COMMUNITIES & BUSINESS WORKING TOGETHER

A step by step guide to help community and voluntary groups work with business to achieve sustainable community development

Supported by DIAGEO IRELAND
About Business in the Community Ireland

Founded in January 2000, Business in the Community Ireland (BITCI) is a non-profit organisation specialising in advice and guidance on corporate responsibility and community involvement. It is a unique movement of companies committed to responsible business practices. Our purpose is to inspire, challenge and support business in continually improving its positive impact on society in the community, environment, marketplace and workplace. BITCI also works with hundreds of companies nationwide through its innovative social inclusion programmes which focus on education and employment.

Community Involvement

A primary service of BITCI is to guide top Irish companies through a process of implementing strategic community involvement programmes. The community programme is aligned with the business goals so the partnership is mutually beneficial and sustainable. Community involvement programmes typically include Employer supported volunteering. Employer supported volunteering can take many forms - whether it’s a national programme or a one-off local community event that harnesses the skills of employees, the comment element is the channeling of much needed skills, time and resources from a business to a community group or groups for positive social benefit.

Acknowledgements

BITCI would like to thank Diageo Ireland and Ulster Bank for their financial support with this publication. Sincere thanks also to our member companies, Aviva, BT Ireland, Cpl, Deloitte, Janssen, O2 Ireland and the not-for-profit participants, voluntary agencies for their input and sharing.

About Diageo Ireland

Diageo in Ireland is one of this country’s leading companies. Being a good corporate citizen in Ireland defines its relationship with society and its responsibilities towards stakeholders, the community and the environment. As a business, Diageo has a deep commitment to building a sustainable business and is proud that the remarkable legacy of corporate giving established by the Guinness family is an integral part of Diageo’s approach to good corporate citizenship today.

About Ulster Bank

Founded in 1836, Ulster Bank is one of Ireland’s largest banking and financial services organisations, with a long-standing commitment to corporate responsibility. Ulster Bank is a subsidiary of RBS group and serves approximately 1.9 million personal and corporate customers throughout Ireland. The Bank has a long-standing tradition of support for communities, and invests in a range of programmes particularly supporting education and young people. Its corporate sustainability strategy is focused on treating customers and employees fairly, fostering new enterprise and maintaining a long term commitment to community financial education. More information about Ulster Bank’s corporate sustainability programme is available at www.ulsterbank.com
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Welcome to the Business in the Community Ireland’s guide on how communities and business can work together and mutually benefit from a partnership with one another. The aims of the guide are to:

- Encourage community and voluntary groups to interpret their needs in terms of business skills, manpower and volunteering time rather than cash.
- Understand the business case for involvement
- Provide a 7 step framework on how to develop a successful partnership with business
- Highlight case studies showing community partnerships in action and the mutual benefits achieved

Employer supported volunteering involves employees giving time to many community organisations, schools, hospices, support groups or charities with support from the company.

Many companies encourage their employees to volunteer their skills and time to local community groups for positive social benefit. There is great potential for community groups to work with companies and enlist the help of their motivated and skilled volunteers.

This guide will show why it makes good sense for community groups to develop links with business. There are benefits for everyone.

To view the video of Business in the Community Ireland talking about corporate community involvement and community partnerships in action, visit www.bitc.ie
Employer supported volunteering can bring benefits to the company, the employee and the community. It is a win - win situation.

**Community Benefits**

**Resources**
- Exchange of ideas and new approaches to problem solving that can meet community needs
- Provides business skills and expertise to your group e.g. Professional with financial reporting expertise.
- Opens up a new pool of volunteers
- Provides alternative options other than cash through the donation of materials, services and resources
- Gives capacity to provide community services that otherwise might not be possible

**Enhanced Public Awareness**
- Increases awareness of your work in the local community
- Improves lobbying power, a higher profile could bring greater attention or support for your group from the public and government

**Positive Impact**
- Makes a difference to the people and cause you support
- Increases morale for your group
- Supports the quality of life in the community

**Business Benefits**

**Company**
- Promotes a positive company image/reputation
- Fits with company strategy/CR policy
- Creates greater brand loyalty by customers
- Improves links with local community
- Increases company pride and loyalty by staff
- Creates business development potential
- Attracts talent - new recruits want to join
- Helps maintain a healthy community which is essential to business

**Employees**
- Improves staff morale, motivation and team spirit
- Develops new skill opportunities for staff i.e. project management, presentation skills
- Builds better teamwork i.e. the chance to meet and work with people from other departments
- Increases knowledge of the values and ethos of the community and voluntary sector
- Improves the community services employees and their families use

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**CASE STUDY**

**Ulster Bank and MoneySense for Schools programme**

In 2008, Ulster Bank enlisted the help of teachers and education experts to develop MoneySense for Schools - an interactive financial learning resource for use in class with 11-18 year olds. The programme uses age-relevant, lively, interactive exercises and games to stimulate student interest, and includes teacher support tools and training guidance.

In partnership with Junior Achievement, a bespoke programme was developed for transition year students focusing on managing a bank account, learning about savings, debt and how to start a small business. Over 100 Ulster Bank employees across the island of Ireland are trained to teach the programme and work in partnership with transition year teachers. Employees really enjoy the opportunity to share their knowledge and recognise the value of the programme in supporting their own personal development.

From a parent's perspective, MoneySense for Schools addresses the need for financial education to be available in schools. The programme helps students to become more confident and informed in managing money as well as understanding the importance of saving and the cost of borrowing. It really is about preparing them for independent living and for the many financial decisions they will face throughout their lives.

To view the video of this case study visit www.bitc.ie
### 7 STEPS TO SUCCESS

#### A Model Framework

This step by step process will assist you in developing a successful partnership with business.

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Step 1</strong>&lt;br&gt;Identify your need</td>
<td>Decide which business support you require. Assess your needs and understand the skills and expertise you would most benefit from.</td>
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<tr>
<td><strong>Step 2</strong>&lt;br&gt;Prepare your organisation</td>
<td>You should be clear about why you want to make an approach. Everyone in the organisation should agree and you should ensure that you have the resources to avail of any help offered.</td>
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<tr>
<td><strong>Step 3</strong>&lt;br&gt;Plan for employer supported volunteers</td>
<td>Having identified your group’s needs, it is important to define volunteer roles and activities and also how you intend to manage a new stream of volunteers.</td>
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<tr>
<td><strong>Step 4</strong>&lt;br&gt;Target a potential business partner</td>
<td>Decide on the type of business you want to develop a partnership with. Think in terms of the company’s core business or the expertise they have to offer.</td>
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<tr>
<td><strong>Step 5</strong>&lt;br&gt;Make an initial approach to business</td>
<td>Having researched the potential companies in your area, start thinking about making a specific approach.</td>
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<tr>
<td><strong>Step 6</strong>&lt;br&gt;Write your proposal</td>
<td>Every proposal should be very specific and tailored to the company you are hoping to engage with.</td>
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<tr>
<td><strong>Step 7</strong>&lt;br&gt;Maintain the relationship</td>
<td>A relationship developed over time can yield many benefits unforeseen at the initial approach stage.</td>
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</table>
STEP 1: IDENTIFY YOUR NEED

Identify your priority needs for non-financial business support. Start by understanding what skills and expertise you would most benefit from.

Review your plan

Review your organisation’s annual work plan or strategic plan as a starting point. Consider which activities planned for the year could require business expertise or additional supports?

Consult with staff and board of management

Together think of ways the expertise or skills of employer supported volunteers might enhance the project work or assist in moving forward initiatives that would otherwise be temporarily shelved.

Identify gaps in internal expertise

What skills and competencies does your organisation lack that employer-supported volunteers might provide? What professional expertise have you bought in, or would like to have bought in during the last year? Could these services have been provided through employer supported volunteering?

Define your wish list

After working through the toolkit, include your needs for professional expertise such as HR or strategic planning support in your wish list. Identify other needs that would be of real benefit to your organisation, providing a variety of ways that one or more companies can get involved in different aspects of your project. Examples would include practical help such as painting, decorating, gardening or an environmental clean-up. Other general supports could include personal interests such as organising a sports day, running a photography class or teaching music to young people. The overall aim is to provide a menu of different types of volunteering opportunities to present to businesses.

CASE STUDY

Diageo Ireland, The Arthur Guinness Fund and Social Entrepreneurs Ireland

In 2009 the Arthur Guinness Fund (AGF) was established to mark the 250th anniversary of the signing of 9,000-year lease for St James’s Gate brewery in Dublin. Diageo Ireland has embarked on creating a modern legacy of community investment with the dual objective of revitalising the Guinness brand’s philanthropic legacy and being the cornerstone of Diageo’s Corporate Social Responsibility strategy in Ireland. The Fund is an essential element in making Diageo Ireland one of the country’s most admired companies and provides significant opportunities for employee engagement.

The AGF will enable Diageo employees to bring their talents, professional expertise and energy to social entrepreneurship projects in Ireland. Employees are involved as reviewers of the first and second round of applications. The AGF awardees receive financial support up to €100,000 per initiative and will have access to expertise and most importantly time of all Diageo employees across the business. As an organisation, Diageo appreciates the enormous benefits this commitment and effort can bring to communities.

To view the video of this case study visit www.bitc.ie
STEP 2: PREPARE YOUR ORGANISATION

Why are we making this approach?
Be clear why you are engaging the support of business and what you hope to achieve. Understand what business has to offer your organisation and how partnerships with business can open up a new resource pool of volunteers.

Is everyone agreed?
Check that the organisation, including Board, Management, Trustees and Staff are committed to developing links with employee volunteers. It is important that everyone is on board and believes that it is timely and appropriate to approach a company for support.
If you are a local branch of a larger organisation check with Head Office before approaching a company as they may have already developed a relationship.

Do we have enough resources?
Consider the implications of a company agreeing to your request. Do you have sufficient capacity to utilise any offer of support? If there is a financial cost in terms of materials, do you have a budget for this? A long-lasting mutually beneficial partnership requires an investment of a dedicated person with time to nurture the relationship.

CASE STUDY

Deloitte and Merchants Quay Ireland
For the past two years, Deloitte has partnered with Merchants Quay Ireland for their community impact day. Deloitte’s Impact Day is about employees getting involved in local community projects that need their manpower, time and support. Typically the needs are around painting, decorating and gardening. Three hundred staff signed-up to take part in a range of projects which took place over one day in September. Without the support of Deloitte, these projects simply wouldn’t happen.

Merchants Quay Ireland (MQI) is a leading charity dedicated to providing a range of services to drug users and people who are homeless. MQI working closely with Business in the Community identified a wide range of needs for business support. These opportunities were profiled to Deloitte. Deloitte brought two teams of enthusiastic, energetic volunteers to MQI’s training centre in Chapelizod in Dublin. Sixty staff completed a number of practical tasks including painting the training and computer rooms, arts & crafts room and meeting rooms in bright and cheerful colours. A team also decorated and tidied the garden of clients’ accommodation in Ballymount.

As well as practical volunteer support, Deloitte is aiming to provide ongoing expertise to MQI with HR management and IT consultancy. Finuala McGuinness, Senior Manager with MQI said: “We are very grateful to Deloitte for making over the centre and for their assistance with giving our premises a much needed facelift. Deloitte staff show real commitment and team work to achieve such fantastic results in just one day”.

To access the video of this case study, visit www.bitc.ie
STEP 3: PLAN FOR EMPLOYER SUPPORTED VOLUNTEERS

Introduce a framework to manage volunteers

Having followed steps 1 and 2, it is important now to look at planning for employer-supported volunteers, in particular, how volunteer positions will fit within your organisation. A volunteer policy is very useful in helping you state your organisation’s role and responsibilities. The policy and action plan will cover a number of subjects such as legislation, health & safety, insurance, values, expenses, equal opportunities etc.

Types of volunteer activities

Employer-supported volunteering projects may involve a short-term or ongoing commitment from staff. They can be organised in response to a community need, as a result of a long-term partnership, or as a one-off request from a community organisation. Employees can choose to use their business skills or pick non-skilled tasks. Many teams prefer an outdoor to an indoor activity or opt to volunteer in work hours rather than out of hours. The range of volunteering activities is wide and varied, ranging from using professional skills such as preparing financial reports or developing a database for local community groups to practical help in creating a sensory garden or cleaning up a local beach. Other types of activities include mentoring for staff and joining a management committee or board.

Define volunteer roles

In Step 1, you identified your organisation’s needs for business support, it is important now to define the volunteer roles around your requirements. Consider the specific tasks involved: the skills needed, the time commitment, the associated costs, the type of activities the volunteers will be involved in and who will manage the volunteers. Make sure that the jobs are clearly defined and worthwhile. Plan to use skills and energy creatively. Examples include:

- Working with vulnerable groups
  Where a volunteering opportunity involves access to children or vulnerable groups, appropriate checks need to be in place to protect these groups. A garda vetting service is available from your local volunteer centre.

- Measuring impact
  Measuring the impact of the work carried out by volunteers will demonstrate the societal and business benefits of employer supported volunteering. Consider how you capture information such as the number of volunteer hours, the value of the business support and the impact achieved.

Examples of volunteer activities

- Designing a newsletter
- Joining a board of directors/steering committees etc.
- Visiting/befriending the elderly
- Drafting a business plan
- Coaching a sports team
- Mentoring young people
- Running a fundraising event
- Putting together policies and procedures for health & safety
- Providing computer skills training
- Doing a “makeover” of a local youth club
- Conducting mock interviews and giving support to c.v. preparation

<table>
<thead>
<tr>
<th>HR Expertise</th>
<th>Marketing Support</th>
<th>Half – 1 Day</th>
<th>1 – 2 days</th>
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<td>Produce an equal opportunities policy to be incorporated into the existing staff handbook</td>
<td>Design a information leaflet for the public detailing the services available to the community</td>
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Volunteer Management

Guidance on all aspects of managing volunteers, developing policies and procedures and training volunteers is available from Volunteer Centres Ireland and Volunteering Ireland.

See website  www.volunteer.ie
see website www.volunteeringireland.ie
STEP 4: TARGET A POTENTIAL BUSINESS PARTNER

Decide on the type of business you want to develop a partnership with. Start with a list of companies you would consider approaching and then think in terms of the company’s core business or the expertise they have to offer.

Strengthen current relationships or develop new partnerships

- You might have received support from a company in the past that can be developed further.
- Board members, staff and existing volunteers may have contacts or relationships with companies.
- There is a wide variety of companies operating in every community. Researching the companies in your own area should highlight a number of potential businesses you can approach.

**Tip -** When you decide to engage the support of business you will need to start gathering information on companies you would like to approach. Research is critical. Start by using the internet, local directories, local newspapers etc to help you gain a better understanding of what businesses are doing in their local communities.

Think about the type of company you want to develop a relationship with or not

Preparation is critical. Research is vital to identifying the most suitable company to approach. A tailored, targeted proposal is preferred rather than a generic approach. Consider the following:

- Do they have the expertise you require?
- Do they have a Corporate Responsibility or Community policy?
- Is the company’s ethos compatible with your group?
- Can you identify a benefit to the company?
- What is the make-up of the workforce – do they have the skills you need?
- What is the company’s image?
- Is there a fit with your organisation?
- What impact can the business have?
- Where is the company located – is it within close proximity?

CASE STUDY

**O2 and Irish Autism Action**

Based on O2’s community investment theme which focuses on Youth and Disability particularly in the area of communications, O2 employees selected Irish Autism Action (IAA) as their charity of choice. Now in its fifth year, the partnership has been an extremely successful one for both organisations.

O2 is committed to supporting IAA, through a range of measures including building awareness and understanding autism; leveraging the use of their technology and services where possible, to facilitate those with autism; enabling their employees to provide expertise and time to volunteer with IAA. Also O2 supported the development and opening of the SOLAS centre – the first diagnostic and assessment centre for children with autism in Ireland. To date over 850 children have accessed the services of the Solas Centre.

O2’s Sinead Smith, Corporate Responsibility Manager said of the collaboration with IAA, “We feel the partnership is a natural fit, autism is a problem with communication and O2 is a mobile telecommunications company. The long term nature of the partnership means we can make a tangible and lasting difference.”

Kevin Whelan, CEO of IAA said “It is very rare that such a partnership works so well and the difference it is making to our organisation and to the families of children affected by autism is second to none.”

To view the video of this case study, visit www.bitc.ie
STEP 5: MAKE AN INITIAL APPROACH

Having researched the potential companies in your area, start thinking about making an initial approach.

Decide on the business to approach
Do they have a specific community interest or focus? The company may have specified a social issue or cause stated in their community policy. This information may be found on the company websites or in annual reports or corporate responsibility reports or through local knowledge. Make sure you have done your homework and research.

Find out the right person to contact
Call the company and ask who looks after Community Affairs or Corporate Responsibility? If the company does not have a nominated person it may be useful to check with the Human Resources or the Marketing and Communication departments.

Draft an outline proposal
Before you make the initial phone call, draft your key points which will help you focus your approach during the telephone conversation. Some of the key points include: background to your project, the potential benefits the partnership would bring to the business, your track record, the “fit” and the commitment involved.

Make an initial phone call
Call and introduce yourself and using the outline proposal as a prompt, get across your key points and follow up with a more detailed written proposal.

Follow up with a detailed proposal
Personalise your covering letter or email based on your initial phone conversation. Tailor each proposal to the company you are sending it to.

CASE STUDY

Janssen and Special Olympics Munster
The Johnson & Johnson Credo charts the company’s social responsibilities to its customers, employees, communities and shareholders. Janssen’s (part of the Johnson & Johnson Family of Companies in Ireland) community efforts are centred around putting the words of the Credo “We are responsible to the Communities in which we live and work ...” into positive action to assist in areas of greatest benefit to the Community. At Janssen, they focus on projects and initiatives that give employees scope to get involved directly with their own Community so that they too can fulfil their Credo responsibilities.

In 2003, the Special Olympics World Games were held in Ireland during which time Janssen played host for a day to the Mexican Special Olympics Team. Such was the success of that event, the spirit, enthusiasm and the positive reaction of the Janssen volunteers, that it was decided to organise a similar event at local level. This event proved to be another huge success and led to the formation of the Johnson & Johnson Special Achievers Club.

Since then on an annual basis, the Johnson & Johnson Family of Companies in Ireland has partnered with Special Olympics Munster in organising and managing all aspects of a very extensive athletics programme. The types of business support include project management, health and safety and logistics. On average 300 business volunteers have participated each year for six years impacting on average 1200 athletes per year at the various sporting events.

To view the video of this case study, visit www.bitc.ie
STEP 6: WRITE YOUR PROPOSAL

Develop the outline proposal into a very specific and tailored document. Be clear about why you selected this particular company. Your message should be concise and presented professionally. You want to give the company every opportunity to say yes to your proposal!

Components of a good proposal include:

An introduction to your organisation
Give brief details about what you do and whom you support.

State the need and outline the support you require
Outline the social issue and how the company's support can help to address it.

Organisational ability
Detail the track record of your group in meeting community needs. If the group is new, outline the individual capabilities of key committee members or board and their achievements to date. Comment on other sources of funding. Provide statistics or data to support your request for support.

The ‘Fit’
Explain why you have chosen to approach the company. Your reason might be because of geographic area, target market, or a stated company policy for supporting similar projects.

The business benefits
Detail the benefits to the company if they choose to get involved with your group (please see page 5).

Monitor and report
If appropriate, outline how you plan to report on the impact of the company's support. Regular updates are a good way of communicating progress.

Unique selling point
Don’t be afraid to use a little emotion to make your argument more compelling. State what’s unique or different about your organisation e.g. you could be the only group in the area providing this service or you may have won a community award. Include relevant statistics.

Period of commitment
Companies are more likely to commit to projects that have a clear time frame, cost and outcome. Detail the extent of the involvement you are looking for. Be specific, concise and as focused as possible while still addressing all the key points.

Fact Sheet: For further information on the components of a good proposal, go to www.bitc.ie
STEP 7: MAINTAIN YOUR RELATIONSHIP

A relationship developed over time can yield many benefits not even considered at the initial approach stage. Nurture that special relationship; dedicate time and energy to making it a successful partnership.

For successful partnering:

- Ensure flexibility
- Issue ongoing invitations to visit your organisation
- Provide regular feedback on the company’s involvement
- Acknowledge the company’s support in your annual report and other external communications e.g. newsletter
- Show appreciation to the company and to individual volunteers - always say thank-you for the help and support received with a letter or a card of thanks
- Actively manage the relationship and nurture it
- Discuss next steps in the community partnership

CASE STUDY

Aviva and St. Francis Nursing Home Galway

Aviva is committed to responsible corporate citizenship and encourages staff to make a positive impact in their local community. The volunteer programme was initiated by staff to give something back and help people in need. Under Aviva’s Corporate Responsibility Volunteer Programme, volunteering opportunities are done both in and outside of office hours. A bank of hours and funds are provided by Aviva to support staff to volunteer in initiatives such as painting, gardening, children’s homework clubs and sharing of business skills.

St. Francis Nursing Home is one of Aviva’s community partners in Galway. This programme involves staff visiting the nursing home on a monthly basis, running various in-house entertainment activities such as bingo sessions, table quizzes and various weekend outings during the summer months. These activities are very much appreciated by the residents and Aviva staff also get to know each other better outside of their normal work routine. Aviva believes strongly that participation in volunteering brings a genuine sense of caring to/for the local community as well as a sense of achievement for staff. Ruth the Director St Francis Nursing Home; Galway said, “Aviva’s staff have created a culture of happiness, better interaction and new friendships.” Breda Judge, CSR Co-ordinator from Aviva believes that “Building good community relations is an important point of doing business.”
EPIC and BT and CPL

EPIC (Employment for People from Immigrant Communities) is Business in the Community Ireland's innovative programme which supports people from immigrant communities to find employment and/or further education and training. Since 2008, member companies BT Ireland & Cpl have been partners in the EPIC programme. Using their core expertise, they successfully support participants with training to enable them to find suitable employment which is a key factor in the integration of new communities, positively impacting on society as a whole.

BT Ireland provides ICT training where clients learn new computer skills, specifically around learning new applications, searching the internet for jobs and applying on-line. The training is conducted at BT's IT training facility in Dublin city centre. BT Ireland strongly believe that communications technology is a great enabler and in some cases a lifeline – providing access to information and education that can literally change people's lives and prospects.

Cpl employees conduct mock interviews with each group of EPIC clients on a three weekly basis in their offices. EPIC clients present themselves for interview in a realistic setting. They get invaluable feedback from professional recruiters in their field selected by Cpl. By the nature of Cpl's business, the company is well placed to leverage its core skills to effect positive change regarding an individual's employability options.

Bond Osahon from Nigeria “IT Training with BT Ireland was good as it refreshed my memory when using some applications that I hadn't used in a long time. At Cpl, the mock interview was very interesting as it gave me an idea of how an interview is structured and how to behave in an interview in Ireland”

CONCLUSION

Employer supported volunteering enables companies to bring the skills and time of their employees to areas of identified community need. This guide explains the reasons why it makes sense for community groups and business organisations to develop strong relationships.

Benefits can be achieved by all involved. It is important to remember that this is a process and will take time and effort to get right. You may have to contact a number of companies before you find one that suits your group and is interested in and able to take on your project. However be patient and keep trying as the case studies show that once a partnership is established the rewards can be many and varied.
USEFUL RESOURCES AND CONTACTS

Inspiring Excellence
If you are interested in learning more about corporate community involvement, take a look at Inspiring Excellence. Inspiring Excellence, collated by Business in the Community Ireland (BITCI) showcases best practice examples in corporate responsibility by its member companies. Click on the BITCI’s searchable database and select Community on the CR pillar to find community examples. Visit www.bitc.ie/case_studies/index.html

Toolkit/Fact Sheet

<table>
<thead>
<tr>
<th>Business in the Community Ireland - Toolkit</th>
<th>Visit <a href="http://www.bitc.ie">www.bitc.ie</a> to download the Toolkit</th>
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<tr>
<td>- Identifying priority needs for non-financial business support</td>
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<tr>
<td>Business in the Community Ireland - Toolkit</td>
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<tr>
<td>- The components of a good proposal to business</td>
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Useful Websites & Links

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<thead>
<tr>
<th>Boardmatch Ireland</th>
<th>Boardmatch Ireland supports the development of the community and voluntary sector (the not-for-profit sector) by strengthening boards and management committees.</th>
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<tr>
<td>Community Foundation for Ireland</td>
<td>BITCI’s sister organisation, The Community Foundation for Ireland, seeks to inspire donors and support charities and community groups. Established in 2000 they have made grants on behalf of donors of over €6million, mostly in Ireland.</td>
</tr>
<tr>
<td>The Wheel</td>
<td>The Wheel is a national support and representative body for community, voluntary and charitable organisations. It provides a wide range of information and support services, advice and training to individuals and organisations involved in community and voluntary activity. The Wheel is also a representative organisation promoting both members’ and the wider sector’s interests.</td>
</tr>
<tr>
<td>Volunteer Centres Ireland</td>
<td>Volunteer Centres Ireland (VCI) is the national volunteer centre with responsibility for developing volunteering nationally and locally. It is a membership organisation, established by volunteer centres to co-operate and network on any issue relating to volunteer centres and volunteering in Ireland.</td>
</tr>
<tr>
<td>Volunteering Ireland</td>
<td>Volunteering Ireland, the National Volunteer Development Agency, is a peak body for all organisations involving volunteers in their work and a representative voice for volunteering in Ireland. As an independent membership-based organisation, it works to inspire, promote, support and celebrate voluntary activity in Ireland and abroad. Their work includes: advocacy; organisational development; research; promoting volunteering; inclusive volunteering and infrastructure development.</td>
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