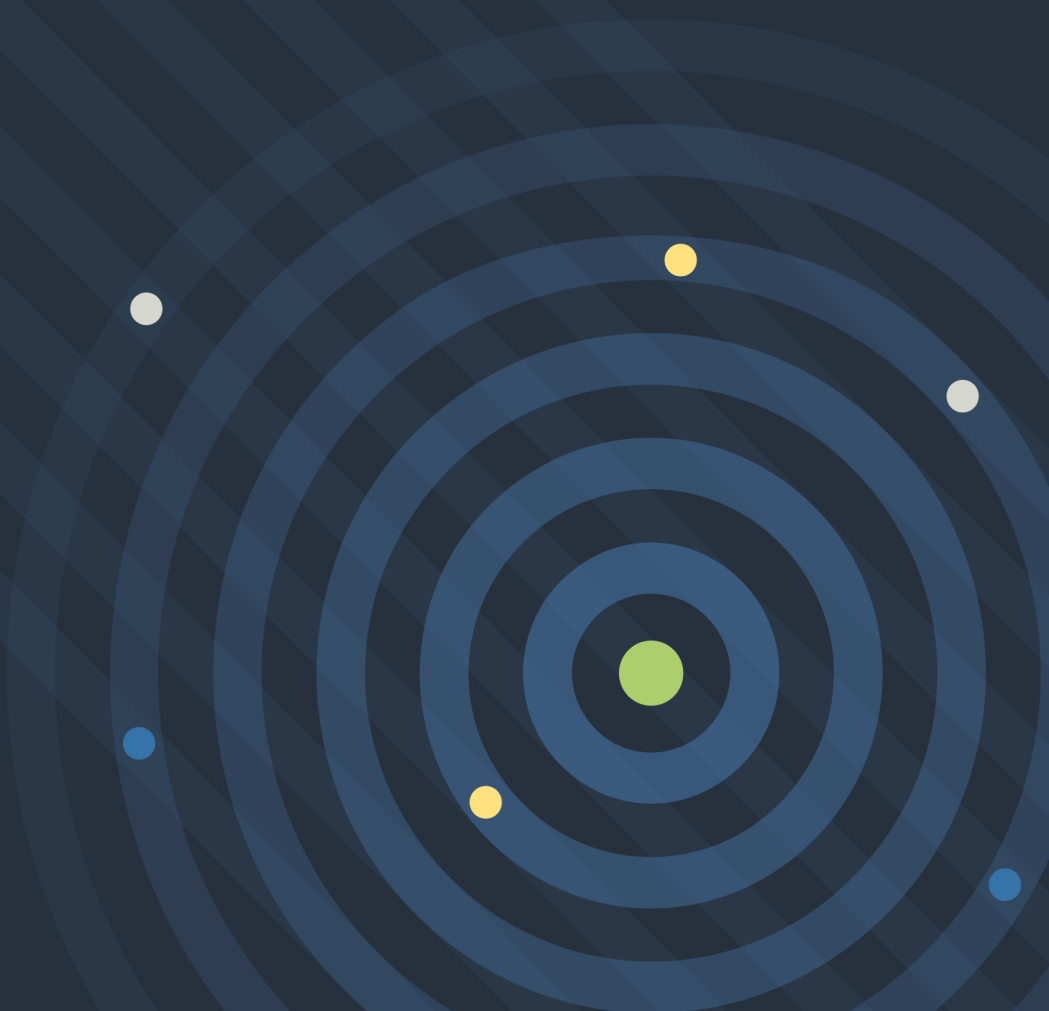




# Big Society Capital

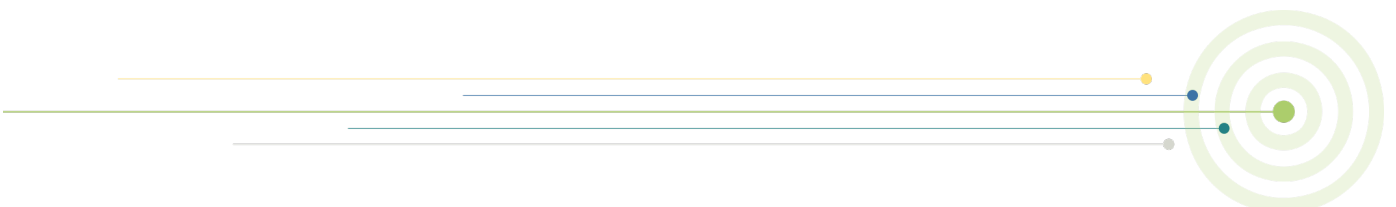
## Head of Engagement

### Appointment Brief



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## Introduction from the Chief Executive

I am delighted that you are considering applying to join Big Society Capital as Head of Engagement. This is an outstanding opportunity to be a core part of BSC's mission to deliver sustainable social impact through active engagement with our stakeholders. As the leading development finance institution dedicated to social impact investment in the UK, we are in the centre of a rapidly developing movement to put finance to its highest value: solving social challenges.

Our mission is to improve peoples' lives, by connecting investment to the social enterprises and charities that make change happen.

To achieve that mission, we connect and engage with people and organisations, building a social impact market as well as providing wholesale investment. We seek to build confidence and action on investment with front line social enterprises and charities. We engage co-investors to finance alongside us, including investors with both impact-first and finance-first motivations. We hire and develop the best talent in our organisation and in the intermediary investors in our network. And increasingly we engage development partners, who bring expertise and capacity to achieve both individual investment opportunities and system change to address priority social challenges.

As Head of Engagement you will lead BSC's strategy, development and delivery on engagement, communications and movement building. Reporting to the CEO, leading a team of high calibre Directors and operating as a full member of the Executive Committee and Investment Committee, you will ensure that our purpose is understood, our activities inspire action, and our reputation is a positive beacon to build a vibrant network of support for social impact investment here and across our sector.

To be successful you will be an exceptional communicator with extensive experience of engaging and influencing across a multiple stakeholder groups. You will be intellectually robust with a high degree of emotional intelligence. As well as being a successful strategic leader and sophisticated manager of people, creativity, commercial acumen, financial literacy and an understanding of social investment are a must, alongside empathy with and experience (paid or unpaid) of the social sector.

This is an outstanding opportunity to be a core part of BSC's mission to deliver sustainable social impact through active engagement with our stakeholders. As the leading development finance institution dedicated to social impact investment in the UK, we are in the centre of a rapidly developing movement to put finance to its highest value: solving social challenges. If you feel you have the skills, insights and passion to help us increase our reach and impact, we would like to hear from you.

I hope that having read through the information pack you will decide to apply, and we look forward to meeting you.

**Best Wishes**  
**Cliff Prior, Chief executive**



## About Big Society Capital

### Who are we

We believe investment has a significant role to play in the world, helping to deliver solutions to some of the most entrenched social challenges. We know that investment can help social enterprises, charities and achieve more, with over 3,000 organisations having already used social investment in the UK to grow their social impact. We are an independent social impact investment institution, set-up by Sir Ronald Cohen and Nick O'Donohoe with £600 million of permanent capital from Dormant Bank Accounts and the High Street Banks. We are chaired by Sir Harvey McGrath and governed by senior representatives from the social, financial and government sectors.

### What we do

As a wholesale social impact investor, we invest into fund managers who in turn provide capital to enterprises that can bring about social change. So far, with our co-investors, we have committed over £1.7 billion of investment with over £1bn already deployed to the front line. We also engage with investors, fund managers, social enterprises and charities to make it easier to use social investment. We currently focus on three strategic themes where we believe social investment has a significant role to play in improving people's lives in the UK:

#### HOMES

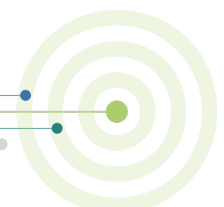
**The Challenge:** The UK's housing market crisis is affecting people across the country: there is an inadequate supply of high quality, affordable homes which is leading to rising levels of homelessness, people living in unsuitable accommodation and people unable to access the support they need. This is happening at the same time that home ownership is becoming increasingly unaffordable. We believe social investment has great potential to help address these challenges and to contribute to a more inclusive housing market.

**Our Approach:** Our aim is to test, replicate and scale innovative housing models. We want to attract additional capital to these models to deliver more secure and affordable homes for those in need, including for the most vulnerable people in society.

#### PLACE

**The Challenge:** There are areas of the UK that have been 'left behind' for many years, and even in relatively prosperous areas, there continues to be high inequality and entrenched poverty. We believe that where a person happens to be born should not affect their life chances or ability to live a happy and fulfilling life. We believe social investment is one tool that can help address these challenges to enable thriving and inclusive places in the long-term.

**Our Approach:** Our aim is to work with partners at both the local and national level – who bring a range of tools, skills, experiences and resources – so that places can flourish. We believe social investment has a role to play, but recognise that creating long-term change will be complex and that we need to take a learning approach to our work.



## EARLY ACTION

**The Challenge:** Vulnerable people across the UK struggle with challenging problems that often are preventable before they escalate. However, many interventions and funding streams are reactive to issues that have already occurred. We believe social investment has the potential to support interventions that address issues and their causes early.

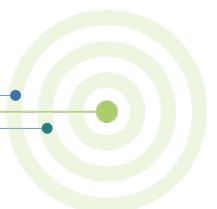
**Our Approach:** Our aim is to develop and scale innovative ways to prevent social problems, with a focus on improving the lives of vulnerable children and elderly people. We will do this by focusing on improving outcomes for: children transitioning from the care system, children at risk of obesity and vulnerable elderly people.

You can find out more about us by visiting our website [CLICK HERE](#)

## Our Approach

Our approach is the result of seven years of learning about what is required to make social investment work, and how to build effective teams and processes to deliver this approach. The critical factors that underpin our approach are:

- **Market creation more than market failure:** To build solutions to tough social problems we must take a proactive approach, this involves starting with the social issue, considering sustainable enterprise solutions, and then designing routes that bring together the needs of enterprises and investors.
- **Understanding our role alongside others:** We need to listen deeply and understand when it is most appropriate to use social investment to help address social problems, and how we sit alongside other partners supporting solutions.
- **A tri-lingual approach:** We need to be able to speak the language of the social sector, financial sector and government to help us understand social problems, connect investment to socially motivated organisations, and shape the broader environment.
- **A learning culture driving open decision-making:** We believe that building a culture of learning, discovery and a willingness to fail is vital to our success.
- **Bias to action:** We believe part of our role is to move first and learn by doing. One way we achieve this is by encouraging staff to think like owners of our mission and by backing their ideas for achieving it.



## Our Values

Underpinning our approach is our organisational culture that shapes all our work. Our values articulate the culture we seek to create, and encapsulate a number of behaviours and attitudes we feel are necessary to live up to our purpose.

- **Purposeful:** We are passionate and energetic in our work to bring about our long-term vision of a thriving social investment market that enables positive social impact.
- **Pioneering Spirit:** We give our team the autonomy and flexibility to be entrepreneurial and creative. We have the courage to push boundaries and a restless drive for change.
- **Openness:** We listen, learn, experiment and collaborate. And we are adaptive and flexible in responding to what we learn.
- **Rigorous:** We take a rigorous approach in all we do. We expect the highest standards and continually strive for excellence.
- **Respectful:** We are genuine in both our approach and aspiration. We value each member of our team and our partners for what they bring.

## Engagement, Communications and Movement Building – the Story so far

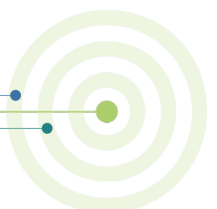
This role will take the lead in choosing, using and delivering on all the tools – engagement, communications, movement building, networks and reputation management – to achieve our goals for success in our mission.

Our **Engagement team** are ambassadors for BSC – sharing the breadth of BSC’s work with a wide range of stakeholders, and enhancing our reputation. The team also brings the outside world into BSC, sharing connections and external perspectives that shape our investment work and provide touchpoints on how social investment is developing.

The **Communications team** supports in particular our mass awareness work to different audiences, and builds our reputation and stakeholder management. Our comms team are also working on shaping a vision and narrative for Big Society Capital that will underpin all our communications with external and internal stakeholders.

Here are some of our **successes to date:**

- There has been a huge shift in how social investment is seen by the social enterprise and charity sector, with increased understanding and appetite to use social investment, and there is now over £1bn social investment drawn from funds that BSC has invested in.
- 



- Our investor engagement activity has helped to bring in £1.2bn co-investment into our intermediary investors from across the investor spectrum, as match to BSC's committed investment. We want to make it easier for investors who care about how their investments can improve lives as well as deliver returns to get involved.
- We have built partnerships that have enabled us to make investments that are ambitious in their aim to tackle social issues – for example the Fair By Design Fund which is tackling the scandal of the "poverty premium", developed with Joseph Rowntree Foundation, or the National Homelessness Property Fund in partnership with Resonance and St Mungos Broadway.

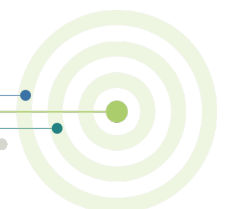
Our external engagement has been driven by building trusted partnerships with leaders across the financial sector, social sector and government and making a myriad of connections to and between people & organisations that can make, use or help shape social investment and its use in delivering impact.

#### Our areas of **focus in 2019**:

- Developing and implementing a powerful new vision, positioning and communications strategy. This will help build an understanding of BSC's unique work and tell that story to best engage key partners.
- This new vision and narrative will provide a platform for BSC to create energy around the problems we are seeking to tackle, inform and inspire potential investors and partners (from financial, public and social sectors) to work with us, and to amplify the learning from our work to influence wider systems for lasting change.
- Developing communications approaches which support our priority audiences: partners who can help develop investment ideas with expertise and influence in our areas of focus and potential/actual co-investors.

We are building on a number of initiatives with different investor groups and their advisers, including foundations, donor advised funds, universities, wealth managers, angel investors and pension funds, to bring in more capital across the social impact investment spectrum. One of our key projects with our Investment Team is to pioneer an aggregation product that consists of different social investment funds and assets – the aim being to enable more investors and savers to access social investment opportunities and to provide more and more relevant capital to the sector.

We are now an active collaborator with charitable trusts and foundations, working with the Association of Charitable Foundations to help convene the Social Impact Investors Group of foundations, bringing in more foundations that are new to social investment, providing learning events, a toolkit and opportunities to hear from funds and organisations seeking investment. Similarly, we have supported the development of venture philanthropy in the UK, now convening its own working group in partnership with the European Venture Philanthropy Association.



- As well as broad engagement with the foundation world, we aim to develop deeper partnerships with organisations where there is potential to build social investment that can help to deliver their mission and is aligned to our focus areas of early action, homes and place. In 2019, as we seek to move our focus area work from ideas to investment, we are working with a number of foundations and other partners on new ideas that can address social challenges through social investment. These include Guys and St Thomas Hospital Charity around childhood obesity, Comic Relief and City Bridge Trust on an investment fund for Housing for Vulnerable Women, and the Wellcome Foundation on mental health.
- We developed GoodFinance.org.uk as a trusted source of information for charities and social enterprises. Good Finance is a collaborative project, overseen by representatives across the sector, and founded & being iterated on user-centered principles. There have been 66,000 unique visitors to date, and the aim is to increase the number of users by c50% in 2019, through new content, events and partnership. 2019 will focus on a longer-term development plan for Good Finance, to develop the website's functionality further in response to user needs and feedback as the go-to place for front line organisations at different stages of the social investment journey.
- Our work with social sector partners and intermediaries through practical resources and opportunities to learn and connect has contributed to increased understanding and use of social investment. Our regional events with investors and social enterprises and charities are highly valued. 2019 will focus on increasing reach and providing our support to social sector infrastructure (e.g. NAVCA, UKCF) so that they rather than us are well placed to grow understanding within their networks.

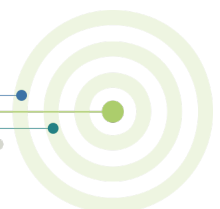
## Head of Engagement - Role Description

### Exco level role covering engagement, communications and networks

#### Overall purpose of the role

As Head of Engagement you will lead BSC's strategy, development and delivery on engagement, communications and networks, through a direct team and influencing/supporting across our organisation and our wider sector. You will ensure that our purpose is understood, our activities inspire action, and our reputation is a positive beacon to build a vibrant network of support for social impact investment here and across our sector.

Reporting to the CEO, leading a high calibre team of Directors and working as a full member of the Executive Committee and Investment Committee, and contributing to Board discussions, you will actively contribute to our corporate development and responsibility to the wider community, ensuring that BSC is seen as a trusted partner and innovator in social impact investing





## Apportionment Record

- Oversight of building relationships with financial sector and investor stakeholders
- Oversight of building relationships with social sector stakeholders
- Oversight of Communications

## Direct reports

Financial Sector and Investor Engagement Director, Trusts & Foundations Relationships Director, Social Sector Engagement Director, Communications Director, Executive Assistant to Engagement Group

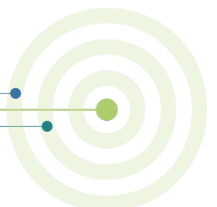
## Key Accountabilities and Responsibilities

### Strategy & Leadership

- Providing insight to inform and define who we engage with, how we engage with them, and for which of our priority areas, in alignment with our strategy and mission across our networks, engagement and communication activities,
- Relevant people and organisations are engaged and brought in, particularly for co-investment and as development partners
- Our engagement and communication activities are well prioritised and we have the resources and skills to execute them
- A strong bridge connects and makes maximum value from our expert staff who lead on each sector of our networks, engagement and communication activities
- Our engagement and communication is continuously improved
- Your team are motivated and challenged to achieve common goals, through effective leadership and coaching
- Understanding and insights from key stakeholders and how they can be engaged effectively, are shared purposefully across the organisation
- Collective responsibility for corporate decision making and governance, including through membership of Executive Committee and Investment Committee, and participation in Board discussions

### Relationship Building & Stakeholder Management

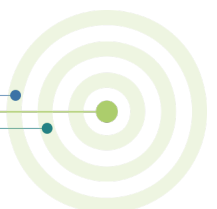
- Connections are identified and prioritised across our main sectors of co-investors, development partners, and the deployment organisations (principally social enterprises and charities).



- Co-investors are engaged to finance alongside our intermediary fund managers, including investors who prioritise with both impact-first and finance-first motivations
- Development partners are engaged, who bring expertise and capacity to achieve both individual investment opportunities and system change to address priority social challenges
- Communication between BSC and our stakeholders is effective, including investors, development partners, and social organisations, through a combination of mass awareness activities and one to one engagement, building networks for rich and lasting value
- Effective relationships are built and maintained with our highly valued stakeholders at senior levels, participation in our work is encouraged and intelligence is brought back to our team
- Effective liaison with our policy function, to support and develop policy initiatives with government, regulators and our sector
- Communication skills and engagement methods are deployed to support recruitment of talented people to BSC and our sector
- External decision-making roles are held on behalf of BSC, including Board and Observer positions on some of our intermediary investors and other BSC related entities

## Communication

- BSC's external and internal communications work are effective in engagement, origination and portfolio work
- Strong and effective relations are built and developed across our teams, boosting success on origination and portfolio work; making connections, sharing insights, supporting idea generation, and engaging development partners
- Our reputation builds confidence in our work amongst priority stakeholders and the wider social impact sector
- Our brand and narrative strongly support our work and positively engage our priority stakeholders



## Head of Engagement - Person Specification

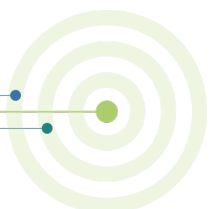
Within your supporting statement, you should be able to demonstrate and provide evidence of the criteria listed in Part One. These will be tested further throughout the process formally and informally, along with the criteria listed under Part Two. The successful candidate will be able to give evidence of the following:

### Part One

- Extensive experience of engagement, communications and marketing across multiple stakeholder groups
- A track record of success in a senior leadership role within the social sector or the investment sector
- Commercial acumen and a high level of financial literacy
- Exceptional communication skills with an ability to engage internally and externally with a wide range of stakeholders
- Significant experience of managing and developing high performing teams, managing resources to achieve results, coaching effectively and managing talent
- Successful experience of designing and delivering engagement and communication strategies
- Demonstrable experience of building and sustaining relationships and developing and maintaining successful collaborations, partnerships and networks
- Demonstrated ability to build and use high level engagement with senior leaders and decision makers in relevant sectors on both 1:1 and group level
- An ability to build relationships with people of diverse experience, at different levels and with varied understanding of investment & finance
- Experience of effective decision making relating to investment and/or resources
- A broad understanding of social investment
- An empathy with and experience of activity/engagement within the social sector

### Part two

- Proven ability to think strategically and keep focus in the face of challenge
- A high level of emotional intelligence and the ability to engage at all levels
- Effective problem solving and decision-making ability
- Intellectually robust
- Creative in your approach to achieve goals but grounded in the delivery of business outcomes
- Strongly motivated to advance the work of social impact investment through values and skill
- A creative thinker able to deal with complexity and uncertainty
- Strong influencing and negotiation skills
- Effective leadership skills and an ability to role model behaviours to inspire others



## Terms and Conditions

- Salary circa £100K
- Flexible working
- Contributory Pension scheme with Scottish Widows
- Healthcare with AXA
- 30 days annual leave plus all the English bank holidays.
- Childcare vouchers, Season ticket loan & Cycle to Work scheme
- All applicants must have an existing Right to Work in the UK.

## Timetable

Sunday 28 <sup>th</sup> April	Closing date for all applicants
w/k 6 <sup>th</sup> and 13 <sup>th</sup> May	Preliminary Conversations at Attenti
w/k 20 <sup>th</sup> and 27 <sup>th</sup> May	Informal meetings and conversations with key players at Big Society Capital
w/k 10 <sup>th</sup> June	Final Meetings

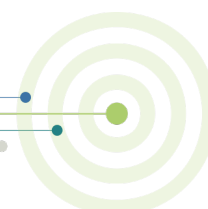
## How to Apply

If you are interested in applying for this role, please do so via the Attenti website:

[www.attenti.co.uk/BSCengagement](http://www.attenti.co.uk/BSCengagement)

Please ensure you provide the following:

- A written supporting statement, addressing part one of the Person Specification and outlining why you would like to join Big Society Capital.
- A comprehensive CV including details of your achievements in each role



- Details of two referees, one of whom should be with regards to your current or most recent Board level role and let us know whether you would be happy for us to contact them as part of the process. Referees will not, of course, be contacted without your prior consent.
- Please ensure that you indicate in your application any dates when you will not be available, or where we might have difficulty in contacting you.

All applications will be acknowledged.

Attenti will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.

**Please let us know of any accessibility accommodations you may require.**

Closing date for applications is the **28<sup>th</sup> April 2019**

For an informal and confidential discussion, after having read the appointment brief, please contact our advising consultants Jim Banks on 07787 004 768 [Jim.Banks@attenti.co.uk](mailto:Jim.Banks@attenti.co.uk) or David Fielding on 07810 507 235 [David.Fielding@attenti.co.uk](mailto:David.Fielding@attenti.co.uk) at Attenti.

