



Social  
Business  
Trust



TRUSTEE  
SEARCH  
2021



# LETTER FROM THE CHAIR & CEO

Dear Candidate,

Thank you for your interest in the Social Business Trust (SBT).

Since founding SBT with Permira in 2010, we have enjoyed strong growth and outstanding impact in our mission to support the scaling up of a carefully chosen portfolio of UK social enterprises and charities. Today, we have nine business partners, with a wide portfolio of 23 social enterprises. We have achieved our goal of reaching 3 million people by the end of 2021.

The magic of SBT lies in the in-kind business skills that our corporate partners dedicate to our portfolio organisations. Business professionals gain valuable experience in a different sector and develop their skills. The social enterprises benefit from the skills that our businesses have, and by working together are able to fulfil their ambitious growth plans. We do not invest in start-ups, but specialise in accelerating the growth of social businesses with more than £1m a year turnover. We are prepared to consider investments in any part of the social enterprise spectrum. Currently, we have a strong focus on education and the personal development of young people. We also work in mental health, elderly care and the prison service.

Our approach is entrepreneurial, seeking out the most promising organisations to work with. We are rigorous in evaluating data about our potential social business and charity investments.

Our board of 9 trustees is currently drawn from a mix of our business partners and individuals with other expertise.

Our aim is to select relevant and well-run social enterprises and charities, so that we can work with them to achieve sustainability and growth and allow them to serve many more people.

In future, we want to expand our services so that we can deliver assistance to more social enterprises. We have a 5-year strategy to bring even greater positive impact. We will welcome new additions to the portfolio and continue to grow those already part of the SBT family. We have been encouraged by the recent addition of several new partners to the group.

We are now looking to find a new Trustee to widen our areas of expertise through our next phase of growth and achievement.

Our new Trustee will need to bring deep experience of one or more of the areas specified in the enclosed role specification, as well as an enthusiasm and passion for SBT's work.

Diversity is part of the fabric of SBT and the organisations we work with and we are keen for our Board to reflect that diversity. We are committed to inclusion and welcome applications from all members of our community. As we are a charity, this role is unremunerated but reasonable expenses will be paid.

If you think you would enjoy being a Trustee of SBT, please contact Melissa Baxter at [Melissa.baxter@russam.co.uk](mailto:Melissa.baxter@russam.co.uk) by Monday 10 January 2022 with your CV and Cover Letter as described in this information pack

With warm regards,

Adele Blakebrough MBE,  
Chief Executive Officer, Social Business Trust

Larissa Joy, OBE  
Chair, Social Business Trust



**FIND OUT MORE ABOUT SBT AT:**  
[www.socialbusinesstrust.org](http://www.socialbusinesstrust.org)



Challenge Partners is a network of over 420 schools, dedicated to accelerating improvements in pupil outcomes (particularly those from low income households) by sharing best-practice to ensure every child experiences the combined wisdom of the education community.

## + ABOUT SBT

SBT's mission is to support high growth potential social enterprises to scale-up their impact. We do that by investing professional support and cash grants from our leading corporate partners in a carefully selected portfolio of social enterprises. We believe that helping these social enterprises to scale is crucial to solving our pressing social issues.

Social enterprises under consideration are subject to detailed, private-equity style due-diligence process, with a final decision from highly-qualified Investment Committee made up of SBT's corporate partners. Our corporate partners currently include Bain, Charles Russell Speechlys, Clifford Chance, EY, Permira, Permira Credit, Refinitiv, Schrodgers and Thomson Reuters.

The value of our portfolio comes from a combination of structured advice and support from our corporate partners, as well as limited cash grants. Each volunteering opportunity is carefully designed to fit both the unique capabilities and capacity of our busy volunteers, so they can best use their time to have measurable impact. Our volunteers' input is often pivotal in the growth of even our biggest social enterprises. Since 2010 we have positively impacted the lives of over 3 million people, providing £26 million worth of cash and in-kind assistance, including over 45,000 hours of high-quality business support. Over the next five years, we want to continue to grow our active and vibrant portfolio and further increase our impact.

# + TRUSTEE ROLE SPECIFICATION

SBT seeks to appoint a new Trustee to the Board to assist with the implementation of its 5 year strategic plan. The Trustee will take an active role in the life of the organisation and will support the CEO and executive team in enabling the successful delivery of the strategic plan.

Trustees harness their experience and skills to impact the social enterprise and voluntary sector, while also gaining an understanding of the particular opportunities and challenges faced by the sector. In addition to lending their knowledge, expertise, networks and experience to SBT, Trustees should be willing to challenge constructively, helping to ensure that SBT and its portfolio of social enterprises achieves its full potential. All Trustees are expected to promote sound financial management to ensure appropriate use of funds; to safeguard the reputation and values of SBT and to ensure the charity complies with its charitable objects, charity law, relevant legislation and regulation.

After each quarterly Investment Committee meeting, SBT's trustees meet to ratify decisions made by the committee and to attend to the governance and strategic mission of SBT. It is not compulsory for Trustees to attend Investment Committees, although many do. Trustees also have three separate meetings per year.



What makes SBT so special? To us, it's the absolute focus on quality engagement, providing outstanding support for social enterprises and a first-class development experience for my colleagues and me to work with fast growth, high impact social businesses and use our professional skills to help them make a real difference.

Paul Armstrong, Trustee, Permira



Hertfordshire Independent Living Service (HILS) supports elderly and disabled people to live independently in their homes by providing meals on wheels delivery, along with welfare checks, companionship and other assistance.

## DESIRED CANDIDATE PROFILE

In order to complement the skills of current Board members, SBT is encouraging applications from individuals who have the following experience:

- **Social enterprise or social entrepreneur leadership.** We are looking for a trustee who has considerable experience within the social enterprise sector. Successful candidates could be successful social entrepreneurs themselves, have experience through social enterprise or charity bodies, or have played a significant leadership role in a social enterprise. They have credibility and a respected reputation in the sector. They understand the challenges and opportunities for growth and have an innate understanding of impact measurement and the experiences of beneficiaries.

## REQUIRED SKILLS & CHARACTERISTICS

- Keen interest in social enterprises and charities
- Collaboration
- Working flexibly and innovatively
- Keen interest in communicating through social media
- An appreciation of the importance of earned income for social enterprises and charities



# + BOARD OF TRUSTEES



## **Larissa Joy, OBE, Chair**

Larissa is Chair of Social Business Trust. She is also Chairman of the Foundling Museum, Non-Executive Director of executive search firm Saxton Bampfylde, Non-Executive Director of international law firm Charles Russell Speechlys LLP, Director at Helpforce CIC and Chair at Hawkins Brown Architects EOT LLP

## **Paul Armstrong, Vice Chair**

Paul is a Managing Director of Permira, member of the Financing Group and the Deal Structuring Group, specialising in deal structuring and execution. Prior to joining Permira, Paul practised law for nine years, specialising in private equity transactions at Fried, Frank, Harris, Shriver & Jacobson and, before that, Ashurst.

## **James Hadley, Trustee**

James is UK Managing Partner of Bain and Company, based in London. He is the leader of Strategy practice for Europe, Africa and the Middle East, as well as UK Telecommunications, Media and Technology (TMT) practices. James joined Bain in 1996 and has worked with clients in Europe, North America and the Middle East. His main focus is on corporate and business unit strategy; he has also advised companies and led assignments on issues ranging from customer strategy to organization and cost reduction.

## **Jan-Coos Geesink, Trustee**

Since 2019 Jan-Coos is a private investor in the financial and legal tech industry and an advisor on the sector to private equity and institutional investors. Before 2019 Jan-Coos spent more than 25 years in financial and legal data and market infrastructure businesses. He has been a non-executive director at Moneyline since 2019.

## **Madeleine Hale, Trustee**

Madeleine is a communications and partnerships professional who has worked primarily in the public sector in national and local government. Key projects she has worked on include EU Exit and the government response to Covid-19. Currently working in HM Treasury, her career has spanned several government departments, UK Parliament, and a national housing association where she was also Chair of the gender equality network, Inspire. In this role she achieved tangible improvements to the parental offer as well as forging strategic partnerships with world class partners including UN Women UK.



**Michael Crossan, Trustee**

Michael is Head of UK Employment at Clifford Chance and specialises in all areas of employment law, contentious and non-contentious, corporate transactions and outsourcings, the Acquired Rights Directive (TUPE), senior executive recruitment and dismissals, Employment Tribunal litigation, diversity initiatives, collective matters including redundancies, union recognition and collective consultation and partnership law.

**Simon Milton, Trustee**

Simon is Founder and Strategic Consultant of Pulse Brands and has 30 years' experience in corporate PR and brand communications. He started his career at consultancy Valin Pollen, then moved to Omnicom-owned Fishburn Hedges (now Fleishman Hillard Fishburn) where he became MD, CEO and then Chairman. Simon has advised major brands and non-profit organisations on corporate communications, brand reputation and sustainability issues.



“  
Being able to use my professional expertise to help social enterprises is very rewarding. It has given me the opportunity to meet so many inspiring people who are really making a difference in society and it is great to be able to be a part of that.  
”

Volunteer, Stephen Bergin, Refinitiv

**Harry Nicholson, Treasurer**

Harry is an international business leader in professional services. He is also a board-level strategic advisor, having supported clients across Europe in the design and implementation of growth strategies. He has worked with most of the continent's large and mid-cap PE firms, advising them on buying and selling businesses. In both of these roles he has operational expertise in technology-driven change and its human impact.

**Guy Davies, Trustee**

Guy Davies spent 25 years working in finance mostly as a private equity investor. Until 2011 he was a partner and Head of Financing at Permira working on new transactions and with its portfolio of over 25 companies. Guy is also a trustee of a leading voluntary adoption agency called Parents and Children Together. He is a chartered accountant and has a degree in Economics from the LSE.

# + CASE STUDY: THE BRILLIANT CLUB



**The Brilliant Club is an outstanding social enterprise in the education sector**

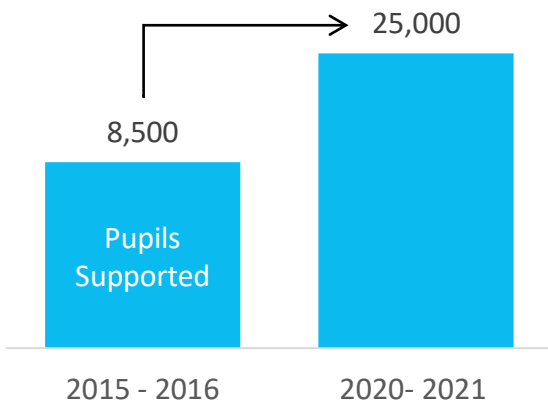
Mission: The Brilliant Club exists to increase the number of pupils from underrepresented backgrounds progressing to highly-selective universities. They do this by mobilising the PhD community to share its academic expertise with state schools.

**The Brilliant Club has successfully grown since 2011, bucking all trends in their sector**

**SBT has provided The Brilliant Club ~£800,000 of in-kind and cash support**

SBT has supported The Brilliant Club since 2017 providing professional support across a range of areas, including strategy, legal, and talent.

Bain focused on refining and operationalising The Brilliant Club's 5-year strategy and Bain Partner Florian Braun continues to support The Brilliant Club as Investment Director. Additionally, Clifford Chance has helped with real estate advice, while EY and Permira support with ongoing mentoring.



Working with SBT has really allowed us to lean into our mission in the current moment and think longer term. It's easy to mortgage that off when you're in a crisis

Anne-Marie Canning, CEO, The Brilliant Club





## Term of Appointment

Trustees are initially appointed for a 3 year term. Terms can be extended for up to 6 additional years depending on interest and exceptional performance.

## How to Apply

Email your CV and cover letter to  
Melissa Baxter at

[Melissa.Baxter@russam.co.uk](mailto:Melissa.Baxter@russam.co.uk)

For an informal discussion about the role,  
Melissa can be contacted on 07789 985  
229.

**FIND OUT MORE  
ABOUT SBT AT:**

[www.socialbusinessstrust.org](http://www.socialbusinessstrust.org)

