

BUSINESS
IN THE
COMMUNITY

The Prince's
Responsible
Business Network



THE PRINCE'S SEEING IS BELIEVING VISITS 2022

Inspiring Businesses, Transforming Communities



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When we think about the enduring 40-year legacy of Business in the Community (BITC), we cannot ignore the incredible impact that The Prince's Seeing is Believing (SIB) programme has had across the UK, nor can we put a price on the value that these visits have had for communities and the business leaders who attended them.

The SIB programme began in 1990, just as the UK was facing a recession. The then Prince of Wales saw the power of collective business action in supporting left-behind communities. However, as BITC's Royal Founding Patron knew very early on, the only way for business leaders to fully understand the issues that were happening outside their boardrooms was to go and see them for themselves.

Under his guidance, the first SIB visit took place in Halifax in January 1990, where business leaders witnessed first-hand the challenges faced by people living in left-behind communities. The programme has always been much more than just bringing business leaders to understand the issues facing communities; it demands immediate and long-term business action to address what they have seen. It is the action following a visit, under the leadership of The Prince of Wales, that has made this programme such a powerful intervention. So far, over 25,000 business leaders have attended a SIB visit, with this number expected to grow as the programme develops.

Over the years, the 'crucible effect' of bringing people together to tackle problems and champion a place has led to the creation of charities, partnerships and initiatives dedicated to responsible business.

Not many people know that the charity London First was founded following a SIB visit in 1992, which created a hub for business activity to resolve issues facing local communities in the nation's capital. City Harvest, a multi-award-winning charity that redistributes over a million meals a month to organisations serving vulnerable people around London, was also founded following a SIB visit. Today, City Harvest works to reduce food insecurity and address the climate emergency by diverting surplus food from waste and redistributing it to those in food poverty.

When thinking about responsible business, you wouldn't normally think of cake, but carrot cake is at the heart of one of my favourite stories about the impact of a SIB visit to Stoke. BITC took business leaders to visit a local bakery that was struggling to stay in business. One of the business leaders, the acting CEO of a major food retailer, was so impressed by the bakery's carrot cake, it led to the bakery landing a major contract with the retailer. It was such a simple intervention that led to an incredible outcome.

While there are many stories like this from over the years on how the SIB programme has made an incredible difference in people's lives, it has also informed how BITC works in communities around the UK. The learnings we have taken from hundreds of SIB visits have helped us when working with the public, private and third sectors to enable left-behind places to thrive. For forty years we have taken these learnings and worked with the key players needed to drive action in communities. Our ambition is only limited by the number of places where we can work at any one time.

This year, we brought senior business leaders from a range of companies, including Salesforce, Tesco, The Co-op Group and Capita to hear from community organisations, young people and residents in Bradford, Coventry, Norwich and Rochdale on issues such as food poverty, barriers to employment and skills for young people. I'm delighted that this report outlines the action that these business leaders have pledged to make, both inside and outside their workplaces, to help address some of the problems they have seen first-hand. From our visit to Rochdale this year, Allan Leighton, Chair of The Co-operative Group, has committed to removing barriers facing those trying to find work and ensuring that those with caring responsibilities are supported in balancing work and care. This action came about when Allan met with a young mother who discussed how the cost of childcare and transport meant she was unable to gain employment. This one conversation will now lead to action that will benefit many.

As our fortieth anniversary draws to a close, we are eternally grateful for the vision and determination of HM King Charles III in creating the SIB programme. As we look forward to the formation of the new SIB Council which will support His Majesty's legacy in ensuring the continued impact of the programme, I would like to thank Salesforce for its support of this vital programme for the next three years. As I step down from my role as Chief Executive, I know that whilst the SIB programme has been running for 30 years, in some respects it feels like just the beginning of this important work.



Amanda Mackenzie OBE
Chief Executive,
Business in the Community

SEEING IS BELIEVING COUNCIL 2023

SEEING IS BELIEVING COUNCIL

With the changing role of our Royal Founding Patron, the founder of the Prince's SIB programme, HM The King, the Seeing is Believing Council will ensure that the values and prestige of the programme are maintained and sustained. The Council is made up of influential and respected business leaders who over the years have attended and led more than three visits and have been personal advocates for the power of the programme to drive action. Many have used the visits to drive campaigns they have personally led for BITC.

COUNCIL MEMBERS



Charles Allen, Lord Allen of Kensington

Chairman, Global Media & Entertainment Ltd



Christine Hodgson CBE

Chair
Severn Trent Plc



Dame Vivian Hunt

Senior Partner, UK and Ireland,
McKinsey & Company
The Prince's National Responsible
Business Ambassador



Allan Leighton

Chair, The Co-operative Group,
Pizza Express, Element, Simba
and BrewDog



John Studzinski CBE

Founder and Chairman,
Genesis Foundation,
Managing Director &
Vice Chairman of PIMCO



Sir William Castell

LVO FMedSci



Sir Richard Lambert

Chairman,
Bloomsbury Publishing plc and
Bradford Literature Festival



Lord Mark Price

Founder, WorkL and former
government Minister of Trade



Bob Wigley

Chairman, UK Finance,
Vesta Global Holdings Ltd,
Vizolution Ltd and Bink Ltd

WE ARE CALLING ON 250 BUSINESS LEADERS TO STEP UP AND JOIN THE SEEING IS BELIEVING PROGRAMME...

With generous support by Salesforce, The Prince's Seeing is Believing programme will continue to bridge the gap between businesses, communities and the voluntary sectors and we are calling on 250 business leaders to join the visits over the next three years and commit to making a difference.

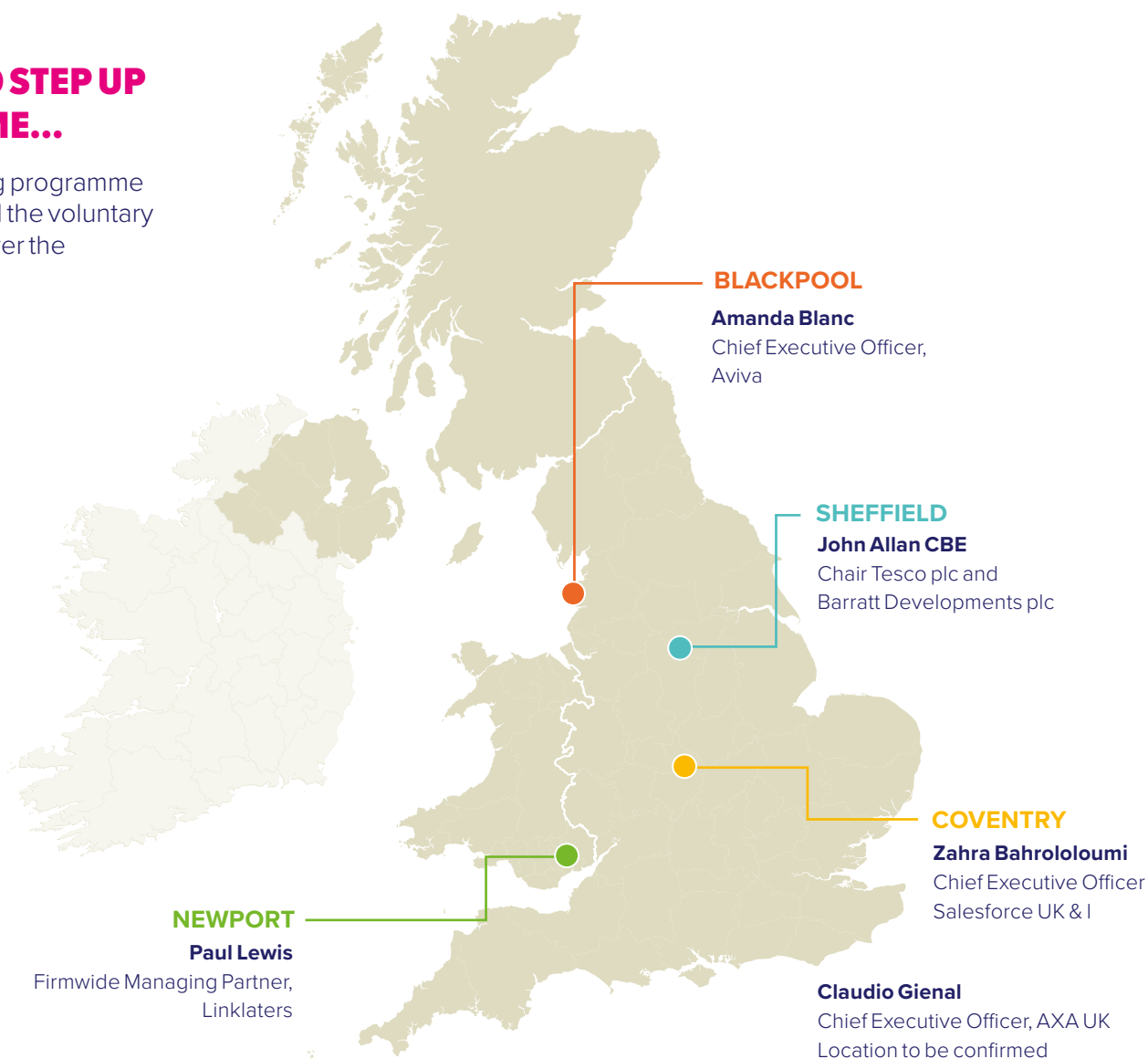
I was lucky enough to attend a Seeing is Believing visit to Coventry earlier this year, and because I was so moved by what I saw, I brought my senior team from Salesforce back to one of the community organisations to experience it for themselves.

We learned a lot from these visits, and the community organisations' insights have informed our ongoing digital exclusion work.

There is something so powerful and unique about joining other business leaders from different sectors, places, and even competing companies to understand our role in supporting people in communities that need it. 🙏

Zahra Bahrololoumi

Chief Executive Officer, Salesforce UK & Ireland



THE SEEING IS BELIEVING VISITS 2022



THE SEEING IS BELIEVING VISITS 2022



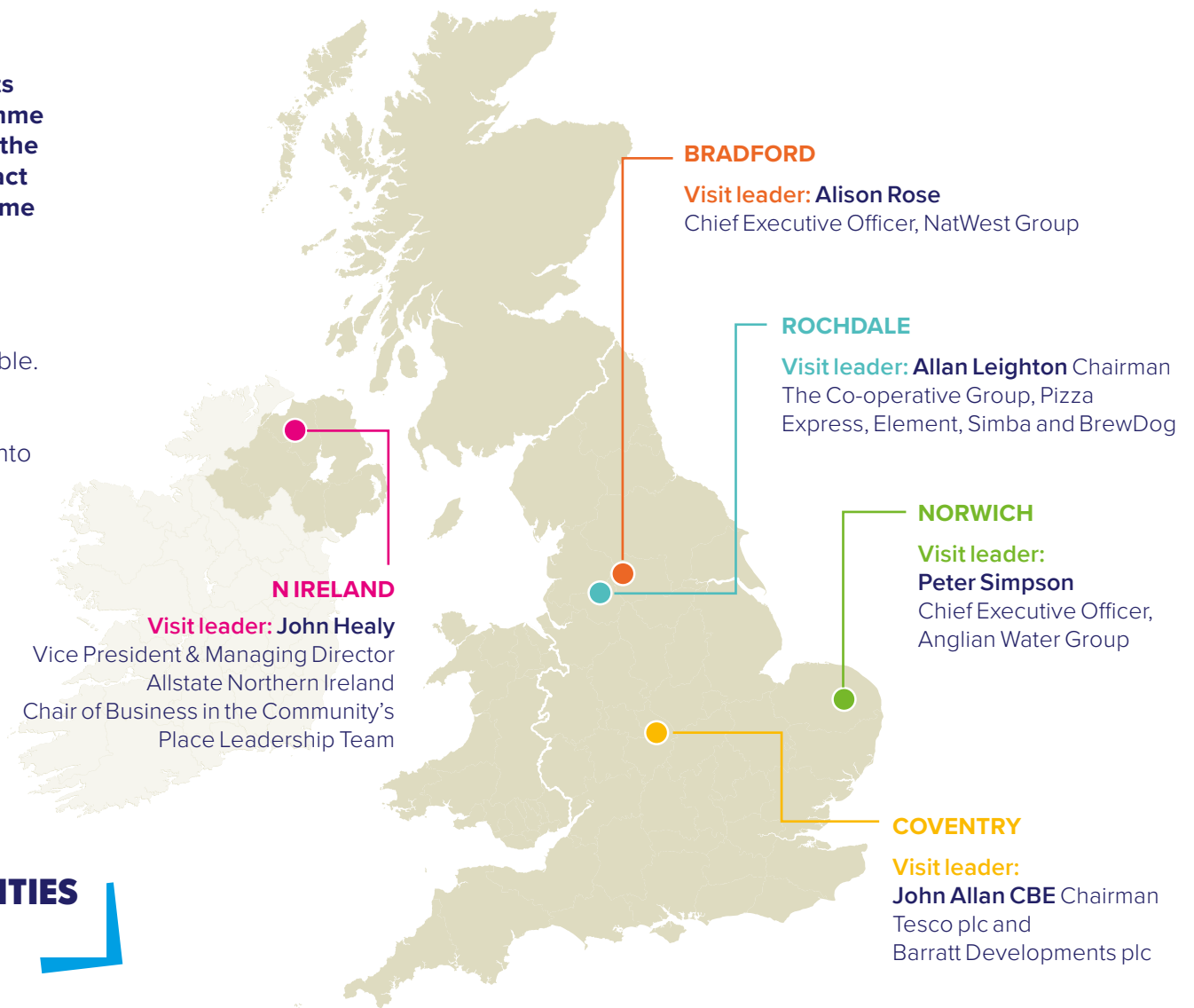
Business in the Community's Seeing is Believing visits took place in regions supported by our Place programme which brings together business, civic leadership and the third sector to make a long-term, transformative impact on communities, leveraging business skills to overcome challenges and create opportunities for place-based transformation.

Our approach is 'place-led' and designed to empower communities to understand the business support available.

The programme is designed to engage and challenge senior business leaders by giving them real-life insight into some of the most challenging and complex social and environmental issues.

Inspired by their Seeing is Believing experiences in 2012, leaders have shown commitment and innovation in order to transform business and communities across the UK and beyond.

LEADERS HAVE SHOWN COMMITMENT AND INNOVATION IN ORDER TO TRANSFORM BUSINESS AND COMMUNITIES ACROSS THE UK AND BEYOND



BRADFORD



The need for a thriving and diverse SME community and the interventions needed from business

This visit highlighted the importance of nurturing SMEs and understanding the challenges they face in Bradford. Large businesses have the skills and expertise to support smaller companies as they seek to develop and grow. There's never been a better time to share this knowledge.

Visit leader: Alison Rose
Chief Executive Officer,
NatWest Group

FIND OUT MORE...

- Visit leaders and delegates
- Actions
- Case study

COVENTRY



Tackling inequality, unemployment and deprivation by making sure support is accessible to all

The visit emphasised the need for businesses to genuinely engage with the communities in which they operate, the challenges they face, and how best they can provide the services and support required in a way that is accessible to those most in need.

Visit leader: John Allan CBE
Chairman, Tesco plc and
Barratt Developments plc

FIND OUT MORE...

- Visit leaders and delegates
- Actions
- Case study

NORWICH



Businesses' role in building resilient and connected communities

The visit focused on inequality and the lack of opportunities that exist in Norwich, with a particular focus on a taking a coordinated, city-wide approach to employability, wellbeing and reconnecting communities. Here we can see how businesses working collaboratively with community organisations can create lasting impact.

Visit leader: Peter Simpson
Chief Executive Officer,
Anglian Water Group

FIND OUT MORE...

- Visit leaders and delegates
- Actions
- Case study

ROCHDALE



Understanding and overcoming barriers to employment

The visit allowed business leaders to better understand the employment barriers faced by young people from disadvantaged backgrounds. They highlighted the need for a flexible approach to recruitment and collaboration between businesses, educational institutions and the voluntary sector to support, train and offer employment.

Visit leader: Allan Leighton, Chairman
of The Co-operative Group, Pizza
Express, Element, Simba and BrewDog

FIND OUT MORE...

- Visit leaders and delegates
- Actions
- Case study

PLACE PROFILE:

BITC's Place work is supporting Bradford to become a thriving and equitable economy where young people can achieve their aspirations.

Residents take pride in Bradford as an exciting, vibrant and creative place to live, work and visit. BITC's activity is centred around Keighley with a focus on primary literacy, employability activity for schools and colleges and holistic support for small businesses.

VISIT LEADER:

ALISON ROSE
Chief Executive Officer
NatWest Group



LOCAL LEADER:

SIR DAVID WOOTTON
Chair of the Bradford Place
Steering Group



VISIT DELEGATES:

KATE BOWYER
Managing Director
Muse Developments

JOHN DIXON
Vice President, Europe Market
Director for Highways
Jacobs Engineering Group Inc

BARRIE HADFIELD
Chief Executive Officer and
Co-Founder **Mindset AI**

JOHN HEAPS Chair
Yorkshire Building Society

SIMON HOLDEN
Group Chief Operating Officer
City Fibre

MARGOT JAMES
Non-executive Director
Provident Financial

ANDREW JONES
Cities Programme Director **Aecom**

TONY JUDD
Managing Director UK & Ireland
Verizon

SYIMA ASLAM MBE
Founder and Director
Bradford Literature Festival

CHARLOTTE KEENAN
10,000 Small Business Lead
Goldman Sachs

SAMEERA KHALIQ
Head of Financial Strategy &
Business Partnering
Skipton Building Society

NICK LYTH
Founder and President
Green Angel Syndicate

DR GEOFF MACKEY
Corporate Affairs &
Sustainability Director
BASF plc

RAY O'TOOLE
Senior Independent Director
Yorkshire Water

JOANNA PRIOR
Chief Executive Officer
Pan MacMillan

ANDREW HARRISON
Managing Director, Business
Banking & International Retail,
NatWest Group

CHRIS TURNBULL
General Manager/Director,
North East England Group
Enterprise Holdings

ACTIONS TAKEN

GROWING LEADERSHIP

- Provident Financial, Card Factory, Skipton Building Society are engaging in Bradford Place work to establish a sustainable approach to long term transformation
- BITC are working with the Founder of the Bradford Literary Festival, Syima Aslam MBE and a number of charity partners to complete a review of literacy levels in schools in Keighley to improve literacy levels amongst Bradford primary school age children
- Provident Financial & Green Angel Syndicate have set up a working group to look into developing a green innovation centre at the University of Bradford. This initiative would support SME innovation and provide carbon neutral alternatives for people in Bradford

DRIVING PLACE-BASED SOLUTIONS

- NatWest have provided direct support to a local small business, reviewing their business strategy, providing practical guidance to their team and providing a large recovery loan. NatWest are continuing to support the SME community in Bradford by providing a programme of upskilling opportunities with a focus on small businesses from underserved communities
- The Head of Yorkshire Building Society's Procurement team has met with the Managing Director of Excelledia to discuss how to engage their supply chain. This has led to work on a blueprint for SMEs, providing guidance to help others grow by working with larger businesses
- Ex Pressed Steeles and Keighley College have supported a local project at Keighley Asian Women & Children's Centre (KAWACC) to refine their business model and support a newly established catering business

LOCAL IMPACT

- Alison Rose, CEO at NatWest Group, provided practical guidance to Huma Humad, helping with their business and provided a recovery loan of £150k as a result of the visit
- Huma Humad have also been introduced to Excelledia to develop a fashion app to help with online operations

CASE STUDY THE IMPACT OF SEEING IS BELIEVING



NATWEST EXPLORES SOLUTIONS TO SME OBSTACLES DURING VISIT TO BRIDAL WEAR OUTLET IN BRADFORD

The COVID-19 pandemic and subsequent cost-of-living crisis have put intense pressure on SMEs as business owners struggle to find the support needed to conduct their operations in an increasingly volatile environment.

Bradford is home to almost 16,000 businesses, employing 200,000 people, with an economy worth £10 billion. The young, diverse and entrepreneurial population puts Bradford in a unique position as a region that can foster innovation and business growth.



IMPROVING BLACK, ASIAN AND ETHNIC MINORITY WORKFORCE PARTICIPATION COULD ADD 310,000 NEW WORKERS TO THE SME SPACE



THE VISIT

As the biggest bank for business in the UK, NatWest Group knows that SMEs are the lifeblood of the economy. The bank has 13 Accelerator hubs across the UK and is committed to ensuring 75% of their support goes to businesses based outside London and the South East.

This visit to Bradford was a great opportunity for the bank's senior team to meet stakeholders and businesses from across the city and region, and gain insights into the challenges faced by SMEs and communities in Bradford and inspire action that leads to inclusive growth for those living and working in the city.

Alison Rose, CEO at NatWest Group, was introduced to small business owners Humma and Hummad, who run an Asian bridal wear couture outlet, to discuss the particular challenges SMEs face. Humma and Hummad spoke about acquiring funding to grow and sustain the business, as well as accessing the networks that can advise and support them.

CASE STUDY THE IMPACT OF SEEING IS BELIEVING



THE VISIT LED TO THE FOLLOWING ACTIONS:

- **NatWest provided practical guidance to the business owners and offered to review Huma Humad's business strategy and issues with their existing bank**
- **In the subsequent meetings with NatWest, the bank worked with Huma Humad to provide a loan of £150,000**
- **Huma Humad have also since been introduced to Excelledia to develop a fashion app to help with online operations**
- **NatWest is also reviewing the reach of their SME support in the areas of greatest need outside the town centres**



On our visit to Huma Humad in Bradford we were struck by both the quality of their products, and the fact that they had created a premium retail outlet for the wedding market. In follow up meetings with Humma and Hummad, we were impressed with their vision for the business and plans for the future and were delighted to help them secure funding to take their business to that next level, as well as providing advice to navigate the challenges of the current environment. We were also pleased to introduce the business to a third party who could help them build an online outlet, in turn enabling them to take their growth beyond Bradford.

Andrew Harrison

Head of Business Banking NatWest



During the visit, we talked to delegates about our journey to that point, our passion for our products and customers, and some of the challenges we encountered in getting support from our current bank. After we had finished presenting, Alison (Rose) approached us and said she would introduce us to her team to see how NatWest could help us with that next stage of growth. We later spent time with specialists from the bank to talk through our vision, business plan and figures. They could really see our vision and showed a lot of support for our plans, and this resulted in Huma Hamad securing funding of £150,000 to grow the business further as well as being introduced to some valuable networks and specialists.

Hummad Ilyas

Owner of Huma Humad bridal wear store



PLACE PROFILE:

Coventry is a recent addition to the Place programme receiving the support of BITC's business network.

BITC's long term ambition is to tackle inequality and ensure that the presence of larger businesses brings opportunities that are accessible to all. Activity is focused on the wards of Foleshill and Longford, where support is focusing on employability enrichment activity and helping the community through cost-of-living initiatives.

VISIT LEADER:

JOHN ALLAN CBE Chairman
Tesco plc and Barratt
Developments plc



LOCAL LEADER:

STEVE HUGHES
Chief Executive Officer,
Coventry Building Society
Chair of Coventry Leaders' Network



VISIT DELEGATES:

ZAHRA BAHROLOLOUMI
Chief Executive Officer
Salesforce UK & Ireland

DAVID BODDY
Chief Executive Officer
Coventry City Football Club

SIMON BOSS
Chief Executive Officer
Shoosmiths LLP

ERICA CADBURY
Chair of Trustees
Barrow Cadbury Trust

KIRSTIE DONNELLY
Chief Executive Officer
Developments plc
City & Guilds

SIMON JONSSON
Partner,
UK Head of Industrial Product
KPMG

JONATHAN LEWIS
Chief Executive Officer
Capita Group

PAUL LEWIS
Firmwide Managing Partner,
London
Linklaters

HUGO MAHONEY
Chief Executive Officer
Samworth Brothers

DINA POTTER
Vice President & Global Head
of Social Impact
National Grid

MARTIN REEVES
Chief Executive Officer
Coventry City Council

ANDREW SIME
AVP Banking &
Financial Services UK
Cognizant

SANDRA WALLACE
Partner, Joint Managing Director,
UK and Europe,
DLA Piper

All job titles correct at the time of the visit.

ACTIONS TAKEN

GROWING LEADERSHIP

- Coventry Building Society, Salesforce, Capita, Coventry City FC, Jakes, Meggitt and Orbit have all either joined or renewed their commitment to the Coventry Leaders' Network to take action on priority issues in Coventry, under the leadership of Chair Steve Hughes, CEO, Coventry Building Society
- The Network has developed a Cost-of-Living manifesto which connects business support activity to communities
- Capita are now chairing the Foleshill Leadership Group, focused on addressing specific needs in the ward of Foleshill
- National Grid have redoubled their efforts to support young people from Coventry and are working with 8 Coventry schools on their skills programme and are supporting a growing number of undergraduates from low-income backgrounds in Coventry

DRIVING PLACE-BASED SOLUTIONS

- City & Guilds have offered three-year Place work funding, while continuing to support the Job Coaching programme in Coventry. City & Guilds have also worked with BITC to develop a new job coaching badge
- John Allan has committed to supporting BITC's Place work and will be leading a SIB visit to Sheffield in summer 2023
- Capita have committed to support education initiatives nationally through the Employment & Skills Leadership Board and are also working with BITC in Coventry to provide volunteers to support literacy initiatives, including a Primary School reading programme with Bookmark
- Meggitt have committed to engage schools in Coventry allowing BITC to provide pupils with employability upskilling

LOCAL IMPACT

- John Allan have taken senior management to visit the Positive Youth Foundation to help support young people into employment and review their own approach to removing barriers to employment
- Match funds were made to Foleshill Community Centre and Social Supermarket by Coventry Building Society, National Grid, Salesforce and Linklaters which enabled the Centre to start capital improvement works to the kitchen, extending existing space and creating an on-site café to generate income
- Salesforce have run a scoping exercise in Foleshill Community Centre to look at existing systems and to support Foleshill Community Centre to operate more efficiently. Salesforce not only provided funding to support the delivery of the programmes, but have returned to the PYF with their marketing team to kick off mentoring plans to support young people with role models, help them grow their confidence and prepare them for work opportunities

CASE STUDY THE IMPACT OF SEEING IS BELIEVING



SALESFORCE AND COVENTRY BUILDING SOCIETY CONNECT WITH FRONTLINE CHARITIES AND COMMIT TO LONG TERM SOLUTIONS IN COVENTRY

Despite the many education and skills employment opportunities in Coventry, there is still a need to address skills shortages, from raising aspirations amongst schoolchildren to retaining skilled professionals and graduates in the city.

The 2019 English Indices of Deprivation report assessed that nearly 15% of Coventry neighborhoods are amongst the 10% most deprived in England. Although this is a 4% improvement on the 2015 report, there is still much work to be done. Recent data published in the 2021 Census shows that more than 55% of households in Coventry are deprived.

THE VISIT

Delegates from Salesforce and Coventry Building Society (CBS) and other organisations were brought on visits to better understand the impact of key issues such as social mobility of residents in Coventry. They visited the following community organisations:



- **Foleshill Community Centre and Social Supermarket**

a dignified shopping experience and community support initiative.

- **Positive Youth Foundation**

a charity established to raise the aspirations and life chances of young people through a range of education, employment and lifestyle programmes.

- **Severn Trent Training Academy**

an academy supporting the community by offering opportunities to gain valuable employability skills and training.



MORE THAN 55% OF HOUSEHOLDS IN COVENTRY ARE DEPRIVED

CASE STUDY THE IMPACT OF SEEING IS BELIEVING

THE VISIT LED TO THE FOLLOWING ACTIONS:

Steve Hughes CEO of Coventry Building Society, worked with his team to support each of the organisations visited in the following ways:



- **Coventry Building Society funded the hiring of female support workers at Foleshill Community Centre as it was shared that victims of domestic violence were less likely to open up to male staff about issues**
- **Since the visit, CBS have taken their leadership team to provide skills volunteering through HR and coaching support**
- **As a key partner in the Coventry Food Network, Coventry Building Society has made a significant investment in a 'Homework Club' to provide a safe space for young people to study with the provision of a meal and access to tutors**

Zahra Bahrololoumi, CEO of Salesforce UK & Ireland has pledged to partner with Foleshill Community Centre and the Positive Youth Foundation to provide ongoing support from Salesforce leaders. She has returned to both charities with her leadership team.



Foleshill Community Centre

- Salesforce leaders are partnering with the Foleshill Community Centre team to provide expert advice, technology support and volunteering time to help the centre simplify and automate activities to drive greater efficiency and scale.
- Salesforce has provided matched funding, alongside other businesses and the centre has used the funding to build necessary extensions and improve kitchen facilities.

Positive Youth Foundation

- Salesforce leaders will partner with the Positive Youth Foundation to provide guidance and support for digital skills programs, volunteering and long-term engagement.

Salesforce has committed to fund the Seeing Is Believing program for the next three years and Zahra has joined the Coventry Leaders' Network to enable strategic, long-term change in Coventry.

PLACE PROFILE:

BITC and the Norwich Strategic Board are collaborating to deliver on a collective mission: connecting communities to drive out inequality and secure opportunities for everyone.

We are working with community partners and businesses to develop an innovative and strategic volunteering pilot to support various food poverty and cost of living initiatives.

VISIT LEADER:

PETER SIMPSON
Chief Executive Officer
Anglian Water Group



LOCAL LEADER:

ANDREW DERNIE Claims Demand and Performance Lead
Aviva
Chair of Norwich Place Board and Town Deal



VISIT DELEGATES:

SARA ARGENT
Head of Government Relations
Sainsbury's

ADRIAN BARBER
Managing Director
Victory Homes

ANDREW BROWN
Head of Sustainability
Anglian Water Group

JEREMY CHEW
Operational Director
Bernard Matthews

BRUNO COZZO
Group Senior Sustainability Manager
Go - Ahead Group

JO DANIELS
Head of Partnerships, Plan A, Sustainable Business
Marks & Spencer

XENIA DENNEN
Chair
Church & Communities Committee

TANIA HOLT
Global Leader Public & Social Sector Practice and Senior Partner
McKinsey

ELIOT LYNE
Chief Executive Officer
Norfolk Wildlife Trust

OWEN MARKS
Head of Rare Diseases ; Diversity and Inclusion Co-chair
Pfizer

RUTH ORMSBY
SVP Sales
Salesforce

SUZANNE SCOTT Chief People & Corporate Responsibility Officer
AXA

CHRISTOPHER JOHN VERMONT
Master of Mercers
The Mercer's Company

STUART WRIGHT
Operations Net Zero Delivery Director
AVIVA

ACTIONS TAKEN

GROWING LEADERSHIP

- Flagship group have joined the Norwich Leadership Board, chaired by Aviva. The Board are developing a cost-of-living manifesto to support business activity in Norwich
- A strategic volunteering group has been set up (AVIVA, Anglian Water, Norwich City FC, Marsh, KPMG, AXA) to work on a pilot project in support of community organisations, linked to BITC's Skills Exchange and Community programmes

DRIVING PLACE-BASED SOLUTIONS

- In addition to working on the skilled volunteering pilot, Anglian Water are also considering supported internships via their MINT programme, to help disabled young people find meaningful work experience
- Anglian are also interested in 'caring contracts' as described at the Shoebox Community Hub, whereby people with barriers to work or mental health needs are supported into employment
- Pfizer and Boparan Holdings have engaged with the Norwich City College MINT programme to support young disabled people with employment opportunities and work placements
- Mercers are now working with Shoebox social enterprise to scope a new community hub project in Kings Lynn to offer consistent long-term support to local community initiatives

LOCAL IMPACT

- A food support roundtable is being set up with food-based community groups (food banks, social supermarkets, providers)
- Boparan Holdings committed to set up a regular supply of frozen meat to The Feed social supermarket within a week of the visit and are also providing equipment and food to a Norfolk wide food network
- Aviva have started regular deliveries of sandwiches from their café to feed The Feed's clients
- M&S have introduced The Feed to 'neighborly', surplus food network
- Mercers introduced the Shoebox to Charity Bank a Bank that helps social enterprises and charities grow

CASE STUDY THE IMPACT OF SEEING IS BELIEVING



AVIVA AND 2 SISTERS SUPPLY FOOD AND STORAGE SPACE AFTER EYE-OPENING VISIT TO THE FEED, NORWICH

With the cost-of-living crisis putting increased pressure on communities across the country, the issue of food poverty was very prominent during BITC's SIB visit to Norwich.

Delegates, including representatives from Aviva and 2 Sisters (sent by Ranjit Singh, President of Boparan Holdings Limited (holding company for 2 Sisters), visited The Feed, a community café and social supermarket with a mission to motivate change to prevent poverty, hunger, and homelessness in Norwich. The aim of the visit was to shine a spotlight on the challenges faced by communities in Norwich and inspire action among those in attendance.



THE VISIT

The Feed's CEO, Lucy Parish kicked off the event by speaking to businesses about the challenges faced by the community café and social supermarket, which have supported over 1,400 members since June 2022. Real-life stories were shared, including case studies profiling individuals supported by the initiative which stimulated discussion about the key issues facing The Feed as they care for the community.

Delegates were also given a budgeting task, asking them to attempt to make £10 stretch across a week for a family with two children. This gave delegates a tangible insight into the real challenges faced by many families across the UK as they attempted to cover food, hygiene products, daily bills, and travel expenses.

54% OF PARENTS WITH CHILDREN AGED 18 OR UNDER IN GREAT BRITAIN HAVE BEEN FORCED TO CUT BACK ON FOOD SPENDING FOR THEIR FAMILY OVER THE PAST 12 MONTHS

CASE STUDY THE IMPACT OF SEEING IS BELIEVING

Following the visit, both Jeremy Chew, Operational Director, Bernard Matthews (the holding company of 2 Sister's Food Group) and Stuart Wright, Operations Net-Zero Delivery Director at Aviva were inspired to take immediate action.

2 SISTERS

The Feed had highlighted that having a guaranteed regular supply of food was becoming a real issue. From this, Jeremy approached BITC saying "it's easy to attend an event like this, walk away and fail to act. Therefore, I committed at the visit wrap up to act, and had a light bulb moment that we could immediately offer some food."

- **Jeremy sourced a regular delivery of frozen chicken for The Feed in the days following the visit.**
- **He was also motivated to widen the impact and committed to provide Nourishing Norfolk (a food hub for rural communities across Norfolk) with a regular supply of frozen goods and put them in contact with a supplier who provided them with a walk-in freezer.**
- **Additionally, 2 Sisters committed to host a Christmas dinner for the communities of Norwich, working with The Feed as a venue, and have engaged with Norwich City College MINT Programme to support young disabled people with employment opportunities and work placements.**
- **Jeremy was also struck by the young people at Norwich City College and committed to explore the possibility of providing work placements to young people with disabilities.**



Boparan

AVIVA

Stuart Wright, Operations Net Zero Delivery Director knew Aviva had to do what they could to help, especially with such a strong local connection. Stuart said "The Feed are a fantastic enterprise, inspiring, humbling and so very important at this time".



- **After the feedback session with BITC, Stuart worked with colleagues at Aviva's site in Norwich to find storage space for The Feed who had shared a need to store food hampers.**
- **The company also decided to start utilising the surplus food they have from their staff restaurant by distributing through The Feed's Nourish facility which provides evening meals to rough sleepers and other vulnerable people in Norwich.**
- **The Feed now takes regular food from Aviva that would otherwise have gone through Olio, giving it a much more targeted re-use path.**

PLACE PROFILE:

BITC's vision is to make Rochdale residents happy and healthy, with access to jobs and training and a pride in the place they live.

Our focus is within the Langley community where we are delivering a menu of activities in schools to support employability and higher aspirations and facilitating networking and upskilling opportunities for the Asian Business network.



Rochdale and other similar northern towns are frequently discussed as needing to be 'levelled up', but actually getting people and businesses to come to Rochdale, often leads to the conversations focusing on the people who live here rather than other factors. Meeting our residents not only develops a better sense of the challenge, but also an understanding of their resilience, passion and determination.

RICHARD HODSON
Operations Director, **Footasylum Ltd**

VISIT LEADER:

ALLAN LEIGHTON Chair
The Co-operative Group, Pizza Express, Element, Simba and BrewDog



LOCAL LEADER:

RICHARD HODSON
Operations Director
Footasylum Ltd



VISIT DELEGATES:

OLIVIA BALSON
Global Head of Client Delivery Group
Freshfields Bruckhaus Deringer LLP

SANJAY BHANDARI
Chairman
Satellite Applications Catapult

REBECCA BIRKBECK
Director Community & Membership
The Co-op

ANTHONY DILLON
Managing Director, North
Willmott Dixon

GEOFF FAWKES
Business Development Director
Sunbelt Rentals

CHRIS GRAY
Chief of Public Sector
AND Digital
Chair, North West Leadership Board
BITC

CHRISTINE HEWSON
Partner, Head of Tax & Pensions, North,
KPMG

GARY PALMER
General Manager and Director
Enterprise Rent-A-Car

STEVE SANKSON
Senior Director Commercial Banking
NatWest Group

PHIL SWEENEY
Head of Central Operations
United Utilities

ACTIONS TAKEN

GROWING LEADERSHIP

- The Co-op has committed to a long term review of employment practices to remove barriers to entry and ensure working parents can stay in jobs
- Co-op is working with BITC to extend its Mental Health Wellbeing programme and learnings from Academies School approach, with schools in Rochdale and Hopwood College specifically
- United Utilities, Willmott Dixon, KPMG, NatWest and AND Digital have committed to joining or reengaging in the Rochdale Regeneration Board to offer more strategic support

DRIVING PLACE-BASED SOLUTIONS

- AND Digital have held a board meeting in Rochdale to drive more business engagement. They have offered to host a 'hackathon' with businesses on the NW Leadership Board to design an upskilling programme at Sure Start
- Rochdale Regeneration Board will host a Cost-of-Living Conference to bring together community organisations and businesses to identify ways of working together to support cost-of-living initiatives
- United Utilities, Willmott Dixon, NatWest and KPMG have committed to engage in career enrichment activities for young people in Rochdale. By supporting the Rochdale Schools Menu they will help more schools achieve their Gatsby benchmark goals

LOCAL IMPACT

- KPMG have started to develop a mentoring programme for Rochdale's care leavers to help care leavers stay in education
- KPMG and NatWest have continued to support initiatives in Rochdale such as the Schools Menu and the Asian Business Network as well as skills co-creation pilots
- BITC have facilitated 3 drop-in surgeries for the Asian Business Network with volunteers from NatWest Group and KPMG offering free advice
- Co-op launched a partnership with Your Local Pantry, with ambition to create over 150 new pantries over three years in areas that need them most, including Rochdale
- Co-op is working with its People Team to review its own recruitment and employment policies following the visit to SureStart Centre

CASE STUDY THE IMPACT OF SEEING IS BELIEVING

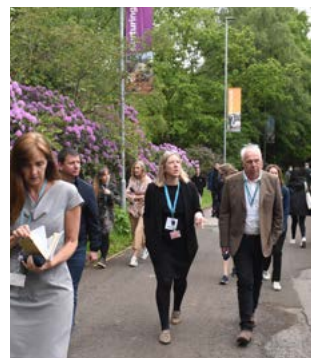


KPMG AND NATWEST TAKE STEPS TO ENSURE OPPORTUNITIES ARE AVAILABLE TO ALL IN ROCHDALE

Education is a key development area for Rochdale. The borough has the highest number of people with no qualifications in the Greater Manchester conurbation, and 28% of children in the borough of Rochdale live in poverty, new data reveals.

As the UK's cost of living crisis deepens, more and more people – including children – are finding it difficult to make ends meet. Greater Manchester Poverty Action's 2022 Poverty Monitor has discovered that the average child poverty rate across Greater Manchester is 25%, while Rochdale is 3% higher at 28%.

Although both KPMG and NatWest have previously worked in Rochdale, with KPMG being instrumental in BITC's Place Programme since 2018, and NatWest delivering MoneySense programmes to schools in Rochdale, both businesses were keen to identify what more they could do to support development in the area and create meaningful, lasting change.



11.7% OF 16–24-YEAR-OLDS IN ROCHDALE ARE NOT IN EDUCATION OR WORK

THE VISIT

The SIB visit took delegates from KPMG and NatWest to a number of community groups to better understand the challenges they faced and what opportunities there were to provide support.

● Rochdale AFC

Delegates were first taken to local football club Rochdale AFC where they were introduced to a panel of organisers working across a range of projects. These projects supported children who had been excluded from education and individuals facing barriers to employment in the area.

● Langley Sure Start

Following this visit delegates were taken to meet local parents to hear about their concerns over the lack of opportunities and corresponding aspirations for their children. They were also told about the challenges local people faced in finding and keeping work alongside their caring responsibilities.

● Hopwood Hall College

Finally, delegates were brought to Hopwood Hall College to learn about the creative ways the college has been working to engage and inspire local young people through education and employability support, which provides engagement and enrichment opportunities to local children by detailing the support that businesses can provide schools.

CASE STUDY THE IMPACT OF SEEING IS BELIEVING

BITC asked delegates to consider how their business can ensure opportunities are available to all of those who live and work in Rochdale. Following the visit, KPMG and NatWest took the following actions in the region:



Following the SIB, Christine Hewson, Partner and North Region Chair at KPMG, expressed an interest in deeper engagement and aims to help facilitate change as a key player on the Rochdale Regeneration Board.

- **KPMG have started to develop a mentoring programme for Rochdale's care leavers, using volunteers to support vulnerable young people who often lack role models as they transition into adulthood. This ambitious programme will deliver a mentor to help care leavers stay in education and get the careers and opportunities they deserve.**
- **KPMG have continued to support initiatives in Rochdale such as the Schools Menu and the Asian Business Network, as well as skills co-creation pilots looking at how to support the peers and influencers of young people to drive aspirations and opportunities around education.**



NatWest

Steve Sankson, the Regional Director of NatWest in the North West was inspired to join the Rochdale Regeneration Board to provide leadership and assist locally, and has supported a range of activities including:

- **Providing resources and volunteers to support the Rochdale Schools Menu**
- **Attending the launch of the Asian Business Network and providing skilled volunteers to support small business drop-in surgeries on a range of subjects from marketing to business planning.**
- **Using his influence on the North West leadership board to grow business support in Rochdale for small businesses.**

PLACE PROFILE:

BITC was established in Northern Ireland in 1989 and now has more than 220 members helping to inspire and support business as a force for good.

The focus for the region as part of our Seeing is Believing visit and subsequent action has been sustainability, developing strategic business and community relations, supporting employability skills in schools, colleges and communities and reducing barriers to work for those furthest from the workplace.

VISIT LEADER:

JOHN HEALY
Vice President & Managing Director
Allstate Northern Ireland
Chair of Business in the
Community's Place
Leadership Team



VISIT DELEGATES:

BENNY MISKELLY
Purpose Officer
PwC

CAROLINE MURDOCK
Human Resource Development
Manager
B-secur

CHRIS CONWAY
Group Chief Executive
NITHC & Translink

GILLIAN ORR
Head of Corporate Affairs
Phoenix Gas

JANE DAVIDSON
Senior Legal Counsel
Ulster Bank

JENNI BARKLEY
Communications and Corporate
Responsibility Manager
Belfast Harbour

JOHN HEALY
Vice President & Managing
Director,
Allstate

VICTORIA HARKNESS
HR
Henry Brothers

CAROL MORROW
Director of Urban Villages and
Communities in Transition
Urban Villages

GRAINNE MCCONNELL
Programme Delivery Manager
Urban Villages

KIERAN HARDING
Managing Director
**Business in the Community
Northern Ireland**

CLAIRE GORDON
Director of Education, Skills and
Community
**Business in the Community
Northern Ireland**

CASE STUDY THE IMPACT OF SEEING IS BELIEVING



PROMOTING SUSTAINABILITY AND EMPLOYABILITY IN NORTHERN IRELAND

There are a number of challenges faced by individuals and organisations in Northern Ireland and many of these were highlighted through the asks of those attending our SIB visit in Belfast.

The themes for this year's visits in Northern Ireland were sustainability, developing strategic community and business connections, and employability, helping people prepare for and access employment opportunities.

Business in the Community Northern Ireland's (BITC NI) Place Leadership Team organised a SIB visit, in partnership with Urban Villages. The Urban Villages Initiative is linked to the work of the Northern Ireland Office, and is designed to improve outcomes and develop thriving places where there has been a history of deprivation and community tension across Northern Ireland.



For some time now, across Northern Ireland, we have seen a definite shift from companies who used to provide cash into communities, to more successful and mutually-beneficial partnership models being explored. SIB visits are a great way to foster this.

John Healy, Vice President & Managing Director of Allstate Northern Ireland, and Chair of BITC's Place Leadership Team

THE VISIT

This visit was sponsored by Allstate Northern Ireland, with Translink providing bus transport for the day. Business representatives from Allstate, Belfast Harbour, B-secure, Henry Brothers, Phoenix Gas, PwC, Translink, and Ulster Bank participated.

Delegates visited two locations in Belfast (Poleglass Community Association and Women's Tec, both of which operate in areas of high deprivation) to hear from community groups currently receiving support from Urban Villages and supporting some of the most vulnerable and disadvantaged people across Belfast and the North West.

Urban Villages support more than 50 groups across Northern Ireland. Across the two locations delegates heard from a total of seven groups.

IN NORTHERN IRELAND OUR MEMBERS EMPLOY MORE THAN 40% OF THE WORKING POPULATION

CASE STUDY THE IMPACT OF SEEING IS BELIEVING

OUTCOMES FROM THE NORTHERN IRELAND VISIT

- Three businesses including Allstate, Henry Bros. and Phoenix signed up to support Women Tec's #notjustforboys campaign that aims to inspire and train females in non-traditional careers. This programme engages employees as ambassadors to co-deliver training and help develop useful resources
- A workshop was set up with Ulster Bank so community groups could explore social economy models and to help diversify their funding as well as share details of Ulster Banks Accelerator support programme and other capacity building training that can support sustainability
- A strategic partnership was formed between Youth Education Health Service (YEHA) and PwC to support people struggling with their mental health
- Facilitated by BITC NI, participating business and community groups are codesigning a collaborative pilot programme to enhance employability skills and confidence of the unemployed/economically inactive
- Supported by BITC NI, a pilot coaching programme for leaders in the community, business and public sector to share knowledge and skills is being developed

GET INVOLVED

WHY TAKE PART

- **By joining the visits you can enhance your personal understanding of interconnected issues and the role business plays in solving these issues and creating healthy communities**
- **You will access opportunities to demonstrate personal and organisational leadership at the forefront of the responsible business movement**
- **Seeing is Believing visits give you the chance to take immediate action and make a genuinely positive impact on the communities you serve**
- **You will have the opportunity to review your own business practices, processes, and policies**
- **Visits will allow you to share your thinking, learnings and experience with business peers in a collaborative way**

VISIT THE PRINCE'S SEEING IS BELIEVING WEBSITE FOR MORE INFORMATION

www.bitc.org.uk/the-princes-seeing-is-believing-programme

“
We need to make ourselves more available and accessible, we need to be embedded in the community. Therefore, any decent business leader will do more than just pay lip service to this matter, they will work hard to put the community and the people who live there at the heart of everything they do.”

Allan Leighton

Chairman, The Co-operative Group, Pizza Express, Element, Simba and BrewDog



The Prince's
Responsible
Business Network

