

# Seeing is Believing

*A programme, endorsed by HRH The Prince of Wales,  
which invites senior business leaders to see  
for themselves examples of successful  
business involvement with  
local communities and  
projects and then  
take action.*



*BUSINESS in the COMMUNITY*



## *BUSINESS in the COMMUNITY*

Business in the Community (BITC) is the leading authority on the promotion of corporate community involvement. Our mission is to make community involvement a natural part of successful business practice and to increase the quality and extent of business involvement in the community.

BITC is an independent organisation, financed by contributions from over 400 member companies with special project funding from both the public and private sectors. Supported by a network of eleven regional offices, BITC's personnel work closely with member companies to:

- promote business partnerships with local and central government, the voluntary sector and trade unions
- collect and share examples of good practice
- provide expert advice on developing and communicating community involvement programmes
- achieve practical action by matching business resources with community needs
- conduct a year-round programme of events to stimulate debate and develop new approaches in addressing community involvement issues.

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# SEEING IS BELIEVING: HELPING BUSINESS MAKE A DIFFERENCE

By HRH The Prince of Wales

"I happen to believe rather strongly that business has an important role to play in creating a more balanced and prosperous society. Business is unique in its ability to innovate, manufacture, employ and train, market and sell. Business creates wealth, cuts through bureaucracy, makes things happen. In short, business has the power to make a difference.

In my experience, as President of Business in the Community, I have discovered that when trying to persuade senior executives to become involved with various communities, there is nothing quite so compelling as seeing partnerships at work on the "front line" – whether that line lies in East London, Swindon, Bradford or Manchester. For this reason I asked Business in the Community to develop the *Seeing is Believing* programme. Since I launched this initiative in 1990, over 300 business leaders have participated in visits across the United Kingdom, over 100 this year alone.



HRH The Prince of Wales meets local residents at Jubilee Centre during business leaders' visit to Cathall Road Estate, Waltham Forest.

The experience of the *Seeing is Believing* programme tends to change the way business people think and feel about a whole range of community issues. Many confess to having been completely ignorant of the range of social and economic problems faced by groups and individuals across the United Kingdom, some of which lie on their own doorsteps.

It also shows what can be achieved by business working in partnership with local government, voluntary organisations or community groups. Participants discover that business can make a difference in far more ways than they previously thought possible – by contributing managerial, financial and technical skills, recycled and surplus products, volunteering time and accommodation.

More important, *Seeing is Believing* promotes action. Following their involvement with the programme, business leaders have provided a wide range of equipment, property and ideas to projects; involved employees in the community as secondees and volunteers; created work experience, training and employment opportunities for young and long-term unemployed people.

Quite simply, it's good for business. More firms than ever are discovering that community involvement goes hand in hand with everyday business practice. Companies are able to build a more skilled and committed workforce, stimulate local economic growth and enhance corporate reputation.

I am enormously grateful to those executives who have taken time from their busy schedules to lead and attend this year's visits. I also wish to thank those in the public and voluntary sector who have helped to make the programme a success. I hope that their reports and their encouragement will inspire many more to follow in their footsteps."

## HOUSING ESTATES IN NORTH EAST LONDON



**Ian Clark**  
Chairman, Ventures  
Division, Costain  
Engineering & Construction



**Ian Dixon**  
Chairman,  
Willmott Dixon



**Peter Troughton**  
Retail Managing Director,  
W H Smith



**Bernard Heywood**  
Regional Chairman,  
British Gas North Thames

The 1988 Housing Act introduced Housing Action Trusts (HATs) to help tackle problems which commonly arise on housing estates, such as physical decline and poor social, economic and environmental conditions.

In Waltham Forest, some 50 to 60 per cent of families have children, of which 35 per cent are single-parent households. Unemployment varies between 25 and 30 per cent. Approximately 20 per cent of households have been burgled in the preceding two years.

Business leaders visited **Chingford Hall Estate**, comprising three 21-storey tower blocks and eleven 8-storey blocks, accessible from a concrete podium above the largest underground car park in Europe. With only one access road, tenants must cross large, windswept expanses of concrete to travel between shops and schools.

Participants then joined HRH The Prince of Wales at **Cathall Road Estate**, with two 21-storey tower blocks and fourteen linked 4, 5 and 8-storey blocks. Walkways on the upper levels are isolated and forbidding, ill-lit and strewn with rubbish.

*"I was impressed by the commitment from the local tenants, demonstrated not only by their participation in HATS by way of Steering Committee or Board Membership but also by their clear knowledge of the problems and determination (fired by emotion!) to resolve them."*

**Bernard Heywood, British Gas North Thames**

*"There is an urgent need for seed capital, practical training in how to go for jobs, how to start a very small business, how to liaise with the local TEC to get training and support, etc. As far as business is concerned, their role must be to help make things happen either with advice or personnel."*

**Peter Troughton, W H Smith**

*"I believe there is a huge opportunity for self-help, and that in that respect, training and an active interest by businesses could significantly help to rebuild and change the attitudes of those communities."*

**Ian Dixon, Willmott Dixon**

*"The situation we discovered in Waltham Forest was as bad as the worst excesses I had seen in Glasgow as a member of the Inquiry into Housing in that area. I am concerned at the lack of obvious local leadership as this is an essential component of attitude change. What the community needs is some of their own number to take a degree of ownership. I am quite prepared to spend an evening periodically with the tenants to help them focus realistically on what needs to be done and how it can be done."*

**Ian Clark, Costain Engineering & Construction**



Chingford Hall Estate visitors discover how tower blocks promote isolation and crime.

To discover how business can support the training of people with people with special needs.

## EMPLOYEE VOLUNTEERING IN SWINDON

As part of Business in the Community's Employees in the Community Action Day, Allied Dunbar hosted visits for business leaders to a variety of Swindon-based projects supported directly by Allied Dunbar employees.

**Access Computer Centre** provides specialist computer training and assessments for people with special needs including physical disabilities, sensory loss, mental health problems or learning difficulties as well as women returning to the workforce and people over the age of fifty.

Participants later joined the Prince of Wales at the Allied Dunbar Training Centre to see Employee Volunteering in action.



**George Greener**  
Chairman and Chief Executive,  
Allied Dunbar Assurance



**Tony Hales**  
Chief Executive,  
Allied-Lyons



**Gregory Hutchings**  
Chief Executive, Tomkins



**George Simpson**  
Deputy Chief Executive,  
British Aerospace



**Edmund Wallis**  
Chief Executive,  
PowerGen



**Robert Willett**  
Chief Executive,  
Gateway Foodmarkets



Vicky Wood shows Tony Hales, George Simpson and Edwards Wallis a modified keyboard used by trainees with disabilities.

*"It's all about helping people to find out what they are really capable of doing, to enable them to realise what they would like to do and then assist them to do it – and that's great!"*

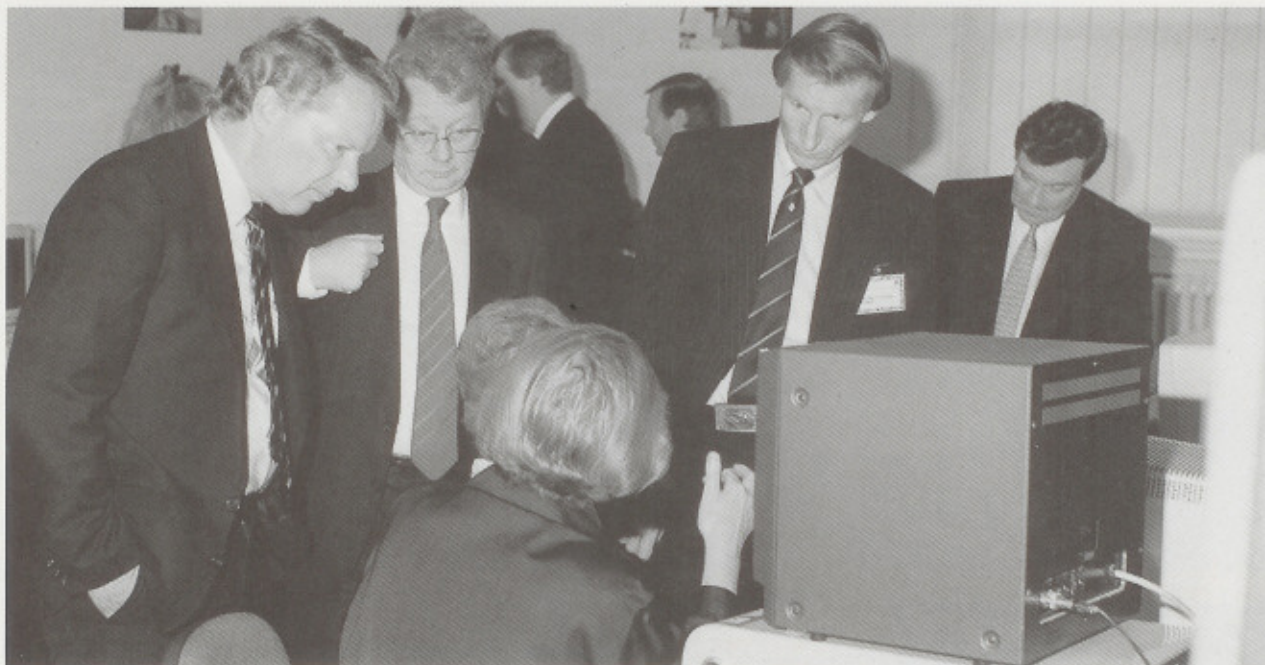
**George Greener, Allied Dunbar Assurance**

*"For those of us with a long history of community involvement and employment of disabled people, the challenge is how to keep things fresh. Routine procedures will lead to decay and complacency. The Allied Dunbar special newsheet was an interesting idea and we will follow this up by looking at expanding our existing communication by producing our own paper on Citizenship for our worldwide employees, with a small competitive element to add a little fun."*

**Tony Hales, Allied Lyons**

*"I was particularly inspired by the Swindon Access Computer Centre in retraining disabled people to cope with their disability, and to see how enthusiastic they were to get back into a working environment. Not only does this create self esteem for the individuals but it is positively beneficial to business. Outstanding."*

**Gregory Hutchings, Tomkins**



Tony Hales, George Simpson and Gregory Hutchings watch a blind trainee learning to use a voice activated computer.

*"My overwhelming impression from the visit was the courage, competence and application of the trainees which was clearly matched by the commitment and enthusiasm of the trainers... As an employer in a heavy engineering environment committed to very high safety standards, I am obviously conscious that extra effort is sometimes required to enable some people with disabilities to work in certain areas, but that effort is relatively easily achieved and is small in relation to the rewards to the employee, their colleagues and the company."*

**Edmund Wallis, PowerGen**

*"I found the day to be a most enjoyable and memorable occasion. It gave me an ideal opportunity to see your Business in the Community scheme at work and fostered a number of new ideas for my organisation... I was most touched by the level of commitment displayed by the*

*volunteers at the Centre... It is extremely important that we keep such training establishments alive and bring them as near to industry as possible. Only by training people within the framework of industry can we help them to satisfy their full potential."*

**Robert Willett, Gateway Foodmarkets**

*"If I am totally truthful, I have to say I was very sceptical about the value of spending a day away from my desk – despite the exalted company – to look at employee volunteering in action at Swindon. At the end of that day I had completely changed my view. I found the time spent at the Technical College quite moving in terms of the effort and commitment being expended to provide the disadvantaged with a job possibility and the time spent at the Allied Dunbar Training Centre was fascinating as it showed without doubt that employee volunteering is the ultimate in win, win, win situations."*

**George Simpson, British Aerospace**

## LESSONS LEARNED

- **Employee volunteering activities enhance the community projects which are supported, enlarge the experience and skills of participating staff and therefore enrich the organisations which employ them.**
- **By supporting the training of people with disabilities, business helps to build the skills base of the workforce.**
- **Training people with disabilities within an industrial framework is key to helping such individuals fulfil their potential.**

To highlight general community issues with special focus on the value of Education Business partnerships.

## COMMUNITY AND EDUCATION DEVELOPMENT IN BRADFORD

Business leaders met with HRH The Prince of Wales and members of Common Purpose in Bradford to discuss local community issues and initiatives. Common Purpose has operated in Bradford since 1990 and was conducting its second programme there.

Participants continued to **Rhodesway School**, a mixed comprehensive with 25% of pupils from ethnic minorities. Rhodesway is a member of the West Bradford Consortium of four Upper Schools and three special schools which were the first to participate in a Compact scheme with local employers.



**Keith Chapman**  
Chairman,  
Fine Arts Development



**David Johns**  
Partner,  
KPMG Peat Marwick



**Justin Dowley**  
Director,  
Morgan Grenfell & Co



**Rhys Marks**  
Chairman,  
A H Marks & Company



**David Kendall**  
Chairman, Bunzl



**Allan Price**  
Chairman,  
Birds Eye Wall's



**Martin O'Connell**  
Managing Director,  
Field Packaging,  
Field Group



**Alan Winlow**  
Managing Director,  
Yorkshire Brick



**John Tysoe**  
Chairman,  
Yorkshire Electricity Group



*Allan Price learns how pupils benefit from links with industry.*

*"Common Purpose would be an excellent foundation for a community quality council with its aims enlarged to include improving quality in education, quality in the service industries, in health care, in local government."*

**Alan Winlow, Yorkshire Brick**

*"The most significant message emerging from the visit was the potential community value of business/education links. The health of the local community clearly rests on the wealth of the business sector and in many respects the wealth of the business sector depends on the quality of educational output."*

**John Tysoe, Yorkshire Electricity**



Senior Executives discuss how business can improve support for education at Rhodesway School.

*"If the people we met give any guide, Bradford has the will to tackle the formidable challenge of creating a cohesive society. But it badly needs new industries, drawing on local skills, to relieve it of the insidious effect of unemployment."*

**David Kendall, Bunzl**

*"I was struck by the keenness, mental fluency and sense of purpose of the pupils and the commitment of the teachers was clear and impressive."*

**Justin Dowley, Morgan Grenfell**

*"I suspect that many businesses in the Bradford area do not even get involved with secondary schools... to suggest that we can move forward to having some involvement with primary schools needs a spark of genius if the idea is to be marketed successfully to local businesses. Everyone that we met from Satri Conway, Director of Education, Bradford Metropolitan Council, to the local teacher had immense dedication and enthusiasm and they clearly deserve support."*

**David Johns, KPMG Peat Marwick**

*"In my opinion too many agencies are involved in assisting school children with job experience. This is very confusing for an outsider. It is ridiculous that three departments are involved at Government level*

*and many separately funded groups are operating at the local level."*

**Rhys Marks, A H Marks**

*"It must be an important obligation of national bodies to make the case clearly in favour of manufacturing. This would provide the environment within which business and manufacturing leaders such as myself can then locally reinforce the message that not only is manufacturing business an absolute necessity, but it can also be a varied and fascinating challenge not found in purely service environments."*

**Martin O'Connell, Field Group**

*"There is obviously a need for industry to work harder to attract the interest of school leavers. By working closely with schools and establishing a relationship through such arrangements as project work and job shadowing, industry could well assist both itself and the pupils."*

**Keith Chapman, Fine Arts Development**

*"The visit was extremely useful in helping us to realise the need for our BITC focus team to ensure that we make an excellent business case to persuade companies to become more involved in education."*

**Allan Price, Birds Eye Wall's**

## LESSONS LEARNED

- Education-business links are important inasmuch as the health of both business and the community depend on the quality of education received by future employees.
- Involving school leavers in project work and job shadowing can benefit both industry and pupils.

To discover how environmentally-sensitive commercial development can be achieved through partnership with the local community.

## ENVIRONMENTALLY SENSITIVE BUSINESS DEVELOPMENT

Visit led by:



**John Browne**  
Managing Director,  
The British Petroleum Company  
Chief Executive, BP Exploration

Wytch Farm in Poole is the largest onshore oilfield in Western Europe and its 300 million barrel reserves make it the sixth largest in the UK. BP and its partners have received international acclaim for the environmental sensitivity with which the development has been conducted to date, including a Gold Medal from the World Environment Centre for the company's "comprehensive approach to environmental management" (1988) and an RSA Better Environment Award for Industry (1991).

Business leaders visited sites on the Wytch Farm oilfield and well sites on Furzey Island and learned about BP's consultative approach to design, construction and operation of the facilities.



**Roger Hewitt**  
Chief Executive,  
Shanks & McEwan Group



**Michael Harper**  
Managing Director,  
Fire and Safety International



**Nigel Petrie**  
General Manager, Resourcing,  
The National Grid Company



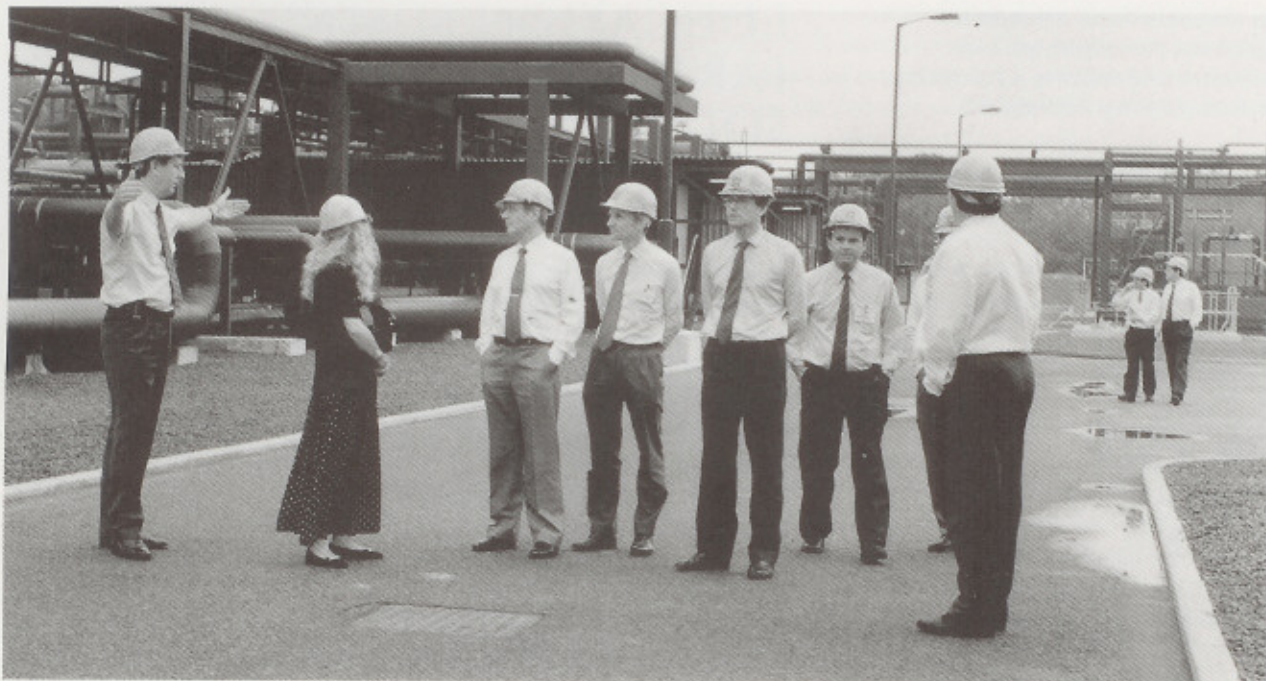
**Peter Linthwaite**  
Director,  
Murray Johnstone  
Developments



BP staff explain computer-controlled oil processing in the Gathering Station control room.

*"BP appear to have achieved what they have from a planning standpoint, by entering into a working partnership with the County Council. It is also interesting that some planning officials in Dorset County Council have become experts in planning matters associated with oil installations and their services are now in demand outside the County... Much of the BP experience could be very helpful to us."*

**Nigel Petrie, The National Grid Company**



Business leaders learn about environmentally sensitive oil processing at Wytch Farm.

*"It was clear that BP and the local planning authorities, whilst each vigorously fighting their corner, had achieved a high level of understanding and trust, based on long experience of working together."*

**Philip Fletcher, Department of the Environment**

*"Local needs were thought about sympathetically, and the jobs/investment advantage not used to cover up a case of environmental profiteering. A good example of how business can develop and be done in such a way as to benefit the local community without disadvantage in the longer term or increase in exposure to risk and damage."*

**Roger Hewitt, Shanks & McEwan Group**

*"Not only must the planning of the site be carefully evolved but also it is necessary to create the right culture among the workforce. This was shown in the relationship of the Environmental Manager with the Production Manager... Both gentlemen saw their role as working together to achieve a joint aim rather than the Environmental Manager acting as a "policeman" on the "excesses" of the Production Manager."*

**Peter Linthwaite, Murray Johnstone Developments**

*"What a contrast between the efforts at Wytch Farm and the appalling power station, glowering over Poole Quay, which graced the early part of the visit!"*

**Michael Harper, Fire and Safety International**

## LESSONS LEARNED

- **Successful partnerships between companies and community organisations require dialogue, trust and mutual appreciation of each other's needs.**
- **Environmentally sensitive development:**
  - can be achieved without undermining commercial success
  - can be mutually beneficial to both business and the community
  - requires cultivation of a corporate culture which incorporates environmental, as well as commercial, values
  - is enhanced by local authorities adopting a realistic approach which balances commercial and environmental objectives.

To discover how Education Business Partnerships can enhance the quality of primary and secondary education.

Visit led by:



**John Roberts**  
Managing Director,  
Post Office Counters



**Peter Cole**  
Executive Director,  
SBCI



**Robert Garfit**  
Managing Director,  
Lambert Howarth Group



**Jeremy Judge**  
Chief Executive,  
Young & Rubicam



**Robin Rowland**  
Director &  
Group General Manager  
Royal Insurance Holdings



**John Cooke**  
Head of Central Unit,  
Department of Trade  
and Industry



**Martin Gray**  
Chief Executive,  
UK Branch Business  
National Westminster Bank



**Diane McGarry**  
Director,  
Rank Xerox (UK)



**Patrick Taylor**  
Finance Director,  
Capital Radio

## EDUCATION BUSINESS PARTNERSHIPS IN SOUTH EAST LONDON

Business leaders met with pupils and talked with teachers in South East London about education issues.

**Childeric Primary School**, situated in New Cross, has 325 pupils aged from five to eleven and a Nursery class of 15 full-time and 20 part-time children. The surrounding community is characterised by high unemployment, low income and high density council accommodation. Over 80% of pupils are from ethnic minorities, with 22 different languages spoken by the children.

**Addey & Stanhope School** is a mixed comprehensive secondary school with 559 pupils drawn primarily from the Deptford area. A high proportion come from single parent families. Many parents are unemployed and 26% of pupils are entitled to free school meals.



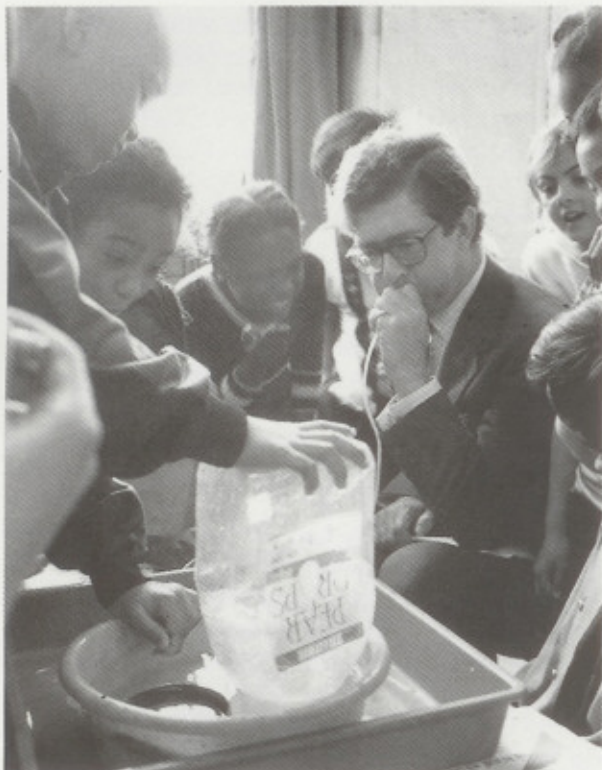
Martin Gray and John Roberts discover the challenges of multi-ethnic education at Childeric Primary School.

*"From the business point of view there is, I think, a recognition that more can be offered than merely money, and the principal things to me seem to be the provision of more work experience opportunities, further secondments for staff, various types of support on a consultancy basis, the provision (most probably locally) of support with topic driven work and the provision of industry's redundant resources."*

**Martin Gray, National Westminster Bank**

*"In these days of strained budgets and recession, the most obvious form of assistance that we can give to schools of this type would seem to be time. There are many senior executives here at Y&R who could help in terms of a specific contribution in the area of life management, for want of a better expression."*

**Jeremy Judge, Young & Rubicam**



Patrick Taylor taking part in a science experiment with pupils from Childeric School.

*"[At Childeric Primary School] The two girl guides were delightful and full of hope for the future – very inquisitive with me about women in business. The school itself seemed like a safe, loving environment for the students... I personally felt some of the needs seemed quite simple. Perhaps a little brainstorming on areas where businesses could contribute would yield some simple solutions."*

**Diane McGarry, Rank Xerox (UK)**

*"I was particularly struck by the potential impact in a school of a relatively small obligation from a business organisation e.g. the provision of paper and pens to the infant class of Childeric School. The importance is in building the links and providing the access."*

**Peter Cole, SBCI**

*"If help is to be forthcoming from the Education Business Partnership, one of the important areas to address will be the integration of the higher educated back to school leavers appearing on the job market in the next 12/24 months."*

**Robert Garfit, Lambert Howarth Group**

*"The deepest impression which the visit made upon me was of the difficulty in such circumstances of lifting horizons to reveal the possibilities of life. I have already put in hand arrangements for pupils from Addey & Stanhope School to be offered work experience at the DTI."*

**John Cooke, Department of Trade and Industry**

*"My main conclusion from the day was that Capital Radio has a major part to play, together with BITC, I suspect, in helping children, employers and schools in the area with work experience problems."*

**Patrick Taylor, Capital Radio**

*"Attending Assembly at Childeric was something special, as was sitting on the floor with four year old Vietnamese and Turkish children."*

*The idea of associate governors who provide help in key areas on an occasional basis does sound a good one for both here and elsewhere.... It tackles the real difficulty of people in work being able to give up a number of consecutive days of their job."*

**Robin Rowland, Royal Insurance Holdings**



Diane McGarry answers questions about women in business at Addey and Stanhope School.

## LESSONS LEARNED

- Beyond money and expertise, business can offer schools work experience, staff secondments, opportunities for topic-driven work and redundant resources.
- Integration of school leavers and graduates into the workforce during recession should be an important priority for Education Business Partnerships.
- Associate governorships provide flexibility which would enable people in work to provide tactical assistance to schools in key areas.

To discover how Housing Associations create social support for people experiencing housing difficulties.

Visit led by:



**Mark Boléat**  
Director-General,  
The Building Societies Association



**Catherine Bell**  
Head of Competition Policy  
Division and Director of  
Deregulation Unit,  
DTI



**Tony Carey**  
Managing Director,  
St George



**David Cherry**  
Senior Partner,  
Donaldsons



**Peter Rice**  
Finance & Planning Manager,  
Commercial Union



**Frank Swan**  
Managing Director,  
Beverages Stream,  
Cadbury Schweppes



**Timothy Vestey**  
General Manager,  
Western United  
Investment Company

## HELPING LONDON'S HOMELESS

Housing associations own over 600,000 houses in the United Kingdom. Beyond providing affordable rented accommodation, however, housing associations offer social support programmes for a wide variety of clients. The housing shortage in London in particular has become particularly acute, affecting a broad spectrum of people. Business leaders saw the work of:

**Soho Centrepoint**, which deals with young homeless people newly arrived in Central London.

**Soho Housing Association**, is a community based association which attempts to improve local housing conditions. It manages 400 housing units.

**Circle 33 Housing Trust** in Islington, which works in partnership with over 50 voluntary organisations to provide a wide spectrum of facilities including family houses, sheltered accommodation for the elderly, supported housing for single people and a day centre for psychiatric rehabilitation.

**Peter Bedford**, a registered charitable housing association based in Islington and Hackney working with people whose lives have been disrupted by mental health problems, learning difficulties or homelessness.



*Business leaders discover how Peter Bedford supports people with special adjustment and housing needs.*

*"What parents give children are roots and wings. The trouble with homeless youngsters is that they have no roots and they haven't been prepared to have wings."*

**Nick Hardwick, Centrepoint**

*"Clearly, providing overnight hostel accommodation, although essential, was of no long term help in itself for those people. Careful and expert counselling is required as well if they are to rebuild their shattered personalities and personal esteem, or in some cases build them for the first time."*

**David Cherry, Donaldsons**

*"The visit provided an opportunity to experience the excellent work being carried out by each of the specialist Housing Associations. There is clearly great scope for the private and public sectors to work in partnership to provide much needed homes and facilities."*

**Tony Carey, St George**

*"[At Centrepunkt Soho] Nick Hardwick reported that as a general rule the amount of time someone is on the streets equal approximately the amount of time needed to rehabilitate them. This suggests that our human and financial resources should, as far as possible, be concentrated on this area of activity in an effort to reduce the size of the longer term problem."*

**Frank Swan, Cadbury Schweppes**

*"How can business help? Two obvious areas for encouragement are in the involvement of executives on Housing Association committees, and the closer consideration of the employment of individuals with mental disorders."*

**Timothy Vestey, Western United Investment**

*"As a representative of central Government, the point was put to me – persuasively – that in addition to issues of public expenditure, fundamental questions on inter-departmental co-ordination of policy need to be addressed. This seemed*

*particularly to be the case in relation to developing a comprehensive and coherent policy on care in the community."*

**Catherine Bell, Department of Trade and Industry**

*"Nick's comment that 40% of the users of the [Centrepunkt] centre have spent time in local authority care was very striking and this is surely an area where greater effort could prevent young people getting into this position".*

**Peter Rice, Commercial Union**

*"The four housing associations visited quickly served to disprove the notion that housing associations are unprofessional. The executives were without exception impressive, knowing precisely what they were doing and running their businesses on commercial lines, albeit accepting a great element of social responsibility."*

**Mark Boléat, The Building Societies Association**



*Frank Swan and Mark Boléat at the Peter Bedford Housing Association Workshop.*

## LESSONS LEARNED

- Homelessness is a complex problem which creates diverse problems for a wide variety of people.
- Short-term provision of accommodation is not so effective in addressing the roots of homelessness as longer-term counselling, practical advice and resources.
- Suggested ways in which business can help tackle homelessness include serving on Housing Association committees, thereby contributing skills, influence and resources and breaking the "no home/no job" circle by employing homeless people, particularly those with disabilities.
- Government and other public sector partners can address homelessness more effectively by acting more concertedly, eliminating departmental barriers and other forms of bureaucracy.

To discover how a business creates education, training and employment opportunities in the local community.

Visit led by:



**Nick Temple**  
Chief Executive,  
IBM (UK)



**Jane Bradford**  
Head of Small  
Business Services,  
National Westminster Bank



**Martin Bryant**  
Director of Corporate  
Development,  
The Boots Company



**Martin Clark**  
Finance Director,  
Northern Foods



**Chris Hairs**  
Actuary UK,  
Legal & General  
Assurance Society



**David Jarvis**  
Chief Executive,  
The Hiram Walker Group



**Bill Jeffrey**  
Undersecretary  
(Operations & Resources),  
Immigration and  
Nationality Department,  
The Home Office



**Brian O'Neill**  
Marketing Director,  
Guinness Brewing Worldwide

## EDUCATION AND TRAINING IN NORTH WEST LONDON

**Gladesmore** is a multi-ethnic community comprehensive school adjoining Markfield Park in the Lea Valley. The school works in close partnership with business and the local community on several fronts, including an "Enterprise Project" in which Year 10 students organise and run their own enterprises or community projects using a variety of classroom skills. The school also has a Compact scheme with local employers which extends courses in modular science, technology, business studies and information technology, languages, media studies and integrated arts.

**Haringey Technopark** is a £8.3 million complex which brings a technology focus to new business development in Tottenham, currently suffering from the highest unemployment levels in London. The Haringey Education Service Training Agency IT Division, provides a range of training services to business, school leavers and the unemployed.



Nick Temple discovers how pupils at Gladesmore School apply classroom skills to running enterprise projects.

*"What was initially striking was the open and friendly style of the school. Initially through the drive and sheer personality of the Headteacher, Helen Marmot, there was a large commitment to the community surrounding the school... During a general discussion of senior teachers it did appear that managing the school budget was a headache! Although not large in a business sense, it did represent a significant amount of money, and this was an area where business could assist in administration and control."*

**Martin Clark, Northern Foods**

*"As schools come to terms with the management concepts of budgeting, cost control and marketing, businesses, large and small, can assist by providing experienced people to work along side the head teacher."*

**Martin Bryant, The Boots Company**

*"The Gladesmore "enterprise project" in which students organise and run their own companies was particularly interesting. The students had clearly enjoyed the projects and had gained a better understanding of how business worked and importantly how to deal with people who are not their immediate peers."*

**Brian O'Neill, Guinness Brewing Worldwide**

*"Schools such as Gladesmore and initiatives such as Haringey Education Business Partnership would benefit greatly from access to the type of skills/support tools commonly available to larger businesses, such as: budgeting and financial control processes; project management techniques; software development capabilities; economic briefings/information packs and data sources generally."*

**Jane Bradford, National Westminster Bank**

*"I found an enormous amount of interest and encouragement to be taken from the morning we spent in Haringey. In the most unpropitious circumstances, people were achieving extraordinarily good results... Large or even medium sized public sector employers could usefully play a part in the kind of collaborative efforts with education authorities of which we heard in Haringey."*

**Bill Jeffrey, The Home Office**

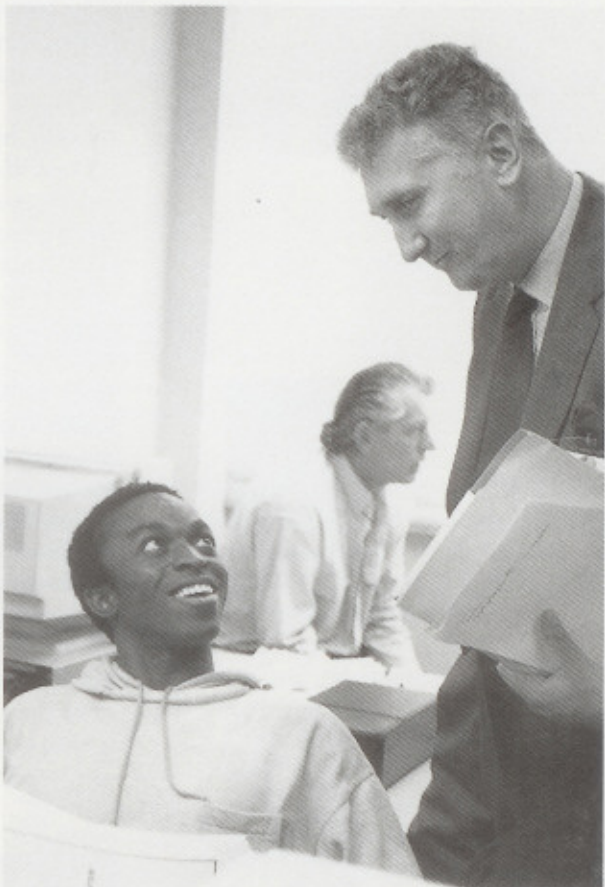
*"The achievements of Helen Marmot and her team are most impressive indeed. The work done by staff should not be undervalued since they understand their 'business' better than any outsider coming for a short burst would do. But an experienced, qualified business finance person could well work successfully with the school people who handle finance."*

**Chris Hairs, Legal & General Assurance Society**

*"The commercial acumen of the students was well developed and illustrated by the multi-faceted*

*projects on which they had worked the previous year. Some of these were outstanding in terms of originality, determination and achievements. There was a good sense of the lessons learned through this practical programme; it should encourage positive thinking and flair in the search for a career. This work had benefited from the Haringey Education Business Partnership."*

**David Jarvis, The Hiram Walker Group**



David Jarvis learns how computer training boosts job prospects at Haringey Technopark.

**LESSONS LEARNED**

- **Business can support schools more effectively by providing small-scale resources such as training and expertise to solve well-defined practical problems.**
- **In addition, business can provide indirect support for education by:**
  - influencing corporate culture in other companies within the same sector and across industry generally
  - influencing governmental policy.
- **Providing expertise to schools can be a valuable development experience for business staff.**

To discover how a business leadership team (East London Partnership) supports local economic regeneration.

## BUSINESS SUPPORTS LOCAL ECONOMIC REGENERATION

### Visit led by:



**Neil Shaw**  
Chairman and Chief Executive,  
Tate & Lyle

**Business leaders visited three projects which had been supported by the East London Partnership, a business leadership team established with the support of Business in the Community in 1989 to benefit people living and working in East London.**

**Hoxton Trust** was launched in 1982 by members of the local community. Achievements so far include the conversion of derelict land into a community garden and the refurbishment of Victorian shops to create shops for rental and flats for rent; and the creation of the first public lavatories in Hackney for over 25 years. Current regeneration projects include conversion of the car park under Sara Lane Court tower block into start-up business units to create 40 new local jobs.



**Bill Alexander**  
Managing Director,  
Thames Water Utilities



**Tim Breene**  
Worldwide Marketing  
Director,  
United Distillers

Since 1969 **Freeform Arts Trust** has worked to create large scale works in public places to enhance and improve the environment, promote new artists and benefit the local community. Free Form specialises in designing for people with special needs, constructing an activities maze to improve children's co-ordination through play. In 1990 a trading subsidiary, Free Form Artworks Ltd, was established to produce hoardings, decorative panels and site specific works, covenanting its profits to charity.



**Michael Casper**  
Managing Director  
& Vice President,  
Procter & Gamble



**Ian Coull**  
Director,  
J Sainsbury

Established by local people in 1977, **Community Links** manages a wide range of local and national community projects. The charity is now working to convert Canning Town Public Hall into a self-financing, multi-purpose Community Centre.



**Les Cullen**  
Finance Director,  
De La Rue



**Richard Green**  
Group Finance Director,  
Dunhill Holdings



*John Cooper of Avanti Architects explains the Sara Lane Court development plan to business leaders.*



**Greg Lock**  
Director of Products  
and Solutions,  
IBM (UK)



**John Robins**  
Group Financial Director,  
Willis Corroon Group

*"I returned to the City, which was full of the economic crisis of the day, thoroughly exhilarated by my few hours in East London. So much has been achieved by the partnerships which BITC have created, so many have been given the thrill of knowing they have really helped other people's lives and helped create more stable communities for*

*their children. I will certainly work to see how I can get our young executives involved – and myself.*

**John Robins, Willis Corroon Group**

*"It was perhaps significant that the day of our visit was Black Wednesday and the sheer scale of the work to be done to help communities to help themselves is completely unaffected by changing exchange rates and our attitude to Europe. Community Links puts current news headlines into perspective."*

**Les Cullen, De La Rue**

*"Personally, the day was worthwhile and a very humbling experience for me. We have much to do to improve the inner city environment and, as always, people with a lot to do should start now."*

**Bill Alexander, Thames Water Utilities**

*"I got a greater understanding of how business people can help. We train our people to be problem solvers, able to develop strategies and formulate plans to achieve these strategies. These talents are very helpful to harness the commitment and resources of the local community."*

**Michael Clasper, Procter & Gamble**

*"[East London Partnership] is a most impressive organisation headed by some very impressive people. I was also hugely impressed by their very strong commitment to only get involved in projects which have a real chance of success and where their input from the business community could make a contribution."*

**Ian Coull, J Sainsbury**

*"The only way to make changes within a community is for the people of that community to want to make it happen themselves. Business can facilitate change, by providing the professional resource that harnesses and focuses local effort effectively.... Every business of any size should include in its management development programme a period of active involvement in helping the community."*

**Richard Green, Dunhill Holdings**



Visitors learn how Freeform Arts Trust benefits artists and the local community.

*"I was amazed. Every moderately successful business professional should spend a day in Canning Town Public Hall. I really would urge you to widen the net of potential business visitors and volunteer workers or advisors in every conceivable way. This was a glorious example of really practical activity encouraging self-help and personal responsibility for improving one's circumstances."*

**Greg Lock, IBM (UK)**

*"From the visit I learnt that urban regeneration really requires a vision of the art of the possible, that this is perhaps best achieved by orchestration of many small but worthwhile projects rather than by one or two major projects. Business skills and aid are clearly essential to these "seed" projects and with the right people involved, it is not a great sacrifice of time."*

**Tim Breene, United Distillers**

## LESSONS LEARNED

- **Economic regeneration must be driven from within communities. Business can support such change by offering professional resources such as problem solving, strategy development and planning skills.**
- **Employees assigned to community projects can gain inspiration and practical management skills from alternative role models.**
- **Many well-orchestrated small projects can be more effective in creating urban regeneration than a few major projects.**

To discover how short-term secondments to community projects can enhance management development.

Visit led by:



**John Bishop**  
Chairman and  
Managing Director,  
Eagle Star



**Caroline Banszky**  
Director,  
N M Rothschild & Sons



**Andrew Mills Baker**  
Finance Director,  
William Baird



**Alan Perelman**  
Group Finance Director,  
Whitbread



**Jane Barker**  
Finance Director,  
London Stock Exchange



**Moira Black**  
Partner,  
Price Waterhouse



**Sue Harvey**  
Managing Director,  
Luncheon Vouchers



**Leo McKee**  
Director of Personnel,  
Woolworths



**Rob White-Cooper**  
Chairman,  
Sedgwick James (Europe)



**John Rennocks**  
Executive Director -  
Finance, PowerGen

## MANAGEMENT DEVELOPMENT THROUGH COMMUNITY SECONDMENT

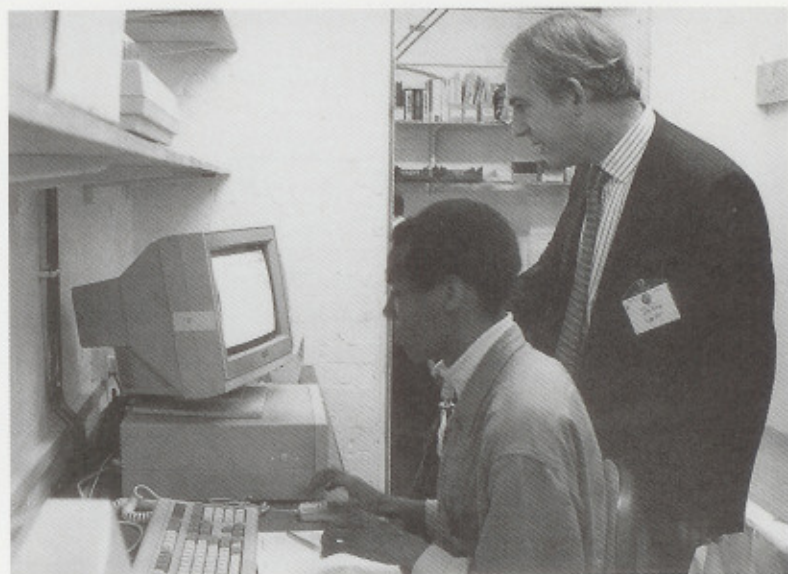
Established in 1973, Action Resource Centre (ARC) acts as a broker for people from industry, commerce and the public sector to use their business skills in working with community organisations as secondees or volunteers. Business leaders met with secondees to discuss their experiences of working between 100 and 200 hours in community projects as part of company management development programmes.

**Alpha Grove Community Centre**, provides leisure, educational and sports facilities for the local community. In the wake of grant cutbacks, Paul Antoniadis, Financial Consultant from the Prudential Corporation, had been seconded to help the Centre generate more income through improved use of its amenities.

**St Margaret's House** in Bethnal Green houses a variety of projects including a creche, an Irish Aids department and the Rathbone Society, an employment action initiative for people with moderate learning difficulties. A presentation was given by Marks & Spencer employees on their work with **SHOP Housing Association**, which provides accommodation with support for ex-prisoners preparing for independent living.

Participants also attended workshops and presentations by secondees at the **Bridge Project**, which provides free business advice, counselling and skills training for unemployed people who wish to run their own business.

**St James House** provides training, work skills and employment for people with mental health problems, giving them confidence to improve their circumstances. A secondee from Lloyds Bank was secured to conduct a feasibility study for a new workshop project.



John Bishop learns how the Bridge Project helps unemployed people start their own business.

*"By placing staff in an unfamiliar environment they can be given an entirely different perspective to life and their present job; a greater appreciation and understanding of people with whom they work and deal as well as developing their management skills of that very important resource – human beings!"*

**Caroline Banzky, N M Rothschild & Sons**

*"The benefits here were clear: the individuals had to think for themselves and adapt very quickly to a very different environment. They had to operate outside the support structure they were used to in their own companies and provide structure to their assignment from their own resources.*

**Moira Black, Price Waterhouse**

*"For the Business Community the secondment programme offers an imaginative and "real world" opportunity for key employees to develop their skills in a different environment and at the same time, contributing to Society in general."*

**Sue Harvey, Luncheon Vouchers**

*"The young managers from industry who are seconded to such projects clearly benefit. One secondee commented on her new awareness of how managers within major businesses can be 'cushioned'.*

**Leo McKee, Woolworths**

*"I very much enjoyed the tour of East End Projects and I am going to propose to the William Baird Board that we consider a pilot project during 1993."*

**Andrew Mills-Baker, William Baird**

*"I was also particularly impressed by the two young ladies who came from what can only be described as "compact" quarters, and who were dedicated to ensuring that a minority immigrant group (Irish!) were fully informed on the risks and exposures to "AIDS".... I am sure it has its parallel organisations for several other minorities and deserves much encouragement."*

**John Rennocks, PowerGen**



*Business leaders learn how Alpha Grove Community Centre is working to survive grant cutbacks.*

*"There was woman at Newpin who was a living a living condemnation of the way in which the British education system wastes the talent that exists. She left school at 14 and, through the auspices of Newpin, seems likely to realise the potential that the system did not recognise."*

**Alan Perelman, Whitbread**

*"In most companies the emphasis is on corporate success, wealth creation, customer and employee satisfaction and the like. What the Management Development through Secondment Programme succinctly demonstrates is that by reaching out into the community, "big" business can influence and enrich the lives of many people while simultaneously "stretching" and developing their own staff."*

**Rob White-Cooper, Sedgwick Group**

*"ARC clearly provides a useful service as broker between the charitable projects needing help and the employers keen to use the projects for management development purposes. The Stock Exchange has already embarked on a programme with ARC. For me there was great value in seeing ARC in action – it will make the experiences of our secondees come alive."*

**Jane Barker, London Stock Exchange**

## LESSONS LEARNED

- **Secondment to community projects provides an alternative, "real world" environment in which employees can develop new management skills.**
- **Business benefits from community secondments by developing its staff as well as extending its sphere of influence in the community.**
- **By drawing on business expertise through community secondments, the voluntary sector can become more self-sufficient as public sector support decreases.**

To discover how training creates local job opportunities for the long-term unemployed.

## TRAINING FOR JOBS IN INNER CITY AREAS

Visit led by:



**Paul Preston**  
President and Chief Executive Officer, McDonalds Restaurants



**Philippa Drew**  
Director of Custody, HM Prison Service



**Angela Heylin**  
Chief Executive, Charles Barker



**Scott Nelson**  
General Manager, Corporate Finance, Sun Alliance



**John Rose**  
Director of Corporate Development, Rolls-Royce



**Anna Vinton**  
Chairman, The Reject Shop



**David Harris**  
Managing Director, Nestle Grocery Division, Nestlé UK



**Greg Melgaard**  
Deputy Chairman, Gestetner Holdings



**Barry Romeril**  
Group Finance Director, British Telecom



**Philip Turner**  
Director, Wassall



**Peter Wiegand**  
Chairman, Claremont Garments

Business leaders visited three organisations which create employment opportunities through training programmes developed in partnership with local employers.

**Lambeth ACCORD** provides a comprehensive service, providing training and information services for disabled people, giving practical advice and support to employers and participating in Community Care planning and development.

**The Caribbean Teachers Association (CTA)** has run a supplementary school for disadvantaged children on the North Peckham housing estate for over ten years. More recently, it has expanded its adult training through partnership with the North Peckham Task Force, Community Industry and local employers.

**The Linked Employment & Accommodation Project (LEAP)**, based at the De Paul Trust Centre, targets people in housing needs. As well as offering short-term accommodation, LEAP offers clients two-week customised training courses covering job search skills and interview techniques, confidence and assertiveness training and employers' recruitment requirements.



Paul Preston, Angela Heylin and Barry Romeril view the catering facilities at Lambeth ACCORD.

*"I think we can help direct where training efforts should be made - for instance our own company, and others like us, need competent garment machinists, not to work in sweat shops, but making samples for our design rooms to show to major customers."*

**Peter Wiegand, Claremont Garments**

*"[The CTA] appeared well run, sensible and realistic in its objectives. A large number of the female students were single parents and are consequently hampered in finding good job opportunities because of the need for child care."*

**Philip Turner, Wassall**

*"The challenge for each of us, visiting the various projects, is to turn reaction into action. For me a first action was to find a job for one of the homeless youngsters I met at the LEAP project."*

**Angela Heylin, Charles Barker**

*"I thought Steven who led the team around the North Peckham project had a completely realistic approach to what the problems were and that they would not go away by "wishing people to be better". Likewise the disabled people issues were clearly being tackled in pragmatic ways."*

**Barry Romeril, BT**

*"Both projects [Accord and CTA] showed that there is a lot to be done to link disadvantaged minorities with employers. I have drawn the attention of those responsible for equal opportunities and recruitment in both the Home Office and the Prison Service to the projects and have asked them to let me have comments on whether there are ways in which we could develop links with them."*

**Philippa Drew, H M Prison Service**

*"The visit confirmed the direction of our future programme for involvement in the community, including a new emphasis on voluntary programmes for employees and employee secondment."*

**Scott Nelson, Sun Alliance Group**

*"I gained the impression from discussing success rates that the key road block to achieving success in the current environment is not so much training, but creating the opportunities for trained people to fill. It must be incredibly frustrating for these people to be trained and have their job prospects increase not at all."*

**Greg Melgaard, Gestetner Holdings**



Steve Bowen of North Peckham Task Force highlights the challenges faced by residents on North Peckham housing estates.

*"This visit [to LEAP] left me feeling very uncomfortable although the objectives of the project are clear and laudable. I left with a better understanding of an intractable problem and a feeling that this approach needs to be modified if the youngsters are to be helped."*

**John Rose, Rolls-Royce**

*"A fellow visitor made the point that disabled people do not apply to us for work. I agreed with this statement, but it was immediately pointed out that our advertisements are probably not disabled friendly – quite right, we can do something about this!"*

**Anna Vinton, The Reject Shop**

*"I was particularly impressed with the CTA set-up on the Peckham Estate. The quality, experience and dedication of the staff has already helped a large number of people in the area to find suitable clerical and administrative work."*

**David Harris, Nestlé UK**

## LESSONS LEARNED

- **Businesses can enhance both their workforce and their corporate image through involvement with customised training programmes.**
- **Employers can attract more disabled people and ethnic minorities by communicating more effectively with these groups – for example, through recruitment advertising.**
- **As a result of feeling disenfranchised, young people can become resistant to offers of training and employment.**
- **In order to succeed, training programmes should be linked to follow-up opportunities for employment; child care provision to ensure uptake of opportunities by single mothers.**

To discover how business can help improve the quality of housing estates.

## REGENERATING HOUSING ESTATES BRISTOL

### Visit led by:



**Nick Hood**  
Chairman,  
Wessex Water



**Wob Gerretsen**  
Chairman,  
Costain Engineering  
& Construction



**Barry Holder**  
General Manager,  
General Accident Group



**William Nicol**  
Chairman & Chief Executive,  
South Western Electricity



**Deborah Trebilco**  
Aromatics Marketing Manager,  
ICI Petrochemicals & Plastics



**David Hider**  
Chairman,  
British Gas (South West)



**Denise Lincoln**  
Global Human  
Resource Director,  
Laura Ashley



**Christopher Palmer**  
Group Managing Director,  
Tiphook

Hartcliffe and Withywood are peripheral Bristol housing estates constructed in the 1950s and 1960s to rehouse people from poor-quality inner city dwellings. Some 25,000 people live in the poorly planned estates which offer few shops, leisure, childcare or other services. Unusually, however, these buildings are set in a relatively pleasant semi-rural environment.

Economic and social isolation is a key problem. Access to jobs or training in Bristol City Centre or North Avon is restricted by inadequate roads and public transport, inhibiting firms from moving to the area.



Nick Hood meets Withywood Housing Estate residents at the local youth centre.

*"The lack of infrastructure and the inappropriate housing mix leads to early trends in vandalism, petty crime and general disaffection with society as a whole... the sponsorships and other means of help from the local community can only be palliatives without proper economic regeneration."*

**David Hider, British Gas**

*"It will be critical that cash is available from the public purse and that this is leveraged up with resource from the private sectors. The City Challenge may well be the appropriate route but other avenues should be explored. However, I would suggest that secondment and participation from the private business sector will be important in ensuring that a credible plan is presented and hopefully implemented."*

**Barry Holder, General Accident Group**



*Business leaders learn how physical isolation impedes regeneration on the Hartcliffe Estate.*

*"Why are these people not part of Bristol? There is work here, there is rebuilding of local authority property – but all by "bussed in" contracted labour.... Local people should be in the construction labour force upgrading local authority housing."*

**Deborah Trebilco, ICI Petrochemicals & Plastics**

*"[Suggestions for action include] a two year secondment of a creative evangelist to the area. Shelhe would pull together a working team to find the threads that could make a difference. This could include volunteer programmes, sports programmes, creche programmes and employers' groups. This project should think big and not be shy about lobbying some "big guns" to help e.g. Baroness Denton (small businesses), Lady Howe (her sponsorship of women), popular musicians etc."*

**Denise Lincoln, Laura Ashley**

*"There is a lot of semi-skilled/skilled work being done in the area by outsiders. The 'residents' should be allowed to quote in competition for the work."*

**William Nicol, South Western Electricity**

*"Little progress will be seen until public investment of some scale is made to improve public transport, provide additional communal facilities and create employment."*

**Wob Gerretsen, Costain**

*"Without a major long term Employer locally, the poverty cycle will probably not be broken. The acceptance that permanent unemployment is a fact of life, has now already been absorbed by the second generation."*

**Christopher Palmer, Tiphook**



*Denise Lincoln meets young residents of Withywood Estate.*

## LESSONS LEARNED

### ■ Key factors underlying deterioration of housing estates include:

- pervasive long-term local unemployment – prejudice of employers against estate residents – physical isolation from other communities – rapid turnover of residents – distortion of age profile (single parents and retirees) – poor-quality housing provision

### ■ Successful economic regeneration will be long-term and require:

- long-term partnership between business, local government and residents – public investment in transport, education and communal facilities (libraries, health centres, leisure centres and halls)

To discover how a company can create training and employment opportunities for the homeless.

## SELF HELP FOR THE HOMELESS

### Visit led by:



**David Tagg**  
Chief Executive,  
Property & UK Retailing and  
Group Services Director,  
Grand Metropolitan



**Alan Bowkett**  
Chief Executive,  
Berisford International



**Geoff Cooper**  
Finance Director,  
Gateway Foodmarkets



**Martin Frost**  
Senior Vice President,  
Seagram Spirits and  
Wine Group



**Trevor Jones**  
Director Research,  
Development & Medical  
The Wellcome Foundation



**Clive Mather**  
Director Human Resources  
& Public Affairs,  
Shell UK



**John Miller**  
Finance Director,  
David S Smith Holdings



**Barry Skipper**  
Chief Executive,  
Food Distribution  
Division, Booker



**Robin Young**  
Director Local  
Government Review,  
Department of the  
Environment

**Business leaders visited three centres which service London's homeless population.**

**The Passage Day Centre**, was established in 1980 by the Sisters of Charity of St Vincent de Paul. Clients are largely middle-aged, male homeless people, many with alcohol and/or adjustment difficulties. In addition to food, washing and sleeping facilities, the Passage offers medical, psychiatric and welfare support as well as operating a Job Club under the auspices of Grand Metropolitan Community Services.

**The Vauxhall Hostel**, managed by Centrepont Soho, provides a short-term accommodation and advice for up to sixty young homeless people. Project staff aim to locate move-on accommodation; encourage claims for benefit; and provide social activities, job search and "life skills" courses (including a Job Club run by GrandMet) on behalf of its clients.

**The Leysian Mission**, a 45-bed hostel for single homeless in City Road, is part of the 50-hostel network managed by the St Mungo Association. Established with support from building owners Highland Land the Department of the Environment, the hostel provides a viable alternative to people who once slept rough at the "Bullring" in Waterloo.



*Trevor Jones and Martin Frost discover the obstacles faced by young people seeking employment.*

*"Short-term secondment of staff to projects that involve help with the homeless can be a very positive part of the career development of individuals – particularly those skilled young persons with life ahead of them and those not so young whose experience would be invaluable."*

**Trevor Jones, The Wellcome Foundation**



David Tagg and Robin Young meet residents at the Leysian Mission Hostel on City Road.

*"Specific action, however energetic, by either companies or individuals to tackle problems, cannot substitute for the failure of policy or the establishment of an adequate social capability to support all members of society. However, specific action will be required until development of adequate social capability is achieved."*

**Geoff Cooper, Gateway Foodmarkets**

*"Overall I thought the visits were very successful and worthwhile: the three homelessness projects selected were a most interesting cross-section and the people explaining them did so in a way which was both moving and informative."*

**Robin Young, Department of the Environment**

*"Business cannot be immune to the issues I saw, but beyond charity what can it do? I was left with the perhaps naive thought that government funding of the arts should perhaps be redirected to the kind of problems I saw, leaving business to take up sponsorship of the arts more fully."*

**Barry Skipper, Booker**

*"The strain, as well as the commitment of those working on the front line was all too evident. They must be given support, encouragement and recognition."*

**Clive Mather, Shell UK**

*"It is all too easy to assume that someone else will deal with a situation or that the homeless have brought it upon themselves. It was distressing to see how quickly pride and self respect vanish and how patronising the response from the community can be."*

**John Miller, David S Smith (Holdings)**

*"This issue [homelessness] will only be resolved if it becomes a primary focus of, not only central and local Government, but of the Community at large."*

**Martin Frost, Seagram Spirits and Wine Group**

*"The visit proved to be one of juxtapositional experiences. I was shocked to see Third World problems a mile from where I lived, but was uplifted by the quality of care shown by the various voluntary bodies."*

**Alan Bowkett, Berisford International**



Geoff Cooper learns how Grand Metropolitan's Job Club creates employment opportunities for the homeless.

## LESSONS LEARNED

- Homelessness is not a monolithic phenomenon but a complex social problem, with multiple underlying causes, affecting a wide variety of demographic groups.
- Even short-term homelessness can precipitate a rapid "downward spiral" which damages self-esteem as well as mental and physical health.
- Better co-ordination is needed among organisations addressing homelessness issues.
- Secondment of staff to projects addressing homelessness can be a useful management development exercise for both young and older employees.

To discover how business addresses social issues in partnership with the local community.

## DEVELOPING A COMMUNITY INVOLVEMENT PROGRAMME

Visit led by:



**Paul Southworth**  
President & Chief Executive Officer,  
Avon Cosmetics

**Business leaders visited three facilities in the Northampton area which cater to young people.**

**The Low-Down** is a counselling, advice and information service delivered by volunteers to young people up to the age of 25. The centre has succeeded in involving local business people in marketing, fundraising, management issues and resourcing. It is the first agency to conduct a DES-funded schools outreach project and the first charity to pilot payroll giving through direct approaches to business.

**The Newlands Hostel** provides advice, information and support as well as accommodation to help 16-to-21-year-old men cope with problems resulting from long-term homelessness. Residents are referred from social services, probation service, police and other agencies from around the country.

**Phoenix Training** manages government schemes for the Northamptonshire Training and Enterprise Council, commercial and special needs training and an employment agency service. Trainees acquire basic numeracy and literacy skills as well as support in obtaining work placements and managing social difficulties.



**Jeffrey Adams**  
Regional Director,  
Wimpey Construction



**Robin Berrill**  
Managing Director,  
Henderson Unit Trust  
Management



**David Jacobs**  
Managing Director,  
Chef & Brewer Group



**Alan Jones**  
Managing Director  
& Chief Executive,  
TNT Express (UK)



**Stephen Kay**  
Marketing Director,  
Carlsberg



**Jim Keohane**  
Director,  
East Midlands Electricity



Stephen Kay learns about the challenges faced by trainees seeking employment.



**David Wallis**  
Director Business Planning,  
Vauxhall Motors

*"I strongly believe that an input of day-to-day middle management skills could have a major influence in all three projects. We, as senior executives, need to energise our middle and junior managers to get involved in as many projects as possible."*

**David Jacobs, The Chef & Brewer Group**

*"Whilst it was clear where direct cash assistance would be of benefit, it became quickly obvious that, without exception, (managerial) expertise and time input were at least of comparable value – and probably of greater strategic significance."*

**Stephen Kay, Carlsberg**



Paul Southworth learns how Phoenix Training provides trainees with technical skills.

*"I was most impressed by the work being carried out by all of the agencies which we visited in Northamptonshire and also by the enthusiastic and caring approach of local companies such as Avon.... We concluded individual employers can make a worthwhile contribution. A more co-ordinated approach involving the heads of a number of committed companies would be a more effective solution."*

**Alan Jones, TNT Express (UK)**

*"The problems facing the unemployed homeless seem to be designed to ensure that they remain in this situation. It is difficult to get a job without a permanent address and equally difficult to attain a home without a job. This vicious circle needs to be broken."*

**Robin Berrill, Henderson Unit Trust Management**

*"At Newlands and Phoenix we had excellent opportunities to talk to disadvantaged young people. Their sense of optimism came through strongly despite the adversity they face. This is a point for serious concern since I judge that they have little*

*ground for optimism. The state of the economy, the limited funding of local government and agencies and, in many cases, their personal backgrounds and social disadvantages conspire against them. It seems to me that business leaders, being prominent members of society at large, must have an important role in addressing these problems."*

**Jim Keohane, East Midlands Electricity**

*"It was most refreshing to experience how business is showing new roads ahead and addressing social issues in partnership with the community and without recourse to chequebook support. A most worthwhile visit to open one's eyes as to what can be done!"*

**Jeffrey Adams, Wimpey Construction UK**

*"The image that employers and most other people have is that if a young person is out of work or homeless, they have either brought it on themselves, they are no good, or they are opting out – in other words, it's their own fault. The young people we talked to did not fit that image at all."*

**David Wallis, Vauxhall Motors**



Business leaders learn how young volunteers support their peers at the Low-Down project.

## LESSONS LEARNED

- **Business can support homelessness projects by contributing management skills, equipment and facilities. Such involvement can also benefit managers in their broadening their own skills and experience and thereby the companies employing them.**
- **Greater co-ordination is needed among companies to ensure the effectiveness of the private sector's contribution to the community.**
- **Young people become homeless, not through their own actions, but as the result of social and economic forces which they cannot control.**

To discover how a business support group can aid inner city economic development.

## LEADERSHIP TEAMS IN INNER CITIES

### Visit led by:



**Geoff Lord**  
Deputy Managing Director, The Kellogg Company of Great Britain



**Bernard Benson**  
Personnel Director & Company Secretary, Norweb



**Peter Greenall**  
Group Managing Director, Greenall Group



**Michael Hepher**  
Group Managing Director, BT



**John Mellon**  
Chairman, IPC Magazines



**Michael Peagram**  
Chairman, Holliday Chemicals Holdings



**Guy Weston**  
Managing Director, The Ryvita Company

**Moss Side and Hulme are two of the most deprived wards in Manchester, suffering high levels of unemployment (21% and 31%, respectively), low levels of confidence and skills and severe levels of general social and economic deprivation. Drug dealing and gang warfare involving a minority of the population have attracted headline media coverage, resulting in widespread discrimination against both the black community and the area as a whole.**

Following several years of support by various local companies, Kellogg's and Business in the Community instigated the formation of the Moss Side and Hulme Business Support Group (BSG) to focus and co-ordinate private sector support for the area. Much of the BSG's project work is delivered through the Moss Side and Hulme Community Trust, currently involved in over 25 projects.

Having bid successfully to manage City Challenge funding, the Hulme Challenge Partnership was formed to strengthen the local economic and social base, improve employment opportunities and improve the quality of housing and the physical environment.

**The Nia Centre** was launched in April 1991 to promote a positive image, enjoyment and informed awareness of African and Caribbean culture through arts, education and training. Through public, private and voluntary sector partnership, the former BBC building was converted into a 1,000-capacity auditorium, a rehearsal studio and meeting rooms.



*Michael Hepher, Guy Weston and Geoff Lord watch a trainee in action in the Construction Skills Workshop.*



Michael Peagram with Construction Skills trainees.

*"Every effort needs to be made to streamline the administration of local projects such as these, and to do away with, or not allow the creation of, surplus agencies. The private sector, and medium-sized and large companies in particular, have a very important potential role to play in helping to unravel existing bureaucracy, and in lobbying public sector agencies and political authorities."*

**Guy Weston, The Ryvita Company**

*"One could not fail to be impressed by the vision, commitment, energy and determination of the people we met, in the midst of the physical dereliction, and its inescapable social consequences."*

**Michael Peagram, Holliday Chemicals Holdings**

*"I intend to investigate whether my own Company's contribution – membership of appropriate joint bodies, funds, equipment, training skills – is meaningful and welcome; and whether our dialogue with the community is adequate... Hulme and Moss Side are in NORWEB territory. The 27,000 people who live and work there are our customers. Their prosperity will reflect in the use that they make of our services."*

**Bernard Benson, NORWEB**

*"If local companies, local communities and the media can work together in a single minded effort to facilitate training, jobs and re-generation, the chances of success are significantly enhanced."*

**Peter Greenall, The Greenalls Group**

*"I discovered that business needs to spend more time on senior people understanding and communicating and not just handing over cheques... it would be very valuable to meet some people in the community who are not just the leaders of the community but are a cross section of residents, with particular emphasis on some of the younger people."*

**Michael Helper, BT**

*"I was impressed at the way Business in the Community and other support groups are working together in an attempt to solve some of the problems. This is undoubtedly the first step towards building for a better future."*

**John Mellon, IPC Magazines**



Business leaders learn how the Nia Centre promotes African and Caribbean culture.

## LESSONS LEARNED

- **Business can contribute to community regeneration more effectively by:**
  - supporting existing agencies and organisations in the community, using their management expertise to cut through existing bureaucracy
  - learning to communicate more effectively with local communities
  - lobbying public sector agencies and political authorities.
- **By supporting local economic regeneration, business helps build volume and loyalty throughout its own customer base.**
- **The media can support training, employment and regeneration by using its image-shaping role to build partnerships between companies and local communities.**

To discover how business can help improve the quality of local housing estates and education.

## SUPPORTING REGENERATION IN TYNESIDE

Visit led by:



**Richard Maudslay**  
Managing Director,  
Rolls-Royce IPG



**Henry Clarke**  
Deputy Chief Executive,  
The Crown Estates



**John Cuthbert**  
Finance Director,  
North East Water



**David Faulkner**  
Director of Corporate  
Affairs,  
Northern Electric



**Mark Higson**  
Operations Director,  
The International Paint  
Company



**Michael Scholar**  
Deputy Secretary,  
H M Treasury



**Steve Whiteley**  
Human Resource Director,  
Swan Hunter Shipbuilders

**Meadow Well Estate in North Shields is a centre of extreme deprivation situated approximately eight miles east of Newcastle. Unemployment has doubled since 1980 to 85% as local shipbuilding, fishing and coal mining industries have declined. Training schemes are not always available and 16- to-17-year-olds without places in jobs or schemes receive no income. The incomes of many individuals fell following a 1988 review of social security benefits. Many people of all ages suffer great mental stress and a lower than average level of physical health.**

**The Cedarwood Centre**, sponsored jointly by Newcastle (Church of England) Diocese and the local Council, provides a range of drop-in facilities and conducts a two-year training scheme for teenagers. The Community Resource Centre houses a community development worker, credit union, a MIND project, various administrative support workers and a forthcoming food shop.

The £290m **Royal Quays** project is the largest single development site in Britain outside London. The Tyne & Wear Development Corporation (TWDC) plans to convert the site into a thriving urban village. The TWDC approach is to develop residential, retail and industrial buildings alongside attractive leisure facilities, working in consultation with local communities, including Meadow Well. Some of the projects include low-cost social housing, a construction crafts training centre and a hotel, cinema, harbour and local shops.

**Norham Community High School** is situated on the edge of the Meadow Well Estate. In partnership with business, the school has been involved in a range of innovative activities to raise the motivation, attendance and educational attainment levels of its pupils. Through involvement in the local Compact initiative, employers provide training and job opportunities for pupils who meet agreed attendance, punctuality and attainment targets.



*David Faulkner learns how pupils at Norham School gain training and job opportunities through Compacts.*



Business leaders with Rev. David Peel outside the Cedarwood Centre.

*"It is heartening to see local leaders and people from local businesses putting their minds to solving these problems. We saw much of that – some of it no doubt involving new risks within their own organisations for those concerned, as they sought ways of solving problems rather than retreating from them (the Passenger Transport Executive's search for ways of retaining normal services at Smith's Park Station, rather than closing the station was a case in point)."*

**Michael Scholar, H M Treasury**

*"Even an awareness of Meadow Well through the events of 1991 were no preparation for the short walk through the estate from Smiths Park Metro Station to the Cedarwood Centre. The discussions at Cedarwood showed a way in which business can make available resources other than money to work within the the local community. The challenge would seem to be to create the right dialogue between business and the community so that the resources which are there can be provided where they are needed."*

**John Cuthbert, North East Water**

*"Business can help considerably, not just with cash but perhaps more importantly with expertise – for example employment counselling, training accountancy and marketing support to locally-grown agencies."*

**David Faulkner, Northern Electric**

*"What impressed me most was the enthusiasm and dedication of the community workers. They had a pride in Meadow Well and said that the majority of residents felt the same. They were sure that the problems could be reduced over time given the necessary resources, which include cash and expertise. In particular, effort must be made to give young people a sense of purpose."*

**Steve Whiteley, Swan Hunter Shipbuilders**

*"In the midst of such deprivation the eloquence and determination of the Community leaders we met was remarkable – but high unemployment, the benefit trap and the breakdown of the family are an intractable combination. We need above all to generate real and accessible local jobs – business also needs to be able to identify ways to offer practical help such as financial skills, project management and legal advice to the community development projects."*

**Mark Higson, The International Paint Company**

*"Sponsorship of the vandal prone PTE stations, Percy Main and Smith's Park, by the local High School could stimulate other similar projects and build a renewed sense of pride in their transport infrastructure, seen by many as a lifeline. The youngsters' (Norham Community High School) sense of belonging was very apparent and most encouraging."*

**Henry Clarke, The Crown Estates**



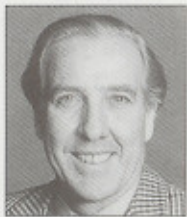
John Cuthbert discusses school links with industry at Norham School.

## LESSONS LEARNED

- Companies must create dialogue with the local community to ensure effectiveness of business support.
- Beyond cash, business can support inner city areas with non-cash resources such as employment counselling, training, accountancy and marketing expertise.

To discover how a company can enhance education in the community through the use of arts sponsorship.

### Visit led by:



**Sir Simon Hornby**  
Chairman, W H Smith  
and Chairman, ABSA



**Javaid Aziz**  
Director of Corporate  
Businesses,  
IBM (UK)



**Christopher Bland**  
Chairman,  
LWT Holdings



**Douglas Fairservice**  
Chief Executive,  
Candover Investment



**Keith Oates**  
Managing Director,  
Marks & Spencer



**Clive Tucker**  
Director,  
Department of Employment

## EDUCATION AND THE ARTS

**Business leaders visited community arts projects which have developed as a result of company support.**

**Fox Primary School** in North Kensington is a participant in the Poets in Schools programme, a national creative writing scheme administered by Poetry Society Education and financed as part of the W H Smith Arts Programme. Visiting poets conduct workshops designed to stimulate young people to write their own poetry.

**Holland Park School** is a member of the W H Smith INTERACT scheme, established in 1986 to provide a direct 'hotline' from every teacher in the country to the resources of the Royal National Theatre. During the 1991/2 academic year, INTERACT enriched the curriculum of 205 schools and colleges in 40 different counties. The scheme also enabled actors from the National's company to broaden their experience and develop specialist skills over a long period.

**The Tricycle Theatre** has established a reputation as an award-winning leader in the production of new plays and the encouragement of new writing, focusing predominantly on Irish and Afro-Caribbean work. The Tricycle also conducts a comprehensive education and youth programme, including such projects as Playwriting in the Schools, a Special Need Project and an energetic Youth Theatre. Businesses support the Tricycle's work through a corporate membership and the Business Sponsorship Incentive Scheme.



*Sir Simon Hornby meets pupils working on poems at Fox Primary School.*

*"From school children of many nationalities, to a theatre with an audience of many nationalities, we saw how business can contribute to bring practical experience of the Arts to citizens of all ages... Business leaders need to actively encourage more of their busy young staff, to find time and contribute their skills to local activities."*

**Keith Oates, Marks & Spencer**



Visitors watch an actor leading an Interact workshop at Holland Park School.

*"I thoroughly enjoyed the morning... the first two projects seem eminently sensible for W H Smith to support in that both projects undoubtedly contribute to the education process and as various people said, the sponsorship is likely to be longer lasting and committed if the project and business can to some extent at least help each other."*

**Douglas Fairservice, Candover Investment**

*"Overall a great experience, provided for by the generosity of W H Smith, whom I admire for their long term commitment to these programmes. The general discussion we had on sponsorship, its aims and objectives, was very helpful in putting into perspective the investment a company would make in Business in the Community."*

**Javaid Aziz, IBM (UK)**

*"The main messages I took away with me from the morning's visits were: the large return for*

*everyone concerned on what need be no more than a modest investment; the need for a company's commitment to be long term and continuous; and the importance of company involvement which goes beyond providing money."*

**Clive Tucker, Department of Employment**

*"...the childrens' eyes In momentary wonder stare upon a sixty-year-old smiling public man"*

**W. B. Yeats**

*It was an exhilarating morning. A gentle poet from Donegal, working patiently with eager 9 year olds; an energetic class of teenagers, visibly improving in the theatre workshop; and the exemplary Tricycle Theatre contributing to the multi-cultural audience of Brent and Camden. I was a believer before the trip; but the evidence would make a convert out of a cynic. God knows what the children thought of the men in suits!"*

**Christopher Bland, LWT Holdings**

## LESSONS LEARNED

- **Both companies and communities can benefit from business involvement with the arts and education.**
- **Long-term, continuous commitment from business enhances the quality of community involvement.**

# SEEING IS BELIEVING PROMOTES ACTION

A key purpose of the Seeing is Believing programme is to encourage business leaders to undertake action in the community. Business in the Community staff members visit all the senior executives who have participated in community visits to assess follow-up action, provide assistance in networking and create links with partner organisations where required.

Below are just a few examples of action taken by business leaders following their visits.

## ■ Visit to Common Purpose and Rhodesway School

26 February

Martin O'Connell of **Field Packaging** has joined the board of the local Education Business Partnership.

## ■ Visit to Wytch Farm Oilfield

30 June

**Fire and Safety International** management will support Business in the Environment work on the impact of halons and CFCs.

In addition to its two Business in the Community secondees, **National Grid** are offering an additional employee to BITC in North Wales.

## ■ Visit to Childeric Primary and Addey & Stanhope Schools

2 July

**The Department of Trade and Industry** is to offer work experience opportunities to pupils of Addey & Stanhope School.

**Capital Radio** will work in partnership with Business in the Community to promote work experience opportunities for pupils in London.

**Royal Insurance** is reviewing its entire community involvement policy and has seconded an employee to manage the Bromley by Bow Centre's wide range of artistic activities and community based projects.

## ■ Visit to Soho Centrepoint, Circle 33 Housing Association, Peter Bedford Housing Association

13 July

David Cherry of **Donaldsons** has joined the Circle 33 Housing Board.

## ■ Visit to Chingford Hall Estate and Cathall Road Estate

21 July

**British Gas North Thames** has offered to sponsor a visit for up to 15 residents from Waltham Forest Housing Action Trust to Cruddas Park (Newcastle) and Glasgow.

**Willmott Dixon** is to provide work shadowing and training opportunities for Waltham Forest tenants.

Ian Clark of **Costain Engineering & Construction** is to help establish a Business Support Group for the Waltham Forest Housing Action Trust.

## ■ Visit to Gladesmore School and Haringey Technopark

10 September

**NatWest** is to work with Haringey Partnership, providing access to its Small Business Advisor network and their contacts in the local community, which includes Local Enterprise Agencies, the Prince's Youth Business Trust and other business support organisations.

**The Home Office** Immigration & Nationality Department is to explore options for collaboration with the local education authority in Croydon.

## ■ Visit to Hoxton Trust, Freeform Arts, Community Links

16 September

**IBM (UK)** plans to involve more employees as volunteers in community projects.

**Thames Water** plans to continue allocating resources towards environmental improvements and community links.

## ■ Visit to Alpha Grove Community Centre, St Margaret's House, SHOP, St James House

25 September

**Rothschilds, Luncheon Vouchers, Woolworths, and Sedgwick Group** are considering community secondments for their own employees with support from the Action Resource Centre.

**London Stock Exchange** will assist Newpin with some small building work. Three employees are to undertake 100-hour management development assignments with community projects.

■ **Visit to Lambeth ACCORD, Caribbean Teachers Association, LEAP Project**

29 September

Angela Heylin of **Charles Barker** created an employment opportunity for one LEAP client and plans to find others.

Barry Romeril of **BT** has offered to talk to homeless or other disadvantaged youngsters about the challenges of job-seeking.

Greg Melgaard of **Gestetner** plans to donate a refurbished photocopier to the Caribbean Teachers Association. **Nestlé** has donated three IBM personal computers to community organisations in North Peckham.

■ **Visit to Hartcliffe and Withywood Estates**

5 October

Nick Hood of **Wessex Water** is leading a group of business leaders from national and local companies to work with Hartcliffe and Withywood Estates residents in support of economic regeneration projects.

■ **Visit to The Passage Day Centre, Vauxhall Hostel, Leysian Mission**

8 October

**Booker** has established links with the Centrepoint Job Centre.

**Grand Metropolitan** is hosting a follow-up dinner in January to discuss how the companies involved could contribute to alleviating the homelessness problem.

■ **Visit to The Low-Down, Newlands Hatch, Phoenix Training**

14 October

David Jacobs of the **Chef & Brewer Group** has arranged for a pool table and cooker to be found for the Newlands hostel and is seeking a Midlands manager to work with the hostel. Chef & Brewer may also provide training, work experience and job accommodation opportunities via the Low-Down and Phoenix Training.

Stephen Kay is working with the **Carlsberg** personnel manager to develop a community involvement strategy.

**East Midlands Electricity** will continue its programme to raise the level of awareness of community issues within the company. It will also seek to encourage the sharing of the best practice between companies through the newly-established East Midlands Community Affairs Forum, which it pioneered.

#### THE HOMEGROUND PARTNERSHIP

Following a 1991 Seeing is Believing visit to The Passage Day Centre and the Leysian Mission, Peter George, Group Joint Managing Director of Ladbroke Group, became particularly concerned with breaking the link between homelessness and unemployment. He initiated a search for unused property held by the Group which would be suitable for accommodation on a short to medium-term basis. The Vernons building in Scotland Road, Liverpool, was selected to become The Homeground Partnership, providing accommodation, counselling, advice and skills training for young people on Merseyside.

Over a nine-month period, the project has reached fruition as the result of overwhelming support from the private sector. **Ideal Homes, McAlpine** and **Tyson's** converted the building into a 30-bed hostel with two floors provided for training. Alan Hearn of **Forte Hotels**, another alumnus of the 1991 Seeing is Believing programme, provided a large amount of furniture and additional support has come from a number of other local companies.

The project represents a true partnership between private, public and voluntary sectors. YPHA, a Merseyside housing association, manage the building and work closely with Merseyside Council for Voluntary Services (MCVS), who co-ordinate training provision; North Everton Technology Centre (NETC) provide new technology training and Liverpool City Council provide support and advice for residents.

For further information please contact: John Bye on 051 298 2503.

# PARTNER ORGANISATIONS

**The following groups and organisations have assisted in developing the Seeing is Believing programme or can provide useful assistance to businesses wishing to get involved with their local communities.**

## **General opportunities for community involvement**

Business in the Community, 5 Cleveland Place, London SW1Y 6JJ. Tel: 071 925 2899.

## **Education**

Business in the Community Education Unit, 5 Cleveland Place, London SW1Y 6JJ. Tel: 071 321 6435.

Can provide publications and contact details for Education Business Partnerships and Compacts.

## **People with disabilities**

Employers Forum on Disability, 5 Cleveland Place, London SW1Y 6JJ. Tel: 071 321 6591.

Lambeth ACCORD, 336 Brixton Road, London SW9 7AA. Tel: (071) 274 2299.

## **Environment**

Business in the Environment, 5 Cleveland Place, London SW1Y 6JJ. Tel: 071 321 6430.  
Can provide publications and contact details for other organisations focusing on business-related environmental issues.

Groundwork Foundation, 85-87 Cornwall Street, Birmingham B3 3BY. Tel: 021 236 8565.

## **Community Economic Development**

Business in the Community Economic Development Team, 227a City Road, London EC1V 1LX. Tel: 071 253 3716.

Can provide publications and contact details for Training and Enterprise Councils, Local Enterprise Agencies, local leadership teams and other organisations focusing on training, enterprise and economic development.

Community Development Foundation, 60 Highbury Grove, London N5 2AG. Tel: 071 226 5375.

Industrial Society, 3 Carlton House Terrace, London SW1Y 5DG. Tel: 071 839 4300.

## **Long-term unemployed/homeless (London)**

Centrepoint Soho, Fifth Floor, 140A Gloucester Mansions, Cambridge Circus, London WC2A 8HD. Tel: 071 379 3466.

GrandMet Trust, 91 Brick Lane, London EC1 6QN. Tel: 071 247 9582.

Linked Employment and Accommodation Project (LEAP), 26-29 St Cross Street, Hatton Gardens, London EC1 8HH. Tel: 071 430 0848.

The Passage Day Centre, St Vincent's, Carlisle Place, London SW1. Tel: 071 821 6980.

St Mungo's Association, 13 John Street, London WC1. Tel: 071 430 2607.

## **Young people**

Prince's Trust, 8 Bedford Row, London WC1R 4BA. Tel: 071 430 0524

Prince's Trust Volunteers, 8 Jockeys Fields, London WC1R 4BW. Tel: 071 430 03778.

Prince's Youth Business Trust, 5 Cleveland Place, London SW1Y 6JJ. Tel: 071 321 6911.

## **Arts**

Association for Business Sponsorship of the Arts (ABSA), Nutmeg House, 60 Gainsford Street, London SE1 2NY. Tel: 071 378 8143.

## **Employee involvement in the community**

Action Resource Centre, 112 Park Village East, London NW1 3SP. Tel: 071 383 2200.

Business in the Arts  
(same contact details as for ABSA)

Employees in the Community, 5 Cleveland Place, London SW1Y 6JJ. Tel: 071 321 6421.

Can provide publications and contact details of partner organisations promoting employee involvement in the community.

Volunteer Centre UK, 29 Lower King's Road, Berkhamsted, Herts HP4 2AB. Tel: 0442 873 311.

## **Developing young managers**

Common Purpose, c/o Coopers & Lybrand, Hillgate House, 26 Old Bailey, London EC4M 7PL. Tel: 071 583 5000 X48335.

## **Ex-offenders and other disadvantaged groups**

Apex Trust, 12-18 Hoxton Street, London N1 6NG. Tel: 071 729 5979.

## "SEEING IS BELIEVING" OPENS THE EYES OF BUSINESS LEADERS...

*"Seeing is Believing. It also opens a door to understanding, responding and acting."*

**Angela Heylin,  
Chief Executive, Charles Barker**

*"I resolved during the experience of Seeing and Believing to work harder at encouraging our employees to undertake even more voluntary work."*

**Alan Jones,  
Managing Director and Chief Executive, TNT Express (UK)**

*"The overwhelming impression was one of practical help being provided by dedicated people on real problems with measurable results."*

**Les Cullen,  
Finance Director, De La Rue**

*"It was an "eye-opener" to appreciate the amount and quality of the work in the community that was happening almost on our doorsteps."*

**Alan Perelman,  
Group Finance Director, Whitbread**

*"I found the whole programme not only very well organised, but of great interest in better understanding the challenges of an inner city area."*

**Martin Gray,  
Chief Executive, UK Branch Business, National Westminster Bank**

*"I would very strongly support as many business leaders as possible being given the opportunity to see first-hand the real issues in society."*

**Clive Mather,  
Director Human Resources & Public Affairs, Shell UK**

## ...AND PARTNERS IN THE COMMUNITY

*"As a representative of central Government, the point was put to me – persuasively – that in addition to issues of public expenditure, fundamental questions on inter-departmental co-ordination of policy needed to be addressed."*

**Catherine Bell,  
Head/Competition Policy Division, Director/Deregulation Unit  
Department of Trade and Industry**

*"Imagination and an open mind have been the hallmarks of those members of the private sector that we have been in contact with... proving that much can be achieved even during the depths of a recession."*

**Mary McCabe Neil,  
Employment Co-ordinator, Lambeth ACCORD**

*"It was a very salutary reminder for me to visit such projects again, and I found it stimulating to visit them in the company of private sector colleagues seeing them for the first time."*

**Robin Young,  
Director, Local Government Directorate, Department of the Environment**

For further information please contact:  
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Telephone 071 925 2899 Facsimile 071 321 6410.  
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