

Social Finance

Director of Engagement and Influence

Candidate Pack

September 2025



Tall Roots

Welcome

Once, the idea of using finance as a force for social good seemed radical. In 2010, Social Finance launched the world's first Social Impact Bond in Peterborough. It was a simple but bold proposition: what if investment could fund services that prevented harm, and government only paid when outcomes improved

That experiment worked. Lives improved, reoffending fell, and a new path opened. From that beginning, Social Finance has grown into a purpose-driven organisation working with governments, charities, investors, and communities to tackle some of society's most complex challenges.

We are now looking for our first Director of Engagement and Influence. This is a new, pivotal role that will shape how Social Finance shares its voice, builds partnerships, and drives systemic change.

The role

The Director of Engagement and Influence will work across our organisation and with our Board to ensure Social Finance has a credible and influential presence in the UK and internationally. You will bring our insights and evidence into the heart of policy debates, strengthen our reputation as a trusted partner, and open new opportunities to deliver impact at scale.

Your focus will be on social impact investment and Health & Social Care, while also engaging across our intersecting issue areas in Children & Young People, Employment & Skills, and Housing & Homelessness. This role is outward-facing and ambassadorial, requiring a leader who can build deep, collaborative relationships across government, the NHS, civil society, and the private sector.

Who we're looking for

We are seeking a strategic, curious, and collaborative leader with a proven track record of shaping partnerships at the highest levels of government. You will have a strong understanding of health and social care policy in the UK, and the adaptability to build knowledge across our broader portfolio. Your background might be in government, the NHS, consultancy, or the non-profit sector. What matters most is that you bring insight, empathy, and a willingness to share networks and opportunities for the benefit of our mission.

At Social Finance, our work is guided by principles that reflect who we are:

- Impact at scale: we create long-term, sustainable change with partners.
- Equity and inclusion: we believe social change must close gaps, not widen them.
- Innovation and learning: we combine creativity with evidence to pioneer new solutions.
- People and purpose: we know change is driven by people, and we invest in them.

We are deeply committed to equity, diversity, and inclusion in both our work and our team. We warmly encourage applications from people with a wide range of experiences and perspectives, and we value leaders who bring diplomacy, compassion, and authenticity to their work.

Looking ahead

It is a privilege to lead Social Finance through the next stage of our journey when we will build on our heritage and look forward with clarity and purpose. We aim to be the trusted partner of choice for social impact investment and delivery. We will enable partners to mobilise finance for systemic change and scale solutions that improve lives. The Director of Engagement and Influence will be at the forefront of this story, helping us share our voice and strengthen our impact.

I hope you will be inspired to join us in this role. Together, we can build a fairer, more equitable society.

With best wishes

Caroline Gadd

Chief Executive, Social Finance

About us

We are an ambitious not for profit organisation that helps to design, fund and scale better solutions to complex social problems. Our vision is a fairer world where together we unleash the potential of people and communities. We do this by working in partnership with local and national governments, funders, communities and the social sector to tackle complex and enduring social problems in the UK and across the world.

Our skills include financial analysis, data and digital insight, outcomes-focused partnerships, strategy, research and design. We combine these specialisms in different ways to address specific social challenges. We create effective solutions that blend the expertise of communities and professionals to deliver better outcomes in issues such as homelessness, domestic abuse, children's services, health, employment and skills.

Our multi-skilled team of over 120 people come from diverse backgrounds in the public, private and charity sectors, all sharing a passion for making change happen. We provide a high-quality training and development programme in-house with great opportunities for career progression. We're a friendly and intellectually curious bunch, always up for a debate.

Our work improves the lives of people and communities in the UK and across the world. We are experts in systems change – shifting the way a whole system works around a specific social issue in order to ensure long-lasting change. Examples include:

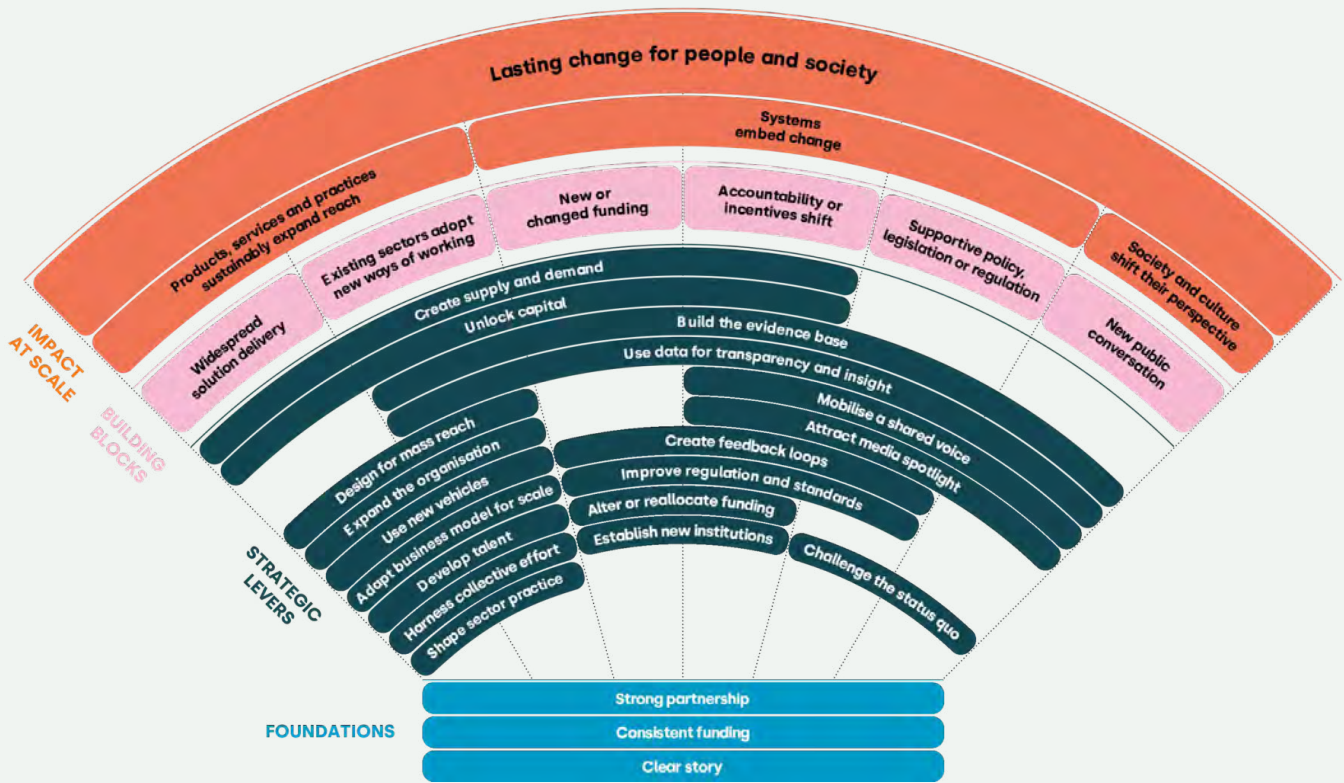
- Employment & skills: Scaling evidence-based employment services through IPS Grow.
- Health & social care: Investing in health transformation, such as in End of Life Care services.
- Children & young people: Maximising access to education by building more inclusive systems.
- Housing & homelessness: Developing innovative funding models to help meet government new homes supply.

Our approach is a collaborative one, where we bring the best capabilities and people from across the organisation together to solve the challenges we face.



The routes to scale framework

The routes to scale framework outlines our definition of success and the means to achieve it. It starts with the big end goal – defining the change you want to see – and works back through to the foundations that are needed to underpin the work.



In our companion report, [Building routes to scale](#), we walk through the framework and share over 20 examples that have achieved or are making progress towards impact at scale, as well as setting out our key learnings about what it takes to shift systems for the long term in order to make change for people and communities.

The framework addresses the following questions:



Impact at scale

What is it, and how can you tell when you get there?



Building blocks

What are the milestones to scaling impact in an issue?



Strategic levers

What are the different strategies that you can use to put in place the building blocks of impact at scale



Foundations

What are the foundations on which the most effective change efforts have been built?

Our Values

Everyone at Social Finance believes that change is possible. Our unique blend of skills and backgrounds enables us to create breakthrough solutions to society's toughest problems. To help us do it, we have three core values that guide everything we do:



Curious

We unearth the evidence, ask the awkward questions and don't give up until we get an answer. Through rigorous thinking, and learning from others, we generate ideas that make a big social impact.

Empathetic

We look from all angles, welcome all viewpoints. We seek to understand without reproach. We build strong teams from diverse backgrounds, with a shared goal to create lasting partnerships for change.

Pioneering

We are ambitious for lasting change and won't stop until social systems truly meet people's needs. Change is hard. But by combining social insight, business flair and practical innovation – we make it happen.



There are so many people here from different backgrounds that it's not about what you did before, it's about what you can bring to the job.

Matthew Pugh, Principal Software Engineer,
Data + Digital Labs team



Diversity & Inclusion

Our vision is a fairer world, where together we unleash the potential of people and communities. Equity, diversity and inclusion (EDI) is central to this vision.

We cannot have a fairer world if inequities persist in society or within our organisation. To achieve impact in complex social issues, we need people with a diversity of perspectives and life experiences.

We must nurture an environment where our people can do their best work — an organisation where people feel valued, where their voice is heard, and where they are proud of their achievements in driving social change. Our EDI strategy focuses on three priority areas to help us achieve our vision.

Race equity

Racism stands in the way of achieving our vision.

For Social Finance, working towards race equity means continuously and intentionally challenging structural and individual racism, both in the systems we work in and within our organisation.

To guide the development of our principles and action plan, we have defined what race equity and racism mean for us as an organisation:

We will be closer to race equity when someone's racial identity is no longer a factor in determining their life outcomes.

Racism at an individual level can include overt bigotry and discrimination, microaggressions, and unconscious and conscious bias. It can be both intentional and unintentional, and results in ethnic minorities having less influence, opportunities and resources than others.

Structural racism is discrimination and inequity embedded through policies, practices, social structures and culture that result in some ethnic minorities facing worse socioeconomic outcomes.

Gender equity and the experiences of women

We are a majority female organisation, but this was not always reflected in the balance of power across our team. We have improved representation of women in senior positions and there is now similar representation of both genders at every level of the organisation, including the leadership team and Board.

Alongside this we have improved our maternity policy and processes, signed the [Menopause Workplace Pledge](#), enhanced our travel safety policies, and closely monitor retention trends in relation to gender experience.

We know there's much more to do as we strive towards gender equity at Social Finance.

Cross-cutting EDI initiatives

Alongside race and gender we are making progress in other areas including socioeconomic background, sexuality, age, disability, mental health, and neurodiversity. We are a [Disability Confident Committed](#) employer, and we have signed the [Mindful Employer Charter](#).

Our ambition is to address the different aspects of EDI, recognising that social categorisations are inter-related and everyone's individual experience is unique. As we embed EDI approaches more fully into our culture, we will improve everyone's experience.

Job Description

Job title: Director of Engagement and Influence

Reporting to: Chief Executive Officer

The Opportunity:

Since developing the world's first Social Impact Bond nearly 15 years ago, Social Finance has been at the forefront of using innovative finance to address some of the UK and world's most pressing social issues.

As the UK government brings social impact investing into the centre of its future plans, we at Social Finance continue to advance a portfolio of innovative funding with a range of diverse partners. We are seeking a passionate leader in external engagement and government affairs to ensure that Social Finance has an influential voice on our impact areas and is an organisation that policy makers value.

Responsibilities

Government Affairs

- Drive and coordinate partnerships with the UK government to achieve social impact at scale, primarily within Health and Social Care, but also across our other key issue areas of Employment & Skills, Housing and Homelessness and Children & Young People.
- Support leaders across Social Finance to proactively develop and convert opportunities for major partnerships with the UK government.
- Lead events, roundtables and meetings with policy makers, networks, and partners across the sector to reestablish Social Finance's leadership in the market.

Policy Development, Analysis & Reporting

- In collaboration with internal colleagues, develop Social Finance's policy positions and strategies.
- Collaborate with the Head of Strategic Communications and Engagement, internal teams and business leaders to draft white papers, policy briefs, press releases to support the Social Finance strategy and that of our partner organisations.
- Monitor and forecast future policy direction to ensure that strategic plans are aligned and adjusted according to government direction.
- Prepare regular reports and updates for Board members, Senior Leadership and the wider organisation.

Strategic Leadership

- Act as a key member of Senior Leadership Group, maintaining a clear understand of wider business initiatives to help the organisation to deliver on its strategy underpinned by its values.
- In collaboration with the Head of Strategic Communications and Engagement, develop and implement a new engagement strategy, which seeks to build better understanding and awareness of Social Finance's work with key external audiences and which significantly expands our reach and influence.

- Collaborate with the CEO to serve as a spokesperson for external audiences on government and policy related issues.
- Coordinate with the Head of Strategic Communications and Engagement to amplify external partnerships, methodologies and impact.

Stakeholder Engagement and Network Building

- Build and maintain partnerships with Central and Local government, sector colleagues, advisory groups and networks.
- Develop strategic alliances to accelerate Social Finance's strategic objectives and impact.
- Identify and communicate new funding and partnership opportunities for Social Finance, supporting colleagues to secure new business through networks and expertise.
- Collaborate with practice colleagues to ensure that our skills in human centre design, data and digital and systems change are championed with government stakeholders underpinning the credibility we hold in the sector.

Person Specification



Skills and Experience:

Essential

- Senior leader with a background in external engagement, government affairs or similar strategic partnerships roles, with experience drawn from a range of sectors and environments.
- Excellent knowledge of the policy landscape related to Health and Social Care impacting outcomes with diverse communities in the UK.
- Proven track record of building and managing complex, high-level stakeholder relationships across Government, the NHS and non-profits, including with Ministers, Senior Civil Servants, and National NHS Directors.
- The ability to develop, execute and communicate externally a long-term policy and government affairs strategy that aligns with our mission and remains agile in a changing external landscape.

Desirable

- An understanding of social impact investment and other innovative finance solutions.
- Understanding of other interconnecting policy areas, such as Housing and Homelessness, Children & Young People and Employment.

Personal Attributes, Skills and Abilities:

- Exceptional interpersonal and ambassadorial skills, with a natural ability to build credibility and trust with key stakeholders at all levels, from C suite to front line staff.
- Selfless leadership style, open with networks and enthusiastic about sharing knowledge and expertise with colleagues, as well as the humility to recognise what you can learn from them.
- Well developed commercial skills, able to identify new partnership opportunities and work with internal colleagues to support business development, convert to projects and participate at all levels.
- Strong political awareness, with the ability to navigate relationships across the main political parties, ideally with established networks.
- Clear alignment with our values of Curious, Empathetic and Pioneering and a demonstrable personable commitment to equity and anti-racism.
- A passion for social change.
- Adaptable and flexible - maintains effectiveness in a constantly changing environment. Able to be flexible in approach to work without losing sight of key objectives.



Terms of Appointment

Salary	£90,000 - £105,000 per annum.
Contract	Permanent, full-time. We support a range of flexible working options.
Location	Regular travel to our London office (near London Bridge) and to clients or partners around the UK will be required. We welcome UK based applications from outside of London/the Southeast so far as they can meet the in-person meeting requirements for the role.
Pension	Contributory pension scheme (matched 4%).
Annual leave	We offer a generous annual holiday allowance of 28 days, plus additional leave between Christmas and New Year when the office is closed.
Additional	Healthcare cash plan; Enhanced maternity and paternity policies; Volunteer leave; Employee assistance programme; Cycle to work scheme; Give as you earn; Flexible working policy; Regular off site company events throughout the year.

Working for a mission driven organisation is more than just what we pay, it's about our culture, our approach and what else we offer. Read more about working at Social Finance [here](#).

Equity, Diversity and Inclusion

We actively encourage applications from under-represented and minoritised groups, including those with lived experience of the social issues we are working to address. We are an equal opportunities employer.

We support a range of flexible working options and welcome UK based applications from outside of London/ the Southeast so far as they can meet the in-person meeting requirements for the role. We can also accommodate secondments and part-time working.

We work on some projects where our clients may require different levels of DBS checking for our employees. Candidates deemed suitable for a role after interview will be asked to declare any unspent convictions to ensure that we are able to resource them to projects appropriately.

How to apply



Tall Roots is acting as an employment agency partner to Social Finance. Applications should be made online at www.tallroots.co.uk/sf-director-engagement-influence and include:

- a CV.
- Covering letter (no more than two pages), explaining your motivation for applying for the role and how you meet the person specification.

The closing date for applications is **9am, Monday 6th October 2025**.

Preliminary interviews with Tall Roots will be held virtually during **w/c 13th October 2025**.

Final panel interviews are planned for **Thursday 30th October 2025**. Shortlisted candidates will have the opportunity to meet with Caroline Gadd, CEO, informally prior to the formal panel interview.

If you have any questions relating to the role or the process, or would like any adjustments made to accommodate your needs, please contact Mark Crowley at Tall Roots by email at mark.crowley@tallroots.co.uk.



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71-75 Shelton Street, London, WC2H 9JQ, UK
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