



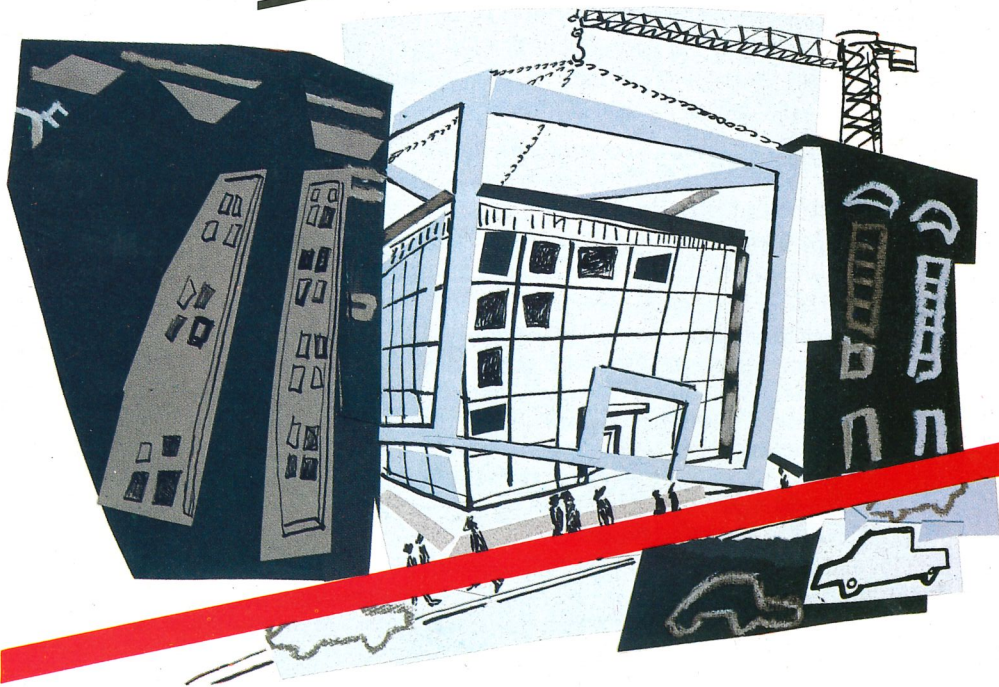
Business in the Community

REVIEW OF THE YEAR

1988



**BUSINESS
LEADERSHIP**
...IN ACTION
...ON LOCATION
...IN EDUCATION
...IN ASSOCIATION



President's Foreword



HRH The Prince of Wales, BiC President, revisits the neighbourhood partnership in Spitalfields, June 1988.

It was with a degree of trepidation that, two years ago, I suggested to a team of business leaders that they come with me to see a number of inner city projects.

The first such team, largely from London, assembled for a visit to Halifax. There, we gathered in the Dean Clough building and saw how the largest carpet mill in England, once redundant, had been transformed into a hive of creative, high-tech, small and medium-sized business activities. It was an impressive sight, and an indication of what the future might hold.

Since then many more extremely busy leaders from commerce and industry have made the time to travel with me to other parts of the country. We have been to Allenheads, a remarkable revitalised village in Northumberland. We have looked into development prospects in Cardiff. In Finsbury Park, in inner London, a mosque and Muslim welfare centre is now nearing completion as a direct result of a visit by a score of leading businessmen to that neighbourhood on a cold February morning.

At Easterhouse Estate in Glasgow; in Moss Side near Manchester and in Bengali homes in Tower Hamlets, other business leaders and I talked with local residents. We have heard, again and again, that what many people want is their own front door, preferably opening on to their own open space or garden — and in a traditional street or square which encourages the development of a recognisable community. Property developers are now beginning to take up this challenge.

In Hartlepool we visited the neighbourhood economic development partnership. There, as in many other similar neighbourhoods, considerable effort is going into creating training schemes to ensure that young people in the area learn skills relevant to the needs of new businesses — and are subsequently recruited by them.

We have learnt a great deal from these visits. Most importantly we have learnt that solid results really are achievable when business and the community work together. Equally importantly, those who live in an area must be consulted about developments that affect that area and be able to share in the opportunities, if true regeneration is to take place. After all, this is what Business in the Community was set up to do, and I believe the message is getting through.

The restored Albert Dock complex on Merseyside, where I recently opened the new Tate Gallery of the North, is a splendid example of regeneration and conversion. Such schemes have the dramatic effect of attracting people with money and resources to an area of charm and character, so enabling other activities and developments to take off. There are many other areas similarly poised and equally well worth investing in, and in which, I hope, regeneration will also take place by Business in the Community bringing the right people together.

Chairman's Report



Sir Hector Laing, BiC Chairman

Corporate good citizenship is now widely recognised as being good for business. It is seen as an integral part of mainstream business activity, not as a separate category under the heading of 'charity'. A company's policies and practices in relation to recruitment, training and purchasing can complement its community involvement on a wholly commercial basis. While charitable donations from the business sector are invaluable, a positive policy to give high priority to community considerations has a dual benefit — to the business and to society as a whole.

In November 1987, Business in the Community set up eight Target Teams to encourage wider adoption by companies of positive community policies and to identify 'best practice'. The aim was much more ambitious and potentially much more effective than increased financial contributions, however generous. Each Target Team is focussing on a defined sphere of activity related to enterprise,

education, training or regeneration where we believe the drive, commitment and expertise of business leaders can make a really meaningful impact (see page 3). The Chairmen of these Teams and their members, drawn from the highest echelons of business throughout the country, are now personally involved in searching for practical solutions to some of our most daunting problems.

A parallel development is the formation of Business Action Teams. These have evolved partly from our experience in Halifax in Calderdale, where the partnership between the business leaders, the local authority and others has developed a vision for the regeneration of the area. We see it as essential that Business Action Teams are firmly rooted in local communities who know best what the local problems and opportunities are. Key aspects of their work are to set priorities for both public and private sector initiatives as well as to take a clear marketing stance and promote inward investment. They are the "Executive Branches", through which programmes initiated and tested by the national Target Teams are applied. They will, we hope, replicate the achievements of the Victorian "City Fathers" who, as the Prime Minister recently reminded us, made such valuable contributions to their localities.

The CBI's Report on Urban Regeneration, which we warmly welcome, calls for greater input from the business community in the efforts to regenerate towns and cities. A forum is to be established, under my chairmanship, to bring together BiC, the CBI, Phoenix and possibly others with the objective of ensuring that the highest level of business leadership is involved and that duplication of effort is avoided. This Forum will provide a powerful spur and co-ordinating force for larger scale regeneration projects.

Business in the Community and the Per Cent Club both continue to attract new members. Although both organisations seek to involve more companies in the communities in which they operate, membership of the Per Cent Club requires a commitment of a minimum of half a per cent of pre-tax profits to community and charitable activities. The increase in membership is encouraging but it is to be hoped that we can in due course increase the qualifying level of giving to one per cent.

In order to facilitate the achievements of BiC's aims and objectives — to promote corporate responsibility and thereby stimulate the regeneration process — we have made some constitutional and organisational changes. The restructured Board of Directors meets six times a year. Its members are drawn from the business community, the TUC, national and local Government and Chambers of Commerce.

Our President has established his Committee drawing together the Chairmen of the Target Teams and Business Action Teams, and other key leaders, to offer advice to him, the Board and the Council. The President's Committee provides a new co-ordinating and policy forum for leaders from all sectors participating in urban renewal. The leadership provided by our President is an inspiration to BiC members and staff and his commitment of time and energy to our cause gives a powerful impetus to our efforts.

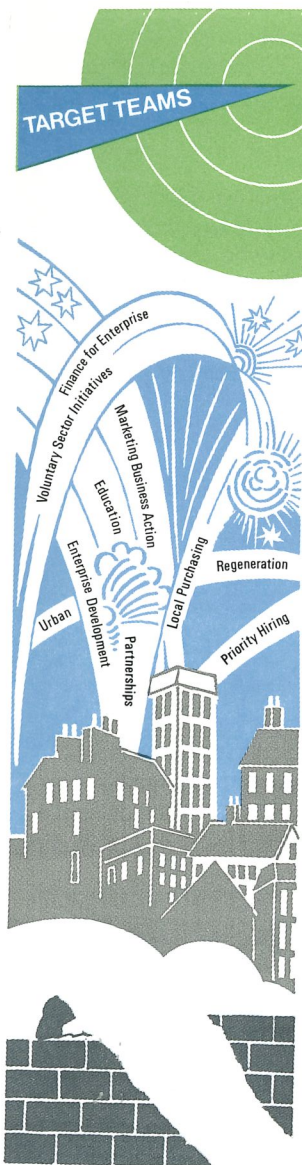
I want to thank all members of the BiC Board, particularly my three colleagues who have served as Deputy Chairmen: Charles Green who takes the chair at the Board, Sir Jeremy Morse and Allen Sheppard. John Quinton's contribution in his capacity as Honorary Treasurer is greatly appreciated. I am also most grateful to the Chairmen and members of all the Target Teams, and to the Duke of Westminster for his agreement to chair the newly-formed Rural Target Team.

BiC's dedicated staff, led with vision and drive by Stephen O'Brien, deserve both credit for the tremendous success of BiC and the enterprise movement, and very warm thanks for all their hard work.

With the likelihood of continuing economic growth, we confidently look forward to ending the decade with even greater contributions from the private sector to the achievement of the targets for urban renewal set by our President at our Annual Conference in Sheffield. I very much hope that 1988 will be seen in retrospect as a year in which Business in the Community, together with the CBI and others, laid foundations on which an even more effective crusade can be launched in 1989 and 1990.

Hector Laing

BUSINESS LEADERSHIP...IN ACTION



Business can bring unique resources and skills to local action for community regeneration through taking a lead in partnership with others. There has been a substantial shift in emphasis over the past five years. Corporate responsibility is now demonstrated by action beyond philanthropy, applying mainstream business resources to community improvement.

In November 1987, BiC Chairman Sir Hector Laing announced the formation of eight national Target Teams. Board level executives of BiC member companies are promoting flag-ship projects to demonstrate the creative role business can play in economic regeneration.

The projects can be replicated nationally to make a real impact on depressed communities.

Target Teams

Priority Hiring, chaired by David Rowland, Chief Executive of Sedgwick Group, aims to target employers' recruitment and training opportunities on unemployed inner city young people. A guide for employers was published, and demonstration programmes launched in London, Wolverhampton and Manchester.

Education Partnerships, chaired by Martin Findlay, Vice-Chairman of Whitbread and Co., will promote school-based partnerships between employers and the education system to improve school performance and job opportunities for school leavers. The Team is promoting business leadership in "Compacts" around the country in partnership with the Training Agency.

Finance for Enterprise, chaired by Sir David Scholey, Chairman of S.G. Warburg, promotes private sector initiatives to make loan funds accessible to new enterprises, initially through the development of a network of enterprise agency-based computer data banks.

Enterprise Development, chaired by Kent Price, Chief Executive of Chloride Group, aims to promote an enterprise culture through youth enterprise programmes and local enterprise agencies.

Local Purchasing, chaired by John Neill, Group Chief Executive, Unipart Group of Companies, promotes action by large firms to support small businesses through devising a major national campaign to increase small firms purchasing.

Urban Regeneration, chaired by Brian Corby, Chief Executive of the Prudential Corporation, will promote business

involvement in job creation through property development, housing, workshops, and improvement of the built environment in pilot areas.

Voluntary Sector Initiatives, chaired by Claude Hankes-Drielsma, Chairman of the management committee of Price Waterhouse and Partners, will assist BiC and its voluntary sector associates to promote business involvement in voluntary sector projects to regenerate the local economy.

Marketing Business Action, chaired by Michael Heron, Director of Unilever (UK) Holdings, will demonstrate the value of community involvement to companies, particularly medium-sized companies, through a major publicity campaign.

Deputy Chief Executive, Robert Davies

Business Action Teams

"Business Action Teams" bring together senior members of business in a local area with representatives of local government, trades unions, education and the voluntary sector to provide a forum and leadership by taking an active role in such fields as

- a) economic regeneration with the promotion of major development projects
- b) support for enterprise agencies
- c) education partnerships and compacts
- d) community projects
- e) training

Some have been set up by BiC in such areas as Teesside, Tyneside Wear and Northumberland, Calderdale, Blackburn, North East London, and the North West of England. Others were initiated by the CBI – as in Newcastle – or Phoenix which is active in places like Manchester. Others are entirely independent but have sought support or close links with BiC such as Nottingham, Sheffield and Stoke on Trent.

BiC's role in 1988 has broadened from pilot schemes to a substantial involvement in helping to set up and support a series of teams in different parts of the country (see page 8).

Director, Richard Wade

BUSINESS LEADERSHIP... ON LOCATION

Local Enterprise Agencies



The first enterprise agency was established ten years ago. The network has since grown to nearly 300 across the UK. Their annual budget of around £30 million is drawn in broadly equal parts from the public and private sectors.

Most people in the UK now live within ten miles of an agency, which enables agencies to provide the most comprehensive national advisory service for small businesses.

Future Role

The focus is shifting away from the creation of new agencies towards developing their role, including:

- expanding the client base to include employed people starting in business and existing businesses planning expansion;
- providing new services such as finance and group marketing to existing clients;
- attracting larger clients: offering skills-training for existing firms, marketing their area for inward investment.

The future role of enterprise agencies was the subject of two conferences organised by BiC in 1988 with Shell sponsorship. 'Needs of the Nineties' brought together 150 enterprise agency directors from around the country in Durham in April. Major national corporate sponsors met in London in July. In September, BiC issued a 'Green Paper' on the future of enterprise agencies. **The main objectives of BiC's work with agencies in 1988-89 will be to:**

- stimulate a national debate on the future of agencies,
- raise their profile,
- develop and implement a strategy for and with the agencies,
- highlight the contribution and potential of agencies through a marketing and PR campaign developed with Young & Rubicam and Burson-Marsteller,
- campaign for increased private sector and continued public sector support,
- develop new training initiatives,
- develop new databases and link existing ones to ensure agencies' access to information.

BiC Help for Agencies

Target Teams

BiC's Partnership Division will complement the work of the Finance for Enterprise and Enterprise Development Target Teams (see page 3).

Training

BiC aims to provide training for one third of the 1,500 agency staff annually. A five day residential course on agency management at Durham University Business School is open to new agency directors, and a refresher course on developing the agency is run for more experienced directors.

BiC is encouraging enterprise agencies themselves to provide training for other agencies. In the North West, an enterprise agency training group is identifying future needs. Training initiatives will be introduced for support staff, agency chairmen and board members.

Information and Good Practice

BiC provides information and guidance on good practice to enable agencies to benefit from successful innovation and avoid duplication.

BiC POST, the enterprise agency newspaper, is issued bi-monthly. Monthly mailshots cover areas such as legislation and new initiatives. Guidelines to good practice published during the year included Youth Enterprise, Managed Workspace, and Guidelines on Evaluation and Performance Measures (the first national attempt to set performance measures for agencies).

Eight thousand copies of the 1987 directory of agencies were distributed. A specialist legal, tax and business finance information service had a five-fold increase in enquiries during the year.

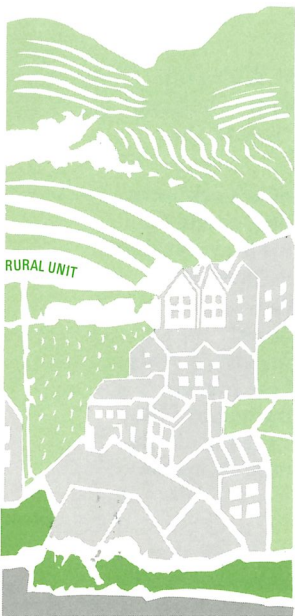
Brokerage

BiC facilitates contacts between potential sponsors and agencies. In London, £700,000 was raised from three City firms, Morgan Grenfell Group, S.G. Warburg and Mercury Asset Management, which has been more than doubled by matching public-sector funding.

Two-thirds of agency directors are now salaried, but secondment continues to be an important part of LEA staffing. The BiC secondment unit and BiC regional directors helped to locate 125 secondees



BUSINESS LEADERSHIP...ON LOCATION



(representing £3 million of private sector support) in 1987-88 to supplement these staff.

Lobbying

BiC acts as a channel for agencies to put their views to government. During 1987-88 the main issues have been the introduction of the Local Enterprise Agency Project Scheme (LEAPS) for agencies in inner city areas; the need for continuing government funding of agencies; and agencies' involvement in the delivery of government business training programmes such as the DTI Enterprise Initiative, Employment Training and Small Firm Service-type assistance.

Youth Enterprise

The Youth Enterprise Centre Development Unit, established in 1987, advised 50 agencies and other economic development organisations nationally on developing a Youth Enterprise Centre (YEC).

YECs are 'one stop shops' to help young people of 25 and under to set up their own businesses, through provision of advice and information, enterprise training, workspace, common services, access to finance and marketing support.

The unit runs training programmes for YEC staff and serviced a forum for YEC managers. A video on YECs was sponsored by Esso UK, while the unit has been sponsored by the Gulbenkian Foundation, British Steel (Industries) and Levi Strauss UK.

Rural Unit

There are serious problems emerging in rural areas comparable to those in inner city areas. A conference was held in December 1987 for the 100 local enterprise agencies with a rural focus. 'Work for the Countryside' was published to highlight how companies can help rural enterprise.

Consultation

A major objective of the past year has been to improve the consultation between BiC and local enterprise agencies. In addition to regular regional meetings between enterprise agencies and BiC, agency directors have chosen representatives to meet in three area panels for the North, Midlands and

Southern areas. The panels are meeting on a roughly four month cycle and provide a valuable opportunity for a two way exchange of views.

BiC Across the Country

There are nine regional offices in England. Additionally, BiC's national organisation has been strengthened during the year with the re-establishment of BiC Wales, and there will be a similar relaunch of BiC Northern Ireland during 1988-89. As well as supporting enterprise agencies, these directors co-ordinate BiC operations in the field.

North East

Neville Martin – Regional Director

Paul Johnson – Deputy Regional Director

North West

George Pragnell – Regional Director

Alan Rudden (British Gas) – Regional Director

Jim Winfield (Ranks Hovis McDougall) – Regional Director

Yorkshire & Humberside

Allan Plastow (ASDA) – Regional Director

Norris Rollings (Ford Motor Co) – Regional Director

West Midlands

David Wright (GKN) – Regional Director

Colin Brown (Midlands Electricity Board) – Regional Director

Alan Wilkes (West Midlands Police) – Regional Director

East Midlands

Tony Weddle (TI Group) – Regional Director

Eastern

Tony Shillingford (British Coal Enterprise) – Regional Director

Southern

David Graham – Regional Director

Michael Hayes (The Post Office) – Deputy Regional Director

South West

Garry Herbert – Regional Director

Roy Hemlsey (Ford Motor Co) – Associate Director

London

John Hyatt – Regional Director

Alison Logan (Department of the Environment) – London Executive

Northern Ireland

Peter Scott (Gallaher) – Regional Director

Wales BiC

John Sheppard – Director

Director, David Grayson

BUSINESS LEADERSHIP... ON LOCATION



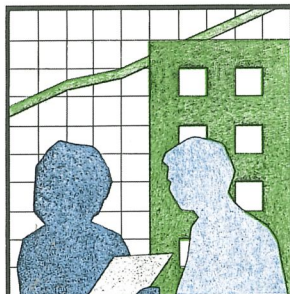
Neighbourhood Partnerships

Six neighbourhood partnerships have been launched in the last eighteen months. They aim to demonstrate how jobs, training and housing opportunities for local people can be created through partnerships between residents of inner city neighbourhoods and companies who have links in the area. The programme recognises that inner city regeneration must be carried out or supported by local residents in order to be of lasting benefit.

The first partnership, launched by HRH The Prince of Wales in Finsbury Park, North London, has been replicated in Spitalfields in East London, Manchester Moss Side, Walsall, Hartlepool and Wolverhampton.

Core funding is provided by Occidental International Oil, the Department of the Environment and the Central Task Force Unit at the Department of Trade and Industry, who have injected nearly a quarter of a million pounds into the programme over two years.

The BiC unit, led by Stephen Lord, has developed initiatives in conjunction with Target Teams. With the Priority Hiring Target Team, chaired by David Rowland, Chief Executive of Sedgwick Group, the unit helped pioneer and promote more widely 'adult compacts'. These customised training schemes aim to get unemployed adults into targeted job vacancies. Regular visits are organised for BiC member companies to see opportunities for investment.



Finsbury Park, North London

The first partnership was established in March 1987 with the Finsbury Park Community Trust, a consortium of local voluntary groups. It is supported financially by BiC member companies including the Bank of Credit and Commerce International, Barclays Bank, Bovis Construction, British Railways Board, the Dixons Group, the Department of the Environment, Glaxo Holdings, Lloyds Bank, Marks and Spencer, National Westminster Bank, Occidental International Oil, and the Wellcome Foundation.

- Community Job-Link creates jobs for unemployed people by running training schemes in conjunction with local employers who guarantee job places. Forty job vacancies have been filled at Dixons Group and the Bank of Credit & Commerce International. Express Foods, Tesco and Mecca are discussing details of courses.

- nearly £1 million was raised towards construction costs of a mosque and community centre, with help in kind from John Laing Construction.

- the provision of 30,000 sq ft of managed workspace for small businesses, with help in kind from the British Railways Board, King & Co., and E.C.Harris & Partners.

- a housing, leisure and industrial property development proposal for a vacant 10-acre site prepared by a secondee from the Housing Corporation.

- the refurbishment of run-down shop fronts, and re-use of empty above-shop accommodation in secondary shopping parades sponsored by Barclays Bank.

Spitalfields, East London

Launched by the Prince of Wales on July 1, 1987, the partnership is helping community groups to work with the private sector.

- A derelict pub, the 'Crown & Leek', was converted into a joinery training centre for unemployed people. It was made available to the Spitalfields Small Business Association (SSBA) by Grand Metropolitan.

- with financial help from Grand Metropolitan, the Bank of England, Lloyds Bank and the Government Task Force, Spitalfields Job-Link was launched by HRH The Prince of Wales in June 1988 to enable construction, retail and financial companies to recruit unemployed people from Tower Hamlets.

- Grand Metropolitan helped SSBA convert derelict workshops into accommodation for small businesses.

- with help from BiC, Bangladeshi and other community groups are developing a Neighbourhood Trust to take on larger scale regeneration projects with the private sector.

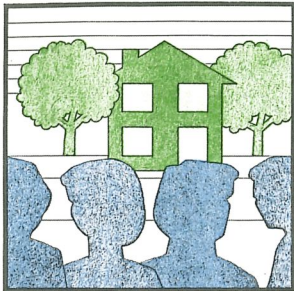
Moss Side and Hulme, Manchester

Launched by the Prince of Wales on 28 October 1987, the partnership is working with the Government Task Force and local community groups in the area to establish a Neighbourhood Trust.

- after business leaders' visits to the area in the summer companies offered to supply contracts to small, black-led businesses helped by two local groups – the Agency for Economic Development and the Northern Black Business Association.

- feasibility studies were carried out on

BUSINESS LEADERSHIP...ON LOCATION



property and sites available for redevelopment, and business leaders visited projects seeking support.

- a seminar for employers to encourage targeted recruitment and customised training of unemployed residents, was hosted by British Telecom. Scottish & Newcastle Breweries and Granada Tours described their success in this field.

- British Petroleum has supported training courses to equip community workers with business, marketing and managerial skills.

Walsall

Launched by the Prince of Wales on 26 November 1987, the partnership is working with church and community groups, the Chamber of Commerce and Town Council. Lloyds Bank, Woolwich Equitable Building Society, National Westminster Bank and United Biscuits Holdings are funding a study to develop the partnership strategy.

- BiC member Healey & Baker is surveying the centrally based St Paul's Church with the aim of developing retail and leisure facilities in part of the unused space.

- Peat Marwick McLintock is providing consultancy support to 'Breathing Space', a local group setting up a youth enterprise centre with managed workspace.

Hartlepool

Launched on 7 July 1988 by the Prince

of Wales, the partnership works with the Hartlepool Community Enterprise Trust, a charity working to create job opportunities for unemployed people.

- private sector involvement is being encouraged in a Community Enterprise Centre, which gives enterprise and employment advice and training for long-term unemployed people, and in Neighbourhood Economic Development Centres providing similar support to people on run-down housing estates. A commercial manager has been appointed to raise funds for these projects. Amstrad and the Co-op Bank have offered computer equipment to the Community Enterprise Centre.

Wolverhampton

The most recent partnership was launched by the Prince of Wales on 4 November 1988.

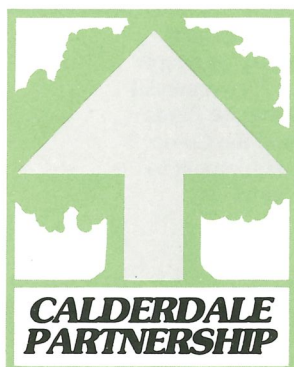
- Wolverhampton Job-Link 1000 aims to create 1000 jobs through customised training. A seminar was held in July 1988 for employers. McDonalds Hamburgers are running two courses for 40 local residents in late 1988.

- BiC has helped Wolverhampton Voluntary Services Council set up a Community Enterprise Unit to provide business and marketing support to community groups in setting up enterprise-based projects and building links with the private sector.

Director, Stephen Lord



BUSINESS LEADERSHIP...ON LOCATION



BiC is working with leadership teams in various parts of the country. The first pilot 'One Town Partnership' was started at Halifax, Calderdale, in December 1986. Its aim was to find ways of working with the public and private sectors to help improve the economic base of the borough. Since then BiC has been involved in a second similar project at Blackburn, and in supporting or setting up other 'Business Action Teams' in areas from North East London and Sheffield to Teesside and the North West of England.

Calderdale

The Calderdale Partnership has worked with the local council, businesses and others since December 1986 to regenerate economic activity, restore and improve the physical environment and enhance social conditions in Calderdale, West Yorkshire.

Achievements include:-

- £8 million invested by the Clore Trustees & The Vivien Duffield Foundation in Eureka!, a national learning centre for children planned for a nine-acre derelict site by Halifax Railway Station;
- Rowntree Mackintosh, Halifax's biggest private sector employer, activated a £200,000 loan fund to improve run-down properties in prominent locations throughout the area.
- American Express brought their Travel and Tourism GCSE programme to Calderdale;
- A Calderdale Products and Services Register was sponsored by Openshaws, a Calderdale based firm, to promote 2,000 local firms to a wider audience.

Neighbourhood forums of community groups are being formed to work with the Borough Council and local firms to galvanise the community. The local private sector has formed a company to carry out projects and developments on a commercial basis, with profits benefiting the general community of Calderdale.

Programme Director, Paul Greetham, Business in the Community, OP38, Dean Clough Industrial Park, Halifax HX3 5AX (Tel: 0422 45631)

Blackburn

The second One Town partnership was launched by HRH The Prince of Wales

on 2 June 1988 in Blackburn and Darwen, Lancashire, the largest town in the North-West. The textile manufacturing industry once employed 60 per cent of the workforce; unemployment is now 12 per cent and more than 50 per cent in some parts of the Asian community. Much of Blackburn's over-crowded pre-1914 housing stock needs repair, rebuilding or improvement.

The Blackburn partnership, like the Calderdale partnership, has a Focus group of key local business people, Council leaders and the local enterprise agency. Business sponsors include John Ashcroft, chairman of Coloroll Group; Baring Brothers & Co, who seconded programme director Jo Valentine; Philips, who are sponsoring an open learning centre for local businesses; the Lancashire Evening Telegraph, which is launching a tidy-up campaign intended to extend to general environmental projects; and Lancashire Enterprises which has acquired the Daisyfield Mill for conversion.

An exhibition at Heathrow in September on the benefits of trade links with the North West marketed Blackburn's manufacturing capacity to companies in the M4 corridor suffering skill shortages, particularly in mechanical and electronic engineering. Blackburn Council has applied for a £100,000 Urban Development Grant to support the partnership marketing initiative.

The Department of the Environment announced the allotment of a £400,000 grant for the area on 26th July.

Programme Director, Jo Valentine, c/o Porter Matthews & Marsden, Oakmount, 6 East Park Road, Blackburn BB1 8BW (Tel: 0254 679131)



BUSINESS LEADERSHIP...IN EDUCATION

BiC's Education-Business Partnership Unit encourages the formation of Partnerships and Compacts so that schools, colleges, employers and other interested parties will work together to enable all young people to receive education, training and personal development to equip them to succeed in productive employment. Compacts link schools with local employers to improve job opportunities for school leavers.

Education Business Partnerships leading to Compacts are being set up in 30 inner city areas across England and Scotland with development funding from the Training Agency. The role of the Unit is to encourage employers to support Compact areas, to develop industry/education strategies at boardroom level and to commit resources to support partnerships at a local level.

The Unit was set up in July 1988 to complement the work of the Education Business Partnerships Target Team, chaired by Martin Findlay, Vice Chairman of Whitbread & Co. The BiC Unit is led by Julia Cleverdon, formerly Director of Education at The Industrial Society. It will:

- Work to secure the high level commitment and involvement of the private, public and education sectors in the joint planning and setting up of

Education/Business Partnerships in each local education authority area.

- Support the Training Agency and local organisations in inner city areas in the establishment and promotion of Compacts, by assisting the development of strong local business, community and education leadership.

- Encourage areas which did not receive Government Compact development funding to continue with their work on Education Business Partnerships.

- Provide a forum to contribute to, and help co-ordinate, Government-supported initiatives.

- Encourage small businesses to join Partnerships and Compacts.

- Create a database of examples of good practice in Partnerships.

Director, Julia Cleverdon



BUSINESS LEADERSHIP...IN ASSOCIATION



Business leaders work in local economic development initiatives in association with others, including Government, voluntary organisations, trades unions and local authorities.

With the CBI

BiC is working with the CBI to promote private sector initiatives in urban renewal, following the report of the CBI's Task Force on Urban Regeneration ('Initiatives Beyond Charity'). The report encourages greater business leadership in private/public partnerships for urban regeneration.

With Government

BiC is working with the Department of Employment in the development of enterprise agencies, training initiatives and education partnerships. It is collaborating with the Department of Trade and Industry (Inner Cities Unit) and the Department of the Environment in the promotion of its neighbourhood economic development programme. BiC activity on inner city and urban regeneration is co-ordinated with the Cabinet Office and the 'Action for Cities' programme. At an operational level close links are maintained with the Home Office, Department of Education & Science, Welsh Office and Housing Corporation.

With Trades Unions

The TUC and BiC launched a joint statement in August 1988 to increase links between the trade union movement and BiC. A working group convened by the TUC is taking the statement forward.

Leading trades unionists represented at BiC include Bill Callaghan, Head of the Trades Union Congress Economic Department, on BiC's board; Ron Todd, General Secretary of the Transport and General Workers Union, and Gavin Laird, General Secretary of the Amalgamated Union of Engineering Workers, on BiC's President's Committee; and David Lea, Assistant General Secretary of the Trades Union Congress, on the council of BiC.

With Local Authorities

Continuing liaison between BiC and local authorities included participating in local authority conferences on economic regeneration during the year. BiC, the AMA and ADC, will jointly host a

conference on the future of the enterprise agency movement in 1988.

Councillor Jeremy Beecham of Newcastle City Council is represented on BiC's President's Committee, and David Sparks, Chair of the Economic Development Committee of the Association of Metropolitan Authorities, on the BiC Board. Liaison with local authorities involves working with Enterprise Boards. The six major Enterprise Boards are members of BiC.

With the Voluntary Sector

The Bridge Group, launched on 3 November 1988, is an alliance of national voluntary agencies. It aims to increase awareness of the existing arrangements and opportunities for partnerships with local communities in stimulating their own economy. It promotes joint action among the member agencies, who provide different but complementary services which contribute to community economic development. Practical collaboration with business is a hallmark of their approach. All run programmes to stimulate regeneration and improve peoples' life chances. All directly provide services to local communities.

The Chief Executives of member agencies meet regularly to maximise joint experience and collaborate on specific projects.

The members and their representatives are:

- Action Resource Centre (Margaret Hyde)
- Apex Trust (Bill Mather)
- Business in the Community (Stephen O'Brien)
- Fullemploy (Linbert Spencer)
- Groundwork (John Davidson)
- Industrial Society (Julia Middleton)
- Instant Muscle (Peter Raynes)
- Livewire (UK) (Peter Westgarth)
- Prince's Youth Business Trust (John Pervin)
- ScotBic (Graham Ross)
- Young Enterprise (Derek Jackson)

Bridge Group Co-ordinator, Eileen Conn

BUSINESS LEADERSHIP...IN ASSOCIATION

With the Youth Training Scheme

The Training Agency and BiC established a unit last August to increase the number of inner city residents on employer-led Youth Training Schemes. The unit will work with training boards and develop pilot projects with 10 BiC member companies to increase YTS numbers, particularly from ethnic minority communities. It will produce guidelines on successful practice for companies and design a professional development package for YTS development officers concentrating on their links with the corporate sector. The unit manages seven YTS development

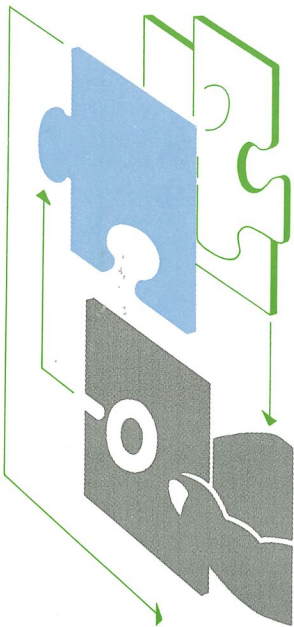
officers based in Brixton, who link community groups, schools, managing agents and employers in London to provide more places on schemes for young inner city people.

With Women's Initiatives

A Focus Group on women's economic development was launched in October 1988 and has the support of Woolworth Holdings, F.I. Group, Lancashire Enterprises Limited, Co-operative Bank, Reed Executive and Avon Cosmetics.

Director, Cathy Ashton

Helping Companies to get Involved



BiC's 331 members include 291 corporate members; nearly two-thirds of the Times Top 100 are among them.

BiC aims to develop this base by enabling BiC corporate members to be leaders in the practice of corporate responsibility and company community involvement. BiC's membership division provides:

- an advice service to individual companies on policies and programmes to promote corporate community activities.
- a gateway to network companies with relevant specialist organisations and consultancy services, and to enable companies to play a full part in BiC activities at national and local levels.
- an education programme to inform and stimulate thinking among members on topical issues of corporate

responsibility and community involvement through:

quarterly introductory briefings for companies or personnel new to the world of community affairs, the BiC Community Affairs Forum held three times a year, specialist seminars on subjects including priority hiring, property, education Compacts, visits to projects and BiC priority areas (more than 250 company executives were involved in over 20 visits in 1988).

- a computer database to record member companies' programmes, and co-ordinate contact between them and BiC.

Member Services Manager, Jane Kershaw

Communicating Business Leadership

BiC promotes both the concept of corporate responsibility, and practical action by companies, through coverage in the media and a publishing programme.

Many BiC members integrate their corporate responsibility programmes into an overall public relations campaign. Publicising a company's involvement with the community, both internally and externally, encourages understanding of its policies by employees, customers, shareholders and other stakeholders. Communication can enhance the status of a company in the eyes of the public generally, help with recruitment and even increase demand for a company's product or service, according to American research. Sixty-four member companies include their community affairs programmes in their annual reports. Twenty-four publish separate brochures.

Advertising

Including community involvement policy in corporate advertising is becoming more widespread. More than 30 member companies have publicised their policies through advertising in BiC Magazine, and some also in the general media.

Per Cent Club

More than one hundred and forty companies are members of the Per Cent Club, now in its second year. They commit at least half a per cent of pre-tax profits to the community or to charity.

The second Per Cent Club annual meeting was held on 8 December 1988. The joint chairmen are Sir Hector Laing and Sir Mark Weinberg.

Dragon Awards

The 1988 Dragon Awards, the Lord Mayor of London's awards for business involvement in the community, attracted 40 entries from firms and institutions associated with the City of London. They put forward schemes to improve economic opportunities or community life in the categories of enterprise, education, community service and urban renewal.

The Lord Mayor of London presented the first awards for business involvement in the community in June 1988 to Barclays Bank, Forbes Campbell (International), Halifax Building


Society, Mercury Asset Management and Whitbread and Company.

The Chairman of Business in the Community, the Editor of the Financial Times, the Chairman of the Stock Exchange, the Governor of the Bank of England and the Lord Mayor of London were the judges. The second annual awards scheme was launched in November 1988.

Dragon Awards Co-ordinator, Lesley Harvey

The British-American Conference on Private Sector Initiatives

One hundred business leaders from the US and the UK attended the first inter-continental summit on the future development of private sector initiatives in May, at which Prime Minister Margaret Thatcher and HRH The Prince of Wales spoke, and the President of the US, Ronald Reagan, sent a videotaped message.



Physical disease isn't all we're fighting.

It is important to be like a tree that has roots in the ground. The roots are the foundation of the tree. Without roots, the tree will fall. In the same way, a company must have a strong foundation in the community. This is why we are particularly active in the area of physical disease. We are not just fighting the disease, we are fighting the roots of the disease. We are fighting the disease that is the foundation of the tree. We are fighting the disease that is the foundation of the tree. We are fighting the disease that is the foundation of the tree.

Wellcome



PUBLICATIONS

Periodicals

- BiC Magazine (quarterly)
- BiC Post (bi-monthly)
- BiC Review of the Year

Publications

- Financial Times survey on BiC 17/7/88
- Business and the Inner Cities
- Per Cent Club Annual Report 1987
- Per Cent Club lecture by HRH The Prince of Wales 16/11/87
- Neighbourhood Economic Development
- Community Job-Link
- BiC Guide to Employers & Agencies on Priority Hiring & Customised Training
- Dragon Awards Brochure
- Work for the Countryside
- Education Business Partnerships

Director, Trish Evans



BiC Members and Council Representatives

BiC MEMBER	COUNCIL REPRESENTATIVE	BiC MEMBER	COUNCIL REPRESENTATIVE
3i	Sir John Cuckney	Central Television	Sir Richard Bailey
3M United Kingdom	Ronald Baukol	Charterhouse	Victor Blank
AB Electronic Products Group	Ted Merrette	Chloride Group	Kent Price
Abbey National Building Society	Peter Birch	Church Commissioners	Sir Douglas Lovelock
Action Resource Centre (ARC)	Claude Hanks-Drielsma	Citicorp/Citibank	Ian Cormack
Albert Fisher Group	Tony Millar	City Acre Property Investment Trust	John Underwood
Alfadi Group	Mohamed A Alfadi	City University	Dr Raoul Franklin
Alfred McAlpine	Bobby McAlpine	Clayhithe	John Dunbar
Allied Dunbar Assurance	Sir Mark Weinberg	Clerical Medical & General Life Assurance Society	Andrew O'Leary
Allied London Properties	Geoffrey Leigh	Clifford Chance	John Scott
Allied-Lyons	—	Co-operative Bank	Christopher Ruck
Alwen Hough Johnson	Andrew Fox	Coats Viyella	Alan Scott
American Express Bank	Sir Patrick Dean	Coca Cola Northern Europe	—
Amstrad	Alan Sugar	Colne Valley Water Company	Sir John Page
ANZ Bank	—	Colonial Mutual Group	Dave Morris
Arthur Andersen & Co	Don Hanson	Coloroll Group	John Aschroft
Arthur Young	Gordon Anderson	Commercial Union Group	A. B. Marshall
ASDA Stores	Graham Stow	Consolidated Gold Fields	Humphrey Wood
Ashurst Morris Crisp	Martin Bell	Continental Illinois National Bank & Trust Co	Kenneth Loney
Association of British Chambers of Commerce	Roger Burman	Coopers and Lybrand	Brandon Gough
Association of British Insurers	Mike Jones	Corporation of the City of London	Geoffrey Rowley
Assoc. British Ports Holdings	Sir Keith Stuart	Coutts and Company	—
Association of County Councils	Dennis Pettitt	Coverdale Organisation	David Money-Coutts
Association of District Councils	Cllr R Watkiss	Credit Suisse First Boston	Chris Coverdale
Association of Metropolitan Authorities	Sir Jack Layden	Daiwa Europe	Richard Bristow
Automobile Association	Simon Dyer	Dean Clough Industrial Park	Nicholas Clegg
B A T Industries	Patrick Sheehy	Deloitte Haskins and Sells	Ernest Hall
B C C I	Vilayat Husain Abidi	Department of Employment	John Bullock
B E T	Nicholas Wills	Department of Trade & Industry	Geoffrey Holland
B I C C	—	Department of the Environment	Sir Brian Hayes
B & Q (Retail)	—	Department of Education & Science	Sir Terry Heiser
Bain United Kingdom	Ralph Willard	Derbyshire Enterprise Board	Richard Massey
Banca Italiana	Richard Barkley	Deutsche Bank	Manfred ten Brink
Bank of England	Hugh Harris	Dexion-Comino International	Stephen Hinchliff
Bank of Ireland	Pat O'Hara	Dixons Group	Mark Souhami
Bankers Trust Company	—	Dominion Insurance Company	Arthur Burdett
Banque Belge	—	Duchy of Cornwall	David Landale
Barclays Bank	John Quinton	Dun and Bradstreet	Keith Williams
Baring Brothers & Company	Francis Carnwath	Drivers Jonas	Christopher Jonas
Barratt Developments	Sir Lawrie Barratt	Dyke and Dryden	Tony Wade
Bass	Sir Derek Palmer	E C Harris and Partners	Chris Vickers
Blue Arrow	—	E D & F Man	Michael Stone
Blue Circle Industries	Sir John Milne	Electra Investment Trust	Michael Stoddart
Boots Company	Bob Gunn	Equity & Law Life Ass. Society	Christopher Brockson
Bovis Construction	Frank Lampl	Ernst and Whinney	Elwyn Eilledge
Bristol and West Building Society	Andrew Breach	Esso UK	Sir Archie Forster
British/Commonwealth Holdings	John Gunn	Euro Brokers Sterling	Nigel Hudson
British Aerospace	Prof Roland Smith	European Business Network	Vicomte Etienne Davignon
British Coal Enterprise	Merrick Spanton	—	Lord Ezra
British Gas	Charles Donovan	F.I. Group	Mrs Steve Shirley
British Home Stores	Francis Lister	Ferranti International	—
British Land Company	John Ritblat	Fishmongers' Company	—
British Nuclear Fuels	Christopher Harding	FOCUS	Bill Bowman
British Petroleum	Bob Horton	Forbes Campbell International	Amir Bhatia
British Railways Board	Sir Robert Reid	Ford Motor Company	Derek Barron
British Steel (Industries)	Sir Charles Villiers	Freemans	Paddy Cribb
British Telecommunications	Iain Vallance	Freshfields	—
British Waterways Board	Brian Dice	Frizzell Group	Colin Frizzell
Bryant and May	Richard Armitage	G K N	David Lees
Bunzl	James White	Gallaher Tobacco (UK)	Stuart Cameron
Burmah Oil	—	General Electric Company	Lord Weinstock of Bowden
Burson-Marsteller	Larry Snoddon	—	Geoffrey Tucker
Burton Group	Sir Ralph Halpern	Gerrard and National	—
C & J Clark	Ralph Clark	Gillette Industries	Bob Forrester
C T Bowring & Co	Hamish Ritchie	Girobank	Malcolm Williamson
Cable & Wireless	Sir Eric Sharp	Glaxo Holdings	Sir Paul Girolami
Cadbury Schweppes	Sir Adrian Cadbury	Globe Investment Trust	David Hardy
Carlton Communications	Michael Green	Grand Metropolitan	Allen Sheppard
CBI	John Banham		

BIC MEMBER	COUNCIL REPRESENTATIVE	BIC MEMBER	COUNCIL REPRESENTATIVE
Grant Thornton	Michael Lickiss	National Westminster Bank	Lord Boardman
Greater London Enterprise	Tony Millwood	Nationwide Anglia Building Society	Leonard Williams
Groundwork Foundation	Rt. Hon. Christopher Chataway	Nestlé Company	—
Guardian Royal Exchange	Michael Bewes	Neville Russell	Alan Dyer
Guinness	Shaun Dowling	Newcastle Breweries	—
H J Heinz Company	Paul Williams	Newspace Risk	Derek Bowden
Halifax Building Society	Richard Hornby	Management Services	George Davies
Hambros	Charles Hambro	Next	—
Hanson	Hugh Ashton	Nomura International	—
Healey & Baker	Paul Orchard-Lisle	North of England Industrial Estates	—
Herbert Smith & Co	John Rowson	Northern Foods	Christopher Haskins
Heron Corporation	Gerald Ronson	Norwich Union Insurance Group	Victor Hughff
High Point Services Group	Ian Reeves	Occidental International Oil	Sir Ranulph Fiennes
Hill Samuel and Co	Garry Watson	Olympia & York Canary Wharf	Charles Young
Home Office	Sir Clive Whitmore	Oppenheimer, Nathan and Vandyk	Lord Nathan
Honeywell Control Systems	Dr James McGregor	P A Consulting Group	Paul Thornton
IBM United Kingdom	Sir Edwin Nixon	P-E Inbucon	Leonard Brooks
ICI	Frank Whiteley	Pannell Kerr Forster	Claude Brown
ICL	Roger Wood	Pearce Signs	Brian Pearce
Industrial Society	George Turnbull	Pearl Assurance Company	Nigel Proddow
Institute of Chartered Accountants	F E Worsley	Peat Marwick McLintock	Jim Butler
International City Holding	Robin Packshaw	Phillips & Drew Securities	—
Ismailia Business	Sadrudin Akbarali	Pilkington Brothers	Antony Pilkington
Information Centre	—	Pinpoint Analysis	Gurmukh Singh
J Henry Schroder Wagg & Co	Sir John Sainsbury	Plessey Company	Sir John Clark
J Sainsbury	John Pontin	Port of London Authority	Sir Brian Kellett
J T Group	—	Price Waterhouse	Jeffrey Bowman
J Walter Thompson Co	Andrew Wadsworth	Prince's Youth Business Trust	Sir Hugh Dundas
Jacobs Island Company	Sir John Egan	Procter and Gamble	Ray Cole
Jaguar Cars	Peter Quinnen	Project Fullemplay	Stephen O'Brien
James Capel and Company	Michael Abrahams	Provident Mutual Life	—
John Crowther Group	Martin Laing	Assurance Association	Charles Shakerley
John Laing	John Molan	Provincial Group	Brian Corby
Johnson Wax	Bob Hinde	Prudential Corporation	Sir Alastair Frame
Jones Lang Wootton	Ross Buckland	R T Z Corporation	Derek Hornby
Kellogg Co of Great Britain	Richard Dennis-Smith	Rank Xerox UK	Sir Peter Reynolds
King and Company	Stephen Taylor	Ranks Hovis McDougall	Gerald Ratner
Kinsley Lord Management	Lord Limerick	Ratners Group	Sir Colin Corness
Consultants	Alan Shelley	Redland	Alex Reed
Kleinwort Benson	Errol Yates	Reed Executive	Peter Davis
Knight Frank & Rutley	Yosuke Masuda	Reed International	—
Kodak	Jim Mason	Regalian Properties	Jim Cameron
Kumagai Gumi UK	Joe Palmer	Rexel Engineering	Robert Austin
Lancashire Enterprise Board	Roy Evans	Rexel	David Bell
Legal & General Group	Trevor Chinn	Richard Saunders and Partners	John Douglas
Levi Strauss (UK)	Sir Jeremy Morse	R M Douglas Holdings	Hugh Aldous
Lex Service Group	Murray Lawrence	Robson Rhodes	Sir Ralph Robins
Lloyds Bank	John Wilson	Rolls Royce	Godfrey Bradman
Lloyd's of London Group	Tim Bell	Rosehaugh	Mike Carver
London Electricity Board	Sir Christopher Benson	Rover Group	Kenneth Dixon
Lowe Howard-Spink and Bell	—	Rowntree	Roderick Goom
M E P C	David Boddy	Royal Bank of Canada	Sir Austin Pearce
Mann Egerton & Co	Alan Clifford	Royal Bank of Scotland	Sir John Cuckney
Manpower	Lord Sieff of Brimpton	Royal Insurance Group	Lord Vinson
Market Access International	Dr Brian Smith	Rural Development Commission	Hugh Stevenson
Marks & Clerk	Paul Preston	S G Warburg/Warburg Securities	Mike Parker
Marks & Spencer	Norman Blackwell	Saatchi & Saatchi Compton	Rt Hon Sir Michael Palliser
M B Group	Ken Abbott	Samuel Montagu & Company	Cholmeley Messer
McDonalds Hamburgers	Oscar Deville	Save and Prosper Group	Russell Hillhouse
McKinsey & Co UK	Sir Kit McMahon	Scottish Office	Leonard Sainer
Merseyside Enterprise Board	Bryan Townsend	Sears	Nicholas de Savary
Meyer International	Shiro Shibuya	Seawillow	Carel Mosselmans
Midland Bank	Sir Peter Carey	Sedgwick Group	Robert Reid
Midlands Electricity Board	Tony Clegg	Shell UK	Paul Hodgkinson
Mitsubishi Group	Anthony Vice	Simons Construction Group	R. G. A. Youard
Morgan Grenfell Group	Martyn Long	Slaughter and May	Sir Nigel Mobbs
Mountleigh Group	Jeffrey Greenwood	Slough Estates	—
N M Rothschild & Son	Alistair Mitchell-Innes	Smith Kline & French Labs	Roger Hurn
National Association of	The Venerable Alan Morgan	Smiths Industries	Julian Thompson
Health Authorities	Sir Peter Thompson	Sotheby's	Kit Power
Nabarro Nathanson	—	Spencer Stuart Associates	—
Nabisco Group	—	Spicer & Oppenheim	Charles Robins
National Council for	—	Stafford Knight	Rodney Galpin
Voluntary Organisations	—	Standard Chartered Bank	Sir Nicholas Goodison
National Freight Consortium	—	Stock Exchange	Phillip Sober
	—	Stoy Hayward	

BiC MEMBER	COUNCIL REPRESENTATIVE	BiC MEMBER	COUNCIL REPRESENTATIVE
Sun Life Assurance Society	Richard Zamboni	United Biscuits (Holdings)	Sir Hector Laing
T I Group	Ronny Utiger	United Glass Holdings	Shawn Dowling
Taylor Woodrow Group	Nat Fletcher	Valin Pollen International	Reg Valin
Tesco	Ian Maclaurin	Vauxhall Motors	Paul Tosh
Thames Television	Sir Ian Trethowan	Vickers	—
Thames Water	Roy Watts	Virgin Group	Richard Branson
The BOC Group	—	W H Smith	Sir Simon Hornby
The Housing Corporation	David Edmonds	Wadlow Grosvenor International	Jean Wadlow
The Post Office	Sir Bryan Nicholson	Wales Council for Voluntary Action	Lord Lisburne
The Training Agency	—	Walker Greenbank	Sir Anthony Jolliffe
The Volunteer Centre UK	Lady Gillian Wagner	Wang UK	Alan Davis
The Worshipful Co of Grocers	—	Wates Building Group	Philip Lord
The Worshipful Co of Mercers	Michael Wakeford	Wellcome Foundation	—
Thorn EMI	Sir Graham Wilkins	Welsh Office	Sir Richard Lloyd-Jones
Top Technology	Harry Fitzgibbons	West Midlands Enterprise Board	Cllr David Sparks
Touche Ross & Co	Brian Jenks	Whitbread & Company	Sam Whitbread
Trades Union Congress	David Lea	Willis Faber	—
Trafalgar House	—	Wilson (Connolly) Holdings	Lynn Wilson
Trusthouse Forte	Lord Forte	Woolwich Equitable Building Society	Alan Cumming
TSB Group	Sir John Read	Woolworth Holdings	Sir Kenneth Durham
Turner Kenneth Brown	David Wightman	World Trade Promotions	Dermot Graham
TVS	Lord Boston of Faversham	Xios Systems UK	—
Tyne Tees Television	Sir Ralph Carr-Ellison	Yorkshire Enterprise	Alan Pickering
Unilever (UK) Holdings	Michael Heron	Young & Rubicam	John Banks
Union Discount Co of London	Graham Gilchrist	Young Enterprise	Sir David Checket
Unipart Group of Companies	John Neill		

Contributions to BiC Core Activities

The contribution of member companies to BiC is far more than the subscriptions received. Many aspects of this extra help are described in this review but we would also like to thank other organisations who have contributed in the past year. The list is not exhaustive but highlights some examples of support.

We extend thanks to:

Department of Employment who have contributed £175,000 towards publications and the training of enterprise agency staff.

Coopers and Lybrand, honorary bookkeepers.

Spicer and Oppenheim, honorary auditors.

The following companies provided valuable staff secondments.

Abbey National Building Society	Doug Platts
ASDA Group	Allan Plastow
Barclays Bank	Piers White, David Heard
Baring Brothers & Co	Jo Valentine
BET	Neil Saddington,
	Denis Crome, Ray Chenhall
British Coal Enterprise	Tony Shillingford
British Gas	Alan Rudden
British Petroleum	Peter Quine, Jeremy Lunn
British Railways Board	Jack Scown
British Telecom	Rudy Otter
CEGB	Terry Bunn
Colonial Mutual Group	Peter Merrick
Department of the Environment	John Hall
Department of Trade & Industry	Rex Warrick, Jim Thomas
Ford Motor Company	Geoff Dye, Roy Hemsley
Gallaher Tobacco (UK)	Peter Scott
Gillette Industries	Peter Jones
GKN	Prue Rodger, David Wright
Guinness	Michael Hatfield
Home Office	Tessa Marston
Legal & General Group	Gerry Jones
Marks & Spencer	Neville Martin, Jane Williams
	Colin Brown
Midlands Electricity Board	Michael Hayes
Post Office	Ray Allen, Jim Winfield
Ranks Hovis McDougall	John Mawer
Redland Aggregate	Antony Barnes
Samuel Montagu & Company	Wally Brittain
Smiths Industries	Tony Weddle
TI Group	Kevin Faulkner, John Hyatt
The Training Agency	Ken Fradley
West Midlands Police	Mark Tabor, Bill Sowerby
Whitbread & Company	

Salary support for BiC staff, additional cash resources and other types of assistance were given by the following:

Amstrad	Ford Motor Company
ASDA Stores	The Home Office
BAT Tobacco	IBM (United Kingdom)
Bain United Kingdom	J T Group
Bank of England	Midland Bank
Barclays Bank	National Westminster Bank
Bates, Wells & Braithwaite	Occidental International Oil
Bradford Pennine Insurance	Royal Agricultural
British Aerospace	Society of England
British Petroleum	Sun Life Assurance Society
British Railways Board	The Training Agency
British Telecom	United Biscuits (Holdings)
Clerical Medical & General Life	University College, London
Assurance Society	Vauxhall Motors
Continental Illinois National	Wang UK
Bank & Trust Co	The Wellcome Foundation
Dean Clough Industrial Park	Whitbread & Company
Department of the Environment	Xios Systems UK
Department of Trade & Industry	

The following companies have supported the Development Fund over the next three years. The fund provides for an upgrade in BiC's central expertise and an increase in regional staffing to enable delivery of enterprise agency support and other major programmes on the ground. The fund has been crucial in enabling BiC to respond to the increased demand for our participation in the urban regeneration of the UK.

Allied Dunbar Assurance	IBM (United Kingdom)
Arthur Young	3i
Barclays Bank	Legal and General Group
Blue Circle Industries	Lloyds Bank
Boots Company	National Westminster Bank
British Petroleum	Peat Marwick McLintock
British Steel (Industries)	Prudential Corporation
British Telecom	Ranks Hovis McDougall
Burton Group	Shell UK
Cable & Wireless	TSB Group
Consolidated Goldfields	United Biscuits (Holdings)
Deloitte Haskins and Sells	Unilever (UK) Holdings
Grand Metropolitan	Wellcome Foundation
	Woolwich Equitable Building Society

Board of Directors

to develop and direct the implementation of strategy; carry out the necessary legal requirements of the company; oversee BiC finances and resources.

Chairman

Sir Hector Laing United Biscuits (Holdings)

Deputy Chairmen

Charles Green National Westminster Bank
Sir Jeremy Morse Lloyds Bank
Allen Sheppard Grand Metropolitan

Honorary Treasurer

John Quinton Barclays Bank

Board Members

Martin Findlay	Whitbread and Company
Trevor Thomas	Unilever (UK) Holdings
John Farrow	John Laing
Roger Thackery	British Steel (Industries)
Clive Wright	Esso UK
David Peters	Fisons
John Dunbar	Clayhithe
Bill Callaghan	TUC Economic Committee
David Sparks	Association of Metropolitan Authorities
Ivor Manley	Department of Employment
Bob Reid	Shell UK
Hon. David Sieff	Marks & Spencer
John Warburton	Birmingham Chamber of Commerce
Ken Edwards	CBI

President's Committee

to co-ordinate the Target Teams and Business Action Teams and to act as an advisory committee to the President, Government and Board on relevant policy matters.

The Officers

HRH The Prince of Wales — *President*
Sir Alastair Pilkington — *Vice President*
Rt Hon. Lord Carr — *Vice President*
Sir Hector Laing United Biscuits (Holdings)
Sir Jeremy Morse Lloyds Bank
Charles Green National Westminster Bank
Allen Sheppard Grand Metropolitan
John Quinton Barclays Bank

Members

John Ashcroft	Coloroll Group
Councillor	
Jeremy Beecham	Newcastle City Council
Sir Ralph Carr-Ellison	Tyne Tees Television
Nigel Clark	ICI
Tony Cleaver	IBM United Kingdom
Brian Corby	Prudential Corporation
Gerald Dennis	BAT Industries
Vivien Duffield	
Martin Findlay	Whitbread & Company
Ernest Hall	Dean Clough Industrial Park
Sir Ralph Halpern	The Burton Group
Claude Hanks-Drielsma	Price Waterhouse and Partners
Michael Heron	Unilever (UK) Holdings
Sir Trevor Holdsworth	CBI
Sir Anthony Jolliffe	Walker Greenbank
Gavin Laird	Amalgamated Union of Engineering Workers
Tim Melville-Ross	Nationwide Anglia Building Society
Hon. Sara Morrison	General Electric Company
Dame Anne Mueller	Cabinet Office
John Neill	Unipart Group of Companies
Joe Palmer	Legal & General Group
Kent Price	Chloride Group
Sir Robert Reid	British Railways Board
David Rowland	Sedgwick Group
Sir David Scholey	S.G. Warburg
Ron Todd	Transport & General Workers Union
John Ward	Barclays Bank
Sir Mark Weinberg	Allied Dunbar Assurance

Programme Directors

Stephen O'Brien	Chief Executive
Robert Davies	Deputy Chief Executive
Cathy Ashton	Director, Special Projects
Meriel Barclay	Company Secretary
Julia Cleverdon	Director, Education Partnerships
Trish Evans	Director, Public Affairs
David Grayson	Director, Partnership
Stephen Lord	Director, Neighbourhood Economic Development
Ralph Spreckley	Managing Director
Richard Wade	Director, Business Leadership

Target Team Membership

Priority Hiring — to target employers' recruitment and training opportunities on unemployed inner city young people.

Chairman:

David Rowland *Sedgwick Group*

Members:

Dick Andrews *Dixons Group*
Mike Crosswell *Blue Arrow*
David Elstein *Thames Television*
John Farrow *John Laing*
Hugh Harris *Bank of England*
Bill Morris *Transport & General Workers Union*
Dame Anne Mueller *HM Treasury*
John Quinton *Barclays Bank*
Linbert Spencer *Project Fullemploy*
Frank Whiteley *ICI*
Richard Worsley *British Telecom*

Education Partnerships — to promote school based partnerships between employers and the education system to improve performance and job opportunities for school leavers.

Chairman:

Martin Findlay *Whitbread & Company*

Members:

Sir David Hancock *Department of Education & Science*
Peter Hobbs *Wellcome Foundation*
Anne Jones *Training Agency (formerly MSC)*
Richard Martineau *London Education Business Partnership*
Peter Morgan *IBM UK*
Bill Stubbs *Polytechnics & College Funding Council*
Prof. John Tomlinson *University of Warwick*
Trevor Toolan *British Railways Board*
Bill Walton *Sheffield Education Authority*
Ken Young *The Post Office*
Robin Cameron-Cooper *J. Walter Thompson*
Sir Brian Hayes *Dept. of Trade & Industry*
Geoffrey Holland *Department of Employment*
Cay Stratton *Compact Advisor to Mr. Norman Fowler*
Hon David Sieff *Marks & Spencer*

Finance for Enterprise — to promote private sector initiatives in financing mechanisms such as loan funds for small and new enterprises.

Chairman:

Sir David Scholey *S G Warburg*

Members:

Manfred ten Brink *Deutsche Bank*
Jim Butler *Peat Marwick McLintock*
Colin Fisher *SRU*
Harry Fitzgibbons *Top Technology*
Jon Foulds *3i*
David Hardy *Globe Investment Trust*
Nigel Haslam *Shell UK*
Sir Brian Hayes *Dept. of Trade and Industry*
Robin Heal *BP*
Joe Palmer *Legal & General Group*
Sir David Rowe-Ham *Touche Ross & Co*
Michael Stoddart *Electra Investment Trust*
David Taylor *Lancashire Enterprise Board*
Ian Tegner *Midland Bank*
Brian Williamson *LIFFE*
Brian Wright *Lenta*

Enterprise Development — to promote new enterprise and an enterprise culture through youth enterprise programmes and local enterprise agencies.

Chairman:

Kent Price *Chloride Group*

Members:

Norman Blackwell *McKinsey & Company*
John Clarkson *Deloitte Haskins & Sells*
Charles Green *National Westminster Bank*
Graham Mather *IEA*

Michael Peters *Michael Peters Group*
Christopher Ruck *Co-operative Bank*
Nick Prettejohn *Bain UK*
Tim Bell *Lowe-Howard Spink & Bell*
Denis Stephenson *SRU*

Local Purchasing — to promote action by large firms to support small businesses through purchasing, production and marketing assistance.

Chairman:

John Neill *Unipart Group of Companies*

Members:

Prof John Ashworth *Salford University*
David Clayman *Esso UK*
Roger Hurn *Smiths Industries*
Frank Lampl *Bovis Construction*
Prof Roland Smith *British Aerospace*
Paul Tosh *General Motors*

Urban Regeneration — to promote business involvement in job creation through property development, housing, workshops, and improvement of the built environment.

Chairman:

Brian Corby *Prudential Corporation*

Members:

Sir Lawrie Barratt *Barratt Developments*
Ken Bartlett *Housing Corporation*
Peter Birch *Abbey National Building Society*
Charles Brocklehurst *Inner City Enterprise*
Catherine Graham-Harrison *Citicorp/Citibank*
Jeffrey Greenwood *Nabarro Nathanson*
Christopher Laing *John Laing*
Tim Melville-Ross *Nationwide Anglia Building Society*
Sir Nigel Mobbs *Slough Estates*
Sir James Swaffield *British Rail Property Board*
Gavin Watson *Dept of Environment*

Voluntary Sector Initiatives — will assist BiC and its voluntary sector associates to promote and co-ordinate business involvement in voluntary sector initiatives in local economic regeneration.

Chairman:

Claude Hanks-Drielsma *Price Waterhouse and Partners*

Members:

Sir Christopher Benson *MEPC*
Rt Hon Christopher Chataway *Orion Bank*
Derek Hornby *Rank Xerox UK*
Margaret Hyde *Action Resource Centre*
The Ven. Alan Morgan *National Council of Voluntary Organisations*
The Hon Angus Ogilvy *Sotheby's*
Bob Reid *Shell UK*
Steve Loveman *Cabinet Office*
Reg Valin *Valin Pollen International*

Marketing Business Action — will demonstrate the value of community involvement to companies focusing on mobilising medium sized companies to get involved in their local community.

Chairman:

Michael Heron *Unilever (UK) Holdings*

Members:

John Banks *Young & Rubicam*
Ken Dixon *Rowntree*
Seymour Fortesque *Barclays Bank*
Michael Green *Carlton Communications*
Dorothy McKenzie *Brand New Products (Michael Peters Group)*