Director of Services and Innovation

JOB DESCRIPTION AND PERSON SPECIFICATION

About DMWS

DMWS provides independent, confidential, person-centred welfare support and clinical services. We collaborate with partners across **defence, health, social care, policing, and wider frontline services** to support individuals, teams and organisations with complex occupational and broader welfare requirements to improve health and wellbeing outcomes.

The opportunity

We are seeking an experienced, commercially minded Director to lead designated services, regions and portfolios across **England and Wales** while contributing to wider UK organisational objectives. The role combines operational assurance, people leadership, partnership development, innovation and income growth.

This pivotal role will keep services safe, well-led and financially sustainable while developing opportunities that strengthen DMWS's reach, resilience and impact.

Role profile

Job title	Director
Reports to	Chief Executive
Accountable for	**Designated services, regions and portfolios across the UK.**
People responsibility	Operational leads, senior managers, and management teams in the assigned portfolio
Location	**Ideally based in the South of England, with regular travel in UK**
Contract	Permanent, full-time
Checks	Role-appropriate disclosure, vetting and security clearance

Role purpose

The Director will provide senior leadership, control and assurance across designated DMWS services, locations and business portfolios throughout the UK.

A central part of the role is identifying, evaluating and delivering sustainable growth opportunities. The Director will develop products and innovative services and lead an organisation-wide approach to stakeholder management. They will map and prioritise key relationships, build trust and influence with senior decision-makers, align interests, and turn partnerships into stronger services, contracts, income and measurable impact. They will take viable ideas from concept to implementation and evaluation.

The postholder will ensure services are safe, effective, person-centred and financially sustainable, and comply with DMWS policies, contracts and relevant legal and professional standards. They will be accountable for inspection readiness, safe governance and clear management accountability.

The Director will support operational leaders by clarifying responsibilities, monitoring performance, managing risk and ensuring agreed outcomes are delivered.

Key relationships

- Our Beneficiaries and the people and communities we support
- Chief Executive, Trustees, and the Senior Leadership Team
- Operational directors, heads of service, managers, and corporate leads
- Police, ambulance, fire, and wider blue-light and frontline organisations
- Ministry of Defence, Defence and Armed Forces organisations
- NHS bodies, health and social care commissioners and providers across England and Wales
- Funders, regulators, commercial partners, and voluntary sector organisations

Key responsibilities

The responsibilities are grouped into ten areas of accountability. Priorities within each area may vary according to the assigned portfolio, organisational need and opportunities agreed with the Chief Executive.

1. Organisational leadership and accountability

- Provide visible, values-led leadership as a member of the Senior Leadership Team.
- Take executive responsibility for assigned services, regions and portfolios across the UK, while supporting wider UK organisational priorities.
- Turn organisational strategy into clear operational, commercial and delivery plans.
- Provide the Chief Executive and Trustees with timely, balanced and evidence-based assurance on performance, finance, quality, risk, workforce, and development.
- Promote joined up working across operational, professional, commercial, and corporate functions.
- Represent DMWS professionally and deputise at executive level when required.

2. Geographic and service oversight

- Maintain senior oversight of all designated DMWS activity across England and Wales within the assigned portfolio.
- Ensure services meet local needs across England and Wales while following DMWS standards, controls and wider UK strategic direction.
- Ensure commissioned services meet agreed outcomes, quality standards, key performance indicators, and contractual commitments.
- Review performance across locations, identify variation, and intervene were delivery, finance, staffing, quality, or reputation may be at risk.
- Oversee mobilisation, transition, expansion, redesign, and planned service closure where needed.
- Ensure proportionate business continuity and resilience arrangements are in place.

3. Operational and management-team oversight

- Set clear expectations for operational leads, senior managers, and management teams.
- Maintain effective oversight while preserving clear day-to-day accountability for operational leaders.
- Hold leaders to account for budgets, workforce performance, service standards, improvement plans, and agreed actions.
- Build consistent management capability across geographically dispersed teams.
- Ensure effective recruitment, induction, supervision, wellbeing, development, succession, and performance management.
- Promote an open culture in which staff can raise concerns, challenge decisions, and learn from experience.

4. Quality, safeguarding, and professional standards

- Provide senior assurance that services are safe, appropriate, person-centred, and outcomes focused.
- Ensure safeguarding responsibilities and professional boundaries are understood and consistently applied.
- Maintain oversight of serious incidents, complaints, significant risks, professional concerns, and lessons learned.
- Ensure effective audit, case review, supervision, quality assurance, and escalation arrangements.
- Use service-user feedback, outcome information and learning to drive measurable improvement.
- Maintain readiness for inspection, audit, commissioner review, and accreditation activity.

5. Product, service, and commercial innovation

- Develop a pipeline of products, services and commercial propositions aligned with DMWS purpose and expertise.
- Identify unmet needs across Defence, Policing, the Armed Forces Community, health, social care, blue-light services and wider frontline services.
- Use insight, evidence, market intelligence, cost analysis, and operational expertise to evaluate innovative ideas.
- Lead the development of propositions, business cases, pilots, and implementation plans.
- Ensure new initiatives have clear outcomes, controls, investment requirements, and measures of success.
- Promote responsible use of digital technology and data to improve reach, quality, efficiency, and impact.
- Protect DMWS intellectual property, organisational knowledge, and reputation.

6. Commercial development and income expansion

- Lead agreed business growth, commercial development, and income-diversification activity.
- Protect and expand viable existing contracts through strong delivery, relationship management, and effective renewal planning.
- Identify appropriate opportunities across public procurement, commissioned services, partnerships, grants, training, consultancy, licensed products, and digital services.
- Maintain a qualified opportunity pipeline with clear ownership, value, timescale, probability, resources, and decision points.
- Lead or sponsor bids, tenders, proposals, negotiations, and partnership development.
- Apply disciplined decision-making based on strategic fit, affordability, deliverability, full cost, risk, social value, and return.
- Monitor the performance of new and existing income streams and act where expected benefits are not being achieved.

7. Strategic partnerships and external representation

- Develop trusted senior relationships with Defence, Armed Forces, NHS, Police, blue-light services, public sector and voluntary sector partners across England and Wales, and with relevant partners elsewhere in the UK.
- Understand the culture, priorities, operating constraints, and governance requirements of partner organisations.
- Represent DMWS at strategic boards, commissioner reviews, partnership meetings, and sector events.
- Build relationships that strengthen referrals, collaboration, influence, market intelligence, and sustainable income.
- Ensure external commitments are properly authorised, recorded, and delivered.
- Protect DMWS independence, confidentiality, and professional boundaries.

8. Financial and resource management

- Take responsibility for assigned budgets, income targets, forecasts, and resource plans.
- Ensure resources are used efficiently, responsibly and for agreed charitable purposes.
- Review financial and operational performance and address adverse variance promptly.
- Ensure business cases and commercial decisions include realistic costs, dependencies, risks, and expected benefits.
- Maintain robust controls over procurement, contracts, delegated authority, and conflicts of interest.

9. Governance, risk, and compliance

- Support the Chief Executive and Trustees to discharge their governance and oversight responsibilities.
- Ensure compliance with DMWS governing documents, delegated authorities, policies, and legal obligations.
- Maintain effective arrangements for identifying, controlling, escalating, and reporting risk.
- Ensure compliance with safeguarding, data protection, information governance, health and safety, equality, employment, and contractual requirements.
- Ensure significant decisions are properly evidenced, authorised, and recorded.
- Seek specialist advice where matters fall outside the postholder's competence or authority and report serious concerns promptly.

10. People, culture, and values

- Model DMWS values through personal conduct, decisions, and leadership.
- Promote a respectful, inclusive, accountable, and learning-focused culture.
- Support staff wellbeing while maintaining clear expectations and professional standards.

- Develop leadership capability and succession across the assigned portfolio.
- Challenge conduct or decisions that could harm service users, colleagues, partners or the organisation, and support learning where improvement is needed.

Person specification

Applicants will be assessed against the criteria below through their application, interview, and any relevant selection activity.

Leadership and operational experience – Criteria	Essential	Desirable
Substantial experience in a director-level, executive or comparable senior leadership role. Comprehensive understanding of people and asset management.	●	
Experience leading complex multi-site, regional or national services and dispersed teams.	●	
Evidence of holding senior managers and management teams to account for delivery.	●	
Experience leading organisational change and improving services or management arrangements.	●	
Experience managing significant operational, contractual, safeguarding, or reputational risk.	●	

Sector and partnership experience – Criteria	Essential	Desirable
Extensive experience in **at least two** relevant sectors, for example Policing, Defence, the Armed Forces Community, the NHS or health commissioning, charities, local government, wider public services, or commercial development, preferably within England and Wales.	●	
Evidence of building trusted senior relationships across complex organisations.	●	
Ability to influence commissioners, partners, funders, and senior stakeholders.	●	
Experience representing an organisation in sensitive or high-profile settings.	●	
Direct experience of working with the Armed Forces Community.		●
Direct experience of working with Police at a strategic or operational level.		●
Experience of successful partnership, consortium, or cross-sector delivery.		●

Governance, finance, and knowledge – Criteria	Essential	Desirable
Experience of budget responsibility, financial planning, and performance management.	●	
Good understanding of UK charity governance, including the distinction between trustee governance and executive management.	●	
Knowledge of safeguarding, risk management, business continuity, and organisational assurance.	●	
Knowledge of data protection, confidentiality, equality, and information governance.	●	
Experience reporting clearly to executive teams, boards, or trustees.	●	
Understanding of outcome measurement, impact reporting, and quality management systems.		●

Skills and personal approach – Criteria	Essential	Desirable
Strategic thinking combined with a strong focus on delivery.	●	
Commercial judgement and the ability to balance opportunity, impact, affordability, and risk.	●	
Strong financial literacy and confidence using performance information.	●	
Excellent communication, presentation, influencing, and negotiation skills.	●	
Ability to lead and challenge senior professionals constructively.	●	
Sound judgement, resilience, and professional composure under pressure.	●	
A collaborative, inclusive and values-led leadership style.	●	

Qualifications and requirements

Qualifications – Criteria	Essential	Desirable
Degree-level qualification, relevant professional qualification, or equivalent senior leadership experience.	●	
Evidence of continuing professional development relevant to leadership, operations, commercial development, social care, health, public services, or charity management.	●	
Postgraduate management, leadership or business qualification, Chartered Manager status or equivalent.		●
Relevant project, programme, change, commercial, contract, safeguarding, or quality qualification.		●

Additional requirements – Criteria	Essential	Desirable
Right to work in the UK.	●	
Ability to obtain the required disclosure, vetting and security clearance for the portfolio.	●	
Ability and willingness to travel regularly across England and Wales and occasionally elsewhere in the UK, including overnight stays when required, subject to reasonable adjustments.	●	
Ability to attend meetings outside normal office hours where necessary.	●	
Full UK driving licence and access to suitable transport.	●	

Our expectations

- Put the people DMWS supports at the heart of decisions.
- Balance commercial thinking with charitable purpose.
- Act with integrity, transparency and accountability.
- Value professional expertise, partnership working and lived experience.
- Create an inclusive environment in which people can contribute, challenge, and develop.
- Pursue safe, affordable, deliverable and sustainable growth.

Equality and reasonable adjustments
DMWS are committed to fair, inclusive recruitment and will consider reasonable adjustments throughout recruitment and employment.

Benefits

We recognise that our staff are the most important asset that we have. We offer employees the following benefits in recognition of their work:-

- Annual Leave
  We give employees 30 days a year annual leave plus Public Holidays (pro-rata'd for part-time employees).
- Pension
  Auto enrolment onto DMWS workplace pension scheme – subject to eligibility. You will make a minimum contribution of 5% which DMWS will match. Contributions will be matched up to 6% by DMWS.
- Death in Service Scheme
  Three times your annual salary to nominated beneficiaries - subject to eligibility
- Flexible Working
  All flexible working requests are considered - many of our staff work flexible hours and work wholly, or partly from home.
- Work-based Parking/Mileage
  For those who pay to park at their work-base, fees are repaid through expenses. Mileage claims are reimbursed in line with HMRC guidelines.
- Enhanced Sick Pay
  Enhanced sick pay scheme for all employees upon completion of their probationary period.
- Staff Recognition
  Staff are regularly recognised for their work by the leadership team and their peers, via internal events, social media, and industry awards.
- Personal Development Programme
- DMWS supports employee continuing professional development and training.
- £25 contribution towards eye tests and a contribution of £50 towards glasses. (As long as they are only needed for DSE use and not otherwise needed on a standard prescription).

Document name	**Director of Services and Innovation – Job Description and Person Specification**
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