

THE GREEN PARK PUBLIC SERVICE LEADERSHIP 5,000 (2015-16)



A Review of Diversity
in the UK's Public and
Not-for-profit Sectors

A report from:

green park
INTERIM & EXECUTIVE SEARCH

THE GREEN PARK PUBLIC SERVICE LEADERSHIP 5,000

This is the second Green Park Public Service Leadership 5,000 (GPPS 5,000) survey; a unique, in-depth analysis of gender and ethnocultural diversity among the 5,000 most senior employees who serve the public, directly or indirectly, on a not-for-profit basis. This is a companion study to our analysis of the FTSE 100's top 10,000 executives, which is published annually.

The not-for-profit organisations we have examined for this study all share two key characteristics. First, they are all supported in some way by the taxpayer. Second, while, like private companies, these organisations are required to recruit the most capable personnel they can, they also carry a statutory responsibility to engage the widest possible range of individuals as possible, especially in their leadership and governance.

The GPPS 5,000 identifies the backgrounds of many of the key individuals who lead these organisations. We believe that the most important quality of these individuals should be their personal capability, measured by their experience, achievement and potential. But we also believe that no organisation can be sustainably successful without a range of skills and outlooks in its leadership team, and that there is a clear correlation between those qualities and the identity diversity of the team.

The principle of hiring exceptional and diverse professionals lies at the heart of Green Park's business case for diversity, which has remained constant since its founding in 2006. At Green Park, we believe that the right mix of talent within top teams is essential if organisations are to achieve a "diversity dividend". (Studies have shown that there is a link between businesses' gender and ethnocultural mix at a senior level and their financial performance.)

In our first survey, in 2014, we demonstrated that while there are some encouraging signs, we still have a very long way to go to achieve the best public leadership mix our diverse society can offer. Regrettably, despite much greater attention on this subject than ever before, this year's data shows that we have actually regressed, in general, across the board. The evidence supports those who argue that the time has come for consideration of more active measures to foster greater diversity in the leadership of our public and not-for-profit bodies.



Raj Tulsiani
CEO
Green Park Group



Trevor Phillips OBE
Chair
Green Park Diversity Analytics

EXECUTIVE SUMMARY

The Green Park Public Service Leadership 5,000 (GPPS 5,000) maps the gender and ethnocultural diversity of selected board and executive leaders in public and not-for-profit organisations. The sample is carefully designed to allow comparison with the Top 3 and top 20 levels of The Green Park Leadership 10,000. In total, we have examined the files of 3,597 individuals working in central government, local government, public agencies and corporations and the third sector.

SUMMARIES

Government Departments

- The figures for 2015 reveal that the sector has virtually remained unchanged – there are essentially no employees of black or Chinese/other Asian origin in the senior civil service (SCS) grades 1 – 4 (in ascending order of seniority: deputy director, director, director-general, permanent secretary).
- Ethnocultural diversity is more or less stagnant; there has been a backward movement in minority representation in the SCS. At senior levels, ethnic-minority staff remain under-represented by a factor of almost four to one.
- Although there have been increases in gender diversity at SCS grades 1-3, the senior ranks of government departments still display a deficit of almost two to one.

Local Authorities

- There are no non-white local authority CEOs in London and none among the eight “core cities” outside London.
- Outside the top layer of CEOs, the core cities are this year’s big movers. Among their top 20 executive layer, they now show an ethnocultural minority representation that is greater than London’s and the FTSE 100’s. Elsewhere, however, there is less ethnocultural diversity in non-urban local authority leadership across the UK than in the FTSE 100.
- Gender diversity across the top 20 positions in local government remains virtually the same as 2014, significantly better than that shown by the FTSE 100.
- The gender-diversity figures for London and non-London authorities are now comparable, but women who aspire to top jobs have far better prospects in county councils and London councils than their (non-London, urban) core cities counterparts.

Third Sector

- In 2014, we observed that this sector suffered severely from “snowy white peak” syndrome. Ethnocultural minorities are still under-represented in the UK’s third-sector leadership; only 3 per cent of executive roles are occupied by ethnocultural minorities. In this respect, the third sector is even less diverse than the FTSE 100’s top 20.
- This group’s top 20 is remarkably gender diverse, with women taking two of every five positions. This is twice as gender diverse as the FTSE 100’s top 20.
- However, women are still unable to break through the glass ceiling to the very top jobs.
- The scarcity of female CEOs is still prevalent; this may be related to the fact that just one in every five of the charity board chairs responsible for appointments to these posts is female.

THE SCOPE OF THE REVIEW

The GPPS 5000 is designed to provide an unprecedented depth of information about the diversity of the sector's leadership.

- It is **larger** than any non-Green Park survey so far constructed for this purpose;
- It is **three-dimensional**, offering breakdowns of public-service leadership by gender, ethnicity and cultural background;
- It goes **deeper**, analysing both of the top two layers of leadership rather than simply focussing on the board of directors, the trustees or the chief officers of a council;
- It is **sector specific**, providing comparison between the various not-for-profit kinds of body, and benchmarked against The Green Park Leadership 10,000.

METHODOLOGY

We have examined the background of 3,597 individuals in total.

We have examined 527 individuals in the third sector, 1,167 individuals in UK central government, 1,158 individuals in local government and 745 individuals in other public bodies.

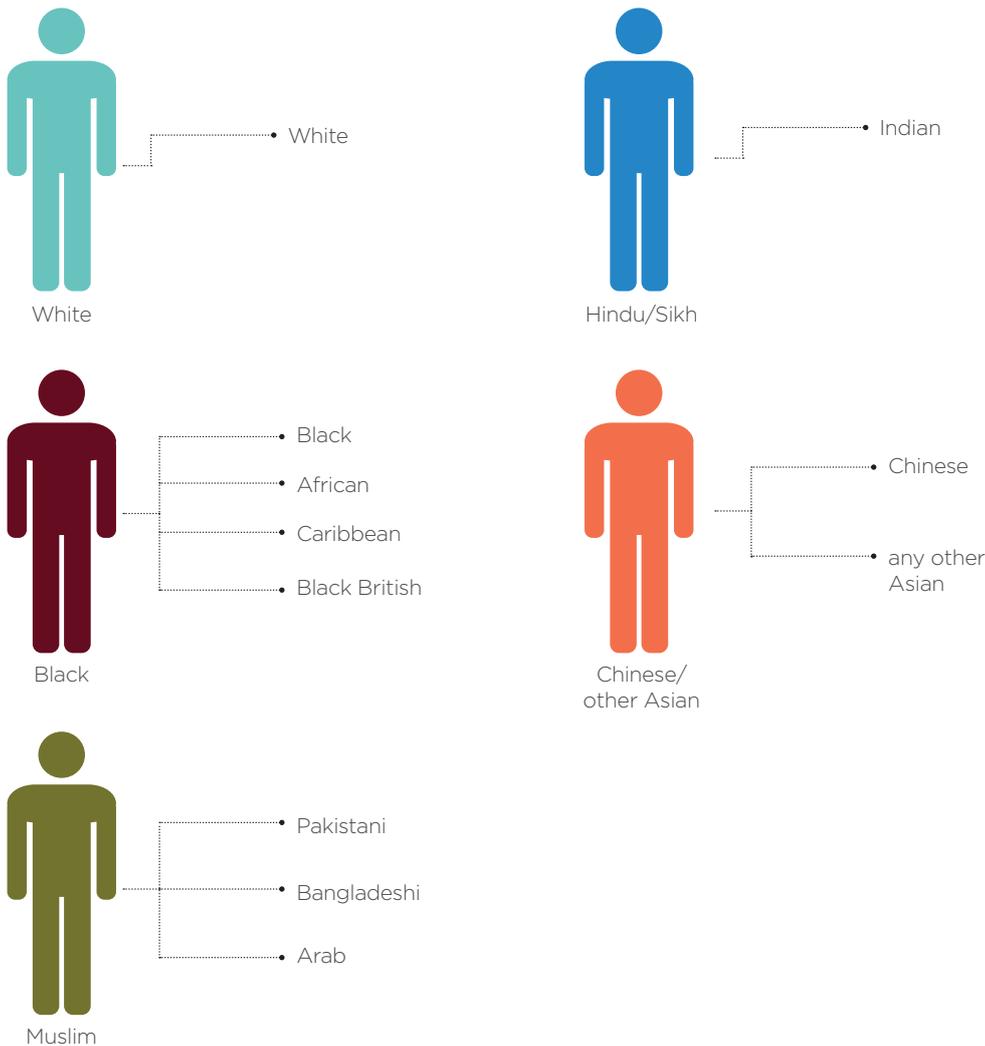
The analysis by gender and ethnocultural origin is collated using Origins, a unique software tool created by Professor Richard Webber, best known as the lead developer of two of the most commonly used consumer classification systems in the world: Mosaic and Acorn. This software employs a database of 1.2 billion individual records globally. It uses 2.5 million family names and 0.8 million personal names to generate algorithms that can associate individual names with gender and ethnic or cultural identity. We have tested this against several samples where the ethnic and/or gender compositions are known through other methods and achieved accuracy in excess of 95 per cent. For example, against a file of 40 million British adults, the software we use produces a population breakdown directly comparable to that of the 2011 census.

In some respects, our breakdown differs slightly from that published by public service employers. The principal reason is that most published surveys rely on self-declaration, which, in the case of ethnocultural origin, suffers from partial or incorrect returns and differential rates of return by various ethnic groupings. Our Origins database is unaffected by any of these difficulties. In the case of the executive-level employees considered in this report, virtually all names are published on the relevant organisation's website or annual report. Where possible, we have validated our results through other methods.

TERMINOLOGY

In analysing the ethnocultural diversity of the GPPS 5,000, we have categorised names in over 200 different classifications. To make the picture meaningful, and to approximate to common usage, we have aggregated these into five categories – three ethnic categories (white, black, Chinese/other Asian) and two cultural/religious categories (Muslim and Hindu/Sikh).

For ease of reference, this is how our categories correspond to those used by the Office for National Statistics (ONS):



We are confident that these categorisations are, in practice, the best comparisons for the identity groups used.

In a few cases where a group is identified both by national and cultural signifiers, we have chosen what we take to be the category that most strongly predicts outcomes. For example, Indian Muslims are categorised in the broad group “Muslim”.

People of mixed heritage tend to be counted according to their male parental origin, though the combination of personal and family name usually offers a strong indication of the most appropriate category.

THE UK POPULATION

Our results have to be seen against the background of the country's ethnocultural composition.

In 2011, most of the UK population described themselves as belonging to the "white" ethnic group (87 per cent, or 55 million).

The remaining 13 per cent (8.1 million) belonged to a minority-ethnic group, representing one person in eight of the UK population.

The Asian/Asian British (including Chinese) ethnic group accounted for 7 per cent of the UK population (4.4 million people). The black ethnic group accounted for a further 3 per cent. The remaining 3 per cent was composed of a variety of smaller groups.

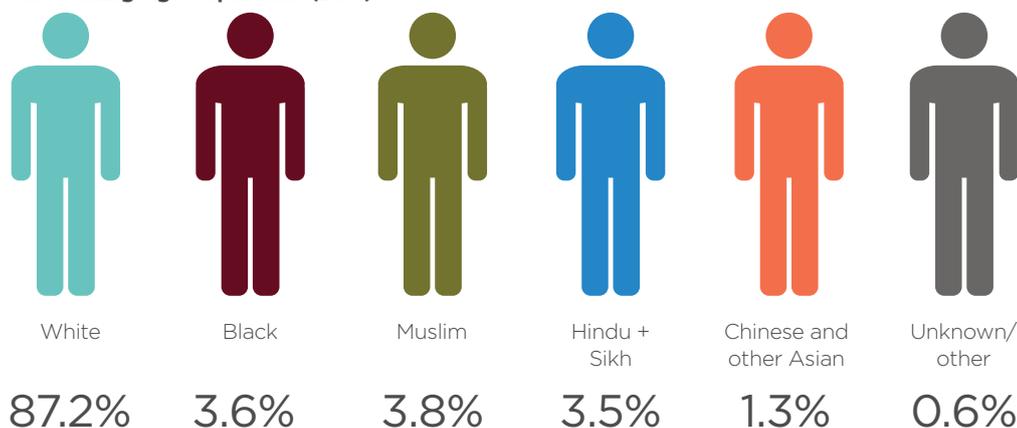
Our database classifications - for both the overall and the working population - are consistent with those derived from the census.

In this report, we focus on local authorities inside and outside of London. In London, just 44.9 per cent of residents describe themselves as white British, with another 14.9 per cent accounting for other white groups, compared to the total white figure of 87 per cent for the whole UK, as seen in the statistics above. In the eight core cities, the population is divided 83:17 white/non-white on average, with minority shares ranging from 5.5 per cent to 30 per cent; in the 27 county councils we examined, the mean ratio is 94:6, with minority shares ranging between 1.5 per cent and 13.5 per cent.



Our proportions of different ethnic groups in the UK are as below.

UK Working Age Population (2011)



UK GOVERNMENT DEPARTMENTS

We have compiled a database identifying the most senior individuals in 24 ministerial departments and 22 non-ministerial departments. The most senior (SCS4) are permanent secretaries; the least senior (SCS1) are, generally speaking, referred to as deputy directors. The total database constitutes 1,167 individuals. This corresponds, broadly speaking, to our FTSE 100 top 20 executive cohort; we have provided comparisons below.

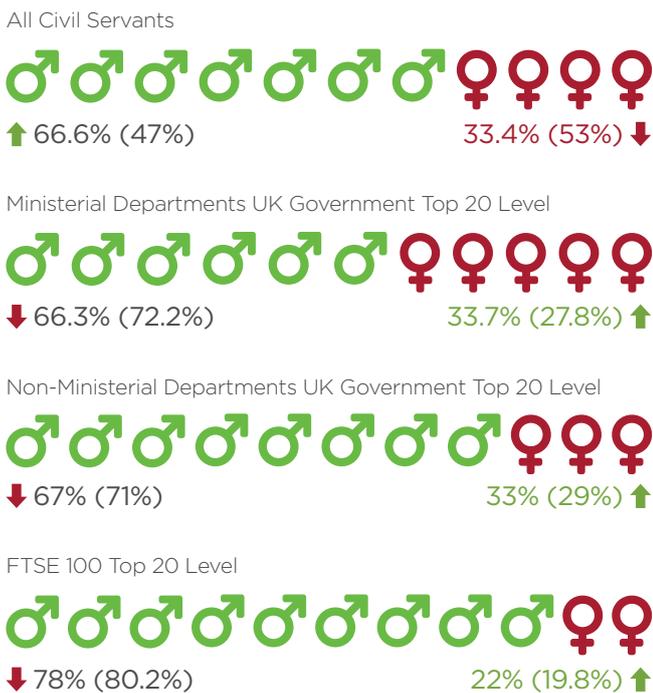
GENDER DIVERSITY

Our analysis of the top 20 cohort of the SCS by gender has revealed that, unsurprisingly, there has been no change from 2014; women are still under-represented by almost two to one.

There is little variance between ministerial departments and non-ministerial departments. The SCS, once again, outperforms the FTSE 100 in terms of gender diversity, as illustrated on Figure 1.

There has been an increase of 11.3 percentage points in the number of women in SCS1 roles, and in SCS2 and SCS3 by an average of 3.3 percentage points. However, the number of women in SCS4 roles (the most senior positions) has decreased by 3.6 percentage points compared to 2014.

Figure 1: Comparing Gender Diversity in UK Government Departments with FTSE 100 at Top 20 Level (2014 figures in brackets)



Gender Diversity Rankings across Ministerial Departments (SCS4-SCS1)¹

1. Department for Environment, Food and Rural Affairs
2. Department for Health
3. Department for Communities and Local Government
4. Department for Education
5. Cabinet Office
6. Department for Transport
7. Department for Work and Pensions
8. Ministry of Justice
9. Home Office
10. Department for International Development
11. Ministry of Defence
12. Foreign and Commonwealth Office

Figure 2: Gender Diversity: Ministerial Departments - Senior Civil Service (SCS4 - SCS1) (2014-15 figures in brackets)

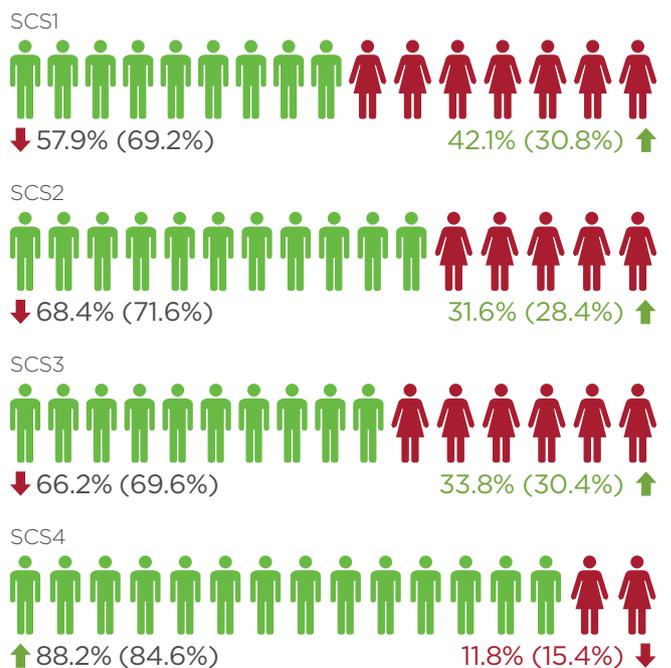
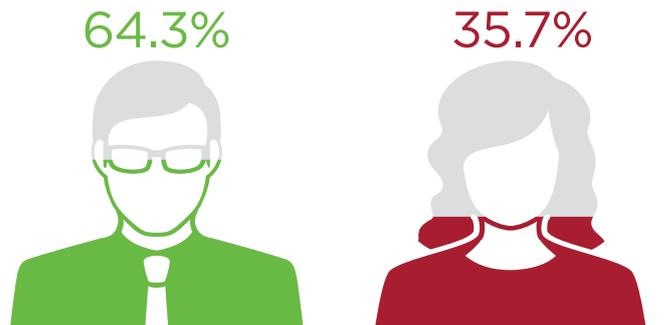


Figure 3: Gender Diversity: Non-Ministerial Department Chief Executives

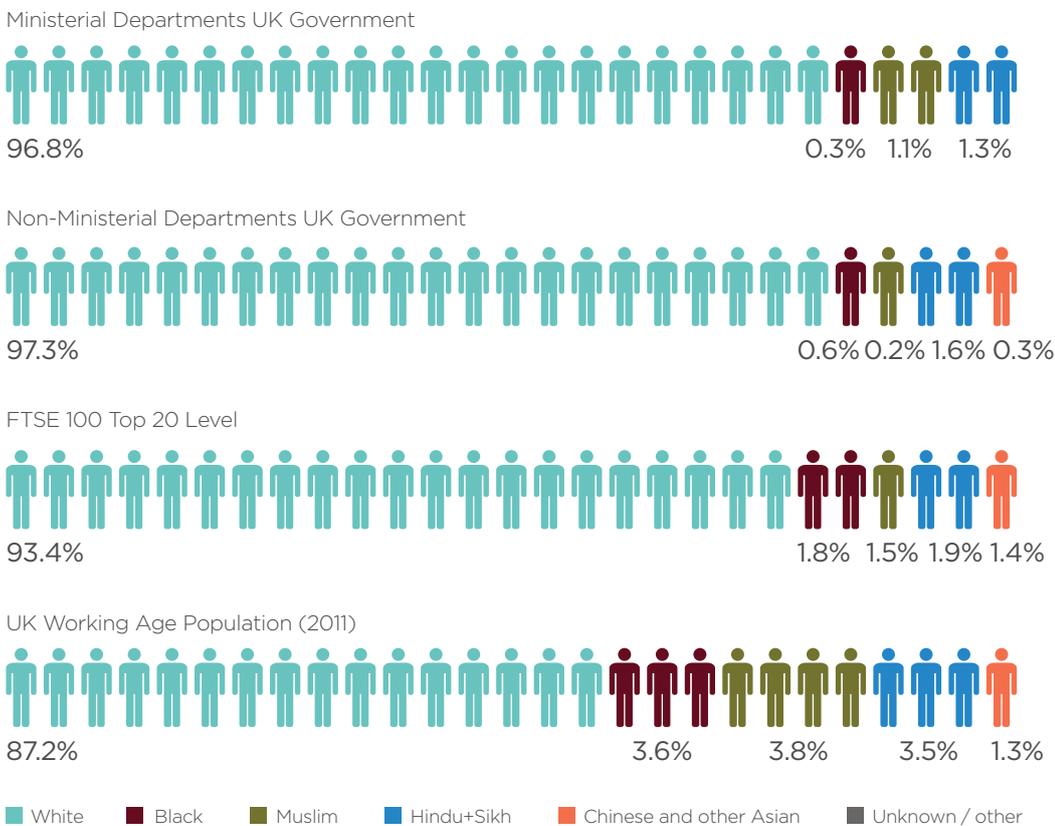


¹Insufficient employee records to give fair representation found for: Attorney General for Scotland, Attorney General's Office, Department for Culture, Media and Sport and Northern Ireland Office (cont. on page 8)

ETHNOCULTURAL DIVERSITY

The ethnocultural background analysis of the top 20 in the UK government departments reveals that black and Chinese/other Asian Britons are, once again, virtually unrepresented at senior levels. Even compared to FTSE 100 companies, where ethnocultural minorities are extremely under-represented, the Senior Civil Service is once again even more noticeably “vanilla”.

Figure 4: Comparing Ethnocultural Diversity in UK Government Departments with FTSE 100 at Top 20 Level



Ethnocultural Diversity Rankings for Top 5 Ministerial Departments (SCS4-SCS1)

1. Foreign and Commonwealth Office
2. Department for Work and Pensions
3. Department for Education
4. Department for Environment and Rural Affairs
5. Department for Communities and Local Government

LOCAL GOVERNMENT

Our analysis of the leadership of local government examines the two most senior layers of executive management in England and Wales. We have collected data on the leadership of the eight core cities, the county councils in England, and all 32 London councils. As in 2014, we present these results in total, and also as separate classes, ie, London, Core Cities and county councils.

Our database includes: 204 individuals occupying the top two layers of leadership at the eight core cities outside London; 246 individuals at the 27 county councils and 708 individuals at the 32 London Boroughs.

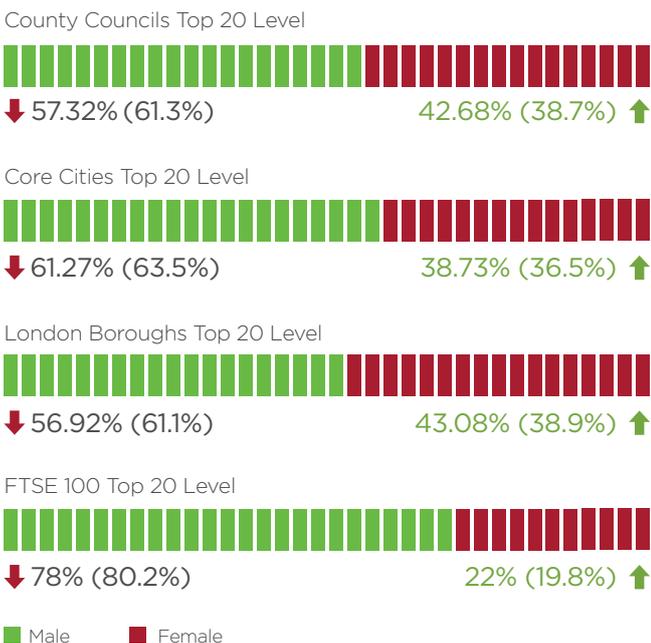
- The top two layers of leadership are defined as follows:
- The chief executive and his direct reports - chief officers
 - The reports to any of these individuals - level 2

This constitutes an average 17 individuals in each of 67 authorities, which provides a basis for comparison with the top 20 in the FTSE 100, and the SCS.

ALL AUTHORITIES: GENDER DIVERSITY

Figure 5 illustrates that local government is more gender diverse at senior levels than the FTSE 100, but that it still remains short of parity with the gender division in the population as a whole.

Figure 5: Comparing Gender Diversity in Local Government with FTSE 100 at Top 20 Level



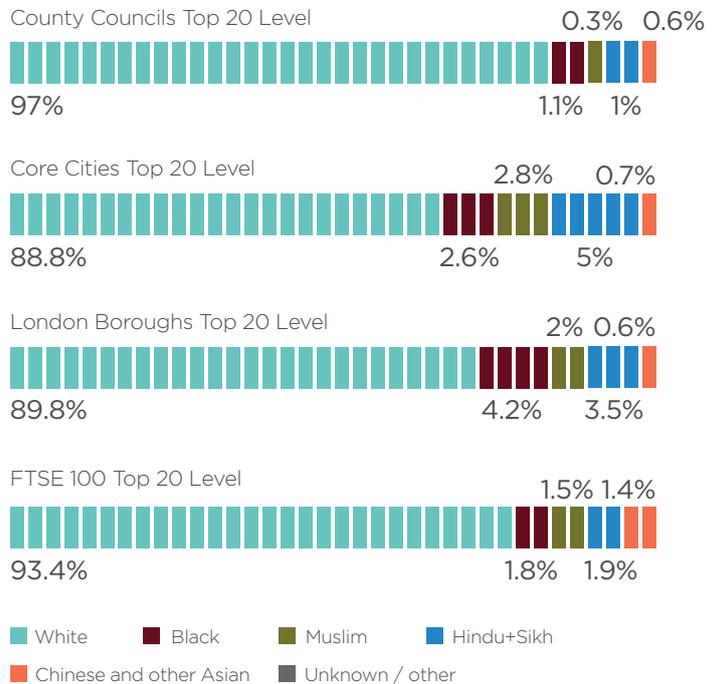
ALL AUTHORITIES: ETHNOCULTURAL DIVERSITY

We also scrutinised the extent of ethnocultural diversity among local authority leaderships inside and outside of the M25. Once again, London looks a little more representative. Surprisingly, the core cities have increased the ethnocultural diversity among local authority leaderships to an extent where it is now reflecting the situation in London quite closely.

However, in the context of a white/non-white ratio of 87:13 nationally and a 60:40 ratio inside London, the presence of ethnic minorities at the highest level of local government remains well short of parity.

In the core cities, however, with a white/non-white population ratio of 83:17, the presence of ethnic minorities at the highest level of local government is remarkable. The data shows an 11.1 per cent ethnocultural minority representation, which is greater than London's 10.3 per cent and the FTSE 100's abysmal 6.6 per cent.

Figure 6: Comparing Ethnocultural Diversity in Local Government with FTSE 100 at Top 20 Level

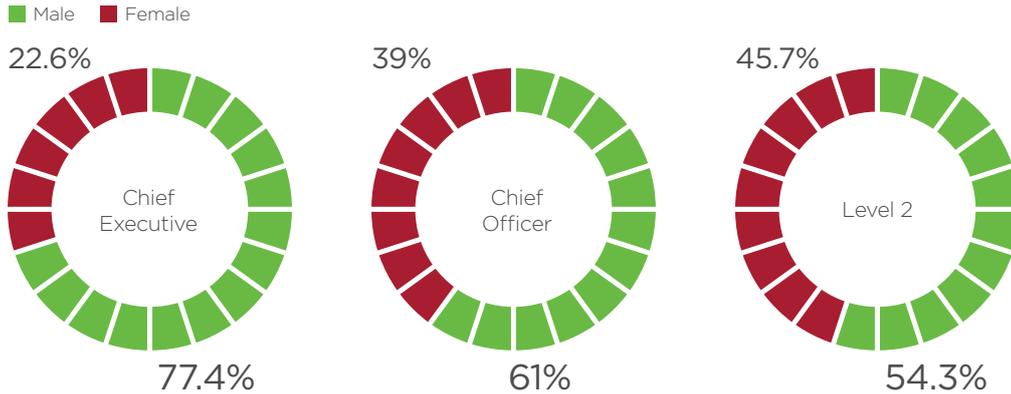


LONDON BOROUGHES

GENDER

The figures for London's boroughs display a familiar pattern of female under-representation. However, the male-to-female ratio at level 2 suggests that there are women in the executive pipeline who are capable of winning appointment to top positions in the near future.

Figure 7: Gender Diversity within Top Levels in London Boroughs

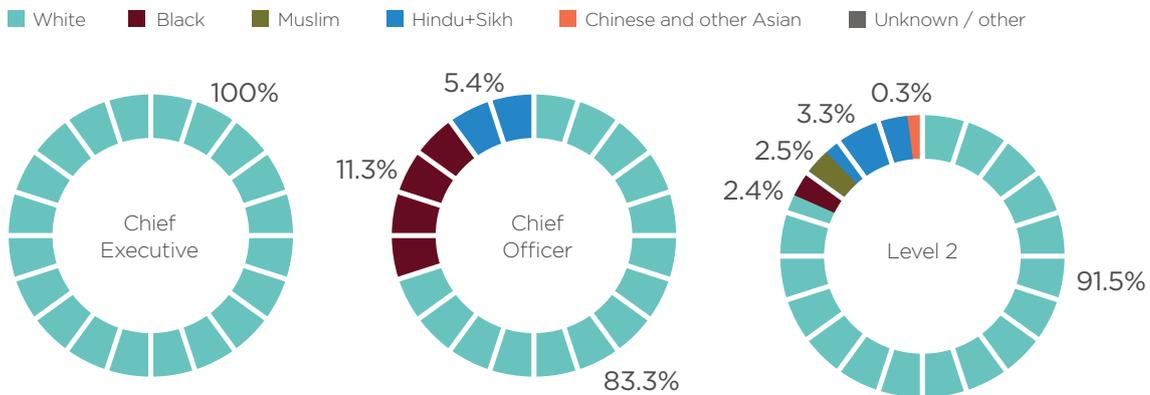


The London Borough of Waltham Forest (56.3 per cent female), Barnet (53.1 per cent female), Haringey (52 per cent female) and Richmond upon Thames (50.5 per cent female) possess the most gender diverse leadership. The London Borough of Hillingdon (21.7 per cent female) and Hounslow (20 per cent female) display the least gender diverse leadership.

ETHNOCULTURAL DIVERSITY

In our examination of the ethnocultural diversity of London's local authority leadership, one finding stands out; because the only ethnic-minority chief executive of a local authority stepped down in 2015, there are now no chief executives of colour in the 32 boroughs - this despite the fact that some 40 per cent of London's residents are from visible minorities.

Figure 8: Ethnocultural Diversity within Top Levels in London Boroughs



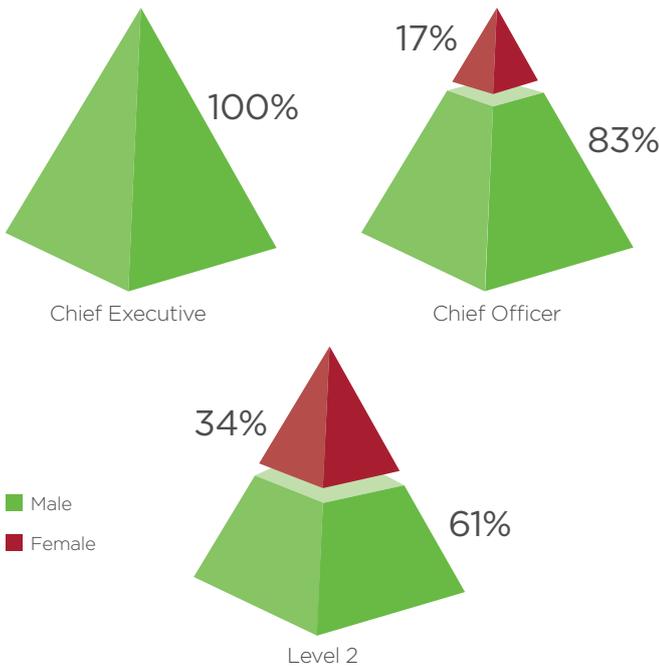
The London Boroughs of Hammersmith and Fulham (25 per cent non-white senior employees) and Enfield (12 per cent non-white senior employees) display the greatest proportion of ethnocultural diversity in top leadership. The lowest figure is found at the London Borough of Greenwich (2.33 per cent non-white senior employees), among others.

CORE CITIES

GENDER

Here, our analysis reflects the situation in London quite closely.

Figure 9:
Gender Diversity within Top Levels in the Core Cities

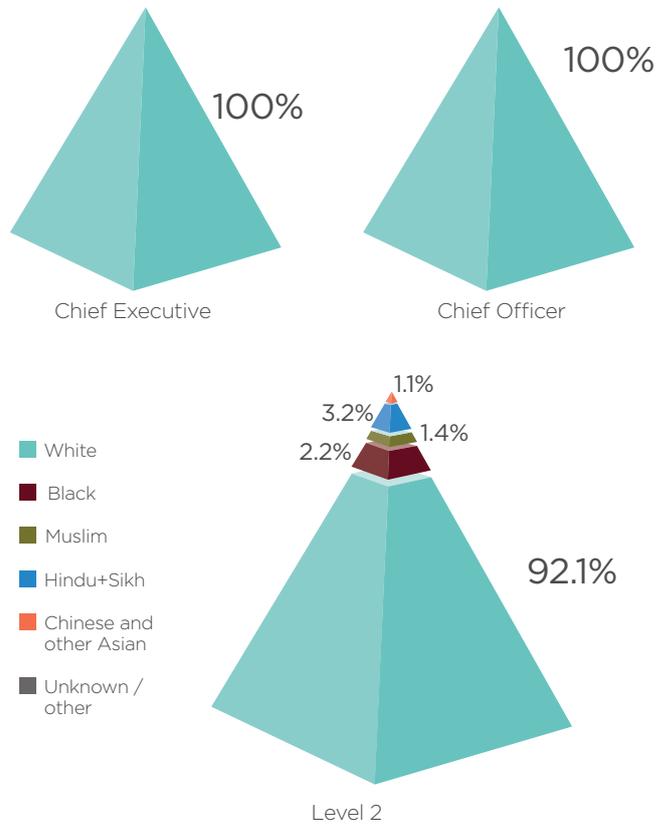


Our research shows that the most gender diverse leadership for a core city is once again Manchester City Council, with 60.5 per cent of senior roles taken by women. The lowest is at Newcastle City Council, with a meagre 16.7 per cent of senior positions taken by women.

ETHNOCULTURAL DIVERSITY

There has been no visible change since 2014. Despite the fact that the eight core cities have a visible minority population share of 17.1 per cent, it is remarkable that not one has (or, to our knowledge, has ever had) a non-white CEO. Even at level 2, ethnocultural minority leaders are vastly outnumbered and under-represented by a factor of over two to one, ie, they appear less than half as frequently as they ought to at this level.

Figure 10:
Ethnocultural Diversity within Top Levels in Core Cities



Ethnocultural diversity within top levels in core cities has fallen. In 2014, the figure for White Chief Officers was 90.4 per cent. The figure for 2015 shows a 9.6 percentage points drop in the number of ethnic-minority individuals in chief officer positions.

However, the relatively small number of individuals sampled, combined with the small number of ethnic minorities, would render a functional analysis here insignificant.

The least ethnoculturally diverse councils among the core cities was Bristol City Council (7.5 per cent ethnoculturally diverse) and Manchester City Council (5.3 per cent ethnoculturally diverse), even though Manchester City Council has the most gender diverse leadership. The most diverse council was found, once again, at Liverpool City Council (26.9 per cent ethnoculturally diverse).

COUNTY COUNCILS

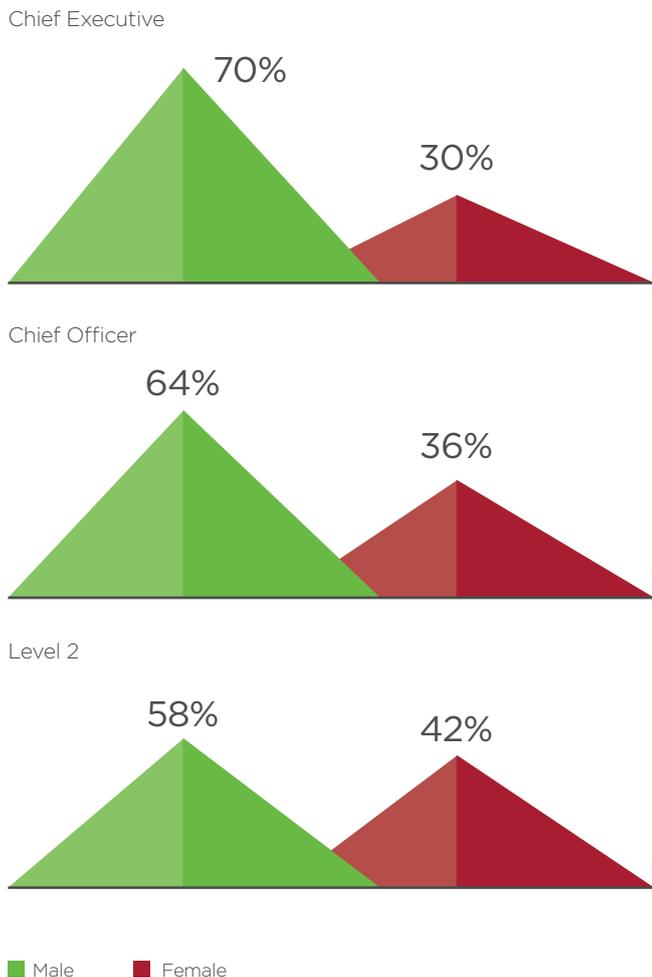
The analysis of the top levels of county councils appear to show a better gender reflection of the population than the core cities and is similar to London's.

GENDER

In 2016, women who aspire to be CEOs or chief officers would do well to look towards the county councils, where their chances of reaching the top jobs are far higher; the situation within county councils is now comparable to London.

The level 2 figure has increased from last year's figure of 37.4 per cent (an increase of 4.6 percentage points), which shows that there are women in the pipeline being prepared to change the makeup of the top layer. Although the number of women in level 2 roles has risen, the number of women in chief officer and chief executive roles have fallen by 5.5 and 6 percentage points respectively.

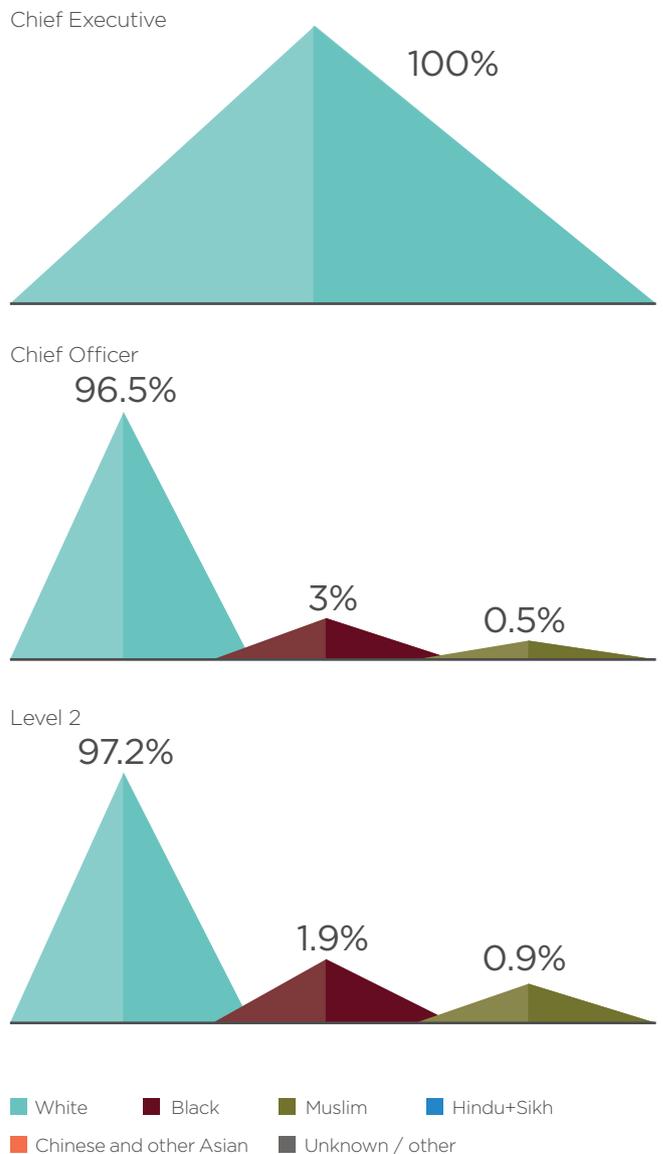
Figure 11:
Gender Diversity within Top Levels in County Councils



ETHNOCULTURAL DIVERSITY

Compared with 2014, there is a slight backward movement in ethnocultural diversity. There is disappointingly little sign of minority talent in the pipeline, which suggests that the complexion of the top layer is unlikely to change.

Figure 12:
Ethnocultural Diversity within Top Levels in County Councils



OTHER PUBLIC BODIES

We have compiled a database of 745 leaders in a broad range of public corporations and other major public bodies, including the Bank of England, NHS England and the BBC². As with our other sectors, this approximates to around 20 top officials in each organisation.

GENDER DIVERSITY

Figure 13 illustrates that the other public bodies shows a level of gender diversity similar to that in UK central government. These organisations outperform the FTSE 100 in terms of gender diversity, with an increase of 6.6 percentage points more women in the top 20 level for public bodies since 2014.

However, the figures also show a mild echo of the FTSE 100's skew towards non-executive roles to women with the number of women in executive roles decreasing 1.2 percentage points since 2014 and women in Trustee or non-executive director roles increasing by 5.5 per cent.

Figure 13: Gender Diversity within Other Public Bodies' Board Positions

Other Public Bodies Executive Role



Other Public Bodies Trustee or NED

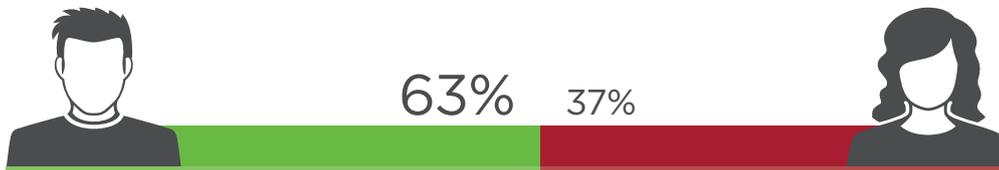
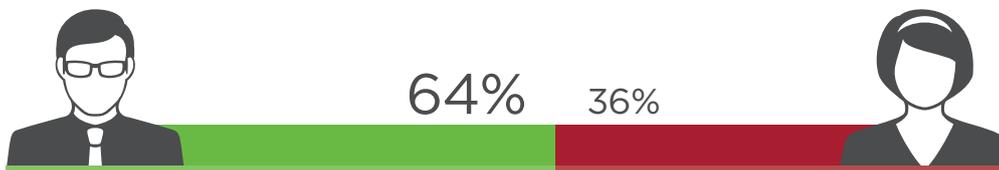
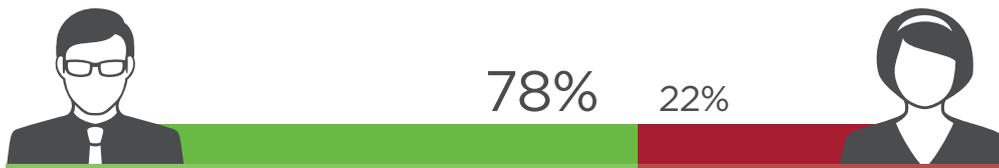


Figure 14: Gender Diversity in Other Public Bodies at Top 20 Level

Other Public Bodies Executive Role



Other Public Bodies Trustee or NED

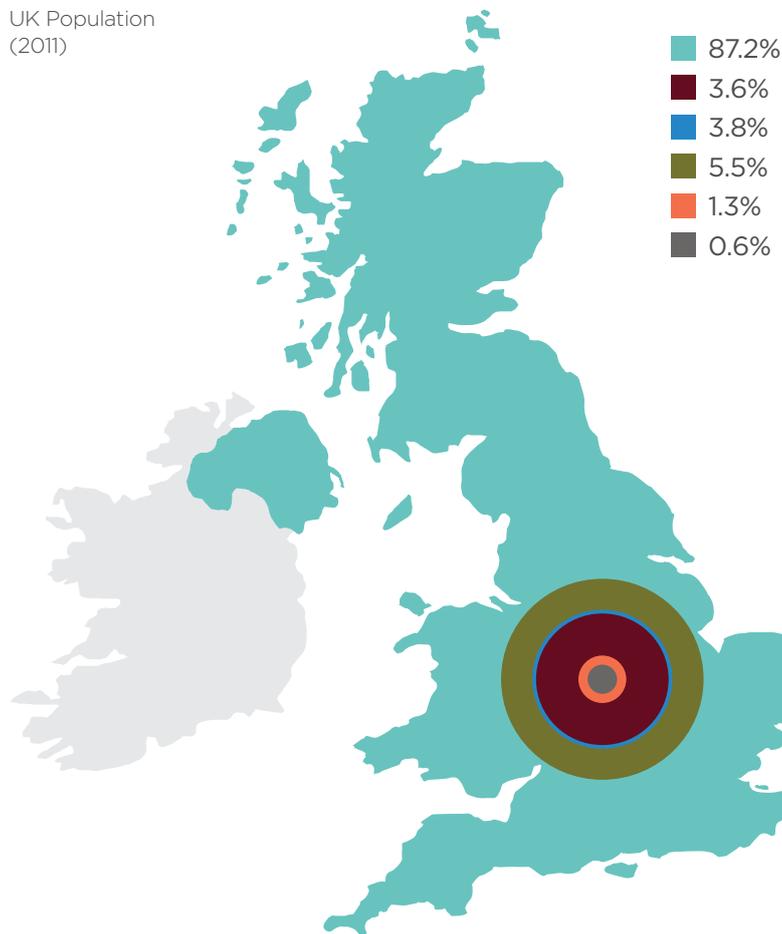
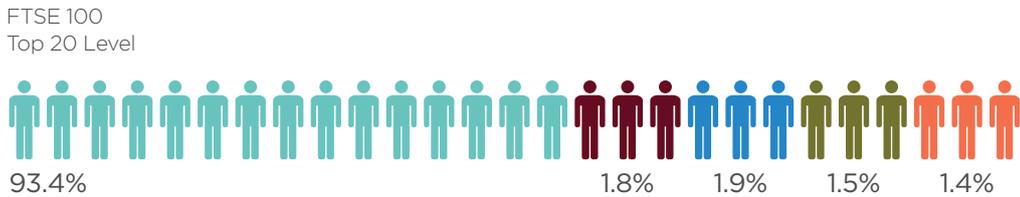
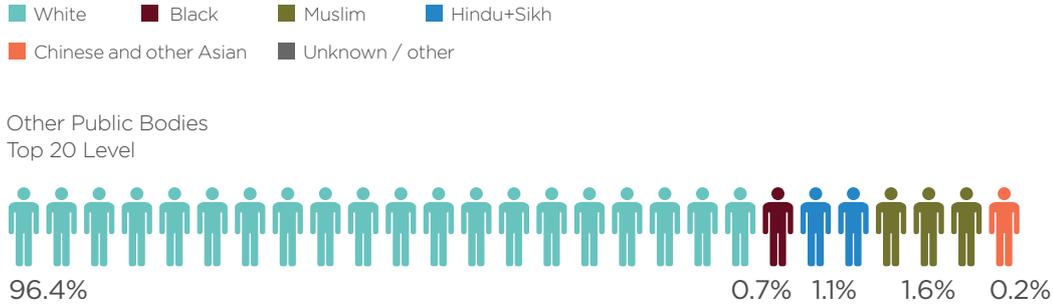


²Full list of organisations available on request

ETHNOCULTURAL DIVERSITY

The numbers of ethnocultural minority officials in this sample is so low as to make further analysis impossible. Among the 745 people we studied, 22 individuals were not white, which equates to just less than 3 per cent.

Figure 15: Ethnocultural Diversity in Other Public Bodies at Top 20 Level



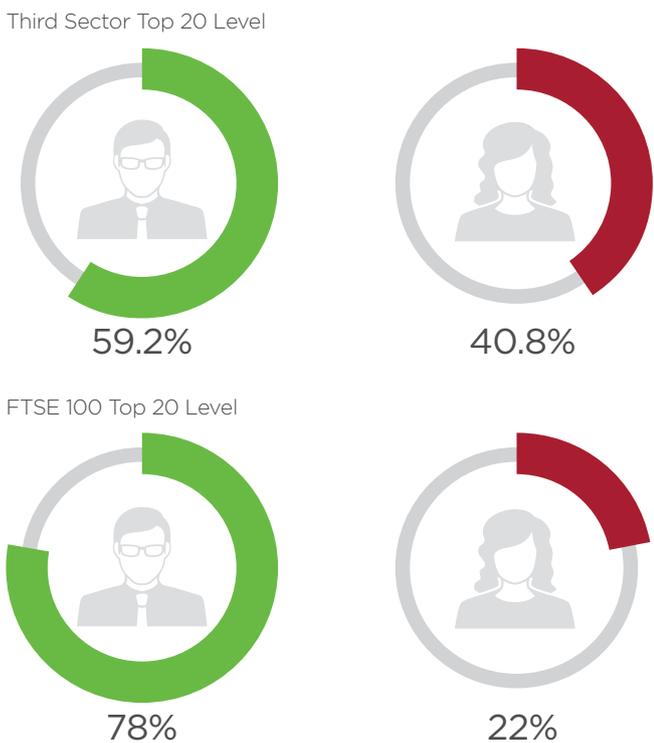
THIRD SECTOR

We have studied the leadership of 25 top charities defined by income³. These organisations contain some of the most recognisable charity brands, and make a disproportionate contribution to the reputation of the sector. Our sample includes 527 senior executives, with an average of 21 per organisation, thus allowing comparison with other sectors and with the FTSE 100.

GENDER

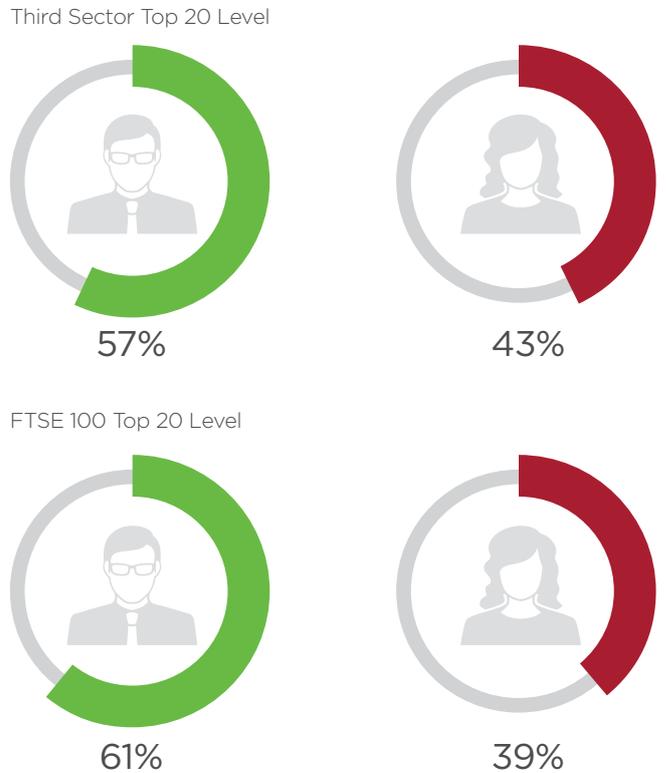
The third sector remains virtually unchanged from last year. As Figure 16 shows, it is significantly richer in gender diversity than the FTSE 100 despite a decrease in females at the top 20 Level of 0.5% of since 2014.

Figure 16: Comparing Gender Diversity in Third Sector with FTSE 100 at Top 20 Level



However, in contrast to virtually every other top 20 gender profile we have published, the third-sector top 20 is once again exceptional for its near-parity in executive roles; in other words, women occupy a significant share of executive roles. This is an outcome that is even more surprising when we consider the composition of the trustee boards that appoint to senior positions, characterised by a three to two male advantage. Just one in five chairs of the third-sector boards that we examined was a woman; this figure has remained unchanged since 2014.

Figure 17: Gender Diversity within Third Sector Board Positions



However, with a deeper examination of the distribution of senior positions by gender a familiar picture emerges: women appear with relative greater frequency at top 20 level, but are far less likely to be seen as Chairs or CEOs - a phenomenon we would describe as “silverback syndrome”, echoing the typical gorilla community: one dominant male supported by several females.

ETHNOCULTURAL DIVERSITY

Analysis of the third-sector sample in terms of its ethnocultural diversity reveals a remarkable fact: the major institutions of the charitable sector are only marginally more ethnoculturally diverse than the FTSE 100, with a 90.7 per cent white top 20 executives, compared to the FTSE’s 93.4 per cent. This is a slight improvement on 2014’s figures of 94.2 per cent white top 20 leadership in the Third Sector, and the FTSE’s 91.7 per cent. This increase in ethnocultural diversity has seen more black, Muslim, Hindu and Sikh representation at the top 20 Level.

At board level, however, 9.7 per cent of trustee (or similar) roles are held by non-whites (an increase of 3.6 percentage points). Although this is a promising sign, it is still not enough.

³The Salvation Army was not covered in this research as we could not locate official data of the leadership. Therefore, Mencap, the 26th largest third-sector organisation by income, was inserted. Data source: Charities Commission December '15.

In the key executive roles, however, the figures are more skewed, with only 3 per cent of positions being occupied by non-whites (a decrease of 1.4 percentage points).

Looked at from the ethnic-minority point of view, this represents an under-representation of almost four to one when compared to the population at large.

Figure 18: Comparing Ethnocultural Diversity in Third Sector with FTSE 100 at Top 20 Level

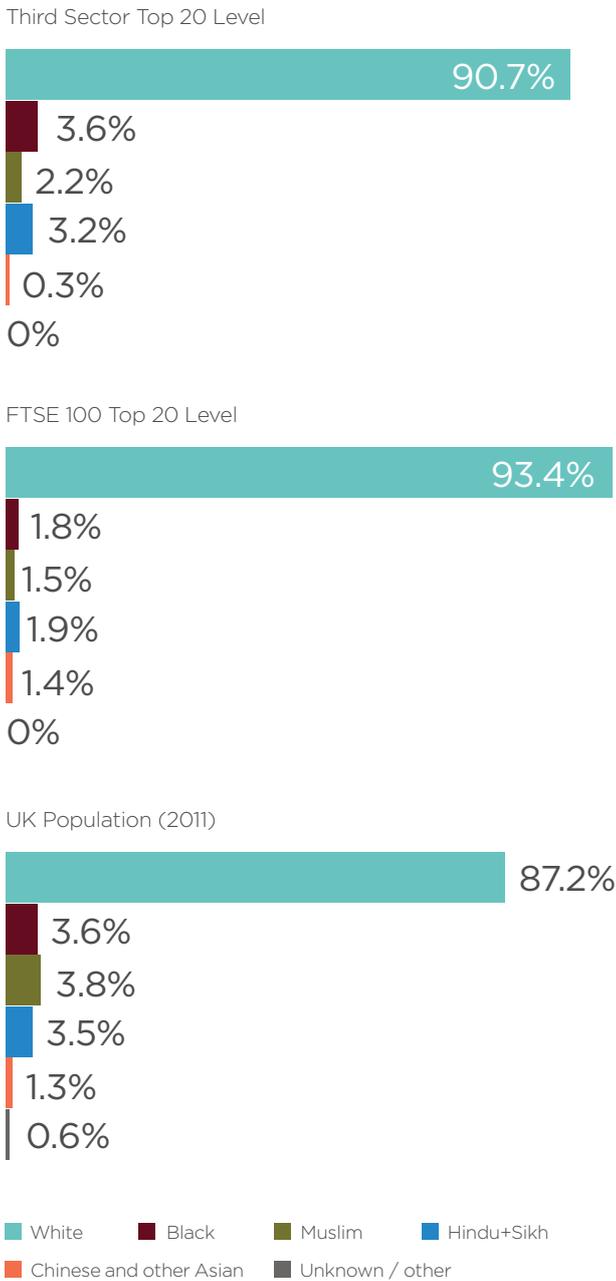
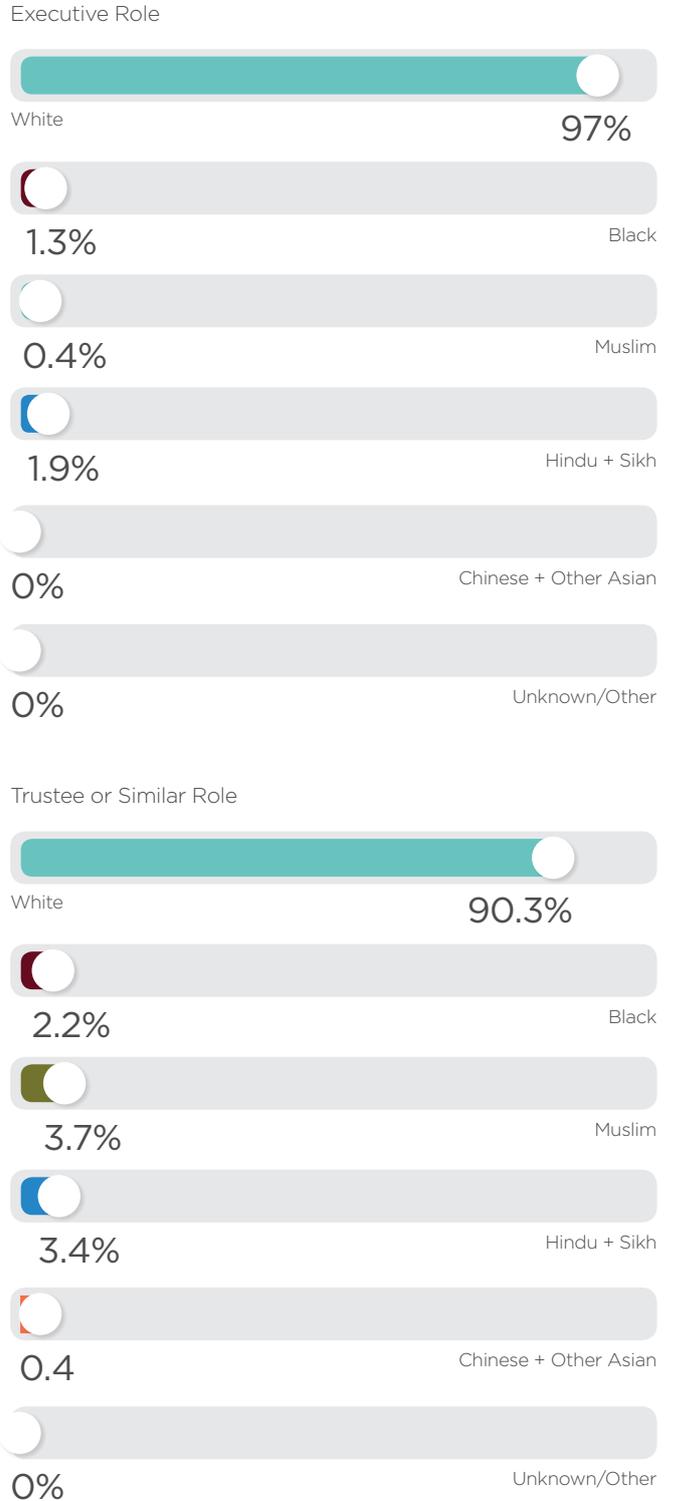


Figure 19: Ethnocultural Diversity within Third Sector Board Positions



CONCLUSION

After Green Park published the inaugural GPPS 5,000 in 2014, we had expected to see an increased attention on the diversity agenda and a rise in diversity levels across the public sector. Unfortunately, these findings do not paint the positive picture that we had anticipated and throughout this report, across the board, we see institutional failings.

The civil service's gender-diversity weighting has slipped significantly, from 53 per cent female to 33 per cent female and ethnocultural diversity still sits at 97 per cent white. Local government has been making good progress in creating more opportunities for women, which can be seen in the average increase of female representation at the top 20 Level to 42 per cent. However, similar to central government, ethnocultural diversity still sits at 97 per cent white.

This compelling breakdown reveals that while the public sector is generally making small steps forward in gender-diverse hiring, we have either stagnated or moved backwards since last year in ethnocultural diversity ratios.

This insight highlights a troubling and obvious barrier to success for those of ethnocultural diversity in the public sector. The disparity also emphasises a disappointing response from the aforementioned sectors to the promptings of government, the legislature and the change of public sentiment that has been evident in recent years.

There is clearly a need for renewed scrutiny around the processes of recruitment, retention and promotion in the public sector. It is vital that our public service is representative of the communities it serves in order to best act in the interests of the population, so more effort must be made.

We hope that this report prompts some much needed internal examination among current public-service leaders and that by next year, we can see some greater signs of progress and commitment to diversity throughout the sector.

APPENDIX: ORGANISATIONS COVERED

OTHER PUBLIC BODIES

CENTRAL GOVERNMENT

Ministerial Departments

1. Attorney General's Office
2. Cabinet Office
3. Department for Communities and Local Government
4. Department for Culture, Media and Sport
5. Department for Education
6. Department for Environment, Food and Rural Affairs
7. Department for International Development
8. Department for Transport
9. Department for Work and Pensions
10. Department of Health
11. Foreign and Commonwealth Office
12. Her Majesty's Treasury
13. Home Office
14. Ministry of Defence
15. Ministry of Justice
16. Northern Ireland Office
17. Office of the Advocate General for Scotland
18. Office of the Leader of the House of Commons
19. Office of the Leader of the House of Lords
20. Scotland Office
21. UK Export Finance
22. Wales Office

Non Ministerial Departments

1. Charity Commission for England and Wales
2. Competition and Markets Authority
3. Crown Prosecution Service
4. Food Standards Agency
5. Forestry Commission
6. Government Actuary Department
7. Government Legal Department
8. HM Revenue and Customs
9. Land Registry
10. National Crime Agency
11. National Savings and Investment
12. Ofsted
13. Office of Qualifications and Examinations Regulation
14. Office of Rail and Road
15. Ordnance Survey
16. Public Works Loan Board
17. Serious Fraud Office

18. Supreme Court of the United Kingdom
19. The National Archives
20. UK Debt Management Office

LOCAL GOVERNMENT

LONDON BOROUGHS

Inner London boroughs

1. Camden
2. City of London
3. City of Westminster
4. Hackney
5. Hammersmith & Fulham
6. Islington
7. Lambeth
8. Lewisham
9. Royal Borough of Kensington and Chelsea
10. Southwark
11. Tower Hamlets
12. Wandsworth

Outer London boroughs

13. Barking and Dagenham
14. Barnet
15. Bexley
16. Brent
17. Bromley
18. Croydon
19. Ealing
20. Enfield
21. Haringey
22. Harrow
23. Havering
24. Hillingdon
25. Hounslow
26. Kingston upon Thames
27. Merton
28. Newham
29. Redbridge
30. Royal Borough of Kingston upon Thames
31. Sutton
32. Waltham Forest

CORE CITIES

1. Birmingham
2. Bristol
3. Leeds
4. Liverpool
5. Manchester
6. Newcastle
7. Nottingham
8. Sheffield

COUNTY COUNCILS

1. Buckinghamshire
2. Cambridgeshire
3. Cumbria
4. Derbyshire
5. Devon
6. Dorset
7. East Sussex
8. Essex
9. Gloucestershire
10. Hampshire
11. Hertfordshire
12. Kent
13. Lancashire
14. Leicestershire
15. Lincolnshire
16. Norfolk
17. North Yorkshire
18. Northamptonshire
19. Nottinghamshire
20. Oxfordshire
21. Somerset
22. Staffordshire
23. Suffolk
24. Surrey
25. Warwickshire
26. West Sussex
27. Worcestershire

THIRD SECTOR

1. Anchor Trust
2. Arts Council England
3. Barnardo's
4. British Council
5. British Heart Foundation
6. British Red Cross
7. CAF
8. Canal & River Trust
9. Cancer Research UK
10. Cardiff University
11. CITB
12. EDST
13. Lloyd's Register Foundation
14. Macmillan Cancer Support
15. Marie Stopes International
16. Mencap
17. Nuffield Health
18. Ormiston Trust
19. Oxfam
20. Save The Children Fund
21. Save The Children International
22. Swansea University
23. United Learning
24. University of South Wales
25. Wellcome Trust



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