

Strategic Action Plan 2019-2021

**BUSINESS
IN THE
COMMUNITY
IRELAND**





Business in the Community Ireland supports and engages business to accelerate their transition to more sustainable and inclusive business models.

As the leading organisation driving the agenda for responsible business in Ireland, our three year strategic action plan brings together the key areas of our work and develops a coherent and integrated offering for leading businesses and programme participants.

A thorough multi-stakeholder consultation process informed the development of the Strategy. Our Action Plan is influenced by the UN Sustainable Development Goals, where business plays a fundamental role in ensuring our transition to a low carbon economy and realising meaningful social inclusion.

We aspire to be a recognised organisation, regarded for the excellence of its support services for member companies, capable of leveraging its leadership to influence business and other stakeholders to embrace the sustainability agenda across all dimensions. We want to be drivers of change through objective mechanisms that help drive excellence in business. We want to be a key connector for businesses to impact on inclusive education and employment.

Our Purpose

Business in the Community Ireland enables business to be sustainable and profitable through independent and influential expertise.

We inspire business with future-fit thinking, management systems, a forum for collective action and impact programmes to bring about social cohesion and a low carbon economy.

Helping to drive businesses that are seen nationally and internationally as fair and a force for good.



“Better Business for a Better Ireland”

summarises our ambitions and our Strategic Action Plan is articulated in seven key objectives

As part of the process of redefining the Purpose of the organisation and defining a three year strategic action plan, a new set of values was developed through a consultative process with our 50 colleagues. Our new set of values reflect the changing times, the need for accelerating change and for meaningful business-led impacts on climate action and social inclusion. The values also represent the way we work, engage and support everyone we work with.

Our Values



We have the courage to do the right thing

We challenge ourselves and everyone we work with to build a better future



We have each other's back

We build each other up, we listen and we share our expertise



We're ahead of the curve

We always stay one step ahead. We inspire others to look beyond the horizon



We're all in

We believe in our purpose and we never give up



We know our stuff

We've been leading the sustainability agenda since 2000.

Our [Board of Directors](#), comprising Ireland's most influential business leaders drives our strategic orientation and supports our growth and implementation. Please see our [Governance and Finance section](#) in our website for more information.

We aspire to the highest levels of transparency and accountability through best practice in internal management systems, audited accounts and externally verified processes such as our Excellence through People certification.

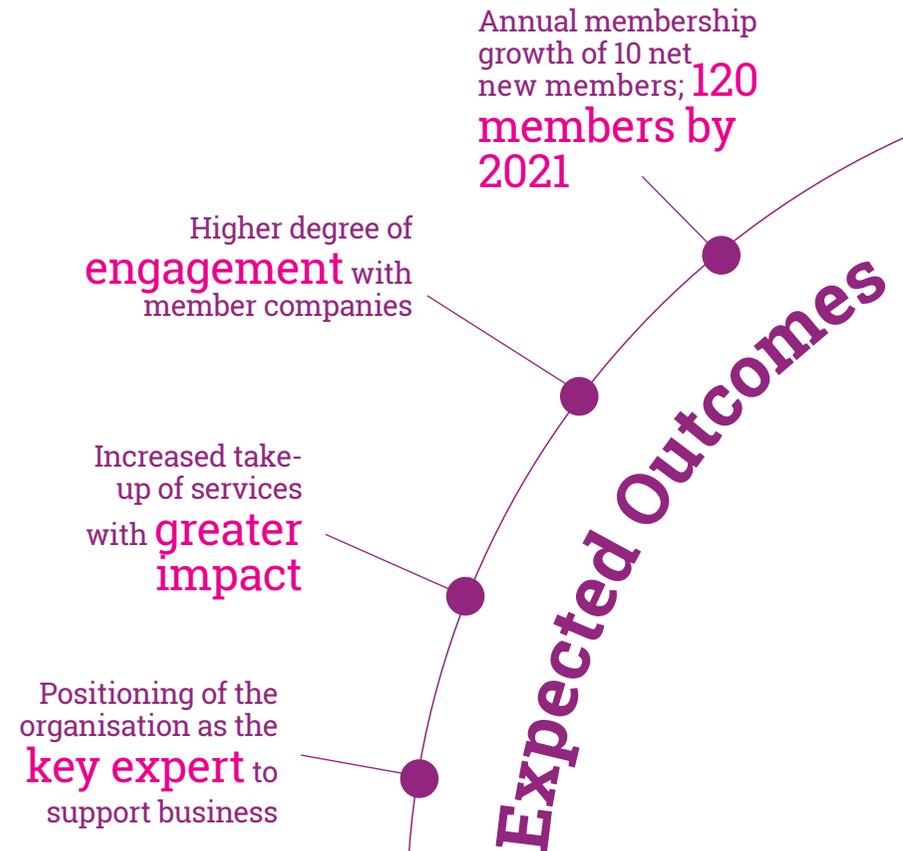
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A network of 120+ engaged member companies

Our ambition: Grow the network to 120 member companies through proactive recruitment and engagement. Make membership a must have for large businesses and achieve high retention levels. Increase our engagement with the C-suite.

▶ Key Activities

- Review and upgrade recruitment process to be best in class
- Define a common vision and engage colleagues in recruitment and member engagement
- Implement recruitment campaigns focusing on key companies where we can make an impact
- Provide excellent services to member companies through proactive engagement and achieve high satisfaction levels
- Develop cutting edge support services to drive change in business
- Reach out to the C-suite as key agents of transformation in business



2

Business Working Responsibly Mark driving sustainable business

Our ambition: The Business Working Responsibly Mark, Ireland’s only certified standard for sustainability and based on ISO 26000, will create impact by providing companies with a continuous improvement management system to mature their CSR processes and strategy. A revised model will be launched in 2021, with a 95% recertification rate and application by 70% of members.

▶ Key Activities

- Embed the Mark as a strategic management tool for companies
- Pilot and launch a new management model due for release in 2021
- Position the Business Working Responsibly Mark as the key sustainability standard amongst key influencers



Enhance relevance and recognition of the Mark as the leading management standard

Improved quality and consistency of systems

Expected Outcomes



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CEO-led collective action on sustainable development

Our ambition: The Leaders Group on Sustainability is our coalition of Ireland’s leading organisations that is striving to improve the sustainability of the Irish business sector through sharing best practice and creating new ways of doing business. It is central to our impact and growth.

▶ Key Activities

- Facilitate a collective vision and implement the working plans of the Inclusive Employer Blueprint, Low Carbon Pledge and Worker of the Future
- Review of themes, programmes and collaboration model to ensure the ambition levels, relevance and momentum maintained
- Utilise the outputs of the Leaders’ Group as key engagement mechanisms for member company services



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Business delivering meaningful social inclusion

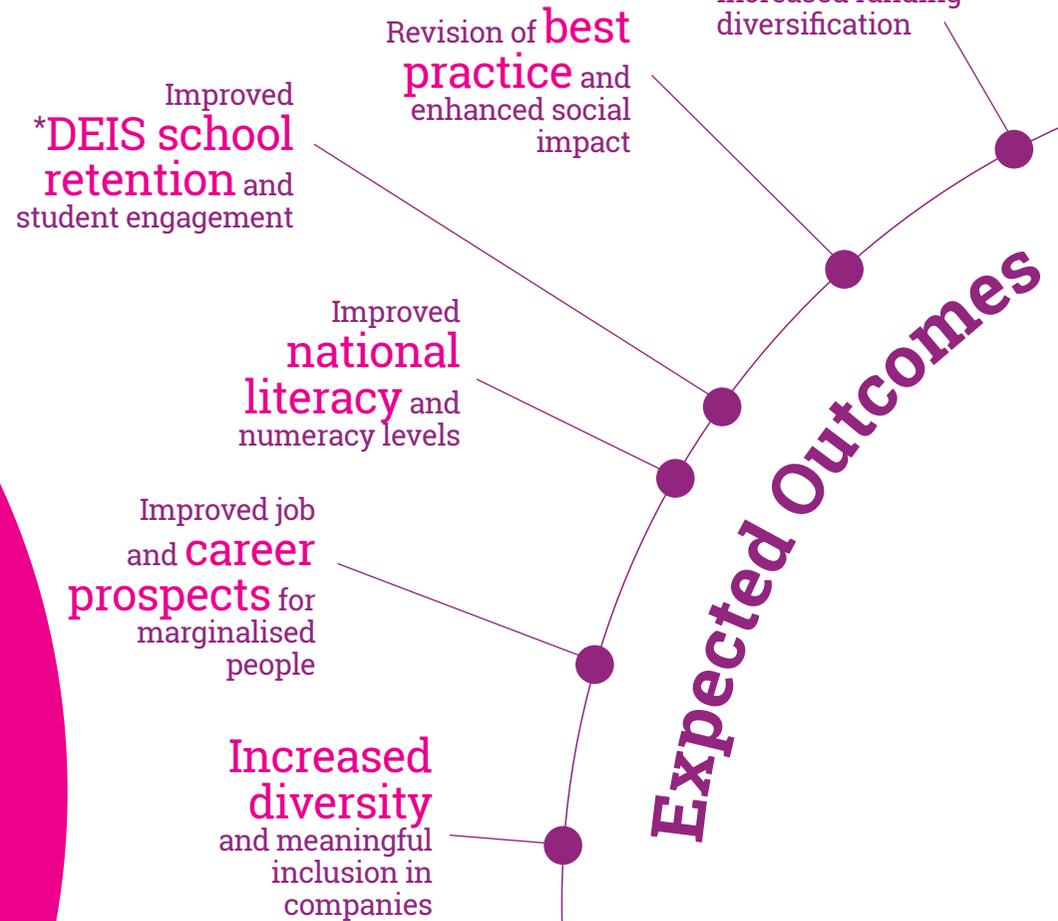
Our ambition: Driving business leadership, innovation and enhanced impact on social inclusion through implementation of the Inclusive Employer Blueprint, and our flagship education and employment programmes.

Meet and exceed annual agreed **funded targets** on Education and Employment and increased funding diversification

▶ Key Activities



- Effectively deliver the Inclusive Employer Blueprint as a fundamental process to engage business in meaningful social inclusion
- Implement the Education and Employment programmes underpinned by the Inclusive Employer Blueprint
- Focus our Education programmes to impact marginalised students in designated schools, teachers and principals through strategic initiatives, including special schools, apprenticeships and work experience
- Grow and diversify our Employment programmes to impact on people with high barriers
- Partner with funders, service providers and other organisations for the successful delivery of the Education and Employment programmes



*DEIS (Delivering Equality of Opportunity in Schools)

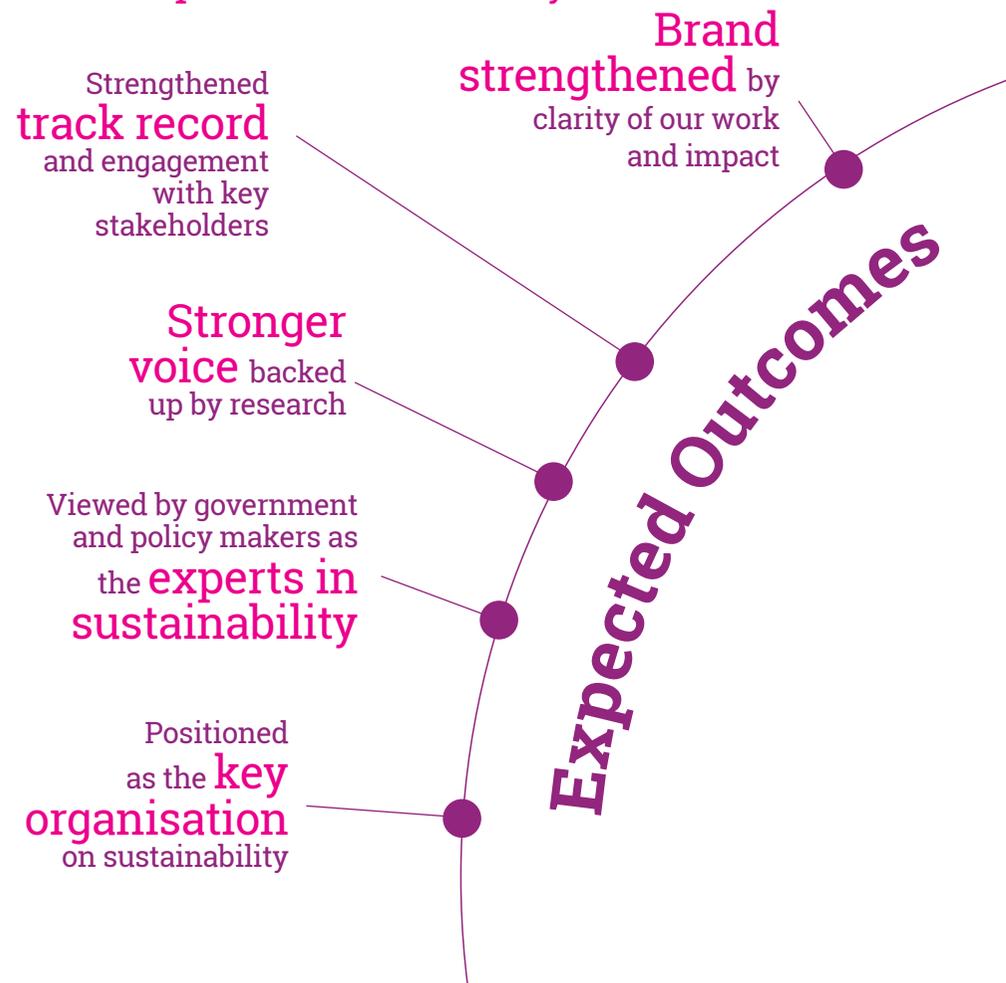
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A leadership voice and strategic partnerships to amplify our impact

Our ambition: Our colleagues and board will be able to articulate our purpose and role in driving the business transition to the low carbon economy and social inclusion. To be viewed by business, government and opinion leaders as the expert on sustainability.

▶ Key Activities

- Develop a cohesive tone of voice for the organisation that embodies our new purpose and communicates our thought leadership
- Improve website experience and strengthen social media reach
- Explore new engagement platforms such as blogs, video and podcasts
- Develop a comprehensive programme of research and publications
- Engage with key journalists, opinion leaders and influencers as well as key government contacts on our agenda, our members and their impacts
- Identify partnerships to support strategic positioning
- Develop annual events programme with clear success and engagement metrics
- Celebrate our 20th anniversary with a special event, commissioned research and thought leadership



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An entrepreneurial values-driven organisation

Our ambition: To be recognised as a great place to work for sustainability and social inclusion, attracting and developing the best talent, offering a fair remuneration and learning and development for all. Wellbeing, knowledge sharing, innovation and integrated thinking are critical drivers of success.

▶ Key Activities

- Refresh and validate values with colleagues and make them a key element of how we work together
- Focus our talent management strategy on a culture of feedback, personalised learning and development and wellbeing
- Review and update pay and non-pay benefits aligned to best in class in our sector and maintain Excellence through People accreditation
- Foster innovation capacity and develop a secondment programme from member companies
- Encourage knowledge sharing through formal and informal learning sessions



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Operational excellence

Our ambition: To be recognised as a leading organisation on its financial performance, transparency, governance and sustainability. Our internal structures will allow our strategy and Purpose to be implemented seamlessly. We will have one of the most influential Boards.

▶ Key Activities

- Maintain highest levels of financial management including budgeting and planning, management accounts, cost efficiencies and auditor/funder engagement
- Efficiently operate all supervision and governance structures – Board of Directors, FAIG Committee, Operations Committee and Senior Management team
- Aim for at least 40% gender diversity on the Board
- Ensure overall compliance especially on critical issues such as GDPR and The Charities Governance Code
- Aspire to be a digitally-enabled organisation – fit for future growth and impact with excellent data management systems
- Implement a sustainability action plan and appropriate accountability mechanisms

