

mind in Gwent yng Ngwent



Director of Services

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 Services for mental health and wellbeing services in our region.

With effect from October 1st 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 potential here; to deliver more, 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 for 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, 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, 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



The Services Directorate

The new Services Directorate will be formed by bringing together the Services teams in each of the three charities. Services are delivered within a structure of fixed-term funded contracts with over 50 staff, reporting to local Project leads/managers, working directly with service users.

The services have been developed in response to local needs, to tenders and grant funding opportunities. The services range according to the communities in which they are delivered from large urban settings (Newport) to the dispersed communities of rural Monmouthshire and former industrial areas of Torfaen and Blaenau Gwent.

The range of commissioners and funders is diverse and includes Local Authorities, the NHS, regional groups such as the Gwent Regional Partnership Board, National Lottery and Children In Need. Contracts are generally for specific periods of 1 or 2 years with re-bidding/contract extension potential and deliverables/impact are always clearly outlined. All three charities have enjoyed good success and there have been a number of innovations along the way.

Newport Mind has pioneered a Children, Young People and Family focus on mental health support and this joined-up approach has been successfully funded over a sustained period by Newport City Council, the Lottery and Children In Need. Monmouthshire has been particularly successful in delivering in dispersed rural communities via mobile worker support.

Both Newport and Monmouth offer specialist housing and tenancy support to people with mental health and wellbeing problems managing a number of different properties including shared houses and Flats. Torfaen and Blaenau Gwent Mind were instrumental in setting up a subsidiary company that now provides mental health first aid training to organisations across Wales.

As part of the Mind federation, each local Mind is exclusive in its designated geographical area and benefits from national policy development/influence and a common quality assurance system/framework (Mind Quality Management). So, while there will be local variations in commissioners, some systems/working arrangements many of the elements of service design and delivery are shared across the three founding charities.

Going forward the charity will retain its strong local connection and seek ways of enriching local delivery with shared experience and expertise, deploying successful approaches across all parts of the region, stimulating smarter ways of working and investing in the career development of the team.

The market for mental health and wellbeing services is challenging, funding is always restricted, commissioners are demanding of results and attraction and retention of talent is always a challenge. The three charities have succeeded in the face of these challenges and success beyond the initial period of transition will be based on the ability to leverage their successes in order to grow.

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

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| Salary | £45,000 to £50,000 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 | Three Regional Operations/Services Team Managers, Children, Young People and Family (CYPF) Services Manager. |
| 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 MIG's services strategy and delivery. To be the Senior Management Team lead on matters related to delivery, development and quality assurance of services to people with mental health problems.

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 MIG 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

- Contribute, to the development of MIG's strategic plans and business plans and lead on Service delivery strategy, measurement and delivery
- Work with stakeholders, developing and maintaining excellent relationships and seeking out opportunities to promote MIG, its services and ethos, representing MIG at key local and regional meetings, forums and events
- Prepare papers for Board/sub-committees as required

Services leadership and management

- Provide effective, visual and inspirational leadership for all service staff and volunteers
- Working with Operations/Services Team Managers and CYPF Team Manager, develop annual service work plans that reflect the Funders requirements, business plan and current service development priorities, and then ensure their effective implementation
- Ensure the smooth and effective running of MIG' services across the region, that services are compliant with legal, regulatory and commissioner demands
- Ensure the efficient and effective management of service budgets and that services are delivered as cost-effectively as possible
- Lead on safeguarding ensuring the effective management of safeguarding concerns, liaising with the Stakeholders and providing training, support and guidance to staff
- Ensure staff and volunteer induction, supervision, appraisal and support are implemented consistently to a high standard across all service locations
- Provide direct supervision and support to the Operations/Services Team Managers and CYPF Team Manager and support them to effectively lead their services. Support Managers in identifying training and development needs for themselves and their staff, and where appropriate be involved in organising and/or deliver
- Lead the Operations/Services Team Managers and CYPF Team Manager in identifying service development priorities and opportunities, liaising with leadership team colleagues in delivering effectively, on time and within budget.
- Promote and maintain a culture and practice of continuous improvement, using (MQM) quality systems, Investors in People and by championing policy and practice developments

- Support, encourage and facilitate the development of professional development, skills and succession plans at all levels of the organisation
- Ensure that all staff exercise their responsibilities regarding the health, safety and well-being of service users and deal appropriately with complaints

Project and service development

- Lead on new service development/quality improvement opportunities across Gwent to embed/ensure consistent and high-quality services access for users.
- Identify and shape new service opportunities ahead of formal regional roll-out, project managing to ensure inclusive, effective and timely implementation, in conjunction with service/central staff, and partners
- Develop and support the Counselling Service to establish close contacts with trainees, students and their institutions promoting MIG as a prime destination for counselling training and supervision
- Undertake reviews of current service provision and research into best practice to inform priorities for new, innovative, high quality and evidence-based service development
- Research relevant models of good practice, disseminating good practice guidelines, and initiating new services or provision becoming recognised as an expert business development and income generation for local Mind associations.

Reporting and quality assurance

- Ensure Quality & Performance systems are communicated and consistently used to monitor services against agreed targets/standards and to collect service user feedback
- Co-ordinate the preparation of Board/Committee reports, Funder reports, ensuring monitoring reports are comprehensive, timely, accurate and include robust outcome monitoring information
- Lead on performance monitoring, ensuring under-performance is addressed through the use of clear action plans and liaising with funders as required
- Actively monitor/review emerging issues and concerns and make recommendations to the Chief Executive/Board
- Provide timely, high-quality information and insight to the Board and its committees, supporting and implementing decisions that are made
- To undertake or commission project and service reviews and evaluations as required, monitoring to ensure these deliver what is required

- To contribute to preparing for external quality monitoring assessments

Business development

- Work with the Chief Executive/Leadership Team to identify business development opportunities
- Support new business/tender submissions, grant funding bids and fundraising appeals with evidence of great practice
- Manage the successful implementation of new services and projects to full and effective operation
- Contribute to the effective marketing of MIG services and products to potential customers
- Ensure the development of strong relationships with current and potential funders with a view to securing ongoing and new funding and promoting MIG's capacities and capabilities

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 well-being 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 MIG's Purpose, Vision, Values and Aims
- Support, encourage and engage active service user and carer participation wherever possible
- Represent MIG both internally and externally, and promote our work
- Comply with MIG'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

- Experienced at senior management level and of leading multiple teams and services including setting objectives, supporting performance and monitoring outcomes.
- Passionate about making a difference to people's lives and building and developing services delivery policy, processes and systems
- Experienced in delivering services that provide support to individuals with mental health and well-being problems
- Experience in delivering and growing services and of creating the systems, processes and culture for operational excellence.
- Experienced with forecasting, financial management and utilising budgets for impact
- Experienced in successfully delivering multiple contracts and in developing strategic relationships with partners
- Experienced (or demonstrable understanding and insight) in the third sector and in the Welsh policy context.
- Experienced in developing high-quality talent and team structures to attract and retain key skills and support well-being in the charity
- Compassionate, empathetic and enthusiastic leader of teams working in multiple settings and locations.
- Builds trusting relationships based on equality, diversity and inclusion.
- Excellent oral and written communication skills, with the ability to communicate detailed or complex information for a range of audiences
- Ability to prioritise and meet competing deadlines with minimal supervision
- Excellent organisational skills, with the ability to manage a busy fast-moving workload

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 MIG'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 well-being 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 MIG, 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.