

# The Role of Business in Neighbourhood Renewal

## Case studies





## A message from our business leaders,

We wholeheartedly endorse the aims of this document to inspire, encourage and celebrate business action in neighbourhood renewal areas.

Indeed the very origins of Business in the Community are rooted in the business response to civil disturbances in the early 1980's. Since then 4,000 business leaders have visited community initiatives in the more disadvantaged communities as part of HRH The Prince of Wales's Seeing is Believing Programme which engages business leaders to see the challenges at first hand.

The business case to create sustainable communities is central to business competitiveness. Businesses are always interested in accessing under-served markets and finding opportunities to innovate in service delivery. We see good reason to invest in local infrastructure and local people.

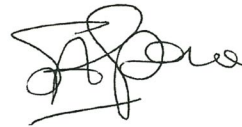
Working both strategically and practically in partnership with Government and communities we believe that business can make a huge difference to the future success of more disadvantaged areas. We recommend the case studies in this report and urge many more companies to commit to taking these efforts to scale, thereby creating competitive businesses and cohesive communities.



Michael Rake, International  
Chairman, KPMG  
Chairman of Business  
in the Community



Ian Russell, Chief Executive of  
Scottish Power  
Chairman of HRH The  
Prince of Wales's Seeing is  
Believing Alumni Network



John Spence MBE, Director of Policy  
Co-ordination and Risk, Lloyds TSB  
Chairman of the Regeneration  
Leadership Team

We ask member companies of Business in the Community to commit to working collaboratively on key social issues in the most disadvantaged communities. Our leadership teams drive the strategy for us and are chaired by the following leaders:

### Chairman of the Regeneration Leadership Team

John Spence MBE, Director of Policy Co-ordination and Risk, Lloyds TSB

### Chairman of the Education Leadership Team

Bob Wigley, Chairman EMEA, Merrill Lynch International,

### Chairman of Business Action on Homelessness Leadership Team

John Studzinski, Chief Executive, CIBM Corporate, Investment Banking & Markets, HSBC

### Chairman of Cares Leadership Team

Sean Mahon, Chief Executive, Cattles

### Chairman of ProHelp Leadership Team

Christopher Jonas CBE, FRICS

We are grateful for the leadership, support and advice of those companies who serve on these Leadership Teams:

Bain & Company • Barclays plc • BBC • Bradford & Bingley • BUPA • Cadburys Schweppes plc • Caterpillar (UK) Ltd • Cushman & Wakefield Healey & Baker • E.ON UK plc • EDF Energy plc • Eversheds • Freshfields Bruckhaus Deringer • George Wimpey UK plc • Grant Thornton • Hans Haenlein Architects • Harrison Cowley • HBOS plc • HM Customs & Excise & Inland Revenue • Jaguar and Landrover • Jones Lang LaSalle • KPMG • Linklaters • Marks & Spencer • Marsh • Metro • Novar plc • PricewaterhouseCoopers • Rolls-Royce plc • Royal Mail Group plc • Serco Group plc • Telefónica UK • The Guardian Media Group plc • The Owen Ellis Partnership • UBS

## Foreword by Julia Cleverdon CVO CBE

Business has always played an important part in neighbourhood renewal. The holy grail of successive governments has been to encourage businesses to invest in areas of disadvantage in order to create jobs and provide key services.

However over the years we have all learnt that the agenda is much broader than this if communities are to become really sustainable. Low levels of crime, good health, and the high attainment levels of its schools are all key ingredients to making a successful community where business can prosper.

Far-sighted businesses have always recognised this recipe for neighbourhood success and I am delighted to present some good examples of this work here. I hope that these case studies will inspire you to focus on this broad-ranging agenda and realise the business benefits which are available. Small and large companies are featured in these pages, working on projects of varying sizes, and all making a really positive difference to the neighbourhoods in which they locate and operate.

Included in this report is a menu of opportunities to spark the imagination about how more companies can start to make a difference. This menu, drawing on Business in the Community's experience and developed by the ODPM sponsored Private Sector Panel on Neighbourhood Renewal in December 2004, provides some excellent ideas about how companies can get involved. Every journey starts with a single step!

Given the need to increase the impact and scale of business involvement, we believe that there is great value in businesses working collaboratively together and in conjunction with significant local partners. Therefore we would endorse the work of the Private Sector Panel in advocating more joint working with Local Strategic Partnerships (LSPs) which have been established in order to provide a more integrated approach to both strategic and practical local actions.

With the support of the Office of the Deputy Prime Minister we have established a new Partnership Academy to support those companies wanting to work collaboratively with their local communities. This is a significant step forward and we look forward to working with you to make a real difference.

Julia Cleverdon CVO CBE  
Chief Executive  
Business in the Community

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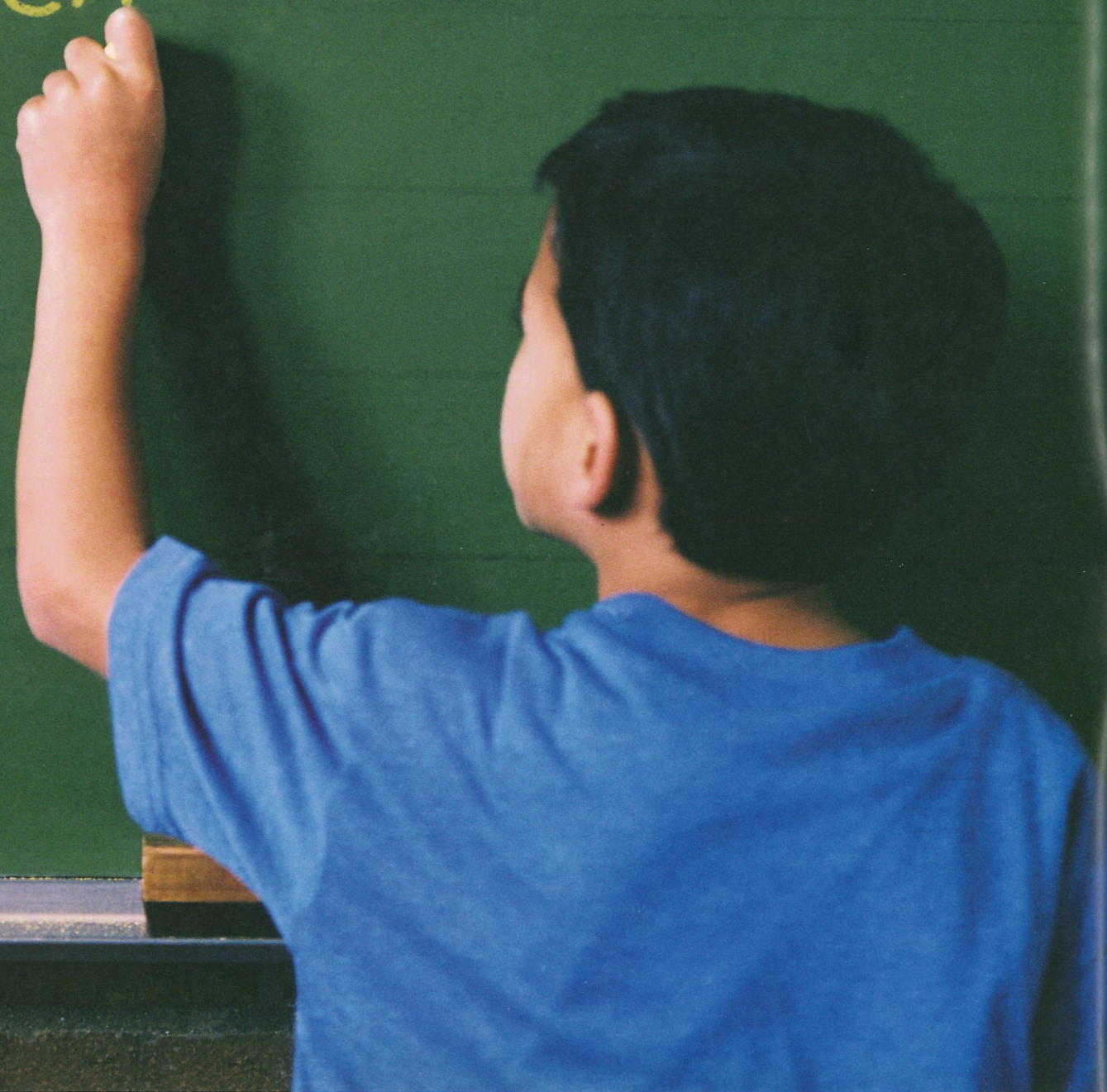
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U CAN MAKE A DIFFERENCE  
U CAN MAKE A DIFFERENCE  
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"Education is key to improving the skill base of our employees of the future. It will therefore come as little surprise that 70% of Business in the Community member companies identify education as their focus for community involvement. Businesses who get involved realise very tangible benefits in terms of staff development, retention and a higher profile in their marketplace. I would recommend this route to any business leader wanting to make a difference."

Bob Wigley, Chairman EMEA, Merrill Lynch International

**A READING PARTNERSHIP BETWEEN AN ADULT AND A CHILD FOR ONE HOUR A WEEK, OVER A 12 WEEK PERIOD, CAN ADVANCE A CHILD'S READING AGE BY SIX MONTHS.**

Source: Yorkshire & Humber Literacy Challenge

## The National Targets for Schools

Age 11: Raise standards in English and Maths so that:

- ▶ by 2006, 85% of 11 year olds achieve level 4 or above in English and Maths, with this level of performance sustained to 2008.
- ▶ by 2008, 60% of those aged 16 to achieve the equivalent of 5 GCSEs at grades A\* to C.

Source: Department of Education & Science, Public Service Agreement 2004

## Where we are now

- ▶ In 2003/04: 78% of 11 year olds achieved level 4 or above in English and 74% achieved level 4 or above in Maths.
- ▶ In 2004, 53.7% of those aged 16 achieved the equivalent of 5 GCSEs at grades A\* to C.

Source: Department of Education & Science (2003/2004 revised data)

## Context

Disadvantaged areas often have the poorest performing schools and pupils often have low attainment levels and limited aspirations. You can build partnerships with local schools to provide support in basic skills or in encouraging greater attainment and aspirations. You can work with other organisations to support community agencies or education programmes in achieving long term success. By doing so, you will be playing an active role in building a better-motivated, educated and enterprising workforce, at the same time making a real difference to the existing lives and future potential of young people who live and attend school in the area. Activities can range from providing funding for specific initiatives to building one-to-one partnerships with individuals, helping to develop their skills over a longer period of time.

## Summary of business benefits

Improving the skills and morale of existing employees

Building and sustaining a responsible profile in your local community

Improved stakeholder and supply chain relationships

Improvements to the local community in which you operate



## MERRILL LYNCH

## Building an education-business partnership

## Aims and objectives

As a result of a 'Seeing is Believing' visit to Osmani School in Tower Hamlets in 1999, Merrill Lynch decided to build a partnership with the school to support them in raising pupil achievement. The School had recently emerged from two years in 'Special Measures' status as a failing school. Almost all pupils come from Bangladeshi families and 71% qualify for free school meals, against the national average of 18%. The school is in the borough of Tower Hamlets, one of the most deprived areas in the UK.

## How was it done?

Merrill Lynch have built their relationship with Osmani School by working closely with the Tower Hamlets Education Business Partnership. This is a registered charity whose role is to encourage the private sector to work with schools in Tower Hamlets on a range of projects designed to raise achievement and provide pupils with opportunities to improve their work related skills.

Merrill Lynch agreed to provide Reading, Number and IT Partners to the school in programmes run by the Tower Hamlets Education Business Partnership. In 2001 Chess Partners were introduced, and in 2002 Merrill Lynch piloted the tuition of modern languages through the Government-backed Gifted and Talented programme.

## What was achieved?

More than five years later the partnership is still going strong, with over 130 employees from the company visiting the school once a week or once a fortnight at lunchtime as partners, helping pupils develop their skills in literacy, numeracy, IT, modern languages,

music and chess. In addition to the partnership programme, the firm gives a range of other support to the school including funding visits to the theatre, sponsorship of 'Web Play' workshops, residential study programmes, acquisition of computer software and playground enhancements. Pupils have also visited Merrill Lynch's City offices on a number of occasions. Two members of staff are School Governors at Osmani School.

The school and the Local Education Authority have publicly acknowledged the impact of the Merrill Lynch partnership on the achievements of pupils. This was reinforced by the results of a recent Ofsted school inspection. One report specifically cited the contribution of Merrill Lynch towards the dramatic improvement of the school over the last few years.

The school's SATs results improved in the first year and have continued this improvement, with 2004 being the best year yet. Pupils' achievement at level 4 and above

was at 92% in English, 86% in Maths and 96% in Science - comparing very favourably with the national average. Additionally the school has consistently observed improvements in the self-confidence of those pupils working with Merrill Lynch employees.

Merrill Lynch has also benefited. In addition to investing in the long term future of the community in which it operates, the company now has a heightened profile in the area and an improved external reputation, having received favourable local and national press coverage. Internal benefits have been seen in improved staff morale and enhanced skills in areas such as communication and mentoring. Feedback indicates that staff enjoy the opportunity to work with young pupils, watching them improve their academic skills and gain confidence. Not only do they recognise the importance of giving something back to the community, but they are proud that the company actively supports and encourages this, and similar, schools' programmes.



Merrill Lynch staff chatting with pupils at Osmani School

## JAGUAR CARS LTD

## Inspiring young people to achieve more



## Aims and objectives

Jaguar's education programme is an integral part of the company's broader community strategy, developed in response to a key business need to address the national industry shortage of engineers. The programme aims to raise achievement and aspirations by giving young people from all backgrounds the opportunity to learn in an exciting, motivating and varied environment and gain hands-on experience in the world of work.

## How was it done?

Jaguar has created Education Business Partnership Centres at each of the Company's three manufacturing plants. At Brown's Lane in Coventry and Castle Bromwich in Birmingham the Centres have been established as part of the local Education Business Partnership network, whilst the Centre at Halewood in Liverpool is a Company Limited by Guarantee with its own management structure and governing board.

Jaguar works with organisations including the Local Education Authorities, Learning and Skills Council and Education Action Zones to develop and deliver work-related activities which will help to develop employability skills and motivate young people. Local teachers have been seconded to develop practical learning modules that relate to different areas of the curriculum.

The Centres have involved and inspired over 32,000 young people since the first one opened in Coventry in 2000. They run a number of programmes demonstrating the relevance and application of school subjects in a workplace situation, specific schemes for gifted or disaffected young people and deliver professional development courses for teachers and learning opportunities for parents.



Jaguar staff helping to deliver work-related activities

## What was achieved?

Evidence supplied by teachers bringing groups to the Centres suggests that academic achievement, attendance and confidence amongst pupils have improved as a direct result of the visits. This is especially important in areas such as Halewood, which suffers from economic exclusion and high unemployment.

Benefits are realised from investing in the development of local young people - the workforce of the future. Jaguar is keen to encourage a diverse workforce, and would particularly like to see more females entering traditional male professions such as engineering and production management. Modules developed and delivered at the Centres such as 'Women into Engineering' help to address this need.

Business benefits to Jaguar include the development of strong relationships with the local community and opportunities for positive brand publicity. Local people have visited the Centres and praised their work at a number of local and industry forums, thus strengthening Jaguar's reputation locally and nationally. Recent visitors include senior government ministers, MPs and CBI representatives.

There are further development opportunities for existing Jaguar employees. Nearly 1,300 employees have supported coaching activities and many more have been involved in explaining and illustrating processes to students as part of plant tours, or as work experience mentors. Surveys of employees show that participation in this way motivates, inspires and builds confidence in the workforce at all levels:

"BEING AN OLD DINOSAUR, BORN AND BRED PRIOR TO THE COMPUTER AGE, I HAVE FOUND IT QUITE AMAZING THAT MANY OF THE YOUNG STUDENTS I SPEAK TO CAN IDENTIFY SIMPLE PROCESS IMPROVEMENTS TO DAILY TASKS. ONE STUDENT IDENTIFIED MANY IDEAS FOR MAKING OUR PRODUCTS MORE APPEALING TO THE YOUNGER GENERATION, WHICH WE HAVE SHARED WITH OUR DESIGN TEAM. I HAVE FOUND THAT, PROVIDING YOU ARE PREPARED TO LISTEN, NO MATTER HOW MUCH EXPERIENCE YOU HAVE, YOU CAN ALWAYS LEARN SOMETHING NEW FROM THE POTENTIAL LEADERS OF THE FUTURE"

Bernie Knowles, Engineer.





## WESTRIDGE CONSTRUCTION

Investing in the education of local communities in response to existing skills shortages.

### Aims and objectives

Westridge Construction Ltd recognises the value of its workforce. To demonstrate its wider responsibilities to its employees, Westridge is keen to provide support and opportunity for the communities where employees live. At the same time, the company is growing and, recognising the existing skills shortage in construction, wishes to invest in its future workforce. By focussing on a programme of education and investment in the communities within which it operates, Westridge has addressed both aims and created benefits for the community and for its own business.

### How was it done?

Based near Bodiam in East Sussex, but drawing 65% of staff from Hastings, Westridge has created partnerships with several different schools and colleges throughout Hastings and St Leonards and the surrounding area. The company was initially recruited through the local Business Broker who matched them with opportunities that suited their interests. However since then they have developed such good working relationships with their community partners that they now organise their community programme themselves.

Over the past two and a half years, the company has made financial contributions to local schools and community groups totalling over £6,500. Specific projects have included working with the Charleston Trust to deliver education projects, providing ongoing reading partners and numeracy and literacy awards in local primary schools, an initiative to bury time capsules alongside new school developments and supporting secondary school pupils in building self-confidence and raising aspirations through organised trips to outdoor activity centres. The company actively encourages its employees to get involved in volunteering initiatives, whether in the ongoing school partnership programmes or attendance on one of the specific events. Additionally, the company involves its subcontractors and suppliers wherever possible so that the whole supply chain is involved.

### What was achieved?

The community benefits from each project are varied. They include environmental regeneration in specific local areas and the educational development and motivation of local young people. The programme to support secondary school pupils has encouraged greater academic achievement. After attending the

first outdoor activity weekend, the students were set targets for attendance, behaviour and exam results for the following year. Having successfully achieved their targets, the students were rewarded with a second visit.

Westridge staff said:

**"IT WAS GREAT TO SEE ALL THE STUDENTS AGAIN, AND TO SEE HOW MUCH THEY'VE CHANGED OVER THE LAST 12 MONTHS. THEY'D ALL BEEN WORKING REALLY HARD SINCE THEIR LAST VISIT SO THEY COULD HAVE THE CHANCE TO COME BACK, SO THIS INCENTIVE SCHEME DEFINITELY SEEMS TO HAVE WORKED"**

A second group of year 11 pupils are now working towards their own targets following their first visit last year.

Key benefits have also been realised in Westridge employee development, both in terms of increased morale and in development of skills in areas such as presenting, leadership and team working. Some projects have also been used to provide specific training opportunities for junior staff and Technical Trainees.

Westridge has achieved the CommunityMark standard.

## MORE INFORMATION?

### Business Brokers

A Business Broker initiative has been established to help Local Strategic Partnerships (LSPs) to engage the private sector in developing and delivering their local neighbourhood renewal strategies. Independent evaluation has shown that there is a threefold increase in business engagement where brokers are in place. For more information see: [www.partnershipacademy.org.uk](http://www.partnershipacademy.org.uk)

### Local Strategic Partnerships (LSPs)

LSPs are non-statutory, multi-agency bodies, which match local authority boundaries, and aim to bring together at a local level the different parts of the public, private, community and voluntary sectors to tackle neighbourhood renewal. To find your local LSP, and for more information on LSPs and the role of business, see: [www.neighbourhood.gov.uk/page.asp?id=542](http://www.neighbourhood.gov.uk/page.asp?id=542)

### Learning and Skills Council (LSC)

The LSC is responsible for planning and funding high-quality vocational education and training for everyone. Its vision is that, by 2010, young people and adults in England have the knowledge and skills matching the best in the world and are part of a truly competitive workforce. For more information see: [www.lsc.gov.uk](http://www.lsc.gov.uk)

### Excellence in Cities Action Zones (EiCAZs)

EiCAZs have been set up in areas formerly covered by Education Action Zones (EAZ). The Zones have been set up in urban areas where there is this mixture of social disadvantage and under-performance in schools. They enable local partnerships, which includes the private sector, to urgently target action on areas of need and develop innovative solutions for raising educational standards. For more information see: [www.standards.dfes.gov.uk/sie/eic](http://www.standards.dfes.gov.uk/sie/eic)

### Business Action on Education

This BitC programme encourages and inspires businesses to get involved in educational initiatives. Activities include working directly with member companies to develop their education policies and programmes in detail, and acting as the first point of contact for member companies who wish to become involved. See: [www.bitc.org.uk/education](http://www.bitc.org.uk/education)

### HRH The Prince of Wales's Seeing is Believing Programme

This programme offers the opportunity for a senior director to experience a key social issue such as homelessness, education, crime or regeneration first hand, helping them to understand how community issues impact on their core business activities. For more information see: [www.bitc.org.uk](http://www.bitc.org.uk)

### Education Business Partnerships (EBP)

There are 126 EBPs in the UK. Each EBP brokers links between education, business and the wider community, the aim being to develop young people's knowledge and understanding of the world of work and to enhance their skills. To find out about your local EBP, go to: [www.nebpn.org](http://www.nebpn.org)

### Number Partners

Number Partners is a business volunteering scheme supporting pupils in upper primary and lower secondary classes with their numeracy. Businesses are matched with schools through their local Education Business Partnership or other education partner (e.g. Local Education Authority advisory team, Business in the Community regional office). For more information, go to: [www.numberpartners.org](http://www.numberpartners.org)

### Volunteer Reading Help

This national charity helps disadvantaged children develop a love of reading and learning. It can train your employees as reading helpers, arrange their placement in a local school and provide ongoing support. See: [www.vrh.org.uk](http://www.vrh.org.uk)

### Enterprise Insight

Enterprise Insight is a campaign coalition of 12 organisations, including the British Chambers of Commerce, the CBI, the Federation of Small Businesses, the Institute of Directors and eight of the UK's national enterprise delivery organisations. The coalition aims to encourage young people to be enterprising in the broadest sense, to make their ideas real. This is through business start-ups, social enterprise and enterprising behaviour as employees. Go to: [www.starttalkingideas.org](http://www.starttalkingideas.org) to find out what they have achieved so far.

### Partners in Leadership

This is a Business in the Community initiative which matches business leaders with headteachers. They work together, as partners, on issues relating to leadership and business management. [www.bitc.org.uk/pil](http://www.bitc.org.uk/pil)

### CommunityMark

CommunityMark is a national standard for small and medium sized businesses, of any size, that recognises small business involvement within the local community. See: [www.communitymark.org.uk](http://www.communitymark.org.uk)

### Awards

The Big Tick from Business in the Community is awarded to companies that are able to demonstrate a high standard of excellence in the way they organise and integrate their responsible business practices.





"A survey by the British Chambers of Commerce estimated that 64% of all businesses surveyed have experienced at least one crime within the last 12 months\*. This fact alone is a good reason for businesses to be engaged at local level to reduce crime. However crime and the fear of crime also affect our customers, employees and inevitably our bottom line. We are always aware of the cost of crime to our business and look to eliminate these costs wherever possible."

John Spence MBE, Director of Policy Co-ordination and Risk, Lloyds TSB

\*BCC and Microsoft -  
Setting Business Free  
from Crime April 2004.

## IN 2003 69% OF THOSE ARRESTED FOR RETAIL CRIME TESTED POSITIVE FOR AT LEAST 1 DRUG.

Source: British Retail Consortium's Eleventh Annual Retail Crime Survey

### The National Target on Crime

Reduce crime by 15%, and further in high crime areas, by 2007-08.

Source: Public Service Agreement, Home Office 2004

### Where we are now

Approximately 11,716,000 crimes against households and individuals were noted during British Crime Survey interviews that took place in the 12 months to March 04. Down from 12,319,000 year ending March 03.

Source: Home Office Annual Research Bulletin, Crime in England and Wales 03/04

### Context

There is a strong link between deprivation and high crime rates. Crime has been recognised as both a symptom and a cause of deprivation.

The cost of crime can also weigh heavily on businesses. The British Retail Consortium's eleventh Annual Retail Crime Survey showed that in 2003, the total estimated cost of crime including crime prevention, to the retail industry was £1.96 million.

Businesses recognise that by helping to tackle crime and community safety issues in their local neighbourhood, they can realise direct benefits for their workforce, customers and ultimately themselves. You can contribute to tackling crime in your area by donating technical expertise, joining and supporting your local Crime and Disorder Reduction Partnership or Local Strategic Partnership or by funding or co-ordinating specific initiatives.

### Summary of business benefits

Improving the feel  
of the local area

Reducing impact of  
crime on business

Improving employee  
morale

Securing community  
and customer support  
and improving  
reputation

Building staff skills and  
supporting innovation

Identifying new business  
opportunities

Building relationships  
with other organisations  
and the police.



## PRUDENTIAL

Co-ordinating local youth initiatives to tackle crime



PC Paul Barker, a member of the Manchester Arndale Steering Group together with Ashley Bowen and Sade Price who spearheaded the project.

**"THE SCHEME IS A SUCCESS BECAUSE IT IS FLEXIBLE AND EACH PROJECT IS TAILORED TO THE SPECIFIC NEEDS OF EACH AREA. YOUNG PEOPLE ARE ENCOURAGED TO IDENTIFY THEIR OWN WAY OF TACKLING SPECIFIC LOCAL ISSUES"**

Siobhan Hewitt-Devine, Assistant,  
Corporate Responsibility, PruPIM.

### Aims and objectives

Prudential Property Investment Managers Ltd (PruPIM) is part of Prudential plc and is one of the largest property investment managers in the UK. It is responsible for property portfolios containing in excess of 1000 properties, including 24 shopping centres. In recognition of the significant role it has in cities and towns across the UK, PruPIM has developed a community investment strategy, part of which focuses on community safety and active citizenship. Together with Crime Concern, a national crime reduction charity, and the Community Safety Partnership, PruPIM has developed the Prudential 4 Youth scheme. This scheme currently operates in 15 of its shopping centres across the UK, including Manchester Arndale which is situated in a central city area and suffers particular problems relating to vandalism and graffiti.

The scheme aims to engage and empower young people as partners in tackling crime and brings them together with shopping centre staff, retailers and local agencies to take action against a range of community safety issues.

### How was it done?

Each project has its own unique identity and local ownership. The Manchester Arndale project involved Year 10 pupils from Walkden High School, Salford, who, supported by a multi-agency steering group including Greater Manchester Police and local businesses, undertook activities to address the problems of graffiti and vandalism. The pupils undertook research into these issues, including devising questionnaires, surveying the public, young people, councillors, council officers, the press, police and magistrates, and assimilating the data into charts and graphs. They used the findings to make presentations and script, produce and act in a drama and film which

explored issues around why young people become involved in graffiti and vandalism and the likely consequences of their actions.

### What was achieved?

The drama was taken on tour and shown to a large number of school children in the Greater Manchester area. In the following three months the Arndale reported a 22% reduction in malicious damage insurance claims. Being peer-led, the drama had more weight with other young people in the area. They now have a greater understanding of how they might become involved in this type of anti-social behaviour and the consequences of doing so, and therefore have a greater opportunity not to become drawn in. The activities in Manchester have also helped the young people to develop new skills and gain a better understanding of social issues.

PruPIM realise a broad range of benefits from the scheme, not least in improving the areas in which their properties are based so improving longer term profitability. Each project brings specific benefits for the local property and individual centres. The projects also help business partners in building relationships with young people, overcoming potential conflicts.

The scheme demonstrates the value in listening to local young people and empowering and supporting them in deciding how best to tackle local crime and community safety issues. The Manchester Arndale project has now expanded to include young people at Whalley Range High School, Manchester. A joint steering group continues to support the work of both schools.

## ALCOA EUROPE FRP

Co-ordinating local initiatives to tackle crime

### Aims and objectives

Alcoa Europe FRP manufactures fabricated aluminium products, employing around 450 people in the Kitts Green area of Birmingham. For many years, this area has suffered from crime and anti-social behaviour.

70% of Alcoa's employees live locally and the company feels that it has a responsibility towards all people that live and work in the surrounding area. It wanted to demonstrate its commitment to helping the local residents live and work in a safer and cleaner area and so decided to take its business philosophy of 'total productive maintenance' - maintaining equipment and facilities in a 'brand new' status - and use it to improve the neighbourhood.

### How was it done?

It was quickly recognised that Alcoa had the resources to make a big impact in a short period of time. Employees visited the local community and communicated the planned activities, allowing them to contribute their ideas and encouraging them to get involved.

On 4th July 2003, over 80 employees from all levels in the company, 90 local school children and many local residents congregated at the local community centre car park. Supported by Birmingham City Council and West Midlands Travel, the volunteers - safety equipment and work tools in hand - made their way to specified zones within the local area to undertake a range of tasks. This included painting out graffiti, removing stolen cars from the playing field at the rear of the factory, tidying old age pensioners' gardens and removing general litter and rubbish. A fence was constructed for a local children's playgroup to improve safety while the children played outside. The day ended with a celebratory community event including

hotdogs, drinks and raffled prizes donated by local businesses.

To help to sustain the improvements, Alcoa facilitated the raising of funds for eleven CCTV cameras to be installed in the two local shopping areas. Alcoa's security team continually monitors these cameras along with their own and all incidents are reported to the police.

### What was achieved?

This work is part of a wide-ranging and long-running community involvement programme. Some projects had immediate benefits for the look and feel of the local area and for local community spirit - making the area a better place to live. Building on this, the installation and monitoring of the CCTV cameras will have longer term benefits for local community safety.

By taking a leading role in the community in which it operates, Alcoa is able to make a difference and strengthen its reputation. Neighbour complaints have reduced drastically over recent years with no complaints as yet in 2005. The initiative is also appreciated by employees, who indicated in the annual staff survey that they value the opportunity to contribute to their local community, and feel the installation of CCTV cameras has made it safer for them to travel to work. This has also resulted in very low turnover of labour (0.85% in 2004).

Alcoa has signed up to the Birmingham Better Together Charter which aims to promote the social, economic and environmental well-being of the city of Birmingham.



Alcoa at a community event celebrating success.

**"I ENJOY ALL OF THE EVENTS THAT WE HAVE COMPLETED. IT IS GREAT TO GET INVOLVED AND HELP RESIDENTS AND CHILDREN WHO APPRECIATE OUR HELP"**

Alcoa employee.



## ROSSENDALE ROAD BUSINESS PARK

Working in partnership to improve community safety and tackle crime

### Aims and objectives

The Rossendale Road Business Park is located in an area of Burnley which suffered from a number of issues including crime, vandalism, fly tipping and anti-social behaviour.

A company from the area that had recently joined the Burnley Employers' Forum raised their concerns over these issues. With help from the Forum and their local Business Broker, they were able to join together with other businesses based in the Rossendale Road Business Park area to discuss their business concerns and identify opportunities for action on crime and community safety.

### How was it done?

The Employers Forum is a member of Burnley's Local Strategic Partnership. With the Forum's support, the businesses were able to present their concerns to the Community Safety Partnership, a sub-group of the Local Strategic Partnership.

The first meeting of the businesses was sponsored by Warburtons and supported by representatives from Burnley Council, the local Crime Prevention Officer and the Community Beat Manager. Approximately 12 representatives from the business community attended as well as the Business Broker and ProHelp. As a result of the meeting, the businesses were invited to put forward their views in a consultation process being carried out by Lancashire Police Authority to develop a better understanding of the issues and concerns of businesses around crime, community safety and anti-social behaviour.

Since the consultation meeting both the Police, Council and Local Strategic Partnership, as well as the businesses themselves, have been involved in supporting a number of initiatives to tackle crime in the area.

### What was achieved?

A local security company, which is also a member of the Burnley Employers' Forum, has offered to volunteer its time and expertise to undertake a site survey of the business park with a number of other key partners to identify security weaknesses and suggest potential improvements. Through a local initiative called 'Operation Red Card', the Environment and Cleansing Department have cleared some of the problem areas on the Business Park. Resources have been provided by Lancashire Police to support the Community Beat Manager in working with businesses in the business park.

Since the businesses first got together, a further five companies have also become involved. The companies continue to meet on a six-weekly basis and are in the process of building an information network for keeping in touch with each other and with the police. By getting together to tackle crime, businesses aim to continuously improve and create a better environment for business on Rossendale Road Business Park, helping to ensure their sustainability and improving the image of the area. This provides direct benefits for the companies themselves and also for their employees, customers and residents living in the surrounding areas.

## MORE INFORMATION?

### Business Brokers

A Business Broker initiative has been established to help Local Strategic Partnerships (LSPs) to engage the private sector in developing and delivering their local neighbourhood renewal strategies. Independent evaluation has shown that there is a threefold increase in business engagement where brokers are in place. For more information see: [www.partnershipacademy.org.uk](http://www.partnershipacademy.org.uk)

### Local Strategic Partnerships (LSPs)

LSPs are non-statutory, multi-agency bodies, which match local authority boundaries, and aim to bring together at a local level the different parts of the public, private, community and voluntary sectors to tackle neighbourhood renewal. To find your local LSP, and for more information on LSPs and the role of business, see: [www.neighbourhood.gov.uk/page.asp?id=542](http://www.neighbourhood.gov.uk/page.asp?id=542)

### Crime Concern

Crime Concern is an independent, not-for-profit organisation and registered charity. It aims to work with local people, community groups and crime and disorder agencies to reduce crime and create environments where everyone can lead their lives free from fear and intimidation. For more information see: [www.crimeconcern.org.uk](http://www.crimeconcern.org.uk)

### Crime and Disorder Reduction Partnership

These partnerships are working to reduce crime and disorder and misuse of drugs in their area. The police, fire and rescue, primary care trust and local authority work together with business, residents and voluntary sector to reduce crime in the area. If you want to know more about what is happening in your area, contact your local authority's community safety section or your local police. You can also find out more from: [www.crimereduction.gov.uk](http://www.crimereduction.gov.uk)

### Birmingham Better Together

Better Together is a business charter for social responsibility, which aims to promote the social, economic and environmental well-being of the city of Birmingham. It is hoped that the charter will be a positive force for change to help improve the quality of people's lives. For more information about the initiative and how it was developed see: [www.bettertogether.org.uk](http://www.bettertogether.org.uk)

### Cleaner, safer, greener communities

This website provides information on subjects such as abandoned vehicles, litter and graffiti. It also provides signposts to projects happening close to your neighbourhood and guidance on what you can do to improve your local environment. [www.cleanersafergreener.gov.uk](http://www.cleanersafergreener.gov.uk)

### ProHelp

ProHelp is a Business in the Community initiative. It is a national network of over 1,000 professional firms who give their time and expertise for free to local community groups and voluntary organisations. [www.prohelp.org.uk](http://www.prohelp.org.uk)

### Business Crime Reduction Advisers (BCRAs)

Situated in each of the 10 regional Government Offices to provide the essential link between local businesses and Crime Reduction Agencies. Part of their responsibility focuses on the development and implementation of a regional strategy to deal with local Business Crime problems. For more information and contact details visit: [www.crimereduction.gov.uk/business33.htm](http://www.crimereduction.gov.uk/business33.htm)

### Crime Reduction Advice to Businesses

Two new Home Office publications providing crime prevention advice to businesses are available: Keeping Crime out of Business - practical advice on identifying and tackling security risks in and around business premises; Putting Crime out of Business, a set of top-tips postcards setting out simple, low or no cost, crime prevention advice. Available at: [www.crimereduction.gov.uk/business40.htm](http://www.crimereduction.gov.uk/business40.htm), and [www.crimereduction.gov.uk/business37.htm](http://www.crimereduction.gov.uk/business37.htm)

### Action Against Business Crime Group

The new national organisation for business crime reduction partnerships (BCRPs). The Home Office has granted £900,000 to fund the action group over the two years. [www.businesscrime.org.uk](http://www.businesscrime.org.uk)

### Home Office Commercial Victimisation Survey 2002

Comprehensive study of the types and levels of crimes affecting retailers and manufacturers. [www.homeoffice.gov.uk/rds/pdfs04/dpr29.pdf](http://www.homeoffice.gov.uk/rds/pdfs04/dpr29.pdf)



"Grime, litter and graffiti is a real disincentive for business investment. We need to make sure that the trading environment is as attractive as possible for customers, employees and residents alike. Nobody wants to shop, work or live in a dilapidated area. We work closely with local people and agencies to make sure that we are playing our part in maintaining an attractive and inviting local area."

Robert Smith, Director, Corporate Assurance, Serco Group plc

## THE AMOUNT OF FOOD DUMPED ON OUR STREETS ROSE BY 7% IN 2003.

Source: [www.cleanersafergreener.gov.uk](http://www.cleanersafergreener.gov.uk)

### National Target on Local Environment

From April 2005, a new Public Service Agreement target was introduced: "to lead the delivery of cleaner, safer, greener public spaces and improve the quality of the environment in deprived areas and across the country, with measurable improvements by 2008."

Source: Office of the Deputy Prime Minister, Public Service Agreement 2004.

### Where we are now

In England on average 16% of households are located in a poor quality environment. In our most disadvantaged areas this increases to 21%. A poor quality environment is defined as one with high levels of litter, graffiti, abandoned cars and few open spaces.

Source: Office of the Deputy Prime Minister, Floor Targets Interactive.

### Context

Deprived areas often suffer from inadequate and poor quality housing and local environments that are damaged or in disrepair. The overall feel of the area can be depressing and does little to promote quality of life or inspire and motivate its residents. Improving the look or feel of an area, including making improvements to housing, can help to improve the prospects of local people, stimulate renewal and inspire individuals - ultimately improving their quality of life.

You can contribute to improving the local environment by establishing a Business Improvement District (BID) or linking with your Local Strategic Partnership (LSP) to identify priorities and help to tackle them at a local level. You can also co-ordinate and/or fund specific community activities that focus on improving the facilities and services available to local people or improving the look and feel of the area. All of these activities will bring direct benefits for you, your employees and your customers, whilst at the same time improving the quality of life of those living nearby.

### Summary of business benefits

Creating an environment where a quality workforce will want to live

Creating an environment where businesses will thrive

Staff training and team-building opportunities

Improving staff morale

Raising profile and maintaining a good reputation



## CROYDON STRATEGIC PARTNERSHIP

Working in partnership to create a better environment for business

## Aims and objectives

Croydon Council has a long history of working with business. When it came to setting up its Local Strategic Partnership in 2002, the Council therefore knew that it wanted business to have a central role.

## How was it done?

Croydon Council established links with Philips, who at the time were based in Croydon. The dialogue led to a desire by the council and Philips to encourage more business involvement in key local community themes.

In order to explore whether some kind of collaborative business group could indeed be formed to focus on these issues, Philips invited Business in the Community (BITC) to provide a member of staff to work on the project for around three days a week, starting in late September 2003. BITC would bring not only its expertise in corporate community involvement, but also its list of member companies in the Croydon area, making it a potentially invaluable project partner.

It was decided that a Business Broker was required to be the interface between business and the Croydon Strategic Partnership. Croydon's business brokerage was essentially a business service, which business was asked to finance. Meetings were set up with around twenty local companies to discuss their own community needs and ask them to contribute to the costs of a brokerage, which were estimated at around £60,000 per year. Establishing a sustainable business group in the borough in this way was an excellent opportunity to leave a positive and lasting legacy in the area.

Croydon is now exceptional in the country in having a Strategic Partnership Board with the three main sectors - public, private



The Croydon Tramlink

and community/voluntary - in equal proportion. This was done deliberately to ensure that businesses are seen as equal partners on the Board. In most other LSPs they are outnumbered considerably by public sector agencies and community and voluntary groups.

The business representatives are chosen to provide a wide range of business interests and therefore comprise an international company (Nestlé), the regional director of a major retail bank, the director of the new Centrale shopping centre, the proprietor of a small business and business representative organisations. Business organisations also have two representatives on the Chief Executives' Group that supports the Board. The Croydon Business Development Partnership, one of a number of theme partnerships that supports the main Partnership Board, consists entirely of people at main board level in major local companies (with the Council's Cabinet Member for Economic Development) and gives a voice for business in major local initiatives. Businesses have been involved in the development of the Community Strategy for Croydon, which has allowed the key local issues for businesses to be included as priorities within the Strategy.

Businesses therefore have a real stake in the future of Croydon, helping to create an environment

where existing and potential employees will want to live and businesses will thrive, for example an improved image of the area, good transport links, affordable housing, a vibrant town centre and a pleasant living and working environment.

## What was achieved?

Business involvement in Croydon Strategic Partnership has led to major improvements to the town. The Council was awarded Beacon status for Town Centre regeneration in 2001-02 because of its work with private sector developers to achieve its vision for the town centre creating a variety of commercial, leisure and housing uses. This vision is well on the way to being realised, with continued strong partnership with developers, and the support of the Business Development Partnership.

Local business leaders have recently agreed to launch a new company, Croydon Business, to work and speak for the local business community. Board Members will be drawn from local business leaders and the Chamber of Commerce. The Council will have a seat on the Board and will part-fund the venture. There are also business partnership organisations working in particular parts of the borough (for example Purley and Crystal Palace town centres) and for particular parts of the community (for example the Asian Resource Centre of Croydon).

## PROVIDENT FINANCIAL

Cleaning up the community

## Aims and objectives

In 2004 Provident Financial decided that, instead of holding a traditional staff conference, it would do something completely different - involve its employees in a community volunteering project to help improve the local environment.

The Provident offices are close to the Scholemoor area of Bradford, an area which had significant social issues and associated environmental issues. Vandalism and problems associated with fly-tipping were widespread and local community facilities were in need of redevelopment.

In response to these issues a Neighbourhood Action Plan had been developed for Scholemoor. Local people were already undertaking voluntary activities to make a difference to the area, but there was a desire for businesses

to be involved. Inspired by the enthusiasm and commitment being shown by local people, Provident decided to join in.

## How was it done?

Provident Financial contacted their local Business Broker, who linked them with Scholemoor's local Neighbourhood Action Plan group. A series of meetings were arranged between the company, Business Broker, members of the Neighbourhood Action Plan and key service providers including Bradford Cares, Bradford Vision (Bradford's Local Strategic Partnership) and the Council. This steering group helped to develop and plan future activities.

Four months of planning culminated in a week-long clean up of the Scholemoor estate in September 2004. In partnership with residents, 250 staff from Provident Financial volunteered to take part. Over

the course of the week, staff and residents made previously unusable alleyways safe and accessible, helped install an IT suite in the community centre, created a play area at the centre and ran environmental education classes for 200 primary schoolchildren. Provident also provided funding to close access to the closed Sports Stadium to prevent cars from being abandoned there.

## What was achieved?

The work brought significant activity and publicity into the area and has had a major impact on the lives of local people. It is also likely to be a key factor in securing a grant of over £0.5m for the development of a community facility with play areas, football pitches and pocket park.

"I AM VERY TOUCHED BY WHAT YOU ARE DOING AND THANK YOU FOR ALL THE HARD WORK YOU ARE PUTTING IN TO MAKE THE AREA A BETTER PLACE FOR EVERYONE"

Scholemoor Resident.

Provident consider the Scholemoor community clean-up to have been a great success, so much so that they are planning to hold a similar event this year. It has given the company a positive profile locally and district-wide through the media and there is a strong on-going relationship between the company and the community. In addition it proved to be an ideal developmental opportunity for Provident and its staff.

"WE DID THIS INSTEAD OF OUR HEAD OFFICE CONFERENCE, AND THERE WAS MORE BUZZ, MORE ENTHUSIASM, MORE MOTIVATION AND MORE TEAM BUILDING THAN YOU WOULD EVER GET FROM ANY KIND OF CONFERENCE"

Steve Tipping, Head of Communications.



Provident Financial staff in the middle of their community clean-up



## BUSINESS IMPROVEMENT DISTRICTS

## Making an area cleaner, greener and more attractive

## Aims and objectives

Business Improvement Districts (BIDs) are a partnership between local authorities and local businesses to provide additional services or improvements to the local area. Businesses identify the area and the issues and put together a proposal which should include delivery guarantees, performance indicators and management structure. BIDs are then funded by the local businesses through a levy on their existing rates bill. As additional levies are involved, businesses must vote in favour of a BID in order for it to be established.

## How is it done?

There are currently 22 National UK Pilots ongoing, which have demonstrated the different issues and constraints, and provided initial ideas of key lessons and potential solutions.

The BID in Lincoln, called Lincoln Business Improvement Group, aims to create a business-led programme of investment to tackle issues identified by businesses with the aim

of increasing the number of people visiting Lincoln city centre by one per cent each year. To achieve this, a levy of one per cent of rateable value is proposed, although lower rate payers will be exempt. At the time of writing the proposals were being reviewed prior to the ballot in April 2005. If successful, Lincoln Business Improvement Group will deliver six key objectives: improving street management, improving safety, improving access, improving management of the evening economy, developing marketing and events and engaging the widest involvement of the business community.

The Heart of London Business Improvement District (BID) covers two of the busiest footfall areas in the capital - Piccadilly Circus and Leicester Square. Of the 200 business in the area eligible to vote, 71% voted yes for the BID with 44% these being evening and night time operators such as cinemas, theatres, cafes, amusement arcades, restaurants, pubs, nightclubs and casinos. The BID aims to raise £2m over its life of just over two years to improve

cleanliness, safety, accessibility, investment and marketing.

## What will be achieved?

Through BIDs, organisations will contribute directly to improving the local area in which they operate, bringing benefits for their business and for the broader community.

The Heart of London BID has seen 2,200 bags of rubbish removed from the local area each month over and above what is removed by Westminster City Council. The BID also provides additional pavement cleaning, which includes litter picking and the removal of chewing gum, graffiti and fly-posting. Working closely with Westminster City Council and the Metropolitan Police, the BID is also helping to reduce crime through its Heart of London City Guardians, a dedicated uniformed team working around the clock to patrol the streets. In 2003, the Leicester Square area experienced an 80% reduction in crime compared to previous years and from a high in February 2002, street crime has reduced in the area overall by 75% and remains very low.

## BROAD STREET WINDOWS

## Improving the standard of community facilities

## Aims and objectives

Broad Street Windows is a small family-run business operating from a shop/factory unit within the Foleshill district of Coventry. Foleshill residents are primarily from Indian, Pakistani and Bangladeshi ethnic communities and the area experiences high levels of unemployment.

In 1999 Broad Street Windows purchased the Old Salvation Hall, which was situated next door to their business premises as the shared

drive was essential for access. They then had to decide what to do with the building, which was rather run-down and unsightly. After approaches by a local residents' association and a religious group to use the building as a meeting place, a feasibility study was conducted to establish the potential uses of the building as a community hall.

## How was it done?

It was apparent that there was a real need for a meeting place that was not tied to any one

religious or ethnic group which would provide a low cost facility for meetings and entertainment.

The condition of the hall was completely uninhabitable requiring a lot of repair work including a complete electrical rewire. Broad Street Windows developed the hall during and outside normal working hours. Volunteers from the company and the hall's users all worked together on the project, each bringing their individual skills and expertise. The two

directors undertook much of the initial restoration work and staff from Broad Street Windows were involved within the normal working day when finishing early or weather delayed work.

For speed and efficiency, specialists such as electricians and plumbers had to be contracted in as required and this work was funded by Broad Street Windows. Work was completed within three months and the building was furnished with items donated from local companies. The hall was finally opened to the public in 1999.

## What was achieved?

As a small company, the employment opportunities that Broad Street Windows can offer the local community are very limited. However the refurbishment of the hall means that they have a



The manager of Broad Street Windows and his wife receiving an award for excellence

low cost facility for meetings and entertainment, which keeps the younger population occupied, encourages a better community spirit and improves the look of the area. The company also benefits from use of the hall itself for meetings and for corporate events.

The project demonstrates first-hand the company's commitment to the

locality, adding to their already positive profile in the Coventry area which helps them to win new business. Local people have heard of Broad Street Windows and are more likely to become customers.

Prior to its opening, six groups had registered as wishing to use the facilities and it is now booked nearly every hour of the day and evening with around 35 events taking place each week. The hall is used for English classes, health awareness, lunch clubs, youth groups, SureStart and bingo.

Broad Street Windows' next objective is to make the hall self-supporting in its every day running costs. This will involve appointing a committee of hall users to manage the venture, which will in the long term allow application for lottery funding to build a purpose built building.

## MORE INFORMATION?

## Local Strategic Partnerships (LSPs)

LSPs are non-statutory, multi-agency bodies, which match local authority boundaries, and aim to bring together at a local level the different parts of the public, private, community and voluntary sectors to tackle neighbourhood renewal. For more information on LSPs and to find the contact details of your local LSP: [www.neighbourhood.gov.uk/page.asp?id=542](http://www.neighbourhood.gov.uk/page.asp?id=542)

## Business Improvement Districts (BIDs)

The National BIDs Advisory Service provides information including progress reports on the 22 National UK Pilots, the key lessons learnt and the solutions identified. You can also participate in the debate on the development of BIDs and ensure you have the most up to date information to make informed decisions on BIDs and your organisation. [www.ukbids.org](http://www.ukbids.org)

## Cleaner, safer, greener communities

The 'How to' programme provides support and guidance to all those who have an interest in delivering cleaner, safer, greener communities. The programme includes three guides on tackling issues that affect: town centres, homes and streets and parks and open spaces. The first of these, 'How to Manage Town Centres' was launched in March 2005 and is available from: [www.cleanersafergreener.gov.uk](http://www.cleanersafergreener.gov.uk)

## Cares

Cares is a Business in the Community co-ordinated initiative, which encourages companies to support local Cares partnerships and provide time for their employees to volunteer during the working day. Cares co-ordinators link companies to relevant local projects including local regeneration/environmental projects. For more information on your local Cares programme, see: [www.bitc.org.uk/cares](http://www.bitc.org.uk/cares)

## Business Brokers

A Business Broker initiative has been established to help Local Strategic Partnerships (LSPs) to engage the private sector in developing and delivering their local neighbourhood renewal strategies. Independent evaluation has shown that there is a threefold increase in business engagement where brokers are in place. For more information see: [www.partnershipacademy.org.uk](http://www.partnershipacademy.org.uk)

## Awards

The Big Tick from Business in the Community is awarded to companies that are able to demonstrate a high standard of excellence in the way they organise and integrate their responsible business practices.

The Companies that Count logo here denotes a company that scored in the top 100 in the Business in the Community Corporate Responsibility Index 2005.





"Health is obviously a key concern in our industry and as a business we are determined to be at the forefront of innovation in this field. For business in general healthy employees and customers create a more profitable climate for business to operate in. It's worth noting that in the 2004 CIPD absence survey sickness accounted for 4% of working time, that's £588 per employee per year\*. It's in all our interests to ensure that we keep absenteeism through sickness to a minimum."

Michael J. Bailey, Group Chief Executive, Compass Group plc

\* Chartered Institute of Personnel and Development. Employee absence 2004: a survey of management policy and practice. London, CIPD, 2004.

## National Targets for Health

### Life expectancy

Substantially reduce mortality rates by 2010:

- ▶ from heart disease and stroke and related diseases by at least 40% in people under 75, with at least a 40% reduction in the inequalities gap between the fifth of areas with the worst health and deprivation indicators and the population as a whole;
- ▶ from cancer by at least 20% in people under 75, with a reduction in the inequalities gap of at least 6% between the fifth of areas with the worst health and deprivation indicators and the population as a whole. (Source: Department of Health, Public Service Agreement 2004)

### Where we are now

Statistics from 2003 show that there are 102.8 deaths from heart disease and stroke per 100,000 of the population in England. This rises to 131.5 per 100,000 in areas with the worst deprivation indicators.

Statistics from 2003 show that there are 124 deaths from cancer per 100,000 of the population in England. This rises to 143.1 per 100,000 in areas with the worst deprivation indicators.

## Context

People living in deprived areas are more likely to suffer impacts on their health as a result of poorer housing, greater exposure to risks, lower levels of education attainment and inadequate access to services when they are ill. As a result, more disadvantaged communities often suffer high levels of long term health-related unemployment, reducing the pool of skilled workers to be found locally, and individuals can even die at a younger age.

Recognising the greater and often different needs of more deprived areas, the Government has recently focused on ensuring adequate funds reach more deprived areas. Health inequality issues are also included in NHS performance indicators. This shows a greater focus on providing adequate and relevant health services to areas in need.

You could contribute to improving health in your local community by promoting health and healthy lifestyles to young people, connecting your customers or other community members to relevant health and support services or providing opportunities for sport and sport-related activities. In doing this, you will be contributing towards the quality and sustainability of the local workforce and will also realise benefits for your business and staff.

## LIFE EXPECTANCY FOR MEN IN UNSKILLED MANUAL SOCIAL CLASSES IS OVER 7 YEARS LESS THAN FOR PROFESSIONAL SOCIAL CLASSES

ONS, Trends in Life Expectancy by social class 1972-1999

### Summary of business benefits

Improving and maintaining health of the local workforce

Opportunities for training, team-building and developing specific skills

Improved local profile and broader benefits for your reputation

Potential to expand customer base

Helping to meet statutory commitments

You can make a difference



## SODEXHO

## Promoting healthy eating and nutrition



## Aims and objectives

Sodexo's healthier eating programme has been operating in disadvantaged communities across the UK and Ireland for over three years. The aim is to promote healthier eating, educate about nutrition and encourage a healthy lifestyle. The programme forms part of Sodexo's Corporate Social Responsibility activities.

## How is it done?

Sodexo's Healthier Eating Programme is a significant part of the training programme for Sodexo's annual intake of graduate trainees. The programme runs in towns and cities where Sodexo has a significant presence to support the project. Each trainee is linked to a school in a local Education Action Zone (EAZ - areas designated by the Government as being severely disadvantaged). The schools are usually identified through the local Education Business Partnership (EBP). Business in the Community brokered the relationship between Sodexo and the local EBP.

Using their own imagination and creativity, each trainee compiles a week of activities for a 'Healthy Eating Week' in the school. The

week is used to demonstrate the importance of healthy eating and the benefits of a balanced diet. As well as directly impacting the way children think about nutrition, secondary benefits are realised through children sharing their new knowledge with their families. It is hoped that the children will carry with them the desire and commitment to choose a good diet and healthy lifestyle as they grow older.

Every trainee is visited in their allocated school whilst they are delivering the programme to gain feedback and appraise their performance. Every effort is also made to ensure that a member of the Board or the Senior Management Group visits the trainee to help endorse the programme and underline the company's commitment to it.

## What has been achieved?

The Healthier Eating Programme has involved over thirty EAZ schools and well over 3,000 pupils over the past four years. Building on its initial success for the annual intake of graduate trainees, the programme is beginning to cascade down through the organisation with managers delivering programmes in local

schools. Sodexo will be developing this further over the coming year.

Sodexo's core business is food service and the Graduate Healthier Eating Programme reflects this perfectly. It impresses clients and potential clients and shows real commitment to the community. It is showcased in sales proposals and the company's corporate fact file and has received a great deal of interest from employees. For every Healthier Eating Week that takes place Sodexo distributes press releases specific to each project including quotes and testimonials from the Trainees and Headteachers to local press and industry related press. This helps to improve the company's image and corporate reputation locally.

The Healthier Eating Programme continues to assist in the development of Sodexo's graduate trainees. Through preparation of the week's activities, constant communication with the school, sourcing products through Sodexo suppliers, managing budgets and talking to the participants involved, trainees enhance skills such as project management, communication, budgeting and negotiation

Headteacher at Godolphin Junior School in Slough, Barbara Clarke says:

"I HAVE TO CONGRATULATE SODEXHO ON ITS FORWARD THINKING. IT REALLY IS EXCELLENT TO SEE A LARGE COMPANY ASKING THEIR NEW TRAINEE MANAGERS TO COME AND WORK IN DIFFERENT ENVIRONMENTS WITH A VIEW TO ACTUALLY GETTING TO KNOW WHAT HAPPENS OUTSIDE OF THEIR WORKPLACE."



A Sodexo Graduate Trainee during 'Healthy Eating Week'

## CHARLTON ATHLETIC FOOTBALL CLUB

## Tackling health issues through football



## Aims and objectives

Charlton Athletic Football Club prides itself on its relationship with the local community. The club's community programme is one of the largest in the country, reaching around 360,000 people each year. The programme began twelve years ago when the club returned to their home ground, The Valley, following seven years playing elsewhere. The club were determined to rebuild their relationship with their fans and forge strong links with the community.

## How was it done?

Working mainly in the disadvantaged areas of Greenwich, Bexley and Kent, Charlton uses the high profile of football as an educational tool to encourage young people to make a positive difference to their lives. Charlton works across many different issues, including development of literacy and numeracy skills, anti-racism campaigns, and road and rail safety. A large part of their community work encourages children and young people to take part in sport and physical activity. The club organises Summer Slam fun days throughout the summer holidays. These include 5-a-side coaching sessions and other activities.

The club recognises the positive role of football in health and the influence of high profile sports role models in encouraging healthier lifestyles. The 'Kickstart for Life' programme aims to tackle childhood obesity. Charlton visits schools and brings children into the club's City Learning Centre. Staff explain how our bodies work and discuss nutrition, exercise, fitness and drug awareness. This knowledge is then applied to a physical activity programme which can involve football or any other sport or activity, for example gymnastics, athletics or dance. The programme was launched two years ago and so far around 1,500 children have taken part.

Children and young people take part in a fun day organised by Charlton Athletic Football Club



Charlton works closely with the Local Strategic Partnership, the Thames Gateway Partnership and over 215 partner organisations to shape and deliver its community investment programme. Charlton is also very successful in attracting private sector funding to its community work.

## What was achieved?

From small beginnings and a staff of just one, the programme has expanded enormously and now employs over 200 people. Every year, over 100,000 children and teenagers receive structured coaching as part of the club's Football in the Community scheme.

Charlton's work in the community establishes the Charlton brand in the market place and encourages support for the club. It is one reason behind the large increases

in match attendance in recent years. As one of the smaller Premiership clubs, Charlton must work harder to generate their fan base. A testament to their success, Charlton came top of the FA Premier League Fan Survey 2004-2005 for community and social policy.

By being responsive to national priorities such as childhood obesity, addressing the Government's policy aims and integrating these with its football work, Charlton is able to attract local, regional, national and international grant funding. At the same time, Charlton's community activities have encouraged more private sector organisations to sponsor the club as they feel that they will benefit from being associated with the socially responsible activities and attitude of the club.



## COCHRANES NURSERIES

## Supplying discounted fruit and vegetables to the local community

## Aims and objectives

Cochranes Nurseries is a long established business that produces fruit and vegetables in Longtown, Cumbria. Longtown is a farming town situated on the English/Scottish border, and much of the business in and around Longtown depends on agriculture.

Longtown was severely hit by the Foot and Mouth outbreak in February 2001 and business development in the area has taken on increased importance. Additionally, North Cumbria Health Authority has identified the area as health deprived and has targets set to focus effort on improving health for the future. Cochranes Nurseries is involved in a project that helps to address both these needs by involving business in a scheme to sell discounted fruit and vegetables to the community.

## How was it done?

Following the Foot and Mouth outbreak, Longtown received Market Town Initiative status from the Countryside Agency. The Market Town Initiative developed a Health Improvement Partnership that meets in Longtown and addresses

issues such as research, dental and optician services, stress and mental health services, benefits advice, sports development strategy, exercise and diet.

Cochranes Nurseries were asked by Longtown Health Improvement Partnership to join a scheme to provide seasonal fruit and vegetable bags to the local community at a discounted rate. Volunteers, headed by the chair of the Partnership, work with the head of the local primary school, the manager of the neighbourhood nursery and other community organisations such as SureStart to promote healthy living and take weekly orders for fruit and vegetables.

## What was achieved?

Through the network of volunteers, a range of fruit and vegetables are distributed to the community via schools, nurseries and local community centres. Between 30 and 80 bags are sold each week. They are particularly popular with pensioners. This has encouraged greater consumption of fruit and vegetables and meets the aims of the Health Improvement Partnership to improve health in the area.

In return Cochranes, although not making as much profit per bag, secure a broader customer base and increase their turnover overall. They don't have a town outlet and few people travelled out to the farm base, so this scheme has introduced new customers. By providing produce in bulk, Cochranes are able to discount their produce.



healthy eating in Longtown

## GREATER MANCHESTER CARES (A BUSINESS IN THE COMMUNITY INITIATIVE)

## Promoting health in the community

## Aims and objectives

Greater Manchester Cares is an initiative which helps employers to support their employees in volunteering in their communities. This addresses local community needs and supports strategic business issues. By joining the employee volunteering scheme run by Greater Manchester Cares the company benefits by collaborating with other members, seeing its impact on the community

and having the opportunity to address business issues, such as staff development and corporate reputation, in a unique way.

Against a background of increasing evidence of a strong correlation between disadvantaged communities and ill health, the Cares initiative and its business members decided to explore practical ways in which businesses can help tackle health inequalities. To ensure that action tackled local

priorities Greater Manchester Cares focused activities on the key health improvement areas identified in the Community Strategy, the main framework for regeneration and service improvement, which the Local Strategic Partnership is charged with developing and driving forward. These priorities included ensuring children have a healthy start in life, improving diet and nutrition, and increasing physical activity in all age groups.



## How was it done?

Greater Manchester Cares sourced a number of projects across Greater Manchester that provided healthy living education and physical activity facilities, and which required support to improve. They organised seven 'Health Action Days' involving 118 employees from Co-operative Financial Services, The Co-operative Group, BUPA, Pavilion Communications, Your Communications and Royal Mail. The teams undertook different projects with local schools, children's organisations and health charities. These included helping to repaint playground equipment and painting a mural with a sporting theme in a school

dining hall designed to encourage pupils to think about the importance of leading a healthy lifestyle. As a result of Greater Manchester Cares highlighting health as a key social issue, three of these teams were inspired to complete fun runs to raise money for the British Heart Foundation and Cancer Research UK. The companies used all these projects as an opportunity to develop team building and leadership skills. For example, each team took responsibility for the planning, delivery and overall success of the project. This included raising funds to pay for equipment and materials required.

## What was achieved?

Over 600 children benefited from the health-related projects. The schools and children's organisations assisted managed with very limited resources and would not have been able to complete these projects without the support of companies involved with Greater Manchester Cares. The Health Action Days also benefited the companies involved by providing alternative opportunities for team-building and development of leadership and organisational skills. Staff morale was boosted and a positive brand image promoted to the wider community. Greater Manchester Cares considered the programme a great success and is planning to repeat it in 2005.

## MORE INFORMATION?

## Choosing Health: making healthier choices easier

Published in November 2004, the Government's 'Choosing Health' White Paper sets out the key principles for supporting the public to make healthier and more informed choices about their health. It contains key roles for the business sector on workplace health and a pledge from the Government to offer better support for employers to help develop the health of their workforce. The White Paper and associated Delivery Plan can be downloaded from the Department of Health website: [www.doh.gov.uk](http://www.doh.gov.uk) More information on health inequalities can be found at: [www.neighbourhood.gov.uk/publications.asp?did=1382](http://www.neighbourhood.gov.uk/publications.asp?did=1382)

## Cares

Cares is a Business in the Community co-ordinated initiative, which encourages companies to support local Cares partnerships and provide time for their employees to volunteer during the working day. Cares co-ordinators link companies to relevant local projects. For more information on your local Cares programme, see: [www.bitc.org.uk/cares](http://www.bitc.org.uk/cares)

## Local Strategic Partnerships (LSPs)

LSPs are non-statutory, multi-agency bodies, which match local authority boundaries, and aim to bring together at a local level the different parts of the public, private, community and voluntary sectors to tackle neighbourhood renewal. To find your local LSP, and for more information on LSPs and the role of business, see: [www.neighbourhood.gov.uk/page.asp?id=542](http://www.neighbourhood.gov.uk/page.asp?id=542)

## Excellence in Cities Action Zones (EiCAZs)

EiCAZs have been set up in areas formerly covered

by Education Action Zones (EAZ). The Zones have been set up in urban areas where there is this mixture of social disadvantage and under-performance in schools. They enable local partnerships, which include the private sector, to urgently target action on areas of need and develop innovative solutions for raising educational standards. For more information see: [www.standards.dfes.gov.uk/sie/eic](http://www.standards.dfes.gov.uk/sie/eic)

## Primary Care Trusts (PCTs)

302 PCTs cover all parts of England and receive budgets directly from the Department of Health. Since April 2002, PCTs have taken control of local healthcare (e.g. hospitals and health centres) and set health priorities locally. Your LSP will be able to tell you what these are. For more information see the Department of Health website ([www.dh.gov.uk](http://www.dh.gov.uk)) or contact your local PCT, which can be found from: [www.nhs.uk/England/AuthoritiesTrusts/Pct](http://www.nhs.uk/England/AuthoritiesTrusts/Pct)

## Market Towns Initiative

The aim of the market towns initiative is to bring a new lease of life to market towns, so that they provide convenient access to the services that town's people and surrounding rural communities depend on. The Countryside Agency is working with the Regional Development Agencies to support over 220 towns throughout England. See: [www.countryside.gov.uk/NewEnterprise/MarketTowns/initiative.asp](http://www.countryside.gov.uk/NewEnterprise/MarketTowns/initiative.asp)

## Awards

The Big Tick from Business in the Community is awarded to companies that are able to demonstrate a high standard of excellence in the way they organise and integrate their responsible business practices.





"In spite of low unemployment rates there are still a substantial number of working age people in this country who are unable to find work. On the other hand a recent CIPD survey found that 52% of employers had experienced difficulty in recruiting staff in the last year\*. The supply and demand factors in this equation need to achieve a better balance. As a business leader I recognise that we need to invest in those looking to enter the jobs market in order to eliminate skills shortages further down the line."

Miles Templeman, Director General of Institute of Directors

\* Chartered Institute of Personnel Development, Quarterly HR Trends and Indicators, Winter 2004/5

## The National Target for Employment

As part of the wider objective of full employment in every region, over the three years to Spring 2008

- ▶ increase the employment rates of disadvantaged groups (lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications and those living in the local authority wards with the poorest initial labour market position); and
- ▶ significantly reduce the difference between the employment rates of the disadvantaged groups and the overall rate.

Source: Department of Work & Pensions Public Service Agreement 2004

## Where we are now (2004)

Employment rate - GB average .....	74.9%
Employment rate of disadvantaged areas.....	64.3%
Employment rate of lone parents .....	54.3%
Employment rate of ethnic minorities ...	59.6%
Employment rate of those aged 50 .....	70.7%
Employment rate of those with lowest qualifications.....	52.6%

Source: NOMIS 2001

## Context

Perhaps as a result of poor local services and limited opportunity, deprived areas tend to have a workforce lacking in the basic and specific skills necessary to secure and sustain employment. Often those who are able to move away from deprived areas do, and this is often the case for those with greater capability and skill sets. Yet most companies who seek to employ quality staff, rely on local communities for their workforce. For those operating in more deprived areas, there are clear benefits in developing the skills of the local community for both the company and the community.

By supporting your local community through initiatives to improve education, raise aspirations and build key skills, you can contribute to the creation and maintenance of a quality local workforce.

## Summary of business benefits

Creating a better quality local workforce

Improving the skills and morale of existing employees

Building and sustaining a responsible profile in your local community

Specific business and networking opportunities

Improved stakeholder and supply chain relationships

Sharing best practice, experience and expertise

Encouraging new customers



## CO-OPERATIVE BANK

Providing training opportunities for local people



### Aims and objectives

Skelmersdale in Lancashire is an area which has long suffered from economic deprivation, limited investment and, as a result, a legacy of unemployment and lower than average literacy levels. The Co-operative Bank is one of the largest employers in Skelmersdale, with 85% of staff living in the local area. The development of local unemployed young people is therefore key to the company's success as these are their future customers and employees.

As part of its commitment to supporting local communities, The Co-operative Bank created 'Project Formation' in 2000. The aim of the project is to co-ordinate various activities that involved time, resource and funding being provided to support local organisations. It focuses on removing barriers that prevent access to training and employment opportunities.

### How was it done?

Individual projects provide support, personal development and employability training and/or improve the employment prospects of students and young adults in the local area, particularly those who are socially and economically excluded.

To support its focus on overcoming unemployment in young people, Co-operative Bank Skelmersdale



Call centre staff at Co-operative Bank

has also developed a school liaison programme including Industry Days, Business Enterprise Days, Newspaper and Education Days, Mock Interview Days, Number Games and Mentoring, which has been delivered in 17 local schools. Additionally, a specific scheme, developed in partnership with Connexions, involves supporting young adults in their career development. Of the 17 individuals involved in the programme, 10 are now employed, 3 are in further education and 4 have a clearer vision of their future. Co-operative Bank Skelmersdale also drives these issues through the local LSP and a Co-operative Bank Skelmersdale representative is Chair of the West Lancs LSP Economic and Employment Forum.

The project is introduced to all new staff in their induction training and is regularly promoted internally. A total of 1600 hours of time was given to the project in 2003 and 25% of staff working in Co-operative Bank Skelmersdale are or have been

directly involved in a project and every member of staff has been indirectly involved in fund raising.

### What was achieved?

During 2003, 39 students completed structured work experience programmes at Co-operative Bank Skelmersdale and the work experience programme developed there is now used throughout the whole company as a result of sharing best practice.

For the company, there has been an increase in the recruitment of staff in and around Skelmersdale since the introduction of Project Formation. Further benefits have been realised through increased opportunities for staff to learn new skills and strengthen existing ones, new customers, improved local profile and further opportunities to reinforce the image and reputation of the company as a 'good neighbour'.

"IT IS EASY TO TALK ABOUT HAVING STRONG LINKS WITH THE LOCAL COMMUNITY BUT PROJECT FORMATION HAS DEMONSTRATED THAT COMMITMENT IN ACTION. WE HAVE CERTAINLY SUPPORTED PEOPLE LOCALLY BUT IN ADDITION WE HAVE SEEN REAL BENEFITS TO THE BUSINESS"

Andrew Swinley, Head of Customer Service Centre.

## APPRENTICESHIPS EAST DURHAM

Creating better employment opportunities for young people

### Aims and objectives

Easington in County Durham suffers from extreme economic deprivation and, particularly, from long-term unemployment. There is an inherent culture of inter-generational unemployment, many people in the area are on incapacity benefit. On the other hand there is

a shortage of skilled workers. One of the key issues in the area is the high number of young people not in full-time education, training or employment. In response to this Apprenticeships East Durham was established. The project aims to create more apprenticeships (or jobs with training opportunities) with

local employers, particularly small and medium sized enterprises.

### How was it done?

After talking to local businesses, it became clear that they were unaware of how to get involved in the apprenticeship programme and that local agencies working

with young people had limited contacts with the business community. Both issues resulted in few apprenticeship opportunities.

Apprenticeships East Durham was set up and, with funding from County Durham Learning & Skills Council, a recruitment consultant was appointed to drive the project forward. The project is managed by East Durham Business Service in partnership with Connexions and with support from local training providers. The Service is a member of the LSP, who are supportive of the project and have approved Neighbourhood Renewal Fund resources to enable the project to continue for a further year to March 2006. These resources will also provide a wage subsidy for very small businesses that wish to take on an apprentice but can not afford to pay the full wage.

The project would not have been possible without support from the local Business Broker, who secured funding for the pilot project, talked to businesses to find out

why they were reluctant to take on apprentices and helped the recruitment consultant establish links with local businesses.

### What was achieved?

The project has resulted in a better, more co-ordinated service. The recruitment consultant now provides a link between businesses and their needs and local young people and their aspirations - more effectively matching young people to local businesses.

Since it began a year ago, 60 young people have started placements. The young people involved in the scheme are provided with



Tweddle Children's Animal Farm and its apprentice

better opportunities - more than just a job - and benefit in terms of skills development, raised self-esteem and aspirations and greater employability. The scheme provides an opportunity for these people to break out of the long-term unemployment cycle and realise their potential through rewarding work placements.

Businesses are more aware of apprenticeships and benefit from having one point of contact when looking to employ an apprentice. Businesses involved in the scheme range from a plumbing business to an engineering firm and a hairdressing salon. They recognise that there is a smaller pool of skilled people in the local area. By providing local young people with the opportunity to develop the right skills through an apprenticeship scheme, and investing in their development, these businesses are able to develop future employees. As a result of the initial success of the programme, 83 businesses have now offered apprenticeship opportunities.

## YORKSHIRE WATER

Community business club to enhance skills

### Aims and objectives

Yorkshire Water is committed to community involvement and encouraging and providing volunteering opportunities for its employees. The company decided that it wanted to extend its existing volunteering programme to include senior managers to develop mentoring skills, whilst at the same time contributing to local neighbourhood renewal and strengthening the local small business environment.

### How was it done?

The company approached the Bradford Business Broker for help. With support from the Broker, together with the Local Strategic Partnership, Yorkshire Water

was partnered with Newlands Local Enterprise Ltd to develop Newlands Community Business Club. Newlands Local Enterprise Ltd leads a programme of regeneration reaching over 21,000 people in 6 council housing estates in Bradford. Its primary aim is to assist social enterprises to become sustainable beyond the life of grant funding so as to achieve longer term neighbourhood renewal.

The Business Club matches Yorkshire Water senior managers to community organisations to provide one-to-one mentoring, and to deliver a programme of interactive workshop sessions for community representatives. Each of the mentors is registered as a PiLWCE (Partners in Leadership with Community

Enterprise) partner. Support to organisations has included sharing skills and experience, support in securing funding, and use of facilities and equipment.

### What was achieved?

Through the scheme, Yorkshire Water senior managers have provided almost 200 hours of in-kind support and further time in supporting workshop sessions. Fourteen social enterprises, including Fagley Youth & Community Centre and Rockwell Nursery, have now been matched with a Yorkshire Water senior manager. The community representatives receive a greater understanding of the business world and are encouraged to apply for quality



accreditation, which provides them with the credibility they need to apply for funding and commercial contracts. One organisation, SNOOP (Special Needs Objective Outreach Project) attributes its survival directly to their business mentor.

Yorkshire Water also realises business benefits itself. In addition to their own personal development, the mentors are able to take what they have learnt back into the business. The programme has demonstrated that community activities can provide motivational benefits and

skills development through real action rather than theoretical courses. Yorkshire Water's external profile has also benefited. The company is now regularly invited to take part in high profile stakeholder events at regional and national level alongside other participants such as the Office of the Deputy Prime Minister, Neighbourhood Renewal Unit, Bradford Breakthrough (12 of the biggest companies in Bradford), Bradford Vision's board and the Government Office of Yorkshire & the Humber.

**"THE COMMUNITY ORGANISATIONS WOULD NEVER HAVE BEEN ABLE TO AFFORD THE LEVEL OF EXPERTISE OR KNOWLEDGE THAT THE YORKSHIRE WATER BUSINESS MENTORS BRING TO THEIR PARTNER ORGANISATIONS. THIS TYPE OF SUPPORT IS ESSENTIAL TO THE SUSTAINABILITY OF LOCAL ORGANISATIONS."**

Gail Beck, Newlands Social Enterprise.

## BUSINESS ACTION ON HOMELESSNESS (A BUSINESS IN THE COMMUNITY INITIATIVE)

### Support for sustained employment



#### Aims and objectives

Homelessness was ranked second in a national survey by Shelter to identify the social issues that employees felt most concerned about. Yet homelessness is also one of the most difficult community problems to resolve. Recognising the significance of the issue, and the benefits that can be realised through partnership working, a business-led collaboration called the Birmingham Business Action on Homelessness (BAOH) Steering Group was created to provide training and practical support to help homeless people in Birmingham find a job. The aim of the BAOH steering group is to develop a collective, co-ordinated approach to raising awareness of homelessness amongst local businesses and equipping homeless people with the necessary skills to gain and sustain employment.

#### How was it done?

BAOH co-ordinates a Ready for Work scheme. This is a training and work placement initiative supporting homeless clients in moving closer to the labour market. It offers a two-week work placement with a local employer as well as pre and post placement support.

Companies including Cadbury Trebor Bassett, Wragge & Co, Marks & Spencer, Bradford & Bingley plc, KPMG, George Wimpey, Cala Homes and Pertemps Employment Alliance all provide work placements for clients and information about employer expectations. They are supported by homeless agencies, who understand and address the practical problems faced by homeless people and Jobcentre Plus, which brings expertise in employment and benefits.

The knowledge and role of each partner organisation improves the service homeless people can access in Birmingham. People involved in the Ready for Work scheme experience a greater sense of self-belief and the confidence to take more control over their own lifestyle.

**"MY LIFESTYLE AND OUTLOOK HAS COMPLETELY CHANGED AND MY CONFIDENCE HAS GONE THROUGH THE ROOF. IT'S GIVEN ME A REASON TO GET OUT OF BED IN THE MORNING"**

Ready for Work participant.

#### What has it achieved?

Between October 2003 and September 2004, 59% of clients who completed a Ready for Work placement in Birmingham have moved into employment and 85% of these clients have sustained employment for a minimum of 3 months.

In the last year, over 100 employee volunteers have acted as buddies and 25 volunteers from businesses have helped to supervise the Ready to Go element of the programme. As a result, benefits have been realised in terms of improved employee morale, opportunities to learn new skills and a positive impact on company culture.

The partners have also been able to benefit from shared experience and expertise, combining efforts to have a more significant impact. For some of the firms this has provided an opportunity to work with their clients, and for others it has provided the chance to build relationships with suppliers. The programme has provided all of the business partners with benefits in improved company profile and has helped them to deliver effective corporate responsibility activities whilst at the same time sharing costs and reducing liability.

## MORE INFORMATION?

### Business Action on Homelessness

Delivered by Business in the Community, Business Action on Homelessness is a unique partnership between leading businesses, homelessness agencies and the Government. It encourages companies to play a key role in supporting the homeless to make the transition from being "on the margins" of society to being "fully integrated" into it. For more information on how you can contribute go to [www.bitc.org.uk](http://www.bitc.org.uk)

### Business Brokers

A Business Broker initiative has been established to help Local Strategic Partnerships (LSPs) to engage the private sector in developing and delivering their local neighbourhood renewal strategies. Independent evaluation has shown that there is a threefold increase in business engagement where brokers are in place. For more information see [www.partnershipacademy.org.uk](http://www.partnershipacademy.org.uk)

### Local Strategic Partnerships (LSPs)

LSPs are non-statutory, multi-agency bodies, which match local authority boundaries, and aim to bring together at a local level the different parts of the public, private, community and voluntary sectors to tackle neighbourhood renewal. To find your local LSP, and for more information on LSPs and the role of business, see: [www.neighbourhood.gov.uk/page.asp?id=542](http://www.neighbourhood.gov.uk/page.asp?id=542)

### Social Enterprise

Social Enterprises are businesses that focus primarily on addressing social issues and whose profits are invested for that purpose in the business or in the community. The government strategy for action to promote and sustain social enterprise is carried forward by the Social Enterprise Unit (SEnU) of the Small Business Service. For more information see: [www.sbs.gov.uk](http://www.sbs.gov.uk) and [www.socialenterprise.org.uk](http://www.socialenterprise.org.uk)

### Connexions

Connexions is the government's support service for all young people aged 13 to 19 in England. The service aims to provide integrated advice, guidance and access to personal development opportunities and help young people to make a smooth transition to adulthood and working life. Connexions joins up the work of six government departments and their agencies and organisations on the ground, together with private and voluntary sector groups and youth and careers services. Connexions is being delivered

through Local Partnerships. For more information see: [www.connexions.gov.uk/partnerships](http://www.connexions.gov.uk/partnerships)

### Partners in Leadership with Community Enterprise

This is a national campaign co-ordinated by Business in the Community which partners the skills of senior business managers with those of social entrepreneurs. The programme has been generously supported by the Department for Trade and Industry's 'Phoenix Fund' and by Jaguar Cars Ltd. To find out more or request a match, please contact your local BitC office.

### JobCentre Plus

Jobcentre Plus is an executive agency of the Department for Work and Pensions, created in June 2001 to 'promote opportunity and independence for all'. It aims to help more people into work, more employers fill their vacancies, and provide people of working age with the help and support to which they are entitled. For more information see: [www.jobcentreplus.gov.uk](http://www.jobcentreplus.gov.uk)

### Skills for Life

This programme is co-ordinated by BitC and aims to improve levels of adult literacy and numeracy in England, through the provision of Government-funded training opportunities. For more information, contacts and case study examples see BitC's website: [www.bitc.org.uk/skillsforlife](http://www.bitc.org.uk/skillsforlife)

### The Prince's Trust

This is a UK charity that helps young people overcome barriers and get their lives working. Through practical support including training, mentoring and financial assistance, they help 14-30 year olds realise their potential and transform their lives. The charity focusses their efforts on those who've struggled at school, been in care, been in trouble with the law, or are long-term unemployed. [www.princes-trust.org.uk](http://www.princes-trust.org.uk)

### Awards

The Big Tick from Business in the Community is awarded to companies that are able to demonstrate a high standard of excellence in the way they organise and integrate their responsible business practices.

The Companies that Count logo here denotes a company that scored in the top 100 in the Business in the Community Corporate Responsibility Index 2005.



# Taking what works to scale

Engaging business in local communities is at the very heart of what we do at Business in the Community. Indeed the work of our Regeneration Leadership Team, comprised of senior business leaders from committed companies, has been at the forefront of regeneration efforts for many years. That said, we are now at a pivotal moment when business involvement in neighbourhood renewal can make a real difference.

Much of this timeliness is due to the strong and effective strategic partnership between Business in the Community and government. The conclusions of the Private Sector Advisory Panel on Neighbourhood Renewal (2004) which was presented to the Office of the Deputy Prime Minister (ODPM) provided strong endorsement of the value of engaging business, both strategically through partnership bodies and practically in supporting community-based initiatives. The evaluation of the Business Brokers' programme (March 2005) clearly demonstrated that investment in a broker function, providing a local "switchgear" between businesses and the community, provided a threefold return in business engagement in neighbourhood renewal.

This collaboration has also provided significant insights into how we might take this activity to new levels both in terms of scale of company engagement and also in terms of measurable impact on the ground. The critical factors which will determine the success of this ambition are as follows:

- ▶ Strong leadership from business is essential if sustainable neighbourhood renewal is to be achieved.
- ▶ Public-private partnerships flourish when there is both a business case and a community case.
- ▶ Business is more likely to want to be involved where it sees that it has an opportunity to work in an empowered partnership, influencing the outcomes.
- ▶ Business responds best to an action agenda rather than a meetings agenda.
- ▶ Public funding works best when available in a single pot and easier to place alongside private investment.
- ▶ Focused measurable objectives and effective evaluation are key to taking success to scale.

In order to apply these lessons most effectively, Business in the Community has established The Partnership Academy with support from the ODPM. Its brief is to work with business and partner organisations in order to increase the scale and impact of business engagement in neighbourhood renewal.

The Partnership Academy can be contacted on 020 7566 8784 or at [www.partnershipacademy.org.uk](http://www.partnershipacademy.org.uk). Your call would be well timed.

**Graham Russell**  
Business in the Community



For more information about Neighbourhood  
Renewal and how your business can best engage  
in the areas of greatest need contact:

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Business in the

Community

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Business in the Community is  
a unique movement of 750+  
member companies, with  
a further 2000+ engaged  
through our programmes  
and campaigns. We operate  
through a local network of  
100+ business led partnerships  
and 60+ global partners.

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