DIRECTOR OF PARTNERSHIPS AND INFLUENCE

APPOINTMENT BRIEF
MAY 2017
INTRODUCTION
FROM MARK NORBURY, CHIEF EXECUTIVE

Thank you for your interest in joining UnLtd, The Foundation for Social Entrepreneurs, as our Director of Partnerships and Influence. UnLtd passionately believes in the ability of social entrepreneurs to change the world for the better – and I’m delighted you do too.

We are living through a time of unique social and economic change, driven by globalisation, technological transformations and connectivity. Growing economic inequality and tension between diverse religious and cultural norms mean many people and places feel left behind. Trust in all four key institutions — business, government, NGOs and the media — has declined dramatically.

In the UK, Brexit, enormous pressures on the health and social care system, an ageing society, radicalisation and the shifting nature of work all throw up major challenges.

Tackling these complex challenges requires a radical shift in thinking and practice.

We need bold and sustainable innovations, designed and led by people who have direct experience of the issues they are seeking to address. These innovations must build on the ideas, energy, talent and resources of people and communities in an inclusive, participatory way. They should create both social and economic value in lockstep with one another.

This is the promise that social entrepreneurs offer, and UnLtd exists to realise this promise. We are the leading supporter of social entrepreneurs in the UK. Our vision is of a society where social entrepreneurs are flourishing, and providing solutions that change the world for the better.

Our ambition is that social entrepreneurs become a thriving part of the economy and society. In the next three years, we will help them to break down the barriers they face, including raising capital, developing routes to markets, accessing specialist advice, evidencing their impact and finding the right talent.

If we are to succeed, we must raise the profile of social entrepreneurship across the board. We will develop partnerships across business, government and civil society. We will create and run high impact campaigns, and we will build a movement of social entrepreneurs and their supporters to accelerate the pace of change.

The Board and I have created this new leadership role in UnLtd’s executive team to drive these efforts forward. Our Director of Partnerships and Influence will be an exceptional individual with expertise in:

• Philanthropy and high value donor fundraising
• Business and partnership development
• Communications and digital

We especially welcome applications from BME groups.

Within the rest of this pack you will find information about our work, our values, our plans and how to apply. I look forward to hearing from you and exploring how you could help us to deliver our strategy to take social entrepreneurship mainstream.

Many thanks again for your interest.

Mark Norbury
Established in 2002, UnLtd (The Foundation for Social Entrepreneurs) is the leading supporter of social entrepreneurs in the UK. Our vision is of a society where social entrepreneurs are flourishing, and providing solutions that change the world for the better.

UnLtd operates a unique model by investing directly in hundreds of individuals each year and offering a complete package of resources, from funding to ongoing advice, networking and practical support. Direct and through partners, we have supported 14,000 social entrepreneurs with financial awards. 34% of the awards we make are in 20% of the most deprived areas in the UK.

Our mission is to reach out and unleash the energies of enterprising people who do good. Working with a strong ‘ecosystem of support’, we now have many partners who find, fund and support social entrepreneurs – partners like universities, colleges, community groups and housing associations. We also undertake research, policy and advocacy work to understand and develop a supportive environment for social entrepreneurs to start and thrive.

Our Structure and Funding

UnLtd is a company limited by guarantee with charitable status. It has a number of subsidiary charities and companies - notably the £100 million endowment made by the Millennium Commission on behalf of the National Lottery and held by The Millennium Awards Trust. UnLtd is the Corporate Trustee of The Millennium Awards Trust.
BUSINESS FOCUS
FROM STRATEGY TO REALISATION

We’re committed to helping social entrepreneurs become a valued and vibrant part of society. That means using all our experience, insight and innovation to break down the barriers preventing social entrepreneurship from fulfilling its potential to change the world for the better.

The current landscape for social entrepreneurs is very different to that of 14 years ago, when we first began our work. There have been significant advances in the ecosystem of support for social entrepreneurs, and there is a growing national and international interest in social entrepreneurship.

Yet, social entrepreneurs still face substantial barriers. There is not yet general understanding and acceptance of the power of social entrepreneurship, whether on the high street or in the media. It is not a core part of governmental economic and social policy. Business has yet to embed joined up social and economic value creation at its core.

This is the insight behind UnLtd’s new strategy, **Going Mainstream: How can social entrepreneurship break through?** Over the last year we have developed a detailed 2017-2020 business plan which lays out how we will break down the key barriers which social entrepreneurs face and achieve significant impact in three areas:

1. Creating access to employment: accelerating social entrepreneurs to create over 3,000 jobs and training opportunities, with a focus on those furthest from the labour market.

2. Solutions for an ageing society: enabling social entrepreneurs to address the challenges and opportunities of an ageing society, by focusing on key dimensions of a good later life, including health, financial security and social connections.

3. Building resilient communities: supporting social entrepreneurs in 50 of the most disadvantaged UK communities to improve housing, transport, livelihoods, wellbeing, social capital and to rekindle civic pride.

To achieve our ambitions to go mainstream and significantly increase the impact which we and social entrepreneurs have, we need to grow our income. We are currently raising over £12 million to fund our 2017-2020 business plan and 50% of this has now been secured.

We cannot achieve our vision alone. We will actively seek out and collaborate with partners who share our values and complement our strengths and resources to make systemic change happen. Together we will enable social entrepreneurship to go mainstream.

For more information about UnLtd, please visit: [https://unltd.org.uk/](https://unltd.org.uk/)
ORGANISATION CHART

BOARD

CHIEF EXECUTIVE

DIRECTOR OF PROGRAMMES

DIRECTOR OF RESOURCES

DIRECTOR OF RESEARCH & IMPACT

HEAD OF VENTURES

HEAD OF PEOPLE & OD

CORPORATE & FOUNDATIONS

PHILANTHROPY COMMUNICATIONS & DIGITAL POLICY & PARTNERSHIPS ECOSYSTEM

DIRECTOR OF PARTNERSHIPS & INFLUENCE
OUR IMPACT IN 2015/16

Last year UnLtd helped 732 people to start social ventures

138 further ventures were supported to grow their impact

As a result:

1,213 jobs secured

Building stronger communities

96% of social entrepreneurs contributed to building relationships, trust, and cooperation between individuals and communities

42% raised aspirations in disadvantaged areas

120 ventures have been backed through the Big Venture Challenge, UnLtd’s accelerator programme;

£13,107,377 was raised by 74 ventures over the four years of the Big Venture Challenge

176 investors engaged in the programme attracting £4,718,877 of new social investment into the sector

In 2015/16 UnLtd also brokered over £1,800,000 of added pro-bono and mentoring support

A mean average of 7,865 people benefited from each UnLtd social entrepreneur in 2015/16.

Working with over 800 mentors and volunteers to help social entrepreneurs succeed

Helped social entrepreneurs in...

150 communities across the UK to successfully launch ventures and transform their communities.

94% of those supported by UnLtd in those communities say they are better able to act for social change as a result.
ROLE AND REQUIREMENTS
DIRECTOR OF PARTNERSHIPS AND INFLUENCE

Context for the Role
Our bold new strategy ‘Going Mainstream’ requires us to step up our impact, influence and income.

We are focused on breaking down the key barriers that social entrepreneurs face: raising capital, establishing routes to market, accessing specialist advice, finding talent, evidencing impact and making a living. This requires more of a campaign orientation and capability, as well as more joined up efforts across communications, digital, policy and funding.

We will shift from opportunistic programmatic funding to a strategic approach where long term partners bring distinctive assets and resources to bear alongside us, so that together we achieve substantial change and impact.

We will have a more ambitious, public, evidence-based approach to our impact and its articulation, dissemination and application.

This role brings together the existing Director of Development role with added responsibility for Communications, Policy and Partnerships. It is at the heart of UnLtd’s strategy and the leadership of the organisation.

Key Roles & Responsibilities:
• Contributing as a corporate director to the overall mission, strategy, leadership and impact of UnLtd
• Leading UnLtd’s development efforts at £5m+ p.a., including significant growth over time, and diversifying with major gift fundraising
• Overseeing UnLtd’s influencing and policy work
• Overseeing UnLtd’s brand communications, public campaigns and digital presence
• Building an UnLtd culture and approach to fostering long term partnerships
• Creating joined up impact, reputation and value across our communications, fundraising and policy efforts
ROLE AND REQUIREMENTS
DIRECTOR OF PARTNERSHIPS AND INFLUENCE

Your responsibilities will include:

1. Contribute to the development and leadership of UnLtd as an active and collaborative member of the executive team

2. Build productive relationships with Trustees, and provide vision, content and support to the Strategy and Development Committee and its Chair

3. Leading, improving and delivering UnLtd’s development efforts:
   a. Identify and bring life to compelling cases for support for UnLtd overall and for its impact areas
   b. Enable our Head of Philanthropy to build an influential, deeply engaged team of volunteer leaders to support us in a transformative way
   c. Develop our corporate, foundations and institutional development team, our value proposition to these supporters and our relationship management
   d. Shift our development efficacy and efficiency, including substantially strengthening our fundraising infrastructure – research, prospect management, proposal development, donor engagement, stewardship, recognition, reporting

4. Overseeing UnLtd’s influencing and policy work:
   a. Facilitate ministerial, civil service and local government engagement and relationship development, as well as the advisors and think tanks around them
   b. Support a more ambitious, impact-based policy narrative and manifesto for change – helping to create the agenda
   c. Foster social sector influence and collaboration, including through the Social Economy Alliance
   d. Create pull from public campaigns and advocacy as well as push to policy makers

5. Overseeing UnLtd’s brand communications, public campaigns and digital presence:
   a. Support the Head of Communications and Digital in the consistent, compelling use and development of our brand
   b. Champion the shift in UnLtd’s culture and organisational redesign towards digital
   c. Bring the Board, team and key stakeholders together to support a bold, focused set of campaigns which break down the barriers social entrepreneurs face
   d. Be an ambassador for UnLtd, including proactively developing a public profile, with speaker and media opportunities, and a strong positive digital presence
ROLE AND REQUIREMENTS
DIRECTOR OF PARTNERSHIPS AND INFLUENCE

6. Building an UnLtd culture and approach to fostering long term partnerships:
   a. Work in collaboration with partners to develop the ecosystem of support for early stage, ambitious social entrepreneurs
   b. Guide the further development of our approach and offer to these social entrepreneurship supporters and other infrastructure bodies
   c. Accelerate the scale up of the Global Social Entrepreneurship Network, building clear evidence of increased impact and value to members
   d. Orchestrate UnLtd’s approach to, and success with, key accounts across business, foundations, institutional bodies and public sector players
   e. Develop the skills, systems and mindset of UnLtd colleagues to embed our partnership approach, weaving together brand, income and impact

7. Creating joined up impact, reputation and value across our communications, fundraising and policy efforts:
   a. Bring your different teams, ideas and opportunities together to create unified engagement, ownership and delivery
   b. Ensure our externally facing work and presence is part of a coherent narrative across all its different facets, from campaigns to fundraising to digital
   c. Develop UnLtd’s offer and impact as the leading supporter of early stage social supporters in the UK
   d. Build a progressive movement across social entrepreneurs, business, government and civil society to use social entrepreneurship to change UK economy and society
CANDIDATE PROFILE

E = ESSENTIAL / D = DESIRABLE

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<th>EXPERIENCE AND CAPABILITIES</th>
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<tr>
<td>Substantial track record of success in raising major funds (six figure+ gifts) from corporates, foundations and high net worth individuals</td>
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<td>Extensive skills and success in engaging partners and building valued, trust relationships at ministerial, permanent secretary and CEO level</td>
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<td>Experience and demonstrable capacity in design of brand proposition and services which are effective and valued</td>
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<td>Significant experience and demonstrable success in leading, managing and developing staff and teams</td>
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<td>A track record of successfully introducing and then embedding bold, positive disruptions</td>
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<td>Experience in applying the culture, practices, processes and technologies of the digital era</td>
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<td>Excellent interpersonal skills and can communicate effectively with people at all levels and from all backgrounds, across a diversity of sectors</td>
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<td>Demonstrable success in drawing together diverse views and ideas, harnessing the best initiatives and gaining support for them</td>
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<td>A degree or equivalent</td>
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ROLE & REQUIREMENTS
PERSONAL ATTRIBUTES AND VALUES

• You are mission driven and empathetic, with a powerful connection to our mission and values (which will build into commitment over time)

• You have real intellectual curiosity and a desire to understand based on rigorous evidence and collective wisdom

• You are a bold, creative and collaborative systems thinker, taking an entrepreneurial approach with experience and interest in service design, innovation and policy

• You demonstrate personal integrity at all times and are an enthusiastic champion of equality and diversity through your actions and words

• You have natural authority, with excellent communication, persuasion and relationship development skills, and the ability to negotiate and influence at all levels

• You are an energetic and inspiring individual with an inclusive approach to management

• You are a confident decision-maker, able to make sound judgements under pressure

• You are methodical and well-organised, adept at juggling multiple concurrent priorities, resources and demands

• You are willing to travel across the UK and (infrequently) internationally, and are flexible about occasional work outside office hours

Job descriptions cannot be exhaustive and the post-holder may be required to undertake other duties, which are broadly in line with the above key responsibilities.
To apply in confidence to become Director of Partnerships and Influence of UnLtd, please forward your CV together with a short supporting statement. Please ensure that your application fully addresses the requirements of the role. In addition, we ask that you provide details of your current remuneration package.

You should give the names, positions, organisations and telephone contact numbers of two referees, relevant to this role. Your referees must include employers covering the last 5 years of your work. References will only be taken once your express permission has been granted. Please note that the role will require an enhanced Disclosure and Barring Service check.

You are also invited to complete and return the diversity information as you submit your application. The information on the form will be treated as confidential, and used for statistical purposes only. The form will not be treated as part of your application. We would also be grateful if you could let us know if you will require any special provision as a result of any disability should you be called for interview.

Finally please ensure that you have included mobile, work and home telephone numbers, as well as any dates when you will not be available or might have difficulty with the indicative timetable.

Applications should be submitted via our website: http://prospect-us.co.uk/jobs/details/hq00170149

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**Timetable**

**Published closing date:**
20th June 2017

**Preliminary interviews with Prospectus:**
26th June to 5th July 2017

**UnLtd panel interview:**
Morning of 12th July / Afternoon of 13th July 2017

These dates may be subject to change and candidates will be advised in advance should this happen.

**Recruitment Process**

You will receive feedback within five working days of the closing date. Shortlisted candidates may be required to undertake additional assessment prior to the interview.

Candidates reaching panel interview stage will have the opportunity to speak with the Chief Executive prior to formal interview.

If you have any questions on any aspect of the appointment process, need additional information or wish to have an informal discussion, please contact Ami Jenick or Sam Taylor on 020 7691 1920, or via e-mail: ami.jenick@prospect-us.co.uk

sam.taylor@prospect-us.co.uk