Action Halifax, Michelin, Sainsburys and Business in the Community for hosting the taskforce engagement activity. A summary of the findings from each place visit is available in Appendix A.

The taskforce meetings underlined the real value of bringing the corporate and the third sector together to review partnership activity. In all cases new initiatives and connections were made and are being followed up by specific partners.

Recommendations, priorities for action and illustrative case studies

Three clear priorities for action emerged from these visits, with ten recommendations for consideration by Government, businesses and the third sector. These priorities are illustrated by inspiring case studies from the place visits and drawn from BITC member companies.

Each example not only highlights the issues and actions taken in each instance, but also identifies how key learning can be replicated more widely at a local or national level.

Priority for action: Build closer connections between the sectors at a local level

The case for action

The vital importance of businesses and the third sector working more closely together and building strong local partnerships cannot be overestimated if they are to really identify and address the most pressing needs of their local communities, both in the downturn and beyond.

An initial step for any successful community investment partnership is to identify social issues that are both relevant to the business partner and most pressing to the communities in which they work. Corporate partnerships often work well on a national level, but many struggle to understand how best to engage in local action and to fully understand the benefits of, and the business case, for doing so. As an example, most of the places visited were concerned about the growth in the number of unemployed young people, but few companies felt that they understood the local picture – or the strategy and practical action that they could adopt to address the issue.

Interestingly, many reported much stronger partnerships between business and education at the local level than previously thought – partly attributable to a robust brokerage structure working locally, but also a much sharper and more defined business

case on the benefits of business engaging with schools.

The consultation with both private and third sector players highlighted that the private sector often had a limited knowledge of local community needs. It was surprising how few were thinking about this explicitly in the context of the local impact of the downturn. For example, the taskforce identified a rapid, sharp increase in the need for debt counselling services and found real evidence of a heroic, but often overwhelmed, local third sector tackling the problem. This had become more pressing across all five areas in the downturn, and yet was rarely being addressed effectively through the connections or leverage of the private sector working in partnership with other sectors. The public sector were obviously playing an important role in the communities most affected by the downturn and much was made by the sector of the importance of Local Strategic Partnerships – a view not generally shared by private sector participants who reported that, for them, other local forums were easier to engage with and more likely to lead to action.

As the patchwork of small community groups, branches of national charities, entrepreneurial social enterprises and community foundations, which make up

the vibrant third sector, jostle with each other to find the arguments and brokers to engage business, businesses themselves often felt that being approached about the same local issue by a host of different third sector organisations led to confusion. It was viewed as a real barrier to understanding and determining the most pressing problems with which to engage.

However, the taskforce did find a number of excellent examples where cross – sector connections had moved beyond the situation presented above, and partnerships were delivering results in areas of pressing community need. There was no standard template for local success, and leadership came from a variety of players – sometimes a business-led brokerage, or an innovative social enterprise, or a community foundation. Most excitingly, all these models have the potential to be replicated by other communities searching for inspiration.

Recommendations

These recommendations highlight the next steps Government, businesses and the third sector should consider taking to enable stronger and more resilient communities to emerge from the downturn.

1) Government should examine the existing models of cross-sector collaboration which aim to increase the quality, extent and impact of business engagement. Government

should also consider whether stronger corporate engagement with Local Strategic Partnerships (LSPs) is possible or whether other forums are more likely to engage business in practical action.

The Department for Communities and Local Government (CLG), Department for Business, Innovation and Skills and the Office of the Third Sector should:

- a. Identify whether Local Strategic Partnerships are an appropriate forum for scaling up the contribution of business to their local area – particularly in the communities of greatest need and, if not, establish mechanisms for improving the extent and quality of business engagement with community need.
- b. Consider how engagement with large businesses, or public sector employers with significant employee numbers, could maximise positive partnerships with the third sector and increase impact on local communities.
- c. Examine again the potential contribution of the 2006 Business Brokerage recommendations produced by CLG. Local authorities could deliver wider and deeper business engagement with communities in the same way as they are now accountable for delivering local education business partnerships.

d. Ask the Office of Government Commerce to identify where significant public and private sector contracting opportunities exist in deprived communities and promote the adoption of social impact principles within contracting.

2) Businesses should review their impact on local communities and on vulnerable consumers, in the light of the downturn, in order to maximise the contribution of their company operations and community investment programmes at a local level.

The objective of this review should be to help companies:

- a. Ensure that they have a robust and relevant community strategy in place for the downturn, taking an all round view of their local impact both through business operations, employee volunteering programmes and community investment partnerships.
- b. Review and develop the relevant flexibility and creativity in national strategies in order to empower local business units and divisions to increase community engagement and recognise the changing needs of vulnerable communities.
- c. Prioritise local community engagement in tough times and provide training, support and incentives to branch and site managers to engage regionally and locally with the third sector and to

mobilise other businesses in support.

- d. Diversify supplier bases by purchasing from social enterprises and small and medium size enterprises (SMEs) located in deprived communities by adapting global or national supply chain policies.

3) Businesses should calculate and communicate their local community footprint, including their carbon footprint, in areas where they have a significant presence and when they are operating in, or near, deprived communities most at risk in a downturn. They should seek, where feasible, to maximise their positive impact on local employment, local energy efficiency programmes, training placements, corporate volunteering, social enterprise suppliers and skill sharing with the third sector and share their measurement frameworks with others.

4) The third sector and businesses should improve their capacity and propensity to work together, particularly at regional and local levels, in order to build and sustain partnerships. In particular:

- a. The third sector should explore at the local level ways in which it can more effectively articulate local community needs to the private sector, in order to maximise co-operation, simplification and cost effectiveness.

- b. Business should develop their non-financial contributions to the third sector including increasing the quantity and quality of employee volunteering.
- c. Both sectors should promote, more vigorously, tax efficient methods of local charitable giving and encourage the contribution of community foundations.
- d. National companies, Government departments and major third sector organisations should increase their regional focus with a view to using regional government offices to build stronger cross-sector partnerships.

Local connections case studies

Linklaters LLP is an impressive example of how effective business engagement with their Local Strategic Partnership in Hackney has provided a channel for businesses to provide valuable expertise, resources and skills to the local public and third sectors. **G4S** was able to build on its solid financial performance whilst making a positive contribution to the healthcare of the wider community and environment in which they operate by developing a unique healthcare partnership with **The Bromley by Bow Centre** – an innovative health centre and social enterprise in the East End of London. **PricewaterhouseCoopers** and **MITIE's** Real Apprentice scheme is a shining example of how a major business can recruit

apprentices and increase the employability of local young people by drawing on its supply chain and shaping partnerships with other businesses.

Dynamic Parcel Delivery's new employment offer, targeted at areas faced with challenges of high unemployment in the West Midlands such as Stoke on Trent, demonstrates that innovative approaches to family-friendly and flexible employment options can retain valuable talent. They can also provide practical solutions to local social issues. **Cambridge House** shows how the third sector can partner with business to make a strong impact locally, whilst **Sainsbury's** adoption of a site by site approach to their community programmes, beginning with the concept of a local charity of the year, shows how this can be used to drive employee engagement and enhance local accountability.

Finally, the **Calderdale Crunch Group** demonstrates how a cross-sector group of diverse business and third sector interests can respond proactively to the most urgent social priorities emerging for local people as a result of the recession.

Case study: Linklaters LLP, Team Hackney

Linklaters

The issues

Whilst Local Strategic Partnerships (LSP) were established to bridge the divide across sectors, businesses – particularly larger corporates – tend to be under-represented. The disconnect between the third, public and corporate sector is a recognised barrier to effective community engagement, which results in a lack of regular cross-sector discussions and which, in turn, can lead to opportunities being missed.

The response

Linklaters is a global legal firm with a significant presence in London. In Hackney, the firm has begun working with the Economic Development Partnership board, the part of the LSP – Team Hackney – tasked with addressing skills and employment in the borough. Linklaters is keen to set up a Private Sector Advisory Sub Group to generate ideas and provide practical support to the Hackney Skills & Employment Strategy, recognising that much could be delivered through City firms. Linklaters developed this relationship through ELBA, East London Business Alliance, a leading economic and social regeneration agency which facilitates partnerships between the corporate sector and public and voluntary sector and works with member companies on developing their employee volunteering programmes.

The actions

The Private Sector Advisory Group aims to advise Team Hackney on effective steps to engaging private sector firms in the City of London and surrounding areas. It will offer direct support to training providers, which may include providing placements, internships and apprenticeships directly and through supply chain relationships.

The group will also act as Hackney Champions, advising other private sector firms on opportunities to work collaboratively and engage with the local authority and LSP. It will meet bi-annually, scheduled to provide timely feedback for Team Hackney meetings. It is hoped that other key City firms and ELBA members already engaged in supporting Hackney through community investment programmes will join this group.

Case study: (Continued)

Building on this start, Linklaters is also working towards providing a forum for funding bodies, sponsors and beneficiaries to build awareness and understanding on issues such as full cost recovery, unrestricted funding and the demands on funders. The firm is also working on a corporate-community funding framework, which aims to provide advice on formalising community partnerships to mitigate against the funding uncertainty faced by numerous community, charity and voluntary groups in the light of the current recession.

Why should this be replicated?

Cross sectoral groups working collaboratively with Local Strategic Partnerships reduce the risk of duplicated effort and provide business advice on key community issues according to priority. This process provides a channel for businesses to provide the most valuable resource they can – their expertise, resources and skills – that would pose a significant cost to the public and third sector.

Linklaters hopes to champion this issue drawing on its reputation to provide a leadership role for other private sector organisations in the City of London – which can be replicated in cities throughout the UK.

Case study: G4S Secure Solutions UK and Ireland and the Bromley by Bow Centre



bromley by bow centre



The issues

G4S is the largest security solutions business in the world and has the second biggest workforce of any private business globally. In 2002 in response to Government Private Finance Initiatives (PFI), the company decided to develop their approach to the building and managing of health centres. G4S identified that they required experience in healthcare and looked to partner with Bromley by Bow Centre (BBBC) – an innovative health centre in the East End of London.

BBBC uses a radical approach to delivering primary care and opened the first health centre in Britain that was owned by the patients and rented back to the GPs. In addition BBBC offers its patients a range of on-site services including work on allotments, vocational training courses, English lessons and a BA Degree in Social Enterprise.

The response

G4S and The Bromley by Bow Centre developed a unique partnership model that involves the BBBC – a charity providing business development support to a private sector organisation, G4S. The partnership has resulted in a reciprocal business relationship that benefits both organisations.

The actions

Working in partnership with BBBC, G4S was awarded the Government's first ever Local Improvement Finance Trust (LIFT) contract which has led to the building of seven new health centres in East London.

BBBC has provided basic skills training for G4S ancillary staff at the Mile End Hospital site, and BBBC's landscaping social enterprise provides grounds maintenance to 26 schools in Tower Hamlets, appointed through G4S's PFI contract.

More recently, BBBC developed a job brokerage scheme for G4S to support its work on the Olympic site in East London. In return, BBBC has received expert support from G4S on facilities management, human resources, communications, risk management and strategic business development. Recently, a G4S senior director joined the BBBC's board.

Case study: (Continued)

Why should this be replicated?

David Taylor-Smith, Chief Executive of G4S Secure Solutions in the UK and Ireland says: *"We believe our relationship with the Bromley by Bow Centre is an excellent example of how businesses can integrate CSR principles within their core business activities: allowing us to build solid financial performance while also making a positive contribution to the wider community and environment in which we operate. The Centre is a beacon of excellence in one of the most deprived parts of London and we are pleased that we are able to support Rob and his team across a range of activities, which help both of us achieve our strategic goals."*

Rob Trimble, Chief Executive of the Bromley by Bow Centre says: *"It has always been clear to me that the key to our relationship with G4S is shared values. We are both committed to excellence and providing the most coherent and effective solutions as possible. Essentially David and I are running organisations (albeit on very different scales) which are about valuing people and delivering high quality services. Our relationship with G4S is about finding areas of mutuality that can add real value to both of our businesses."*

Case study: Dynamic Parcel Distribution, [DPD] Local recruitment partnership



The issues

Leading parcel carrier DPD was faced with two human resources challenges. Business growth translated to a need for the recruitment of new customer services staff to maintain the business' service offer. However, the company's more experienced and senior customer service agents were leaving or seeking part-time working arrangements.

The response

DPD's developed a 'home-working' option, providing customer service agents with equipment and training to work from home. Home-workers benefit from regular courses at the company's Training Academy in Smethwick and also receive ongoing support from DPD's dedicated home-working Customer Experience Manager.

The home-working option enhanced the employee-friendly practices offered by DPD whilst retaining existing talent. This also reduced the need for staff to travel to work, which enhanced the company's commitment to environmentally-friendly initiatives.

The actions

DPD worked with major job centres, regional recruitment agencies and consultants to generate interest in their new employment offer. The company targeted areas faced with challenges of high unemployment in the West Midlands, such as Stoke-on-Trent. A recruitment campaign was launched in the local press and editorial features developed with the business editor of local paper, the Stoke Sentinel.

This strategy resulted in more than 100 enquiries on the first day alone; and 20 new job offers. DPD is now rolling out this approach nationally.

Why should this be replicated?

Innovative approaches to family-friendly and flexible employment options give companies cost-effective solutions that retain valuable talent within the business. Mapping the recruitment needs in areas faced with high unemployment provides businesses with effective strategies that give practical solutions to social issues.

Case study: Cambridge House, Links in the supply chain



The issues

Cambridge House, a multipurpose voluntary organisation in Southwark, London, works to alleviate the local effects of poverty. The charity was based in Georgian buildings that were no longer suitable for a 21st century organisation and required extensive refurbishment. The refurbishment programme included office facilities, developing HR support systems and building security. The charity was looking for funders to support the programme and put forward the income generating potential of the facilities renewal to potential partners.

The response

Cambridge House has developed a strong partnership with Broadgate Estates Limited (BEL) and benefits from its business skills and expertise and those of its employees. As a property management company, BEL is uniquely placed to support the facilities management of Cambridge House, the charity's building redevelopment project and its general office management. BEL has worked with Cambridge House to share its expertise in property management and to help improve Cambridge House's income generation potential and delivery efficiency.

By leveraging relationships within its supply chain, BEL has introduced three other business partners to Cambridge House. This combined corporate support has saved Cambridge House money and enabled the charity to have state of the art security and HR systems, which directly benefits both staff and service users. Furthermore, the development of corporate partnerships has produced an important and valuable cultural shift, whereby staff and trustees are more receptive to collaboration with commercial partners and less wary of the corporate world.

The actions

BEL provided IT contract advice, saving Cambridge House over £50,000 over a three year period. BEL also shared its HR management software system with Cambridge House, saving the charity £50,000.

Case study: (Continued)

Knightsbridge Guarding, introduced to Cambridge House through BEL, also provide 24-hour monitoring of the charity's site generating a saving of £20,000 a year. Vault IT and Eurotech have respectively provided CCTV and access control equipment – providing a saving of £35,000 for Cambridge House – and a key holding service on a pro bono basis.

BEL also shares health and safety training opportunities with the charity's facilities staff, and a Broadgate employee serves on the governance group for the Cambridge House Redevelopment Project, providing vital expertise on property management. In addition to this, Cambridge House's Adult Learning Disability Group 19+ has been asked to produce graphics for Broadgate Estate's marketing material.

Why should this be replicated?

Integral to the development and success of the partnership is the free proactive support and brokerage provided by the Heart of the City programme. Partnerships with corporate organisations can be valuable without substantial financial commitments up-front, and evolve to provide true cost savings and valuable skills sharing.

Cambridge House's innovative use of a partner's supply chain and the fruitful introductions from a main partner can be replicated by many charities. Cambridge House is now in an ideal position to filter know-how of an effective CSR relationship down to smaller, front-line organisations and is planning to do so.

Case study: Sainsbury's, Charity of the Year in every Sainsbury's community

J Sainsbury plc

The issues

Sainsbury's sought to engage customers and colleagues to make a difference to their community and have a positive impact on colleague engagement.

One of Sainsbury's five corporate responsibility principles is 'making a positive difference to our community' and this governs their business conduct and support to local groups in the areas surrounding their stores. Sainsbury's aspiration is to ensure their stores are a hub for the local community.

Previous research suggested that if companies adopt a 'site-by-site' implementation process to their community programmes they are able to more effectively engage colleagues. According to Sainsbury's research, their people find it easier to identify with a local issue or cause due to a personal connection and on account of its impact on the community that they live in.

The response

In 2008, the concept of a local charity of the year was piloted in 127 Sainsbury's stores. A colleague toolkit and in-store communications were developed as a result of a consultation process.

The communications tools included in-store point of sale promotion to drive customers and colleagues to nominate their favourite local charity. The colleague guide included step-by-step instructions on how to select a local charity of the year. All retail colleague councils were engaged prior to launch through a series of presentations and all Zone Managing Directors were engaged either through presentations or conference calls.

As a result of this trial, every Sainsbury's store, depot and Store Support Centre will adopt a charity partner within their local community. Sainsbury's colleagues have pledged to work in partnership with the charity for the coming year and customers are being encouraged to get involved.

Case study: (Continued)

The actions

Sainsbury's local charity partnerships launches for three weeks, giving customers and colleagues the chance to nominate their favourite local charity. Nomination slips are provided and collected through a free-standing box at the front of store and in Sainsbury's offices.

Using national criteria, the colleague council for each store or office shortlists the top three local charities. These charities are then asked to present to the local Sainsbury's colleague council, who will ultimately determine the chosen charity partner. Sainsbury's then pledges to work in partnership with their local charities through volunteering and fundraising.

The programme runs annually, giving customers and colleagues the chance to change their local charity partner if desired.

How could this be replicated?

For companies looking to replicate the Sainsbury's charity of the year model, it took the supermarket giant approximately one month to design and print nomination communications and the colleague manual. The charity selection process took approximately two months to roll-out nationally in each store.

Sainsbury's will measure colleague engagement through focus groups and talkback results. The customer insights team is investigating evaluation methods for customer awareness of Sainsbury's positive impact on the community. Public relations coverage will also be measured and compared year-on-year

Case study: The MITIE Real Apprentice Scheme in partnership with PricewaterhouseCoopers.



The issues

Young people aged 17-25 from the most deprived parts of East London face significant barriers to employment. In 2006, PricewaterhouseCoopers were reviewing their support service business model to ensure a more efficient response to changes in their business cycle and consolidated their service suppliers to five key companies.

The response

PricewaterhouseCoopers was already assessing potential suppliers against sustainability-focused selection criteria during their tender process. They measured against indicators such as diversity and environmental management.

MITIE, a company that provides document management services to PricewaterhouseCoopers run a Real Apprentice Scheme. PricewaterhouseCoopers pledged their support for the scheme in line with the service provision contract, and started accepting Real Apprentices in 2006.

The actions

As a result of the partnership, PricewaterhouseCoopers has trained 17 young people aged 17-25 from the most deprived parts of East London at their London offices alone. Despite strong competition, James Day – a placement with PricewaterhouseCoopers through the scheme – won the Real Apprentice of the Year at the second ceremony hosted by the firm in February 2007. James not only passed the programme, but secured a permanent role with PricewaterhouseCoopers at Plumtree Court, where he has been based ever since. James has since supported new Real Apprentices and has actively promoted employer-led training.

Despite the economic downturn, PricewaterhouseCoopers has now facilitated a joint venture *Real Apprentice Scheme* across their supply chain and their other service partners have agreed to take part in the programme. Since the programme began, 78 people from East London have secured permanent employment through involvement in the Real Apprentice programme.

Case study: (Continued)

Why should this be replicated?

By ensuring that the procurement process and employer led training take account of social inclusion and employment initiatives as the criteria for preferred suppliers it will ensure ongoing support for initiatives such as employer-led training in deprived communities. This allows companies to reduce costs of recruitment, discover new talent pools and provide employment opportunities for young people.

Case study: Calderdale, Crunch Response

The issues

The Calderdale Crunch Response and Planning Group was formed in January 2009 as an initiative of the Borough's Voluntary and Community Sector (VCS) Chief Executives Network. The aim of the group was to respond proactively to the most urgent social priorities emerging for local people as a result of the recession.

The response

Initially, key actions of the group were to map the capacity of third sector organisations in Calderdale, determine what the main social issues in the community were, and develop a matrix that linked specific organisations with particular issues on the basis of their unique capabilities.

The group sought to create a collaborative framework for the third sector, including knowledge and skills sharing on a needs basis to drive solutions and avoid unhelpful duplication. The group also recognised that people were likely to seek assistance from groups they most strongly identified with on the basis of need and demographics.

The actions

Social priorities identified were mental health issues and the need for debt and money advisory services. The group aimed to work towards a model provided by Calderdale Council's Customer First, utilising the existing Calderdale District Citizens Advice Bureau's Advice Line.

In response to these priorities, proposals were taken forward by Calderdale Council's Economic Taskforce, which provided funding of £64,000 over two years to increase the capacity of the CAB Advice Line and link this service to Customer First and the new Doorways service.

Capacity building through training was also addressed for frontline service workers, community leaders and unemployed people.

Case study: (Continued)

The Calderdale Crunch Response and Planning Group is currently seeking funding to develop a Community Advisors' Programme, which would take the form of an apprenticeship scheme run over 26 weeks for recent law graduates in the region. In light of high levels of graduate unemployment expected in 2009, the programme would deliver six months of paid employment to 24 law graduates whilst generating £156,000 in the Calderdale economy and provide advice and assistance on legal issues to 1,000 people in the local community.

Why should this be replicated?

Effective partnering and capacity building across the third sector ensures that key skills are harnessed to address specific issues without the duplication of effort and waste of resource – both human and financial. For an overall investment of £128,000 Calderdale Council's Economic Taskforce has generated £156,000 of direct economic development, not to mention savings to local charities and the reduced need for unemployment benefits as a result of job creation through delivery of the programme.

For more information on the Calderdale Crunch Response contact Steve@cffc.co.uk

Priority for action: The importance of responsible downsizing

The case for action

The second priority for action is the urgent need to establish and highlight instances of responsible downsizing as best practice examples for the corporate community. The third sector has a role to encourage businesses, as part of their community investment activities, to make resources available to support third sector organisations that are facing significant organisational challenges.

In these difficult and testing times, businesses in Britain, as in every major economy in the world, will have to take tough decisions about the size of their workforce, including possibly downsizing, or 'right sizing' to enable them to protect their long term future.

If businesses plan and manage their engagement with local communities carefully, and have a budget and a business case to do so, community involvement can be one way of handling downsizing and of minimising the potential negative impacts on the company and in the community. When companies are at risk, the history and reputation of their long term investment in communities can offer a support mechanism and trust bank which will stand them in good stead in tougher times.

The taskforce noted, therefore, that the ability of businesses to manage the impact of the recession responsibly at a local level, will help maintain their reputation once the downturn is over and recruitment picks up. Experience from previous recessions highlights that businesses that downsize irresponsibly in the bad times damage themselves and the trust of the communities in which they operate in the short and long term. Companies that have taken a responsible approach to their closure or withdrawal from a community, like **Boots** in their factory in Scotland or **Michelin** in Burnley, have left an endowment and positive legacy behind. This has enabled the community to rebuild employment while the business retains a positive reputation in the long term. With the wave of closures expected in some key sectors, the taskforce expects to see equivalent responsible contributions from those businesses faced with making large scale withdrawals from communities at risk of fracture.

Recommendations

These recommendations set out the next steps Government, businesses and the third sector should consider taking in order to mitigate the effects of the downturn on communities.

5) Government should investigate and promote the fiscal levers and economic incentives that could support businesses aiming to downsize responsibly and continue community investment activities in tough times.

Government should:

- a. Review existing fiscal and other incentives which are available through HMRC, but which remain underused, and promote them to business and third sector organisations.
- b. Examine the potential for any specific fiscal and other incentives, in particular to help companies and their networks to maximise volunteering opportunities when managing responsible downsizing.
- c. Support the proposals for a national talent bank, developed by the Council of Social Action, particularly to accelerate eco-teams of employed volunteers to increase energy efficiency at a local level.


6) Business should encourage greater innovation in their local supply chains with the third sector. The Office of the Third Sector should review the action necessary to promote and communicate to business the quality of opportunities available through the social enterprise supply chain

- a. Businesses should explore how greater innovation benefiting local communities could be achieved through developing local partnerships with the third sector to broker new services and supply chains from social enterprises.
- b. The social enterprise sector should promote more effectively to businesses the successes and opportunities of partnerships with social enterprises.

7) Share best practice on responsible downsizing with the third sector. The third sector should encourage the private sector to make available its knowledge and advice on responsible downsizing. It should consider ways to encourage businesses and public sector organisations to provide resources, as part of their community investment activities, to help third sector organisations who are facing significant organisational change.

Responsible downsizing case studies

The case studies in this section demonstrate that taking business decisions in tough times which consider community impact, can generate unexpected but positive outcomes for the business and the community. Responsible downsizing has thrown up significant challenges and opportunities for businesses such as **KPMG, BT, Toyota**, and

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Boots in diverse sectors. These challenges can be overcome by enabling underemployed people, whose jobs have been retained on a reduced basis, to gain valuable new skills for their business, fulfilment for themselves as well as contributing to communities in times of need. Finding the right volunteering opportunities for employees with specialist and high level skills means that businesses retain the substantial investment made in existing staff and will be ready to take forward the opportunities that will arise in the upturn.

Case study: KPMG's 'Flexible Futures'



The issues

Companies faced with the need to downsize due to the recession are also hesitant to let their talent go, retrofit talent in the future and incur redundancy and recruitment costs.

The response

KPMG devised its 'Flexible Futures' programme to reduce the impact of downsizing in terms of the loss of skills and talent, the cost of the redundancy process and recruitment costs incurred in the future to attract valuable talent back to their business.

The actions

KPMG's Flexible Futures programme encouraged staff to sign up to new employment terms and conditions for up to 18 months. The new agreements with staff include a number of options. Colleagues can agree to have their working week shortened by one day each week and/or staff can agree to take between four and 12 weeks leave at 30% of their full pay in 2009 and 2010. The firm encourages those who go onto the scheme to consider using some of their time away from the office for voluntary work.

85% of KPMG staff signed up to Flexible Futures including 98% of partners and 84% of employees. This does not mean that all these people will necessarily move onto the scheme – as at June 2009, less than 10% of the firm's headcount had done so – but signing up means that the firm can ask them to go onto the scheme should the need arise.

Terms and conditions of Flexible Futures stipulate that employees will be given one week's notice if they need to reduce their hours to a four day week and that they will be given four week's notice if the firm is offering a part-paid sabbatical.

Case study: (Continued)

Initiating the programme required a thorough investigation of the impact on employees' pensions, performance-related pay, working visas, bonuses, tax and maternity rights. Prior to the launch of Flexible Futures, a widely communicated consultation process was undertaken, including a video, web portal and online calculator, an internal newsroom and drop-in clinics for employees. A senior project manager in each function was also nominated and briefed to ensure that the roll-out was successful in all departments.

Why should this be replicated?

Companies faced with the need to downsize and looking to reduce the loss of talent and future recruitment costs can develop flexible work programmes for fixed terms. Clear and organisation-wide communication and consultation is essential. Encouraging volunteering as part of the flexible futures programme leads to a pool of talented and experienced people taking up opportunities to contribute to the third sector in a meaningful and sustained way.

Case study: BT, 'Keeping talent on the line'



The issues

BT's workload has decreased as a result of the downturn in the economy. However, having already invested in training their people, BT is committed to redeploying people and retaining their skills for the future.

The response

BT has promoted a range of flexible working options including sabbaticals, term time working and job sharing. They have also taken the opportunity to work with customers, suppliers, and the third sector to identify opportunities for the deployment of staff according to need and to ensure their people enhance and develop their skills. They have massively increased their volunteering targets in the coming year and developed a range of volunteering options for those at different stages in their career.

The actions

Of particular note is the partnership that BT have developed with a social enterprise partner One Water, whose business aim is to develop sustainable solutions for clean water provision in Southern Africa. BT has seconded approximately 50 people to One Water in a variety of different roles including business development, sales and marketing. One Water reports considerable value to the organisation from the skills and experience of BT's employees and BT employees report enhancement to their knowledge and skills.

BT has also extended this concept to secondments with other commercial organisations, where companies recognise and pay for the skills, experience and talent that BT people bring.

Why should this be replicated?

This example uses the downturn to develop opportunities for the deployment of staff which builds capacity within third sector partners while also retaining the talent for businesses. Exit strategies and clearly defined terms and conditions, as well as the allocation of staff to organisations where their skills will be enhanced and valued are essential for success.

Case study: Toyota Motor Manufacturing (UK) Ltd, Responsible downsizing

TOYOTA

TOYOTA MOTOR
MANUFACTURING (UK) LTD

The issues

The global economic downturn has severely affected all car manufacturers. Toyota UK, the manufacturer of Avensis and Auris for the European market, saw a gradual reduction in demand totalling around 40%.

With sales demands significantly reduced Toyota was left with an excess headcount at around 400, which had risen during 2008/09 to 1000.

The response

Toyota implemented a number of measures with the main objective being to protect permanent employment. The approach was to use the downturn to strengthen the company's foundation and prepare for when the market situation improves.

To achieve this Toyota needed to retain its skilled members of staff and to keep their skills and motivation high, whilst taking internal measures to minimise the cost of the excess headcount.

The actions

The measures included:

- Accelerating training activity to improve employees' leadership and versatility skills. This included introduction of NVQ Level 2 for all production team members in partnership with Burton College and the Sector Skills Council for Science, Engineering and Manufacturing Technologies (SEMTEA). So far, 800 have completed.
- Involving employees in generating ideas on cost reduction and business improvement. Over 2,900 ideas have been submitted by team members focusing on quality and environment.
- Deploying teams of volunteers to support environmental projects in the areas surrounding the Burnaston Plant.

Case study: *(Continued)*

Through the annual salary review process, employees agreed to 'share the pain' by reducing hours and pay by 10% for all levels from team member to MD. This collective reduction has allowed Toyota to offset the excess labour cost.

Why should this be replicated?

The consistent involvement of employees in decision making around responsible downsizing has provided Toyota with the required consensus and flexibility to respond to the recession and prepare for better times and a rise in demand.

Case study: Boots, 'Scaling down in Airdrie'



The issues

In 2005, Boots had 128 retail stores in Scotland employing some 6,000 people and an explicit commitment to the principles of Corporate Social Responsibility (CSR). In February 2005, following a two-year phased downsizing process the Boots factory in Airdrie, North Lanarkshire, closed after more than 50 years operation in the town.

The Scottish Council Foundation conducted an 18 month study of the process, working with North Lanarkshire Council and Boots, and supported by a multi-agency steering group. This explored how public service agencies assisted resettlement of the workforce after the resulting 800 redundancies. This economic regeneration of the area in partnership with Boots provided an opportunity to analyse the effects of a difficult economic transition.

The response

Downsizing the Airdrie factory site for Boots took place over three phases. The first phase involved the initiation of closure and redundancy process which took place from February to May 2003. From the last quarter of 2003 to the closure of the factory in February 2005 an employee resettlement process marked the second phase. Finally, from the last quarter of 2003 until 2006, Boots invested £3.85 million in the community and site regeneration process.

The actions

Phase one: Boots initiated an extensive employee and stakeholder engagement programme, overshadowed by media exposure and complex public affairs on account of pre-election timing. There was a great deal of opposition to the decision to close internally and externally. Intensive and two-way communication was essential to managing this process.

Following the 90-day consultation process, Boots commissioned an independent report to substantiate the decision. An employee ballot was held, resulting in 75% acceptance of redundancy terms. Employees were given redundancy notice periods in phases, but were paid until their date of departure even if they left for new employment. An 'attendance bonus' was granted to those who remained.

Case study: (Continued)

Phase two: Resettling the workforce was the key objective of the second phase of downsizing for Boots, with significant investment made in locating the Next Move Centre – an on-site consultation support hub – to provide employability advice. Regular strategic meetings with multi-agency support were held. The partner agencies included Partnership Action for Continuing Employment (PACE), employment consultants Right Coutts and Boots. Employees surveyed felt that they had benefitted from the Next Move Centre. Targets were exceeded, with more than 80% of former employees finding work by 2005.

Phase three: Boots developed productive and positive relationships with public service partners and North Lanarkshire Council as a result of significant investment in community and site regeneration. Boots' £3.85 million investment equates to £4,800 per employee and does not account for funding at the resettlement phase, or the funds leveraged from North Lanarkshire Council, the Scottish Executive, Scottish Enterprise Lanarkshire or the European Union – estimated at £5 million in total.

Boots contributed a share of the net proceedings from selling the factory site to provide part of the funding for a new Regeneration Company.

How can this be replicated?

A phased process over a number of years provides a tiered exit strategy to be managed effectively.

Boots' funding of ongoing regeneration in line with local strategic objectives beyond their site closure is a sustainable economic model. Working in partnership with key public services, the local authority and agencies representing all stakeholders is essential.

Highly integrated, ongoing and two-way communication strategies and processes require investment and significant investment.

Using the Next Move Centre model could prove effective for downsizing processes of a similar scale, but could be improved by addressing barriers for employees such as full advice and training, including self-employment options, and specific advice for more senior members of staff.

Priority for action: Invest in innovative partnerships

The case for action

In a crisis businesses and third sector organisations need to develop much stronger and more innovative partnerships if they are to lever their combined expertise to achieve benefits that communities at risk of fracture so clearly need. In a recession, where funding is a scarce resource, capacity building and sharing best practice in partnership innovation becomes even more critical.

With record levels of investment over the last 10 years, there is often the assumption that the third sector is better placed than ever to withstand the recession. The taskforce certainly found evidence of strong and confident social enterprises who had assembled assets, strong supply chains and impressive business connections. However, for smaller and more grant dependent third sector organisations the future is uncertain and operations may need to be streamlined to survive the downturn and ensure continued delivery of services. There was clear evidence from the corporate sector that, in the downturn, they were willing to make available expertise and skilled resources where the third sector were preparing for change. As one major legal firm pointed out their merger and acquisition teams were “not exactly run off their feet”. The need for the private and the public sector to evolve

their partnership models of working to suit these new challenges ahead is the taskforce’s third priority area for cross sector action.

Third sector organisations need to develop a business case outlining their key strengths for business in order to attract their support and help to survive the recession and beyond. Businesses, in turn, need more examples of innovative best practice if more of them are to work in a cross sector capacity, especially through local and regional partnerships, to create new models of delivering against community need. Business in the Community, and other business-led organisations, have a real role to play in sharing best practice and brokering innovative deals. Some more sophisticated social enterprises – often in partnership with innovative Regional Development Agencies – are pioneering new models of partnership-working which certainly require replication, publicity and upscaling.

The Council on Social Action, led by the consummate social entrepreneur David Robinson held a joint meeting with the taskforce attended by energy efficiency organisations, BITC, MayDay companies committed to improving their carbon footprint, Cranfield University and representatives from key government departments concerned about climate change. Their aim was to consider whether companies would be prepared to support the concept of a National Talent Bank

where skilled volunteers would be available to tackle some of the key environmental challenges we face in improving energy efficiency.

Community Development Foundations, and the work of some Business Improvement Districts, also gave promise for innovation and change. CommunityMark companies are increasingly well placed to broker innovative methods. More integrated partnerships with the third sector – particularly in the field of energy efficiency, and employability – are certainly possible. The private and public sector have important roles to play in the downturn by catalysing new models of partnership such as the interesting opportunities emerging in the field of community or social impact bonds. This allows partners to provide upfront funding to purchase shared outcomes – such as eradication of fuel poverty, independent living for elders, and family support.

These steps will drive the creation of more meaningful and sustainable partnerships based on a shared culture of collaboration and skill sharing which goes beyond the conventional donor/recipient relationship. As these new types of partnership mature, greater understanding and sharing of resources will increase, creating greater trust, further dynamism and a glimpse of the future for cross-sector partnerships. It is in tough times, and with scarce resources, that innovation can flourish and the taskforce is

confident that these recommendations could shape a new era of corporate/third sector relationships.

Recommendations

These recommendations outline the next steps Government, businesses and the third sector should consider taking to facilitate capacity building and encourage further innovative partnership working.

8) Government should examine ways in which to build the capacity of the public, private and third sectors to innovate. The Office of the Third Sector, the Department for Communities and Local Government and the Department for Business Innovation and Skills should examine creative and effective ways in which they can increase the propensity and capacity of the sectors to work together. This work should consider:

- a. Developing a new process to work alongside existing public sector funding streams so that small and medium sized third sector organisations, in receipt of government funding, can access support from a Skills Bank of professional support at pro-bono or cost price. This will enhance the drivers to develop high level skills based volunteering, increased effectiveness, and leverage of the funding stream.


- b. The Office of the Third Sector should commission work to understand how the third sector can improve their non-financial asks of the private sector. In addition this could explore how the third sector can take activities to scale with the private sector.
- c. CLG should undertake research with the public sector to examine how best to articulate clear and appropriate community engagement demands of the business sector.

9) Business, in tough times, should accelerate the development of new models for cross-sector collaboration with the third sector. Larger companies are becoming increasingly more sophisticated at managing a portfolio of community programmes, with scope to move beyond traditional partnerships between a business and a charity into larger collaborations across the private, public and third sectors. Priorities for collaboration include:

- a. Maximising the impact of business resource and streamlining corporate support with the third sector by leading companies taking ownership of company engagement in their main locations. They should support the existence or establishment of collaborative models for local action which will share brokerage resource to engage employees. It is suggested that companies holding the

CommunityMark should commit to convening local collaboration and sharing of best practice.

- b. Recognising the need to professionalise and improve the profile and training of those who manage business community brokerage whether in the third sector, the public sector or business in order to develop and adopt a quality model of accreditation for all sectors.
 - c. Increasing the impact and scale of cross-sector partnerships at local level by developing pilots with third sector umbrella organisations and Business in the Community. 'CommunityMark towns' could be seen as innovative exemplars of community investment which seek to achieve maximum impact and scale partnerships across the sectors.
- 10) The third sector should take a lead role in developing new models for collaboration designed to improve the quality, extent and impact of business engagement with the third sector, thinking beyond traditional fundraising models.
- a. Review the confidence, interest levels and training needs of voluntary and community organisations for successfully working with the private sector.
 - b. Develop a training and capacity building partnership with key private sector companies who are winning government

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contracts in order to develop the commercial and work winning strategies of key social enterprises.

The future of innovative partnerships case studies

These case studies illustrate examples of where the taskforce believes the future of successful cross sector partnerships lies.

The success of the **Halifax Opportunities Trust** in its work with the private sector to engage and subsidise young creative and digital entrepreneurs, whilst building up a sustained asset base, is a strong example of an innovative partnership approach.

The proposed merger of **Priority Youth Housing and Wayahead** – improving the approach to one of Bristol’s key social issues – homelessness – illustrates the contribution that professional services organisations can make to the third sector’s challenges.

Yorkshire Forward’s third sector financing programme, run through **Charity Bank** and **KeyFund Yorkshire**, demonstrates how innovative partnership-working can strengthen the local third sector, enabling it to better withstand the pressures of the downturn by bringing business skill to advise on investment and growth strategies. **PricewaterHouseCoopers’** partnership with the **School for Social Entrepreneurs** is a great example of a mature, innovative partnership which is broad, multi-faceted and mutually beneficial.

Further examples of best practice, including **Royal Mail’s** partnership with **Barnardo’s** and Nationwide’s investment in the national **Citizens Advice Bureau** will be available in the web publication of this report.

Case study: Merger of charities through professional services support: Priority Youth Housing and Wayahead Merger

beachcroft

The issues

Priority Youth Housing and Wayahead are in the process of merging with a view to improving, streamlining and broadening the service offer to young people, and to effectively tackle one of Bristol's key social issues – homelessness. Established 25 years ago, Wayahead works city-wide, predominantly focused on BME young people, and manages 140 units of accommodation. With a similar heritage, Priority Youth Housing is 21 years old and specialises in accommodation support for single, homeless care leavers aged 16-25 in the Bristol and Gloucestershire area. Its unique contribution to the community has been recognised with the prestigious Sieff Award. Collectively, the organisations employ 74 people.

The response

In September 2008, Priority Youth Housing and Wayahead participated in The Prince's Seeing is Believing programme, attending a visit focused on youth homelessness led by Tony Cherry, a partner at Beachcroft LLP. Tony Cherry championed a solution led by ProHelp – Business in the Community's network of organisations dedicated to investing professional time and skills to organisations in need. ProHelp drew together a collaborative team of member firms to provide professional support for a proposed merger, ensuring the services, financial and operational strengths of the evolving organisation were developed quickly to continue to address the issue of homelessness in the Bristol community.

Case study: *(Continued)*

The actions

Beachcroft LLP partner, Tony Cherry, facilitated and supported the transaction between the two charities which was considered between January to June 2009. ProHelp members engaged in the proposed merger included Beachcroft LLP, Bevan Brittan LLP, Burges Salmon LLP, DWL Ltd, GSS Architecture LLP and Oakleaf Communications. The transaction work was also supported with consultancy from the London Housing Foundation.

Priority Youth Housing and Wayahead received support in the form of project management, human resources management, property, architectural, public relations and communications consultation. Solicitors Bevan Brittan and Burges Salmon carried out due diligence for both organisations and further legal support was provided by Beachcroft LLP.

Why should this be replicated?

Effective corporate and charity partnerships that target specific needs too often revert to cash giving. In-kind support, employee volunteering programmes and professional consultation provide resource-poor third sector organisations with skills and capacity that they would otherwise be unable to afford.

A defined scope of service provision developed with all stakeholders and clear quantitative and qualitative objectives identified by third sector organisations are essential first steps to effective partnerships. Businesses providing pro bono support for strategic organisational change to charities need to clearly link their involvement to their community investment and corporate objectives. It is essential that pro bono clients are managed and perceived as fee-generating work to avoid the depletion of quality and outcomes in service delivery.

Case study: Halifax Opportunities Trust, Social enterprise success



The issues

Halifax Opportunities Trust is a regeneration and development organisation that has been established for seven years in an area of deprivation within the Calderdale community. The core objective of the charity is to eradicate poverty and to work collaboratively across sectors to achieve this aim.

The response

Effectively trading as a social enterprise, Halifax Opportunities Trust has generated income from its property portfolio and through the delivery of local, regional and national government and development contracts. The organisation provides childcare training, job search, enterprise development and family services.

The actions

The trust worked with the private sector to engage and subsidise young, creative and digital entrepreneurs to establish businesses through the Elsie Whiteley Innovation Centre. In the near future, the organisation will also open a greenscreen film studio. The trust also supports training initiatives, tackles barriers to employment in the local area, and delivers midwife, coaching and mentoring services for young parents.

With the innovative use of funding, Halifax Opportunities Trust has built up an asset base that has provided strong foundations for sustained development. Having this base has enabled the charity to focus on the delivery of government contracts, and employees have continued to enhance their professional skills – leading to a continuous improvement programme. Despite the economic downturn, Halifax Opportunities Trust employs around 70 staff and has an annual turnover of £2 million.

Why should this be replicated?

Third sector organisations that take a long-term strategic approach to developing asset bases provide themselves with an infrastructure to drive sustainable financial strength, and in doing so, ensure ongoing service delivery to communities in need.

Building a property or asset portfolio and trading as a social enterprise has provided Halifax Opportunities Trust with the capacity to maintain services and continue delivery through the recession.

Case study: Yorkshire Forward, Third sector finance through Charity Bank and Keyfund Yorkshire



The issues

The Government's pre-budget Report for 2006: 'The role of the third sector in social and economic regeneration' outlines a vision for a sustainable third sector. The report sets out objectives for the sector to be sustainable and reduce its reliance on grants. It recognises the value lost when programmes in the sector are no longer viable, and the sector's vital role in providing public services.

The response

Charity Bank, working in partnership with Keyfund Yorkshire, has received £9.75 million in funding from Yorkshire Forward. The funding will enable the partnership to provide third sector organisations with finance and access to professional support. The model aims to move third sector organisations away from grant dependency and to assist them in the creation of sustainable business and finance models that will ensure self-sufficiency and provide ongoing and valued services to the community.

The actions

In addition to providing funding, Yorkshire Forward is working with BITC to provide professional support to third sector organisations through the ProHelp programme.

The aim of the partnership between Yorkshire Forward and ProHelp is to provide professional support to finance recipients through the Charity Bank and Keyfund Yorkshire initiative. Third sector organisations will have access to professional advice on investment strategies and developing their applications for finance.

Why should this be replicated?

Establishing financial institutions, products and services for the third sector provides access to cash flow that can enable sustained growth for charities, community groups and voluntary organisations that would not otherwise be eligible for finance in the private sector.

Reinforcing this model with pro bono support from expert professional services firms ensures that the third sector will be well advised on strategies for investment and sustained business growth, reducing their dependency on grants and subsidies.

Case study: Axis, 'Construct Your Career'



The issues

Axis is a construction company. Tackling barriers to employment for specific groups in east and southeast London – specifically with hard-to-reach community groups – and skills shortages in the construction industry has resulted in the development of Axis' community programmes.

The response

Axis is committed to ensuring that apprentices and trainees constitute 10% of its workforce. A framework partner of East Thames Housing Association, Axis works with its client's social investment arm, East Potential, to provide a work experience and mentoring programme 'Construct Your Career'.

The actions

Axis works with East Potential and the Building Crafts College, which provides a 16-week training course – 'Construct Your Career'. On completion of the course, students achieve a City & Guilds Level 1 Multi-skills qualification. Axis supports the programme by donating materials, providing presentations at awareness sessions, training on interview skills and CV tips, work experience placements as well as contributing to the development of the training programme.

Since 2006, there have been 72 work experience placements – including 31 from April 2008. The programme has also resulted in 17 people employed through apprenticeships and traineeships. Of those students placed, many were long-term unemployed, ex-offenders, refugees and single parents. Due to the success of the programme, every 10 weeks Axis will have 17-20 trainees on work experience placements.

Case study: *(Continued)*

How can this be replicated?

Identifying skills needs within specific sectors and reaching out to untapped talent pools – including ‘hard to reach’ groups such as ex-offenders, refugees and homeless people who are ready for work is a great way to develop the workforce.

Investing in training programmes and providing expertise and leadership in best practice education within specific sectors not only provides people with excellent employability skills, but also produces business benefits. Axis has reported benefits including, commercial success through new business contracts, increased employee loyalty and positive impacts on the skills shortage in the construction industry.

Case study: School for Social Entrepreneurs in partnership with PricewaterhouseCoopers



The Issues:

The School for Social Entrepreneurs was established in 1997 and operates as a company limited by guarantee and a registered charity which offers support to social entrepreneurs. The school's participants are recruited on the basis of their characteristics and life experience, rather than their qualifications: SSE students have ranged in age from 19 to 73, and SSE has an excellent track record of diversity and inclusion amongst its participants.

SSE has proven that the right support will create sustainability and local employment: 85% of all organisations established whilst at the SSE are still in existence, with 67% of organisations from the 1998/99 cohort still operating, with a survival rate of 39-43% after 7/8 years. On average, each SSE Fellow creates 3 jobs and 7 volunteering positions.

Based on its success, SSE was looking for support and assistance to expand its network across the country.

The Response:

SSE looked for a partner who would help them with their ambitious objectives and PricewaterhouseCoopers (PwC) offered to help provide resources and advice from its own areas of expertise.

The actions:

Members of PwC's Emerging Leaders Programme have consulted SSE on the strategic development of its regional network. Three different groups of PwC employees, from across different departments of their business, spoke in-depth to SSE staff and recommendations have all been actioned internally and been integrated into SSE's strategic plans. The following actions supported this:

- A member of PwC's Receivables and Advisory Management Team is providing pro-bono assistance with the development of SSE's international strategy.

Case study: *(Continued)*

- PwC's Public Affairs Partner is looking at synergy between SSE and PwC's work with Government.
- Managing Partner Richard Collier- Keywood and SSE CEO, Alistair Wilson are exploring corporate support regarding sharing of skills and facilities.
- A SSE alumni has developed the PwC website with appropriate software to ensure accessibility for partially sighted people.

In addition, PwC has provided grant funding for bursaries for four students on SSE London's 2008 learning programme and repeated this commitment in the current financial year (2009-10). Alongside this bursary funding, PwC's Community Affairs department worked with SSE to identify suitable mentors and are now considering extending this bursary and mentoring package into other regions of the UK, where SSE has franchises and PwC has offices e.g. North West, East Midlands and Scotland. Further discussions are also underway with PwC's Australian and Canadian offices with a view to potentially replicating this support overseas.

How can this be replicated?

PwC and SSE have built a deep and mutually beneficial partnership that comprises both support to the charity's end users through employee engagement and financial support, and capacity building through senior management.

By matching the strengths of the respective organisations with the need of the partner, partnerships will be constructive and cost efficient and benefit both the organisations and their community.

Annex A: Summary of taskforce place visits

Swindon, South West

Overview

Known as a boom town in the 80s, Swindon is home to 465 registered third sector organisations with 7,110 employees which include the National Trust and English Heritage. The Borough's third sector was identified as one of the top 55 areas in England most vulnerable due to the downturn, and is eligible for Office of the Third Sector Targeted Support grant funding.

The taskforce visit was hosted by Nationwide, convening 20 representatives from the business and third sectors including RWE npower, Zurich, Royal Mail, Tyco Electronics, Intrinsic Financial Services, Legal and General, Swindon Citizens Advice Bureau (CAB) and Council for Voluntary Service (CVS) and the Borough Council. An established group of corporate community investment practitioners in Swindon had a good understanding of the areas primary community needs.

Impact of the downturn

Key Community Risks

- The local CAB and CVS reported feeling overwhelmed by the number of clients from a wide cross section of the local community. The need for debt counselling provision had risen 70% since the beginning of 2009 and redundancy enquiries had increased by 60%.
- A high proportion of young people not in education, employment or training (NEETs) in the borough were also seen as a principle community concern. Job prospects are threatened due to the local economy's high dependence on manufacturing and the financial services. The CVS also reported a record 90% increase in volunteering opportunities between January to March 2009.

Key Business Risks

- In Swindon unemployment figures increased from 1,800 to 6,000 during the 08/09 period, one of the fastest rising numbers of JSA claimants in the South West. This was due in part to high commuting patterns into London.

- Swindon's Strategic Economic Partnership, a business forum, reported a marked decrease in the number of social enterprises.

Examples of existing cross sector initiatives, networks and collaboration

- Swindon Employer's Network is a long standing and innovative employee volunteering brokerage. It recently launched the 'Involve Swindon Foundation' to share employee skills with charities (as trustees) and schools (as governors).
- Swindon Borough Council and Strategic Economic Partnership have set up an initiative to provide employers and recruitment agencies with a web-based recruitment tool to match skilled individuals with jobs.

Further opportunities for cross sector collaboration

- Major financial service businesses committed to exploring how they could increase the diversity of their workforce, by recruiting recently unemployed people who could deal with customers who had similar expenses.
- Examples of Tyco downsizing their engineering workforce and Royal Mail increasing their recruitment, while working on the same site but with no knowledge of the other's situation, encouraged both greater communication as well as greater use of Job Centre Plus services, and the engagement of the third sector in redundancy counselling and volunteering opportunities.
- Businesses could investigate widening local procurement further to establish how this could support and encourage local social enterprises as suppliers.

Southwark, London

Overview

As an area, Southwark has a well established community of over 1,715 registered third sector organisations operating in the locale, employing 14,331 people, and many large businesses including PricewaterhouseCoopers who hosted the place visit.

Both sectors reported how much they valued their existing cross-sector collaboration. The taskforce met with 35 representatives from the public, private and third sectors including: Cambridge House, School for Social Entrepreneurs, Fairbridge, Bovis Lend Lease, IBM, Hyde Housing Group, Tate Modern, Ernst & Young, EDF Energy, Axis Europe and the Chief Executive of Southwark Council.

Impact of the downturn

Key Community Risks

- The need for renewed action on social housing, with temporary accommodation figures for Southwark rising quickly relative to other London Boroughs.
- The third sector's ability to articulate local priority community needs such as the availability of apprenticeships and work placements for NEETS and other priority groups was seen as hindering joined up action.

Key Business Risks

- Southwark is vulnerable to City job losses.
- There are many existing or planned regeneration schemes in Southwark over the next 10 years. Strong concerns were expressed over the scale of the consequences of the economic downturn on these projects, with £2-3bn due to be invested.
- The need to increase the profile of social entrepreneurs as a serious and significant contingent in the business and employment category, was also highlighted.

Examples of existing initiatives, networks and collaboration

- Some businesses in the borough were working on their corporate responsibility through registered social landlords, in order to address the considerable housing needs within the area.

Further opportunities for cross sector collaboration

- There was a perception that local SMEs had much to offer in partnering with the third sector in Southwark to address more localised community issues in relation to the downturn. The 10% target for apprenticeships at Axis Europe was an inspiring example to others.
- Initiating a common database capturing local demand and supply regarding volunteering opportunities and work placements was identified as a key area for future cross sector collaboration.
- Ernst and Young – having identified a volume of potential corporate high skill volunteers in the More London offices – agreed to investigate how these high value employees could be brokered into relevant and value added third sector organisations.

Calderdale, Yorkshire and Humber

Overview

A strong message from the Calderdale visit was that of a community which pulls together in hard times and in which the sectors were taking a proactive approach to the impact of the recession. A 'crunch committee' of local corporate, public and third sector representatives had already been set up early in the downturn to take a more holistic view of community needs.

Action Halifax, a regenerative partnership, hosted a group of 20 representatives from the sectors including: HBOS, Pennine Housing, Calderdale CAB, Credit Union, Community Foundation, Chamber of Commerce and Halifax Regeneration Trust. Additional input was gathered from Calderdale Borough Council, Yorkshire and Humber Government Office, Yorkshire Forward and the Yorkshire Humber Regional Forum.

Impact of the recession:

Community Risks

- The local Citizens Advice Bureau reported a 40% increase in redundancy enquiries alone in March, due amongst other factors, to concern over the possibility of HBOS, (responsible for over 40% of local GDP) announcing redundancies.
- It was reported that Calderdale has been very adversely affected by changes in the housing market, with housing starts turnover (new and second home sales) down by over 50% on a year.

Business Risks

- As a commuter area Calderdale was perceived as being vulnerable to job losses in Leeds and Manchester.
- There was a great deal of anxiety and concern over the possibility of HBOS announcing redundancies. With around 6,000 local employees in the region, and many other suppliers, procurers, and local services dependent on HBOS as the main economic engine in the locality, any redundancies would have an immense and profound effect on local commutes.

- The manufacturing sector in Calderdale was also seen as potentially vulnerable to downsizing, with 19% of Calderdale's employers from this sector, compared to 11% in England as whole.

Examples of existing initiatives, networks and collaboration

- Voluntary Action Calderdale, in conjunction with Capacitybuilders, had provided funding for a local Chief Executives' Support Group, which members felt had been instrumental in breaking down the barriers between sectors to tackle recession issues together.
- The local authority reported that the speed and effectiveness of the response from the RDA Yorkshire Forward, combined with a strong partnership between the private and third sector, had enabled Calderdale to provide what it believes is a strong commercial case to Lloyds on the need for HBOS to retain its full complement of jobs in Calderdale.

Further opportunities for cross sector collaboration

- Action Halifax and Project Challenge (a local charity) has had particular success working with local employers such as Pennine Housing and Marshalls by providing ongoing employment and skills development for young people not in employment, education or training (NEETs). Continued funding from local businesses to Action Halifax to broker these relationships was perceived as key to achieving continued success of this initiative.
- An offer from the local Chamber of Commerce to share the third sector's need for professional skills with their member companies has resulted in a version of a Skills Bank for the third sector.

Stoke, West Midlands

Overview

Stoke is a city made up of six constituent towns. It has a strong industrial heritage, but has witnessed the decline of coal and pottery, two key local industries. There are 388 registered third sector organisations in the locale, employing 935 people. The taskforce is grateful to Michelin for hosting the taskforce dinner which was attended by senior leaders from major businesses and third sector organisations including: GeoPost, JCB, Steelite Industries, North Staffs YMCA, Muller UK, Staffordshire Partnership, and Groundwork.

Impact of the recession

Community Risks

- There is a high level of interdependence between community and business risks in Stoke. The proportion of residents claiming welfare benefits and Job Seekers Allowance is high, and Stoke is one of four areas in the West Midlands with the highest levels of crime and health needs.
- The local third sector felt that they struggled to access the various funding streams on offer to Stoke as an existing deprived area, and that they were a community significantly affected by the downturn. They were anxious to work collaboratively across the sector as well as develop more innovative partnerships with local and national businesses.
- Local governance issues have seriously hampered the ability of the local authority to provide leadership and meet the needs of Stoke in areas where action is required.

Business Risks

- Skills and qualifications shortages in some areas limit opportunities for growing industries seeking suitably qualified individuals, and Stoke has not experienced the same levels of service sector job creation as other regions.
- Large levels of manufacturing job losses in the last few years, particularly in the ceramics industry, have resulted in Stoke recording one of the largest percentage increases in unemployment in the West Midlands in 2008.

- There was little appetite from business leaders for cross-sector partnerships with the public sector following a series of unsuccessful initiatives.

Examples of existing initiatives, networks and collaboration

- The Staffordshire Partnership reported that there was considerable support from employers to help raise achievement and aspiration in Stoke schools through education-business initiatives. JCB and Michelin have played a major role in developing science and engineering schemes in local schools and colleges.
- The Potteries Shopping Centre has recently expanded its community programme to engage young people as part of the Duke of Edinburgh scheme.
- The innovative social enterprise run by YMCA has embarked on a successful programme to encourage the city's youth to raise aspirations and increase their skill levels. These include building a youth hub for young people in North Staffordshire, following a grant of £7.1 million from the Homes and Communities Agency and Myplace. The project negotiated a large number of apprenticeships and local job opportunities with its contractors and suppliers. Two young people embarked on a four year apprenticeship, in Germany, building team leadership skills in order to run a team of fitters for the German building company in England.
- The Department for Communities and Local Government has recently established a Governance Transition Board, chaired by Professor Michael Clark, to assist in improving the city's governance.

Further opportunities for local cross-sector collaboration

- Provide capacity building support to the local third sector to enable it to access funding to develop its services and increase collaborative work across the sector.
- Improve skill-sharing between the corporate and third sectors. This could be of particular use to the third sector in building capacity, providing advice on customer focus, long term sustainability and increased operational effectiveness.

The Rural Dimension, Lincolnshire

Overview

Lincolnshire is a predominantly rural county, with the eastern reaches of the county being especially remote. There are 2310 registered Third Sector organisations in the locale, employing 4084 people. Large businesses tend to be clustered around the city of Lincoln and include Branston, Siemens and Ringway, whilst the city also has a strong education sector hosting both the University of Lincoln and Bishop Grosseteste University College. As with many rural areas, the county has a large number of small and medium sized enterprises that have traditionally proved challenging to involve in community activity. The Healthy Hub, a social enterprise specialising in helping the unemployed (particularly those with disabilities) re-enter the workplace, hosted a group of 15 representatives from the corporate and third sector. These included all the groups listed above as well as the Lincolnshire Co-operative, rural experts from the East Midlands Development Agency and BT.

The impact of the recession

Community Risks

- One of the major social issues in Lincolnshire is the number of 16-18 year olds not in employment, education or training (NEET's). According to the Regional Development Agency up to 20% of the county's 16-18 year olds fall into the NEET category.
- Many of those young people who wish to stay in further education in the area find they are unable to do so due to lack of capacity with education providers. Once they have moved elsewhere, they rarely come back, meaning an outflow of young talent and an ageing workforce. Both of these issues are indicative of the need for greater educational provision in a traditionally low-skilled, agriculture-based economy.
- In a rural area with a very large proportion of SMEs, brokerage between business and the voluntary sector becomes more challenging and is very dependent on a few large businesses.

Business Risks


- A skilled workforce is of increasing importance to the employers of Lincolnshire and there was a real desire to ensure that they could secure the necessary talent to be successful.
- The remoteness of parts of the county, especially the eastern reaches and coastal towns, poses an additional business risk as it serves as a barrier to easy and quick access both for staff and clients, not least for those involved in the tourist industry.
- The problem of coastal erosion and the risk of flooding has also been raised as a further business risk due to the serious possibility that some of the country's best agricultural land could be lost.

Examples of existing initiatives, networks and collaboration

- Ringway has developed an apprenticeship scheme for ex-offenders to access potential employment opportunities and also encourage mentoring to dissuade them from re-engaging in criminal activity.
- Siemens shift patterns make it very difficult for staff to volunteer in the community. Therefore, employees volunteer to complete criminal records bureau checks for local third sector volunteers as part of Siemens' community investment initiative.
- Siemens, in recognition of the need to develop their own new talent, have developed an engineering school at Lincoln University to raise engineering skills levels in local young people.

Further opportunities for local cross sector collaboration

- Work to improve transport infrastructure to enable easier access to the area in order to facilitate further business investment and collaborative third sector working.
- Cross sector collaborations should focus on partnerships which lead to greater up-skilling of the workforce, and engage young people not in education, employment or training (NEET's).

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- A decorative graphic at the top of the page consists of a horizontal line with several colored squares below it. From left to right, there is a dark purple square, a light purple square, a dark orange square, a white square, a dark purple square, and a light orange square.
- In rural areas where large proportions of SMEs exist and brokerage is stretched, the capacity of the voluntary sector to develop partnerships with business needs to be improved. Disseminating the work of Business in the Community and ACRE on the Rural Community Councils Toolkit (http://www.bitc.org.uk/princes_programmes/rural_action/sustainable_rural_communities/rural_enterprise.html) would help to achieve this.
 - Larger companies could give greater autonomy for decisions on community investment activity to local branches/sites to ensure that initiatives are working to address the areas of greatest local need.

Annex B: Taskforce Members and Participating Organisations

This three month taskforce was made up of all the participating individuals and organisations who gave their time to meet, talk and consider plans for action in their locality or their business. Their names follow this list. However, a core team supported the work over the last three months. I would like to thank all the participants for their help but, in particular:

Amanda Jordan, Simon Lewis, Jenny Davis, Josh Sutton, Tanja Rasmussen, Catherine Sermon, Mike Kelly, Peter Lambert, David Darlaston, David Cook, Peter Davies, Jo Le Poiveden, Paul Buchanan, Sarah Lingard, Helen Stephenson, Hemant Acharya, Joe Montgomery, Julian Bowery and Isobel Mills.

Dame Julia Cleverdon

Organisation	Individual
ACEVO	Stephen Bubb
ACRE (Action with Communities in Rural England)	Sylvia Brown
Action Halifax	Jonathan Shepherd Jocelyn Hunter
Allen & Overy	Shankari Chandran
Alliance Boots	Richard Ellis
Axis Europe	Michelle Seale
Bank of America	Amy Clarke
Beachcroft (LLP)	Tony Cherry
Better Bankside	Peter Williams
Bishop Grosseteste University College Lincoln	Mark Bowen
Bovis Lendlease	Tony Lenehan
BNY Mellon	Louise Carter
British Telecom	Caroline Waters Graham Wilkinson
Branston	Simon Telfer
Cadbury	Alex Cole

Organisation	Individual
Calderdale Borough Council	Owen Williams
Calderdale & Kirklees Manufacturers Alliance	Wim Batiste
Cambridge House	Clare Gilhooly & Berger Edwards
Charity Property Help	Julia Baker
Citizens Advice Bureau	Sue Wigley
Citizens Advice Bureau Halifax	Rory Deighton
Citizens Advice Bureau Swindon	Claire Newport
Clifford Chance	Matthew Layton
Community Foundation for Calderdale	Steve Duncan
Community Lincs	Fiona White
Community Links	David Robinson
Cranfield University	Steve Evans
Credit Union	Francis Burns
EDF Energy	David Ferguson
East Midlands Development Agency	Richard Tulloch
E-on	Tony Jenkin Jones & Sarah Walker
Ernst & Young	Martin Talbot
Ex-Manpower	Iain Herbertson
Fairbridge	Leah Selinger
Forward for Business	Fraser Smith
G4S	Patrick Toyne-Sewell
GeoPost UK	Dwain McDonald
Groundwork	Tony Hawkhead Susan Carr

Organisation	Individual
GWE Business West	Phil Smith
Halifax Opportunities Trust	Barbara Harbinson
Healthy Hub Lincoln	Louise Irving
HBOS	John Hanlon
Hammerson	Michelle Dawson
Harveys	Roger Harvey
Hyde Housing	David Eastgate
Intrinsic Financial Services	Paul Bentley
JCB	Matthew Taylor
Johnson Tiles	Stephen Dixon
Keith Cannon & Co	Keith Cannon
KPMG	Michael Kelly
Legal & General	Sam Badminton
Liberty International	Michael Steele
Lincolnshire Co-operative	Bob Doe Heather Lee Ursula Lidbetter
Lindum Group	Lynn Ritson
Linklaters	Matt Sparkes
Lloyds Banking Group	John Hanlon
Marshalls	Neil Davidson
McVitie's Cake Co	Mark Cole & Richard Holmes
MediaCity for BBC	Peter Salmon
Michelin Tyre Plc	Jim Rickard
Microsoft	Matt Lambert
MITIE	Lois Collins

Organisation	Individual
MP for Stoke on Trent North	Joan Walley MP
Muller Dairy (UK)	Seb Jones
Nationwide	Caroline Hallett & Maxine Taylor
National Association for Voluntary and Community Action (NAVCA)	Kevin Curley
National Council of Voluntary Organisations (NCVO)	Toby Ganley
National Energy Action	Jenny Saunders
North Staffordshire YMCA	Daniel Flynn
Peabody	Stephen Burns
Pennine Housing 2000	Tom Miskell
Post Office	Sue Huggins
PricewaterhouseCoopers	David Adair, Tim Pope, Clare Gardner, Amanda Jordan, Duncan McNab & Allen Salmon
Ringway	Shelley Burrows – Hodge
Royal Mail	Kay Allen & Ann-Marie Scott
RWE npower	Jacqui Gavin & Rose Gardner
Sainsbury's	Gwyn Burr & Jat Sahota
School for Social Entrepreneurs	Alistair Wilson
Social Enterprise London	Alison Ogden-Newton
Siemens Industrial Turbomachinery	Angela Borman
Simons Group	Steve Major
Southdale Homes	Declan McHugh
Southwark Chamber of Commerce	Patrick Blunt
Southwark Council	Annie Shepperd

Organisation	Individual
Southwark Education Business Alliance	Chris Ace
Staffordshire Partnership	Shan Jones
Steelite International	Pat Griffin
Sustainable Development Commissioner for Wales	Peter Davies
Swindon Borough Council	Ged Cassell
Swindon Strategic Economic Partnership	Rikki Hunt
Swindon Volunteer Centre	Sue Dunmore
Team London Bridge	Georgina Dawkins
Timebank	Andrew Dick
Toyota	Karen Brady
Trainline	John Kelly
Transport for London	Helen Woolston
Transpennine Housing	Tom Miskell
Tyco Electronics	Denise Bentley & Sam Crossley
UBS	Nick Wright
Voluntary Action Stoke on Trent (VAST)	Sajid Hashmi
Voluntary Action Calderdale	Jo Bolland
Wardell Armstrong	Colin Brown
Zurich Financial Services	Tony Martin & Pam Webb

Glossary

- **Business in the Community (BITC)** – A unique movement of 800 companies committed to mobilising businesses for good through their corporate responsibility agendas.
- **Brokerage** – A process whereby the business skills, time and talent are effectively matched with community and third sector need.
- **CommunityMark** – The national standard for excellence in community investments developed by Business in the Community.
- **Community Need** – The social and economic requirements of an area which vary from location to location, according to any particular requirements.
- **Corporate Community Investment (CCI)** – How a company can share its resources with the wider community to make a positive difference.
- **Local Strategic Partnership (LSP)** – An organisation that brings the public, private, community and voluntary sectors together in a local authority area.
- **Local Area Agreement (LAA)** – Sets out the priorities for a local area agreed between central government and a local area (the local authority and Local Strategic Partnership) and other key partners at the local level.
- **NEETS** – Term referring to young people between the ages of 16 – 18 not in education, employment or training.
- **SMEs** – Small and medium sized enterprises.

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