

E3M



10 years of catalysing
innovation, purpose
and better outcomes in
public service delivery

“A lifeline, a place to meet CEOs running similar businesses, facing the same problems and to share ideas. A network to access expertise – in social investment, in governance, in procurement; and to keep up to date with government policy.”

Fay Selvan, CEO, Big Life Group



32%

Expanded my network of contacts

15%

New opportunities to work with other organisations

27%

Inspired and informed by 'how-to' examples from elsewhere

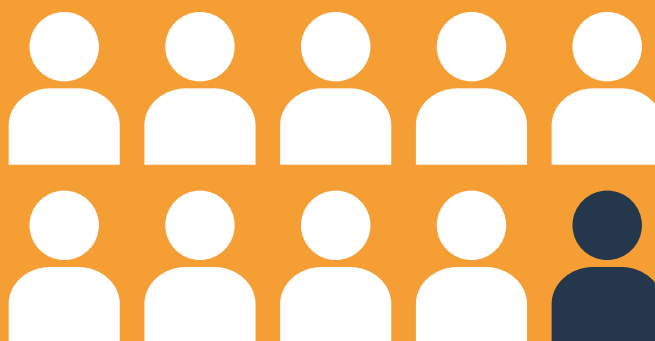
24%

Learned new knowledge I could use in any organisation

2%

Other

9 out of 10 participants at our Alchemy events went on to collaborate with other event attendees.



“E3M has worked to dissect problems into areas of practical action, radically challenging prevailing assumptions about the nature and importance of the public benefit sector, the policies and operations of public authorities and social finance organisations, market ideology and the law. It champions new approaches to purpose-driven, collaborative community partnerships across multiple sectors with varied stakeholders.”

Julian Blake, Stone King LLP

Our work has focused on practical issues. It has secured investment, boosted public benefit and led to better outcomes for communities.



Introduction

Social enterprises can deliver public services in a way which improves people's lives, brings huge benefits to local communities, and boosts value for public authorities.

We founded E3M in 2012 because we knew there was limited understanding of the role of social enterprises in public services, nor of the key elements which determine their success in improving outcomes for people and communities.

Our starting point was to bring together the leaders of mature social enterprises working in this field to share their experiences and learning, and develop thought leadership around what could really make a difference. We then added commissioners and funders to focus on what social enterprises can achieve at scale, working with public authorities as purpose-aligned partners.

Ten years ago, the perspectives of communities, public benefit providers, commissioning authorities and their distinct teams, and social investors were all very different, but these discussions have boosted mutual understanding and collaboration across these diverse stakeholders.

But we have much more to do. This publication explores E3M's, our members' and partners' impacts over the past decade and sets an ambitious vision for the next. Thank you for being part of our work. We are excited to work with you to build a better ecosystem for social enterprises delivering public services in years to come.

Jonathan Bland

*Founder, E3M and Managing Director,
Social Business International*

“Our work has focused on practical issues, dismantling barriers to improvement, reform and transformation in public services. It has secured investment, boosted public benefit and led to better outcomes for communities and better value for commissioners.”

“The key value is being able to hear how others are addressing their challenges along with how they are innovating, and having opportunities to share some of our experiences too. This helps us to continue to be a learning organisation which is critical to our future success.”

Matt Partridge,
Stevenage Borough Council

E3M's mission is to support the growth and impact of social enterprises running public services to meet local needs and tackle challenges faced by communities.

To achieve this, we work with a community of organisations bringing together social enterprise leaders, public authority commissioners, and social investors and funders, alongside a group of expert core partners.

Our work focuses on sharing knowledge and experience, and overcoming obstacles to development in public services:

- We connect different smart, thoughtful organisations working at the frontline of service delivery and help them learn together,
- We enable collaboration, unlock funding and investment, and are responsible for breakthrough innovation in delivery models,
- We develop thought leadership about critical success factors in public service delivery with purpose-aligned partners.

We are a catalyst for practical action, change and innovation as you'll learn throughout this booklet.

E3M PARTNERS

E3M was developed and is managed by Social Business International (SBI) and has three core partners. Each brings expertise and resources to support our work.

Stone King LLP is a specialist public benefit law firm, working at local, national and public policy levels, with a dedicated purpose to apply the law and related disciplines towards solutions for the social enterprise, charity, education and community-focused business sectors, and in support of public service transformation.

www.stoneking.co.uk

Buzzacott is a financial services firm trusted for its experience, specialisms, relationships and values. Blending pragmatism and frontline experience with the insightful knowledge of an industry leader, our specialist social business team works co-operatively to tailor-make clients' solutions.

www.buzzacott.co.uk

Zurich Municipal is the market leader in risk management and insurance provision for not-for-profit organisations. Whether tackling homelessness, caring for those less able to care for themselves, or protecting the UK's heritage and environment, its risk and insurance experts work in partnership to evaluate changing insurance needs.

www.zurich.co.uk/municipal

E3M also works with supporting partners for specific activities, including The Change Co-efficient.

www.thechangeefficient.com



Over 100 people have participated as members of our three groups:

THE SOCIAL ENTERPRISE LEADERS' BUSINESS CLUB

The club brings together innovative leaders from some of the UK's most successful mature social enterprises providing public services. They operate across the UK in a diverse range of markets including health and care, children's services, public health, homelessness, employment, criminal justice, education, leisure and culture.

Members meet regularly, in person and online, to share experiences, learn together, provide mutual support and develop innovative ideas for policy and best practice.

“Engaging, informative and relevant, I've gained professional development through learning from others and the recognition of good work in my organisation. It's built connections with social investors and developed my understanding of the social impact and business models of social enterprises. We have both shared and implemented good practice thanks to the Club.”

Rachel Soni,
Westminster Council

THE BOLD COMMISSIONERS' CLUB

The Bold Commissioners' Club brings together senior leaders in public bodies, including local government, health, criminal justice and other parts of Government.

Members are involved in commissioning public services and committed to achieving maximum public benefit in the way commissioning is undertaken. They may come from a particular service area such as adult social care, children's services or public health, or have a more general role spanning across a whole public authority.

Again, it's a forum where they can share experiences, give and gain peer-to-peer support – and test ideas and explore new approaches to how public services are organised.

THE ACTION FOCUSED FUNDERS' GROUP

This group builds on the involvement of different kinds of funders and social investors in E3M's activities and events. It provides an opportunity for funders with an interest in engaging with the Bold Commissioners and Social Enterprise Leaders to explore new models for public services and local development.

“I joined because I wanted to be exposed to new ideas, thinking and approaches in other parts of the country where organisations and leaders in similar sectors have succeeded, which offer scope for replication in my area. It has informed and improved our organisation strategy.”

Paul Roberts, *Aspire*

“We got involved to challenge ourselves and work with others to think through different models of funding for small organisations, to help them become sustainable where it is appropriate. We also value the discussion and learning from the commissioners and social enterprise groups.”

Jill Baker,
Lloyds Bank Foundation

“After 20 years as a public benefit lawyer, I was dissatisfied by the lack of progress in understanding social enterprise as a model for socio-economic advancement, especially in public services. Tired messages about marketized public procurement processes described their deficiencies as unavoidable. Jonathan and I met and shared our frustrations. A few months later, E3M hosted its first event. It has developed practical resources ever since.”

Julian Blake, *Stone King*



The story so far – learning together and catalysing change

2012

Jonathan Bland and Julian Blake organised a round table in March to examine several issues social enterprises were experiencing with public procurement and state aid regulations. This and other discussions with social enterprise leaders demonstrated the desperate need for continued discourse, leading to E3M's launch in April.

The first social enterprise leaders' club meeting took place in June 2012, followed by our first public E3M event, a "Bold Procurement" seminar. This explored how commissioners could procure social value and work in partnership with social enterprise providers, and how procurement regulations needn't be a problem – a recurrent theme of our work for a decade.

During E3M's first few years we worked to catalyse change and share learning on a number of other topics, including:

- Access to different kinds of finance and how the right kind of social investment could make a difference.
- Strategies and models for social enterprise growth.
- Measuring social impact.
- Governance for mature social enterprises.

2013-14

We engaged with the European Commission on its Social Business Initiative and contributed to the reform of the procurement regulations and other policies on funding and the promotion of social enterprise. In 2013 we held a European social enterprise conference with over 200 delegates from 14 countries and senior representatives from the European Commission, with simultaneous translation in French, Italian and English.

2015

Our March 2015 policy paper reviewed social impact measurement approaches and described common elements from multiple, robust methodologies. It argued for a consistent standard which could bring convergence without over-simplification, and set out a framework appropriate for commissioners, social enterprises, funders and other stakeholders.

As a result of work with colleagues from local authorities, we established the Bold Commissioners' Club in June 2015. Its first meeting explored outcomes-based commissioning, a provider's experience of social impact bonds, and a new approach to demand management in children's services.



2015-16

2015 saw the introduction of new public procurement regulations, the Public Contracts Regulations 2015. These were generally permissive and purposive, and underpinned by the fundamental principle of proportionality. They brought new opportunities including the Innovation Partnership procedure.

We quickly observed that organisations were not taking advantage of these new opportunities – “we can’t do it because no-one else is.” Progressive, mature social enterprises remained frustrated by ubiquitous process-driven procurement – when approaching public authorities with innovative propositions to improve public services, they were told procurement rules precluded further discussion.

2016

In response, we published “The Art of the Possible in Public Procurement” in 2016, written by Julian Blake and Frank Villeneuve-Smith. This landmark publication has been notably influential and is cited in multiple guidance documents and reports, including publications by the LGA; Government Outcomes Lab at Oxford University; the UK National Advisory Board on Impact Investing; and Lloyds Bank Foundation. It is referenced in the 2018 Government’s Civil Society Strategy.

In 2016 we held our first event to deliberately bring social enterprise leaders, commissioners and funders together to share their ideas on tackling local challenges. It led to developing our methodology for “Alchemy” place-based events. We could see the power of mixing different perspectives to unlock the support and investment needed to bring about change.

“In nearly 10 years of trying to understand and navigate UK public procurement it is by far the most readable and positive thing I have ever seen committed to paper! A major achievement.”

Matt Robinson,
The Community Development Corporation

“I have been stunned by how accessible, inspiring, daring and insightful this guidance is. It expertly challenges the notion that procurement is the barrier to progressive commissioning and reassures us that the new regulations are in fact flexible, light touch and supportive of innovation.”

Helen Sharp’s review of *The Art of the Possible* for *The Ideas Alliance*

“E3M have been a critical business partner in the work I have been involved in around Strategic Partnerships and I value their contributions in developing new and innovative ways of working focusing on systems change, co-design and collaboration.”

Liz Perfect, *Barnardo's*

“I got some really useful learning about the potential of collaboration with social enterprises and the different approaches and outcomes that can be achieved.”

Ann Johnson-Brown,
NHS Lincolnshire West Clinical Commissioning Group

2017-19

Julian Blake's Innovation Partnership paper, presented at an E3M event in late 2016, proved influential in leading to the UK's first public service innovation partnerships, in Leicestershire and Oldham.

E3M supported both pioneering authorities to break through internal resistance and they are now recognised as model case studies,

commended for their impact in public sector innovation and procurement award schemes. An extremely positive independent evaluation report covering Leicestershire references E3M's assistance, crediting it as a turning point, and compliments the purposive approach to innovation and procurement and risk and uncertainty.

ALCHEMY and 2018-19

We ran a series of Local Alchemy events in different locations with support originally from Big Society Capital, the Esmée Fairbairn Foundation and then the Connect Fund. Our first Alchemy event in Coventry had demonstrated the power of our pioneering approach, and led to Alchemy events in Oldham, Rotherham and Gainsborough.

Alchemy facilitates breakthroughs in tackling place-based challenges, bringing commissioners, public benefit organisations and funders together to develop and progress interventions. It unlocked at least £12m of social investment and led to:

- Gainsborough Investment Network – identification and co-design of specific initiatives to benefit from £5m in grant and loan funding; partnership development.
- A social-investment-backed housing special purpose vehicle in Gainsborough.

- £3m each in social investment for social enterprise, P3, and for a South Yorkshire housing association.
- Council approval for Northern Roots, a ground-breaking project to improve health, create local wealth and connect communities in Oldham. It will develop a wide range of activities to bring urban greenspace into sustainable, productive use, and develop a co-operative ecosystem which creates opportunities for local people and enterprises, while delivering products and services of the highest quality.
- Rotherham Rise purchased its own building to secure its future thanks to social investment secured as a result of Rotherham Alchemy.





We continued with our thought leadership work, commissioning YouGov to research public attitudes to outsourced public services.

The results showed people trust social enterprises more than private enterprises to deliver outsourced public services, believe they do so with more expertise, efficiency and value for money, and would prefer public authorities to contract with purpose-driven organisations such as social enterprises rather than private enterprises.

We also researched local government leaders' perceptions about social enterprises, partnering with both CIPFA and SOLACE to investigate their respective members' views on public service delivery.

2020

Our Growing the New Economy Convention brought over 250 participants from across the UK and beyond to Oldham to learn about social enterprise and co-operative projects which have enabled better outcomes for people and places. They explored practical ideas to scale-up the New Economy.

2020-21

During the pandemic we moved online, continuing our activities to support E3M group members and engaging on key issues such as planned reform of Public Procurement.

The Art of the Possible had shown what was allowed by regulations and how procurement rules were not barriers to commissioning for social value. But for many commissioners, the question of "how" remained. So we initiated our Procurement to Partnership Toolkit, launching this and a series of associated webinars in 2021.

2022

In early 2022 we have continued to develop our Toolkit and hosted free and much-valued online webinars. And, with great excitement, we've started to hold in-person activities once more and are planning an exciting programme as we enter our next decade.

"It was like crossing an MBA in social economy with a network of wise and experienced project managers, making a cocktail which inspired me, but also gave me tangible new ideas to take home."

A Growing the New Economy participant

“I was able to talk to new people about potential activities, work on joint projects, and it also generated some business for my organisation.”

Vivian Woodell,
The Phone Co-op
Foundation for Co-operative
Innovation Limited

E3M Events

During our first ten years, we have organised over 175 events of different shapes and sizes involving more than 3,800 attendees. These include:

116 face-to-face
events with over
3,000 attendees:

31 Social Enterprise Leaders’
Club Dinners

8 Leaders’ Away Days

31 Leaders’ roundtables

19 Bold Commissioners’ Club
roundtables and dinners

21 public seminars

4 Local Alchemy Events

2 conferences, including Growing
the New Economy

62 online sessions
with over
800 attendees:

27 Social Enterprise Leaders’
Club sessions

19 Bold Commissioners’
Club sessions

8 Funders’ Group sessions

4 joint sessions across the
E3M groups

4 Procurement to Partnership
Toolkit webinars



International Knowledge Exchanges & Thought Leadership

International Knowledge Exchanges

Throughout E3M's ten years we have participated in international knowledge exchanges with parties interested in social enterprise and innovation.

E3M organised a European conference in 2013 with 200 delegates from 14 countries, including participants from the European Commission. In 2014 we attended the EU Strasbourg Conference, Social Entrepreneur, Have Your Say. Jonathan Bland led a group which drafted and presented the Conference Declaration on the future of social enterprise to Commissioner Michel Barnier. Julian Blake and others spoke at workshops.

We have held one-to-one exchanges with:

- Le Mouves – France
- Groupe SOS – France
- Ministry of Industry and Employment – Finland
- Euricse – Italy
- Banca Prossima – Italy
- Suara Co-operative – Spain
- Barcelona City Council – Spain
- Tamarack Institute – Canada
- McConnell Family Foundation – Canada
- Social Traders – Australia

To develop our thought leadership we have engaged with:

- Social enterprise leaders and bold commissioners
- The European Commission
- UK Government departments and Parliament
- Combined authorities and local public authorities
- Social Funders
- Think-tanks and Universities
- Health and local authority networks and associations
- A wide variety of partners, special interest groups, local communities and social enterprise ecosystems

Our knowledge exchanges and thought leadership champion, influence and boost collaborative approaches which directly improve outcomes. This work isn't only about learning, valuable as that is – it makes a tangible difference in communities and people's lives.

“Since inception E3M has been an influential champion for social enterprises and their ability to address challenges and optimise public services.”

Gordon Wilmott,
Zurich Financial Services

“E3M's thought leadership is practical and has made a tangible impact. We were so impressed, we became a core partner and I look forward to working with E3M for many years to come.”

Edward Finch,
Buzzacott LLP



“Without the Procurement to Partnership Toolkit’s Five Fundamental Correctives, we won’t develop partnerships that sustain our communities.”

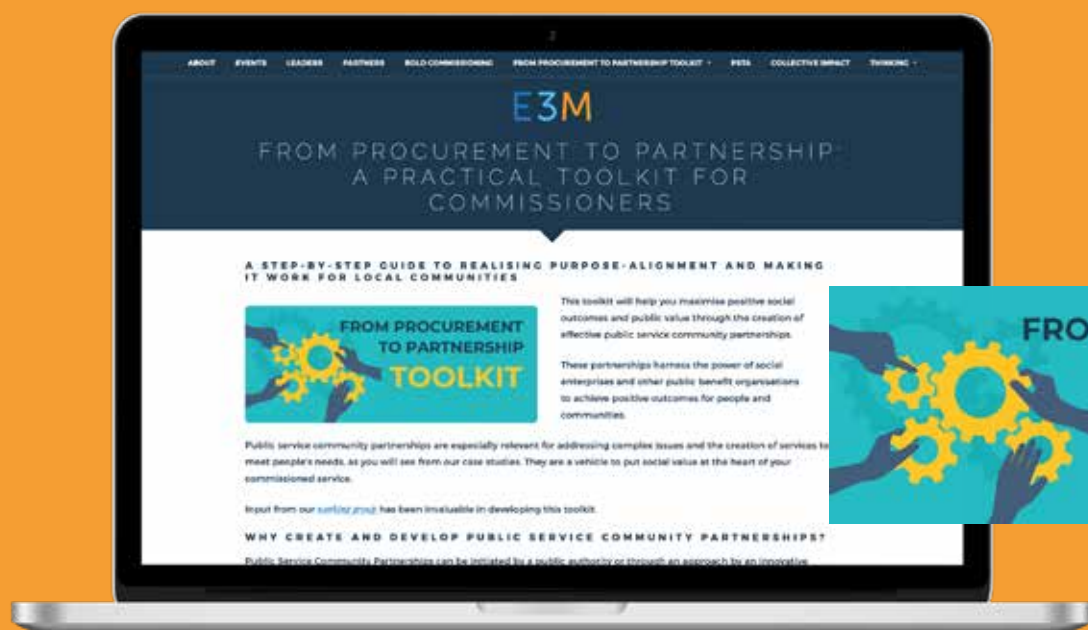
Andrew Cox, Group Director of Strategic Growth and Partnerships, London & South East Education Group

We have produced practical resources, guides and publications capturing outputs from our events or expanding on work by the E3M partners and wider community. These include:

- Impact Measurement – Impact Policy Paper 2015
- Financing Social Enterprise Growth 2015
- Governance for Good 2015
- The Art of the Possible in Public Procurement 2016
- Alchemy event write-ups and programme evaluation 2018 & 2019
- A shifting landscape: attitudes to social enterprise service delivery – joint publication with CIPFA 2019
- Two conference reports – Growing Successful Social Enterprise, Lessons and Opportunities, 2013; Growing the New Economy, 2020
- Procurement to Partnership Toolkit 2021 – ongoing

E3M’s website hosts multiple resources including our Procurement to Partnership Toolkit and blogs, research, videos, details of our events and our publications. Many website pages receive thousands of page views with considerable time on site, indicating the content is valuable and well-read.





“The Procurement to Partnership Toolkit is an extremely useful resource.”

Nathan Atkinson,
Rotherham MBC

“Really well put together and great practical examples.”

Melissa Milner, Catch22



“In public services, the best value importance of collaborative commissioning, including provider initiation, innovation partnership and co-development must all be recognised alongside the framing market ideology and competition law concepts.”

Julian Blake, *Stone King*

“Keep your focus on influencing collaborative approaches to improving outcomes by continuing to facilitate learning and sharing of practice across sectors.”

Liz Perfect, *Barnardo's*

Our vision for a social enterprise future

We've covered multiple examples of innovation and investment enabled by E3M in our first ten years. And after social enterprises' flexibility, agility and successful delivery of many local services all over the UK throughout the pandemic, there's further appreciation of their value. But significant challenges remain.

Procurement and commissioning

Despite more understanding that procurement regulations should not be a barrier to purpose-aligned partnership and commissioning, they are still used as an excuse.

Often, even when a bold, progressive commissioner wants to use processes they're perfectly entitled to and co-design, collaborate or contract with a mature social enterprise, they face hurdles from other departments – not “computer says no” but “procurement (or legal) says no.”

Our Procurement to Partnership Toolkit addresses this, exploring real-life examples of partnership working and giving commissioners the confidence and tools to progress like other trailblazers have. It also covers critical success factors and is honest where ideas have not worked or need more development. It includes sample and real-life “social value imperatives” which deliver purpose by, when seriously applied, pre-qualifying suppliers for public sector service provision. The Toolkit will continue to develop practical resources including bespoke models for collaboration, contracts and finance models for mature social enterprises.

On procurement, a Procurement Bill was put before Parliament in May 2022 as we prepared this booklet.

We submitted a response to the Cabinet Office Green Paper consultation in 2021, and Julian Blake gave evidence to the House of Lords Public Services Committee.

It was hoped the Bill could offer opportunities to social enterprises by enabling further flexibility and innovation in public procurement. The Government's response to the consultation, and the recent Levelling Up White Paper, both placed much emphasis on social value and maximizing public benefit. The Bill is notable, however, for its lack of detail regarding social value and public benefit.

We have other concerns regarding the Bill. As we saw with the 2015 reforms, rule changes don't automatically translate into behaviour changes. The guidance, yet to be published, will be important, alongside training and support for procurement professionals and commissioners.

Any new regime is unlikely to take effect before 2023, and we expect progressive commissioning to remain a large area of our work.

Finance

Finance and social investment remain enduring challenges for social enterprises. E3M launched in 2012 after initiatives including the Social Enterprise Investment Fund, Future Builders, the creation of Big Society Capital and the UK's first Social Impact Bond.

But social enterprises still need fit-for-purpose outcomes finance which takes into account their specific circumstances. They need access to appropriate, flexible patient capital too, as the Adebowale Commission on Social Investment described.

The Commission also found “social investment continues to have a serious problem with inclusion and equity particularly, although not exclusively, in relation to race.” It called for comprehensive reform of the social investment market, £800m in new capital over the next ten years, a bigger focus on “enterprise-centric” finance rather than property, and for a new Social Enterprise Loan Guarantee Scheme (SELGS) which would lever in more market investment. And it called for investment in social enterprise infrastructure with a place-led approach to investment.

Several E3M members gave expert witness testimony to the Commission, attended an engagement session or participated in its workshops (and Commissioner, Lord Adebowale, was a member of E3M's Social Leaders Club when CEO of Turning Point).

E3M's new Finance Group, the Action Focused Funders' Group, will build on several years of work with diverse funders and social investors in E3M's activities and events. It provides an opportunity for funders and social investors to explore, design and test new models of financing public service delivery, by collaborating with both commissioners and mature social enterprises.

“The Connect Fund supported the delivery of three Local Alchemy events. Each one sparked a number of interesting and progressive collaborations reflecting the unique opportunities and challenges in place. These connections led directly to significant amounts of social investment being secured, which really demonstrated the effectiveness of the Alchemy approach.”

Liz Hayes,
Connect Fund Manager,
Barrow Cadbury Trust





“I have picked up practical tips which could be put into action and E3M has connected me with people who I could trust to be a sounding board when I was grappling with issues.”

Rachel Law, PossAbilities

Understanding and myth-busting

People no longer ask “what is a social enterprise?” as often as ten years ago. But more widespread recognition of the phrase comes with widespread misperceptions.

As our survey with SOLACE (page 9) revealed, some public authority leaders believe contracting with social enterprises is riskier than with well-known private sector outsourcing firms. This is contrary to evidence published by Social Enterprise UK, and goes against the wishes of the public.

Mature social enterprises, turning over £10m to well over £100m, are still sometimes confused with the voluntary and community sectors. This isn't helped by continued use of the term “VCSE sector” which mistakenly lumps such diverse organisations with wildly different capacity and needs under an umbrella which serves none well.

But times are changing. Public interest in, and understanding of, mature business-to-consumer social enterprises is at a high point. Public attitudes to so-called “ethical” business practices are positive. And when quizzed about the types of organisation to deliver public services, there's an overwhelming preference for social enterprises. We are now seeing far more public and media discussions about market failures in outsourcing, and we know E3M members' social enterprises are making real, measurable, transformative positive impacts in communities all over the UK.



Levelling Up and a “Just transition” to Net-Zero

At least one in five social enterprises work in the most disadvantaged communities in the UK.

They’ve grown nine times faster than other parts of the economy, already employ millions, and tackle some of the most difficult challenges in places where traditional markets have long failed communities. They create and circulate wealth in communities. They could and should play a much bigger role in local and regional economic strategies.

The cost of living crisis is already devastating people’s lives. Public service social enterprises work at the frontline, supporting some of the most vulnerable. Their work is needed more than ever over the coming months and years.

The UK’s poorest communities face the biggest risks as we strive to reach net zero emissions by 2050. The economically weakest areas have the biggest carbon emissions and will need to adapt the most. A “just transition” will support an inclusive economy, creating new and better jobs rather than decimating employment prospects in the regions, and needs place-based strategies and social investment. Mature social enterprises and public benefit partnerships exemplify this bespoke approach.

“Social enterprises are levelling up the UK right now and we need to back them with everything we’ve got.”

Lord Victor Adebowale,
crossbench peer and chair of Social Enterprise UK and the NHS Confederation.



“I was honoured to be involved at the founding of E3M, and delighted to have supported the important work of providing a space, expertise and high level debate for leaders of our large and growing public sector social enterprises. The leadership of these social enterprises is even more important today than 10 years ago in protecting the values and ethos of public services.”

Baroness Glenys Thornton



Turn up the volume

So we need to shout more loudly about our work as we also develop existing and new work programmes. In 2022 and beyond, E3M will:

- Celebrate and support members' successes in delivering better quality public services, giving communities better outcomes and commissioners better value.
- Continue to work with partners to show Government and public bodies how social enterprises are crucial components in local, regional and national ecosystems.
- Help social enterprises and commissioners explore further ways of working together to maximise public benefit as we develop more resources in our Toolkit.
- The next ten years will bring multiple challenges. Few expected or had realistic plans for a global pandemic, yet social enterprises' and local authorities' responses protected vulnerable people and saved lives.
- Explore opportunities to “level-up” and address regional inequalities – mature social enterprises have revolutionised public service delivery bespoke to local communities' needs and can and will do more.
- As E3M enters our second decade we are ready to unlock new collaborations, share learning, influence the policy environment, attract and secure more fit-for-purpose social investment and help purpose-aligned organisations work together, better, for public benefit.
- Broker more knowledge-exchanges in the UK and internationally.

Play your part – an invitation to engage

- > Access our free Procurement to Partnership Toolkit. Share it with colleagues. Refuse to allow process to be an excuse to prevent purposeful, progressive commissioning.
- > Watch our free webinars. Come to an E3M event. Meet people you can collaborate with.
- > Apply to join E3M's Bold Commissioners' Club, Social Enterprise Leaders' Club or Funding Group. You'll get peer-to-peer support from a supportive network and access to member-only events and material.
- > Commission a Local Alchemy event – our groundbreaking process has already unlocked at least £12m in local social investment and led to numerous successful partnerships.

“Thank you for being part of our work. We are excited to work with you to build a better ecosystem for social enterprises delivering public services in years to come.”

Jonathan Bland, E3M

Photos: Claire Williamson, Jamie Veitch. Official portrait of Baroness Thornton used under Creative Commons licence.

This report was written and edited by Jamie Veitch and Jonathan Bland. Design by David Palmer.

www.e3m.org.uk

E3M is an initiative of Social Business International Ltd. Company number 7007166.
Registered office: 8 Coldbath Square, London, EC1R 5HL.

www.e3m.org.uk

