E3M is an initiative led by Social Business International and supported by Bates Wells Braithwaite, the University of Northampton, Unity Trust Bank and Baker Tilly.

It aims to share knowledge about the inter-related ingredients for successful social enterprise delivery of public services: markets, money and models.

For more information about E3M - www.socialbusinessint.com
I am delighted to introduce you to the E3M Social Enterprise Business Leaders Club.

The Club is at the heart of E3M, an initiative created by Social Business International. The Club brings together a group of the UK’s most dynamic and innovative social enterprise leaders. Together their businesses have a combined turnover of over £1bn and employ over 26,000 people. They operate across the UK in a diverse range of public service markets, which include: health and care, leisure, culture, transport, children and young people, housing and telecommunications.

As well as providing excellent value for money and high quality services, the E3M social enterprises are creating additional social value, reinvesting profits to innovate and enhance their service offer and creating jobs and opportunities for people and communities in some of the most disadvantaged parts of the UK.

The Club meets on a regular basis providing the opportunity for E3M leaders and partners to share ideas and experience. Together the Club members and partners “co-create” a wider programme of activities which so far has included roundtables, seminars and an international conference on the themes of markets, money and models, as well as initiatives on joint marketing, access to finance and impact measurement.

This directory tells you a little about the leaders who have joined the club so far, and the social enterprises they lead. Please don’t hesitate to contact me if you would like to know more about E3M and the work we are doing.

Jonathan Bland

Managing Director

Social Business International Ltd

www.socialbusinessint.com
Social Enterprise Members

Benenden Health
The Big Life group
Bryson Charitable Group
CAN
Care Plus Group
CASA
City Healthcare Partnership
Fusion21
Future Homecare
GLL
Golden Lane Housing
HCT Group
Hill Holt Wood
Kibble
LEYF
Local Care Direct
National Youth Agency
NCG
NAViGO

MARC BELL
FAY SELVAN
JOHN McMULLAN
ANDREW CROFT
LANCE GARDNER
GUY TURNBALL
ANDREW BURNELL
DAVE NEILSON
ROGER TELPHIA
MARK SESNAN
ALASTAIR GRAHAM
DAI POWELL
KAREN LOWTHROP
GRAHAM BELL
JUNE O’SULLIVAN
HELEN CARR
FIONA BLACKE
JOE DOCHERTY
KEVIN BOND

...continued overleaf
Social Enterprise Members continued...

P3  MARTIN KINSELLA
The Phone Coop  VIVIAN WOODELL
Provide  JOHN NILAND
Realise Futures  SARAH SHARLOTT
Ripplez  CHRIS TULLY
Sandwell Community Caring Trust  GEOFF WALKER
Sirona Health and Care  JANET ROWSE
Social adVentures  SCOTT DARRAUGH
Stevenage Leisure  IAN MORTON
Stonham (Home Group)  RACHAEL BYRNE
Turning Point  VICTOR ADEBOWALE
The Wise Group  LAURIE RUSSELL

E3M Supporting Partners

Bates Wells Braithwaite  JULIAN BLAKE & JIM CLIFFORD
University of Northampton  SIMON DENNY & WRAY IRWIN
Unity Trust Bank  RICHARD WILCOX & ANDREW JESSON
Baker Tilly  RUTH FOREMAN & KEITH WARD
Social Enterprise Members
Benenden Health is a not-for-profit mutual society that offers affordable discretionary health and well-being care to its members. It was voted the UK’s most trusted health-care provider in the Moneywise Awards for 2013, 2012 and 2011.

Based in York, Benenden is a £90m revenue health and wellbeing mutual organisation established in 1905 with 900,000 members across the UK. Its corporate structure includes a profitable and national healthcare business with 21 contracted regional hospitals, a wholly owned hospital trust in Kent serving Members, NHS & Private patients, a Charitable Trust and insurance & well being subsidiaries.

The people using Benenden Health’s services are members and every service is funded entirely by their contributions. Benenden Health complements the services provided by the NHS by providing discretionary healthcare services when members are experiencing difficulty in solving their health problems. Members have access to a range of services including a 24 hour GP advice line, a 24 hour stress counselling helpline, long-term care advisory services, as well as a range of lifestyle and medical advice available on the website. Other services include local diagnostic services, treatment services, help towards physiotherapy costs and financial assistance for members.

Benenden Health has a history that stretches back more than 100 years. In the past only public sector workers, or those working for like-minded mutual organisations, could join. In 2012 members voted to extend membership to anyone over the age of 16.

Members needing healthcare support are supported by staff to find the best route to healthcare support. Benenden does not use member contributions to replicate existing excellent NHS services, instead it focuses on achieving quick diagnosis.

Marc Bell
Chief Executive

Marc Bell joined Benenden Health as Marketing & Business Strategy Director in 2008 and has contributed significantly to the development of business strategy. This included leading the recent rebrand and a push to develop new general insurance services for the membership.

Prior to joining Beneden Marc had a successful 20 year career mainly in retail, leisure and online sectors. Roles included Marketing Director for Travelodge; building an award winning and profitable growth brand for Granada Group PLC and Managing Director for teletext holidays online division at the Daily Mail Group PLC.

Marc has also worked internationally in Europe and the US for Stelios at easy Group. During his career Marc has developed track record of building brands through marketing innovation and successful capital investment.
The Big Life group was formed in 2002 and became the first group of social businesses in the country. Its mission is to change the world by creating opportunities for people to change their lives; doing good business; improving what they do; and influencing others.

All the businesses and charities within the group share these objectives and work together to offer a comprehensive range of opportunities to help people turn their lives around and to support communities to grow and develop.

The group aims to demonstrate the added value that social businesses can offer, whether that's in working with people who are homeless through The Big Issue in the North, establishing health and community resource centres, offering employment and training opportunities, offering locally based childcare and family support services, running a primary care and social support service - Open Door or helping people start up their own self help group and offering primary mental health services.

Most recently, The Big Life group has been successful in securing its first Free School in the Longsight area of Manchester.

The businesses within the group are:
- The Big Life Company
- Big Life Families
- Big Life Employment
- The Big Issues in the North
- The Big Issue in the North Trust
- Open Door
- Self Help Services
- Big Life Centres
- Longsight Community Primary

Fay Selvan started working as a social entrepreneur in 1991, and established The Big Life group in 2002. Fay completed an Honours degree at Sussex University before moving to Manchester in 1980. She also achieved an MSc in Strategic Leadership in 2001 at Salford University.

In 1999 Fay was appointed Executive Sponsor for the Manchester, Salford and Trafford Health Action Zone. In 2001 she took up appointment as Chair of Trafford North Primary Care Trust (TNPCT) and led the Trust until taking up the Chair of Trafford Healthcare Trust (THT) in January 2006. In 2001 she Chaired the Trafford Children and Young peoples Board, leading it through development as a Pilot Children's Trust; and in 2012 Fay took up post as a Non Executive Director on the Children and Families Court Advisory and Support Service (CAFCASS).

As a result of her work developing The Big Life group Fay won the Social Enterprise Leader Award for England in 2011.
Established in 1906 Bryson Charitable Group is Northern Ireland’s leading social enterprise tackling major social and economic challenges.

Today the Group is made up of seven strategic business units operating a diverse range of services. The Group operates out of 30 offices across Northern Ireland and the Republic of Ireland delivering over 22,000 individual services each day.

**Bryson Care** is the leading provider of a number of important social services that help the youngest to the oldest people in our community.

**Bryson CareWest** is a leading provider of care services in the North West of Northern Ireland and Co Donegal helping the youngest to the oldest people in our community.

**Bryson Energy** provides leadership, advice, support and installation of energy saving measures in homes tackling fuel poverty and helping to reduce energy costs for householders.

**Bryson FutureSkills** is a leading provider of a range of employment and training initiatives designed for school leavers, young adults and those living with long-term unemployment.

**Bryson Intercultural** make a positive impact on the lives of black and minority ethnic people and their families, helping them to adjust and cope with their new life in Northern Ireland.

**Bryson LaganSports** is a leading provider of inner city fun and developmental water sport activity for a range of users from young people to corporate clients.

**Bryson Recycling** is Northern Ireland’s largest provider of kerbside recycling services working with local authorities, schools and businesses.

**Organisation Summary**

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<thead>
<tr>
<th>Business Sector</th>
<th>Social Care, Recycling, Energy, Training, Sports, Multicultural Resource Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Activities</td>
<td>Community services</td>
</tr>
<tr>
<td>Location</td>
<td>Northern Ireland, Donegal (Rep. of Ireland), London, Wales</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>John McMullan</td>
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<tr>
<td>Turnover</td>
<td>£34.4m</td>
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<tr>
<td>Employees</td>
<td>663</td>
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<tr>
<td>Legal Structure</td>
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<tr>
<td>Website</td>
<td><a href="http://www.brysongroup.org">www.brysongroup.org</a></td>
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</tbody>
</table>

**John McMullan, MBE OBE Chief Executive**

After 10 years in local manufacturing John has worked at Bryson since 1985 and now holds the position of CEO. He led the repositioning of the Bryson Brand and has overseen the significant growth of the Group.

John chairs the Visiting Panel on Sustainability at the University of Ulster; the DoE’s Climate NI inter-sectoral partnership and is trustee and board member of various other community and environmental organisations.

He also chairs DFP’s Social Enterprise Procurement Working Group and was a member of the ministerial Taskforce on resourcing the Voluntary and Community Sector. More recently, John assisted with the development of the Assembly’s All Party Group on Energy. John has been invited to advise governments on both sides of the border on fuel poverty.

John was acknowledged as the Northern Ireland and subsequently the UK Social Enterprise Leader of the Year in 2011.
Originally founded in 1998 as a support organisation for social entrepreneurs, today CAN provides space, funds, and business support to charities and social ventures.

CAN Mezzanine, CAN’s own social enterprise, provides collaborative work space exclusively for charities and social ventures. In early 2013 CAN opened a new Mezzanine office in Bristol. It also runs an advisory service supporting charities and social enterprises on a range of property issues. Under CAN Invest, it manages funds to invest in social and community enterprises, including CAN Breakthrough fund which provides grant and management support into scalable social enterprises.

CAN provides a range of consulting and training to social ventures looking to increase their sustainability or replicate their impact. Through its network of corporate partners and brokers a range of pro bono skills into ambitious social ventures.

CAN’s Key achievements include:

- Co-founders of Unltd, the £100m endowment fund supporting social entrepreneurs
- Co-founders of Social Enterprise UK
- Early pioneering thought leadership on M&A, replication and franchising for social ventures
- Houses 100+ social ventures in its Mezzanines
- Raised over £3.5m to invest in high potential social enterprises
- Strategic Partner of the Cabinet Office to promote social entrepreneurship, finance and impact
- Launched start-up community enterprise fund
- Capital employed £17m, assets under management £22m, and earned income 99%

Andrew Croft
Chief Executive

Andrew became Chief Executive of CAN in 2008 after joining in 2006 with responsibility for the development of new revenue streams and replication.

Prior to joining CAN Andrew was based in New York as Vice President Business Development for the easyGroup of companies, reporting directly to Sir Stelios Haji-Ioannou, where he was involved with franchising, real estate and a major shareholder value dispute which successfully concluded with the sale of a NY listed PLC.

Prior to this Andrew was European Expansion Manager for easyGroup and was responsible for the international rollout of all the easyInternet cafes from Oxford Street, London, across Europe and on to 42nd Street, New York.

Andrew is a non-executive director of Social Enterprise UK, Thare Machi Education and Unltd. Andrew gained his MBA through Imperial College London; sits on the Credit Committee for the ACF Communitybuilders Fund; is a Fellow of The Royal Society of Arts. In 2012 Andrew was appointed as a Cabinet Office Mutuals Ambassador.
Care Plus delivers health and social care services for people with a range of needs, people with short-term unplanned health and social care needs and people who have known long-term needs. Care Plus also delivers services that promote social inclusion.

It was created in 2011 as an independent social enterprise under the Department of Health’s “Right to Request” framework. The transfer of both health and adult social care staff has allowed the creation of a truly integrated health and social care organisation.

Care Plus employs over 750 members of staff providing a wide range of community services ranging from meals on wheels to community nursing, physiotherapy to dementia care. Care Plus delivers a large number of adult health and care services previously delivered by North East Lincolnshire Care Trust Plus.

Care Plus Employability Services won the Skills for Care Best Recruitment Initiative in 2012 and was highly commended in the same category in 2013. Care Plus Group Employability Services was also the winner of the NHS Yorkshire and the Humber ‘Employer of the Year’ in March 2013 for the best support of apprenticeships. The job outcome rate of unemployed people that are referred to Employability Services is currently 73%.

Other Awards include the Jobcentre plus Awards in 2010, winner of the Recruitment Partnership Award and Employer of the Year Award. Employability Services was also awarded the Highly Commended Large Employer of the Year in the 2010 Regional Apprenticeship Awards and Runners up for the NHS Yorkshire and the Humber Partnership of the Year Award 2010. Also Winner 2010 if the Care Trust Plus Innovation Award.

After a 30-year career in the NHS Lance Gardner is now CEO of the Care Plus Group. Lance qualified as a Registered Nurse and Health Visitor in West Yorkshire before becoming a Nurse Practitioner in 1992. Whilst in Runcorn he became general manager of one of the first wave of Total Purchasing pilot sites.

Lance went to Salford in 1996 as project manager, before becoming one of the first owners of a nurse-led PMS site in 1998. Lance left in August 2001 to commence the role of Project Lead for Citizen Leadership at the National Leadership Centre. During 2003 he was seconded to the Department of Health to act as an adviser on the Governance Arrangements for NHS Foundation Trusts.

He left the Department of Health to become Director of Modernisation for the Northern Lincolnshire Health and Social Care Community, based in North East Lincolnshire PCT.

Lance gained an MSc in Ethics in Healthcare at Liverpool University in 1992, and was awarded an MBE in 2000 for services to Primary Care Nursing. He is a Fellow of the Queens Nursing
CASA is the UK’s leading social enterprise in the social care sector. It currently operates employee owned services across five locations and delivers over 15,500 hours of personal support per week, principally commissioned by the public sector.

CASA and its franchise companies are based upon the Sunderland Home Care Associates (SHCA) model.

SHCA was established in 1994 following Sunderland Council’s call for expressions of interest in providing domiciliary care. Sunderland Home Care Associates was established and an initial contract from the council for 450 weekly hours of care enabled the business to recruit its first 20 employees.

Most of the staff are women, and this flexibility of working time is a very important factor for them, especially those who already have family caring responsibilities. The company has also diversified out of home care, and delivers: academic & learning support - a service paid for by the local education authority, through which students with disabilities receive assistance in attending lectures and completing other study tasks; and support for adults with learning disabilities, complex needs and challenging behaviour.

While SHCA increased the range of services it provided, the company made a conscious decision to remain a locally focused provider rather than looking to expand geographically. It therefore supported the establishment of CASA to ‘export’ its successful model to other parts of the UK, via social franchising techniques.

From its base in Newcastle, Care & Share Associates (CASA) launched a chain of employee-owned home care companies. The first success was just up the coast in North Tyneside, followed by Newcastle and Manchester. More recent developments have been in Knowsley and Leeds, and in the delivery of very complex packages of support.

Guy has been involved in the co-operative and social enterprise sector since 1988, and is now the full-time managing director of Care & Share Associates Limited - the company he helped found.

Previously, he worked across the UK as a social economy consultant, specialising in business planning, training, and research and strategic planning. This has included being involved in government policy development, planning and managing multi-million pound projects, helping establish some of the most successful social enterprises around, written books and much else besides.

As CASA’s Managing Director, Guy’s focus is driving CASA’s strategic and business development. He is responsible for development of new territories, existing franchise company diversification, branding, employee engagement, new product development, and strategic business & financial planning.
City Health Care Partnership CIC is the parent "for better profit" co-owned business of a group of established and developing businesses, providing locally-responsive services and support across community health and social care, primary and specialist care amongst others. New services include information and support for carers, an integrated primary care and minor injuries unit, and a specialist lymphoedema service.

CHCP CIC provides over 75 services to around 500,000 people in Hull and the East Riding of Yorkshire, alongside City Health Pharmacy Ltd, a retail, care home and wholesale pharmacy offer, and Tangerine Discretionary PCC Ltd, a contingency and risk business. CHCP CIC is one of four shareholders in Albion Care Alliance CIC, a national alliance of like-minded organisations offering an alternative to the traditional ‘for profit’ sector.

CHCP CIC’s Flextra employee benefits scheme was a winner at the national Pay and Benefits Awards and the Cabinet Office Public Service Mutual Award in the Philip Baxendale Awards. The organisation is an accredited Living Wage employer and has employed five apprentices, of which three have led to permanent positions.

At its core CHCP CIC is a social business, investing all profits from its ventures into services, staff and the communities in which they work. Its charity, City Health Care Partnership Foundation awards grants of up to £1000 to voluntary and community groups to promote health and wellbeing. A recent SROI audit showed a return of £28 for every £1 spent; the user survey showed that 96% of all respondents would recommend CHCP’s services.

City Health Care Partnership Foundation awards grants of up to £1000 to voluntary and community groups to promote health and wellbeing. A recent SROI audit showed a return of £28 for every £1 spent; the user survey showed that 96% of all respondents would recommend CHCP’s services.

After starting his career as a Registered General Nurse (RGN), Registered Mental Nurse (RMN) and Registered Health Visitor (RHV), Andrew held numerous NHS clinical and managerial positions before progressing to the Northern and Yorkshire Regional Office and the Department of Health (DoH) in Leeds. Andrew then became the Director of Primary Health Care Services and Nursing for West Hull PCT.

Following the reconfiguration of PCTs in 2005 Andrew was successful in gaining the post of Director of Provider Services and Nursing for NHS Hull, which led to his current appointment at CHCP CIC.

In addition, Andrew is a board member of both The Transition Institute and the Employee Ownership Association.
Fusion21 promotes public procurement as a means to save money and create social outcomes.

Fusion21 is a social enterprise that invests any surplus back into the delivery of social outcomes and the creation of social value across the country. The model has gained widespread acclaim within the sector.

Working nationally, Fusion21 links spending programmes across numerous organisations with the creation of training opportunities and sustainable jobs for local people. As well as generating social value this model improves efficiency in the procurement process and generates significant cash savings. By using a small part of the savings generated through the procurement process, Fusion21 are able to fully fund its training and employment programmes.

Since 2002 Fusion21 has gained national recognition for its collaborative approach by delivering circa £50m savings through the procurement process, creating over 1000 permanent jobs, and generating an estimated financial benefit in excess of £32m through regular paid work and reductions in benefit claims.

Fusion21 works by collaborating with social landlords, residents, local agencies, contractors and suppliers to deliver a wide range of programmes, skills training courses and commissioned consultancy projects.

**Organisation Summary**

- **Business Sector**: Social Housing, Construction, Social Enterprise, Public Sector
- **Business Activities**: Procurement, training and employment, consultancy
- **Location**: UK wide (Liverpool HQ)
- **Chief Executive**: David Neilson
- **Turnover**: £4.5m
- **Employees**: 34
- **Legal Structure**: Company Limited by Guarantee
- **Website**: www.fusion21.co.uk

**David Neilson**

Chief Executive

David is Chief Executive at Fusion21 with responsibility for the overall strategic management and future direction of Fusion21.

From a building surveying background, David has over 20 years experience on the client-side with Local Authority and Housing Associations in the field of responsive repairs, cyclical maintenance, stock reinvestment, major repairs on Housing, Education, Leisure, Commercial and Municipal buildings.

David was invited to lead the procurement activities of ‘Project Cinderella’ - the research project that lead to the formation of Fusion21. David now oversees Fusion21 and its associated brands and is responsible for delivering the company’s ambitious growth plans. Using his experience gained from overseeing a successful social enterprise has lead Dave to focus on the role social enterprise can take in the public sector. Dave is a Board member of the Social Enterprise Network.
Future Home Care Ltd (FHC) supports adults with learning disabilities to live an independent lifestyle in their chosen community.

Its aim is to deliver an excellent quality support service that encourages service users to attain a high degree of independence. FHC provides a range of services including housing and support, education, leisure activities, health and well being advice, and much more.

The support FHC provides is appropriate to individuals with mild, moderate and severe learning disabilities.

In addition, FHC provides specialist services that cater for support needs beyond the person’s learning disability, including challenging behaviour, sensory and dual sensory impairment, mental health problems, physical disabilities and autism.

FHC supports people in a range of housing options suited to their individual needs. This includes supporting people in their own home and in shared/ supported living schemes. The support services are developed around person-centred planning. This ensures that the support is enabling, appropriate, and focuses on what is important to the person.

FHC believes in the ability, capability and capacity for all people to grow. The organisation actively encourages and support people to develop their full potential.

Roger is a founding Director and the current Managing Director of Future Home Care Limited.

Born in Birmingham, he attended the University of Central England where he studied Housing Management. Roger has since developed a national reputation as one of the leading social entrepreneurs in the health and social care sector.

Prior to working at Future Home Care, Roger worked in the private sector and had a successful career in banking and financial services, firstly with CitiBank and later with Robert Fleming Bank. He developed his career by providing financial advice to the small and medium size business sector.

Roger has served on a number of public and voluntary sector committees including as a non-executive director of South Birmingham PCT, vice-chair of north Birmingham Mental Health support group and secretary of the African Caribbean Community Development Agency.
GLL (formerly known as Greenwich Leisure Limited) celebrates its 20th birthday in 2013 and also its success as the UK’s first and now largest leisure trust and social enterprise.

Originally established as an employee-owned ‘spin-out’ by Greenwich Council in 1993, the social enterprise model enabled GLL to grow and diversify, while remaining true to its community-focused ethos. GLL has expanded its customer base by reaching out to all sections of society – with flexible pricing strategies and targeted community programmes that get residents of all ages, genders and races taking up new active pursuits on a regular basis.

Today, GLL oversees the management of over 110 public leisure centres in partnership with around 30 councils and other organisations. It is also diversifying into new areas: GLL now runs libraries, parks, adventure playgrounds, and sports development programmes. GLL is also investing in affordable health and beauty services through its Spa London product, alongside a growing chain of budget gyms.

2013 saw GLL continue its role delivering the Olympic legacy for London, operating world-class venues on the Queen Elizabeth Olympic Park - with its partner, the London Legacy Development Corporation. The 20th anniversary of GLL coincided with the reopening of the Copper Box as a 7,000 capacity entertainment and sporting venue. Proof that the Olympic legacy is alive and well.

Mark has always worked within the leisure industry, joining as a trainee manager at the Riverside Centre, Stafford in 1977 straight from College.

He was a public sector employee for 16 years before taking the opportunity, with colleagues, to launch GLL and taking over the operation of Greenwich’s leisure centres in 1993. GLL was a Social Enterprise and a ‘spin out’ before the terms were invented!

Mark is currently Co-Chair of Social Enterprise London and a board member of Social Enterprise UK. He is also Chair of the Board of Pro-Active London Central and sits on the London Community Sports Board. He is also co-founder of the highly successful London Leisure College and a trustee of the GLL Sport Foundation.

Mark is called on regularly to speak at conferences on Trusts and Partnerships issues and has co-authored papers for Sport England and others.
Golden Lane Housing (GLH) was established as an independent registered charity by Mencap in 1998 and is now a leading national housing provider for people with a learning disability.

GLH Since its inception GLH has invested £83m transforming the lives of over 1,300 people with a wide range of needs in more than 500 properties across England and Wales.

GLH’s work includes:

Providing high quality rented housing; helping families make long term plans through the use of legacies and family trusts; providing specialist landlord services to tenants; campaigning for changes to housing related issues; overseeing the maintenance of over 500 properties; working with national and local contractors for day-to-day repairs service and planned maintenance; and providing a 24-hour emergency and emergency repairs helpline.

GLH has a joined-up approach and build good relations with individuals, families, social services, more than 80 support providers including Mencap, local authorities, housing associations, developers, landlords and other organisations to provide housing solutions.

In February 2013 GLH launched the largest charity bond in the UK at the time and raised £10m. The bond provides much needed capital to buy housing and adapt it to the needs of its tenants. A social impact assessment framework has now been developed in partnership with Mencap and Bangor University in order to measure the impact of the bond over a 12-month period.

In 2014 GLH’s bond was successfully listed on the London Stock Exchange and this raised an additional £11m to buy and adapt houses and bungalows in the community for people with a learning disability.

Alastair Graham
Director

Alastair has been Director of Golden Lane Housing since February 2010 and has led the continued development of the organisation enabling it to transform the lives of increasing numbers of people with a learning disability.

Prior to joining GLH Alastair led a major programme of regeneration in greater Manchester as Managing Director of the Oldham Rochdale Housing Market Renewal Pathfinder for seven years. The area covered 150,000 people and the programme involved developing and delivering new housing, renovating or demolishing sub-standard housing, providing major environmental improvements and establishing training schemes for local people.

Alastair’s background is in social housing organisations. He was Director of Development and Finance for First Choice Housing Oldham which had around 15,000 properties at the time. He has also worked in a variety of housing and support roles in London and in Buckinghamshire.
HCT Group is a social enterprise in the transport industry. It generates its revenues from transport contracts won in the marketplace, delivering them to a high standard.

HCT Group’s strong track record spans a wide range of services – from London red buses to social services transport, from school transport to Park and Ride, from community transport to education and training. It now has nine depots spread across London and Yorkshire, a fleet of over 320 vehicles, over 700 employees and delivers well over 12 million passenger trips on its buses every year.

HCT Group does not do this to create shareholder value, rather it aims to create community value. This works in three key ways:

1. Profits from commercial contracts are reinvested into further transport services or projects in the communities served by HCT Group.
2. Training services are delivered for people who are long-term unemployed that specifically focus on employment and skills.
3. HCT Group aims to create employment opportunities for people in deprived communities, contribute to local economies and actively seek new ways to make communities better places to live and work through the way it operates.

HCT Group is continuing to expand its services, aiming to win new business, undertake new projects and grow into new areas. This is not growth for growth’s sake, but because the better it does commercially, the more HCT Group can do socially – commercial success enables its community impact.

Dai Powell OBE
Chief Executive

Dai Powell is the Chief Executive of HCT Group, a large-scale, award-winning social enterprise in the transport industry, operating transport and training services from ten depots across London, Yorkshire, Humberside and the southwest. Dai has been Chief Executive since 1993, leading the organisation as it has grown by more than a hundredfold – from a small community transport provider into an award-winning national social enterprise.

Dai has recently been invited to be on the Board of the new Big Society Capital, is the Chair of the Disabled Persons Transport Advisory Committee (DPTAC), the outgoing Chair of the Community Transport Association (UK) and a Social Enterprise UK board member. Dai was awarded an OBE in 2006 for services to disabled people.
Hill Holt Wood is a small (34 acre), ancient woodland operating as an environmental social enterprise and controlled by a voluntary board of directors representing local communities and councils as well as local and national businesses. It is a community-owned business that illustrates how to use woodland resources to affect rural regeneration and create a sustainable local economy.

Hill Holt Wood approaches the management of the woodland in a traditional sense, as a habitat to be conserved but it also looks to the future and utilises the natural resources to achieve employment, education and training goals.

Hill Holt Wood educates and trains at-risk youth who have been excluded from school, giving them the lasting benefits of education, practical skills, the ability to work in a team, increased confidence and time spent outdoors.

Through trading, and not direct funding, the business provides free public access in an environmentally managed woodland and offers a design service specialising in the creation of sustainable buildings from design through to completion.

The business has won many national and international awards for both their innovative approach to managing woodland and for their pioneering eco-design building projects.

In July 2013 Hill Holt Wood merged with a charity in Gainsborough (YASIG) to form The Bridge.

In 1997 Karen and her husband, Nigel Lowthrop, founded Hill Holt Wood having purchased the forest two years earlier. In 2002 the environmental social enterprise was born and Hill Holt Wood now enjoys national prominence as a leading example of how natural resources can be maintained and developed for the benefit of the local community.

Karen’s background is in communication and she retrained as a basic skills teacher in 1994. Karen is a Community Champion, and winner of an Ernst & Young Entrepreneur of the Year award winner. In 2009 Karen was awarded the High Sherriff’s award for community service. She was appointed MBE in 2011 for services to social enterprise.

Karen is a fellow of the Royal Society for the encouragement of Arts, Manufactures and Commerce and a former Cabinet Office Social Enterprise Ambassador. She currently sits on the Board of Social Enterprise UK.
LEYF aims to improve the life chances of children and their families, whatever their start in life.

LEYF is London’s largest childcare charity and social enterprise and runs 23 community, workplace and Children’s Centre nurseries across the capital. Also supporting a growing number of apprentices, it makes a real difference to the lives of more than 2,000 children and young people every year.

Since it was established in 1903 LEYF has developed a range of pioneering ways to support families in need - including parenting classes, outreach and drop-ins, professional childcare training, toddler clubs, day nurseries, and more recently an apprenticeship programme providing young people opportunities and a real route to employment.

LEYF’s Centre for Research, Learning and Development (CRLD) offers high quality bespoke training courses for Early Years practitioners. Through its Accredited NVQ Assessment Centre, LEYF has supported the professional development of more than 380 students since 1997.

LEYF also enjoys developing multigenerational projects that knit both young and old together – where activities such as film-making, needlecraft and song help create stronger and more integrated, connected communities.

LEYF charges for the services it provides to parents, but works closely with local authorities and funders to bring down the cost of high quality childcare as much as possible for those studying, looking for work or starting a new business.

LEYF continues to strive to build a better future for London’s children and LEYF is now geared to more than triple its impact over the next 2-3 years.

LEYF’s most recent award was for Transformational Change from the National Business Awards.

Organisation Summary

- **Business Sector**: Childcare
- **Business Activities**: Early years education, training, research
- **Location**: London
- **Chief Executive**: June O’Sullivan MBE
- **Turnover**: £10m
- **Employees**: 340
- **Legal Structure**: Charity and Company Limited by Guarantee
- **Website**: www.leyf.org.uk

June O’Sullivan MBE
Chief Executive

June is a speaker and regular media commentator on early years, social enterprise and child poverty. She has been instrumental in achieving a major strategic and cultural shift for LEYF, resulting in an increase in profile and profitability.

June is passionate about children’s wellbeing, and is a champion of community-based, multi-generational projects. June continues to break new ground in the development of LEYF’s scalable social business model, and leads on the first National Standards for Early Years Chefs.

June works closely with the Department for Education to help implement its vision for Early Years, and improve the quality of play-based Early Years education for everyone.

Fellow of the Royal Society of Arts, Director of Social Enterprise London, Trustee for the Daycare Trust and the National Day Nursery Association. June is also a published author, with an MA in Primary & Early Childhood Studies and MBA from London South Bank University.
Kibble is Scotland’s national specialist provider of services for young people.

Founded in 1859 and one of Scotland’s oldest charities, Kibble is today a leading social enterprise, working with young people from 12 to 24 and offers a uniquely integrated array of services encompassing intensive residential services, day and community services, secure services, full educational curriculum, intensive fostering, integrated transitions, training and employment.

In recent years Kibble has developed a range of specialist child-focused services to help young people with problems, encompassing the areas of child welfare, youth justice and mental health.

Kibble provides a place of safety, structure and stability, opening up new possibilities for young people to play a useful part in society and prepare them for a happy and fulfilled adult life.

Kibble’s unique advantage is its capacity to provide an integrated array of specialist services from one single site. Its 17.5 acre campus in Paisley is open 24/7 with a multi-disciplinary staff of over 500.

KibbleWorks is its enterprise and employment hub. It offers a spectrum of training and employment opportunities for young people who are in care/ preparing to leave care or facing disadvantage in the labour market. Using a traditional pre-apprenticeship model to support a young person who has a range of social, emotional, behavioural and educational difficulties, staff demonstrate leadership skills whilst acting as role models and providing structured boundaries.

The staff at Kibble are qualified in their own areas of expertise and many also have child and youth care qualifications.

Organisation Summary

<table>
<thead>
<tr>
<th>Business Sector</th>
<th>Education and Care</th>
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<tbody>
<tr>
<td>Business Activities</td>
<td>Care services, education, training, employment</td>
</tr>
<tr>
<td>Location</td>
<td>Scotland (HQ Paisley)</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>Graham Bell</td>
</tr>
<tr>
<td>Turnover</td>
<td>£22m</td>
</tr>
<tr>
<td>Employees</td>
<td>500</td>
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<tr>
<td>Legal Structure</td>
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<tr>
<td>Website</td>
<td><a href="http://www.kibble.org">www.kibble.org</a></td>
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Graham Bell joined Kibble in 1993, and has been responsible for leading the organisation through its transformation from a traditional charity to one of the country’s most effective social enterprises and a multi-service centre for young people at risk.

He has a Social Studies Degree, Postgraduate qualifications in Social Work and Social Work Education and an MBA. Graham has over 35 years of national and international experience, encompassing residential childcare, youth work and the Third Sector. He is chair of the Social Enterprise Academy, a former non-executive director of Children in Scotland, CCC Training, Traidcraft plc and Turning Point Scotland. He is a former Winston Churchill Memorial Trust Travel Fellow, having visited the North America to study fostering, adoption and institutional care of children and young people.

Graham was appointed Entrepreneur in Residence at the University of the West of Scotland in 2010. In 2011 he was appointed as a board member of Engage Renfrewshire and of CYC-NET the international child and youth care network.
Local Care Direct is one of the country’s leading independent healthcare providers, creating innovative ways to deliver high quality urgent and primary care.

LCD has a team of committed and caring people working around the clock to deliver a wide range of health services including: urgent care, GP practices, care pathways using telehealth, urgent dental care, support services for GPs, primary care support for A&E departments, call handling and clinical assessment.

As a social enterprise it puts the needs of patients, communities and clinical commissioners at the heart of everything it does. The organisation works with commissioners, service users and partners to improve the effectiveness and efficiency of patient pathways and design better services for the future. It listens to patients and community groups and involves them in the business so it understands how to shape services around their needs. Local Care Direct delivers services when and where they are needed and visits patients in their own homes - around the clock. Local Care Direct goes that step further to make each patient experience special.

Local Care Direct is a membership organisation and has 800 community members.

It was formed in 2004 bringing together nine GP co-operatives operating across West Yorkshire. Services are provided from 21 locations across West Yorkshire including Leeds, Bradford, Wakefield, Kirklees, and Airedale.
The National Youth Agency (NYA) is the leading national youth work charity in England and in August 2014 turned 50!

NYA formed in 1964 as an information centre for youth services at the National College for the Training of Youth Leaders in Leicester.

For over forty years its activity focused on providing information for practitioners and young people. Funding came primarily from national and local government. Then in 2009, the organisation refocused and modernised its business model and purpose to enable it to do the important things that no one else will fund, such as running youth work campaigns and developing support services for youth workers.

Today the National Youth Agency is a modern and effective youth intermediary charity with a turnover of £10m. It is the national expert on youth policy and youth work, supporting those who work with young people in England.

Now more than ever young people need youth workers. They dedicate their time and expertise to helping young people in their personal and social development, equipping them with the practical skills they need to be resilient in challenging times, and positive contributors to future economic growth.

NYA works to support youth workers by championing their role; enabling them to do what they do, better; and by helping to professionalise youth work.

Fiona Blacke is a professionally qualified youth and community worker with a Masters degree in Community Education.

The bulk of her professional practice and experience was gained in both rural and urban settings, initially as a grass roots worker. Latterly she moved to regional and then national roles supporting policy and practice.

In 2002 Fiona and family moved to Tees Valley where she took on the role of Chief Executive of Connexions and in 2004 she joined the LSC as Executive Director in South Yorkshire and, following their restructuring, Regional Director of Learning Planning and Performance in Yorkshire and Humber.

She has been Chief Executive of the NYA since the summer of 2007 since when she has driven a radical reshaping and refocusing of the Agency. With a new model of working, a new trustee board and a real focus on ensuring services and policy produce better outcomes for young people, the Agency seems set to weather the challenges of the coming years.
With over £179m turnover, NCG is one of the largest education, training and employability organisations in the UK.

NCG’s mission is to develop people through learning and achievement, for the benefit of themselves, society and the economy. The focus is on meeting national and regional education, skills and employment goals for individuals and employers in line with government priorities.

NCG is currently delivering privately funded and Government funded contracts to over 20,000 businesses (from small family firms to large multinational companies and Government departments) and 100,000 individual learners of all ages across the UK.

It has the largest Education Funding Agency (EFA) contract in the UK for delivering 16-18 education, and has the largest number of 16-18 learners of any provider, including schools.

NCG is a prime contractor for the Work Programme and last year it helped almost 8,000 people back into work. It also has the second largest annual Skills Funding Agency Adult Skills contract in the UK at £41 million and delivered more than 21,000 apprenticeships across the UK in 2012-13.

NCG is the sole training provider for the Morrisons Academy apprenticeship and training programme for one of the country’s largest retailers, WM Morrison Supermarkets.

NCG has been awarded Foundation Degree Awarding Powers, which means it can develop and validate its own Foundation Degrees.

Joe became CEO of NCG in May 2013. He was previously at Home Group, a housing and social care social enterprise and charity based in Newcastle with a turnover of over £300m.

Before Home Group Joe headed government-backed regional economic development body Tees Valley Regeneration for seven years from 2002.

In 2011 Joe completed an advanced management programme in business administration and management at Harvard Business School. He is a trustee and council member of the University of Durham; a trustee of the Esme Fairburn Foundation, a charity which supports education, arts, environment and social change; and a trustee of the Arts Council England, chairing their northern area council.

Joe has a Masters in construction finance and management from the University of Strathclyde where he also achieved a bachelors degree in engineering.
On April 1 2011, North East Lincolnshire mental health services officially became NAViGO Health and Social Care Community Interest Company.

The creation of a not-for-profit social enterprise to provide mental health services was part of the Right to Request scheme in which all provider services had to split from their commissioners. In North East Lincolnshire this means that mental health services are no longer provided by the Care Trust Plus.

NAViGO’s mission is to provide services that all members would be happy for their own family to use, and it aims to do this by building on its successes in particular areas such as in-patient dignity feedback, length of stay and also employment, accommodation and Improving Access to Psychological Therapies (IAPT) through the highly successful Open Minds centres.

NAViGO puts more control into the hands of the people who know its services best: staff and service users / carers through its membership model. It has a voting membership which gives service users and carers equal rights to staff. Against a background of national service cuts NAViGO has been able to make savings by working smarter, reducing waste, increasing efficiency, having fewer managers and reducing bureaucracy. It has also been able to open a new eating disorder service unlike any in the county and generate a surplus to reinvest into services. One example of reinvestment is the recent construction of a dementia-friendly conservatory and café for service-users and their families, as voted for by the membership.

Kevin Bond has led the transformation of mental health services in North East Lincolnshire by moving services from a large mental health trust, into a PCT and then a Care Trust Plus, ultimately into a successful Social Enterprise.

During that time Kevin has empowered service users to aspire to better quality care and provided the leadership to create innovative services that deliver. He has been involved in numerous different areas including mental health reprovision, changing practice and service designs to meet the needs of people who use services.

Kevin originally trained as a Registered Mental Nurse (RMN). Areas of expertise: Environments that value people/de-clinicalisation – milieu therapy; Social role valorisation; acute care remodeling; social enterprise development; hospital closures and enhanced community based reprovision/replacements; employment and empowerment of people who use services and their carers; ethical approaches to reducing aggression.
People, Potential, Possibilities’ - P3 is a social enterprise that deals holistically with supported housing, homelessness, ex-offenders, complex needs, mental health and youth focused services including education, activities, training and advice.

P3 exists to create and operate services, facilities and opportunities for vulnerable and disadvantaged people, which offer effective and long lasting routes out of social exclusion. It seeks to work in partnership with those sharing its vision, goals and mission.

P3’s main aim is to give people the practical skills and self esteem that they need to sustain an independent and self-sufficient lifestyle.

P3 started as a small charity in 1972, providing homelessness services in the West Midlands.

The organisation is a registered charity and a company limited by guarantee. Its turnover is around £14million, and 85-90% of its income is derived from contracts to deliver public services. Its partners include numerous local authorities, schools, enterprise partnerships, the London Probation Trust and NHS Foundation Trusts.

P3 has won numerous awards including CAF UK Charity of the Year: Social Care and Welfare 2012. Employing over 400 staff across the UK for the last 7 years it has been at the very top of the Sunday Times Best Companies To Work For UK Top 100 List including No.1 in 2007 and 2010 (2012 2nd).

Chief Executive since 2002. Previously Director of Modernisation Derbyshire Health Authority, Service Development Director for National Schizophrenia Fellowship/Rethink and worked with offenders for Stonham Housing Association. He has an MA in Policy, Organisation and Change in Professional Care from Loughborough University and has lectured and researched in Health and Social Care at Loughborough.

Martin is Chair of the NCVO Public Service Delivery Network, and a member of the DH Social Enterprise Investment Fund Investment Committee, the MoJ Reducing Reoffending Third Sector Advisory Group, and the Ernst Young Entrepreneur of the Year Judging Panel.

Martin was winner of the Ernst Young Social Entrepreneur of the Year (2010) and was awarded an MBE in the 2011 New Year Honours List.
The Phone Co-op is the only telecommunications co-operative in the UK. It is owned and controlled by its consumer members.

The introduction of competition in the market for telecommunications services in the UK created the opportunity for The Phone Co-op, which was launched with just £35,000 in 1998. Since then it has grown every year, and now has 23,000 customers (business and residential), nearly 70 employees, and an annual turnover of £10 million (EUR 12.7m, US$ 16m).

With a strong emphasis on ethical trading and providing an alternative to the investor-driven competition, The Phone Co-op has a reputation for good customer service, and gains many of its customers through referrals from existing customers. In addition, it has built up a network of agents and over 200 affinity partners (mainly charities and other co-operatives), who benefit from a share of revenue.

Over the years, The Phone Co-op has won many awards for customer service, for putting its values into practice, for example through its environmental policies, and for the overall approach of the business.

The Phone Co-op has also completed 11 acquisitions of smaller service providers. Acquisitions are an increasingly important route to growth in a rapidly consolidating marketplace. All of these acquisitions have been achieved without recourse to borrowing, and were financed by member capital and retained profits.

In September 2012 The Phone Co-op adopted the well-recognised national Co-operative Brand, in order to support its expansion in both the consumer and business markets.

Vivian Woodell is the founder and Chief Executive of The Phone Co-op, one of the UK’s most innovative and most successful new co-operative enterprises.

Vivian is also an elected director of The Midcounties Co-operative, one of the UK’s largest independent retail co-operatives, where he also served as President for eight years.

Prior to starting The Phone Co-op, Vivian had no background in telecoms, but had worked extensively in the co-operative movement.

His earlier roles include: Executive Director of the Social Economy Consortium, which managed Co-operative and Social Economy development projects in Central and Eastern Europe, and Project Manager with the European Social Economy Information Network, ARIES. In the past he has served as a board member of CECOP and a member of the executive of CICOPA.
Provide delivers a broad range of health and social care services in the community and is committed to making sure that they are safe, responsive and of high quality.

Provide works from a variety of community settings, such as three community hospitals, community clinics, schools, nursing homes and primary care settings, as well as within peoples’ homes to provide services to children, families and adults.

Provide delivers services across Essex and in Waltham Forest, Redbridge, Cambridgeshire and Peterborough. It has an income of over £53 million, employs over 1,200 people and serves communities with a total population of over 1.9 million people.

Its mission is to deliver quality integrated services that will enable and support people to live the best lives possible.

Provide is a Community Interest Company and was set up by a group of NHS Mid Essex staff in April 2011 as part of the Right to Request scheme. The organisation that emerged provides the same community health services that staff delivered before the separation from the NHS.

Services range from district nursing, health visiting, school nursing, podiatry and public health, to specialist services for children and people with long term conditions.

Employees each have a £1 share in the business and 15 staff members are elected to the Council of Governors. In addition, staff innovation is encouraged and acted upon. An example of this was a pilot for speech and language therapy patients who were given iPads so that they could receive some treatment remotely.

John Niland has a degree in Politics from the University of Essex and post-graduate degree from the University of Southbank in Urban Policy.

Although the bulk of John’s career so far has been in the local government setting, having worked for 16 years in various positions, he previously worked in both the voluntary and independent sectors. He was a transport planner with Essex County Council before moving into the planning and commissioning services in social care. He is credited with setting up community and accessible public transport schemes across the county of Essex.

John’s involvement with the NHS began in 2004 when he became PEC Chair of the former Maldon & South Chelmsford PCT, and then Joint PEC Chair of Mid Essex PCT. He was appointed Project Director, Provider Services in April 2007 and is now the Chief Executive of Provide (formerly called Central Essex Community Services).
Realise Futures provides a range of products and services from Careers Advice and training to manufacturing. Its various divisions share common objectives to create opportunities for people to succeed in work, learning and life. Over one third of the paid staff have a learning or other disability.

The four business divisions:

1. Careers advice – The team manages the regional Prime Contract for the National Careers Service
2. Community Learning and Skills Development – Adult Learning courses across Suffolk
3. Employment Training and Development offering Health and Social Care and Health and Safety qualifications for SMEs
4. Work Opportunities and also therapeutic placements for people with disabilities within the Realise Futures managed social businesses.

Realise Futures is a work first provider and aims to place customers into suitable paid employment as soon as possible, with training and support as required.

Following referral and assessment, a dedicated Employment Advisor will work with customers to identify suitable employment opportunities.

The Realise Futures social enterprise businesses provide immediate paid employment for a number of people on its employment programmes in a range of roles from Catering Assistants to CAD Designers.

Realise Futures also supports employers to recruit and retain the right people for their businesses.

Sarah Sharlott is Chief Executive of Realise Futures, based in the East of England. Realise Futures operates a number of divisions that provide a range of products and services from careers advice and training to manufacturing.

Sarah has a background in local authority services. In a career spanning 30 years, she has established and led the delivery of services ranging from home care and meals on wheels, to community hospitals and employment advice and skills in Leicestershire and Suffolk County Councils. In 2005, she led a European Social Fund supported project within Suffolk to analyse and evaluate the possibility of transforming day care services within SCC into viable social enterprises.

In November 2012, she became Chief Executive of Realise Futures overseeing its divestment from Suffolk County Council.
Ripplez is an independent, not-for-profit social enterprise providing NHS services to young parents in Derby aged 19 or under and in their first pregnancy. Its mission is: to make a positive difference to the lives of young families so that they can achieve their highest potential and benefit future generations.

It has been providing the Family Nurse Partnership (FNP) programme since 2007. FNP is an evidence-based programme for vulnerable first time mothers. It offers intensive and structured home visiting, delivered by specially trained nurses, from early pregnancy until the child is two years old. The programme is a licensed, evidenced based, preventative, early intervention therapeutic programme; it was developed in the USA.

Ripplez seeks to ultimately break the cycle of disadvantage and exists to improve the lives of young parents and their children. It does this by creating positive changes in health behaviour, relationships, the parental role and by supporting maternal well-being. The programme achieves wider community benefits by improving pregnancy outcomes, child health development, future school readiness and achievement, and parents’ economic self-sufficiency.

Ripplez was officially formed on 6 January 2011 as an independent health services provider previously part on Community Health Services Derby, the provider arm of NHS Derby City.

Ripplez contributes to the Government’s Early Intervention agenda driven by the Child Poverty Strategy (2011) and Troubled Family agenda by improving health and achieving equality of incomes for the most vulnerable parents and their families.

Since April 2011, the Derby City Team has graduated 150 Clients.

Chris Tully has worked for the NHS for over 35 years. She has a background in nursing, midwifery, health visiting, managing disadvantaged areas and contributing to the improvement of the outcomes for families and children.

For the past 20 years Chris has been working as a manager within Derby City and initially led the development of the Sure Start programme.

For the past four years Chris has been the Lead for the Family Nurse Partnership programme in Derby City and has led the FNP team through the Right to Request process to become a social enterprise: RIPLEZ CIC launched in early 2011.

Chris has won many awards for her efforts working in disadvantaged communities with families and children including the Nursing Times Award 2008, Health and Social Care Award 2008, and Celebrating Success (Derby City). Chris recently won the regional Ernst & Young Social Entrepreneur of the Year awards 2013, Social Enterprise Category.
Sandwell Community Caring Trust (SCCT), established in 1997, provides residential care, respite care, supported living, end of life care, care at home and day care services for adults. It is a company limited by guarantee and registered charity, and according to The Sunday Times, one of the best companies to work for in the UK.

The Trust was originally set up in an effort to save services from closure when Sandwell Metropolitan Borough Council had to reduce its social care budget significantly and a range of highly valued services were in danger of being closed down.

Since then the Trust has expanded its range of services so that it now works with older people, as well as people with dementia, learning and or physical disabilities, complex care needs, challenging behaviour and mental health issues.

SCCT is committed to providing high quality, user-focused care at a lower cost than in-house local authority provision, without compromising its standards. By cutting management costs, it has been able to significantly increase the percentage of its turnover spent directly on front-line care.

It has also made significant efforts were made to shift the culture of the organisation towards an open and empowering environment in which staff are valued and supported, enabling the Trust to recruit and, crucially, retain staff with the right kind of personal qualities. This has resulted in a dramatic reduction in staff sickness levels and staff turnover, now below 4%.

SCCT is expanding thanks to social investment made by the Big Issue Invest and Unity Trust Bank in August 2013. With this funding SCCT plans to buy a 62 bed residential home care facility to support disabled and elderly people with dementia.

Geoff Walker
Chief Executive

Geoff is the founder and Chief Executive of Sandwell Community Caring Trust (SCCT).

Geoff is a qualified social worker. From 1978 to 1997 he worked in Sandwell Council Social Services Department. Whilst there Geoff created SCCT and transferred the staff team to the new organisation in 1997.

SCCT has regularly appeared in the Sunday Times Top 100 Best Companies to Work for with several overall positions in the top ten (including three 2nd place positions). The Trust has been ranked first nationally in five critical categories: work/life balance, least stressed workforce, managers who listen, managers who motivate, and working in a supportive team.

Geoff is the Chair of Lymph Care UK and an active member of Social Enterprise UK. He likes to support and help other social enterprise start-ups wherever possible. He is a regular speaker at major UK and international social enterprise events and at Political Party Conferences.
Sirona Care & Health CIC (Sirona) provides community health and social care services in the west of England, predominately Bath and North East Somerset (B&NES) and South Gloucestershire.

It started as a spin out from the NHS and the local Council in B&NES in 2011 and has subsequently expanded into new areas through a number of successful competitive tenders. It is committed to working in partnership with service users and with other organisations to support people to achieve the best outcomes possible.

Sirona’s purpose is to provide care and support with skill, compassion and respect, designed around the needs of the individual and with the intention of supporting people to achieve their own goals and to remain independent as long as possible.

The range of services provided for adults includes three community hospitals providing in-patient, out-patient and minor injury services. Sirona also runs three residential homes providing care for older people and those with dementia and its integrated community health and social care teams provide district nursing, adult social care (B&NES only), community based rehabilitation and reablement services.

In addition Sirona provides community paediatric services including care of children with life limiting illnesses, health visiting and school nursing and an extensive health improvement service.

Janet worked for the NHS for more than 20 years, starting as a graduate trainee and subsequently working in a range of planning and commissioning roles in the NHS in the South and South West of England. She has a particular interest in joining up services across health and social care and between the different aspects of health care in order to make things simpler for those in need of care and support.

In 2010 she became Acting Chief Executive of NHS Bath & North East Somerset PCT and Director of Adult Social Care & Housing for B&NES Council, in which capacity she led the early preparatory work on the establishment of an integrated Social Enterprise providing both health and social care. She was subsequently appointed as Chief Executive of what in October 2011 became Sirona Care & Health CIC.
Social adVentures aims to inspire local people to lead happier and healthier lives.

Social adVentures has three centres to support it to meet this vision, The Angel Centre, The Creative Media Centre and Garden Needs. All centres provide a wide range of activities, courses and events all year round. Alongside its service delivery, Social adVentures runs social businesses such as garden centres, managed workspace and community cafés.

The team works with some of the city’s most hard to reach groups. Services are diverse and range from healthy cooking classes to crisis management psychological sessions.

Social adVentures is jointly owned by service users, it employees and local Salford people.

Originally set up as The Angel Healthy Living Centre it was hosted by NHS Salford for ten years. During the last three years the organisation has developed its services whilst becoming a social enterprise, through the Department of Health Right to Request scheme.

Social adVentures has led on research to help itself and the other NHS ‘spin-out’ organisations achieve better access to investment, including how to facilitate acquisitions, and leading innovation in contracting (e.g. payment by results contracts).

The organisation plans to launch its new MyLife programme in the near future, which is based on a personalised approach for people that need support to lead a full and active life. Alongside local partners, MyLife will offer advocacy and assistance with personal budgets. It will also employ and train personal assistants and deliver a programme of inspirational activities at its Salford based centres.

Scott Darraugh
Chief Executive

In 2010 Scott became Chief Executive of Social adVentures after leading his team of public health specialists out of the NHS in Salford to create one of the country’s first NHS public service mutuals. Social adVentures is a wellbeing social enterprise with the aim of inspiring people to lead healthy and happy lives.

In 2012 Social adVentures won the RBS SE100 Index ‘Growth Champion’ Award, having achieved a 262% growth in annual turnover. For over 8 years, Scott was the Director in public health in Salford, leading on innovative, community based programmes in some of the area’s most deprived neighbourhoods.

In 2013 Scott became a Mutuals Ambassador, working with the cabinet office to shape policies which will encourage the development of mutuals delivering public services. A specific area of focus is the development of innovative financial products which will address the specific needs of the mutuals sector to support further growth.
Stevenage Leisure Limited (SLL) is committed to delivering high quality and value for money leisure and cultural opportunities for all of the community.

Working in partnership with five local authorities it manages 17 centres across nine towns, with a dedicated team of over 1,000. It has 3 million visitors to its centres every year.

SLL works aims to improve both physical and mental wellbeing, by promoting healthier and more active communities, and providing choice and incentives for all to participate through imaginative and inclusive programming.

This has had the effect of improving the quality of life for communities, in addition to helping to deliver its partners health and social agendas, and community strategies.

SLL manages a wide range of health and fitness facilities, including swimming pools, fitness suites, dance & exercise studios, racket sports, spa and steam rooms, outdoor pitches, and the Stevenage Golf & Conference Centre.

SLL is committed to ensuring that the services delivered at the centres it manages will be accessible to all who seek to use them. Its staff are committed to assisting customers and demonstrating that they care about their needs and will seek to provide a competent, courteous, helpful and friendly service to the highest professional standards.

The organisation holds ISO14001 environmental accreditation and Investors in People accreditation across all of its centres.

Ian Morton  
Chief Executive

Ian was appointed Managing Director of Stevenage Leisure Limited (SLL) in April 2004. Ian joined the company as Operations Director and Deputy MD in 2002 from Stevenage Borough Council. Ian has 30 years experience in the leisure industry and has been involved in just about all areas of the business. He started his career as a Lifeguard, so he was thrown in at the deep end!

Since Ian’s arrival, SLL has been very successful in winning management contracts and achieving national accreditations. The Company has undertaken various restructures to maintain control of the growth and SLL now has an excellent management team and professional managers with expertise in all areas of the business.

Locally, Ian is the Chairman of the Stevenage Town Centre Management Board and a Director of the Stevenage Community Trust. Nationally he is a member of CIMSPA, cCLOA and Sporta.
Stonham is the care and support part of Home and is England’s largest provider of housing, care and support for people in need.

It is one of the largest Social Care providers in the UK, with £120 million turnover, managing approximately 2,500 employees across the UK, and leading the delivery of Home Group’s five year growth strategy and business plan for Care and Support.

Stonham is developing its work in health and social care and has an established reputation for providing a wide range of preventative and support services to some of the most excluded and hard to reach groups in our communities.

Stonham provides high quality services which support individuals to gain and maintain independence. In the 12 months to 30th March 2012 84% of its clients achieved positive and settled move on from its services.

The staff work with 147 local authorities’ Supporting People teams, as well as with the Probation Service, health authorities and other partners to deliver local support solutions.

Stonham directly manages over 600 services working with over 30,000 people nationally each year, including over 2,000 children. Stonham specialises in services to offenders, clients with mental health and/or learning disability needs, young people and families fleeing domestic violence.

Stonham works directly with the Ministry of Justice delivering their national Bail and Accommodation service and on future opportunities through the Transforming Rehabilitation programme.

Rachael joined Home in February 2009 as Executive Director of Care and Support, taking overall lead for all the groups Care and Support services, primarily delivered through the Stonham brand.

Having started as a night project worker Rachael has over 25 years experience of working to support a wider variety of clients. She is passionate about ensuring clients engage and influence the direction of Home.

Prior to being appointed Rachael has worked for a range of supported housing providers including Local Authorities (1988-1994), NACRO (1994-1998), and was Director of Supported Housing at Riverside ECHG (1998-2009).

Married with two young daughters, Rachael is also a Board Member of the not for profit Abbeyfield Society.
As a leading health and social care organisation, Turning Point is a provider of specialist and integrated services that meet the needs of individuals, families and communities across England and Wales.

It has been operating for almost 50 years, which means it is highly experienced in caring for, and about, people with complex needs. Turning Point has a track record of finding innovative ways of delivering services to maximise effectiveness and reach as many people as possible.

Whether its service users come with drug or alcohol problems, mental health issues, employment issues, a learning disability or a combination of these, Turning Point is able to offer services that respond to the needs of each individual.

By tailoring its services, Turning Point creates individual ways to support people to face their personal challenges. Turning Point can support them to keep a stable home, find the right job, learn new skills or rebuild family relationships and help them to maximise the opportunities in their lives.

Turning Point is a social enterprise providing the best services in the right locations for those that need them most. It aims to influence policy and shape the market to transform the quality and availability of care. Turning Point turns lives around every day, by placing the individual at the heart of what it does.

Victor is one of the country’s top sector leaders in the policy and delivery of health and social care. He is a Visiting Professor and Chancellor at the University of Lincoln and holds numerous honorary doctorates as well as being an associate member of the Health Service Management Centre at the University of Birmingham and of Cambridge University Judge Business School.

Victor is a Non Executive Director of NHS England and a member of the UK Commission for Employment and Skills. He is President of the International Association of Philosophy and Psychiatry and sits as a Non Executive Director at 360 IT Collaboration Ltd and Leadership at Mind.

In 2000, Victor was awarded the CBE in the New Year Honours List for services to the New Deal, the unemployed, and homeless young people and in 2001 he was appointed a cross bench member of the House of Lords.
The Wise Group was set up in 1983 to provide innovative ways of supporting long term unemployed people to find work by combining training with work experience in Glasgow. The initial concept was to work on insulating social housing by carrying out the work with trainees learning their skills from experienced tradesmen on the job.

The Wise Group still uses this approach and delivers government contracts to support unemployed people into work. Since 1983, it has helped around 50,000 people find employment. Customers claim that paid work has also led to increased levels of self-confidence and motivation, and improved health and wellbeing – all of which enhance performance in the workplace.

The Wise Group has improved thousands of houses and helped households make energy efficiencies and save money spent on fuel bills. It has delivered significant regeneration projects in communities across Scotland with housing associations and local councils and given local residents a sense of ownership and pride.

Its work also involves supporting short term prisoners on release to transform their lives, reduce re-offending and move into employment.

The Wise Group works across Scotland and in the north east of England.

Laurie Russell
Chief Executive

Laurie joined the Wise Group as Chief Executive in 2006. He has 30 years’ experience in economic and social regeneration. He has built on its success, developing the business internally and externally, and cemented the Wise Group’s reputation as one of the UK’s leading social enterprises.

Prior to joining the Wise Group, Laurie managed the programme of European Structural Funds in Western Scotland for 17 years and knew of the Wise Group as a funder. He really liked what it stood for and joined the Wise Group because, “...it lived its values and made a positive difference to people’s lives”.

Laurie was the Chair of Social Enterprise Scotland for six years until 2013 and is a member of the National Economic Forum in Scotland and the Scottish Employability Forum.
Bates Wells Braithwaite (BWB) is a commercial law firm widely regarded as the leading charity and social enterprise firm in the UK (including by principal directories: Chambers and Legal 500). It has the largest specialist social enterprise team and provides full services, with specialist knowledge and experience, through various other departments, including Employment, Property, Public and Regulatory and Dispute Resolution. Clients include many of the best-known charities and social enterprises (including a number of E3M members), the next generation of innovative start-ups, international networks and local groups. Landmark cases have included working with The Fairtrade Foundation; Charity Bank; The Eden Project; and Big Society Capital, from original concepts to date.

BWB was founded in 1970 with a commitment to public benefit and soon developed a unique specialisation in working with service providing charities, prefiguring the contemporary charity legal sector and placing BWB at the beginning of the social enterprise movement. Today public benefit clients make up the core of BWB’s business and over 65% of its turnover.

BWB has been at the heart of developments in the social enterprise sector. The firm developed the concept of the Community Interest Company and assisted Government with the facilitating legislation. It advised the Bishop of Oxford in the 1991 test case which established the relationship between charity law and social investment, and in recent years has been working on the development of a regulatory environment attuned to social finance.

BWB’s social enterprise engagement has accelerated since 1997, particularly in piloting, implementing and responding to the reform and reorganisation of public services, with advice to Government, commissioning authorities and new and established independent service providers.

Julian Blake is co-head of the Charity & Social Enterprise Department.

Julian leads a specialist team of 30 lawyers. Since 1991 he has in the main applied commercial disciplines in establishing, developing and working with social purpose clients. This includes: operational, commercial and regulatory advice; social franchises and funding schemes among others. He has been closely involved with pioneering areas, including: Fair Trade; Microcredit; Renewable Energy; Social Investment and Social Finance; and the engagement between Social Enterprise and the public sector, including public service contracts (and public procurement); public sector grants (and state aid); public service re-organisation and reform and the implementation of public policy.

Julian has produced and contributed to many charity and social enterprise publications, including in collaboration with Social Enterprise UK and has delivered many seminars around the country. He is a Trustee of Media Diversity Institute.
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Jim heads the Advisory and Impact teams at BWB and helps social sector and private sector organisations to create, analyse, enhance and realise value through acquisitions, disposals, mergers and other structural, and transactional approaches as well as through outcomes-based planning, strategy and evaluations. He is the author of over sixty social impact studies, as well as other research assignments, and has developed and managed corporate transactions in the UK and abroad in both private and not-for-profit arenas.

Jim’s innovative work in social investment was recognised in 2013 with an OBE, having recently designed and developed the first charity-led social impact bond IAAM – ‘It’s all About Me’, which he now also chairs. IAAM is a UK-wide social enterprise finding and training therapeutic adoptive parents for harder-to-place children.

Jim’s career spans over 30 years, latterly acting as head of valuations, of not-for-profit advisory, and social impact services at leading UK business advisors Baker Tilly.
The University of Northampton is the UK’s leading university for social enterprise. Its value-driven social enterprise strategy encompasses all aspects of the University’s operation, from teaching and learning and research, through to social value procurement and practical support for, and investment in, new and existing social enterprises.

Northampton is the only UK university to be recognised as a Changemaker Campus by the Ashoka U organisation, putting it in an elite group of just 25 other globally leading universities.

The University’s Inspire2Enterprise expert service has supported over 5,000 social enterprises throughout the UK and is now the county’s largest specialist support service for the sector.

The Social Enterprise Research Group at the University conducts in-depth research into social value, empathy, and the social investment market, as well as evaluating a large number of funded projects on behalf of the UK Government and other funders.

Senior staff from the University of Northampton work with HEFCE, Universities UK, and the British Council to encourage and assist other universities both in the UK and abroad to develop social entrepreneurship and support social enterprise.

Simon is Director of Enterprise, Development and Social Impact. He is responsible for developing and delivering the social enterprise and commercial strategies of the University, including internal and external initiatives designed to both give students great opportunities to learn about social enterprise and tackle social problems.

He has been at the University since 1992, following 10 years in the Army and six years with Tesco. He has been Professor of Entrepreneurship since 2007. In 2006 he was awarded the University’s Court Award for services to enterprise. In 2010 he was granted The Queen’s Award for Enterprise Promotion.

He is a director of Goodwill Solutions CIC, Inspire2Enterprise CIC, and Coco Careers – three social enterprises successfully trading in very competitive market places.

Simon has degrees from Exeter, Warwick and the Open universities. He has published a wide range of academic articles on social enterprise and is the joint editor of the book, ‘Social Enterprise : Accountability and Evaluation around the World’, published by Routledge in July 2013.
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**Organisation Summary**

<table>
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<tr>
<th>Business Sector</th>
<th>Higher education</th>
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</thead>
<tbody>
<tr>
<td>Business Activities</td>
<td>Education, business support, investment</td>
</tr>
<tr>
<td>Location</td>
<td>Northampton</td>
</tr>
<tr>
<td>Vice Chancellor</td>
<td>Prof. Professor Nick Petford</td>
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<tr>
<td>Turnover</td>
<td>£85m</td>
</tr>
<tr>
<td>Employees</td>
<td>1,400 employees, 14,000 students</td>
</tr>
<tr>
<td>Legal Structure</td>
<td>Higher Education Institute</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.northampton.ac.uk">www.northampton.ac.uk</a></td>
</tr>
</tbody>
</table>

**Wray Irwin**

*Soc. Entrep. in Residence*

Following a successful five year period as the social entrepreneur in residence at the University of Northampton, Wray Irwin is now Head of the University Centre for Employability and Engagement.

His remit is to build on the university’s commitment to Social Enterprise and embed social innovation into the University’s unique employability offer to local communities, its students, and its alumni.

After 20 years as a practitioner in the sector Wray was instrumental in obtaining AshokaU Changemaker University status for the University, the only such Changemaker campus in the UK. This provides students and staff a unique network through which to engage with social entrepreneurs and innovators around the globe; enhancing their student experience, improving their employability, and developing them as the social innovators of the future.
Unity Trust Bank is a specialist bank for civil society, social enterprises, CICs, councils, and trade unions, and supports its customers with socially-responsible banking services.

As a social enterprise itself, Unity Trust is perfectly placed to provide dedicated, full-service banking to social enterprises of all sizes. From start-ups to fully-fledged and thriving businesses it understands the needs of social enterprises. To that end it has been able to design products and systems that specifically meet the needs of social enterprises.

For start-ups, Unity offers free banking and money-saving packages on market-leading products such as Sage software, as well as access to superb insurance offerings from its partners who also know and understand the sector.

With all of its lending, Unity aims for a ‘double bottom line, where the core principle behind its investment should be the creation and/or securing of employment, usually in areas that other banks will not support. This delivers on the founding aim of being a bank that can work for the greater good and creating better communities.

Unity has a strong track record of supporting the sector, and throughout the banking and economic crisis of the last few years has continued to grow its lending. Often this is delivered in partnership with umbrella bodies, such as a £50m loan fund in Scotland launched in partnership with SCVO. Negotiations are at an advanced stage for this approach to be replicated in Wales in 2013.

In addition, Unity is partnering with BIS and another bank to provide a £60m loan fund to be delivered through the CDFA and to be made available to the CDFI market over the next three years.

Richard Wilcox
Managing Director

Richard has spent his life in banking, starting in 1977 as Credit Risk Manager at National Westminster Bank. His first experience of Unity was in 1988, when he was seconded from the Co-Op Bank to the role of Head of Commercial Lending.

In 1994, he returned to the Co-Op Bank as Head of Structured & Asset Finance, where he was responsible for specialised lending, including PFI / PPP, renewable energy, Infrastructure and microfinance. In 2009 he developed a new Social Banking Unit, bringing together his existing teams to work alongside professionals in the areas of public sector, credit unions, charities and social enterprises in order to form a single point of contact within the bank.

In January 2012, Richard returned to Unity, as MD. Richard is a former non-Executive Director and Chairman of the Audit Committee for the Global Commercial Microfinance Consortium and a Director of Finca Microfinance Fund BV. He was responsible for management of the Co-operative Bank’s $50m Microfinance Fund.
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Andrew started at Samuel Montagu & Co., before moving to a number of European Banks (Banco Totta e Acores, Dresdner Bank and The Al Rajhi Company for Islamic Investments) before returning to a UK Bank, at TSB. There he worked in the Syndicated Lending and Venture Capital areas and later as a personal assistant to a main Board Director.

He joined Unity in 1989, and went straight in to helping the Bank pioneer the Employee Share Ownership concept in the UK. Andrew has been responsible for arranging a good proportion of the funding for ESOPs undertaken in the UK market since the late 1980’s.

He has lectured on Charity Finance, Employee Share Ownership and Business planning at Cass Business School and South Bank and East London Universities, been an Alternate Director on the government’s Futurebuilders Fund and sat on the London Community Recycling Network investment committee and the Board of London Rebuilding Society.

**Organisation Summary**

- **Business Sector**: Financial services
- **Business Activities**: Current accounts, deposits, insurance, loans
- **Location**: UK (Birmingham HQ)
- **Managing Director**: Richard Wilcox
- **Turnover**: Retained capital: £47m
  
  Deposits: £650m
  
  Lending: £240m
- **Employees**: 85
- **Legal Structure**: Public Limited Company
- **Website**: www.unity.co.uk

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**Andrew Jesson**

**Head of Lending**
Baker Tilly is a leading mid-tier firm of accountants and business advisers with a fee income of over £300 million.

Baker Tilly specialises in providing an integrated range of services to entrepreneurial, growing businesses. It is the 7th largest UK accountancy firm.

Its Not-For-Profit Sector Group focuses on the sector specific requirements of non-profit organisations. The group covers; Further Education and Skills, Charities and Social Enterprises, Social Housing, Independent Schools, Academies and Free Schools, and Public Sector. All these organisations have considerable similarities in their regulatory, accounting and governance issues, (such as being companies limited by guarantee) and many are in receipt of government funding.

Baker Tilly has a depth of experience which means it provides clients with very strong sector understanding are able to develop services tailored for the sector, and identify solutions to issues and challenges very efficiently. The group comprises a multi-disciplinary core team of over 80 partners and managers, all of whom devote substantial time to the charity and/or education sectors. Baker Tilly has more holders of the ICAEW Charity Diploma than any other firm. The Group’s specialists include many recognised national experts, renowned for their individual and team input to both the sector and government at all levels.

The Group is also highly experienced at understanding the increasing interaction of education and skills between the Not for Profit, Private and Government sectors, and the challenges in ensuring this is structured to work effectively.

Ruth has over 20 years’ experience of advising business owners in a range of sectors. These vary from fast growth start-ups to some of the largest private groups in the region. Her broad knowledge of the issues affecting businesses comes from a combination of leading roles in professional practice and secondments into industry.
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Keith Ward
Dir. Social Impact Svcs

Keith qualified as a Chartered Accountant at Robson Rhodes and prior to joining Baker Tilly, spent six years at KPMG specialising in auditing in the social housing sector. Since joining Baker Tilly, Keith has established a vibrant and growing social housing service.

Keith was a founder of our back office benchmarking forum (BOB) which now has 50 members. The forums meet regionally and Keith chairs the Northern forum that meets in the North West four times a year. Keith leads our national social impact team and has spoken at a number of conferences on the merits and varying approaches to social impact evaluation.

He has worked with a number of housing associations to help them measure their social impact. He is also a judge for the NHF’s Housing Association National Accountancy Awards, the results for this year, will be announced on the 18th March. Keith has presented at the NHF Finance Conference in Warwick for four of the last five years, most recently in March 2013, and the Housing Association Internal Audit Forum Annual Conference.