

Yorkshire growth engine

State of Social Enterprise 2021
in Yorkshire and the Humber



Social
Enterprise UK



Social Enterprise UK (SEUK), in association with Barclays, commissioned the State of Social Enterprise Survey 2021 (SOSE), gathering 890 responses via telephone interviews and online surveys from across the UK. 66 of these responses were from the Yorkshire and the Humber region.

This report is one of nine setting out findings from the SOSE 2021 survey for each of the English regions. It is supported by Big Society Capital and Access - the Foundation for Social Investment. In the report, data for each region is compared both with data for the region from 2019, and to findings from the national dataset. For detail of the national data, please refer to No Going Back, our 2021 SOSE report¹.

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Most importantly, thanks to the social enterprises who gave their time to complete the survey.

¹ <https://www.socialenterprise.org.uk/wp-content/uploads/2021/10/No-Going-Back-State-of-Social-Enterprise-Survey-2021.pdf>

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A social enterprise:

- Has a primary social and/or environmental mission which is set out in governing documents
- Earns income from trading (for the purposes of SOSE, at least 25%)
- Is controlled or owned in the interests of the business
- Reinvests or gives away profits or surplus

Yorkshire and the Humber Headline Findings

Our research found that social enterprises in Yorkshire and the Humber:

Fared well over the last year, with both turnover and profits/surpluses more likely to have increased than on average for the UK in the last year, and with higher expectations for both staff and turnover growth in the year ahead.

Earned a slightly lower than average proportion of income through trading compared to the UK average, indicating a possible increase in grant reliance. More social enterprises here traded with the public sector, and there was a higher increase in income from public sector trading here than elsewhere, so this may explain relative resilience.

Continued recruiting and training staff. Although the furlough scheme was used here more than in other parts of the UK, recruitment and training for staff has remained strong, and was expected to grow again in the year ahead. Staff here were also more, not less, likely to be receiving the living wage now – which goes against the trend for the UK as a whole. This may be related to the proportion of social enterprises here that trade with the public sector, where living wage payment is a factor in procurement.

Decreased flexible working options. Staff at social enterprises in this region were less likely to be offered flexible working

options. And whereas staff team demographics were broadly representative of society, leadership demographics were less representative of regional demographics than was the case elsewhere, particularly in terms of gender and ethnicity. This is perhaps more significant when noting that the average top income in the region was the second highest in the UK after the North West.

Were less focused on the climate emergency. Climate seemed to be less of a priority for social enterprises in Yorkshire and the Humber than elsewhere. However, there was a significant uptick in those that would consider environmental factors in procurement (compared to just prioritising cost) and in Sheffield, we saw that the smaller and relatively younger respondents here were more committed to addressing the climate emergency.

Although fewer social enterprises here applied for finance last year, those that did were successful. They sought and raised, on average, far more than their counterparts in other parts of the UK. They were more likely to apply to social banks and social investors.

Methodology

SEUK commissioned BMG Research to conduct fieldwork and initial data analysis for the State of Social Enterprise Survey 2021. They gathered a total of 890 responses via telephone interviews and online surveys between February and April 2021.

Please see the national report, [No Going Back](#), for details of the methodology, including sampling approach and analysis. Please note that not all percentages will total 100% due to rounding or due to a question allowing multiple responses.

This series of regional reports presents data from SOSE broken down by the nine English regions. Data in the main survey report is weighted by region and can be considered broadly representative. Regional data cannot be viewed as having the same degree of statistical representativeness, particularly for regions with lower response rates.

Regional evidence is most presented in comparison to the UK-wide dataset (including the region studied and the three devolved nations), and also in comparison to data for the region from 2019.

In addition to the data analysis, each regional report has been reviewed by a member of one of the Social Enterprises Places network within the region. In some instances, additional regional data has been made available and is discussed in the report.

Regional overview

The Yorkshire and Humber region consists of the North and South Yorkshire counties and parts of North Lincolnshire. It includes expansive rural areas such as the North Yorkshire Moors and the Yorkshire Dales, and the large metropolitan areas of Leeds, Bradford and Wakefield and Sheffield and Rotherham as well as coastal towns such as Scarborough and Bridlington. Gross domestic product (GDP) and employment levels are below the national average, with South Yorkshire being one of the five poorest regions in Northern Europe².

The region has a strong history of community and development finance. It benefits from a number of regional infrastructure support bodies and networks specifically for social enterprises, including in Leeds, Social Enterprise Yorkshire & Humber (SEYH) and the Sheffield

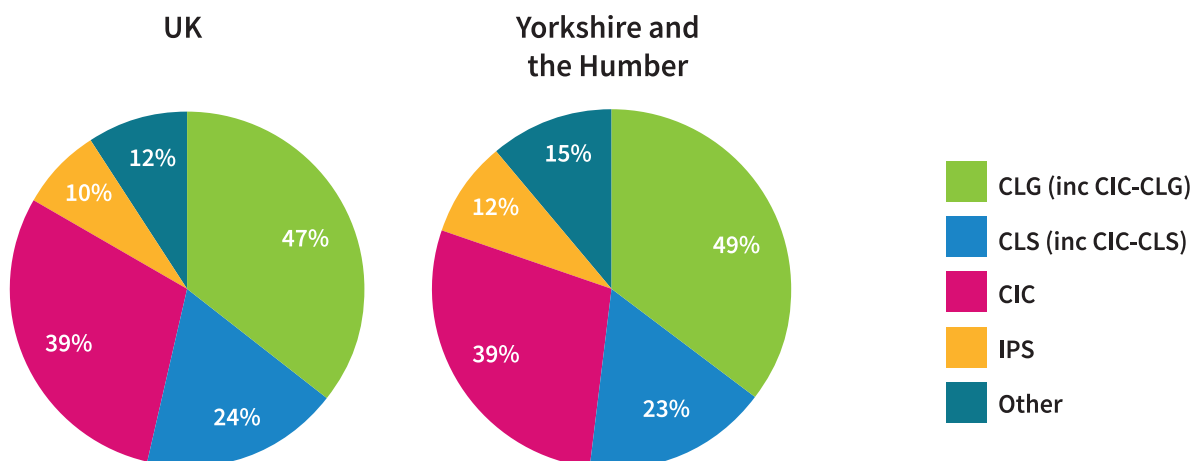
Social Enterprise Network (SEEN). Community finance and community assets are well embedded, and mining and coalfield regeneration finance has made people more confident to apply for finance and to request higher amounts.

Social Enterprise Demographics

The survey found that social enterprises in Yorkshire and the Humber had been trading for an average of nine years. There are fewer start-ups here compared to the UK as a whole (23% have been trading for three years or less), with a higher proportion running for four to ten years (46%).

When looking at the legal form under which social enterprises operated, just over a third operated as CICs³ and just over a fifth were IPS/Bencom⁴. Most of those limited by shares in the region were CICs limited by shares (just 3% were companies limited by shares).

Legal status



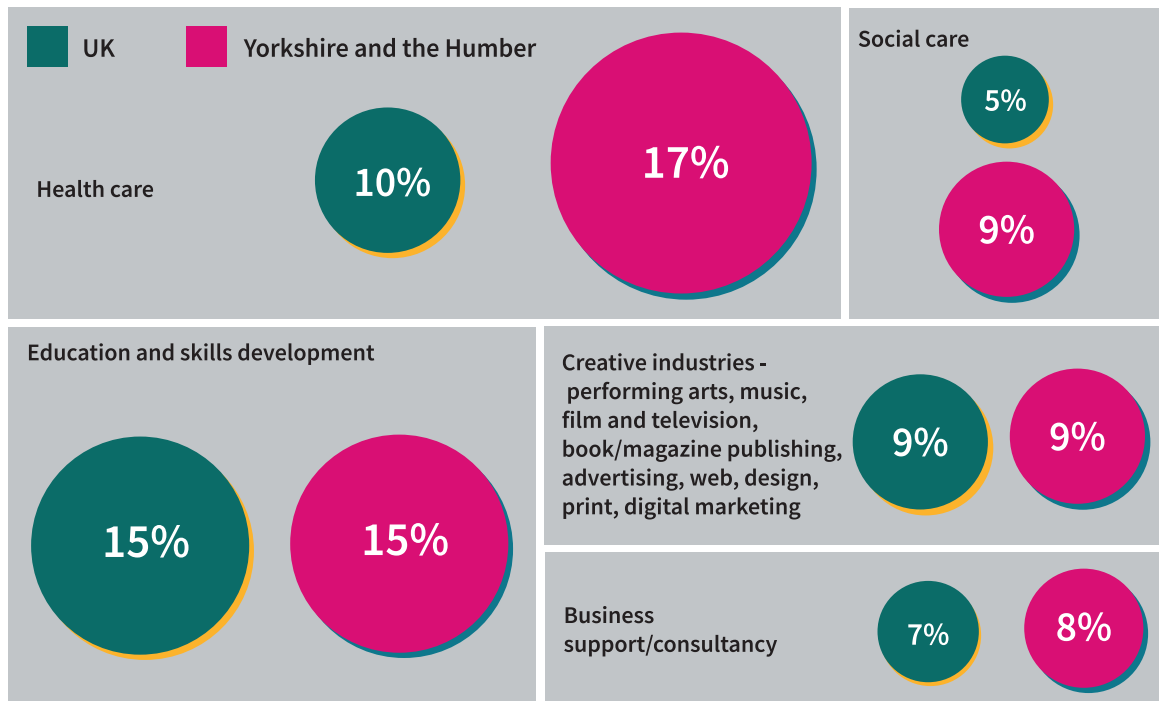
In terms of the sector that social enterprises operated in, there were more healthcare and social care social enterprises here than across the UK on average, and fewer working in retail.

² <https://bdaily.co.uk/articles/2014/11/18/south-yorkshire-fifth-poorest-region-in-northern-europe>

³ Community Interest Companies – a legal form established in 2005 which allows businesses to embed mission in their memoranda or articles of association. CICs can be limited by guarantee or by share; those limited by share are subject to a dividend cap.

⁴ Industrial and Provident Society (IPS) community benefit society (Bencom), a legal form for cooperatives and community benefit societies regulated under the Cooperatives and Community Benefit Societies Act of 2014.

Top five principal trading activities



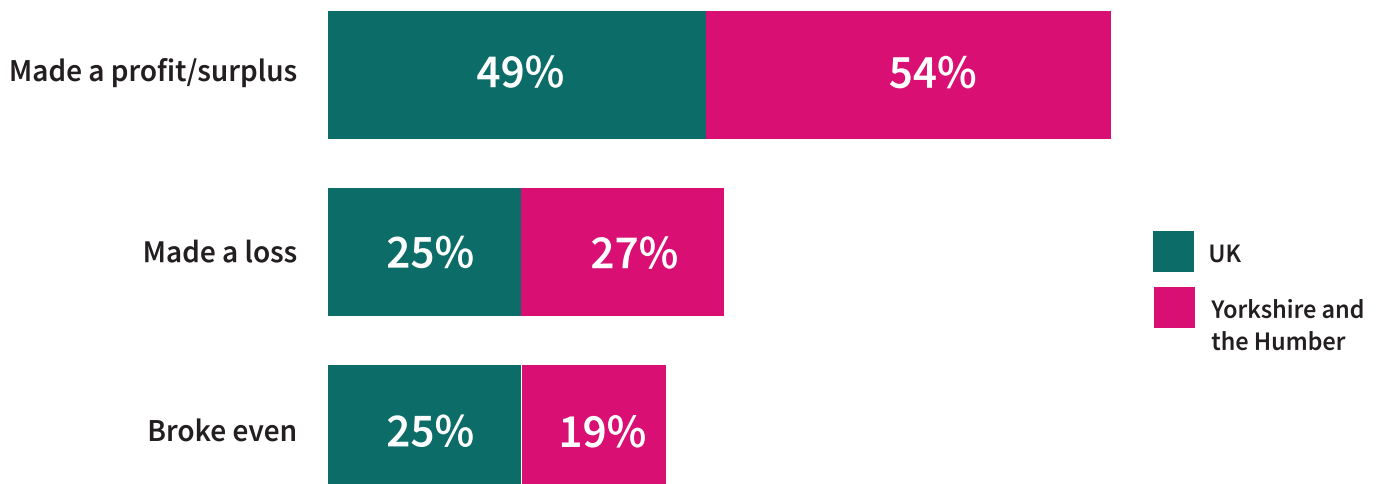
The average turnover for a social enterprise in Yorkshire and the Humber was £4.9 million (compared to £2.2 million UK-wide) due to a couple of respondents with large turnovers. The median turnover was marginally higher for the region than the UK average, at £100,500.

Social enterprises in Yorkshire and the Humber had fared well in terms of profit/surplus in the last financial year, with 54% having made a profit.

Social enterprises in this region traded more than the UK average with the public sector and were comparatively far

more likely to have seen public sector income increase over the last year. This may partly explain the higher increases in turnover and the higher proportion that made a profit. The public sector honoured contracts when COVID-19 hit and lockdowns came into force. This meant that where other social enterprises may have lost income, those contracted to deliver services by the public sector were likely to have continued to receive income, whether they could or could not deliver. On top of this, health and social care continued to operate throughout, as did education to a lesser extent, so contracts were less likely to be lost.

Profit or surplus in the last financial year



COVID Impact

The COVID-19 pandemic has had far-reaching implications for social enterprise, many of which it is too early to fully understand. We asked questions specifically about response to COVID and uptake of available support.

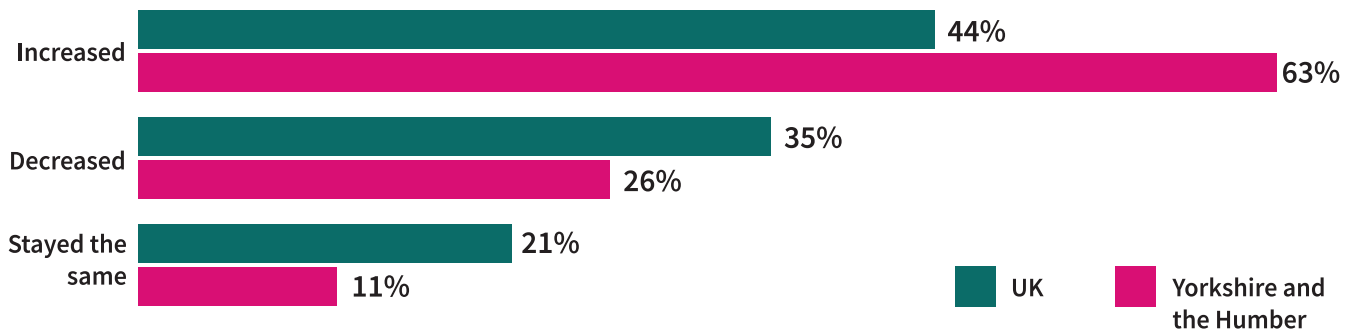
Knowing that the combination of additional grant funding and restricted opportunities for many social enterprises to secure income through their usual trading routes during the pandemic, we explored the impact this has had on the proportion of income generated through trading.

Social enterprises in Yorkshire and the Humber generated, on average, 76% of their income from trading - slightly less

than the national average of 80%. The proportion of income generated through trading in the region has dropped from 90% in 2019.

However, turnover levels have proved strong over the 12 months prior to the survey, 63% of social enterprises here increased their turnover with only 26% seeing it decrease.

Compared with the previous 12 months, has your turnover in the past 12 months increased, decreased, or stayed roughly the same?



Due to the outbreak of COVID-19, we asked some additional questions about how social enterprises had coped⁵. In Yorkshire and the Humber, social enterprise staff were more likely to have been furloughed – but also more likely to have taken on additional tasks, received additional training or had their hours increased. There was also more short and long term recruitment here than across the UK as a whole in response to the pandemic.

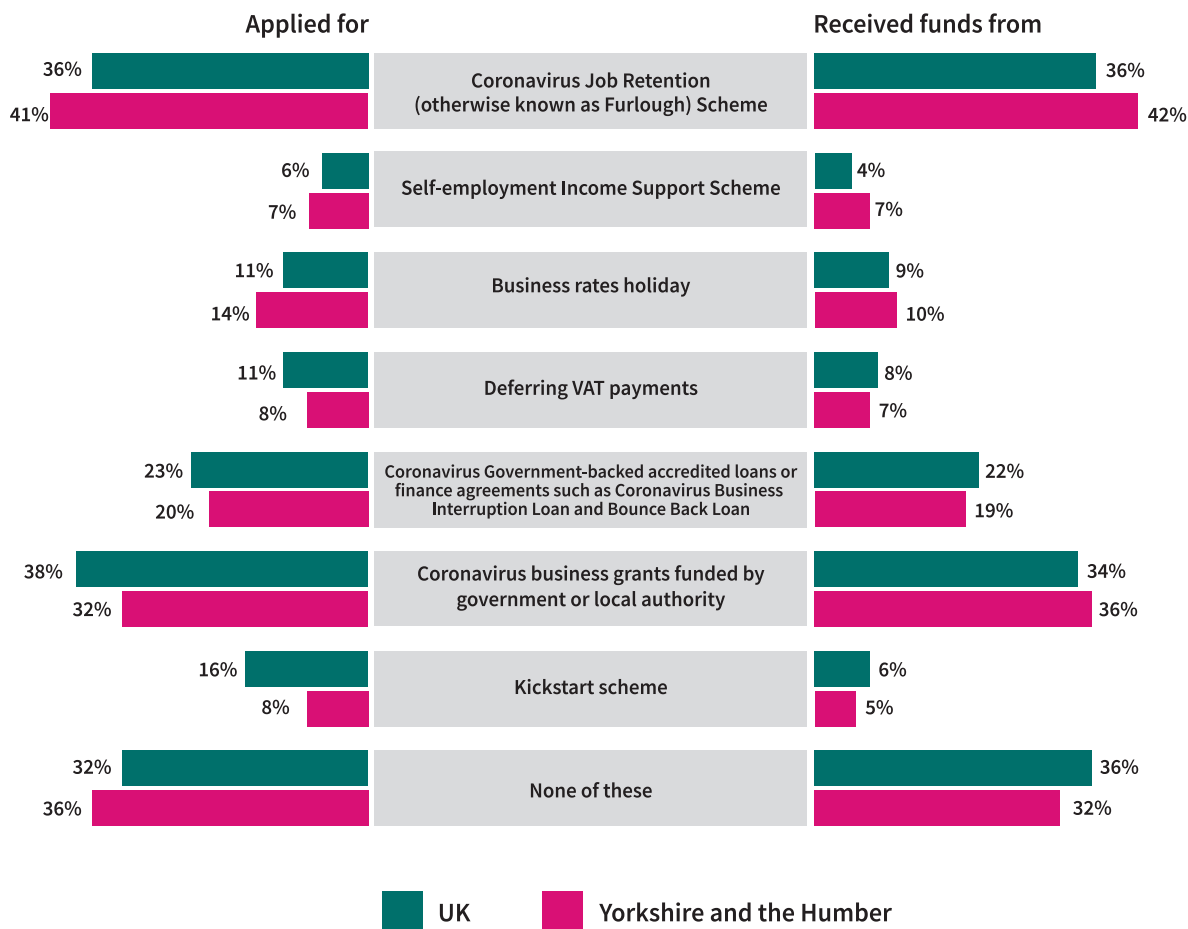
In terms of other measures taken to cope with the impacts of the crisis, 73% of social enterprises in the region changed processes or ways of working and 37% changed the products/

services they provided. Social enterprises in Yorkshire and the Humber were less likely to have drawn on reserves or increased borrowing than their counterparts across the country.

We also asked whether social enterprises had applied for COVID-19 support schemes. Social enterprises in Yorkshire and the Humber were generally less likely than the UK average to have applied for support, particularly government-backed loans, grants and the youth employment Kickstart Scheme.

⁵ Respondents were given the option to opt out of these questions, so there is a smaller respondent sample size of 59 for this region.

Coronavirus COVID-19 schemes applied to/accessed



Reach and Local Participation

We use the survey to look at how social enterprises engage with their local communities.

In Yorkshire and the Humber, 45% of social enterprises had representatives of the local community on their boards (slightly less than the UK average), and 44% had employees on the board (more than the UK average). There were also slightly more likely to be service users on social enterprise boards in this region compared to the UK average.

In respect to the widest geographic area in which a social enterprise operates, those in Yorkshire and the Humber were more likely to work at a local authority level (20%) compared to

the UK average. They were less likely to operate internationally (just 8% did so).

We asked social enterprises about their three most important providers of external support. The most-cited source of external support was grant providers, followed by local government – both of which were selected by a much higher proportion of respondents in this region than for the UK collectively. Social enterprises in Yorkshire and the Humber were also more likely to value support from universities, and less likely to rely on peers and mentors than the national average.

Three most important providers of external support (n=34, highest 6 reported) ⁶

	UK	Yorkshire & the Humber
Grant providers	36%	47%
Local government	27%	44%
National membership bodies	39%	32%
Peer networks	30%	26%
Universities	6%	18%
Friends and family	19%	18%

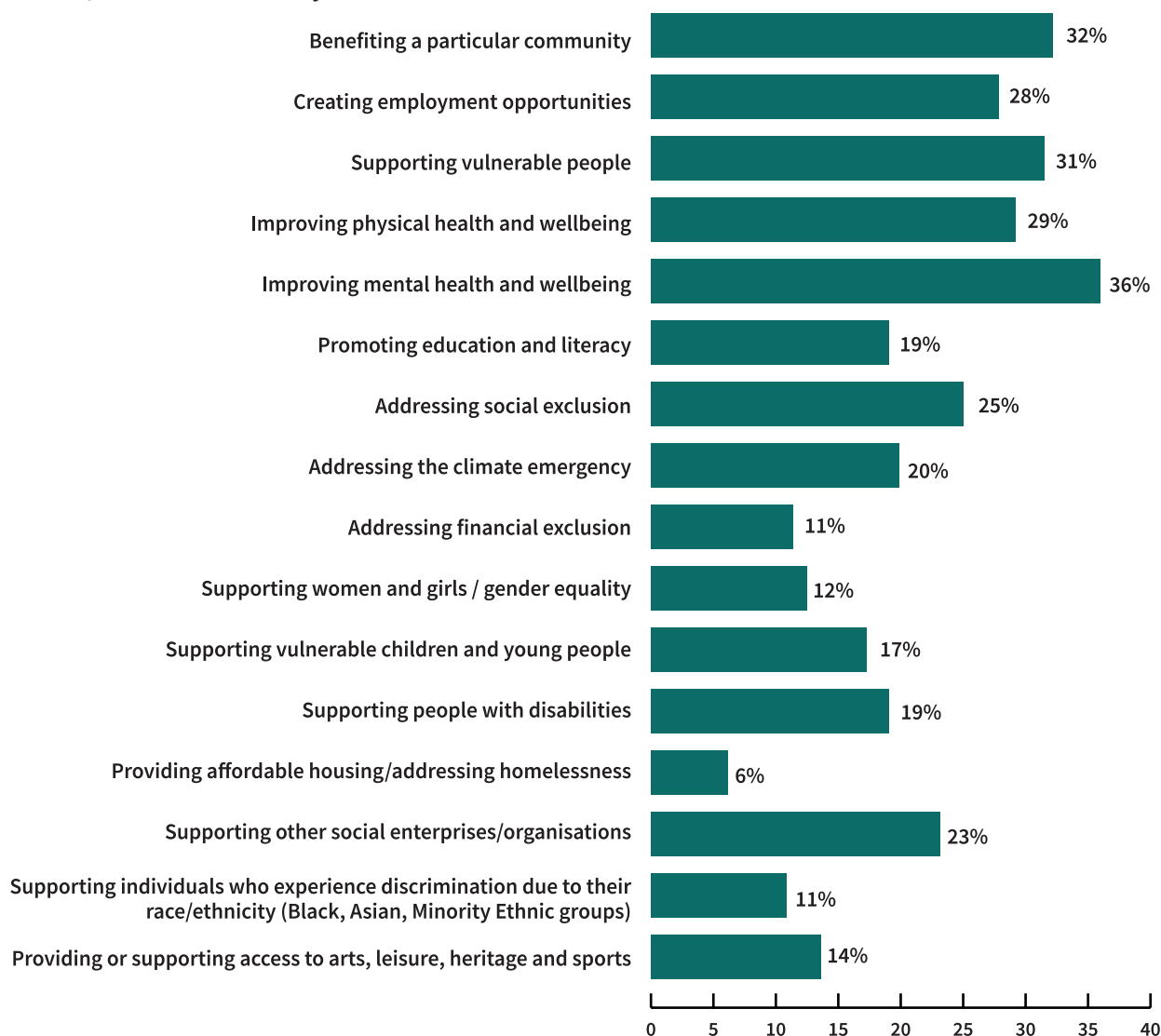
Social and Environmental Impact

The survey captured information about the social and environmental impact of social enterprises.

As elsewhere across the UK, mental health was the most-cited objective by 36% of respondents, followed by benefiting a particular community. Social enterprises in Yorkshire and the Humber were more likely than the UK average to be working with vulnerable people, disabled people and young people.

However, they were comparatively less likely to be addressing the climate emergency, working on employment opportunities or supporting equality for women and girls.

Main social and/or environmental objectives



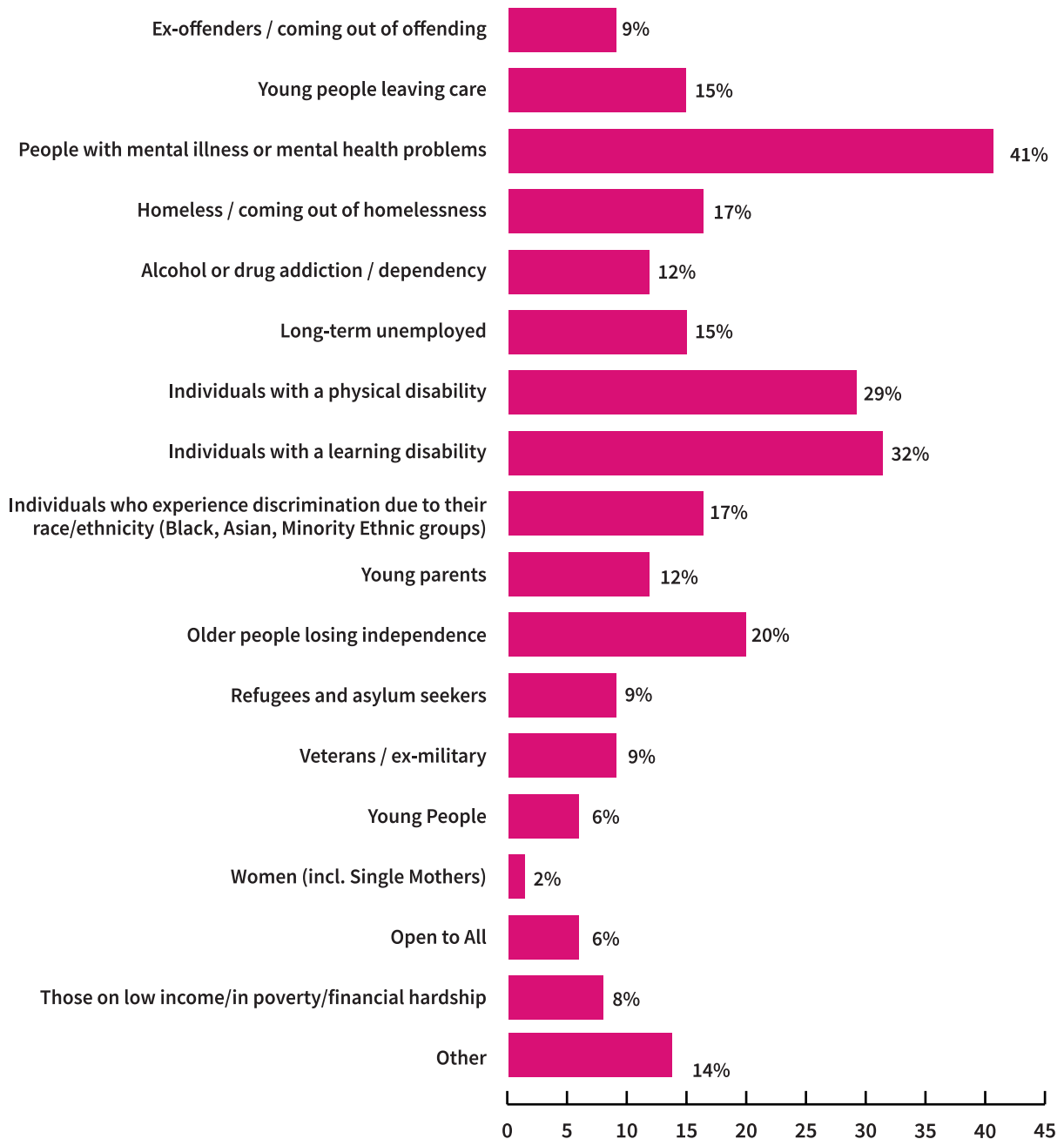
⁶ This data was collected through a top-up survey conducted with SOSE 2021 respondents in September 2021.

The survey also asked social enterprises which disadvantaged groups or individuals with specific issues they provided services or benefits for. Social enterprises in Yorkshire and the Humber were significantly more likely to work with people experiencing mental health issues compared to the UK average. This could be correlated to the higher proportion of health and social care social enterprises in the region. The high poverty levels in parts of the region

could also be a factor, as there is a considerable health inequality divide. Lived experience amongst founders could be another factor.

Social enterprises here were also more likely than the UK average to work with groups or individuals with physical or learning disabilities, and with older people.

Disadvantaged groups or individuals with specific issues to which social enterprises provide services or benefits



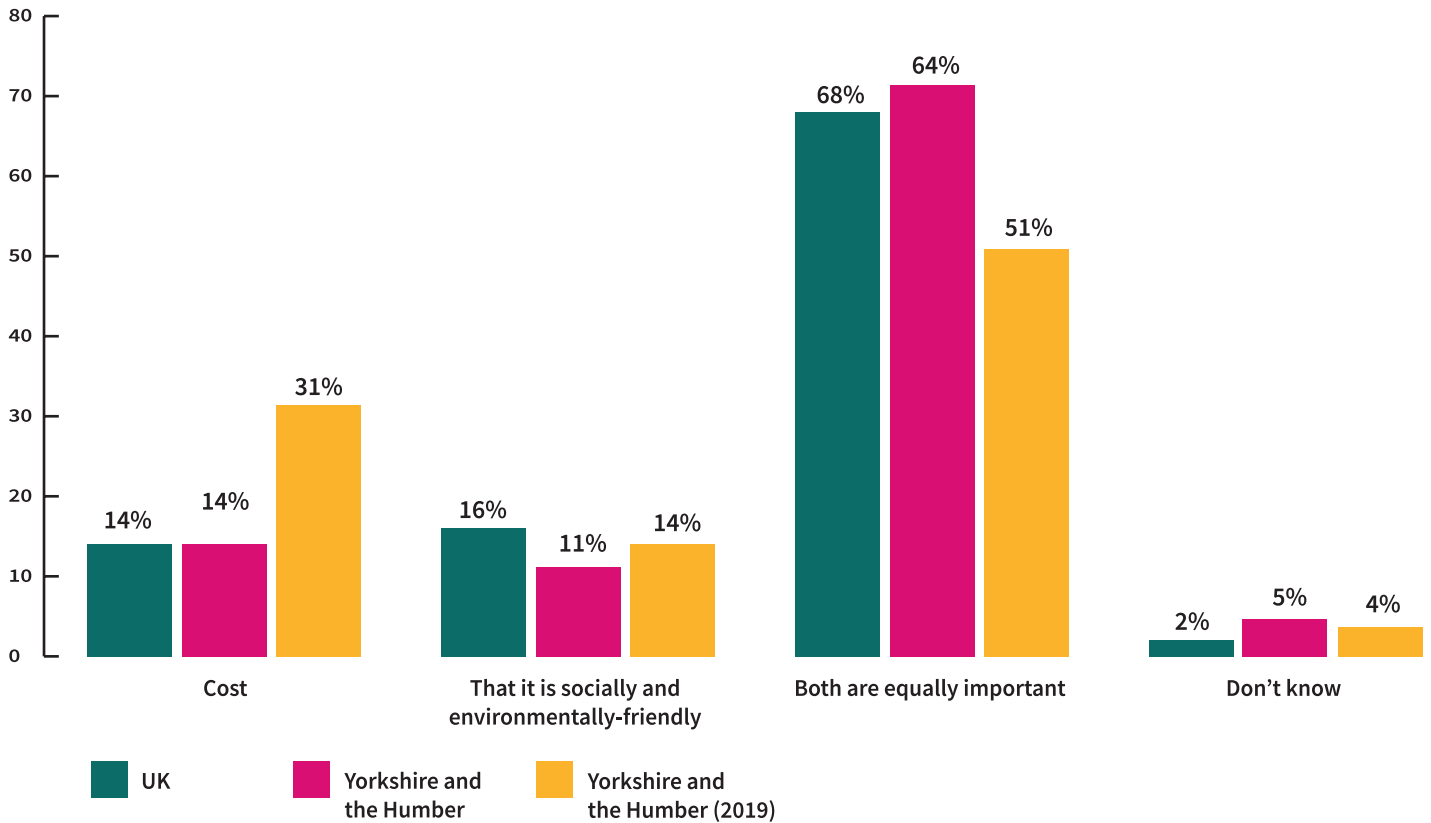
Environmental impact

As the climate emergency looms ever larger on the horizon, we explored the extent to which social enterprises were engaging with environmental change.

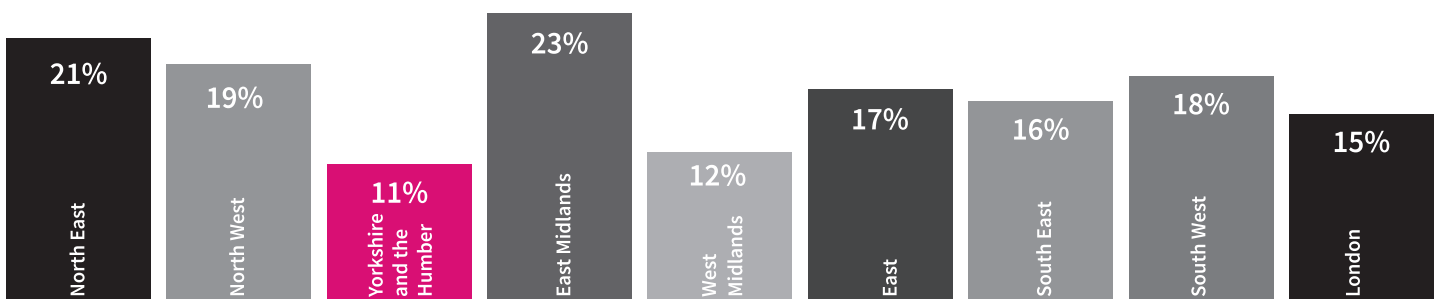
In Yorkshire and the Humber, social enterprises were less likely than the UK average to prioritise social/environmental

factors over cost in procurement – they were more likely to see both as equally important though, rather than to prioritise cost. And there was a significant increase in the proportion of social enterprises in the region that treated both cost and social/environmental factors as equal. Fewer social enterprises here prioritised cost than was the case in 2019.

Procurement prioritisation



Procurement prioritisation



For the first time in 2021, we asked social enterprises if they had embedded – or were considering embedding – tackling climate change into their constitution/articles of association. Just 21% of Yorkshire and the Humber-based social enterprises had already done so, which is significantly fewer than for the UK as a whole. However, 38% planned to or were considering taking this action, and a further 21% had a commitment to net zero and/or a climate strategy. Both were higher proportions than the national average, indicating a

growing commitment to addressing the climate emergency in the region.

27% of social enterprises here had installed energy efficiency measures in the last 12 months. This is slightly fewer than the UK average for social enterprise, but it is far higher than the 13% of small and medium sized businesses who have installed energy efficiency measures in the last year ⁷.

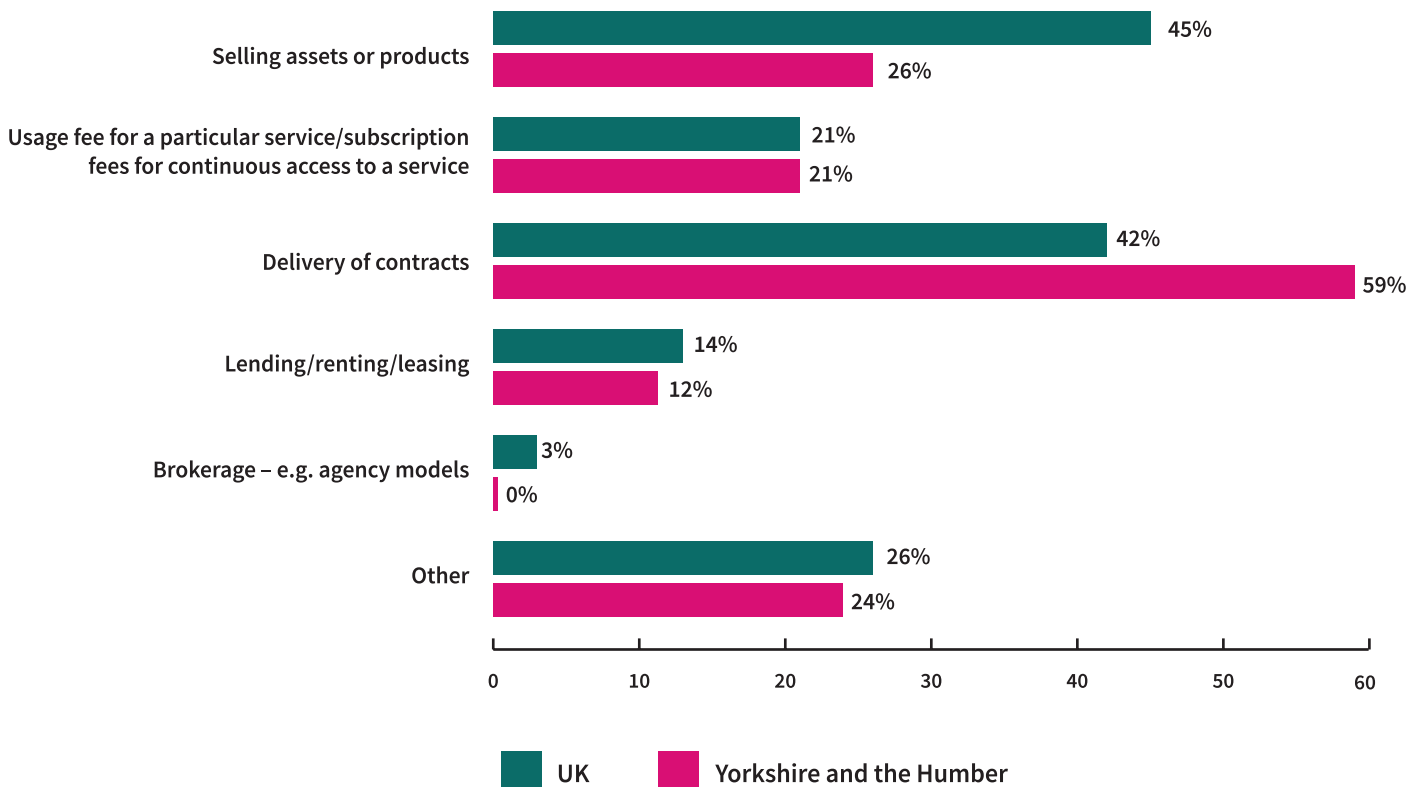
⁷ <https://www.gov.uk/government/statistics/small-business-survey-2020-businesses-with-employees>

Business Model: Income and Trading

This year we asked for the first time about social enterprises' revenue generation models and the relationship between revenue generation and social/environmental mission.

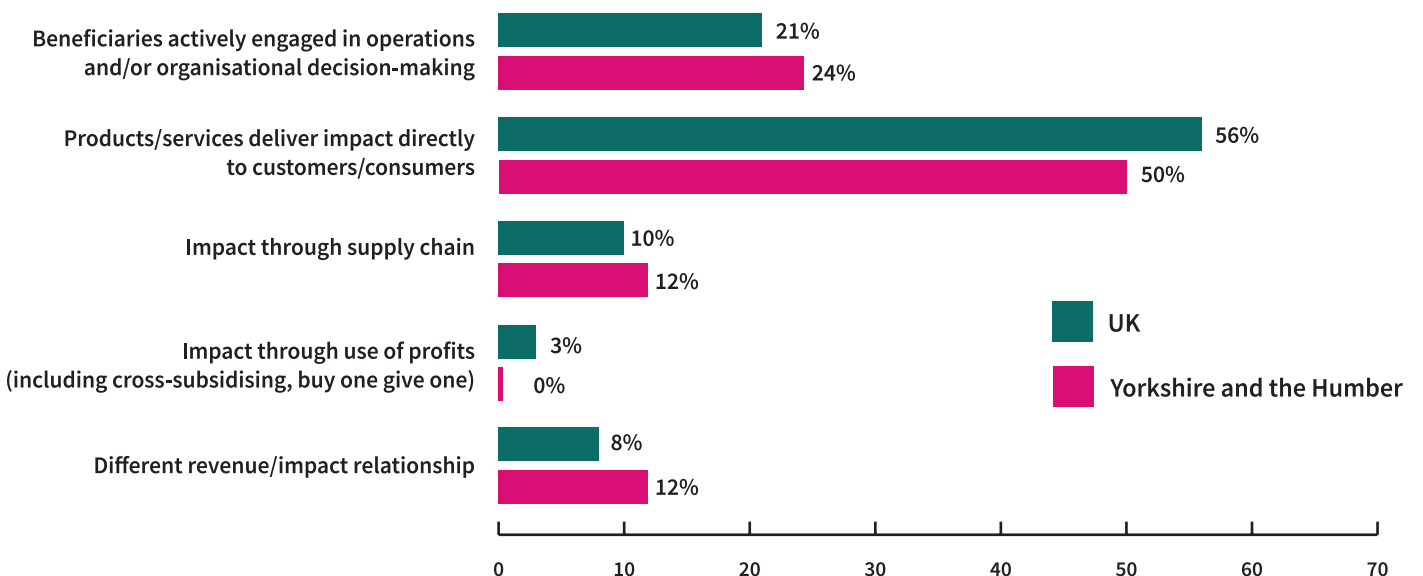
In Yorkshire and the Humber, contract delivery was the leading revenue generation model for almost two-thirds of respondents. Social enterprises here were less likely to be selling assets or products than the UK average.

Revenue generation model



In terms of the relationship between revenue generation and mission, half of Yorkshire and the Humber social enterprises had products and/or services that directly impacted customers/consumers. A quarter said they engaged beneficiaries in operations or organisational decision-making. None said that they delivered impact through the use of profits.

Main relationship between your organisation's revenue generation and your social/environmental mission

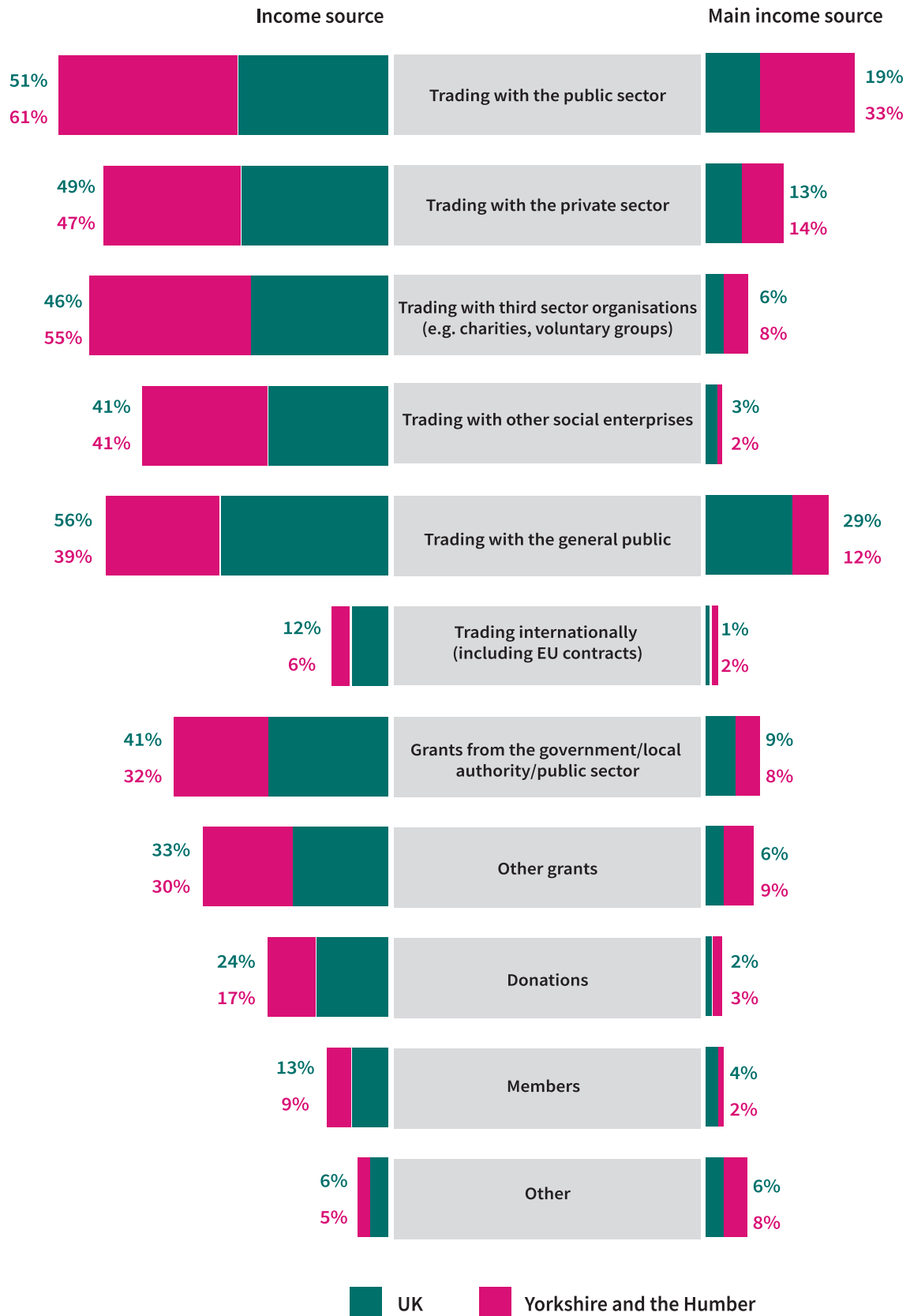


When looking at sources of income, almost two-thirds of social enterprises in Yorkshire and the Humber traded with the public sector, and this was the main source of income for a third of social enterprises in the region. 75% of respondents said public sector income came from a local authority. For social enterprises in this region, income is also more likely to come from a Clinical Commissioning Group – and is less likely

to come from central government.

Social enterprises here were more likely than the UK as a whole to be trading with third sector organisations, but less likely to trade with the general public – this was a main source of income for just over one in ten social enterprises in Yorkshire and the Humber.

Income generation



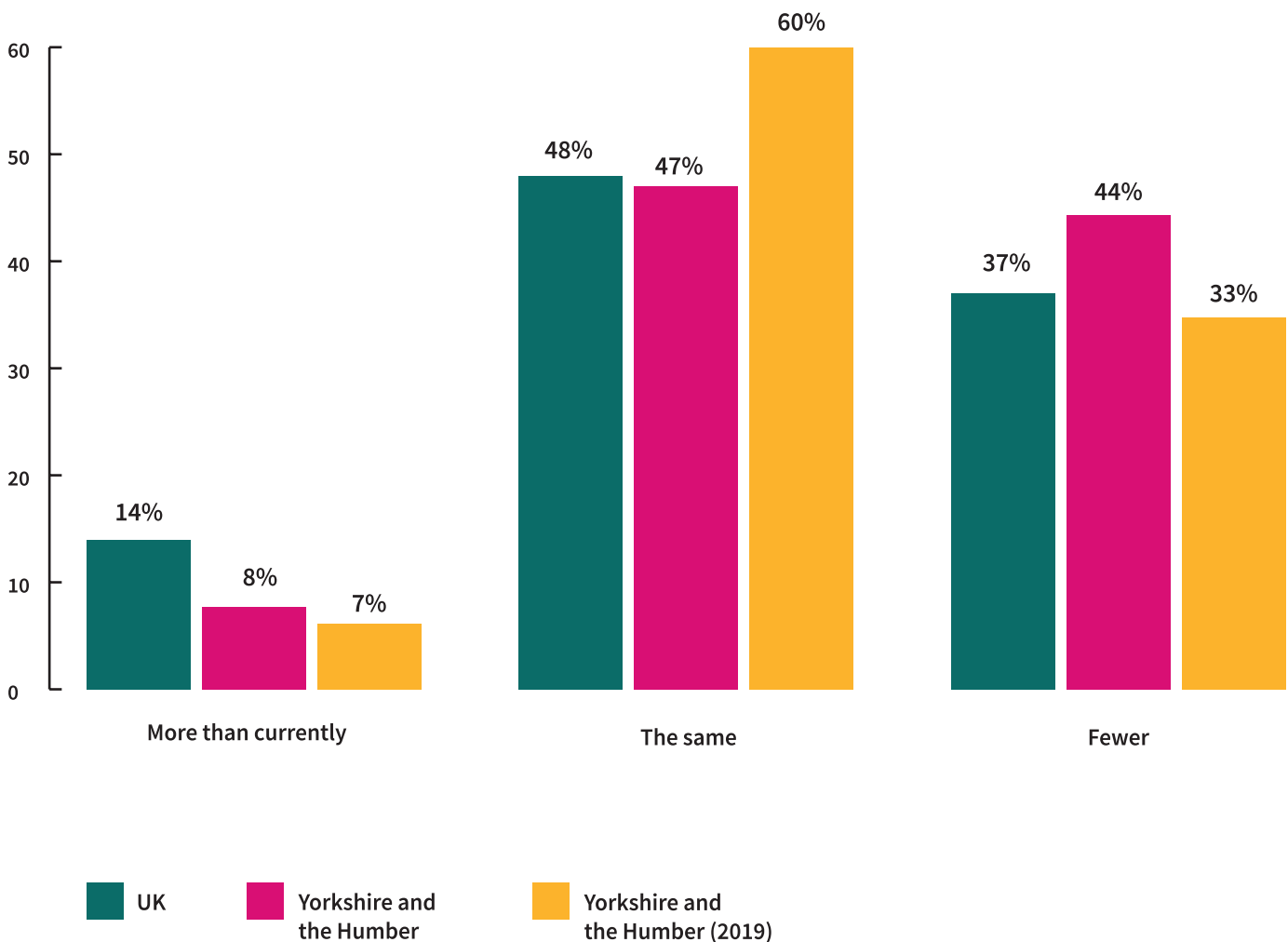
Workforce Demographics and Staff Engagement

Social enterprises in Yorkshire and the Humber had 135 paid staff on average (including a couple of significant outliers and 9% of respondents had over 500 staff. 47% had one to nine staff members, and employees in this region are slightly more likely to be full time than the UK average.

59% of the workforce of social enterprises in Yorkshire and the Humber is female, more than the UK average of 47%. 11% are people from Black and Asian and other Minority Ethnic backgrounds⁸, compared to 18% nationwide. 10% are people with disabilities, compared to 13% UK-wide.

We asked social enterprises whether their staffing levels had changed compared to the 12 months before. 8% of social enterprises in Yorkshire and the Humber had less staff than a year ago, while 44% had more. This represents higher levels of staff growth in this region than for the UK on average.

Staff compared to 12 months ago



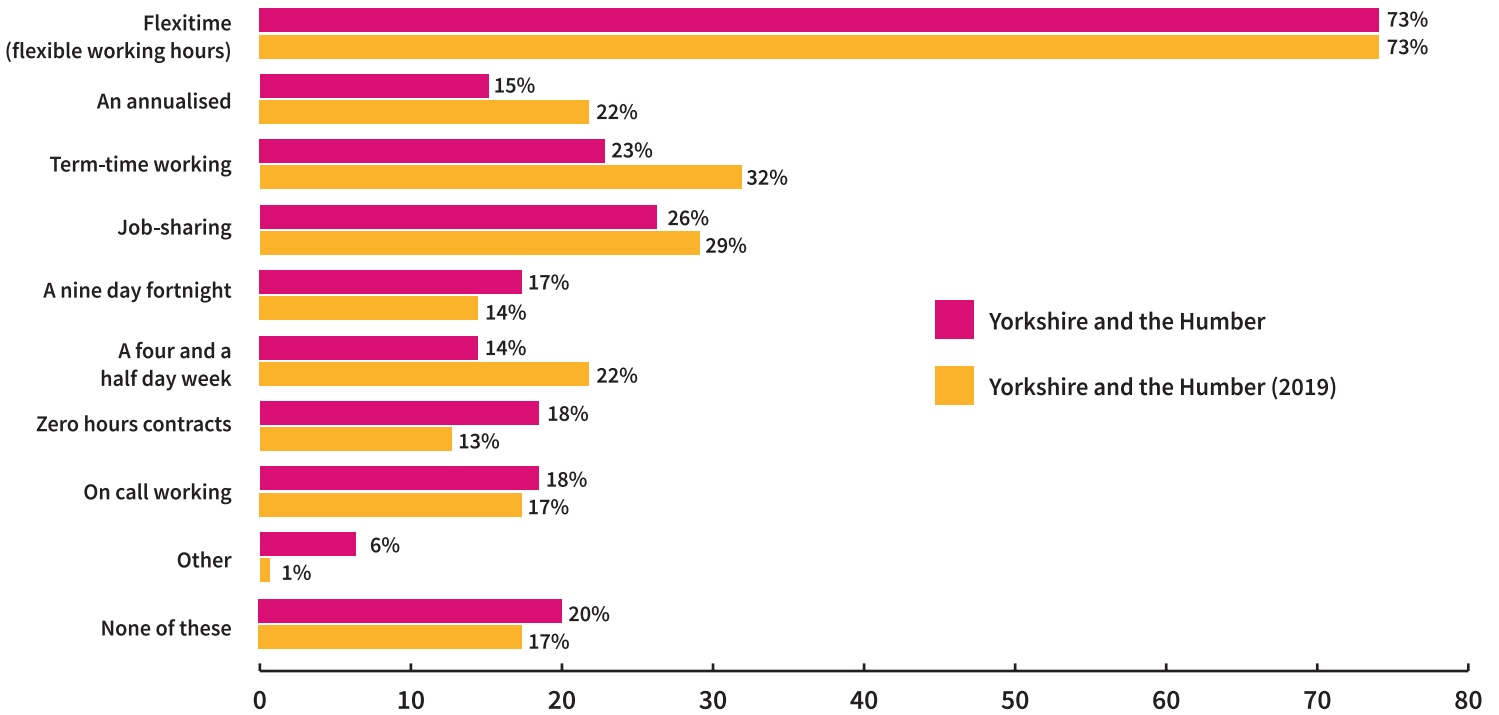
Flexible working arrangements have become significantly more prominent across the UK due to the pandemic. In Yorkshire and the Humber, social enterprises were slightly less likely than the national average to offer most forms of flexible working, with the main exception of on-call working and a nine-day fortnight. Flexible working has decreased overall since 2019 in the region, with only zero-hours

contracts and nine-day fortnights having increased by over 3%.

This may in part be accounted for because many social enterprises in this region are service-based, and COVID may have made it more challenging to allow their staff flexible working in certain sectors.

⁸ According to the 2011 census, 11% of the region's population comprises people from Black, Asian and other Minority Ethnic backgrounds.

Working hours arrangements for employees

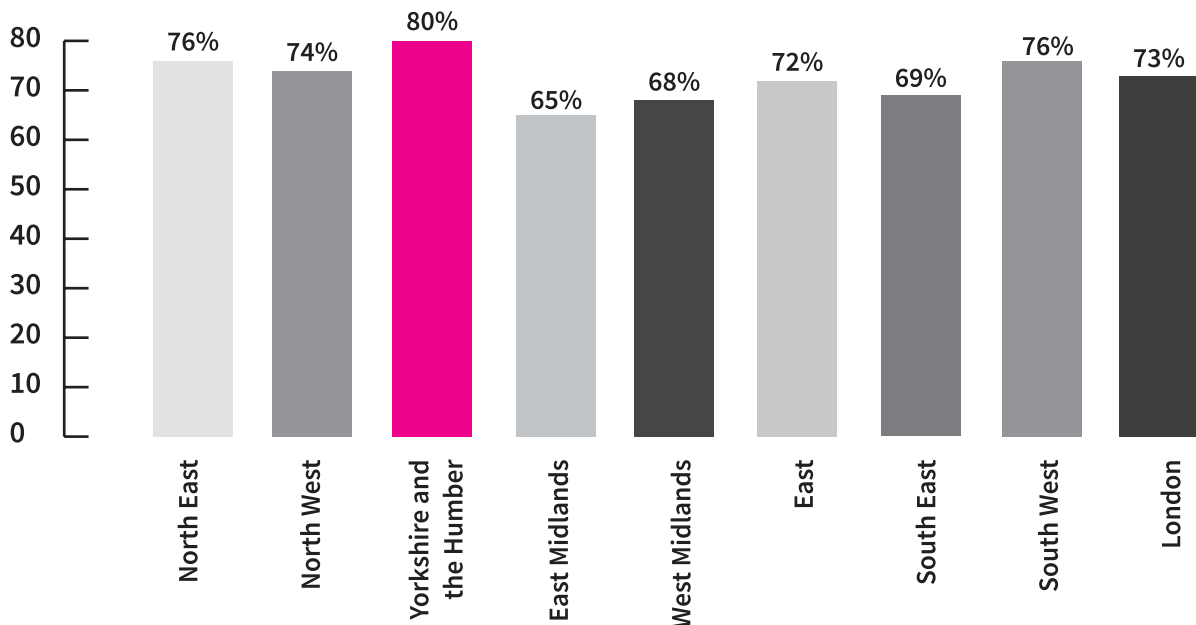


While they may not have offered staff flexible working to the same extent, social enterprises in Yorkshire and the Humber were the most likely of anywhere in the UK to pay staff the Living Wage⁹. This was also a slight improvement on 2019 figures for the region, whereas for most regions, Living Wage payment has decreased since 2019.

Proportion of Social Enterprises Paying the Living Wage



Proportion of social enterprises that pay the living wage, by region



⁹ The Living Wage is an hourly wage calculated based on the cost of living. It is higher in London, to reflect the higher cost of living in the capital. At the time of the survey, the Living Wage Foundation rates were £9.30 for the UK, except London where it was £10.75. <https://www.livingwage.org.uk/>

Leadership Demographics

Women led 42% of social enterprises in Yorkshire and the Humber – 5% less than the UK average. White British people led a far higher proportion compared to the nationwide average for social enterprises (and compared to the proportion of White British people in the region’s population).¹⁰ This indicates that social enterprise leadership here was less representative of the ethnic diversity of the

region than it was elsewhere in the UK, given that in 2011, the combined White British and White Other population represented 89% of the population, and 6% was at that time Asian. It should be taken into account that sampling and survey response rates may also be a factor in terms of diversity and inclusion.

Leadership demographics

	UK	Yorkshire and the Humber	FTSE100 ¹¹	SMEs
Male	47%	53%	94%	79%
Female	47%	42%	6%	16%
White British	74%	93%		84%
White Other	7%	0%		6%
Asian or Asian British	4%	2%		2%
Black or Black British	6%	0%		*%
Other including Mixed heritage	2%	4%		3%
ALL racialised communities			6% (2020)	5%
16 to 24	1%	0%		
25 to 44	32%	32%		
45 to 64	53%	56%		
65+	8%	8%		
Disability	11%	8%	0%	No data
No disability	82%	88%	100% ¹²	No data

We asked respondents for the highest salary paid within their organisation. Yorkshire and the Humber social enterprise leaders earned slightly more than the UK average. The median salary of the highest earner in an organisation was £30,000 here, compared to £28,000 for the UK overall.

¹⁰ Based on 2011 census data, 86% of the population of Yorkshire and the Humber was White British. <https://www.ethnicity-facts-figures.service.gov.uk/uk-population-by-ethnicity/national-and-regional-populations/regional-ethnic-diversity/latest#areas-of-england-and-wales-by-ethnicity>

¹¹ https://www.cipd.co.uk/Images/ftse-100-executive-pay-report_tcm18-82375.pdf

¹² <https://www.peoplemanagement.co.uk/news/articles/no-ftse-100-executives-or-senior-managers-have-disclosed-a-disability#gref>

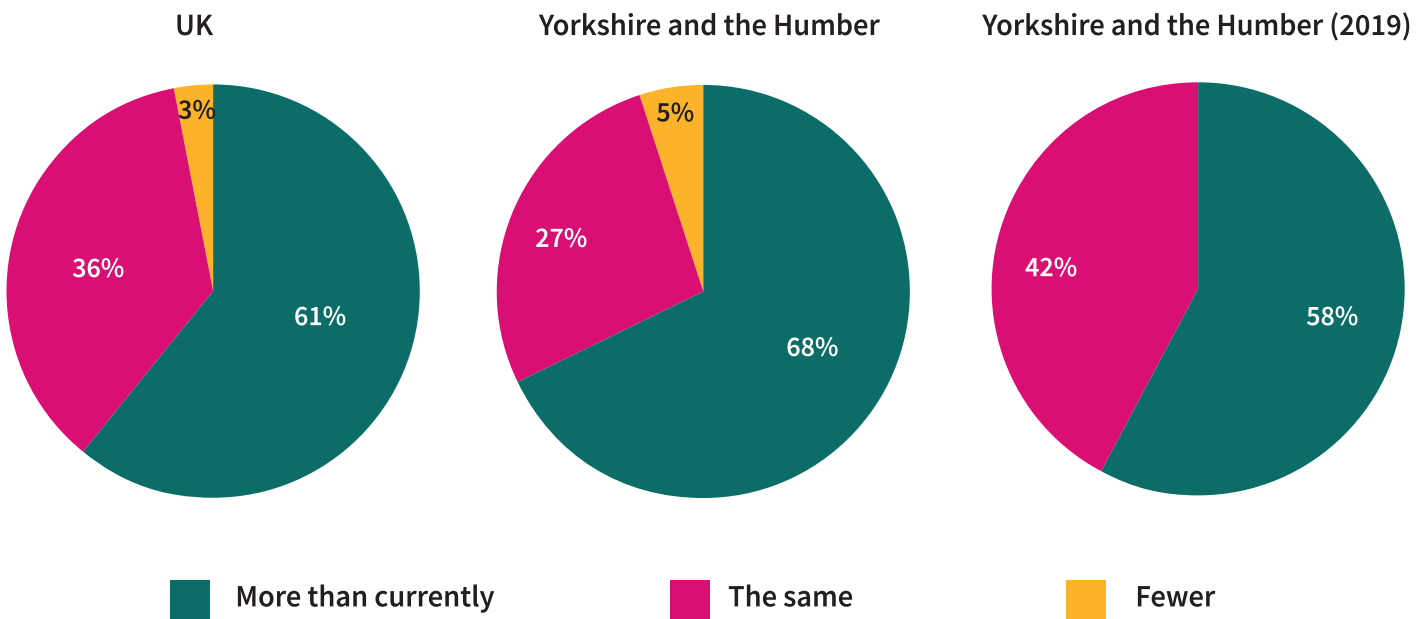
Growth trends

We asked several questions about growth trends through the survey.

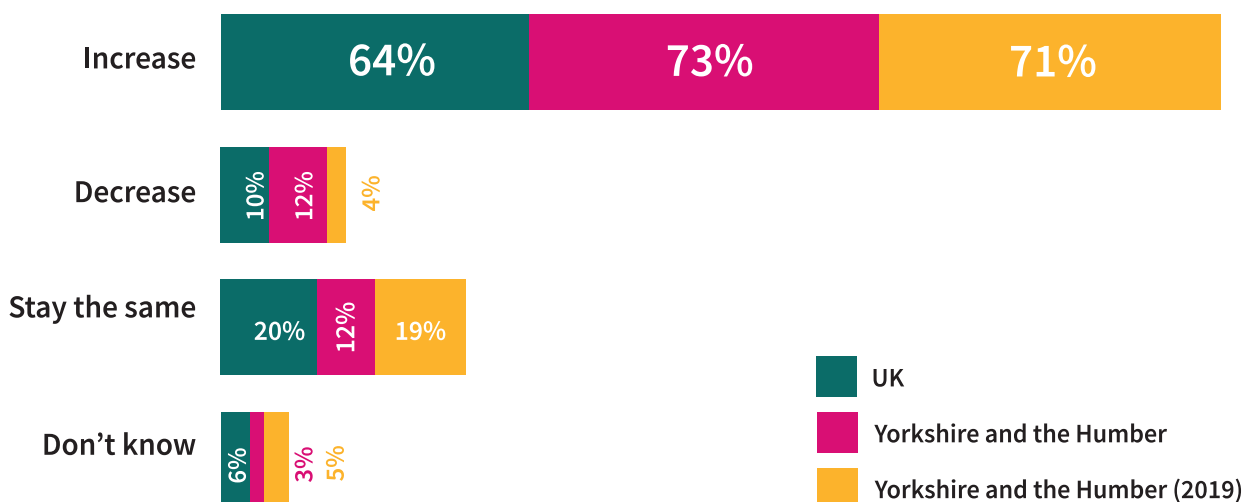
Social enterprises in Yorkshire and the Humber were optimistic about growth. 68% expected to grow their staff teams, which was 10% more than in 2019 and 7% more than the UK average. An even larger proportion (73%)

expected turnover to increase in the 12 months from when we conducted the survey, although over one in ten thought turnover would decrease in this period.

Workforce size expectations for the next 12 months



Turnover expectations for the next 12 months

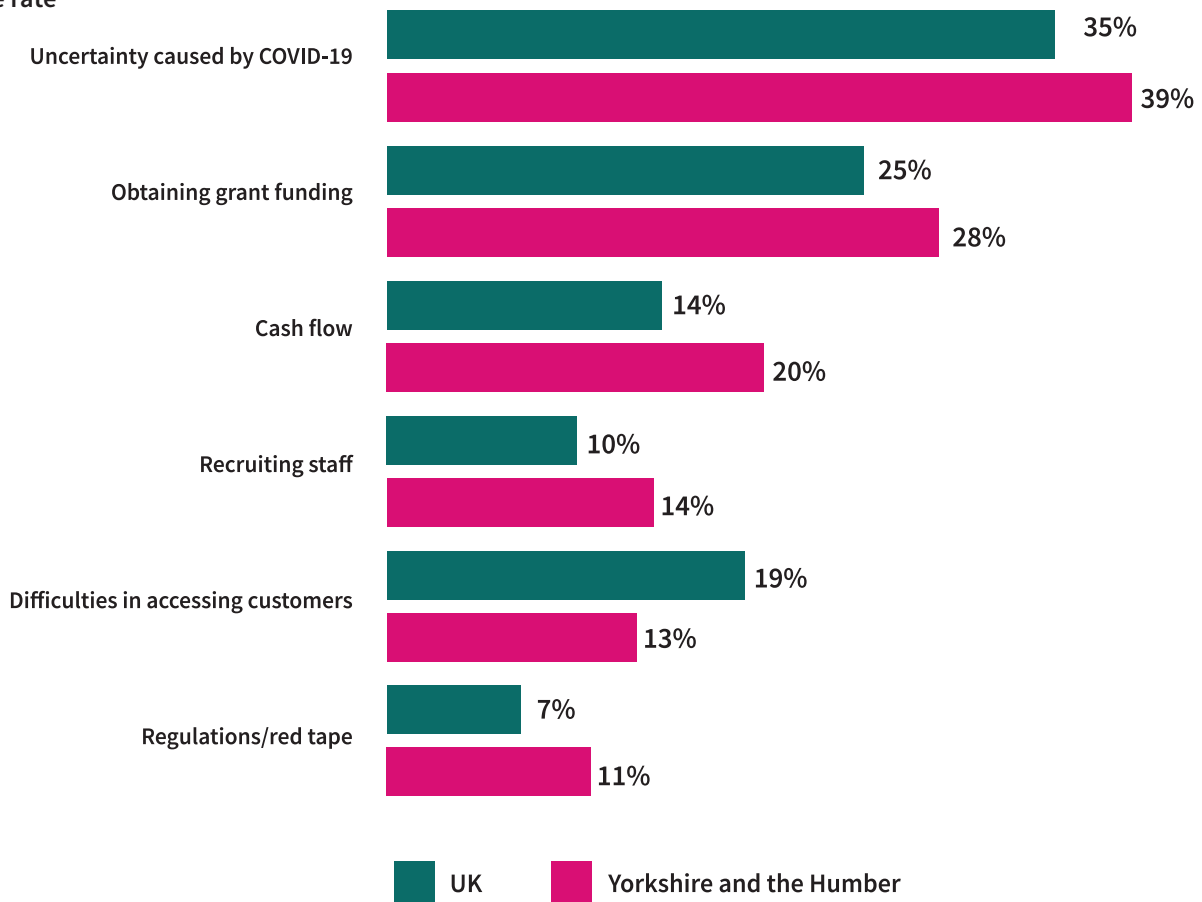


We asked social enterprises what actions they had taken in the previous 12 months to sustain and grow their businesses. In Yorkshire and the Humber, 62% of social enterprises had invested in new equipment/IT/software, and 61% had developed new products and/or services that were new to their business. A further 39% had created products/services new to the market. Social enterprises here were less likely than the UK average to have sought investment to grow, but more likely to have recruited staff or increased levels of training, won business as part of a consortium, or increased prices.

45% of Yorkshire and the Humber social enterprises provided products/services for free or at reduced cost in direct response to COVID-19-related needs (compared to 57% nationally).

After COVID-related uncertainty, which as elsewhere was the largest perceived barrier to growth/sustainability in the region, social enterprises in Yorkshire and the Humber were more concerned about cash flow and recruiting staff than the UK average. They were less likely to cite lack of demand or difficulty accessing customers as major barriers.

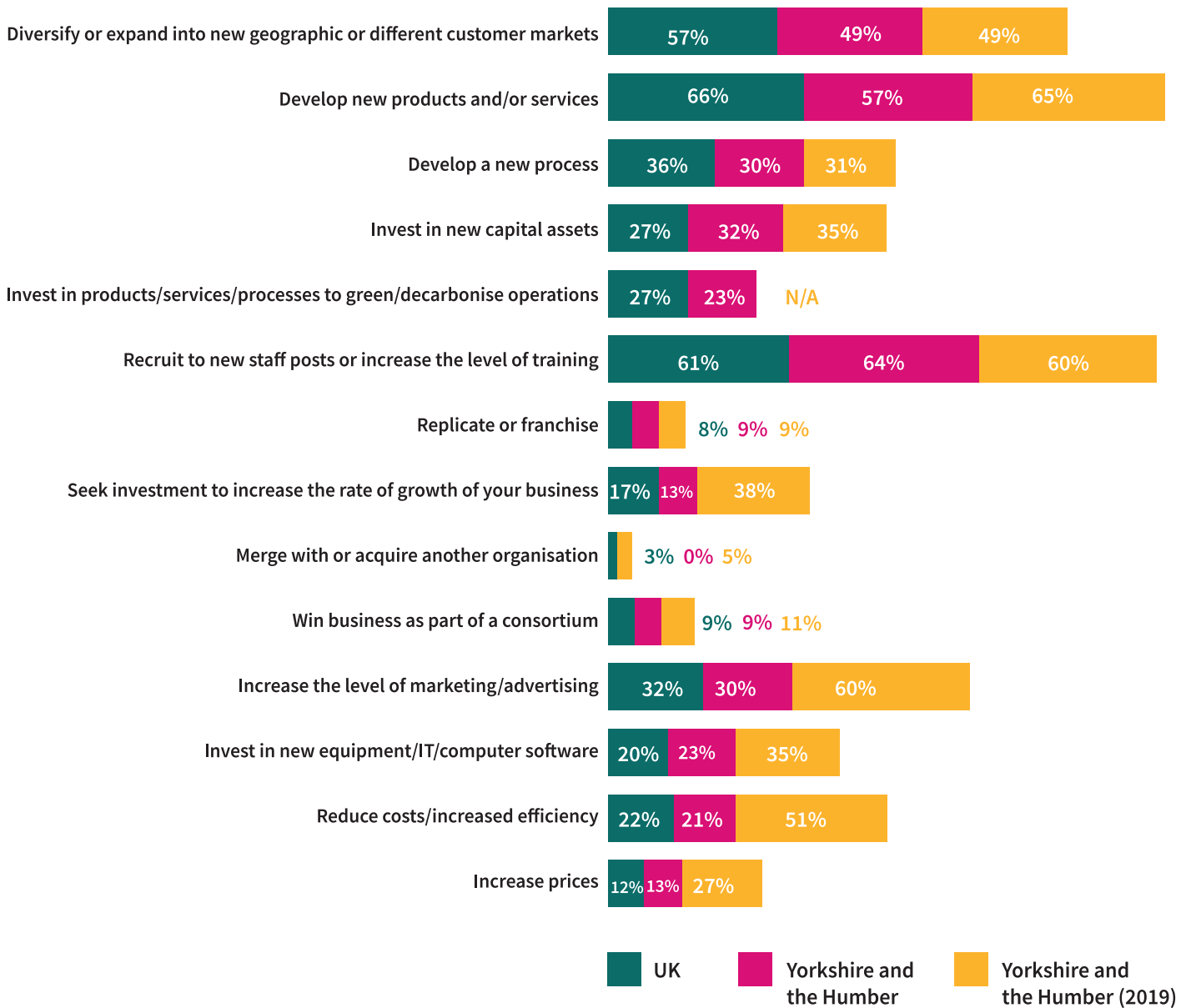
Three most significant barriers to your organisation’s sustainability and/or growth (responses that attracted 10%+ response rate)



The survey asked respondents who expected their turnover to grow how they envisaged achieving this. Recruiting and training staff was the most popular response, with a higher proportion of social enterprises in this region also intending to invest in new capital assets. There were fewer

plans to innovate here or to expand and diversify. Expected innovation levels had decreased in the region since 2019, as had the intention to seek investment to grow. Fewer social enterprises anticipated reducing costs or increasing prices than two years ago.

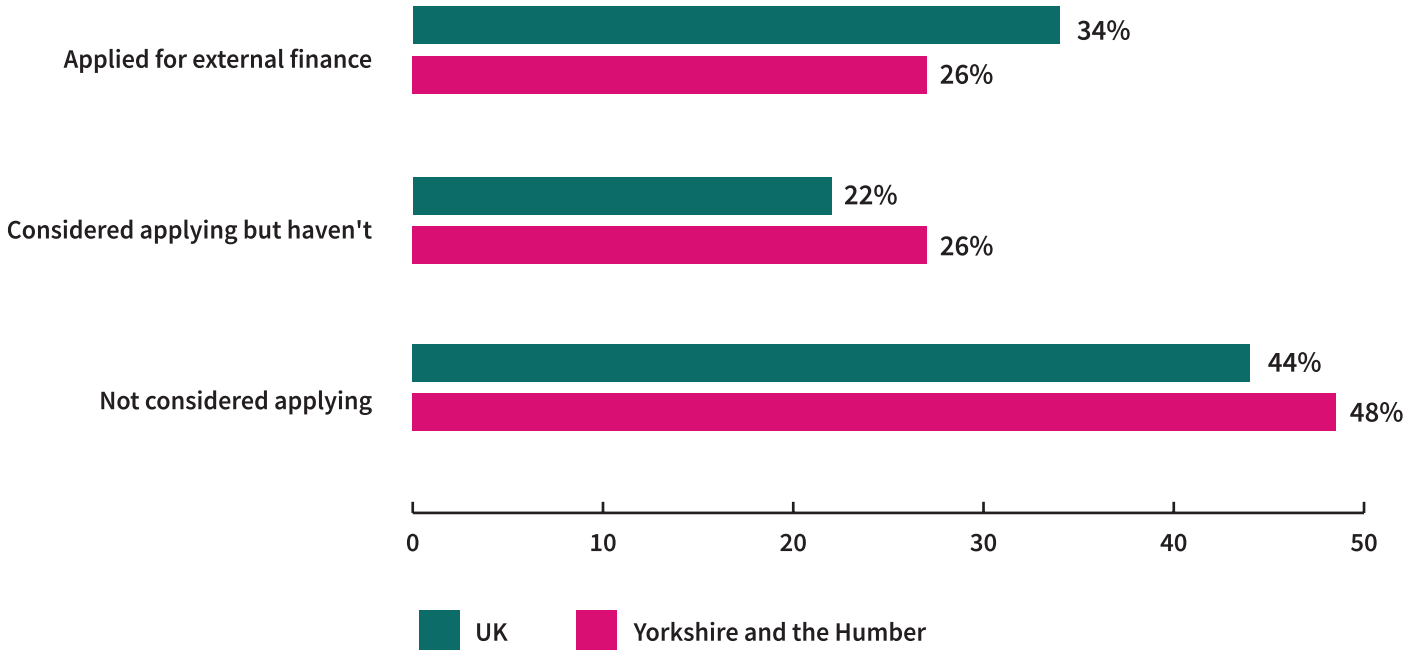
Growth plans



Finance

The final set of survey questions related to funding and finance. Overall, social enterprises in Yorkshire and the Humber were less likely to have applied for finance. 26% did so, although slightly more than the UK average of those that didn't apply had considered applying for finance.

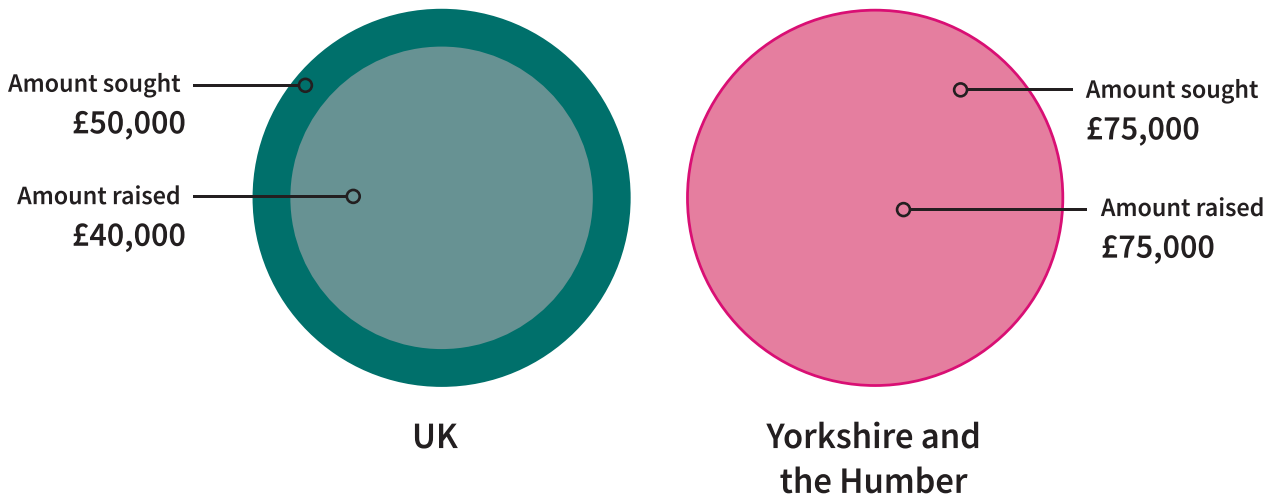
Summary of interest in external finance



Of those that decided not to apply for finance, having the confidence and skills to take on finance was one of three most-cited reasons, along with not needing finance and it being the wrong time. Social enterprises here were less likely than the UK average to fear rejection or think that decision-making would take too long/be too much hassle.

Where they were looking for external (non-grant) finance, social enterprises in Yorkshire and the Humber applied for and secured significantly more in terms of median amounts than their counterparts UK-wide. They also raised what they sought, so were proportionately more successful than the UK average.

Amounts of external finance (excluding grants) sought and raised



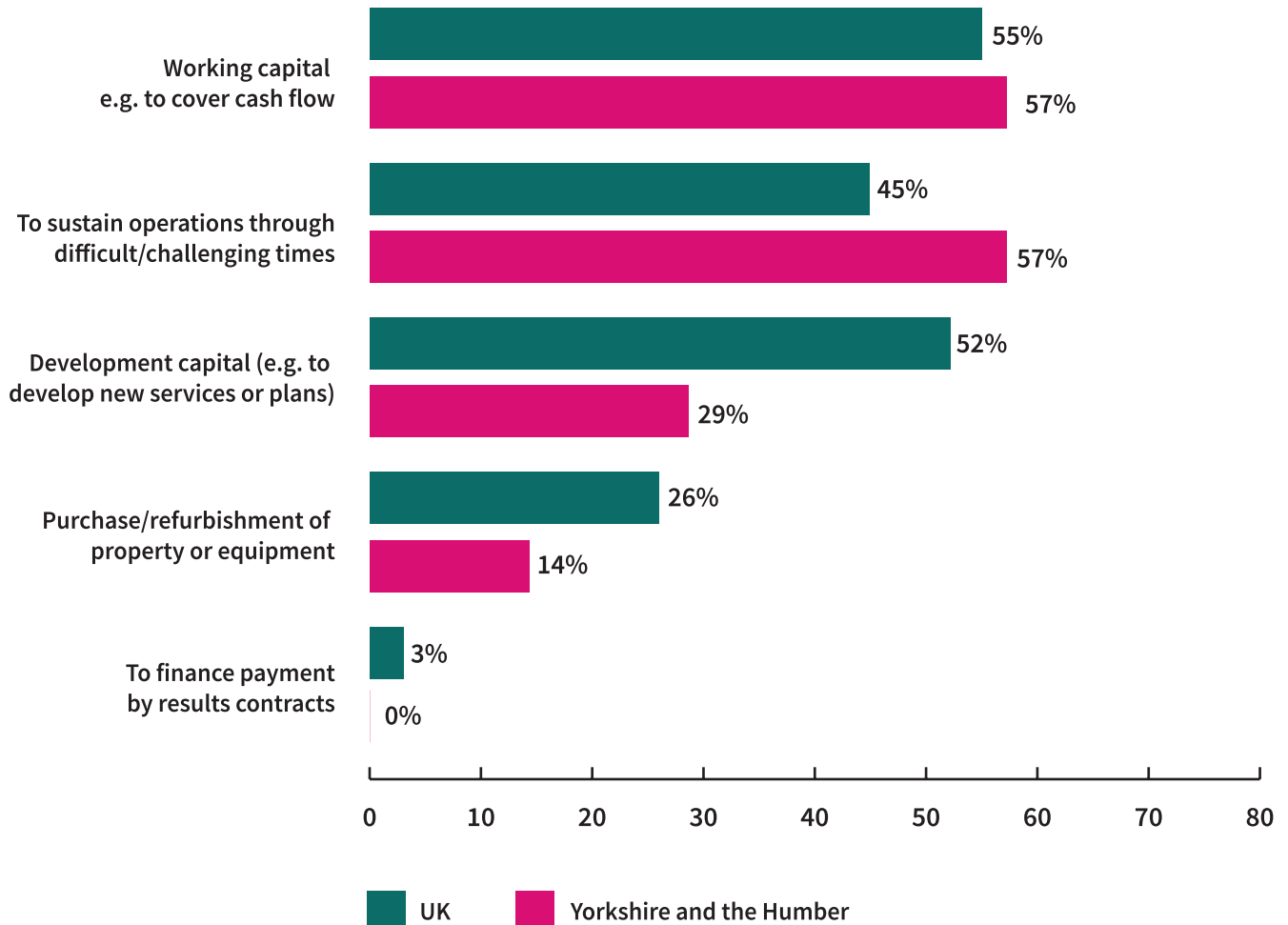
In terms of who they sought finance from, social enterprises in the region were 5% more likely to go to a specialist social investment organisation and 12% more likely to go to a social bank than the UK average. This could be related to KeyFund¹³ being based in the region, as well as Power to Change¹⁴ having an office here.

They were less likely than the UK-wide averages, however, to apply to government, ask friends and family, or seek grant making trusts and foundations. This is despite grant making

trusts and foundations being the most-cited source of finance (35% of those that applied in Yorkshire and the Humber, 42% for the UK collectively).

In Yorkshire and the Humber, capital was most likely to be sought to sustain operations and for working capital. Far fewer social enterprises here were looking for funds for development capital or to purchase/refurbish property or equipment compared to the UK average.

Purpose of finance or capital sought



Fewer social enterprises in Yorkshire and the Humber than the UK average thought that the external finance available was not suitable for their organisation, which may help explain the high average levels of finance.

¹³ <https://thekeyfund.co.uk/>

¹⁴ <https://www.powertochange.org.uk/>

Deep Dive: Sheffield

Of those that shared location data, 15 of the survey respondents were based in the Sheffield (S) postcode area. We have looked at questions where at least the majority of these 15 responded to give a summary of social enterprise activity in Sheffield.

The level of income generated through trading in Yorkshire and Humber was comparatively low next to the UK as a whole, but was even lower for respondents based in Sheffield, where 68% of income came through trading. Respondents in the city had been trading for a shorter period (six years on average) compared to the regional average and had far smaller staff teams than the rest of the region, with seven staff on average. The median turnover here was also lower at £85,000.

62% of social enterprises in Sheffield who responded to the survey were female.

Considering profit, 40% of social enterprises respondents in Sheffield made a profit or surplus last year, and 33% made

a loss. So overall, the city hadn't seen the same resilience to the crisis as elsewhere in the region.

Almost twice as many social enterprises here applied for finance last year compared to the whole of Yorkshire and Humber.

Sheffield's social enterprises were more engaged with climate change than the regional average. 74% either planned to or had already codified climate plans or commitments, and none said they would prioritise cost in procurement. There is a network called Sheffield Sustainability Network, which works closely with businesses in the region to support them in making it a priority. SSEN is working closely with them, encouraging more social enterprises to consider climate more. SEYH has also been working on environment with their social enterprises in the last year and funding was received for South Yorkshire to set up a South Yorkshire Climate Alliance.¹⁵



Case Study: NAViGO

NAViGO are an award-winning social enterprise that provides mental health services across North East Lincolnshire in the south of the Yorkshire and Humber region, covering acute and community facilities as well as specialist services such as an older adult's inpatients services, rehabilitation and recovery services, perinatal mental health support and a specialist eating disorder facility.

NAViGO runs a huge range of services. Here are a few innovations the social enterprise has created which have resulted in more responsive, available and effective services: Open access mental health crisis service: NAViGO runs a 24/7 open access walk in mental health crisis service where people in a mental health crisis are brought by the ambulance or police services meaning specialist care is given and that lengthy waits at stretched A&E services are avoided.

Joint response vehicle: NAViGO are trialling a new mental health response vehicle to reduce pressure on emergency services. The Joint Response Vehicle is crewed by trained clinicians and support workers and is deployed when there is an urgent mental health related call-out. In the first month since launch the vehicle attended 16 incidents. Nine of these call outs would have normally resulted in the person being detained but only one of the calls resulted in this outcome. Through providing a mental health focused rapid response service, the social enterprise is delivering better support for vulnerable people and saving time and resources.

Safespace: An out-of-hours, open door crisis café where people can get instant and practical mental health support without the need for calling ahead, Safespace provides a

judgement-free space for people to speak to fully-trained mental health professionals either in person or via Zoom.

Responding to the pandemic

NAViGO had to respond quickly to meet the mental health needs of the COVID-19 pandemic. They transitioned from face-to-face to predominantly digital service models and there was a real worry that service users would be at risk of being 'digitally excluded'. All new and existing service users were surveyed to better understand their access to technology and to identify training needs. This resulted in supplying equipment to vulnerable people and NAViGO staff running digital training in the community.

Being an independent social enterprise working for the NHS family has allowed NAViGO to do things differently. This includes creating commercially viable businesses which help fund services and which provide training, education and employment opportunities for people that NAViGO supports.

For example, NAViGO's cleaning, catering, horticulture and maintenance services are all run by Tukes – the social enterprise's own employment service. Tukes offers training, education services and employment to people throughout their recovery and rehabilitation journey. Bringing these services 'in-house' means that money that would otherwise have been spent on external contractors is spent on service users. Since setting up 18 years ago, over 280 people have been supporting into work through Tukes and over 2,000 qualifications gained by service users.

<https://navigocare.co.uk/>