

An evaluation of Corporate Community Investment in the UK

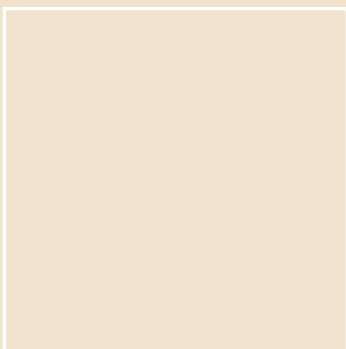
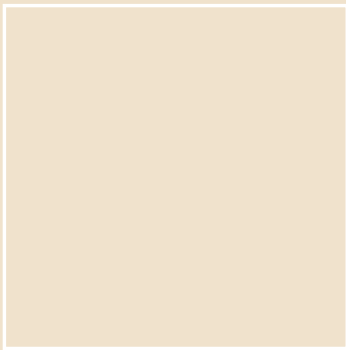
Current developments, future challenges

A research report by the International Centre for Corporate Social Responsibility,
Nottingham University Business School for CAF (Charities Aid Foundation)

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Foreword



The corporate contribution to the community has come a long way over the years – from industrial paternalism and business philanthropy to more strategic activity with an emphasis on carefully selected partnerships. The number of ways companies invest in the community has increased as has the power of stakeholders to drive the corporate responsibility agenda.

This journey is an important one to understand, especially for smaller companies whose community programmes may be in the early stages of development. That's why we are delighted to publish this report that reviews the activities of companies leading the way in the field of Corporate Community Investment (CCI). It aims not only to capture the evolution of CCI but also highlight some key issues for companies to address in the future.

CCI has most definitely moved up the agenda in many of the UK's top companies, and it continues to be at the heart of many Corporate Social Responsibility (CSR) programmes. Community initiatives are a very visible element of CSR and can have a significant bearing on how a company is perceived by stakeholders such as employees, customers and shareholders.

We do not pretend to have all the answers – CCI is a large and developing field that would benefit from further research and analysis. Our intention with this report is to stimulate debate about the future of CCI and hope that all companies, no matter what stage they are at in their community development work, can gain something from the discussion.

We would like to thank the International Centre for Corporate Social Responsibility at Nottingham University Business School for their hard work putting the report together, and the participating organisations that gave invaluable feedback based on their own experiences and expertise.

We hope you find the report both interesting and stimulating.

Russell Prior,

Executive Director, Company and International Services, CAF

Acknowledgements

This evaluation report was commissioned by CAF (Charities Aid Foundation) and conducted by the International Centre for Corporate Social Responsibility (ICCSR), Nottingham University Business School.

The findings and conclusions in this report are based upon the analysis of the UK and International academic and practitioner literatures on CCI, the CCI self-reporting by thirty leading companies in the Guardian Giving List (2003/2004 and 2004/2005) and interviews with those responsible for managing CCI within five companies and three charitable organisations.

We are grateful to the company and charity representatives who were interviewed for this research: Mike Stapleton, Compass Group; E-J Walker, Marks & Spencer; Sarah Shillito, The Vodafone UK Foundation; Richard Stone, Deloitte; Justine Frain, GlaxoSmithKline; Ruth Freeman, Barnardo's; Jo Clayton, Save the Children; Rodger Holden, Shelter and Gemma Baker at Nottingham University Business School for her research assistance.

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Part One – Executive summary

This research focuses on the Corporate Community Investment (CCI) activities of the largest corporate givers in the UK. While these companies have established CCI initiatives, others are at different stages in their programme development. Nonetheless, we hope this report will spark a debate that will be of interest to all businesses in the UK.

All companies face challenges in running an effective CCI programme. One key challenge is making the business case to senior managers for CCI, particularly for the resources needed to monitor and evaluate the quality of the programme. Another is striking the balance between setting national or global targets and decentralising decision-making to employees on the ground. And there is a risk that CCI programmes become so similar that companies do not set themselves apart from their competitors or suppliers.

Corporate Community Investment is defined as business involvement in social initiatives to meet the needs of the communities in which they operate. It has its roots in industrialising nineteenth century Britain and came in two forms: industrial paternalism and business philanthropy. Industrial paternalism focused on improving living conditions for workers and their families and sought to address issues such as the quality of housing and schools. Business philanthropy was more discretionary in nature and tended to involve making contributions to charity or working in partnership with local government or charitable organisations. With the rise of the welfare state, business philanthropy was left as the dominant mode of CCI.

Over the past twenty years CCI has grown significantly as companies have been alerted to the significance of their community impacts and have become sensitive to governmental, civil society and market drivers. Companies are being drawn into aspects of new governance bringing new expectations of and relationships with societal and governmental organisations. CCI brings both 'the community to the company' and 'the company to the community' with new accountability and responsibility issues.

Companies have become more aware of their community impacts and responsibilities and of business benefits and opportunities, which inform new motivations for CCI. In combination with the external drivers, these make for a 'socialisation of markets'. Companies have responded with a long-term shift in new corporate community investments, characterised by new modes,

a sharper focus on the issues selected, greater institutionalisation and greater interest in evaluation.

The new modes for CCI range from discretionary philanthropy, through community involvement, to community partnerships and to strategic community investments, involving such resources as employees, finance and brands.

As a result of the way CCI is now managed and governed in the larger companies it has become institutionalised internally and externally as another core business function. Internally, CCI is integrated into management and governance, often operating in cross company functions. New reciprocal CCI networks have emerged through which resources move and are shared. Meanwhile, some charities even regard themselves as part of business supply chains as well as of CCI networks.

In this new environment companies are expected to evaluate and report on their CCI. This has led to a new interest in measurement and benchmarking.

CCI initiatives that reflect stakeholder values best equip companies to evaluate their current and potential impacts, and combine these with wider business imperatives and opportunities.

Whilst CCI has come along way, it's clear that its integration within companies overall is sporadic. With this in mind and the wide range of influencing factors that drive CCI, there is a need to keep ahead of developments by investing in more searching research on a regular basis.

Part Two – Corporate Community Investment

Introduction

Over the last twenty years in the UK there has been significant growth and institutionalisation of Corporate Community Investment (CCI). As one company representative put it, “CCI has gone from a flicker to a furnace”.

This report examines the reasons for that growth and institutionalisation as well as providing key issues for debate going forward. It is based on an analysis of leading UK company practices, interviews with managers responsible for community investment in five businesses, and corporate fundraising managers in three charitable organisations, as well as a review of the relevant academic and practitioner literature. The report investigates a small corner of this vast field, concentrating on the activities of top company givers, but we hope it stimulates a lively debate so that companies of all sizes can benefit from the discussion.

What is Corporate Community Investment?

Corporate Community Investment is business involvement in social initiatives to meet the needs of the communities in which they operate. It provides a way for companies to demonstrate a commitment to acting responsibly and to making a positive contribution to society. Beyond this, companies also recognise that supporting local communities is good for business.

CCI is more than making financial contributions to charities. It is also about companies giving local people or charitable organisations access to:

- equipment or infrastructure (eg computers, meeting space)
- human resources (eg time, skills, knowledge)
- business capacity (eg marketing and customer reach)

Many leading companies claim to regard their relationships with communities as part and parcel of their business success:

“CCI has been part of our heritage – we have always done it since the beginning of our company. This is because it is the way business should behave and perform. If we are integrated more to our local communities, we’ll be more successful as a business.”

(Interview with E-J Walker, Community Programme Manager, Marks & Spencer)

The evolution of CCI

The origins of CCI lie in rapidly industrialising nineteenth century Britain. It came in two forms: industrial paternalism and business

philanthropy. Industrial paternalism focused on improving living conditions for workers and their families and sought to address issues such as the quality of housing and schools. This securing of a healthy and educated workforce could of course be justified as prudent business management as well as social concern. Business philanthropy was more discretionary in nature, principally reflecting business owners' values. It tended to involve making contributions to charity or working in partnership with local government or charitable organisations.

With the growth of the welfare state, much of this social provision was carried out by Government agencies and industrial paternalism declined leaving business philanthropy as the dominant mode of CCI.

This continued until the 1980s, since when successive governments have increasingly leveraged the support of charities and businesses to address social, environmental and economic problems. These multi-partner initiatives are characteristic of a more networked model of governance.

As business has grown, stakeholders have increasingly demanded higher standards of corporate behaviour. Accepting that they should respond to these demands has led companies to develop Corporate Social Responsibility (CSR) programmes. CSR refers to the social, environmental and ethical responsibility and accountability of companies for their impacts – including impacts on the communities where they operate. CCI is therefore increasingly seen as part of a broader CSR strategy and is often managed within corporate CSR departments. In this way, CCI is becoming part of core business activities rather than fulfilling a marginalised philanthropic function.

"GSK has identified a broad CSR platform and within that we have identified ten principles. One of these is community investment so CCI is embedded in our CSR programme."

(Interview with Justine Frain, VP Global Community Partnerships, GlaxoSmithKline)

CCI today

This new enthusiasm for CCI is manifested in:

- a rise in company charitable giving
- an increase in company charitable foundations
- a growth in membership of business associations for CCI
- a multiplying of CCI initiatives
- longer term CCI relationships
- management and governance systems for CCI and
- an increase in measurement and reporting of CCI

Part Three – CCI drivers and motivations

What is driving CCI?

Developments in CCI reflect both external drivers and company-level motivations. The external drivers are Government, civil society and markets.

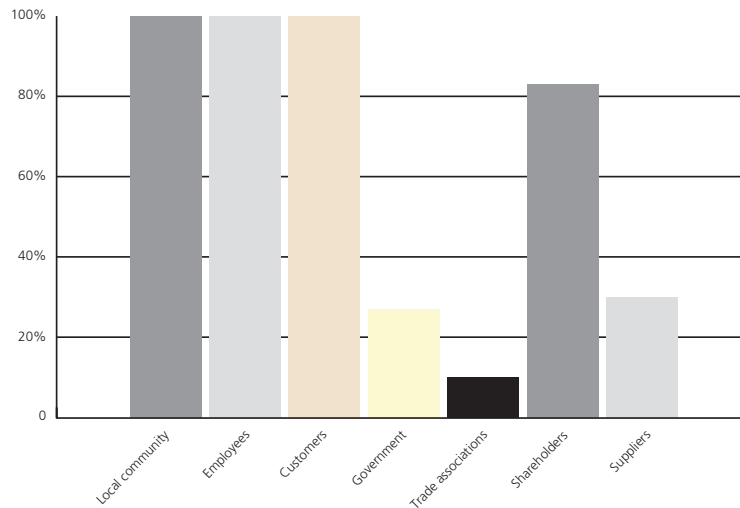
Government has re-shaped the CCI environment with policy guidelines and fiscal incentives for community giving such as the Amended Finance Act 1986 and the Community Development Venture Fund. Government departments have encouraged businesses to report on their ethical performance and have also entered into partnerships with businesses in specific policy areas. For example Sainsbury's Taste for Success programme was supported by both the Department of Health and the Department of Education and Skills.

Civil society organisations such as Amnesty International and Oxfam are simultaneously scrutinising company behaviour and also working in partnership with businesses and business associations. Similarly, the media increasingly covers not only stories of corporate misconduct but also how businesses are seeking to manage and account for their responsibilities.

Market pressures have shaped corporate practice as suppliers, customers, consumers, employees and investors increasingly build expectations of socially responsible business practice into their judgements about any individual company.

As a result CCI within a particular company increasingly reflects that company's stakeholder relationships (see figure 1). For highly visible companies (eg retail, banking, energy) reputation, legitimacy and community goodwill are vital drivers. For those in sectors perceived as hazardous, risk minimisation is a driver.

Figure 1: Stakeholders explicitly mentioned in CCI statements on websites of the Top 30 companies in the Guardian Giving List 2004/2005



Company level motivations

Despite sector differences, four broad company-level motivations for CCI can be distinguished: compliance, the new moral market place, competitive advantage and comparative advantage.

Compliance

Businesses increasingly need to comply with Government's tacit or mandated expectations of Corporate Social Responsibility. And companies are seeing Government as a potential partner or customer as well as a regulator, providing more reasons for business to consider Government as CCI stakeholders.

New moral market place

The communication revolution of the Internet allows information about company activities to be gathered and disseminated almost instantaneously, creating a potential risk for businesses. Should a company fall below socially acceptable standards of performance, that company's stakeholders will know about it. In this new moral market place, these stakeholders – employees, consumers and investors – may then bring moral considerations to their decisions to work, buy and invest.

Competitive advantage

Through CCI activities, companies perceive they can boost the intangible assets of reputation and trustworthiness and gain a competitive advantage.

Comparative advantage

Companies also judge that CCI can contribute to a comparative advantage, as community investment initiatives can enhance their own capabilities and competencies, such as employee performance or business innovation. When a company invests in the community it can also be investing in itself.

There is overlap between these external drivers and company-level motivations. What is clear is that companies believe there is a win-win to be found by aligning community investment initiatives with their own business strategies.

Box 1: The Creation of Comparative Advantage at Compass Group

Compass Group PLC, is a global market leading foodservice company. It provides food, vending and related services in over 90 countries, and in the UK through over 20 separately managed companies. Their clients are in sports and leisure, business and industry, healthcare, education institutions, and defence and offshore markets.

Compass Group's CCI focus is on those areas most relevant to their business: eg wellness and nutrition, tackling social exclusion, improving employability of young people, building sustainable and healthy communities and diversity in the workplace.

The CCI initiatives of Compass Group (UK division) are tailored to meet the needs of their individual clients and of the group. Initiatives include:

[Healthy Heroes](#)' healthy eating programme for children, linked to schools' geography curriculum.

Partnering [Childline](#) – the 24-hour free and confidential help-line for children and young people in need.

Partnering with '[Training for Life](#)', which assists people from socially excluded or long-term unemployed backgrounds to re-establish their self-esteem. Compass sponsors the 'Hoxton Apprentice', a 100-seater restaurant partly staffed and catered for by a team of apprentices who were previously unemployed or homeless. Apprentices are mentored by professionally qualified and experienced personnel for six months before moving into work placements or full-time employment with Compass or companies such as Whitbread.

Junior Chefs' Academy, which runs cookery lessons for under-privileged and socially disaffected young people. Compass works in partnership with professional tutors and local colleges and universities to teach youth about healthy living (nutrition and diet) and to help them rebuild their self-confidence and encourage self-sufficiency. This project won the CAF Companies and Communities Award for Innovation in 2005.

Compass Group practices competency-based philanthropy and has demonstrated how CCI can be used to enhance customer, employee and local community relationships, building reputation and enhancing their competitive and comparative advantages in the marketplace.

Source:

Compass Group Website <http://www.compass-group.com/SCR/CSRStrategy.aspx>
<http://www.compass-group.com/SCR/inTheCommunity.htm>.

Addition: Interview with Mike Stapleton, Head of Corporate Affairs, Compass Group.

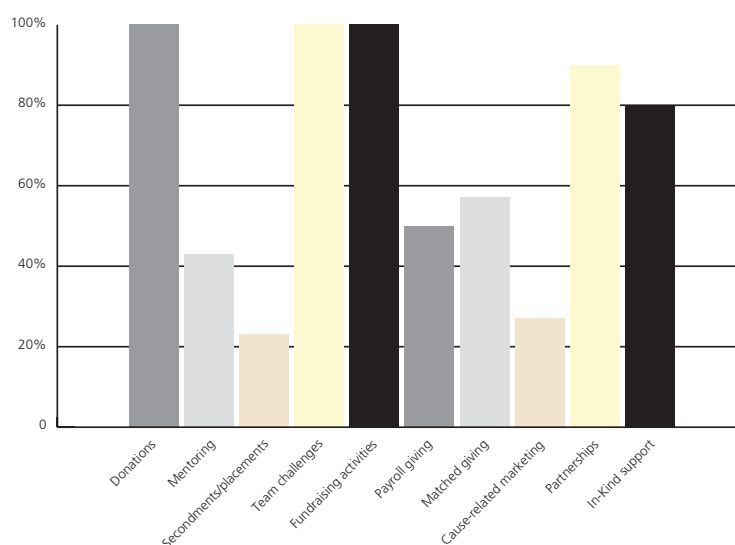


Part Four: CCI modes, issues and benefits

CCI modes

The range of CCI modes employed by companies has been expanding in recent years. By using a wide range of modes companies seek to attract more interest, increase employee participation and ultimately make a greater difference to their beneficiaries.

Figure 2: Modes of CCI practised by the Top 30 companies in the Guardian Giving List 2004/2005.



The figure above shows that while all companies make donations, employees in all the Top 30 giving companies also contribute through fundraising initiatives. In 57% of cases, companies undertake matched giving and 50% of the sample have a payroll giving programme. Almost all of the companies (90%) have formed charity partnerships and 80% offer in-kind support although only 23% go so far as seconding staff to support charities.

Four key themes emerge from the research. Most leading companies engage in [long-term relationships with charities](#). For example, GSK is an active partner in 'The Global Alliance to Eliminate Lymphatic Filariasis', one of the world's biggest public health initiatives. GSK has made a twenty-year commitment to donate a preventative medicine to one billion people who will take the drug once a year for five years. It also donated £1m annually and allocated four dedicated staff to this programme.

[Employee volunteering schemes](#) appear increasingly popular, as these schemes deepen the relationship with the community for both individual employees and the company. Employee

volunteering is sometimes combined with a corporate giving policy, as illustrated by the Royal Bank of Scotland (see box 2).

Decentralising the implementation of CCI encourages employees to participate because they are able to influence the choice of beneficiary and are motivated to make a difference in the community where they live.

Community-driven development is another emerging mode. Companies build capacity in local charities so they can become more self-reliant and better equipped to lead community development work and to collaborate in multi-stakeholder partnerships.

The range of CCI modes now used by companies reflects an effort to create CCI programmes that engage all their stakeholders.

Box 2: CCI and employees at the Royal Bank of Scotland (RBS)

RBS invests in and supports the community through both business-led and employee-led activities:

- providing products and services to groups that might not otherwise have access to financial services (e.g. support for basic bank accounts, mobile banking services to rural communities and deprived areas)
- building long-term partnerships with charities and community groups to promote financial education and inclusion, employment and enterprise creation
- encouraging employee volunteering and giving schemes

CCI consists of cash donations, gifts in-kind, management costs and employees' time, which are measured using the London Benchmarking Group guidelines. RBS links community investment and employee development, and employees' CCI experiences are included in personal development plans and in annual appraisals.

RBS has a unique double-matched Give As You Earn programme: for every £1 employees donate from their pay to a UK charity, RBS will donate £2. In 2005, 14,000 employees regularly donated and generated £8.5m. The Community Cashback Awards recognise and reward the time, skills and commitment that their employees invest in the community. In 2005, RBS made 6,919 Community Cashback Awards to the value of £2.5m. In 2005 RBS employee giving programmes amounted to £12m for 8,500 causes across the UK.

Employees mainly volunteer in charities that RBS partners (eg The Prince's Trust, Fairbridge). In 2005, employees spent 123,469 hours on community activities during work hours (4% of RBS's community investment). Employees' contributions are recognised through 'The Chairman's Awards for Community Excellence'.

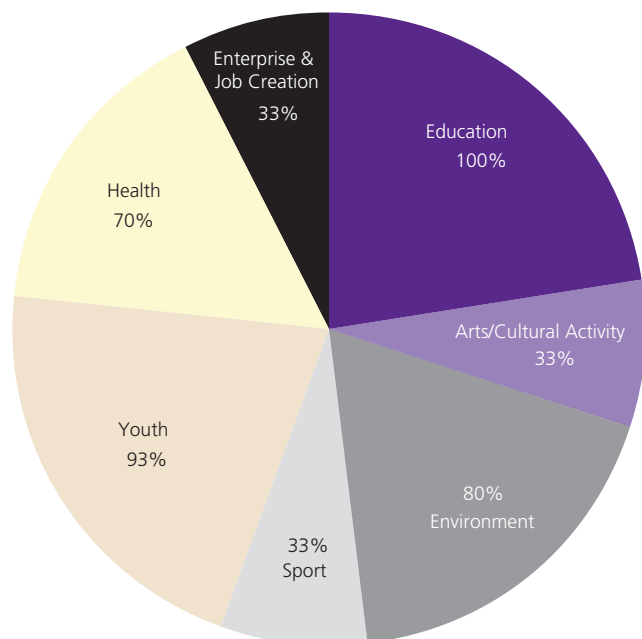
In 2005 RBS received the CAF Companies and Communities Award for Effective Giving; the Give As You Earn scheme won the Pay Magazine's Payroll Giving Award (for the third consecutive year); and two CCI projects (Supergrounds Edinburgh and Aimhigher in Scotland and Northern Ireland) won Business in the Community Big Tick awards.

Source: <http://www.rbs.com/crreports> and Corporate Social Responsibility 2005 and 2004 reports.

Causes and issues supported by companies

In general companies seem to support a relatively narrow set of causes and issues, and these have not particularly changed over time. However, as CCI has matured, companies have brought a focus to their activities that reflects their core business. For example, education has long been a CCI issue, but Sainsbury's focus on education aims to increase understanding of food and nutrition, while Severn Trent's goal is to increase environmental awareness.

Figure 3: CCI issues of focus for the Top 30 companies in the Guardian Giving List 2004/2005



Flagship CCI initiatives in most of the companies interviewed involved long-term partnerships with multiple charities as well as alignment to key business focus. They are also distinguished by the relatively high level of resources committed by the companies and by their tangible outputs.

Similarly, charities try to partner companies that can bring an appropriate capacity, brand or market orientation. For example, Save the Children's business partners include companies that variously:

- have international impacts
- operate in relevant sectors (eg health and hygiene)
- can bring positive brand value
- have a powerful promotional capacity

CCI initiatives increasingly involve multiple partners and are linked to wider Government agendas, reinforcing CCI's role within new governance. To satisfy the interests of the different stakeholders involved, these partnerships increasingly address clusters of issues. For example the newly launched 'Tesco in the Community' strategy addresses the combined issues of the environment, local communities and customer health.

Benefits of CCI

CCI offers a range of benefits for companies, charities and public sector organisations, employees and communities.

For **companies**, CCI provides a tangible way to demonstrate that they are responding to societal expectations. This in turn can further positive stakeholder relationships and renew their licence to operate.

CCI can also contribute to improving the brand, supporting marketing efforts and helping to increase sales and market share. Product innovations, better relationships with suppliers and improved employee morale and skills are all benefits claimed for CCI.

For **charitable and public sector organisations** benefits include finance, in-kind support and skills and knowledge. Working with companies can also enhance a charity's reputation in the corporate sector, perhaps leading to other fruitful partnerships.

Employees benefit from CCI when it allows them to contribute to their community and to develop their skills and competencies. It

can complement their out of work interests and enable them to meet some of their own values and citizenship aspirations.

Communities benefit from CCI initiatives in a number of ways:

- improvements in community environments, infrastructure and facilities
- enhanced social cohesion and spirit of co-operation, and
- stronger civil society institutions, through capacity building in the non-profit sector.

The challenge for companies specifically is to not only understand what the benefits of CCI are, but to be able to communicate them effectively to gain buy-in at senior management level.

Part Five: Institutionalisation of CCI

This report is based on research into the activities of the Top 30 companies in the Guardian Giving List 2004/2005 and additional qualitative interviews with leading organisations. While many of these companies have relatively sophisticated CCI programmes, we recognise that smaller companies in particular will be at different stages in their programme development.

There is considerable evidence that CCI is becoming institutionalised within leading companies through new management and governance developments and between companies and communities. This suggests that CCI is not a fad but rather that it is here to stay.

CCI is seen as an investment and is therefore increasingly professionally managed, either in the form of a community relations function, which can be within a CSR department, or through a company foundation. This more established status within companies means there is sometimes Board level representation for CSR. Organising CCI within a company foundation does institutionalise it but at the possible risk of reducing alignment with company strategy.

In some cases CCI has acquired an intra-firm consultancy status and is therefore built into a wider range of company activities. These can be through the marketing, finance or human resource departments.

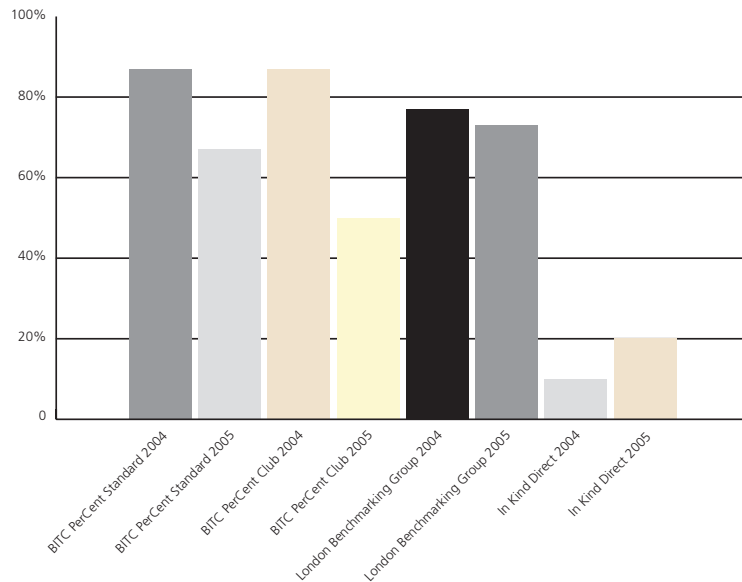
As stakeholders demand more information on company performance, so CCI has become the subject of more measurement, benchmarking and evaluation. Companies often combine internal measurement tools designed around their own performance indicators with third party tools such as the London Benchmarking Group model. This helps companies to report their own performance and benchmark it against others to identify their effectiveness.

Charity partners are also expected to assess CCI impact. In the past, charities would simply take the company cheque – those days are gone. Now charities are expected to be able to quantify the impact of a company's support. Though being able to do so is still not commonplace. One charity representative described their ability to measure and report impact as 'giving us an enormous competitive advantage'.

CCI is increasingly embedded in company reporting, with different communication vehicles used for different stakeholder groups. As a result company websites will cover CCI for a general audience. Key stakeholders such as opinion formers will receive a CSR report that will cover CCI, while it may be addressed in the annual report for shareholders. Management reports on CCI will be produced for employees.

Multiple networks are further institutionalising CCI. These networks consist of large companies, their employees, SMEs, business associations and clubs for CCI, national and local charities and CCI broker organisations (see figure 4). Resources move through these networks, including finance, in-kind donations, information and volunteers. There is a two-way flow of resources: charities provide information about communities to companies while donations and support move in the opposite direction. Despite the competitive aspects of CCI partnership building, the sector is collaborative in nature and resources are often shared.

Figure 4: CCI networks of the Top 30 companies in the Guardian Giving List 2004/2005



Part Six: Conclusion and issues for debate

Conclusions

Strategic developments

In large companies CCI has shifted from the margins of business practice and governance. This reflects a combination of company responsiveness to new drivers from government, civil society and markets for business responsibility, and new evaluations of the relevance of CCI for business strategies.

A culture of corporate community giving has taken root and community investment is at the heart of many CSR strategies. At the same time, CCI has been encouraged as a facet of new societal governance that encourages multi-sector partnerships in which the key actors – business, charities and governments – bring their distinctive values and competencies to partnerships in order to address community issues for mutual benefit.

CCI initiatives that best integrate the market and the social objectives tend to reflect more strategic rather than discretionary modes.

To maximize the effectiveness of CCI, companies need to treat it with the seriousness that they would address other core company activities. Leading companies integrate CCI internally through the improved professionalism of their management and governance, often by according CCI (or CSR) an organisational identity and a cross company role.

The expansion of CCI, along with the growth of CSR, has brought companies further into the sphere of governance. Leading companies reflect their awareness of this by introducing systems of internal democracy (eg employees evaluating and selecting community partners) and participating in wider social and public policy arenas; and by external reporting to their stakeholders about their CCI and how it relates to wider business activity.

Best practice

While companies need to make their own judgments about their CCI according to their stakeholder relations and market context, it is clear that many companies are interested in improving their own sense of best practice and developing business-wide standards.

Importance of stakeholders

A clear understanding of the way general CCI drivers impact on particular companies can be best acquired through the development of stakeholder relations.

CCI initiatives that reflect stakeholder values best equip companies to evaluate their current and potential impacts, and combine these with wider business imperatives and opportunities.

Features of partnerships

When developing their CCI programmes, leading companies tend to seek to collaborate with carefully selected organisations, be they charities, public institutions or other business organisations, to which core resources and competencies (eg employees, finance, knowledge, brand) are directed.

These partnerships are increasingly multi-partner and long-term with a more commercial approach.

The partnerships that charities value most are characterised by frankness about mutual goals and capacities and by a readiness to help meet each other's goals by delivering as promised. They tend to be long-term and to run across each organisation, as one charity representative put it: 'from staff right through to the chief executive and building touch points at each level'.

Implications for charities

Charities can best exploit new CCI opportunities by adopting more strategic approaches to achieving their own goals and aligning them with their partners' business goals; in a sense by becoming more business-like.

Evaluating CCI

The logic of its greater institutionalisation brings with it the imperative to evaluate CCI. Leading companies invest in a variety of forms of evaluation of their CCI to inform future investment decisions and to win buy-in within the company and from potential partners.

Five key issues for debate and areas for further research

1 The adoption of CCI is sporadic among small to medium-sized companies. Are the challenges different for these organisations and should larger corporates take more of a lead to encourage SME engagement with CCI?

Larger corporates not only have more resources but arguably more pressure from stakeholders to demonstrate their corporate responsibility. Given this and the fact that there are so many dynamic factors that influence CCI in general – market conditions, charity strategies, business strategies, levels of employment – how will community investment change over the next five years? Will we see a surge of smaller companies seeking strategic partnerships with charities of a similar size and resource capacity and what role if any should leading companies take to champion this development?

2 It's a challenge to get CCI taken seriously within companies. How can we get senior management to understand the commercial value of community investment within the wider realm of CSR?

Even in businesses that are keen to invest in the community, there can be a reluctance to allocate the resources needed to manage, evaluate and report on CCI programmes. How can CCI professionals make the business case internally and rationalise any substitution of goals? There is a continuing imperative to link CCI to business strategies. How can this be done effectively, engaging the right people in the right way? This issue is particularly important for those companies who are currently developing their approach to corporate responsibility.

3 How can businesses strike the right balance between meeting national/international strategic goals and empowering employees at the local level to make choices about charity partnerships?

On one side we are seeing an institutionalisation of CCI with more strategic partnerships between companies and the community, and on another a rise in delegated decision-making about local charity partners. Do these approaches conflict with each other or can corporates successfully combine decentralised strategies with global or national ones? Does empowerment of employees at the local level fragment company involvement at the expense of a clear focus on core values and partnerships with national charities?

4 Small charities do not have the capacity to deal with large companies. What steps can be taken to bring smaller charities along so they do not miss out on the rise in CCI?

As pressure on companies to measure and evaluate CCI increases, their charity partners need to allocate resources both to managing

the relationship and to providing feedback on the impact of the company's support. It can be argued that capacity to find these resources gives larger charities a competitive advantage. If this is true, how can we be sure that CCI is addressing 'real' community issues and not just supporting those charities that are able to give detailed feedback? Are there significant numbers of charities missing out on CCI opportunities due to their size or the cause they support? What steps can we take to avoid excluding them?

5 How can we ensure that, with the additional pressure on companies to measure and evaluate their programmes, community investment doesn't become a box-ticking exercise?

Is the potential strain on company resources to measure and evaluate their CCI programmes leading to the creation of generic CCI programmes? How relevant are the current benchmarks for CCI given that relatively few companies overall appear to subscribe to them? While there has been an increase in the number of modes that companies use in community investment, the major causes supported through strategic partnerships have remained largely the same. Even when companies focus on relevant aspects of the issues, do customers perceive a difference between, say, one company's educational initiative and another's? If not, how can companies create a distinctive CCI programme with confidence?



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