



BUSINESS in the COMMUNITY

Business in the Community

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Business in the Community

aims to make

community

involvement

a natural part

of successful business

practice, and to increase

the quality and extent of

business activity in the

community.





The President of Business in the Community, HRH The Prince of Wales, has played an energetic and active role in shaping the success of the organisation. His leadership has inspired widespread and rewarding co-operation between business and community leaders on important social and economic issues.

"It seems to me that one way to spot opportunities, and react to challenges before they become problems, is to force ourselves to take a longer term view. It is in this context that taking into account the changing expectations of 'stakeholders' becomes so relevant to staying competitive. The stakeholders are the customers, the employees, suppliers and local communities affected by the operation of a business. The businesses that take this sort of approach will be managed by individuals who have real foresight and are willing to think long-term."

Charles

Community Involvement: A Strategy for Success

The long-term success of any business is dependent on having healthy communities in which to operate. Communities provide businesses with both customers and staff. Businesses have a vested interest in maintaining the economic vitality of communities.

Community involvement means recognising the needs of the wider community and building these into business planning. Since the early eighties there has been a dramatic increase in the number of British companies which have become committed to the principles and practice of community involvement. Over 400 companies are now members of Business in the Community.

What is Business in the Community?

Business in the Community's activities are all directed towards achieving a single objective – building a prosperous society. To accomplish this goal, it is necessary to tackle a whole range of social and economic problems simultaneously, rather than addressing isolated issues through unco-ordinated initiatives.

"We are among the leaders in the field of corporate social involvement because the communities in which we operate also have a stake in our success. We take a positive attitude to investment in community projects because it is our view that a more prosperous society is likely to lead to more buoyant markets and increased sales of our products."

Sir Hector Laing, President
UNITED BISCUITS



▲
DEAN CLOUGH, HALIFAX. This redeveloped carpet mill now provides employment for some 3,000 local entrepreneurs. Corporate investment in private-public sector partnerships aids small and growing businesses, stimulates economic growth and supports regeneration of local communities.

Business in the Community is the leading authority on corporate community involvement. A national organisation with a comprehensive local network, Business in the Community has two principal functions:

- To help create partnerships between business, government and local communities which improve the physical, social and economic environment
- To support those partnerships by pooling information, disseminating examples of good practice, stimulating and evaluating new ideas, conducting research and establishing priorities for future action.

“All forward looking companies recognise that they must act in a responsible manner towards the communities in which they operate.”

Sir Allen Sheppard, Chairman and Group Chief Executive
GRAND METROPOLITAN

Starting at the Top

Recognising that corporate community involvement begins with senior-level management, Business in the Community works with top company executives throughout Britain.

HRH The Prince of Wales provides important leadership and direction as President, supported by his own appointed Committee which advises on policy matters and a Council of over 400 member companies.

Business in the Community employs people from private, public and voluntary sectors. Staff include secondees from government and voluntary agencies as well as major UK companies who provide expertise while gaining valuable experience in community affairs.

Why Should Companies Get Involved?

The Financial Times has reported that Business in the Community's membership list reads like “a Who's Who of British Industry and Commerce”.

These member companies have demonstrated a growing commitment to community involvement policies and initiatives as a result of both an altruistic desire to help the wider community as well as a recognition of important business benefits.

By investing resources in developing the physical, economic and social environment, businesses can improve the quality of the workforce, gain useful community support and stimulate market growth as well as addressing important social needs.



◀ TRUMAN'S BREWERY, BRICK LANE.

The redevelopment of Truman's Brewery and Bishopsgate Goods Yard (Spitalfields) into a £1 billion 'urban village' will support a thriving mix of light industry, commercial, residential, social and leisure activities. Plans for this transformation have been developed through a partnership between community representatives, developers and local authorities.

Developing a Quality Workforce

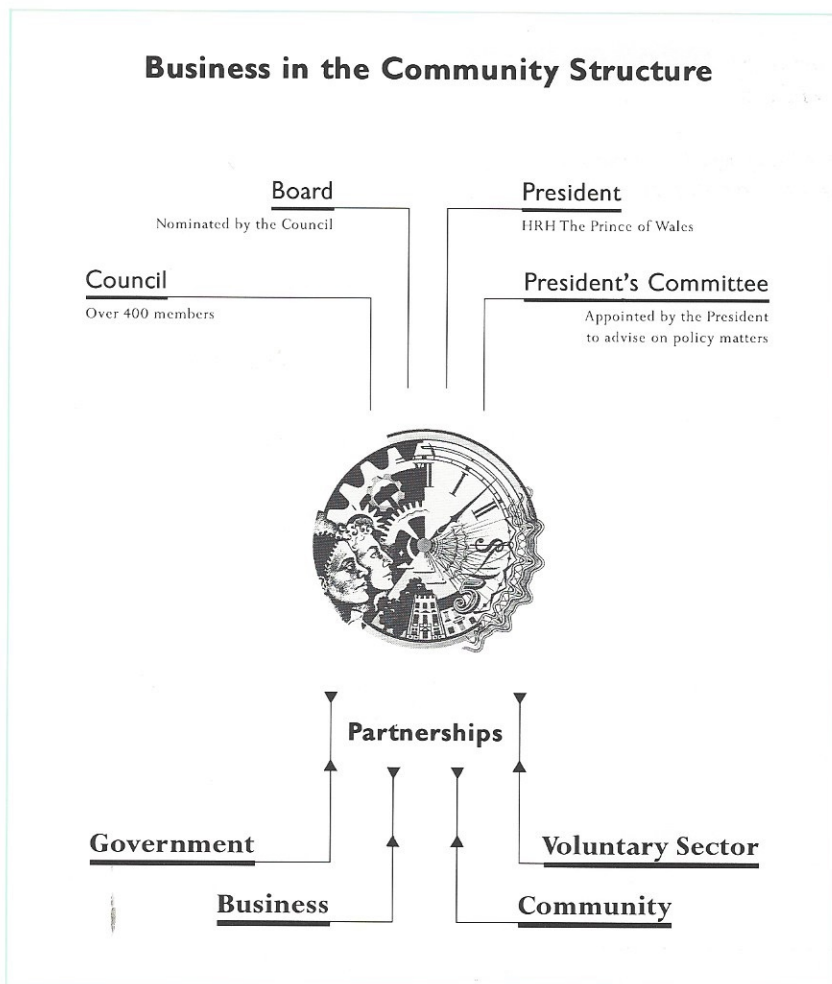
Good people are getting harder to find. A falling birthrate, combined with increasing demands for skilled labour, means that companies must develop creative strategies for attracting and retaining a quality workforce.

Equal opportunities help win the numbers game. The talents of women, ethnic minorities and the disabled remain often untapped but skills shortages will require employers to recruit more heavily from these groups. Companies operating equal opportunity employment policies will benefit from access to a larger pool of workers.

Positive image aids recruitment. A 1990 survey conducted by Young and Rubicam Capital Image and *Business* magazine revealed that social responsibility is a top priority among graduates selecting prospective employers. Companies which are seen to take responsibility for their products, services and policies have a competitive advantage in the recruitment market.

"In the past decade, employers have become increasingly aware of the value of links with education. For many, the simple attraction of making themselves known to potential employees was enough of a goal. At a deeper level, the benefits of schools turning out teenagers already familiar with the world of work are considerable. Pupils who know how industry works fit more easily into the corporate system."

Dr Chris Wyche, Recruitment Marketing Manager
BRITISH AIRWAYS



▲
The Business in the Community logo illustrates the key activity underpinning our mission: establishing partnerships between business and the community. Each of the elements required for a successful partnership – time, finance, community, people and business – is represented.

"To assist in the creation of a prosperous and balanced society is not only good for society, it is good for the long-term future of industry and commerce. Secondments from industry into community projects are a vital tool in this process. Testing someone's ability to survive and succeed in a different environment is excellent management development, providing new horizons and experiences for promising young managers."

Tony Cleaver, Chairman and Chief Executive
IBM UNITED KINGDOM

Community involvement develops management skills.

Employers are recognising that participation in community programmes helps employees develop a wide range of management and communications skills, build business contacts within the community and develop greater understanding of customers and the marketplace.

Business in the Community works in partnership with the Action Resource Centre to develop

"GrandMet's record and experience in community affairs has helped it gain speedier acceptance and recognition in the United States. As one of Minnesota's Council Directors put it, 'I would give them [GrandMet] an 'A' for being a leader, for making a very clear statement of their priorities... and an 'A' for continuing their good work.'"

Sir Allen Sheppard, Chairman and Group Chief Executive
GRAND METROPOLITAN

secondment opportunities with community-based projects in priority areas.

Freedom to Operate

Community involvement creates goodwill with customers, suppliers, shareholders, peers, opinion-formers and legislators. This can enhance consumer preference for products and services, bolster shareholders' confidence, reduce pressure from regulatory bodies and ease transitions such as internal restructuring, mergers or take-overs.

Growing Business

The success of smaller firms enhances the health of the entire business sector by stimulating market growth, widening the supplier base, attracting new investments and increasing social stability. Large companies, by investing resources in small and growing businesses, make a positive contribution to a healthy economic climate.

JAGONARI CENTRE, EAST LONDON. ►

Three qualified staff provide extended day care for 15 children whose mothers have returned to full-time work or training. In-house education courses are also available. These and other vital community facilities are made possible through private-public sector community partnerships.



Partnerships Create a Co-operative Climate

Experience has shown that social action is most effective when private, public and voluntary sectors work together with the community to ensure that mutual interests are served.

Using a comprehensive network of national and regional contacts, Business in the Community helps create partnerships between its member companies, national and local government, voluntary organisations and communities to achieve economic and social regeneration. These partnerships implement regional and local programmes.

Business in the Community focuses resources, expertise and commitment through several complementary forms of partnership.

Target Teams focus on national issues and develop programmes to mobilise business resources.

Business Leadership Teams implement programmes locally with guidance from private and public sector leaders.

Neighbourhood Economic Development Partnerships address urban regeneration problems at local level.

Per Cent Clubs promote commitment of company profits to the community.

The Professional Firms Group provides professional expertise to community and local economic development projects.

Target Teams on National Issues

At a national level, Business in the Community establishes and co-ordinates the work of Target Teams which address a wide range of business, social and environmental problems. Each Team investigates and analyses its area of concern and develops specific programmes for action.

Team members are drawn from member companies, government agencies, voluntary organisations, trade unions and other related organisations.



▲ **IOU THEATRE, CALDERDALE PARTNERSHIP.** Local business leaders and politicians provided liaison and advice for the redevelopment of Calderdale's 1.25 million square-foot office park. Business Leadership Teams have been established throughout the UK to guide the economic regeneration of local communities.

Business Leadership Teams Ready for Local Action

Business Leadership Teams focus at local level on the economic regeneration of depressed areas. The teams aim to bring together senior local business people in partnership with local authorities, trade unionists, educationalists and voluntary sector workers.

This important front-line work can provide a vision of the future development of a community and a sense of local identity and pride. Teams address a broad spectrum of social issues such as provision of community facilities, training and education, ethnic minority employment, housing, investment and development.

Neighbourhood Economic Development Partnerships

In contrast with the 'top down' approach of Business Leadership Teams, Neighbourhood Economic Development Partnerships (NEDPs) take a 'bottom up' view towards urban regeneration.

Experience has shown that the success of local development depends on the continued support and involvement of all community members with a stake in the regeneration process. NEDPs work at grass roots level, building co-operative relationships between business, the public sector and local communities.

The **East London Partnership** sees working with the community as a key part of its strategy. A major piece of research – a 'Community Audit' – into the community's view of the needs of Hackney forms the basis of the team's work in the borough. In Tower Hamlets, the team is supporting a community launderette project as the spearhead for the regeneration of a shopping mall, and is setting up a business support group

to tackle the employment and structural problems on a large local housing estate. The team also supports and advises a wide range of existing community-based groups. A major initiative establishing a Tourism Trust for the East End is aimed at maximising the job and business opportunities of local people. A lobby effort in transport issues is also based on research into local needs and attitudes.

Business in the Community Target Teams

Since 1988, Target Teams have included:

Chair

David Rowland
SEDGWICK GROUP

Sir Kit McMahon
MIDLAND GROUP

John Neill
UNIPART GROUP OF COMPANIES

Sir Brian Corby
THE PRUDENTIAL CORPORATION

Michael Heron
UNILEVER (UK) HOLDINGS

Tony Cleaver
IBM UNITED KINGDOM

Sam Whitbread
WHITBREAD & COMPANY

The Duke of Westminster
GROSVENOR ESTATES

Lady Howe
KINGFISHER

Sir David Scholey
S G WARBURG GROUP

John Bullock
COOPERS & LYBRAND DELOITTE

Martin Findlay
WHITBREAD & COMPANY

Subject

Promotion of employment opportunities for inner city unemployed

Mobilising private sector support for the Local Enterprise Agency network

Developing support for small and growing businesses

Encouraging business involvement in job creation through property development, housing and the built environment

Promoting community involvement in medium-sized companies

Examining business activity in relation to the environment

Promoting employee volunteering

Developing enterprise and training opportunities in the rural environment

Promoting employment, training and enterprise opportunities for women

Developing private financial support for new and small businesses

Identifying European examples of good practice in helping growing businesses

Developing education-business partnerships and support for Compacts

The Dragon Awards

Business in the Community administers the Dragon Awards for the Lord Mayor of London in conjunction with The Corporation of London. This scheme recognises significant contributions to the improvement of community life and employment opportunities by London firms and institutions.

Per Cent Clubs Make Profitable Contributions

Per Cent Clubs promote private sector contributions to community programmes by member companies. This group is publicly committed to donating at least half a per cent of pre-tax (UK) profits or one per cent of dividends to the community.

National membership has grown to over 300 companies. Regional Per Cent Clubs have also been established in Sheffield and the North East, with others proposed in such areas as Scotland, Greater Manchester and Berkshire.

Companies may donate to charitable organisations, job creation initiatives, training schemes, local economic development, inner city regeneration projects, education, the environment, the arts or music. Contributions take the form of cash, staff secondments, expertise and other gifts. Guidelines are being developed to assist and encourage companies to report their community involvement.

Professional Firms Group

Companies are encouraged by the Professional Firms Group to donate their expertise, skills and advice to community projects, thereby promoting local regeneration in their areas. Surveying, accounting, architecture, legal and consultancy areas are all represented in this form of partnership.

SMALL BUSINESS UNIT, BRIDGE PARK, BRENT. Brent Business Venture provides specialist advice and resources to a wide variety of local entrepreneurs. Throughout the UK, over 300 Local Enterprise Agencies provide counselling, expertise and access to funding for new and growing businesses. ►

Local Enterprise Agencies

Business in the Community is the umbrella organisation for the national network of Local Enterprise Agencies (LEAs), which provide advice and training for new and growing businesses. Business in the Community supports LEAs in two ways:

Providing help and guidance

through its own public and private sector contacts by:

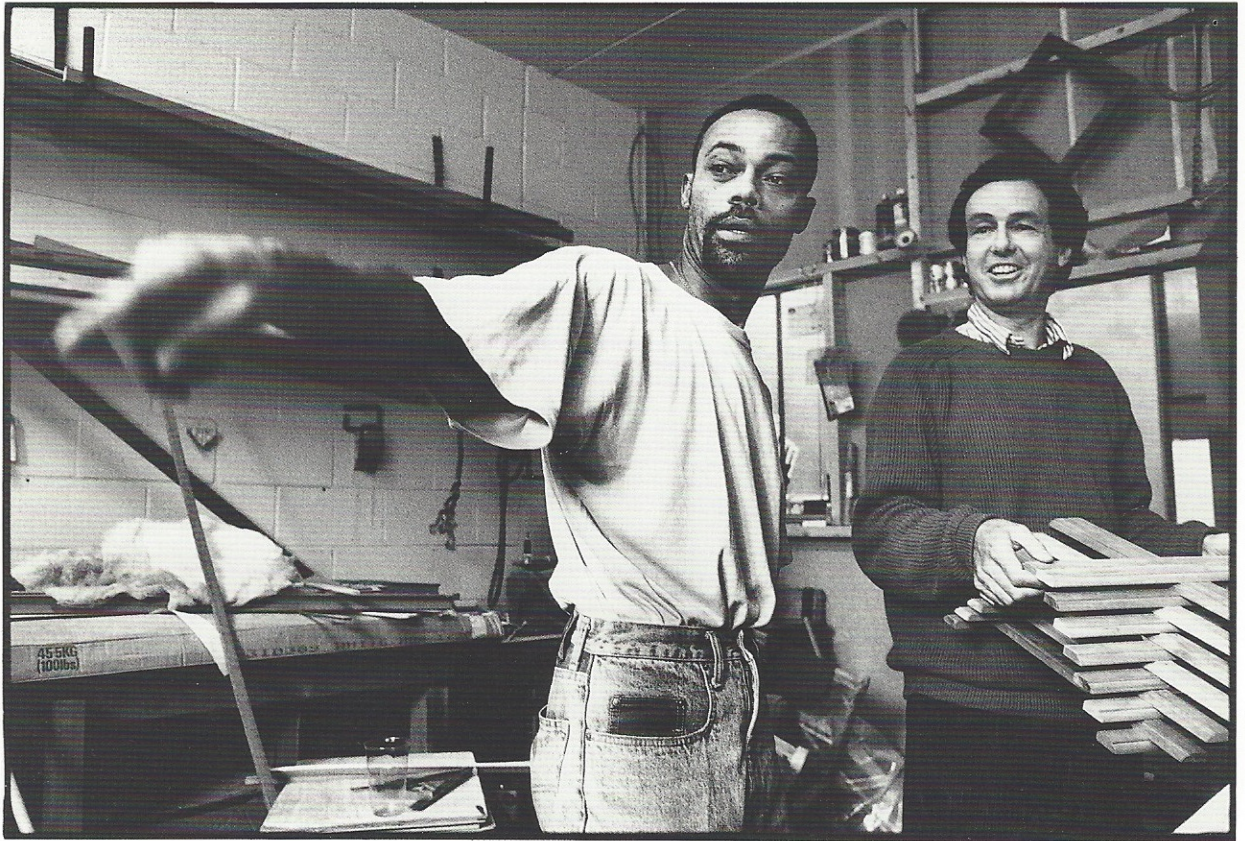
- Managing a training programme for LEA directors, counsellors, support staff and board members
- Identifying and disseminating examples of good practice in LEAs
- Encouraging development of new services for LEA clients
- Providing a "think tank" for future development
- Marketing LEAs and brokering with sponsors for cash, secondments and help in kind.

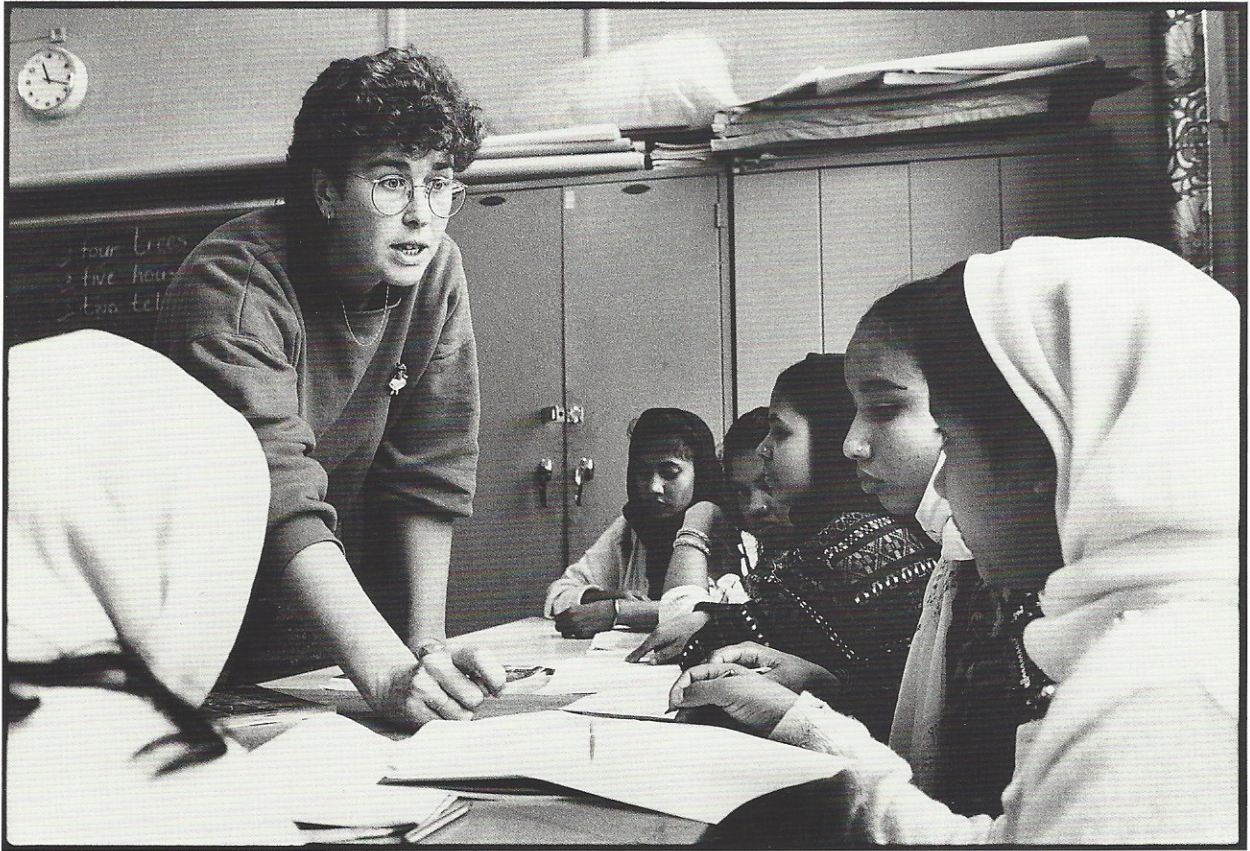
Initiating quality control

for LEA services. In January 1990, Business in the Community and the Local Enterprise Agencies established a national accreditation system, publishing an Accreditation Charter which sets minimum standards for LEA counselling procedures.

Sir Kit McMahon, Chairman
MIDLAND GROUP

"In the past ten years, the UK has developed into a most enterprising nation and we have seen the emergence under the banner of Business in the Community of the enterprise agency movement and a whole host of other community-driven initiatives to help and finance enterprise."





Mobilising Company Involvement Through Programmes

Through its various partnerships, Business in the Community creates and supports a wide range of community-based programmes in conjunction with the private, public and voluntary sectors.

"If the UK is to have a competitive edge, industry must make education and in-work training its own business."

Iain Vallance, Chairman
BRITISH TELECOM

Education and Training

The declining number of school leavers and the growing demand for skilled workers have made education a mainstream business issue.

In conjunction with the CBI, Business in the Community helped establish the Foundation for Education Business Partnerships. Working closely with the Foundation, Business in the Community continues to:

- Encourage the interest, understanding, commitment and involvement of companies in education and training programmes

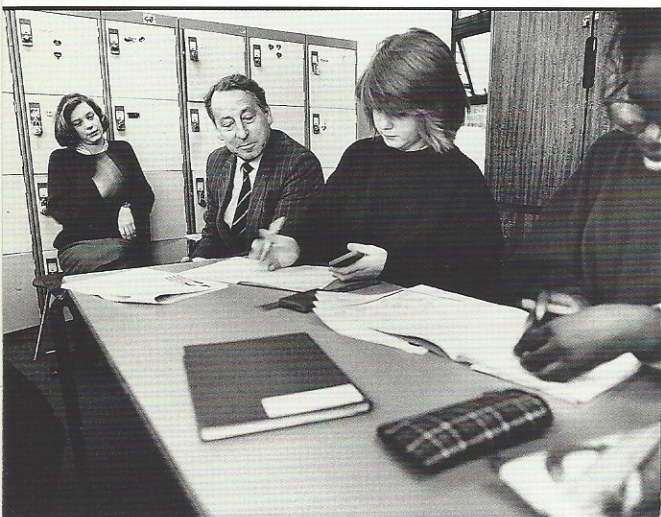
- Heighten awareness among educators of industry's skill requirements by promoting links between senior management and education institutions as part of mainstream business activity
- Involve chief executives in the community through 'seeing is believing' activities.

In response to a challenge put forward by HRH The Prince of Wales in June 1989, Business in the Community initiated a programme of visits to schools by chief executives with the purpose of establishing how the private sector can best be involved with education.

Eighty-two visits by business leaders to inner city schools have taken place and 41 of their reports were published in *Making Education Their Business* and *An Opportunity and a Challenge for Business*.

James Marris, Regional Chairman, British Gas (Northern) commented, *"This short visit convinced me that present links between business and schools must be enhanced and improved... we in British Gas have already helped schools with training pupils in job application and interview techniques. We have helped the ethnic minority children with interviews for YTS and provided IT equipment and work experience. This will have to be expanded, and I am sure that from a sound partnership much can be gained by both industry and education."*

◀ **WOMEN TRAINEES, MONTEFIORE CENTRE.** Enabling more women to enter or return to the workforce is vital to economic prosperity in the nineties. Companies are encouraged to provide training, recruitment, promotion and family care opportunities through community partnerships.



◀ **ROBERT EVANS, CHAIRMAN OF BRITISH GAS, VISITS RAINE'S FOUNDATION SCHOOL.** The growth of local education business partnerships, Compacts and many other complementary school/business link activities has led to a growing mutual understanding between schools and those in the world of work.

The Department of Trade and Industry's Enterprise and Education Initiative is promoted by Business in the Community. Business-education links are developed through Business in the Community's work with employer groups in twenty-five sectors.

Customised Training

Business in the Community's Customised Training campaign is an employer-led programme to bridge the gap between the requirements of jobs and personal needs of trainees. When linked to recruitment targeted

at local, long-term unemployed groups, customised training can help employers overcome their human resource problems.

Business in the Community aims to raise the profile of customised training programmes and to make these part of mainstream business practice for 100 of the largest UK companies as well as Training and Enterprise Councils.

Business in the Community's Customised Training Unit has developed a communications package to support the programme nationwide. This initiative features two videos produced by David Elstein, Director of Programmes at Thames Television. The programme's pilot areas are London, East Midlands, West Midlands and the North East.

Enterprise and Innovation

The development and marketing of new products and services is vital to the health of the economy and the quality of life.

"We were happy to take part as, in common with many other business people in the public and private sectors, we are interested in exploring ways in which employers can actively help to reduce levels of unemployment in the inner cities and elsewhere. We believe that customised training schemes can offer significant benefits to employers in a wide variety of industries."

David Rowland, Chairman
SEDGWICK GROUP

Building on its work with Local Enterprise Agencies, Business in the Community supports enterprise and innovation through several important programmes.

In partnership with BBC1's *Tomorrow's World* programme, Business in the Community manages the Prince of Wales Innovation Award scheme. With support from British Petroleum, selected Local Enterprise Agencies promote the award programme and support innovators with business and marketing expertise.

The Finance for Enterprise Target Team has identified an equity gap for small firms. Business in the Community is promoting venture capital fund initiatives in partnership with its member companies.

Community Economic Development

The Community Development Unit develops and supports practical programmes which address the social and economic problems of urban neighbourhoods, including local investment, housing, training and employment.

Because urban regeneration engenders a broad spectrum of related issues, the Unit's activities are closely intertwined with several Business in the Community programmes.

Through its Community Entrepreneurs scheme, the Unit supports the economic development work of community leaders through information networks, support for training and access to technical expertise.

Women's Economic Development

Building on the work of the Target Team led by Lady Howe, Business in the Community has launched the Women's Economic Development Initiative to address the expanding roles of women in the workforce.

The programme has two principal tasks:

- To motivate business leaders to develop and implement policies which reflect the needs of women in the workplace
- To highlight how companies can gain greater access to women through training and family care provision.

The Times/RIBA/ Business in the Community Community Enterprise Scheme

This award scheme, of which HRH The Prince of Wales is patron, recognises the most imaginative, viable and pertinent community projects in the UK's built environment.

"Kingfisher's community involvement is tied to our business objectives. To be successful in the nineties, companies can no longer afford to ignore the contribution women have to make at all levels. At Kingfisher, we are working with Business in the Community to increase women's activity in the business world. Getting women involved, to their full potential, has been fully integrated into our business planning."

Geoff Mulcahy, Chief Executive
KINGFISHER

Environment

"It is clear to most people that being active in fields such as the improvement of the environment is now an expectation of the 'stakeholders' in your business. This is most effective where local managers have the vision to see how they can address these issues through the mainstream activities of their business."

HRH The Prince of Wales

The environment has now become a priority concern of business as well as the worldwide community.

Companies are now expected to take increased responsibility for protecting the environment, and to implement policies and practices which preserve the health of the community.

Business in the Environment, a new programme arising from the Environmental Target Team chaired by Tony Cleaver of IBM, provides:

- Guidance at boardroom level on environmental policy in corporate decision-making
- Information packages which enhance understanding of environmental issues and promote good practice throughout the workforce.

Employee Volunteering

The UK's top companies now recognise that structured programmes of employee volunteering promote staff involvement in local communities as well as long-term commitment to employers.

Business in the Community's Employee Volunteering Initiative, chaired by Sam Whitbread of Whitbread & Company, encourages companies to develop volunteer schemes which serve the needs of local communities and enhance development of their own human resources.

UK Company Award for Employee Volunteering

The UK Company Award for Employee Volunteering was launched by HRH The Prince of Wales in June 1990. Sponsored for three years by Whitbread & Company, the award recognises outstanding contributions by companies to employee volunteering.

“We recognise that successful and forward-looking businesses have an important role to play in creating a climate where the giving of time and talent to the community is seen as something to be actively encouraged. Along with a number of other companies, Whitbread is already committed to developing employee volunteering as an important part of our community investment programme.”

Sam Whitbread, Chairman
WHITBREAD & COMPANY

Urban Regeneration

The Urban Villages Group, under the guidance of HRH The Prince of Wales, was created to develop and promote the concept of ‘mixed development’ as a model for urban regeneration. This means integrating the interests of the local public with those of the commercial sector to create a human-scale environment which enhances the total quality of urban life.

The campaign identifies examples of planning excellence among existing communities and uses these to promote the village concept to landowners, property developers, planners and planning authorities, investors and community groups.

Local Economic Development

The Local Economic Development Unit has grown out of Business in the Cities, a forum of Business in the Community, the CBI and the Phoenix Initiative.

The key objective is to promote the economic reconstruction of specifically targeted areas by physical regeneration, inward investment, and education and training through partnerships between companies and central and local government.

Practical action is achieved through work with Business Leadership Teams, the Government’s newly-emerging Training and Enterprise Councils (TECs) and rural partnerships. Over a 12-month period, Business in the Community has established three active rural partnerships focusing on regeneration issues in local areas. The Changing Spaces initiative, developed by the Rural Enterprise Target Team, encourages landowners and farmers to convert redundant rural buildings into new business premises.



With a strengthened regional network of eleven local offices and a co-ordinated portfolio of partnerships and programmes, Business in the Community is well-equipped to address the changing needs of the new decade.

Looking forward into the nineties, HRH The Prince of Wales and his President's Committee have established guidelines for company boards on how to increase the prosperity of local communities through mainstream business activities. These guidelines are known collectively as an **Agenda for Action** and encompass:

- Investment
- Marketing and communications
- Purchasing and sub-contracting
- Employee community involvement
- Recruitment, education and training
- Management development.

Business in the Community is now using this Agenda to encourage more companies and particularly tomorrow's business leaders to make community involvement a natural part of successful business practice.

Training and Enterprise Councils

Following the 1988 White Paper *Employment in the 1990s*, Training and Enterprise Councils (TECs) have been established to take over responsibility for the Government's training and small business programme. TECs build upon the substantial work of private-public sector partnerships supporting small firms and economic regeneration.

TECs will provide opportunities for businesses to pursue a wide range of enterprise, training and regeneration initiatives which will benefit both themselves and the communities in which they operate.

Business in the Community is supporting the work of TECs by encouraging its members to support TEC initiatives. It also provides information and advice to TECs based on direct experience with business leaders as well as specific expertise on training, enterprise and economic regeneration issues.

Working with our Member Companies

Throughout the country Business in the Community will continue to work with its member companies in partnership with government, voluntary and local groups to develop the quality and extent of business involvement in the community. Business in the Community will:

Develop still closer working relationships with its members to encourage integration of corporate marketing with community programmes;

Increase member involvement in Business in the Community programmes.

◀ TOWER HAMLETS ADVANCED TECHNOLOGY TRAINING.

Each year some 300 unemployed adults receive full-time and short-course training in computing, office studies and micro-electronics. Through business-community partnerships, employers gain access to local pools of skilled labour and provide essential employment opportunities.

1981
Business in the Community founded

1983
One hundredth Local Enterprise Agency established

1984
Business in the Community merger with CBI Special Programmes

1985
HRH The Prince of Wales becomes President

1986
The first One Town Partnership is announced alongside a new generation of inner city partnerships

The first international event co-organised by Business in the Community is held in Boston, Massachusetts

The Per Cent Club is launched by the Prime Minister and HRH The Prince of Wales

1987
The first Neighbourhood Economic Development Partnership is launched with the Finsbury Park Community Trust

To serve its members more effectively, Business in the Community is expanding its communications programme of seminars and conferences and building up a comprehensive information bank of good practice.

Small Firms Make Big Contributions

Community involvement makes business sense for companies of all sizes. The Marketing Business Action Target Team, chaired by Unilever's Michael Heron, encourages the participation of small and medium-sized companies in private-public sector partnerships through a marketing campaign conducted through Business in the Community regional offices.

Initiating Global Action

The first experimental meeting of The Prince of Wales Business Leaders Forum took place in February 1990 in Charleston, South Carolina, USA, when over 100 chief executives from 13 countries met to discuss the new challenges facing business from the rising expectations of 'stakeholders'.

The Prince of Wales Business Leaders Forum is a network of chief executives of international and multi-national business and is organised by Business in the Community International, a newly-formed company. It promotes action to improve the quality of life in global markets as part of competitive international business practice.

During 1990 further events were held in Hungary and Japan and the future programme includes initiatives in Europe, Asia and South America.

Expanding Community Involvement

Since 1981, Business in the Community has demonstrated that partnerships between business, government, voluntary groups and local communities are the key to creating a positive impact on the social and economic growth of communities.

Businesses are motivated both by an altruistic desire to support the communities in which they operate as well as by tangible operational benefits.

Business in the Community is promoting private-public sector co-operation on a large scale in two ways:

- Through an expanded communications programme, focusing on its Agenda for Action
- Working with companies to tailor community involvement programmes which meet corporate objectives as well as contributing collectively to long-term social regeneration.

1987
The first annual Per Cent Club Lecture is given by HRH The Prince of Wales at Lancaster House

The first eight Target Teams are formed

1988
Formation of Business in the Cities with CBI and Phoenix Initiative

Formation of Cymru BITC Wales

1989
Establishment of the Foundation for Education Business Partnerships

First national conference for Local Enterprise Agency chairmen

1990
Formation of The Prince of Wales Business Leaders Forum following an international conference held in Charleston, South Carolina

Launch of Business in the Environment

Launch of Employee Volunteering Initiative and the UK Company Award for Employee Volunteering

Business in the Community is encouraging all companies to: increase the level of their investment in local communities; and focus corporate investment more effectively through community-based partnerships.

By making community involvement a natural part of successful business practice, Business in the Community is working to promote the health of communities throughout the country as Britain moves toward the 21st century.

"There is much more to do. But this review chronicles just how far Business in the Community has gone towards achieving its mission in a few short years.

So much could not have been accomplished without the talent, imagination and commitment of a very high order shown by a dedicated group of people – the Business in the Community staff."

Stephen O'Brien, Chief Executive
BUSINESS IN THE COMMUNITY

"We've helped produce this review for Business in the Community because we believe totally in the idea that lies behind it. British Gas, although a growing international company, will continue to develop its strong regional business in Britain receiving great benefit from its involvement in education, support for the arts and environmental improvement.

I urge you to review your company's community involvement activities to see how they can be developed or extended in the future. Business in the Community exists to help you in this task and plan a programme to meet specific business goals.

By doing so, you will assuredly be serving the best interests of your employees, investors and customers – whatever the size and nature of your business."

Robert Evans, Chairman
BRITISH GAS

Corporate Review was made possible by British Gas and produced by Burson-Marsteller for Business in the Community.

Business in the Community would also like to thank:
The Design Department Limited, design
Bob Gannon, photography (additional photography by David Chancellor (P2) and Matthew Prince (P14))
Wordwork plc, typesetting
Kent Edwards Litho Limited, printing

December 1990

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