

Corporate Fundraising

A SnapShot of current practice
in the UK non-profit sector



July 2015

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Introduction

Foreword

We are delighted to have been able to work once again with Good Values on this important new research. Following on from a significant piece of research from 2013 looking at major gift fundraising we wanted to now turn our focus to look at corporate partnerships with an in-depth review of how charities are responding to change and approaching corporate fundraising.

Corporate fundraising is one of the areas where there is real potential for growth. While income from corporate fundraising has remained steady, and indeed grown, over the last few years, we know that it could do more. One of the striking figures from this report is that nearly all respondents believe that corporate fundraising is an area of growth for their organisations and two thirds are planning to increase investment in their teams. At a time when charities are having to think even harder about sustainable, diverse income portfolios it is encouraging to see that organisations are willing to invest in their teams and fundraisers to enable them to succeed.

We would like to take this opportunity to thank Good Values and their team for their hard work and commitment on this project. It is a valuable and thorough piece of work which all corporate fundraising teams, and fundraising directors, can benefit from.

Daniel Fluskey
Head of Policy and Research
Institute of Fundraising (2015)

Background to the research

With the economic climate starting to improve, many charities now want to review and grow income from corporate partnerships. In 2013, corporate support to charities was worth £470million, accounting for 2% of total NGO income in UK¹. The continued decline in statutory funding has resulted in many organisations working to increase income from other funding sources, with many charities looking to High Value funding streams as an alternative.

In 2013 Good Values, in conjunction with Institute of Fundraising, launched the sector's first dedicated piece of research on major gift fundraising. This research provided the sector with a comprehensive view of the benchmarks and ratios for major gift fundraising. There has been exceptionally positive feedback from charities, with many stating that they utilised the information in investment cases, for the first time having robust data and sector benchmarks.

There are however few pieces of research about corporate fundraising. The Directory of Social Change's *Company Giving Almanac* provides a comprehensive picture of how companies give to charities, communities and the wider voluntary sector and the levels of that funding. The report also highlights some of the different ways that corporate entities give and support the voluntary sector. In addition, The Centre for Interfirm Comparison has developed *FundRatios* since 1995 - an annual benchmarking project which over the last 20 years has involved over 80 charities, both large

¹ DSC Company giving Almanac - 2013

and small. The report benchmarks those charities that subscribe to it and in 2013, 17 charities participated. Whilst a useful report, it does not give a whole sector perspective.

The request from many charities for more comprehensive information has resulted in this report, which provides a snapshot of the current corporate fundraising marketplace. Some of the findings in this report may confirm what corporate fundraising professionals already know, but have not previously had evidence of. There may be some surprises too. We hope that, by drawing together a range of organisations’ experiences and learnings (as well as the detailed numbers), this report will prove a useful tool not only in developing sustainable programmes, but also in providing the ammunition that is needed to gain internal senior support for corporate fundraising.

Our aim

Overall our aim is to provide corporate fundraising professionals with factual and practical evidence on what makes a successful corporate fundraising programme – specifically, good practice, key challenges and an understanding of what is really happening at practitioner level. We have combined this with quantitative benchmarking to create a current and unique understanding of corporate fundraising in the UK.

Methodology

The research encompassed both a quantitative and qualitative element, and was supported throughout by a Steering Group of corporate fundraising practitioners (see Appendix A). The quantitative research was distributed to Good Values’ contacts and Institute of Fundraising members via an online survey, which was completed by corporate fundraising professionals – typically heads of corporate teams or corporate fundraising managers from 87 organisations (see Appendix B). Responses were limited to one per organisation.

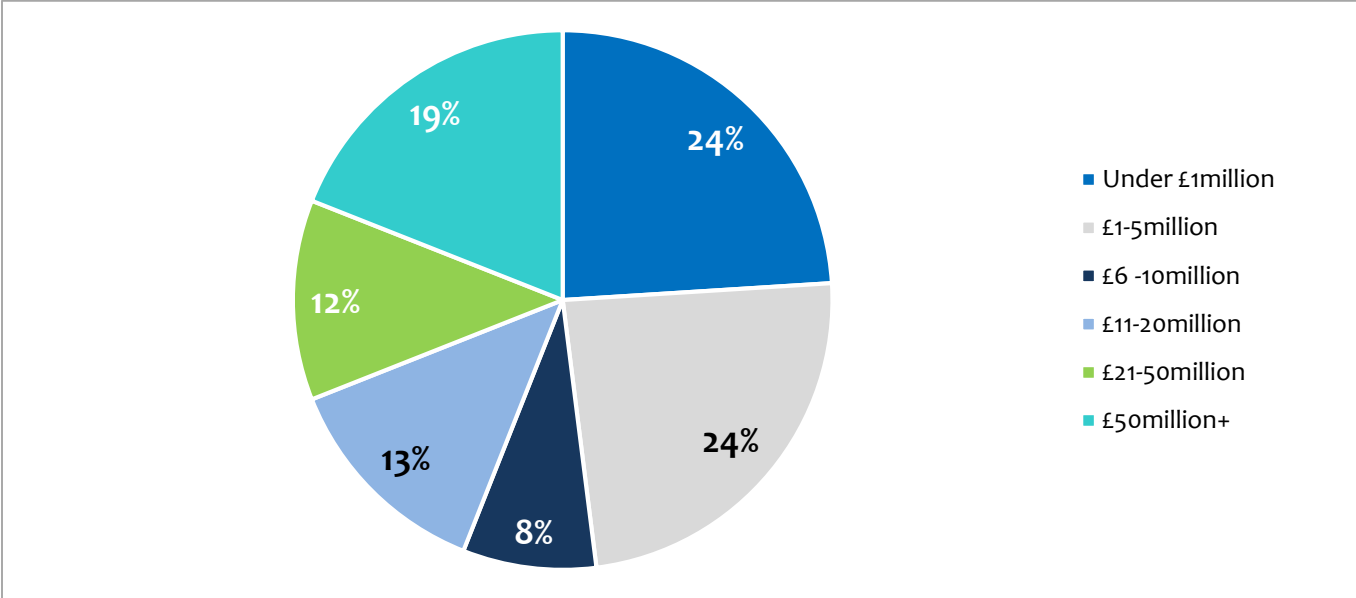
The interim findings from the quantitative research phase were analysed then shared and discussed with the project Steering Group, which informed the development of the qualitative research discussion guide. Ten individuals were interviewed for the qualitative research phase; again these were senior corporate fundraising professionals representing a cross-section of charities in terms of size and cause areas (see Appendix C). This report combines the findings from the quantitative and qualitative research alongside learnings and thoughts gathered from Good Values’ extensive experience of working with both corporate responsibility and corporate fundraising professionals over the past ten years.

About the research participants

1.1 Size of participating organisations (by total voluntary income)

The research specifically targeted a diverse range of charities in terms of organisation size and cause area as shown in Chart 1.1.

Chart 1.1: Charity size (by total voluntary income)

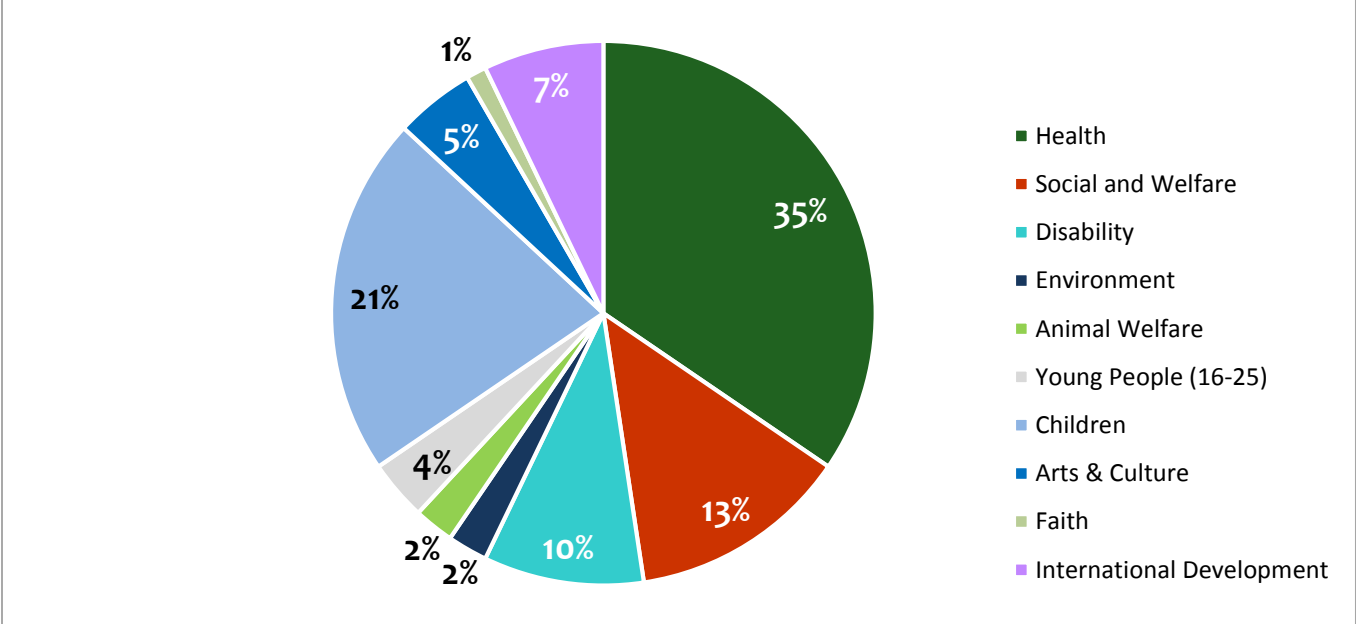


Base: 85

1.2 Charitable cause

The cause areas represented by charities within the sample also covered a wide spectrum as shown in Chart 1.2. Whilst the majority were within the health or children’s sector the sample also included charities from the environment, international development and arts and culture fields as shown in chart 1.2.

Chart 1.2: Charities by sector



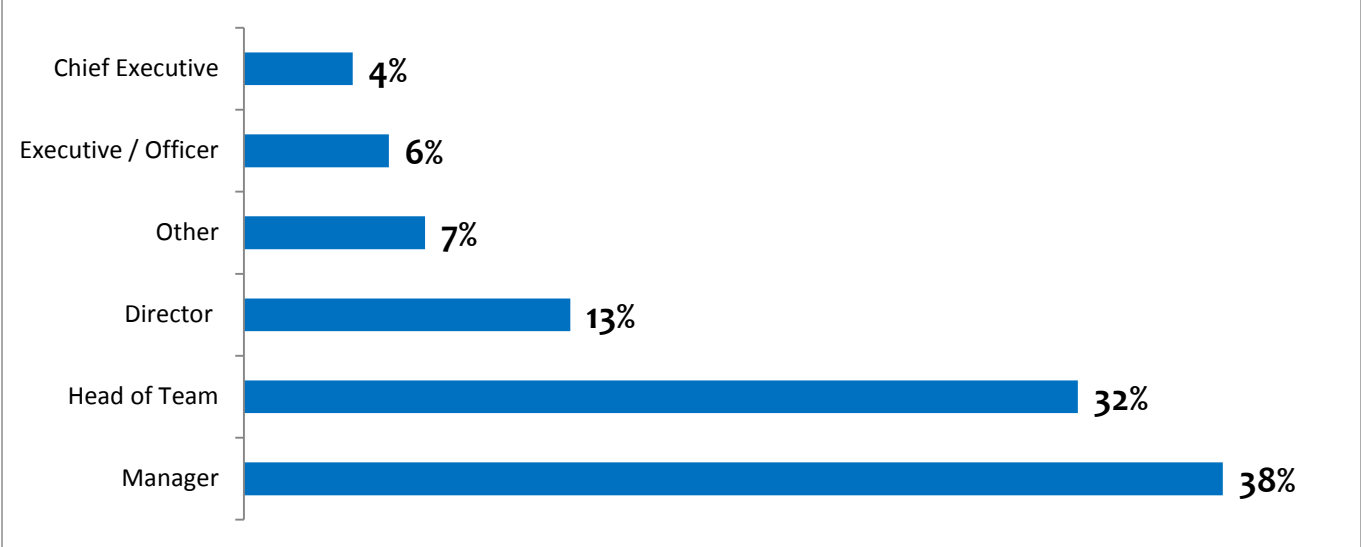
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Charities were also asked whether they were international, national or regional, with 27% being international, 53% national and 16% regional (the remaining 4% had not specified a category). The majority (75%) of the charities were based in London or the South East and 4% were in Scotland, Wales and Northern Ireland.

1.3 Respondents’ roles within their organisation

Those at senior level with the greatest knowledge of corporate fundraising within each organisation were targeted for the online survey. The specific roles of participants are shown in Chart 1.3.

Chart 1.3: Respondents’ roles within organisations



Base: 71

1.4 Qualitative research

Representatives from 10 charities were interviewed by telephone as part of the qualitative research element and again, these were either directors, heads of corporate teams or senior managers. As with the quantitative phase, the sample was deliberately diverse in terms of organisation size and cause. A full list of the organisations interviewed is provided in Appendix C.

REPORT HIGHLIGHTS

The state of play

- Just over half (54%) of charities questioned were raising up to £500,000 per year through corporate fundraising. 11% of charities raised over £5million and one charity reported a corporate income of £18million.
- There has been a consistent increase of around 12% per year in the average income raised through corporate fundraising over the last three financial years.

The nature of corporate partnerships

- Employee engagement / Charity of the Year raised 44% of income within corporate fundraising. 71% of the income raised through this mechanism was raised by just 13% of the charities questioned.
- 70% of donations over the last three years were worth less than £5,000 whilst 78% were worth less than £20,000. Only 7% of partnerships were worth over £1million.

Non-financial support

- 84% of charities questioned receive some kind of non-financial support from companies. 58% of those that do receive non-financial support, measure the value of that support.
- The majority of charities found employee volunteering challenging. A third of charities either didn't have an employee volunteering offer or felt that it was weak.

Resourcing corporate fundraising

- The average income raised per corporate fundraiser across all charities was just over £300,000 (£305,571).
- Three quarters (74%) of charities had five or less corporate fundraisers. All of those who had a 'fully developed' corporate fundraising programme had at least 20 members of staff in their corporate fundraising team.
- Recruitment of high-quality corporate fundraising staff was generally viewed as challenging, particularly for new business staff which was viewed as difficult by 80% of respondents.

Success criteria and challenges

- Resourcing, organisational readiness, development of a case for support and competition from the sector were viewed as the most challenging issues faced by the sector.
- Having the right number of well-skilled staff was seen as both a challenge and a critical success factor.

The future of corporate fundraising

- 95% of respondents viewed corporate fundraising as an area of growth for their organisations and 64% of organisations were planning to increase investment in corporate fundraising over the next two years.

Results

2. THE STATE OF PLAY

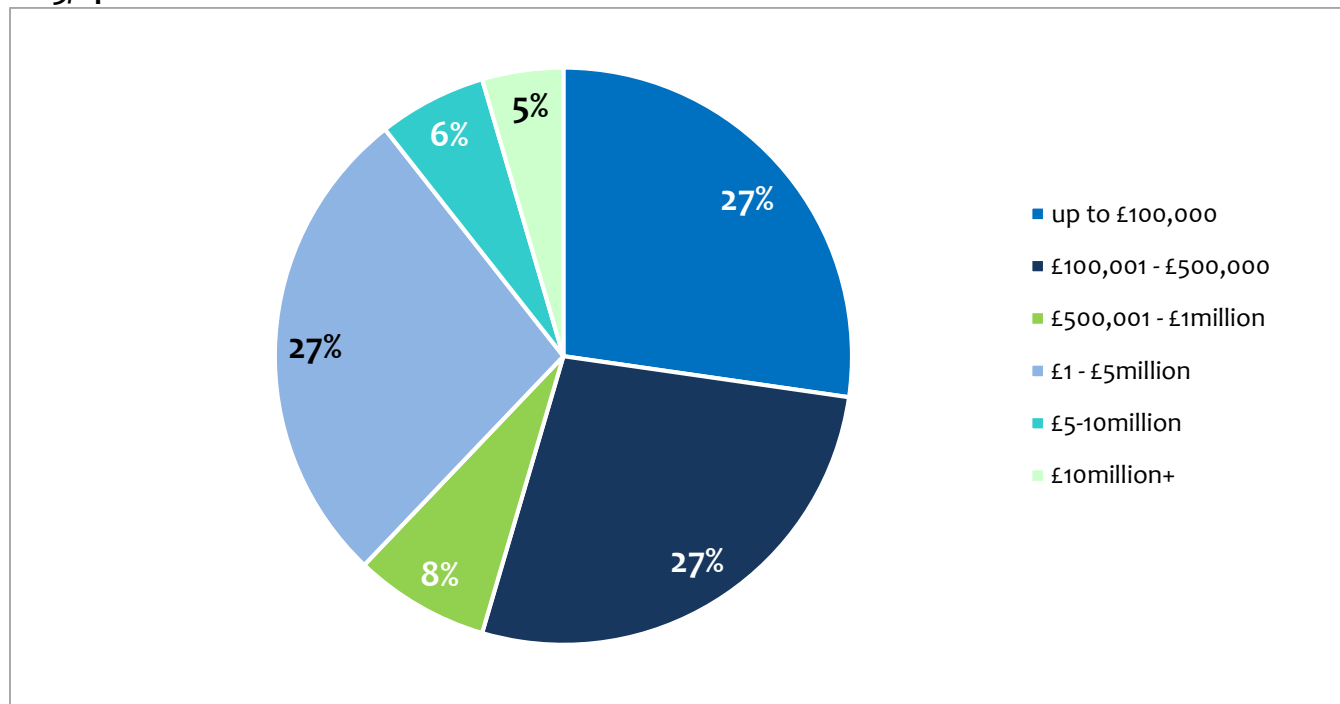
The research set out to establish the ‘state of corporate fundraising’ in the UK, looking firstly at income generated through corporate fundraising across the sector. For the purpose of this report ‘corporate fundraising’ is defined as income generated through a partnership with a commercial organisation, which may provide money, skills or other resources to the charity.

2.1 How much is raised from corporate fundraising?

Those who completed the online survey were asked to provide information on the level of corporate income their organisations had received during the financial years 2011/12, 2012/13 and 2013/14. Whilst some respondents provided accurate data as recorded in their organisations’ accounts, others estimated what had been received. For this reason the data reported is an indication of corporate fundraising income only.

Survey respondents reported that their organisations had received a combined total of £354million during the past three financial years (£104million in 2011/12, £118million in 2012/13 and £131million in 2013/14). Chart 2.1 illustrates that just over half of the sector (54%) are raising on average up to £500,000 through corporate fundraising each year. 38% of the charities questioned raise over £1million each year through corporate fundraising whilst 11% of organisations are raising over £5million per year. To give an idea of the scale and scope of corporate fundraising, one charity reported an annual corporate fundraising income of £18million.

Chart 2.1: Reported average annual income from corporate fundraising between 2011/12 and 2013/14



Base: 66

2.2 How does the size of charity affect how much is raised?

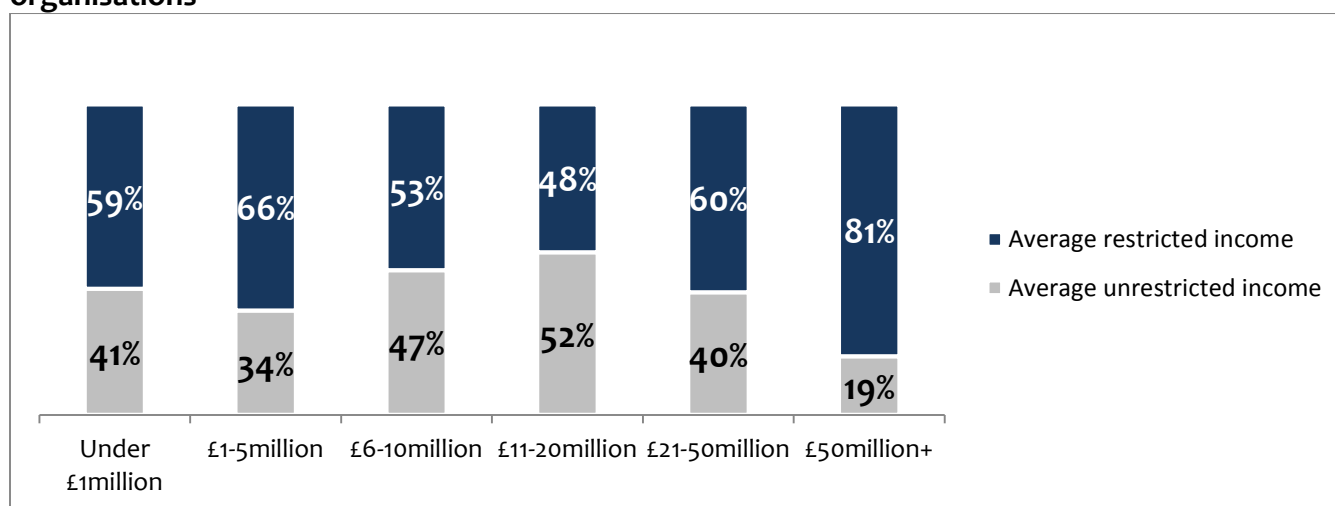
Table 2.2a shows the average corporate fundraising income according to charity size. This illustrates that across the whole sample of organisations there was a consistent increase in corporate income, of around 12% per year. This increase can be seen across all income bands (with the exception of the £11-£20million category in which one third of the sample reported decreasing income in 2013/14) showing that for charities of all sizes, corporate fundraising income is increasing. As a result of statutory funding cuts, it may be that charities have refocused their resources towards corporate fundraising, or the increase may reflect a more general recent upturn in the economic climate. The increase in income that charities reported differs from the latest Centre for Interfirm Comparison *Fundratio's* report which reported a 6.4% decrease in corporate income in 2013, and a 16% increase in 2012.

Table 2.2a Average Corporate income by income band

	2011/12	2012/13	2013/14	Average annual income
Under £1million	£35,822	£58,892	£66,260	£53,658
£1-5million	£296,317	£343,326	£489,924	£376,522
£6-10million	£836,683	£888,795	£1,011,899	£912,459
£11-20million	£1,213,703	£1,247,111	£1,170,271	£1,210,362
£21-50million	£1,475,905	£1,726,166	£1,770,176	£1,657,416
£50million+	£1,782,791	£2,665,057	£2,834,193	£2,427,347

On average across all charities, 57% of corporate income was restricted with the remaining 43% unrestricted. As shown in Chart 2.2b these percentages were more or less consistent across all income bands, with the exception of charities with a total voluntary income of £50million+ where the proportion of restricted income was higher.

Chart 2.2b: Average split between restricted and unrestricted corporate income across all organisations



Base: 69

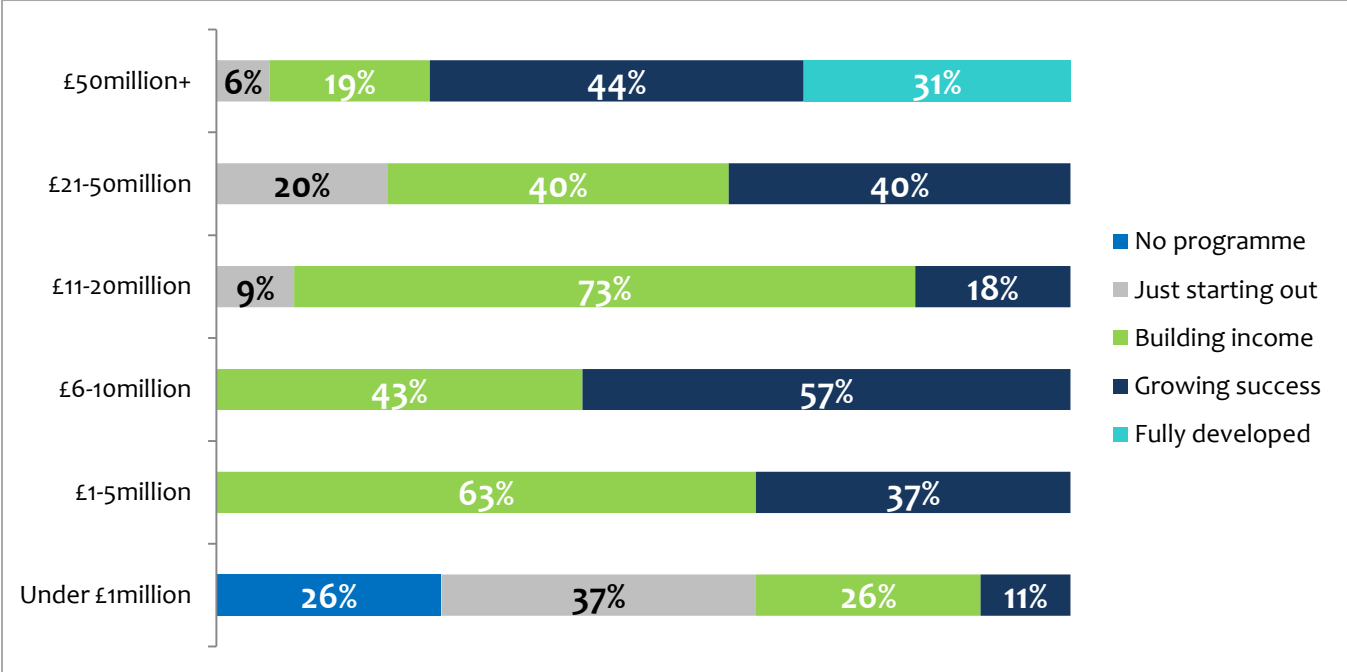
2.3 How well established are corporate fundraising programmes?

To explore the level to which the organisations had developed their corporate fundraising, survey respondents were asked to think about the current state of their programme and prospect pipeline. A set of statements were provided for participants to select which best matched their organisation's situation.

- **No programme in place**
- **Just starting out** – you have identified target companies, sectors and potential mechanics
- **Building income** – you are starting to see success with a handful of corporate supporters and growing prospect pipeline
- **Growing success** – over the last three years you have experienced a growth of income from corporate supporters, a growing number of committed supporters making significant gifts and a strong prospect pipeline
- **Fully developed** – you have a good number of corporate donors and prospects delivering sustainable income for your organisation.

80% of the charities that responded to the survey had a corporate fundraising programme in place and were starting to raise money. Less than one in ten charities described their programme as ‘fully developed’ and all of those who selected this statement had a total voluntary income of £50+million. Equally, almost two thirds of charities with an income of less than £1million said they had either no programme or were ‘just starting out’ so there was a strong correlation between the length and status of corporate fundraising programme and the size of the charity.

Chart 2.3a: Maturity of corporate fundraising programme by charity size



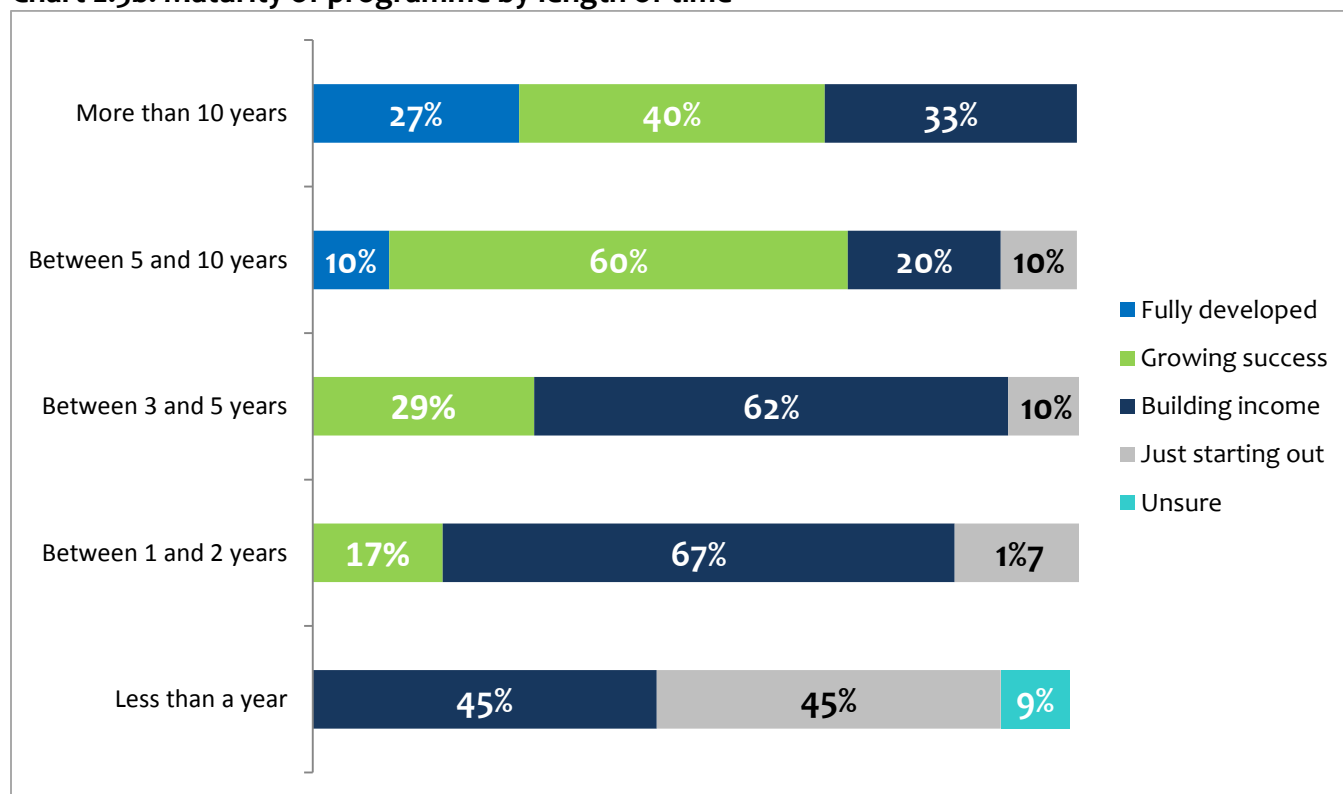
Base: 83

When compared to the major gift research conducted by Good Values and the Institute of Fundraising in 2013, there were fewer charities stating that their corporate fundraising programme was ‘fully developed’ – 7%, compared to 10% of charities who stated they had a fully developed major gift programme. As expected however, there were also fewer charities who were either ‘just starting out’ or had no corporate fundraising programme (19%) compared to a major gift programme (28%). This shows that there are a higher number of charities with an established corporate fundraising programmes that are raising money, although many still feel that there is more potential and that their programmes are not yet ‘fully developed’.

Respondents were also asked how long their corporate fundraising programme had been in place. The majority (67%) had been in place for more than three years and the average time a corporate fundraising programme had been in place across all charities was six years.

Chart 2.3b shows how developed corporate fundraising programmes were in relation to how long they had been in place, and indicates that its likely to take at least five years before a programme is ‘fully developed’. The majority of those describing their programme as ‘growing success’ had been working on this for more than five years whilst the majority of those describing their programme as ‘fully developed’ had been working on corporate fundraising for at least 10 years.

Chart 2.3b: Maturity of programme by length of time

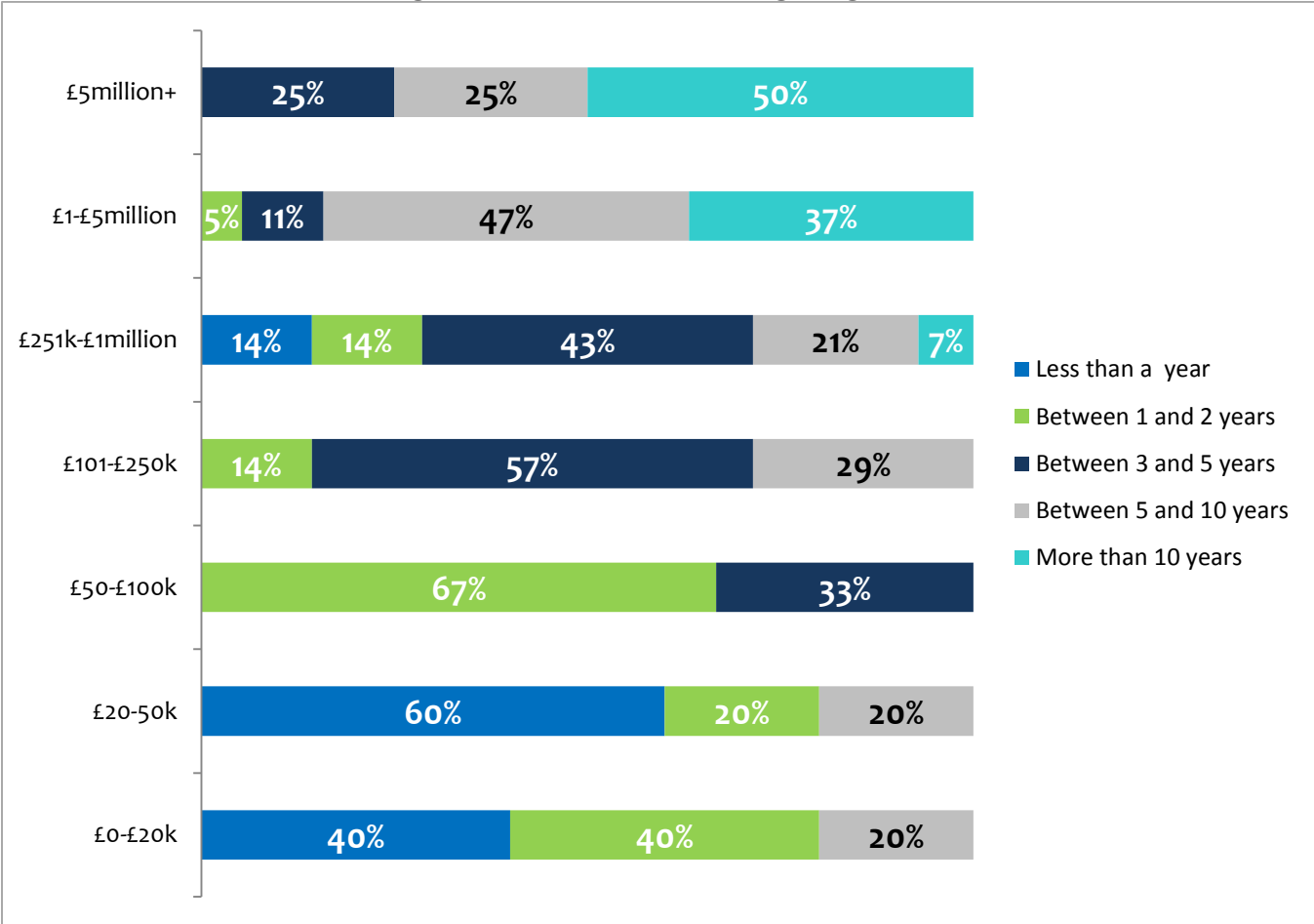


Base: 76

2.4 How does the length of programme affect income?

Broadly speaking, the larger the charity, the longer the programme had been in place with an average of 1.8 years for charities in the under £1million income band, and an average of 10.7 years for charities in the £50million+ income band. Chart 2.4 shows that those raising more from corporate fundraising were also likely to have their programme in place for longer. Half of the charities who raise more than £5million had had their programmes in place for more than 10 years, whilst 60% of those raising between £20,000 and £50,000 had had their programmes in place for less than a year.

Chart 2.4: Income raised by length of corporate fundraising programme

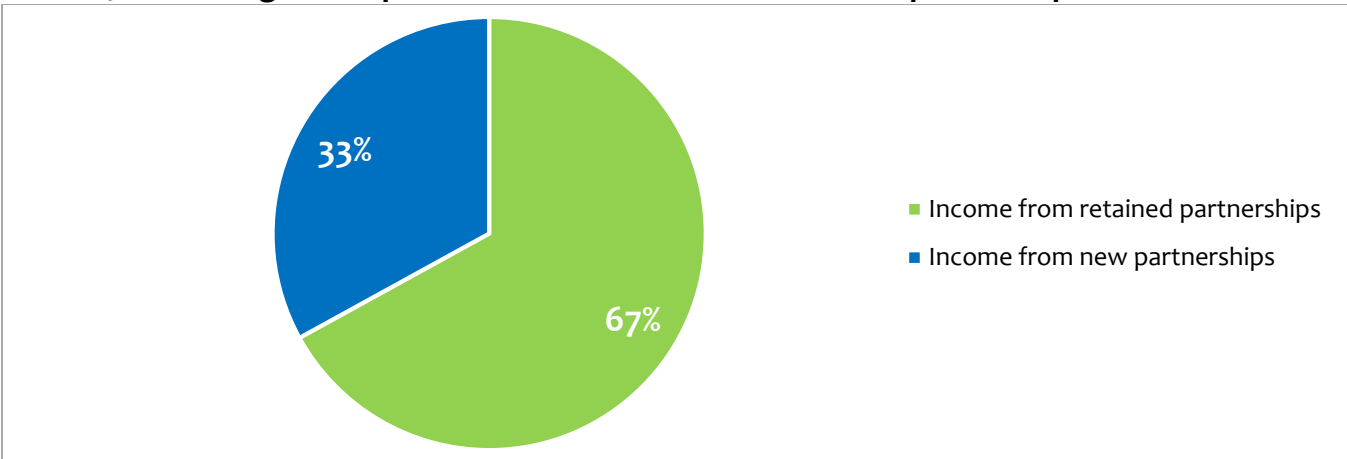


Base: 64

2.5 How much income is raised from new and retained partnerships?

For all charities, having a strong pipeline of corporate income via retained partnerships is absolutely crucial for both sustainability and forecasting purposes. The research revealed that across the sample, 67% of annual corporate income is delivered from retained partnerships. This provides a useful benchmark for those seeking to identify the level of income that should be pledged at the beginning of a new financial year.

Chart 2.5: Percentage of corporate income from new and retained partnerships



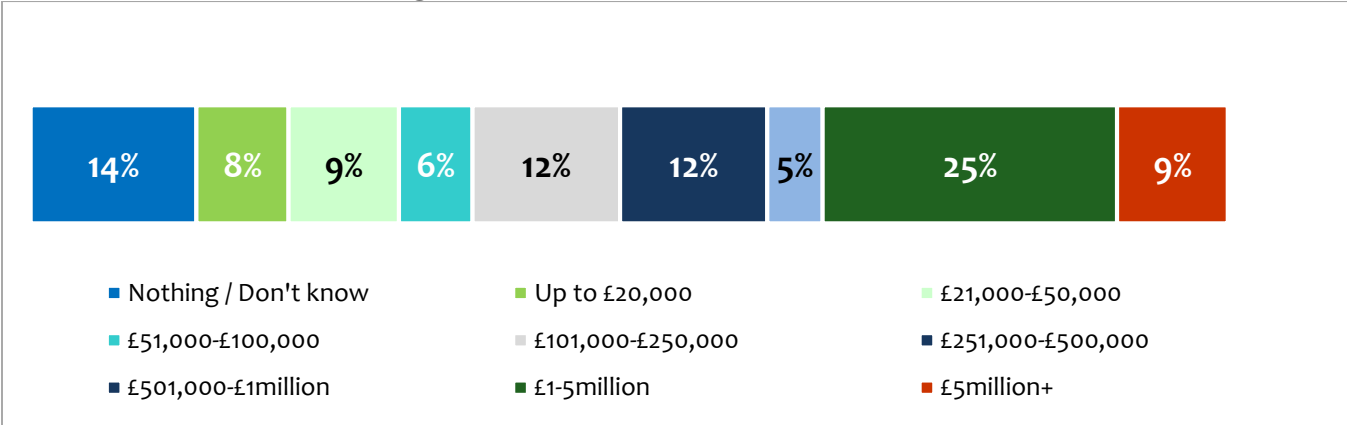
Base: 85

Looking at this data in more detail, 48% of charities stated that they received between 76% and 100% of their annual corporate income through retained partnerships but perhaps more surprisingly, 12% were receiving the same proportion of income (76% to 100%) through entirely new partnerships. At the other end of the scale, 41% of charities were receiving between 1% and 25% of their income from new partnerships, but again, 12% were only receiving between 1% and 25% of income through retained partnerships.

2.6 How much future income is pledged?

In order to gauge the stability of corporate fundraising income, organisations were asked to provide more detail on their pledged income or commitments over the next three years. As shown in Chart 2.6, 34% of charities had more than £1 million pledged income, of which 9% had more than £5million pledged. As might be expected, all the charities who had more than £5million pledged had a total voluntary income of £50million+. Perhaps surprisingly, one in ten charities said that they had no future pledged income (or that they did not know of any), demonstrating the vulnerability of some charities' corporate fundraising activities.

Chart 2.6: Value of future pledged income or commitments



Base: 67

Key Findings: The state of play

- Just over half (54%) of charities questioned were raising up to £500,000 per year through corporate fundraising. 11% of charities raised over £5million and one charity reported a corporate income of £18million.
- There has been a consistent increase of around 12% per year in the average income raised through corporate fundraising over the last three financial years.
- 80% of charities questioned had a corporate fundraising programme in place and were starting to raise money. Two thirds of all corporate fundraising programmes had been in place for at least three years.
- On average, 67% of income was generated through retained partnerships.
- 34% of those questioned had at least £1million in future pledged income over the next three financial years whilst 14% of organisations either didn't know or had no future pledged income.

3. THE NATURE OF CORPORATE PARTNERSHIPS

3.1 Which mechanisms deliver the most corporate income?

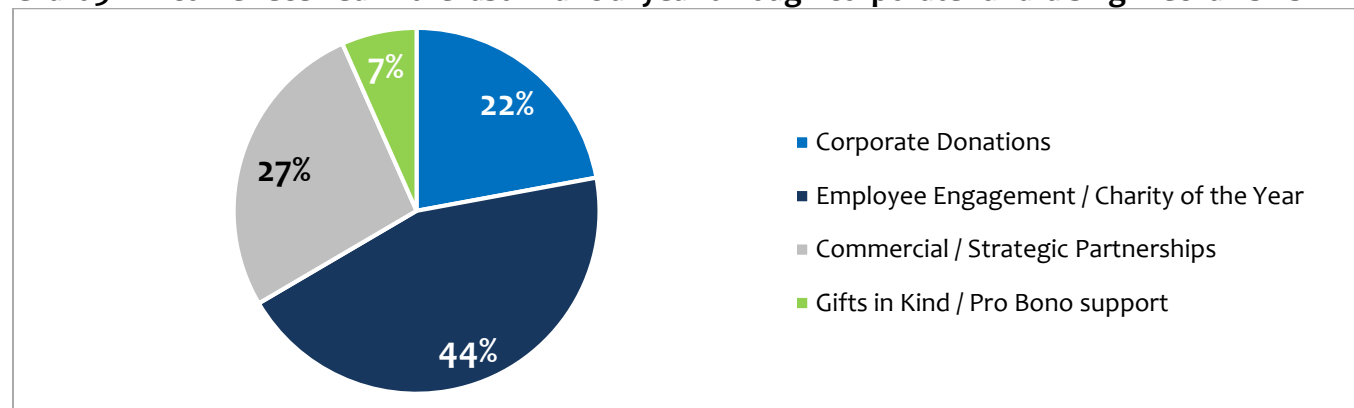
In order to explore in more detail how money being raised through corporate partnerships is generated, charities were asked about the fundraising mechanisms they had used within their organisations. There was significant discussion amongst the Steering Group regarding the different descriptions or categories of income that could be provided and as a result, those given in the survey were as follows:

- **Corporate Donations** – both solicited and unsolicited donations
- **Employee Engagement / Charity of the Year** – including challenge events, general employee fundraising and payroll giving
- **Commercial or Strategic Partnerships** – including sponsorship, cause related marketing and strategic partnerships
- **Gifts in Kind** – time in kind, other gifts and pro bono support

Chart 3.1 shows that employee engagement / Charity of the Year provided the most income in the last financial year for organisations, with 44% of income raised through these mechanisms. Although 22% of charities who reported an income through employee engagement / Charity of the Year raised over £1 million, it is particularly interesting that 13% of the sample raised 71% of the income in this category, demonstrating that a small number of partnerships with the food, retail and banking sectors continue to dominate this type of fundraising.

Although the level of income varied across charities for all types of fundraising mechanisms, Corporate Donations were most likely to be worth between £50,000 and £250,000. Whilst companies continue to advocate the gifts in kind/pro bono offering, just 7% of corporate income is generated this way and the value per charity was mostly likely to be worth less than £50,000. This could be down to a reluctance from charities to accept this type of support, or that non-financial support is not monetised consistently.

Chart 3.1: Income received in the last financial year through corporate fundraising mechanisms



Base: 73

3.2 What are the most profitable corporate fundraising mechanisms?

Having been asked to report income received under each corporate fundraising mechanism, charities were asked to state which of the fundraising models they considered to be the most profitable. There was little difference between corporate donation and employee engagement (at 20% and 21% - see Chart 3.2), which is interesting given the level of resource that is often required to support employee engagement activities.

Chart 3.2: Fundraising mechanisms rated as most profitable



Base: 48

3.3 Charity of the Year vs Strategic Partnerships

Charity of the Year partnerships continue to be a ‘hot topic’ amongst corporate fundraisers, with many in the sector stating that companies should be making a greater effort to move away from the traditional Charity of the Year partnership to more strategic partnerships with clear business benefits. However, as the chart above demonstrates, only one quarter of corporate income reported came from these more commercial or strategic partnerships.

Through the qualitative research, experience and views on Charity of the Year and strategic partnerships were further investigated. Most participants had some experience of the Charity of the Year approach, with varying levels of success. Some of those interviewed stated that it would remain part of their core approach and that they felt this was a convenient way for companies to support communities, whilst others stated that they have made a strategic decision not to apply for Charity of the Year partnerships. As expected, those questioned stated that Charity of the Year partnerships that are decided by staff vote tend to favour emotive causes, well known charities and charities with high relevance to a wide audience.

“We still punch above our weight in Charity of the Year partnerships and it’s still our most successful income stream.”

“We really struggled with staff votes. The amount of resources we’d have to expend for Charity of the Year for the return was just not worth it.”

Others viewed the difference between Charity of the Year partnerships and strategic partnerships as less ‘distinct’:

“If a partnership is a fixed term on paper, then there’s always scope to negotiate about whether that can be extended. If that’s not possible, how can we work together after the fixed term period? All Charity of the Year partnerships could be strategic and that’s the way you need to be thinking throughout your prospecting stage and during that relationship.”

The trend towards more ‘strategic’ Charity of the Year relationships can be seen in the sector with longer fixed term partnerships that give more time to embed and build a partnership that achieves greater impact.

When asked to provide examples of what a ‘strategic partnership’ is, or involves, research participants cited partnerships that include:

- A cause related marketing proposition
- Provision of benefits to service users
- Joint marketing to deliver increased impact for the charity and increased profits for the company
- An opportunity for the charity to provide knowledge and expertise to support companies e.g. training/advice on how to deal with vulnerable customers.

The general consensus was that a strategic partnership goes beyond provision of ‘cash’ and focuses on a closer alignment between a charity and a company to achieve an agreed mission or vision.

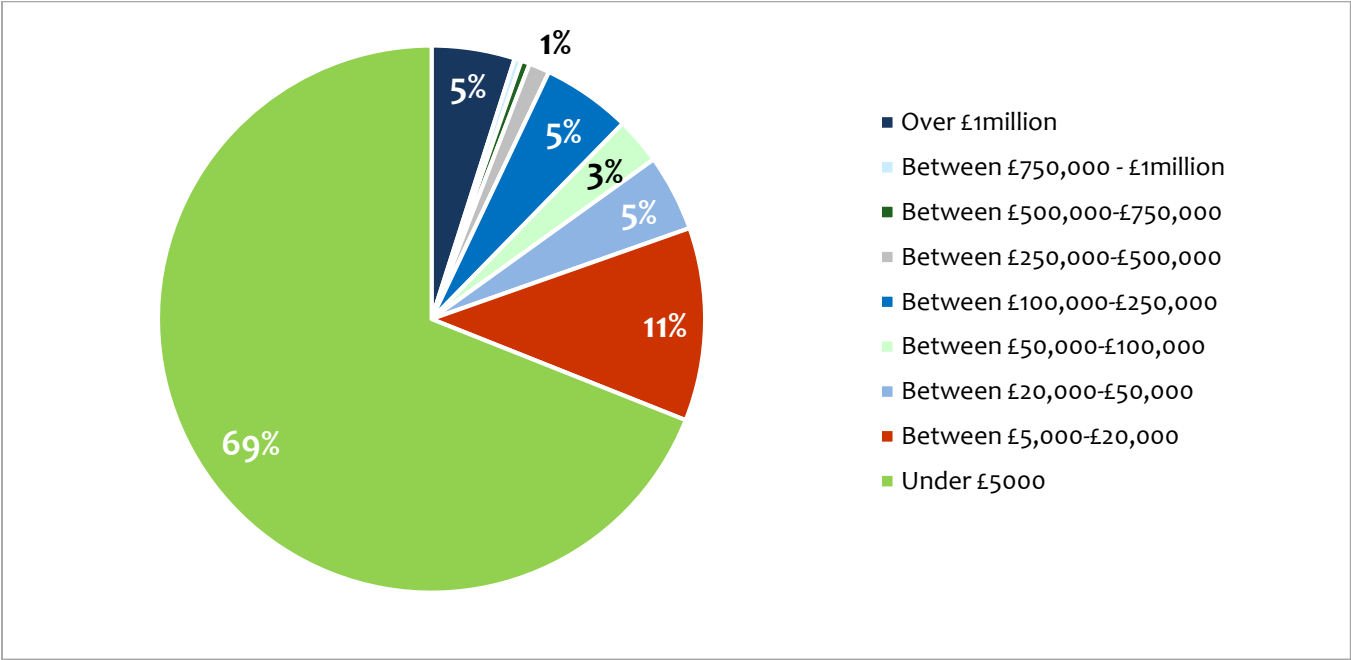
“We are thinking.... beyond cash what is it we can do together? Why are we working together? What do the businesses want to achieve? What do we want to achieve? Are we well aligned? We are looking for more and more strategic alliances where we can deliver value for corporate partners and the people we serve.”

Although the research highlighted a focus on strategic partnerships, interestingly it also revealed that 60% of charities have not yet developed or created their own strategic or commercial proposition (such as a vision based partnership or brand alignment product). This clearly demonstrates that the sector still has a significant amount of work to do in order to move to a model whereby charities are proactively proposing strategic business partnership opportunities to the corporate sector.

3.4 What is the average financial value of a corporate partnership?

Organisations were asked to report the financial value of their corporate partnerships and donations over the last three years. The results are shown in Chart 3.4. Despite the common perception that corporate partnerships, and in particular strategic partnerships are high-value, 70% of partnerships over the last three years were valued at less than £5,000 whilst 78% were worth less than £20,000. Only 7% of partnerships were worth over £1million.

Chart 3.4: Value of corporate partnerships / donations over the last three years



Base: 85

The research showed that high value corporate partnerships do not always sit with the charities in the top income brackets. There were a number of examples of £1m partnerships with charities in the £1-5million income band, demonstrating that the high value corporate partnerships certainly aren't out of the reach of smaller charities.

When probed on how these corporate partnerships had come about, the standard strategies were raised such as direct approaches to companies or key individuals, traditional applications, networking, chance meetings with senior staff in corporates, and a personal connection by senior corporate staff to the cause.

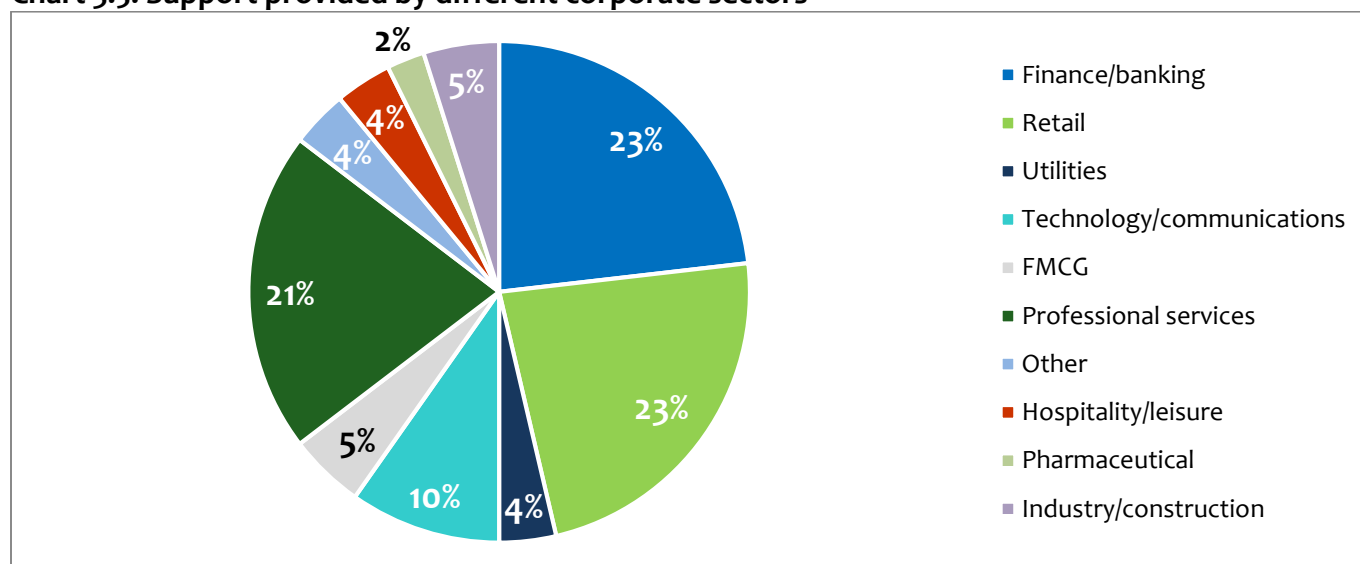
“We had an event at the House of Lords and invited people from a business network.”

“Senior networking activities have also led to securing some useful partnerships. So we are increasing the pressure for more senior contact and building long-term relationships at Trustee or CEO level. There’s a need for more focus on senior contact with support from the team – rather than the fundraising team developing these relationships themselves.”

3.5 Which corporate sectors provide the most support?

Charities were asked which sector of business they received the most support from and the results are shown in Chart 3.5. Charities were generally receiving the largest support from the retail and financial/banking sectors with 87% of support from finance / banking, retail and professional services. The pharmaceutical, utilities and hospitality/leisure sectors provided the least support, each accounting for 4% of support or less.

Chart 3.5: Support provided by different corporate sectors



Base: 82

3.6 What are the key ingredients for a long term partnership?

The charities interviewed were asked to identify the critical success factors in successfully retaining corporate partners. Their responses included:

- **Strong relationship management e.g. honesty, open communication, being receptive, responding to needs etc.**

“All company relationships are based on individual relationships. The one thing that ticks companies off is charities taking too long to do things. Depends on the company... some are happy with just an annual meeting but you need to keep people in the loop, understand their motivations and get senior managers on board.”

- **Impact reporting - being able to show the current and potential benefits and outcomes of a company's investment**
"Continuing to show we can offer additional benefit and be worth our money. We can continue to deliver for them and are not just a one trick pony – we keep coming up with new ideas."
- **Employee engagement - giving corporate staff opportunities for meaningful engagement**
"Volunteering is central to the partnership – and without it we would not have retained it over time. So we have staff who have done the same activity over a number of years which means they have independent relationships with our staff and families."
- **Having a link with the charity**
"Someone in the organisation with experience of our cause is a massive ambassador for the charity. 90% of our corporate partnerships have this kind of link."
- **Organisational support – ensuring that staff at every level (leadership to operational) support the partnership**
"All staff get behind the partnership from service staff to shop staff... it's about keeping everyone engaged internally to see why it's important to keep the partnership going."

Key Findings: The nature of corporate partnerships

- Employee engagement / Charity of the Year raised 44% of income within corporate fundraising. 71% of the income raised through this mechanism was raised by just 13% of the charities questioned.
- The majority of charities think that strategic partnerships are key to corporate fundraising and currently this mechanism raises around one third of income reported. However, 60% of organisations have not yet developed a strategic or commercial proposition.
- 78% of reported corporate partnerships over the past three years were worth less than £20,000 and only 7% delivered an income of £1million+.

4. NON-FINANCIAL CORPORATE SUPPORT

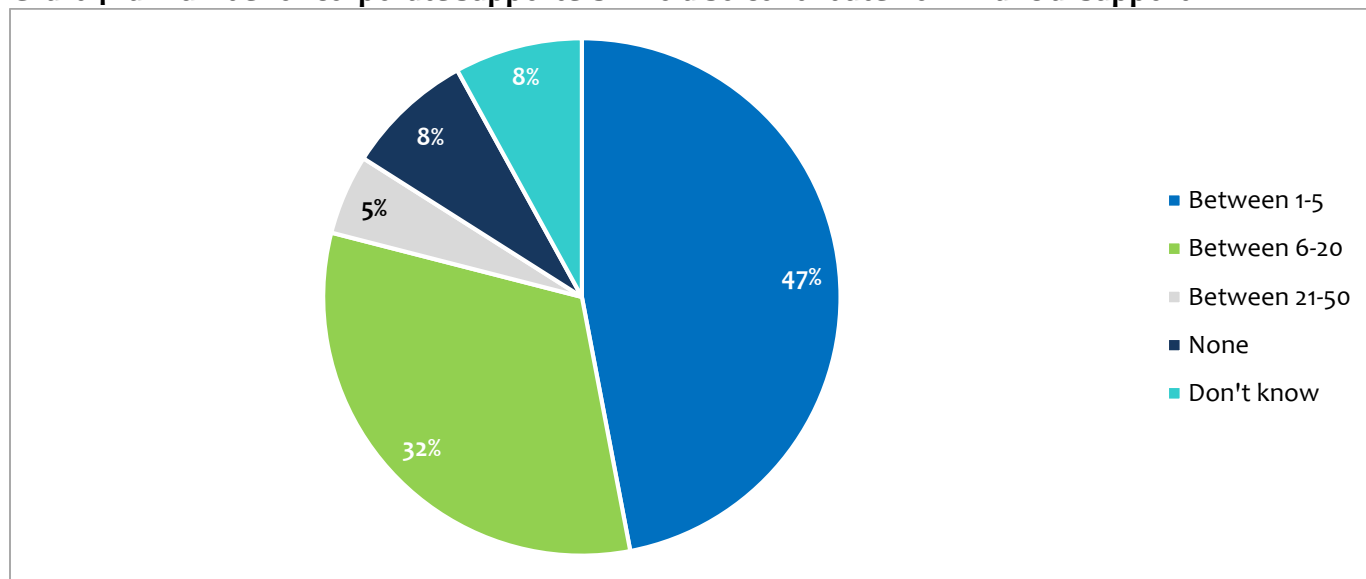
4.1 What kind of non-financial support do companies provide?

The research aimed to explore additional non-financial support that corporate fundraising had delivered for organisations. This support can broadly be categorised into:

- Employee volunteering
- Gifts in Kind
- Pro-bono support

Of the charities that participated in the research, 84% received some kind of non-financial support. This was backed up by the depth interviews in which all but one of the charities received some benefits from corporate fundraising other than financial income. In the majority of cases, non-financial support was delivered as part of a wider relationship with the company. Chart 4.1a shows that 47% of charities had between one and five corporate supporters providing non-financial support whilst 8% of charities had between 21 and 50 partners giving in this way.

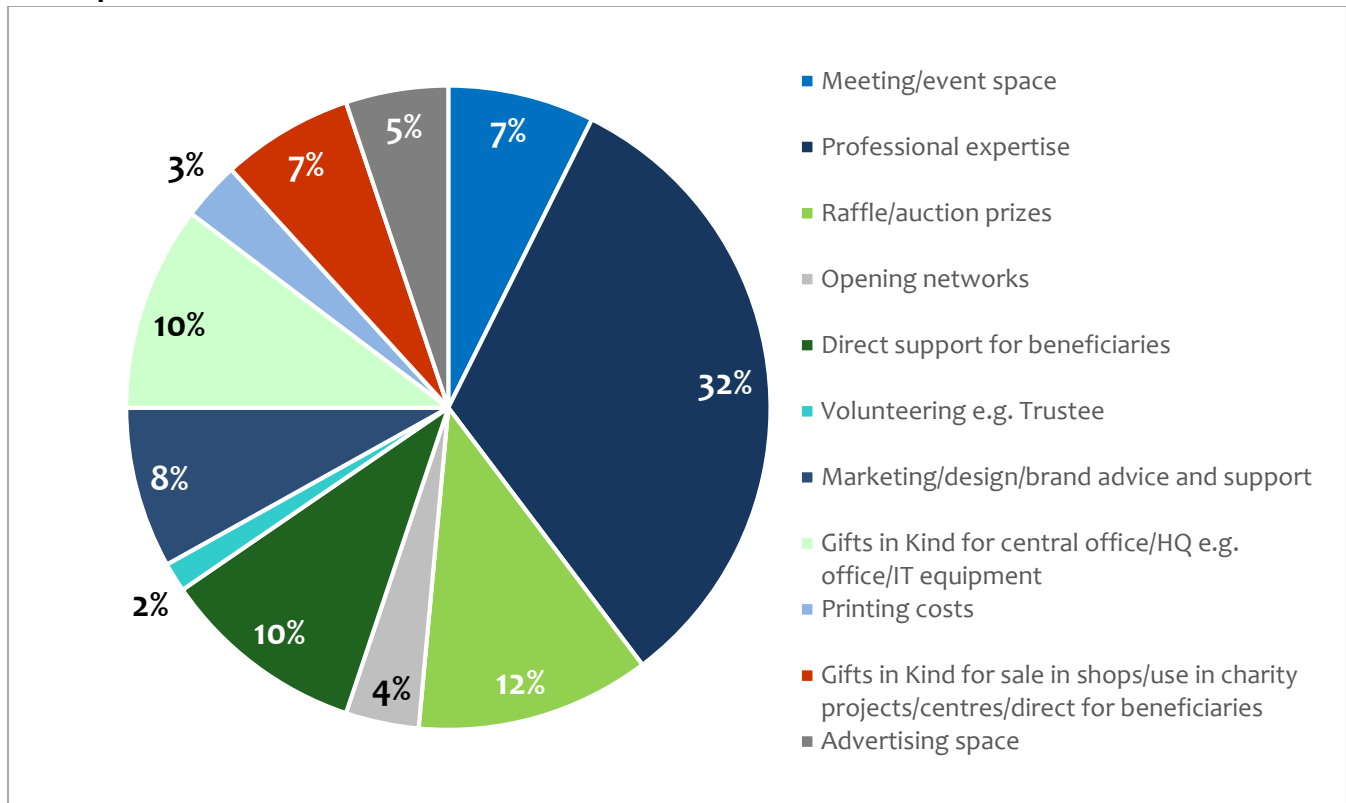
Chart 4.1a: Number of corporate supporters who also contribute non-financial support



Base: 85

Looking at types of non-financial support in more detail, Chart 4.1b shows the type of non-financial support typically given to charities, ranging from meeting / event space, to marketing, design and advice. The most common type of non-financial benefit was the provision of professional expertise (received by one third of organisations), followed more or less equally by raffle / auction prizes, direct support for beneficiaries and gifts in kind for central offices, most commonly IT equipment.

Chart 4.1b Non-financial benefits



Base: 70

Over half (58%) of survey respondents stated that they record and measure the financial value of their corporate partners' support.

4.2 How is employee volunteering managed and delivered?

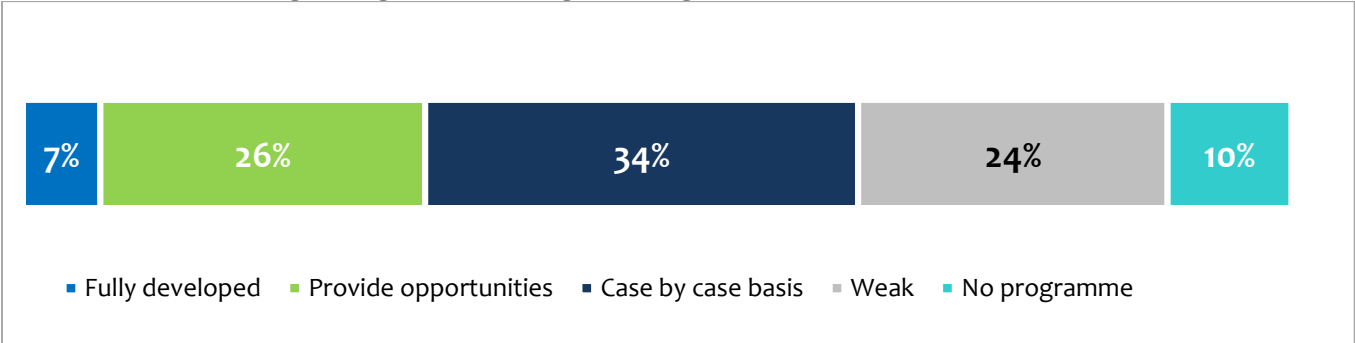
Those completing the online survey were asked to choose a statement that best described their organisation's position with regards to volunteering for corporate partners. These statements were:

- We have a fully developed employee volunteering programme for corporate partners, which includes a mix of volunteer opportunities (including skills based)
- We are able to provide team/corporate partner volunteering opportunities
- We have a few volunteering opportunities to offer but they are developed on a case by case basis
- Our volunteering programme for corporate partners is weak
- We don't have a volunteering programme.

A third of the charities stated that they develop volunteering programmes for corporate partners on a case by case basis, as shown in Chart 4.2. Despite continued emphasis by companies on the

importance of employee volunteering, a further third of charities said that they did not have a good offering for companies – either because it was weak or they didn’t have one at all.

Chart 4.2: Position regarding volunteering offering for corporate partners



Base: 82

When probed further, views on employee volunteering were mixed. Some had found it challenging with little return on the investment:

“In all honesty we have to create those volunteer opportunities and it’s time consuming and we weren’t set up to provide these opportunities. I think it’s an effective way of engaging employees but we are not set up to do this easily. We get a lot of requests for it – but it’s difficult for us to run with it – we will facilitate it for our larger partners.”

Whilst other charities identified that employee volunteering had increased fundraising efforts:

“The programme is supported by volunteers [from the company] who give our centres a tech makeover and also assign a mentor to increase the digital skills of our beneficiaries. Both have helped fundraising as it has given staff a chance to see our work directly.”

One charity was very clear about their approach to involvement (or non-involvement of volunteers):

“We think very carefully about what we might offer and to who we offer volunteer opportunities - we see it as a first step to a relationship. We don’t want people to come in and do something and never hear from them again. We talk to people about the need for ongoing support and are very clear about this. We try to spot opportunities that will be meaningful and to anyone else we say thank you - but no thank you - let’s keep in touch.”

There was a sense that employee volunteering only works well as part of a wider strategic partnership that delivers cash and other benefits. Specific challenges identified in relation to employee volunteering were:

- Finding a good fit between what the charity needs and what the corporate / volunteers want to do
- Ethical / moral issues raised in connecting volunteers with vulnerable individuals (e.g. children, patients)
- Charities feeling they have to create volunteer opportunities to meet the needs / requests of corporate partners
- Costs – whilst charging for volunteering can be a barrier, volunteering is not cost neutral.

Picking up on this final point, charities that did have an employee volunteering offering were asked whether they charge for this. Perhaps surprisingly, 80% said they don't charge for their volunteering opportunities and of those that do charge, the majority (80%), said it varies on a case by case basis:

“Part of corporate package, starting at £2k per annum”

“£50 per corporate day (or the corporate can fundraise to support the day's activities)”

“Varies according to the company and the training”

Key Findings: Non-financial corporate support

- The vast majority of charities questioned (84%) receive some kind of non-financial support. 58% of those that do receive non-financial support measure the value of that support.
- The most common type of non-financial support that charities received was professional expertise and advice.
- The majority of charities found employee volunteering challenging. A third of charities either didn't have an employee volunteering offer or felt that it was weak.

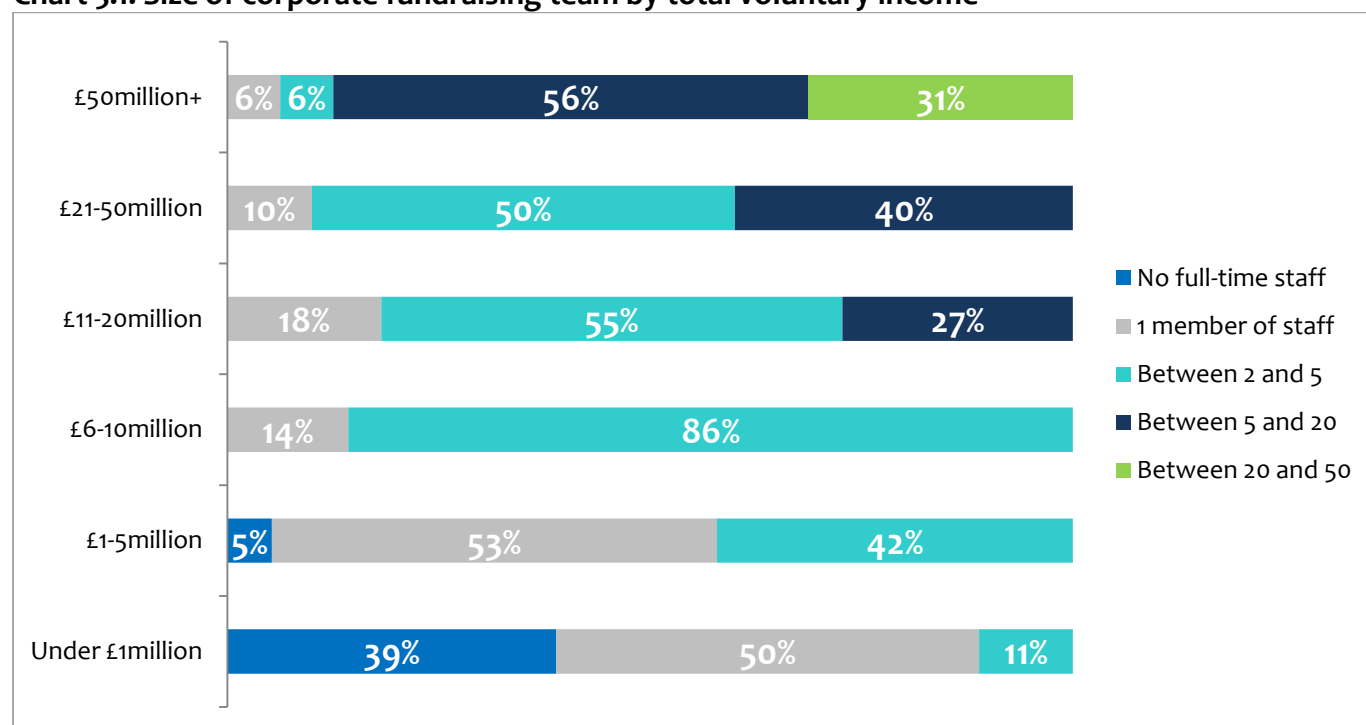
5. RESOURCING CORPORATE FUNDRAISING

5.1 What level of resources are organisations dedicating to corporate fundraising?

As would be expected, the size of corporate fundraising teams varied considerably amongst the participating charities, ranging from 0 to 47 full-time (or full-time equivalent) corporate fundraising staff. In addition to paid staff, some charities also made use of fundraising volunteers, interns or brought in external consultants to help with specific activities. Staff sat in a variety of teams, with most working in Fundraising, and others in teams such as ‘Strategic Partnerships’ or ‘National Projects’.

One in ten of the charities that completed the survey had no full-time staff dedicated to corporate fundraising. Of those who did have dedicated resources, three quarters (74%) had a team of five or less. As could be expected, the size of team was largely dependent on the size of the organisation and the total amount raised increased with the size of the team.

Chart 5.1: Size of corporate fundraising team by total voluntary income



Base: 82

Overall, there was little change in both staff and non-staff costs over the last three financial years, with staff costs making up on average 63% of total resourcing costs.

5.2 What is the average total raised by each corporate fundraiser?

The data on number of staff was compared with the amount of income generated through corporate fundraising and the results are shown in Table 5.2. Looking at the participants overall, the average income raised per corporate fundraiser was just over £300,000 (£305,571).

Table 5.2a: Number of staff, amount raised and average income per head

Number of staff (or FTE)	% of charities	Average annual income raised	Average corporate income per head
Between 0 and 1	10%	£116,549	£185,648
Between 1 and 2	30%	£350,869	£294,772
Between 2 and 5	34%	£1,342,554	£385,877
Between 6 and 20	19%	£2,564,863	£281,362
Between 21 and 50	7%	£9,903,234	£298,447

Base: 63

The table below also shows the average corporate income per member of staff, by the size of charity.

Table 5.2b Average corporate income by head shown by size of charity

Number of staff (or FTE)	Average corporate income per head
Under £1million	£121,890
£1-5million	£425,342
£5-10million	£505,221
£10-20million	£226,140
£20-50million	£464,956
£50million+	£275,461

Base: 63

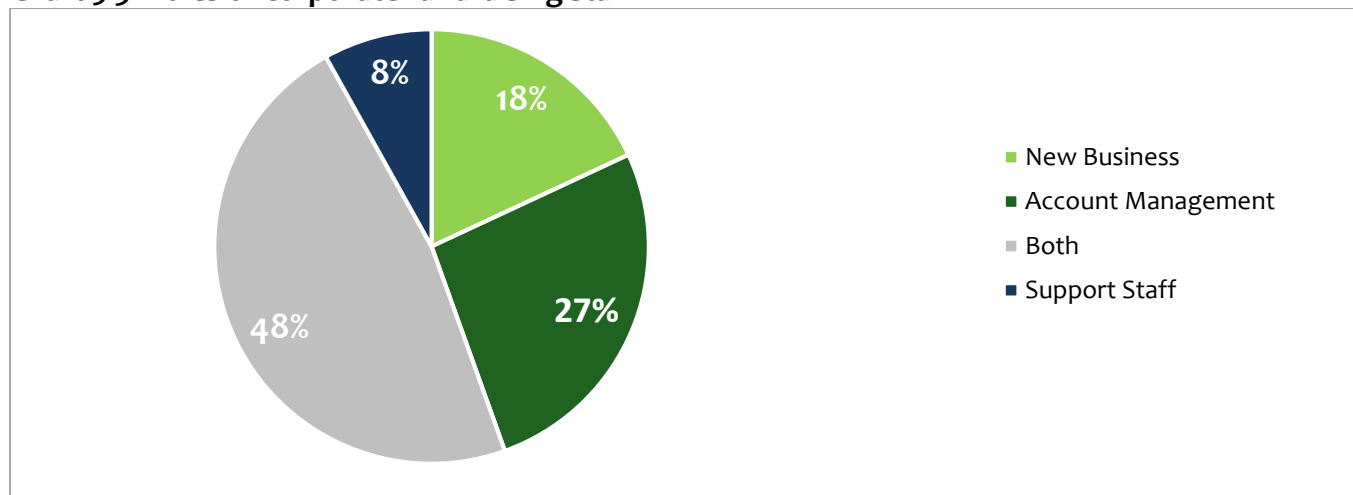
5.3 Do corporate fundraisers typically specialise in Account Management or New Business?

Staff roles in most corporate fundraising teams typically involved both Account Management and New Business responsibilities, with bigger teams also having co-ordinator and other support roles. One of the charities interviewed highlighted how important it was to balance managing relationships and finding new prospects:

“You can be really focused on a relationship but need to be looking what’s around the corner.”

Less than a fifth of charities had staff exclusively working in business development roles, whilst almost half of staff worked across both new business and account management, as shown in Chart 5.3.

Chart 5.3: Roles of corporate fundraising staff



Base: 81

In all but one charity, corporate fundraisers were paid salaries on the same level as other fundraisers within the organisation. One charity paid a 10% supplement in salary to their corporate fundraisers (as well as major donors and trust fundraisers) in recognition that they were scarce and hard to recruit and retain. None of the charities had a performance related pay or bonus scheme for corporate fundraisers although one charity gave a salary increase based on performance (of both the whole organisation and individual teams) and the amount of money brought in, although this scheme applied to all staff and not just fundraisers.

5.4 How easy is it to recruit corporate fundraisers?

Charities reported a range of routes for recruiting corporate fundraisers including agencies (general recruitment and fundraising-specific agencies), Guardian Jobs, Charity Jobs, Third Sector Jobs, charities' own websites and use of social media (Twitter and LinkedIn). A number of respondents had also used their existing networks and contacts to recruit staff:

"I knew enough corporate fundraisers and networks to be able to identify people. It was relatively low key... I know lots of other people at my level and lots of people coming up through the ranks."

Most charities reported recruiting fundraisers from a mix of voluntary sector and corporate/sales sector backgrounds with a mix of business skills and strong philanthropy being the ideal skillset. One interviewee stated that whilst they were open to applications from people with a corporate background, a commitment to the cause and 'softer qualities' were really important. However, another charity reported how they had received a large number of applications (60 – 70%) from people solely driven by the cause and wanting to 'make a difference', rather than the job itself:

“Many people want to work for charity but not necessarily for the right reasons ... day to day work in Corporate fundraising is more like a sales job... the culture and what you’re measured on is a bit harder and tougher than other jobs in charities. Some people want to work in charities because they want to change a world and make a difference – not because they want to work in fundraising and there’s a big difference.”

One charity that had a mix of corporate fundraisers from corporate and charity backgrounds, said “the mix works really well.” Other respondents highlighted the challenges however, with those from the charity sector not performing as well as expected in building relationships with corporate partners, whilst those from corporate backgrounds can find it hard to adapt to the NGO culture:

“People tend to be very insular within the NGO world and encouraging people to come in from outside that can be difficult. There’s been a big culture shift for staff who come from outside the sector.”

One respondent indicated how they were looking for fundraising skills in everyone they appoint – irrespective of previous roles:

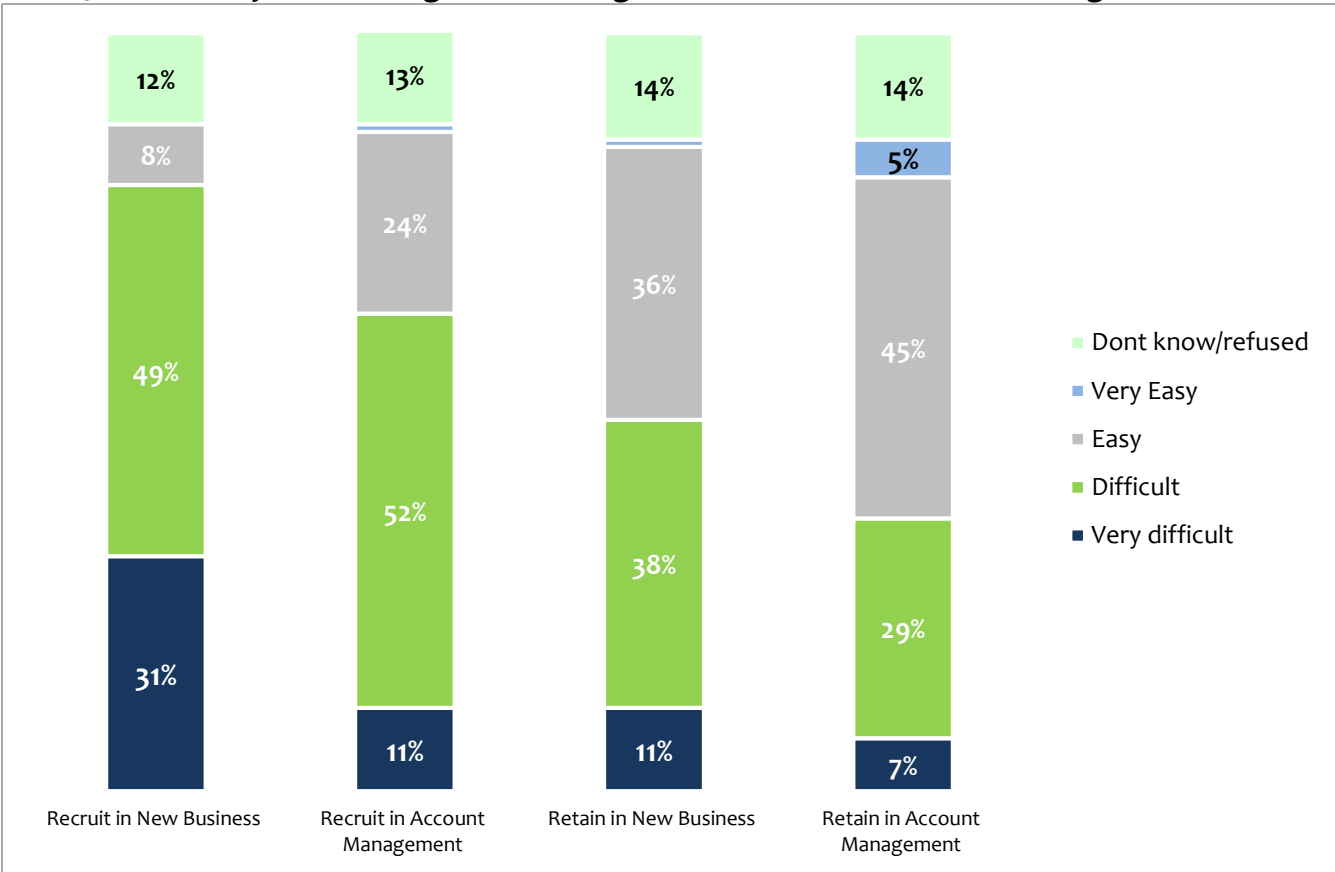
“We are looking for the talent you need to be a good corporate fundraisers in every person we hire - everyone needs to have the qualities of a corporate fundraiser.”

The majority of respondents reported some challenges with the recruitment of Corporate Fundraisers. New Business recruitment in particular was seen as very challenging, with 80% reporting it as ‘difficult’ or ‘very difficult’. ‘Poor availability’ and ‘scarce talent’ were mentioned as possible reasons for this:

“New business is harder and complex so we have had difficulties in that area. ... it’s sometimes helpful to go outside the sector and recruit from the corporate sector. Real commercial understanding is important and people not being able to get their head around this is a problem. We have hired quite a lot of bankers. There’s a charity ‘type’ and we see a lot of them but they’re not what we want.”

In general it was viewed that recruiting staff in both New Business and Account Management was rated as more difficult than retaining them.

Chart 5.4: Difficulty in recruiting and retaining New Business and Account Management staff



Base: 85

5.5 How easy or difficult is it to retain corporate fundraising staff?

As shown above in Chart 5.4, charities generally found the retention of skilled staff less problematic than recruitment, particularly those working in account management.

Respondents indicated that, typically, corporate fundraising staff stayed within an organisation for between 18 months and two years (sometimes up to three years) but that this was dependent on the role and level of seniority. Some gave examples of fixed-term contracts for management of Charity of the Year partnerships (typically one, two or three years in length). Those in more junior level posts tended to move on more quickly than those in senior posts and it also appeared that those in new business roles move around a lot more than those in account management.

When probed further about the most common motives for staff leaving, the following reasons were cited:

- A desire for career progression**
“For people who are independent, career hungry and ambitious, the only way to achieve progression is to leave. There’s still a real shortage of really good corporate fundraisers so if

you've got someone really good they can move up the career ladder really quickly and move on. If you want more responsibility and a bigger salary – you have to leave."

- **Influenced by wider staff turnover**

"It alters the team dynamic... there is a need to remind people of the things that are great about [the charity]."

- **Repetitive nature of corporate fundraising**

"Some of the tools and techniques for corporate fundraising are repetitious and so if someone is particularly skilful... they can move on and repeat these with ease."

Tips for retaining staff were as would be expected:

- **Providing access to learning and development opportunities**

"Access to Learning & Development opportunities (e.g. formal training, mentoring, shadowing) is a really big issues related to retention – if that element isn't built into corporate fundraising roles you see people move on quite quickly."

- **Quality and range of links with corporate partners**

"Corporate fundraising is quite a unique role as you end up working in partnership with your equivalents in the corporate partners so they feel like colleagues and there's real value in that close relationship."

Key Findings: Resourcing corporate fundraising

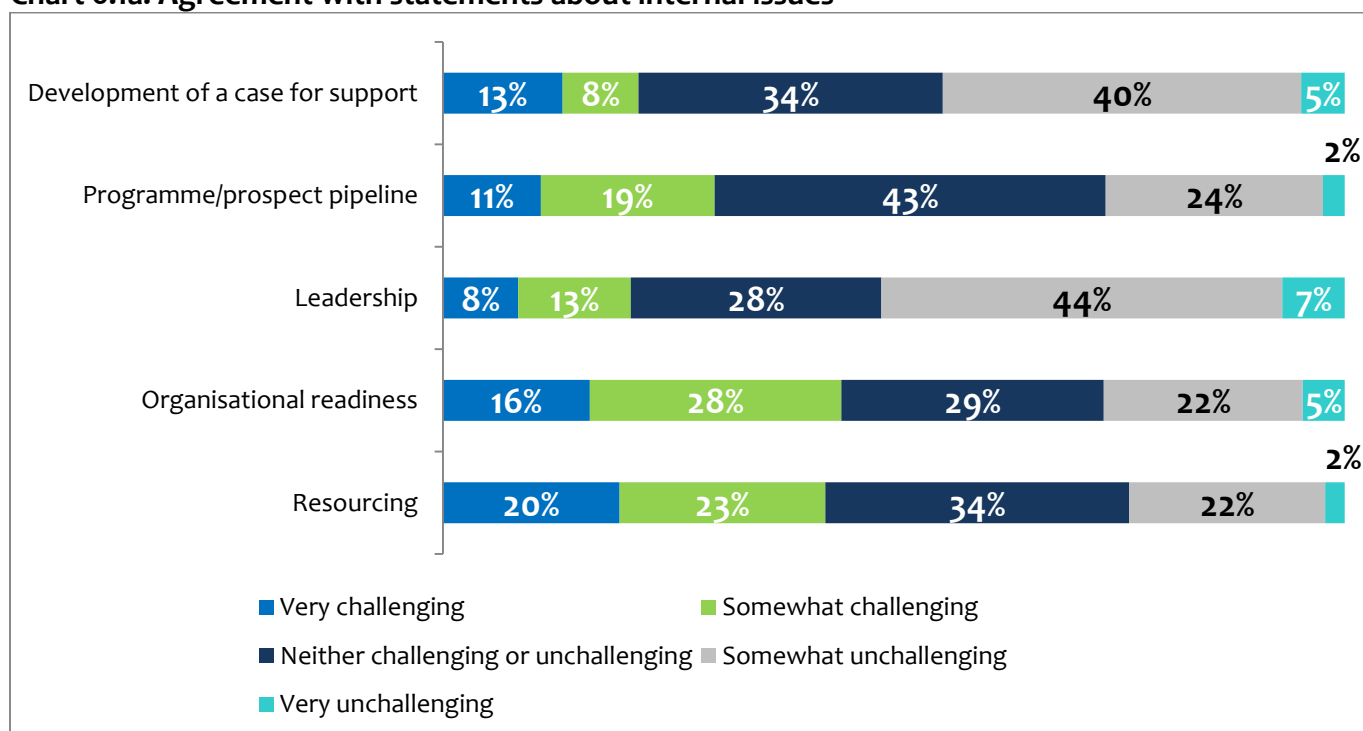
- The average income raised per corporate fundraiser across all charities was just over £300,000 (£305,571).
- Three quarters (74%) of charities had five or less corporate fundraisers. All of those who had a 'fully developed' corporate fundraising programme had at least 20 members of staff in their corporate fundraising team.
- Half of corporate fundraising staff worked across both account management and new business. Less than a fifth of charities had staff exclusively in business development roles.
- Recruitment of high-quality fundraising staff was generally viewed as challenging, particularly recruiting for new business staff which was viewed as difficult by 80% of respondents.

6. SUCCESS CRITERIA AND CHALLENGES

6.1 What are the internal challenges for corporate fundraising?

Charities were presented with a series of internal issues to rate on a scale from ‘very challenging’ to ‘somewhat unchallenging’. 44% of charities had some level of difficulty with organisational readiness and 43% of charities had some level of difficulty with resourcing. 13% of organisations found the development of a case for support ‘very challenging’, although a large proportion of organisations (45%) viewed this as either ‘unchallenging’ or ‘neither challenging or unchallenging’.

Chart 6.1a: Agreement with statements about internal issues

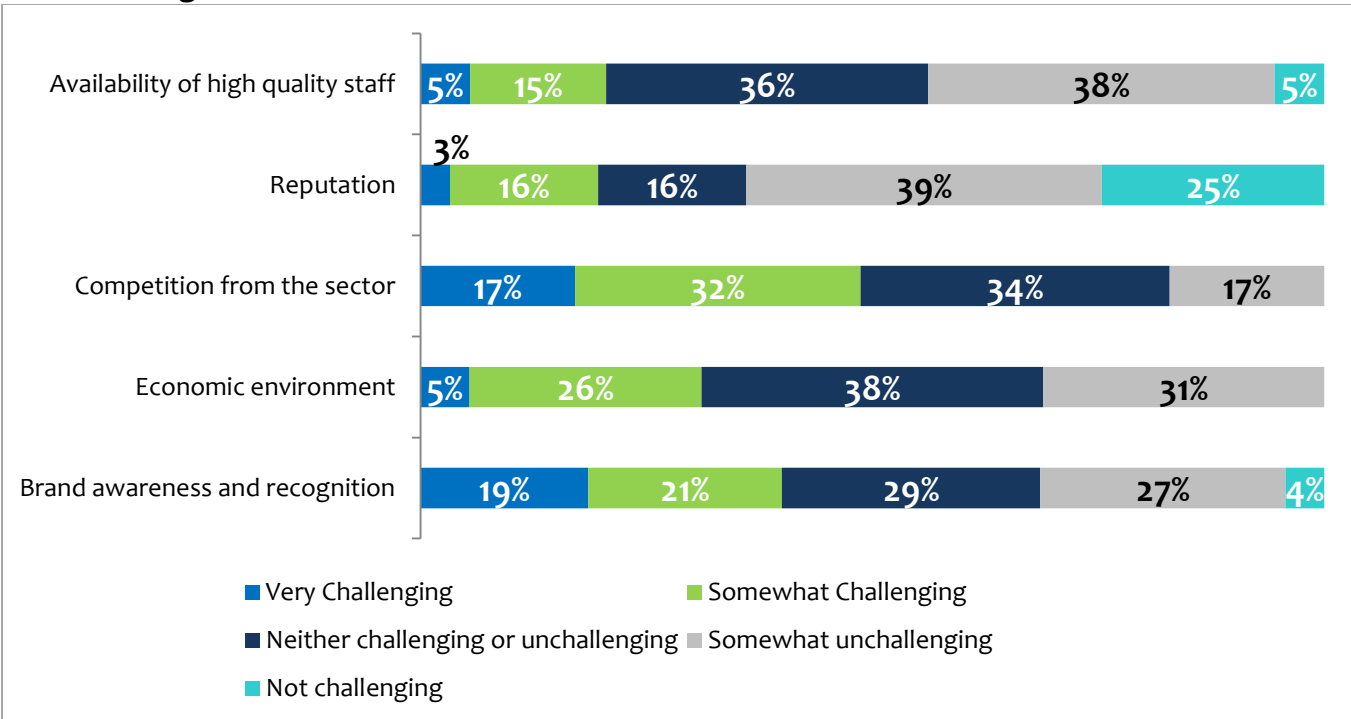


Base: 85

When compared with overall voluntary income, it was clear that charities with lower income find organisational readiness for corporate fundraising more of a challenge than larger charities. Interestingly, charities with an income of £11-20million and £21-50million found brand awareness and recognition more difficult than other income groups. This could be because smaller charities tend to rely more on personal networks and local awareness to secure corporate partnerships whilst the very large charities can have larger budgets for marketing, PR and brand activity.

Organisations were also asked about the external issues they may be facing and to rate how challenging they found them. Chart 6.1b shows that competition from the sector was the most challenging issue, almost half finding it either challenging or very challenging. Reputation was the least challenging issue.

Chart 6.1b: Agreement with statements about external issues



Base: 85

Again when compared to the total voluntary income of those questioned, the smaller charities found the economic environment more challenging and the medium-to-large charities (with an income greater than £11million) found competition from the sector more challenging than smaller charities.

All charities interviewed agreed that the market is congested and competition is an issue:

“We have very few large businesses and lots of charities – so much of the time it’s just competition. We have to find imaginative ways of engaging with companies as people are bombarded by charities. Lots of good causes and less money to go around.”

When further investigated through the depth interviews, additional external challenges were highlighted. In particular, respondents felt that companies can have a lack of understanding of the charity sector and unrealistic high expectations in terms of what can be delivered within certain timescales, especially when setting up new partnerships:

“Corporate expectations can be extreme and unreasonable. You need to be able to spot these as they drain time and resource but don’t return a great deal. It’s sometimes worth saying ‘this isn’t going to work’.”

Having clear and mutually agreed KPIs was viewed as crucial to managing expectations for both parties.

Additional challenges raised included:

- The stop-start nature of Charity of the Year partnerships, which means that charities often need to invest a lot of time in securing and establishing new partnerships
- Fundraising fatigue within Employee Fundraising schemes, particularly where staff have done a lot of fundraising in the past
- Lack of internal buy-in from colleagues
- Staff turnover in charities and companies, particularly where relationships are built on individuals
- Cause area - the nature of some causes is of limited appeal to companies, creating an additional challenge:

“Some people don’t want to engage with an organisation linked with death and dying... we need to be bold about what we do but it may not be the right partnership for every company.”

6.2 What are the key criteria for the success of corporate fundraising?

Charities were asked to state critical success factors for corporate fundraising, drawing on personal experience and what they felt they could do more of to grow corporate fundraising. Eight clear success factors were identified:

- **Shared vision, values and objectives**

“We look for long term partnerships with multiple touch points in which we’re doing different variants of activity that help us deliver services. Partnerships allow us to reach more people in need.”

- **Mutual benefits**

“There’s no such thing as philanthropic companies, they are looking for benefit so what would you offer them? Be clear what your product is and that they would want that product.”

- **Strong communication**

“Messaging needs to be key... getting language right, being persuasive, making sure messaging is simple and easy to understand.”

- **Expectation management**

“You need to ensure corporates know how much time you can dedicate to them.”

- **Honest, open and strong relationships**

“It’s about having a real long term view and how much work you’ll put in and what you’ll get from it. Success is engaging people to come to events to see the variety of the work we do....It’s just thinking how do we follow up on that and work with them and establish something more concrete?”

- **The right level of corporate fundraising skills and resources**

“Pitching effectively needs really charismatic, likeable people who are fun to work with, professional, knowledgeable and persuasive, who can get the meeting and win the business.”

- **A partnership that is truly embedded and supported at all levels within the company**

“Ideally you want the board to be behind what they’re doing and you want it to be part of the company’s strategy – not just a little add on.”

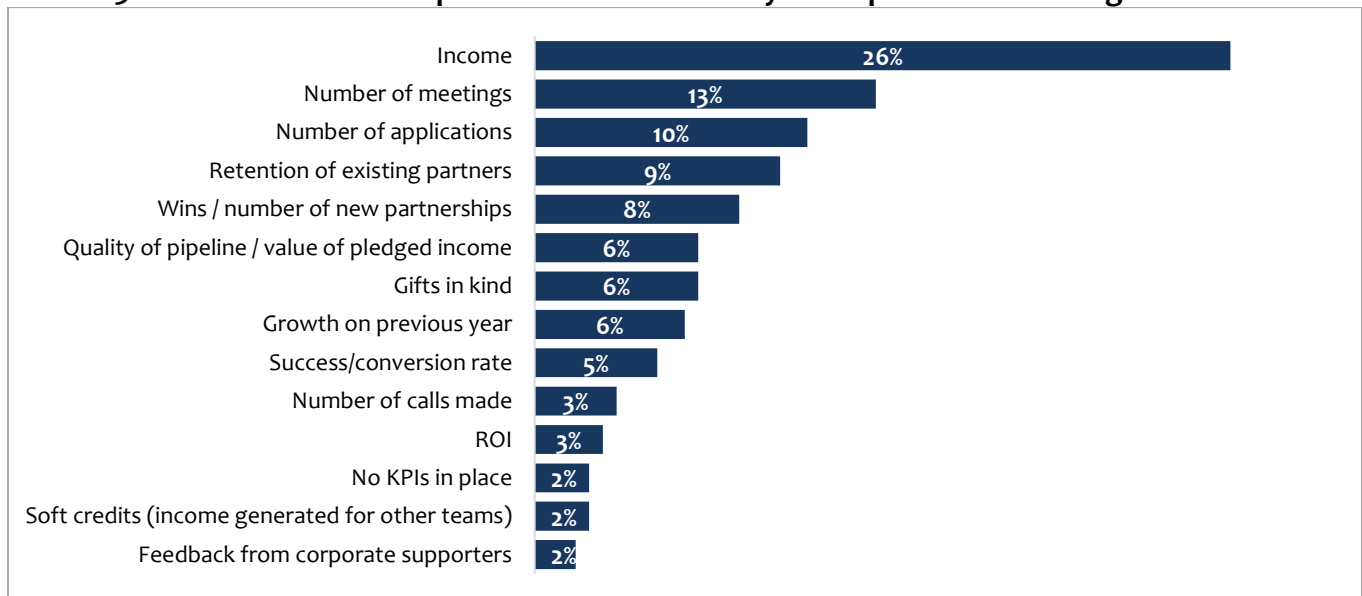
- **Internal support and buy-in across the charity, including senior leadership**

“Time from more senior people e.g. chair of trustees and CEO and research director. Some corporates want to see senior staff before committing to a relationship, it’s essential at initial contact and also for maintaining relationships and demonstrating impact.”

6.3 How is success measured?

When asked how they primarily define the success of their corporate fundraising efforts, almost half of respondents mentioned indicators related to income in some way e.g. return on investment, growth on previous years income etc. The research also showed that many organisations utilise a range of non-financial key performance indicators, which could be seen to relate to the typical ‘cultivation process’ i.e. number of calls, number of meetings, number of applications, success / conversion rate through to value of pledged income. As we saw in Section 2.5, almost 60% of income is generated through retained partnerships, so it is perhaps surprising that only 9% of charities mentioned retention of existing partners as a KPI.

Chart 6.3 KPIs used to measure performance and activity of corporate fundraising



Base: 71

Key Findings: Success criteria and challenges

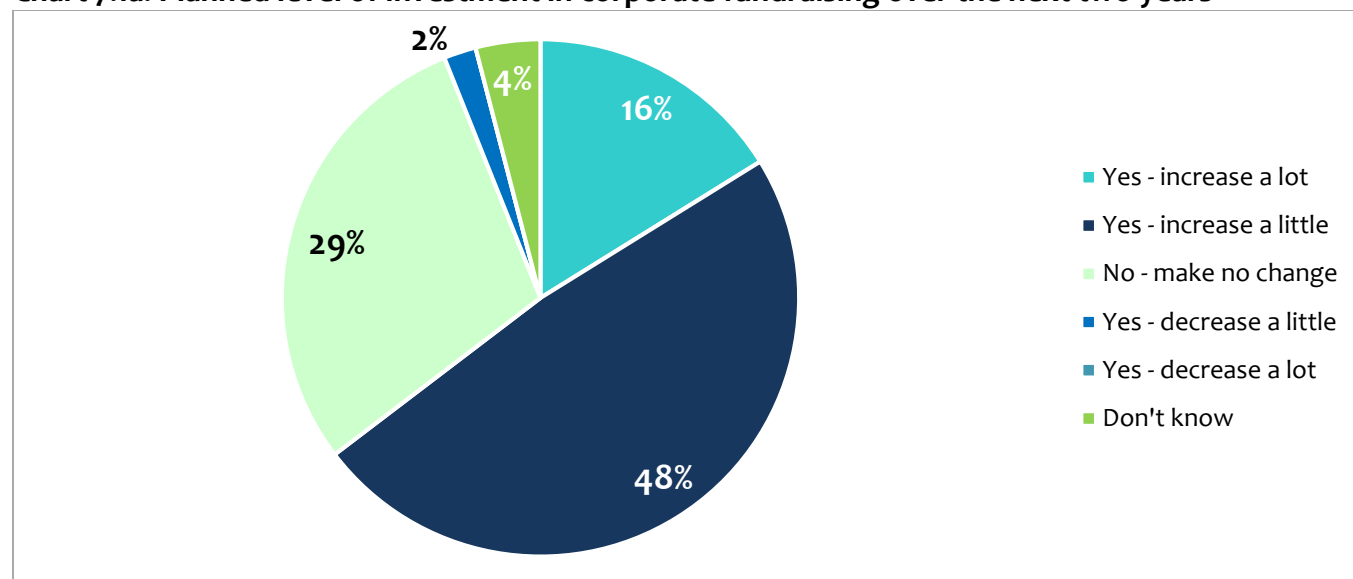
- Resourcing, organisational readiness, development of a case for support and competition from the sector were viewed as the most challenging issues faced by the sector.
- Having the right number of well-skilled staff was repeated as a theme from Section 5: (Resourcing Corporate Fundraising) and was seen as both a challenge and a critical success factor.
- A quarter of organisations measure success by the level of income received. Other key performance indicators included the number of meetings, number of applications and number of new partnerships.

7. THE FUTURE OF CORPORATE FUNDRAISING

7.1 Is corporate fundraising seen as a growth area for the future?

Almost all respondents questioned through the online survey (95%) viewed corporate fundraising as an area of growth for their organisations and 64% of charities were planning an increase in investment in their corporate fundraising programme over the next two years. Although 2% of charities said they were planning to decrease their investment in corporate fundraising a little, there were no organisations who were planning to significantly decrease their investment.

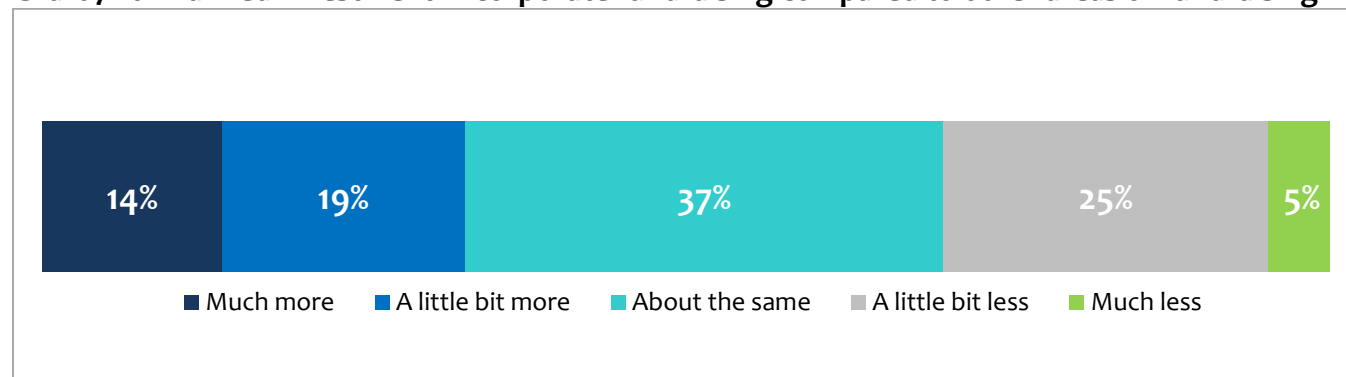
Chart 7.1a: Planned level of investment in corporate fundraising over the next two years



Base: 82

When asked how this investment in corporate fundraising compared to other areas of fundraising, the results were more or less evenly split as shown in Chart 7.1b. 33% are planning to invest more than in other areas of fundraising, 37% are investing about the same amount, and 30% will invest less than in other areas of fundraising.

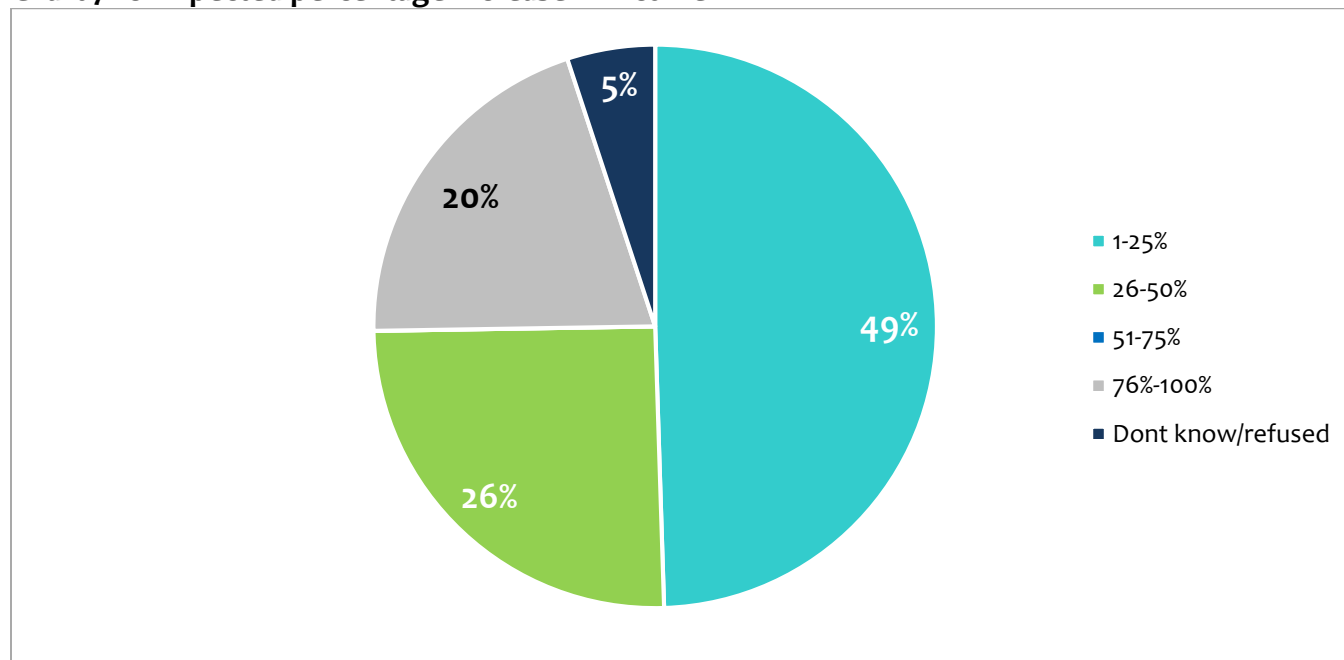
Chart 7.1b: Planned investment in corporate fundraising compared to other areas of fundraising



Base: 83

For those organisations who were planning on investing in corporate fundraising, just under half reported an expected increase in corporate fundraising income of between 1% and 25%. A quarter of charities expect to see more growth (between 25% and 50%) and 20% of charities are expecting future growth of 75% and 100%.

Chart 7.1c: Expected percentage increase in income



Base: 52

7.2 What are the future opportunities for corporate fundraising?

Overall, most in the sector felt that there were still untapped opportunities within corporate fundraising. Key areas of opportunity that were highlighted included:

- More innovation and risk-taking, better use of digital and social media, finding more imaginative ways of engaging with companies and their staff.**

“Everyone is very cautious in the charity world and companies are cautious as they don’t want to be seen to do the wrong thing – we should be taking a risk which could have a big impact. We can be a bit boring as a sector. Trying to be innovative is risky but worth it.”
- Collaboration between charities**

“More charities need to work collaboratively together and work on removing internal ‘hoo hah’. We need to be more visionary as charities in terms of where we want to get to. Don’t mimic how business work but think about combining philanthropic partnership with strategic partnerships.”

- **Brave strategic partnerships that are driven by charities**

“There is a massive opportunity around genuine corporate social responsibility rather than just community involvement – it’s important that companies do both but the CSR angle is something many companies are still getting to grips with. Striving to behave more responsibly should be core. Looking at the impact of their business rather than the impact of any community work and how they could work with the charity sector to improve their business.”

Key findings: The future of corporate fundraising

- 95% of respondents viewed corporate fundraising as an area of growth for their organisations and 64% of organisations were planning to increase investment in corporate fundraising over the next two years.
- Of the charities expecting to see an increase in income, half were anticipating a rise of between 1% and 25% whilst 20% were anticipating growth of 75% and 100%.
- It was felt by most respondents that there were huge opportunities in corporate fundraising.

ConcluSion

CONCLUSION

8.1 What Chief Executives and Trustees need to know...

There is more potential in corporate fundraising – in recent years there has been steady but consistent growth in the amount raised through corporate fundraising. The overwhelming majority of respondents felt that corporate fundraising was an area of growth and many are planning to increase their investment in more resources.

It takes time to build a successful corporate fundraising programmes – the majority of successful programmes had been in place for at least five years, with those described as fully developed having been in place for ten years or more. This is an indication for those that are just starting to build a corporate fundraising programme that it will take time, along with the right resources, to deliver significant results.

Successful partnerships need senior level support – internal leadership was seen as vital to partnerships, from initial networking and building contacts, through to supporting established relationships and demonstrating the commitment of a charity.

8.2 What corporate fundraising professionals need to know...

Retaining partnerships is key to the success of any corporate fundraising programme – although emphasis is often placed on ‘new business’, pitching to new clients and creating new propositions, the research demonstrated that the majority of corporate income is raised through retaining partnerships. There were examples of many successful partnerships that had lasted over a decade, which had brought game-changing results to charities in terms of income, brand awareness and recognition.

Strategic partnerships are felt to be the future of corporate fundraising – the research demonstrated that the majority of organisations felt that more could be raised through strategic partnerships, however, over two thirds of charities had not yet developed a strategic proposition. This demonstrates that the sector still has a significant amount of work to do in order to move to a model whereby charities are proactively proposing strategic business partnership opportunities to the corporate sector. Strong relationships management and organisational support was seen as key to maintaining strategic partnerships.

8.3 What the sector needs to know...

Corporate fundraising broadly works for all charities across the board – the research demonstrated that charities across the sector from a range of cause areas and income bands have made corporate fundraising work for them. Combined with our own experience at Good Values of working with corporates, the research demonstrated that whilst large Charity of the Year partnerships may be successful for large charities with emotive causes, there are equally successful strategic partnerships on a local and regional scale that raise a substantial proportion of income for smaller organisations.

There is a lack of skilled corporate fundraisers, particularly those specialising in new business – the majority of charities found recruitment of new business fundraisers particularly difficult, and felt this was because of ‘poor availability’ and ‘scarce talent’.

Most charities find employee volunteering a challenge – whilst some organisations had fully developed employee volunteering programmes, others either didn’t have an offer or felt that it was weak. Nearly all charities felt employee volunteering was a challenge and that the expectations of corporates often didn’t match what was possible from a charities perspective.

ABOUT US

Good Values

The Good Values team has decades of experience in working at a senior level with a wide range of charities and cultural organisations in the UK – as well as advising companies across the world with their corporate responsibility (CR) and community strategies. Our work includes fundraising consultancy, brand development, campaign innovation, measurement and evaluation frameworks, and organisational development such as training, mentoring and long-term support.

If you have any comments to add to this report or would like Good Values to take you through the findings in more depth, please contact us:

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The Institute of Fundraising

The Institute of Fundraising (registered charity in England and Wales (no.1079573) and Scotland (no.SC038971) is a membership organisation with over 5,200 individual members and more than 340 organisational members. Its mission is to support fundraisers, through leadership, representation, standards setting and education, to deliver excellent fundraising. Members are supported through training, networking, the dissemination of best practice and representation on issues that affect the fundraising environment.

For more information about the Institute of Fundraising please visit www.institute-of-fundraising.org.uk

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Appendices

Appendix A: With thanks to the Project Steering Group

Our thanks go to the following individuals:

Amit Aggarwal, Director of Corporate Partnerships, Great Ormond Street Hospital Charity

Amit has recently joined Great Ormond Street Hospital Charity following four years as Head of Corporate Partnerships at the British Heart Foundation and, briefly, interim Chief Executive of No Smoking Day. Prior to this he was Business Development Director at the Australian Trade Commission in London, advising multinational companies on cross-border strategy. Previously, as a consultant with PwC in London and Sydney, he supported a range of clients including Vodafone, Barclays and The Henry Smith Charity. Amit is a trustee of the UK Friends of the Abraham Fund Initiatives.

Jenni Anderson, Director of Fundraising, Haven House Children's Hospice

Jenni has spent 14 years in the not-for-profit and public sector working in health, education, sport and children and young people's services managing communications, marketing and fundraising functions. She joined Haven House in January 2013 to manage voluntary income, trading and volunteering and has increased fundraised income by 124%. Prior to this she was the Assistant Director of Fundraising & Marketing at The Scout Association. Jenni recently completed an MSc in Charity Accounting & Financial Management from Cass Business School and enjoys testing out new challenge events.

"This report highlights where we can make real business improvements to our corporate offer. As a relatively young charity, the results show that investing now in programmes to inspire our corporate audiences will deliver dividends in the future. As a sector we must hone our cases for support and ensure we focus on the partnerships that bring the highest reward. While competition is still fierce for 'charity of the year' partnerships, there are many more imaginative ways we can work with companies to achieve our fundraising goals and ultimately our charitable missions."

Laurie Boulton, Deputy Director of Fundraising, Age UK

Laurie is Head of Fundraising at Age UK. Bringing over 13 years of senior experience in the charity sector, Laurie has led multi-million pound fundraising teams and has built income generating partnerships with a diverse range of UK and global businesses. She has extensive experience in delivering and raising money from mass-participation events and is a Trustee of The Running Charity.

Kate Collins, Director of Fundraising & Marketing, Teenage Cancer Trust

Kate has worked in fundraising and marketing for over 15 years in charities focussed on cancer, young people or both. After joining BBC Children in Need in 1999 as Marketing Manager she moved to Cancer Research UK in 2002 where she held senior roles in Community and Corporate Fundraising and has also worked for Penny Brohn Cancer Care. Joining Teenage Cancer Trust in 2009 as Head of Regional Fundraising she developed the hugely successful regional fundraising operation that now delivers over half the organisation's income and has been the bedrock of Teenage Cancer Trust's significant growth in recent years. She became Director of Fundraising in 2013 and in 2014 her remit expanded to Director of Fundraising & Marketing. Kate leads all fundraising, marketing and communications for the charity and spends any free time she has being bossed about by her young son or undertaking personal fundraising challenges involving mud, obstacles and being thrown out of planes – not all at the same time.

“It's been a pleasure to be involved in this piece of work. There are few benchmarks on corporate fundraising within the sector and I welcomed the chance to be involved in what I hope provides corporate fundraising professionals with factual and practical understandings about current practice, key challenges and an insight into what is happening at practitioner level. I hope this report is helpful for corporate fundraising teams, corporate partners and boards within charities who need to make investment decisions for their fundraising programmes.”

Daniel Fluskey, Head of Policy and Research, Institute of Fundraising

Daniel leads the Institute's policy development and research work, keeping up to date with member priorities, promoting innovation on fundraising and working with key stakeholders, including civil servants and politicians, to make sure fundraising and giving are key priorities for the current and future governments.

“This research provides a comprehensive overview of corporate fundraising in the UK. We know that there's real potential out there for our members to grow corporate fundraising income and develop a wider range of partners with the corporate sector. This report provides the in-depth analysis needed for charities to be able to benchmark their activity as well as to plan for future success.”

Jeremy Gould, Corporate Account Manager, World Children's Cancer

Jeremy is the current Chair of the Institute of Fundraising's Corporate Special Interest Group (SIG), leading a team of dedicated volunteers to deliver an annual program of events, networking and career development opportunities for other corporate fundraisers/charities. Having begun his career selling Bloomberg terminals across Switzerland, he has been working as a corporate fundraiser for the last 5 years, and is currently World Child Cancer's Account Manager for the Deutsche Bank Charities of the Year partnership.

Ben Marson, Director of National Corporate Partnerships, The Prince's Trust

Ben has worked at The Prince's Trust for eight years, previously holding roles working with young people on The Prince's Trust xl programme delivered in schools and on the Enterprise programme which helps young people set up in business.

Caroline Silke, Head of Corporate Partnerships, Cancer Research UK

Caroline has been working in corporate fundraising for ten years. She is currently Head of Corporate Partnerships at Cancer Research UK, having held roles previously at Marie Curie Cancer Care, The Prince's Trust and Breast Cancer Care. At CRUK, she has been responsible for developing and delivering high value strategic partnerships with companies such as Tesco, Nivea SUN and Scottish Power, significantly increasing the value of the corporate partnerships portfolio. Caroline is also a trustee of Crohn's & Colitis UK.

Nina Saffuri, Director of Fundraising, War Child

Nina has been leading War Child's award-winning fundraising team for the past two years. War Child is a fast growing international agency working with children affected by war. With a background in corporate (new business) fundraising in small to medium sized charities, Nina has developed partnerships with companies across many industries including banking, healthcare, gaming, construction, retail and technology. She is a specialist in the new business process and has a wealth of experience of winning partnerships without the power of a well-known brand supporting the charity.

Appendix B: Quantitative research participants

Our thanks go to the following organisations:

Action for Children	Oxfam
Adoption UK	PACT
African Promise	Parkinson's UK
Age UK	Plan International (UK)
Allan McLaren, Barnardo's	Prostate Cancer UK
Alzheimer's Society	Railway Children
Anthony Nolan	Rainbow Trust
Back Up	Re~Cycle
Battersea Dogs & Cats Home	Rennie Grove Hospice Care
Beating Bowel Cancer	RNIB
Breakthrough Breast Cancer	Royal National Lifeboat Institution
British Heart Foundation	Royal Shakespeare Company
British Red Cross	Samaritans
Cancer Research UK	St Joseph's Hospice
Cardiomyopathy Association	Street League
Carousel	StreetInvest
Christian Aid	Stroke Association
CLIC Sargent	Tate Liverpool
Concern Worldwide	Tearfund
Consortium for Street Children	Teenage Cancer Trust
Cystic Fibrosis Trust	The Big Issue Foundation
DEBRA	THE Brooke Hospital for Animals
Dogs for the Disabled	The Children's Trust
Friendship Works	The MS Society
Garden House Hospice	The Myton Hospices
Handicap International UK	The National Deaf Children's Society
Haven House Children's Hospice	The Trussell Trust
Leukaemia & Lymphoma Research	Together for Short Lives
Macmillan Cancer Support	Toynbee Hall
Make-A-Wish UK	UK Youth
Marie Curie Cancer Care	UNICEF UK
MATCHmothers.org / Mothers Apart from	War Child
Their Children	Whizz-Kidz
Medair UK	Wildlife Trust BCN
Meningitis Now	World Child Cancer UK
MND Association	WWF-UK
NSPCC	

Appendix C: Qualitative research participants

Our thanks go to the following organisations:

Alzheimer's Society

Battersea Dogs & Cats Home

Carousel

CLIC Sargent

Cystic Fibrosis Trust

Leukaemia & Lymphoma Research

Plan International (UK)

Samaritans

St Joseph's Hospice

UK Youth

