



REDEFINING PARTNERSHIP

G4S and the Bromley by Bow Centre have created a winning formula that is transforming the lives of local people in East London



INTRODUCING A NEW KIND OF PARTNERSHIP

Over the past eight years G4S and the Bromley by Bow Centre have established a new kind of partnership. It breaks down the normal definitions of a relationship between a large multinational corporate business and a local charity operating in one of the most deprived parts of the UK.

This new relationship is different because it's about creating new business opportunities for both G4S and the Bromley by Bow Centre. Shared values and each organisation's international reputation have enabled them to side step the outdated model in which a charity receives a hand-out. Instead G4S has partnered with the Centre to transform a deprived community, whilst strengthening its business and embedding its corporate social responsibility policy into the company's core activities.

In fact the world's largest security business and a charity in the East End of London seem to have more in common than you might think! Sharing their joint expertise and passion is creating sustainable positive change in one of London's most deprived communities whilst giving a global market leader a community rootedness that has very significant business benefits.

Since the organisations first did business together in 2002 their relationships has expanded to the multi-layered and mutually beneficial collaboration now in action. Eight years on G4S is supporting the Bromley by Bow Centre through contracting with its social enterprises, providing employment opportunities and sharing professional expertise to name a few. Underpinning this has been a generous sponsorship package of £60,000 over the last three years which supports the running costs of the charity. In turn, the Bromley by Bow Centre has been able to support G4S as it moves into new markets in East London; not least in education, health, employment services and the 2012 Olympics. This report outlines some of the key successes.

The Bromley by Bow Centre is extremely proud of its partnership with G4S and the achievements to date and is equally excited by the host of new opportunities being explored. The Centre is committed to making a positive change to the lives of families living in one of the poorest communities in the UK and its partnership with G4S is key to future success.



“THE BROMLEY BY BOW CENTRE IS A BEACON OF EXCELLENCE IN ONE OF THE MOST DEPRIVED PARTS OF LONDON AND WE ARE PLEASED THAT WE ARE ABLE TO SUPPORT ROB AND HIS TEAM ACROSS A RANGE OF ACTIVITIES WHICH HELP BOTH OF US ACHIEVE OUR STRATEGIC GOALS”

David Taylor-Smith
Regional CEO
UK and Africa, G4S

CREATING POSITIVE CHANGE IN EAST LONDON

G4S's generous contribution to the core funding of the Bromley by Bow Centre over the past three years has helped create a cohesive, healthy and vibrant community in East London.

A new metropolitan district is being built in East London. The combined schemes across the region make it the largest area of urban regeneration in the world at the moment. Everyone knows about the 2012 Olympics, but this is simply the flag-carrier for a whole range of new developments; Stratford City and the new Westfield shopping centre, the Eurostar Terminal at Stratford, the Royal Docks plans, the redevelopment of the Lower Lea valley and the expansion of Canary Wharf. These schemes all combine into a massive set of business opportunities and the chance to re-orientate London for years to come.

Yet, despite these positive changes, East London remains one of the poorest parts of London. The Bromley by Bow Centre is at the heart of a community whose residents suffer from very high levels of chronic physical and mental ill-health and who struggle with high unemployment, illiteracy and low skill levels.



G4S's long term commitment to the Centre has helped support more than 2,000 families, adults and young people each week to learn new skills, improve their health and wellbeing and find work. This support has strengthened the organisation and protected it from the full effects of the turbulent funding environment, ensuring that the Centre can provide vital support to vulnerable people. G4S's financial support has been instrumental in helping the Centre develop and deliver its three year vision 'Seizing the Opportunity', which is creating a positive long term legacy for East London.

Some of the Centre's achievements in the last year include:

- **Creating a working community** – 150 people have been supported into work, many who had never worked before.
- **Creating an entrepreneurial community** – 9 new social businesses have been launched through which 20 local jobs have been created. Since 2005, 32 social enterprises have been launched, creating more than 200 jobs.
- **Creating a skilled community** – over 900 adult learners have studied courses ranging from basic numeracy and literacy to the Centre's flagship BA in Social Enterprise.
- **Creating a healthy community** – over 2,000 people have been supported to eat more healthily, get more physically active and improve their fitness in the long term.

"G4S HAS SHOWN A STRONG COMMITMENT TO COMMUNITIES IN EAST LONDON AND ITS PARTNERSHIP WITH THE BROMLEY BY BOW CENTRE OPENS UP SIGNIFICANT NEW AND EXCITING OPPORTUNITIES FOR BOTH ORGANISATIONS"

Lord Mawson OBE
Founder and President
Bromley by Bow Centre

COMMUNITY CONNECTIONS

The Bromley by Bow Centre and G4S's partnership makes business sense. The Centre offers its expertise in engaging the local community to support G4S's business development activities. A collaboration that has bred success and looks set to bring more.

The unique partnership began when the Centre provided business development support to G4S. At first sight this may have been an unlikely partnership, however despite the vastly different scales of the two organisations, both are leaders in their fields. This innovative business relationship has brought huge benefits to both G4S and the Bromley by Bow Centre.

The collaboration began in 2002 when G4S were looking to move into healthcare on the back of a new government PFI scheme and the opportunities to build and manage health centres. G4S had unrivalled experience in managing facilities, but had limited experience in healthcare. Partnering with the Bromley by Bow Centre enabled G4S to learn from an organisation with an international reputation for its radical approach to delivering primary care. The Centre brought its strong community engagement ethos to the mix and supported idea development and the bid writing processes, as well as attending the bid presentations. Ultimately the bid was successful and G4S was awarded the government's first ever LIFT contract and was tasked with building new health centres across East London.

This success story set a precedent and future collaborations continued to draw on each organisations' strengths. At Mile End Hospital the Bromley by Bow Centre and G4S worked together to improve patients' experience. The Centre supported G4S in developing a more positive approach to the reception function based on the Bromley by Bow experience of delivering healthcare. Simple physical changes were made like removing the perspex screen that was a barrier to communication and the Centre supported G4S by recruiting a bilingual receptionist through the Centre's employment service. Working together and sharing expertise helped to create a more effective reception function, improved the experience for both staff and patients whilst creating local employment.

The Olympics and the regeneration coming to East London bring a host of new opportunities for collaboration. Currently the Centre is supporting G4S's 2012 team in its bid for Olympic security and support services contracts.

“AS A FACILITIES MANAGEMENT COMPANY OUR CORE COMPETENCE IS SERVICING BUILDINGS AND FROM THE OUTSET WE WANTED TO ENHANCE OUR SERVICE DELIVERY WITH THE PASSION AND EXPERIENCE THE BROMLEY BY BOW CENTRE HAS FOR COMMUNITY ENGAGEMENT”

Bob Taylor
Managing Director
FM Services, G4S



DOING GOOD BUSINESS

G4S has created a socially responsible supply chain by contracting with the Centre's social enterprises. These contracts have ensured G4S clients receive a high quality local service whilst creating local jobs and sustainable income for the Centre.

The Bromley by Bow Centre has earned an international reputation as a leader in social enterprise. This comes from a passionate belief in using business principles to solve social problems and in doing so transform deprived communities. The Centre's three in-house social enterprises generate local jobs and a turn over of £1 million annually.

G4S has become a valued customer of Green Dreams, the Centre's landscape design and build enterprise. After being awarded the Government's first ever LIFT contract in 2002, G4S let two contracts to Green Dreams to design and maintain green spaces at Vicarage Lane Health Centre and East Ham Health Centre worth more than £5,000 per year. Successes on this project paved the way for further business. In 2008 Green Dreams were awarded a three year grounds maintenance contract for 26 schools in Tower Hamlets from G4S. This contract is worth more than £70,000 per annum and employs a team of four people.



G4S's experience with Green Dreams has led to the development of further relationships with the Centre's other social enterprises. Lekker Design, the Centre's award-winning graphic design enterprise, has been consulted by the company's corporate affairs team to develop new approaches to communicate G4S's corporate social responsibility strategy within its business.

By being a customer of the Centre's social enterprises G4S is successfully embedding its CSR principles within its core business activity. Working with the Centre offers exciting opportunities for G4S to meet a business need whilst helping to regenerate a local community.



“OUR SCHOOLS CONTRACT WITH G4S IS AT THE CORE OF THE MAINTENANCE ARM OF OUR BUSINESS. ONGOING CONTRACTS WITH G4S HAVE A PROFOUND IMPACT ON THE EMPLOYMENT OPPORTUNITIES WE ARE ABLE TO OFFER LOCAL PEOPLE”

Rose Greenwood
Business Manager
Green Dreams

VALUING PEOPLE

The Bromley by Bow Centre and G4S share a commitment to supporting people to meet their full potential and creating opportunities for a diverse community. The partnership is working to ensure local people can access local jobs and supports the key frontline staffing needs of G4S when doing business in a diverse and multicultural inner-city community.

Being in the heart of this diverse East London community means that the Centre is well placed to support G4S in ensuring its staff meet the needs of the community it serves. This can mean supporting the recruitment of staff with the language skills to communicate with service users who don't have English as a first language.

In 2009 the Bromley by Bow Centre supported G4S's schools contract in Tower Hamlets by providing bespoke training modules for facilities management staff. The Centre's vocational learning team developed seminars that helped staff to work more effectively with children, parents and other staff in the school, as well as raising confidence amongst the workforce.

Similarly the Centre provided training to the ancillary staff of G4S employed at Mile End Hospital. Training focussed on improving the English language skills of staff ensuring that G4S's commitment to enable their employees to reach their full potential is fulfilled.

By working with the Centre's employment service G4S is being supported with its local recruitment needs, helping to promote diversity within the

workforce, whilst creating employment opportunities for people living in one of the country's most deprived boroughs. The Centre supports local job seekers who are furthest away from the job market. Many face complex obstacles to finding work including poor English, low aspirations and little or no work experience (40% of the Centre's employment service users have never worked before).

An exciting new programme at Mile End Hospital will take local people on work placements in ancillary staff positions. Local people will not only gain vital work experience but those that do well will be offered bank staff positions. To complement this, the Centre has developed a job brokerage scheme for G4S to support its work on the Olympic site in East London.

G4S has become a familiar part of the Centre's job fairs in which local people come face to face with employers. In 2009 a member of the G4S Integrated Services team gave a presentation on roles available and how best to apply. Not only did this raise confidence and aspirations amongst clients, but G4S staff reported on how impressed they were by the calibre of the Centre's candidates.

In addition to this the Centre's employment service has been chosen to trial G4S's new online talent management system. The Centre's service has been given a priority advertisement on the website and staff are being supported in how to use the system; in return the Centre is providing G4S with crucial user feedback.

The Bromley by Bow Centre is also supporting G4S's bid for the Government's new Work Programme in East London. This follows on from extensive collaboration over the past year on submissions for the previous Flexible New Deal programme.



“IT'S CLEAR TO ME THAT BOTH OF OUR ORGANISATIONS ARE FUNDAMENTALLY ABOUT VALUING PEOPLE AND SUPPORTING THEM TO REACH THEIR FULL POTENTIAL”

Dr Julia Davis
Assistant Chief Executive and GP
Bromley by Bow Centre

A PARTNERSHIP CASE STUDY

Shahina moved to Bromley by Bow from Bangladesh in 1998. It was a tough life as she tried to settle in the UK.

She soon needed to completely rebuild her life after she separated from her husband and was left to bring up her four year old daughter on her own. She was forced to move into a women's hostel and became very isolated. But Shahina was driven by the desire to improve her and her daughter's life.

In 2006 a friend told Shahina about the Bromley by Bow Centre; a place where she would be able to learn new skills and get the support she needed. At first Shahina felt nervous about starting to study again as there had been a big gap in her education and her confidence was low. But she plucked up the courage and enrolled on a customer service NVQ level 2 and quickly found the support she needed: "The teacher was so lovely and encouraged me and showed me how to get more confident. She gave me a lot of time one on one because she saw something in me. The course was a really big first step. From nothing to something."

When G4S took on the FM contract at Mile End Hospital a number of areas for improvement were quickly identified and one of the most important was the need to transform the main reception function.

G4S worked with the Bromley by Bow Centre to understand the needs of the multicultural community in Tower Hamlets and learn from the Centre's experience of creating an integrated healthcare facility. The Centre was also tasked with recruiting a bilingual receptionist.

The Centre's employment team recognised Shahina's real ability and infectious enthusiasm, though hidden by her low self-confidence. She was encouraged to apply for the job and attended workshops to improve her interview skills and learn how to present herself confidently. Shahina's new found confidence paid off and in 2007 she secured her first full time job as the new bilingual hospital receptionist.

She was an immediate hit with her colleagues at the hospital and began to transform the service patients received. G4S has supported Shahina to take her Level 3 NVQ in Customer Service and IT training and many more opportunities. She speaks highly of the supportive environment in which she works. "My boss has been really supportive. When I started I was the only female in the team and he understood about my role as a mum. I was encouraged by him to bring my daughter into the hospital to see where I work. My daughter is now very proud of me. It is really great that he always pushes me to learn."



"HAVING THIS JOB HAS MADE A BIG CHANGE IN MY LIFE. BEFORE I WAS A SINGLE MUM AND DIDN'T KNOW WHAT TO DO. THE FIRST STEP WAS TAKING MY COURSE AND NOW I HAVE A GOOD AND IMPORTANT JOB SO MY FAMILY IS BETTER OFF. I LIKE THE JOB AS IT'S REALLY BUSY AND FUN. I GET TO USE MY SKILLS IN SPEAKING OTHER LANGUAGES, BENGALI, HINDI AND URDU"

Shahina Chowdhury
Help Desk Controller, G4S
Mile End Hospital

RISING TO THE CHALLENGE

G4S employees have jumped at opportunities to lend a hand and go the extra mile to support the Bromley by Bow Centre. Not only have they made a positive impact in the community, but they have challenged themselves and had a lot of fun in the process!

G4S employees showed real bravery and commitment by being the first corporate team to sign up for the inaugural Brighton Marathon in April 2010. A team of 8 runners took on the challenge and ran 26.2 miles for the Centre and raised an incredible £8,247 through workplace fundraising and the G4S Match It scheme. This impressive accomplishment followed another team from G4S whose workplace fundraising and G4S match funding in February 2010 made for a fantastic donation of £1,600 to Signs of Life, the Centre's youth arts enterprise.

G4S also stepped out and supported the Centre's first fundraising auction and dinner at the Vintner's Hall in the City of London in 2009. Not only did the company buy a table at the dinner, but they also donated a fantastic auction prize - a box at the ATP tennis event at the O₂ arena.

Many G4S hands have been making light work at the Bromley by Bow Centre. October 2009 saw the launch of volunteer team challenges for G4S employees. So far 12 volunteers have undertaken gardening and creative art activities to support the Centre's community projects. Staff at the Centre were incredibly impressed by the volunteers enthusiasm and empathy. The volunteers' support enabled Green Dreams to plant trees at the nearby Bow Boys School and the Centre's budding art enterprise, Art East gained eye-catching images for their new website. Volunteer feedback has been extremely positive and these activities have yet again brought reciprocal benefits with staff including team working, diversity awareness and motivation amongst the competencies they reported as having been improved.



“VOLUNTEERING WAS REALLY GOOD, FUN AND A GREAT CHANCE TO DO SOMETHING DIFFERENT AND WORTHWHILE”

G4S gardening volunteer

“AN EXCELLENT DAY WHICH REINSTALLED MY FAITH IN COMMUNITY SPIRIT, JUST BEFORE CHRISTMAS”

G4S Art East volunteer

PRACTICAL DAY TO DAY SUPPORT

In 2009 G4S's support of the Bromley by Bow Centre was stepped up further when Chris Elliott, Group Managing Director of G4S Integrated Services, joined the Centre's Board of Trustees. Chris has brought a diverse range of senior level expertise in financial management and business development which is invaluable for a dynamic charity that is constantly expanding and evolving.

Over the years the Centre has benefitted enormously from the key competencies of the G4S businesses. This has involved practical help and support from G4S managers in a wide range of areas which have included risk management, business strategy, quality marks and facilities management. This support has strengthened the organisation as it has grown and set it on a path to overcome challenges and create a sustainable impact in the community.

The latest piece of practical support is the generous donation of a G4S van that is going to be used to transport equipment around East London housing estates as part of the Centre's horticultural therapy programme. This project, called 'Pollen', works with the whole community including adults who have a range of disabilities or mental health conditions. It is an excellent example of the kind of hands-on support that enhances the delivery of vital services to isolated members of our community.

It is clear that G4S as a company encompasses a vast array of skills and experience. This is invaluable to an organisation like the Bromley by Bow Centre which is often brimming full with ideas, enthusiasm and energy, but which inevitably lacks expertise in some key business areas and does not always have the financial resources to buy in the services it needs. Working with G4S is a vital tool in professionalising the services the Centre provides whilst enabling the smoother running of a dynamic charity which works to the highest standards of governance and service delivery.



“IT’S A REAL HONOUR FOR ME TO BECOME A TRUSTEE OF A CHARITY THAT I HAVE ADMIRER FOR MANY YEARS. OUR RELATIONSHIP IS AN EXCELLENT EXAMPLE OF HOW THE PRIVATE AND CHARITABLE SECTOR CAN WORK EFFECTIVELY TOGETHER TO MAKE REAL PROGRESS IN IMPROVING COMMUNITIES OVER THE LONG TERM”

Chris Elliott
Group Managing Director
Integrated Services, G4S

TURNING HEADS

Such a novel relationship between one of the world's largest companies and an innovative community regeneration organisation in London's East End has not gone unnoticed. This winning formula is regularly quoted as a best practice partnership between the private and voluntary sectors.

The Bromley by Bow Centre and G4S have created something to be proud of, a relationship that delivers positive change and strengthens both organisations.

This partnership was showcased in 'Building Stronger Communities – Business and the Third Sector', a report that was jointly published by the Cabinet Office and Business in the Community in July 2009 and again in the toolkit 'Promoting Diversity – the Power of Procurement', published by the Confederation of British Industry in November 2009.

The Centre's vision of using business principles to overcome social problems has been a strong aspect of its relationship with G4S. This principle of social entrepreneurship has sparked a huge amount of interest from policymakers both inside and outside Government and from across the political spectrum.

In the past eighteen months alone Gordon Brown visited the Bromley by Bow Centre twice as Prime Minister and championed the Centre for its dynamic approach to social enterprise. Since the general election in May there has been further interest in the Centre's work and it is now being heralded as an example of 'The Big Society' in action. In June the Health Secretary, Andrew Lansley, chose the Centre as the venue for his announcement of the Government's new Strategy for the NHS and in July it played host to the launch of '21st Century Welfare' by the Secretary for Work and Pensions, Iain Duncan Smith.

These events and discussions provide an opportunity to profile the partnership between G4S and the Bromley by Bow Centre and talk about the distinctive way in which the two organisations do business together. This is an important platform at a time when the new Government is seeking innovative solutions to drive more efficiency in public services.



“THIS PARTNERSHIP EMBODIES ALL THAT IS GOOD ABOUT A CREATIVE AND EFFECTIVE APPROACH TO CORPORATE RESPONSIBILITY. BUSINESS IN THE COMMUNITY IS DELIGHTED TO WORK CLOSELY WITH THESE TWO DYNAMIC ORGANISATIONS AND I BELIEVE THEY ARE BLAZING THE TRAIL FOR OTHER BUSINESSES AND CHARITIES WHO WANT TO EMBRACE THE WORLD OF SOCIAL ENTERPRISE”

Paul Buchanan
London Regional Director
Business in the Community

BUILDING ON SUCCESS AND ACHIEVING MORE

It is clear that much has already been achieved through the G4S and Bromley by Bow Centre partnership. This has been fuelled by the enthusiasm of both organisations and the freedom that has been given to managers to grow and develop entrepreneurial projects together.

A vital component in this success and in the wider progress that the Bromley by Bow Centre has made has been the unrestricted grant that G4S has provided over the last three years. This gift of £60,000 has been used to support the core costs of the charity and has delivered benefit to the leadership, management, business development and fundraising functions of the organisation. In effect, the funds have supported the capacity of the Bromley by Bow Centre to build its financial sustainability and expand the range of services it can offer.

It is rare to benefit from such a generous donation to the core costs of the charity. If the Centre were to generate the same level of contribution to running costs from a revenue grant then the equivalent investment would be £490,000. G4S's generous support therefore reflects a massive contribution to the work and mission of the Bromley by Bow Centre.

It is clear to the leadership team at the Bromley by Bow Centre that there is much untapped potential in this partnership. There are new areas to be explored and improvements that can be made in existing projects. The Centre looks forward to exploring the next exciting stage of partnership development with colleagues at G4S.



“OUR RELATIONSHIP WITH G4S IS ABOUT FINDING AREAS OF MUTUALITY THAN CAN ADD REAL VALUE TO BOTH OUR BUSINESSES AND ENABLE US TO HELP MORE PEOPLE TRANSFORM THEIR LIVES”

Rob Trimble
Chief Executive
Bromley by Bow Centre



To find out more please visit www.bbbc.org.uk
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