

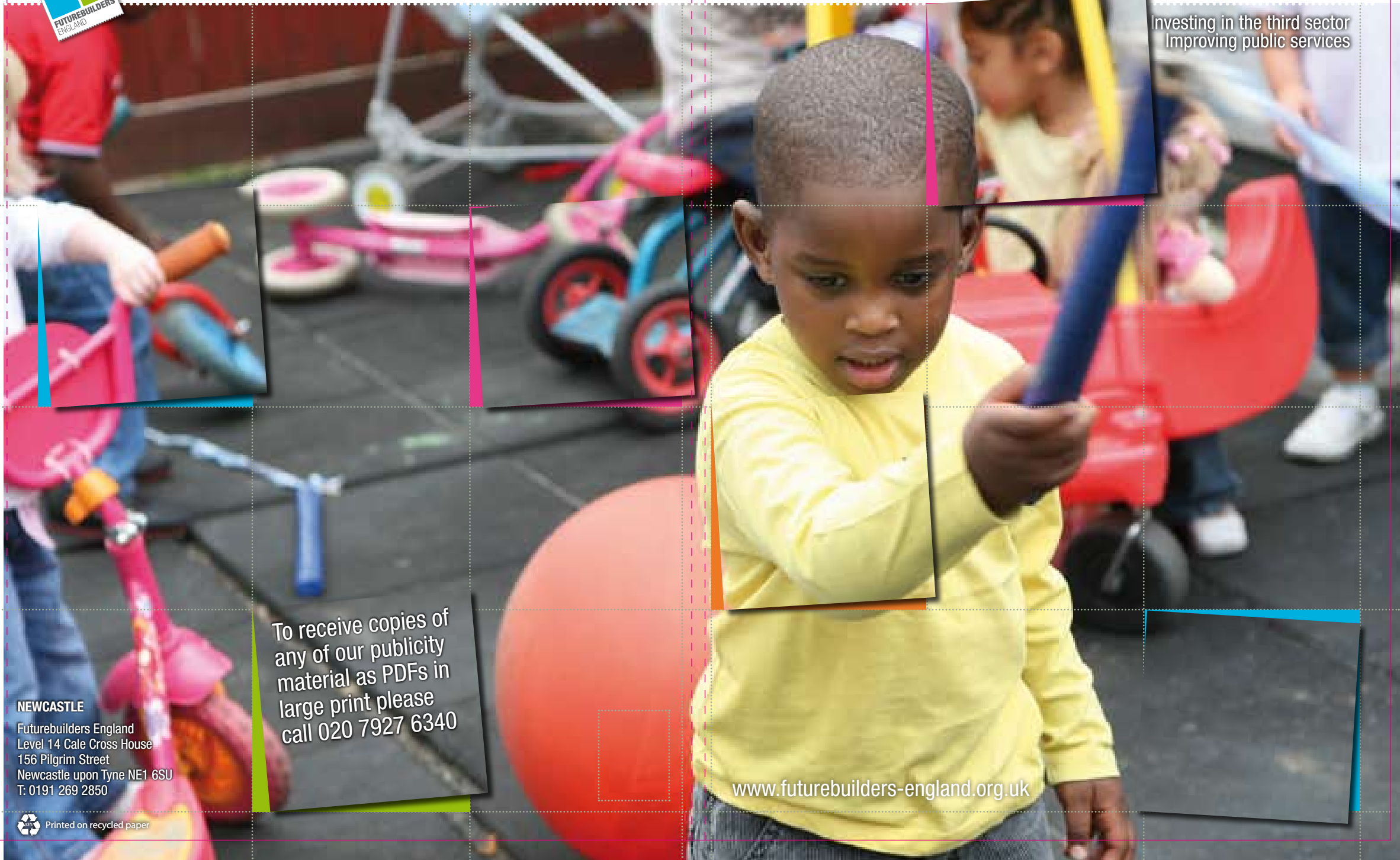


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FUTUREBUILDERS ENGLAND



Investing in the third sector
Improving public services




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WHAT IS FUTUREBUILDERS ENGLAND?

Who we are

Futurebuilders England is a unique government-backed fund offering investment and support to develop the capacity of third sector organisations to deliver public services.

What we do

We offer loans, often with additional grant and professional support, to organisations that need investment to help them bid for, win and deliver public sector contracts.

We provide sustained, flexible and individual support to ensure organisations have the right financial, managerial and governance structures to take on a loan and compete successfully for contracts in the public sector.

Contact us

To find out more about how Futurebuilders could help your organisation, please contact our enquiries line via phone or email:

0191 261 5200

info@futurebuilders-england.org.uk

www.futurebuilders-england.org.uk

FUTUREBUILDERS ENGLAND FULL INVESTMENT FUND



ABOUT FUTUREBUILDERS

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We provide sustained, flexible and individual support to ensure organisations have the right financial, managerial and governance structures to take on a loan and compete successfully for contracts in the public sector.

ABOUT THE FULL INVESTMENT FUND

Most Futurebuilders applicants apply for our full investment package.

There is no upper limit to our full investments but they are always at least £50,000. The largest part of your investment will be a loan but can include grant support to cover capital, revenue or capacity building costs.

Loans are repaid at a fixed interest rate of 6% and we will never lend you more than you can realistically afford to repay. We will work closely with you to create a package that can include interest-free periods or repayment holidays.



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FUTUREBUILDERS ENGLAND

ARE YOU ELIGIBLE?

If you answer yes to the below criteria, you could be eligible for a Futurebuilders Full Investment:

- Are you a third sector organisation committed to winning public service contracts?
- Do you need a Futurebuilders investment to help you to win new, or secure ongoing, income from public sector bodies?
- Will at least 51% of your project's (as opposed to your organisation's) long term income come, directly or indirectly, from public funds?
- Is your organisation willing and able to take on a loan?
- Is part or all of your project unbankable (in other words, would you be unable to secure a loan for this project from a commercial bank)?
- Do you need at least £50,000?
- Will your service mainly benefit people living in England?

HOW TO APPLY

Contact us to apply for an investment or to find out more about how Futurebuilders can help your organisation:

Call our information line:

0191 261 5200

Or email us an overview of your organisation/project/proposal:

info@futurebuilders-england.org.uk

There is no closing date for applications.

www.futurebuilders-england.org.uk

FUTUREBUILDERS ENGLAND

AN OVERVIEW



WHAT IS FUTUREBUILDERS?

Futurebuilders England is a government-backed fund offering investment and support to third sector organisations to develop their capacity to deliver public services.

We offer loans, often with additional grant and professional support, to organisations that need investment to help them bid for, win and deliver public sector contracts.

We provide sustained, flexible and individual support to ensure organisations have the right financial, managerial and governance structures to take on a loan and compete successfully for contracts in the public sector.

What could your Futurebuilders investment look like?

Futurebuilders offers a number of different products, each of which can be applied for individually, and we are always looking to develop new products to meet market demand. Most applicants apply for a full investment. The largest part of a full investment is a loan, but will also often include additional grant support to cover capital, revenue or capacity building costs.

We also provide professional support for our applicants and investees, often in the form of consultancy time, to help organisations develop their capacity to win contracts to deliver public services.

When you apply for an investment, your application will be assessed by a case officer who will work closely with you to design a package individually tailored to meet your organisation's specific needs and circumstances.



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FUTUREBUILDERS ENGLAND

Is Futurebuilders for you?

- Are you a third sector organisation committed to winning public service contracts?
- Do you need a Futurebuilders investment to help you to win new, or secure ongoing, income from public sector bodies?
- Will at least 51% of your project's (as opposed to your organisation's) long term income come, directly or indirectly, from public funds?
- Is your organisation willing and able to take on a loan?
- Is part or all of your project unbankable (in other words, would you be unable to secure a loan for this project from a commercial bank)?
- Will your service mainly benefit people living in England?

WHAT NEXT?

Contact us to apply for an investment from Futurebuilders or to find out more about how Futurebuilders can help your organisation:

Call our information line:

0191 261 5200

Or email us an overview of your organisation/project/proposal:

info@futurebuilders-england.org.uk

There is no closing date for applications.

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Newcastle

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FUTUREBUILDERS ENGLAND TENDER FUND



ABOUT FUTUREBUILDERS

Futurebuilders England is a government-backed fund offering investment and support to develop the capacity of third sector organisations to deliver public services.

We provide sustained, flexible and individual support to ensure organisations have the right financial, managerial and governance structures to take on a loan and compete successfully for contracts in the public sector.

ABOUT THE TENDER FUND

The Tender Fund offers interest-free three year loans of between £3,000 and £50,000 to third sector organisations who need relatively small sums of money to help them tender successfully for specific public service delivery contracts.

What can Tender Fund loans be used for?

You can use the loan to meet any cost that you identify as an important part of putting together a good tender. There is no prescribed list of areas on which the money must be spent, but typical examples may include:

- legal costs
- financial expertise
- advice from procurement specialists
- bidding staff costs or backfill



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FUTUREBUILDERS ENGLAND

We expect you to have a particular contract in mind when you apply to us – the Tender Fund is not intended to improve tendering skills in general, but to help organisations win specific contracts.

ARE YOU ELIGIBLE?

If you answer yes to the below criteria, you could be eligible for a Futurebuilders Tender Fund loan:

- Are you a third sector organisation committed to winning public service contracts?
- Are you preparing to tender for a specific public service contract that you are reasonably likely to win?
- Do you need an investment to help you meet the cost of tendering?
- Is your organisation willing and able to take on a loan?
- Are you unable to secure a loan for this purpose from a commercial lender?
- Will your service mainly benefit people living in England?

HOW TO APPLY

Contact us to apply for a Tender Fund Investment or to find out more about how Futurebuilders can help your organisation:

Call our information line:

0191 261 5200

Or email us an overview of your organisation/project/proposal:

info@futurebuilders-england.org.uk

There is no closing date for applications.

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THE CAMDEN SOCIETY | £489,610

EDUCATION AND LEARNING INVESTMENT

INVESTMENT OVERVIEW

Futurebuilders invested £489,610 in The Camden Society to help it buy and refurbish a new building to create a Learning and Employment Centre.

Based in Kentish Town, The Camden Society provides a range of services including employment and work-based training, supported living and short-term care, community and leisure services, day care, and outreach and home support, to over 400 people per week.

The investment from Futurebuilders enabled the organisation to create a new Learning and Employment Centre from which to deliver integrated training, accredited qualifications and employment support for disabled and vulnerable adults who have experienced long term unemployment.

The Centre, which opened in 2008, supports people all over London to find work. It offers a wide range of courses and vocational training, including the opportunity to gain practical experience at its cafes, garden centre, offices, and warehouse.

INVESTMENT BREAKDOWN

The **£489,610 Futurebuilders investment** comprised:

- a **£435,000 loan** for the purchase and refurbishment of premises to create the new centre
- a **£54,610 revenue grant** to fund a business manager post and provide additional working capital until the new centre has secured sufficient income

CONTRACTS

The Camden Society's main service delivery contracts are with the London Boroughs of Southwark, Camden and Greenwich, Job Centre Plus, the London Development Agency and the Learning and Skills Council.



“The Futurebuilders investment has enabled the Camden Society to put a long held dream into practice. Initially we were anxious about taking out a loan but support from Futurebuilders has been fantastic, the team has helped us to sharpen our ideas and think in terms of long term investment.”

John Crawford, Director of Services

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ALL SAINTS COMMUNITY DEVELOPMENT COMPANY | £1,113,140

BUILDING PROJECT INVESTMENT

INVESTMENT OVERVIEW

Futurebuilders invested £1,113,140 in All Saints Community Development Company to help fund the building of a community and medical centre in the urban village of Kings Heath, Birmingham.

The aim of the project is to develop a thriving social enterprise, which is self-sustaining through rental of space and contracted services developed in partnership with health and other agencies. The £6.3m project, which is to be completed over a number of phases, will provide a wide range of services including a GP and health centre, pharmacy, podiatry, dentist and services for children, young people, older people and families.

Phase 1 – the medical centre – was completed in Spring 2008. The second phase – part-funded by Futurebuilders – will see the creation of a new community centre linking the medical centre and the church, including multi-function rooms, a new hall and a community cafe.

The Futurebuilders investment is helping transform the heart of the urban village, reversing the decline of the High Street and providing much needed safe, accessible and attractive public amenities for the benefit of the whole community.

INVESTMENT BREAKDOWN

The **£1,113,140 Futurebuilders investment** comprised:

- an **£820,000 loan and a £200,000 capital grant** to contribute to capital costs for the completion of phase two of the project
- an **£80,000 revenue grant** to fund the post of a project development manager for two years
- a **£13,140 development grant** to help develop relationships with potential purchasers, implement strategic financial planning and evaluate the impact of VAT

CONTRACTS

All Saints has built partnerships with potential purchasers including Connexions, Birmingham Youth Service and Extended Schools. It has also secured a five year contract with Birmingham City Council – which has 'Beacon Council' status for its work in increasing third sector service delivery – to provide services to older people.

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“The input from Futurebuilders has helped us be a bit more realistic about the wish-list we originally put together. It’s also been a good foundation for the conversations and negotiations we’ve had to make with commissioners.”

Brian Miles, Director

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BRIDGE | £293,750

HEALTH AND SOCIAL CARE INVESTMENT

INVESTMENT OVERVIEW

Futurebuilders invested £293,750 in Bridge to assist with the purchase and refurbishment of premises in order to further develop and expand its range of support services.

Bridge was established in 1984 to help tackle the growing problem of drug and substance misuse in Bradford. The service was developed to help ex-users reduce their chance of relapse and now incorporates a needle exchange, day care centre, young persons service, drop-in service and support for female sex workers.

Bridge's services were initially funded through grant support with little certainty of continuation month-on-month. The Futurebuilders investment has enabled Bridge to become more self-sufficient through contracting with the local council and primary care trust.

The investment is also helping Bridge to develop a base from which to house its Structured Day Care Service and Young Persons Service, with the aim of tackling a range of health and social exclusion issues.

INVESTMENT BREAKDOWN

The **£293,750 Futurebuilders investment** comprised:

- a **£195,000 loan** to finance refurbishment work at Bridge's existing property in Bradford city centre from which to deliver expanded services; and to purchase a new property to house the growing Young Persons Service
- a **£50,750 revenue grant** to support salary costs for a finance and business development manager and a development officer
- a **£25,000 capital grant** for refurbishment costs
- a **£23,000 capacity building grant** to fund an internal review of HR and finance procedures

CONTRACTS

Bridge has developed very strong links with its local commissioners, resulting in significant contracts to deliver its services on behalf of Bradford and Airedale Primary Care Trust and the City of Bradford Metropolitan District Council.

“It’s important for us, our clients and the community as a whole to ensure we choose the right location for our building. Futurebuilders has completely understood this and hasn’t pressurised us to use the loan before we’ve found the right property.”

Martin Brook, Finance and Business Manager

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NOAH ENTERPRISE | £1,100,000

AGREEMENT IN PRINCIPLE INVESTMENT

INVESTMENT OVERVIEW

Futurebuilders invested £1,100,000 in NOAH Enterprise to support the building of a new welfare, training, social enterprise and accommodation centre in Luton, allowing the organisation to expand and modernise its existing services for homeless people.

Established in 1987, NOAH provides a range of advice and support to homeless and vulnerable people, particularly those with alcohol and/or drug addictions. The organisation currently delivers services from three buildings, providing practical help such as food, clothing, medical and psychiatric care, as well as advice on issues such as accessing accommodation and benefits. It also offers accredited training in craft and life skills and opportunities for work experience.

The new £10.5m centre, which is to be built on land gifted by the local council, will be known as 'The Luton Ark' and will bring together all of NOAH's core services under one roof. It will allow the organisation to provide increased welfare facilities and introduce residential accommodation; develop a new training facility from which to deliver NVQ training; open a community-focused retail store; and establish on-site health surgeries.


INVESTMENT BREAKDOWN

The **£1,100,000 Futurebuilders investment** comprised:

- a **£1,000,000 agreement in principle** to part-fund the Luton Ark project. Once the proposal is investment ready, this amount will be offered for draw-down by the organisation
- an **£80,000 revenue grant** to enable NOAH to recruit a specialist fundraiser and contracts manager to seek and negotiate new contracts
- a **£20,000 development grant** to develop a business plan and fundraising strategy

CONTRACTS

NOAH has contracts to deliver its services with Bedfordshire County Council, Luton Borough Council, the Luton Drug and Alcohol Partnership and the Cabinet Office Social Exclusion Unit. It also has tenancy agreements with the Luton and Bedfordshire Mental Health Partnership Trust and the Luton Community Policing Team.



“There is the bond of real partnership in NOAH’s relationship with Futurebuilders, they worked with us in a truly enabling way – providing support to help build essential in-house capacity, making accessible and relevant training available, encouraging networking between investees and, not least, believing in what we are doing.”

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COASTS | £65,335

SMALL INVESTMENT

INVESTMENT OVERVIEW

Futurebuilders invested £65,335 in Coasts to help fund start-up costs for a new scheme providing mental health support for young people in and around Plymouth.

Coasts was set up as a community interest company in July 2006 by social entrepreneurs Penny Logsdail and Tom Strannix, who created a range of programmes to educate young people about how to achieve positive mental health. Encouraged by demand from teachers, they ran a pilot to test the programme which identified an immediate need to help pupils learn about how to maintain their own mental health.

The organisation now works with over 1,000 young people aged 16-18 every year. Run in schools, the courses help students learn how to cope with challenges they face at school and in everyday life, such as exam stress, eating disorders and building confidence.

As well as a 10-week preventative course, Coasts offers intervention services such as counselling and group sessions. Parents and teachers are also encouraged to get involved in the support process to promote open conversations about the issues young people face.

INVESTMENT BREAKDOWN


The **£65,335 Futurebuilders investment** comprised:

- a **£25,000 loan** to help fund start-up costs and to recruit a development officer to help expand the service to a wider area
- a **£15,100 overdraft guarantee** to provide financial security and to support running costs during a period of continued growth
- a **£15,000 revenue grant** to employ a part-time administrator
- a **£10,235 capacity building grant** to purchase a software package, fund staff training and to enable research and work on the organisation's status as a community interest company

CONTRACTS

Coasts has contracts to deliver its services with over 30 secondary schools across Devon and Cornwall. It also works in partnership with the Plymouth Child and Adolescent Mental Health Service and holds contracts with the Learning and Skills Council to deliver the accredited courses 'Mental Health Awareness for Young People NOCN Level 1' and 'Introduction to Counselling Skills NOCN Level 2'.

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“Futurebuilders have provided excellent ongoing support throughout the investment process. They have been pivotal in helping us to establish and develop the organisation.”

Penny Logsdail, Director

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THE CROYDON PLAYCARE COMPANY | £504,500 CHILDREN AND YOUNG PEOPLE INVESTMENT

INVESTMENT OVERVIEW

Futurebuilders invested £504,500 in The Croydon Playcare Company to part-fund a £2.6m redevelopment of its existing premises.

The Croydon Playcare Company was established in 1976 to provide childcare and family support services in the Croydon area. The organisation provides a unique service in the borough, primarily working with lone parent families where the parent is in full-time employment or education. The Company's services include a nursery, school drop-off, after school care and holiday club for children aged between three months and 16 years.

The redeveloped building will provide Croydon Playcare with a purpose-built centre from which to deliver new and extended services, including a breakfast club and an inclusive play scheme. The new premises will also house an enlarged nursery, an adventure play area, a sensory room, and a young people's centre.

An additional part of the redevelopment will involve the creation of a 'community hub', which will be used for meetings, training and development, family support services and outreach health services, with the opportunity for users to benefit from on-site crèche facilities.

INVESTMENT BREAKDOWN

The **£504,500 Futurebuilders investment** comprised:

- a **£300,000 loan and a £130,000 capital grant** to contribute to the costs of redeveloping the building
- a **£39,000 revenue grant** to fund the post of a finance manager for two years
- a **£35,500 capacity building grant** to fund consultancy support for the establishment of new financial management systems, the purchase of ICT equipment and training, and a trustee review

CONTRACTS

The Croydon Playcare Company has been chosen by The London Borough of Croydon to be part of its Children's Centre programme. It has agreed a service delivery plan with this Council, which has 'Beacon Council' status for its work in increasing third sector service delivery.

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“Working with Futurebuilders was actually an enjoyable process – it was challenging but extremely supportive. It is true to say that without their support and big piece of the jigsaw, the building of our new centre would not have been possible.”

Sue Moses, Chief Executive

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THOMAS | £476,514

CRIME INVESTMENT

INVESTMENT OVERVIEW

Futurebuilders invested £476,514 in THOMAS (Those on the Margins of A Society) to enable the organisation to purchase and refurbish a building in order to expand its drug and alcohol rehabilitation programme for ex-offenders.

Formed in 1994 by local minister Jim McCartney, THOMAS is a cross-cutting organisation working to reduce crime and improve the health and education of the people it supports. The group offers floating support for people with dependency problems living in the Blackburn-with-Darwen community, as well as providing a drop-in service and several supported housing units.

The Futurebuilders investment allowed the organisation to increase its provision of services through the purchase of a new building providing live-in rehabilitation for up to 30 people.

Futurebuilders also referred THOMAS to Unity Trust Bank which invested £420,000 in the project – an example of Futurebuilders co-financing with other lenders.

INVESTMENT BREAKDOWN

The **£476,514 Futurebuilders investment** comprised:

- a **£336,514 loan** to fund the purchase of a new building to expand its rehabilitation service
- a **£140,000 capital grant** for refurbishment costs

CONTRACTS

THOMAS has spot purchase contracts with local authorities in Blackburn-with-Darwen, Lancashire, Blackpool, Rotherham, Salford, St Helens, Liverpool and Bolton.

THOMAS

“THOMAS has a clear view of how it fits into the public sector. This means we naturally have a long-term approach to our service, so we were quite confident about applying for a loan, as opposed to the more obvious grant-funding option.”

Jim McCartney, Chief Executive

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WAVENEY CROSSROADS | £157,500

HEALTH AND SOCIAL CARE INVESTMENT

INVESTMENT OVERVIEW

Futurebuilders invested £157,500 in Waveney Crossroads to support the refurbishment of a building in order to expand its provision of care services.

The Suffolk-based charity, who became Futurebuilders 200th investee in March 2007, is the main independent provider of respite care for carers in the Waveney district of Suffolk, offering traditional 'in the home' care services and day services from two centres in Lowestoft.

The Futurebuilders investment enabled Waveney to buy its new 'Crossroads Care Centre' building, increasing the number of days it offers to adults in need of care, and introducing new services to support carers.

The new centre, which opened in Spring 2008, promotes social inclusion and provides a stimulating environment for those being cared for, as well as providing carers with the opportunity to take extended breaks and meet others in similar situations.

INVESTMENT BREAKDOWN

The **£157,500 Futurebuilders investment** comprised:

- a **£97,500 loan** to refurbish and equip the new centre
- a **£60,000 revenue grant** to fund the establishment of a new development manager post for two years to identify and diversify new income streams

CONTRACTS

Waveney Crossroads has contracts to deliver its services with Suffolk County Council, Suffolk Family Carers and the Social Services Children's Department. It also takes referrals from the Alzheimer's Society.



“As a small organisation already planning a mortgage to purchase new premises, we weren’t ready to take on a further loan from the bank. Working with a Futurebuilders consultant, we were able to develop a realistic business plan. The thorough application process and on-going support has enabled us to expand our service while thinking about the future plans.”

Sheila Hyde, Director/Treasurer

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PADDINGTON ARTS | £240,000

ARTS INVESTMENT

INVESTMENT OVERVIEW

Futurebuilders invested £240,000 in Paddington Arts to enable the construction of a new facility dedicated to digital media production.

Founded in 1987, Paddington Arts delivers wide-ranging integrated programmes of dance, drama, song and digital media to young people aged 6-26 in a disadvantaged area of West London.

With the majority of its programmes focusing on dance and drama, Paddington Arts has historically attracted a higher intake of girls than boys, meaning a significant number of disadvantaged young males who could benefit from its services were choosing not to get involved. To find out how they could combat this, the organisation carried out a wide-ranging community consultation which showed that a dedicated and comprehensively equipped digital media suite would attract more young males to the programmes.

The Futurebuilders investment is helping Paddington Arts to reach out to these potential service users by funding a building extension to house the digital media suite.

INVESTMENT BREAKDOWN

The **£240,000 Futurebuilders investment** comprised:

- a **£200,00 loan** to build and equip the digital media suite
- a **£30,000 revenue grant** to fund the post of a business development manager
- a **£10,000 capacity building grant** to provide governance training and carry out a risk assessment

CONTRACTS

Paddington Arts delivers the majority of its services through contracts with Westminster City Council and the London Development Agency. The organisation has also been successful in two consortium bids – one to deliver part of the new Creative Diplomas for Westminster City Council, and the other, part funded by the Learning and Skills Council, to deliver a documentary filmmaking programme to 16-19 year olds who are not in education, employment or training (NEET).

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“Backing from Futurebuilders strengthened our position as equal partners in consortia. The whole process was very supportive, gave us more options and enabled us to prepare for the expansion of our services.”

Steve Shaw, Director

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STREETVIBES YOUTH | £215,000

BME INVESTMENT

INVESTMENT OVERVIEW

Futurebuilders invested £215,000 in StreetVibes Youth to help build its capacity to deliver long-term music and media training, education courses and engagement activities for hard-to-reach young people from ethnic minority communities.

Based in Lewisham, South London, StreetVibes Youth is a small Black and Minority Ethnic (BME) led organisation that uses a combination of music and media-making activities to work with disaffected young people.

The organisation delivers training and education in a range of music and media related areas such as DJing, sound engineering, animation and radio production. Its mission is to build mutual respect and social cohesion between young people from different backgrounds, as well as encouraging creativity, communication, management and productivity. It also delivers outreach programmes to schools and social centres.

The Futurebuilders investment is enabling StreetVibes Youth to employ more staff and purchase more equipment in order to increase its capacity to take on additional contracts. Its aim is to increase the overall number of service users, with the goal of reaching 5,000 beneficiaries over the next five years.

INVESTMENT BREAKDOWN

The **£215,000 Futurebuilders investment** comprised:

- a **£94,000 loan** to fund salaries and working capital
- an **£80,000 capital grant** to purchase equipment
- a **£30,000 overdraft guarantee** to provide further working capital
- a **£6,000 revenue grant** to support course development
- a **£5,000 capacity building grant** to produce a development plan

CONTRACTS

StreetVibes Youth receives referrals from various statutory agencies responsible for rehabilitating disaffected young people, including Connexions, the Metropolitan Police, social services, probation services, youth services and youth offending teams. Other service users are self referred, or recruited through the organisation's outreach programme.

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“Futurebuilders’ support has enabled us to develop a service that meets a real need in the public sector that wasn’t being met before. Taking on a loan felt risky, but with both the financial and ongoing professional support of Futurebuilders, we have found it much easier to win contracts to deliver our services.”

Sonia Ramanah, Co-founder and Managing Director

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URGENT CARE | £399,000

QUASI-EQUITY INVESTMENT

INVESTMENT OVERVIEW

Futurebuilders invested £399,000 in Urgent Care to fund start-up costs for a service providing accessible urgent care.

Formed in 2006, Urgent Care is a clinician-led NHS social enterprise that uses nurses and emergency care practitioners (ECPs) to meet the urgent care needs of users in South East and North West London, Surrey and Essex. This involves responding to out-of-hours doctors' calls and urgent daytime calls in the community, and walk-in and urgent care centre patients.

Urgent Care supports the NHS and patients by providing accessible and personalised healthcare services at times or places where provision may be lacking; and to disadvantaged and marginalised groups not well served by current provision.

The quasi-equity (royalties-based) investment package is providing financial backing for Urgent Care while it secures the contracts it needs to become self-sustaining. It began delivering its first contract in July 2007, providing nursing staff and ECPs for out-of-hours home visits.

INVESTMENT BREAKDOWN

The **£399,000 Futurebuilders investment** comprised:

- a **£300,000 development capital grant** to fund start-up costs in the first year of the project – this is subject to a performance related return structure
- a **£34,000 revenue grant** for initial start-up costs
- a **£25,000 capacity building grant** to cover the legal and related costs of developing the performance related return deal, and for trustee and director development
- a **£30,000 overdraft guarantee** to cover potential cashflow deficits
- a **£10,000 development grant** to support the organisation in changing its legal status

CONTRACTS

Following a pilot contract in 2007, Urgent Care has secured contracts in North West and South East London and Essex, including direct service level agreements with a range of London primary care trusts and out-of-hours providers. This includes ongoing contracts with Bromley Primary Care Trust, Harmoni and Thamesdoc.

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“Working with Futurebuilders has been very creative and great fun! They have helped toughen us up, supported us with problems, been practical in helping with financial reporting, and given us the equity resource to grow the business across London.”

Bamber Postance, Chief Executive

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