

# Twiningenterprise

mental wellbeing through work

## RECRUITMENT PACK

## PROJECT MANAGER

DEADLINE: 9:00 AM 21 AUGUST 2017

INTERVIEWS: W/C 28 AUGUST EALING

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**To Apply:** Please send your CV, covering letter and Equality Monitoring Form to:  
Twining Enterprise, 84 Uxbridge Road, Ealing, London W13 8RA  
or email them to: [jobs@twiningenterprise.org.uk](mailto:jobs@twiningenterprise.org.uk)  
If you have any questions call: 020 8840 8833 or visit [www.twiningenterprise.org.uk](http://www.twiningenterprise.org.uk)

# AN INTRODUCTION TO TWINING ENTERPRISE

## WHO WE ARE

Twining Enterprise exists to improve mental wellbeing by supporting people in and into work. Everything we do is aimed at helping people with mental health conditions gain access to the benefits work has to offer. Our tailored practical employment support doesn't just help with work related goals, it improves our clients' wellbeing and lives.

We are London's leading mental health employment charity. We provide life-changing support to over 2,000 Londoners with common and severe mental health conditions every year. Our clients regularly tell us that our support has made a significant difference in their lives and we have been accredited by the Centre for Mental Health with [IPS](#) Centre for Excellence Status 2016-19.

## OUR JOURNEY

Twining has been providing employment support to people with mental health conditions since 1995.

We have grown and developed rapidly since then and in the 2017-18 financial year we anticipate revenues of £1.9 million.

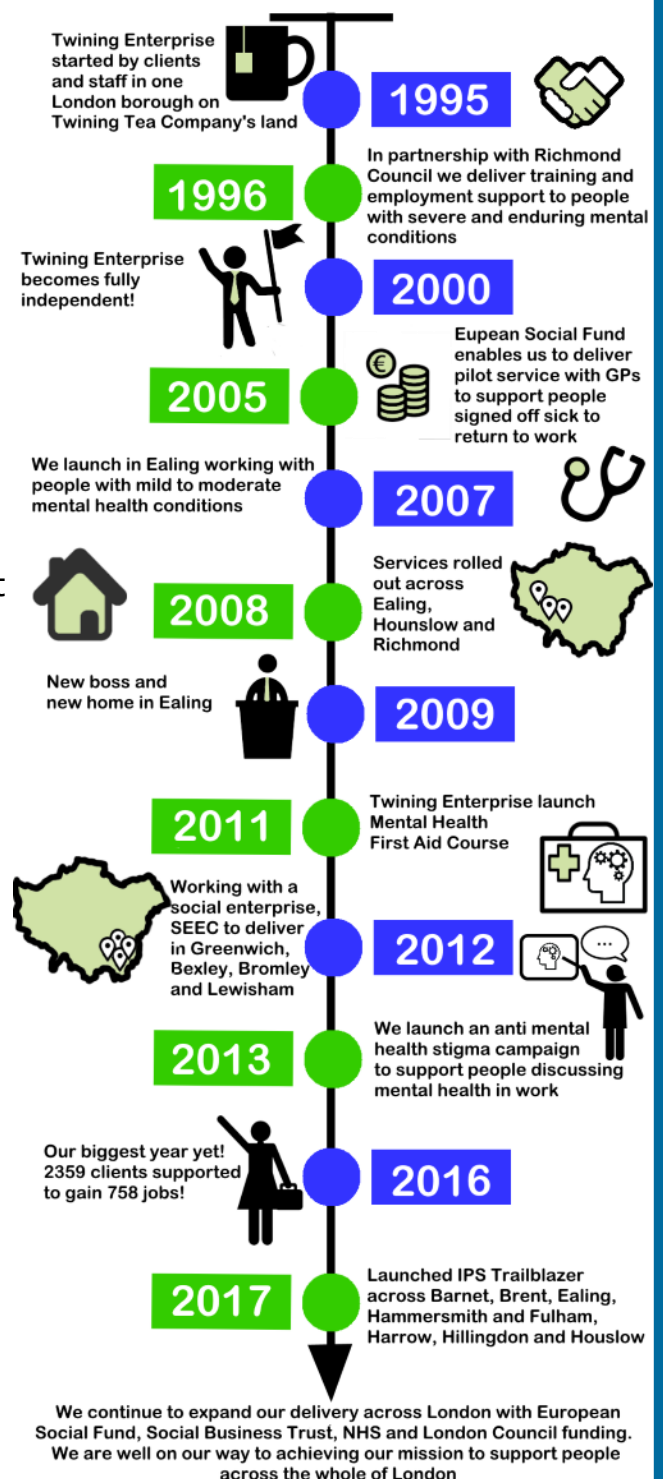
We are a dynamic and fast growing charity that has expanded its reach to 13 London Boroughs in less than twenty years. Our mission is to provide our life changing service across London and we are today expanding our delivery with Government and NHS funding.

We have recently secured valuable financial and intellectual support from the Social Business Trust to assist us to deliver our strategic vision. As a result, in the coming months, we will be working closely with Bain & Company and IBM making this a very exciting time to join us.

## WHERE WE WORK TODAY

- Barnet
- Brent
- Camden
- Ealing
- Greenwich
- Hammersmith & Fulham
- Haringey
- Harrow
- Hillingdon
- Hounslow
- Lewisham
- Islington
- Richmond

## OUR TIMELINE



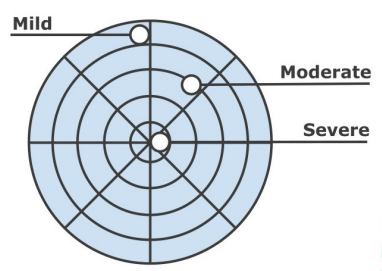
# OUR VISION



Twining's vision is of a world where all people with mental health problems:

- Enjoy access to the same life and work opportunities as everyone else
- Can access support in times of difficulty with minimal disruption to their working lives
- Enjoy the benefits that work provides
- Are fully accepted members of their community

## WHY WE DO WHAT WE DO



We achieve a range of outcomes for individuals and society at large:

**For Individuals**

**Improved mental wellbeing through:**

- Long-term, sustained employment
- Increased resilience and self-responsibility
- Sense of purpose and self-empowerment
- Increase in positive conversations about mental health in organisations
- Improved social and family relationships

**For society**

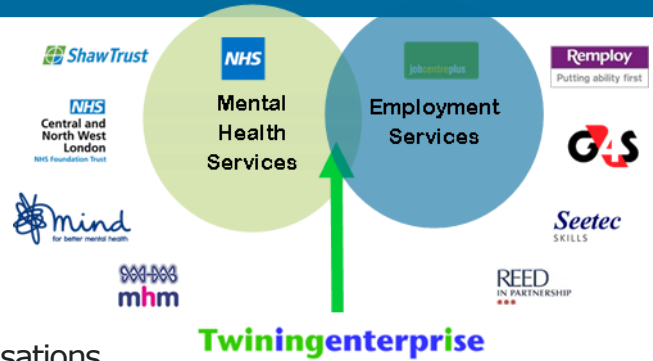
Reduced spend on benefits and public health services.

**For employers**

Improved staff wellbeing as positive conversations about mental health become part of the culture.

# OUR POSITION

Twining's services are typically integrated into clinical teams across the boroughs we work in. Twining bridges the gap between traditional providers of mental health services and employment services by delivering a service that supports people with mental health conditions to find and keep work.



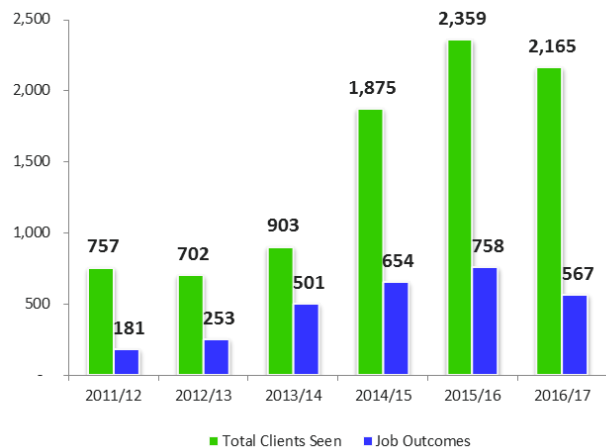
Our Employment Specialists liaise closely with employment agencies, employers, training organisations, other charities working with people with people with mental health conditions or willing to support our clients in some other way. Furthermore they regularly work directly within Job Centres: this ensures they are very knowledgeable about any local opportunities that might be suitable for their clients.

## OUR IMPACT



There is overwhelming international evidence that IPS is the most effective and efficient way of helping people with severe and enduring mental illness into competitive and sustainable employment. IPS participants are twice as likely to gain employment compared with traditional vocational rehabilitation alternatives. IPS participants sustain jobs for longer and earn more than those who are supported by the best local vocational rehabilitation alternatives.

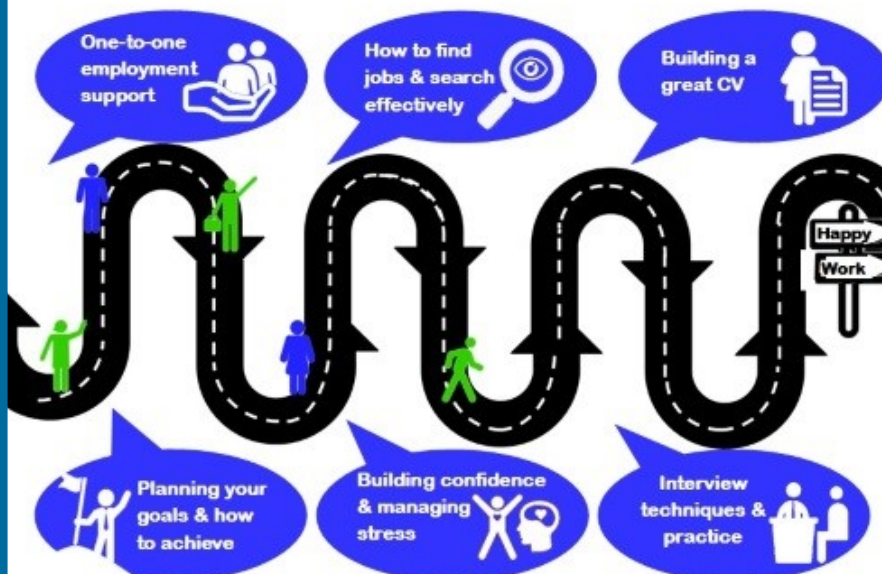
In 2016 we supported 2359 clients to obtain 758 job outcomes. We are currently delivering or launching services to extend our reach to 13 London Boroughs.



## OUR CLIENTS

We believe that everyone deserves to enjoy the benefits that work offers. Working is good for our health and wellbeing. It contributes to our happiness, helps us build confidence and self-esteem, develop our social networks and rewards us financially. Because of these benefits we know our support can change our clients lives for the better. But they also tell us all the time and regularly share their stories with us.

## CLIENT JOURNEY



“ I am in a better place now and I am happy that opportunities have come my way. I thought the doors were closed to me. ”  
Mitsa, Twining Client.

“ I now feel a lot better; I am very optimistic about the future and my mental wellbeing has improved significantly. ”  
Ben, Twining Client.

“ I can honestly say I think Roy saved my life. ”  
Tess, Twining Client.

# OUR VALUES



At Twining we are committed to living our values and ensuring that we embed them throughout our work. Our staff are regularly reviewed on how they have helped us to deliver these values through their work. These values drive our treatment of our staff, clients, partners and stakeholders and we are looking to recruit people for whom they resonate.



People first



Seek solutions



Empower others



Act with integrity



Fairness at work



Connect and collaborate

- **People First:** We will put people's mental wellbeing first
- **Seek solutions:** We will find new ways forward and make an impact
- **Empower others:** We will give people the means to succeed
- **Act with integrity:** We will do what's right and speak up when something isn't right
- **Fairness at work:** We will act fairly, encourage fairness and challenge stigma
- **Connect and collaborate:** We will build strong relationships

## OUR FUTURE

Twining Enterprise has in the past year doubled our delivery in terms of both staff and London Boroughs covered. We have successfully obtained funding from NHS bodies, the European Social Fund and are now in the fortunate position of gaining significant long term support from the Social Business Trust (SBT).

## THE FUTURE AT TWINING ENTERPRISE

### BOB KITCHIN, CHIEF EXECUTIVE

Twining has had a fantastic growth journey and now supports well over 2000 clients each year. We are currently expanding our IPS Trailblazer programme across seven new boroughs and have two new waves of recruitment in the next six months. All this growth and the fantastic results our clients achieve means the charity has a real sense of optimism about our future.

We have recently refreshed our board and now have the privilege of working with an excellent set of Trustees with all the skills we need to support us through the next phase of our development.

We were particularly pleased to secure Social Business Trust (SBT) investment this summer which will provide a highly valuable package of financial and intellectual support which will see us working closely with experts at IBM and the SBT to ensure that our policies and procedures keep up with our expanding remit.

Our twin focus in the coming year will be to continue to expand our ability to deliver our services across London and to ensure that we maintain our reputation for delivering a high quality service in line with our centre for excellence status.

**Bob**

# OUR PEOPLE

## OUR CULTURE

We pride ourselves on having nurtured a culture built on trust and respect where our staff feel valued and supported. We strive for a diverse, tolerant and inclusive workplace.

## OUR STAFF

Our staff are highly professional, passionate and committed people who are motivated to improve the lives of those with mental health conditions. A proportion of our staff have personal lived experience of mental health conditions and with our support and their own self management play an important role informing our approach.



## OUR STAFF: CASE STUDY, TEAM LEADER LEAH

### WHY I WORK HERE

I grew up with a close family member who, for as long as I can remember, lived with a mental health diagnosis. Fortunately for him, he has always worked in an establishment which has been extremely considerate and understanding towards his needs and his wellbeing, but, growing up I soon realised this wasn't the case for everyone. Seeing such a positive experience of being in employment and having an employer work alongside the employee to ensure the best support is given, is one of the main reasons I am so passionate about the Twining vision and implementing it. I have seen it work and the positive effect it has, both on the individual and on the employer, and I am motivated to see this across all sectors from all employers.

I've worked in adult mental health in different sectors for all of my career. I have experience working in inpatient settings and in the community for both the NHS and charities.

### WHAT I DO

I started out as an Employment Specialist (ES) on the Camden IPS contract in January 2016. I consistently met my targets and maintained good communication with my manager and I think this helped me to gain experience to support my application for Team Lead. Whilst an ES, I tried to get as much experience as I could, attending commissioner meetings with my manager and requesting training to expand my knowledge and skills. I quickly progressed into the role of Team Lead in September 2016. Today I am the Team Leader for the North London projects, including Barnet, Haringey, Camden and Islington. My role is to coach and support my teams and to ensure we are giving our clients the best possible service.

### TRAINING I'VE RECEIVED

- Mental Health First Aid (Twining)
- Employer Engagement (Twining)
- IPS training (Centre for Mental Health)
- Benefits training (Twining)
- Employability Skills training (Twining)
- Motivational Interviewing Training (CNWL NHS Trust)
- Making every contact count (MECC Camden Council)
- Coaching mindset training (NHS)
- Team Lead Training (Twining)

And I am about to start on IPS Team Leader training facilitated by Social Finance!

# OUR COMMITMENT TO QUALITY

Twining is one of just 17 recognised Centres of Excellence for delivery of Individual Placement and Support (IPS) services nationally (Centre for Mental Health) and one of only two in London.

Centre for  
Mental Health



IPS Centre of Excellence 2016 - 2019

IPS is an evidence-based standardised supported employment intervention to support people who have a severe mental illness to find and keep sustained employment.

There is overwhelming international evidence that IPS is the most effective and efficient way of helping people with mental health issues into competitive and sustainable employment, our trailblazer programme is expanding the service to those with common mental health conditions.

Twining has developed a model of provision that is highly regarded within the mental health care arena; we are becoming a partner of choice within London for mental health employment services.

We deliver on our promises. Commissioners, recognise Twining's ability to mobilise quickly, take charge of the process and effectively manage a diverse array of stakeholders throughout the process. Commissioners are very happy with our service, they find it value for money and it is widely regarded that the quality of our employment advisors is very high.

Having developed a reputation for our high quality IPS provision across many London boroughs our focus in the coming years will be to expand this service and ensure that we benchmark this high quality across our new areas of operation and cohorts of clients.

## WHO WE WORK WITH



European Union  
European Social Fund  
Investing in jobs and skills



Central and  
North West London  
NHS Foundation Trust

Barnet, Enfield  
and Haringey



Mental Health NHS Trust



LOTTERY FUNDED



Camden and Islington



NHS Foundation Trust

West London Mental Health



NHS Trust



London North West Healthcare



NHS Trust



# WHY WORK WITH US

## YOUR CHANCE TO MAKE A DIFFERENCE

We are looking for positive and empathetic people interested in joining our team to help us make a difference to the lives of Londoners with mental health conditions. If this sounds like you we can offer:

## CAREER DEVELOPMENT

- 1. Career progression.** Our staff can benefit from the great relationships we have with public, private and voluntary sector partners, with opportunities to access mentoring.
- 2. Learning and development.** We invest heavily in your learning and development. Staff training is delivered in support of organisational, team and individual learning needs identified and reviewed in appraisals. There is an individual training budget for each staff member.
- 3. A Dynamic learning environment.** An exciting fast-growing working environment and an opportunity to work closely with corporate specialists from the Social Business Trust to nurture talent and development.

## WELLBEING AND WORK/LIFE BALANCE

- 1. Wellness Action Plans.** As a mental health charity we are committed to supporting our staff's wellbeing and work/life balance. We have wellness action plans for all of our staff and work wherever we can to accommodate individual working needs.
- 2. Employee assistance programme.** We provide a free, independent and confidential support service through our employee assistance programme. Support is available 24 hours a day and includes advice on debt and financial management, legal and tax advice, family care, everyday matters, counselling and emotional support.
- 3. Annual leave.** We offer a generous 27 days annual leave rising to a maximum of 30 days after five years service as well as eight days public holiday.
- 4. Flexible working.** As an organisation with staff based across London in a wide variety of settings we fully support a range of flexible and remote working options. These include part-time working, job sharing and condensed hours as well as regional and home working.

## FINANCIAL BENEFITS

- 1. Competitive pay.** Twining regularly compares our pay rates to the rest of the voluntary sector and our NHS partners in support of our commitment to being in the top 30% of voluntary sector payers.
- 2. Pension.** A contribution matched pension.
- 3. Cycle to work/bike loan.** You can benefit from a tax-free Cycle to Work scheme which means you can get a bike for use mainly for travel to and from work.





# JOB DESCRIPTION

Job Title:	<b>ESF PROJECT MANAGER</b>
Term:	Fixed until 31 January 2018
Responsible to / Supervised by:	Head of Service
Line Management Responsibility:	None
Hours:	36 hours per week
Location:	West London
Salary:	£40,000

## THE ROLE:

The purpose of the role is to ensure the successful mobilization and implementation of the £1.8m ESF/Big Lottery IPS Works Project (Individual Placement and Support for people with mental health issues) across West London.

This post is funded by the Big Lottery Fund and European Social Fund via the Building Better Opportunities programme. Twining has been successful in securing £1.78 million of funding under this programme to deliver the IPS Works project.

## KEY RESPONSIBILITIES:

- Prepare and implement a detailed business and project plan for the whole project including plans for work achieved through partners, identifying roles, responsibilities, and protocols.
- Set up key working relationships, mobilizing and preparing partners for go-live dates
- Set up the administration of effective control systems for audit purposes to ensure the efficient monitoring of the delivery of the Project against contractual requirements.
- Ensure that all the data requirements for ESF related funding is met: administrative systems and processes to support this (including data recording and collection) and liaison with the Twining MIS Department to arrange changes to Twining systems to ensure timely submissions of Twining data.
- Coordinate any joint marketing, PR and branding activity, including the organisation of provider briefing sessions and networking events with support from Twining's Communications Manager
- Project manage the recruitment of key staff for the project with support from Twining's HR and provide induction into working on the project
- Negotiate with partners for delivery, issue SLA agreements and contracts specifying volume, activity and financial value to each partner
- Set up process to monitor partner performance against the SLA and have regular progress meetings to review delivery and take rapid remedial action if necessary
- Develop guidance materials and for partners that meets Twining's and funding body requirements
- Report progress to Twining Senior Leadership Team
- Implement financial controls to ensure that delivery is cost-effective with support from Twining's Finance Manager

# PERSON SPECIFICATION

## ATTITUDES

- Positive, results-orientated and self-motivated
- Demonstrable commitment to equal opportunities and diversity
- Open to feedback and actively addresses self-development needs

## ESSENTIAL

- Significant project management experience, preferably with some experience of managing ESF projects
- Knowledge and experience of project management principles and practice
- Knowledge of quality assurance standards and assessment processes
- Knowledge and experience of ESF funding regulations and audit requirements
- Knowledge of local social, political and economic structures and priorities
- Able to establish good links with NHS, Local Authorities, Big Lottery/ESF and other relevant organisations
- Ability to think, plan and manage in a strategic context
- Ability to devise and implement strategies to assist the Twining in achieving its aims and objectives
- Good levels of leadership skills including the proven ability to motivate and inspire
- Possess excellent communication skills (written and oral)
- Ability to adapt to and manage change
- Ability to analyse and interpret complex information and make decisions on the appraisal of facts
- Ability to meet tight deadlines and work under pressure
- A commitment to equal opportunities
- Be able to work flexibly
- Proficient in the use of Microsoft software
- Ability to train staff
- To commit to safeguarding and promoting the welfare of vulnerable adults

## DESIRABLE

- Knowledge of evidence based employment models, particularly Individual Placement and Support
- Knowledge or lived experience of mental health problems
- Demonstrable ability to manage work and health effectively



# EQUALITY & DIVERSITY POLICY

Twining is committed to equality of opportunity in employment and service provision, and opposes all forms of unlawful or unfair discrimination on any grounds, in particular those of disability, race, religion or belief, nationality, ethnic or national origin, age, sex, marital status or sexual orientation.

Twining actively demonstrates this commitment by adopting policies, codes of practice and actions to combat unfair discrimination. Every reasonable step will be taken to ensure that individuals are treated fairly in all aspects of employment/service at Twining, removing any identified practices which unfairly discriminate.

Twining recognises its responsibilities under the following equalities legislation and related Codes of Practice:

- The Equal Pay Act 1970
- Rehabilitation of Offenders Act 1974
- The Sex Discrimination Act 1975 (updated 1986)
- The Race Relations Act 1976 and (Amendment) Regulations 2003 and
- The Race Relations (Amendment) Act 2000
- The Disability Discrimination Act 1995 and Amendments
- The Human Rights Act 1998
- Employment Equality (Religion or Belief) Regulations 2003, (Sexual Orientation) Regulations 2003 and (Age) Regulations 2006
- European Regulations and Directives

Employees/beneficiaries have a duty to co-operate with Twining to ensure that this policy is effective in ensuring equality of opportunity and in preventing discrimination, and should draw the attention of their line manager/supervisor to suspected discriminatory acts or practices or harassment.

## Implementation

### 1. Recruitment and Employment

Equality of opportunity is embedded in employment practices with procedures designed to recruit/retain the best person for the job by:

- a. Producing a clear job description and person specification
- b. Drawing applicants on an open and equitable basis
- c. Ensuring selection procedures focus on the person specification
- d. Ensuring interviewers are adequately trained
- e. Equality of pay and other terms and conditions of employment including application of employment policies
- f. Decisions on promotion based on objective job related criteria
- g. Development opportunities planned around individual needs and work objectives

### 2. Service Provision

Equality of opportunity is also embedded within service provision with:

- a. Equality-based needs addressed within beneficiary needs' assessment and service planning
- b. Equality in the application of Twining's service and policies
- c. Reporting to relevant stakeholders/funding agencies on service and outcomes in relation to equality

### 3. Common

- a. Twining policy and issues of equality are actively promoted to staff and beneficiaries
- b. Issues of harassment, discrimination and bullying will be addressed under the organisation's bullying and harassment, complaints, whistle-blowing, grievance, and discipline procedures as appropriate. Acts of retaliation against those who lodge complaints or provide information about acts of discrimination or harassment will be treated as potential gross misconduct.
- c. Procedures exist to actively seek the views of staff and service users
- d. Provision will be made for people of different faiths i.e. variety of food, space for prayer and consideration of flexible working around time off for religious observances
- e. Twining management will monitor and report performance to Trustees and any relevant stakeholders