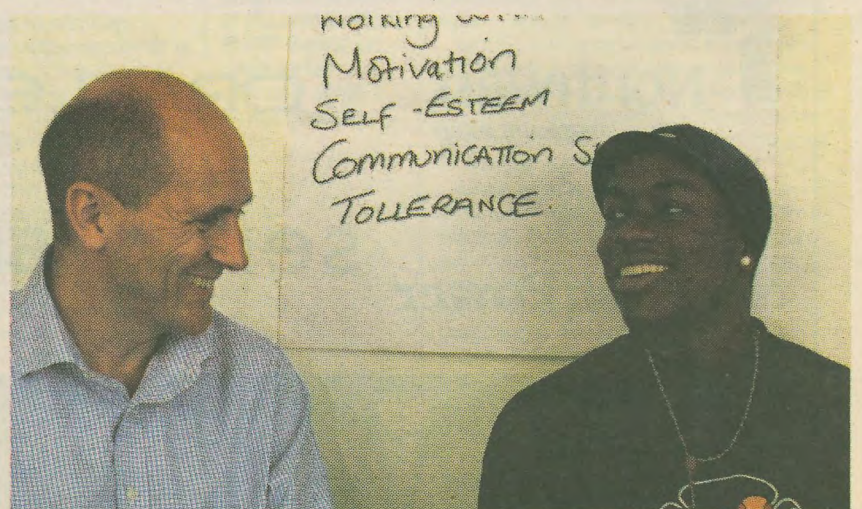




Leadership into action

24-page special report



Celebrating
15 years of
The Prince's
Seeing is
Believing
programme

in association with

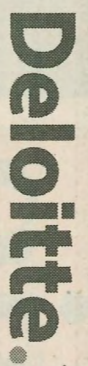
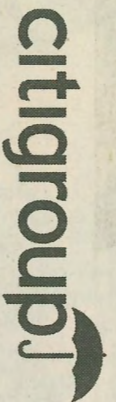
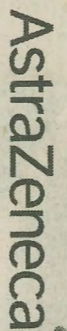
Business in the

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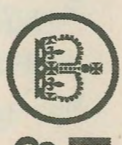
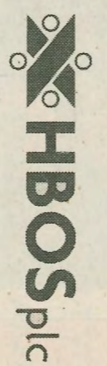
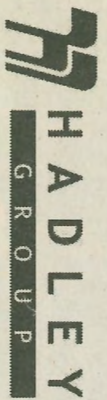
Seeing is Believing Leadership in Action

It's not what you see, it's what you do

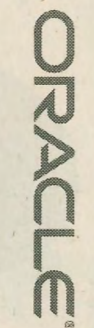
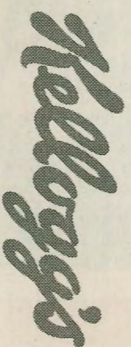
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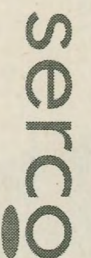
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The path to effective leaders

TIMETOREFLECT On the 15th anniversary of his Seeing is Believing programme, Business in the Community President, HRH The Prince of Wales, reports on its success

OVER THE past 20 years, as President of Business in the Community, I have been able to see at first hand the difference for the better that companies can make for some of our most deprived communities. Right from the beginning, it was evident to me that they have the skills, power, expertise and fleemness of foot to make a real and lasting impact. The big challenge, however, was to find a way to show business leaders, who are justifiably preoccupied with their day jobs, just where their help was needed.

There was one particular incident which brought this home to me. In the mid 1980s, on a visit to the US, I saw something of the regeneration of the former cotton-milling town of Lowell in Massachusetts, and wanted to see if we could emulate some of their experience in the United Kingdom.

Consequently, I started an initiative with Business in the Community to help regenerate Halifax – a mill town that in the 1980s had seen a desperate decline in jobs and opportunities. I knew it was vital to involve the private sector but soon found this could only be possible if I could persuade business leaders to come with me

to Halifax and see for themselves what the issues were and what needed to be done.

In 1990, as a result of this experience, I started my Seeing is Believing programme which involved inviting business leaders to leave their desks and to join me on visits to different parts of the country where they could spend some time in inner city schools, homeless hostels, prisons, or tough housing estates to see at first-hand the challenges faced by their future customers, potential employees and close neighbours. More recently, the programme has taken business leaders into rural communities where deprivation is just as real as in our urban areas, but considerably better hidden by the beauty of the scenery.

Fifteen years later, more than 4,000 business leaders have been involved on more than 400 visits. They have been asked to consider how their business can play a real role in tackling some of our most pressing social issues. Each and every one of them has been asked for a detailed report on what they have found and what they might do through their company. We have discussed their impressions and, more importantly, their actions at more than 30 seminars, which I have hosted. And we

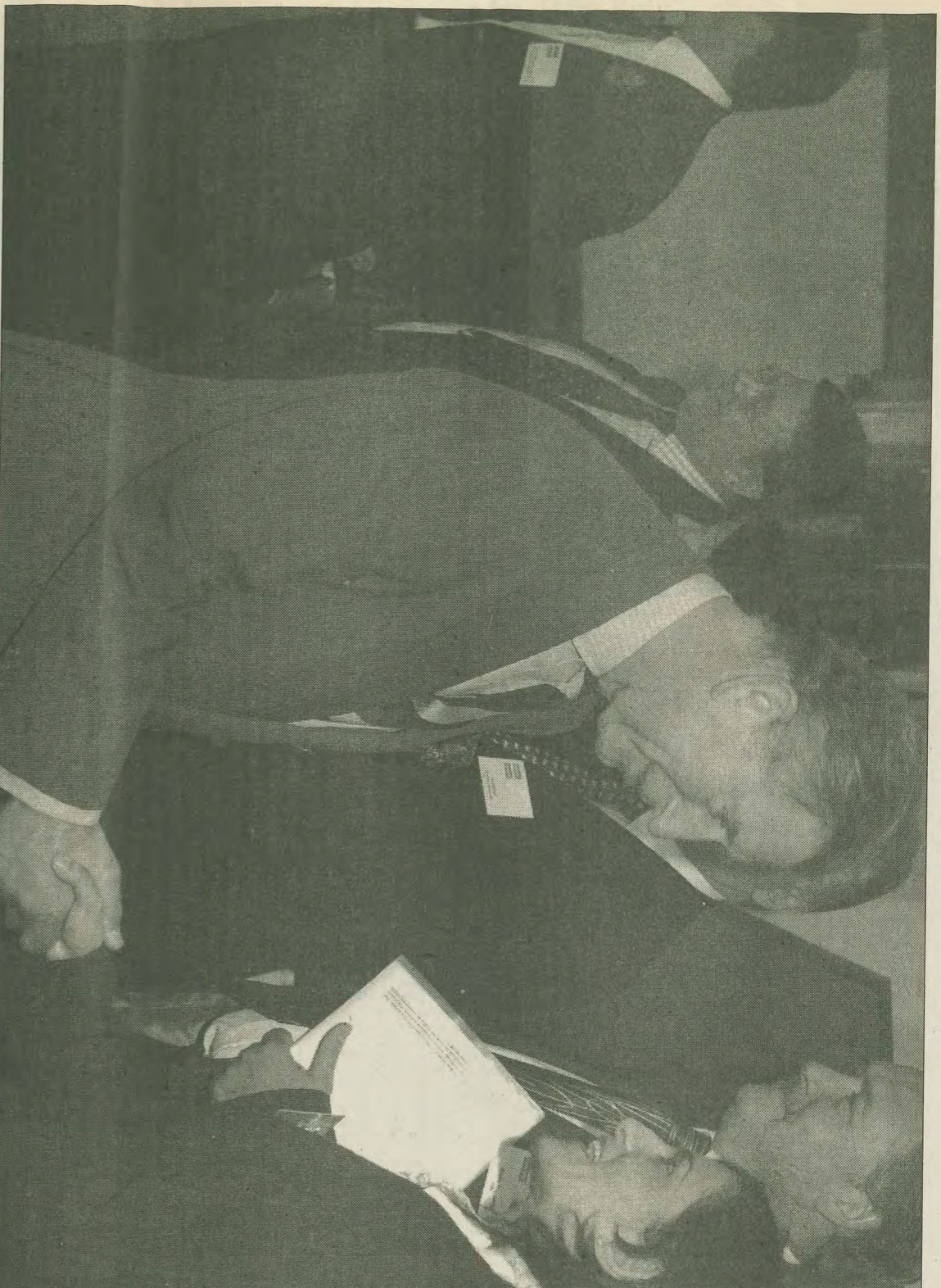
know it works. The results are many and varied but about 70 per cent of the leaders report that they changed the way they do business as a result of their Seeing is Believing visit.

It is almost too obvious to say that business is often the key economic driver in society but, over the years, it has become increasingly clear that business leaders can also shape the social and environmental impact of their businesses on communities around them, whether here at home or globally. I like to think that perhaps the Seeing is Believing programme has helped business leaders to see how often quite small actions – like committing to recruit locally, or offering work placements, or bringing business expertise to local community entrepreneurs – can not only result in extraordinary change for communities but also better businesses. At its heart this is about responsible leadership in responsible businesses.

Seeing is Believing encourages leaders to think about the influence they can have both within and without their companies. The 15th anniversary gives an opportunity to take stock of the results and to reflect on some of the lessons we have learnt.

Face to face:
The Prince meets students of a language partner programme in 2004 at the London office of BNP Paribas to celebrate the centenary of the Entente Cordiale

The first is that business case for clear business case for engagement and we increase in compelling. It is right that any return on its investment years, the definition changed markedly. V companies all the time rising expectations of they do business and community and, increase have responded to the companies with initiatives on one hand per cent of the top 100 have programmes entered to become involved. And it is remarkable achieved when employed this way. For instance Believing visit went estate and inspired to collaborate together problems in the Yorkshire region. It resulted in a campaign, founded Yorkshire Television – all of whom came business volunteers hour a week in one primary school children. Some 45,000 pupils supported by more Given that 12 weeks



Northern exposure: The Prince meets business leaders from the North West, above, during a Seeings Believing visit in November to Burnley Football Club. Right, the Prince attends an anti-racism class at Burnley Football Club

► of this sort can improve a child's reading age by six months, this has been a truly impressive initiative. And there is a very clear business case for this approach – a well-educated workforce is vital if Britain is to remain competitive.

Secondly, we have found that the Seeings Believing programme can, quite literally, change business behaviour. While we have used the programme to engage business leaders on a vast range of issues, including education, prisons and rural communities, it is our work with homeless people that perhaps best illustrates what I mean. In 2000, more than 150 business leaders visited homeless agencies and hostels through the Seeings Believing programme, and as a result, we created the Business Action on Homelessness team, led ably by John Studzinski who was then Deputy Chairman of Morgan Stanley International.

The first thing he did was to commission research by Bain and it showed that companies on the whole did not see homelessness as an issue of importance for them but felt that it was a problem which rested with the Government or the voluntary sector. The homelessness team decided to take this head-on by proving that companies probably had the greatest power to break the cycle of homelessness through offering work placements, job coaching and mentoring.

Five years on and after many more Seeings Believing visits, more than 1,600 homeless people have been on two-week placements in companies and more than 47 per cent have been offered jobs. Business behaviour is changing and a real social problem is being addressed. I am particularly pleased that this work incorporates helping homeless ex-servicemen – who are estimated to make up as much as 25 per cent of all homeless people – through a partnership led by Mike Waing, Global Chief Executive of KPMG, with the Ministry of Defence.

Thirdly, we are now able to see that the benefits of engagement with the community in this manner is by no means all one way. Of course, local communities

can certainly benefit but the interesting fact is that business leaders have found that they, too, reap rewards by getting closer to customers, becoming more relevant to future employees and gaining the opportunity to innovate and connect in new markets. Roffey Park business school produced research in 1999 showing that 60 per cent of top business leaders said they had their best and most innovative ideas when engaged in community investment activities.

The roll-call of winners of Business in the Community's annual Awards for Excellence shows that many winning programmes started as an ingenious idea following a Seeings Believing visit, and the most successful programmes illustrate the benefit to both the business and the community. This can be in so many different ways: for instance, by paying more attention to its environmental impact, a business can reduce its own costs; by recruiting and training long-term unemployed, a business can build a more committed and loyal workforce.

Finally, over the past 15 years, I think we and the business community have learnt the importance of partnership and cooperation. I have seen countless examples of remarkable people working in desperate areas who are true entrepreneurs themselves. By linking the drive and determination of these "community entrepreneurs" with the skills of a business entrepreneur the most extraordinary energy is unlocked.

The Pennys Partnership in South Wales, which began in 1991 following a Seeings Believing visit led by Sir William Castell, the then Chief Executive of Amer sham International, resulted in an enduring partnership between him and the remarkable local vicar, The Rev John Morgan, which then led to a range of initiatives to help the long-term unemployed back into work and to address some of the most pressing social issues. There are numerous other examples and some are illustrated in this supplement. In



terms of scale, perhaps the most high-profile example has been the Partners in Leadership programme which has trained nearly 7,000 head teachers with business leaders, giving both the business and education worlds an opportunity to learn from each other. And we know from experience that both sides of the partnership gain from it.

I need hardly say that I am immensely grateful to all the business leaders who have been part of this great exercise, and I hope that they and the community groups and projects with which we have worked around the country feel that it has made a difference for the better. But what of the future? Certainly, the rising expectations over the past 15 years of how business should operate has put great pressures on enormously encouraging to witness the positive way in which so many have responded to these pressures. But they are not going to lessen as time goes on. If companies are to maintain the support which they need in order to succeed, then those at the top need to understand the issues which affect their employees, their suppliers, their customers and the

Using power to good effect

CORPORATEVALUES

Julia Cleverdon, Business in the Community CEO, explains how companies can make a huge difference. Report by Pat Blair

SEEING IS Believing is a way of using business power and connections and networks to bring senior business leaders to understand more about the communities and the society to which they are selling – from where they recruit their employees, their long-term customers, and draw their profits.

"It's magic," says Julia Cleverdon, chief executive of Business in the Community (BITC). The Prince of Wales had been president of BITC for three years when Miss Cleverdon arrived in 1988 as development director. The organisation was rooted in the wake of the Toxteth riots: inner cities burned, British competitiveness was threatened and more needed to be done. It started by getting large companies to help little companies to grow.

"I was brought in to see how to widen what companies could do to make a difference in community need," says Miss Cleverdon. "What else could they do to connect to communities, make a difference to charities, get their employees engaged in activity, to think about how they recruit, how they trade, how they market, invest, how they pay their suppliers."

Prince Charles returned from a visit to the United States, "bearing luggage-loads of material about what we were all to be doing," she says. It covered homelessness, education and the environment. He had also witnessed how an American town had begun to regenerate after the demise of its steel industry.

He asked BITC to find a town in Britain where they could see whether the private sector could help regeneration and they settled on Halifax, in Yorkshire. "That's partly why the Prince of Wales's role in all this is

interesting," says Miss Cleverdon. "Because of the position he has found himself in, he knows that if you see it yourself, you can connect x to y, and that was why he took business leaders himself to look at Halifax. Thus began Seeing is Believing."

She recalls an early visit. "We took all the property directors who owned the businesses in a particular road of shops, a beautiful Georgian row. We took photographs of appalling shop fronts jammed on the top of these marvellous 18th-century buildings and flashed them up on a screen. The property directors looked at these appalling pictures – no sense of place, or wanting to shop there, or quality."

Once there was quite an amount of business action, the Prince wondered how to use that device in a wider context. Miss Cleverdon suggested identifying "flypapers", businesspeople with whom others wished to spend half a day.

"They will look at the place by themselves," she told the Prince, "you'll invite them to write a report on what they've seen, what they're going to do and six months later we'll reconvene and discover whether they've done any. And that was the basic format."

Approaching headhunters and others, "we tried to identify who were the up-and-comers, who were likely to become chief execs," she says. "Seeing is Believing began by seeing if you could capture the next generation of top dogs and get them to understand that, in our book, responsible business practice and how business behaved would increasingly matter to the wider world."

"As we look back at 15 years, the strings that we thought would matter are now very clear. There has been an incredible expectation of business: how it behaves, recruits, trains."

Customers also wanted to know not only where products originated from but interest has grown in how business does business. It is a far cry from where Miss Cleverdon started, in industrial relations with British Leyland's Swindon body-assembly plant in 1973. "Seeing is Believing has been both a network of leadership among business, where we've been trying to identify leaders who will lead us visits, coupled with those who could illustrate innovative and ingenious things they've done." So far, there have been 450 visits to communities countrywide and 70 of the top 100 FTSE companies are involved. "The magic of it is that you never quite know when you set off on the visit, what's going to happen."

Magic moments:
Julia Cleverdon



It is sometimes difficult to quantify the effect of Seeing is Believing. An exception is work with the homeless. After taking 150 business leaders to see homelessness organisations, a group led by John Strudzniski, then of Morgan Stanley, now HSBC, devised a programme. "We've now put 1,500 homeless people through two-week work placements, and something like 53 per cent have got jobs," says Miss Cleverdon.

Every January, the Prince of Wales writes to 800 "targets" inviting them on visits. From that, they get around 300 to 400 who take up the offer. BITC also asks the visit leaders for targets. "Increasingly, companies want to do business with companies whose values they share, just as employees want to work for businesses whose values they share," says Miss Cleverdon.

From its beginnings, Seeing is Believing has moved into different streams – the homeless, housing, schools, rural communities. "You also discover extraordinary connections that you know nothing about. When you have 4,000 entrepreneurial people doing things, it's very difficult to track all that actually happens."

"The connections, connectivity and the networks – the leadership chain, supply chain, the influence chain – has been one

◀ It was eye-opening: blowing away the image of all homeless people as down and outs who could not hold down a job but also uplifting because it is possible to help change the future for some homeless people ▶

– Ruth Anderson, partner, KPMG

of the things that we've learnt a lot about and begun to see how to use more to the advantage of community, small-scale charities."

The idea has been exported to Canada and Australia. "What we've realised over 15 years is the churn of leaders is such that you have to go on running at quite some pace to keep catching the new, so we're redoubling our efforts, particularly at a regional level. We're now driving the national programme into every regional area, concentrating more on areas of deprivation and engaging more smaller businesses."

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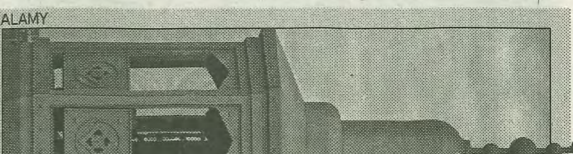
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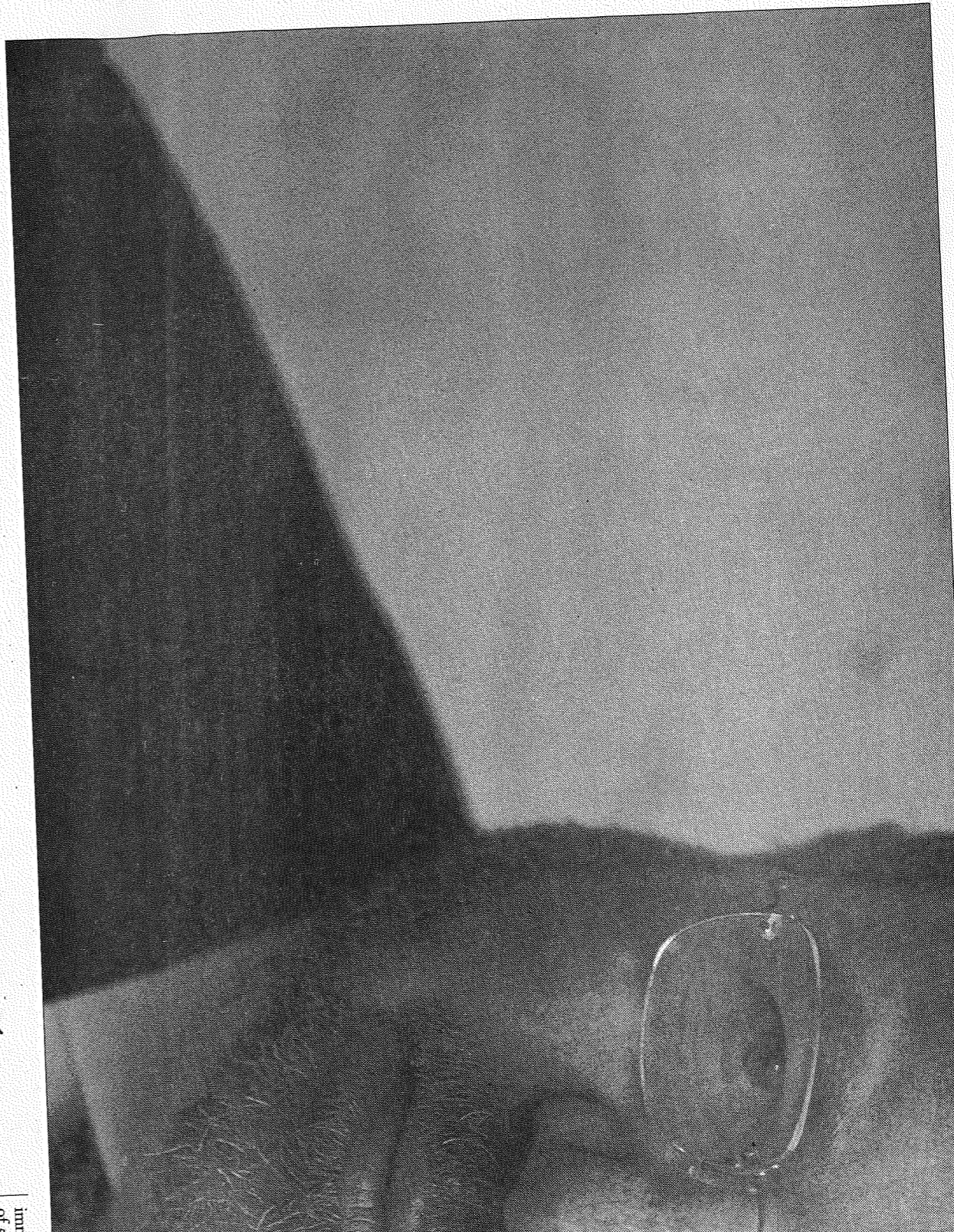
Getting business communities to build relations Seeing is Believing find that this is varied faiths are up Britain's mind Last month, it visited the Lon Hamlets to focus circumstances exclusion anomalies

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An uplifting present delivers a bright future

WORKETHOS

The gift of employment as fork-lift truck drivers for 50 young offenders to the Prince of Wales had an extraordinary ongoing effect. Report by Philip Johnston

AS PRESENTS go it was pretty unusual, even for the Prince of Wales, who must have received some odd gifts over the years. But on his 50th birthday in 1998, Prince Charles was given 50 fork-lift truck drivers, an endowment that was to have profound implications both for the individuals concerned and for public policy. The gift took the form of 50 training places for young offenders at Reading Prison, who were offered the chance to obtain a skill that could set them up for a secure and relatively well-paid job when they were released.

The idea arose out of a Seeing is Believing visit to Reading jail, led by David Varney, who was then the chief executive of BG and is now in charge of the recently-merged HM Revenue and Customs department. As Mr Varney recalls, his first involvement with Seeing is Believing came a few years earlier when he was contacted by Julia Clewerdon, the chief

executive of Business in the Community, and asked to join a visit to some run-down estates in Cheltenham.

What he saw there convinced him of the influence that business acumen and entrepreneurship could bring to bear to improve the lives of people living in depressed communities. Mr Varney's association with the Reading project came the following year when, as chief executive of BG plc, he led to local businessmen on a visit to the Kennet Wing of Reading Prison.

He was taken aback to learn that 70 per cent or more of the young men would reoffend within two years. "Talking to some of the prison officers and the probation people, I asked what would really make a difference in reducing this rate," says Mr Varney. "The answer was to get them into jobs, because it changed to their circle of friends and their attitude to life. A number of them had had a pretty

unhappy experience in education and had not come out with any qualifications."

It was at this point that Mr Varney was contacted about the Prince of Wales's 50th birthday and, after discussions with Dr Mary Harris, director of the then BG Foundation, and other board members, he decided to present a gift that would arise directly out of the Seeing is Believing visit to the jail.

"We thought there should be 50 opportunities to get jobs because that would make a real difference," he recalls.

"We were doing work with a company training up fork-lift truck drivers in one of our depots. We knew there was a shortage of drivers in the area so we gave the Prince of Wales 50 training places for young offenders. There were rules about giving the jail money directly but we thought this would be impossible to turn down."

The impact of the scheme, led by Dr Harris through the BG Foundation, was

Powerful influence: David Varney, the HM Revenue and Customs chief, says Seeing is Believing is a unique British asset. Other countries do not have this recruiting sergeant for corporate responsibility

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well-being of the youngsters. "The impact on the morale of our own staff was positive," says Mr Varney, "so there is a business case and it also makes a difference. Seeing is Believing is a unique British asset. When I visit other countries they do not have this recruiting sergeant for corporate responsibility. They may have start-up schemes or campaigns but not something like this which seeks out opportunities and shares learning."

He adds: "Business in the Community provides a platform where normally competitive business leaders can learn from each other and sit down together on joint projects. The Reading scheme has worked because it is human. People respond to being given a chance. Some will inevitably slip back but most of these young people have found going to prison a shock. "Wherever there is hope that you can stop them going back to jail, that is a huge incentive to try and help."

Unless large organisations like ours are prepared to help, it's difficult to see how people in prisons who want to build conventional lives can do so

— Rod Edlington, chief executive, British Airways, after a visit to the Feltham Young Offender Institute near Heathrow

This Seeing is Believing visit identified to me the close relationship of education and community belonging and a crime-free environment, versus the lack or failure in education, drugs and no community and as a result, crime and prison

— Stuart Heyls, managing director, Leyland Trucks

Best foot forward: Baroness Scotland, below, says that as soon as you start to make the business case for resettlement schemes, businesses become more interested



LADY SCOTLAND: WHY GIVING JOBS IS GOOD BEHAVIOUR

THE SUCCESS of Seeing is Believing in the development of the Reading project for young offenders is not lost on Lady Scotland, the Home Office minister for justice and offender management. Achieving greater corporate involvement in resettlement programmes is a major ambition for the Government, which sees the structured lives that steady employment can bring about as the key to reducing reoffending. The business world has skills shortages, the prisons have a potential workforce. Linking the two is the challenge. "We think it may be one of the most successful ways we have of influencing offending patterns of behaviour," Lady Scotland says. "Cutting people free from crime and into gainful employment, with a modicum of self-respect, then the likelihood that they will go back to crime is diminished."

Lady Scotland says that the scheme at Reading prison is a good example of how this could work, with a reoffending rate among participants of less than seven per cent and a high quality of loyalty and commitment from the ex-offenders.

"We would like to invite other employers to join with us in making these sorts of opportunities available," she says. The

Government has recent initiatives intended to underwrite in the Prison Ex-offenders are a s the labour market. It t that they comprise up working population. A people leave prison e and at least 90 per ce without a job to go to, substantially more like unemployed in the lo taking a number of st

The Home Office sa face many barriers in that are typical of ma disadvantaged jobsee skills, low self-esteem, behavioural and health lack of recent work ex compound these barr leaving prison and em discrimination is offer

Lady Scotland ackn there is: resistance ar employers to giving e but says that is often of knowledge. "If you business case for thes they see it," she adds: are often employing e they just do not know business has skills gap filled and we have the if we can train them."

The minister says th that business leaders they were involved in was encouraging and everyone benefited fr rehabilitation program

"When they come a happening, they really Scotland says. "It is a concerned and Seeing made a big difference

DOING GOOD IS GOOD BUSINESS

Seeing is Believing has been an inspiration to EDF Energy, helping to define the company's ambitions. Chief Executive Vincent de Rivaz, explains the impact it has had on the business.



Vincent de Rivaz, Chief Executive, EDF Energy

The first cross channel visit for senior executives from French companies.

One of the most successful schemes run by EDF Energy is our Helping Hands volunteering programme in which a quarter of employees have taken part this year. This scheme, a BITC award winner, was created following a Seeing is Believing visit made by an executive from the company.

EDF Energy has declared five strategic ambitions, one of which is focused on its desire to be recognised for the quality of its approach to corporate responsibility.

In keeping with this strategic aim, the company is putting its money where its mouth is to tackle the scourge of fuel poverty. Back in March we put in place a price freeze which fixed energy prices, at 2004 levels, for over 60,000 of our most in need customers, until next April.

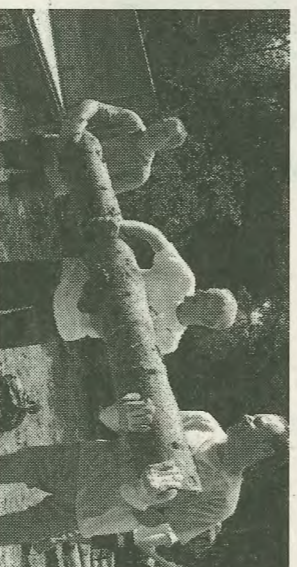
As a business delivering the power on which 20 million people in the UK rely to live their lives, EDF Energy takes its social responsibilities very seriously.

The company has been an innovator in community programmes and in actions taken to address, among other things, the issue of fuel poverty.

Every one of my top executives has attended a Seeing is Believing visit, including myself, who led the first cross channel visit for senior executives from French companies.

These actions have greatly helped our most in need customers – but we wanted to go further. Last month, EDF Energy became the first in the industry to turn this price freeze into a Social Tariff offering discounts on energy bills for our customers on very low incomes.

Customers on the Social Tariff receive free, or heavily discounted, energy efficiency measures, access to the EDF Energy Trust Fund and a free benefits entitlement check.



Nigel Stevens, John Willoughby and Andrew Davies help the National Trust with Forestry Management

By introducing this tariff, and undertaking a host of actions to help our most in need customers, we are showing a lead to our industry which we hope other companies will follow.

We hope this new tariff will benefit 100,000 customers. We are not afraid to lead by example and among our other firsts is the launch of the EDF Energy Trust, an independent trust fund, which offers cash grants to customers struggling to pay bills.



Vidya Pallaram, painting a wildlife mural at a primary school in Finsbury

The aim of the EDF Energy Trust is to improve the quality of people's lives by helping them reduce debts and manage their bills. Since October 2003, EDF Energy has donated trust which is independently making grants to individual families in need and to voluntary sector organisations money advice services and promoting energy efficiency

We also launched Read, Reduce, Reward, a product customers to read their own meters, save energy at home and help us avoid estimated bills. We were the first company to launch the Nectar loyalty scheme to offer a reward for consumers. So far 84,000 customers have signed up.

Business in the Community and Seeing is Believing to have support from EDF Energy because to us, doing good is good business.

For more information visit www.edfenergy.com



Adding the driving force

ROADWORKS

Young 'hotters' terrorised an estate with their hair-raising driving in stolen cars, until a local businessman decided to put them on the right TRAX. Report by Andrew McKie

THE INHABITANTS of the Blackbird Leys estate near Oxford have reason to be acutely aware of the links between business and the community. After all, the place grew up largely on the back of business at the end of the 1950s, when marsh and farmland was reclaimed to accommodate the families of the thousands who worked at the nearby car plants in Cowley. It was, and is, in many respects a fairly typical large estate, not especially rough – most homes are owner-occupied.

But 15 years ago Blackbird Leys became notorious and was, from 1990 to 1991, almost a police no-go area. Crowds – sometimes more than 100-strong – gathered to watch young men race stolen cars around its broad streets, performing handbrake turns and other stunts. Clashes with police and near riots broke out. Petrol bombs were thrown and a resident who

complained was stabbed. Blackbird Leys was characterised in the media as the "hottest" capital of the world.

The depiction was, most residents thought, unfair. But there was little doubt in their minds about the cause of the problem. Cowley had created a car-mad culture among many young people, but work in the industry had declined, and there seemed few other options for them.

Older residents had some sympathy. In September 1991, one told *The Sunday Telegraph*: "These youngsters, they're a good lot really. And I'll tell you one thing, they're brilliant drivers, absolutely breathtaking. If you could channel their energies elsewhere, goodness knows what they could do."

One of Business in the Community's most remarkable success stories was in doing just that. Hotting (or "running", as the drivers called it) ceased to be a burning

issue, thanks to the TRAX scheme set up by Unipart, in conjunction with local authority services, youth groups and Eddie Jordan's Formula 1 team. What was perhaps more remarkable was that there proved to be a considerable advantage for business, as well as for the community.

Oddly enough, the starting point for this transformation came thousands of miles away. John Neill, the CEO of Unipart, was in America on a business trip and turned on his television. "I was in Phoenix, Arizona, watching a report about young men who stole cars, hid them in garages through the day, screamed around the roads at night, and then dumped them in quarries and set them alight," he says. "And it was right on our doorstep at home."

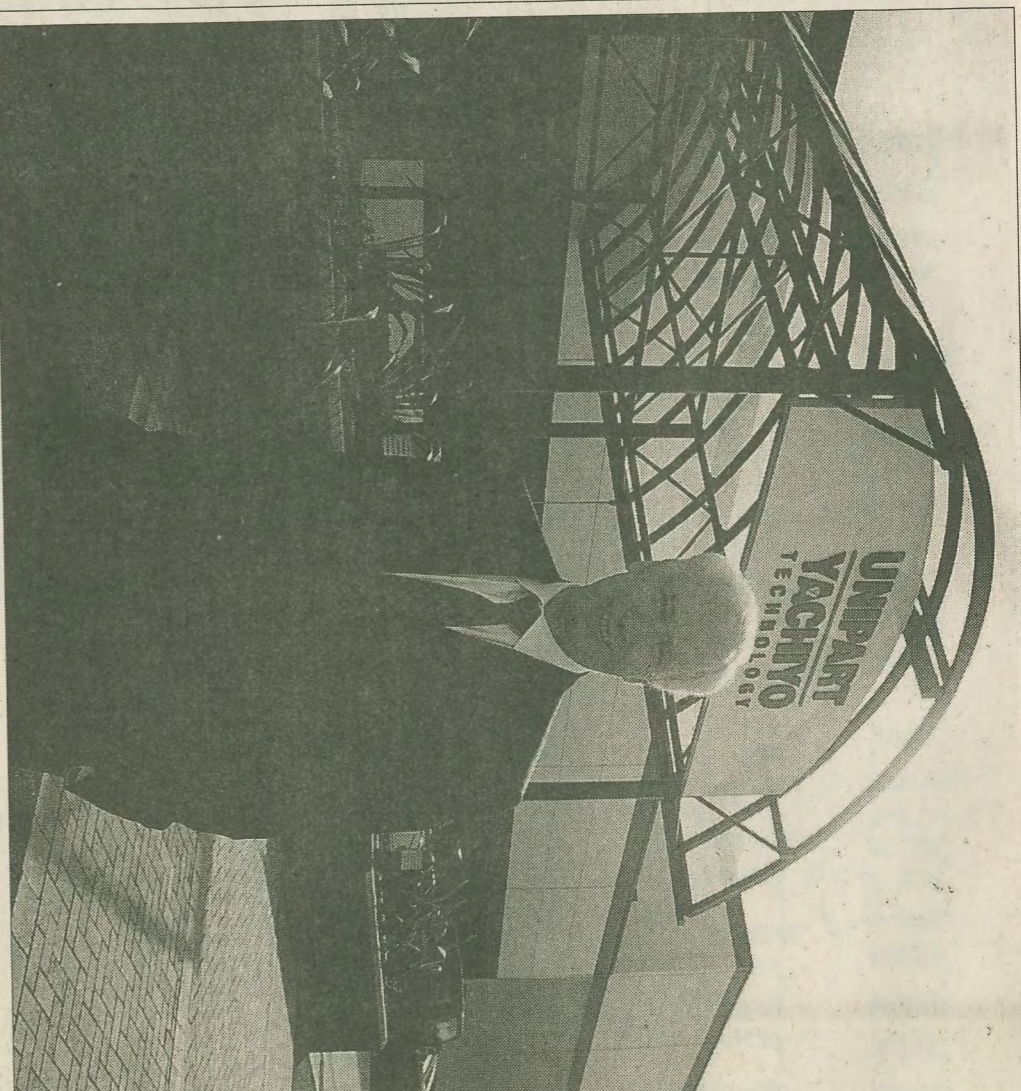
"I thought, 'these could easily be our employees' cars, our neighbours' cars, to say nothing of the appalling danger to

Royal warrant:
The Prince visits Unipart in 1993 to see how its TRAX scheme with young and reckless drivers has transformed a community

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Chief motivator: a trip to the USA gave Unipart's CEO John Neill, right, the idea for getting speeding tearaways onto the shop floor



hundreds of initiatives, but it creates a company way of working which becomes pervasive – it really is almost like Adam Smith's invisible hand of capitalism. It creates a culture and a way of working.

“Our circle training programme, called Our Contribution Counts, has saved £3.8 million over that period. At British Leyland people looked at you with naked hostility when a manager walked around the floor. Now, with highly visible management systems, they're really proud to show you what they do. They want to tell you how things have been improved.”

Neill believes that the same is true in the community. “There is no substitute for seeing: ‘Seeing is Believing’ is not merely one of Business in the Community's slogans. To go with business leaders to a schools project, or a TRAX session, or to work with local services is to see something that you simply cannot get from reading a report.

“Without seeing it at the start of the process, you don't see the difference it makes to our company – and to the people we live beside.”

‘ I just wish I could have bottled some of the energy and drive I saw ’

– Graham Ross, MD,
Direct Line Insurance

gen'chi gen 'butsu Jap. prov. go and see (for yourself).
Fundamental principle of applying lean techniques in
manufacturing and service industries. Before you can have
deep understanding you must go and see for yourself.
ge'ndarme (zhō'n-) n. 1. soldier, mounted or on foot,
employed in police duties etc.

Lean principles guide Unipart Group in our journey to understand both the real and perceived needs of our customers better than anyone else and to serve them better than anyone else.

That journey begins with the concept of “go and see” - to understand deeply what's happening; It works on the shopfloor, in the warehouse, in an office or in order to fully grasp a client's business aims and objectives.

Only through deep understanding can processes be mapped, problems identified and continuous improvement be driven. By making such a philosophy the fabric of corporate DNA, Unipart people are empowered to solve problems at their own level for our own core businesses and for our client companies.

Genchi genbutsu is a key element in the world-class logistics support we provide to clients such as - Boots, Halfords, Vodafone UK, 3, Jessops, Jaguar, BSKyB and Airbus. But it also has a wider application for our 10,000 employees and the communities in which they live and work.

www.unipart.co.uk

Thursday, December 15, 2005

Unipart Group has taken our “Unipart Way” of philosophies and tools, and into wider communities. And it is a two-way process.

Community stakeholders discover that world-class business thinking can be applied to them. Unipart people too, come away refreshed, rejuvenated and gained an appreciation of how the public sector works.

Unipart people are currently working with secondary schools to improve success by helping motivate 14-year-olds. Like all UK companies, Unipart Group is to tap into a pipeline of bright, well-educated, young people ready to become leaders of tomorrow.

The pilot project will then become the template for our 20, UK-wide, distributed manufacturing centres.

UNIPART
GROUP

Youngsters get an appetite for school



BREAKFAST CLUBS
Sir Michael Darrington
of bakery giant Greggs
is the toast of children
in the North East.
Report by Pat Blair

EVERY MORNING in Britain, thousands of hungry young schoolchildren leave home without a meal. Yet, thanks to a ripple effect starting from the Prince of Wales's office, they will still sit down to a decent healthy breakfast – but at school. The reach from Clarence House to primary schools in disadvantaged areas of Britain, has encompassed Britain's leading influential businesspeople and some of the country's biggest companies, as well as local bakers, volunteers and poor communities.

Sir Michael Darrington, managing director of Greggs, the leading bakery retailer, was first attracted to Seeing is Believing by Chris de Lapuente, then head of Proctor & Gamble in the UK and Ireland, who conducted a group of business leaders around parts of north-east England. They saw mentoring in operation in a secondary school and visited a drop-in centre that helped with retraining the unemployed. "Their jobs had gone and they were waiting for ship-building to come back, which obviously it wasn't going to," says Sir Michael.

Included was a visit to a primary school that ran a breakfast club. "The breakfast club, to me, was just the magic bit," says

Sir Michael. "It had something that really grabbed my interest. To start with, it was dealing with young people. If you get them off to a good start, they've got a better chance later. If they get off to a bad start, they've a worse chance later."

The volunteer-run club had been started the year before by the school head, Norma Redfern. Three or four times a term, however, she had to find money to fund it. "But it was working," says Sir Michael. "Youngsters who were truanting were more likely to come to school because they were hungry and had a free breakfast.

Other children didn't have breakfast: there was no money in the house. Some just had a bit of junk food that gave them a quick lift of sugar but didn't actually stay there and help them through the morning."

If children are hungry they lose concentration and can be disruptive without realising it. Giving them the breakfast meant that more attended school, reducing truanting, and there was less disruption and better attention.

Teachers would come in voluntarily while the breakfast club was open because it was a chance to speak to a pupil one-to-one. It was good for the pupils, but also helped the teachers. "The final element that really got me quite excited was that they were all run by volunteers," Sir Michael says.

That was more economic, of course, but it was also the factor that drew him. "The point was that you were getting members of the community involved: parents whose kids were there, grandparents who had retired, some people were unemployed, and had been for quite a time."

To others, the club offered a new purpose in life – they felt needed. Several moved into other voluntary work. Some got part-time jobs and went on to full-time

work. "So the kids were benefiting, and society and the community were benefiting. Everybody seemed to be benefiting. It was just a win, win, win," he says. He decided that Greggs would fully fund the club for two years. To him, it was "really rather special. It grabbed my imagination, so I said we've got to do something."

Greggs had no experience in this field, so Business in the Community helped to find more schools in disadvantaged areas, with

Off to a good start: gifts, above, tucked into a bit of toast at their breakfast club, and below, Sir Michael Darrington at Fell Dyle Community Primary School to celebrate the launch of the 100th breakfast club



GIVE AND LEARN

The Deekham district of Gateshead in Northumberland is, by every yardstick, an area of urban deprivation. Unrelieved concrete allows little room for grass, housing is largely local-authority provided, unemployment is high, as are the number of lone parents and families with problems, including domestic violence. Family incomes are such that 76 per cent of the 320 pupils attending Carr Hill Community Primary School are entitled to free school meals, well above the 50 per cent government benchmark of disadvantage.

"I lay artificial grass around my school, on top of concrete, just to give the children the feeling that they're on some form of grass," says Callum Kidd, the headmaster. Carr Hill was an early target of Greggs for a breakfast club, now in its eighth year at the school. "We have, roughly each day, between 80 and 130 pupils at the breakfast club. It's manic," says Mr Kidd. The club starts at 8.10 each morning. "Invariably the children are here at 8 o'clock. We found that if we started the breakfast club at 8, the children were queuing at 7.45, when my staff were just arriving."

The club relies on volunteers – around six mothers doing two or three days a week each, as well as a teaching assistant on rota. "In days gone by, it would have been a really close community, with parents, children and grandchildren all living in the same area," says Mr Kidd. That structure has gone, "yet, somehow, there still remains a sense of community."

Last year, he says, a third of his Year Six exam-year pupils started their education elsewhere, a symptom of the mobility crisis some families were in. Some children aged seven to 11 came to school having got themselves and younger siblings up and dressed, but determined to make it to the breakfast club, or go hungry. The club is part of the school's

entire ethos of healthy eating/lifestyles. "It's got to be seen within the rest of the work we do," Mr Kidd says. "They start the day with fruit, cereal, semi-skimmed milk, fruit juice, toast with some form of topping, and a hot drink. We go for cereals that are low in sugar content, high in fibre." Then, from 8.30am, children can let off steam and get fresh air in a supervised playground. "They get that burst of oxygen into their lungs, as well as having nutritious food."

Greater involvement with our local schools could be both enriching for our staff who volunteer, as well as help deal with our employment needs in the future

– Rosemary Thorne, group finance director, Bradford & Bingley

and that really sets them up for the day,"

The attraction of the club means that when school starts the children are there.

"My attendance in eight years has gone up from 86 per cent to 94.5 per cent. I put a lot of that down to breakfast club. Self-esteem, self-worth, belief in our children must come first. Everything stems from that. You have confident children who feel safe and are working in a calm environment – that's what they come into when they start at breakfast club. That then eases into their school day – and that's when they're ready for learning."

GETTY



Seeing the future. Believing in people. Making a difference: UBS, Business in the Community and Deptford Green School.

An inspirational *Seeing is Believing* visit in 1992 set UBS, Business in the Community (BITC) and Deptford Green School on the road to developing the UK's first, longest running and national blueprint model for schools mentoring.

The *Roots and Wings* adult to pupil mentoring scheme has seen hundreds of children improve their performance at school, attain higher grades at GCSE, continue into further education and achieve employment.

UBS and Deptford Green School have remained partners since 1992. UBS would like to congratulate *Seeing is Believing* on their 15th Anniversary and wish them every future success. We are proud to work with them and wholeheartedly support their mission to inspire business leaders, who have the potential to make such a difference to the lives of so many.

"The inspired leadership of UBS's CEO and the school's Head teacher, sparked by the Seeing is Believing visit, has led to a programme that has made an extraordinary impact and, quite simply, transformed lives. Roots and Wings is a good example of the way in which we can make a real difference."

Nick Wright, Head of Corporate Responsibility and Community Affairs, EMEA, UBS.



UBS consistently devotes resources to promote social and economic regeneration, with particular emphasis on community regenerative and educational initiatives.

Thursday, December 15, 2005

Roots and Wings – helping children reach new heights

- 15% higher uptake to Further Education by mentored students, by 1996
- 6 point average improvement in GCSE performance scores by mentored students 3 years into the programme
- 30% outperformance by mentored pupils over non-mentored for predicted scores in Maths, English and Science compared to actual results at GCSE
- 20% more achieved employment
- By 2002 OFSTED noted: "Analysis... that 60% of those who receive mentoring continue into further education compared to 40% of similar ability pupils who do not"

The Dai

Pride inspired by the beautiful game



ALAMY

FOOTBALLFOCUS When Bryan Gray bought Preston North End he kicked off a new spirit of optimism. By Nigel Reynolds

YOU MAY recall Victor Kayam, the perma-tanned American entrepreneur who appeared in the television advertisements. He liked his Remington razor so much, he bragged, that he bought the company. Bryan Gray is a chip off the Kayam block. He wanted to help Preston in Lancashire so much that he bought the city's ailing football club.

Though a keen soccer fan when young, owning his own club as a plaything was not a burning ambition. In any case, why would the boy from Barnsley want to purchase a club on the other side of the Pennines when he grew up? The explanation, a little unexpectedly, can be found in The Prince's Seeing is Believing programme. Gray's purchase is one of the stranger success stories arising from its search for businessmen wanting to put something back into the communities in which they work.

Gray was chief executive of Preston-based Baxi, the heating and boiler-making firm, and was counted as one of the country's unsung industrial heroes in 1994 when he was targeted by Business in the

Community. He was invited by Peter Greenall of The Greenalls Group on a Seeing is Believing visit to a secondary school on the run-down Blackbrook housing estate in Warrington.

The trip was an eye-opener. Though Warrington was booming, the estate was cursed by classic problems of crime, unemployment and drug abuse.

He says: "My overwhelming impression was that it was very depressing for youngsters. There was a very small patch of grass but inevitably there was a sign saying 'No Ball Games'. There was a full-time police presence in the school and we were shown knives that had been confiscated.

"The housing conditions were poor, people were afraid to go out at night and children were growing up with no hope."

After a follow-up meeting at St James's Palace where the Prince of Wales challenged members of the Warrington visit to go out and "make a difference", Gray, who is also a Church of England lay reader, was fired up with good intentions but no certain sense of how to proceed.

Quickly, serendipity was to play a part. A designer at Baxi suggested to him that the company might sponsor Preston North End. By 1994 it was flirting with bankruptcy, nicknamed Preston Dead End and near the foot of the old Third Division with crowds down to 3,000.

Gray decided to go one better. Baxi, itself emerging from difficult times under his leadership, would buy, manage and grow the club. Gray's vision was to rebuild the decrepit stadium, constructed in 1907, in order to regenerate a depressed part of the city, provide jobs and use soccer to instil much-needed pride and spirit to this corner of the country. "The club was in its own

glory days: Preston North End in 1938 when it won the FA Cup, above. Bill Shankly, who went on to be manager of Liverpool, is top left

time-warrior," says Gray. "Two images stay with me. One was the first-aid stretchers on the wall. They were pre-war. The other was men urinating against a wall near the pie stand because there were no toilets."

Preston North End had had glory days. It had won the inaugural Football League championship in 1889, the FA Cup in 1938 and the great Tom Finney was Preston North End's pin-up in the 1950s. But it had not been in the First Division since 1966 and not even the managerial skills of ex-Manchester United men – Bobby Charlton, Nobby Stiles, Tommy Docherty and Brian Kidd – had been able to turn its fortunes around.

Gray said that he would build a state-of-the-art stadium to hold 30,000 and take the club to what is now the Premiership.

It hasn't quite worked yet. Preston North End immediately won the Third Division title, 75 per cent of the new stadium has been completed and outside the ground there are signs of regeneration with new shops and cafes. And the club has been within an ace of the Premiership, reaching the promotion play-offs but then suffering defeat.

But crowds have quadrupled, many members of the city's large Asian community are now committed fans, a Respectable Fans Initiative to improve racial tolerance has won national awards, the club coaches local children including many Asians and, a thick layer of icing on the cake, Gray persuaded the football



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on the Alternative Investment Market. Gray says: "The only way to run a football club is on sound business principles but with a clear responsibility to the community. And what we have done has been great for Preston. Successful businesses don't run on subsidies, they run on creating wealth and reinvesting it."

City institutions invested but so did 3,000 fans. Says Gray: "A pensioner came up and said he had bought a £400 share. It took him every penny he had but he was happier putting his money into his club than leaving it in the building society."

The man says that his guiding principles are simple: "I am a very strong believer that people can change the world. I am a lay reader and a Christian and I believe that people are important. We have all got talents and we all have a part to play in life. It's a parable of the talents, if you like."

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DICK KERR'S LADIES' FOOTBALL TEAM.



Triumph: Bryan Gray, above, has restored Preston North End's fortunes as this win, top, over Derby in the Championship play-off semi-finals in May 2005 attests. Dick Kerr's Ladies' team from Preston, left, were the most famous in the land

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Television gets the big pict

FORGING PARTNERSHIPS

ITV's chief executive, Charles Allen, uses the power of his industry to drive campaigns that create social and health benefits for millions of people, reports Pat Blair

BUSINESS PEOPLE are essentially problem solvers. Put them in an environment that is unusual for them and before they know it they are identifying the issues and solving, or attempting to solve, some of the difficulties. That is how Charles Allen, the chief executive of ITV, sums up the success of the Seeing is Believing programme.

In 1990, as managing director of Compass, before moving to Granada, Mr Allen was invited on a Seeing is Believing visit, which from his early involvement, he thought ought to be re-titled Seeing is Doing. "I came away from that very first one thinking: this is a unique programme, this is quite interesting," he says. "I was impressed by the process."

Mr Allen had never previously been engaged in charity or community work but that first visit set his mind in motion. "Effectively you got out from behind a desk and went and saw things on the ground. I was just quite moved by it," he says.

He also saw how his type of business and the power of the camera could be used effectively. "The role that we can play is using the power of the camera to create awareness of situations and try and break down some of the prejudices." Although in the beginning the Prince of Wales led the way, prominent business people were gradually being drawn in to conduct Seeing is Believing visits themselves.

So it was in 1993, that Mr Allen led a visit to Blackburn and came away with the vision that, as a regional broadcaster, Granada would be in a position to raise awareness and engage others in a partnership that could provide tangible help to communities across the television company regions. From there, the Granada Community Challenge was created.

Since that first one, Mr Allen has escorted many visits. He recalls that one trip was to a centre for battered women. "We were sitting having tea and coffee - half a dozen suits and 11 or 12 women - just chatting." One woman told a business visitor how she came to be there: she had had a long relationship with her husband, who had then suddenly lost his job. He turned to drink and started beating her up. "That visitor's company had made her husband redundant," says Mr Allen. "He suddenly had a realisation of his own part and said, 'If we'd thrown another million at it, maybe we could have stopped these things.' He hadn't really thought through the people issues."

Mr Allen is not markedly sentimental in his approach. "What's in it for business is that we actually understand our communities a lot better. It's foolish to think that you can be prosperous in areas where the communities themselves are not prosperous. From a television perspective, a lot of the initiatives we do are about understanding and building relationships with our communities and playing our part. From a hard-nosed commercial perspective, these are business issues."

Developing from the Granada Community Challenge, came Race for Opportunity, an on-going programme chaired by Mr Allen within Business in the Community, though separate from Seeing is Believing. That has been running for 10 years and is now chaired by Allan Leighton, the chief executive of Royal

Mail. It addresses race and racial issues within business and promotes understanding from a business, rather than a social perspective.

"It makes good business sense to understand how race can play a part in driving your business. For example, if you're a retailer and you match your staffing ethnicity with the people you serve, then you'll sell more," says Mr Allen. "One of the things I learned from those early days was that by 2015, more than 50 per cent of the people in Birmingham will not be white. If you don't recognise what's happening in change of ethnicity in the country, you're not going to be serving your clients."

Then came Britain on the Move last year. "One of our objectives is to use the power of the camera to make things happen. Obesity costs this country \$6 billion a year. How can we use the power of the camera to get people physically on the move, be more mobile?"

Challenge taught us is that done properly, everybody is a winner. The people who did it grew and developed. The truth is, they get as much out of it as the people they're involved with."

Every year, managing directors of the 11 television regions in England and Wales are asked to become involved in a range of campaigns around a central core. "Most of our campaigns run for two years," says Mr Allen. "One of the things we are looking at now and consulting widely on is: what next?"

For Mr Allen the 15-year journey has taken him from no involvement in voluntary work to becoming deputy chairman of Business in the Community. "My background was such that my father died when I was 14, and the family suddenly had nothing. I feel incredibly privileged. Therefore, in my own social time I feel I want to give something back. I enjoy it and I'm very lucky to be doing what I'm doing."

Seeing is doing: Charles Allen, below, who went on his first Seeing is Believing visit 15 years ago, went on to create the Granada Community Challenge, pictured, before becoming a deputy chairman of Business in the Community



The first year the campaign got people out walking, the second year a purpose was added: "We linked it in with the Government's Year of the Volunteer and created the local heroes programme. It made fantastic TV. Great human interest stories with ordinary people doing extraordinary things."

Over the two years, which put 1.2 million people on their feet on National Walking Day, ITV devoted 93 hours of broadcasting time to the campaign, which raised £1.3 million for charity. More than half a million step-o-meters were distributed, half of them free, for people to chart their own progress. "For us, it was reinforcing positive role models, rather than focusing on some of the negative things that happen."

ITV has, says Mr Allen, built social responsibility into the culture of its organisation as part of staff development. The period spent by any member of staff in their own time doing voluntary work is matched by the company in terms of extra holiday. "We encourage that. One of the things that the Granada Community



COMPANIES TO THE C

A commitment to... companies in the five middle-man week over a per the basis of the Challenge. The a companies with communities wh wish list for wha difference to thi The communit Business in the they had largely because they're serious deprivat idea," says Char executive of ITV to five businesses managers for fir we'll do a fly-on Companies do community, he to engage Britis BNF, Manweb, Utilities) and the used their contat up to 1,000 cor including local a the aspirations

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KPMG LLP (UK) is pleased to support *The Prince's Seeling is Believing programme*. We are proud to contribute to our local communities and environment through our volunteering and community initiatives.

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AUDIT ■ TAX ■ ADVISORY





Operation Santa leaves everyone in good cheer

COMMUNITY SPIRIT
In Kind Direct helps to find a good home for surplus, quality stock.
Report by Paul Bray

THIS YEAR, 50 lucky children from the Belgrave area of inner-city Leicester will each receive a sack of toys thanks to Operation Santa, run by a local children's charity, Belgrave Playhouse.

In the old days these might have been donated by wealthier families, perhaps even by more fortunate children from their own toy cupboards. Not any more, says Playhouse's deputy head, Cliff Woods. "All you get second-hand these days is jig-saws with a piece missing. With car boot sales

and eBay people can sell their unwanted toys themselves." Lacking the cash to buy new toys, Playhouse relies instead on In Kind Direct, a charity which collects unwanted stock from commercial companies and distributes it to charities for a small handling fee.

In Kind Direct was the brainchild of the Prince of Wales, who had been impressed during a visit to Canada with its Second Harvest programme. He began to encourage Seung is Believing visits to look

Toys for us: children enjoying gifts from Belgrave Playhouse thanks to In Kind Direct's imaginative work with 600 companies across the country

at how companies were stock. He saw an ex-own backyard in 1992 a homeless project for the building given by beds by Whitbread. I every year companies worth millions of poor imperfect or shop-season's product or o All is perfectly usable wear and tear most is from what we buy in The Prince's perso Chemist revealed the collected surplus goods and employed young toys, bag up tombo community groups g by this, on a visit to Elwood, then chief of TSB, to look at the organisations. He di could take any amou as goods to support moving into their ov He learned that ma something positive w producers and avoid th of landfill but few ch three container loads or a thousand outmo Manufacturers are al rate goods finding th market via street trad

The Prince determ problems by foundi In Kind Direct with in the Community. I visits produced Sir P chairman, Alan Jone logistics partner and of Whitbread, its cu

Every month the c catalogue of availab buy on a first-come, although popular it goods may be ration particularly wants se Direct may notify it The charities pay j handling and distrib than 10 per cent of t The small charge he and ensures that the things they really w sale for tax purposes to account for VAT donations is also dec corporation tax. To find their way on to door, buyers must si not to sell In Kind I

"To protect the de everything from its destination," says In executive, Robin Bo excessive quantities the alarm bells ring, a sign of sharp prac recently questioned Gillette shaving pro that they were for th dads for Christmas: buy the old man any the system breaks d Woods. "We mark take it back to the s a refund." The list donors reads like a Britain, including c supplies from Body Johnson, Kimberly Gamble and Unilev Early-Learning Ce from Adidas, Little Reebok, and hi-tee Black & Decker, B

The charity accep domestic use excep bulky furniture. M have contributed o donations from sm welcome as those f Belgrave Playhou rambles and campi "The cost of walki horrendous," says

pairs in store and 12 Berghaus rucksacks. "We could never have afforded to buy them at full price and I can't find anything wrong with them." Some products may be old but this does not matter. "We've had surgical gloves that were past their sell-by date. That's important if you're having a heart surgery but not if you're wiping a kid's bottom," says Woods.

In Kind Direct has supplied Playhouse with everything from DIY materials and Persil tablets to office stationery, computer software and Manchester United maths workbooks. But with a play centre used by about 70 children a day it gets through a lot of toys, so these are at the top of its shopping list. "Every month we scour the catalogue for potential Christmas gifts and store them in our attic," says Woods.

The December catalogue includes a large donation from the upmarket toy vendor Manhatan Toy. "Giving to children's charities is already part of what we do but through In Kind Direct we believe our reach will be greater," says Manhatan's European managing director, Gil Kennedy. "In Kind Direct was very professional and collected all the toys from us. The company would not donate faulty or substandard goods. But last year we introduced about 200 new products, so inevitably there are products left over that we can't maintain in the current catalogue for space reasons," says Kennedy.

This was Manhatan's first donation to In Kind Direct, for one very simple reason, says Kennedy. "We only discovered the organisation this year." It's time other businesses discovered it, too, before the UK's mountain of unnecessary waste grows any higher.

Teddies at large: every year British companies throw out stock worth millions of pounds but these two friends will find a good home with children from an inner city



PHOTOLIBRARY.COM

Our unique role is to break up bulk, taking large donations of unwanted goods and making up packages for different-sized charities. If donors want something out by noon, it's out by noon.

- Robin Boles, chief executive, In Kind Direct

PLEASURE IN LEISURE

When David Thomas, a former chief executive of the hotel and leisure group Whitbread, went on his first Seeing is Believing visit in east London, he was so impressed that he persuaded the Whitbread board to set up an internal Seeing is Believing programme for all the group's senior managers.

"I'd just taken the chair of our community programme, and I thought Seeing is Believing was a really efficient way of getting senior people to think about what the community means to their organisation," says Thomas.

Throughout the mid-1990s, all 136 of Whitbread's most senior managers visited educational, community and voluntary projects around the UK, many already supported by Whitbread. They returned full of enthusiasm, especially for getting practically engaged in the work of their local communities, and passed this on to their staff.

Whitbread already had an active community programme, but the Seeing is Believing programme crystallised it and, directly or indirectly, encouraged many more staff to get personally involved in community or charitable work in their own localities.

Angie Risley, Whitbread's group human resources director, went on a Seeing is Believing visit in Luton, where the company is one of the largest employers. "It really was an eye-opening experience. Now in Luton we've done The Big Effort, where all staff bring in clothes and goods for the homeless. We do a lot of voluntary work at a home for terminally ill children and help elderly people with their gardens. Seeing is Believing was probably the biggest catalyst for this."

Another result of Seeing is Believing was an expansion of Whitbread's policy of donating furniture to hostels for homeless people. "Previously when we refurbished a hotel the beds would go on the rubbish tip," says Thomas. "So we started a programme to donate the beds, chairs etc to a local hostel or similar organisation." Thousands of items have been donated over the years.

More recently, Thomas and Risley went on a Seeing is Believing visit in south London. At Lewisham College they

saw students being skills on a program City banks. This e develop stronger colleges, especial courses in the co and tourism. The apprenticeship p chets at 26 colle apprenticeship p Whitbread belie symbiotic relatio because a thriving customers and a "further educ to us to get peo says Risley. The group also for its staff are get a huge arro community wor a difference," s "Our staff rea helps to make u when we're rec



In Kind direct

a registered charity founded by HRH The Prince of Wales

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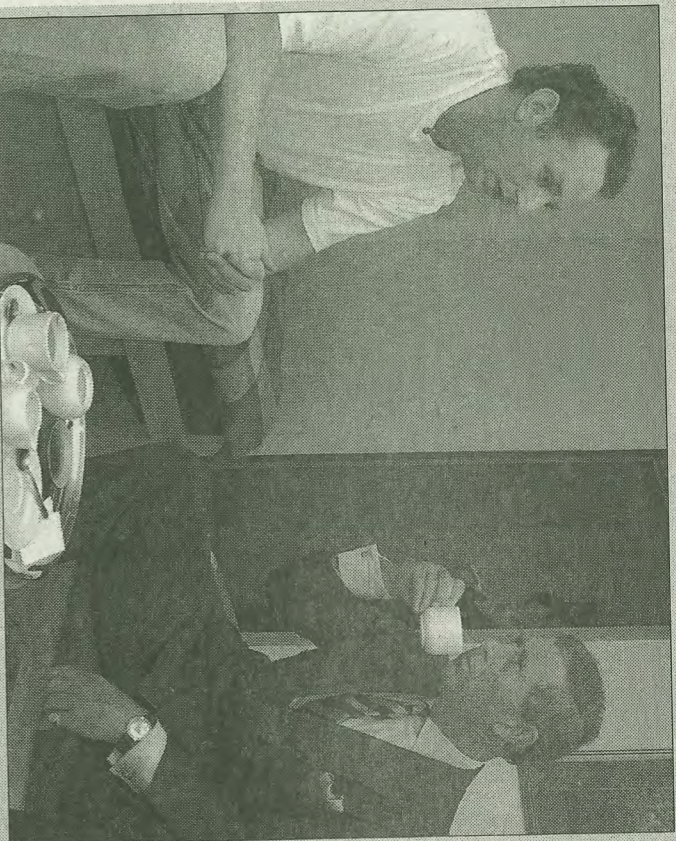
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Thursday, December 15, 2005



THE BIG HOUSE MAKES A HUGE IMPACT

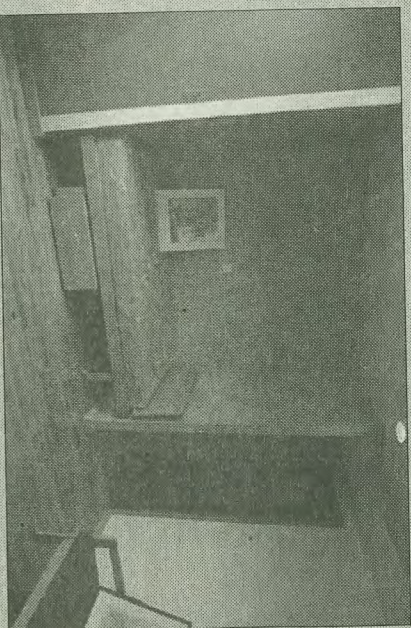
SOMETIMES it turns out that the people needing a helping hand are right on one's doorstep. As the largest advertising agency in the UK, Abbott Mead Vickers BBDO had worked for all sorts of clients including those supporting social initiatives such as Books for Schools and Comic Relief.

"We were persuaded by Business in the Community that we could be doing more as a company in our own right," says Cilla Snowball, the agency's chairman. Andrew Robertson, then chief executive, went on a Seeing is Believing visit in 1999, when Mr's Snowball was managing director. "We

weren't looking for a partner or even a cause but Andrew ended up at the West London Mission day centre for the homeless, about four minutes' walk from our office," she says.

Inspired by people from the mission, he pledged half-a-million pounds as a company, to buy for and with them, a half-way house for the homeless, as a bridge between hostel life and permanent housing. "Even in Marylebone, we'd seen the scale and horror of homeless people sleeping around us."

Once the agency had started to develop an understanding of the associated problems - drugs, alcohol, unemployment, depression - it formed a formal partnership with the mission and started fund-raising, drawing on clients and suppliers for cash



and donations in kind, and applying for grants. "The West London Mission had the know-how and community contacts, and we had the creativity and contacts to come up with some interesting ideas," Mrs Snowball, who led the agency side, says.

It was not all plain sailing, as times were tough in the advertising business generally. "We all had quite a lot going on in our day jobs, let alone this project. What we thought would be a year's work with a fund-raising effort of half-a-million, in the end took three years and £1.2 million to make it happen."

The agency didn't immediately get everything right either, first finding and then losing properties. They thought by dividing the 300 staff into teams by their star signs, it might encourage cross-disciplinary ideas. "It didn't work, because when you put people of the same star sign together, they have a great time but nothing happens. In the end, in partnership with the West London Mission, we achieved a joint success that we could not have achieved individually."

In October 2002, the Big House opened officially, not in Marylebone as intended, but some miles away in Camberwell Road.

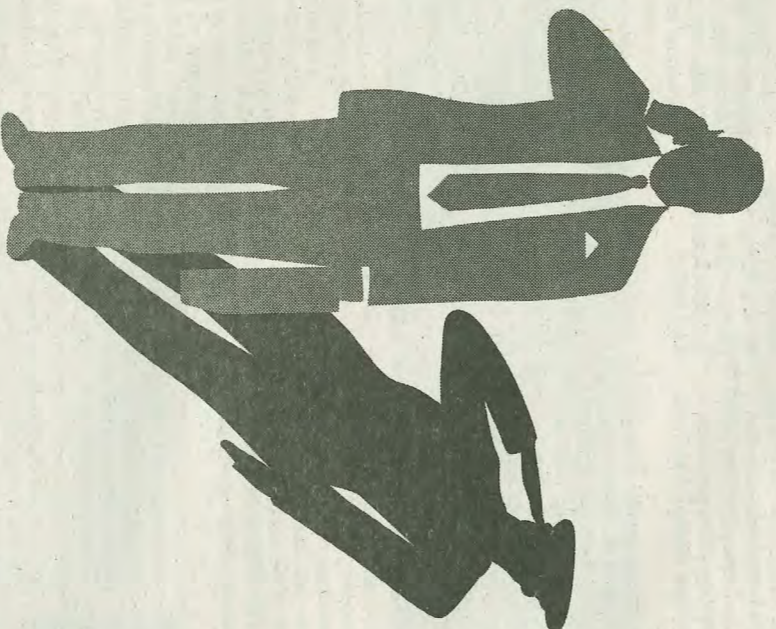


On a mission: Cilla Snowball, above, has been tireless in her quest to help open the Big House for the homeless, top and right. The Prince lends his support, left.



It provides 10 self-counselling, medical training. Ten people 25 have moved on working and living are still in touch. The doing voluntary work touch and one has returned to the streets.

"It's been hard work, Snowball. "We've created a solution to homelessness or replicate sustained or replicate been giving people and confidence. They transformed, and it's pride for everybody



The point is to get back to work

Project Compass aims to help homeless ex-Service personnel who have the potential to return to sustained employment. We provide personal development courses and career training to improve self esteem and increase employability

The issue

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Business in the Community
 Business Action on Homelessness





A triumph in trust

BUILDINGBRIDGES

Pulling down barriers in Northern Ireland was not an easy task but a resolute band of 'fixers' was not deterred.
Report by Robert Miller

BUSINESS IN THE Community's Seeing is Believing programme has faced many difficult challenges since its start but few can have been as daunting as Northern Ireland at the height of the Troubles.

Dan Corr, a founder member of Business in the Community in Northern Ireland, recalls that when a group of local company executives met for the first time in Belfast

in 1989, well before the first official cease-fire in August 1994, the omens were hardly auspicious.

"There was no dialogue between the communities, mass unemployment, poor education, high rates of teenage pregnancies and all this deprivation set against the background of daily violence," says Mr Corr, who in his "day" job is Northern Ireland area manager for the Nationwide Building Society.

The next step was for Mr Corr and colleagues from companies such Marks & Spencer, the Hastings Hotel chain and the late Colin Shillington of a local dairy firm, Dale Farm, to embark on bus tours to the four corners of Belfast. "We could see the need straight away," he says, "but I think what really shocked me was the sense of alienation. It's hard to say how much was self-alienation and how much of it came from outside."

Seeing was one thing, but getting into the Belfast communities, or simply establishing a basic dialogue, was much tougher. "As far as they were concerned,

we were just another bunch of guys in grey suits," says Mr Corr. It took nearly a year for the programme's supporters to gain the trust of the local communities and even then they had to deal separately with the nationalists and loyalists. That particular barrier was only broken three of four years later in the 1990s.

In the meantime, the alienation of people trapped in the inner city, as well as rural communities, meant that any agency from outside, and particularly one that had the support of the then Northern Ireland Minister, Richard Needham, was branded as "part of the establishment". This suspicion extended from the Housing Executive to surgeries and, in some cases, the local libraries.

Once the dialogue had begun, however, Mr Corr and the business backers of Seeing is Believing were encouraged "by the swift emergence of natural leaders in the communities and the fact that many of the women were saying 'all we want is for the violence to end and for there to be jobs'". As Mr Corr points out, the programme is

CHANGE REACTION: BARONESS BLOOD

WHEN MAY BLOOD left school at 14 she had, she says, "no education, not even a scrap of paper". She did, however, have the words of her deputy headmistress ringing in her ears as she embarked on what was to become a 38-year career in the linen mills: "You're a hussy May Blood and you'll never be anything else." She says she had no idea what being "a hussy" meant.

Her experiences of the Troubles, like many others, was very personal. She and her family of seven were fire-bombed out of their home in 1971. She describes the segregated neighbourhood she has lived in since she was forced out as an "absolute dump". Looking back, she says: "You'd have

no hesitation in calling it, and other areas in Belfast at that time, a ghetto, with very high unemployment and illiteracy rates."

By the early 1980s May Blood and a group of women involved in voluntary community work decided "to contact Catholic women to see what problems they faced. They were identical."

In the early 1990s she was a community worker on Shankhill Road running a small job-creation project that was on a Seeing is Believing bus itinerary (see main feature, above). What attracted her to this particular programme, she said, was that "they didn't make promises". She was mentored by business leaders "and taught about how to



Shining example: Baroness Blood has humble roots but today sits in the House of Lords

keep financial accounts and do the wages. I was also given help in how to make presentations to help raise funds."

Her tireless voluntary work, and her position as a well-respected leader in the community, brought her to the attention of the late Northern Ireland minister Mowlam who, she reckons, recommended her for a seat in the House of Lords where she sits as Baroness Blood of Blackwatertown, County Armagh.

Like her Seeing is Believing colleague, Dan Corr, she believes much has been achieved but that there's more to be done. "My passion in life is to achieve integrated education in Northern Ireland. Did you know that 95 per cent of children are still in segregated schools? That must end."



Action man: electrified from left, Don Corr, in striped jumper, joins other business people and celebrities in a fundraising jail break; Mr Corr and Nationwide staff hand a cheque for £103,000 to Northern Ireland Hospice patron Paul Clark; and Nationwide staff work with him on a Habitat for Humanity house-building project on the Glencairn Estate, West Belfast

not about but rather help and In North challenge so, "we be offered on and arrange enlisted a re-build c Many o not paid t senior fig Mr Corr negotiate authority they start By the in August Program Prevnosis) talking to not so yo trades an first time "There which wa cease-fir so-called whom ha life sente Over t than 100 Ireland's Corr, "a prospect to protect to "crimes". shock to expect. E just like normalt were rel Since t Seeing is North Corr, "h have wou corporat that we l to bring communit Seeing is wholele director Northern years it h in North

Serene are our valleys

NEWBEGINNINGS
Unemployment, drugs,
lack of policing and
poor facilities are made
problems of the past for
a Welsh housing estate,
says Robert Miller

APART FROM a commanding view of the Rhonda valley from its mountain top perch, Penrhys had little to recommend it when Sir William Castell went on his first Seeing is Believing visit some 14 years ago. But the president and chief executive of GE Healthcare, who at that time was head of Amersham (subsequently taken over by GE), came back for a second visit. This time he returned with other business leaders including Whitbread, the advertising agency J Walter Thompson and the then head of BA, Robert Ayling. Their guide around the housing estate was the now retired Rev John Morgan. Sir William is unstinting in his praise for

the man universally acknowledged to have been the driving force behind the community's regeneration, albeit one that has seen the population shrink from 4,000 to around 1,500. Unemployment was running at 93 per cent and, says Sir William, who in 1998 became chairman of the Prince's Trust: "Residents felt isolated from modern life. It was economic dislocation. The first task was to restore people's self-belief."

It was at this point that Paul Rowson was appointed as director of the Penrhys project that became part of the Penrhys Partnership between business and local residents. "The situation was horrendous," he recalls, "and without John Morgan and the involvement of businesses, local and national, we would never have got off the ground."

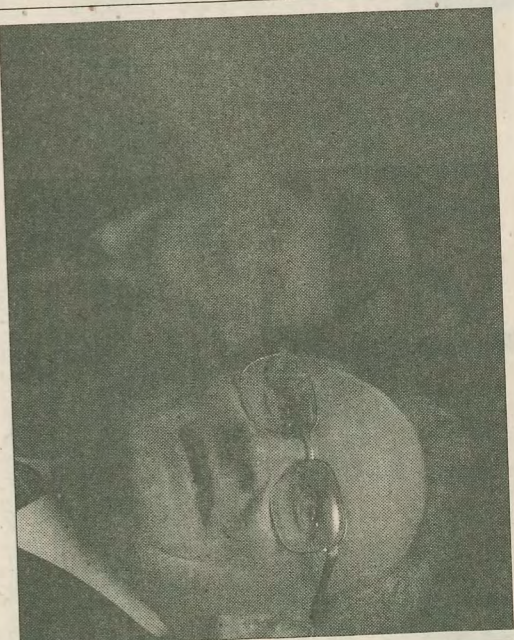
Not that it was easy. Residents were "disfranchised" if not downright hostile, says Mr Rowson. But with the help of the Rev Morgan, who had built a church on the estate, people were gradually won over: "John lived in the community with his family and was always ready to listen and help. He was never judgmental. He deserves the kudos for making it happen."

As a result of the Seeing is Believing visits, BA offered work placements at its two sites in Wales as did local businessman Bernard Jones with his Buy-As-You-View company. A doctor was

appointed for the first time and a grocery shop opened. Mr Rowson points out that these, and other basic amenities, are taken for granted in most places but in Penrhys they were hard-fought-for facilities.

The project also enlisted the help of architects, initially for free, to help convert derelict property into a community centre with residential flats above. Then came a National Lottery grant. "It was slow progress," says Mr Rowson. "We consulted with local residents on every step of the plans and there was often a great deal of tension because people felt so isolated – literally up a mountain with just one road in and out. This was a place that had almost total unemployment and a massive drug problem compounded by inadequate policing."

Mr Rowson, who is now a field director with Business in the Community, says that despite the population being under half of what it was, Penrhys has a "better balanced population and a more pleasant environment for people to live in. I like to think Seeing is Believing has played a small part in that process."



Unstinting devotion:
Sir William Castell is a veteran of the Seeing is Believing programme. He first visited Penrhys more than 14 years ago

QUAL
Few people about Penrhys programme up in the Partnership manager Carter sees has helped felt by me clear-cut that are cosmetic
"In the challenge infrastructure office, do Having s about es centres activities still are, "At ee quality v better c The thin Partner with th authori housin the em says: " and wha to wha done v partne might Mr C Seeing saw th above now P comm better expect

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“As HRH The Prince of Wales's Ambassador for South East England in 2004, I have had the privilege to host a number of Seeing is Believing visits and have seen for myself the dramatic effect that such events have. Mostly recently, I took a group of senior executives to two schools in the Reading area that are currently under special measures. Although that might suggest 'failing schools' it is far from the truth. Both establishments have dedicated staff driven to helping students achieve, but with the greater emphasis on running schools like a business one school highlighted the administrative burden as a major area of concern. On the visit it became clear that there might be an opportunity for senior staff to benefit from business management development programmes, so that they could help teachers to concentrate on educating the pupils. That idea is now being turned into a proposal for the South East of England.

Similarly, on another visit to projects being run in Tower Hamlets, a major technology provider was helping to provide home access to the Internet, so that those normally excluded from education had opportunities to learn English and basic computer skills.



Ian Smith
Senior Vice President & Managing Director
Oracle Corporation Ltd
UK, Ireland and South Africa

Many hands make light work

FARMFRIENDS
Business leaders discovered on a visit to the North West that farming would benefit if more people pulled together. By Paul Bray

URBAN DEPRIVATION, with its rampant graffiti, derelict buildings and burnt-out cars, is all too easy to see. But rural deprivation is often masked by the beauty of its surroundings and by the fact that smaller pockets of deprivation can exist next door to relative affluence.

So when, five years ago, the Prince of Wales led a score of bigwigs from major corporations and government agencies on a Seeing is Believing visit to rural Cumbria (where in some areas the average household income is less than £20,000), many were facing the problems of the countryside for the first time.

"Most of our business life is focused around cities, so the visit was very successful at bringing out the problems rural people face," says John Roberts, chief executive of United Utilities, Cumbria's main water and electricity supplier. "It was a very positive experience for me."

The experience was equally positive for Jane Brook, founder and manager of Orton Farmers Market, one of the organisations on the group's itinerary. "The visit was extremely beneficial. As a very new community enterprise in the middle of nowhere, we couldn't overestimate the benefits of the publicity in putting us on the map." (The presence of the Prince of Wales, just returning to public engagements after breaking his arm, was a magnet for the media.)

"Then some of the businesses we visited decided to sponsor us, which meant we were able to get funding from the Department for Environment, Food and Rural Affairs and other organisations to buy the infrastructure – stalls, vehicles etc – that made us sustainable. It also gave us a tremendous boost that people from outside were taking notice of us."

Since the visit, the farmers market, held on the second Saturday of every month, has grown from 12 producers and 300 regular customers to 46 producers serving 800 customers, and won a Big Tick award from Business in the Community (BITC) for its responsible business practices. It not only generates more than £150,000 a year for the local economy but also boosts trade for Orton's permanent businesses.

"The benefit you can't put a price on is that once a month the whole village gets together," adds Brook. "It's become a highlight of our calendar."

The hail, sleet and high winds on January 26, 2001, left the visitors in no doubt about the conditions in which local farmers work. But a greater storm was brewing and within weeks of the visit the area had become a centre of the foot-and-mouth outbreak and Orton was sealed off.

The publicity generated by Seeing is Believing helped the farmers market to re-open in the autumn. But the crisis made it even more imperative to help the region's farmers to streamline or diversify.

The leader of the Cumbria visit was Graham (now Sir Graham) Melmoth, then chief executive of the Co-op Group. "It was apparent that there was no way farmers

were going to survive unless they learned new techniques and unless they were helped to do this," he says. Sir Graham detected a sense of "isolationism" among farmers. The Co-op is itself a major farmer, so Sir Graham seconded two Co-op staff, Richard Lancaster and William Houstoun, to form Farmcare Co-operative Solutions, a two-year project to share Co-op best practice with farmers in the North West.

"A major problem for small farmers is lack of economies of scale," says Lancaster, "but they're very Anglo-Saxon and don't always like working with one another."

So the Co-op team set about educating farmers about the benefits of co-operation and bulk buying and selling. To existing, informal groupings they explained how to become formal co-operatives, including legal agreements and proper production control to ensure a steady supply to customers.

"Finishing" cattle (fattening them to slaughter weight) is difficult in Cumbria's harsh conditions. So a group of Cumbrian beef farmers are chipping in to get their calves finished in north-east England instead of selling them cheaply while still small.

"If you do it on the right scale you can retain ownership of your product until slaughter and beyond, which is where you get the best profit," says Lancaster. "That was a major change which these farmers had never considered before."

At the Junction 38 Partnership – based at Tebay, a locally run service area on the M6 – the Co-op team took a group of farmers, butchers, wholesalers and retailers to see a community-owned meat-processing plant in France. A similar facility is now being built at Tebay with funding from the Northwest Regional Development Agency (NWRDA).

"The members will save a few pence per kilo, which on today's tight margins can make all the difference to their survival,"

says Lancaster. "The bigger members will save several thousand pounds a year." The Co-op project acted as a pilot for the English Farming and Food Partnership, which is now promoting co-operation between farmers throughout the country. A further benefit of Seeing is Believing was the opportunity to meet like-minded business leaders, says Sir Graham. His encounter with John Roberts in Cumbria led to United Utilities and the Co-op teaming up to provide 15 laptop computers for "rural leaders" such as Jane Brook, enabling them to set up websites, communicate with other groups and access basic information and advice.

"It made an enormous difference; you couldn't run an operation like ours without a computer," says Brook.

Sometimes it is manpower not money that rural communities lack. Another stop on the Cumbria tour was Biggins Day Nursery in Newbiggin-on-Lune, which provides a vital service in an area where both parents in a family often have to work to make ends meet. Noticing that the nursery's playground needed sprucing up, Sir Graham arranged for a team of Co-op volunteers to do it.

"This kind of activity shows how employee volunteering can really make a difference on the ground," Graham Russell, the community impact director at BITC, says.

After seeing the countryside's problems at first hand through Seeing is Believing, Roberts was keen for United Utilities to support further rural projects. Now the company is partnering with the RSPB to encourage its tenant farmers to be more environmentally responsible, and with the NWRDA to install broadband internet throughout the Lake District.

"It's a snowball job," says Sir Graham. "As you talk to other people whose experience is very different from yours, you start to see how business can really make a contribution."



What the farmer sold: Jane Brook, below, founder and manager of the Orton Farmers Market and, bottom, surrounded by various local farmers selling their wares



food, Sir Don Curr, Britain's most respected rural economist, says the farming sector is 60 per cent of the fundamental character of the population of farm development new business prices continue to rise. "Farmers are very good at their businesses but they either have to value to their product in the market, or C business entirely," he says. "People in from other professions can be giving farmers the new skill or entering the market. Money for rural charities is 0 says. Renovating sponsoring the local community life. Farmers and farmers are p isolation. So charity Farm Crisis Network Agricultural Bene do vital work.

Financial help new adds Sir Don. "£5 the difference between not maintaining a improve the community. It projects But cash is not £ sometimes an in the ground to get often the skills. An of opportunity for can be transferred. A external "facilitate" farmers to buy equipment or labour independent but when every farm task on his own fee. Smaller business much difference voluntary help or are small business often feel more o when talking to o Sir Don is full of Believing, and for Business in the C investment in the country people c and employment.

"Seeing is Believing particularly succeed companies to responsibilities are projects or initiatives because people a on the ground an face. It's so easy be immune from Although many on their local area community projects that they also loc at rural community their own supply

Seeing is Believing

Leadership in Action

Leaders taking action



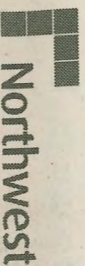
Martin Beaumont, Group Chief Executive, The Co-operative Group showed how business can support people excluded from mainstream education and employment and how early interventions raised aspirations, helping divert young people from falling into minor criminal and anti-social behaviour.



Christopher Hyman, Chief Executive, Serco Group plc, showed the impact that low skills can have on people of all ages and how innovative business-led schemes can provide alternative education to people, both inside and outside the working environment.

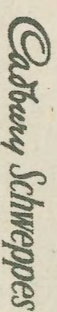


Justin King, Chief Executive, J Sainsbury, showed the role business leaders could play in helping to create a more healthy society for all with schemes which encourage healthy eating and sporting activities to benefit the whole community.



Bryan Gray, Chairman, Northwest Regional Development Agency led a visit focusing on projects in the fields of education, employability and regeneration in Burnley and Nelson. It concentrated on efforts being made to bring young people of all faiths together, challenge stereotypes and engage all parts of the community.

John Sunderland, Chairman, Cadbury Schweppes led a visit which provided an insight into the homeless person's journey from dependence to independence and paid particular attention to the significant role business can play in helping homeless people into sustainable employment.



ScottishPower

Ian Russell, Chief Executive, ScottishPower and Chair of the Seeing is Believing Alumni introduced participant to young people involved in volunteering programme which showed that by enhancing their own skills, the young volunteers not only helped others but also improved the future career prospect.

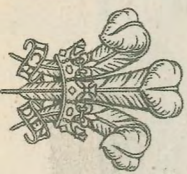
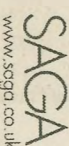
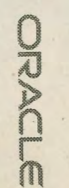
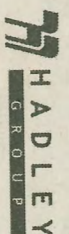
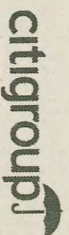


Michael Wareing, International Chief Executive Officer KPMG led a visit showcasing how community based organisations and businesses are working together to help the 400,000 'hidden' homeless people in the UK to overcome their situation.

John Lewis Partnership

Sir Stuart Hampson, Chairman, John Lewis Partnership led a visit exploring the range of partnerships that schools undertake with companies, demonstrating the effectiveness of employee volunteering and examining the most innovative ways to form a sustainable partnership.

And with thanks to the following companies for leading one of The Prince's Regional Seeing is Believing



Join The Prince's Seeing is Believing Programme
For further information, visit: www.bitc.org.uk/