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# Director, IPS Grow

*Full time role. Flexible location, regular travel to our London office and to other locations around the UK will be required.*

## About Social Finance

We are an ambitious not for profit organisation that partners with governments, service providers, the voluntary sector and the financial community. Together, we find better ways of tackling social problems in the UK and globally.

Since we started in 2007, Social Finance has helped to pioneer a series of programmes to improve outcomes for individuals with complex needs. Our innovations, including the social impact bond model, have mobilised more than £500 million globally. We have sister organisations in the US, Israel, the Netherlands and India and a network of partners across the world.

## What we do

Our unique method combines financial analysis, data science, service design, and social issues research. We focus this expertise on understanding the needs of service users and working with communities to create new responses to challenging social problems.

We develop models, products and services that are pragmatic and have the scope to drive systemic change to improve people's lives. In the UK, we focus on issues such as homelessness, domestic abuse, mental health, learning difficulties, loneliness and vulnerable children on the edge of the care system. We also look to improve equity for marginalised communities in social services. Internationally, we design outcomes-based models for issues such as maternal and neonatal health, education and employment.

## 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.

If this sounds like you, then we'd love to hear more. More information about us can be found on our website: [www.socialfinance.org.uk](http://www.socialfinance.org.uk)

## **The opportunity**

We are looking for a Director to lead IPS Grow, a large-scale programme that is helping to dramatically scale up high-quality employment services for people with severe and enduring mental ill health, people accessing drug and alcohol treatment services as well as building on the health led trials which will result in more services in primary care. The programme is currently undergoing a significant expansion to allow us to support the growth in IPS services around England. This will take the team from 12 to 21 people with the budget rising from around £1 million to £2 million per year. You will oversee a multi-functional team, including technical experts in the field, operational, product, data, and marketing specialists.

We are looking for an experienced leader with outstanding, team building, strategic management, collaboration and stakeholder management and operational delivery skills. You will be passionate about changing people's lives for the better but with a strong business sense and operational focus.

We believe this role has huge potential to support the scale-up of the Individual Placement and Support (IPS) model across the UK and enable many more people with severe and enduring mental ill health and people accessing drug and alcohol treatment services to enter paid employment and change their lives for the better.

## **About IPS Grow**

IPS Grow has been commissioned by NHS England & Improvement to support the rapid expansion of Individual Placement and Support (IPS) services across England. The team also works very closely with officials in the Department for Work and Pensions (DWP) and the Office for Health Improvement and Disparities (OHID).

The aim of the programme is to support IPS services to mobilise quickly, deliver high quality IPS, and achieve high levels of employment outcomes for their clients. The programme launched in 2019 and was expanded in 2021 to cover IPS services in drug & alcohol teams as well as those in NHS mental health services, and to scale up the delivery of quality assurance fidelity reviews and on-site technical support to drive continuous improvement and paid outcomes for clients.

IPS Grow has three key strands:

- Hands-on operational support for services, including the delivery of quality assurance fidelity reviews and provision of technical support
- Workforce development, including supporting services with attraction, recruitment, training, and development
- Tools to improve collection & reporting of outcomes, including management of a web-based reporting tool

In addition, IPS Grow plays an important leadership role in the IPS landscape in the UK and internationally.

## Responsibilities

The Director of IPS Grow will be part of the Senior Leadership group within Social Finance. They will report to the Team Head for Health and Work and will have full responsibility for the IPS Grow team, the effective delivery of the IPS Grow programme, and the achievement of our wider impact goals around the IPS model. The Director will also lead on our reporting to, and relationship with, the Health and Employment Partnerships advisory board.

## Contract and stakeholder management

- Taking overall responsibility for delivering against the IPS Grow contract requirements and Key Performance Indicators. Works with the Operations Manager and Business Manager to ensure contract reporting is high quality and meets deadlines
- Providing oversight for the c. £2 million annual IPS Grow budget, with technical support from the Operations Manager and Business Manager
- Building strong relationships with contract managers and other senior stakeholders in NHS England and Improvement, DWP, and the Office of Health Improvement and Disparities
- Identifying opportunities to build on the IPS Grow core programme to deliver further impact for the IPS community, for example through additional workforce development efforts or through other initiatives

## IPS leadership

- Acting as ambassador for Social Finance and the IPS model in national & international forums and with policymakers, clinical leaders, and other key actors with support from the Director of HEP Operations
- Supporting delivery of the NHS Long Term Plan targets for access to IPS for people with severe mental illness and OHID's ambitions for increasing access to IPS for people in drug and alcohol treatment services– for example, by playing a leading role in the NHS Long Term Plan Working Group for IPS
- Playing an active and leading role in the UK and Ireland IPS Expert Forum
- Providing thought leadership for the development of the IPS model, for example to ensure that it achieves parity of access and outcomes for people from ethnic minority backgrounds
- Applying the principles of co-production to all elements of the programme

## Team management and development

- Leading a multi-functional team of around 20 professionals with technical, operational, product, data, project management, and marketing expertise
- Line managing at least three team members directly (two Regional Managers and a Regional Manager / Operations Manager)
- Using best endeavours to grow talent from ethnic minority backgrounds within Social Finance and wider IPS ecosystem
- Ensuring the team is aligned around a common set of goals, objectives, strategies, and targets
- Ensuring consistency and quality of practice across the team
- Ensuring the team receive coaching, supervision, field mentoring, training and wider support to enable them to develop – with a particular focus on the high-quality delivery of technical support and fidelity reviews, working with and through the Director of HEP Operations and the Regional Managers
- Creating a culture of team learning, reflection and continuous improvement, with an emphasis on evidence-based practice and the use of data to inform practice
- Building a positive team culture, responsive to individual and collective needs

**Wider contribution to the Health and Work team and Social Finance**

- Connecting across teams within Social Finance to bring the best of our capabilities to support the IPS Grow programme and to enable other teams to learn from IPS Grow's experience
- Contributing to the wider development of the Health and Work team, for example by contributing to development work around our wider strategy for IPS in the UK and internationally
- Managing Health and Work team responsibilities around budget, resourcing, legal, data protection, race equity, team wellbeing and other core elements
- Ensuring that we live our values both in the way we work and externally

**About you**

You might come from a private, public, or social sector background – ideally, you have spent time in more than one sector.

You're not expected to arrive with a complete skillset. Most importantly, you will be excited about the opportunity to lead and learn.

We will look to see:

- **Shared values.** Though sector-specific experience is not required, we have a passionate belief that helping people to achieve appropriate employment can transform their lives. We hope you will share this ethos. In addition, we expect you to show commitment to equity for people from ethnic minority backgrounds, disabled people and other groups that have historically been discriminated against
- **Ability to deliver tangible results across a large and complex operational programme.** You should have experience of working through others to deliver outstanding operational outcomes in challenging settings. Ideally you have delivered impact through indirect influence and support as well as direct operational control
- **Management and leadership.** You will have experience managing large projects to successful delivery. You will be able to effectively oversee a large expansion of a team and programme while maintaining a strong team culture and effective programme delivery. You will ideally have managed multi-disciplinary, mixed-tenure and virtual teams. You will also be able to drive new initiatives and deliver positive change in a difficult environment. You value the culture of listening and learning and creating a working environment where people can thrive.
- **Ability to build relationships.** This project will only succeed through the strength of relationships with a wide range of public, private, and social sector bodies, not least the partners that Social Finance would work with in delivering this contract. You will need to show that you have built outstanding collaborative relationships with a range of different individuals (both internal and external) and organisations, including at the most senior levels, and that these have led to social impact and/or operational success. You will also need to demonstrate your ability to work with and manage partner organisations with appropriate sensitivity and skill
- **Strategic leadership.** You will be able to develop creative but feasible strategies for both the delivery of IPS Grow's objectives and to support the wider development of IPS in the UK and internationally. You will be able to shift rapidly from strategy development to implementation, working with policymakers and senior stakeholders from across the sector to take high-impact actions that lead to increased access to IPS and improved employment outcomes for clients
- **Communications.** You will be an excellent communicator both verbally and in writing. You will be able to persuade and influence individuals through 1-1 or small group conversations; present effectively to large groups (virtually and in person), for example in national webinars or at conferences; and write

clear, compelling Word documents and PowerPoint presentations. You will be able to show empathy but also hold people to account and hold a firm line where needed.

- **Financial, technical, and contract management skills.** You will manage a ~£2m budget, work with technical providers (such as an external IT consultancy) and manage sub-contracts effectively. You will be able to draw on Social Finance expertise to establish and maintain rigorous processes around data protection, contracting, safeguarding, and other legal and regulatory requirements. We expect you to be competent with standard Microsoft software (Word, Excel, Outlook, PowerPoint) and analytically minded
  - **Ability to think creatively.** You will be the key person responsible for the success of IPS Grow. You will need to demonstrate a strong grasp of operational and strategic challenges, develop creative and innovative solutions with the team, and implement them with speed and skill. You will take a structured approach to solving problems and will have a high tolerance for ambiguity
- Understanding of the IPS agenda and commitment to driving evidence-based practice and quality improvements.** You will have support around you within Social Finance and be committed to developing or deepening your expertise through your work in the practice and evidence around IPS, and how it can be applied in new settings effectively, such that you will quickly be regarded as a key leader in the IPS landscape.

## Our commitment to you

Social Finance offers a range of training and development support, using both in-house expertise and external partners to develop and deliver our training programmes. Alongside the Project Managers you work with day to day, your Line Manager will support you in your career planning and personal development. All new staff have a buddy in place to help them learn about life at Social Finance.

The fixed salary for this position is £85,000 per annum plus an additional 10% pensionable salary in lieu of benefits. We offer a generous holiday allowance plus bank holidays and corporate leave between Christmas and New Year when the office is closed. We also offer a contributory stakeholder pension scheme, season ticket loans, bike to work schemes and Give as you Earn via salary sacrifice.

Encouraging community and wellbeing is important to us. We have a health and wellbeing plan to encourage better working practices for individuals. Social Finance is a disability confident committed employer as well as a founding signature of the UK social investment sector's Diversity Forum manifesto.

## Diversity and inclusion

We need a diverse organisation to be effective. Our work requires us to bring together people with a broad range of skills and life experiences to ensure our impact across a range of social issues and systems. We are committed to having an inclusive culture and working environment in which everyone feels at home and is supported to achieve their potential. We know there is further to go and are implementing a Diversity and Inclusion strategy with a group of external experts to hold us to account.

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.

## How to apply

Social Finance are using [Applied](#), a new application platform developed by the Behavioural Insights Team, to record your application. Applied is focused on using behavioural and data science to improve hiring decisions and minimise unconscious bias in the recruitment process. You will be asked to respond to four situational based questions which will allow you to express your ability.

Your answer to each question will be viewed in isolation. Please therefore ensure there is enough detail in that single response, without any references to your other responses.

NB: Whilst we are asking for your CV, please note that we will not be viewing your CV during the initial sift process. The selection panel will not have access to your CV, so it is therefore essential that you respond to each question fully.

[Apply for this position using this link](#) or by copying and pasting the address below

<https://app.beapplied.com/apply/fyjmoeszpt>

**Closing date for applications: Wednesday 10 August 12:59pm**