Dear Candidate,

Thank you for considering working with Tameside, Oldham, and Glossop Mind.

We are passionate about our values, so we want to provide relevant information to help you decide whether our organisation is right for you and to enable you to complete a great application.

TOG Mind is passionate about mental health and believes that:

- Mental health is as important as physical health, and applies to everyone;
- People are experts on themselves and our role is to work holistically to help people to help themselves;
- As a charity TOG Mind occupies a special place in the landscape of mental health services. We can innovate, adapt, and serve our communities in ways that others cannot;
- Our appetite for continuous development and improvement enables us to effect positive change.

“I don't know what I would've done without your help. Thanks to you, I've got my head straight and my life back on track.”

Testimonial from Hyde
TOG Mind values:

**Relationships:** We listen and ask questions to understand others and to build trust. People matter to us both inside and outside our organisation.

**Potential:** We encourage personal responsibility for development by discovering and realising the abilities and energies of people.

**Aspiration:** We support one another, clients, and communities to achieve better mental health.

**Learning:** We seek insight and grow from experience finding new or better ways to contribute to the field of mental health.

Our values were established through consultation and collaboration with our Trustees, staff, and volunteers. They are embedded in everything we do; from recruitment to service delivery to our influencing work towards better mental health for all.

You may notice we also have a set of values as part of our 2017 Strategic Plan (enclosed within the application pack). We are currently reviewing this plan and intend to bring both sets of values together.

Tameside Oldham and Glossop Mind is an independent charity which is part of a federated model with National Mind and 128 other local Minds across the country. It is delivered for local people by local people. It currently consists of a board of trustees, 105 paid members of staff and over a hundred volunteers. It has three directorates:
The Adult Services Director role oversees three departments, supported by 3 senior managers, and manages the biggest directorate of the organisation.
About our Crisis and IAPT case management

The Senior Manager role overseeing Crisis and IAPT Case management is a new role to the organisation. The role is primarily responsible for Adult crisis services; IAPT+ case management and compliance; Leading of the IAPT workforce; Accountable as the Adult Safeguarding Lead; Accountable as the Primary Care Network and Oldham Living Well lead.

The Manager will lead on the integration of current mental health systems and transformation of services in line with the sustainability and recovery plans for COVID pandemic. It will involve working closely with commissioners, key stakeholders, partners, and the public in the design of new services within mental health locally.

The primary focus for the role will be crisis resolution at all levels and across the organisation, specifically leading TOG Minds involvement in the Clinical Assessment Service (CAS), the primary care network PCN implementation and Oldham Living Well workstream. This role is also vital for the sustainability of our IAPT services via effective case work management to ensure contractual targets are met and contributing to the development of TOG Minds IAPT workforce. This Manager is also the organisational Safeguarding Adult Manager (SAM).
About IAPT+

The Senior Manager overseeing IAPT+ works with a team of 16 staff delivering Step 2 IAPT services including drop-ins, guided self-help, and online CBT in Oldham. We deliver services from over 30 GP surgeries plus community settings such as the Job Centre and Oldham 6th Form. We aim to be the community IAPT service in Oldham and currently provide around 70% of the prevalence achieved in the borough. We also work hard to reduce barriers to accessing services; several members of the team deliver services in languages other than English.

About our Counselling Services

The Senior Manager overseeing Counselling Services, oversees the Therapeutic Services team, who offer counselling in both Tameside and Oldham. In Tameside we are a well-established service offering funded counselling of up to 8 sessions with a mixture of placement and qualified volunteer counsellors. We also have a paid counselling model where individuals or businesses can pay for sessions. The Oldham service started in November and will be looking to expand next year, using counsellors working to an 8–12 session model to support the IAPT targets in Oldham. There will be also a non-IAPT counselling option in Oldham which will open up further options to link in with the community development team to access further support.

Within the pack you will find, the Job Description and Person specification, Equal Opportunities …., Organisation strategic plan, application form. Please return your completed application for to HR@TOGMind.org by 5pm on Tuesday 1st December 2020

Best Wishes.

Tameside, Oldham, and Glossop Mind
Vacancy – Adult Services Director

Tameside, Oldham and Glossop (TOG) Mind believe mental health is as important as physical health and applies to everyone. We believe that people are experts on themselves and our role is to work holistically to help people to help themselves.

Adult Services Director

TOG Mind is an independent locally run charity that has been providing services to the community for over 40 years. We value people and invest in people in everything we do. In the past 10 years we have helped over 500,000 people. This work is needed now more than ever as demand for community mental health services is expected to grow. We are seeking a director with experience of strategic service implementation and working collaboratively, building strong relationships. If you are driven by the creation of truly person-centered approaches and co-design services to meet people’s needs, you’re just what we are looking for.

Job Title: Adult Services Director

Hours: 30 hours per week

Contract: Permanent

Responsible to: CEO

Based in: Tameside, Oldham, Glossop and other Greater Manchester locations.

Salary: £34,506 (Actual (£41,408 FTE)

The attributes that are most important to us are:

- Ability to form good relationships
- Role modelling the organisational values
- Experience of working within a strategic leadership role
• Level five Counselling qualification with accreditation and/or Psychological Wellbeing Practitioner (PWP) qualification with additional supervisory qualification
• Ability to act as clinical across the organisation

Application documents can be downloaded from the Vacancies page of our website or requested via HR@togmind.org. Applications must be received by Tuesday 1st December 2020. Interviews will be held on Thursday 17th and Friday 18th December 2020.

TOG Mind is striving to be an equal opportunities employer and welcomes applications from all sections of the community. TOG Mind sees it as a positive advantage if you have experience of mental health issues and/or have used mental health services or had experience of volunteering.
Adult Services Director Job Description

Responsible for:

- Counselling
- IAPT+
- Crisis response services
- Clinical Supervision
- Clinical lead across the organisation
- Caldecott lead

Role Values and Beliefs

TOG Mind is passionate around Mental Health and believes that

- Mental Health is as important as physical health, and applies to everyone
- People are experts on themselves and our role is to work holistically to help people to help themselves
- As a charity TOG Mind occupies a special place in the landscape of mental health services. We can innovate, adapt, and serve our communities in ways that others can not
- Our appetite for continuous development and improvement enables us to effect positive change

Job Purpose

This role is an integral part of the leadership team within TOG Mind responsible for leading on the strategic direction and success of the organisation.

The role is the accountable and strategic lead for Adult Services and the organisational Clinical Lead. The role includes the management of three distinct yet interconnected departments; Counselling, IAPT+ and crisis response services.

The role leads a team of senior personnel for delivering a wide range of codesigned person centred services in the community. This includes IAPT and crisis provision services delivered in partnership with statutory services, ensuring our community expertise is integrated in a creative way for the local population.

Services and activities cover a wide spectrum from prevention and early intervention to crisis and recovery work across the organisation. This role also leads on ensuring we are adhering to best practice guidance and good clinical compliance.
Key functions of this post are:

- To support the CEO, Leadership Team and Board of Trustees to develop and deliver the strategic vision and direction of the Adult Services directorate.
- To lead the management, development, performance and continuous improvement of all services with the directorate.
- To act as the Clinical Lead for the organisation, ensuring proactive frameworks are implemented and adhered to.
- To act as the Caldicott Lead for Information Governance purposes, specifically for adults.
- To identify accurate benefit measures and monitor the benefits for all services.
- To work with partners to ensure that programmes of work are designed to support achievement of the strategic vision and priorities are being successfully implemented.
- To effectively engage all relevant partners and stakeholders to ensure that identified priorities and cross-cutting strategic objectives are successfully achieved, particularly including clinical practice.
- To provide accurate, timely and relevant advice to the Board of Trustees, CEO, Leadership and Management Team, as appropriate, on those aspects of policy and practice for which the role has lead responsibility. This includes legislative changes and best practice/innovative approaches to improved service delivery.
- To hold overall strategic, operational, financial and managerial responsibility and accountability for the portfolio of services within the directorate.
- To be accountable for the effective planning, organisation, delivery and continuous improvement and efficiency of the directorate, including its resources and allocated budgets.
- To support the Board of Trustees, CEO and Senior Management Team to ensure effective partnership working across all internal cross functioning departments and external partnerships to meet customers’ needs, deliver corporate strategies and achieve local objectives.
- To be responsible for the implementation of individual performance management processes within the directorate.
- As line manager to be responsible for performance management and developing the capabilities of managers and other staff in the directorate.
- To ensure positive internal and external communications on services, performance and initiatives, including seeking and giving feedback to customers, partners and other stakeholders where necessary.
• To promote equality and inclusion across all service provision and employment through policy initiatives, personal examples, open commitment, clear action planning, and direction.

• To provide strong and visible leadership within the service, organisation and across partnerships communicating our vision and direction to develop and enhance partnership working.

• To represent TOG Mind locally, regionally, and nationally.

• To carry out additional responsibilities and projects as assigned by the CEO
Person Specification

E = Essential and must be able to demonstrate these points to be shortlisted*

**Attitude and Values**

1. Ability to role model the organisational values (E)
2. A desire to develop our adult and community’s emotional wellbeing services and take on new challenges (E)
3. Seeking insight and growth from experience finding new or better ways to contribute to the field of mental health (E)
4. A willingness to embrace change and the unknown (E)
5. A willingness to develop and maintain positive working relationships across partnerships agencies (E)
6. A commitment to provision by encouraging personal responsibility for development by discovering and realising the abilities and energies of people (E)
7. Commitment to providing effective high-quality service (E)

**Experience**

1. Extensive experience of working within a strategic leadership role (E)
2. Substantive experience of managing services, such as Counselling, IAPT and Crisis Response services for Adults (E)
3. Experience of implementing projects within a partnership approach at a senior level (E)
4. Experience of acting as a Caldecott lead (E)
5. Experience of building and maintaining successful and complex relationships with key partners & stakeholders
6. Experience of generating new business opportunities through to successful implementation and delivery

**Qualifications**

1. Minimum of level five Counselling qualification with accreditation and/or Psychological Wellbeing Practitioner (PWP) qualification with additional supervisory qualification (E)
2. A management qualification to a minimum of level 4/5 (E) or level 7 (D) or equivalent experience

**Knowledge**

1. A knowledge of social care wellbeing and mental health issues for all ages (E)
2. A knowledge of IAPT, crisis models and legislation relating to mental health and social care (E)
3. A knowledge of NICE guidelines in treatment of mental health problems
4. knowledge of Primary Care Networks, Sustainable Transformation Plans and other local and government directives, in relation to Mental Health and Social care.

Abilities

1. To provide and receive complex, sensitive, or contentious information, where there are significant barriers to acceptance which need to be overcome using developed interpersonal and communication skills eg ability to communicate in a hostile, antagonistic or highly emotive atmosphere (E)
2. To make judgements involving complex facts or situations, which require the analysis, interpretation, and comparison of a range of options (E)
3. To formulate long-term, strategic plans, which involve uncertainty, and which may impact across the organisation (E)
4. To ensure services within area of work meet a high level of governance and accountability (E)
5. To write and implement a range of policy changes or updates and/or policy or service development for the directorate or equivalent (E)
6. To set budgets for several services including being responsible for physical assets across several services (E)
7. To complete relevant background research or development work
8. To oversee multiple departments and projects ensuring contractual requirements are met (E)
9. To prioritise and manage a wide range of tasks which vary in nature and complexity (E)
10. To develop and implement thorough and compliant clinical/risk assessments (E)
11. To lead a multidisciplinary team effectively
12. To lead on innovative service design
13. To work independently and as part of a team (E)
14. To manage and support relevant staff and volunteers
15. To undertake other reasonable tasks for the success of the role and/or organisation (E)
On reflection

Since the last five year strategic plan was launched there have been fundamental changes within Mental Health Services, the Third Sector, the wider political and economic environment and the communities in which we work. The review in 2013 highlighted that we were adapting well to the changes and challenges, seizing opportunities and making good progress towards our aims. Throughout this period of huge change and growth, the core themes of 'Community Engagement' and 'Working Together' have grown into strengths and we look to build on these as we move forward. Many charities have unfortunately fallen by the wayside over the past five years, yet thanks to our flexible approach TOG Mind has gone through an amazing period of growth that has resulted in us helping ten times more people than the previous five years.

Engagement and Communication

We took services out into the community, we provided over 800 courses to 11,000 people from 166 community settings. Including:

- Therapy courses from community based settings including supported housing venues
- Community events from business breakfasts, 'Time to Talk' evenings, to training community group leaders to support their own communities
- Mental health awareness building, counselling, and early intervention services in schools
- Providing an ongoing Wellbeing Column published in local media and emailed to contacts along with increasing media coverage for our activities

Service Development

- Over the past 5 years we have offered over 200,000 hours of services to 20,000 people.
- Typically 95% of people who have provided feedback have said they found using our services useful
- A number of services have been developed to ensure we are empowering clients to become more autonomous; for example the Independent Mental Health Advocacy (IMHA) model now includes a large emphasis on teaching people to be able and more confident to self-advocate

Workforce and Financial Security

- We have a workforce of over 50 staff and around 100 volunteers.
- 60% of people who joined the paid staff team started with us as volunteers and 65% of the workforce have lived experience of mental health issues
- We have diversified from having 2 main sources of income to over 50
- 12% of income has been generated through entrepreneurial ventures
- We restructured into service delivery directorates to deliver within specialties and embedded a structure to support growth

“Our wider environmental and social value ethos ensure that we are supporting the local community economy, investing in local people and businesses, being kind to the planet, being a Real Living Wage Employer and reinvesting any profits back into the charity”
Our Vision
Enabling everyone in our communities to achieve better mental health

Our Mission
To continue to provide the best quality local mental health services in prevention, early intervention and primary care; alongside empowering individuals and our communities to live well

Moving ahead
Mental health is very much in the spotlight currently, more so than at any other time. The massive impact of poor mental health is increasingly recognised with the majority of funding being spent on the minority in acute care. This is very costly and impacts on individuals, their wider family and social networks.

This strategy supports preventing the need for people to access acute service by providing early intervention, prevention, resilience and asset based building. Our work for 2017 to 2022 will be proactively enabling everyone to achieve better mental health.

Asset building starts here
Building on assets is looking at what’s working well and building on that rather than focusing on what the deficits and needs are and then fixing them. Part of this strategy is looking to deliver services based on an asset based approach for individuals, groups and communities. Thus we will never do anything that an individual, group or community can do for themselves. Any support provided will be done with the lowest level of intervention so that own resources and resilience can be built and therefore become more sustainable. We will learn from existing community assets and work in co-design in helping replicate these. We will also work in partnerships sharing our own learnings and assets.

Our Values
Implementing the strategy

Proactive
Ensuring we provide the right service at the right time in the right place

We will do this by:
- Raising awareness in a number of ways to meet a wide and diverse audience
- Providing services from multiple locations, communities and settings
- Offering evening and weekend services
- Working in partnerships to provide joined up care
- Developing clear and seamless pathways (emphasis on services), easier access, removing barriers
- Promoting self-enablement in all of our services
- Trying new innovative ideas
- Ensuring strong and consistent marketing strategies

Empowerment
Supporting people to live to their best health and achieve their real potential

We will do this by:
- Providing the right level of intervention from awareness raising to early intervention to referring to specialist services, allowing individuals to strengthen their own coping abilities and resilience
- Building on assets in the community – all too often service can dictate from deficit we want to look at where health is good and build on that
- Offering a wide range and choice of person-centred services
Responsibly
Ensuring services are safe, effective and efficient

We will do this by:
- Building on our governance structures to ensure safe and effective best practice
- Offering value for money
- Fully evaluating and monitoring all of our services
- Keeping services relevant and effective by co-design and co-review
- Increasing unrestricted income
- Remaining as Real Living Wage Employer

Best together
Working in partnerships, avoiding duplication and ensuring services are joined up for better integrated care

We will do this by:
- Building partnerships to provide better joined up care, more efficiency, share learning, and enable cross-skilling
- Continual improvement to achieve a higher class of care
- Contributing to local strategic partnership boards
- Supporting smaller grass root assets
- Being open and transparent
- Working in conjunction with partners to raise the profile and recognition of primary care services delivered in the community sector

Development
Actively learning to continually improve

We will do this by:
- Providing a training academy for people to learn new skills, obtain qualifications and gain experience within Health and Social Care
- Providing staff and volunteers regular continued professional development opportunities
- Offer community based training to promote resilience and cohesion
- Providing a number of opportunities for training, volunteering and gaining qualifications within the health and social care arena
- Investing in training and recruitment to the caring professions
- Research into evidence based practice

Making it happen!
We cannot enable everyone in our communities to achieve better mental health alone. We will build on our core strengths of ‘Community Engagement’ and ‘Working Together’ to ensure that we continue to help more people each year. We will continue to be flexible and capable of adapting to change while building an increasingly robust framework for growth to ensure ultimately that we can achieve our vision.

We will do this by:
- Developing directorate and team strategy implementation plans to engage all our staff
- Consulting widely with key stakeholders, partners and commissioners on implementation of the strategy
- Service delivery and action plan development
- Co-design and reviews of services with beneficiaries and people with lived experienced
- Working towards a framework of asset based community development
Why we do what we do

We are already supporting ten times more people than five years ago but it is still not enough. Our vision is to enable everyone in our communities to achieve better mental health.

Three quarters of people with mental health problems receive no support at all... that’s three out of every four people locally who really need our help

Half of all mental health problems have been established by the age of 14, rising to 75% by the age of 24... we need to help our children and young people

Poor people are more likely to have mental health problems... we cover some especially deprived communities within our areas

Many black, Asian and minority ethnic people (BAME), first experience mental healthcare when they are detained, often involving police and long hospital stays... we have large BAME communities not engaged with us at risk of this

People with severe and prolonged mental illness tend to die younger... we need to address physical as well as other factors

There is one death by suicide every two hours and at least ten times that number attempted. Suicide is now the leading cause of death for men aged 15-49... we have a number of individuals and communities at increased risk