

NHMF Maintenance Conference 2010

# Social Responsibility as a Driver of Business Improvement

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# Key points in this presentation

- What CSR (Corporate Social Responsibility) means
- What benefits can this bring to Housing Maintenance services
- How CSR can help businesses improve performance
- How best to develop CSR in an organisation

# What does it mean?

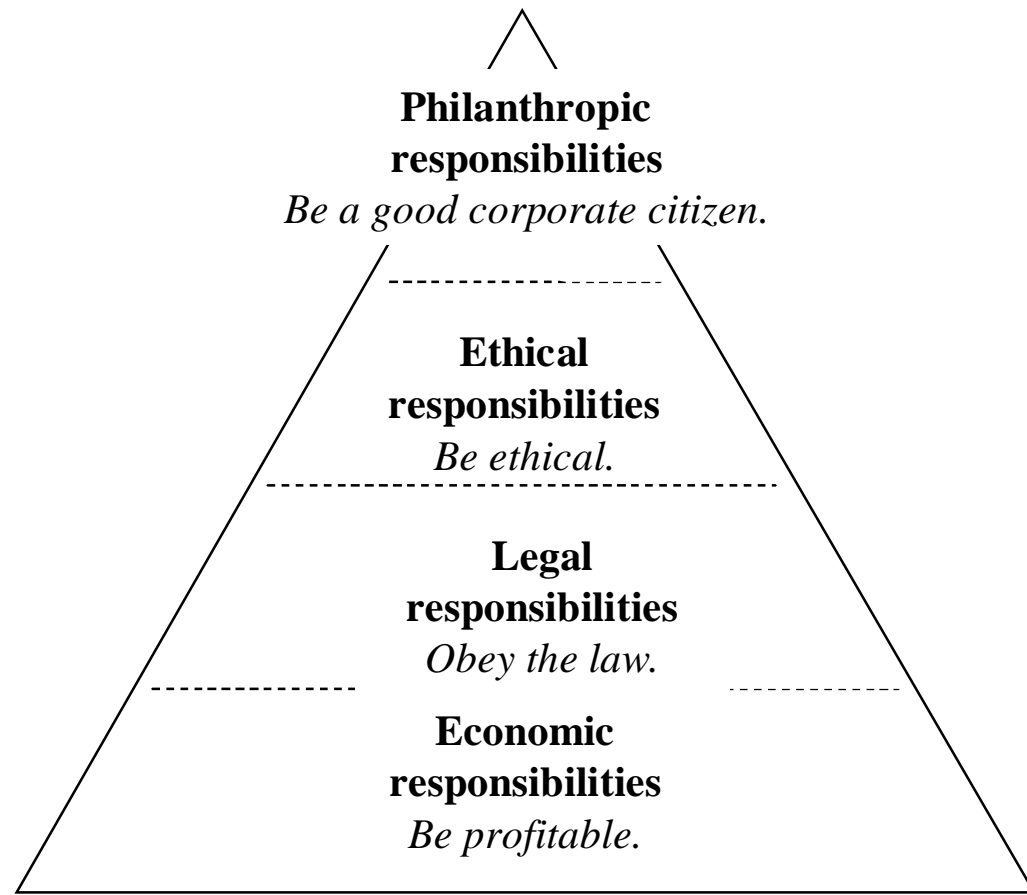
- The way in which an organisation fulfills social expectations
- "the firm's consideration of, and response to, issues beyond the narrow economic, technical, and legal requirements of the firm." (Davis)
- "obligations ...to follow those lines of action which are desirable in terms of the objectives and values of our society." (Bowen)

# Stakeholder analysis

- Identifying the full range of those who have some kind of interest in what the organisation does
- Mapping them against their levels of knowledge, vulnerability, and influence

# Mapping stakeholders

<i>group</i>	<i>knowledge</i>	<i>vulnerability</i>	<i>influence</i>
Trustees	High on strategy; low on operations	Mid to low	High purchasing power
Residents	High on day to day operations	Very high	Low individually
Contractors	Mid to low	Low	Mid
Gov't (e.g. LAs, NHS)	High on standards, low on outcomes	High - public accountability	High via monitoring, funding
Employees	High on operations	Mid to high	Mid via collective voice
Local community	Low	Potentially any	Low



Carroll - the pyramid of social responsibility

# What are the benefits of CSR?

- Development of positive supplier, employee and client relationships
- Reputation building
- Avoidance of litigation
- Pre-empts legislation

# What does CSR cost?

- Consultation
- Management time
- Unlikely to generate the very cheapest solutions to problems



# Why bother?

- Cost to an organisation - but what does it cost NOT to adopt a CSR position?
- Idea of leaving it to government, the market, societal expectations - but none of these have been successful in improving performance on their own in the past

# How to deal with stakeholders

- Stakeholder management strategies - accommodate, inform, involve
- Identifying core stakeholders (and their interests); stakeholders in the general business environment; social and political stakeholders

# How may CSR help improve business performance?

- Key business problems that can stem from low attention to CSR -
  - Employment disputes (e.g. tribunal cases)
  - Contract disputes
  - Negative public relations
  - Low motivation of staff to improve performance
  - Low commitment to change
  - Harder to buy/sell services
  - Easier for problems to turn into dramas

# Developing CSR

- Requires commitment from the top to the bottom
- Setting a clear attitude as a basis for the strategy
- Transparency of debates - inclusion of core stakeholders
- Not ducking difficult issues - e.g. age discrimination
- Clear and workable monitoring processes
- Need to develop clear long term focus

# Measures of good CSR

- 'triple bottom line' reporting
- Items included in a balanced scorecard
- Stakeholder engagements e.g.  
community involvement, employee  
satisfaction, resident forums

# How to get it going

- Establish a small group with cross representation - all levels, all divisions
- Communicate with core stakeholder groups and identify key areas of interest or concern
- Set clear objectives for the short mid and long term
- Keep any CSR policy closely aligned with the business plan

# Thank you for listening

- Any questions now?
- Any questions later:

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