

BUSINESS *in the*

COMMUNITY

**The Principles of
Corporate
Community
Investment:
The Indicators**



Business in the Community Mission:

To support the social and economic regeneration of communities by raising the quality and extent of business involvement and by making that involvement a natural part of successful business practice.

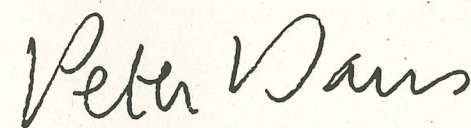
Foreword

The investment of companies in the community in which they operate is vital to the health of society and the competitiveness of business. The mission of Business in the Community is to support the social and economic regeneration of communities by raising the quality and extent of business involvement and by making that involvement a natural part of successful business practice.

As Chairman of Business in the Community, I believe one of the most important services we can provide is to help companies to plan, manage and evaluate their investment in the communities in which they operate. Our members are increasingly aware of the importance of measuring the results of their investment: everyone involved wants to see the best quality, impact and return for both business and community. To achieve this we must move towards managing Corporate Community Investment programmes against ambitious standards and best practice.

That's why I am so pleased to be introducing these Principles of Corporate Community Investment. They have been designed to help companies benchmark their performance, set targets for improvement and communicate success effectively to their employees, shareholders and the public. The Principles are directly linked to the Business Excellence model of the European Foundation for Quality Management, and have been developed in consultation with a number of companies who have tried them out and found them useful and easy to apply.

From next year, these Principles will provide the criteria for judging Business in the Community's annual Awards for Corporate Community Investment. These will be in association with, I am delighted to say, the Financial Times. We'll be looking for programmes managed with the same rigour as any commercial enterprise. I am sure these Principles will help companies to make a real and lasting impact on community need and meet business objectives.



Sir Peter Davis
Group Chief Executive
Prudential Corporation
Chairman, Business in the Community

How to use these Indicators

These Indicators are designed to give you a uniquely specific method of assessing your current level of Corporate Community Investment and of defining areas for development. They have been conceived in conjunction with BT and the European Foundation of Quality Management and subsequently tested in a variety of organisations. We are confident that they will help improve the value of Corporate Community Investment - to you, your employees, your stakeholders and your community partners.

You will see that each Principle has tick boxes to assess key indicators and there is also room for you to enter evidence and action in more detail. The tick boxes allow you to assess your organisation's Corporate Community Investment against five headings:

- not in place
- of interest
- under development
- in place but needs more work
- in place and effective

Please complete these based on your current situation, not your plans - these can be added on the comments page. Some Indicators also contain a checklist of factors for consideration.

We strongly recommend that you complete the Indicators in as much detail as possible since the information will help you define your key areas for development. It will also enable us to develop targeted services to support your Corporate Community Investment activity.

If you would like to discuss anything in this document, please contact your account manager at Business in the Community.

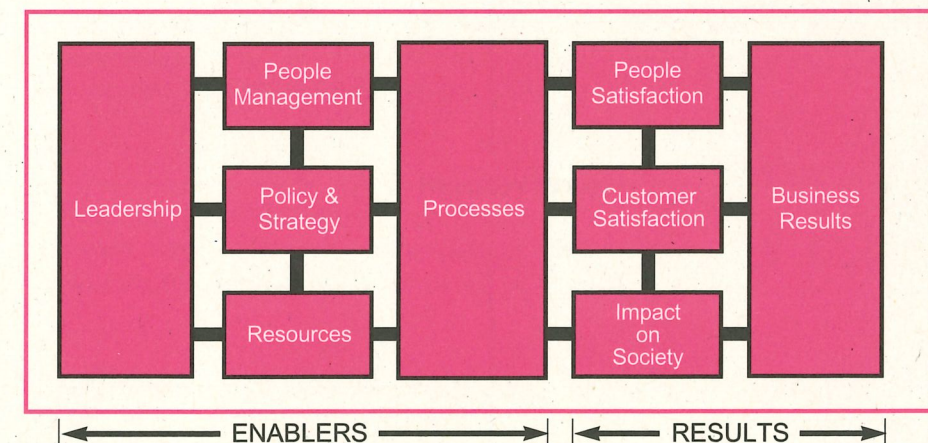
Business in the Community has developed these Principles of Corporate Community Investment to spread best practice and increase the quality and extent of Corporate Community Investment

The Nine Principles of Corporate Community Investment

The Business in the Community Principles of Corporate Community Investment represent a framework upon which an organisation's Corporate Community Investment programme can be managed and improved. They will help establish a common language and understanding. Aligned to the European Foundation for Quality Management Model for business excellence, the indicators can also be used by organisations to assess the current level of their Corporate Community Investment programme against a recognised model of excellence. It will enable companies to:

- evaluate current performance
- benchmark performance against best practice
- identify both strengths and areas for development
- set targets for improvements
- provide a framework for demonstrating commitment to internal and external audiences

European Foundation for Quality Management Model for Business Excellence



The excellence model above, developed by EFQM, is now widely used across Europe. The model can help structure some of the key activities in and results from Corporate Community Investment.

Evidence

Action

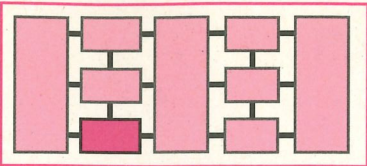
evaluation ...

information systems ...

agreed value ...

costing ...

leverage ...



4: Resources

The organisation effectively manages and costs support for the community in the form of cash, employee time and donations in kind.

Your assessment should demonstrate that:

4.1 there is an adequate dedicated budget for Corporate Community Investment activities

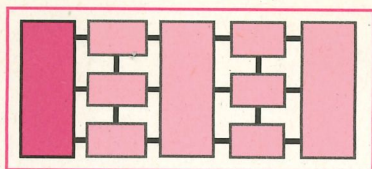
4.2 Corporate Community Investment is monitored and evaluated

4.3 information systems have been exploited to back up Corporate Community Investment policy

4.4 there is an agreed value for employees' time and all donated resources when evaluating total contribution

4.5 Corporate Community Investment in the form of cash, employee time and donations in kind, comply with external standards set by the PerCent Club

not in place	of interest	under development	in place but needs more work	in place and effective
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1: Leadership

The behaviour and actions of the executive team and all other leaders inspire, support and promote a culture of Corporate Community Investment as an integral part of achieving the organisation's objectives.

Your assessment should demonstrate that:

- 1.1 there is board level (or equivalent) responsibility for Corporate Community Investment
- 1.2 there is board level agreement to review Corporate Community Investment annually and sign off any change in strategic direction
- 1.3 there is active board level commitment to promote Corporate Community Investment internally and externally, demonstrated by some or all of the list below:
 - ☐ participation on programmes ie board members are represented on community organisations board
 - ☐ presentations (AGMs/conferences)
 - ☐ other
- 1.4 there is commitment from managers to communicate regularly with employees on Corporate Community Investment to drive it through the business demonstrated by some or all of the list below:
 - ☐ team meetings and other personal means of communication
 - ☐ newsletters/posters/videos and other media
 - ☐ other
- 1.5 the organisation actively demonstrates commitment to Corporate Community Investment externally in addition to board level participation by by some or all of the list below:
 - ☐ participation in national/regional strategic partnerships
 - ☐ employer networks
 - ☐ membership of relevant national, regional or industry organisations and/or associations or charities

not in place

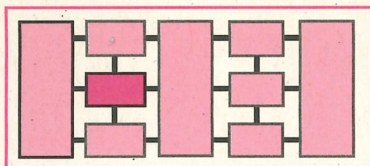
of interest

under development

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in place and effective

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2: Policy & Strategy

The values and concepts of excellence in Corporate Community Investment are incorporated in the policy and business strategy of the organisation.

Your assessment should demonstrate that:

2.1 there is a written and published Corporate Community Investment policy/guidelines which is communicated to all employees and available to stakeholders

2.2 the organisation's Corporate Community Investment policy/guidelines appears in the annual report or other public documentation

2.3 Corporate Community Investment is reflected in the organisation's mission/values/vision

2.4 there is a nominated person responsible for Corporate Community Investment at all key locations

2.5 policy is based on appropriate social and economic indicators

2.6 policy is developed based on feedback from partners/employees/customers

2.7 departments/functions set objectives for Corporate Community Investment activity as part of business planning and/or EFQM

not in place

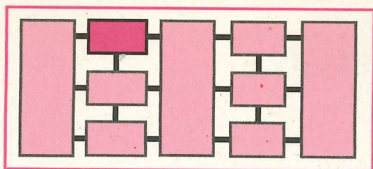
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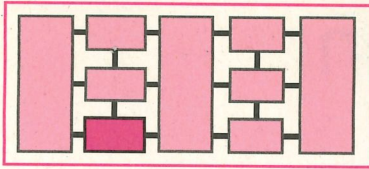


3: People Management

The organisation releases the full potential of its people, ie its employees, using employee involvement as a mainstream skills development tool.

Your assessment should demonstrate that:

	not in place	of interest	under development	in place but needs more work	in place and effective
3.1 the human resources strategy and policy align with the organisation's Corporate Community Investment strategy and policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2 opportunities for employee involvement as a means of employee development are communicated to all employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3 evaluating the impact of Corporate Community Investment on the development of employees is integrated into existing human resources evaluation methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4 managers actively support employees taking part in Corporate Community Investment activities and recognise individuals' independent involvement in their own community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5 existing links with the community are brought to bear on Corporate Community Investment activity and programme design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.6 employees are encouraged to be involved in Corporate Community Investment programme design as well as its implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



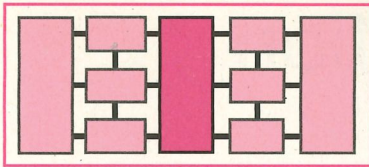
4: Resources

The organisation effectively manages and costs support for the community in the form of cash, employee time and donations in kind.

Your assessment should demonstrate that:

- 4.1 there is an adequate dedicated budget for Corporate Community Investment activities
- 4.2 Corporate Community Investment is monitored and evaluated
- 4.3 information systems have been exploited to back up Corporate Community Investment policy
- 4.4 there is an agreed value for employees' time and all donated resources when evaluating total contribution
- 4.5 Corporate Community Investment in the form of cash, employee time and donations in kind, comply with external standards set by the PerCent Club

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5: Processes

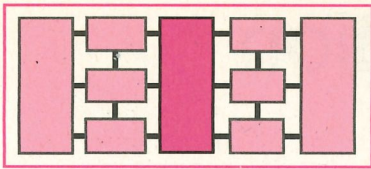
The organisation manages and reviews all key Corporate Community Investment activities to ensure continuous improvement.

5.1 There should be a list in place identifying the key activities in any Corporate Community Investment programme. Beneath is a list of key activities. Please indicate which of these activities are in place within your company:

- ☐ cash donations and sponsorship
- ☐ charity funds and Give As You Earn
- ☐ provision of donations in kind
- ☐ time off for volunteering
- ☐ matched giving financial support
- ☐ supported volunteering groups
- ☐ maintaining a volunteer database to match interests, skill and time
- ☐ targeted programmes, eg retiree, graduate programme
- ☐ short term challenges
- ☐ local ongoing community links
- ☐ development assignments
- ☐ secondments
- ☐ mentoring in the community
- ☐ mentoring in schools
- ☐ support on voluntary sector/education boards
- ☐ cause-related marketing
- ☐ other

not in place	of interest	under development	in place but needs more work	in place and effective
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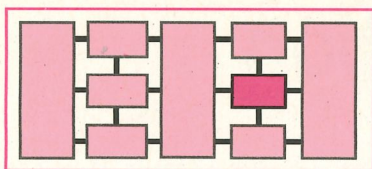


5: Processes *continued*

Your assessment should demonstrate that:

- 5.2 employees and community projects are selected against clearly defined criteria based on business and community need
- 5.3 processes are in place for authorising projects and clear responsibility established
- 5.4 there is an identified person(s) responsible for meeting community partners and they are known in the community
- 5.5 Corporate Community Investment resources are maximised through effective leverage of suppliers, customers and other external organisations
- 5.6 one-off instances of support given to organisations other than community project partners are assessed in the light of strategic objectives
- 5.7 measures to evaluate achievement are built in from the outset

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6: Customer Satisfaction*

The organisation ensures it is working to satisfy the needs of its project partners.

Your assessment should demonstrate that:

6.1 the organisation assesses its ability to satisfy the needs and expectations of its community project partner(s)

not in place	of interest	under development	in place but needs more work	in place and effective
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6.2 the organisation takes on the responsibility of asking the questions. This could be done by:

- ☐ surveys/questionnaires
- ☐ meetings
- ☐ focus groups/feedback sessions
- ☐ other

not in place	of interest	under development	in place but needs more work	in place and effective
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.3 Factors relating to satisfaction could include perceptions of some or all of the list below. Please indicate which of these are addressed:

- ☐ communication and consultation
- ☐ partnership and commitment
- ☐ equal opportunities
- ☐ administration
- ☐ capability of meeting agreed actions
- ☐ extent and effect of involvement
- ☐ employee involvement
- ☐ materials produced
- ☐ leverage
- ☐ other

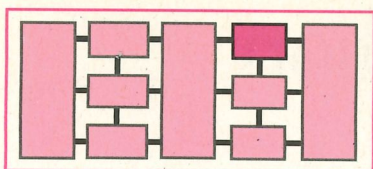
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6.4 Additional indicators relating to the satisfaction of community project partners are considered. These could include some or all of the list below. Please indicate which of these are addressed:

- ☐ third party endorsement
- ☐ letters of thanks
- ☐ ongoing links with employees
- ☐ continued support
- ☐ programme development
- ☐ inclusion of new partners
- ☐ other

not in place	of interest	under development	in place but needs more work	in place and effective
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* When assessing Corporate Community Investment, the customer should be considered as the project partner.



7: People Satisfaction

The organisation ensures it is working to fulfil the expectations of its people, ie its employees.

Your assessment should demonstrate that:

7.1 the organisation assesses its ability to satisfy the needs and expectations of its people and consults with them. This could be done by:

- ☐ surveys
- ☐ consultative committees
- ☐ focus groups
- ☐ suggestion schemes etc
- ☐ other

Factors relating to employee satisfaction could include their perceptions of some or all of the list below. Please indicate which of these are addressed:

- ☐ awareness of and agreement with Corporate Community Investment policy
- ☐ opportunity to contribute skills, time or experience
- ☐ ability to add value to community projects
- ☐ ease of involvement
- ☐ skills development
- ☐ career development
- ☐ training and new skills
- ☐ recognition and support from management
- ☐ other

7.2 the organisation considers additional indicators linked to employee satisfaction in relation to Corporate Community Investment. These could include some or all of the list below. Please indicate which of these are addressed:

- ☐ voluntary participation in Corporate Community Investment activities
- ☐ requests by employees for Corporate Community Investment information and support
- ☐ participation in award and recognition schemes
- ☐ take-up of Corporate Community Investment options when offered as employee development
- ☐ other

not in place

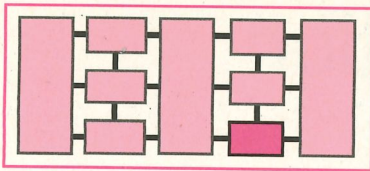
of interest

under development

in place but needs more work

in place and effective

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8: Impact on Society*

The organisation ensures it is working to satisfy the expectations of the community.

Your assessment should demonstrate that:

8.1 the organisation is able to calculate the total value of resources leveraged from other sources, such as employees, customers and the public sector

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8.2 the organisation assesses its ability to satisfy the needs and expectations of the community and where appropriate takes on the responsibility of asking the questions. This could be done through

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- ☐ opinion leader surveys/reports
- ☐ research
- ☐ customer surveys
- ☐ media/public meetings
- ☐ other

Factors to survey could include some or all of the list below. Please indicate which of these are addressed:

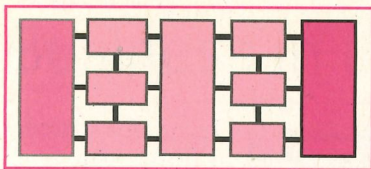
- ☐ knowledge of Corporate Community Investment policy
- ☐ extent of communication and consultation
- ☐ appropriateness of programme
- ☐ effectiveness of programme
- ☐ extent of employee involvement
- ☐ appropriateness of community project partners
- ☐ equal opportunities in terms of access of community project partners
- ☐ extent of additional leverage
- ☐ other

8.3 the organisation measures impact in terms of specific outcomes. These could include some or all of the list below. Please indicate which of these are addressed:

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- ☐ local jobs created
- ☐ improvement in educational standards
- ☐ awards/accolades received
- ☐ sustainable partnerships established
- ☐ improvement to local community
- ☐ benchmarking standards
- ☐ other

* When assessing Corporate Community Investment, society can be defined as all the community stakeholders with an interest in the organisation's activities.



9: Business Results

The organisation ensures it is achieving results – against its planned business objectives – which satisfy the needs and expectations of all its stakeholders.

Your assessment should demonstrate that:

9.1 the organisation is able to calculate its total contribution to Corporate Community Investment using the template such as that developed by the London Benchmarking Group

9.2 the organisation publishes its total contribution in its annual report or other public documentation

9.3 the organisation ensures that managers heading up key business functions sign off the effectiveness of Corporate Community Investment strategy in meeting their specific objectives.

For example:

Human Resources

- ☐ skills development
- ☐ impact on recruitment
- ☐ employee retention
- ☐ equal opportunities

Marketing

- ☐ media coverage
- ☐ corporate image and reputation
- ☐ cause-related marketing sales

Sales

- ☐ improved customer service
- ☐ new market opportunities
- ☐ increased customer base

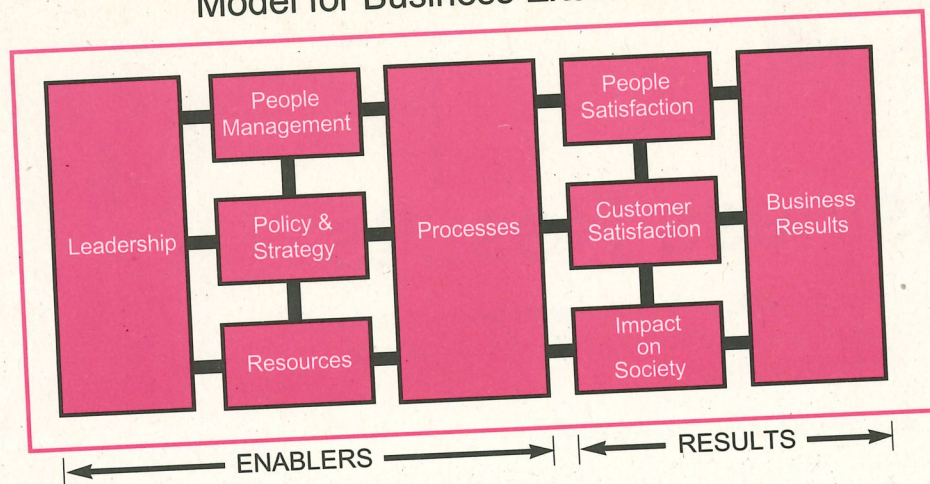
9.4 the organisation evaluates non-financial indicators when assessing success of Corporate Community Investment programmes. These could include some or all at the list below.

Please indicate which of these are addressed:

- ☐ shareholder opinions
- ☐ customer satisfaction
- ☐ employee feedback
- ☐ opinion former support
- ☐ other

	not in place	of interest	under development	in place but needs more work	in place and effective
9.1 the organisation is able to calculate its total contribution to Corporate Community Investment using the template such as that developed by the London Benchmarking Group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.2 the organisation publishes its total contribution in its annual report or other public documentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.3 the organisation ensures that managers heading up key business functions sign off the effectiveness of Corporate Community Investment strategy in meeting their specific objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.4 the organisation evaluates non-financial indicators when assessing success of Corporate Community Investment programmes. These could include some or all at the list below.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

European Foundation for Quality Management Model for Business Excellence



Summary of action:

Signed on behalf of the organisation:

Signed on behalf of Business in the Community:

Date

Business in the Community thanks ...

Business in the Community gratefully acknowledges BT for their support in the conception and development of the project and their invaluable help in forging the partnership with EFQM.

Business in the Community thanks The European Foundation for Quality Management and The British Quality Foundation for their help and support in allowing the use of the Business Excellence Model.

Business in the Community thanks Prudential for funding the publication of this document as a demonstration of the company's commitment to Corporate Community Investment.

Business in the Community recognises the contribution of the London Benchmarking Group in taking forward the work on measurement.

Business in the Community has drawn heavily on the best practice of its member companies. These Principles have also drawn on a host of sources such as the work of Bain & Co., Boston College's Standards of Excellence and Bruce Naughton Wade's CCI Index.

'The EFQM model for Business Excellence has wide applicability in improving the performance of organisations large and small in the private and public sectors.'

'EFQM supports the use of the model framework in the Business in the Community programme.'

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*Supported by more than 400
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leading authority on business
involvement in the community.*

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