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

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 Social Enterprise Business Club is at the heart of E3M, a new 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 £500M and employ over 15,000 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, transport 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 are developing a wider programme of activities including roundtables, seminars, and an international conference, 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
E3M Social Enterprise Members

01. Bryson Charitable Group  JOHNMcMULLAN
02. CAN  ANDREW CROFT
03. Care Plus Group  LANCE GARDNER
04. City Healthcare Partnership  ANDREW BURNELL
05. Fusion21  DAVE NEILSON
06. Future Homecare  ROGER TELPHIA
07. GLL  MARK SESNAN
08. HALO Leisure  JON ARGENT
09. HCT Group  DAI POWELL
10. Hill Holt Wood  KAREN LOWTHROP
11. Kibble  GRAHAM BELL
12. LEYF  JUNE O’SULLIVAN
13. Local Care Direct  EMMA WILSON
14. NAViGO  KEVIN BOND
15. P3  MARTIN KINSELLA
16. PSS  LESLEY DIXON
17. Ripplez  CHRIS TULLY
18. Sandwell Community Caring Trust  GEOFF WALKER
19. SCA  MARIA MILLS
20. The BIG Life group  FAY SELVAN
21. The Phone Co-op  VIVIAN WOODELL
21. Turning Point  VICTOR ADEBOWALE

E3M Supporting Partners

Bates Wells and Braithwaite  JULIAN BLAKE & STEPHEN LLOYD
University of Northampton  SIMON DENNY & CHRIS MOORE
Unity Trust Bank  RICHARD WILCOX & ANDREW JESSON
E3M Members:
Social Enterprise Leaders
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

<table>
<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)</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>John McMullan</td>
</tr>
<tr>
<td>Turnover</td>
<td>£32m</td>
</tr>
<tr>
<td>Employees</td>
<td>660</td>
</tr>
<tr>
<td>Legal Structure</td>
<td>Charity and Company Limited by Guarantee</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.brysongroup.org">www.brysongroup.org</a></td>
</tr>
</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. 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.

It also 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 enterprises.

CAN’s Key achievements include:

- Co-founders of Unltd, the £100m endowment fund to support grassroots social entrepreneurs
- Co-founders of Social Enterprise UK, the trade association for social enterprise
- Early pioneering thought leadership on M&A, replication and franchising for social ventures
- Houses 100+ social ventures in CAN Mezzanine sites to date
- Raised over £3.5m to invest in high potential social enterprises
- Strategic Partner to the Cabinet Office to promote social entrepreneurship, finance and impact
- Launched start-up community enterprise fund

Andrew Croft  
Chief Executive

Andrew became Chief Executive of CAN in 2008 having joined the organisation 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.
Care Plus Group

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 a range of services which promote social inclusion.

It was created 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 works in communities across North East Lincolnshire. It is a social business that provides adult health and social care services to people to help improve health and wellbeing and to enrich their lives.

Formed in 2011 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 is a Community Benefit Society - any profit made is reinvested back into the development and delivery of health and care services ensuring it can constantly evolve and develop the services offered to communities.

Lance Gardner MBE
Chief Executive

After a 30-year career in the NHS Lance Gardner is now Chief Executive 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 to 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 Institute.
City Health Care Partnership

City Health Care Partnership (CHCP) CIC is an independent, co-owned social enterprise providing NHS services to over 500,000 people in Hull and the East Riding area of Yorkshire.

It offers a range of community based treatments, as well as early interventions which help to minimise the need for acute care in hospital, and promote healthy lifestyles.

A key achievement has been the creation of a specialist palliative care clinic which offers a holistic programme of care for patients with a life limiting illness, enables home visits and reduces hospital admissions. Other innovations include the development of a ‘telehealth’ service for patients with long-term conditions, the piloting of Personal Health Budgets and the development of a Medicines Management Service.

As an employee owned organisation which allows all permanent staff to purchase a £1 share in the organisation, staff have a sense of belonging, accountability and the right to have a say about the running of the organisation along with future plans and opportunities. Staff from across the organisation have also been involved in developing efficiency savings, freeing up more of their time to concentrate on the day job.

CHCP CIC has made a commitment to contribute to the wider wellbeing of the local community. For example, through the introduction of a small grants scheme, local voluntary and community groups apply to receive up to £1,000 funding to support activities promoting health and wellbeing.

Organisation Summary

<table>
<thead>
<tr>
<th>Business Sector</th>
<th>Health and social care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Activities</td>
<td>Over 75 Community NHS services incl. nursing services, health visiting, GPs, prison health, palliative care, dental</td>
</tr>
<tr>
<td>Location</td>
<td>Hull &amp; East Riding (Yorks)</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>Andrew Burnell</td>
</tr>
<tr>
<td>Turnover</td>
<td>£52m</td>
</tr>
<tr>
<td>Employees</td>
<td>1,200</td>
</tr>
<tr>
<td>Legal Structure</td>
<td>Community Interest Company (CIC)</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.chcphull.nhs.uk">www.chcphull.nhs.uk</a></td>
</tr>
</tbody>
</table>

Andrew Burnell  
Chief Executive

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 £45m savings through the procurement process, creating over 900 permanent jobs, and generating an estimated financial benefit in excess of £30m 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.

Fusion21 Chief Executive

Dave Neilson

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 overseas 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.
GLL

GLL (formerly known as Greenwich Leisure Limited) is the pioneering worker-owned, charitable social enterprise that first took over the operation of Greenwich Council’s leisure centres in 1993 as an innovative ‘spin out’.

In 1993 GLL had a turnover of £5m with 150 employees operating seven leisure centres in London for one Borough. By 2011 turnover was over £100m and GLL now employs around 5,000 people operating over 100 leisure centres in partnership with 25 Councils and other stakeholders across the South Of England and York. GLL has now also secured its first Libraries Management contract.

GLL currently operates all the public leisure centres in the five Olympic Host Boroughs and is a key Social Enterprise player in the delivery of the Olympic Games Legacy in London post 2012 having secured the post games management contracts for the Multi-Use Arena and the Aquatics Centre.

GLL also has its own Sports Foundation – The GLL Sport Foundation which supports young athletes with training grants and free training use of facilities thus removing financial barriers to their sporting achievement.

The GLL ‘model’ has been replicated in more than 120 local authorities throughout the United Kingdom (although not all of these organisations are worker owned) and leisure Social Enterprises provide a thriving and growing contribution to the alternative sources of delivery agenda.

Organisation Summary

<table>
<thead>
<tr>
<th>Business Sector</th>
<th>Sports and leisure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Activities</td>
<td>Provision of leisure and community facilities</td>
</tr>
<tr>
<td>Location</td>
<td>London, South East, York</td>
</tr>
<tr>
<td>Managing Director</td>
<td>Mark Sesnan</td>
</tr>
<tr>
<td>Turnover</td>
<td>£100m+</td>
</tr>
<tr>
<td>Employees</td>
<td>5000</td>
</tr>
<tr>
<td>Legal Structure</td>
<td>Industrial and Provident Society</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.better.org.uk">www.better.org.uk</a></td>
</tr>
</tbody>
</table>

Mark Sesnan
Managing Director

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.
Halo Leisure was established as a leisure trust in 2002, when Herefordshire Council was under pressure to provide extra funding for its leisure centres. The organisation’s founders saw an opportunity to lease the leisure centres and reach the widest customer base practicable, resulting in health and fitness activities becoming available to a more diverse demographic than ever before.

Halo Leisure prides itself on offering more than just fitness and leisure activities. Its centres also promote social inclusion and community safety. Halo’s initiatives to encourage young people to participate in exercise and sporting activities, for example, has helped to address anti-social behaviour, as children feel they have a purpose in life and are beginning to form relationships with older people in the community.

In April 2012 Halo was successful in a joint bid with GLL, another major leisure trust, to provide leisure services on behalf of Bridged County Borough Council. It has secured a 15-year partnership contract and is running eight facilities across the county borough.

As well as running leisure centres Halo has supported the needs of over 70 other businesses throughout the UK. It offers asset management software, supports local businesses in specialist areas including human resource development, and supports local authorities in outsourcing leisure services and partnership monitoring.

Halo employs around 1,000 staff operating across 18 Leisure Centres and has a turnover of £13m per annum.

Organisation Summary

<table>
<thead>
<tr>
<th>Business Sector</th>
<th>Sports and leisure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Activities</td>
<td>Leisure centres, healthy living programmes, consultancy</td>
</tr>
<tr>
<td>Location</td>
<td>Herefordshire, Bridgend</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>Jon Argent</td>
</tr>
<tr>
<td>Turnover</td>
<td>£13m</td>
</tr>
<tr>
<td>Employees</td>
<td>1000</td>
</tr>
<tr>
<td>Legal Structure</td>
<td>Charity and company limited by guarantee</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.haloleisure.org.uk">www.haloleisure.org.uk</a></td>
</tr>
</tbody>
</table>

Jon Argent

**Chief Executive**

Jon worked in leisure services for a number of local authorities in the South East of England prior to relocating to Herefordshire in April 2002 to take up his current role as Chief Executive for Halo Leisure, one of five flagship Social Enterprises in the West Midlands.

Jon is a Fellow of the Chartered Institute of Management and also of the Chartered Institute of Management for Sport and Physical Activity. Jon is currently undertaking a professional doctorate (DBA) at Birmingham University Business School.
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

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.

Karen Lowthrop MBE
Chief Executive

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.
Kibble

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.

Graham Bell
Chief Executive

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.

Organisation Summary

<table>
<thead>
<tr>
<th>Business Sector</th>
<th>Education and care</th>
</tr>
</thead>
<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>
</tr>
<tr>
<td>Legal Structure</td>
<td>Charity and Company Limited by Guarantee</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.kibble.org">www.kibble.org</a></td>
</tr>
</tbody>
</table>
LEYF

London Early Years Foundation (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 1,800 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 350 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.

With an annual turnover of £8.5 million, 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.

June O’Sullivan
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, multigenerational 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.
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.

**Organisation Summary**

<table>
<thead>
<tr>
<th>Business Sector</th>
<th>Healthcare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Activities</td>
<td>24/7 healthcare services incl. GP &amp; dental, call handling, clinical assessment, telehealth</td>
</tr>
<tr>
<td>Location</td>
<td>21 locations across West Yorkshire (Bradley HQ)</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>Emma Wilson</td>
</tr>
<tr>
<td>Turnover</td>
<td>£20m</td>
</tr>
<tr>
<td>Employees</td>
<td>400 staff</td>
</tr>
<tr>
<td></td>
<td>350 sessional GPs</td>
</tr>
<tr>
<td>Legal Structure</td>
<td>Industrial and Provident Society</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.localcaredirect.org">www.localcaredirect.org</a></td>
</tr>
</tbody>
</table>

**Emma Wilson**

**Chief Executive**

Emma is both Chief Executive and a key member of the Board with responsibility for developing and reviewing business strategy, business plans and performance and overseeing the effective governance of Local Care Direct.

In addition, since 2006 Emma has been an active Board member Social Enterprise UK (SEUK), a trade body for businesses with a social purpose. In this capacity she works closely with Government, fellow businesses and commissioners as an ambassador and advocate for the sector.

Out of the SEUK Board came a Health & Care Executive Group, which commenced in April 2007. Emma has been the Chair of that Group since its inception, organising regular Forums throughout the country.
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 generate a surplus to reinvest into services. One example of reinvestment is the creation of accommodation for vulnerable people as voted for by members.

Kevin Bond
Chief Executive

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. Martin Kinsella joined as Chief Executive in 2002 and quickly realised that the organisation could be transformed to widen its scope.

The organisation is a registered charity and a company limited by guarantee. Its turnover is around £12million, 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. 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).

Martin Kinsella MBE
Chief Executive

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.
PSS is a social enterprise that works across the UK. It has one key purpose: to help people get the most from life, whether this is at home, in their families, in their health and well-being or within their wider support networks. In 2019 the organisation will celebrate its 100th birthday, but even as the years mount up one thing’s for sure, it is not slowing with age.

As an organisation PSS has developed some of the best-known names in community support including Age Concern, the Citizen’s Advice Bureau and Legal Aid. Today the team is continuing its legacy of innovation. PSS sits alongside Local Government and NHS services plugging the gaps and providing ‘on the ground’ support for a wide array of people.

The aim of PSS is simple and has been at the heart of what it does for a long time: to make the lives of those it works with better. In the 21st century PSS has evolved this mission to highlight the importance of encouraging people to choose their own support. To make this a reality the organisation provides a range of services across a wide spectrum of personal experience and need.

The success of PSS is down to how staff from across the organisation give their time, and how PSS pushes innovation, plans resources and recruits teams to ensure the experience and dedication of PSS is shaped around the individuals it supports.

PSS never gives up on finding the right service for each individual it works with. If it doesn’t have a service to meet their needs, PSS develops one; it doesn’t hang around for someone else to find the solution, it creates it.

Lesley Dixon
Chief Executive
Lesley joined PSS as Chief Executive in 2009 and has since made a huge impact on the structure, shape and direction of the organisation.

Lesley previously worked at the University of Leeds and in 2010 received an honorary doctorate from the University for her contribution to the student experience. Lesley is a Chartered Manager and is also a Fellow of the Chartered Management Institute.

Lesley is a trustee of Mind – the leading mental health charity in the UK, a member of ACEVO’s steering groups for its work in the north and is a member of the Liverpool Fairness Commission.
Ripplez

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’.

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.

Organisation Summary

<table>
<thead>
<tr>
<th>Business Sector</th>
<th>Health and social care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Activities</td>
<td>Parent home support, training</td>
</tr>
<tr>
<td>Location</td>
<td>Burton, Derby City, and across Derbyshire</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>Chris Tully</td>
</tr>
<tr>
<td>Turnover</td>
<td>£1m+</td>
</tr>
<tr>
<td>Employees</td>
<td>26</td>
</tr>
<tr>
<td>Legal Structure</td>
<td>Community Interest Company</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.ripplez.co.uk">www.ripplez.co.uk</a></td>
</tr>
</tbody>
</table>

Chris Tully

Chief Executive

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: RIPPLEZ 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).
Sandwell Community Caring Trust

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

Organisation Summary

<table>
<thead>
<tr>
<th>Business Sector</th>
<th>Health and social care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Activities</td>
<td>Residential care, respite care, supported living, end of life care, care at home and day care services for adults</td>
</tr>
<tr>
<td>Location</td>
<td>West Midlands and the South West</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>Geoff Walker</td>
</tr>
<tr>
<td>Turnover</td>
<td>£14m</td>
</tr>
<tr>
<td>Employees</td>
<td>450</td>
</tr>
<tr>
<td>Legal Structure</td>
<td>Charity and Company Limited by Guarantee</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.sandwellcct.org.uk">www.sandwellcct.org.uk</a></td>
</tr>
</tbody>
</table>

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.
SCA Group

Growing from a small not-for-profit organisation in Southampton, SCA is now celebrating 20 years of working with communities to provide vital services that improve the quality of people’s lives across Hampshire and Dorset.

It is a successful social enterprise with a group of businesses including care, transport, dentistry and the transformation of a formerly closed community hospital into a wellbeing centre called Fenwick2. It also offers expert training and consultancy services across its specialisms in health, care, dentistry, and social enterprise development.

Its social businesses span a broad approach to investing in local communities:

- Support for 5000 people to live independent and full lives in their homes and to access community facilities
- Six community clubs supporting the wellbeing and social care of SCA’s 500 club members
- NHS dentistry provided to 70,000 people
- 120 small community member organisations and 10,000 customers within local cities and rural areas connected through accessible transport
- Support for 5000 people who have visited the health and wellbeing centre, run as a community enterprise
- Award winning training and consultancy services supporting over 30 organisations to make a bigger impact.

Organisation Summary

<table>
<thead>
<tr>
<th>Business Sector</th>
<th>Social care, transport, dentistry, health and wellbeing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Activities</td>
<td>Services in core business sectors, advocacy, advice and signposting, training &amp; consultancy</td>
</tr>
<tr>
<td>Location</td>
<td>Hampshire and Dorset</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>Maria Mills</td>
</tr>
<tr>
<td>Turnover</td>
<td>£12m</td>
</tr>
<tr>
<td>Employees</td>
<td>620</td>
</tr>
<tr>
<td>Legal Structure</td>
<td>Charitable Company Limited by Guarantee</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.scagroup.co.uk">www.scagroup.co.uk</a></td>
</tr>
</tbody>
</table>

Maria Mills

Chief Executive

Maria Mills joined SCA in 2010 as Chief Executive Officer.

Maria is former Group Chief Executive and Company Secretary of the Novas Scarman Group, a social enterprise delivering support, health, culture, learning, work and community development for disadvantaged groups.

A co-founder of Novas, Maria worked with the Group and its sister companies for 15 years, becoming Co-Chief Executive in 2005 and acting sole Chief Executive in early 2009.

Prior to this she was Director of Services and Deputy Chief Executive at the Refugee Housing Association, Regional Manager at Look Ahead, and Acting Director at the Cara Irish Housing Association.

Maria has also worked for Hexagon Housing Association, Hanover Housing Association and Brighton Council and is on the Board of Southwark College.
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

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.
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.

---

**Lord Victor Adebowale CBE MA MCIH Chief Executive**

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 member of the UK Commission for Employment and Skills. He is President of the International Association of Philosophy and Psychiatry, President of the Community Practitioners and Health Visitors Association and sits as a Non Executive Director at 360 IT Collaboration Ltd and Leadership in Mind. Most recently Victor was appointed as a Non-Executive Director of the NHS Commissioning Board.

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.
E3M Supporting Partners
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.

### Organisation Summary

<table>
<thead>
<tr>
<th>Business Sector</th>
<th>Legal and associated business services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Activities</td>
<td>Specialist public benefit and commercial advice, especially to social enterprises and charities</td>
</tr>
<tr>
<td>Location</td>
<td>England, Wales, and international (London HQ)</td>
</tr>
<tr>
<td>Senior Partner</td>
<td>Stephen Lloyd</td>
</tr>
<tr>
<td>Turnover</td>
<td>£17m</td>
</tr>
<tr>
<td>Employees</td>
<td>175</td>
</tr>
<tr>
<td>Legal Structure</td>
<td>Limited Liability Partnership</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.bateswells.co.uk">www.bateswells.co.uk</a></td>
</tr>
</tbody>
</table>

### Julian Blake, Partner

**Co-Head 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.
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.

<table>
<thead>
<tr>
<th>Organisation Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Sector</strong></td>
</tr>
<tr>
<td><strong>Business Activities</strong></td>
</tr>
<tr>
<td><strong>Location</strong></td>
</tr>
<tr>
<td><strong>Senior Partner</strong></td>
</tr>
<tr>
<td><strong>Turnover</strong></td>
</tr>
<tr>
<td><strong>Employees</strong></td>
</tr>
<tr>
<td><strong>Legal Structure</strong></td>
</tr>
<tr>
<td><strong>Website</strong></td>
</tr>
</tbody>
</table>

**Stephen Lloyd**  
**Senior Partner**

Stephen joined BWB in 1980 and has led the growth and development of the firm, first as Head of Charity and Social Enterprise and then as Senior Partner. He is an international authority on charity law and developments in social enterprise and is currently engaged with UK and international projects developing models for mainstream social finance products and markets. Stephen, with Roger Warren-Evans, originally conceived the idea of the Community Interest Company and worked with Government to create it.

He has also been behind BWB joint-ventures (CaSE Insurance and Trustees Unlimited. He has worked on several notable cases, where existing public authorities have been succeeded by new social enterprises, including: the British Waterways Board and The Design Council. Stephen is Chairman of CIVA; Trustee of Social Entrepreneurs Trust and Rainmaker Foundation; Director of Social Stock Exchange and Naturally Scientific Technologies and is a renowned writer and speaker.
The University of Northampton has a vision to become the UK’s leading university for social enterprise by 2015. It has a strategic level commitment to support social enterprise and social entrepreneurship. Encouraging enterprise and entrepreneurship is crucial to the University of Northampton and significantly enhances the experience it offers to students.

The University leads in the field of social enterprise in a range of practical ways:

- student work placements in social enterprises
- integrating social enterprise with teaching, learning and research
- supporting student social entrepreneurs
- transforming University support functions into social enterprises
- nationwide support including the Inspire2Enterprise service
- procurement practices
- investment in social enterprises
- delivery of social change initiatives - working with partners to develop socially enterprising ways of transforming the delivery of services in the critical areas of Justice, Social Care, Health and Wellbeing, and Information, Advice and Guidance
- developing its role in influencing policy and practice using its own knowledge and experience

It’s most recent initiative, the £1 billion University Challenge, was launched on 12 June 2012. The Challenge encourages the UK’s Higher Education sector to spend at least £1 billion of the £7 billion per annum it spends on procuring goods and services from external suppliers, with social enterprises.

**Organisation Summary**

<table>
<thead>
<tr>
<th>Business Sector</th>
<th>Higher Education</th>
</tr>
</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>Professor Nick Petford BSc, PhD, DSc, FGS, ACIM</td>
</tr>
<tr>
<td>Turnover</td>
<td>£85m</td>
</tr>
<tr>
<td>People</td>
<td>1,400 employees 14,000 students</td>
</tr>
<tr>
<td>Legal Structure</td>
<td>High 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>

**Professor Simon Denny**

**Social Enterprise Development Director**

[NB primary social enterprise contact]

Simon Denny joined the institution in 1992 after spending 10 years in the Army and six years with Tesco.

He worked in Sunley Management Centre from 1992 to 2005 when he was appointed Associate Dean Research and Knowledge Exchange in Northampton Business School. While based in Sunley he designed and managed high-profile commercial client courses, two of which won National Training Awards (Scania and Rank Gaming); and he won and led a number of large-scale funded projects.

In December 2010 he was appointed to be the University’s Social Enterprise Development Director. In this role he leads on the development and implementation of the University’s social enterprise strategy.

In 2006 Simon Denny received The University of Northampton Court Award in recognition of his achievements in the area of knowledge exchange and enterprise. His is a Fellow of the RSA and in April 2010 he received The Queen’s Award for Enterprise Promotion.
The University of Northampton has a vision to become the UK’s leading university for social enterprise by 2015. It has a strategic level commitment to support social enterprise and social entrepreneurship. Encouraging enterprise and entrepreneurship is crucial to the University of Northampton and significantly enhances the experience it offers to students.

The University leads in the field of social enterprise in a range of practical ways:

- student work placements in social enterprises
- integrating social enterprise with teaching, learning and research
- supporting student social entrepreneurs
- transforming University support functions into social enterprises
- nationwide support including the Inspire2Enterprise service
- procurement practices
- investment in social enterprises
- delivery of social change initiatives - working with partners to develop socially enterprising ways of transforming the delivery of services in the critical areas of Justice, Social Care, Health and Wellbeing, and Information, Advice and Guidance
- developing its role in influencing policy and practice using its own knowledge and experience

It’s most recent initiative, the £1 billion University Challenge, was launched on 12 June 2012. The Challenge encourages the UK’s Higher Education sector to spend at least £1 billion of the £7 billion per annum it spends on procuring goods and services from external suppliers, with social enterprises.
Unity Trust Bank

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.

Organisation Summary

<table>
<thead>
<tr>
<th>Business Sector</th>
<th>Financial services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Activities</td>
<td>Current accounts, deposits, insurance, loans</td>
</tr>
<tr>
<td>Location</td>
<td>UK (Birmingham HQ)</td>
</tr>
<tr>
<td>Managing Director</td>
<td>Richard Wilcox</td>
</tr>
<tr>
<td>Bank Finance</td>
<td>Retained capital: £47m Deposits: £650m Lending: £240m</td>
</tr>
<tr>
<td>Employees</td>
<td>85</td>
</tr>
<tr>
<td>Legal Structure</td>
<td>Public Limited Company (PLC)</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.unity.co.uk">www.unity.co.uk</a></td>
</tr>
</tbody>
</table>
Unity Trust Bank

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.

Andrew Jesson
Head of Structured Lending

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 before moving to a strategic role 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.