



**For better  
mental health**

Date as postmark

Dear applicant

Thank you for applying for this post. Included in your application pack will be the following documents:

- 1) Job description.
- 2) Person specification.
- 3) Additional information, detailing general terms and conditions.
- 4) Application form.
- 5) Guidance notes on completing the application form.
- 6) General information about Mind's work.

**IMPORTANT - PLEASE NOTE:-**

**Please read the guidance notes carefully to enable you to complete your application. Use these to tell us on the application form - under the heading "Post for which the application is made" - how you think you meet each of the criteria listed on the person specification for this post.**

Response to advertisements for vacant posts has become extremely heavy resulting in an unacceptable increase in postage costs and a disproportionate amount of staff time used in processing applications. We regret, therefore, that it is now no longer possible to acknowledge receipt of application forms or to write personally to all applicants.

If you have not heard from us by the date shown for interview, you are asked to assume that your application has been unsuccessful. Should this be the case we would like to thank you for your time and effort in submitting your application and hope that this does not deter you from applying for other vacancies within Mind.

Yours faithfully

Human Resources department  
encs

## **Mind (National Association for Mental Health)**

### **Guidance notes for completing the application form**

#### **Please take time to read these notes**

It is our intention to appoint the most suitable candidate for every vacancy in accordance with our Equal Opportunities Policy (EOP). To do this fairly, we need all applicants to provide relevant information about themselves. This information should be based on the criteria listed in the enclosed person specification and related to the job description.

Please remember that we are not able to consider previous applications or personal knowledge of you. This means that if you already work for Mind either on a paid or voluntary basis, we will not take account of your personal file or refer to your manager unless you have asked them to provide a reference for you (see Section B).

The information you provide in your application form is the only information we will use in deciding whether or not you will be shortlisted for an interview and it will also be used as a basis for the interview itself.

Your application form is therefore very important and the following advice is designed to help you complete it as effectively as possible, particularly if you do not have previous experience of completing a form for an organisation using a selection procedure based on an Equal Opportunities Policy.

#### **Job description**

A full job description for the post is enclosed. As well as setting out the job tasks, this provides information on general conditions of service, salary and closing date for receipt of applications etc. Additional information about Mind and the vacancy may also be enclosed in respect of the particular department or work area. Please read this information carefully.

#### **The person specification**

As part of our Equal Opportunities Policy all Selection Panels agree what skills, experience and abilities are necessary for the postholder to undertake the tasks outlined in the job description. These selection criteria are based on the job description and are monitored to ensure panels only require skills, abilities or experience which are absolutely necessary to enable the postholder to undertake all the job tasks. Please look at this carefully so that you know what the job involves and the range of expertise required. Think about why you are interested in the job.

#### **Completing the form**

1. Please complete all sections of the form.
2. You may find it helpful to do a rough draft first to avoid mistakes, repetitions etc.

3. Ensure the information you give is well organised and relevant.
4. The most useful section of the form is that headed 'Post for which application is made'. This should be used to tell us how you think you meet each of the selection criteria listed on the person specification. Draw particular attention to experience, skills, achievements and knowledge gained in past employment (including community/voluntary work, work in the home or leisure interests) or other activities relevant to the job.
5. Give examples of the work you have been involved in and write in a positive way (e.g. I was responsible for ... I organised...). Always remember to specify your own responsibilities rather than those of your section or department.
6. It would be useful for the shortlisters if you used headings for each criterion listed and demonstrate how you feel you meet each requirement. If it is not apparent from your application that you meet the requirements, you are unlikely to be shortlisted.

The most important thing is to tell us - panels will not guess or make assumptions.

### **Curricula Vitae (ie narrative account of working life to date)**

CVs will NOT be accepted. You must complete the application form in full so that we receive the same type of information from all applicants and so that you directly address the selection criteria.

### **Application form Section B: References**

1. On the application form you are asked to provide names and addresses of two referees. One of these should be your most recent employer/supervisor. The second should preferably be someone who knows you in a work capacity, whether that work is paid/voluntary/education.
2. References will not be taken up until an offer of appointment has been made.

### **Application form Section C: Equal Opportunities monitoring**

Mind is committed to equal opportunities in our recruitment process. In order to find out how well we are doing we need to collect monitoring data as explained below.

1. **Race:** We are using the 16 categories recommended by the Commission for Racial Equality. This means we can compare our workforce profile to other organisations and the national and local population more meaningfully. If particular groups are under represented we can take steps to address this.
2. **Age:** This information will help us find out if our workforce includes people across the age range.

3. **Sexuality and religion:** The aim is to check that we are an inclusive employer.
4. **Disability:** A key aim of the Disability Discrimination Act 2005 was to make sure disabled people have an equal chance of getting into and staying in employment. As an employer Mind has adopted the social model of disability and defines a disabled person as anyone who considers themselves disabled and experiences social barriers to entering or participating in employment.

It is important for you to let us know if you have any individualised needs if you are disabled for the purposes of this recruitment process, for example, in relation to the completion of the application form; for the interview where assessment exercises are included; or in general, for the purposes of attending the interview (eg physical access, communication support, personal support). A member of the HR team will contact you if you have identified any reasonable adjustments.

If you tell us you are disabled we will make reasonable adjustments to your working arrangements wherever possible. Examples of reasonable adjustments may include; provision of equipment or support; changes to working arrangements, duties or hours. If you are successful in your application, a member of the HR team will contact you to discuss any reasonable adjustments you identify.

5. **Service Users/experience of mental distress:** Mind aims to reflect the views of mental health service users and those who experience mental distress in all that it does. We need to know that our workforce includes service users and people with direct experience of mental distress. If you require any adjustments to your working arrangements or require support this can be recorded on the form and a member of the HR team can contact you to discuss this further should you be successful in your application.

### **Confidentiality:**

The information that you give us will be regarded as confidential. It will be held securely in the Human Resources Department for monitoring and reporting purposes. Composite, anonymous data will be reported to external benchmarking surveys, Minds Management Team and Trustees for equality monitoring purposes only. All information will be retained in accordance with the Data Protection Act 1998.

**HR department  
January 06**

## **Mind equalities statement**

### **Equalities statement**

Equality and diversity are essential to Mind's mission. As a whole organisation, we will seek to implement this priority in all our work. We are committed to promoting equal access to our services and consulting with others - staff, volunteers, people with experience of mental distress and knowledge of mental health services, all our partners and local communities - in our working methods.

As an equal opportunities and equal access organisation we will provide and promote equality of opportunity in service delivery and employment regardless of Individual differences between people. We aspire to greater diversity in order to reflect the community we serve, and to ensure that our policies, services and products truly reflect their needs, and we have established diversity as a key value. We know that significant business advantages flow from being in tune with the diverse needs of our service users, employees, suppliers and partners, and their communities.

When we experience mental distress, or have mental health problems to deal with, we may all potentially experience discrimination. Mind recognises that people cannot be put into single categories, and that we may all identify and define ourselves in many different ways. Mind will ensure that we always recognise the complexity of people's identity, and will work to ensure that no aspects of a person's life are ignored on account of excluding categorisation or labelling. We acknowledge that some of us can experience discrimination on more than one count. This experience, often extreme and always unacceptable, needs to be understood and brought into Mind to strengthen our campaigning and policy work and to inform the services we offer. We will never give up learning from these experiences, challenging discrimination, and campaigning for better mental health.

We respect everyone's experience and seek to ensure that inclusion is at the heart of all our work. We are committed to working with all who can help us achieve our mission - as staff, trustees, volunteers, members of other organisations and of the general public - regardless of whether they may be men ,women, transgendered, lesbian, gay, bisexual, disabled, and of their ethnic origin, race, nationality, immigration status, religion or belief, age, social class, educational qualifications, income, location, lifestyle, and of any record of offences, and any other personal characteristic or preference.

In order to monitor how well we do, we will review our organisational performance annually, including how successful we have been in implementing our equality and diversity standards and work, particularly in relation to people with experience of mental distress.

We also recognise that whilst there are many examples of good practice throughout the whole organisation, we need to do more to identify and share this within and across our departments and with our partners. In this way we

will become more confident about what we do, and develop even better approaches than those we have at present.

This statement is supported by a number of appendices relating to implementation.

## **Mind equalities statement Appendices**

- Appendix 1 **Mind services, functions and policies**
  - Appendix 2 **Mental health policy and campaigning**
  - Appendix 3 **Fund-raising, Marketing and Sales, and Communications**
  - Appendix 4 **Volunteers**
  - Appendix 5 **Business support systems**
  - Appendix 6 **Employment**
  - Appendix 7 **Monitoring**
  - Appendix 8 **Status of this policy statement**
- 

### **Mind equalities statement**

#### Appendix 1

#### **Mind services, functions and policies**

Mind provides a wide range of services, products and benefits of which we are proud. These include all the information and advice services, printed or website publications, fund-raising events, and Mind's support to networks, and in particular the local Mind associations in their work within local communities.

We will take practical steps to ensure that: the services we directly offer are fully accessible to, and recognise the specific needs and preferences of, those who often experience discrimination. Advice given to, and requirements placed upon, all parts of Mind's network in England and Wales will include the practical recognition of inequality and the actions needed to combat discrimination and promote positive action.

---

### **Mind equalities statement**

#### Appendix 2

#### **Mental health policy and campaigning**

One of Mind's core aims is to influence policy in the best interests of those of us who experience mental distress or face mental health problems. We draw on what we know in conducting our policy and campaign work in England and Wales - with the United Kingdom Government in Westminster and the Welsh Assembly, while maintaining an awareness of work in the rest of the United Kingdom. Always, and in all possible ways, the experiences of those people traditionally discriminated against will be sought, validated with respect and used to inform better practice in all Mind's services, campaign and lobby for change.

We campaign on a wide range of issues, reflecting the breadth of mental health provision, and try to use our influence to ensure that issues relating to mental health needs are addressed as effectively as possible. We aim to

provide our service users with platforms for speaking out for themselves as well as lobbying with them and on their behalf. We are aware that we need to build more contacts with users from minority ethnic communities in order to ensure that serious account is taken by decision-makers on the issues they may present..

We do this knowing that there are many differences which can affect people's rights and needs, including age, race, gender, status, disability, sexual orientation, culture, family income or circumstances, language, religion, location, or any other difference, and in any combination. In all our lobbying and campaigning we aim to model and advance the principle of equal rights for all. We will continue to work with our partners in developing better links with all minority communities. Positive action will be taken (eg outreach, collaborative working) to develop Mind's role in changing attitudes and practices which result from stereotyping and prejudice

---

### **Mind equalities statement**

Appendix 3

### **Fundraising, Marketing and Sales, and Communications**

Mind greatly values its donors and supporters and those who give us public support. We seek to develop where possible mutual relationships within diverse communities in England and Wales. We want others to know about our work and to be informed of issues and services relevant to our mission, and the priorities we have in carrying it out.

Our fundraising, marketing and communications work involves a range of partners and activities that will support and promote the diversity of the people with whom we work. It will be an ongoing priority to ensure that all communications reflect these equalities and diversity objectives.

---

### **Mind equalities statement**

Appendix 4

### **Volunteers and service user participation**

We value the contribution to the work of Mind of volunteers, trustees, members of advisory panels and those who help our partner organisations. We want mental health service users and survivors in the community to be able to relate to those who bring their diverse life experience, skills and knowledge to Mind's work.

We want everyone who helps us to value this diversity as much as we do. In our support of participants and contributors we will endeavour to communicate our values and the standards we expect in relation to our equality and diversity work, as well as providing the support needed to utilise this diverse

resource. We will continue to work on enhancing service user participation, from all sections of the community, in the work of Mind

The role of trustees is to establish a vision and strategic direction for Mind, including developing guiding principles for all that we do. The commitment of trustees to equality and diversity is therefore key, and is incorporated into the framework of priorities within which their work is undertaken.

Our recruitment of trustees is open and robust, to ensure that we are able to attract individuals from varying professions and backgrounds. We aim to ensure that trustees and all stakeholders both reflect and complement a diverse workforce and service user base.

---

## **Mind equalities statement**

Appendix 5

### **Business support systems**

We recognise that our staff and internal departments have varied communication and support needs/requirements in order to work effectively. Our aim is to enable all those who work for us to have access to systems which help them to be well informed, equipped and supported to contribute to sustaining an effective and efficient organisation.

We will aim to ensure, where possible, that investments, resources and the goods and services of suppliers chosen, which can all contribute to our positive work with service users, are also managed in line with this equalities priority and Mind's values and ethics.

We will take into account access needs when setting up meeting venues or office bases and ensure that new and existing projects not only promote the brand in terms of signage, but promote equal access. We also ensure our Information Technology provision (including our web-site and intranet) is accessible, promotes safe standards and complies with equality legislation and best practice for all.

---

## **Mind equalities statement**

Appendix 6

### **Employment**

As an important charitable employer of staff in the field of mental health in England and Wales, we are committed to developing a diverse workforce because we believe this best meets the needs of the people we aim to support and serve. We recognise that people work in different ways and bring different strengths to our work. Our workforce will always include a valued cadre of staff who themselves have experience of mental distress, and carers.

Our work and organisation benefits from a workforce which brings a range of life experiences, cultural and community backgrounds and past professional lives. We affirm these differences, and are committed to developing workplaces which respect individuals and value this diversity, including recognition that a minority of Mind staff work from home or small rented offices, separate from the headquarters in Cardiff and London and need to be integrated into all work processes. Mind will seek to provide supportive mechanisms, in terms of induction, training and personal support, to enable this group of staff to work on an equal level with staff who do not have this personal experience.

We will enable employees to develop skills and knowledge to reach their own potential and to be effective within the roles they perform. We are committed to a fair employment and equal pay policy, and to supporting managers in managing employee performance in relation to equality and diversity issues. Our management development programme will take this into account and encourage learning and personal development in these areas. We will support managers in dealing swiftly and appropriately with discrimination, harassment and bullying in the workplace or any other act motivated by prejudice.

We aim to develop over time a diversity champions approach so that equality and diversity issues can be highlighted by individuals located in all departments, and best practice can be developed and shared across them.

In employment and management practices Mind intends that a positive environment should exist for all employees, with practical conditions and terms which promote the intentions of this equalities statement. There is a separate detailed policy on equality in employment which covers in detail:

- equal opportunities in application, selection and recruitment procedures
- staff audit
- ongoing monitoring and targets,
- pay and terms and conditions;
- promotion; development and access to training, management training and development,
- appraisals and objectives for staff,
- role for staff groups - champions, LGB, BME, service users,
- the role of the trade union in promoting equality,
- disability - Mind's values and promoting the social model of disability, reasonable adjustments and the requirements of the Disability Discrimination Act.

Please note that Mind also has policies which recognise the need for employees to balance their work and domestic commitments and has the following policies and procedures to assist employees: adoption leave: compassionate leave, dependents leave, flexible working, maternity leave, paternity leave, parental leave, religious observance leave and facilities, and Mind provides additional days of leave at key family holiday times.

Positive action will be taken to ensure that the intentions of the equal opportunities policy are realised through all procedures and practices of recruitment and staff development.

---

## **Mind equalities statement**

Appendix 7

### **Monitoring**

We will continuously assess our progress in relation to equalities and diversity objectives, by monitoring numerically and qualitatively the extent of this. We will develop ongoing measures for the extent of services' reach all sections of the community, and levels of satisfaction with the service offered amongst different groups. We will monitor improvements in diversity in the workforce at all stages in the recruitment and career development process; and we will seek to assess the extent that Mind personnel, whether as trustees, volunteers or staff, are able to contribute to the advancement of diversity through all projects and performance.

We expect all managers to take a full role in the advancement of equalities and diversity in employment, the provision of services and the advancement of better mental health. This work will be supported by the development of means of ensuring that diversity and equality is an integral element of Mind's priorities. Training, management procedures, the development of an internal network of champions, and new performance indicators will be essential in bringing this policy to full effect.

---

## **Mind equalities statement**

Appendix 8

### **Status of this policy statement**

This policy should be read in conjunction with other papers that relate to diversity and equalities objectives in the work of Mind, and current action plans that outline ongoing work in this area. The statement is a basis for action and should be revised and improved in the light of changes and new developments. Mechanisms for monitoring its effectiveness will be devised.

This policy takes full account of all the UK legal requirements relating to employment, goods and services which outlaw direct or indirect discrimination and harassment on the grounds of race, sex, disability, religion, and sexual orientation and victimisation of any person who has asserted their rights under the relevant legislation. Mind will also incorporate references to age in any consideration of discrimination, recognising that discrimination does occur and will be subject to legislation in 2006\*. Mind recognises that not all areas of unacceptable discrimination are covered by legislation and will always seek to

be in the vanguard of organisations seeking to end unfair discrimination wherever it occurs and this statement is intended to reflect that aim.

This statement replaces all previous statements, and should only be amended with the approval of the Chief Executive Officer.

## **Mind strategic plan 2007-2010**

### **Executive Summary**

Mind is the leading mental health charity in England and Wales. We have 60 years of experience of working with and supporting people who experience mental distress. We have a formidable reputation as a campaigning organisation that stands up for people's rights and challenges poor practice in mental health care. We inform and support thousands on a daily basis and our network of local Mind associations provides over a thousand services for people across England and Wales.

All of our work is driven by the experiences of people with mental distress. Our commitment to involvement across our work from influencing government to supporting our own staff and volunteers is central. We have a strong focus on reflecting our diverse community.

We are living in a changing environment. Mental health is rising up the political and media agenda, and going beyond a debate around medicalised care. There is increasing recognition that tackling discrimination plays a key role in changing understanding about mental health. Supporting people with mental health problems in employment is becoming a recognised need.

However, there is a long way to go. Basic mental health care remains patchy, with poor practice still experienced too frequently. Help and support for people with mild to moderate mental health problems remain extremely limited, whilst sadly too many people choose to end their own life.

Mind is the best known charity for mental health, and we have a rich tradition of campaigning to improve lives. We now have a chance to build on that reputation, to seize the moment and to change the face of mental health.

Mind's broad base of funding from the public, trusts and companies (but not pharmaceutical companies) allows us to take an independent stance.

This plan sets out our ambitions for the next three years. We aim to work with those most marginalised as well as support the millions of people who experience mental distress.

## **Mission and Values**

### **Mind's Mission**

Our vision is of a society that promotes and protects good mental health for all, and that treats people with experience of mental distress fairly, positively, and with respect.

The needs and experiences of people with mental distress drive our work and we make sure their voice is heard by those who influence change.

Our independence gives us the freedom to stand up and speak out on the real issues that affect daily lives.

We provide information and support, campaign to improve policy and attitudes and, in partnership with independent local Mind associations, develop local services.

We do all this to make it possible for people who experience mental distress to live full lives, and play their full part in society.

### **Mind's Values**

- **Informed**

People with experience of mental distress drive all we do

- **Diversity**

We respect everyone's experience and ensure inclusion is at the heart of our work

- **Partnership**

We are committed to working with our networks and all who will help us achieve our mission

- **Integrity**

Our independence ensures our integrity - we are never compromised

- **Determined**

We will never give up challenging discrimination and campaigning for better mental health

- **Strategic Objectives**

To achieve our vision we have identified five strategic objectives:

**Changing public attitude:** Mind will influence and change public attitudes and government policy and practice towards people with mental distress

**Full Lives:** Mind will help people to take control over their mental health, to realise their potential, and to function as citizens and fulfilled human beings

**Expert by experience:** Mind will champion the right of people with direct experience of mental distress to have a voice and be heard

**Stronger Local Mind Association Network:** Mind will improve the delivery of services for people experiencing mental distress through a strong federated network

**Developed organisation:** Mind will create an organisation and culture that is fully equipped to deliver Mind's mission and increase our impact.

Our strategic objectives are aspirational, but we strongly believe are achievable. Key aims have been identified from across Mind's activities to support the delivery of the strategic objectives.

## **Objective 1: Changing public attitude**

*Mind will influence and change public attitudes and government policy and practice towards people with mental distress*

- 1.1 Influence the development of health and social care services in line with the needs and priorities of mental health service users, and to improve quality, availability and choice.
- 1.2 Ensure that the rights, dignity and autonomy of people with mental health problems are respected, and that they are not subject to discrimination.
- 1.3 Lead in the development of a social model of mental well being, placing mental distress in its wider context and ensuring that mental health is recognised as a key concern across the policy spectrum.
- 1.4 Secure funding to stimulate change at all key life stages: in education, within the workplace, during parenthood and retirement through targeted anti-discrimination work.
- 1.5 Ensure a planned focus on more proactive media work and establish greater clarity over responsive and reactive work

## **Objective 2: Full Lives**

*Mind will help people to take control over their mental health, to realise their potential, and to function as citizens and fulfilled human beings*

- 2.1 Promote the social inclusion of people experiencing mental distress
- 2.2 Continue to provide quality information to the one in four people affected by mental health issues.
- 2.3 Ensure that more marginalised groups receive mental health information tailored to their expressed needs and wellbeing.
- 2.4 Ensure that the quality of Mind's information remains of the highest calibre, driven by user experience and delivered in the most relevant and accessible way with an emphasis on customer care.
- 2.5 Secure funding to promote the integration of people with experience of mental distress into the community and reduce stigma surrounding mental distress via the delivery of environmental projects that are conducive to good mental and physical health.
- 2.6 Assist people with experience of mental distress and those supporting them to assert their rights by ensuring that the balance of activities of Mind's legal unit is both efficient and appropriate

### **Objective 3: Expert by experience**

*Mind will champion the right of people with direct experience of mental distress to have a voice and be heard*

- 3.1 Involve people with experience of mental distress in all our work and ensure Mind uses best practice in this area.
- 3.2 Increase the diversity of those involved with our work, especially those most marginalised by society.
- 3.3 Ensure that people involved in our work are appropriately trained and supported.
- 3.4 Promote Mind as an exemplar organisation in involvement.

### **Objective 4: Stronger Local Mind Association Network**

*Mind will seek to improve the delivery of services for people experiencing mental distress through a strong federated network*

- 4.1 Promote the Mind network as a movement of like-minded organisations brought together under a consistent set of values.
- 4.2 Support LMAs in their service delivery aspirations as they improve existing, and develop new, services.
- 4.3 Learn from the experience and expertise within the LMA network by creating and sharing systems and mechanisms that allow the identification and promotion of good practice within LMAs.
- 4.4 Increase the accessibility of our national information base through partnerships with LMAs, other Mind networks and beyond.

### **Objective 5: Developed organisation**

*Mind will create an organisation and culture that is fully equipped to deliver Mind's mission and increase our impact*

- 5.1 Deliver funding for strategic objectives in line with budget for 2008/9 and 2009/10 and beyond (2008-2013), using a broad range of income sources.
- 5.2 Develop an organisation culture fit to fully deliver Mind's Mission by supporting staff and volunteers.
- 5.3 Implement Mind's diversity strategy across the organisation.
- 5.4 Maximise organisation effectiveness through development of infrastructure; systems and processes to promote integrated working.

- 5.5 Increase the overall quality of Mind's work through learning and development strategies, and seeking external accreditation for our commitment to improvement.
- 5.6 Create a single communications plan for Mind that enables us to reach the maximum number of people in a co-ordinated manner.
- 5.7 Ensure effective and meaningful stakeholder involvement in Mind's activities through our governance arrangements.
- 5.8 Develop membership arrangements that reflect the stakeholder base of Mind and provide more effective way of communicating with people aligned with Mind's cause.

## **2. How will we deliver on our objectives**

The delivery of this strategy will be achieved through the development of cross-organisational programmes, each of which will have responsibility for delivering a number of the objectives set out above.

We aim to monitor our progress through a reporting system which will focus on those areas of delivery we consider mission critical. We will report on progress against these in our annual Impact Report.

If successful, we hope that by 2010, we will:

- Lead the way in tackling discrimination in mental health leading to an initial perceptible shift in public attitudes.
- Support 20 per cent more people through our networks and services.
- Have influenced a new government in prioritising mental health.
- Have delivered change in perceptions around mental health, through partnerships in areas outside of mental health, such as with environmental organisations.
- Be a charity which is well run and values in its staff and volunteers.
- Have a strong network of viable local Mind associations which provide high quality services in their communities, and work closely together.

### **3. Financial framework**

We will develop our financial framework so that financial resources are focused on the activities that most help us to deliver our strategy.

The Council of Management considers Mind's budget in the context of our overall reserves policy.