



CANDIDATE PACK FOR CHIEF EXECUTIVE

WELCOME

Thank you for your interest in becoming the next Chief Executive of Norfolk and Waveney Mind.

We are an independent mental health charity, working across Norfolk and Waveney, and affiliated to national Mind. Our vision is that no one faces poor mental health alone and our mission that we work to reduce the stigma associated with mental health, provide high quality support to people and champion better services for all.

Our charity, working in partnership with the NHS and local government, as well as utilising our own funds, has grown rapidly over the last few years. We now offer a wide range of mental health related services supporting over 50,000 people a year across our communities.

This is a really exciting time to join as our next Chief Executive as we look to develop and implement our new organisational strategy (2025 – 2028) and we're looking for a leader with considerable experience of creating and embedding strategies, and with strong people and relationship management skills to guide us through the next stage of our journey. We need an experienced leader with high emotional intelligence and a collaborative approach. Someone who can empower and lead high performing teams and engage effectively with our staff and volunteers and who is a passionate advocate for mental health support and able to engage and influence our key partners and stakeholders at senior levels.

We are ambitious in our aim to increase our reach into communities who are currently less well served in terms of mental health support. We need someone with a strong track record of creating impactful solutions to improve access and take up of services, and of using data to drive decision making to ensure we remain responsive to the needs of our communities while maintaining a clear and focused vision.

You will have strong financial management skills with the ability to manage budgets, knowledge of contract tendering and will bring evidence of working in partnership to find creative approaches to diversifying income streams.

This is a brilliant opportunity for someone excited by the opportunity to grow impact and income, ensuring that our efforts are always aligned with our mission to promote wellbeing and recovery. You will be a leader who is deeply invested in our values, embraces diversity, and fosters an inclusive environment where everyone feels valued and supported.

We are an equal opportunities employer and welcome applications from all sections of the community.

If what you've read above sounds like you, and you're looking to make a real tangible impact on people's mental health and wellbeing, then we'd love to hear from you.

Nick Francis
Interim Chair



WHO ARE WE?

We are Norfolk and Waveney Mind. As an independent charity we are responsible for our own funding and governed by a group of Trustees. Norfolk and Waveney Mind is affiliated to the Mind federation made up of around 100 local Minds across the country delivering services and campaigning for better mental health for all. The purpose of the charity is 'to promote the preservation and the safeguarding of mental health and the relief of persons suffering from mental disorder'.

OUR VISION

No one faces poor mental health alone.

MISSION

We work to reduce the stigma associated with mental health, provide high quality support to people and champion better services for all.

OUR AMBITION

Providing the right support and resources for everybody in Norfolk and Waveney to create a life that is meaningful to them.

SERVICES

We provide a range of services and groups to support people with their mental health and wellbeing. To find out more please [click here](#).

To read our annual accounts you can download the link [here](#).

In total, we supported
52,045
people via all of our
services

32% more than the
previous year.

We had a
16 Million
Turnover between
2023-2024

We have
385
Staff across the
charity and
100+
regular volunteers





Our services and support are open to everyone and we strive to be inclusive in all areas of our work. We are fully committed to Equality & Diversity in our employment of staff and the delivery of all support we provide.



We will respond to changes in social and individual need in a timely way to ensure that we support people with what they need when they feel that they need it.



Everyone is treated with respect. We speak with honesty and awareness, and we value the lived experience.



We are open, honest and transparent with the highest standards of integrity and accountability. Simply put, we do what we say we're going to do.

EQUALITY, DIVERSITY, AND INCLUSION STATEMENT

At Norfolk and Waveney Mind, we are committed to creating an inclusive environment where everyone feels valued, respected, and empowered. We believe that diversity enriches our understanding of mental health and strengthens our ability to provide compassionate, effective support to all members of our community.

As we recruit our new Chief Executive, we are dedicated to ensuring that our Board and Executive Leadership Team reflects the diversity of the communities we serve. We actively encourage applications from people of all backgrounds, cultures, abilities, and experiences, particularly those from underrepresented groups.

By fostering an environment of equality, diversity, and inclusion, we aim to break down barriers to mental health support and ensure that our charity is guided by a wide range of perspectives. We are committed to providing equal opportunities and ensuring that all individuals feel welcomed, supported, and valued as part of our organisation.

Together, we can make mental health support accessible and effective for everyone.

STRATEGIC PRIORITIES

Services

- To continuously enhance our mental health services by responding to emerging needs, leveraging the latest research, and identifying service gaps. Through regular community engagement and data-driven approaches, we will adapt our offerings to ensure they remain relevant, accessible, and effective for all individuals seeking support.
- To expand the geographical spread of our mental health services by adopting a place-based approach that focuses on understanding and addressing the unique needs of local communities. By strategically increasing our reach into underserved and remote areas, we aim to ensure equitable access to mental health support, regardless of location.
- To prioritise early intervention and prevention by developing and delivering proactive mental health programs that reduce the likelihood of crises.
- We aim to strengthen our crisis resolution services, with a particular focus on suicide prevention, ensuring that individuals at risk receive timely, effective support to prevent escalation and promote long-term well-being.

Influence

- We will shape local mental health services by delivering innovative, high-impact services and continually setting benchmarks for excellence.
- We will increase our charity's exposure through targeted marketing and communications strategies, raising awareness of our work, expanding our reach, and reinforcing our leadership position in the mental health sector.
- We will champion local mental health initiatives by promoting "User Journey Stories" to influence and empower our communities and stakeholders. User journey stories provide qualitative and quantitative data gathered from users.
- We will collaborate with local leaders, organisations, and advocates to raise awareness, drive policy change, and amplify the voices of those affected by mental health challenges, ensuring our efforts lead to tangible improvements in local mental health support systems.
- We will tell our story by using a range of media outlets to reach a wide audience and raise awareness about NWM to connect to people in a meaningful way.

Partnerships

- We will be an active member and key stakeholder within the Integrated Care Systems (ICS) ensuring that our charity has a seat at the table in critical decision-making processes, by leveraging our expertise.
- We will enhance our service offer by working in partnership with Norfolk and Suffolk NHS Foundation Trust (NSFT), VCSE providers, other organisations and businesses to improve service delivery, and advocate for the needs of those experiencing mental health challenges across the region.
- We will have strong relationships with other local Mind Associations to ensure that we continue to learn from best practice elsewhere and share our good practice with others.
- We will have strong relationships with National Mind to ensure there is awareness of the coordination of mental health support services at both national and local levels. This will improve mental health outcomes, raise awareness, advocate for better mental health services and provide distinction.

Finances & Resources

- We will reduce our reliance on commissioned services by increasing other revenue streams.
- We will increase fundraising, donations, and legacy giving by working with our service users to create impactful and inspiring compelling user journey stories.
- We will make improvements to our website to ensure it is fit for purpose and is one that effectively meets the needs and objectives of our users and the organisation behind it. In turn this will increase our brand awareness and income generation.
- We will improve our estates to be modern, accessible, and conducive to delivering high-quality support in turn reducing the barriers for people's experience accessing support.
- We will continue to develop and enhance our digital infrastructure to ensure that the right information is readily available to our staff when they need it, to give the best possible support to our service users.

People

- To create a culture of strong personal development for our staff, ensuring they have the skills, knowledge, and support needed to deliver excellence in services. We will focus on continuous learning, professional growth and well-being and empower our teams to provide the highest quality of care and innovate in the delivery of mental health services, setting a standard for excellence across the sector.
- To place the lived experience of our employees and service users at the core of everything we do. Where appropriate, embedding co-production in the design, delivery, and evaluation of our mental health services. These lived experiences create and enhance the empathetic response of our people: we see this, proudly and justifiably, as the fundamental bedrock of our success.
- To prioritise the well-being of our employees by fostering a supportive, inclusive workplace that champions Equality, Diversity, and Inclusion (EDI). We will implement programs and policies that promote mental, emotional, and physical well-being, while ensuring that every team member feels, respected, and empowered to thrive.
- We will demonstrate a values-based culture within the organisation and ensure this is embedded in everyday practices, decisions, and behaviours. By embedding the core organisational values in day-to-day employment practices, coupled with EDI principles in all aspects of our operations, we will create a positive, caring and inclusive culture across our organisation.



JOB DESCRIPTION

Job title:	Chief Executive
Reporting to:	Board of Trustees
Direct reports:	Director of Finance & Corporate Resources Director of People & Partner Development Director of Strategy & Charity Development Director of Operations

ROLE PURPOSE

This role has overall responsibility for NW Mind's strategy, leadership, management, performance and delivery of NW Mind's activities.

MAIN RESPONSIBILITIES INCLUDE:

- To provide strategic, values-based leadership of NW Mind with responsibility for the delivery of safe and effective projects and services, accountable to the Board of Trustees.
- Work with the Board of Trustees to develop ongoing organisational strategic priorities
- Deliver on the priorities of the existing strategy holding the organisation to account on its commitment to projects and services.
- Maximise NW Mind's impact ensuring the best outcomes for people in our communities.
- Build strong and effective relationships with key stakeholders across the area, including staff, commissioners, funders, VCSE organisations, seeking feedback and opportunities to build partnerships.
- Lead the Executive Leadership Team to develop and deliver on annual business plans in line with priorities.
- Ensure continued financial sustainability and efficient use of financial resources, diversifying income streams through creative approaches and building strategic relationships across Norfolk.
- Represent NW Mind and the people and communities we serve in local, regional, and national mental health-related forums.

SPECIFIC DUTIES AND RESPONSIBILITIES

To provide strategic, values-based leadership of NW Mind and delivery of strategic objectives

It is the CEO's role to:

- Lead the organisation, demonstrating commitment to our values at all times
- To proactively model values-based leadership in line with NW Mind's values of Respect, Inclusivity, Responsiveness, and Integrity
- Ensure all services and activities are high quality, safe, effective and consistently delivered over Norfolk and Waveney in line with the Mind Quality Mark standards
- Keep updated about developments in policy, legislation, and practice which might impact the charity and its services
- Responsibility, with the Chair and Trustees, for the effective governance of NW Mind, to enable the charity to fulfil its legal obligations and requirements
- With the Chair, ensure a positive and effective relationship between the Board of Trustees and the Executive Leadership Team and wider organisation.
- Lead on organisational risk management, including the ongoing review and monitoring of the organisational Risk Register, in line with the organisational Risk Appetite and Risk Management policy
- Line management, coaching and development of members of the Executive Leadership Team and others as appropriate
- Measure and maximise NW Mind's impact ensuring strengths-based outcomes across the diverse communities of Norfolk and Waveney
- Represent the organisation across local, regional and national media as required.

Work with the Board of Trustees to develop ongoing organisational strategic priorities

It is the CEO's role to:

- Lead on the development and implementation of NW Mind's next organisational strategy (2025 – 2028)
- Work alongside and in partnership with the Board of Trustees to develop, continuously review and implement the strategic development and direction of NW Mind
- Ensure NW Mind's organisational priorities are aligned with national Mind strategy.

Lead the Executive Leadership Team to develop and deliver on annual business plans in line with priorities

It is the CEO's role to:

- Lead an effective and accountable Executive Leadership Team to develop, deliver and monitor realistic but ambitious annual business plans in line with strategy
- Report progress to the Board against strategic priorities.

Ensure continued financial sustainability and efficient use of financial resources, diversifying income streams through creative approaches and building strategic relationships across Norfolk and Waveney

It is the CEO's role to:

- Develop, monitor and report against annual budget alongside Trustees and ELT colleagues
- Lead on liaison with funders and other partners including the ICB, Health and Social Care Authorities and other statutory, Third Sector and independent bodies/ organisations
- Cultivate meaningful and collaborative relationships with a wide range of key stakeholders and partners at a system wide level
- Identify and lead on opportunities for income generation in line with our organisational strategy and our reputation for innovation
- Ensure continued financial sustainability and efficient use of financial resources.

Represent NW Mind in local, regional, and national mental health related forums and develop strategic collaborative partnerships across statutory, VCSE and corporate sectors for the benefit of the organisation

It is the CEO's role to:

- Represent NW Mind as an active member of system-wide groups and committees, run by, or in conjunction with, statutory services or other partners
- Influence the development of system-wide mental health strategy through effective and collaborative partnership working
- To be an active member of the wider Mind federation, working alongside colleagues from other local Minds and the national team.

INDUCTION, TRAINING AND SUPPORT

NW Mind is keen to support the ongoing development of all our Trustees, staff and volunteers. Our Senior Leaders are provided with regular opportunity to expand their knowledge of the operations of NW Mind and the wider Mind Federation. They are also given regular opportunities to attend training opportunities relevant to their roles.

The successful applicant will be provided with a detailed induction which includes our mandatory training. There will also be the opportunity to attend national Mind induction training for Chairs and CEOs, and you will have access to Mind network information through our Connecting Minds resource.

You will work closely with the Executive Leadership Team and Board of Trustees to develop an appropriate level of experience and knowledge of the organisation, for example by attending sub-committee meetings, meetings with management team members and/or visiting services or projects where appropriate.

PERSON SPECIFICATION

EXPERIENCE AND KNOWLEDGE

- Proven and successful leadership experience of a similarly complex organisation with experience collaborating with a board to define organisational strategy
- Proven track record of developing and implementing strategies and plans and achieving business goals and objectives
- Sound understanding of financial management and budgeting and good knowledge of tendering and fundraising across diverse income streams
- Demonstrable experience of stakeholder management and building and maintaining collaborative partnerships
- Experience working with disadvantaged communities, with a practical understanding of the regulatory environment and the importance of diversity and equality in overcoming barriers to social inclusion
- Demonstrable experience in organisational development and change management
- Experience of robust risk management
- Knowledge of charity governance and compliance is advantageous.

SKILLS AND ABILITIES

- Proactive networking and new business development skills with strong influencing and negotiation skills
- Exceptional leadership abilities, capable of effectively developing and implementing the organisation's vision and strategic plans
- Strong expertise in organisational change, with the ability to drive cultural and behavioural transformation
- Highly effective interpersonal, influencing, and communication skills, with the ability to quickly earn the trust and confidence of stakeholders, maintain valuable alliances, and tailor communications for diverse audiences
- Strong organisational and project management skills, with the ability to convert strategic plans into actionable performance.

STYLES AND BEHAVIOURS

- Exhibits sound judgment and cultural sensitivity, with strong emotional intelligence and an empathetic approach to others
- A natural collaborator with a clear and motivating leadership style and is a visible and present part of our community
- Creative and open-minded, with an entrepreneurial approach
- Driven, energetic, and resilient, with the determination to see change through to completion
- Deeply committed to the values and mission of Norfolk and Waveney Mind.



TERMS OF APPOINTMENT

SALARY

The salary for this role is £95,000 per annum on a full-time permanent basis.

LOCATION

Norwich.

CONTRACT

This is a full-time, permanent contract. We offer flexible working - flexitime, compressed hours, hybrid and home working.

PENSION

4.5% employee, 4.5% employer.

ANNUAL LEAVE

26 days annual leave, increasing annually to 29 days, plus bank holidays

ADDITIONAL BENEFITS

- Performance related bonus
- Employer sick pay scheme
- Employee assistance programme
- Access to benefits portal, including Blue light Card
- HealthCare cash plan
- Cycle to work scheme
- Eye Care vouchers
- Enhanced compassionate leave and pay
- Flexible working and hybrid working

Please note this role is subject to criminal records check with the Disclosure and Barring Service, and checks against the Disqualified Trustees, Disqualified Directors and Insolvency registers.

HOW TO APPLY

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Rebecca O'Connor rebecca.oconnor@starfishsearch.com and we will be happy to arrange a call. To make an application, please go to <https://www.starfishsearch.com/jobs/nwmind-ce/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date: Friday 21st February 2025

Preliminary interviews with Starfish online: w/c 3rd March 2025

Final Panel interviews: w/c 24th March 2025