

Mind in Gwent yng Ngwent



Director of Finance & Organisational
Support

Candidate Information Pack

August 2023

Welcome/Croeso from Dave Bland, CEO

Dear Applicant,

I'm delighted that you are interested in the role of Director of Finance & Organisational Support for mental health and wellbeing services in our region.

With effect from 1 October 2023, Mind in Gwent is to be a mental health charity formed by the merger of Newport Mind Association, Mind Monmouthshire and Torfaen and Blaenau Gwent Mind, three Mind federated charities each with over 35 years' experience championing and supporting mental health and wellbeing services.

The merger will enable us to forge a regional charity, rooted in our local communities and able to do more for people who suffer from mental health and wellbeing problems. We will be able to create synergies with this deep understanding of delivering locally whilst now being able to innovate, influence and deliver to regional needs and opportunities.

This means building on these strengths to develop an organisation that prioritises staff wellbeing, where we embrace diversity because recognising different perspectives enables us to listen well, truly understand need, shape great practice, and make a difference to lives. This calls for a particular leadership approach to support, to enable, to remain sighted on the big picture and the things that matter to our teams, our commissioners and especially the people who use our services.

Our merger consultations have revealed a great sense of common purpose and shared excitement about our potential. We are ambitious to grow but in the first instance the priority is to forge this new organisation, to bring together all the teams, to harness the expertise and energy and build the Mind in Gwent way across all aspects of our work.

From a personal perspective, I am delighted to be taking up this new role having led Newport Mind for the last 12 years. The work to bring this merger together has accelerated in recent months but it has been a long time coming. We have been talking within Gwent for some time about the undoubted potential here to deliver more, to pick up the gaps and to be more competitive in the face of a fast-changing and competitive landscape.

We will need new skills and experience and are recruiting two new roles at this time, a Director of Services and a Director of Finance and Organisational Support. Together, we will form the leadership team and with our very supportive and experienced Board of Trustees, drawn from the three charities, will be well placed to take this exciting opportunity forward.

I hope you find the enclosed information interesting and helpful to you in making an application. We look forward to hearing from you!

Best regards

Dave



Background to Mind in Gwent

Mind in Gwent will be formed in October 2023 by the merger of three existing Mind-affiliated charities who have been working together over the last 12 months to agree a business case and complete the due diligence process.

These three charities (Newport Mind Association, Mind Monmouthshire and Torfaen and Blaenau Gwent Mind) are each members of the Mind Federation and well established in their communities for up to 35 years each delivering a similar range of mental health and wellbeing services to people experiencing, or recovering from, mental health issues.

Gwent is a diverse area of over 600 square miles with some 600k residents living within a wide range of urban and rural communities separated in many cases by the natural barriers of its compelling geography of picturesque rolling hills, valleys, majestic mountains and industrial and post-industrial landscapes.

Gwent as a local government body was devolved in 1996 into five county boroughs including Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen. Mind Caerphilly remains a separate organisation and will be an active collaborator and partner to ensure full cross-Gwent activity.

The merger will deliver benefits for service users, increase organisational resilience, enhance relationships with commissioners and provide opportunities for staff to develop their skills and careers.

By bringing together knowledge, talent, skills and resources, Mind in Gwent will be able to deliver more services to more people and, make more of a difference in their lives. The merger due diligence process identified multiple opportunities to expand services into communities where there is an unmet need and/or an absence of provision and leverage new specialisms from other localities to put new services in place or accelerate their impact.

The merger will create vital efficiencies and increase organisational resilience in a competitive tendering/bidding environment for mental health services. Increased size and reach will add to the existing experience, strength and skills in different elements and distinct specialisms of mental health project delivery.

The merger will also give the charity a stronger voice to influence regional policy and budget holders, and provide the opportunity for greater alignment with region-wide

commissioning/funding stakeholders especially the NHS and the Gwent Regional Partnership Board (a commissioning body that identifies gaps in services and holds Gwent wide budgets such as the Regional Integration Fund).

Mirroring this regional cover will strengthen the charity's position against national competitors operating locally in this competitive market.

Staff and volunteers are the charity's biggest asset and resource; highly valued and hardworking with a consistent reputation for high-quality delivery, becoming a part of a larger organisation will create opportunities, and enable the sharing of more good practice, skills and knowledge.

Teams will continue to work from existing locations across the region, remaining available to and in touch with local stakeholders while we shape and upgrade shared/back office services.

The merger due diligence process produced multiple examples of positive impact while the consultation process with staff has emphasised the similarities of service provision, of skills and experience and of shared values which will give Mind in Gwent a solid starting point. This is a merger of friends with common cause.



About us

On merger, Mind in Gwent will be a charity with some 80 staff delivering a diverse range of services to the value of £4m over 20 individual contracts from four office locations across the territory. The range of services offered includes;

- Children Young People and Families
- Community Wellbeing
- Counselling
- Housing and Tenancy Support
- Training

Front-line professionals are supported by Project and Services managers and central services teams, including Finance, IT Business Development/Fundraising and Social Media/Communications. The senior leadership team will be led by Dave Bland, the current Chief Executive of Newport Mind where he has led the charity for some 12 years. Having previously worked nationally with Mind, Dave is vice chair of Mind In Wales and has been a long-term advocate for a regional approach so as to reach more people in need.

Governance is provided by an experienced Board of Directors drawn from each of the three charities.

The charity has a wholly owned subsidiary Mental Health First Aid Wales who hold the license for Mental Health First Aid in Wales and directly train, license and support all instructors who deliver MHFA in Wales. Independently run by its own Director and Board they develop and deliver high quality, research and evidence-based mental health training.

Vision and Purpose

Working with National Mind, staff, volunteers, people with lived experience of mental health, the following Vision and Purpose ambitions have been co-produced and adopted by Mind in Gwent;

Vision:

We won't give up until everyone experiencing a mental health problem gets both support and respect

Purpose:

We are Mind in Gwent

We connect minds;

- we bring people together to make change in their communities

We support minds

- we deliver life-changing support

We change minds

- we speak out and demand better from policymakers and the public
- we're here to fight for mental health

For support. For respect. For you.

Our fundamentals:

- Our work will always respond to the needs and preferences of people with mental health problems
- We put people first. So our work isn't defined by mental health diagnoses
- We are committed to anti-racism
- The Mind federation supports people across England and Wales. We also work closely with partners in Scotland and Northern Ireland
- We're focused on supporting all people with mental health problems regardless of age, children, young people, adults and older people



Finance & Organisational Support Directorate

The Finance and Organisational Support Directorate will be formed by bringing together finance and support staff in each of the charities and external providers of IT, Facilities Management, HR and Communications. Staff in this new team will be primarily drawn from the two larger charities (Newport and Monmouth) as most staff in Torfaen and Blaenau Gwent are primarily operational.

Financial support in Newport and Monmouth is provided by a manager whilst Torfaen and Blaenau Gwent have support from an external accountancy firm, Walter Hunter. Walter Hunter is also the current auditor to Torfaen and Blaenau Gwent and Newport and has also been working on the merger due diligence.

An early priority for the Director will be to bring together a uniform approach to financial management, especially strategic finance, securing the economies of scale, budgeting and forecasting.

All three charities use the Sage accounting system and plans are in hand to integrate onto Newport's Sage platform. Work is also underway to integrate the nominal, purchase and sales ledgers in time for the merger. This means that accounts for the period October to March 2024 will be brought together into a single set of financial and management accounts and then consolidated with Torfaen and Blaenau Gwent and Monmouth's April to September 2023 to complete the year 2023-4.

Mind In Gwent will have a wholly owned subsidiary, Mental Health First Aid Wales (MHFAW), which operates independently under the direction of their own Board of Directors and whose finances are not to be integrated, save at year-end. There is an agreement in place for MHFAW to transfer a proportion of their surplus each year to the charity.

A second priority will be to recruit a Head of Sustainability and Growth to lead Mind In Gwent's business development, fundraising, communications and training teams. Working closely with leadership team colleagues, this role will be the 'engine room' for much of the drive for (sustained) growth. Recruitment to the role has been delayed to enable the Director to lead the selection. The Head of Sustainability and Growth role will lead a team of 6-8 staff.

The charity will own a number of properties, both residential (for service users in Newport and Monmouth) and offices. The offices in Newport have been recently re-developed with funds from their cash reserves and are well suited to be the corporate hub for the new charity.

The commitment made to staff during the merger and TUPE consultation process was of limited change to the work locations and in the shape of the roles/work as a result of the merger (many are defined by the contracts). A third priority for the leadership team will be to deliver an effective transition to identify opportunities to streamline processes, to simplify, cut duplication and secure efficiencies. By way of example, the charity will have three separate payrolls and 18 separate bank accounts and there are other examples.

Mind In Gwent's Board will be formed by members from each of the three charities and they have been already operating as a Shadow Board during the business case and due diligence phases. They have begun the process of setting the governance architecture for the new charity and a final priority will be to support and project manage this process to assure good governance and compliance.

What our clients say

- "Since coming along, I am really beginning to understand how to look after my mental health, and doing lots of the things we talk about to keep me well."
- "Learning to identify what I need and taking small steps to let other people know what I need too - work to be done!"
- "Completely changed my mindset in a positive way and I liked that I had the resources through the post, liked the regular phone calls on the same day/time. It's just been brilliant."
- "Just wanted to say thank you for all your hard work during our counselling sessions. It's so lovely to come across such a positive male role model in life. Your support has helped me more than I can ever explain and I hope other young adults admire and appreciate it like I do. Society needs more people like you."

Role description

Key information

Salary	£50,000 to £55,000 pa dependent on experience
Contract	Permanent, Full Time (37 hours per week)
Location	Hybrid working combination of Gwent office/home working to be agreed
Reports to	Chief Executive Officer
Direct Reports	Finance team, Head of Sustainability & Growth, external services providers
Benefits	25 days of annual leave plus one day for every year thereafter, rising to 34, 5% employer pension contribution
Notice Period	3 months from both sides after a 6-month probationary period when notice will be one month

Job summary

To ensure effective strategic leadership and management of Mind in Gwent's resources. To serve as Company Secretary. To be the Senior Leadership Team lead on matters related to Finance, Business Growth, Facilities and ICT.

Member of a Leadership team which works together with shared priorities, makes collective decisions and who are able to stand in for each other when required to ensure Mind in Gwent maximises its opportunities to provide more services, more support and make more of a difference to the lives of people experiencing mental health and wellbeing problems across Gwent.

Main duties and responsibilities

Strategic leadership & governance

- Contribute, to the development of Mind in Gwent's strategic and business plans
- Provide strategic analysis of financial risks and opportunities
- Contribute/lead on the development of Mind in Gwent's policies and procedures
- Lead on governance, fulfilling the responsibilities of company secretary, and ensuring that the Board is appropriately advised and supported in its decision-making
- Maintain the risk register, promoting a positive risk culture and provide expertise and advice in the identification and management of risks
- Maintain knowledge and understanding of relevant charity legislation and best practice

Financial planning systems and reporting

- Working closely with the Leadership colleagues/Trustees and specialist advisors, ensure that robust financial systems are in place to ensure high-quality financial planning and safeguard and ensure the best use of Mind in Gwent's resources
- Prepare and consult on strategic, annual, longer-term and one-off budgets, ensuring the appropriateness of key assumptions in any financial plans
- Provide financial reports and advice to Trustees and senior management colleagues as required

Financial accounting and practice

- Provide management and support of the finance function including:
 - Preparing accurate and timely statutory accounts, management accounts, financial forecasts and cash flow planning/management
 - Supporting, guiding and advising budget holders in the preparation and management of their budgets
 - Implementing internal financial controls
 - Maintaining accounting records to meet legal, tax and reporting requirements
 - Accurate processing and accounting of income and expenditure
 - Effective management/oversight of payroll
- Plan and manage tax liabilities under existing and proposed legislation, minimising the tax burden and dealing with the tax authorities
- Monitor and make recommendations with regard to reserves and investment policies

Business development

- Provide leadership, support and oversight to the Head of Growth and Sustainable Development in:
 - Developing the plan to identify and qualify available opportunities to meet Mind in Gwent's agreed business growth including grant/funding applications, short, mid and long-term sustainability and growth generation action plans based on strategic analysis, key priorities for action, risk/return and the ease of implementation
 - Making linkages with subsidiary charity MHFAW to share market/funding information and identify partnership and collaboration opportunities
 - Develop relationships with other Mind associations, fostering collaboration and identifying partnership opportunities, imaginatively developing fundraising approaches to raise income and Mind in Gwent's profile together with ensuring a researched pipeline of grant, trust and foundations applications, increasing the amount of unrestricted income raised from these sources

Facilities and ICT

- Oversee the effective management of the facilities, including:
 - Maintain the premises so that they are fit for purpose, enable flexibility and provide staff with the physical equipment they need to undertake their role effectively and safely.
 - Ensure compliance with Health & Safety and associated legislation
 - Ensure value for money in facilities procurement
- Oversight of Mind in Gwent's Data Protection policy and its implementation and governance to ensure full compliance.
- Oversee effective ICT management, managing the contribution and support of collaboration of external ICT providers, including:
 - Ensure that the ICT infrastructure is fit for purpose and cost-effective, including consideration of new developments/needs of regional, hybrid and remote working and business continuity
 - Manage cyber security risk so that it is minimised
 - Ensure staff have the ICT equipment that they need to perform their jobs
 - Effective management of third-party ICT support providers

Shared responsibilities/accountabilities

- High quality, open and responsive management of direct reports; regular supervision, performance management, meaningful support and development opportunities
- Have a particular responsibility to lead by example and to model the behaviours, actions and decisions that support the wellbeing of staff as well as to coach, support, encourage, etc. your direct reports to do likewise.
- That all staff operate to the regulatory stipulations for their work and to generic standards concerning Health, Safety, integrity and conduct, etc
- Role model Mind in Gwent's Purpose, Vision, Values and Aims
- Support, encourage and engage active service user and carer participation wherever possible
- Represent Mind in Gwent both internally and externally, and promote our work
- Comply with Mind in Gwent's policies and quality frameworks
- Promote understanding, awareness and positive attitudes towards mental health and wellbeing
- Promote equity, diversity and inclusion
- Attend and actively contribute to individual supervision and training sessions, team meetings and organisational events
- Perform other duties appropriate to the role

Person Specification

- Self-starter, with experience of managing a range of functions and able to shape a new Finance and Organisational Support function
- Professionally qualified (ACCA/CIMA) or qualified by experience with an in-depth understanding of business/financial planning and risk management in a not-for-profit setting
- Knowledge of the financial requirements of Companies House, the Charity Commission, Inland Revenue and other key financial agencies
- Experience working with colleagues to develop organisational strategy and then preparing financial plans and budgets against which performance can be assessed
- Experience of business development and growth, including producing costed and financially sustainable modelling

- Knowledge and experience of applying principles and practices around good governance and meeting statutory/legislative requirements
- Entrepreneurial and commercial with the ability to spot business/continuous improvement opportunities and propose potential solutions
- IT literate, experienced in interpreting business needs and working with IT teams or external providers to deliver solutions
- Experience in overseeing the delivery of People Management and well-being support an advantage
- Excellent oral and written communication skills, with the ability to communicate detailed or complex information for a range of audiences
- Experience of line management, including setting objectives, supporting performance and monitoring outcomes.
- Ability to prioritise and meet competing deadlines with minimal supervision
- Excellent organisational skills, with the ability to manage a busy fast-moving workload

Mind In Gwent's general expectations of leadership team members

Diversity

We embrace diversity and understand that being an inclusive organisation, recognising different perspectives, will enable us to provide excellent services. We are committed to ensuring all our staff are treated fairly and equitably at work and promoting equity in physical and mental health for all. We recognise and value a strong level of lived experience within our workforce.

As a member of Mind in Gwent's leadership team we have the following shared expectations:

- Demonstrable passion for our Vision, Mission and Values and the changes that we are making for people facing mental health problems
- Always consider the wider team's needs, see the bigger picture, and adopt and contribute to sector-wide good practice
- Actively contribute to our growth thinking, our delivery plans and our collective decision-making to ensure we continue to thrive through the challenges of funding change/volatility, competition and increasing costs
- Be open to change and respond flexibly and quickly to the changing world

- Ensure the wellbeing of staff and volunteers is prioritised, working collaboratively, within/across teams, departments, locations, and partner organisations
- Stand up for what you believe is best, trust in ourselves and each other
- Be open to others and ourselves and show a commitment to learning
- Communicate consistently with balance and clarity to encourage understanding, win trust and promote workplace dialogue and involvement
- Value diversity and treat others with respect, showing sensitivity towards differences, promoting, and encouraging diversity, and building on people's different skills and talents to enhance the quality of their own and other's work
- Support coproduction and the participation of people with experience of mental health and wellbeing problems in Mind in Gwent, in partner and stakeholder organisations and in society being committed to working alongside people with experience of mental health and wellbeing problems, as colleagues, (paid & unpaid) experts and campaigners.
- Actively support staff growth and development training including personal development training
- Be visible to staff, service users and stakeholders across Gwent at team meetings, office visits, partner and stakeholder meetings and events and occasionally travel to national meetings which may require an overnight stay, evening and weekend work.
- Ensure that all responsibilities and activities within their post are consistent with the terms and spirit of Mind's mission, vision, values, policies and procedures
- Adhere to relevant legal and statutory requirements including the Data Protection Act, Health and Safety at Work Act and relevant charity law.
- To be prepared to work flexibly (e.g. hot-desking, home-enabled working) according to business need.

How to apply

Please [click here to apply](#) by submitting your CV and a cover letter which should indicate why you are interested in applying for this role and how you meet the selection criteria.

If you would like a call to discuss the role in more detail, please email our consultant Bryan McPaul, at bryan@eastsidepeople.org to arrange a convenient time. Having a call of this kind will not influence the success or otherwise of your application.

We want you to have every opportunity to demonstrate your skills, ability and potential; please get in touch with us if you require any assistance or adjustment so that we can help with making the application process work for you.

The closing date for applications is Monday 25 September 2023 with shortlisting interviews taking place the week after with Eastside People. Interviews with Mind in Gwent will take place on 12 and 13 October 2023.

Mind in Gwent is an equal opportunities employer, and is proud to employ a workforce that reflects the diverse communities we serve. We welcome applications from all suitably experienced persons from all backgrounds.





Eastside People

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Eastside People is the trading name for Eastside Consulting Ltd. Company number: 4958922.