

Heart of the City:

building stronger communities
through business collaboration



heart of the city
helping the city make a difference

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Foreword



Baroness Greengross Chair of the All Party Parliamentary Group on Corporate Responsibility

This paper aims to set out the learning that has been amassed from the successful development of the Heart of the City “Newcomers’ Programme”, launched by the Corporate Responsibility (CR) Minister at the Bank of England in 2004.

Over the last four years, the Heart of the City team has successfully mobilised the knowledge and goodwill of many of our leading City financial and professional businesses to inspire ‘Newcomer’ Businesses to get started. By focusing their support on accessible quick wins, the team has been particularly successful in inspiring and sustaining SME engagement in this agenda, whilst also supporting large businesses that want to raise their game.

One of the reasons for the significant impact of this project is that Heart of the City is able to offer its support entirely free of charge. This is due to the generosity of their founding funder, the City of London Corporation, which has housed and provided primary funding for Heart of the City since its launch in 2000. More recently, the London Development Agency has funded a pilot roll-out of Heart of the City’s programme to support businesses based in the City fringes. This is an inspiring partnership. The public sector’s funding leverages in-kind support of more than equivalent value from Heart of the City’s Contributor businesses, helping to generate more than £12.8m for deprived communities since April 2005. I applaud the City of London Corporation and the London Development Agency for their vision and generosity in supporting this model.

I am delighted to endorse Heart of the City’s work and hope that the story of this simple yet impactful programme may inspire equally effective collaboration within business communities further afield.

Sally Greengross

Introduction



Gordon Brown

The Prime Minister, Rt. Hon. Gordon Brown MP

I am delighted that the Council on Social Action (CoSA) is looking at mechanisms to involve greater numbers in social action and identifying new ways of supporting the millions already engaged.

Businesses have a key role to play in promoting and facilitating social action, including through encouraging and enabling their employees to volunteer. CoSA has identified the Heart of the City Newcomers' Programme as a powerful model of what can be achieved when businesses are supported to play this role. Heart of the City directly addresses the needs of businesses in London, offering practical guidance and tools, and providing each Newcomer with tailored support and mentoring from an experienced Corporate Responsibility professional. It is an inspiring example of how to translate the widespread social concern that exists among employers and employees alike into effective action for the common good.

I hope this Guide will fuel the development of similar schemes in other business centres around the country so that many more business and employees will be inspired to take action.

Heart of the City and its Newcomers' Programme

Corporate Responsibility (CR) is sometimes viewed as a luxury that only large businesses can afford. Many small businesses have an impressive social ethos but most lack the resources to employ dedicated CR staff, making it difficult for them to initiate, sustain and communicate strong programmes.

Heart of the City, a charity launched in 2000 by the Governor of the Bank of England, the Lord Mayor of the City of London and the Chairman of the Financial Services Authority, addresses this challenge with a unique two-year programme of free support. This programme is designed to directly address the needs of its 'Newcomers', businesses in the City and City fringes that are new to CR and looking for start-up advice, or that want to develop their existing CR activities.

To help deliver this programme, Heart of the City has enlisted the expertise and support of around 70 leading City businesses that are highly experienced in CR. These businesses (called 'Contributors') provide guidance and assistance for the Newcomers.

The rapid growth of the Newcomers' Programme in the past few years testifies to the high social returns that can be achieved with the combined commitment of Newcomers and Contributors. It is estimated that the Newcomers' Programme helps to generate a return of up to £28 for every £1 invested by its funders to regenerate communities in the City's neighbouring boroughs and further afield.

Newcomer employers and their employees also derive great benefit from engaging in this agenda: employers report positive effects on both reputation and staff morale; employees develop skills, confidence and personal satisfaction.

What does the Heart of the City Newcomers' Programme involve?

The Newcomers' Programme is highly practical and is fuelled by Heart of the City's recognition, regularly reinforced by its programme evaluation, that:

- 1 businesses learn most effectively from one another; and
- 2 regular provision of tried and tested 'short cuts' is key for Newcomer businesses which are short on time and resources, to develop programmes successfully.

The Heart of the City Newcomers' Programme therefore involves:

- **Informal workshops** and other networking opportunities hosted and facilitated by Contributors.
- **Mentoring support from seasoned CR practitioners.** One-to-one guidance is provided by a CR manager from a Contributor business to a key point of contact charged with developing the programme within a Newcomer company. Heart of the City selects appropriate mentors for Newcomer mentees and supports this relationship for one year.
- **Materials.** These are practical resources including draft policies, top tips, case studies and useful templates which have been developed in collaboration with Contributors. They prevent Newcomers from having to reinvent the wheel, and are the sort of materials which the Contributor businesses wished they'd had available to them when they first started their programmes.
- **Visits and signposting** to useful organisations and intermediaries which have a successful track record of working with companies.
- **One-to-one guidance and benchmarking.** Heart of the City undertakes a baseline assessment of each Newcomer business in an introductory meeting and then meets each business on a six-monthly basis both to measure progress against key indicators and also to provide benchmarking support. These one-to-one meetings provide additional structure, encouragement and direction to Newcomers over a two-year period.

What has helped the Heart of the City Newcomers' Programme to take root?

1. Leadership muscle and genuine engagement: Heart of the City has been successful in opening doors because of powerful top-level engagement from many of the City's leading businesses. Its Council of leading CEOs (see inside front cover) helps Heart of the City to promote and develop its work and plays an active and high-profile role at its networking events.

2. A culture of collaboration across local CR professionals, and a willingness to share their good practice: Based in the Square Mile, Heart of the City is surrounded by businesses with well-established CR programmes with dedicated personnel managing them on a full-time basis. Furthermore, there is a longstanding culture of collaboration across the CR professionals within these businesses, even within those organisations which are competitors on every other level. Heart of the City's programme draws on the fraternal spirit and expertise of these networks and helps Newcomer businesses to feel they have become members of an exclusive club.

3. Lean infrastructure: one of a range of factors which inspire such active engagement from its Contributors is the fact that, with a core team of only five people, Heart of the City demonstrates clear value for money.

4. Core funding enabling the Newcomers to access support for free: Many businesses in the early stages of developing programmes have no funding for CSR advice and support. It is often only once a programme has been successfully developed that human and financial resources become available. Therefore, the fact that this programme is free is a critical factor in enabling Newcomer businesses to develop strong foundations for their CR programmes.

5. Programme content shaped in collaboration with SMEs: The Newcomers' Programme has been developed in close collaboration with SMEs to ensure it is realistic and pitched at an appropriate level. Heart of the City's brief to its Contributors is to be candid about the challenges they have faced whilst developing their programmes, and the programme has acquired a reputation for being 'refreshingly realistic and accessible'.

6. Programme flexibility to meet changing needs: Heart of the City's close working relationships with all Newcomers and Contributors also ensures continual feedback. The programme is regularly reviewed and developed to fit the changing priorities of its business audience. For example, with environmental concerns assuming an increasingly central place on corporate agendas, the programme has evolved to ensure that sustainability expertise can be accessed from Heart of the City Contributors and support offered accordingly.

7. Bespoke support over a two year period: there is no other free programme offering such developed support to SMEs and other businesses. Whilst not all our Newcomers 'stay the course', with personnel changes and business pressures often proving disruptive, the Heart of the City team and its Contributors help, through their strong personal relationships with Newcomers, to encourage leadership, realism and tenacity in the challenging early years of programme development.

How does Heart of the City measure its impact?

Heart of the City looks at the impact of the programme by considering three questions:

1. The number of Newcomer and Contributor businesses joining the programme

The Newcomer and Contributor businesses are set out in the table on page 12. In 2008, boosted by pilot funding from the LDA, the core team expanded and the number of Newcomer businesses recruited into the programme more than doubled as a result. The Contributor grouping also expanded by 40% at this stage. One of the Heart of the City's success measures is the number of Newcomers that make sufficiently impressive progress to join the Contributor group. It is heartening to see a number of star-performing Newcomers becoming equipped to share their learning with others in the programme.

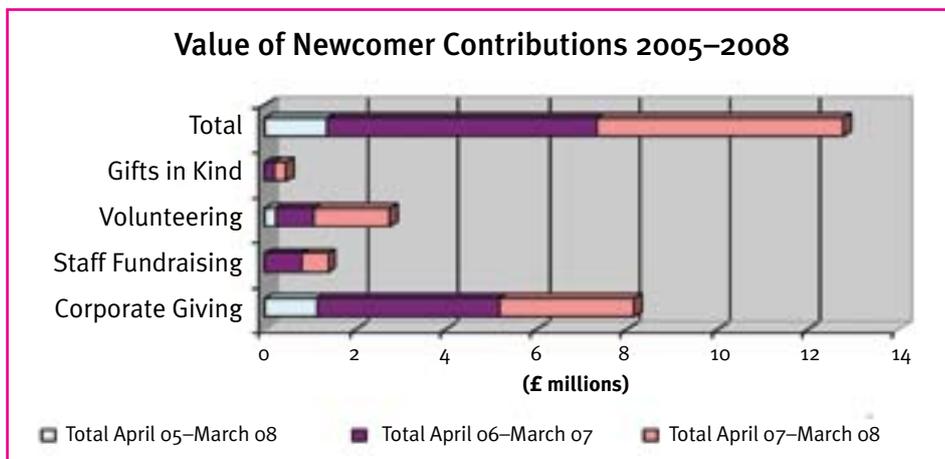
2. CR systems implemented within Newcomer businesses

Heart of the City also examines the systems that its Newcomers have introduced as these are a good indicator of the longer term sustainability of their programmes over time. So, for example, of all the Newcomer businesses with whom Heart of the City has undertaken detailed reporting:

- 89% now communicate their programmes internally
- 89% have senior level people actively championing the programmes
- 50% have established targets and tools to measure progress
- 68% have developed a CR strategy.

3. Levels of cash, time and in-kind support invested by Newcomer businesses

Heart of the City measures the levels of community investment by participating Newcomers. This paints an encouraging picture.



Heart of the City needs to be cautious about claiming credit for all the contributions set out above – many of the Newcomers were doing good work anyway. Nevertheless 67% of the Newcomers reporting back describe Heart of the City's support in helping them to develop their programmes as "excellent".

What does this mean in practice? Case Studies demonstrating how Heart of the City helps to build stronger communities.

Patsy Francis, UBS → mentors Anjuli Sizeland, Capco ↔ partners with Brokerage Citylink



Patsy Francis, UBS, Mentor

Capco, a management consultancy with 175 employees in London, joined Heart of the City in 2007 and has developed a number of initiatives with two schools in Islington which provide mentoring and workshops for business studies students.

“This is all about trying to make working life feel more real for these pupils” says Anjuli Sizeland, a senior consultant at Capco entrusted with responsibility for developing the CR programme. “I was lucky when I was growing up – I had all sorts of contacts who could give me encouragement and inspiration as I tried to work out my career path. We’re trying to give students, who may not have such advantages, something similar: a network of people from a variety of backgrounds who are on their side and with whom they can test out ideas and make mistakes.”

Capco were mentored by UBS who introduced them to the Brokerage Citylink charity. The Brokerage helps find bright students from inner London schools for this type of programme. “We always try and help our partner charities become more sustainable,” says Patsy Francis, Director, Corporate Responsibility and Community Affairs at UBS, “and the Heart of the City programme is an excellent way of broadening the pool of receptive businesses to whom we can introduce our partner charities”.

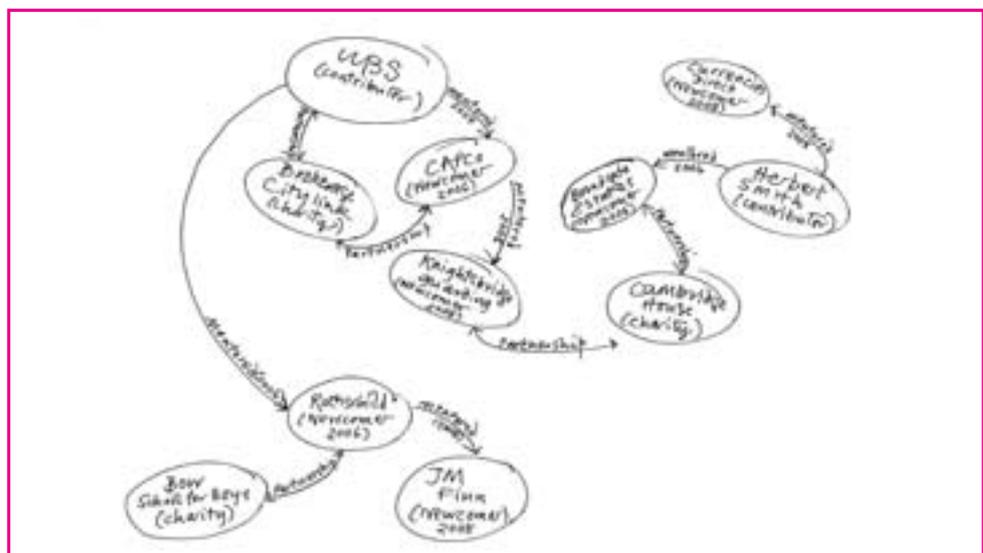
CEO of Brokerage Citylink Caroline Reeson comments that, for many of the school pupils growing up in the deprived boroughs surrounding it, the City seems a million miles away even though its gleaming towers may be visible from their bedroom windows. “Our programme is about trying to make talented young people realise that this world IS within their reach – and to provide them with advice and – most importantly – encouragement to fuel their journey there.”



Anjuli Sizeland, Capco, Mentee



Caroline Reeson, Brokerage Citylink, Charity Partner



How collaborations are fuelled by the Newcomers' Programme

Richard Brophy, Herbert Smith → mentors Mike Thornton, Broadgate Estates ↔ partners with Cambridge House

Broadgate Estates joined our programme in 2006 and were mentored by Richard Brophy from Herbert Smith. Richard's guidance meant that Broadgate were better equipped to forge effective relationships with their partner charity Cambridge House.

"We get about 1,200 visitors to our premises a week," says Burger Edwards, Director of Resources at Cambridge House, "and provide a range of different services – from helping a 70 year-old Somali pensioner to claim the housing benefit to help heat her flat this winter to running an after-school club for a group of teenagers who – often as a result of chaotic circumstances at home – are at risk of being excluded from mainstream education.

"We know that, for many of our service users, our centre in Southwark feels like a place of refuge from the challenges they are facing in their everyday lives. But we struggle to make ends meet and this is very clearly demonstrated by the state of our premises which, though welcoming, are pretty run down. This is why, even though it's early days, our partnership with Broadgate Estates feels so exciting."

Mike and his Broadgate colleagues are using their skills to help audit Cambridge House's building needs to identify where money should be prioritised for renovations, provide IT and accounting advice and Health and Safety training, and leverage additional funding and support from Venture Capitalists and contractors.

A partnership of this type is a first for both Broadgate Estates and Cambridge House and both are on a steep learning curve as they adapt to one another's working practices and cultures. "The Heart of the City Programme helps provide context and practical support as we navigate a new relationship of this type," writes Mike. "The team and my Heart of the City mentor, Richard, have helped me to learn what challenges to expect, how best to overcome them and, very importantly, how to manage expectations within my own business environment as we take this relationship to the next stage."



Richard Brophy,
Herbert Smith, Mentor



Mike Thornton,
Broadgate Estates,
Mentee



Burger Edwards,
Cambridge House,
Charity Partner

Mike Kelly, KPMG → mentors Andy McNally, Berenberg ↔ partners with Kids' Company



Mike Kelly, KPMG, Mentor

“I’ve really enjoyed mentoring businesses going through the Heart of the City programme. It makes me stop and reflect about WHY we’ve developed our programme in the way that we have – and that is a very useful exercise in itself,” says Mike Kelly, Director of Corporate Social Responsibility at KPMG, who has mentored three Heart of the City Newcomer businesses since 2005.

“Mike’s support was invaluable,” says one of his mentees, Andy McNally, Co-Head of Capital Markets at Berenberg Bank. “He provided really helpful guidance about how to find and forge an effective partnership with a charity partner, as well as how to structure our programme to maximise engagement in this partnership across our entire workforce. It took us time to get things off the ground but I’m incredibly proud of all we’ve done since joining the Heart of the City Programme. With Mike’s help, we’ve forged partnerships with key charities in both London and in Hamburg and even managed to raise £85,000 for our Partner Charity recently – not bad for a company with 15 employees in the UK.”

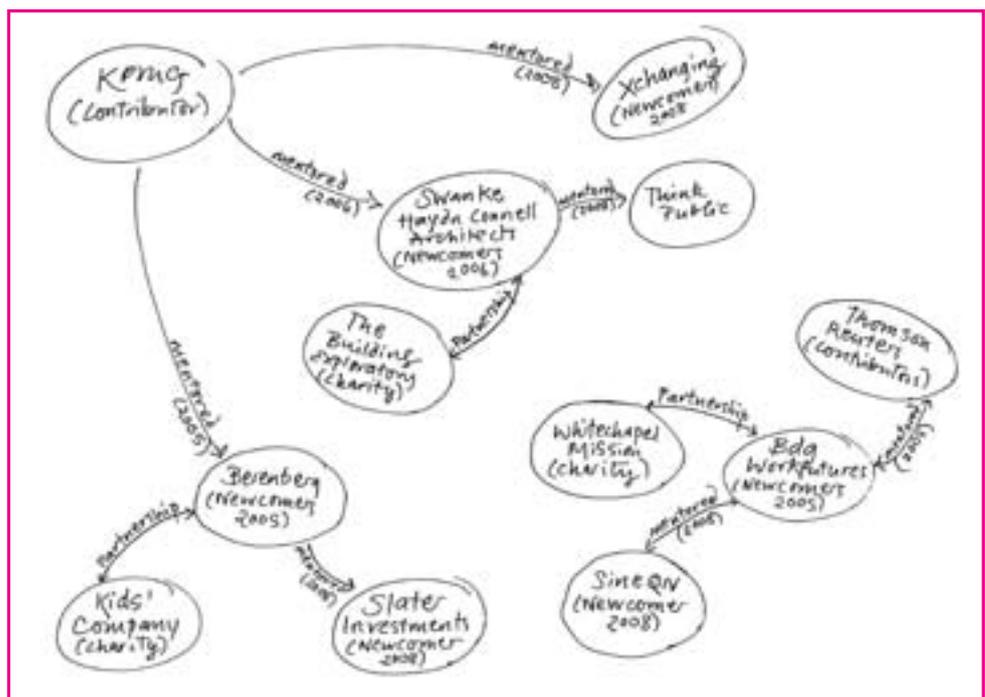
Berenberg’s funding supports Kids’ Company’s work with inner-city children and young people, many of whom have severe emotional, behavioural and social difficulties, resulting from experiences of trauma and neglect. The funds raised will help support the running costs of a newly opened home for young boys.



Andy McNally, Berenberg, Mentee



Camila Batmanghelidjh, Kids' Company, Charity Partner



How collaborations are fuelled by the Newcomers’ Programme

Julia Fuller, Thomson Reuters → mentors Gill Parker, BDGworkfutures ↔ partners with Whitechapel Mission

“I attended one of the Heart of the City community visits in 2005.” says Gill Parker, MD of BDGworkfutures, a workspace interior design company of around 30 employees, and part of the global WPP network. “The trip included a very thought-provoking tour around the Whitechapel Mission in Tower Hamlets at breakfast time – one of the busiest times of the Mission’s working day. The Whitechapel team attempts to ensure consistent support to their service users, who are homeless and often leading chaotic lives by ensuring that anyone who turns up has access to a hot breakfast, showers, clothing and practical support 365 days a year.

The difference between my life and those of the people helped by the Whitechapel Mission felt pretty uncomfortable,” explains Gill, “so I wanted to know what my business could do to help. With help from Heart of the City and our mentor, Julia Fuller from Thomson Reuters, we built up a programme of support for Whitechapel which is now in its third year. We provide funding, practical items such as clothing and toiletries, volunteers, creative input, business ideas and mentoring”.

“Gill’s a great sounding board for me, and BDGworkfutures have brought invaluable creative skills and business acumen to bear on our work”, says Tony Miller, Chief Executive of the Mission. “The integrity of their programme and their genuine commitment to stick with us through thick and thin are just the sort of things which need to be communicated to the broader business community – and the Heart of the City model is a great way to do this.”



Julia Fuller, Thomson Reuters, Mentor



Gill Parker, BDGworkfutures, Mentee



Tony Miller, Whitechapel Mission, Charity Partner

Contributors 2005–2009

Pink text denotes Contributors who were previously Newcomers

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Newcomers 2005

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 Artillery Architecture & Interior Design
 Bank Gesellschaft Berlin
 Bank of America
 Baring Asset Management
 BDGworkfutures
 Berenberg Bank
 BNP Paribas
 Brit Insurance
 British Arab Commercial Bank
 Buzzacott
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