

# Inspiring the people in businesses for strong partnerships

---

## ***Project 07. Companies***

Jonathan Andrews, February 2017

Reviewed by: Mike Kelly

### ***The original brief***

*Fundraising with companies has evolved beyond asking for donations. Charities working with companies today – be they large national or international companies or smaller regional businesses – are more likely to seek partnerships that include shared values and mutual benefits. These can lead to more durable, stronger and often higher financial value partnerships. Some partnerships can last years and some include expertise that a charity may need. This project will consider all aspects of this evolving field of corporate partnerships from the perspective of the donor - including directors, senior managers, selection panels and staff to identify ways of enhancing the experience to the benefit of all involved. Corporate partnerships may include donations, sponsorship, expertise, employee fundraising, mass participation events fundraising and income from merchandise.*

### ***For senior management and trustee boards, this project will:***

- Show why focusing on partnerships is the best way to engage corporates in supporting your charity.*
- Based on this, the board should encourage a partnership culture in their organisation.*
- Help the charity's leadership to identify the organisational challenges that corporates can help with.*
- Explain why it is essential that an ethical policy is in place before undertaking any corporate fundraising.*
- Show why demonstrating impact and thanking corporates as well as you would thank individual givers is crucial to sustainability.*

### ***For donors, this project will:***

- Reduce the chances of corporate partnerships failing due to unrealistic or un-aligned expectations.*
- Increase the focus on creating mutually beneficial partnerships that also recognise the company's objectives and challenges. It will seize the opportunity of 'social purpose'.*
- Show they are appreciated through appropriate thanking and impact reporting.*
- Inspire the decision makers and connect people at the right levels of the organisation.*

## Summary

Corporate partnerships are a huge opportunity for charities right now. This is because issues of trust, social purpose and employee engagement are increasingly important to companies.

Charities will only make the most of this fantastic opportunity if they deliver an excellent experience for the company decision-makers and employees. As Mike Barry, Director of Sustainable Business at Marks and Spencer, says, “We need to master the art of partnership forming”.

In simple terms we need to be Partnership Focused. This consists of three essential elements:

- **Company focus:** Really understand what the company wants.
- **Inspiring:** Engage company decision-makers and employees emotionally.
- **Partnering culture:** Ensuring the whole charity is on board with corporate partnerships.

The following actions describe what you can do straight away and in the future.

## What can I do straight away?

(Listed in order of descending priority.)

### 1. **Involve key colleagues from the start.**

Identify colleagues such as media and services that are essential to help create and deliver corporate partnerships. Involve them when you develop partnership opportunities, identify target prospects and take them to meet the companies. Getting your colleagues on board will have a huge impact on the success of your corporate partnerships.

### 2. **Find out your biggest organisational challenges that aren't money.**

Book an hour with your Chief Executive and ask them to share where the organisation wants to be in five years' time and the biggest challenges, beyond money, that will prevent you from getting there. These challenges will help you build powerful corporate pitches.

### 3. **Create a partnership-focused strategy.**

Create a simple strategy that communicates your vision for corporate partnerships and the huge impact they can make on your cause. Create a section called 'interdependencies' where you list your key internal colleagues. Meet with these colleagues, share your strategy and what you need from them and ask what they need from you in return.

### 4. **Develop a robust & simple ethical policy.**

It is essential that your charity makes good decisions about which companies it will and will not partner with. Develop a robust and simple ethical policy based on the [code of fundraising practices](#) as detailed by the Institute of Fundraising.

### 5. **Understand the company's objectives and challenges.**

To create a real partnership you have to understand each other. How can you get to know the company and the key decision-makers, even before you meet them? What are their objectives and challenges? Look at their website and social media and use your findings to inform how you approach your first meeting.

**6. Inspire the company's decision-makers.**

Companies choose charities for emotional reasons, then they justify their decision with commercial benefits. It is vital that you engage the decision-makers emotionally. You can do this by sharing a powerful story or giving them the opportunity to see your cause first hand.

**7. Help the company with one of their big objectives or challenges.**

How can you help the company decision-maker with one of their big objectives or challenges? You have lots of value to offer companies. It could be expertise, engaging their employees or generating positive publicity.

**8. Make value the goal of your partnership.**

Set a goal for your partnership that's greater than just gaining money. If you just focus on money you risk upsetting the company decision-makers who do not like to be treated as big bank accounts. You also exclude ways the company could help you that could be truly transformational. Share one of your organisation's big challenges that the company is in a position to help with, and ask for their help in a way that uses their greatest expertise and assets.

**9. Call it 'Corporate Partnerships' not 'Corporate Fundraising'.**

Partnering with companies is a huge opportunity for charities, but it is important that you describe and approach them as 'corporate partnerships', not 'corporate fundraising.' The former is done *with* the company, but the latter is done *to* the company.

## ***What can I do in the future?***

**1. Develop a partnership culture.**

To develop and grow successful corporate partnerships, it is essential that your whole organisation is on board. Ultimately you want to develop a partnership culture where your whole organisation sees the opportunities provided by your corporate relationships. As Ben Swart, Head of New Business at NSPCC says, "Two thirds of my job is convincing people internally. So I treat my colleagues as key customers".

**2. Deliver on your promises.**

Successful partnerships are built on trust. The best way to build trust is to do what you say you are going to do. Develop partnership objectives that clearly state what both partners want to achieve, then make sure you deliver on those objectives.

**3. Connect senior with senior.**

Senior decision-makers in companies expect to meet with senior decision-makers in charities. Make sure they have the chance to meet and build this relationship. A very senior relationship can be hugely valuable when you want to pitch new opportunities and when problems occur in your partnership. See CDE project 15, *The role of trustee boards and senior managers*.

**4. Develop relationships at all levels.**

How can you engage employees at all levels of the company? What volunteering and fundraising opportunities can you offer? Wider and deeper engagement with the company's employees will increase the benefits, impact and longevity of your partnership.

**5. Seize the opportunity of 'social purpose'.**

Social purpose is where companies and/or brands put their greater purpose at the heart of their strategy. It is growing in importance for UK business, with approximately 30 of the FTSE 100 taking this approach. This is a big opportunity for charities because it means that being and doing good is essential for business success. Make sure your approach to a company is aimed at the heart of their social purpose.

**6. Show them the impact.**

The greatest motivation for company decision-makers and their colleagues is to see the impact they are making. Find different and creative ways to communicate this inspiring information. If they helped you to build a new school in Africa, show them a picture of the inadequate old school next to the impressive new one.

**7. Tell them how important they are to you.**

Senior decision-makers in companies are human beings. It can make a big difference when you tell them how important they are to you. Send them a special thank you from one of your beneficiaries or better still give them a framed photograph and message from one of the people whose life they have changed. See CDE project 4, *Thank you and welcome* for ideas that can be adapted for use with companies.

**8. Put a partnership agreement in place.**

Company decision-makers sometimes perceive charities as not being very professional or commercial. Having a partnership agreement in place helps dispels this myth. It also protects the interests of both partners. The process can be daunting on your own, so ask other charities if they can share their approach and template agreements.

## *The approach*

Partnerships with companies are a huge opportunity for charities. This is because public trust of companies is low (46% in the UK - Edelman Trust Barometer), employee engagement is a top priority for business (Deloitte) and Generation Y want to work for organisations that are doing something meaningful.

To prepare this report we met with over 100 corporate fundraisers in London and Manchester and gained input from companies. These conversations provided us with some shining examples of charities providing a great experience for companies. They also revealed instances where charities are providing a poor experience.

To make the most of the huge corporate partnerships opportunity, it is essential that charities, both individually and collectively, provide a better experience for companies. If not, the private sector contribution to charities is likely to stay flat, at approximately £2billion, as it has done for the last 14 years (NCVO).

Below we show how it is possible for charities to provide an excellent experience for companies.

**A note on language:** Where we refer to ‘companies’ we mean for-profit businesses of all sizes, from small local firms to large FTSE 100 multinationals.

## *Putting the principles and actions into practise*

### *What can I do straight away?*

(Listed in order of descending priority.)

#### **1. Involve key colleagues from the start.**

The best way to get colleagues on board with corporate partnerships is to involve them from the beginning. This builds trust and helps avoid awkward conversations where you have to explain what you’ve promised to the company after the event. The staff of Haven House Hospice played a vital role in securing a new partnership with Citi. See the full case study in Appendix 1 below.

#### **2. Find out your biggest organizational challenges that aren’t money.**

Identifying and sharing your charity’s biggest problems is one of the most powerful things you can do to engage a company’s senior decision-makers. That’s because they love solving problems. It is what they do every day! When you pitch them your big organizational challenge, the likelihood is they will be climbing over the desk to help you. Mark Bishop, Director of Customer & Cause at the National Trust for Scotland, describes how you can find out your charity’s biggest challenges: “I would suggest that the heads of corporate partnerships teams request an hour with the chief executive and ask for an articulation of where the organization wants to be in five years and what are the biggest limitations on making this happen. This will give a golden nugget of where the aspiration is and what needs to be overcome to achieve it. That then becomes your pitch to the right companies. At Prostate Cancer UK we did this with Owen Sharp our chief executive and some key Trustees and we realized that our Men United campaign was crying out for someone to say, ‘And how will we make this movement for men a reality?’ It was Owen who said, ‘By becoming the charity of choice for men.’ That insight and moment of inspiration is now

being run through every part of Prostate Cancer UK's fundraising proposition. In effect using male solidarity as a distinctive way to generate support. Can your charity's chief executive offer you something as exciting and challenging?"

**3. Create a partnership-focused strategy.**

Developing a strategy can be a very effective way of communicating the huge potential of corporate partnerships and the important contribution you need from your colleagues. Girlguiding recently created a simple and powerful strategy and it is having a very positive effect on how key colleagues collaborate with the corporate partnerships team.

**4. Develop a robust & simple ethical policy.**

Creating a robust ethical policy will help you reassure colleagues and trustees that might have concerns about corporate partnerships. It should be easy to read and straightforward. You should also develop a simple process for reaching decisions. When Alzheimer's Society enjoyed a period of rapid growth in corporate partnerships, it became essential for them to create a simple and effective ethical policy and process. Once this was put in place, it led to much smoother internal relations and quicker decision making.

**5. Understand the company's objectives and challenges.**

During our research for this project, we found some brilliant examples of what makes a good partner as well as what you should avoid doing. The one golden thread in all of our conversations, with both companies and charities, is that to create a real partnership you have to understand each other. Your charity should start researching the objectives and challenges of the company and its key decision-makers even before you meet them. The company's website is highly likely to include information on their mission, ambition and values. It is vital that you also check your understanding when you meet them. Make the company's key objectives and challenges the top item on your first meeting agenda. This was crucial for Football Beyond Borders: "As part of our partnership with Football Radar we learned that they wanted to drive employee engagement. So we developed a volunteering programme that would meet both our challenges". See the full case study in Appendix 1 below.

**6. Inspire the company's decision-makers.**

Because you are meeting with commercial decision-makers, it is easy to fall into the trap of believing that your pitch should focus on business benefits. Time and time again we hear examples of how a charity engaged a company in an incredibly emotional way and that was the crucial element that influenced their decision. Inspiring the company's decision-makers can be as simple as inviting them to come and see your cause first hand and introducing them to some of your beneficiaries and services colleagues. Claire House Children's Hospice gave Biffa employees a truly inspirational tour of their hospice. See the full case study in Appendix 1 below.

**7. Help the company with one of their big objectives or challenges.**

When you make it your goal to really help your company's senior executives to tackle one of their biggest problems or priorities then you are building a relationship that will last and grow. Companies are so used to a charity walking in with a request for money that this approach of generosity and selflessness will grab their attention. This is exactly the approach that Blind Veterans UK took in their partnership with Monarch because they

were talking about how they could get some PR and add value. To see the powerful effect it had on their partnership, see the full case study in Appendix 1 below.

**8. Make value the goal of our partnership.**

Making value the goal of your partnership is much more inspiring for both you and the company's employees. Also partnering with a company on the bigger goal of value is more likely to create a genuine, long-lasting partnership. National Grid's partnership with Special Olympics GB is providing significant non-financial benefits because they specifically want to work with the charity to grow its capacity. Kate van der Plank, former Head of UK Community Investment at National Grid, describes how they have done it: "Sharing our business and professional skills has enabled SOGB to grow capacity, work more efficiently and access professional services they would otherwise have to pay for. For example, a volunteer from our senior strategy team helped them re-shape their organisational structure and board. National Grid volunteers have been key in delivering SOGB's Summer Games this year: Experts from our procurement team designed, sourced and negotiated the price for the kit for 500+ games makers. Our IT team designed and built the online registration tool for athletes, visitors and their families and our safety experts have helped with risk assessments and safety management. We have also seconded our Head of Employee Communications for 12 months, to help them raise the profile of Special Olympics throughout the Games and capitalise on its legacy".

**9. Call it 'Corporate Partnerships' not 'Corporate Fundraising'.**

The language we use really matters. Using 'corporate partnerships' to describe these relationships will help to create a partnership culture and encourage your colleagues to help deliver benefits for the company.

## *What can I do in the future?*

(Listed in order of descending priority.)

### **1. Develop a partnership culture.**

Regularly share your partnership opportunities with staff and volunteers in your organisation. Celebrate across the organisation when a connection from outside of the corporate team results in a meeting or a win. Have a slot at team meetings to discuss ideas they may have for supporting the partnership; build up a bank of stories or activities and feedback on the results of their use. Ask your senior leaders to champion the financial and non-financial benefits of corporate partnerships to the organisation as a whole.

### **2. Deliver on your promises.**

Understand your partner's communications preferences and agree the key performance indicators they'd like reported and how often. Ensure you have the authority to make decisions on behalf of the charity. If you don't, keep your internal decision-makers well-informed of activities so that decisions can be made quickly, for example, if new opportunities arise or budgets need releasing. Create a partnership plan to ensure you deliver your shared objectives. Within your plan, identify the periods you will need additional internal help, so your partner has continued support and you don't miss key deadlines. When the International Agency for the Prevention of Blindness (IAPB) partnered with Standard Chartered Bank they realized that charities and companies are very different in how they operate and have quite different expectations. So they built a clearly defined governance structure and developed a more 'joined up' approach. See the full case study below in Appendix 1.

### **3. Connect senior with senior.**

When charities partner with companies it is important to have an open and effective relationship. Developing a relationship at a senior level is very important. As Richard Cooper of Lloyds Banking Group explains, "At a more junior level, if people haven't got the authority to agree certain things then it can just go backward and forwards and become a mess. So you need a senior level relationship where you can just say let's sort out what has to be done and do it".

### **4. Develop relationships at all levels.**

When a company's employees become involved in a charity partnership it usually makes the whole partnership deeper and stronger. Employee engagement is a top priority for companies so this is a great opportunity for you to deliver significant benefits for the company. You can offer a combination of employee fundraising and employee volunteering opportunities. Make sure your employee fundraising activities are attractive, tailored for the company and easy to do. Also your employee volunteering opportunities should meet genuine need, be professionally organised and ensure the safety of both volunteers and your beneficiaries. See the case studies below from Blind Veterans UK and Monarch, Football Beyond Borders and Football Radar, and Action for Children and Dairy Crest.

### **5. Seize the opportunity of 'social purpose.'**

Social purpose is an important business strategy that is replacing Corporate Social Responsibility (CSR). As Lord Browne, former CEO of BP states, "[CSR] started out as an attempt to improve businesses engagement with society, but it has become a sticking plaster

over a company's issues and an afterthought for the board on a Friday afternoon. That is why CSR has become damaging." Social purpose goes much further because it puts contribution to society at the centre of business. Companies such as Unilever and Old Mutual are pioneers of social purpose. KPMG describes its purpose as "inspiring confidence and empowering change." Ten years ago it would have been, "bringing confidence to capital markets." As Paul Polman, CEO of Unilever, says: "This is a great time for brands which can provide a beacon of trust for consumers. These days, CEOs don't just get judged by how well their share prices are doing, but what impact they are having on society".

**6. Show them the impact.**

What makes charity and corporate partnerships special is that they are changing lives. But sometimes, because you are so busy focusing on delivering the partnership, you might forget to include the emotional content. For corporate partnerships to work effectively you need to keep motivating everyone involved. You can do this by setting a big inspiring goal for your partnership (that goes beyond money), show them your work first hand, share powerful stories and tell them how many lives they changed this month. See the case studies below from Action for Children and Dairy Crest, and Claire House Children's Hospice and Biffa.

**7. Tell them how important they are to you.**

When Alzheimer's Society secured a new partnership with KPMG it was their biggest and most important corporate partner. So when the corporate partnerships team went to meet with their key contacts at KPMG they took a letter from their Chief Executive explaining how delighted he was to be partnering with them.

**8. Put a partnership agreement in place.**

As a general rule it is good practice to have a partnership agreement in place. This enables you to clarify objectives, expectations and protect both parties if something goes wrong. If your partnership involves a commercial element then you will need to put in place a 'commercial participators agreement'. If your relationship is based on employee fundraising then a more simple agreement will suffice. More guidance is available in the [code of fundraising practice](#) section on the Institute of Fundraising website.

## ***Appendix 1: Case studies***

### ***Case study: Aberdeen Asset Management***

Lynda Affleck, Head of Charitable Giving at Aberdeen Asset Management says, “The best charity partners have been those who are efficient and friendly in their dealings with us. They are proactive and have understood the importance of providing volunteering opportunities without being asked. They are energetic and respond in a timely manner.”

Lynda also described what makes a great partnership:

- The charity is efficient and friendly in their dealings with the company.
- They proactively provide ad hoc volunteering opportunities without being asked.
- The company’s volunteers find the volunteering opportunities enjoyable and worthwhile.
- The charity always responds quickly to any requests.
- They attend the London office charity showcases when asked.
- They always find a volunteering opportunity for the company for Global Volunteering Day, part of Business in the Community’s ‘Give & Gain’ Day which takes place in May each year.
- When applying for funding annually, their application is clear and explains the project concisely and in a straightforward manner.

### ***Case study: Haven House Children’s Hospice and Citi***

As a small, local charity without a nationally-recognised brand, Haven House had to find a way to assure Citi’s London office that they were committed to and capable of delivering a charity of the year partnership.

When nominations opened, the corporate team promoted the partnership opportunity across the hospice, seeking local connections. The proposal to Citi was to kick-start new hospice services; having a service goal emphasised to our staff what could be achieved if we worked together to win the partnership.

‘Pitch day’ happened to be Valentine’s Day, so our play therapists created a card with our children to give to the charity committee. One of our nurses also joined us on campaign day.

Key to our proposal was that, being local, Citi would get to know our staff and families. During launch week, with help from our care colleagues, we set up a pop-up sensory tent and our CEO helped on our information stand. We’ve since had over 140 Citi staff at the hospice helping us with a family festival, jointly organised by the fundraising and care teams.

Working on the Citi partnership has shown that service delivery staff are keen to contribute to organisational partnerships. They have also helped us to develop creative ways of taking the hospice into the city.

### ***Case study: Blind Veterans UK and Monarch***

Monarch decided to form the Monarch Foundation because it would be positive for customers. They wanted to support different groups of charities and they chose ten charity partners, one of which was Blind Veterans UK (BVUK). Monarch contributed support through donated pennies from their customers.

We were talking with them about how we could get some PR and add value. One of BVUK's unique selling points is that we have beneficiaries who can talk with the public and supporters. So we decided to send one of our veterans and a ROVI (Rehabilitation Officer for the Visually Impaired), to go and meet Monarch trainee air crews to show them how to interact with people who are blind and disabled. The first time we did it as a trial to see if it would work and it was incredibly successful. The air crew could ask the veteran basic questions like, "What do we do if you fall over?" It provided the air crews with great learning. Veterans know what it's like to have sight, so they can relate to the cabin crew.

We started in early 2015 and it was so successful. Air crews loved it; it gave them confidence to deal with anybody with a disability, not just the visually impaired. Monarch said this was so successful they wanted us to do it with all of their new air crews. It takes about 90 minutes and it works, whoever does it. In 2015, we trained 250 new air crew and we have bookings throughout 2016.

This is a big commitment for BVUK and it costs £600 a go.

Then Monarch decided to review its charity partners via a staff vote. They reduced the number of charities to four and BVUK is now one of those four. We know this is only possible because of the incredible support we build through the training of the air crews.

We are getting great feedback about our Sighted Guidance Training from air crews and it is increasing the confidence of the veterans delivering the training. Also we have quadrupled revenue from the partnership. We've also been featured in their in-flight magazine, helping us reach even more veterans who can benefit from our support.

This is about supporting our partners in a really amazing way. And it does so much more. Everybody enjoys it and everybody is getting something from it.

Now BVUK is seeing how we can work with other companies. We are providing an educative experience to our partners. It's all about normalisation and equality.

### ***Case study: IAPB and Standard Chartered Bank – Seeing Is Believing***

"NGOs and companies are very different in how they operate and have quite different expectations of how things should be done - in terms of timeframe, budgeting, decision making and measurement. This leads to levels of uncertainty and confusion - it can undermine the trust that is so critical to a long-term working relationship. When the partnership was going through a low patch we worked on building a clearly defined governance structure with representation from all stakeholders. We now meet regularly to look together at budgets and forecasts. This means a much more shared and 'joined up' approach as well as far more openness with a highly reduced risk of surprises at the end of a financial year or a phase."

- Martin Hayman, Management Committee Member, Seeing is Believing

Seeing is Believing has evolved a comprehensive management and governance structure. It is the result of a level of trial and error as the project has grown. It has taken time for the systems to be established and modified in the light of changing needs and experience of what has not worked as well as it could.

"I think a lot of the success of Seeing is Believing depends on the level of support and

commitment that you get from the partner charities. It works both ways. We have demonstrated to them that we will be fair and open. In return they are fully behind us, happy to support and get involved in events and to encourage us to come and visit local projects whenever we want to.”

Alex Bainbridge, Head of Financial Markets, Wholesale Bank Standard Chartered Bank, Tanzania

You can read the full partnership review using the following link:

<http://thepartneringinitiative.org/wp-content/uploads/2014/08/StandardChartered.pdf>

### ***Case study: Macmillan and M&S***

We (Macmillan) were looking for a headline partner for the World’s Biggest Coffee Morning. M&S had been involved for some time, but the partnership was only in M&S cafés and didn’t really live up to the ‘Worlds Biggest’ billing.

We decided to take a proposal to M&S to move the partnership into Food Hall and expand into a CRM on food products. It was quite a bold move, and we knew that not only would we have to come up with a compelling proposal, but we would have to be tough negotiators because we would be dealing with people who negotiated deals for a living!

We prepared ahead of time, ensuring we were agreed on what was important for the charity, and what was simply a ‘nice to have’. We also agreed at what point we would walk away – and we were prepared to do that. We worked as a team to negotiate with the team from M&S. It was quite stressful at times, but being prepared really helped. We managed to agree a deal that has seen the partnership grow hugely over the past three years, to one that now raises millions each year.

### ***Case study: Anonymous***

We had a three-year partnership with a company. But in year one a member of our staff was committed of a child sex offence. We needed to get in touch with our corporate partner to inform them that tomorrow, or the next day, there might be a negative press story. The company was totally understanding and said that they deal with some difficult situations themselves. They were really pleased to see that we had taken action immediately and ensured that nobody was at risk. They were really impressed by our bravery and honesty. Also our CEO called their CEO. We know that mattered too. Since then the company has relaunched its partnership with us and has committed to raising £75k in three years (our second biggest partnership).

### ***Case study: Football Beyond Borders and Football Radar***

Football Beyond Borders was finding it hard to get volunteers for our school projects, because volunteers need to give time in school hours, and turn up consistently. It’s no good for schools if you can’t come because an important meeting came up.

As part of our partnership with Football Radar, we learned that they wanted to drive employee engagement. So we developed a volunteering programme that would meet both our challenges.

We set up six-week programme, which is short but flexible. Volunteers can either attend all six sessions, three working days in total, or just the kick-off and wrap-up sessions. It's been working really well. We get guaranteed volunteers for our schools programme, the volunteers learn about training and coaching others, and it really takes them out of their comfort zone!

We also put in place a charging structure, to fund the infrastructure that supports their volunteers, and this has become its own income stream. The pilot has been successful, and it's now a core part of the proposition that we take to other companies."

### ***Case study: Action for Children and Dairy Crest***

Action for Children was Dairy Crest's first ever official charity and we were coming towards the end of the one year partnership. This was a really important partnership for us, but we became aware that there was potential that they might chose a different charity for the following year. However, we were surprised when we were advised they would be inviting three other charities to pitch and not including us. Thankfully we managed to persuade them to give us a chance and to include us as the fourth charity pitching for the partnership.

We discovered that the decision was going to be taken at a meeting of the sales director and ten area managers. We decided to inspire them about our cause in a very big way, so they would stay with us for a second year.

We arranged a day when all the area managers visited one of our family centres, a project for young carers and met with our project manager who worked with children who had been abused. It was an incredibly powerful day; the area managers were so fired up about our cause that they voted to continue working with us for another year. They also brought renewed commitment to the partnership making the second year even more successful than the first.

We knew that the 30+ depots, where the majority of staff were based, loved Action for Children and enjoyed working with us. When they were aware that Dairy Crest may choose a new charity they were very disappointed so we got each of them to write us a glowing reference. Indeed, we used a quote from one of them as the headline for our pitch, "Its been an amazing year, but the best is yet to come."

By winning their hearts and minds, Action for Children was selected for a second year and quadrupled the income raised. In fact, a year later we also secured the partnership for a third year!

### ***Claire House Children's Hospice and Biffa***

At Claire House we've had wonderful support from the waste management company, Biffa. They came to visit Claire House and attended one of our hospice tours last year. On the tour they got chatting to our Play Team who told them all about 14 year old Chris. Chris comes to Claire House and as it turns out, absolutely loves bin wagons! In fact, his parents pop his wheelchair at the end of their drive every Wednesday morning to watch the wagons collecting down the street. Biffa were overwhelmed that their company could ever have such a positive impact on Chris and his family so decided to make him a video (a video we can play in our interactive hub - Chris's favourite room in the hospice). They attached a camera to one of the wagons and in the video invite Chris to join them on a day's collection. They came back to the hospice (bringing a couple of bin wagons with them) to present the video to Chris and his family, along with his own honorary Biffa uniform.

You can watch the video here: <https://www.youtube.com/watch?v=f1S9Y6Ta9Q0>

It was a great example of collaboration across the fundraising/care teams to develop a really strong and long lasting partnership. There wasn't an obvious connection on paper between Claire House Children's Hospice and Biffa but once we introduced the Biffa team to wider teams at the hospice, we discovered something really inspiring.