



mch: positive impact

Corporate Social Responsibility Report

2015-16

www.mchpositiveimpact.com

Increasing the positive impact of individuals and third sector organisations through staff development.

12 The Glebe, Freshford, Bath, BA2 7TZ

t 07932 918 767 e info@mchpositiveimpact.com

Registered in England and Wales no. 54455273 v2



About *mch*

mch is a staff development firm that assists charities, not-for-profits and social enterprises to increase their positive impact.

Located in Freshford, South West England, we have clients throughout the UK and overseas.

Previous clients have ranged from large not-for-profit organisations, with a turnover in the millions, to social enterprise start-ups that have yet to generate any income.

About this report

This Corporate Social Responsibility (CSR) report is intended for those with an interest in our approach to social responsibility. It describes how we try to manage our CSR responsibilities as an integral part of our business.

CSR involves operating a business in a manner that meets the ethical, legal, commercial and public expectations that society has of business. It also provides a framework to ensure that a company's economic activity and development is sustainable.

Within the context of CSR, we monitor our client, supplier, employee, community and environmental impact using key performance indicators. Where possible, these indicators are compared with external benchmarks so our performance can be directly compared.

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Highlights

Within the context of CSR, we monitor our environmental impact, client, supplier and employee relations and our community involvement.

Environmental Impact

- *mch* produced an estimated 7,463kg of carbon dioxide per employee during the course of the year, although all of these emissions were offset.
 - Analysis of the Financial Services sector (the closest comparable sector for which data could be found) shows average carbon dioxide emissions per employee of 4,976kg, although with offsets the average falls to 1,333kg
- A key initiative used to reduce our environmental impact involved using public transport as much as possible
- 85% of *mch*'s journeys were conducted by public transport (train or bus)

Stakeholders

- 100% of clients were either very satisfied or satisfied with our services
- 100% of supplier invoices were paid on time
- 119 hours per employee were invested in staff development

Community Involvement

- The equivalent of 4.0% of estimated pre-tax profits were donated to charitable causes
 - This compares with a figure of 0.25% of pre-tax profits for the top 300 UK organisations for charitable giving (by amount).
- Each employee volunteered over 7 hours of their work time to community activities
 - This compares with an average of 12 hours per employee for organisations with a volunteering scheme



Business Description

Our Vision, Mission and Values

Our vision is to increase the positive impact of individuals and third sector organisations.

We aim to achieve this vision through our mission, which is:

‘To deliver training and mentoring so people (and thus their organisations) develop to their full potential.’

mch has three core values:

Quality

We take pride in our work and are proud of the standards we maintain. A consequence of this value is that we only take on work when we believe we have the expertise and time to do an outstanding job.

Integrity

In our view, integrity involves being true to oneself and to the client. In this respect, we only take on work if we believe it can make a sustained and distinctive improvement to the client.

Balance

We are mindful of the fact that our consultants and client members have a life outside work. Consequently, we endeavour to operate in a way which allows individuals to balance the needs and rewards of family, friends, hobbies, volunteering, individual time and work.

Through our vision, mission and values, we endeavour to bring the best of *mch* to clients and demonstrate a genuine care and concern for both the organisation and its people. We maintain this concern even when we are not actively working with them.



Structure

mch was founded by Dr Mark Hughes in 2005. Mark is currently our sole full-time consultant, although we have associate arrangements with other consultants and trainers. *mch* is a private company limited by shares. Mark is currently the only shareholder. *mch* is registered in England and Wales as M.C. Hughes Consulting Limited and its registration number is 5455273.

Clients

We work exclusively with charities, not-for-profits and social enterprises (The Third Sector). We work across the whole spectrum of Third Sector areas and indicative clients include:

- A support organisation for fundraisers
- An international development charity that primarily works with children in India
- A health related social enterprise
- A coaching and mentoring charity
- A charity working with those impacted by hearing loss

Corporate Governance

Corporate governance is designed to ensure we meet our legal and strategic responsibilities. From a legal and financial liability perspective, insurance has been taken out to cover the following issues: professional indemnity and public liability.

Regulatory Compliance

mch has complied with all relevant legislation under the most recent Companies Act. It has also paid all PAYE, National Insurance and other taxes due.

Investments

mch's company pension scheme represents its only current investment. Bromige Limited, an independent financial advisor which specialises in ethical investments, was contracted to identify the most suitable socially responsible pension fund. A fund was duly chosen which only invests in companies which have a commitment to a truly sustainable society.

Managing Our Environmental Impact

Key Performance Indicators and Benchmarks

Carbon Dioxide Emissions

Carbon dioxide is emitted into the atmosphere by all main forms of transportation and in the production of goods and services. There is general consensus that increased carbon dioxide emissions are responsible for global warming and that global warming is harmful to the environmental and social well-being of the planet. (1)

- *mch* produced an estimated 7,463kg of carbon dioxide per employee during 2015/16 before offset measures were applied. After offset measures were applied, this figure was reduced to zero.
 - Analysis of the Financial Services sector (the closest comparable sector for which data could be found) shows an average of 4,976kg of carbon dioxide per employee per year although with offsets the average falls to 1,333kg (2)

Existing Initiatives to Reduce Environmental Impact

We have developed a number of initiatives to reduce our carbon dioxide emissions and thus our environmental impact. These include:

- Use of public transport
 - 85% of *mch*'s journeys were conducted by public transport (bus or train). Proportionately, public transport produces far less carbon dioxide than car or air travel.
- Maximising travel by bicycle or on foot and minimising taxi usage
 - In addition to using public transport, journeys between the station and the final destinations are almost always conducted on foot or by bicycle - in 2015/16, *mch* took only eight taxi journeys in relation to its work and four of these were shared with other passengers. Such a measure also reduces costs for our clients.
- Offsetting all our carbon dioxide emissions
 - In practice this means that *mch* makes a payment to an organisation which invests the money in either initiatives to reduce carbon dioxide (e.g. forestation) or investment in carbon neutral energy projects.
- Minimising the number of supply deliveries
 - For supplies that were delivered to *mch*'s offices, attempts were made to reduce the number of deliveries by purchasing multiple products within each order.
- Maximising paper usage
 - *mch* uses both sides of a page for its draft documents and prints two pages per side.
- Using utilities only when needed
 - The lights, computers and printers in *mch*'s offices are switched off upon finishing work.
- Sustainable resources and recycling
 - *mch* uses paper from sustainable sources for its working documents.
 - *mch* recycles non-confidential documents, its printer cartridges and old mobile phones. Recycling the latter also raises money for charity.

Measures which Allow for Quantitative Comparisons with Previous Years

Key Performance Indicator	2015/16	2014/15	2013/14	2012/13	2011/12	2010/11
Carbon Dioxide Emissions	7,463 kg – Off-set to 0kg	1,416 kg – Off-set to 0kg	7,313 kg – Off-set to 0kg	8,171 kg – Off-set to 1,109kg	1,577 kg – Off-set to 1,303kg	810 kg – Off-set to 578kg

Initiative	Output/Practice	2015/16	2014/15	2013/14	2012/13	2011/12	2010/11
Using public transport	% of travel by train or bus (by mileage)	25%	83%	28%	24%	71%	80%
Using public transport	% of travel by train or bus (by number of journeys)	85%	89%	90%	81%	Not recorded	Not recorded
Minimising the number of remote supply orders	# of supplies per batch when purchased remotely	2.0	3.6	3.0	3.4	3.0	1.6

Key Performance Indicators and Utilisation

Travel accounts for the majority of *mch*'s carbon dioxide emissions and the amount of travel conducted is largely driven by the amount of work conducted. In staff development, workload is generally measured by employee utilisation. Utilisation is simply the number of hours of client work conducted, divided by the total number of hours the employee works. Such an adjustment leads to the following results:

Performance Indicator	2015/16	2014/15	2013/14	2012/13	2011/12	2010/11
Utilisation	44%	52%	50%	53%	32%	40%
Emissions due to office	102 kg	101kg	107 kg	141 kg	229 kg	156 kg
Travel emissions per unit of utilisation before off-setting	168.8 kg	25.5 kg	144.9 kg	150.5 kg	41.5 kg	16.5 kg
Travel emissions per unit of utilisation after off-sets	0 kg	0 kg	0 kg	18.1 kg	33.1 kg	10.7 kg

Stakeholder Relations

Employees

Overview

mch recognises that the quality of service we provide to our clients is directly linked to the skills, motivation and experience of our employees. This is why training and personal development is a key strategic priority. In addition to their skills and qualifications, we also believe that employees with high energy and enthusiasm deliver better results. Consequently, we try to operate a flexible and genuine balance between an employee’s work and the rest of their life.

Existing Initiatives to Retain Great Staff

We have developed a number of initiatives designed to retain staff. These include:

- Allowing flexible working
- Compensating for weekend working
- Providing ample opportunities for personal and professional development

Key Performance Indicator and Benchmarks

Training and Personal Development

- The total amount of training and personal development over the last year = 119 hours /per employee
 - This compares favourably with the statistic that only 60% of small businesses had arranged or delivered any staff training during the course of a year (3). It also compares well with the 50 best companies to work for in the UK. They averaged 60 hours per employee of formal training (4).

Measures which Allow for Quantitative Comparisons with Previous Years

Initiative	Benchmark	2015/16	2014/15	2013/14	2012/13	2011/12	2010/11
Devote time to development	60 hours/employee	119 hours/employee	99 hours/employee	89 hours/employee	114 hours/employee	227 hours/employee	122 hours/employee

Comments Relating to Employee Measures

The comparison with historical staff development figures should be considered in the context that Mark Hughes (*mch*’s sole employee) reduced his hours to 0.8 FTE in 2013/14 to increase the amount of time he spends with his children. Such a decision reduced the amount of time available for staff development by 20%.

Clients

Overview

As part of our CSR, we measure client satisfaction with our work, together with their views on how well *mch* performed in relation to certain competencies. To encourage clients to be completely candid, feedback can be given anonymously and several clients are asked for feedback at the same time. Where appropriate, feedback is requested from a cross-section of client staff.

Key Performance Indicators

Customer Satisfaction for 2015/16

- 100% of clients were either very satisfied or satisfied with our work

Specific Competencies for 2015/16

- 100% of clients either strongly agreed or agreed that *mch* was quick to understand their organisation and the issues associated with the work
- 100% of clients thought that *mch* was good value for money

Given the relatively small number of clients that *mch* works with each year, the correspondingly low number of client responses means that a single response can have a dramatic impact on the above percentages. Consequently, we believe that overarching client satisfaction for all clients since *mch* was founded in 2005, is the most meaningful and reliable indicator.

- Since 2005, 97% of clients have been satisfied or very satisfied with our work, 3% of clients have been neutral and no clients have been dissatisfied or very dissatisfied

No external benchmarks were able to be obtained.

Suppliers

Key Performance Indicators

Ensuring suppliers know the importance of their own CSR in retaining *mch*'s custom

- To date, our bank, pension fund, mobile phone company and utility provider have been informed as to the importance of their CSR performance in retaining *mch*'s custom.

Respecting the financial needs of suppliers

- Eight invoices were issued to *mch* in 2015/16 (the remaining payments were made either by direct debit or at point of sale). The average time between *mch* receiving an invoice and the resulting funds leaving our account was 6 days. None of the invoices were paid late (after 30 days).

No external benchmarks for either performance indicator could be found.

Community Involvement

mch supports a range of community groups, both through donations and the involvement of our employee.

Corporate Donations

mch has donated money to a number of charities. These include:

- The Guidepost Trust (which provides services to people with dementia, mental health problems and learning disabilities)
- Barnardo's
- Cancer Research UK

Key Performance Indicators and Benchmarks

Value of Donations

- We donated £399 to charity this year, which equates to an estimated 4.0% of pre-tax profits
- This compares favourably with average UK company donations of 0.25% of pre-tax profits (5)

Comparisons with Previous Years

	2015/16	2014/15	2013/14	2012/13	2011/12	2010/11
Total Financial Donations (£)	399	289	413	330	230	185

Volunteering

Overview

mch realises that donating time can be more valuable than money. Consequently, we have volunteered our time to a wide range of projects. This year the bulk of our volunteering time was spent mentoring and advising senior managers within the sector.

Key Performance Indicator and Benchmarks

Company time spent volunteering

- *mch* gave 7.25 community hours per employee over the last 12 months
 - This compares with data which suggests that only 39% of people currently volunteer formally at least once over a 12 month period. (6)

Comparisons with Previous Years

Volunteering	2015/16	2014/15	2013/14	2012/13	2011/12	2010/11
Number of hours given	7.25	6.25	18	12	29	13

Comment

The comparison with historical volunteering should be considered in the context that Mark Hughes (*mch*'s sole employee) reduced his hours to 0.8 FTE in 2013/14. During the day of the week when he does not work for *mch*, he regularly volunteers in his community.

References

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