

PricewaterhouseCoopers in Southwark Case Study



Contents

1. Foreword	2
2. Executive Summary	4
3. Introduction	6
4. The Southwark Context	7
5. PwC in Southwark	10
6. The Debate	26
7. Conclusion	35
8. Appendix A	38

Foreword

Amanda Jordan
The SMART Company



For a long time, the London Borough of Southwark has been recognised as one of the most deprived areas in the country, struggling with serious social problems such as high unemployment and low attainment. Recently, however, Southwark has come to be known for other, more positive, reasons. Visitors from all over the world come to Tate Modern and Shakespeare's Globe. The riverside and Shad Thames have been transformed through major regeneration projects. Education standards results have consistently improved over the past six years. These changes result from the hard work and commitment of people from all sectors and PwC has played a significant role.

It is increasingly recognised that effective social change requires partnership working between government, voluntary sector and business. PwC realised this years ago, when they began to look for ways to contribute to the regeneration of Southwark. PwC's approach stands as a clear example of good practice in community investment. They have used their networks and influence to bring different organisations together and facilitate change. They have used the

skills and experience of their people to provide support to both headteachers and pupils. They have used their investment to leverage input from others, enabling sustainable, securely funded projects. Most importantly, they have taken the time to really get to know the borough and its people. They have understood where the challenges lie, where they themselves can have a direct input and where they can help others to use their expertise in a way that really makes a difference.

We were very pleased to have the opportunity to research and write this case study of PwC's long-standing involvement with Southwark. As business seeks to develop more strategic, focused community investment programmes, I hope that this programme will serve as an inspiration and example to others of what can be achieved.



Amanda Jordan

Foreword

Richard Collier-Keywood
PricewaterhouseCoopers,
Management Board member,
with responsibility for
Community Affairs



I am delighted to introduce this PricewaterhouseCoopers 'PwC in Southwark' case study, which describes our involvement with our local community in Southwark, London.

PwC became involved in Southwark at a key moment in the borough's development. As the third most deprived borough in the UK at the time, Southwark had not previously attracted significant investment or regeneration initiatives from private companies. PwC's involvement began just as this situation started to change and focussed primarily on raising the educational achievement and employability skills of the borough's young people. We have been delighted to be able to play our part in the transformation of major parts of Southwark.

I am proud to be associated with PwC in Southwark and would like to thank all those involved, both within PwC and from our community partners, for their efforts and commitment over the years.

We hope that this model of a long term, sustained and multifaceted corporate community partnership will inspire other organisations as they develop their own community programmes.

Richard Collier-Keywood

Executive summary



Introduction

- This study explores PricewaterhouseCoopers' fifteen-year support for the London Borough of Southwark. It looks at the key elements of the programme including focus areas, partners and projects; identifies some of the programme's main impacts and discusses what lessons can be learnt and applied to wider corporate community investment.
- The case study was researched and written by The SMART Company, an independent consultancy. It is based on existing data and a series of in-depth interviews with key partners in the PwC programme.

About Southwark

- Southwark is a borough of contrasts and challenges. When PwC first became involved in the early nineties, Southwark was the third most deprived borough in the country and although there have been some major transformations since then, it continues to be the 12th most deprived borough in the UK.

- Southwark has historically suffered from poor levels of literacy and numeracy. This has been reflected both in school results and in the long term unemployment rate which is the 8th highest rate in England and Wales.

PwC's involvement

- One of PwC's objectives is for its community investment to focus on areas of real need and for it to produce demonstrable benefits. To ensure its investment in Southwark meets these objectives, PwC has focused on providing support in areas most suited to the skills and expertise of its business.
- There has been a significant focus on raising educational achievement and employability skills in order to help address Southwark's most serious issues. PwC has also been deeply involved in regeneration and development projects focused on improving the social and physical infrastructure of the borough.

“Causality is a very difficult thing to trace but in my opinion the impacts can be significantly attributed to PwC’s involvement.”

Terry Powley, Director, North Southwark Education Action Zone, 1998-2001

- Support ranges from providing direct mentoring and support to schools – both to pupils and teachers – to supporting other organisations to deliver projects. PwC’s people have used their management and networking skills to chair boards, facilitate new projects and leverage additional funding.
- Feedback from PwC’s community partners and others from within the borough show that the firm’s support has been of significant value in the borough. This support includes an overall cash contribution of £1.75million in the years 1998-2006 and 2,600 employees giving 30,000 hours of their time volunteering in the borough.

Programme impact

- PwC’s input has been shown to have real impact. At Aylwin Girls’ School (now known as the Harris Academy Bermondsey), where PwC has been involved for over six years, 80% of girls mentored have achieved higher than predicted GCSE grades.

The number of girls achieving grades A*-C has risen from 24% to 49% in the last 5 years (compared to 18% for England as a whole) and numbers entering further education have risen from 63% to 80% in the same period.

- In the borough as a whole over the past 5 years, GCSE results have improved 44% (from 34% A*-C to 49% (England comparative 18% from 50-59%)).

Conclusions

The case study identifies two key factors that have ensured the success of the Southwark programme:

- A deep understanding of the community context in which the programme is operating; and
- The degree to which the programme’s principles and objectives are integrated and embedded into the culture of the firm and the engagement of people at all levels.



Introduction

PricewaterhouseCoopers (PwC) is a global professional services firm employing over 140,000 people worldwide, approximately 9,000 of whom are based in London. The firm has a long standing commitment to corporate responsibility and sustainability. In the UK, PwC takes part in the annual Business in the Community Corporate Responsibility Index and in 2006 was rated as a Platinum member and sector leader.

PwC approaches its corporate responsibility activity through four areas – workplace, marketplace, environment and community. Its community involvement programme spans a broad range of national and regional activity, seeking to make a meaningful contribution to local communities and expressing its core values of excellence, teamwork and leadership. Community involvement is seen as an essential part of motivating and developing employees and in a recent survey, 95% of staff agreed that it is important for the firm to act responsibly and get involved in local communities.

This case study explores PwC's long-standing commitment to the London Borough of Southwark. The firm was one of the first from the 'city' to cross the river to Southwark, initially coming as Price Waterhouse in 1975;

now some 3,000 employees are based in the borough at Southwark Towers and Union Street. PwC has always had a commitment to supporting the community and its current programme of activity in Southwark stretches back 15 years to the early 1990s. The nature of this involvement has developed over time, evolving into a programme typified by the breadth and depth of support. The success of the Southwark programme is such that the model has been implemented around many of the firm's UK offices.

About the research

In order to gain an independent view of the achievements of the Southwark programme, PwC asked The SMART Company, a consultancy specialising in corporate responsibility, to carry out a qualitative review. The aim of the review was to capture the extent and nature of PwC's activities in Southwark and to understand the impact of the firm's involvement.

The review is based on literature and data collected from PwC and its community partners, a discussion group with PwC employee volunteers and a series of interviews with key stakeholders. A list of interviewees is given in Appendix A.

The Southwark Context

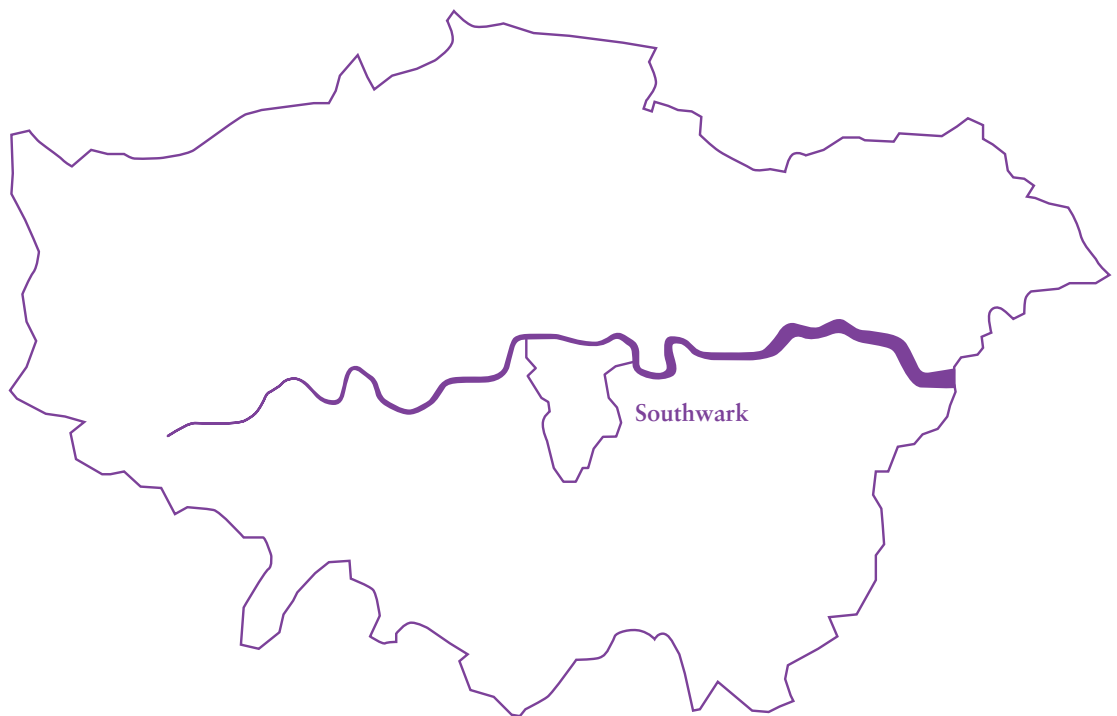


The London Borough of Southwark has a population of just over 250,000 and was formed in 1965 by the amalgamation of three metropolitan boroughs – Bermondsey, Southwark and Camberwell. The borough lies on the south side of the Thames, directly opposite Westminster and the City.

When PwC first became involved with Southwark, it was the third most

deprived borough in the country and PwC was one of the first city firms to cross the river. While the last 15 years have seen major transformations to some areas and aspects of Southwark, it remains a borough of contrasts and still has pockets of serious deprivation. Southwark is now the 12th most deprived borough in the UK, but 15 of its wards (60% of the total) are in the 10% most deprived wards nationally.

The nature of Southwark's population means that there are many challenges to overcome in the ongoing regeneration of the borough. One of the key issues facing Southwark has been the poor levels of literacy and numeracy amongst the borough's young people, contributing to high levels of unemployment. PwC's focus areas of raising educational achievement and employability skills are aimed at addressing these issues.



Facts about Southwark

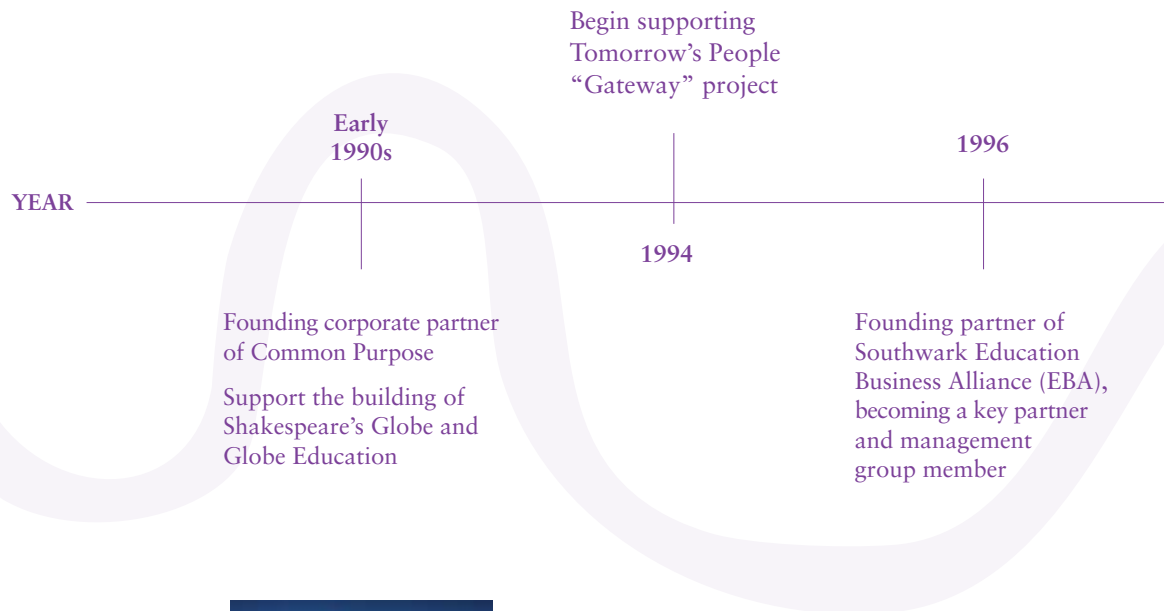
- Southwark is a very diverse borough with just under 40% of the population coming from a black or minority ethnic community, compared to around 13% of the population of England and Wales as a whole.
- There is even greater diversity among young people, with over 60% of the school age population drawn from black and minority ethnic groups, with 25% from black African backgrounds.
- Over 100 different languages are spoken in Southwark's schools, and 40% of Southwark's pupils do not speak English at home.
- More than half of Southwark's children live in poverty and the number of children in need is double the England average.
- Up to 60 young people a month arrive in the borough needing a place at a Southwark secondary school; one in seven Southwark children move in a year.
- 41% of Southwark's children receive free school meals compared to 15% nationally.
- School performance has improved over the last few years but still falls behind the national average.
- Southwark has the 8th highest rate of long term unemployment in England and Wales, and unemployment amongst black and minority ethnic groups is five times the London average.
- There are 144,000 jobs within the borough, but only 25% of this workforce actually lives in the borough with 108,000 commuting in.

“In my constituency there is a large PwC office which has contributed phenomenally to the education system, by bringing in their staff to assist in mentoring and other ways. They have made an excellent contribution.”

Simon Hughes, MP, Hansard, parliamentary debate on the DfES/London Challenge

PwC in Southwark

PwC in Southwark – project timeline



Shakespeare's Globe opens and the Our Theatre programme launched in partnership with Globe Education and Southwark Council

PwC supports development of Common Purpose 'Your Turn' in South London

Since the implementation of Common Purpose 'Your Turn' programme, over 300 students from South London have participated, from which over 110 students were from Southwark

Become involved with the Pool of London Partnership, sitting on the Education and Citizenship taskforce. Launching an annual match funding donation programme of £15,000 to the Small Grants Fund in partnership with Southwark Council

Support for The Prince's Trust Team Programme begins



Founding member of Southwark Cares, encouraging employer supported volunteering

Become principal supporter of Southwark Playhouse education programmes

1997

1998

1999

2000

2001

North Southwark Education Action Zone set up. PwC becomes a partner, as well as a member of the Steering Group and Action Forum

Become involved with Charles Dickens Primary School, providing literacy and numeracy support

Become founder member of Bankside Business Partnership

Student mentoring programme established at Aylwin Girls' School

Evidence suggests that student mentoring at Aylwin has been extremely successful, with 80% of girls mentored achieving higher than predicted grades at GCSE



2002



Begins supporting the Metropolitan Police's and Southwark Council's Karrot project

2003

Initiate BRASS (Business Responsibility and Southwark Students) in partnership with Southwark EBA and Pool of London Partnership

Since BRASS began, the project has achieved the following:

- Young people benefiting from the programme: 400
- Young people receiving vocational advice: 400
- Schools involved in the project: 7
- Businesses involved in the project: 18
- Private sector leverage: £251,000
- Public sector leverage: £69,000

42% of participants have shown a measurable improvement in attainment

2004

Founding member of Southwark Theatres Education Partnership (STEP)

Approximately 3,000 young people and 190 teachers participate in the programme each year.



20th anniversary of the annual PricewaterhouseCoopers pantomime. The Panto provides the opportunity for 4,000 Southwark students to experience theatre each year, as well as providing some work experience opportunities

2005

2006

PwC rated Platinum member and sector leader in the BitC Corporate Responsibility Index

PwC's London Community Champions initiated

History

PwC's links with Southwark date back to 1975, when Price Waterhouse moved into Southwark Towers. It was in the early 1990s, however, that the firm's involvement with the local community really took off. A programme of regeneration was just beginning in the borough and the Community Affairs team realised that PwC could play a key role. This commitment was echoed at the very top of the organisation, where there has always been a strong view that "doing the right thing" involves supporting and integrating with the local community.

In the early days, the programme was quite unstructured and PwC supported a wide range of relatively small projects. However, this initial diversity was central to the future success of the programme, as it raised PwC's profile as a firm that would provide support to community groups. As more people approached PwC for support and the Community Affairs team forged links with public and voluntary organisations, the firm was able to build up a detailed picture of Southwark's community and the issues its people faced. This fundamental understanding of the community and the strong network of contacts across the borough, has enabled PwC to develop a strategic programme which uses its strengths to greatest effect.

One of the greatest challenges facing Southwark is to improve quality of life

and opportunities for children and young people. If young people are well trained, motivated and given opportunities to work in Southwark, it is much more likely that regeneration and development can be sustained in the long term. As a firm based on knowledge and learning, with expertise in training and development, it made sense for PwC to concentrate its efforts in Southwark on raising educational attainment and employability skills of the borough's young people.

Much of PwC's success in Southwark, however, has been based on the depth of its involvement, not just in individual projects but in the wider sphere of community development, education and regeneration in the borough. Rather than simply bestowing help, PwC has worked carefully to facilitate partnerships and to enable local agencies and organisations to deliver what is needed.

The timeline shows how the programme has evolved into a series of strategic partnerships focused on targeting areas of most need, with activities spanning a wide range of audiences and networks, and covering regeneration, education, creativity, citizenship and leadership. The timeline pinpoints key projects and partnerships and demonstrates the longevity of PwC's commitment – the firm is still involved with all of the projects listed, including those dating back to the early 1990s.

Key projects

PwC's network in Southwark is broad and diverse. Representatives from the Community Affairs team have been involved with a wide range of activities and organisations, providing expertise and advice either informally or through sitting on Boards. These relationships have helped PwC to build up a programme of activity which uses the firm's skills in the most appropriate ways, targeted at areas of real need.

Involvement in regeneration projects helps to underpin the development of the borough and pinpoint areas where

support is most needed. There are many approaches to regeneration and PwC has focused on raising attainment for the borough's young people. This has been achieved in various ways, from support for the Education Action Zone through to initiation of creative programmes. To ensure that learning and personal development is sustained, PwC has also supported projects for young people, helping to develop employability and citizenship skills. The way that these projects fit together to form a strategic, targeted programme, is represented in the model opposite.



PwC in Southwark

Regeneration

Partnerships that support regeneration and development of the borough:

- Pool of London Partnership
- Bankside Business Partnership
- London Bridge Business Improvement District
- Bankside Open Spaces Trust
- Team volunteering

Education

Partnerships that support education and learning in the broadest sense:

- Education Business Alliance
- Education Action Zone
- Individual schools
- Shakespeare's Globe Education
- Southwark Playhouse
- STEP
- Mentoring – students and headteachers
- Literacy
- Numeracy
- PwC Pantomime

Employability

Partnerships that support wider skills development, citizenship and employability:

- The Prince's Trust
- Common Purpose 'Your Turn'
- Gateway
- Southwark Police 'Karrot'
- BRASS

Underpinning the programme

- Deep understanding of Southwark context
- Strong network of contacts and inter-relationships of projects supported
- Long term relationships
- Awareness of where expertise is best targeted
- Extensive employee volunteering programme

Regeneration

PwC became involved in Southwark at a key time in the borough's development, just as the borough's major regeneration programme started. As a very deprived area, sited south of the river, Southwark had not previously attracted significant investment or regeneration initiatives. PwC's involvement began just as this situation started to change, and the firm was able to play a key role in the transformation of major parts of the borough.

In the mid 1990s, PwC became a founder partner in the Bankside Business Partnership, an initiative established by prominent organisations located along the riverside between Blackfriars Bridge and London Bridge. The partnership has worked alongside a number of other regeneration organisations to transform this area, focusing on improving training and employment opportunities as well as the economic, environmental and

social conditions for all those who work, live in or visit Bankside.

PwC, along with Southwark Council, has been a long term supporter, both financially and in-kind, of the Pool of London Partnership, another regeneration organisation focused on the areas north and south of the river between Tower Bridge and London Bridge. While the partnership focused mainly on physical regeneration of the area, it also wanted to address the serious social deprivation in immediately neighbouring areas. It therefore developed a small education programme with a focus on achievement and attainment, which aimed to encourage young people to build a relationship with the local area and feel that opportunities existed for them. An education taskforce was set up with members drawn from local businesses, the community, local schools, local council and education organisations, and a PwC representative chaired the group.

The programme tested out new ideas and developed some experimental programmes on a pilot basis. The long term aim was to create sustainable, embedded projects which would attract funding from elsewhere. As well as input into the group itself, PwC was also involved directly in some of these initiatives such as BRASS (Business Responsibility and Southwark Students) (see page 20).

PwC match funded the Pool of London Partnership's Small Grants Fund, which offered grants of between £500 and £2,000 to local schools, small businesses and community-based organisations for educational regeneration projects within the pool area. PwC has match-funded £15,000 to the scheme for each of the last ten years of the fund's existence.



“When PwC became involved in Southwark it had a strong community programme and a willingness to work locally – the idea of focusing on a particular geography was quite unique. One of the reasons why the education programme could do new things was PwC’s leadership. PwC is independent of local networks and the education authority, and has no vested interest. It can therefore provide neutral and informed expertise.”

Linda Houston, Director, Pool of London Partnership

Education

Education has been at the heart of PwC's involvement in Southwark. PwC recognises that basic skills in literacy and numeracy provide the foundations for long term achievement. The firm also believes, however, that it is essential to complement formal academic learning in ways which develop other skills in young people and so partners with organisations that give pupils the chance to develop outside the school curriculum. It is important to understand that some young people will not engage with a formal learning environment and need support to improve their access to training or jobs elsewhere.

Working with schools

One of PwC's most significant partnerships in education has been with Excellence in Cities Action Zone, formerly the North Southwark Education Action Zone, which was set up in 1998. The purpose of action zones was to focus on raising

achievement in deprived areas and bring in partners from different sectors to help with funding and expertise. PwC was the zone's major business partner and was a member of the EAZ Steering Group and Action Forum.

"The zone's work is helping to invigorate and extend educational provision in an area of considerable disadvantage and is encouraging and enabling its schools to make better use of the wealth of artistic, business and educational opportunities in the area. It has used its freedom to innovate well and its effective management has allowed schools to benefit speedily from the additional resources."
OFSTED inspection report of North Southwark Education Action Zone

As well as providing leadership and funding to the Action Zone as a whole, PwC has worked closely with a number of individual schools within the zone, getting involved at all levels. Volunteers have played an important

"Every single girl who has been mentored would say that it has improved their confidence and time management skills."

Roger Hiskey, Student Mentor Co-ordinator, Aylwin Girls' School (now known as Harris Academy Bermondsey)



“PwC views the needs of the community very thoughtfully and are not just handing out cheques – they want to know that the programmes they support are well thought out and have a sustainable impact. It would have been much harder to achieve what we have without their support; it’s a really valuable association for Charles Dickens School.”

Liz Owens, former Headteacher, Charles Dickens School

role in these schools, providing a range of mentoring and other support.

PwC has worked with Aylwin Girls’ School (now known as the Harris Academy Bermondsey), a secondary school in Bermondsey, for the past 6 years. Support includes student mentoring of Year 11 pupils (aged 15/16), provided by PwC volunteers. Since the programme began around 70 employees have participated as mentors. Evidence suggests that student mentoring at Aylwin has been extremely successful, with 80% of girls mentored achieving higher than predicted grades at GCSE.

“The work of PwC has enabled students to build their self-confidence, to be proud to be from Southwark and to take part in communities (specifically business communities) beyond the local area that were formerly never open to them.”
Mary Kenway, former Deputy Headteacher, Aylwin Girls’ School

“The business mentors programme is highly valued by the students and contributes to the better GCSE performance and higher self esteem for those involved.”
OFSTED Inspectors’ Report for Aylwin Girls’ School

At Charles Dickens Primary School, PwC has again been involved in a range of activities including individual and team volunteering, headteacher mentoring and support for a DfES funded cross-river partnership maths programme. The school has a diverse population – 75% of children have English as an additional language, 27% have special educational needs and 40% receive free school meals.

PwC volunteers provide additional help and encouragement with literacy and numeracy. Reading volunteers commit to involvement for three school terms, working with two children for 30 minutes each once a week. They listen to children read, talk about the books they have read and help them with spelling.

Young people and business

As a reflection of its commitment to wider educational opportunities and a more rounded curriculum, PwC supports a number of initiatives which seek to broaden young people’s experiences. A key partnership is with the Southwark Education Business Alliance (EBA), which provides a formal channel for business involvement with Southwark schools. PwC has been involved with the Southwark EBA from the outset, and as well as being represented on the Management Group has supported programmes, hosted events and encouraged other businesses to get on board.

PwC has been a key partner in the Southwark EBA-led programme BRASS – Business Responsibility and Southwark Students. The programme, which is funded by the Pool of London Partnership, is a pioneering citizenship initiative for primary and secondary schools in Southwark. Schools are partnered with





local businesses, with the aim of helping pupils to learn more about business and its role in the community. The long term objective is to help improve young people's skills and employability and at the same time raise awareness amongst businesses of their role in the local community. Programmes are delivered in eight workshop sessions through a range of activities and events both in and outside schools, culminating in workplace-based final presentations to peers, teachers, parents and business partners.

PwC helped formulate the structure of the programme and was a key player in initiating the project, developing the initial strategy and facilitating the preliminary meetings and consultations which encouraged other businesses to participate.

Since the programme began, around 800 young people have benefited, of whom 42% have shown a measurable improvement in attainment. This figure

does not, however, capture the full impact on those participating, which is better reflected through feedback from students and their teachers:

"BRASS has added to the national curriculum in English, especially since pupils' speaking and listening skills are enhanced as a direct result of their presentations and generally by their interaction with the partner businesses."
Secondary teacher

"I am more organised and I think I could run my own business. I learned a lot about team work and how to communicate better."
Student

Harnessing creativity

Southwark is fortunate to be home to many arts organisations, from the internationally known Tate Modern and Shakespeare's Globe to smaller community focused centres like the

Southwark Playhouse. The link between the arts and education is strong and it is well recognised that arts activities can often reach young people in a way that formal teaching cannot.

In its commitment to helping the young people of Southwark realise their potential, PwC has worked closely with a number of arts organisations in the borough. The firm's relationship with Shakespeare's Globe dates back over 10 years to the time of the campaign to build the theatre. PwC shared the vision for the Globe, realising what impact it could have on the community and was particularly helpful in brokering support in Southwark.

The Globe is an internationally renowned theatre, but it is also very much part of the Southwark community. It was keen to recognise this through the opening ceremony and in ongoing activities and from this the idea of Our Theatre was born.

"Congratulations on starting this initiative. The reason it's important for me, is because theatre isn't academic – you have to get up on your feet and participate and experience it and that chance to perform should be available to all of us. STEP can make that possible in Southwark. The beauty of theatre is that it allows us to discover our place in society. Why? Because all the world's a stage."

Sir Ian McKellen, speaking at the launch of the 2004 STEP Festival

“Anecdotal evidence suggests that ‘Our Theatre’ really affects confidence, eloquence and team-building skills. The proof of the pudding is that schools flock to become part of it and it’s always oversubscribed. Without PwC, it wouldn’t have happened.”

Patrick Spottiswoode, Director, Globe Education

‘Our Theatre’ is a programme for Southwark schools. These schools take part in an eight-week programme of activities focusing on the themes explored in a Shakespearean play. Each school collaborates with a Globe Education practitioner to create an ensemble scene for the Globe stage. Our Theatre culminates in March each year when the participating schools come together to perform excerpts on which they have been working on the Globe stage.

PwC is the major partner in Our Theatre along with Southwark Council. Over the ten years of the programme, more than 4,500 children have taken part, and the programme has been replicated at The Royal Exchange Theatre in Manchester, and in St Louis, USA.

PwC also partnered with the Globe in creating a Concert for Winter which is held every December.

PwC is a principal supporter of the Southwark Playhouse, which has developed into one of London’s leading studio theatres. PwC has sponsored the educational element of the Playhouse programme for five years. A key element of the programme is Shakespeare for Schools which grew out of a programme of GCSE curriculum support. All Southwark secondary schools and primary schools are offered free tickets to the Playhouse’s annual Shakespeare for Schools performances. This year 22 schools came to performances; a further seven were interested in participating. The Shakespeare project has also become a very important one for young theatre practitioners. The attached “Young Director’s Award” enables the winner to stage a fully funded production and this year over 100 applications were received.

PwC is also one of the principal founding members of the Southwark Theatres Education Programme

(STEP), a borough-wide partnership between the education sector and the theatre community in Southwark. STEP sees more than 100 creative activities delivered to 45 schools each year involving 3,600 young people and 280 teachers. Feedback has been excellent, with 100% of schools involved believing it to be a worthwhile initiative; 100% of teachers saying that they would recommend it to other schools; and 100% of those attending events believing that it would stimulate work in the classroom.



Employability and skills development

PwC recognises the importance of extending support for young people beyond the bounds of the curriculum and the school context. It has therefore provided support to a number of projects which seek to support young people in developing broader skills, particularly around leadership and employability.

Employability

PwC provides support for young people who have left school through a number of initiatives, including the Gateway programme with the charity Tomorrow's People and business mentoring for The Prince's Trust. Gateway was the first purpose-built foyer to provide formerly homeless young people with accommodation and training under the same roof. PwC has been involved since the mid-1990s and is one of several prominent businesses supporting the project.

Over the years, PwC's support has included:

- mentoring residents;
- skills workshops for residents including CV writing and interview technique;
- work placements;
- matched funding;
- funding a Saturday morning Study Support Initiative for the benefit of local schools; and
- donating business suits for interviews.

The corporate partnership programme with Gateway has been a great success, helping many hundreds of people towards employment and raising awareness of the opportunities that companies like PwC can offer. In 2004-5, 84% of people visiting the centre were helped into work.





PwC is a long term partner of The Prince's Trust Business Programme, and as well as providing financial support has encouraged employees to become involved as members.

PwC also supports The Prince's Trust Team programme, which enables 16-25 year olds to develop their confidence, motivation and skills over a 12 week course. The programme includes work experience and career advice such as developing interview and CV skills, which PwC volunteers help deliver.

Citizenship

PwC became a supporter of the Metropolitan Police's and Southwark Council's Karrot project in 2003. The project is designed to engage young people at risk of offending in Southwark. It has a number of elements including two internet buses that have broadband internet

connections, music-making equipment and a range of software for word processing and producing art, all of which are free for young people to come on board and use.

PwC has provided a range of support to the project, from participating on the steering group to offering funding, facilities and staff. As well as the benefits delivered to Southwark's young people, the project helps to build relationships between the borough's police and its business community.

Leadership

Common Purpose is a charity which helps to develop leadership skills. PwC has been a supporter since the charity's foundation in 1989 and primarily focuses its involvement on the Your Turn programme, for Year 9 students. Students from different

schools are brought together to understand how their city works, how decisions are taken that affect their lives and learn how they can influence decisions now and in the future.

Common Purpose launched the Your Turn programme in South London in 1998. PwC has provided a variety of support from the start including funding, providing volunteers from the firm to lead sessions on the PwC hosted programme days and hosting the presentation evenings. Since 1998, over 300 students from South London have participated in the Your Turn programme, from which over 110 students were from Southwark.

“PwC is acutely aware of what happens in the borough and has a genuine interest in what is trying to be achieved, and working out together what can be done. Their working relationship with us is dynamic and flexible.”

Simon Smith, Southwark Police

PwC in Southwark – summary of impacts

Aylwin Girls' School (now known as Harris Academy Bermondsey)

80% of girls mentored have achieved higher than predicted grades. The number of girls achieving grades A*-C has risen from 24% to 49% in the last 5 years compared to 18% for England as a whole and numbers entering further education have risen from 63% to 80% in the same period.

BRASS (Business Responsibility and Southwark Students)

800 young people participated in this programme, of whom 42% showed a measurable improvement in attainment.

Shakespeare's Globe 'Our Theatre'

4,500 children and 154 teachers from 48 Southwark schools have taken part.

STEP (Southwark Theatres Education Partnership)

100 creative activities delivered to 45 schools each year involving 3,600 young people and 280 teachers. 100% of schools believe it is a worthwhile initiative; 100% of teachers would recommend it to other schools; 100% of attendees believe it would stimulate work in the classroom.

Employee involvement

2,600 PwC staff have given 30,000 hours of volunteering time to help young people in the borough.

Overall

In the borough as a whole over the past 5 years GCSE results have improved 44% (from 34% 5A*-C to 49% (England comparative 18% from 50-59%)).

“I learned a lot. I will take away knowledge and understanding of a broader view of organisations and business. I can now think more clearly and have the confidence to speak out loud in a crowd – more than I did before.”

Student, on BRASS programme

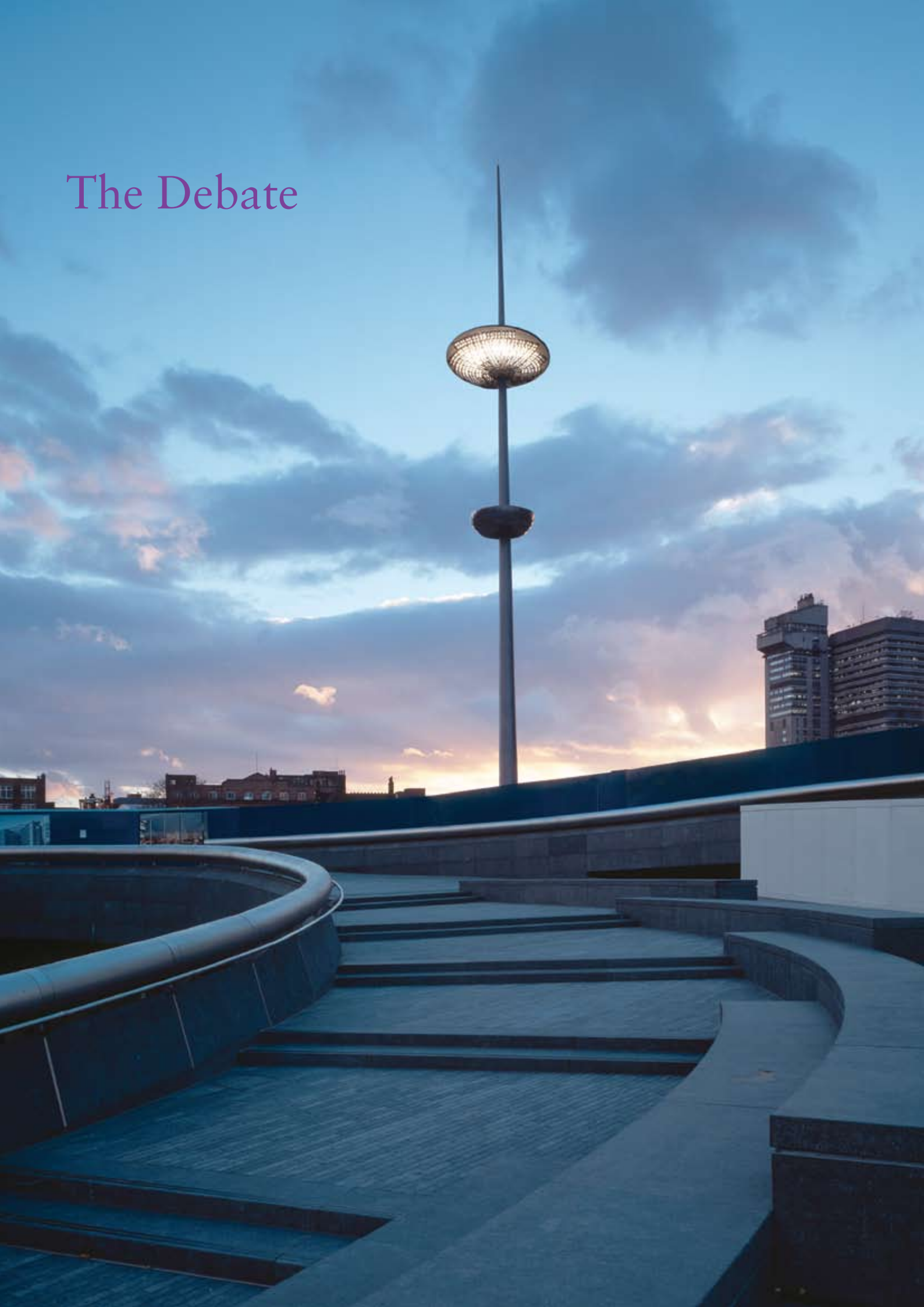
Conclusion

The projects and partnerships outlined represent only a percentage of those with which PwC has been involved over the years. While maintaining a core focus on education attainment and employability skills of young people, PwC has developed a broad programme of activity and played a key role in the regeneration of Southwark.

The next section will explore the lessons that can be learnt from PwC's approach in Southwark and consider what these learnings mean for wider corporate community investment.



The Debate



Understanding the context

Essential to PwC's success in Southwark is the time that has been spent developing an understanding of the borough and its community. From the outset, PwC understood that the success of its involvement with Southwark depended on some key activities:

- talking to people in the community to understand what the key issues are and where input is needed;
- networking to determine how decisions are made and where influence lies;
- identifying the areas where PwC can have the most constructive input; and
- engaging with a small number of experienced organisations who have the knowledge and expertise to deliver what is needed.

Much of PwC's success in Southwark has been based on the depth of involvement, not just in individual projects but in the wider 'universe' of community development, education and regeneration in the borough. PwC has worked hard to understand

the issues that are faced by Southwark, and rather than simply bestowing help, has worked carefully to enable local agencies and organisations to deliver what is needed. The nature and impact of this type and depth of involvement can be difficult to capture, but feedback from PwC's community partners affirms the view that PwC and the Community Affairs team are very much part of the fabric of Southwark.

"The difference between PwC and other businesses involved in education is that they get alongside the issues; they're willing to get their hands dirty. It's not just money and some volunteers, they're very much involved in negotiating how it takes place, its development and evaluation, so it's a deep involvement and although it sounds straightforward, it's distinctive to the way many corporates operate. They don't float above it all, they get stuck in and live the project. It's not just facilitation, it's participation."
Terry Powley, Director, North Southwark Education Action Zone, 1998-2001

"I see PricewaterhouseCoopers as a model for business integration with the wider community. It is the only organisation I know to demonstrate such a deep and long-term commitment. It sets the standards we hope others will follow".

Fred Manson, former Director, Regeneration and Environment, London Borough of Southwark

“PwC is a senior member of the ‘Southwark Club’. It is a key corporate partner in Southwark, and from partnerships, you get good strategic thinking and decision making. PwC has been a much needed ‘critical friend’.

Carol Kay, CEO, Southwark Education Business Alliance

Summary of support given in Southwark

The total contribution for the period 1998-2006 in cash, time and in-kind was £1.75 million

	1998-1999	2005-2006
Number of volunteers	16	615
Number of hours volunteered	740	5,500

While PwC has invested a significant amount in Southwark, it is not a multi-million pound programme. The programme shows that while financial investment is important, this is not the only factor that leads to successful partnerships.

From the outset, PwC’s Community Affairs team has worked hard to understand and integrate with the Southwark community and with its leading organisations. The deep understanding of Southwark held by

the team means that PwC has become a facilitator and a catalyst for change. PwC has clear objectives for its programme and cannot support every cause. Its networks and knowledge are such, however, that it can support organisations in finding appropriate partners for their individual projects.

“PricewaterhouseCoopers invites us to networking events which enable us to meet others in the arts world and other potential funders. PwC’s support sends a vastly reassuring signal to others,

who take the confidence shown in our organisation as a sign that we can be trusted to stage (and deliver) education and community projects: it’s a priceless endorsement.”

Tom Wilson, Education Director, Southwark Playhouse

“PwC is taken seriously by decision-makers in Southwark; there’s a general sense that PwC is a key partner – because they’ve proved themselves to be not just a distant source of money, but people who want to be actively involved with all the issues.”

Terry Powley, Director, North Southwark Education Action Zone, 1998-2001



Integration

It is now widely accepted that a truly responsible company is one that takes an integrated approach to the management of its environmental, social and economic issues. It is on this principle that the BitC Corporate Responsibility Index is founded, after research it commissioned amongst business leaders showed that 78% of respondents believed that competitiveness would only be increased if responsible business practice was integrated throughout the organisation.

Integration obviously cannot happen overnight, but PwC has worked hard to ensure that its programme in Southwark makes sense in the context of the firm's culture and has focused on a number of factors to achieve this.

First, the programme is led from the top. The Board has given its full support for the programme in Southwark and senior members have been actively involved. In January 2005, Richard Collier-Keywood was appointed Board member responsible for Community Affairs and since then he has taken his

Leadership Team on two Community Affairs volunteering days. Richard, on behalf of the Board, gave a presentation to all PwC partners about the Community Affairs programme at the Annual Partners Meeting in 2005. Other senior partners are also actively involved. One of the Board members has acted as a student mentor and the firm's Head of Professional Services was Chair of Governors at Aylwin Girls' School, from 1998 to July 2006, having previously mentored its Headteacher.

The fact that people at all levels in PwC are engaged in the programme adds to its strength and credibility. When members of the Southwark community see senior partners attending events, acting as school governors or providing mentoring, it sends a message that the firm is taking its responsibilities extremely seriously.

"PwC can make a difference to people's lives, because it's built within their own company strategy."

Amerjit Chohan, National Fundraising Manager, Tomorrow's People

"CR at PwC is rooted in the community and not just in the board room. The Community Affairs team not only offers financial support for local initiatives but, as importantly, offers advice about community programmes and partnerships. It enables and mentors and does so with a profound knowledge of the community's needs and potential."

Patrick Spottiswoode, Director, Globe Education



Second, the programme is integrated at all levels. As well as a nominated Board member with responsibility for Community Affairs, PwC has a Community Affairs Advisory Group which includes representatives from all the firm's business areas. The Group advises the Community Affairs team on developments in its business units as well as promoting Community Affairs back into the business. PwC has a network of Community Champions in the regions and is rolling out a network of Community Affairs Champions throughout the London offices. Their role is to raise the awareness of community projects within their business team and encourage them to get involved.

Feedback from volunteers shows that they feel enabled by senior management to take time off work for volunteering activities. In a discussion group with employee volunteers, it was commented that they "felt supported in signing up" and that "there is quite a lot of support when you do get involved".

The involvement of staff in volunteering in their own time is recognised by the firm through the Matched Giving Programme and Volunteering Awards Scheme. The Matched Giving Programme matches up to £250 a year to the charities for which staff actively fundraise outside working hours. The Volunteering Awards Scheme recognises time commitment. For those who are unable to volunteer, giving is made easy through a Give As You Earn scheme, with PwC paying all associated administration costs on behalf of participating staff.

This involvement at all levels has not escaped PwC's community partners who value the quality of support received. Roger Hiskey of Aylwin Girls' School (HAB) says that "people from the top to the bottom of PwC offer their mentoring services; they have been fantastic in supporting us".

PwC takes care to communicate to employees the opportunities that exist for community involvement. This effort begins before people join the firm, with

representatives of the Community Affairs team present at recruitment events. A Community Affairs presentation is also made at staff induction events. The programme is featured in the PwC Annual Report, the CR Report, in every edition of PwC's in-house publication, Perspectives and on the website and intranet. Staff views are captured through a quarterly 'You Matter' survey. The most recent results showed that 95% believe it is important for the firm to be involved with its local communities.

To emphasise the importance of its relationship with the community, PwC ensures that its community partners are invited into the office. Regular visits by local young people and community partners bring the programme into the workplace and in amongst employees, many of whom host the visits.

"The people who have taken part on behalf of PwC have never made the students feel like its 'them and us'. They have always communicated in a way that was totally inclusive – making themselves available and approaching kids of all ability levels."

Amerjit Chohan, National Fundraising Manager, Tomorrow's People

“The PwC volunteers are bright, reliable and consistent. They are fabulous role models for children, they are keen and committed.”

Carol Kay, CEO, Southwark Education Business Alliance

Recognition

There is no doubt that PwC has made a significant difference to the community of Southwark, particularly to its young people. The benefits of PwC’s work has been acknowledged by all facets of the community, from MPs to the children involved in the programme.

PwC has also received external recognition for its corporate responsibility performance through Business in the Community’s Corporate Responsibility Index, in which its community investment activity was judged as “outstanding”. In addition, PwC’s activities in Southwark have been recognised by a number of awards schemes, including Business in the Community’s Special Jubilee Award, the Mentoring and Befriending Foundation and The City of London Lord Mayor’s Dragon Award.

Through discussions with the PwC Community Affairs team and with community partners involved in the programme, it is possible to identify two key factors which have contributed to the programme’s success and which mark it out as an example of good practice in corporate community investment. These factors are:

- a deep understanding of the context in which the programme is operating; and
- the degree to which the programme’s principles and objectives are integrated and embedded into the culture of the firm, and the engagement of people at all levels.

Challenges for the future

From a wider community investment perspective, the PwC programme shows clear examples of good practice. The programme is based on strong, sustained relationships built on mutual trust and respect. Activities are targeted at areas of real need, identifiable through a deep understanding of the Southwark context. Activities also make sense in a business context, providing a range of opportunities for PwC employees to develop personally and professionally. The programme is well embedded into

the PwC culture and reflected by the numerous strands of involvement at all levels of the firm.

Feedback from community partners and Southwark opinion formers on PwC's involvement in the borough has been overwhelmingly positive. All community partners expressed a strong wish for PwC's programme and its relationship with the Southwark community to continue. PwC is committed to having a continuous presence in Southwark.



Evaluation

An ongoing challenge for all those involved in community investment activity is to understand the impact of their work. Evaluation based on ‘soft’ factors, such as impact on a person’s confidence or sense of community, is a complex process that requires careful planning and significant investment of resources. This review is based on qualitative feedback from community partners, some of whom also have quantitative data on the inputs and outputs of their individual projects. An area for future consideration, however, would be the development by PwC of a more comprehensive evaluation framework. This would not only provide useful data for PwC to use in its corporate responsibility reporting,

but be of enormous benefit to community partners who seek to use the success of their relationship with PwC to leverage support from other bodies.

A growing focus on evaluation and impact assessment is a reflection of the ‘normalisation’ of corporate responsibility into every day business practice. As part of business as usual, corporate responsibility activity needs to be justified, measured and reported on along with all other activities. This also indicates the view that a truly responsible company is one for whom social, environmental and ethical issues are completely integrated into business culture.

Employment

PwC has contributed significantly to the personal development of Southwark's young people, focusing on improving opportunities for learning, training and skills development. This contribution is the result of strong partnership working, and an expression of all sectors joining together to transform the community. This work is immensely valuable, but the next step for PwC might be to consider whether it can go further, by providing jobs for Southwark's young people. Recruitment must of course fit

with the firm's needs, and as one community partner recognised: "social demographics do not always allow recruiting from the local area". If opportunities could be explored and opened up, however, this would emphasise how a responsibility towards communities has become completely embedded into the firm's culture and build on the foundations of PwC's efforts to improve the prospects of Southwark's young people.

Conclusion



What makes a good community programme?

Based on the feedback gathered during the review and the debate, a number of key points can be drawn out as being significant in the success of PwC's community programme. Although there is more than one way of managing a good Community Affairs programme, the following have been important for PwC and could provide consideration for wider corporate community investment programmes:

1. Being clear about the objectives

Clarity around the objectives and focus of a community programme enables support to be targeted effectively and lends credibility to a partner. It also provides a stronger core message which helps with the communication of the programme. PwC has focused strongly on education attainment and employability for young people. Despite the depth and breadth of the

programme, this core focus has been retained and has enabled the Community Affairs team to build up a strong rapport with the Southwark education community, and develop a deep understanding of Southwark's particular issues.

2. Understanding the community

It's essential that a community programme addresses a real need and complements activities already taking place in the local area. PwC's familiarity with the organisations working in Southwark and with the particular issues within the borough ensures that its programme is as effective as possible. It also ensures that impact stretches beyond the activities of programme – as an integrated member of the community, they also help third parties come together successfully.

“The role that PwC has adopted has been, and continues to be, exceptional. The PwC approach to community engagement has undoubtedly made a marked and sustainable improvement to outcomes for young people and the local community.”

Bob Coomber, former Chief Executive, Southwark Council

3. Using your strengths to help others use theirs

The best people to deliver projects are the experts – those who are trained in education and who are experienced in working with young people. PwC acts as an enabler and facilitator, using its strengths to support specialist organisations.

4. Being sustainable

Research amongst community and voluntary organisations shows that sustainability of funding and support is one of their key challenges and something which can get in the way of the delivery of their services. PwC has been committed to Southwark for many years and still maintains relationships with original partner organisations.

5. Being consistent

Community and voluntary organisations often suffer from trends in charitable giving. It can be difficult, especially for smaller organisations, to compete for support and funding against national charities with eye-catching campaigns. PwC has consistently supported its partners over a number of years and has remained committed to its core focus areas even when the attention of others has moved to other issues.

6. Being open to change

With success and long-term relationships can come complacency. PwC knows Southwark and its community extremely well, but the Community Affairs team recognises that there are always new issues that may emerge and new ways of looking at things and that it is important to be open and receptive to new ideas and approaches.



Appendix A: Acknowledgements

Interviewee(s)	Organisation
Tracey Berridge, former Programme Director, Your Turn	Common Purpose
Amerjit Chohan, National Fundraising Manager	Tomorrow's People
Bob Coomber, former Chief Executive	Southwark Council
Mary Dunphy, Programme Manager, Team	The Prince's Trust
Roger Hiskey, Student Mentor Co-ordinator	Aylwin Girls' School (now known as the Harris Academy Bermondsey)
Linda Houston, Director	Pool of London Partnership
Carol Kay, CEO	Southwark Education Business Alliance
Mary Kenway, former Deputy Headteacher	Aylwin Girls' School (now known as the Harris Academy Bermondsey)
Liz Owens, former Headteacher	Charles Dickens Primary School
Terry Powley, Director	North Southwark Education Action Zone, 1998-2001
Giles Semper, Business Liaison Manager	Better Bankside
Simon Smith, Inspector – Partnership	Metropolitan Police, Southwark
Patrick Spottiswoode, Director, Globe Education	Shakespeare's Globe
Peter Williams, Chief Executive	Better Bankside
Tom Wilson, Education Director	Southwark Playhouse
Clare Gardner, Director	Community Affairs,
David R Adair, Senior Manager	PricewaterhouseCoopers
Lindsey Nash, Manager	
Anne Wolfe, Alumna	

Special thanks to all the PwC employees and community partners who have contributed to the success of our programmes in Southwark over the years.

Some of the photographs were kindly supplied by our community partners; thanks to Better Bankside, Globe Education, Sheila Burnett, Patrick Baldwin and John Tramper.

Printed in Southwark on Revive 100 uncoated
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Printed using mineral oil free inks

