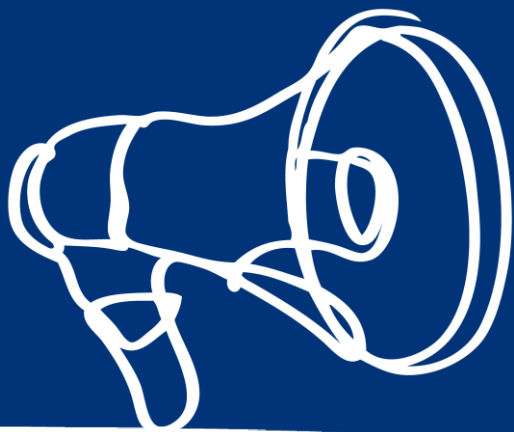


Trustee Recruitment Pack

November 2020



Tameside, Oldham
and Glossop

Foreword

Cheryl Eastwood, Chair of Board of Trustees

Thank you for your interest in becoming a Trustee at
Tameside, Oldham and Glossop Mind.

Dear Applicant,

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

A trustee is a volunteer who serves on the governing body of a charity and is responsible for the general running of the organisation.

There has never been a greater focus on mental health, which is clearly highlighting the demand for services that can effectively enable people to deal with their mental health issues. At least one in four people are affected by poor mental health and the wider economic cost in Greater Manchester (GM) is expected to reach £3.5bn by 2021.

Becoming a trustee is both a rewarding way to help your community and a way to learn fantastic new skills. It's an invigorating and dynamic role, which puts you at the very heart of a charity and its work, liaising with a team of like-minded people.

Trustees usually join us and become involved with TOG Mind for three years or more. The commitment we are expecting from trustees is attendance at twelve board meetings a year. There is an expectation that trustees come to meetings having read the papers, which are sent out a week in advance.

Our commitment to you as a volunteer trustee is access to our training, a buddy system as well as a yearly appraisal. You will gain experience of the governance of a charity and knowledge of the local mental health system.

Trustees are very important to us and we value your time and commitment. If you believe you have the skills and qualities we are looking for, I very much look forward to hearing from you.

Cheryl Eastwood,
Chair of Board of Trustees

Tameside Oldham and Glossop Mind in Brief

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.

Our organisational values below, 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.

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.

For more information

See our website at www.togmind.org/home

Follow us on Twitter at twitter.com/TOGMind

Follow us on Facebook at facebook.com/TamesideOldhamGlossopMind

Trustees Key Responsibilities

First and foremost, trustees make the crucial decisions. They have oversight of the charity's activities, funds, and future - In other words, they are in charge of the charity's affairs.

Some of these responsibilities can include:

- Helping the CEO lead the organisation
- Contributing skills and expertise to an important cause
- Leading the strategic development of the organisation
- Making sure the charity is delivering on their goals
- Looking after the organisation's finances
- Taking care of the charity's assets

As the trustees' board is responsible for such a broad overview of the organisation, most boards look to bring in people with a range of different expertise and skills, from finance and marketing to legal and HR.

The executive committee meet each month, usually on the first or second Monday at 6.00 pm.

You would be expected to attend each of these meetings.

Between meetings there are always issues to be addressed but expectations are less onerous. There is a clear demarcation of responsibilities between the Trustees and the senior leadership team.

Trustees do not normally become involved in the day-to-day management of the organisation, devolving this to our excellent staff teams.



Role Description

Role	Trustee	Salary	Unpaid/Voluntary
Responsible to	Chair of Trustees	Subject to DBS check	Yes (enhanced)
Time Commitment	<ul style="list-style-type: none"> • Attend twelve board meetings per year. • Expectation is a minimum of 60% attendance. • Attendance at events and away days. • Occasional expectations to deal with any urgent matters outside board meetings, usually by email. • Time commitment to read papers. 		
Role Purpose	<ul style="list-style-type: none"> • The Board of Trustees works with the Director, Senior Managers, staff, volunteers, and people with lived experience in setting the strategic direction of TOG Mind. • The Board of Trustees are responsible for the good governance of the charity in line with best practice. 		



Key Duties and Responsibilities

As a Trustee, the Charity Commission specifies the formal (statutory) duties of our Trustees to be as follows:

	<ol style="list-style-type: none">1. Ensure TOG Mind (TM):<ol style="list-style-type: none">a. Complies with its governing document, charity law, company law and any other relevant legislation or regulations;b. Pursues its objects as defined in its constitution;c. Uses its resources only to further the delivery of its objectives. (TM must not spend money on activities which are not included in its own objectives, no matter how worthwhile or charitable the activities.)d. Has effective and efficient administratione. Is financially stablef. Properly invests any funds2. Safeguard the values and integrity of TM3. Protect and manage TM property4. Contribute actively to the Board of Trustees, giving firm strategic direction to TM setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.5. Monitor the performance of the Chief Executive and Senior Management Team as required
Regular Duties will involve	<ol style="list-style-type: none">1. Reading and scrutinising board papers2. Participating in and, where appropriate leading discussions3. Focusing on key issues4. Asking probing questions5. Providing guidance on initiatives6. Advising on issues where you have special expertise7. Joining one of the four Board Sub-Committees (NB the Treasurer will chair the Finance Sub-Committee. Other committees we currently have are Sustainability, Services and Strategy, but these may change following any review of governance.)8. To adhere to the Trustee code of conduct



Personal Skills and Attributes

Knowledge, Qualifications & Experience

Please detail the knowledge, qualification and experience you have in any of these areas.

We serve a diverse part of Greater Manchester and would particularly welcome applications from people who are representative of these communities, with a diversity of experience and perspectives, including age, ethnicity, religion, sexual orientation, and socio-economic and cultural background. Currently we particularly welcome applications from black and minority ethnic individuals and young people who we feel would be valuable on our board of trustees to bring their experiences to the discussion.

Knowledge and experience linked to the key points below would be appreciated:

- Equality and Diversity
- Young People and Families
- Lived Experience of Mental Health
- Working in a Mental Health Field

Demonstrate the following values & behaviours (essential)

A strong commitment to wanting to improve the access and quality of mental health services and also to social justice

Ability to provide constructive feedback in Board discussions while being able to hold staff to account

Ability to be a valuable team member of the Board

Ability to make collective decisions and stand by them

Willingness to represent the Board in public when required

Is committed to preparing for Board meetings and sub-committees adequately and attend at least 60% of meetings

Will preserve confidentiality on sensitive and confidential information

Upholds the values and beliefs of TOG Mind

Can analyse information and when necessary challenge respectfully

Can respect boundaries between executive (staff) and Trustee and Board functions

Ability to think creatively

Ability to understand risks to the charity and a willingness to manage risk positively

Willingness to work collaboratively, sharing skills, talents, and knowledge

A commitment to listening to all points of view

What you can expect from us

The Trustees, supported by the Chair and Vice Chair, provide a mutually supportive network ensuring that we all have the information and help to undertake our duties. Meetings are well planned, formally minuted and papers are circulated at least a week in advance to allow for adequate preparation. As a new Trustee you will undertake an induction programme and be given the opportunity to visit all our sites and meet many of our paid staff and volunteers.



What next - Applications?

If you would like to be considered, please complete the application document linked below:

[Application Form Link](#)

The Strategic Plan 2017 - 2022



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
- We have formed partnership working to jointly deliver services with a number of other organisations



Workforce and Financial Security

- We have a workforce of over 50 staff and around 100 volunteers.
- 50% 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-reviews
- 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 experience
- 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



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

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



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

Thank you

Thank you for taking the time to read this information and for your consideration of a Trustee role with Tameside, Oldham and Glossop Mind.



Registered with
**FUNDRAISING
REGULATOR**



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