

# Baxendale Impact Report

2022-2023



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# Foreword

At Baxendale, our core business is delivering innovative, sustainable, and cost-effective consultancy support for health, care and wellbeing organisations. Now more than ever, it is critical that these organisations are supported to find solutions to the rising needs, financial pressures and strain on services.

Beyond our core business, Baxendale has a complex and rich history that shapes our values and legacy today. As an employee-owned business, good governance and collective culture is not only something we champion in theory but woven into the fabric of our business structure. Every employee at Baxendale is a “partner” in our business, and as such are all play a fundamental role in shaping our business strategy and ethos.

As a B-Corp, this year we have also made a conscious effort to consider our environmental impact. Despite being a small, and mostly remote business, we understand it is our responsibility to reflect and respond to our carbon footprint.



## Our Values

We take great pride in our inclusive employee culture. As an employee-owned organisation, we place great emphasis on how we work together, on accountability, transparency and having an ownership mindset so everyone is truly invested in our success.

At the end of 2023, we took some time to review our organisational values to ensure these reflect our company culture, our purpose, and our vision and mission. We aim to launch our new values later in 2024.



# Purpose



# Transforming Health & Wellbeing Outcomes

Baxendale's mission as a business is to transform health and wellbeing outcomes by supporting organisations and systems to transform and thrive.

We do this by combining insight, advice and capacity with proven tools and solutions to help organisations and systems:

- To transform, modernise and drive quality
- To establish and foster effective partnerships with the structures and governance to support integrated care
- To develop sustainable and impactful workforce, digital and infrastructure solutions
- To support organisations to scale, grow and win new business
- To identify, foster and commercialise innovation

We do this in a way that offers value for money and supports our clients make a meaningful contribution to the health, social and economic well-being of the local communities they work within.

# Who we support

As a consultancy, we recognise that the social impact we generate is absolutely tied to that of our clients. In 2022, we supported 26 organisations including NHS Trusts, Integrated Care Boards, social enterprises, private companies, charities and other voluntary sector organisations. Of these\*:

- 32% deliver Community Health Services
- 29% deliver Mental Health Services
- 25% deliver Primary Care Services
- 25% deliver a range of health, care and wellbeing services ranging from end of life care to specialist health advocacy

A number of our projects supported a range of vulnerable or marginalised groups.

- 22% of the organisation we supported provided services for people with poor mental health.
- 37% of the organisations we supported provided services for people in need of housing support or advice.

\*Some organisations deliver services in multiple areas.

# Client Feedback

100% of our clients are “Very Satisfied” with:

- ✓ The Quality of our Work
  - ✓ Value for Money
  - ✓ Timeliness
  - ✓ Project Leadership
  - ✓ Responsiveness
  - ✓ Communication
- **88%** of our clients are “Very Likely” to recommend us
  - The remaining were “Likely” to recommend us.

Our clients felt supported in the following areas...

- 86% cited Improvement, innovation, and transformation
- 43% cited Growth, funding and procurement
- 43% cited Organisational partnership and development
- 43% cited Infrastructure & Estates planning
- 14% cited Workforce Strategy and Solutions
- 14% Evaluation, impact and engagement



# Client Feedback

- 100% cited improved leadership and teamwork
- 86% cited improved strategic direction and clarity of purpose
- 57% cited improved partnerships and integrated working
- 43% cited improved staff wellbeing
- 43% cited improved communication with staff and service users

**50%** of our clients described our impact as “**Significant**”

A further **50%** described our impact as “**Transformational**”

## Client Quote

*“Baxendale excel at being able to put multiple random and often incoherent thoughts into an order that makes sense. They also have a wealth of experience and example to draw on which help to crystallise thoughts and actions and learn from other areas (without breaking commercial confidence of course).*

*They are also skilled at collaborating in a meaningful way with all stakeholders without getting bogged down in a 'design by committee' type cycle. This all means that there is a pace, rigour and process to projects giving the best chance of successful delivery.”*

***(A Community Services Provider)***

# Service User Impact

Our clients provide health services for the following groups:

- 57% serve the wider population
- 29% serve older people
- 29% serve children, young people and families
- 43% serve adults with mental health conditions

Our clients expect Baxendale's work to have the following impact on their population:

- 14% are now able to serve groups of people that were previously excluded.
- 29% are now able to serve a greater number of people
- 86% feel the quality of their care has improved, leading to improvements in mental or physical health for our population
- 43% have developed new service offers, allowing us to meet different needs
- 57% have improved the experience for our end-users.





# People

# Baxendale Employee Ownership Legacy

Baxendale has a complex and rich history. The company originally started out as a family-owned foundry company. In 1983, Philip Baxendale transferred his family business 'Baxi' (by then the leading boiler maker in the UK) to his employees, via an Employee Benefits Trust. It was his commitment and belief in fairness, shared wealth creation, participation and fulfilment that led to his decision.

As outlined above, cultivating a positive work culture is our principal objective as an organisation. We are constantly striving to create an environment where everyone is comfortable voicing their opinion and everyone takes a shared responsibility for the future of the company.

But it's not just today's Partners we consider. In fact, our Trust Deed mandates us to make decisions in the interests of our current AND future Partners. This long-term approach translates into everything we do, not least the way in which we build long-term partnerships with our clients. We develop trusted and meaningful relationships to get to know our clients, understand their challenges, and address them together.

# Baxendale Employee Benefits

We believe that for our employees to flourish, we need to invest in their professional growth, learning and development. That is why we are proud to support a wide variety of training opportunities, including the funding of part-time MBAs or other formal qualifications.

We also offer a share incentive programme, giving our Partners a further stake in the success of our company.

As a B-Corp, we also firmly believe in putting our colleagues' wellbeing at the heart of what we do. Flexible remote working is part of that commitment. We also offer a generous pension scheme, as well as life insurance and access to private healthcare.



# Planet

# Our Carbon Footprint

We have partnered with Climate Consultancy, Super Critical, to measure our carbon footprint and define our strategy for working towards Net Zero.

Supercritical's methodology is aligned with the GHG Protocol standard, the standard developed by the World Resources Institute (WRI) and used by governments & cities all over the world as well as over 92% of Fortune 500 companies.

**37%**  
of emissions were  
created from Business travel

Emissions associated with Baxendale's Business travel generated 10.8 tonnes of CO<sub>2</sub>e emissions.

**2.82** t CO<sub>2</sub>e  
per employee

LOWER THAN AVERAGE

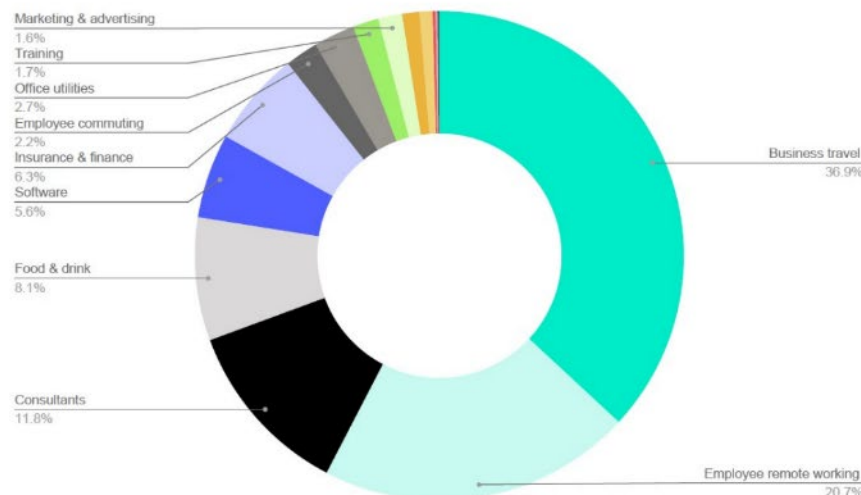
Your total footprint equates to 2.82 tonnes CO<sub>2</sub>e per employee over 2022. The average footprint for a UK resident is 12.7 tonnes per year, and the average footprint of a professional services employee is 3.1–4.1 tonnes.

**0.03**  
GHG intensity ratio

ABOUT AVERAGE

The ratio between your footprint and revenue in 2022. This is an industry standard way to normalise your footprint so you can track progress over time.

## Emissions breakdown



## GHG protocol breakdown by scope

t CO <sub>2</sub> e	
<b>Scope 1</b> Direct emission from fuel combustion in own buildings and vehicles	<b>0</b>
<b>Scope 2*</b> Emissions from electricity and heating use in control of the company	<b>0</b>
<b>Scope 3</b> Emissions from the corporate value chain	<b>29</b>

# Environmental Commitments

In response to our carbon footprint before, Baxendale have agreed to work towards becoming a carbon neutral business, meaning we will continue to measure our carbon footprint, and commit to offsetting the remaining emissions at the end of each period.

Based on our 2022 report, we are taking the following initiatives forward for consideration for next year.

1. Formalising a Business Travel Policy, e.g. advising a minimum train time length before flying is advised.
2. Implementing vegetarian eating into company meals
3. Engaging our suppliers and ensuring our partners share our values to reduce out carbon footprint.



