



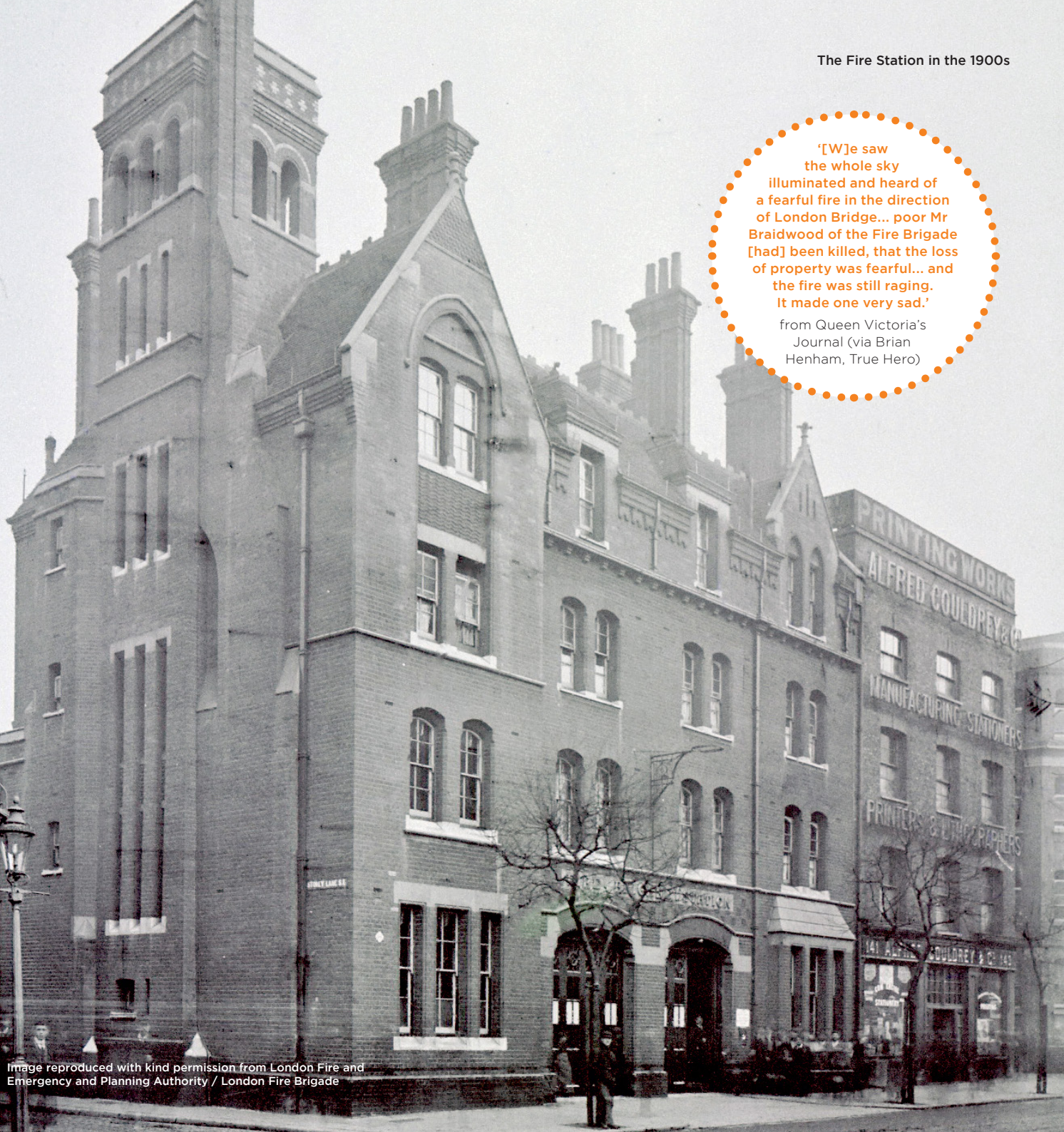
BRIGADE

The Fire Station Tooley Street

CELEBRATING THREE YEARS OF CHANGING LIVES

'[W]e saw
the whole sky
illuminated and heard of
a fearful fire in the direction
of London Bridge... poor Mr
Braidwood of the Fire Brigade
[had] been killed, that the loss
of property was fearful... and
the fire was still raging.
It made one very sad.'

from Queen Victoria's
Journal (via Brian
Henham, True Hero)



HOW IT ALL STARTED

PwC has a long history of supporting the communities it operates in through its community affairs programmes. It was one of the first corporates to move south of the river into Southwark Towers in 1975. Since then it has developed sustainable volunteering programmes, increasing the employability skills of young people in the borough.

On Boxing Day 2004, Chef Simon Boyle watched in sadness as hundreds of thousands of people became victims of the Indian Ocean Tsunami. Knowing he had to do something to help, he flew to Sri Lanka and volunteered as part of the post-Tsunami relief team assisting a small community to rebuild their lives. This began Simon's lifelong passion and commitment to help and support others. Beyond Food Foundation was born.

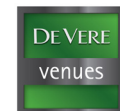
When PwC leased the historic Fire Station on Tooley Street in London as part of their agreement for their new More London office they were initially unsure what to do with the derelict but historically important building. The Executive Board of PwC, chaired by Ian Powell with Richard Collier-Keywood as board member responsible for Community Affairs and David Adair, Head of Community Affairs, were determined that the space should become a social enterprise hub and worked with others in the firm and Simon, who had secured a grant from the Homes and Communities Agency. PwC's drive to do the right thing for the communities they



operate in, combined with Simon's passion, sparked the initial idea for Brigade, a unique tri-sector partnership.

As plans developed and expanded into the creation of a social enterprise hub, other partners came on board. Notably **De Vere Venues** to manage the Bar & Bistro, meeting space and cook school and **Big Issue Invest** who joined the partnership as an investor to support the venture. **Social Enterprise UK**, the **School for Social Entrepreneurs** and **Blossoms Healthcare** all agreed to house operations at the Fire Station and PwC decided to create a Centre for Social Impact within the building to foster social innovation and impact measurement and share its knowledge to accelerate positive change.

Together, **Beyond Food**, **PwC**, **De Vere Venues** and **Big Issue Invest** formed a partnership that uniquely brought together third sector, private and public expertise. This is the story of their journey so far...



A MATCH MADE IN HEAVEN?

The journey began with an idea and a lot of passion but turning that into a reality wasn't always easy. As experts in corporate mergers, PwC was ideally placed to bring all the parties together. Richard Collier-Keywood remembers, "We wanted to create something that brought together public, private and third-sector expertise, creating a flagship for business and social enterprise partnering. It was the most complicated deal I have ever done in my life."

"As well as our partners, collectively we have worked with Babcock Training who help with training, Jobcentre Plus, hostels and potential employers for our apprentices. Something this complicated doesn't just happen without a lot of hard work but no one party would have been able to achieve this on their own."

It was worth it. The social impact is significant with 593 people completing the Freshlife programme and 69 people completing United Kitchen apprenticeships since Brigade opened, not to mention the hundreds more who've been inspired to change their lives through the Beyond Food programmes.



'A year and a half ago I was homeless, I got put up for this place and yesterday I was working at the Dorchester! That's something I could never have dreamed about.

They've given us skills and opportunities we would never have got... This is really something that's going to change my life forever.'

Michael, former United Kitchen apprentice now in long-term employment





BRIGADE

Brigade
is the collective
noun for a group
of chefs

'Joining the
Beyond Food
programme is the best
thing that's ever happened to
me. I've found strength in areas I
never thought I would have strength.
The programme doesn't just provide
skills training, it also supports me with
my well-being and provides practical
support like dealing with housing
and benefits issues. I want to start
my own street food business
when I graduate.'

Sonia, United Kitchen
apprentice, graduating
February 2015

Over 50 PwC staff
have mentored
apprentices and well
over 100 PwC volunteers
have supported Brigade
since it opened

BEYOND FOOD FRESHLIFE PROGRAMME

Freshlife is five days of interactive workshops that use food as a catalyst to motivate and inspire people who have been at risk of or experienced homelessness.

Participants cook new dishes, tour and dine at a local market, and learn what it takes to prepare and eat nutritious and balanced meals.

BEYOND FOOD GET STUCK IN PROGRAMME

Get Stuck In is a professional work experience course that gives participants the skills and experience they need to work in London's catering industry.

BEYOND FOOD UNITED KITCHEN APPRENTICESHIP

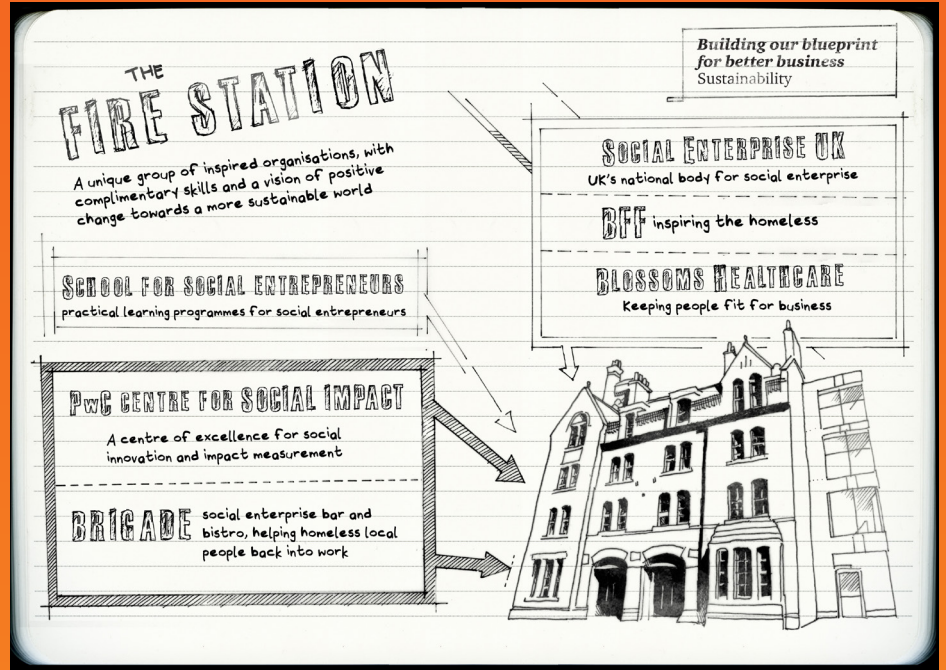
The United Kitchen Apprenticeship is a fully certified, 13-month apprenticeship programme. Starting twice a year, in March and September, United Kitchen Apprentices spend 6 months working in the professional kitchen at Brigade Bar & Bistro and then move into work placements with our Employer Partners for the remaining seven months, which can lead to full-time employment.



The Fire Station has rockwall cavity insulation to minimise the need for heating or cooling



The Fire Station has 60m² of green roof - meeting the 5% green roof aspiration set for new developments by Boris Johnson

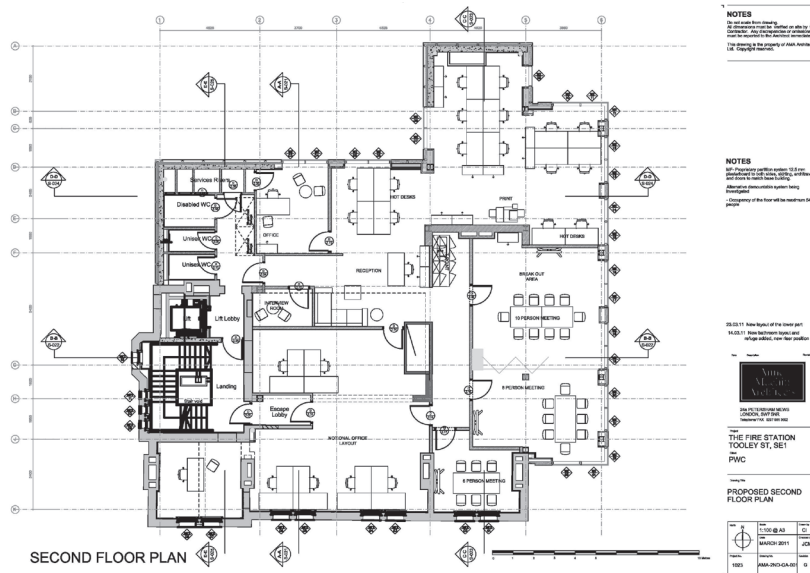


The Fire Station has sub metering of all water so we can monitor lighting, air conditioning or water use in each area and minimise our environmental impacts



FIT OUT AND REFURB - APRIL 2010

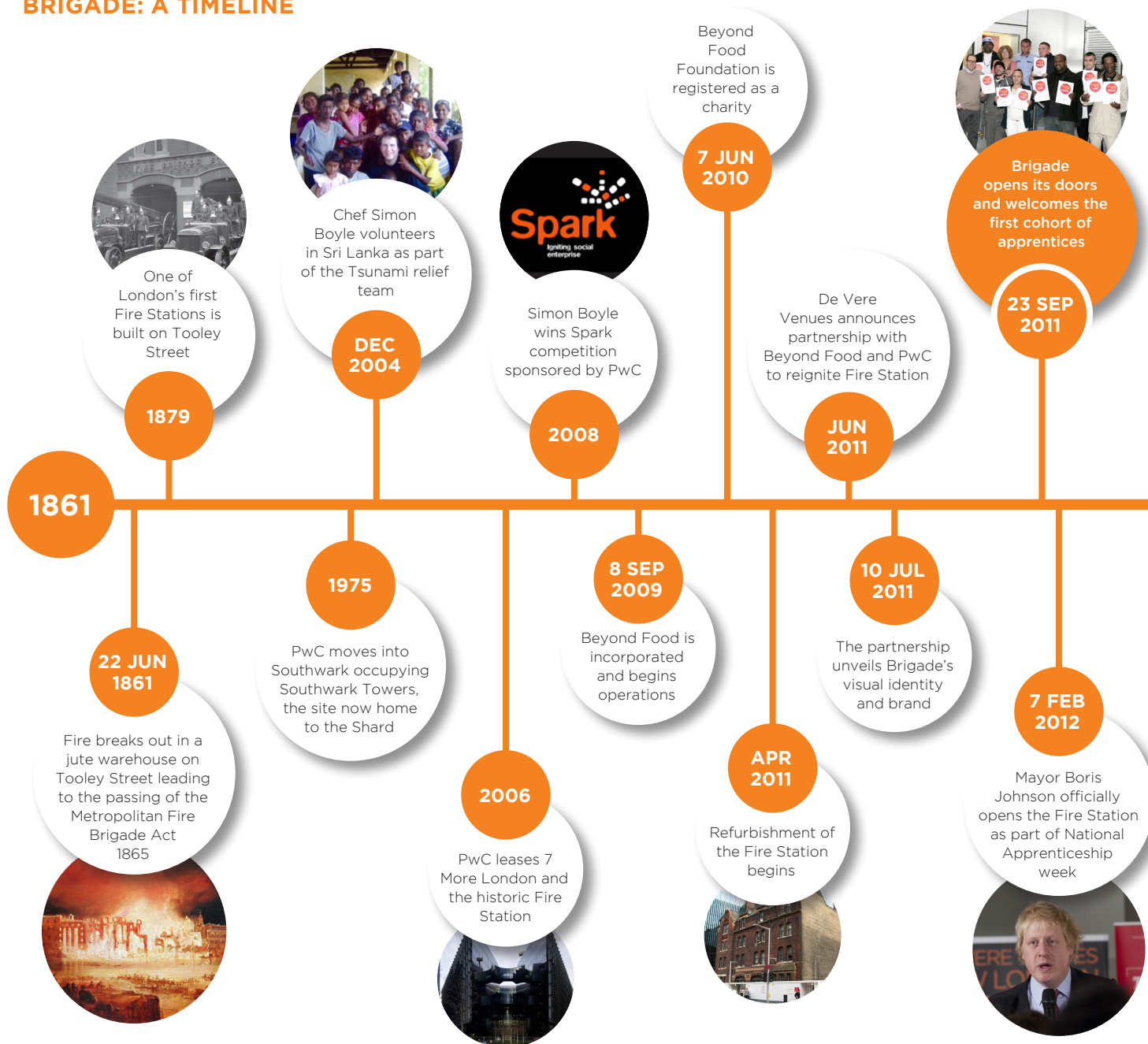
How do you choose your table settings, the colour scheme, appliances, branding, glasses, wine selection, suppliers, tables, chairs? How do you decide on your architect, what your sustainable practices will be, who will do what and how you'll measure success? Answer: talk to more partner organisations who share the same passion for doing the right thing and building a commercially viable business with a social purpose. Work with like-minded organisations like Anne Machin architects, Bibendum wines, Lanson Champagne, Overbury, Turnips, Turners and Fairfax to create an enterprise whose bottom line is about social and environmental impact.



The Fire Station has a lighting control system which reduces the amount of energy consumed

The Fire Station has a variable refrigerant system (VRS) which adjusts the climate in the building and reduces the embedded carbon in the pipes

BRIGADE: A TIMELINE





Brigade's first ever cohort of apprentices graduate

MAR 2012



Duke of York, HRH Prince Andrew visits the Fire Station

FEB 2013

Brigade wins Open Table Diners' Choice award 2014

APR 2014

Brigade wins Trip Advisor Certificate of Excellence 2014

MAY 2014



Beyond Food wins Lord Mayor's Dragon Award (Community Partner) for Brigade Bar & Bistro

3 OCT 2014



Eighth Fresh Life programme welcomes more than 100 people who have been at risk of or experienced homelessness

5 JAN 2015

2015

4 APR 2012

Prime Minister David Cameron visits the Fire Station to meet and cook with apprentices



6 JUN 2013

Brigade represents UK as the caterer for the G8 conference on social impact investment

2 APR 2014

The Lord Mayor of London, Fiona Woolf hosts a reception of business leaders, social entrepreneurs and former Brigade apprentices to celebrate Brigade's achievements



22 JUL 2014

Le Club des Chefs - chefs to the world's most powerful individuals - visits Brigade

26 NOV 2014

Brigade caters for UK Social Enterprise Awards 2014



TEN, NINE, EIGHT... SEPTEMBER 23 2011

"As the day we would open our doors drew closer, the tension and excitement mounted," says Simon Boyle, Chef Founder, Beyond Food. "We knew we were doing something totally unique because of the collaboration between sectors. But we also knew we had to make it a success both commercially and in terms of social impact. It wasn't a charitable project; it was an enterprise with a social mission. I'd been running Beyond Food for several years so I knew there was demand to help people change their lives but I didn't know whether we could run a successful social enterprise restaurant in the heart of London."

Brigade sends its waste oil from cooking to Uptown Refineries to be refined into biofuel to use as energy in the 7 More London trigenerator



Brigade uses fruit and vegetable suppliers that specialise in local and regional produce such as Turnips at Borough Market

Simon Boyle campaigns for mutton to be used on menus, as well as cheaper lesser cuts of other meats such as beef shin and Oxtail, which means there is less waste





Brigade
serves filtered
water in bottles
that can be refilled
so we don't have to
throw away any
unnecessary
plastic

Brigade only
serves fair trade
tea and coffee and
our coffee is Rain
Forest Alliance
certified

Brigade
makes all its
own bread on-site
daily and uses
sustainable fish
whenever possible,
nearly all from the
British Isles

*"Each step I
climb - becomes
my rock bottom"*

"Carpe Diem"

*"With Beyond
Food I'm
beginning a new
Foundation"*

*"For me, food is
more than just
eating..."*

*"Passionate
about food"*

Brigade
stocks lager
and ale from the
Meantime Brewery
in Greenwich

*"When they say
you can't:
then you have to"*

*"I want to feed
the Beefeater
nation"*



593 people
have taken
advantage of the
Beyond Food
Fresh Life
programme

69 apprentices
have joined the
Beyond Food United
kitchen apprenticeship
and gained an NVQ Level
2 Diploma in Professional
Cookery. Ten more will
start in March 2015.

189 people have
gained the skills
and experience they
need to work in
London's catering
industry via the Beyond
Food Get Stuck In
programme

Prime Minister David Cameron
visits Brigade as part of the
launch of Big Society Capital

GOING LEGIT

Although Brigade began trading in 2011, its official opening was marked in February 2012 when Mayor of London, Boris Johnson took time out during National Apprenticeship Week to meet with Brigade apprentices and speak to representatives from London community organisations, charities and social enterprises. PwC Chairman, Ian Powell says, "We are really proud of the way our people have supported Brigade, providing vital business know-how during difficult economic times and helping to change lives in our local community." Boris Johnson commented that the Fire Station was "social enterprise at its best."

Later in 2012, Prime Minister David Cameron was among the first to congratulate the very first cohort of chefs graduating from the United Kitchen apprenticeship when he visited the Fire Station in April.

Adrian Osinski, COO of De Vere Venues says "It was a long road to get the Fire Station planned, developed and delivered but to see the transformation and the impact on the trainees, in such a short space of time, has made every second worthwhile."

What's more, turnover has increased year-on-year meaning we hope soon to be able to fulfil our ambition of reinvesting in other community projects.

'Come to Tooley Street and here you will find the answer: this is ethical capitalism.'

Mayor Boris Johnson
at Brigade launch event



'The synergy from bringing various arms of the social enterprise movement into one place alongside a professional services firm should be a model for others'

Alastair Wilson, CEO of
the School for Social
Entrepreneurs

'I was homeless and drinking too much. Now I'm volunteering at a homeless shelter helping pass the skills I've learned on to others. I didn't qualify for the apprenticeship last year but I'm back again because I really want this. Keep doing what you're doing. You are really changing lives.'

Darren, Freshlife graduate and
hopeful United Kitchen
apprentice



CELEBRATING THREE YEARS IN BUSINESS

Now we're three and what a ride it's been. We've hosted dignitaries and royalty, won awards, cooked with the best chefs in the world and provided quality food, drink and entertainment to a diverse community. But most importantly, we've changed lives. People who were once homeless, jobless and vulnerable are now working in good jobs, thriving and happy. We couldn't have done it without the amazing, generous support of everyone who has raised funds, donated cash, equipment, produce or time, bought a drink, meal or meeting room, mentored apprentices, promoted events, introduced donors, cooked with us, waited tables with us and, crucially, told others about what we do.

And that's just for starters..!

THANK YOU TO...

...all those who have generously donated time, money or supplies as well as everyone involved in our success so far:

Anne Machin Architects
Beyond Food trustees
Bibendum Wine
Babcock
Big Lottery Fund
BiTC
Babcock
Blossoms Healthcare
Care UK
Corporate Citizenship
CVC
Dame Julia Cleverdon DCVO CBE



DCLG
Foyer Federation
Genware
GLA
Homes and Communities Agency
Homeless Link
Jam Crunch
Job Centre Directorate for DWP
John Lewis Partnership
Lanson
Lloyd's Register
Mark Flanagan, Royal Chef
Neville UK
Overbury
Prince's Trust
Prospectus
Prue Leith
PwC Foundation trustees
Quandoo
Savoy Educational Trust
School for Social Entrepreneurs
Social Enterprise UK
Southwark Council
St. Mungo's
Thames Reach
The Lord Mayor's Dragon Awards
Thermomix
The Worshipful Company of Fishmongers
Turner Broadcasting
Turner's Fine Foods
Wates
YMCA

Thank you for all your generosity and support.



'It is fantastic that so many of our Partners and staff have supported Brigade over the last three years, by sharing their skills, mentoring apprentices, fundraising through the PwC Foundation or simply by hosting client events there. It has really captured the hearts and minds of our people whilst having a huge impact on the employability chances of those at risk of homelessness.'

Gaenor Bagley, PwC UK Board member

The Fire Station has high environmental standards for a conversion achieving a BREEAM 'excellent' rating

FIRE • BRIGADE • STATION

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Brigade is a social enterprise. We help homeless individuals develop skills and motivation to find employment. When you pay your bill, you help our apprentices transform their lives. Thank you.