



CANDIDATE PACK FOR CHAIR

WELCOME

Thank you for your interest in becoming Chair of Norfolk and Waveney Mind.

We are a local independent mental health charity, working across Norfolk and Waveney, and affiliated to national Mind; our ambitious goal is that all people are supported with their mental health to live a life that is meaningful to them.

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 an exciting time to join as our next Chair as we look to refresh our strategy and board. We're looking for an experienced strategic thinker from either the health, not for profit or public sector who brings a strong commitment to mental health, either professionally or personally, to help lead us through the next stage of our development.

We need someone with previous chair experience and a fundamental understanding of what constitutes good governance. The successful applicant will bring fresh insights and an open engagement style, and a supportive and collaborative approach to leading and developing a Board.

You will be a "people first" leader, deeply committed to our purpose and focused on delivering the best outcomes for those we serve. You will possess excellent interpersonal skills, and the ability to build relationships internally and with external stakeholders. You will be willing to use your strong networks for the benefit of the Charity and act as a persuasive ambassador for us with our partners, working closely with fellow Board Members, our next Chief Executive, and our leadership team.

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

If you think you bring what we are looking for, we hope you will read on to find out how we can work together to make a meaningful difference in mental health services.

Nick Francis
Interim Chair



WHO ARE WE?

We are Norfolk and Waveney Mind, a local mental health charity. As an independent charity we are responsible for our own funding and governed by a group of local 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

All people are supported with their mental health to live a life that is meaningful to them.

OUR AMBITION

No one should have to face poor mental health alone and that with the right support and resources anybody can create a life that feels 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](#) :

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

Our turnover from
2022-2023 was
£15 Million

We have
385
Staff across the
charity and
230+
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 Chair and future trustees, we are dedicated to ensuring that our Board 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 organization.

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

- 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.
- To 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 actual 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

- To 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 regionally and nationally 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, 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.
- 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 healthy, diverse environment that reflects the values we promote in our mental health services



MEET OUR TRUSTEES



NICK FRANCIS - INTERIM CHAIR

Nick is a retired Chartered Accountant who worked at PwC, advising businesses on UK tax law. He has been a Trustee and Honorary Treasurer of the charity since 2017.

Nick states, "My interest in mental health comes from my own experiences and desire to improve the lives of others in Norfolk and Waveney. I want to help those who need more support."

WHAT INSPIRED YOU TO BECOME A TRUSTEE OF NORFOLK AND WAVENEY MIND?

I became a Trustee of Norfolk and Waveney Mind so I could give back to my community; to help people across our county with impaired mental health as best I could.

WHAT ADVICE WOULD YOU GIVE TO SOMEONE CONSIDERING BECOMING A TRUSTEE?

If you are thinking of joining us – just do it. I have never regretted it.

WHAT IS THE MOST REWARDING PART OF BEING A TRUSTEE AT NORFOLK AND WAVENEY MIND?

It's enormously rewarding to take on the role; it has changed my life. The kindness shown by everyone here has been invaluable in helping with my own recovery.



JANICE WARFORD – TRUSTEE

Janice had a successful career in buying and merchandising at Debenhams, Topshop, and H. Samuel, which involved global travel and collaboration with buyers and product teams.

Returning to Suffolk for family reasons, Janice cared for her mother with dementia, her disabled father, and her brother with mental health issues. In 2017, she became a Trustee for Great Yarmouth & Waveney Mind, motivated by her brother's struggles to help others receive the support he lacked.

WHAT INSPIRED YOU TO BECOME A TRUSTEE OF NORFOLK AND WAVENEY MIND?

I volunteered to join the Trustee Board to make a difference, as a result of my brother dying. Specifically, to help prevent people with mental health problems from "falling through the gaps" in services and to increase the reach of our services to help more people.

WHAT ADVICE WOULD YOU GIVE TO SOMEONE CONSIDERING BECOMING A TRUSTEE?

Be invested in the Strategic view, focusing on this when making decisions.

WHAT IS THE MOST REWARDING PART OF BEING A TRUSTEE AT NORFOLK AND WAVENEY MIND?

Being part of a great team of people, both Trustees and Directors, working together to move the organisation forward.



NAMITA MATKAR – TRUSTEE

Namita is a solicitor specializing in commercial property law. She trained at Mills & Reeve LLP in Norwich in 2012 and joined Flagship Group in 2019 as Head of Commercial Property. Additionally, she is a trained coach and mentor and has taught law in higher education.

Passionate about the work of Norfolk & Waveney Mind, Namita aligns with the charity's values and is eager to support its mission to provide effective help to others.

WHAT INSPIRED YOU TO BECOME A TRUSTEE OF NORFOLK AND WAVENEY MIND?

I was inspired to become a Trustee because I strongly believe in Norfolk and Waveney Mind's purpose. Supporting good mental health is very important to me and I saw all the brilliant work that the charity was doing, and I wanted to be a part of the journey.

WHAT ADVICE WOULD YOU GIVE TO SOMEONE CONSIDERING BECOMING A TRUSTEE?

I would advise, if you haven't already, visiting the REST Hubs and getting a feel for the charity and the interesting ways they are reaching out in the local communities – and to talk to the Trustees about their experience.

WHAT IS THE MOST REWARDING PART OF BEING A TRUSTEE AT NORFOLK AND WAVENEY MIND?

The most rewarding thing I have found is being a part of something so positive – the people who work for Norfolk and Waveney Mind are passionate about supporting others and are incredibly inspiring.



GRAHAM GOODWIN – TRUSTEE

Graham, originally from Nottingham, moved to Norfolk in 1965 and considers himself "an adopted son" of the county. He worked as an accountant in King's Lynn until early retirement in September 2016 due to kidney failure but is recovering well after a transplant in January 2019.

A carer for over 40 years, Graham became a Trustee of West Norfolk Mind in 2013 and now serves as the Carers Champion on the Board of Trustees at Norfolk and Waveney Mind. In his spare time, he enjoys long walks and has completed several half-marathon walks for charity, including one for Norfolk and Waveney Mind.

WHAT INSPIRED YOU TO BECOME A TRUSTEE OF NORFOLK AND WAVENEY MIND?

I joined West Norfolk Mind back in 2013 to give the voice of carers of service users in the field of mental health to get their rights and support they needed.

WHAT ADVICE WOULD YOU GIVE TO SOMEONE CONSIDERING BECOMING A TRUSTEE?

I would advise a new Trustee not to prejudge an issue but to listen to both sides of an argument before making an informed decision. Remember Trustees are volunteers so be prepared to listen to our ELT team, experts in their fields.

WHAT IS THE MOST REWARDING PART OF BEING A TRUSTEE AT NORFOLK AND WAVENEY MIND?

To be in a position to help everyone in Norfolk and Waveney with mental health so no one is on their own.



JAMES INGHAM – TRUSTEE

James is currently a Community Liaison Manager at a regional telecoms company, engaging with political and community organizations in Norfolk and Cambridgeshire.

Outside of work, James is a sports enthusiast—both participating and spectating—and enjoys running, often while spending time with his family. He is also a devoted Norwich City supporter.

WHAT INSPIRED YOU TO BECOME A TRUSTEE OF NORFOLK AND WAVENEY MIND?

Mental health has impacted members of my family, and I want to do all I can to support a charity that is so close to my heart and also help create a better place for my children to grow up in and be supported in if they ever need to access mental health support.

WHAT ADVICE WOULD YOU GIVE TO SOMEONE CONSIDERING BECOMING A TRUSTEE?

I would definitely recommend spending time learning about the work that the charity does, including trying to digest the breadth of services we provide. But also, don't be afraid to ask what an acronym stands for!

WHAT IS THE MOST REWARDING PART OF BEING A TRUSTEE AT NORFOLK AND WAVENEY MIND?

Being able to hear first-hand from our phenomenal staff about the amazing work they are doing for the residents of Norfolk and Waveney to ensure no one should have to face a mental health problem alone.



CHRIS GRIBBLE – TRUSTEE

Chris became CEO of The Forum Trust in October 2023. The Forum, a key Norwich landmark, welcomes over a million visitors annually and hosts events like the Norwich Science Festival and Norfolk Makers Festival. It also houses the Norfolk and Norwich Millennium Library, BBC East, and various community spaces.

Chris serves on several boards, including Norwich Business Improvement District and the Norfolk and Suffolk Culture Board. He holds a PhD in German Philosophy, is training to be a counsellor, and volunteers for the Samaritans.

WHAT INSPIRED YOU TO BECOME A TRUSTEE OF NORFOLK AND WAVENEY MIND?

I wanted to find a way I could use some of the skills and networks I've developed to offer some real support to an organisation that has such a huge impact on the lives of people across Norfolk and Waveney. I'm really interested in mental health and wellbeing and felt that offering my services to NW Mind could be a really valuable way of making a contribution.

WHAT ADVICE WOULD YOU GIVE TO SOMEONE CONSIDERING BECOMING A TRUSTEE?

Pick up the phone or send off an email and one of us would be more than happy to talk to you about our experience. Maybe ask yourself (a) can I offer enough and consistent time to fulfil the demands of the role and (b) can I offer some of the things that the organisation is looking for from its Trustees? If you can answer yes to both, we'd love to talk more.

WHAT IS THE MOST REWARDING PART OF BEING A TRUSTEE AT NORFOLK AND WAVENEY MIND?

NW Mind is made up of its amazing staff teams – from those who manage the buildings, to the counsellors and wellbeing teams, to the marketing, communications, finance and operations teams that make it all work together. Being able to play a role in helping that team increase their effectiveness, fulfil their ambitions and help achieve the vision of a county where no one faces mental ill health alone is both exciting and challenging!



JULES STEED – TRUSTEE

Jules dabbles in amateur dramatics and is an active musician and poet. Jules' first contact with Mind was fundraising (cycling the Tour de Broads) after the loss of a friend to suicide and he has maintained a close interest in the work of the charity ever since then.

WHAT INSPIRED YOU TO BECOME A TRUSTEE OF NORFOLK AND WAVENEY MIND?

I first became involved with NWM through fundraising, following experiences of family members and friends suffering with poor mental health, leading, in one case, to suicide. I had also been through a bout of poor mental health myself and wanted to contribute to the work of an organisation genuinely committed to making a change for the better in this area.

WHAT ADVICE WOULD YOU GIVE TO SOMEONE CONSIDERING BECOMING A TRUSTEE?

Don't underestimate the amount of time that can be required to do the job properly.

WHAT IS THE MOST REWARDING PART OF BEING A TRUSTEE AT NORFOLK AND WAVENEY MIND?

Knowing that I am helping NWM deliver on and expand its hugely needed services to the people and communities it serves.



JOB DESCRIPTION

Job title: Chair of Trustees

Reporting to: Trustee Board

OVERALL PURPOSE AND PRINCIPAL RESPONSIBILITIES

In addition to the general responsibilities of a NWM Trustee, our Chair provides strategic leadership to the NWM Board of Trustees, guiding and supporting the Chief Executive, and wider ELT, to collectively deliver our Charitable Objects. The Chair ensures that the Board functions as a collaborative inclusive team. The Chair also helps to raise external awareness of the Charity, enhancing our reputation to further our Charitable Objects.

The principal responsibilities for the role are:

Strategic leadership

- With the Board, setting the Vision, Mission and strategic objectives for the Charity to achieve the Charitable objectives of Norfolk and Waveney Mind.
- Working with the Board and the Chief Executive Officer and wider ELT to instil the Vision, Mission and Values of the Charity to all staff, and oversee the delivery of the Charity's strategic objectives.
- Ensuring the Trustees can fulfil their duties and responsibilities for the effective governance of the Charity, including financial accountability and risk management, and that the Board operates within its Articles of Association, providing clear strategic direction for the Charity.
- Alongside the Trustees, Chief Executive Officer and other employees represents the Charity externally with partners and key stakeholders to raise awareness, enhance reputation and support partnerships. Acts as spokesperson where relevant and represents the Charity at external functions, meetings and events.
- Supports and monitors our commitment to ED&I, quality and safeguarding within our Charity and for our service users

Governance

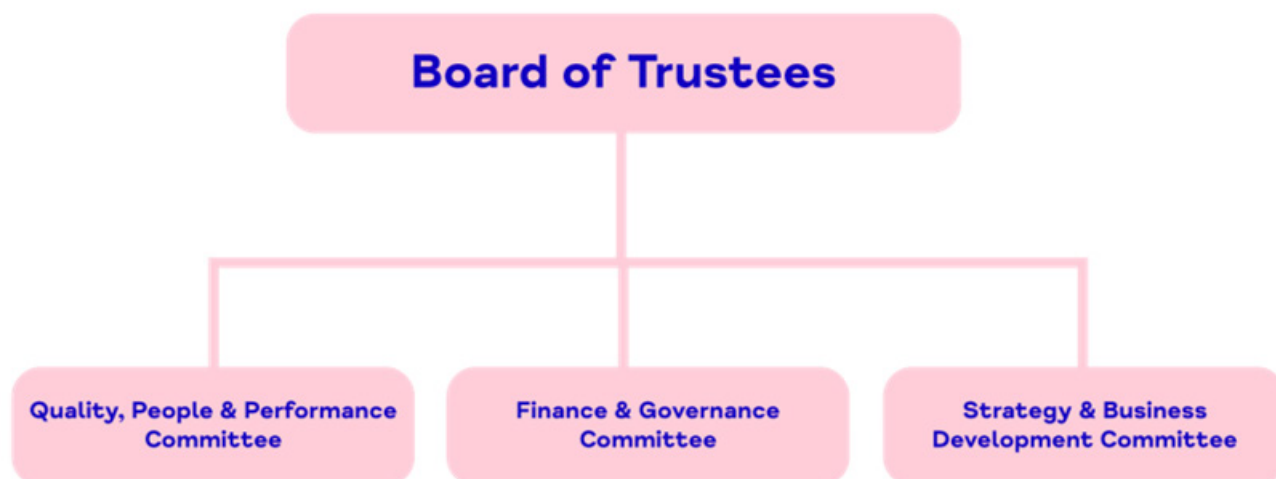
- Ensures alignment of all Charitable activities in line with our articles of association.
- Ensures compliance with statutory requirements, appropriate management of risk.
- Be responsible for ensuring good governance and the highest standards of performance and propriety.
- Oversees the recruitment and development of the skills and knowledge of the Trustees, and reviews Trustee performance and contributions.
- Ensures the Board has the right balance of skills, knowledge and experience, and diversity of background and perspectives, to lead the Charity effectively.
- Addresses any conflicts within the Board and ensures the performance of Trustees and CEO is appraised on an annual basis.

Leading the Board

- Chairs the Board of Trustees to deliver collaborative, effective and timely guidance to, and decision making for, the Chief Executive Officer and ELT. Brings impartiality and objectivity to Board decision making.
- Enables the Trustees to contribute, interrogate, validate and satisfy themselves as to the proper governance and management of the Charity and our progress towards our strategic objectives. Ensures Trustees are fully engaged.
- Works closely with Sub Committee Chairs to enable effective report outs to full Board
- Works closely with Chief Executive Officer to prepare Board meetings and ensure (with CEO) that all aspects of Charity governance and reporting are well reported and communicated to Board
- Works closely with Trustees to foster their personal development, learning around mental health, and enable their oversight of the Charity and its services.
- Works closely with the Vice Chair to deliver this leadership to encourage positive change where appropriate and address and resolve any conflicts within the Board.

Working with the Chief Executive

- Provides line management to the Chief Executive, setting objectives, reviewing performance, and identifying development requirements
- Maintains regular contact with the Chief Executive, ensuring a collaborative, open relationship and honest feedback to the Chief Executive Officer. Maintains a current overview of Charity's activities and performance.
- Supports the Chief Executive Officer, whilst respecting the boundaries that exist between the roles of Chair (strategic direction) and Chief Executive Officer (executive delivery).



PERSON SPECIFICATION

EXPERIENCE AND KNOWLEDGE

- Leadership experience at a strategic level for an organisation of comparable size and complexity.
- Broad understanding of the charity sector, and issues relevant to NWM's work in the mental health sector.
- Direct experience within the health, not for profit, or public sectors.
- Significant experience of charity governance as a Chair or experienced at chairing meetings as part of a Board of Trustees.
- Experience of external representation, delivering presentations and managing stakeholders.

ABILITIES AND SKILLS

- Ability to support and grow appropriate networks and relationships.
- Experienced Chair, facilitating discussion and debate and fostering collaborative team working
- Demonstrates strong influencing skills, well developed interpersonal skills and good powers of judgement, insight and vision.
- Strong leadership skills, with the ability to motivate staff and bring teams together in a collaborative environment.
- Relevant knowledge of Charity governance, financial and risk management.
- Ability to commit time to conduct the role well, including travel and attending events out of office hours.

PERSONAL QUALITIES

- Passion and commitment to improving mental health and the vision and mission of Norfolk and Waveney Mind.
- Personal alignment with our NWM Values. Many of our trustees and staff have lived experience of impaired mental health, directly or indirectly, and this has proven invaluable in delivering effective services to our beneficiaries.
- Tact, diplomacy, and comfortable in an ambassadorial role, with the ability to listen and engage effectively with all stakeholders, including our clients, and partner organisations.
- Excellent emotional intelligence; ability to support and challenge the Board and Executives alike, strengthening collaboration through an encouraging approach.
- Positive public profile with strong networking capabilities that can be used for the benefit of the Charity
- Strong influencing and negotiating skills, credible with senior level stakeholders across the local health and public sectors and able to make effective connections at a high level.
- Sufficient time to conduct role well, including travel and attending events out of hours.



TERMS OF APPOINTMENT

REMUNERATION & TIME COMMITMENT

This appointment is unpaid and offered on a voluntary basis, but reasonable expenses incurred in conducting business of the charity will be reimbursed.

The time commitment for the role is an estimated aggregate of 2-3 days per month.

In addition to chairing the main Board meetings, the Chair may also choose to attend the three subcommittees, which all meet quarterly. The Chair would also have regular meetings with the CEO, and occasional meetings with Chairs/leads of major partner and commissioning organisations

TERM OF APPOINTMENT

There is no fixed term of appointment, although trustees have a maximum term of nine years. The Chair is appointed by the trustees, subject to confirmation annually.

REFERENCES

Please note that two references, proof of right to work, and a basic DBS check will be required upon joining the charity.

LOCATION

Primarily Norwich, with events at our other locations across Norfolk.

BOARD MEETINGS

Board meetings are typically held six times a year, on a midweek morning, and in person, and usually complete within three hours. Committee meetings are usually six times per annum, with a mix of in person and online meetings, and are typically one to two hours in length. Additional meetings are called as and when required.

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-chair/> 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 10th January 2025

Preliminary interviews: w/c 20th January 2025

Final Panel interviews: w/c 3rd February 2025