

DIRECTIONS FOR THE NINETIES


AN ACTION STRATEGY FOR COMPANIES AND THEIR PARTNERS
IN COMMUNITY INVOLVEMENT



BUSINESS in the COMMUNITY

BT 
In the community

British Gas 

GRAND METROPOLITAN
...adding value 



KENSINGTON PALACE

I have long been of the opinion that business of all shapes and sizes represents an increasingly powerful force to help improve the quality of life for all of us in society.

Through my Presidency of Business in the Community, and my personal involvement with a range of local and national organisations, I have watched with enormous satisfaction and encouragement as more businesses have come to see the potential to help themselves through helping others. What one might call "Enlightened Capitalism".

I have also realised, however, that there is much more which can be achieved if only we can convince more companies to become involved.

For several years now I have been trying to encourage busy business men and women to join me in visiting schools and housing estates and innovative examples of economic rejuvenation, both in this country and overseas. I have done so because no report, conference or letter is a substitute for the impact of going to look for yourself at what needs to be done and what can be done: seeing really is believing.

Inevitably, of course, it is impossible for me to invite every business in Britain to "come and see". I hope, however, that "DIRECTIONS" might inspire more businesses to look for themselves and to examine what their firm - whatever its size - might do.

I encouraged the President's Committee of Business in the Community to produce "DIRECTIONS" because it was clear to me that many companies are confused by the myriad of different requests they now receive for help, and that unless we could provide a clear "road-map" and "Agenda for Action" for all those concerned with public-private partnerships, we would not be able to unlock the vast potential of business to invest in the economic and social rejuvenation of Britain.

I do hope, therefore, that "Directions for the Nineties" will interest you and will provide further food for thought and action.

Charles

DIRECTIONS FOR THE NINETIES

WE ARE DELIGHTED TO SUPPORT BUSINESS IN THE COMMUNITY'S *DIRECTIONS FOR THE NINETIES* CAMPAIGN. THIS PUBLICATION MARKS THE BEGINNING OF A NEW ERA IN CORPORATE COMMUNITY INVOLVEMENT AND WILL PROVIDE VITAL GUIDANCE TO BUSINESS AND ITS PARTNERS IN THE YEARS AHEAD.

WE BELIEVE THAT OUR CORPORATE SUCCESS DEPENDS ON AN ONGOING COMMITMENT TO THE COMMUNITIES IN WHICH WE OPERATE. WE HOPE THAT, AS A RESULT OF THIS CAMPAIGN, MORE BUSINESSES THROUGHOUT BRITAIN WILL WORK IN PARTNERSHIP WITH THEIR LOCAL COMMUNITIES TO HELP BUILD A MORE PROSPEROUS SOCIETY FOR US ALL.

Robert Evans, CBE
Chairman and Chief Executive, British Gas

Iain Vallance
Chairman, BT

Sir Allen Sheppard
Group Chairman and Chief Executive, Grand Metropolitan

AN ACTION STRATEGY FOR COMPANIES AND THEIR
PARTNERS IN COMMUNITY INVOLVEMENT

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EXECUTIVE SUMMARY

❖ **DIRECTIONS FOR THE NINETIES is an action strategy** to improve the quality and extent of business involvement with the community. It is intended for use by business, central and local government, and not-for-profit organisations.

❖ The most important contribution of business to society is to generate sustainable wealth by meeting the needs of customers. However, **business is recognising that it can make a direct contribution to community prosperity** through its involvement with education, employment and training, environmental protection and improvement, enterprise and economic regeneration initiatives.

❖ For both moral and practical reasons, good corporate citizenship has become an integral feature of successful business practice. Whilst philanthropy remains an important motive for business, there is growing recognition that **corporate community involvement, if properly conceived and managed, creates direct business benefits**. These include expanding the business, building the people and creating freedom to operate.

❖ **Business involvement must be clearly focused** into key social areas to ensure maximum benefit for both companies and communities. Priorities should be based on business and community needs and an assessment of resources which companies can best contribute.

❖ Community involvement in the 1980s was led by a few pioneering companies experimenting with community programmes and organisations creating pilot models for partnership. The experience of the past decade demonstrates that:

- Any company, regardless of its size or sector, can make a contribution to the community;
- Community involvement is becoming part of mainstream business;
- Platforms now exist through which business can be involved in the community.

❖ **In the 1990s community involvement can be greatly expanded.**

DIRECTIONS FOR THE NINETIES proposes to:

- **Deepen community involvement** by persuading companies to apply an 'A.C.T.I.O.N.' model to their corporate programmes - i.e:

ASSESS existing community involvement, determining how long-term business needs can be met through such involvement and adopting a Board Policy;

COMMIT the company at all levels through senior management leadership, employee involvement and integration of community involvement into management development and appraisal;

TELL stakeholders (including shareholders, employees, customers and the wider community) about the company's community involvement activities;

INTEGRATE community involvement with mainstream business functions such as marketing, purchasing and personnel;

ORGANISE programmes professionally with measurable targets against which progress can be regularly monitored and reviewed;

NURTURE long-term partnerships with organisations in the community.

- **Widen community involvement** by recruiting more companies from a broader range of sizes and sectors and creating support among professional, academic and business-led organisations;

- **Encourage partners** in the community (i.e. government, Local Authorities, voluntary, not-for-profit and community organisations) to work in ways which motivate companies to increase the quality and effectiveness of their involvement. In particular, it is important for Government to commit itself long-term to public-private partnerships.

❖ **BUSINESS IN THE COMMUNITY** will help to achieve these targets through activities proposed in its three-year business plan.

COMMUNITY INVOLVEMENT IN THE NINETIES

NEW CHALLENGES FOR BUSINESS

The world is undergoing dramatic changes in the 1990s. Innovations in technology and communications have globalised markets, created new industries and dissolved cultural and political barriers. These transformations have produced new pressures as well as opportunities for business.

For many successful companies, community involvement is becoming an integral feature of core business operations. Such activity, when strategically managed, can enhance a wide range of corporate functions including personnel recruitment, training and management, marketing and communications as well as research and development.

Corporate community involvement will become an important tool for building business success in the coming decade. As new pressures emerge for business, community involvement creates new opportunities for expanding the business, building people and creating freedom to operate.

"WHAT WE ARE SEEING. . . IS NOTHING LESS THAN A COMPLETE AND TOTAL REVOLUTION IN THE ATTITUDE AND RELATIONSHIP BETWEEN BUSINESSES OF ALL SIZES AND THE COMMUNITY AT LARGE . . . WHAT HAS HAPPENED, PARTICULARLY IN THE LAST DECADE OR SO, IS THAT THAT RELATIONSHIP BETWEEN BUSINESS AND PEOPLE WHO ARE WITHIN THE FIRM AND BEYOND THE FIRM HAS BEGUN TO BE RE-ESTABLISHED IN A WAY THAT WE HAVE NEVER BEFORE SEEN IN THIS COUNTRY REMOTELY ON SUCH A SCALE."

Rt Hon John Major MP

Many readers will be familiar with the socio-economic and business trends analyzed by futurologists such as Alvin Toffler, Peter Drucker, Charles Handy, John Naisbitt and Tom Peters. These trends have specific implications for community involvement.

CORPORATE COMMUNITY INVOLVEMENT: TRENDS FOR THE NINETIES

REASONS FOR COMPANY INVOLVEMENT

BUILDING BUSINESS

CREATION OF GOOD COMPANY IMAGE

MANAGING NEGATIVE IMPACT OF COMPANY OPERATIONS

BUILDING FREEDOM TO OPERATE

INVOLVEMENT WITH SOCIAL PROBLEMS WHICH AFFECT COMPANY ADVERSELY

BUILDING PEOPLE

PROMOTION OF EMPLOYEE WELL-BEING AND POSITIVE MORALE

DEVELOPMENT OF YOUNG MANAGEMENT AND OTHER STAFF

1990s TRENDS IN BUSINESS & SOCIETY

- ❖ GLOBALIZATION OF BUSINESS CREATES NEED TO ESTABLISH ROOTS IN LOCAL MARKETS
- ❖ COMPANIES BECOMING INCREASINGLY PRO-ACTIVE WITH CORPORATE COMMUNITY INVOLVEMENT
- ❖ EMERGENCE OF EUROPEAN SINGLE MARKET AND 'EUROPEAN SMALL BUSINESS'
- ❖ INCREASING ENVIRONMENTAL PRESSURES
- ❖ 'HOLLOWING OUT' OF NON-CORE BUSINESS FUNCTIONS
- ❖ RAPID COMMERCIALISATION OF INNOVATION REQUIRES ADAPTABILITY TO CONSTANT CHANGES
- ❖ INCREASING DISPARITY BETWEEN BUSINESS SKILL REQUIREMENTS AND EDUCATIONAL ACHIEVEMENTS OF RECRUITS
- ❖ DIMINISHING RESOURCES FROM GOVERNMENT
- ❖ CONSUMERS INCREASINGLY CONCERNED WITH ENVIRONMENTAL ISSUES
- ❖ INCREASING REGIONALISATION OF GOVERNMENT
- ❖ ENHANCED BARGAINING POWER OF SKILLED WORKERS IN SHORT SUPPLY
- ❖ GREATER FLEXIBILITY IN EMPLOYMENT PATTERNS REQUIRED TO ACCOMMODATE WOMEN RETURNERS AND PART-TIME WORKERS
- ❖ INCREASING COMPETITION AMONG NOT-FOR-PROFIT ORGANISATIONS FOR PRIVATE-SECTOR SUPPORT IN SECURING PUBLIC SECTOR MONEY

DEVELOPING A LONG-TERM STRATEGY FOR COMMUNITY INVOLVEMENT

DIRECTIONS FOR THE NINETIES is a blueprint for expanding community involvement on a massive scale. It has been prepared at the instigation of Business in the Community's President, HRH The Prince of Wales, and the President's Committee. Its purpose is to create a climate for action to improve the effectiveness of business involvement with the community by:

- ❖ **providing recommendations for action by companies**, highlighting priority areas for support, forms of assistance and relevant partner organisations;
 - ❖ **providing recommendations for action by partners in the community**, particularly central and local government, to complement and enhance action by the business sector;
- and thereby
- ❖ **stimulate a national debate among companies** to determine how corporate community involvement, in individual companies and the business sector as a

whole, can best be organised in order to maximise benefit for both business and the community;

- ❖ **encourage ongoing dialogue** between business, government and other partners to ensure coherent action by all partners in the community.

DIRECTIONS FOR THE NINETIES is the product of extensive interviews, seminars and conferences involving:

- ❖ **senior business leaders**, including chief executives as well as main board directors of leading UK companies;
- ❖ **corporate community affairs specialists**;
- ❖ **Local Enterprise Agencies**;
- ❖ **Local Authorities**;
- ❖ **Training and Enterprise Councils**;
- ❖ **Business Leadership Teams**;
- ❖ **Education-Business Partnerships**;
- ❖ **trade union leaders**;
- ❖ **senior politicians**;
- ❖ **civil servants**;
- ❖ **community groups and voluntary organisations**;
- ❖ **not-for-profit 'third sector' organisations**;
- ❖ **journalists**; and
- ❖ **academics**.

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IMPLICATIONS FOR CORPORATE COMMUNITY INVOLVEMENT

- ❖ FOCUS ON LOCAL PROJECTS WHERE COMPANY PLANTS/OFFICES BASED
- ❖ CREATION OF PUBLIC RELATIONS AND MARKETING OPPORTUNITIES THROUGH CORPORATE COMMUNITY INVOLVEMENT
- ❖ EUROPE-WIDE CORPORATE COMMUNITY INVOLVEMENT PROGRAMMES
- ❖ ENVIRONMENTAL IMPROVEMENT PROJECTS WITH ENCOURAGEMENT OF SUPPLIERS' INVOLVEMENT
- ❖ EMERGENCE OF 'PARTNERSHIP SOURCING' (CO-OPERATIVE RELATIONSHIPS BETWEEN BUSINESSES AND SUPPLIERS)
- ❖ SUPPORT FOR EDUCATION AND TRAINING INITIATIVES
- ❖ MORE DEMANDS ON/COMPETITION FOR CORPORATE RESOURCES
- ❖ CAUSE-RELATED MARKETING
- ❖ INCREASING FOCUS ON LOCAL ECONOMIC DEVELOPMENT
- ❖ INCREASING ROLE OF EMPLOYEES IN ESTABLISHING PRIORITIES FOR CORPORATE COMMUNITY INVOLVEMENT
- ❖ CUSTOMISED TRAINING AND EQUAL OPPORTUNITIES PROGRAMMES
- ❖ MORE SOPHISTICATED, LONGER-TERM PARTNERSHIPS BETWEEN BUSINESS AND NOT-FOR-PROFIT ORGANISATIONS (INCLUDING SUB-CONTRACTING)

Over 150 individual and group consultations have been held, as well as a 'think tank' seminar attended by leading corporate community involvement consultants and academics at Sunningdale; workshops with Business Leadership Teams and Local Enterprise Agencies; and Business in the Community's Annual Conference in July 1991, attended by over 300 delegates as well as the Prime Minister and HRH The Prince of Wales.

With the advent of the Single European Market, many more companies are developing pan-European community involvement strategies, as evidenced in *Company Giving in Europe*, published by the Directory of Social Change. However, this report focuses exclusively on corporate community involvement within the UK.

As part of its own three-year business plan, Business in the Community will supplement **DIRECTIONS FOR THE NINETIES** with other publications, including:

- ❖ A 'how to' good practice guide for companies;
- ❖ A community involvement handbook for small and medium-sized businesses;
- ❖ Regional guides to partnership which will be piloted as part of the follow-up to **DIRECTIONS FOR THE NINETIES**.

HOW BUSINESS AND ITS PARTNERS CAN USE **DIRECTIONS FOR THE NINETIES**

Successful community involvement will require concerted action by business as well as its partners. **DIRECTIONS FOR THE NINETIES** features a specific model for company involvement in the community ('A.C.T.I.O.N.')

Corporate Chief Executives will

- ❖ Review their company's community involvement programmes and implement the A.C.T.I.O.N. model;
- ❖ Promote the A.C.T.I.O.N. model to other companies, including their suppliers and industrial peers;
- ❖ Encourage government and other community partners to understand why business is involved and implement the recommendations in **DIRECTIONS FOR THE NINETIES** which are relevant to their sector.

"**(DIRECTIONS FOR THE NINETIES)** WILL PROVIDE CLEAR PRIORITIES - AND SHOULD MINIMISE THE DUPLICATION OF EFFORT WITH OTHER BODIES WHICH IS A SOURCE OF FRUSTRATION, WONDER AND IRRITATION TO EVERYONE INVOLVED. AND IT HAS THE POTENTIAL TO PROVIDE THE BASE FOR A MASS MOVEMENT, ROOTED IN THE CULTURE OF EVERY MAJOR COMPANY IN BRITAIN."

*John Banham, Director-General
Confederation of British Industry*

Community Affairs Managers, Personnel and Marketing Directors, and Line Managers will

- ❖ Disseminate the A.C.T.I.O.N. model;
- ❖ Apply the recommendations relevant to the operational areas within their companies;

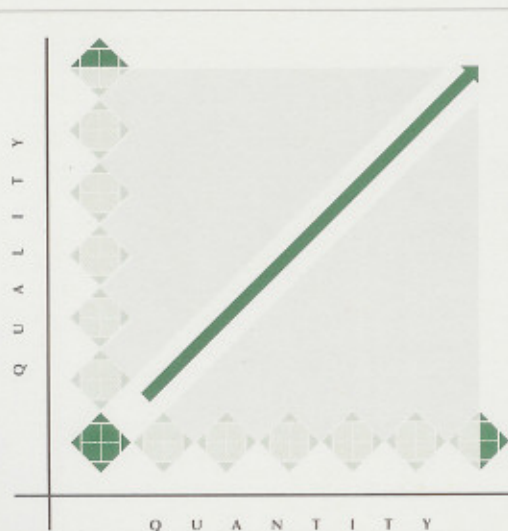
Government, intermediary, voluntary, community and not-for-profit organisations will

- ❖ Review the **DIRECTIONS FOR THE NINETIES** strategy to understand why business is involved with communities and how this involvement is expected to develop in the 1990s;
- ❖ Use the strategy as a guide for working in partnership with business.

Business can become an even more powerful force for social change than it was in the previous decade. **DIRECTIONS FOR THE NINETIES** is not intended to be a celebration of the past but a catalyst for the future by increasing both the quantity and quality of business involvement.

"AS AN EXECUTIVE OF A LARGE MULTI-NATIONAL, ONE BECOMES VERY INTROVERTED TO THE EVERYDAY BUSINESS ISSUES. I WOULD NEVER HAVE THOUGHT THAT THE BUSINESS TRAINING AND PRACTICES ONE APPLIES TO LARGE BUSINESS IS JUST AS APPLICABLE TO THE PROBLEMS OF THE INNER CITIES. . . I AM ABSOLUTELY CONVINCED THAT BUSINESS CAN BOTH HELP AND BENEFIT FROM PARTICIPATING IN PARTNERSHIP WITH THESE PROJECTS."

*Nick Temple
General Manager, IBM (UK)*



WHAT HAS BEEN LEARNED: COMMUNITY INVOLVEMENT TO DATE

Partnerships between business and the community have become a powerful force for social change in Britain. Enlightened companies do more than sell products and services; they help to create jobs for the unemployed and disadvantaged, regenerate

cities and rural areas, improve the quality of education and protect the environment.

Although community involvement in Britain dates back to the 19th-century Victorian era, the movement has consolidated considerably over the last decade.

1980s

COMPANIES PIONEERING INVOLVEMENT

CREATING ORGANISATIONS

LEARNING WHAT WORKS

1990s

MANY MORE COMPANIES PARTICIPATING

DEVELOPING ORGANISATIONS

PROMOTING EXAMPLES OF GOOD PRACTICE

WHY BUSINESS IS INVOLVED WITH COMMUNITIES

The individual motives for community involvement range from 'pure altruism' to 'enlightened self-interest'. These can vary according to company policy, management level, or the social issue being addressed. All of the motives on this continuum are legitimate; there is no single 'best case' for corporate community involvement.

Most businesses agree, however, that the primary role of business is to generate wealth on a sustainable basis by meeting the needs of its customers, thereby creating social and economic prosperity.

In creating such wealth, business is committed to behaving responsibly towards the wider community. Many groups are affected by business and therefore have a stake in its operations. Such 'stakeholders' include customers, shareholders, employees and suppliers as well as government, legislators, trade unions, voluntary and community organisations and individual citizens.

From a purely moral perspective, business is expected to respond to the interests of stakeholders as a social obligation to the community at large. Many companies, therefore, justify their community involvement on a largely philanthropic basis.

However, corporate social responsibility is also a matter of practicality. In recent years, particularly with the growth of information and communications technologies, business has had to become increasingly accountable to its stakeholders for its activities. Corporate image has become an important business priority alongside product quality in generating sustainable long-term profits.

"WE BELIEVE THAT MARKS & SPENCER'S COMMITMENT AND INVOLVEMENT IN THE COMMUNITY IS IN THE BEST LONG TERM INTERESTS OF OUR CUSTOMERS, STAFF AND SHAREHOLDERS."

Hon David Sieff

*Executive Director, Corporate and External Affairs
Marks & Spencer*

Simultaneously, many businesses have recognised that they have a reciprocal stake in community institutions. Business success depends on effective provision of education and training, housing, transport, health and social welfare.

Consequently, the scope of business activities has broadened from 'creating profits' to 'creating worth' by adding long-term value to the wider community in which business operates. Increasingly, activities once labelled as 'good works' are also recognised as 'good business'. In well-managed companies, community involvement is becoming an integral feature of successful business practice.

MAKING COMMUNITY INVOLVEMENT WORK FOR BUSINESS

Forward-thinking businesses recognise that community involvement, when managed strategically, can benefit business as well as the community.

Community involvement enables companies to develop assets not reflected in traditional balance sheets, such as employee skills, marketing networks, brand values and corporate reputation.

"(COMMUNITY INVOLVEMENT) GIVES US A COMPETITIVE EDGE IN THE INTANGIBLES."

Sandy Leitch

*Deputy Chairman and Managing Director
Allied Dunbar Assurance*

Developing a quality workforce. Companies can use their community involvement programmes to help recruit, develop and retain skilled, motivated staff who are essential for success in rapidly-changing European and global markets.

"A BASIC TENET OF GOOD MANAGEMENT IS KNOWING THE IMPORTANCE OF INTERESTING THE OUTSIDE WORLD IN YOUR BUSINESS AND IN KNOWING HOW TO STIMULATE THAT INTEREST. OBVIOUSLY, THERE ARE MANAGEMENT COURSES WHICH TEACH ALL THESE THINGS, BUT ARGUABLY NOT SO VIVIDLY AS A PERSON WRESTLING WITH A DIFFICULT COMMUNITY PROJECT."

John Browne

Chief Executive Officer, BP Exploration

Expanding the business sector. Support by established firms for the development of small and growing companies stimulates market

growth, widens the supplier base, attracts new investments and increases social stability.

"THROUGH OUR COMMUNITY INVESTMENT PROGRAMME, WE FEEL THAT WE ARE NOT JUST DOING GOOD - WE ARE DOING GOOD BUSINESS."

Martin Laing, Chairman, John Laing

Enhancing corporate reputation. Companies' track-records on community issues - including the environment, equal opportunities and corporate governance - are undergoing increasing scrutiny by stakeholders and must be managed positively to ensure freedom of the business sector to operate. However, community involvement is **not** a substitute for conducting other business operations in a socially responsible manner.

Campaigns which are relevant to the core business not only highlight social causes but can build traffic through retail outlets, focus attention on corporate brands, reveal new staff skills, build morale and improve teamwork.

- ❖ **Citibank** have invested £100,000 plus staff and management time to the money advice support unit of the Greater London Citizens Advice Bureau;
- ❖ **Reed International** sponsors an adult literacy campaign;
- ❖ **Port of London Authority** runs a river clean-up campaign, featuring a video distributed to schools encouraging young people not to litter the River Thames.

THE IMPORTANCE OF LONG-TERM PARTNERSHIPS

Long-term partnerships with business are important to communities, particularly as such partnerships address social issues which intensify during an economic downturn.

Business also benefits from long-term partnerships. By promoting excellence in core business operations such as recruitment, training, management development, purchasing and research and development, community involvement contributes to the achievement of Total Quality Management.

The value of such activity becomes particularly evident in adverse economic climates, such as

recession. In the midst of recession, business relies more heavily upon:

- ❖ committed, trained staff with leadership skills;
- ❖ marketing opportunities which differentiate their companies and brands from those of competitors;
- ❖ long-term quality-led relationships with sub-contractors and suppliers; and
- ❖ a positive corporate reputation to create goodwill with financial investors and other business partners,

all of which can be enhanced by community involvement.

FORMS OF BUSINESS INVOLVEMENT

'Community involvement' means more than giving cash. Although many companies do invest cash in community projects, many

new forms of business involvement have emerged since the early Eighties, as the following table illustrates.

FULL- AND PART-TIME SECONDMENTS

- ❖ **GUARDIAN ROYAL EXCHANGE** SECONDS STAFF TO DISABILITY CARE AND ENTERPRISE;
- ❖ **MARKS & SPENCER** SECONDS UP TO 30 PERSONNEL AT ONE TIME ON TWO-YEAR ASSIGNMENTS WITH THE COUNCIL FOR ENVIRONMENTAL EDUCATION, THE CAREERS NATIONAL ASSOCIATION AND OTHER GROUPS;
- ❖ **NATIONWIDE BUILDING SOCIETY** SECONDS STAFF ON 100-HOUR ASSIGNMENTS TO COMMUNITY PROJECTS IN PARTNERSHIP WITH THE ACTION RESOURCE CENTRE.

PROVISION OF SURPLUS PREMISES FOR COMMUNITY PROJECTS

- ❖ **BRITISH GAS** HAS PROVIDED HEADQUARTERS AND SMALL BUSINESS WORKSPACE TO BE MANAGED BY HACKNEY BUSINESS VENTURE;
- ❖ **BRITISH RAIL** HAS LAUNCHED AN 'URBAN RENAISSANCE' SCHEME IN WHICH REDUNDANT AND DERELICT RAIL BUILDINGS IN DEPRESSED AREAS ARE CONVERTED INTO WORKSPACE FOR COMMUNITY PROJECTS.
- ❖ **GRANDMET** PROVIDES OFFICE SPACE FOR A WIDE RANGE OF CHARITIES INCLUDING BUSINESS IN THE COMMUNITY, CITIES IN SCHOOLS, THE PRINCE'S YOUTH BUSINESS TRUST AND THE EMPLOYERS' FORUM ON DISABILITY.

PROVISION OF RETAIL PREMISES

- ❖ **THE BODY SHOP** HAS PROMOTED AMNESTY INTERNATIONAL AND FRIENDS OF THE EARTH THROUGH IN-STORE CAMPAIGNS;
- ❖ **THE BURTON GROUP** RAISED OVER £1.5 MILLION ON BEHALF OF COMIC RELIEF IN 1989 THROUGH SALES OF BRANDED MERCHANDISE AND IN-STORE EVENTS;
- ❖ **TESCO** SPONSORS THE GATESHEAD SHOPPING AND INFORMATION SERVICE WHICH ENABLES 1,000 DISABLED ELDERLY AND HOUSEBOUND CONSUMERS TO SHOP USING NEW TECHNOLOGY.

PROVISION OF COMPANY FACILITIES AND EQUIPMENT

- ❖ **IBM** HAS ESTABLISHED A CREATIVE MANAGEMENT SKILLS COURSE WHICH HAS NOW BEEN COMPLETED BY 400 SENIOR MANAGERS OF NOT-FOR-PROFIT ORGANISATIONS;
- ❖ **SECURICOR GROUP** PROVIDES FREE SECURITY VEHICLES FOR CASH-RAISING CAMPAIGNS SUCH AS COMIC RELIEF AND CHILDREN IN NEED;
- ❖ **OLDHAM TRAINING AND ENTERPRISE COUNCIL** HAS DEVELOPED A SCHEME WHICH ENABLES LOCAL COMPANIES TO OFFER SPARE PLACES ON THEIR TRAINING COURSES TO OTHER COMPANIES.

CAUSE-RELATED MARKETING

- ❖ **MERCURY** DONATES A PROPORTION OF SALES REVENUE FROM PHONE CARD SALES TO THE PRINCE'S TRUST, BUILDING AWARENESS OF THE CAMPAIGN WITH ADVERTISING AND POSTERS;
- ❖ **GIROBANK** RAISED £150,000 ON BEHALF OF OXFAM THROUGH ITS VISA AFFINITY CARDS;
- ❖ **VIRGIN MEGASTORES** THROUGHOUT THE UK SELL MATES CONDOMS WITHOUT A PROFIT MARGIN AT A COST OF £30,000 PER ANNUM.

PRODUCT DONATIONS FOR COMMUNITY USE

- ❖ **BOOTS** CONTRIBUTES A WIDE VARIETY OF COMPANY GOODS TO THE VOLUNTARY SECTOR, SCHOOLS AND AREAS OF NEED, SUCH AS ROMANIA AND AFRICA;
- ❖ **ICI** HAS CONDUCTED AN ANNUAL COMPETITION SINCE 1980 TO PROVIDE PAINT FOR VOLUNTARY GROUPS AND CHARITIES THROUGH ITS DULUX COMMUNITY PROJECT SCHEME;
- ❖ **UNISYS** DONATED COMPUTER EQUIPMENT WORTH £90,000 TO CHAPELTOWN AND HAREHILLS ACTION LEARNING CENTRE, AN OUT-OF-HOURS SCHOOL PROJECT TO CREATE EDUCATIONAL OPPORTUNITIES FOR ETHNIC MINORITIES IN LEEDS.

MARKETING SUPPORT

- ❖ **CARLTON COMMUNICATIONS** HAS PRODUCED A VIDEO FOR THE PRINCE'S YOUTH BUSINESS TRUST;
- ❖ **DAILY MAIL IDEAL HOME EXHIBITION** PROVIDES FREE SPACE FOR NEW BUSINESSES STARTED BY YOUNG PEOPLE;
- ❖ **THAMES TELEVISION** PIONEERED THE TELETHON AND IS NOW DEVELOPING NEW INITIATIVES TO ENABLE CHARITIES TO UNDERTAKE TELEVISION ADVERTISING.

PROFESSIONAL EXPERTISE

- ❖ **BT** HAS WORKED WITH THE ROYAL NATIONAL INSTITUTE FOR THE DEAF TO DEVELOP A NEW NATIONAL TELEPHONE RELAY SERVICE FOR DEAF AND SPEECH-IMPAIRED PEOPLE;
- ❖ **THE LAW SOCIETY** ENCOURAGES SOLICITORS TO GIVE FREE LEGAL ASSISTANCE TO SMALL FIRMS THROUGH LAWYERS FOR ENTERPRISE AND COMMUNITY ORGANISATIONS;
- ❖ **SEDGWICKS** PROVIDED EXPERTISE AND INDUSTRY CONTACTS TO ESTABLISH THE APEX TRUST FIDELITY BONDING INSURANCE SCHEME ON BEHALF OF EX-OFFENDERS SEEKING EMPLOYMENT.

THE ROLE OF SMALL AND MEDIUM-SIZED BUSINESSES

Any company, regardless of its size or sector, can make a contribution to the community. As the forms of community involvement have diversified, so have the sizes and types of businesses entering into community partnerships. Many more small and medium-sized businesses will become involved over the next decade.

- ❖ **Freshfields**, a City of London legal firm, provides free advice to community projects through a volunteer team of 60 articulated clerks;
- ❖ **Ormeau Bakery** is playing an active role in the economic regeneration of Northern Ireland by contributing managed workspace and acting as a 'mentor' to small firms as well as working with other companies and the local community to develop an Enterprise Centre.

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Developing a strategy for community involvement in the Nineties requires an analysis of the field's current strengths, weaknesses,

opportunities and threats. This 'SWOT' analysis is shown below.

STRENGTHS

PERSONAL ENGAGEMENT OF CEOs
 ENTHUSIASM OF COMMUNITY PARTNERS
 ALL-PARTY SUPPORT
 DECADE OF EXPERIENCE
 MORE THAN 'GIVING TO CHARITY'
 ROLE MODELS EXIST
 PLATFORMS FOR BUSINESS INVOLVEMENT WIDESPREAD
 MANY SUCCESSFUL COMPANIES ALSO LEADERS IN COMMUNITY INVOLVEMENT

OPPORTUNITIES

ATTRACTING YOUNGER GENERATION OF EMERGING BUSINESS LEADERS
 GLOBALISATION OF BUSINESS PRESENTS OPPORTUNITIES FOR SPREADING THE MESSAGE FURTHER
 SCALE-UP FROM ISOLATED INITIATIVES TO BROAD-SCALE ACTIVITY
 HIGH-PROFILE, LOCAL VEHICLES FOR CORPORATE COMMUNITY INVOLVEMENT (E.G. TRAINING AND ENTERPRISE COUNCILS)
 LINKING CORPORATE COMMUNITY INVOLVEMENT TO BUSINESS NEEDS
 NEW MOOD OF SOCIAL 'SOLIDARITY'
 LINKAGE TO MANAGEMENT DEVELOPMENT
 EMPLOYEE INVOLVEMENT
 MEDIA PROFILE

WEAKNESSES

STILL CONFINED TO RELATIVELY FEW PIONEERS
 OFTEN SEEN AS A MARGINAL 'EXTRA'
 LIMITED CONNECTION TO MAINSTREAM BUSINESS ACTIVITY
 FEW VEHICLES FOR EFFECTIVE BROKERAGE OF BUSINESS INVOLVEMENT ON THE GROUND
 NO CLEAR PRIORITIES FOR BUSINESS INVOLVEMENT
 NO COHERENT MANAGEMENT THEORY OR VOCABULARY OF BUSINESS INVOLVEMENT IN THE COMMUNITY
 FRAGILITY OF MANY COMMUNITY ORGANISATIONS AND THEIR SHORT-TERM FUNDING
 PATCHY GEOGRAPHICAL COVERAGE DUE TO CONCENTRATION OF COMPANY HEADQUARTERS IN LIMITED AREAS

THREATS

ALIENATION OF BUSINESS DUE TO DUPLICATION OF EFFORTS
 TOO MANY COMPETING, UNDER-FUNDED INITIATIVES REDUCES OVERALL IMPACT
 TOO MANY INAPPROPRIATE REQUESTS TO BUSINESS
 THE 'KNOCK-ON' EFFECT OF ANY NEGATIVE BUSINESS EXPERIENCE WITH PARTNERSHIP MAY DETER FUTURE INVOLVEMENT
 RECESSION SEEN AS A RESTRICTION ON EXTERNAL ACTIVITY
 MIDDLE MANAGEMENT CAN BE SCEPTICAL WHEN COMMUNITY INVOLVEMENT INTRODUCES NEW APPRAISAL CRITERIA

MAKING CORPORATE INVOLVEMENT WORK FOR COMPANIES: CRITICAL SUCCESS FACTORS

Corporate community involvement is not an end in itself, nor is it automatically beneficial. If it ignores community needs or imposes solutions, it will be counter-productive. Professionally managed, however, it can ensure that business addresses community needs in a pro-active manner and thereby becomes a unique force for social improvement.

Business involvement will be most effective when undertaken in partnership with others. Many partnerships already exist and can be replicated in other areas. Successful collaboration between business, Local Authorities and Government, trade unions, voluntary and community organisations requires:

<p>PARITY BETWEEN PARTNERS</p>	<p>'EQUAL CONVERSATIONS' WITH GENUINE RECOGNITION BY EACH PARTNER OF THE SKILLS AND NEEDS OF THE OTHERS. IN PARTICULAR, THIS MEANS DOING THINGS WITH COMMUNITIES, NOT FOR OR TO THEM.</p>
<p>PLURALITY OF PARTNERS</p>	<p>DIFFERENT INSTITUTIONS WHICH CAN ADD VALUE THROUGH THE DIVERSITY OF THEIR EXPERIENCE.</p>
<p>CLEARLY DEFINED GOALS</p>	<p>SUPPORTED BY AN APPROPRIATE STRUCTURE THROUGH WHICH ALL PARTNERS CAN WORK.</p>
<p>LONG-TERM COMMITMENT TO PARTNERSHIPS</p>	<p>BY ALL PARTIES DESPITE FLUCTUATIONS IN THE POLITICAL AND ECONOMIC CLIMATE.</p>
<p>SUPPORT OF SENIOR LEADERS</p>	<p>FROM EACH SECTOR. THEY CAN OFTEN BE RECRUITED THROUGH 'SEEING IS BELIEVING' VISITS TO COMMUNITIES TO OBSERVE PROBLEMS AND SOLUTIONS FIRSTHAND.</p>
<p>APPROPRIATE TYPES OF RESOURCE</p>	<p>PARTICULARLY SKILLS AND EXPERIENCE (VS. CASH ALONE) WHICH CAN ENRICH THE QUALITY OF PARTNERSHIP.</p>
<p>ADEQUATE FUNDING LEVELS</p>	<p>WHERE CASH IS REQUIRED, RECOGNISING THAT SOME ACTIVITIES CANNOT BECOME SELF-FINANCING AND WILL ALWAYS REQUIRE A LEVEL OF SUBSIDY.</p>
<p>REALISTIC TIMESCALES</p>	<p>FOR ACHIEVING RESULTS.</p>
<p>COMMUNICATION AMONG PARTNERS</p>	<p>TO PROMOTE SHARED KNOWLEDGE AND EXPERIENCE.</p>
<p>COMPREHENSIVE APPROACHES</p>	<p>TO INTER-RELATED COMMUNITY ISSUES (SUCH AS HOUSING, EDUCATION, UNEMPLOYMENT AND CRIME) RATHER THAN PIECEMEAL INITIATIVES ADDRESSING PROBLEMS IN ISOLATION.</p>
<p>USE OF 'COMMUNITY ENTREPRENEURS'</p>	<p>HIGHLY ENTREPRENEURIAL INDIVIDUALS WHO WORK LOCALLY TO PROMOTE COMMUNITY BENEFIT, RATHER THAN PERSONAL GAIN.</p>
<p>CO-ORDINATION OF ACTION</p>	<p>TO AVOID DUPLICATION OF EFFORT, BUILDING ON EFFECTIVE EXISTING ORGANISATIONS.</p>
<p>MEASUREMENT OF IMPACT</p>	<p>TO ENSURE EFFECTIVE MANAGEMENT OF PROGRAMMES. "IF YOU CAN'T MEASURE IT, YOU CAN'T MANAGE IT."</p>

"WHAT IS THE USE OF INCREASING THE AMOUNT OF COMMUNITY INVOLVEMENT BY COMPANIES IF THE CONTRIBUTION IS MEANINGLESS TO THE COMMUNITY OR INAPPROPRIATE? YOU MUST ANALYSE AND ANSWER THE NEEDS OF THE COMMUNITY."

Anna Whyatt, Southwark Borough Council

WHERE TO GO FROM HERE: THE FUTURE OF COMMUNITY INVOLVEMENT

DEEPER, WIDER, BETTER: A STRATEGY FOR DEVELOPING COMMUNITY INVOLVEMENT

"IT IS MY CONVICTION THAT BUSINESS AND CONSUMERS, IN TANDEM, CAN BECOME A FORMIDABLE ENGINE OF SOCIAL CHANGE IF THEIR POWER IS LEVERAGED TO FOCUS ON CERTAIN ISSUES. CONSUMERS HAVE REAL POWER TO EFFECT CHANGE, BY ASKING QUESTIONS ABOUT SOURCE AND MANUFACTURE, BY DEMANDING INFORMATION AND ULTIMATELY BY THE USE OF THEIR FEET AND THEIR WALLETS AND SHOPPING ELSEWHERE."

Anita Roddick
Managing Director
The Body Shop International

Business in the Community, along with companies and other partners in the community, are now working together to:

- ❖ **deepen community involvement** by encouraging companies already active to raise the quality and extent of their commitments;
- ❖ **widen community involvement** by encouraging many more companies to join community projects, including small and medium-sized businesses;
- ❖ **improve the quality** of corporate programmes and partnerships with Local Authorities, Government, voluntary, not-for-profit and community organisations.

WHAT COMPANIES CAN DO

PRIORITY AREAS FOR BUSINESS FOCUS

Business can add value by contributing unique resources (e.g. management skills, technical and marketing expertise, credibility, lobbying and manpower) but it is important to channel these resources appropriately.

"YOU FEEL BEST WHEN YOU GIVE WHAT YOU KNOW NO ONE ELSE CAN GIVE."

David Quarmby
Joint Managing Director, J Sainsbury

Targeting certain key social concerns can improve the effectiveness of business involvement because:

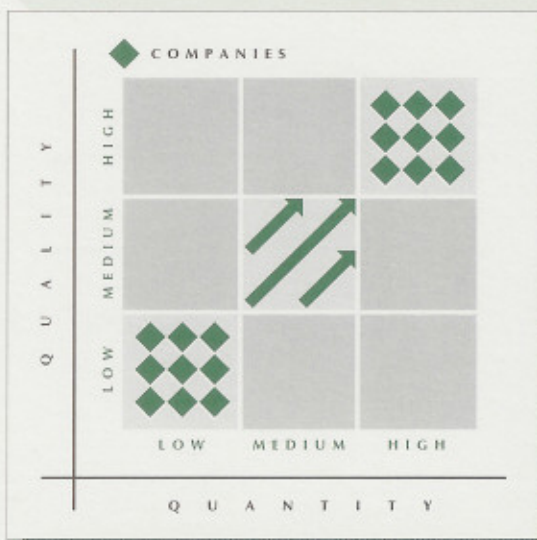
- ❖ a smaller number of highly visible, well-funded initiatives within each subject area are more likely to succeed than a large, diffuse range of under-resourced projects;
- ❖ such successes will in turn motivate more businesses to become involved and therefore increase the overall pool of resources available;
- ❖ significant achievements in key areas will also enhance the business sector's reputation throughout the wider community.

But business involvement should not be regarded as a substitute for encouraging Government to invest adequately in the community. Business already contributes £70 billion in annual taxes to

the community and additional investment of corporate resources must therefore be justifiable in terms of business benefit.

Increasingly, companies want to link their community involvement with issues which have a particular impact on business growth. A 1991 *Harvard Business Review* survey of 12,000 company managers in 25 countries indicated that the major social priorities of business were:

- ❖ education and training;
- ❖ protection of the environment;
- ❖ issues relating to social and economic regeneration including poverty, unemployment, crime and abuse of drugs and alcohol.



These results are further supported by data from:

- ❖ the 1990 Prince of Wales Business Leaders Forum Survey; and
- ❖ an analysis of community involvement reports submitted by over 300 members of the Per Cent Club in 1991 which revealed that:
 - over half the companies support education through various initiatives;
 - one in five support environmental and conservation projects;
 - one in three support employee involvement in the community through employee volunteering, secondments, contributions of expertise, or donations to charity.

Other priorities for businesses trading in the UK include:

- ❖ the arts and sports;
- ❖ issues relating to demographic changes, including care for children and the elderly;
- ❖ health issues, such as caring for AIDS sufferers.

While involvement with established charities also remains a corporate priority, the form of that involvement is changing. Companies are now developing longer-term partnerships with charities, including those which enhance their own business operations, including corporate sales and marketing.

DIRECTIONS FOR THE NINETIES consultations have revealed that employees have become a major corporate priority in community involvement programmes. Specifically:

- ❖ Many businesses now believe community involvement should address the need to recruit, develop and retain high-calibre staff.

"THE MOST VALUABLE RESOURCE OF THE COUNTRY, AND OUR ONLY TRULY RENEWABLE RESOURCE IS THE TALENT AND IMAGINATION OF OUR PEOPLE."

Rt Hon Neil Kinnock MP

- ❖ Rather than just donating cash, businesses wish to concentrate more on activities which develop the skills, leadership and morale of their people (including contributions of time and expertise, secondments and employee volunteering).

"IT FACILITATES THE DEMONSTRATION OF SKILLS AND EXPERTISE WHICH WOULD EITHER NEVER BE RECOGNISED IN THE EMPLOYEE'S USUAL ROLE, OR WOULD PUT THE BUSINESS AT RISK IF THE INDIVIDUAL WAS ALLOWED THE OPPORTUNITY WITHIN THE MAINSTREAM COMMERCIAL ENVIRONMENT. . . THE WIDESPREAD INVOLVEMENT IS SELF-PROPAGATORY; MANY INDIVIDUALS WHO MAKE THEIR FIRST TENTATIVE STEPS IN COMMUNITY INVOLVEMENT TODAY WILL BE THE ENERGISERS AND FACILITATORS OF THE FUTURE."

Alan Giles

*Operations and Development Director
Do It All*

- ❖ Increasingly, corporate community involvement programmes will be influenced by employee priorities and be linked more closely to geographical areas in which companies have a presence.

"PRESENCE IS SO IMPORTANT. . . A FLAME HAS TO BE LIT IN THE LOCAL PLACE."

Sir Jeremy Morse

Chairman, Lloyds Bank

Priorities for business involvement with communities will inevitably be shaped by specific events as well as general social and economic trends. For illustrative purposes, the contexts and objectives for business involvement are outlined in five social areas along with organisations offering support.

EDUCATION

CONTEXT

- ❖ Development of National Curriculum and National Vocational Qualifications
- ❖ Delegation of management, including financial responsibilities, to schools and colleges
- ❖ Increasing need for employees with higher-level intellectual skills, especially in science and technology, which can be updated regularly

"THE INFORMATION REVOLUTION, CHARACTERISED BY EVER MORE POWERFUL DEVICES FOR STORING, MANIPULATING AND RETRIEVING KNOWLEDGE, AND CONTROLLING MANUFACTURING PROCESSES, IS RENDERING MUCH PREVIOUS EDUCATION AND TRAINING OBSOLETE OR SIMPLY IRRELEVANT. IT IS SALUTARY TO NOTE THAT EVEN IF USEFUL KNOWLEDGE HAS A HALF-LIFE AS LONG AS TEN YEARS, INTELLECTUAL CAPITAL IS THEN DEPRECIATING BY 7 PER CENT A YEAR, WITH CORRESPONDING REDUCTION IN THE EFFECTIVENESS OF THE WORKFORCE."

*Sir Frederick Crawford
Physicist and Vice-Chancellor
University of Aston*

- ❖ Independence of polytechnics and development of 'polyversities'
- ❖ Increased investment in educational achievement by competitors in Continental Europe, the Pacific Rim and other countries
- ❖ Broadening of funding requirements for higher education to include commercial criteria
- ❖ Diversification of learning environments resulting from interactive video, cable television and other information technology developments
- ❖ Development of Training and Enterprise Councils, Education-Business Partnerships and Compacts

OBJECTIVES FOR BUSINESS INVOLVEMENT

- ❖ Offering strategic expertise, management skills, resources, employee time and secondees through Education-Business Partnerships and Compacts to all schools and colleges in Britain

"IT IS CRUCIAL FOR INDUSTRY, AND FOR BRITISH TELECOM, THAT WE APPROACH THE BUSINESS OF BUILDING QUALITY PARTNERSHIPS WITH EDUCATION AS AN INTEGRAL PART OF OUR DAY-TO-DAY ACTIVITY."

*Iain Vallance
Chairman, BT*

- ❖ Providing access for schools and colleges to business expertise covering property, financial and personnel management, staff training and development, organisational change and marketing strategies;
- ❖ Business people serving as governors of schools and colleges or members of management boards on Training and Enterprise Councils, Education-Business Partnerships and Compacts
- ❖ Supporting curriculum development in schools and colleges by providing access to business plant, employees to work with teachers and pupils, resources, materials and recognition of the importance of the work-related curriculum and enterprise education
- ❖ Provision of quality work experience places for young people in schools and colleges and placements for teachers to learn about business
- ❖ Support for young people in transition from school to employment through Compacts, employee participation in mentoring schemes and provision of bursaries for further study
- ❖ Involvement in higher education such as support for research and development partnerships and teacher training

ORGANISATIONS

- ❖ Training and Enterprise Councils
- ❖ Education-Business Partnerships and Compacts
- ❖ National Curriculum Council
- ❖ Education-industry link bodies e.g. the School Curriculum Industry Partnership, Young Enterprise and the Teacher Placement Service

"THE NEW REQUIREMENT FOR LOCAL MANAGEMENT OF SCHOOLS PLACES HUGE DEMANDS ON SCHOOLS TO BUDGET FOR AND MANAGE FINANCIAL RESOURCES IN A WAY IN WHICH TEACHING STAFF ARE NOT TRAINED TO DO. BUSINESS COULD HELP BY PROVIDING SCHOOL GOVERNORS AND PART-TIME ADVISERS WITH SUITABLE BUSINESS SKILLS WHO COULD BE OF ENORMOUS HELP TO BEWILDERED HEAD TEACHERS FACED WITH COMPLEX NEW DISCIPLINES AND DECISIONS."

*John Reeve
Managing Director
Sun Life Corporation*

EMPLOYMENT AND TRAINING

CONTEXT

- ❖ Demographic changes requiring more flexibility in employment and training patterns
- ❖ Generally high levels of unemployment
- ❖ Large numbers of women entering or returning to the workforce
- ❖ Increasing demands for skilled workers emerging alongside growing shortages
- ❖ Development of Training and Enterprise Councils
- ❖ Extension of training priorities in trade union negotiations with management

"WE HAVE TO OVERCOME THE POVERTY OF DESIRE."

*Sir Brian Wolfson
Chairman, Wembley*

ORGANISATIONS

- ❖ Training and Enterprise Councils
- ❖ Customised training and employment training providers

GrandMet Community Services Trust (GMCST) is the largest private sector training provider in Britain. The Trust is involved primarily in operating Government-based training programmes throughout the United Kingdom, including Employment Training, Youth Training, Jobclubs, Job Preparation and Restart courses.

OBJECTIVES FOR BUSINESS INVOLVEMENT

- ❖ Adoption by employers of 'Opportunity 2000' equal opportunity targets to achieve a balance between men and women within organisations
- ❖ Temporary employment schemes focusing on the unemployed
- ❖ Formal employment training schemes such as Youth Training and Employment Training
- ❖ Customised training for the long-term unemployed, the disabled and other disadvantaged groups

- ❖ National Training Task Force
- ❖ Apex Trust, NACRO
- ❖ Fullemploy
- ❖ Prince's Trust Volunteers

ENVIRONMENTAL PROTECTION AND IMPROVEMENT

CONTEXT

- ❖ Increased general awareness of environmental issues
- ❖ Increasing pressures from legislative, political, financial, consumer and other stakeholder groups, particularly from the European Community, to minimize environmental impact of industrial development
- ❖ Investment in research and development of environmentally-sound processes and products
- ❖ Sponsorship of environmental programmes and agencies

OBJECTIVES FOR BUSINESS INVOLVEMENT

- ❖ Development of company environmental policy statement
- ❖ Programmes for raising environmental awareness of employees
- ❖ Internal environmental reviews resulting in established key performance targets which are monitored regularly
- ❖ Partnership sourcing to assist subcontractors and suppliers in developing products and processes minimizing environmental damage
- ❖ Support for environmental organisations which can provide help with environmental reviews and training for small and medium-sized businesses
- ❖ Industry sector leadership
- ❖ Exchange of environmental best practice
- ❖ Championship of local environmental improvement

ORGANISATIONS

- ❖ British Trust for Conservation Volunteers
- ❖ Civic Trust
- ❖ Community Service Volunteers
- ❖ Groundwork Foundation
- ❖ Tidy Britain Campaign

For additional information, refer to *Your Business and the Environment: An Executive Guide*, published by Business in the Environment (c/o Business in the Community), November 1990 (58 pages). Price £5.00.

"BRITISH GAS VIEWS ENVIRONMENTAL CONSIDERATIONS AS AN INTEGRAL PART OF ITS CORPORATE BUSINESS STRATEGY. . . THIS STRATEGY OFFERS SUBSTANTIAL LONG-TERM BENEFITS FOR THE COMPANY AND FOR THE WORLD."

Charles Donovan
Senior Managing Director
British Gas

ENTERPRISE AND ECONOMIC REGENERATION

CONTEXT

- ❖ Changes in focus of Government small business support (currently concentrated in Training and Enterprise Councils)
- ❖ Strategic development of Chambers of Commerce
- ❖ Establishment of the Business in the Community Accreditation Scheme for Local Enterprise Agencies
- ❖ Emphasis on helping businesses with growth potential (as well as start-ups)
- ❖ Emergence of Single European Market and increasing competition between localities for business investment

OBJECTIVES FOR BUSINESS INVOLVEMENT

- ❖ Development of local private-public sector partnerships for business development
- ❖ Provision of cash, people and expertise to business advice services (such as Local Enterprise Agencies) supporting new and growing businesses as well as companies at risk during recession

- ❖ Capital finance for small and medium-sized companies (through local investors for a financial 'marriage broking' services and business 'angels')
- ❖ Partnership sourcing to support growth of smaller businesses
- ❖ Improvement of access to higher-quality business advice
- ❖ Establishment of partnerships between business-led organisations (Chambers of Commerce, Training and Enterprise Councils and Local Enterprise Agencies) to create business and economic development strategies with central and local government.

ORGANISATIONS

- ❖ Local Enterprise Agencies (listed in the

COMMUNITY REJUVENATION

CONTEXT

- ❖ Emergence of 'community entrepreneurs' in run-down areas - local residents who use entrepreneurial skills for community (versus personal) gain
- ❖ Holistic approaches to community involvement
- ❖ Emergence of schemes such as 'City Challenge'
- ❖ Growing importance of voluntary sector in service delivery - growth of a 'contract culture'

OBJECTIVES FOR BUSINESS INVOLVEMENT

- ❖ Young and senior managers to visit community initiatives
- ❖ Development of business support groups for community partnerships (e.g. on housing estates)
- ❖ Provision of advice and expertise to community development groups
- ❖ Business people acting as directors to Community Development Trusts and other local organisations
- ❖ Business-sponsored training for individuals working in 'third sector' community development

Directory of Enterprise Agencies & Trusts,
published by Business in the Community)

- ❖ Business Leadership Teams

"TO WORK OUT A DIRECTION AND TO MAKE A COMMITMENT YOU NEED AN OBJECTIVE TO WHICH ALL THE PARTIES TO A PARTNERSHIP CAN ASPIRE. . . VISION FOR THE FUTURE THAT NEEDS TO BE DETERMINED AT THE TOP AND THEN COMMUNICATED DOWNWARDS WITH SUFFICIENT ENTHUSIASM AND EXAMPLE TO BRING OTHERS IN BEHIND. . . 'WEARISIDE: THE ADVANCED MANUFACTURING CENTRE OF THE NORTH' WAS AGREED BY ALL THE KEY PLAYERS IN OUR BOROUGH. . . AND IS BEING COMMUNICATED TO THOSE INSIDE AND OUTSIDE THE BOROUGH BY THE SINGLE LINE 'MAKE IT WEARISIDE'."

Frank Nicholson

Managing Director, Vaux Breweries

- ❖ Developers consulting with local organisations when preparing development proposals
- ❖ Making empty buildings and vacant land available for community use
- ❖ Provision of capital investment finance for 'third sector' organisations
- ❖ Opening up in-house facilities to local projects (e.g. training rooms)

ORGANISATIONS

- ❖ Community Development Foundation
- ❖ National Council for Voluntary Organisations
- ❖ Community Development Trusts
- ❖ Housing Associations
- ❖ Business support groups

See also "Signposts" produced by the Community Development Foundation, 60 Highbury Grove, London N5 2AG.

The needs of rural areas and opportunities for their regeneration will be the subject of a separate publication, currently under preparation by the Duke of Westminster's Rural Initiative.

GETTING INTO A.C.T.I.O.N.

Many companies are already extensively involved with communities. Based on **DIRECTIONS FOR THE NINETIES** consultations as well as experience with domestic and international companies, Business in the Community has now distilled key elements of successful corporate community involvement programmes in the 1990s:

For companies developing their own community programmes, the following model (encapsulated in the acronym 'A.C.T.I.O.N.!) may be helpful. This model incorporates elements of the **AGENDA FOR ACTION** which has been reviewed by several hundred companies since 1989.

In the 1990s, successful companies in community involvement will:

**A** SSESS COMMUNITY INVOLVEMENT.

- ❖ Companies will **conduct an audit** of their community involvement programmes.
- ❖ Companies will then **evaluate their programmes** in light of external pressures on the business, commercial objectives and resources as well as community needs.
- ❖ This assessment can be used by company Boards to **develop a community involvement board policy** which can be regularly reviewed along with other business activities.

C OMMIT THE COMPANY AT ALL LEVELS.

A successful corporate community involvement programme requires Chief Executives personally to commit their companies to active community involvement. However, personal CEO engagement in isolation can create cynicism within a company and therefore **involvement of staff at all levels is essential**.

This can be achieved by:

- ❖ **Chief Executives explaining community involvement programmes** to their employees, highlighting their objectives, social areas of focus and relevant procedures.

- ❖ **Integrating community involvement into 'high flyer' management development programmes** and into management appraisal. Management assistance to the community, working with organisations such as the Action Resource Centre and Common Purpose, can provide invaluable development experience. Through short-term or part-time community assignments, employees can add value by contributing advice or serving as mentors, school governors, or members of Training and Enterprise Council industry panels.

- ❖ **Encouraging employee volunteering** by providing facilities, equipment and other resources which enable staff to participate in voluntary organisations, parent and civic associations.

Companies can involve more employees with their local communities by:

- ❖ integrating community involvement with mainstream business functions and involving more staff across all company departments, using the A.C.T.I.O.N. model;
- ❖ establishing corporate employee volunteering programmes which address employee priorities as well as corporate business needs;

- ❖ supporting local vehicles for employee involvement, such as the UK's Action Resource Centre and the United Way in the United States, which broker staff time and expertise as well as cash.

An important result of adopting the A.C.T.I.O.N. model should be that employees throughout the company recognise the relevance of community involvement to their departments as well as to the company as a whole.

TELL STAKEHOLDERS ABOUT COMPANY INVOLVEMENT.

Companies will communicate their actions and intentions to customers, shareholders, employees, business partners and the wider community through such channels as employee communications, corporate publicity and media relations.

"WE HAVE ALL FAILED TO CHANGE THE PERCEPTION THAT IF YOU ARE SUPPORTING COMMUNITY WORK YOU ARE NOT RUNNING YOUR BUSINESS EFFECTIVELY. . . . UNTIL WE CHANGE THIS BASIC FACT WE WILL STILL BE WRITING 'WORTHY' BOOKLETS IN TEN YEARS TIME. . . BY CREATING A BANDWAGON - THROUGH SHOUTING ABOUT SUCCESS STORIES AND GIVING HIGH PROFILE RECOGNITION TO THOSE SUCCESSES - WE CAN CHANGE PERCEPTION AND GAIN ACCEPTANCE, THAT NOT ONLY IS COMMUNITY WORK GOOD FOR BUSINESS BUT IT IS EXCITING, FUN, REWARDING AND HIGHLY SATISFYING."

*Richard Field
Chairman, J & J Dyson*

INTEGRATE COMMUNITY INVOLVEMENT WITH MAINSTREAM BUSINESS.

Recent experience suggests that business and the community will benefit most where community involvement is integrated with core business activities, rather than segregated as a separate function. Companies will determine how community needs can be addressed through mainstream business functions such as:

- ❖ **investment** - by reviewing the impact of major investment decisions on the local environment and economy; investing in local enterprise, environmental improvements and 'mixed use' developments;
- ❖ **research and development** - by investing in commercial development of innovation; establishing links with higher education; establishing venture capital funds; offering testing and development facilities for development of new products; establishing links with 'innovation gatekeeper' Local Enterprise Agencies;
- ❖ **purchasing and sub-contracting** - by improving contacts with smaller firms through Local Enterprise Agencies and

Chambers of Commerce; enabling smaller, local firms to compete for contracts; advising smaller suppliers on improving product quality through the development of 'partnership sourcing' initiatives;

- ❖ **marketing and communications** programmes can be developed which increase awareness of corporate brands as well as supporting community projects;
- ❖ **recruitment and training** - by establishing links with school and other educational institutions through Education-Business Partnerships and Compacts; collaborating with local training organisations to build effective recruitment and customised training programmes which target the longer-term unemployed and other disadvantaged groups.

ORGANISE STRATEGIC PROGRAMMES WITH MEASURABLE TARGETS.

Community involvement programmes will:

- ❖ **be relevant to the core business;**
- ❖ **make effective use of corporate skills and resources**, such as company products and services, staff expertise, equipment and workspace, training and other facilities;
- ❖ **be professionally managed** so as to add value;
- ❖ **produce quantifiable results**. As with the adoption of equal opportunities and quality management programmes, costs and benefits of community involvement can be reviewed regularly and evaluated against targets.

NURTURE PARTNERSHIPS.

Like other forms of business investment, community partnerships require commitment, resources and time in order to succeed. Clear communication between partners is also vital for success.

"WE DO NOT SIMPLY DONATE MONEY OR PRODUCT. WE BECOME FULLY INVOLVED, BOTH AS GRANDMET COMPANIES AND AS INDIVIDUALS, AND SEEK TO DEVELOP A CLOSE WORKING PARTNERSHIP WITH CHARITIES AND COMMUNITY ORGANISATIONS".

*Sir Allen Sheppard
Group Chairman and Chief Executive
Grand Metropolitan*

While this model has been developed primarily for larger businesses, many of the recommendations are relevant to smaller firms. However, a community involvement handbook is also being developed for small and medium-sized businesses.

REACHING OTHER COMPANIES

Companies already involved with community projects have an important role to play as 'network marketeers' by persuading larger companies not yet involved, medium-sized firms (frequently family businesses) and small businesses to adopt the A.C.T.I.O.N. model. This can be achieved by:

- ❖ encouraging companies already involved to share their experiences with others in the UK, Continental Europe and other countries, including institutional investors, suppliers, professional firms as well as small and medium-sized businesses;
- ❖ creating informal contact networks through which established firms can act as 'godfathers' to small and medium-sized companies, drawing up a 'road map' for their business involvement;
- ❖ broking company assistance and community needs through internal 'electronic noticeboards';
- ❖ amplifying the case for business involvement through Training and Enterprise Councils, business-led organisations such as Chambers of Commerce and the CBI as well as through intermediary organisations such as Business in the Community and others;
- ❖ encouraging institutional investors to examine the community involvement of companies in which they have shareholdings;
- ❖ promoting media coverage of corporate community involvement;
- ❖ educating future managers and business leaders by integrating community involvement into the mainstream curriculum of business schools and management training programmes and developing a management theory of business involvement;
- ❖ co-ordinating research focusing on both the planning and implementation of community partnerships as well as their impact on stakeholder groups. A Research Forum for Corporate Community Involvement could bring together practitioners and researchers; review research proposals; broker sponsorship; provide advice to research projects and act as a clearing house for funders, researchers and practitioners.

"HOW MANY 'WHOLESALEERS' ARE THERE FOR THE VOLUNTARY SECTOR? YOU NEED MORE BROKERS BETWEEN COMPANIES AND THE 'RETAILERS'."

Rodney Buse

Group Personnel Director

W H Smith

DOING IT BETTER

HOW GOVERNMENT AND OTHER COMMUNITY PARTNERS CAN HELP

Business can now work with many partners in the community. A wide range of national intermediary organisations now work in partnership with business to help develop and manage their involvement in local communities. In addition to Business in the Community, these include the Action Resource Centre, the Apex Trust, the Association for Business Sponsorship of the Arts, the Charities Aid Foundation, the

Community Development Foundation, the Prince's Youth Business Trust, to name just a few.

National networks of Training and Enterprise Councils and over 300 Local Enterprise Agencies have also been established to create training, enterprise and employment opportunities across the country.

"THERE IS A WIDE RANGE OF INSTITUTIONS IN THE COMMUNITY WITH WHICH BUSINESS CAN FORM PARTNERSHIPS. . . . MY BELIEF IS THAT WE ARE ONLY ON THE FOOTHILLS OF THE OPPORTUNITIES THAT A SPIRIT OF PARTNERSHIP COULD BRING TO OUR COMMUNITY. I SENSE A DESIRE IN THIS COUNTRY TO MOVE AWAY FROM THE OLD ATTITUDES OF 'WE AND THEY' TO A MORE PURPOSEFUL 'WE AND WE'."

C Brandon Gough

Chairman

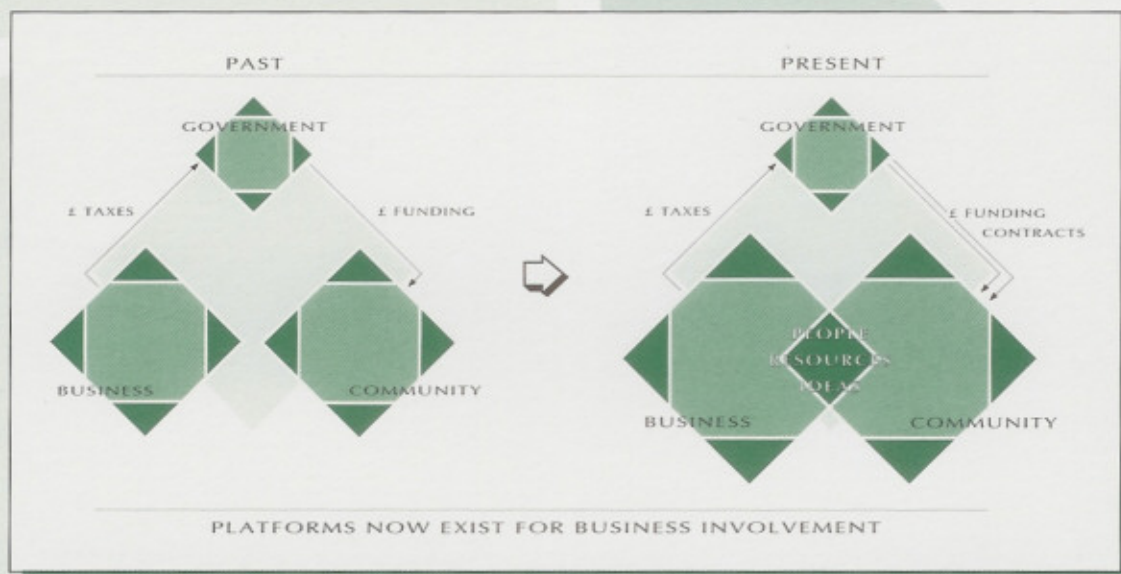
Coopers & Lybrand Deloitte

Local issues are addressed through Business Leadership Teams, Neighbourhood Economic Development Partnerships and Education-Business Partnerships and Compacts.

To encourage more businesses to become involved with their communities, Business in the Community provides contact details for these and other organisations at the end of this document.

Corporate community involvement will be most effective when business can work in partnership with community-based organisations as well as local and central government. While business does not presume to dictate action to its partners, those partners can work most effectively with business when they:

- ❖ understand the reasons why business is involved; and
- ❖ consider the messages which are outlined to each sector below.



A message to national politicians

The present Government has promoted opportunities for business involvement in the community in a number of areas. Recent examples include Training and Enterprise Councils and now the Department of the Environment's City Challenge. It also encourages the transfer of private sector resources and expertise to the community through non-governmental organisations such as

Local Enterprise Agencies and Education-Business Partnerships.

Cross-party support for partnership ensures that, regardless of the outcome of the next General Election, opportunities for business involvement will continue to develop. But asking business to do more does not mean that Government should do less.

To reinforce the positive aspects and minimize the negative features of current partnerships,

the next Government can:

- ❖ **re-affirm Government's long-term commitment to partnerships.** In particular, Government should :
 - adopt a 'social franchise' approach, inviting existing public-private partnerships to tender for programmes instead of creating new organisations which increase duplication and dissipation of resources;
 - consolidate existing partnerships to ensure sustained commitment and goodwill from business and other partners. Training and Enterprise Councils are now perceived by business as an important 'litmus test' for government commitment to public-private sector partnership. These must be regarded as a Government priority, not simply a Department of Employment initiative. Government must provide adequate resources and minimize bureaucracy if they are to succeed;
- ❖ **improve financial support for partnerships** by:
 - revising rules and procedures to ensure more efficient channelling of resources;
 - 'pump-priming' initiatives with funds using realistic timescales for achieving self-sufficiency;
 - differentiating between capital and revenue spending;
 - promoting cross-departmental funding where appropriate;

"WE SHOULD SPEND LESS TIME WORRYING ABOUT THE MONEY WE DON'T HAVE, AND MORE ON HOW WE SPEND THE MONEY WE DO HAVE."

Michael Frye

Chairman of the West London Partnership

- developing more creative approaches to releasing additional finance (e.g.

the recent Treasury agreement to reduce levies on football pools promoters, who in turn contributed foregone tax revenue plus additional contributions to the establishment of an Arts and Sports Foundation);

- allowing Local Authorities to retain more proceeds of capital sales if these are to be spent on developing public-private sector partnerships.

- ❖ **clarify respective areas of responsibility** by initiating informal dialogue between ministers and business 'champions' and making clear when resources will not be available. The private sector would rather know where it stands in advance, rather than being surprised when it is 'left holding the baby';

"BOTH POLITICS AND, I BELIEVE, THE BUSINESS COMMUNITY SUFFER IN THIS COUNTRY BECAUSE OF THE LACK OF REAL DIALOGUE BETWEEN US."

Rt Hon Paddy Ashdown MP

- ❖ **empower Local Authorities to become effective partners** in community initiatives. Community involvement is becoming more locally based as many companies are devolving power to regional offices and more small, locally-based businesses are emerging. Companies look increasingly to Local Authorities as the public sector partner for building partnerships and they therefore require long-term support.

Government administration can:

- ❖ **promote better co-ordination among government departments** in requests for help from business;
- ❖ **encourage personnel exchanges between government and business** to promote mutual understanding of constraints and opportunities in each sector;
- ❖ **incorporate corporate community involvement into training** of senior civil servants; and, as an employer itself, promote employee volunteering inside government departments and 'Next Steps' Agencies.

Local government can:

- ❖ **encourage a local forum to create a common vision** for localities in collaboration with business and other community partners;
- ❖ **support local action partnerships** such as Local Enterprise Agencies, Education-Business Partnerships and Compacts, and joint 'Leadership' Teams on a long-term basis. Local partnerships can be highly effective but take time to develop and need to be nurtured.

Trade unions can:

- ❖ **encourage members to participate** in community involvement programmes initiated by companies;
- ❖ **include community involvement in ongoing dialogue** with company management;
- ❖ as Pension Fund Trustees, ask their Pension Fund Managers to **examine community involvement practices** of companies in which the Fund invests.

Community groups and voluntary sector organisations are facing increasing legal and commercial pressures to develop organisational skills and finance which will enhance their development opportunities. They can therefore:

- ❖ **articulate their needs clearly** at national and local level to minimize duplication of effort;
- ❖ **position their activities clearly** amid the range of existing organisations and services serving the community and be open to 'mergers and acquisitions' where required;
- ❖ promote the **need for organisational funding mechanisms**;
- ❖ **establish recognised systems for evaluating service quality**, analogous with the accreditation system which Business in the Community encouraged Local Enterprise Agencies to develop for themselves;
- ❖ continue to **promote service quality through training**, perhaps via a 'third sector business school' similar to the Development Training Institute in Baltimore, USA;
- ❖ **promote exchanges of personnel and expertise** with the private sector.

PROMOTING QUALITY IN CORPORATE PROGRAMMES

The quality of corporate community involvement programmes can be improved through:

- ❖ high-profile awards for corporate community involvement which reinforce motivation of participants, promote replication of good practice models and increase awareness of the field;
- ❖ quality guidelines for good practice derived from a recognised data bank of historical practice; and
- ❖ training programmes as well as a self-regulatory body to ensure professional standards and ethical conduct among the growing body of community affairs specialists and consultants.

BUSINESS IN THE COMMUNITY'S ACTION TARGETS

As part of its mission to increase the quality and extent of business involvement with the community, Business in the Community plans to engage 500 of the UK's largest companies in active membership, specifically:

- ❖ **applying the A.C.T.I.O.N. model** to their own community involvement;
- ❖ **encouraging their customers, suppliers and peers** to become involved in the community as well;
- ❖ **working with other committed companies** as well as business-led organisations to widen the scope of business involvement with the community throughout the country.

To achieve these objectives, Business in the Community has established the following specific targets in its three-year business plan:

- ❖ Focus community involvement through four Leadership Teams under its Board
- ❖ Segment the business case for different business functions
- ❖ Develop and promote the A.C.T.I.O.N. model with its member companies
- ❖ Produce a 'how to' good practice guide for companies
- ❖ Establish courses for community involvement management with business schools
- ❖ Roll-out the **DIRECTIONS FOR THE NINETIES** campaign regionally and establish local 'road maps' for community involvement
- ❖ Develop its marketing campaign to small and medium-sized companies
- ❖ Help establish a research forum for corporate community involvement
- ❖ Promote community involvement studies in civil service training programmes
- ❖ Disseminate results of **DIRECTION FOR THE NINETIES** consultations to third-sector partners

- ❖ Expand the Business Leadership Programme of 'seeing is believing' visits to community projects.

Business in the Community, in partnership with its member companies and other community partners, will also promote the achievement of the following business sector targets over the next three years:

- ❖ 20 top institutional Fund Managers to examine the corporate community involvement strategies of firms in which they invest
- ❖ 50 leading CEOs to establish dialogue with employees regarding their goals, strategies and programmes for community involvement
- ❖ 100 of the UK's largest companies to integrate corporate community involvement into their own management development programmes
- ❖ 250 companies to adopt employee volunteering programmes

"WE WANT TO BUILD AN ARMY OF VOLUNTEERS."

Neil Shaw

Chairman & Chief Executive

Tate & Lyle

- ❖ 500 of the top UK companies to review their community involvement activities, adopt the A.C.T.I.O.N. model of community involvement and report on community involvement programmes to their stakeholders
- ❖ 5000 business leaders of large companies, professional firms, and small and medium-sized companies to contribute time and expertise to the community.

The speed with which these targets can be achieved depends on the involvement of our member companies and their partners.

GETTING INVOLVED: WHERE TO GO FOR HELP

GENERAL OPPORTUNITIES FOR COMMUNITY INVOLVEMENT

BUSINESS IN THE COMMUNITY
227A CITY ROAD, LONDON EC1V 1LX
TEL: 071 253 3716

THE TIDY BRITAIN GROUP
HEAD OFFICE
THE PIER
WIGAN
TEL: 0942 824620

INTERNATIONAL COMMUNITY INVOLVEMENT

INTERNATIONAL BUSINESS IN THE COMMUNITY
(IBIC)
5 CLEVELAND PLACE, LONDON SW1Y 6JJ
TEL: 071 925 2933

GROUNDWORK FOUNDATION
BENNETTS COURT
6 BENNETTS HILL
BIRMINGHAM B2 5ST
TEL: 021 236 8565

PRINCE OF WALES BUSINESS LEADERS FORUM
(SAME CONTACT DETAILS AS IBIC)

ARTS

ENTERPRISE

BUSINESS IN THE COMMUNITY ENTERPRISE TEAM
227A CITY ROAD, LONDON EC1V 1LX
TEL: 071 253 3716

ASSOCIATION FOR BUSINESS SPONSORSHIP OF THE
ARTS (ABSA)
NUTMEG HOUSE
60 GAINSFORD STREET
LONDON SE1 2NY
TEL: 071 378 8143

PRINCE'S YOUTH BUSINESS TRUST
5 CLEVELAND PLACE, LONDON SW1Y 6JJ
TEL: 071 321 6501

BUSINESS IN THE ARTS
(SAME CONTACT DETAILS AS ABOVE)

EDUCATION

BUSINESS IN THE COMMUNITY EDUCATION UNIT
5 CLEVELAND PLACE, LONDON SW1Y 6JJ
TEL: 071 321 6400

SPORTS

COUNCIL FOR INDUSTRY & HIGHER EDUCATION
100 PARK VILLAGE EAST
LONDON NW1 3SR
TEL: 071 387 2171

THE SPORTS COUNCIL
16 UPPER WOBURN PLACE
LONDON WC1H 0QH
TEL: 071 388 1277

ENVIRONMENT

BRITISH TRUST FOR CONSERVATION VOLUNTEERS
80 YORK WAY, LONDON N1 9AG
TEL: 071 833 8951

COMMUNITY ECONOMIC DEVELOPMENT

BUSINESS IN THE ENVIRONMENT
5 CLEVELAND PLACE, LONDON SW1Y 6JJ
TEL: 071 321 6400

COMMUNITY DEVELOPMENT FOUNDATION
60 Highbury Grove
LONDON N5 2AG
TEL: 071 226 5375

THE CIVIC TRUST
17 CARLTON HOUSE TERRACE
LONDON SW1Y 5AW
TEL: 071 930 0914

NATIONAL COUNCIL FOR VOLUNTARY
ORGANISATIONS
26 BEDFORD SQUARE
LONDON WC1B 3HU
TEL: 071 636 4066

COMMUNITY SERVICE VOLUNTEERS
237 PENTONVILLE ROAD
LONDON N1 9NG
TEL: 071 278 6601

SECONDMENTS AND HELP-IN-KIND

ACTION RESOURCE CENTRE
112 PARK VILLAGE EAST
LONDON NW1 3SP
TEL: 071 383 2200

DEVELOPING YOUNG MANAGERS

COMMON PURPOSE
12/18 HOXTON STREET
LONDON N1 6NG
TEL: 071 729 5979

INNER CITIES

INNER CITY TASK FORCE UNIT
ASHDOWN HOUSE
123 VICTORIA STREET
LONDON SW1E 6RB
TEL: 071 215 6734

ACTION FOR CITIES
ROOM P2 101
2 MARSHAM STREET
LONDON SW1P 3EB
TEL: 071 275 3053

TRAINING AND ENTERPRISE COUNCILS

NATIONAL TRAINING TASK FORCE
CONTACT: CHRISTOPHER JARY
ROOM W719
MOORFOOT
SHEFFIELD S1 4PQ
TEL: 0742 593944

TRAINING & ENTERPRISE COUNCILS SECRETARIAT
CONTACT: RICK EMSLEY - TEL: 0524 843566

TRAINING AND ENTERPRISE OPPORTUNITIES

GENERAL

INDUSTRIAL SOCIETY
3 CARLTON HOUSE TERRACE
LONDON SW1Y 5DG
TEL: 071 839 4300

ETHNIC MINORITIES

FULLEMPLOY
COUNTY HOUSE
GREAT DOVER STREET
LONDON SE1 4YB
TEL: 071 378 1774

DISABLED

EMPLOYERS FORUM ON DISABILITY
5 CLEVELAND PLACE
LONDON SW1Y 6JJ
TEL: 071 321 6591

EX-OFFENDERS AND OTHER DISADVANTAGED GROUPS

NACRO
169 CLAPHAM ROAD
LONDON SW9 0PU
TEL: 071 582 5100

APEX TRUST
12/18 HOXTON STREET
LONDON N1 6NG
TEL: 071 729 5979

YOUNG PEOPLE

PRINCE'S TRUST
8 BEDFORD ROW
LONDON WC1R 4BA
TEL: 071 430 0524

VOLUNTEERS
9 JOCKEYS FIELDS
LONDON WC1R 4BW
TEL: 071 430 0378

PRINCE'S YOUTH BUSINESS TRUST
(SEE ABOVE FOR CONTACT DETAILS)

LIVEWIRE
60 GRAINGER STREET
NEWCASTLE UPON TYNE NE1 5JG
TEL: 091 261 5584

LONG-TERM UNEMPLOYED

COMMUNITY INDUSTRY
HEAD OFFICE
VICTORIA HOUSE
CROFT STREET
WIDNES, CHESHIRE WA8 0NQ
TEL: 051 495 2114

GRANDMET COMMUNITY SERVICES TRUST
64 - 65 NORTH ROAD
BRIGHTON BN1 1YD
TEL: 0273 570170

CHARITIES

CHARITIES AID FOUNDATION
48 PEMBURY ROAD
TONBRIDGE, KENT TN9 2JD
TEL: 0732 771333

DIRECTORY OF SOCIAL CHANGE
RADIUS WORKS
BACK LANE, LONDON NW3 1HL
TEL: 071 435 8171

CORPORATE COMMUNITY INVOLVEMENT

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M Norton
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Allied Dunbar
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Boston College
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James Shannon

BUSINESS IN THE COMMUNITY



BUSINESS in the COMMUNITY

Business in the Community is a national not-for-profit association of over 400 major UK businesses, working in partnership with central and local government, trade unions, voluntary and community organisations to build a more prosperous society.

Its mission is to make community involvement a natural part of successful business practice and to increase the quality and extent of business activity in the community.

Supported by a network of eleven regional offices, Business in the Community pools and evaluates information, disseminates examples of good practice, advises companies on programme development and establishes priorities for national and local action.

BUSINESS IN THE COMMUNITY

227A CITY ROAD

LONDON EC1V 1LX

TELEPHONE 071 253 3716

FACSIMILE 071 253 2309