



The Community Investment team at Business in the Community aims to develop and promote effective community investment and help companies measure and benchmark the impact of their activity on the company and community.

Cares, a Business in the Community initiative is a vehicle for employers to support their employees to get involved in the communities where they operate, addressing local community needs and supporting strategic business issues. Cares operates in 22 locations around the UK.

Engage is a global campaign that aims to increase the quality and extent of employee engagement in the development of healthy and sustainable communities. Leading the campaign is the Prince of Wales International Business Leaders Forum (IBLF), working in partnership with Business in the Community and a coalition of strategic NGOs.

This series of Manager's Briefings provides summaries and case studies for company managers on a series of community investment topics:

- The business case for employee community involvement
- Skills development in the community
- Time off policies
- Team challenges
- Fundraising & matched giving
- Awards & recognition
- Payroll giving

Also available:

- Making it Happen: a complete guide to employee community involvement
- Made to Measure: a guide to measuring and evaluating corporate community involvement (coming Spring 2003)

For web copies visit www.bitc.org.uk or ring Ella Ward at BITC on 0870 600 2482 for paper copies.

BUSINESS in the

COMMUNITY

team challenges

manager's briefing

With thanks to series sponsor:

BARCLAYS

Community involvement is a matter of good business sense - by helping communities to be vibrant places to live and work in we help our customers, our employees, and the wider communities in which we operate. Barclays is one of the top five corporate contributors in the UK. Our global community investment totalled £31.1 million in 2001 supporting programmes addressing social inclusion, the arts, education, the environment and people with disabilities.

Barclays Community programme is about much more than just giving money though. Fundamental to its success is the support that we provide to our employees who give their time and skills to the communities in which they live and work. We are very proud of their efforts, and not a little humbled by them. In 2002, over 18,000 employees took part in Barclays supported community activities.

For more information visit www.barclays.co.uk/socialresponsibility

This Manager's Briefing was written in association with:



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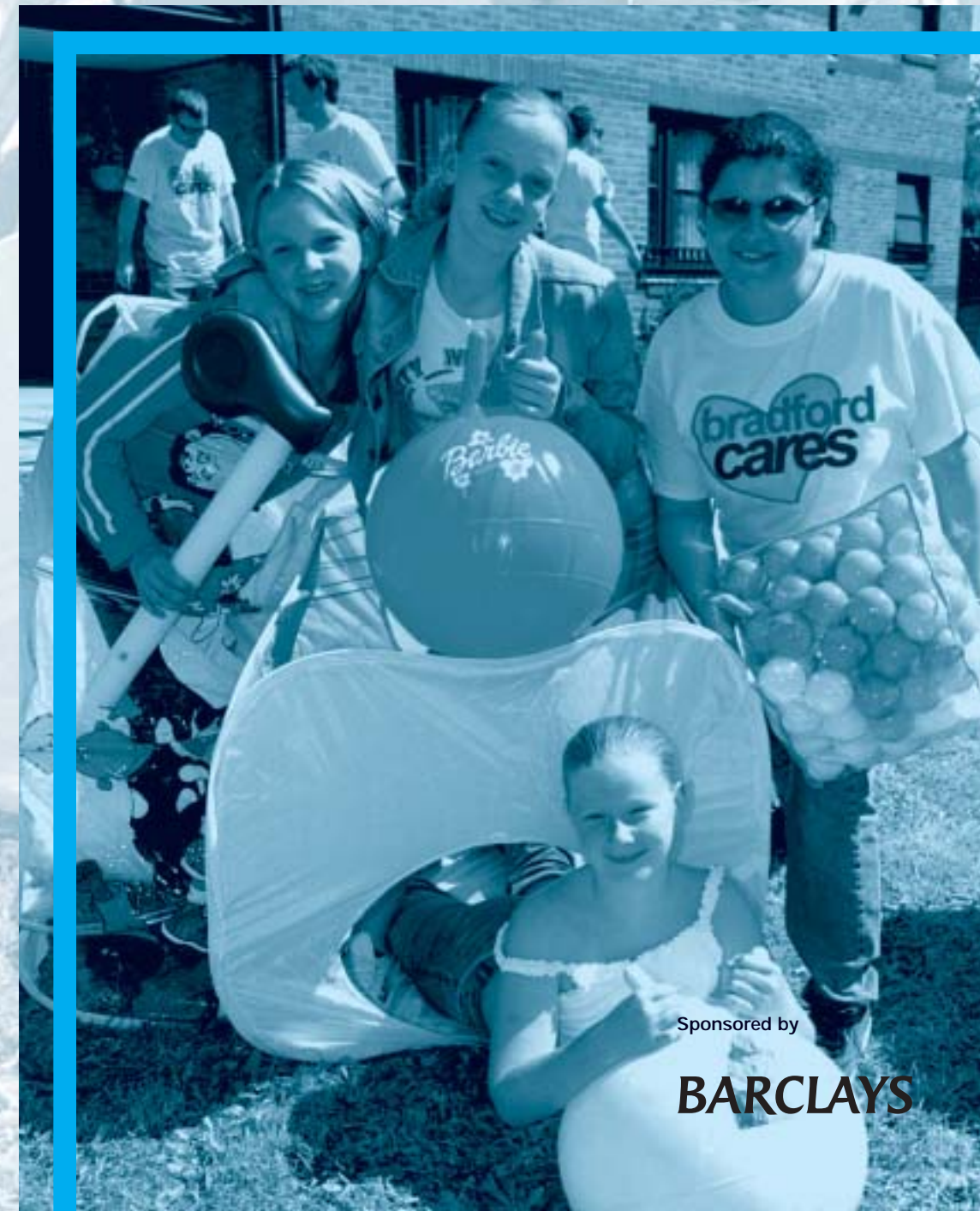
Business in the Community is a unique movement in the UK of 700 member companies. Our purpose is to inspire, challenge, engage and support business in continually improving its positive impact on society.

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“Community based team challenges are a fantastic way of helping the communities in which we live and work, and of offering opportunities for personal development. We’ve seen positive business benefits from better team working and a real sense of pride and loyalty in our company.”

Martin Mosley, Community and Consumer Affairs Director, Barclays

summary

This briefing outlines one of the most visible and practical ways employees can become involved in the community – through team challenges. The case studies and ‘Top Tips’ will help managers thinking of setting up team challenges, so their company is effective in supporting communities and in developing its personnel.

Case studies from Barclays, Freshfields Bruckhaus Deringer, Deutsche Bank, Cattles, PricewaterhouseCoopers and Cadbury Schweppes highlight a range of corporate experience in designing and delivering team challenges, monitoring the impact and using the learning inside the business.

what is a team challenge?

A challenge is a practical task undertaken by a team of employees who are responding to a need in the community. A challenge requires its team to achieve a defined objective in a set period of time. In addition to bringing valuable resource to community projects, challenges are a generator of positive teambuilding.



Putting it in context

Responsible Business Practice

Is the management of a company’s impact on society and the environment so as to add value to the company and increase wider economic and social well-being now and over the longer term. This impact may be through operations, products or services and through interaction with key stakeholders such as employees, customers, investors, local communities, suppliers and others.

Corporate Community Investment

Is a practical set of programmes and processes which enable companies to bring the skills and time of their employees to areas of community need, along with other resources such as donated goods and services, matched giving and use of premises.

Employee Community Involvement

Is a major component of corporate community investment. It describes the ways in which employees can participate in community projects with their company’s support.

who benefits from team challenges?

The beneficiaries are threefold:

- Community groups gain from the completed activity, from the exposure to business people and from the possibility of a longer term association with the company
- Companies benefit from the improved team building skills and from the increased motivation and commitment of staff
- Employees benefit from the skill development opportunities, from the ability to work alongside colleagues in a different environment and from the exposure to the wider community.

Community benefit

Teams of employees can make a real contribution to the community by:

- Providing direct practical help to physical projects
- Helping to improve employability for disadvantaged young people
- Improving the quality of life in many areas including estates, hostels, hospices, and training establishments
- Providing managerial or technical support and assistance to a broad range of community projects
- Facilitating teambuilding for employees of community organisations and charities
- Helping community organisations to improve the quality of their service delivery and to develop their own management skills
- Providing assistance on developing HR policies and guidelines
- Developing marketing, strategic and business plans.

Employee benefits

It has been shown that people learn the most

- By doing something out of routine
- By doing without familiar support systems
- When they need to innovate
- When they have to work in unfamiliar surroundings
- When they have to use intelligence rather than training
- When changes to plans are sudden and unexpected

Team challenges provide all of the above. For this reason, companies like Cadbury Schweppes, Anglian Water Group, Zurich and Barclays are increasingly using team challenges in the community to replace more conventional team-building and training activities.

safety first

Health and safety and risk assessment have risen to the top of corporate agendas, and it is very important to have the right safeguards in place for employee volunteers.

Insurance and Risk Assessment

Companies must always take out insurance cover for employees volunteering through employer supported/endorsed volunteering programmes. Insurance cover should be checked at least once a year, to ensure that all volunteering activity is covered by the policy. Employees need to be briefed on the insurance cover position. For instance, if volunteering at a weekend can their children or partners accompany them and, if so, are they covered by insurance?

Questions to be considered

- What activities does the policy cover?
- Are our volunteers covered for volunteering in their own time, i.e. outside usual business hours and at weekends?
- Will there be exclusions for high risk fundraising activities such as parachute jumps and bungee jumping?
- What level of cover is offered to volunteers?
- What is the position on partners and children attending the site and/or participating in the challenge?
- Are there any limits to number of people able to work on a challenge – say 10 and a team leader?
- Community partners – what needs to be done to protect staff?

Insurers need information on all the activities volunteers may be involved in, including:

- Practical team challenges (including gardening, painting and decorating)
- Sharing business skills
- One-to-one mentoring activity.

Risk assessments

Risk assessment is a technique for identifying and controlling hazards arising from an organisation's activities. A hazard is anything that has the potential to cause harm, risk is the likelihood of it happening, and the degree of harm it could cause.

A risk assessment form should be drawn up to include:

- the activity/tasks involved
- the number of people
- information on protective equipment to be worn
- restrictions on the use of certain materials and tools
- training required by the volunteers to carry out the task safely
- descriptions of any potential hazards i.e. machinery to be used, heavy items to be carried
- use of ladders and other specialised equipment
- recommended actions and controls i.e. if white spirit is being used, then rubber gloves/protective clothing should be worn
- a risk rating from low through to high
- responsibilities of the community partners

Voluntary organisations have legal obligations and a duty of care towards their volunteers. If you are working through a broker, then it is usually the broker who will ensure that the organisation has the required public liability insurance, as well as employer's liability insurance cover, which can be extended to cover volunteers. This should be checked at an early stage.

Readers are strongly advised to obtain professional advice on insurance and risk assessment. The National Centre for Volunteering website www.volunteering.org.uk, from which some of this information was drawn, has a range of briefings available on-line covering areas such as Health & Safety of Volunteers, Screening, and Police Checking.

case studies		
<p>Barclays</p> <p>At Barclays, team challenges are the backbone of the Employee Volunteering programme. Barclays supports groups of 5 or more employees undertaking community projects with grants of up to £1,000 to cover materials and expenses.</p> <p>Volunteers can also claim time from work under the Volunteer 2day Scheme, which gives each employee a minimum 2 days business time per year to take part in community activities.</p> <p>In 2002 Barclays employees in the UK completed over 1,300 team challenges. Activities are promoted as real opportunities for team and individual development. They can broaden knowledge, develop skills and deepen understanding. They are great fun too!</p>	<p>Staff from Barclays' offices in the North East worked with the Percy Hedley Special School to develop their team-working skills and re-develop an outdoor play area for very young children with cerebral palsy and speech and language disorders.</p> <p>The challenge team visited the site in advance to ensure they understood exactly what was involved with the project. It was critical that the team and the school worked together to gear their activity around the children to avoid disruption. Once the team had assessed and scoped the project, obtained the materials and equipment, and completed a risk assessment, the work could start.</p> <p>As a result of the challenge a stimulating outdoor learning resource area was created. Wooden sculptures, mosaics, and large raised boxes for sand and toys were built, as well as a wildlife observation area.</p>	<p>The team learned new skills and gained a much broader understanding of inclusiveness, special needs and equal opportunities. They were able to take their skills back into the workplace where the team spirit developed through the project has had a positive impact on their day-to-day work.</p> <p>The school benefited too. Lynne Watson, Deputy Head Teacher at Percy Hedley is thrilled with the new garden <i>"The pupils have gained enormously from the re-development and we can't thank Barclays enough for their time and effort on behalf of our pupils"</i>.</p>

case studies	
<p>Freshfields Bruckhaus Deringer</p> <p>In 2001, four multi-national teams from the finance practice of the law firm travelled to Romania to help build houses for local people with the international charity Habitat for Humanity. Habitat for Humanity is a housing charity, which runs a hands-on house building programme in over 60 countries.</p> <p>Using donated materials, teams of volunteers work alongside designated 'partner' families to build simple houses. May 2002 saw another four teams travelling to Romania, followed in June by four teams from the real estate practice, to carry on the work already established.</p>	<p>The teams included Freshfields' employees from the UK, France and Germany. Over a period of two days they contributed to the construction of four houses. In addition to the opportunity to team with colleagues from other countries, the experience was a highly satisfying and motivational one.</p> <p><i>"My journey back to Romania was a rewarding experience. Habitat for Humanity is a very worthwhile project and one we are proud to be associated with. Being a lawyer, though, is far easier than being a builder."</i> David Trott, Freshfields volunteer.</p>

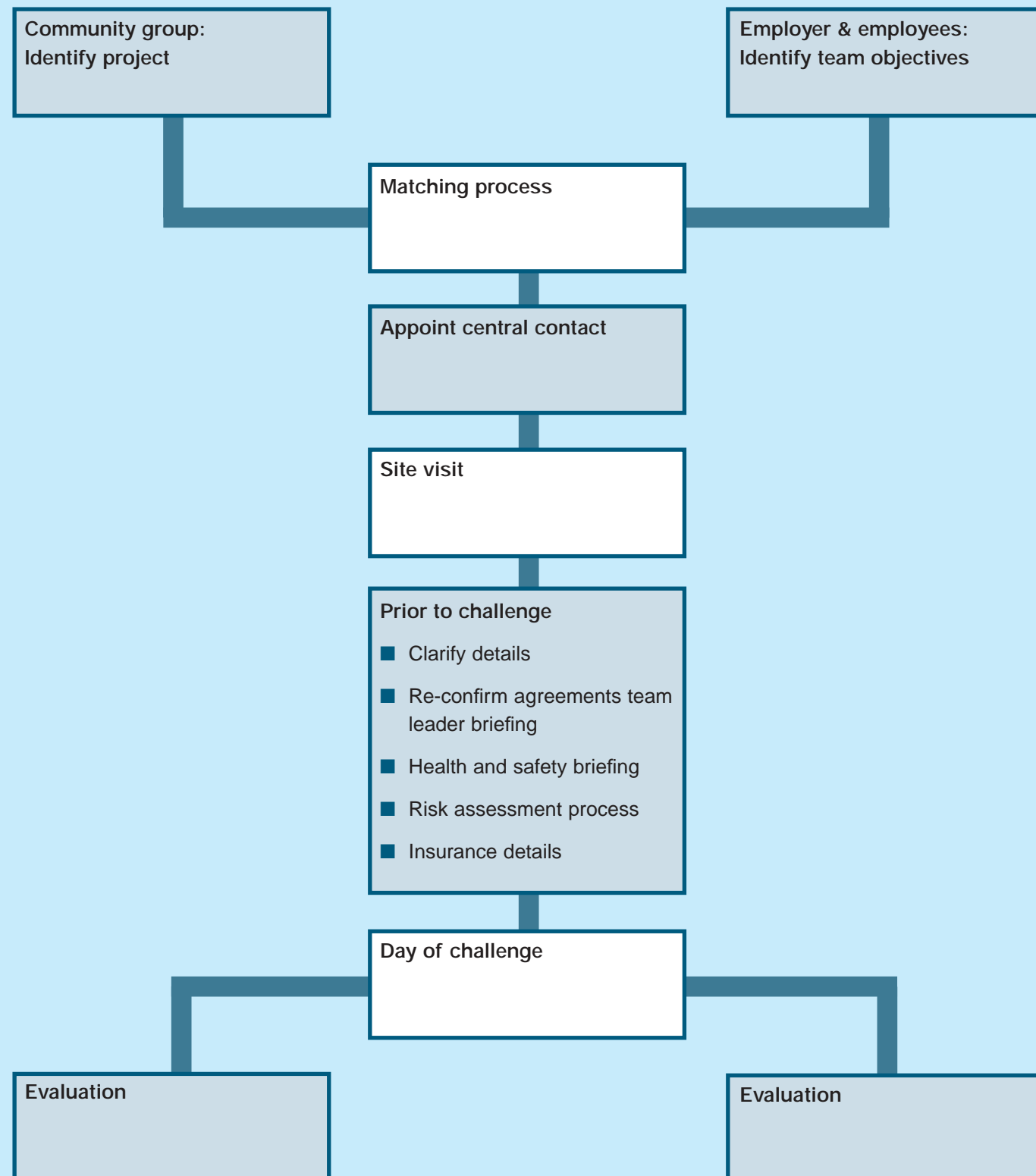
case studies	
<p>Cattles plc</p> <p>A team from Cattles undertook a challenge during the Education Action Days run by Leeds Cares¹. Their objective was to construct a recreational area at the Elizabeth Svenson Trust, in Eccup, Leeds.</p> <p>The Elizabeth Svenson Trust aims to bring enjoyment and pleasure to children with special needs and disabilities by providing them with riding skills and experience. Riding takes place in a centrally heated indoor area. In addition there is an indoor play area. The children attend from special schools and</p>	<p>hospices along with their parents and carers. The challenge for Cattles plc was to construct an outdoor play area.</p> <p>Many of the team had never undertaken a construction project of this type, but with the right equipment, clear objectives, and huge enthusiasm they showed it is possible to move mountains with good teamwork. In recognition of the team's efforts, the Yorkshire Evening Post ran an article appearing under the heading <i>"Volunteers do all the donkey work"</i>.</p>

case studies		
<p>PricewaterhouseCoopers</p> <p>PwC runs a range of employee volunteering programmes to help staff to:</p> <ul style="list-style-type: none"> • Develop skills • Build morale and motivation • Encourage networking • Focus on team building • Promote a greater awareness of community affairs amongst staff. <p>PwC contributed 4 teams to a large scale regeneration project co-ordinated by Capital Cares¹. This involved many partners working to improve and refurbish 56 run down open spaces in London. The projects completed by PwC teams included:</p>	<ul style="list-style-type: none"> • Painting and revitalising a courtyard centre at a drug and rehabilitation centre in Lambeth • Transforming a garden at a homelessness hostel for single young men aged between 16 and 26 • Working with Groundwork Southwark to turn an overgrown area in Peckham into a small park for the local community. London Wildlife Trust was also a partner and a local community group provided lunch, which provided an opportunity to interact with the community 	<ul style="list-style-type: none"> • A team of consultants who normally advise clients on change management volunteered for a project at Surrey Docks farm. Usually found designing innovative development solutions, they used their creativity to devise a special educational area. <p><i>"It gives you a great sense of achievement knowing that you are contributing to something worthwhile"</i> commented one volunteer. <i>"It is immensely rewarding to help the local community, and to help those who commit themselves to others"</i>, said another.</p>

case studies	
<p>Deutsche Bank</p> <p>Graduate Training at Deutsche Bank took a departure from its traditional annual team-building program by embarking on charity and community projects with 420 new hires. In the past, new graduates have taken part in conventional team-building activities such as orienteering, abseiling and other outdoor pursuits. In 2002, the graduates were given a series of projects that tied-in with Deutsche Bank's Citizenship UK campaign.</p> <p>The Class of 2002 was split into eight teams and, in line with the Bank's ethos, encouraged to treat their charities as clients.</p>	<p>The projects were varied and extremely challenging, including the refurbishment of a London youth center, designing a roped course for disabled users at an outdoor center, constructing a wildlife garden and other painting tasks.</p> <p><i>"Many of the charities were overwhelmed by the enthusiasm of our graduates and the Class of 2002 derived a lot of satisfaction from the project,"</i> said Jane Houzer, Global Head of Graduate Training.</p>

¹ The Cares programme is an initiative of Business in the Community. See back page for details.

team challenge management process



top tips for team challenges

- **Find out what's going on already.** Use simple employee surveys to identify existing interest and activity. Leverage this to develop company supported actions, or community groups which can offer team projects.
- **Match challenges with business priorities.** Consider core business needs including staff development, other human capital needs, or a focus on key social or environmental themes.
- **Get senior management commitment.** Board level support is vital for success. Participation by senior management is an excellent way to make a programme visible and successful.
- **Work with community brokers.** Community brokers such as Cares² or local volunteer bureaux can identify suitable projects. They have the experience and knowledge of community needs, and can ensure a good match between with company objectives. Most companies do not have dedicated resource for this activity.
- **Check insurance cover.** Check with your insurers at the outset whether volunteering activity is covered by the company policies, and what they information they need from you.
- **Agree resource and support.** Agree a budget before embarking on a challenge programme. Include in it time estimates, travel expenses, costs of materials, meals and so on. Community organisation are on limited budgets and are unlikely to be able to foot any bills. Resourcing the task can be part of the challenge.
- **Adopt realistic goals.** Set achievable goals at the outset that take account of time available, and the resources of the team. Failure to do this can mean unfinished projects, disappointed community partners and unmotivated team members.
- **Do a risk assessment.** Use staff trained in HSE risk assessment to do the risk assessment of project. Failing that, ensure you see the broker's risk assessment. Make time for safety briefings of all staff on the day of the challenge.
- **Communicate.** Ensure team challenges get plenty of publicity internally, through posters, emails and features in house journals and annual reports. Many companies with well developed community investment programmes publish colour supplements dedicated to the achievement of volunteers and teams, with photos, quotes and lots of recognition.
- **Start small!**

case studies

Cadbury Trebor Bassett

The company has completed its 24th team challenge. Cadbury Trebor Bassett are so convinced of the benefits to staff and company that team challenges now play a key role in the training and development strategy.

"It is now our agreed policy that community team challenges are our preferred option for developing our teams. This is in preference to traditional methods such as team building courses or team days. We firmly believe community projects provide a better development opportunity for our people and at the same time deliver better value to our business as well as value to our communities."

Keith Dennis, Director of Personnel, Cadbury Trebor Bassett

The company have seen three key 'people' benefits from team challenges:

- morale and motivation from staff who are proud to work for a company that supports and encourages them to take part in community activities during work time.
- growing skills: project management, influencing, leadership and negotiating skills have all been developed through these projects
- building and bonding teams: the company has used challenges to address a specific business need, eg to help build a new team as part of the commissioning of a new plant, and for combating feelings of isolation for field based sales staff.



Useful contacts and further information

www.bitc.org.uk Business in the Community's website includes information on employee community involvement, case studies from the Awards for Excellence and the Cares employee volunteering network.

Cares (a Business in the Community initiative) is a vehicle for employers to support their employees to volunteer in the communities where they operate, addressing local community needs and supporting strategic business issues. Cares provides training and advice for both corporate and voluntary sector partners. For more information on Cares, please email amanda.jones@bitc.org.uk or visit www.bitccares.org.uk.

www.iblf.org The International Business Leaders Forum in partnership with Business in the Community are running **Engage**, a three-year worldwide campaign to promote employee community involvement globally via an international communications campaign and through the sharing of company good practice.

www.communitymark.org.uk A BITC initiative for small and medium sized companies to reward and recognise their community involvement.

www.cecile.net CECILE is a network of organisations across Europe who can work with companies to develop their community involvement. The network is co-ordinated by Business in the Community and has partner organisations in every country in Western Europe.

www.do-it.org.uk A central online database of volunteer opportunities where people can search for vacancies relevant to their interests and location.

www.employeevolunteering.org.uk This website is administered by the National Centre for Volunteering, and funded by the Home Office Active Communities Unit to be a comprehensive resource on employee volunteering for companies and individuals.

www.navb.org.uk The website of the National Association of Volunteer Bureaux

www.timebank.org.uk TimeBank is a high profile national campaign to raise the awareness of the value of giving time and inspire a new generation of volunteers.

www.vde.org.uk The website of Volunteer Development England – supporting, promoting and developing volunteering through volunteer bureaux.

www.volunteering.org.uk The National Volunteering Centre is an organisation that works to promote excellence in volunteering in England.

