

# BIG SOCIETY CAPITAL



**Our 2025 Strategy**  
Scaling Impact

# Our vision is a world where all investments help improve people's lives and build a fairer society

**We believe it will be possible to make significant progress – at least doubling the capital invested into social impact to total between £10 and £15 billion by 2025.**

Across the UK, people face daily challenges in housing, access to affordable financial products and services, health and wellbeing, and community resilience. Social impact investment can make a real difference by helping enterprises tackle these challenges at scale, to improve people's lives. Social impact investments don't merely avoid harm but actively contribute to solving social problems.

Over the last decade, we have learned what works when ideas, investment and expertise are united. Together with partners, we have helped drive significant growth in key areas of the social impact investment ecosystem. We have developed entirely new product types from charity bond funds to social housing funds. Using our capital, and with other investors alongside us, we have helped build a track record for social impact investing so that today more than £5 billion has been invested in social enterprises and charities. Improving thousands of lives.

Our aim now is to shift the established systems further towards social impact, creating lasting change.

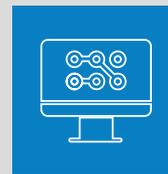
## Our experience shows where we and our partners can create the most impact

Our strategy is to concentrate on what we have learned works. So, we will focus on building four key investment systems where there is greatest potential for scale of impact and where we believe we can make the biggest difference. Alongside this we will continue to run our innovation work to find the new big ideas for five years' time.

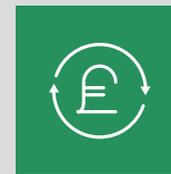
By bringing in more capital alongside ours in the following areas, there is real opportunity both to help enterprises scale their impact and to give investors a sustainable financial return.



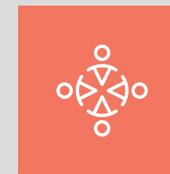
**Social and affordable housing**



**Impact venture**

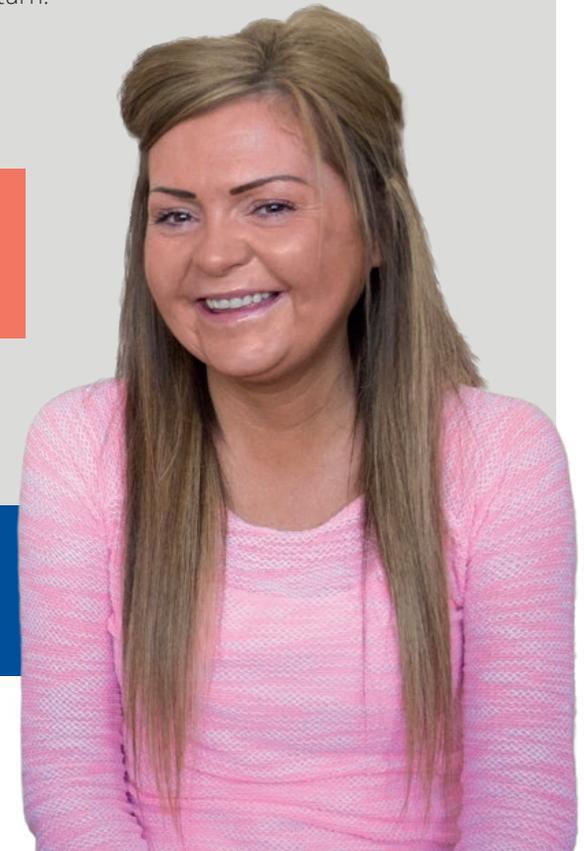


**Social lending**



**Social outcomes**

**We help build an investment ecosystem that supports enterprises to improve people's lives**





## Social and affordable housing

# Creating safe, secure and affordable homes

The UK housing market doesn't work for many people. It is broken and it can feel like the root causes are too entrenched. We want to change this.

Social impact investment helps create a system that provides more safe, secure and affordable homes for everyone to access regardless of their circumstances, particularly for the most vulnerable people in our communities.

We want to see the growth of social and affordable housing across different types of tenure. We will work to bring more mainstream capital into the market.

We will help embed a shared understanding and application of impact measurement. And we will mobilise support from different areas, from government to developers, to transform the system into one that doesn't leave people behind.

Over  
**3,000**

number of homes provided so far through funds we have invested in

Over  
**£1bn**

invested by Big Society Capital and other investors alongside us

From  
**£0**

in 2012 to over  
**£2.9bn**  
in 2020 invested in the social and affordable housing market



### Impact story Hull Women's Network

Hull Women's Network (HWN) offers specialist domestic abuse support, nursery provision, and access to safe and affordable housing across Hull. Property ownership lets HWN offer comfortable and safe homes for vulnerable women and children, making it possible for them to stabilise and rebuild their lives.

HWN received investment to buy 82 homes from Social and Sustainable Capital's Social and Sustainable Housing fund, and its Community Investment Fund - Big Society Capital has invested £26 million across both funds. By buying homes to use as supported accommodation and move-on homes, the charity can support women for longer than two years. Time and money spent on grant applications can now be diverted to other resources.

### 1 in 4 women

will experience a violent relationship at some point in their lives

### 82 properties

sourced through Social and Sustainable Capital's investment

Safe homes provided for over

### 200 women



## Impact venture

# Technology startups tackling social issues

Innovative technology solutions can help tackle social issues such as financial inclusion, education, and health and wellbeing and deliver products and services that meet people's needs better. We want to develop a venture ecosystem that nurtures and scales innovative ways of tackling social problems.

Ventures are already moving towards creating impact, but we want to accelerate that change until it's seen as business-as-usual.

We want to help build a diverse group of impact start-ups tackling a broad range of social issues. We will partner with high-calibre fund managers with a range of approaches at different investment stages. We will encourage a broad range of investors to bring in more capital to create impact. And we will help embed best-in-class impact practices in the venture system.

# 191

mission driven technology startups we have supported

# 10x

as many impact venture funds seeking investment in 2020 vs 2018

# 17m

people reached



## Impact story Wagestream



Becoming financially resilient is a big challenge for many people in the UK. For some, the smallest short-term need can result in increasing amounts of debt and a reliance on high-cost loans.

Wagestream is tackling the invisible, urgent problem of financial stress – helping employers roll out a financial wellbeing app for staff that reduces reliance on predatory forms of credit and builds up their savings and financial resilience. Wagestream also works with experts to give tips on managing money and budgeting and offers employees the chance to build up a savings pot.

Wagestream received an investment from the £15 million Fair by Design Fund, managed by Ascension, which Big Society Capital invested £6 million into.

## Over 100 companies

with 350,000 employees have joined Wagestream

## 65%

of users are able to cover an unexpected bill with their own wages

## 72%

of users say they feel more in control of their money



## Social lending

# Lending to support growth and resilience

Social enterprises, charities and small businesses play an important role in their communities. They support vulnerable people, create jobs and contribute to the local economy. Social impact investment can help support a wide range of organisations to access affordable finance in some of the most disadvantaged communities. From small loans to charity bonds, social lending can help enterprises grow their trading income, provide working capital, and increase resilience.

We want to see a social lending market that caters for the needs of a diverse range of these social purpose organisations and investors alike.

**More than  
£1bn** increase in lending  
by social banks  
since 2012



We will help to build a social lending market that meets the needs of a more diverse range of social purpose organisations, extending our reach to the most overlooked communities. We will work with our partners to secure subsidy at scale as a route to strengthening enterprise resilience.

We will build the market for the long term, supporting enterprise growth and scaling business models to create more social impact. And we will support best-in-class fund managers, social banks, and those mainstream lenders who are moving into impact.

**727** loans, totalling

**£34.3m** to

**665** organisations

made by the **Growth Fund managers and Community Development Finance Institutions (CDFIs)**

**Partnering with Access – The Foundation for Social Investment, the National Lottery Community Fund and the Cabinet Office to create the blended Growth Fund.**



### Impact story St John Ambulance Cymru

St John Ambulance Cymru is a charity that provides ambulance and hospital transportation, as well as support at 4,000 events and first aid training for 45,000 people each year, alleviating the strain on the Welsh Ambulance Service.

After its bank rejected a Coronavirus Business Interruption Loan Scheme (CBILS) application, the charity received a loan from the Resilience and Recovery Loan Fund which meant it did not have to spend its vital reserve investments. Big Society Capital worked with Social Investment Business and other social investors to establish the £25m Fund to make CBILS loans available to charities and social enterprises. This facility was established from scratch in a record four weeks by significant partnership work across the social impact investment sector.

### £25m Fund

making CBIL loans available to charities and social enterprises

### 45,000 people

trained in first aid each year

### 4,000 events

supported each year



## Social outcomes

# Improving public service delivery

All over the UK, social enterprises and charities deliver a range of public services, from supporting people into work and improving educational attainment, to reducing reoffending and tackling addiction. Social impact investment can create a system that improves the lives of people with complex needs, creating better value in public service delivery and targeting prevention rather than crisis response.

We are working to increase the number of outcomes contracts delivering these public services for people with complex needs.

We will support fund managers to grow their capacity, deliver outcomes and establish best-in-class outcomes fund management.

Our track record will encourage new investors into the market. It also allows social enterprises and charities to collaborate on service design, enables flexible delivery, and ensures accountability.

# £32m

committed by Bridges Fund Management across a range of projects,

# £50m

in outcomes payments to date,

# £85m

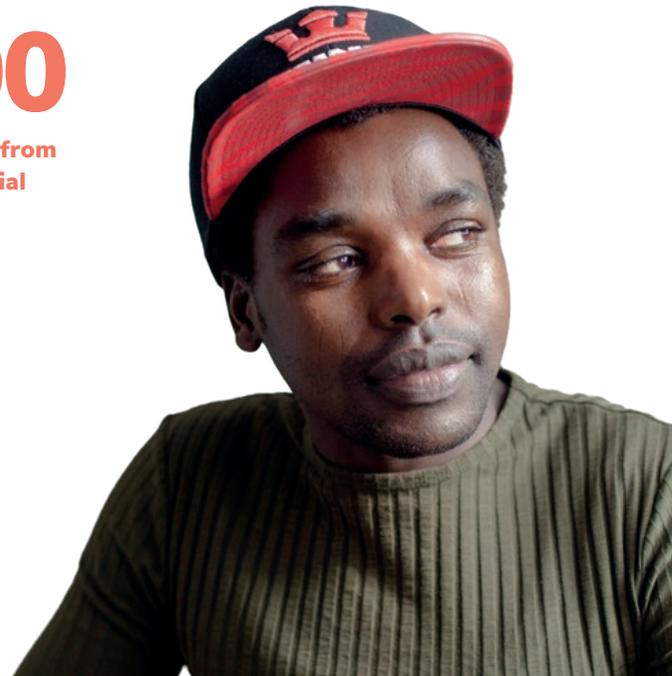
resulting in estimated current or potential cost savings

# 27,000

people have benefited from our investments in social outcome contracts

# More than 90

social outcomes contracts in the UK



## Impact story West London Zone

In England, 20% of children leave school with no basic numeracy or literacy skills. This is far more likely to affect young people from poorer families.

West London Zone (WLZ) works with local schools to find the children who might benefit the most from its two-year development programme. Children work with a Link Worker based at the child's school to set personal development goals to build their confidence, relationships, and academic achievement.

WLZ is an outcomes-based contract. The commissioners (Government, local schools, councils and philanthropists) only pay for measurable improvements in the lives of young people.

## 1 in 5 children

in England leave school with no basic numeracy or literacy skills

## 1,738 young people

helped in 45 school settings since 2016

## 80% of participants

report an improvement in their wellbeing (the metrics measured include mental health, relationships, confidence and aspiration)



**Our strategy to 2025 is informed by everything we have learned over the past decade. Now is the time to take social impact investment to the next level, creating even greater social change.**

**This would not be possible without the investors we work with, nor the fund managers, social enterprises and charities who create the social impact.**

**We can't achieve our goals without continuing to work in partnership.**

**We are part of a movement with real momentum.**

**Join us**