

CASA; Looking For Love, Looking For Scale, Looking For Social Investment

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Format

- Brief Background To CASA
- CASA – Good To Scale
- CASA Perspective; Looking For Love
- Q & A

Key Performance Indicators

- Established in 2004 to scale Sunderland Home Care Associates through social franchising
- Established 5 CASA Franchise Companies
- Delivery of 15,500 Hours Of Support Per Week
- Operates Across 5 Territories
- Developed innovative ‘social care products’
- Employ over 750 people
- Current run rate; £10m business/circa £500k PBT

CASA Organisational Structure



Phases Of Development

- 1976 – Little Woman
 - Fun, Ideological, & Values Based
 - Small loan/Sweat Equity
- 1993 – Sunderland HCA
 - Fun, Ideological, & Values Based
 - Small grant/Sweat Equity
 - Contract – straight-forward/guaranteed
- 2004 – Care & Share Associates
 - Fun, Ideological, & Values Based
 - Sweat equity & Complex mix of grants and loans – Key Fund & CCF
 - Contracts – Complex procurement process
- 2010 – CASA One
 - Fun, Ideological, & Values Based meets quasi commercial investment

Phase	People	Motive	Resources	Opportunity/ Luck
Phase 1: Little Women	Margaret Elliott OBE	Build a fairer world	Small unsecured loan	Marg's marriage to Sunderlandia 'Crew'
Phase 2: Sunderland HCA	Margaret Elliott OBE	Build a fairer world Job creation	Small grant Public contract	Change in Government legislation
Phase 3: CASA	Margaret Elliott OBE et al	Build a fairer world Fun	Big grants & loans	Keen interest in social franchising
Phase 4: CASA ONE	CASA Exec	Build a fairer world Commercial imperative	Quasi investment Different skill set	Learn to make your own – realise it has been like that all along!

Why CASA Is ‘Good To Scale’

- Strong track record & proven replication model, franchise manual & licence agreement
- An attractive ‘worked through’ social franchise ‘offer’
- Skilled, experienced, and ‘values-driven’ central management team
- Significant Market & Policy Opportunities
- A Unique Social Enterprise Proposition
- A Plan

Investment Requirement 2010

- Objective – change up a gear
- £1m target
- A partner/fellow traveller
- Additional expertise/Fresh perspective
- Flexibility
- Shared Risk



Raising Social Venture Investment; Normal Rules Still Apply: ‘Campari & Soda’

- **Character**
- **Ability**
- **Market**
- **Purpose**
- **Amount**
- **Repayment**
- **Interest**
- **Security**
- **Organisation**
- **Debt/Equity**
- **Attitude**

How Was It For CASA

- Challenging;
 - A 6 Months plus process
 - Significant Due Diligence Exercise
 - Investment & Pitches
 - ‘Strings’ & ‘Fierce’ Internal Discussion
 - Re-think elements of the social franchise model

CASA ‘Fit For Purpose’; Initial Alignment Of CASA/BV Goals

- ‘Patient Capital’ Investment In CASA & Units;
 - £400k investment to build CASA into a ‘robust platform’ to support growth
 - Access to ‘Significant Resource’ to develop new and existing units
 - Turnover-based repayment
- Broaden CASA Board – 2 x Non Executive Directors and one BV observer:
- Right To Appoint An Executive Chair (We Lacked Leadership)
- Create A CASA Core Quality Assurance Post/Function
- Develop stronger financial control and management systems
- Adopt A Common Brand
- Revise Licence Agreement

And finally.....

How was it for you darling?

- Without Bridges Ventures CASA Would Not Be Here
- Giving up some control
- Realising help is needed
- Wearing a suit/Getting a hair cut/Dog stays at home
- Focus – Accept I am the Managing Director
- Is fast, knee jerk?
- Uncomfortable vs Challenging

The Future



- Drive Performance Of Existing Territories
- Further Develop Our Complex Care Offer & LIFE Offer
- Develop New Territories Via Tendering, Acquisition, & Joint Venture
- Working With ClearlySo to:
 - ✓ Corporate Restructure Into Single Employee Owned Entity
 - ✓ Prepare new business plan
 - ✓ Capital Raise

Key Lessons

- Capital should combine with labour
- Not just about finance/about successful growth;
 - ✓ Right People
 - ✓ Strong Markets
 - ✓ Appropriate Finance
 - ✓ Business Information Systems
 - ✓ Employee Engagement
 - ✓ Build Your Own Finance



Further Information

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