

Bulletin



Issue Number Four

Winter 1993

BITC: ONWARDS, UPWARDS

Business in the Community is to step up its efforts in 1993 to promote 'hands-on' community involvement among companies.

Following her appointment in April 1992, BITC Chief Executive Julia Cleverdon warned in a *Financial Times* interview that "any executive who thinks that signing up for Business in the Community just means cucumber sandwiches on the lawn at Highgrove House is in for a nasty shock".

Because securing commitment of senior management is vital to the promotional effort, BITC's *Seeing is Believing* programme hosted visits by over 100 senior executives to community projects across the country in 1992.

To broaden the scope of community involvement beyond the boardroom, *Employees in the Community* staged a National Action Day in June as part of its campaign to promote greater employee involvement in volunteering and secondment activities.

Following an organisational review, Julia instigated a major in-house reorganisation in November. This involved flattening the structure to improve communication, decision-taking and results; strengthening the relationship between regional offices and London office campaign units; and maximising resources and talents in key priority areas.

According to Julia, such measures will enable BITC "to remain firmly on the front edge of development, forward looking, never complacent,

never resting on its laurels. We must explain practically, simply and clearly what companies can do to make a difference."

BITC's Business Case Leadership Team, chaired by **United Biscuits** Group Chief Executive Eric Nicoli, is providing valuable business and marketing expertise to promote the benefits of community involvement to companies. To help companies work more effectively with government, David Grayson's Business Strategy Group provides guidance on public policy and issue management and has established a research forum to identify areas for in-depth investigation.

Julia's appointment as successor to Stephen O'Brien marked the end of a ten-year era in which the impact of BITC's support for economic development and enterprise led to the establishment of *Business in the Environment*, *Opportunity 2000*, *Employees in the Community* and *Seeing is Believing* programmes.

"I think we have established community involvement firmly on the agenda of most profitable companies in Britain," Julia said. "We can now work with those businesses to push forward the boundaries with new ideas and ventures."

... AND ON THE MOVE

From 1 February, Business in the Community's London headquarters will be based at Stratton Street in London's West End.

Chief Executive Julia Cleverdon commented on the upcoming move:

"BITC has been the grateful lodger of both **NatWest** in its City Road building since 1983 and **GrandMet** in St James's Square since 1990. We are delighted that **Erdman Lewis** have now generously offered us 13,000 square feet on a 3-year lease at a vastly reduced rental.

"This has given us an opportunity to pull together all BITC staff in one building, enabling us to streamline our work and improve our effectiveness."

**From 1 February 1993, Business in the Community will be based at:
8 Stratton Street
London W1X 5FD
Tel 071 629 1600
Fax 071 629 1834**

- * NEW PARTNERSHIPS WITH NOT-FOR-PROFITS
- * GETTING STARTED WITH EMPLOYEE VOLUNTEERING
- * BUSINESS HELPS PUPILS 'AIM HIGH'
- * PER CENT CLUB COMMUNITY INVOLVEMENT REPORT

Partnership News

BITC TEAMS UP WITH LONDON FIRST

Business in the Community is to work closely with *London First*, a new public-private sector partnership to maintain and enhance London's reputation as a world-class city.

Launched in October, *London First* will tackle key infrastructure issues in the capital, including transport, education and training, economic development and quality of life.

London First will also work closely with *London Forum*, a Government-backed private sector body promoting London as a centre for tourism and culture.

Both *London First* and *London Forum* will be chaired by **GrandMet** Chairman & Group Chief Executive Sir Allen Sheppard.

BITC Executive Vice Chairman Stephen O'Brien will chair a common executive committee for the two organisations.

BITC Partnership Director Graham Bann stresses that *London First*, although independent from BITC, will be supported by BITC expertise.

"*London First* and BITC will not duplicate each other's work, nor will they compete for private sector resources," Graham explained.

"London-based companies should be encouraged to support the complementary work of both organisations."

For more information contact Janie Joel, *London First*, on (071) 321 6469.

WORKING IN CONCERT TO HELP HOMELESS

Nearly £5,000 has been raised on behalf of London's homeless through a classical music event staged by **Cable & Wireless** in partnership with Camden ITEC - Capital Housing Project, supported by BITC volunteers.

Cable & Wireless sponsored a concert by the Hertfordshire Chamber Orchestra at St John's Smith Square on 17 January. The programme featured world-class soloist Tasmin Little in a performance of Tchaikovsky's Violin Concerto.

Proceeds from ticket sales were donated to the Camden ITEC - Capital Housing project, which houses and trains 16-to-18-year-old homeless people in Hackney.

London First is now considering running further concerts to support other London projects.

For further information contact Janie Joel, *London First*, on (071) 321 6469.

BUILDING PARTNERSHIPS WITH NOT-FOR-PROFITS

Business in the Community has committed to work more closely with the not-for-profit sector as part of its mission to increase the quality and extent of community involvement.

Under BITC Chief Executive Julia Cleverdon, greater priority has been placed on strengthening working relationships with key national not-for-profit organisations. The aim is to agree clear objectives and set targets for specific follow-up action.

As a first step towards Julia Cleverdon and **Community Development Foundation** Chief Executive David Thomas signed a partnership agreement at the *Directions for the Nineties*

conference in Chester in October 1992.

The signing followed a 24-hour working retreat in May 1992 attended by BITC and CDF Regional Directors, sponsored by **Whitbread**.

Both general principles and specific actions were agreed and a joint economic development project has been established in the South Wales Valleys as a pilot initiative.

Further strategic partnerships are being discussed with *London First*, Action Resource Centre and the Groundwork Foundation.

For more information contact Graham Bann, BITC Partnership Director, on (071) 629 1600.

Business in the Community Bulletin is published by the Communications Division of Business in the Community to publicize the organisation's policies and activities. Articles and news items should be sent to:

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Seeing is Believing**BUSINESS LEADERS SEE FOR THEMSELVES**

Over 100 business leaders have toured oilfields, training centres, schools and other community projects as part of the 1992 *Seeing is Believing* programme.

Launched in 1990 by HRH The Prince of Wales, *Seeing is Believing* provides opportunities for senior executives to observe community involvement first-hand.

Project visits highlight issues in education and training, the environment, homelessness, inner-city economic regeneration, employee involvement in the community and the arts.

Since the programme's inception, more than 300 business leaders have participated in project visits. Representatives from both the private and public sector endorsed *Seeing is Believing* in the 1992 report.

Clive Mather of **Shell UK** wrote, "I would very strongly support as many business leaders as possible being given the opportunity to see

first-hand the real issues in society".

Angela Heylin, Chief Executive, **Charles Barker**, observed that "the challenge for each of us, visiting the various projects, is to turn reaction into action".

At the St James's Palace report back session on 10 December, speakers from the private, public and voluntary sectors illustrated the value of partnership between business and the community with case histories.

Inspired by a 1991 visit to The Passage Day Centre and the Leysian Mission, **Ladbroke Group** Joint Managing Director Peter George donated an unused building to establish The Homeground Partnership, a 30-bed hostel with training facilities for the homeless.

Homeground was launched on 8 December with support from **Ideal Homes, McAlpine, Tysons** and **Forte Hotels** as well as the public and voluntary sectors.

For copies of the 1992 report, contact Lucy Lush on (071) 629 1600.

Dragon Awards**LBC BACKS DRAGONS**

LBC Newstalk is to help promote community involvement more widely in London by supporting the 1993 Dragon Awards.

The Awards, now in their sixth year, recognise outstanding contributions to the improvement of UK community life and employment opportunities by London-based businesses.

LBC will promote the Awards with 30-second promotional message

spots over a three-week period as part of their community affairs broadcasting programme.

Five Awards will be presented in October at the Lord Mayor's City Banquet, with special certificates for companies nominated by community groups, small firms and public sector organisations.

For nomination forms or additional information contact Lucy Macnamara, Events Officer, on 071 629 1600.

Enterprise**TSB ENTERPRISE AWARD PROMOTES BEST PRACTICE**

Talent Squads, Positive Purchasing and Investors in People initiatives have been identified as future priorities for Local Enterprise Agencies through a national awards scheme.

The Enterprise Agency '92 Award, sponsored by **TSB Bank**, provided a platform for recognising and sharing best practice among Local Enterprise Agencies throughout the UK.

Each of the 79 entrants was asked to answer four key questions, providing a short discourse on strategies they were implementing to promote the small business movement. TSB invested £25,000 in the initiative as part of its LEA support programme, which also includes free-of-charge videos for agencies to use in training courses.

Great Western Enterprise took the first prize of £5,000 and eleven other agencies received regional awards of £500 each.

"Our team has worked very hard over the last few years to make GWE into a one-stop business centre," said GWE Director Norman Hayes. "The Award adds to our strength and our reputation among our partners and clients, and will support the Wiltshire 'One-Stop-Shop' application."

The judging panel, which included BITC Partnership Director Graham Bann, felt that, despite the excellent quality of some entries, overall LEAs needed to become more pro-active in meeting the challenges of a changing marketplace.

Copies of the Enterprise Agency '92 Executive Report can be obtained free of charge from local TSB branches.

Employees in the Community

WORKSHOPS GET COMPANIES STARTED

BITC is to offer a series of one-day workshops for companies wishing to establish employee volunteering programmes.

Getting Started will provide assistance in programme design, staffing, structure and budget, communications, monitoring and evaluation and working with community organisations.

Each applicant will complete a questionnaire which will be used to tailor the programme to the needs of participants.

MARKS & SPENCER SUPPORTS NI SECONDMENTS

Marks & Spencer and BITC Northern Ireland are to work with local businesses to develop short-term community secondments for company managers.

M&S have committed personnel to manage and evaluate the initiative, which is based on the 100-hour assignment model developed originally by the Action Resource Centre.

Five voluntary sector projects have been selected for the pilot phase of the programme.

BITC NI has created a database of projects with which managers can become involved to broaden their skills and experience.

For more information contact John Heaslip, Director, BITC Northern Ireland, on (0232) 438 300.

BITC members will be charged £50 (inc VAT) and non-members £70.

Provisional dates have been set for five workshops in 1993:

10 February	London
15 April	Birmingham
15 June	London
14 September	Manchester
11 November	London

For more information contact Amanda Bowman, Campaign Manager, Employees in the Community, on (071) 629 1600.

SOUTHERN REGION BACKS EMPLOYEE VOLUNTEERING

BITC Southern Region is staging seminars for local business leaders to highlight the benefits of employee volunteering.

The programme is part of a national **Royal Mail** series run in partnership with business and local voluntary groups, including the Council of Voluntary Organisation and Berkshire, Buckinghamshire and Oxfordshire Nature Trust.

The first two seminars were held in Bedford and Reading, with another planned in Portsmouth.

In Windsor and Maidenhead, BITC staff and representatives of the Royal Borough Business Forum addressed a breakfast meeting sponsored by Hitachi to promote employee involvement.

For more information contact David Graham, Director, BITC Southern Region, on (0865) 795608.

Business in the Environment

Green Code for Suppliers

Business in the Environment, the Chartered Institute of Purchasing and Supply, and the National Environment Unit of **KPMG Peat Marwick** are together developing a voluntary code of environmental practice for suppliers.

Developing the code is part of BiE's continuing work on measuring environmental performance. Practical guidelines for customers and suppliers will be published in May 1993.

Life Cycle Analysis

BiE and SPOLD (Society for the Promotion of Life Cycle Development) are working with SustainAbility Ltd to produce a user-friendly Life Cycle Analysis reference guide.

From Cradle to Cradle, covering centres of excellence, products and case studies of Life Cycle Analysis in action, will be launched in June.

Local Initiatives

BiE is working closely with the Government's Advisory Committee on Business and the Environment (ACBE) to establish local partnerships between business (especially small and medium sized companies), government and environmental organisations in ten trial areas.

New Publication

BiE has launched *A Measure of Commitment* for companies wishing to set targets and monitor performance. This follows the *Executive Guide* (introduction to issues) and the *DIY Review* (step-by-step guide to practical action). *For more information contact Reena Chudha, BiE, on (071) 629 1600.*

*Economic Development**Opportunity 2000*

COMMUNITY ENTREPRENEURS 'WORKING IN PARTNERSHIP'

'Working in partnership' was the theme of a conference hosted by BITC as part of its Community Entrepreneurs Development programme.

The conference aimed to examine the needs of organisations, illustrate different approaches to partnership between the private, public and voluntary sectors, share experience and improve practice.

Delegate workshops examined working models of professionals in partnership with the community, including the Springfield Partnership (Northern Ireland), The Adun Society (Deptford), West Calder

Community Holdings (Scotland), Moss Side & Hulme Community Development Trust (Manchester), Little Germany (Bradford) and the Highbury Initiative (Birmingham).

Workshop discussions identified key issues including the need to agree a long-term vision, pace development, adopt achievable targets, share ideas, develop networks, take initiative with local authorities, develop 'clout' and 'trust' and establish accountability.

For copies of the report contact Anne Harris, BITC Economic Development Division, on (071) 629 1600.

WITTON BUSINESS GROUP GETS INTO ACTION

BITC West Midlands has joined with the Witton Business Group, Birmingham TEC, the City Action Team and the City Council to help local firms beat the recession.

The *Action for Witton* plan, launched at **GKN Axles**, involves environmental improvements, business development and training and creation of community links.

BITC Regional Director Vince Brennan, has supported the Witton Group over the past year.

"This is an excellent example of business leadership and partnership in action," he said. "It has brought together a wide range of business types and sizes, together with central and local government, all working towards a common aim - the regeneration of this mixed residential and business area."

Ted Manders has been appointed by BITC West Midlands as Development Co-ordinator to help the Group achieve its initial targets and secure funding to continue beyond the first year.

Proposals under consideration include four landscaping schemes to enhance gateways to the area, production of a local business services directory to encourage trade within the area, development of education business partnerships with local schools, and working with the residential community on joint projects such as the promotion of new housing in Witton.

Vince is confident of the Group's success, noting that "they are now acting as a role model for other business groups in the area."

Contact Vince Brennan, Director, BITC West Midlands, on (021) 451 2227.

Turning the Tide at Work

One year on from its launch, *Opportunity 2000* is turning the tide against wasted female talent at work, according to Lady Howe, Chairman of BITC Women's Economic Development Team.

"Opportunity 2000 has had a tremendous first year," she declared at a November gathering of 300 senior executives from the private and public sectors. "Members are taking practical action and achieving improvements in opportunities for women."

Launched in October 1991 with 61 employers, *Opportunity 2000* now claims 150 members, representing over 20% of the nation's workforce.

Despite the evidence of improvement among all the founding companies, Lady Howe warned against complacency.

"We have of course only just begun - this is a long-term campaign," said Lady Howe.

Employment Secretary Gillian Shephard echoed this statement in her own address and reminded managers that there are still 'no go' areas of employment for women as well as those in which women are employed primarily in low-status occupations.

The first annual *Opportunity 2000* report, based on in-depth interviews conducted with member companies, indicates more work is now needed to encourage line managers' commitment to equal opportunity change. Improved communication to raise awareness of the initiative should also become a priority.

For more information contact Lisa Sturge, Opportunity 2000, on (071) 629 1600.

*'Directions for the Nineties' Regional Conferences**Education*

SPREADING THE MESSAGE TO BUSINESSES

More UK companies are getting involved with their communities following regional conferences staged as part of BITC's *Directions for the Nineties* campaign.

Five conferences were held in 1992 with a sixth conference in Wales planned for March 1993.

British Gas, BT and Grand Metropolitan have supported the events with keynote speakers and production support in addition to their sponsorship of the campaign. Sponsors chose the locations, which included Birmingham, Newcastle, Reading, Chester, Belfast and Cardiff.

The conferences provided BITC regional offices with opportunities to make contact with companies which had hitherto shown little interest in the community.

Each conference combined plenary presentations with syndicate discussion but the precise format was tailored to suit local needs by each planning group.

Delegates were recruited primarily through direct mail and personal selling by members of the planning groups.

BITC Northern Ireland developed a comprehensive marketing strategy, placing a series of articles on community involvement in the *Belfast Telegraph* in the run-up to their conference.

Several key actions were taken following conferences in:

- * **Birmingham** - British Gas hosted a seminar on people with disabilities with 50 local companies.
- * **Newcastle** - a new "Business in the Community" award was

established as part of the Northern Business Awards Programme. The local Per Cent Club was expanded.

BITC is establishing a local Professional Firms Group and an Environmental Forum with local employers to co-ordinate company involvement on environment issues.

* **Reading** - four new Business Leadership Teams are now being established in Portsmouth, Oxfordshire, Bedfordshire and Brighton.

* **Chester** - over 20 new companies were brought on board and larger companies plan to act as "ambassadors" to increase commitment of other companies.

* **Belfast** - 14 companies new to community involvement are now developing policies and programmes. 30 companies requested BITC help in auditing their programmes.

The Belfast Education and Library Board invited BITC to work with **Marks & Spencer** in a campaign aimed at increasing the quality and quantity of school governors.

Coca-Cola and **Guinness** asked for assistance in positioning their local programmes. **Gilbey's Gin** invited BITC to work with their PR company to help them communicate companies' involvement more effectively.

All the conferences have yielded new company contacts which are now being followed-up by BITC regional staff.

For more information contact Graham Bann, BITC Partnership Director, on (071) 629 1600.

BUSINESS TO HELP PUPILS 'AIM HIGH'

Young people need help to aim higher and achieve more, according to HRH The Prince of Wales, President of Business in the Community.

Addressing the 'Opportunity Through Partnership' conference at Salford College of Further Education, the Prince noted that the resources of the entire community must be mobilised in "Creating a new culture of education and achievement, in which everyone has a part to play".

A new BITC Education initiative, to be launched in March 1993, will involve businesses in encouraging more pupils to stay on in education and training.

In particular, the campaign will help raise awareness among employers of new vocational qualifications which, according to the Prince, deserve equal weight with more academic qualifications.

TOYOTA FUNDS SCIENCE

Since its launch in September, the **Toyota Science and Technology Education Fund** has awarded more than 270 grants totalling over £120,000 to over 130 Education Business Partnerships.

These EBPs support curriculum development in over 500 schools in partnership with over 1,000 companies across the country.

The success of both EBPs and Compact schemes in supporting business involvement with schools and creating learning opportunities has resulted in further funding from the Department of Employment.

For more information contact Charles Perry, BITC Education Unit, on (071) 629 1600.

Publications

For copies of the following publications, contact the BITC staff member indicated in parentheses following each entry.

Customised Training for Small and Medium sized Companies: Guide for Action. Illustrates benefits of local Customised Training schemes for small and medium sized firms. (Anne Harris)

Customised Training: A Guide for Training Providers. Manual for setting up and running Customised Training programmes. (Anne Harris)

Dragon Awards 1992 Entries. Entries submitted for the Lord Mayor of London's Award for Business Involvement in the Community. (Lesley Kneivitt)

Employee Volunteering: Lessons from America. Report on employee volunteering in eight US cities. (Sharon Olsen-Vetland)

Employees in the Community: Handbook for Action. Comprehensive guide to employee involvement produced in association with the Volunteer Centre UK. (Sharon Olsen-Vetland)

Growing Business in the UK. Report from four study areas, compiled with Coopers & Lybrand, confirming benefits of partnership. (Anne Harris)

A Guide to Community Economic Development, prepared for BITC by Richard MacFarlane (*Corporate Citizen* special supplement). (Anne Harris)

Making a Necessity of Virtue. Report on corporate community involvement in America (see page 8 for story). (David Grayson)

A Measure of Commitment: Guidelines for Measuring Environmental Performance. Guidebook with case studies from 14 companies compiled by Business in the Environment and KPMG Peat Marwick's National Environment Unit. (Reena Chudha)

The Partnership Principle. Video and handbook explaining partnership sourcing concept and giving useful reference and contact information. (Anne Harris)

Pro-Active: Professionals in the Community. Describes opportunities for professional firms' involvement with the community. Includes list of useful contacts. (Anne Harris)

Sector Success. This sectorial approach to involvement with education enables companies to address important industry issues at a national level. (Charles Perry)

Seeing is Believing 1992. Includes impressions, lessons learned and actions taken by over 100 business leaders visiting community projects across the UK. (Eva Hamilton or Lucy Lush)

NEW COMMUNICATIONS SEMINARS PLANNED IN 1993

Due to popular demand, BITC is to continue its Communications Seminars series in 1993.

The programme, developed by BITC in association with its public relations advisers Burson-Marsteller, provides a forum for PR experts, community affairs directors, journalists and City analysts to examine how companies can best communicate their community involvement activities.

Speakers with first-hand experience address several key questions for community involve-

ment and communications specialists, including:

- * How does community involvement influence corporate reputation?
- * What are the most appropriate communications techniques?
- * Should community affairs managers play a role in communications?

For more information contact Lucy Macnamara, BITC Events Officer, on (071) 629 1600.

JOURNALS PROMOTE INVOLVEMENT

BITC is working with specialist journals *Community Affairs Briefing* and *Corporate Citizen* to improve awareness of corporate community involvement.

Community Affairs Briefing, edited by Mike Tuffrey and published by **Burson-Marsteller**, provides community specialists with an in-depth, 'insider's' view of current practice, trends and opinions.

Corporate Citizen, edited by Laura Irvine in conjunction with the Directory of Social Change, presents a more general, research-based overview of the field, targeting the voluntary, public and media sectors as well as business.

Both journals support BITC's mission to increase the quality and extent of community involvement.

Contact Mike Tuffrey, *Community Affairs Briefing*, on (071) 287 6676; Laura Irvine, *Corporate Citizen*, on (071) 284 2229.

BITC MEMBER COVERAGE TRIPLES

Mentions of BITC member companies in BITC media coverage have tripled since 1991, according to an audit of media exposure conducted by BITC's Press Office.

Stressing the importance of measurement in press management, Communications Director Adrian Hodges also noted that BITC's overall media coverage more than doubled over the past year.

Opportunity 2000 and *Employees in the Community* campaigns made particularly strong showings in the media stakes. *Directions for the Nineties* helped strengthen coverage in regions staging conferences.

The quality of coverage has also improved. Community involvement series have resulted from partnerships involving BITC, **GrandMet** and London's *Evening Standard* as well as BITC Northern Ireland and the *Belfast Telegraph*.

For more information contact Adrian Hodges or Tracey English, BITC Press Office, on (071) 629 1600.

PER CENT CLUB ANNUAL MEETING

REPORT BACKS BUSINESS CASE FOR INVOLVEMENT

New research conducted by BITC and management consultants Bain & Co has revealed growing links between community involvement and business interests.

Beyond Charitable Giving, published in the 1992 Per Cent Club Annual Report on 15 December, indicates that companies' community involvement is moving towards supporting commercial activities and away from purely philanthropic motives.

Data from the 230 large firms which responded to the survey revealed that as a result of greater integration with business, community programmes are creating a greater positive impact on both business and the community.

Companies which manage their community involvement by establishing policies, setting targets, monitoring progress and allocating responsibilities are significantly more likely to succeed than companies which do not.

Leading edge companies are also using their community involvement to build brand awareness. Eric Nicoli, chief executive of **United Biscuits**, who sponsored the Report, noted that active participation in the community helps in "building reputation by increasing awareness of brands and goodwill amongst stakeholders".

For information, contact Jeremy Lunn, BITC Recruitment Manager, on (071) 629 1600.

LESSONS FROM AMERICA

Making a Necessity of Virtue, a report on US corporate community involvement, is to be published in February by BITC.

This in-depth assessment of American practice, compiled by David Grayson, Managing Director of BITC's Business Strategy Group, is based on a three-month tour of US companies, business schools and not-for-profit organisations between mid-January and mid-April 1992.

The report examines what can be learned from the experience of US practitioners and is designed for use by community involvement specialists in both Britain and the USA.

Key American trends identified in the report include:

- * Companies are moving from disinterested philanthropy to

community involvement which considers business and social benefits.

- * Leading companies are integrating community involvement with mainstream business.
- * Although community cash contributions have plateaued, other business functions are spending more on community action.
- * Systemic change of urban policy and K-12 grade education are top priorities for business.
- * Increasingly companies are translating their experience into public policy ideas, most notably in education.

Copies of the report are available from David Grayson, BITC Business Strategy Group, on (071) 629 1600.

Ashridge Offers CCI Course

BITC and Ashridge Management College are offering a spring residential course on corporate community involvement for senior executives.

Managing Corporate Community Involvement is designed to help participants develop a clearer understanding of the benefits of corporate community involvement, gain insights into best practice, integrate community programmes with mainstream business activity and develop mutual support and guidance networks.

Up to 20 places are available on the three-day programme, which will run during 5-7 April 1993. Each participant will be charged £895 + VAT, inclusive of residential costs.

The course will be led by Martin Scott and Andrew Wilson of Ashridge Management College, with the support of David Grayson and senior staff from Business in the Community. Special contributions will be provided by CCI executives from Shell UK, National Westminster Bank, Whitbread, BT and East Midlands Electricity, as well as the Community Development Foundation.

For more information contact Penelope Clarkson c/o BITC Business Strategy Group, on (071) 629 1600.

Business in the Community has produced this Bulletin for its member companies with the assistance of



Wellcome