



Research into current and potential development of employer-supported skilled volunteering in Cambridge

MAKING CONNECTIONS

Research undertaken by



Research commissioned by



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Forward

Employer supported volunteering (ESV) can unlock real benefits for both businesses and voluntary and community sector organisations

Every business is unique, with its own objectives, ambitions and skills. But what so many businesses do share is a desire to make a difference. Employer Supported Volunteering (ESV) unites charities and businesses in that desire.

Through ESV, voluntary organisations benefit from enhanced volunteer capacity and increased awareness of their cause in the community. Sometimes it is the start of a longer relationship and ongoing support from a business.

And there are benefits for the businesses and their staff too. ESV can increase team morale, help with skills development for staff, and enhance their reputation with customers and partners. For some businesses, a strong volunteering profile also brings that vital external recognition needed to attract the best employees.

The findings of this new research, commissioned by Cambridge City Council, show that organising ESV can be challenging, but the case studies demonstrate what can be achieved when companies and charities get ESV right. The recommendations from this report identify ways in which we can ensure that volunteering maximises skills, community connections, and impact for individuals, businesses and voluntary organisations.

I hope that this research helps bring ever more rewarding and fruitful relationships for businesses and charities in Cambridge. Not all of the recommendations can be met with existing funding in the public and voluntary/community sectors. We want to see ESV to be developed in partnership with businesses and their employees. If you feel strongly about increasing the scale and impact of ESV in Cambridge and the surrounding area, please contact us to discuss how you can help us turn the recommendations in this report into actions.



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Deputy Leader (Non-Statutory) and Executive Councillor for Communities

Cambridge City Council

Executive Summary

This research arose out of a need to inform Cambridge City Council's approach to encourage more local employers to offer skills to charities¹ tackling issues relating to poverty. The Council wanted to collate existing data, undertake qualitative research with local charities and businesses, and come up with some recommendations and actions.

1. Key findings

- The skills that local charities are most interested in are IT, strategic planning, fundraising and leadership through trustee roles.
- Business employees with specialist professional skills have heavy demands on their time, so to engage them, volunteering needs to be more appealing and flexible.
- Businesses are motivated to engage in skilled volunteering as it develops staff leadership skills, builds community links, aids employee retention and supports employee health and well-being. Charities need to ensure they evaluate and feed back the societal impact of volunteering to businesses to build employee participation levels.
- Unskilled team volunteering activities, such as painting and gardening, are popular with businesses because they are appealing to employees who want to volunteer with their colleagues and undertake tasks outside their normal daily activities. These activities are resource intensive for charities and are regarded by most as not delivering direct benefit, but are seen as necessary to develop a relationship with the business. This is symptomatic of a wider mismatch in expectations between businesses and charities. Most businesses and charities do not have a designated member of staff supporting Employee Supported Volunteering (ESV), which can create challenges.
- Relationship management is crucial to successful partnerships between businesses and charities. Skilled volunteering is most likely to arise out of an existing relationship, often focused around fundraising. Typically, this occurs when a charity has secured the role of '*Charity of the year*' with a business. This presents a real challenge to charities that lack the necessary resources to nurture these relationships. The most successful charities develop 'champions' within a business to drive their volunteering effort forward.

2. Recommendations

The recommendations fall in to three distinct areas:

- Enlighten – for relationships to happen, there has to be an understanding from both parties about how the other party works, what drives them and what motivates them.
- Engage – Once there is greater understanding of business in the charity sector, and of charities in the business sector, then we have to develop ways to bring them together to build relationships.

¹ Throughout this report we have used charity and charities as they are the common terms used when people talk about organisations that work on a non-profit basis for the benefit of others. When we use 'charity' we are talking about those organisations registered with the Charity Commission, and also the thousands of smaller non-registered clubs, community groups and associations that deliver services in our communities.

- **Enable**– To work effectively, it is essential that the necessary skills and resources are in place for charities to make the most of opportunities.

A detailed action plan will need to be developed to deliver the recommendation. No funding has been identified against the actions and this would need to be addressed if the recommendations are to be implemented.

2.1.Enlighten

In order to increase the prevalence of Employer Supported Volunteering, there has to be a programme to raise awareness in both the business and the charity communities. Enhanced communication is key to addressing the current mismatch in expectations.

2.1.1. Enlightening business

More has to be done to promote the benefits of skilled volunteering with local charities to businesses that are not currently offering support, especially Small and Medium Enterprises (SMEs). There is also a need to ensure that businesses are aware of the number of different charities that exist, the different opportunities, sizes, geographies and causes.

Recommendation To develop digital resources around the case studies and real-life examples that demonstrate why ESV has a benefit to business and the impact it has on staff as well as on the wider community.

Recommendation To develop resources that answer and address barriers and concerns that business may have around why and how they can engage with charities.

Recommendation To develop a campaign and communications plan to spread the word to business about ESV. This needs to include working with the many networks of businesses across the city as well as conducting a digital campaign.

2.1.2. Enlightening charities

Charities need to understand businesses; they need to understand their motivation for wanting to get involved, as well as what type of support they can offer. Charities also need to understand how to develop and build relationships with businesses.

Charities need to create volunteering that offers flexible, manageable and appealing opportunities to engage business employees.

Recommendation To develop resources that let charities know what businesses want and how to engage with them, along with a campaign to spread the message that this is something more charities should consider.

Recommendation To work with businesses and charities to develop models of volunteering opportunities, and good practice to engage business employees.

2.2.Engage

Enlightening both businesses and charities is not enough. We have to create as many points of contact between them as possible to allow them to engage with one another.

2.2.1. Somewhere to go

Once businesses and charities have a desire to find out more and look for possible opportunities, they need to have somewhere to go to help them on to the next step. Inevitably, this first port of call will be a digital one.

Recommendation To set up a website that gives business and charities the information and links about what to do and how to make contacts once they have decided to engage. This needs to include areas for business that include: work-based talks, webinars and materials they can share with their employees. This site could include some form of ‘matching’, whereby a business or charity can find a possible partner.

2.2.2. Activities

It is important that businesses and charities can get to know one-another. This is especially important to widen the charities in the running for support, but also to help those where there are no personal connections.

Recommendation Investigate running a Community Fair, this would be open to businesses and charities, would include networking opportunities and possibly speakers and case studies. This could include a speed dating style event, familiarising businesses with the work of small charities and the needs they meet in the community to create shortlists of potential partnerships.

Recommendation To make use of Cambridge City Council and CCVS working with the different business networks such as the Chamber of Commerce or Cambridge Network to promote the report and the benefits of ESV.

Recommendation To create the opportunity for charities and businesses to meet on an equal footing. This might include collaborating to address key social issues such as inequality or the environment. The intention is to encourage partnership working through problem-solving and cross-fertilisation of ideas. The recent summit on homelessness ‘It takes a City’ is an example of this type of event.

2.2.3. Encourage brokerage

There is a need to look at existing and new ways to help organisations to come together and to make that process as painless as possible.

Recommendation To Promote greater use of free online brokerage to help parties connect. For example, the volunteering platform [Do-it](#) or the platform aimed at professionals and charities [BeyondMe](#). Further investigation is required to establish the most effective and cost effective platforms and establish a willingness particularly among businesses to use them.

Recommendation To encourage businesses to use paid brokers to match their needs and facilitate activities. This takes away the burden from charities of running the unskilled team events that businesses often request. It also helps ensure business employees have a well-managed and enjoyable experience creating the positive outcomes businesses want from team volunteering events.

2.3.Enable

Charities need to have the skills, confidence and support to enable them to make their pitch to business and to develop the opportunities and products that will appeal. Charities will need training and support,

which can be delivered as a combination of networking opportunities, online tools, training and peer mentoring.

2.3.1. Develop a resource bank

It is important that charities can self-serve and access tools and information that will help them develop their corporate engagement strategy. Resources need to include guides, but also access to templates for agreements or sponsorship as well as policies about working with corporate volunteers.

Recommendation To develop and host a resource bank of documents and how-to guides that can help charities gain the skills to work more effectively with businesses.

2.3.2. New training

Charities need to be able to articulate their needs in terms of the impact business input will deliver to their beneficiaries, and at the same time business employees want to use their skills to drive positive change. Charities need to identify a correlation between their own goals and the ethos and stated priorities of the business they are approaching for support. Charities need to develop their pitch, their services and their strategy for building, and maintaining, relationships. To do this, they will need access to new training and support.

Recommendation To develop and deliver a new training course aimed at organisations looking to move their corporate fundraising and engagement forward.

Charities need support to promote services to business to build relationships and promote expertise. The relationship between charity and business is two way. Charities have an opportunity to deliver services that they can sell to business or share as part of a wider sponsorship arrangement.

Recommendation To develop training and support to help charities develop their own services and products that they can then market to businesses.

2.3.3. New networks

Charities can work together to identify common needs (such as IT strategy) and could share skills and resource to create appealing project plans that could be pitched to businesses. This would enable businesses to deliver greater impact through their skills volunteering. Charities that have been successful have a story to tell that can inspire and support others.

Recommendation To develop a new network for charities to come together to share and learn about working with businesses, and to start to develop shared ideas and partnerships.

3. Next steps

This research has to lead to change. Without doubt, the funding environment for charities working in and around Cambridge is getting tougher. This is especially so for smaller charities without professional fundraising staff (the majority of local charities). Working with businesses is not a golden bullet that will solve an organisation's or the sector's funding problems, but there are opportunities for more charities to work with more businesses to mutual benefit and to the benefit of the charity beneficiaries.

The City Council, CCVS, the wider charity sector and the business sector need to think about how this research can be acted on, and what an action plan to deliver more connections between charities and businesses looks like.

1. Introduction

1.1. Background

Cambridge City Council is working increasingly with employers to encourage them to develop their Corporate Social Responsibility (CSR) work to tackle local issues related to poverty: this has involved encouraging employers to support local charities² generally, support Cambridge Street Aid and support local digital inclusion projects.

The Council has commissioned this research in order to help inform its approach to encouraging employers to support local charity projects that are helping to tackle poverty.

The Council has an Anti-Poverty Strategy (for 2017 to 2020); this has a vision of 'One Cambridge – Fair for All'. A key approach of the Strategy is "Working with businesses to identify ways that they might use their skills, capacity and resources to support achievement of shared objectives around poverty and disadvantage" (page 4, see: https://www.cambridge.gov.uk/media/3814/170920_revised_anti-poverty_strategy_2017-2020_-_final_v2.pdf).

Feedback from employers already approached and from the Head of Commercial Services at the City Council, is that in order to engage employers in tackling poverty, we need to provide them with a clear 'offer' of what support they might provide and how it will help. This has to be relevant to, and tailored to, each business's objectives and/or ethos.

The Council has also received feedback that businesses are more likely to want to support local charity work tackling poverty, as opposed to Council projects. This is because businesses may feel that taxpayers' money should go towards supporting the Council's work, and they also may be wary of associating directly with Council projects in case this is seen as aligning themselves politically. Where businesses are not able to provide much support to directly fund charity projects, they may be able to use their specialist skills to support the sector.

The Council decided to undertake research to find out which skills charities are short of, that local businesses could help to meet. In relation to this, the Council needs to understand if there is an appetite in the charity sector to receive further support from businesses in helping to meet any skills shortages.

Cambridge Council for Voluntary Service (CCVS) works with charities and community groups to help them develop and grow in Cambridge and across the county. They work with a wide range of local groups of all sizes. The Council felt CCVS were best placed to undertake this research because they have the contacts needed, they have a wide understanding of work being undertaken in the sector, and the issues being experienced by the sector.

² Throughout this report we have used charity and charities as they are the common terms used when people talk about organisations that work on a non-profit basis for the benefit of others. When we use 'charity' we are talking about those organisations registered with the Charity Commission but also the thousands of smaller nonregistered clubs, community groups and associations that also deliver services in our communities.

1.2. Research Brief

- Undertake research into whether there are common skills shortages in charities that are working to tackle poverty in Cambridge that businesses (based in Cambridge) may be able to help meet. Compare skills shortages in differently sized charities.
- Identify if there is an appetite within charities to work further with businesses to help address any skills shortages they experience.
- Identify positive case studies where businesses have worked well with charities to address skills shortages. How did charities approach the business/businesses, and identify the best business/businesses to approach? What were the motivations for the business/businesses in supporting charities?
- Based on analysis of research findings, suggest a way forward for engaging businesses in tackling skills shortages in the city, and potential leads in the business community.

2. Literature review

The Chartered Institute of Personnel Development (CIPD) defines skills-based volunteering as using the volunteers' existing skills, such as when a finance professional helps a charity with a budget, or when an HR professional mentors a young job seeker (CIPD, 2018)

2.1. Methodology

- To undertake a short literature review regarding any known nationally based/locally based projects that have encouraged businesses to address charity sector skills shortages.
- The focus of the research was to consider:
 - The common skills shortages
 - What types of businesses helped the charity sector?
 - Any feedback on benefits to businesses in supporting the charity sector to address skills shortages
 - How projects worked well, and what were any shortfalls?
 - What can we learn from the research if we wanted to encourage businesses to help address local skills shortages in the charity sector?
- The literature review informed the questions then asked of charities and private sector organisations in the primary research.

2.2. Background

2.2.1. Categories of Employer Supported Volunteering (ESV)

The areas in which business supports charities over and above donation and sponsorship are:

- Team-based unskilled one-off or repeated one-day engagements usually with different people, for example when teams of volunteers decorate a charity premises or undertake rubbish clearance at a nature reserve.
- Skills-based and *pro bono*, one-off or ongoing, to benefit organisation or for beneficiaries. This could include offering free legal advice, or mentoring beneficiaries to develop CVs or interview skills.

- Existing volunteering role filled by an employee given time off if short term, e.g. a fundraising event or in their own time if longer term, e.g. to be a trustee
- Wider corporate engagement might combine all the above, e.g. charity of the year (CIPD, 2015)

This research looks at how businesses and charities could collaborate more effectively to deliver on the skills that charities need to succeed.

2.2.2. Demand for ESV from charities exceeds what is on offer from business

A national survey of 181 charities (Three Hands, 2018) undertaken in 2015 and repeated in 2017 found:

- 93% of charities said they needed ESV (a 13% increase)
- The gap between need and provision of ESV increased by 8%
- Smaller charities are three times more likely to lack the ESV they need (56% respondents were charities with annual incomes below £500,000)
- The larger the charity, the more ongoing funding support they receive.

Only 24% of SMEs have ESV schemes in which 20–30% of staff participate (CIPD, 2015)

- Companies involved in professional services are more likely to engage (CVN, 2018)
- The most popular causes supported by ESV relate to healthcare and children (CVN, 2018)

CCVS 2017 survey of 227 charities in Cambridgeshire found that only 36% had received free support from businesses, although 79% were open to considering offers of help. (CCVS, 2017)

Only 20% of charities are offered ESV on an ongoing basis, versus 57% that want it (Three Hands, 2018)

2.2.3. Delivery of ESV

Businesses have a varied approach to the delivery of ESV, which charities have to navigate. Businesses may:

- give employees a flexible number of days or hours they can offer independently to charity
- create fixed days
- offer the time, but may not actively encourage employees to take it up
- make the time and nature of the volunteering mandatory

ESV does not necessarily have to be delivered face to face. The CCVS survey found that support from businesses to charities was delivered in the following ways:

- 67% face to face
- 23% telephone
- 8% online

Paid volunteering leave is an important tool in developing an ESV culture (CAF, 2016). However, without enthusiastic support from senior management, employee take-up is often very low. Prudential Financial found that middle managers were the least likely people to take up ESV opportunities and this had a domino effect – when managers volunteer less, their teams do too. To resolve this, Prudential surveyed their middle managers to find out how they could make volunteering more accessible. As a result, they created some short events offered at convenient times and saw a drastic increase in participation. (Benevity, 2018)

Charles Schwab, a large bank in the USA, runs a series of events they call their **Pro Bono Challenge**. They bring together charities and a range of professionals across all disciplines in their business in a big communal space to tackle specific goals and projects.

<https://commonimpact.org/resources/post/charles-schwab-pro-bono-challenge>

Some businesses have introduced **incentive schemes**, typically rewarding employees who volunteer with 'donation currency' they can then give to the charities they support. On average, when volunteer rewards are offered by companies, 50% more of their employees volunteer. These schemes have the added bonus of helping track volunteer activity and helping measure their social impact. (Benevity, 2018)

Creating a team of **volunteer ambassadors** in a business can help scale up a business's ESV programme. These people are enthusiastic advocates for volunteering, who promote opportunities and recruit colleagues. To succeed, they have to be supported and valued by senior managers. (Benevity, 2018)

2.3.Common skills shortages – what charities need

47% of charities want skills but only 25% have been offered them (Three Hands, 2018)

The most common offer made to charities is the unskilled team project. Only a third of charities say this is useful to them (Three Hands, 2018). Skills on offer do not match the priority needs of charities (Zurich Community Trust, 2016)

Both the CCVS and Three Hands Survey results identified fundraising as the most sought-after skill that is least likely to be offered.

CCVS survey 2017 (CCVS, 2017)

	What charities need(%)	What charities are offered (%)
Fundraising	71	28
Marketing	37	28
Accounting	33	15
Legal	22	25
HR	19	11
Other *	22	48

*Other included donations in kind such as use of office space, building materials, food for events and training provided for staff or beneficiaries. There was also a demand for IT support such as web design, database development and social media guidance.

Three hands Survey (Three Hands, 2018)

	What charities need %	What charities are offered %
Fundraising	51	16
Sharing business skills with charity staff	47	25
Pro bono support from professionals	37	15
Activities that support and develop beneficiaries	30	24
Unskilled team projects	29	50
Trusteeship	25	9

Mentoring or coaching charity staff	19	16
Micro-volunteering	8	1
Advocacy or awareness raising	8	2

The one area where supply exceeds demand is for unskilled team projects, the exception being environmental/heritage/conservation charities, who do have a requirement for this kind of volunteering.

In addition:

- The biggest unmet needs of smaller charities are for trustees and for *pro bono* help (Three Hands, 2018)
- The main priority for charities with turnovers below £10 million per annum is for skills to help with income generation. For smaller charities with turnovers under £1million per annum, their next priorities were marketing and communication (Zurich Community Trust, 2016)

2.3.1. Charity positive feedback on collaboration with business to meet needs

By donating skills, business can give charities access to specialist skills, expertise and knowledge they could not normally afford.

The CCVS survey found charities valued the skilled support they received from business, rating it 7.5 out of 10 for usefulness. (CCVS, 2017) Businesses also help charities achieve their objectives, improve public profile, access funding sources, reach more beneficiaries and build staff skills. (CVN, 2018)

2.4.Charities' motivations behind engaging in ESV

Charity sector key motivators for accommodating ESV (Three Hands, 2018)

- Hoping it will lead to more engagement with the business 51%. (Supported by CVN survey 52% of charities create ESV projects to meet the needs of business (CVN, 2018))
- The skills and experience of business people are of particular benefit to the charity 40%
- The skills and experience of business people are of particular benefit to beneficiaries 28%

According to CVN (CVN, 2018), charities engage in ESV to build relationships in the hope of securing future funding. Many charities do not see ESV as an effective route to service delivery improvement. They believed that businesses engage with them:

- To meet Corporate Social Responsibility (CSR) requirements
- To satisfy their consciences
- To achieve cheap team building.

2.5.Benefit of ESV to business

Benefits of skills-based volunteering *'We see this type of skilled volunteering as a real opportunity for staff to develop as individuals, as leaders or develop their own personal skills'* Company respondents to CIPD survey (CIPD, 2015)

‘Companies that create a culture committed to making an impact and to tapping into their employees’ sense of purpose have the ability to attract top talent’ Mike Preston Deloitte LLP (Deloitte, 2016)

A Deloitte study from the USA targeted those responsible for, or for influencing, hiring decisions and found skills-based volunteering to be the most effective type of ESV to advance communication skills and strong character ‘must haves’ for leaders. (Deloitte, 2016)

Ideally, ESV gives employees a chance to build connections with their local communities and give back to society while working on issues they feel passionate about. It also enables employees to gain soft skills, such as coaching, leadership and organisational abilities. (CIPD, 2018)

ESV generates the greatest benefit when it links volunteering to staff development, builds morale and brand (CIPD, 2018)

89% of ESV volunteers reported increased job satisfaction:

- 87% reported feeling greater pride in their company
- 76% said they developed their core work skills through volunteering (Accenture, 2016)

A survey of millennials³ (Deloitte, 2018) questioned 10,000 young people across 36 countries. Millennials are looking for opportunities to be involved with good causes at a local level. After salary, the second most important motivator is the culture of the organisation. Millennials also want to see businesses work to improve society, but are sceptical about how motivated businesses are to do this. Businesses that can demonstrate a clear commitment to an improving society have added appeal.

Research undertaken by Gallup shows that concentrating on employee engagement can help companies withstand -- and possibly even thrive -- in tough economic times. (Sorenson, 2013)

The Benevity Engagement Study using a dataset of over two million employees worldwide found a direct correlation between employee turnover and volunteering and charitable giving. Employers who neither donated nor volunteered had a turnover of 28% compared to a 12% turnover for those that did. These results are described as a ‘game changer for CSR leaders looking to demonstrate the Return on Investment (ROI) in their giving and volunteering programs.’ (Benevity, 2019).

Some businesses have formalised skills development through volunteering, using it as a leadership tool. Price Waterhouse Coopers, Ernst & Young and Deloitte fund a brokerage that helps deliver leadership experience. <https://beyondme.org/>

Consumers are also interested in businesses’ corporate citizenship, with research showing that 55% of consumers will pay extra for products sold by companies committed to positive social impact. (Nielson, 2014)

Business in the Community, the Princes’ Responsible Business Network (Business In The Community, 2017) cites the business drivers to community engagement as:

- Employee engagement
- Skills development
- Developing a future talent pipeline
- Evidencing positive community impact

³ Millennials are those people born between 1981 and 2001.

- Sharing and learning best practice through our networks
- Tackling a lack of diversity
- Raising awareness of your brand
- Contributing to the community

2.6. Obstacles to charities engaging with businesses

Some charities feel there can be a reputational risk in having a strategic relationship with a corporate – it can undermine beneficiaries’ trust (NPC, 2018)

Pro bono volunteering can be less appealing, with some employees envisaging volunteering as a hands-on experience that takes them away from their day job, but their biggest added value is likely to be linked to their profession. Many charities have yet to develop a *pro bono* offering that volunteers find attractive and fun. (NPC, 2018) Skills-based volunteering is more likely to occur where there is a longer-term relationship. (CIPD, 2015)

34% of charities say they don’t have capacity to manage more corporate volunteers (NPC, 2018)

30% of charities have turned down ESV because they did not need the type of help on offer or because they were unable to accommodate the requirements. Charity capacity to manage ESV has decreased; two in five charities lacked capacity in 2017 compared to one in five in 2015, with the majority of charities relying on staff or volunteers to manage ESV in addition to their existing roles. (Three Hands, 2018)

Obstacles identified by CCVS survey (CCVS, 2017):

- It was hard to make contact with the right business in the first place
- We wanted a more complex problem solved than the business could give us time for
- The time frame that we needed help in was short, and the business found this difficult
- We had difficulty in defining and explaining the problem

Zurich found 70% of charities cite lack of time, and 40% don’t know what skills are available. (Zurich Community Trust, 2016)

ESV can be a drain on charity resources and budgets with only one in five charging a fee to cover the costs of ESV (Three Hands, 2018)

CVN’s report suggested that unskilled team days take on average 1.6 days of charity staff time, *pro bono* 1.4 and skill-sharing 1.1. The suggestion is that the sector needs to be more transparent with business about costs. (CVN, 2018)

‘As charities we need to be clear with organisations about what does and does not work – and not be afraid to say no.’ Anna Lovell British Red Cross (NPC, 2018)

2.7. Making ESV a success

2.7.1. Build on best practice

The most successful collaborations are partnerships based on:

- Having common values and objectives
- Identifying the needs of both parties
- Having good support in place for ESV from both sides

- Using mutual feedback and evaluation to demonstrate the difference made. (CIPD, 2015)

Open mutually beneficial and respectful relationships between business and charity are key. There needs to be a move away from a grant giver and receiver relationship to a mutual partnership.

For example, Legal & General (L&G) originally helped Whizz-Kidz (a charity working with disabled children) to fund a piece of equipment, but then went on to establish that the charity was ideally placed to spot issues of access in public buildings in L&G's commercial property portfolio. L&G contracted Whizz-Kidz for the work. L&G now works with around ten social sector consultants to improve insight, including Shelter, to review and critique their private rental contracts to ensure fairness. (NPC, 2018)

Much of the research suggests that charities need to be clear about the support they need and should not create activities unless they are genuinely required. However, many organisations report the classic team events days can be starting point of a longer-term relationship and may be a prerequisite of the 'Charity of the Year' arrangements. *'Acknowledge that there may be a language barrier – and some digging down may be needed to understand each other's point of view.'* Anna Lovell British Red Cross (NPC, 2018)

A De Paul UK Sleep out event inspired Deloitte staff to get involved, and the connection led to *pro bono* work where Deloitte worked on data to create a heat map of provision for people experiencing homelessness, which has been hugely important in demonstrating need and obtaining project funding. (NPC, 2018)

Create a written contract to clarify expectations. Despite a high level of interest among charities, only 21% of charities have a strategy for ESV. (CVN, 2018)

Broaden businesses' understanding that charities can also benefit from marketing, strategy and HR guidance and not just from legal and finance. Encourage a diagnostic approach – a skills audit of staff to match to charities.

Charities need to consider the ESV volunteer journey, engaging them beyond initial contact and encouraging wider buy-in to the organisation and their beneficiaries.

Micro-volunteering involves short, specific tasks that are easy to complete. It allows people to test out volunteering without making a big commitment, e.g. team challenge days, careers talks, interview skills workshops (CIPD, 2018)

As technology moves on, there are opportunities to develop digital tools that help volunteers, employers and charities to map and evaluate volunteering. Accenture proposes an app that could track volunteering, and at the same time measure impact. It could also list preferences and could then recommend new opportunities or allow organisations to approach volunteers to meet their needs. (Accenture, 2016)

2.7.2. Demonstrate the impact of ESV

'It is important for corporates to be honest about why they are involved in charity partnerships and the tension between wanting to grow and strengthen their brand and wanting to create social impact.' Anna de Pulford Yoti Foundation (NPC, 2018)

- It is important that businesses recognise and acknowledge the benefits they gain.

- There is a need to look beyond positive media coverage. Some businesses are still measuring their community impact in terms of the amount of press coverage or the numbers of people supported. What really makes a difference to their employees is the difference they are making to people's lives. Evaluation should be less output 'lives touched' and more outcome 'lives affected'.
- Measurements need to be proportionate and not place a huge burden on charities.
- Outcomes for beneficiaries are important, but so are outcomes for business employees. Red Cross asks business partners:
 - Has our partnership had an impact on your sales/brand recognition?
 - Are staff proud of the partnership? Have they learned new skills? (NPC, 2018)
- The London Benchmarking Group is a measurement standard that any business can apply to understand the difference their contributions make. This looks at:
 - Inputs: form of contribution/ driver – why made/ issue addressed/ location
 - Outputs: community – numbers helped, type of activity/ leverage additional funds raised/business - media coverage/brand awareness
 - Outcome: community – type of impact and depth of impact on individuals and community organisations/business – impact on employees/business performance/environment impacts – change in behaviours/ecology (Corporate Citizenship, n.d.)
- CVN look at increases in knowledge, improvement in operational process and service efficiency, and increased leverage (CVN, 2018)
- SMEs wanting to maximise impact should seek to engage with smaller charities in skilled volunteering initiatives (CVN, 2018)

2.7.3. Facilitate use of brokers

The University of Hull research showed that the infrastructure to support charities to engage with ESV was patchy outside of London and has mainly been lost through funding cuts. (Burchell, 2016)

The Zurich survey found that all charities with incomes under £10 million would prefer to use a local broker. (Zurich Community Trust, 2016)

Brokers are proven to increase the number of corporate volunteers a charity receives on an annual basis and better identify volunteers that align to the needs of the charity. (CVN, 2018)

A few brokerages offer unskilled team-based volunteering such as Timebank in London, who charge £50 to £80 per head for team days and require six weeks' notice. (Timebank, n.d.)

Similarly, One Westminster run a Time & Talents programme for the borough of Westminster, providing a range of projects that business can volunteer to support. These include employability projects, business support for charity staff and befriending for vulnerable adults

<http://www.onewestminster.org.uk/business-partners>

However, most brokers/consultancies are set up to work with professional volunteers willing to donate their skills.

3. Primary research

3.1. Methodology

- Qualitative semi-structured interviews were held with 17 charities, lasting around an hour each. The charities interviewed were all engaged in helping achieve Cambridge City Council's Anti-Poverty Strategy objectives and were agreed with the Council. (See Appendix 2 for the list of organisations interviewed and Appendix 3 for the questions asked.)
- CCVS also undertook qualitative semi-structured interviews with businesses identified as working well with charities to address skills shortages. (Question areas are shown in Appendix 4.) Case studies have been produced.

3.2. Findings

3.2.1. Demand for skills

Compared to the desk research findings, the interviews reflected a greater interest in IT and business strategy support, particularly:

- Website development
- Database development and analysis including concern over GDPR compliance
- IT strategy

'What we really need help with is planning and predicting. We are always behind the curve.'

'Very few small charities have consistent IT support.'

This is followed by a need for skills in Marketing, Legal, HR and Finance. Marketing includes social media and branding.

Only one charity stated that it preferred to pay for advice and skills to ensure the quality of the work undertaken, rather than have them donated.

Nearly all of the charities would also like business support with fundraising, particularly to run fundraising events.

There is also a demand for trustees from business, both for their skills and their networks. The skills that organisations are looking for from trustees mirror those areas of general skills needs that they are looking for to some extent, with common areas including IT, Fundraising, Strategic Planning, Finance, Legal, HR and Marketing. Very few charities reach a position where their trustee board has no perceived skills gaps.

'If a business could take over running one of our regular fundraising events, that would be wonderful as it would free us up to do so much more.'

3.2.2. Creating contacts with business

Most of the charities interviewed had links with businesses that had led to the donation of skills in some form.

Personal connections

The way most charities contact business and access skills is through personal links either through their staff or trustees.

'One of our trustees is a finance professional and she gives us a day a week.'

'A friend of mine is helping with our IT.'

'A trustee put me in touch with a business who provide us with a caseworker to produce delegate packs for the conferences we organise, together with branding and materials.'

Some SMEs have made direct offers of support via senior managers

'The CEO of a local taxi firm was in a meeting in the next building, he just popped his head round our door and asked what we did and decided he wanted to help. His firm now collect and deliver packages for free to clients who aren't mobile.'

Through networking events

Most interviewees had attended networking events, and the following organisations were mentioned:

- Cambridge Chamber of Commerce
- Cambridge Network
- Institute of Directors
- Women in Business
- Probus Club
- Rotary Club
- Federation of small businesses
- Judge Business school

Views on the effectiveness of these events varied.

'Cambridge Network provide lots of useful information, but I just don't have time to wade through it.'

'I haven't found any of the existing networks useful. It's really just businesses trying to sell to each other.'

Charity of the year

Five of the charities interviewed had been named as charities of the year, with a further third having pitched unsuccessfully to be a charity of the year. While this is predominantly a fundraising relationship, skills donation is also a key component. Most of the successful charities had been charity of the year for several different businesses, sometimes at the same time.

'Get one business interested in you and others become interested.'

Most of these charities researched businesses to find out when tenders had to be submitted and made approaches asking to participate.

A charity typically becomes a business charity of the year through a competitive tender. A list of suggestions is usually solicited from a business's employees, and then the employees select the charity they want to support. Participation in these competitions is resource intensive for charities, and to be successful most interviewees believe there is a need to have a strong champion within the business.

'You need insider knowledge to get beyond the beauty pageant scenario where charities go up against each other to compete to be charity of the year. Businesses tend to go for charities they've heard of, that their employees can understand and get behind.'

'We are all chasing the same options and they have their favourite causes based on their own experiences.'

'You have to play the long game. We were previously rejected by X, but kept the relationship going, thanking them for the opportunity to be considered. We kept inviting them to events with no strings attached. We were able to draw on the relationship we developed when the opportunity came to bid again. It is key to get a named person you can approach to be your champion.'

'We tried to get in to pitch to X it was only on the third year of trying that a personal link through someone who worked there got us the chance to pitch.'

In most cases the staff then fundraise for the charity, and whatever is raised is often match funded by the business. Most charities attend sessions at the business to raise employees' awareness of the charity to encourage fundraising.

'It is really important to engage staff.. fundraising is the route to engagement.'

'It is very labour intensive keeping a successful relationship going – for us, we can handle being charity of the year for three businesses, more and it would be difficult to deliver a really good experience that will keep people engaged. '

In return, there tends to be an expectation that the charity will accommodate teams of employees who want to volunteer, usually undertaking a one-off practical task.

As a result of employee engagement, all the charities gained skills support while 'charity of the year'. These included:

- Employees became trustees (this is unusual)
- Website and IT support
- Training provided for staff and or beneficiaries
- Marketing and design
- Strategy support
- *Pro bono* legal support

There was also in-kind support, providing venues, catering, materials and transport.

Some businesses have now extended the idea of charity of the year to two or even three years enabling them to develop a longer-term relationship with the charity. Both the charities and the businesses we spoke to felt this was positive, as it enabled them to create stronger working relationships delivering greater beneficiary impact. The downside is that there is less opportunity for new charities to engage.

Unskilled employee team days

Outside the 'charity of the year' arrangements, the larger, better known charities are regularly approached by businesses looking for team-building activities, colloquially known as 'painting a wall' activities. Examples of this include decorating rooms, clearing overgrown outdoor spaces or painting fences. Businesses tended to approach charities offering teams of people available at a certain time to undertake a team activity. They often offer a ½ or whole day and specify the type of activity. Almost none of the charities interviewed thought these activities delivered a direct benefit because they were resource intensive. The exception to this was one business that employed a broker to undertake all the arrangements for the activities, taking the burden away from the charity.

Charity reaction to 'painting a wall' requests depended on the capacity of the organisation to accommodate them.

'We don't offer corporate unskilled events, as they are usually not good use of anyone's time.'

'Initially the business was looking for a team-based task. As we don't have a building, this wasn't what was really needed so I invited them to come to one of our sessions. They came back with a list of ways they thought they could make a difference to the people they met.'

'We see the team-building days as a gateway to create a meaningful relationship with business. It has led to business employees deciding to find ways they could help by raising funds for us.'

'We create a list of practical projects which we need doing around our building such as gardening and will take on teams of up to five people. In the next three months we will have three team projects, one with a team from our accountants, one from a business that supports us, one via a broker that approached us. We will only offer these team days with enough notice and if needed – we provide the equipment and refreshments.'

'These are activities that are of use to us and will enable us to divert savings into other areas of work. I describe them as outsourcing of additional services.'

3.2.3. Key challenges for charities connecting with business

Pressure on charity resources

The majority expressed concern over whether the outlay of resources in engaging business was justified by the results.

'Corporate funding is potential 'golden money' that we can use for running costs, but it requires an enormous amount of resource. Our time might be better spent applying for grants.'

'Corporate relationships are labour intensive, and they are a slow burn. On top of that, your contacts regularly move on and you have to start again from scratch.'

'It's a huge amount of work with little payback, although it could be game changing if it did pay off. So far, we've not found it very fruitful. There is quite a lot of pressure from my board who seem to think it is the answer.'

'It is hugely time consuming. We really want to employ a network manager four days a week.'

'It isn't a priority 'It's a lot of effort for little return. I'd rather focus our efforts on securing contracts'

A minority of interviewees were more positive.

'I probably spend a couple of days on a relationship that can deliver £3000 of support, so it is worth doing.'

'The outlay of time is well worth the result.'

'You have to really engage to build friendships. I pop over every 4–6 weeks for coffee and I take cake!'

'We have to bear in mind that most businesses don't have someone who does their ESV full-time. You have to make it easy for them, so I do as much as possible and make sure they have fun.'

'It is really important to plan. I go in with a plan of ideas for next 3–6 months, so I can sit down with them and work out what will work for both of us.'

Lack of business understanding

Charity respondents reported that some businesses do not seem to be aware of their lack of revenue and reserves and how this limits their ability to respond to requests.

'It takes a lot of time to explain what is needed, and then there is no lasting benefit.'

'We were invited to meet with a business. I spent a lot of time putting together a briefing paper for a project for their consideration, we then spent a day going to see them to present the idea and we then heard nothing from them. They didn't even offer to pay our expenses.'

'You don't get a say in who a business sends, there is a presumption that even junior staff will be useful and that is not always the case.'

'We spent six months trying to develop an IT project with X, but in the end their IT expert just didn't have the time to give us.'

'There is a lack of understanding that charity time also costs money.'

'Business people don't always appreciate how dynamic and streamlined charities are, they underestimate our professionalism.'

'You need to be mindful of your brand and ensure businesses are respectful of it and adhere to your guidelines.'

'Our work doesn't have immediate appeal; it can be controversial, and business is likely to worry about any backlash and impact on reputation.'

Low brand awareness

Businesses usually choose to work with a charity they have heard of. It makes it easier to secure buy-in from staff, and it provides less of a reputational risk if they work with a charity other businesses have also supported.

'We aren't an easy fit as we work with vulnerable people with complex problems. The difference we make is profound but over years not months. We can't provide good photo opportunities.'

'It is difficult for us to compete with the bigger charities with the stronger brand recognition. The dominant local charities are Arthur Rank, East Anglian Children's Hospice, Addenbrooke's Charitable Trust, Eddies and Cam Sight.'

'I spend a whole day free of charge at a company's employee well-being event providing counselling, workshops on stress relief and mindfulness. The personnel department were really impressed, but when it came to a donation, the money went to the mental health charity they had all heard of, even though that organisation hadn't even attended the event!'

To counteract low awareness, charities need a champion

'A relative of one of volunteers has been our champion. She put us forward for charity of the year, we haven't had to visit or write any reports.'

Expectation management

Expectation management is an issue both for business and charities. Simon Humphrey, Sustainability Senior Manager at Arm, commented that some charities do not appear to appreciate that most businesses do not have a designated member of staff to work with the community. Nor do most businesses have undesignated cash waiting to be handed out; any spending is budgeted up to 18 months in advance. Whereas *'business have an expectation that charities are there begging for help and are disappointed when they don't get responses to their offer'*, Simon believes that many businesses do not understand that charities are *'just about scraping at the surface'* of what they are set up to do and struggle to find capacity for anything else.

Charity interviewees commented:

'The skills needed are too complex, no one is going to give us the time needed to develop a monitoring and evaluation system.'

'It is difficult for a small charity to accommodate a large business. We are in danger of being overwhelmed.'

'It is difficult to gain traction with big businesses; they have criteria that isn't always clear, and you can waste a lot of time trying to second guess what they are after.'

'Often, professional people don't want to volunteer using their work skills, they want to do something different.'

'Donated advice has the tendency to be generic rather than detailed, due to concerns over professional liability.'

'Relationship management is hugely time consuming. Charities should ask for a guaranteed donation, so they don't carry all the risk.'

'We don't want to charge for team-building activities, we feel it will raise expectation too high.'

To manage expectation, some interviewees mentioned the need for a contract between the parties to reflect best interest and clarify areas of responsibility, such as insurance and media management.

'You need to meet up early in the process to set up an agreement and engagement needs to be at the highest level. It is important to set realistic expectations.'

3.2.4. Benefit to business & their employees

There is a direct benefit to employee well-being

'We support people with disabilities with training in improving access and inclusivity. As a result the business have found that employees have started to be more open about their own needs.'

'By supporting their volunteering, the firm are demonstrating care for staff well-being as volunteering and making a meaningful difference to others supports positive mental health.'

'We helped them demystify mental ill health and helped them tackle the stigma of mental ill health in the workplace.'

'We could help improve businesses understanding of the value of diversity and we can offer cultural competence and equality training.'

'We need to persuade business that it is in their interest economically to create a vibrant and healthy community, as that contributes to the health and wellbeing of their workforce.'

It enables the business to show they have met their CSR requirements

'We in the charity sector need to recognise that businesses exist to make a profit. We should be looking for ways they can contribute while still achieving this.'

'Brand awareness isn't just about CSR, businesses also want to work with charities that reflect their own mission and values. There is a genuine motivation to do some good.'

ESV has the potential to aid employee recruitment and retention

'Staff engagement builds morale and helps retention.'

'In a competitive recruitment environment, ESV contributes to retention.'

'Employees get to feel good helping others, that gives them a positive image of themselves.'

It provides an opportunity for employees to learn new skills

'Employees can learn social and communications skills, they learn to build rapport and work in different teams.'

'There is the opportunity to really make a difference. Younger employees could be useful undertaking social media and marketing and they would really see a difference quickly because charities are so dynamic; we take an idea and implement it the same day.'

'There is the opportunity for less experienced staff to learn on the job at low reputational risk to the business.'

It improves the level of community connections

Better connections can build brand awareness and can build goodwill.

'Employees get a different experience outside the usual bubble. They feel they are helping their local community and they get a sense of how frail the charity sector is.'

3.2.5. Benefit to charity beneficiaries

Beneficiaries have benefited from projects facilitated by ESV volunteers, for example, helping improve patient care by producing an online book to educate student doctors and GPs about the patient experience.

Putting business in direct contact with beneficiaries can also challenge beneficiaries' perception of business and help them feel valued.

'Guests feel like a person again; when volunteers choose to come in and spend time with them, they feel included as members of the community.'

In some cases, there has been the opportunity for beneficiaries to gain work experience with businesses or be mentored by employees to gain confidence and workplace skills.

3.3. Ideas to improve links between charities and business

3.3.1. Brokerage

One solution to addressing the lack of resources experienced by both business and charities might be to bring in a third party. Form the Future⁴ are a social enterprise who work closely with businesses and schools to offer a whole range of career-focused skills and experience for young people. Form the Future, facilitates all the activities and makes it as easy as possible for schools and businesses to participate in their programmes. This brokerage role undertaken by the right organisation could improve the numbers and quality of business and charity engagements.

Over half the organisations we spoke to would like to see some sort of local brokerage service. Most envisaged this as a free to use local online platform

'Some sort of online skills bank so business volunteers and charities can find each other.'

⁴ <https://www.formthefuture.org.uk/>

'It would be great to have a list of what businesses were interested in, rather than having to second guess.'

3.3.2. Opportunity to meet business on an equal footing

One idea was to run community fairs where groups meet to network with each other and publicise their services to the wider community including businesses. This would differ from a conventional volunteering fair. The focus would be on the difference that the charity makes to their clients and the community. Any opportunities would be geared to business needs and opportunities requiring business skills.

'I'd be interested in an information-sharing event where businesses could find out about what is going on in their local community.'

There was also a suggestion that the Chamber of Commerce could collaborate on events. Possibly themed around local issues, possibly a summit style meeting along the lines of It takes A City <https://news.streetsupport.net/2019/02/19/it-takes-a-city/>

3.3.3. Provision of services to business to build relationships and promote expertise

Several groups have developed, or are developing, services that they are looking to either sell to business or share as part of a wider sponsorship arrangement. Services include mental health first- aid, parenting workshops, sight guide training, equality training and creative workshops.

Charities engaging in sponsorship arrangements need to be aware of potential tax implications <https://www.charitytaxgroup.org.uk/tax/income-corporate-taxes/fundraising-income/business-sponsorship/>

3.3.4. Greater collaboration across the charity sector

'We think greater collaboration between charities might make more impact, so we are working with other family charities on a joint fundraising event. We can share resources and hopefully attract greater sponsorship.'

'We need a coordinated approach to sell the benefits of ESV that actually helps charities.'

3.3.5. Shared best practice for business and charities

'I'd like to see some peer networking. I'd be happy to share my experiences.'

4. Conclusions

4.1. Cambridge charities are well placed to access skills from business

Most of the large and medium- sized businesses in Cambridge are undertaking some Corporate Social Responsibility level of activity and there is a wealth of professional skills that could be accessed. The case studies in this report demonstrate that there is evidence of good practice in skill sharing taking place, which should be built on.

4.2.Charities express a need for business skills

The research demonstrates a clear appetite among local charities for business skills support. The key skills they need are IT, strategic planning and fundraising followed by marketing, Legal, HR and finance. Charities would also like to encourage more business people to become trustees.

4.3.Business is motivated to engage with charities

For most businesses, CSR is more than a tick-box exercise. Although the CSR strategy might be formulated at board level, it is the employees who engage and drive the activities, and it is the employees that charities need to appeal to. Many young employees have an expectation that their employer will be operating with a concern for the environment and the community. The motivation is to build connections within the business and with the local community and to give something back. Volunteering also helps employee engagement and retention and helps create differentiation between similar businesses, particularly in professional services. Volunteering also offers employees the opportunity to develop a range of additional skills necessary for leadership and teamwork. Business is interested in engaging their staff teams and donating their time and skills rather than just donating funds. They are also offering in-kind donations such as meeting-room space.

4.4.Relationships are vital to engage business skills

Business is more likely to donate skills to charities where there is an existing relationship. Most relationships develop out of personal links within businesses. A key starting point for most of these relationships is through fundraising support and unskilled team activities.

Engaging businesses is resource intensive, leading some charities to question whether this outlay is justified by the outcome. Most charities interviewed said unskilled team events did not deliver a direct benefit beyond creating a relationship. These activities are requested by businesses where many employees want to volunteer, doing something other than use their professional skills. The research only identified one business, which is using an intermediary organisation both to broker and to organise its team days.

Once engaged, the relationship with a business needs to be nurtured to the point when the employees involved start to look for other ways to offer support, including professional skills. Business and charity partners need to collaborate to develop flexible volunteer opportunities likely to encourage more middle management participation – the group most likely to be able to drive forward the business skills volunteering charities need.

4.5.Indirect access to business skills is variable

A minority of the charities involved in the research had used a broker to find volunteers with professional skills. The brokers seemed most useful for finding advice on clear, straightforward queries; more in-depth support requiring extensive briefing was problematic, with reports of designated experts either lacking the required experience or being too busy to engage properly.

4.6.Charities want more opportunities to engage with business

The existing networks such as Chamber of Commerce and Cambridge Network are providing a valuable forum, but their primary function is business-to-business connections. Charities described needing networking that is more focussed on seeking shared solutions to community issues. In particular, small

charities with low brand awareness and limited resources are not well placed to attend general events, and therefore struggle to build the necessary relationships and support with businesses.

4.7.Charities want to find ways to share best practice and seek collaborations

Organisations want to share their experiences of working with business and disseminate best practice. They also recognise the need to operate more collaboratively. The Arm/Fullscope case study in this report is an example of what guided and resourced collaboration can achieve. For collaboration to happen, charities are looking for opportunities to come together and debate key issues and are seeking resources to support this.

4.8.Characteristics of successful ESV schemes delivering business skills

Senior management buy-in to authorise and resource activities is key, but it is charity champions within businesses that make them a success. Paid volunteer leave, incentive match funding schemes, flexible volunteer opportunities all support engagement. Good communication of the volunteering opportunities on offer and an effective response from charities are also vital. Reported charity feedback evaluating the benefit of employees' contributions is motivating and likely to encourage greater engagement.

5. Recommendations

The recommendations fall in to three distinct areas:

- Enlighten – for relationships to happen, there has to be an understanding from both parties about how the other party works, what drives them and what motivates them.
- Engage – Once there is greater understanding of business in the charity sector, and of charities in the business sector, then we have to develop ways to bring them together to build relationships.
- Enable– To work effectively, it is essential that the necessary skills and resources are in place for charities to make the most of opportunities.

A detailed action plan will need to be developed to deliver the recommendation. No funding has been identified against the actions and this would need to be addressed if the recommendations are to be implemented.

5.1.Enlighten

In order to increase the prevalence of Employer Supported Volunteering, there has to be a programme to raise awareness in both the business and the charity communities. Enhanced communication is key to addressing the current mismatch in expectations.

5.1.1. Enlightening business

More has to be done to promote the benefits of skilled volunteering with local charities to businesses that are not currently offering support, especially Small and Medium Enterprises (SMEs). There is also a need to ensure that businesses are aware of the number of different charities that exist, the different opportunities, sizes, geographies and causes.

Recommendation To develop digital resources around the case studies and real-life examples that demonstrate why ESV has a benefit to business and the impact it has on staff as well as on the wider community.

Recommendation To develop resources that answer and address barriers and concerns that business may have around why and how they can engage with charities.

Recommendation To develop a campaign and communications plan to spread the word to business about ESV. This needs to include working with the many networks of businesses across the city as well as conducting a digital campaign.

5.1.2. Enlightening charities

Charities need to understand businesses; they need to understand their motivation for wanting to get involved, as well as what type of support they can offer. Charities also need to understand how to develop and build relationships with businesses.

Charities need to create volunteering that offers flexible, manageable and appealing opportunities to engage business employees.

Recommendation To develop resources that let charities know what businesses want and how to engage with them, along with a campaign to spread the message that this is something more charities should consider.

Recommendation To work with businesses and charities to develop models of volunteering opportunities, and good practice to engage business employees.

5.2. Engage

Enlightening both businesses and charities is not enough. We have to create as many points of contact between them as possible to allow them to engage with one another.

5.2.1. Somewhere to go

Once businesses and charities have a desire to find out more and look for possible opportunities, they need to have somewhere to go to help them on to the next step. Inevitably, this first port of call will be a digital one.

Recommendation To set up a website that gives business and charities the information and links about what to do and how to make contacts once they have decided to engage. This needs to include areas for business that include: work-based talks, webinars and materials they can share with their employees. This site could include some form of 'matching', whereby a business or charity can find a possible partner.

5.2.2. Activities

It is important that businesses and charities can get to know one-another. This is especially important to widen the charities in the running for support, but also to help those where there are no personal connections.

Recommendation Investigate running a Community Fair, this would be open to businesses and charities, would include networking opportunities and possibly speakers and case studies. This could include a speed dating style event, familiarising businesses with the work of small charities and the needs they meet in the community to create shortlists of potential partnerships.

Recommendation To make use of Cambridge City Council and CCVS working with the different business networks such as the Chamber of Commerce or Cambridge Network to promote the report and the benefits of ESV.

Recommendation To create the opportunity for charities and businesses to meet on an equal footing. This might include collaborating to address key social issues such as inequality or the environment. The intention is to encourage partnership working through problem-solving and cross-fertilisation of ideas. The recent summit on homelessness 'It takes a City' is an example of this type of event.

5.2.3. Encourage brokerage

There is a need to look at existing and new ways to help organisations to come together and to make that process as painless as possible.

Recommendation To Promote greater use of free online brokerage to help parties connect. For example, the volunteering platform [Do-it](#) or the platform aimed at professionals and charities [BeyondMe](#). Further investigation is required to establish the most effective and cost effective platforms and establish a willingness particularly among businesses to use them.

Recommendation To encourage businesses to use paid brokers to match their needs and facilitate activities. This takes away the burden from charities of running the unskilled team events that businesses often request. It also helps ensure business employees have a well-managed and enjoyable experience creating the positive outcomes businesses want from team volunteering events.

5.3.Enable

Charities need to have the skills, confidence and support to enable them to make their pitch to business and to develop the opportunities and products that will appeal. Charities will need training and support, which can be delivered as a combination of networking opportunities, online tools, training and peer mentoring.

5.3.1. Develop a resource bank

It is important that charities can self-serve and access tools and information that will help them develop their corporate engagement strategy. Resources need to include guides, but also access to templates for agreements or sponsorship as well as policies about working with corporate volunteers.

Recommendation To develop and host a resource bank of documents and how-to guides that can help charities gain the skills to work more effectively with businesses.

5.3.2. New training

Charities need to be able to articulate their needs in terms of the impact business input will deliver to their beneficiaries, and at the same time business employees want to use their skills to drive positive change. Charities need to identify a correlation between their own goals and the ethos and stated priorities of the business they are approaching for support. Charities need to develop their pitch, their services and their strategy for building, and maintaining, relationships. To do this, they will need access to new training and support.

Recommendation To develop and deliver a new training course aimed at organisations looking to move their corporate fundraising and engagement forward.

Charities need support to promote services to business to build relationships and promote expertise. The relationship between charity and business is two way. Charities have an opportunity to deliver services that they can sell to business or share as part of a wider sponsorship arrangement.

Recommendation To develop training and support to help charities develop their own services and products that they can then market to businesses.

5.3.3. New networks

Charities can work together to identify common needs (such as IT strategy) and could share skills and resource to create appealing project plans that could be pitched to businesses. This would enable businesses to deliver greater impact through their skills volunteering. Charities that have been successful have a story to tell that can inspire and support others.

Recommendation To develop a new network for charities to come together to share and learn about working with businesses, and to start to develop shared ideas and partnerships.

6. Next steps

This research has to lead to change. Without doubt, the funding environment for charities working in and around Cambridge is getting tougher, this is especially so for smaller charities without professional fundraising staff (the majority of local charities). Working with business is not a golden bullet that will solve organisations' or the sector's funding problems, but there are opportunities for more charities to work with more businesses to mutual benefit and to the benefit of the charity beneficiaries.

The City Council, CCVS, the wider charity sector and the business sector need to think about how this research can be acted on, we have drafted an action plan to deliver more connections between charities and businesses and work will progress to find ways to deliver on this. Funding has been agreed to carry out the silver standard for the report launch.

Draft Action Plan

Within the three themes of enlighten, engage and enable there will be different actions, there does not need to be a gold standard product on day one, and actually resources will not allow this. We need to address what can be done with minimal resources to a silver standard and what can be done within existing resources to a bronze standard. We also need to prioritise those things that need to happen at the start of the project, and those that will become add-ons at a later date. The bulk of these actions are for CCVS, we have added some where there will be joint work with the City Council but there may be separate actions for them.

Launch the report

The first action is to develop a communications package to share the report. There are Gold and Bronze standards for this. Whilst the bronze standard will raise awareness within the charity sector it will not reach into the business sector or beyond, it will also not produce any further support materials that may be useful in the ongoing campaigns.

BRONZE STANDARD	SILVER STANDARD
No extra funding needed High Priority	2 days of work from CCVS £388.00 Medium priority
Develop a page on the CCVS website for the report and as a landing page. Publish the report with separate Exec Summary and Case studies as pdfs Promote the report through social media and CCVS channels.	Press release Two blogs based on the findings Graphics to support the communications Summary presentation created as a publicity tool 2 short video testimonials created to support the case studies Enhanced communication delivery aimed at business sector.

Communications

There is an ongoing need to communicate and promote the importance of ESV and also to help more business and charities become enlightened. This will rely on the right resources being available but will also need its own resource at different levels.

BRONZE STANDARD	SILVER STANDARD	GOLD STANDARD
No extra funding needed High Priority	Additional funds needed – not costed High Priority	Additional funds needed – not costed Low priority
To use basic webpage and resources as a promotion tool. To continue to publicise through CCVS and council existing channels.	Create campaign around motivating business to engage with charities ‘Making Cambridge Fair for All’ and develop a communications plan. Develop tools and resources to support communications campaign. Join and attend appropriate networking events to promote with businesses and charities. (with City Council) Investigate alternative approaches and opportunities to spread the message through presentations, talks etc. (with City Council). Develop an ongoing press campaign to promote ESV (with City Council).	Recruit and train champions to help spread the word with businesses and charities.

Digital resources

A number of the recommendations refer to the need for digital resources for both the business and charity sectors.

BRONZE STANDARD	SILVER STANDARD	GOLD STANDARD
No extra funding needed High Priority	Additional funds needed – not costed Medium Priority	Additional funds needed – not costed Low priority
To use the report landing page with the case studies as the only tools.	<p>To set up additional pages on the CCVS website for businesses and charities.</p> <p>To populate additional pages with external resources</p> <p>To develop FAQs for both pages</p> <p>To investigate and link to existing brokerage sites</p> <p>Create a digital marketplace allowing charities to post a jpeg advert for volunteers or skills requirements</p> <p>Develop online materials to demonstrate the benefit of ESV to business</p> <p>Create online resource library for business on CCVS site</p> <p>Create bite sized versions of report and case studies – including videos/testimonials</p>	<p>All the information from the Silver Standard but to create a separate ESV microsite with enhanced functions to help business and charities engage with one another.</p> <p>To develop more detailed guidance for charities on flexible volunteering as possible webinar or video.</p> <p>To create a section on the site for charities and businesses to upload offers and opportunities.</p>

Training and events

Training and events will be needed to enable both businesses and charities to make the most of ESV. This will include opportunities to network together to help broker relationships.

BRONZE STANDARD	SILVER STANDARD	GOLD STANDARD
No extra funding needed High Priority	Additional funds needed – not costed High Priority	Additional funds needed – not costed Low priority
Develop the pilot project we are delivering for Support Cambridgeshire to deliver more interactive workshops involving charities and business (dependent on Support Cambs contract) Use existing networking opportunities to promote ESV to the charity sector.	Develop a new training course in ESV for charities not already engaged Plan a Community Conference open to business and charities with the objective of improved understanding and making connections. Deliver a Community Conference	Develop a charity ESV network with meetings and online areas to promote peer learning and support. Develop online training for charities and businesses to support them to take ESV forward. Develop training around what makes a good volunteering opportunity in a digital world for charities.

7. Case studies of Business and Charity Partnerships

These case studies have been developed with the intention of encouraging greater levels of engagement between business and charities by sharing the benefits they bring about to the community and key learning experiences. The case studies should be disseminated as widely as possible and permissions are in place from the named organisations for this to take place.



Support for community & voluntary groups

CCVS

Case study

Cambridge University Press creating extended partnerships with local charities



CAMBRIDGE
UNIVERSITY PRESS

Cambridge University Press (the Press) employs 2700 people internationally, 1200 of whom are based in Cambridge. The Press is the publishing business of the University of Cambridge and works closely with the global academic community to produce books and journals as well as a portfolio of innovative tools and services to advance learning and research. www.cup.cam.ac.uk

CAMBRIDGE UNIVERSITY PRESS' APPROACH TO COMMUNITY ENGAGEMENT

For the last 8 years, the Press in the UK has selected a 'charity of the year' to support for a 2-year period. Past charities have included Romsey Mill, Blue Smile, Centre 33 and Rowan and they have just announced their new charity will be The Castle School. The two-year period allows a meaningful relationship to develop where the Press can work in partnership to maximise the impact they can have.

'There is a massive appetite among our colleagues to use their skills to benefit others. People get a great deal of satisfaction from helping local community projects and at the same time they can gain new skills.'
Heidi Mulvey, Head of Community Engagement

Cambridge University Press seeks to partner with charities that are local so their employees can become involved. Charity partners should also have a link to education, which ties in with the Press's mission and goals. Nominations come from Press employees and the long list is reduced to a shortlist of the charities with most nominations. The employees then vote for the winner.

'The shortlisted charities are asked to tell us what they do, what specific difference the support we can give will make and what kind of volunteering can help them beyond the fundraising.' Heidi Mulvey

A well-timed letter from a parent from the Castle School to the Press' Chief Executive, Peter Phillips, arrived just as the list of charities for 2019 to 2021 was being drawn up. All pupils at the Castle School have a statement of special educational needs, mostly for autistic spectrum disorder or speech, language and communication needs. The letter led to another Castle School parent, who is also a Press employee, agreeing to champion the school's bid. The school was voted a clear winner and will work with the Press for the next two years. Cambridge University Press will fundraise on behalf of the school and encourage colleagues to volunteer. There is also likely to be in-kind donations, such as books and materials and use of premises for events.

All Press employees are encouraged to do at least one volunteering day a year, but many do more. For example, one project group have volunteers visiting a local primary school weekly for an hour to do one-to-

one reading with children who need additional help. The children benefit from the extra support, the Press volunteers benefit from spending time with colleagues across different disciplines, which also helps develop a greater sense of teamwork. They also get to see how educational materials are used in the learning environment. In another example, they have hosted interviews for Centre 33, who are recruiting an IT person. One of their IT colleagues has helped them with their brief for the job description, and has spent the day with them interviewing.

SUCCESSFUL COLLABORATIONS WITH BLUE SMILE AND ROWAN



Blue Smile, a children's charity providing counselling and support in schools, is a past charity of the year that forged a successful partnership with Cambridge University Press that went beyond fundraising. While the additional funds the Press raised enabled the charity to extend its activities in a local primary school, the Press also got to know the charity well enough to be able to support them

with the redesign of their website and they also donated IT equipment. Blue Smile engaged with Cambridge University Press employees through events such as lunch and learn sessions. The Press also has Friday updates on their intranet, which invite colleagues to get involved with volunteering opportunities coming up. Although the formal relationship with the Press has ended, several of their employees continue to volunteer for the charity. www.bluesmile.org.uk



We think of charities as equal business partners - we gain as much from the relationship as they do.'

Heidi Mulvey

Press and Blue Smile colleagues



Rowan, a charity that provides an art centre for people with learning disabilities, have just ended their time as charity of the year with the Press.

'It was such a huge eye opener. They do such wonderful work.' Heidi Mulvey.

Colleagues were able to go along and take part in sessions and meet and chat with the students. As a result of involvement in a ceramics workshop, a colleague who ran the Cambridge University Press bookshop in central Cambridge was inspired to create a Christmas window display about Rowan, creating some excellent PR for the charity. Cambridge University Press colleagues fundraised for Rowan, which was matched funded by the Press. They also volunteered to improve facilities such as the garden used by the students and they hosted events such as a performance at the Cass Centre of *Through The Cloud I Can See You*. www.rowanhumberstone.org.uk



The Press designed a display board for their shop display which Rowan continue to use for events.

'We have loved being charity of the year for Cambridge University Press and we got so much more out of it than just the agreed financial support (including lasting friendships!) From visits from Press staff to Rowan, student artists visiting the Press, volunteering opportunities, fundraising activities (ranging from bike rides, quiz nights to whiskey tasting evenings), bookshop displays and performances! We really did everything we could with them. As part of what they do a certain amount of income was agreed which supported our drama room which has now been transformed into a performing space! However, on top of that they nearly doubled this income and that has come in to be used to support the day-to-day at Rowan. It has been a fantastic two years and we are very sad it has come to an end. '

Hetti Wood, Communications Ambassador at Rowan summarised their experience



Press colleague with student artists at Rowan

KEY LEARNING POINTS

Businesses are constantly approached by charities asking for support. The Press's Heidi Mulvey estimates she receives over 200 emails and letters a year. Her advice to charities that want to stand out is to do your homework and look for a clear fit between what a business does and how they could make a difference to your beneficiaries beyond just asking for a donation. The Press does make donations to charities other than their charity of the year, but this is usually driven by colleagues who want to get together and help. Charities need to use their networks to find supporters within businesses that can champion their cause.



Support for community & voluntary groups

CCVS

Case study

Taylor Vinters & Illuminate - a shared approach to better mental health

BACKGROUND



Taylor Vinters are an international law firm that supports a range of clients, from Fortune 500 technology multinationals, fast growth venture-backed businesses

and owner managed businesses. The firm has 28 partners and 80 lawyers across offices in London, Cambridge and Singapore. According to the firm's entry in Sunday Times top 100 best companies, at least 20% of Taylor Vinters staff are known to undertake charitable activities during business hours.

www.taylorvinters.com



Illuminate are a small registered charity that specialises in mental health coaching and facilitation to help people make positive changes. The charity operates across Cambridgeshire with adults who are unemployed or working limited hours with mental health challenges such as anxiety, depression, schizophrenia, bi-polar and much more. They also provide a range of services to businesses that support and strengthen the resilience and output of leaders and staff.

www.illuminatecharity.org.uk

TAYLOR VINTERS' APPROACH TO COMMUNITY ENGAGEMENT

Jan Holmes, Learning & Development Manager at Taylor Vinters, explains that the firm's ethos is to work collaboratively involving everyone in their network or 'tribe' including employees, suppliers, clients and investors. If a member of the tribe is passionate about a cause and they can engage others, they can apply for support to the firm's CSR panel, which includes people from across the business.

Key to Taylor Vinters' commitment to community support are:

- The improvements that volunteering brings to people's well-being. This is part of a commitment to champion good mental health within the business that addresses how people are treated, expectations and work/life balance.
- It increases its attractiveness as an employer particular to younger people who are passionate about the environment and giving back to the community- as Jan puts it 'they have made us up our game.'
- It enhances team-working, taking people out of their normal areas of work and removing hierarchies.

HOW THE RELATIONSHIP WITH ILLUMINATE EVOLVED

Taylor Vinters became involved with Illuminate after the charity met a Taylor Vinters employee at an event who put them in touch with Jan. At the time, Illuminate asked for guidance on adapting their confidence for change programme for use in businesses. This had clear synergy with the work Jan does on wellbeing so she could see how they could help. Out of the discussions, Taylor Vinters went on to collaborate with Illuminate on a mental health event for Illuminate beneficiaries focussed on helping people prepare to re-enter the workplace. Taylor Vinters hosted the event, Jan and her manager gave talks and some of Taylor Vinters' suppliers helped with CV's.



Jan Holmes at the event hosted for Illuminate beneficiaries

One of the outcomes of the event was that Taylor Vinters and Illuminate worked together to develop a mentoring programme where eight mentors from across the Taylor Vinters network were carefully partnered with eight beneficiaries over six weeks.

Illuminate were able to secure an Awards for All lottery grant to fund the setting up and management of the project from their end. The Taylor Vinters mentors supported the Illuminate beneficiaries to help them gain the confidence and skills they needed to get back into the workplace. It was not all plain sailing, for some of the Taylor Vinters volunteers; mentoring was a new skill and they were anxious about working with people with mental illness. Likewise, the Illuminate mentees found preparing to return to work very challenging because of the very difficult experiences many had in the past and the mentors had to help them address their fears.

Illuminate tracked the beneficiaries and fed back the results of the project to Taylor Vinters. In the main, the results were very gratifying for all involved with measurable improvements in confidence and well-being for mentees, including some going on to achieve their goal of re-entering the workplace. In return, Taylor Vinters mentors gained a valuable education in how to tackle the stigma of mental health in the workplace, supporting the firm's commitment to the Mindful Business Charter⁵.

Richard Stephens, an Illuminate graduate successfully worked alongside his mentor to become an associate trainer and speaker for Illuminate. He has gone on to be invited by Taylor Vinters Cambridge to deliver his presentation on Mental Health Awareness in the Workplace.

"Richard's talk was insightful and from the heart." Jan Holmes, Taylor Vinters

KEY LEARNING POINTS

The project was successful because Taylor Vinters and Illuminate worked in partnership and created an ongoing, mutually beneficial relationship with a shared goal. They were able to foster a common interest in improving the understanding and experience of people who face mental health challenges in the workplace and work together to create a real difference.

⁵ The intention of the Mindful Business Charter is to remove unnecessary sources of workplace stress and promote better mental health and wellbeing in the legal community. <https://home.barclays/content/dam/home-barclays/documents/who-we-are/Mindful%20Business%20Charter%202018.pdf>



Support for community & voluntary groups

CCVS

Case study

Penningtons Manches working creatively with Kings Hedges Family Support Project

BACKGROUND



Penningtons Manches is a commercial and private law firm with offices in the UK and in San Francisco. The firm set up a registered charity Penningtons Manches Charitable Foundation (“the Foundation”) in 2017 which funds donations, volunteering and pro bono work. The Cambridge office has 25 staff with their own branch

committee of the Foundation and an allocation of Foundation funds to support local charitable giving and volunteering. The Foundation encourages each member of staff to undertake 21 hours of voluntary work every year during office hours. www.penningtons.co.uk



Kings Hedges Family Support Project (KHFS) is a small registered charity that runs drop-in sessions for local families with children up to 3 years old in North and East Cambridge. They provide a safe space for families to enjoy creative activities and share experiences, whilst support workers are on hand to talk about anything from general parenting to family relationships, wellbeing or financial difficulties.

PENNINGTONS MANCHES’ APPROACH TO COMMUNITY ENGAGEMENT

Sarah Coates, a Partner at Penningtons Manches and the Chair of the Cambridge branch of the Foundation, explains that the staff submit suggestions of charities they would like to support. The Foundation then asks for a shortlist of charities to outline the help they would like to receive. In the past they have supported two or more charities, but since 2018 they have focussed on supporting KHFS. www.khfs.org.uk

Key to the Foundation’s commitment to community support are:

- A focus on helping the vulnerable in society with initiatives in which staff can take an active role, with a focus on grass roots groups.
- Supporting staff well-being through volunteering.
- Building interdisciplinary teams creating social interaction between colleagues from different disciplines.
- Meeting their key performance indicators for delivering community benefit, a requirement for some of their business tenders.

HOW THE RELATIONSHIP WITH KHFSF EVOLVED



Penningtons Manches staff fundraising bake sale for KHFSF

A Penningtons Manches staff member became a champion for the charity, she knew about the work they do from a family member who is a long-term volunteer and she grew up in the area the charity works in. Jo Hunt Manager at KHFSF invited members of the firm to come along to a family drop-in and see what they do.

'Staff have no idea what is going on in this community, so discussions with Jo to find out what would benefit the families, to hear about the challenges and the impact they can have was key.' Sarah Coates

As a result of their visit, the staff came up with a list of ways that they thought they could be of help and asked the charity to advise. The ideas included funding vouchers to provide fresh food to supplement food bank parcels, funding a play worker and creating an allotment area where families could learn to grow fresh food.

'Employees get a buzz from helping people and some relate to the charity as parents. It gives them perspective and links them more closely to the local community.' Jo Hunt

At KHFSF's request the firm have funded the food vouchers and the play worker post and they have decided they can do more to support the charity, so are extending their support for at least another year.

'Jo and her team are so passionate about what they do, it's infectious.' Sarah Coates

KEY LEARNING POINTS

Sarah believes that charities need to do more to leverage their personal connections to create initial links with business. Charities also need to think laterally, for example, law firms don't just employ lawyers, they could offer other skills such as branding and marketing. Businesses need to respect the expertise of their partner charities and work with them to deliver meaningful solutions.

The Foundation and KHFSF have worked in partnership to find ideas to best help the charities beneficiaries. KHFSF have been clear about what they need and responsive to contact from the Foundation. Sarah Coates recalls that other charities they have tried to support in the past have not always been good at keeping in touch and providing updates, and this has curtailed the development of a longer-term relationship. One year into their relationship with KHFSF, Sarah says her staff have

'a real sense of personal wellbeing, a sense of a difference being made and of a team being brought together.'



CCVS

Support for community & voluntary groups

Case study

Tees Law and Cambridge & District Citizens Advice Bureau working to provide people with essential advice and information

BACKGROUND



Founded in 1913, Tees Law have six offices with over 300 staff across the East Anglian region offering clients a range of business, agricultural and personal legal and financial services. www.teeslaw.com

Cambridge
& District



Cambridge & District Citizens Advice Bureau (Cambridge CAB) is a registered charity that provides information, advice and support on a wide range of issues, including benefits, debts, housing, relationships, employment and other questions. Last year, they helped 17,709 people with 36,482 issues. www.cambridgecab.org.uk

TEES LAW APPROACH TO COMMUNITY ENGAGEMENT

The firm operates a national and local approach to its work with charities. All the offices participate in fundraising for a main charity of the year selected by the employees, but individual offices are also able to maintain their local charity connections. One such local link is with Cambridge CAB. Tees Law have provided a trustee for Cambridge CAB for the last five years, Isobel Foenander a solicitor in the medical negligence team, is the third incumbent in the role.

HOW THE RELATIONSHIP WITH CAMBRIDGE CAB EVOLVED

Initially, Tees Law offered to fundraise for Cambridge CAB as part of the firm's 100th birthday celebrations. As a follow-up to this, Cambridge CAB asked Tees if one of their team would be interested in being a trustee.

Isobel took on the trustee role about a year ago 'I wasn't sure what to expect. But it's been a good way to get involved in the local community and forge some links...Meetings are once a month and my work are happy for me to take the time out to attend.'

As a trustee, Isobel has oversight of the how the CAB operates and participates in planning for the future. In addition to offering legal advice over issues such as GDPR Isobel has also been involved in a project to find ways to attract more young people, particularly students into volunteering with the CAB *'It is such a fantastic experience for them.'*

Isobel has enjoyed working with the diverse range of people on the CAB board and seeing how they contribute their different spheres of knowledge. *‘Everyone was very helpful and welcoming.’*

Getting to hear about the work of the CAB has been a real eye opener. *‘I was taken aback by how many people (CAB) actually work with and the difficulties of balancing the workflow with the need to give good advice...The disparity in Cambridge influences a lot of (CAB) work, for example debt, homelessness, immigration. I now know a lot more about the city.’*

From the perspective of Cambridge CAB Rachel Talbot, CEO of CambridgeCAB comments

‘One thing we do on a regular basis is examine the skills base of the trustee board. There are some basic areas that all charities could aim for, one of which is legal knowledge. Bearing in mind the work we do, our board identified that it would be beneficial to have someone as a trustee who could represent the legal community.’

Not only does Isobel fit the bill, but she has also happily helped to bring the average age of our trustee board down. Finding more younger trustees is still an ambition.’

KEY LEARNING POINTS



- The role of trustee carries legal liabilities and Isobel did reflect on this before concluding that, in a well-run charity, the benefits outweigh the risk.
- There is a regular commitment but *‘It isn’t onerous.’*
- As well as using her legal skills, there have been opportunities for Isobel to use and develop her wider skill set.
- The role has put Isobel in touch with a

diverse group of people and extended her business contacts in the city.

Cambridge CAB board of trustees

- Cambridge CAB built on an existing relationship with Tees Law to strengthen the skill set and diversity of its trustee board.
- For charities seeking guidance on recruiting trustees, visit [Cambridge CVS find a trustee](#)
- For people interested in becoming a charity trustee, visit [Cambridge CVS become a trustee](#)

Arm - encouraging a partnership between key charities

BACKGROUND



Arm Holdings PLC is one of the world's leading providers of silicon technology at the heart of billions of devices and has its headquarters in Cambridge. Arm has a guiding ethos of creating positive impact through partnership and collaborates widely to seek solutions to key global problems. Simon Humphrey is a Senior Manager within the Corporate Responsibility team where he leads on global STEM education programmes and local community investment across Arm's 45 offices in 19 countries around the world. www.arm.com



Fullscope is a partnership between seven leading local charities working to support the positive mental wellbeing of children and young people. It has been set up to act as the voluntary sector voice for children and young people's mental health and well-being and to influence the design and commissioning of services

for this vulnerable group. In 2016, research indicated that one in ten children between 5 and 16 years old had a diagnosable mental health condition. The charitable collective comprises:

- **Arts and Minds** who deliver art interventions to address mental health issues
- **Blue Smile** who offer expert art therapy and mentoring in schools
- **Cambridge Curiosity & Imagination** who collaborate with young children and their disadvantaged communities to encourage cocreation
- **Centre 33** supports young people aged up to 25 with a free and confidential counselling service
- **The Kite Trust** who work with LGBT+ young people aged 13 to 25
- **CPSL Mind** offer a range of services to support young peoples' mental wellbeing
- **YMCA** offer services to improve the physical, emotional and psychological well-being of young people

The Fullscope initiative is planned to take place in schools and community settings across the county. Supported by The National Lottery Community Fund, with development support from Norfolk & Norwich Bridge Festival and Arm Limited, Fullscope is a three-year programme that will improve provision, establish clearer opportunity pathways, and have national significance in influencing the sector.

You can read more about Fullscope [here](#).

ARM'S APPROACH TO COMMUNITY ENGAGEMENT

The Arm Cambridge Fund provides grant funding for projects across the County and is administered by Cambridgeshire Community Foundation. Arm also have a small grants fund. Simon Humphrey from Arm explains that they are looking to create a real impact with their donations and are aware that their support can encourage other businesses to provide funds. Arm employees are encouraged to volunteer and can take a day of paid volunteer leave a year.

Arm's focus is on critical social issues effecting the communities in which it operates. The firm has a track record in business of getting people to work together to problem solve and seeks to emulate this approach in a community context. When considering charity's requests for support, Arm looks for a close connection to this ethos.

The Fullscope initiative followed on from an evening of music, comedy and mindfulness, that Simon organised with Cambridge Live at the Corn Exchange in 2017, to highlight the need to do more to address young people's mental ill health. Simon was then approached by a charity seeking funding for a mental health project. His concern was that, although it was a good project, on its own, it was not going to deliver the impact needed and that something more ambitious was required. Simon was able to use Arm's influence to get a key group of charities round the table to pursue the idea of using their collective skills and resources to make a greater difference to the mental health of young people. Arm funded resources to help the charities formulate their partnership.

KEY LEARNING POINTS TO SHARE

- The scale of critical social issues is beyond the capacity of any one charity and more collaboration between charities is needed.
- The charitable, business and civic sector all need to bring their problem-solving talents to bear on these challenging issues.
- More networking opportunities are needed to facilitate collaboration.
- Business should encourage and support charities to use the funding they give to leverage funds from elsewhere.

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Appendix 2: List of organisations interviewed

Charities:

- Blue Smile
- Cam Sight
- Cambridge & District Citizens Advice
- Cambridge City Foodbank
- Cambridge Community Arts
- Cambridge Community Ethnic Forum
- Cambridge Online
- Cambridge Rare Disease Network
- Cambridge Sustainable Food
- Centre 33
- Encompass Network
- Home-Start Cambridgeshire
- Illuminate
- Jimmy's Cambridge
- Kings Hedges Family Support Project
- Lifecraft
- Rowan

Businesses:

- ARM
- Cambridge University Press
- Penningtons Manches
- Taylor Vinters
- Tees Law

Appendix 3 Questions asked of Charities

1. What additional skills does your organisation need? Do you see these needs changing in the future?
2. Have businesses helped provide these skills? Is this support ongoing or a one off
3. In each case how did your connection with the business come about?
4. What challenges have you faced in engaging businesses to access skills?
5. How have the following benefited from the businesses' involvement in providing skills?
 - a. Your organisation
 - b. Your beneficiaries
 - c. The business staff providing the skills
 - d. The businesses themselves
6. Do you know what engaging business support costs your organisation? Do you consider the benefit of business support to outweigh the cost?
7. What would make it easier for you to engage with businesses to access skills support?
8. Why do you think businesses might want to engage with voluntary sector organisations? Are there other benefits you think of that businesses may not be aware of?
9. Do you have any predictions on how voluntary/business relations may develop in the future?

Appendix 4: Questions asked of businesses

Questions about your support for

1. Benefits for you and for them
2. learning points
3. Challenges
4. why and how you select charities to support
5. your experiences good and bad of engaging with charities
6. what could be put in place locally to make it easier for you to effectively engage with charities
7. your predictions on how the voluntary/business sector relationship may develop in the future.

Appendix 5: useful websites and resources

- **Cranfield Trust** network of professionals who offer free business services to charities <https://www.cranfieldtrust.org/pages/9-free-business-services-for-charities>
 - **Beyond Me** free brokerage aimed at young professionals, charities and businesses. They create teams of professionals and a portfolio of charity projects. Professionals are encouraged to work in teams to donate time to one of the charitable projects in the portfolio and make a small monthly donation to the charity. Currently 90% of the teams are from the large accountancy firms Price Waterhouse Coopers, Ernst & Young and Deloitte – who are key funders. Typically, a team will contribute 170 hours of support and between £1500 and £2500. <https://beyondme.org/>
 - **Corporate Volunteering Network (CVN)** a group for individuals working at charities responsible for managing/organising employee volunteering opportunities with their corporate partners. <https://www.linkedin.com/groups/8533883/>
 - National Pro bono Centre brings together charities dedicated to the provision of pro bono legal services and access to justice <http://www.nationalprobonocentre.org.uk/about-us/>
- Includes:
- <https://www.lawworks.org.uk/legal-advice-individuals/find-legal-advice-clinic-near-you>
 - <https://weareadvocate.org.uk/do-you-need-help.html>
- **Trustlaw** the Thomson Reuters Foundation's global pro bono legal programme <http://www.trust.org/trustlaw/>
 - **Trustee Finder** A partnership between Small Charities Coalition and Do-it.org where you can post your trustee opportunities for free <https://do-it.org/channels/trustee-finder>
 - **Trustee Bank** NCVO members can also advertise for free in this site <https://www.ncvo.org.uk/practical-support/information/governance/trustee-bank>
 - **Reach** on-line brokerage for skilled volunteers including trustees. <https://reachvolunteering.org.uk/volunteer-search>
 - **Trust Unlimited** <http://www.trustees-unlimited.co.uk/> on-line brokerage
 - **Step on Board** training skills matching and leadership coaching for employees <https://www.ncvo.org.uk/practical-support/information/governance/step-on-board>
 - **Get on Board** supports development and placement of trustees <http://www.gettingonboard.org/>
 - **ICAEW volunteers** <http://www.icaewvolunteers.com/jobs/> Institute of Chartered Accountant advertises volunteering roles for charities seeking support from their members
 - **Honorary Treasurers Forum** <http://www.honorarytreasurers.org.uk/Vacancies1.html> The Honorary Treasurers forum advertising roles and provides support and information for trustees fulfilling a treasurer role.
 - **Vologroup** on line brokerage for volunteers www.vologroup.org/charities
 - **Do-it** national online brokerage www.do-it.org
 - **Pilot Light** <https://www.pilotlight.org.uk/discover/programmes> strategic development for charities senior management
 - **The Red Thread Partnership** are a leadership development consultancy which broker professionals participating in their programmes with charities <http://the-redthread.co.uk/faqs-for-charities/>
 - **Media Trust** brokerage putting creative and communications professionals in contact with VCS organisations <https://mediatrust.org/>

- **Women who hack** match women in tech with community projects <http://www.womenhackfornonprofits.com/>
- **Good for nothing** arrange social collaborations to tackle problems www.goodfornothing.com
- **Pimp my Cause** matches marketers and good causes www.pimpmycause.org

Support for business in delivering CSR

- **Business in the Community** is a UK charity that champions business talent, skills and energy and work with their partners to channel these to help communities. It has been heavily involved in the Wisbech 2020 regeneration programme <https://www.bitc.org.uk/campaigns-programmes/communities/community-engagement/skills-based-volunteering>
- **Benevity** one of the largest corporate volunteering and fundraising platforms www.benevity.com
- **Corporate Citizenship** is an international consultancy that offers a critical friend service to businesses <https://corporate-citizenship.com> They manage The LBG Network is a forum, managed by Corporate Citizenship, for businesses to learn best practice on measuring and managing their community investment activities <http://www.lbg-online.net/network/>
- **Three Hands** www.threehands.co.uk work with businesses to create positive social impact
- **The Institute of Corporate Responsibility & Sustainability (ICRS)** stated mission is *to help individuals and companies be brilliant at Corporate Responsibility and Sustainability*. It is supported by several well-known brands and provides training events and resources to support businesses. (ICRS, 2019)

Anecdotal feedback from Charities is that many businesses that involve external support in delivering their CSR are likely to treat it as part of their Public Relations strategy and involve PR companies. However, a small number of businesses are involving specialist organisations with a greater understanding of the issues charities face and an interest in delivering positive impact for everyone involved:

- **Employee Volunteering** UK based CIC that organises ESV used by AstraZeneca in Cambridge. www.employeevolunteering.co.uk
- **Get Synergised** is a Cambridge based company offering consultancy and project management. www.getsynergised.com

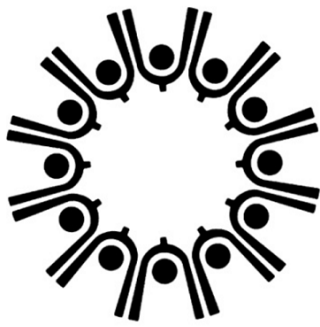
Other support

Examples of recent events that have taken place to support the engagement of charities and businesses in ESV.

NCVO Employer Supported Roundtable Event 28th March 2019 A report into ESV based on NCVO's major report Time Well Spent will follow in next few months. (NCVO, 2019)

NCVO Corporate/skilled volunteering day 4th June 2019

Support Cambridgeshire CSR Workshop held 25th April 2019. Run by Rachel Briant from Get Synergised on behalf of Support Cambridgeshire www.supportcambridgeshire.org.uk



CCVS

Support for community & voluntary groups

CCVS is a registered charity set up to **champion and support community** and **voluntary groups**, and **promote volunteering** across Cambridge City, South Cambridgeshire and Fenland.

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