

## Director of Transformation Job Description and Person Specification

North West London Mind is a dynamic collaboration of 5 independent, Mind Associations who are working together to improve the lives of people living with mental health difficulties across the 8 boroughs that make up North West London.

As leading providers of mental health services in our own area of operation, individually we are established, experienced and trusted by the people who use our services and the people who commission them.

Working collectively, we are stronger, bigger and bolder in our common purpose, shared vision and our ambition to bring the best of our knowledge, skills and expertise to deliver seamless mental health support across the region.

Our reach is immense: together, our work spans across Brent, Chelsea, Ealing, Fulham, Hammersmith, Harrow, Hillingdon, Hounslow, Kensington and Westminster.

Our experience and range of mental health services is unmatched: collectively we have the experience and service models to deliver an extensive range of integrated mental health support across primary and secondary mental health care.

Our work is commissioned and funded by leading organisations, including the North West London Clinical Commissioning Group Collaboration for: Brent, Chelsea, Ealing, Fulham, Hammersmith, Harrow, Hillingdon and Hounslow.

The establishment of the North West London Mind Collaborative has created an exciting opportunity for the right candidate to play a leading role in further establishing this independent, third sector collaboration to work with the emerging North West London Integrated Care System and other strategic partners.

Reporting to the CEO of Hammersmith and Fulham Mind, the successful candidate will work with the CEO's of the other 4 London Mind Associations that make up the North West London Collaborative to focus their time and energy on the development, growth and future sustainability of NW London Mind to provide excellent models of mental health support across the NW London region.

### Mind logo

Job Title:	Director of Transformation
Employer:	Hammersmith and Fulham Mind, acting for the North West London Collaborative
Peer colleagues:	COE's of the North West London Mind Collaboration
Direct reports:	To be develop as part of the plan for growth and sustainability.
Contract:	12 months, initially with further extension linked to productivity.
Salary:	c£60k per annum
Performance related pay:	Up to £20k linked to the achievement of agreed targets, milestones and outcomes.
Accountable to:	Chief Executive Officer – Hammersmith and Fulham Mind
Direct reports:	To be developed as part of the Business and Income Generation Plan
Hours:	Align with standard T&C for H&F Mind.

Probationary period:	Align with T&C for H&F Mind
Annual leave:	Align with standard T&C for H&F Mind
Pension:	Align with standard T&C for H&F Mind
Base:	Hammersmith and Fulham (home working for Covid-19 may apply)

This role has been created to:

- Lead and develop the North West London Mind Collaboration to be the leading mental health service provider and influencing body on mental health policy across NW London
- Lead and develop all aspects of business development and income generation, growth and sustainability
- Develop and maintain strategic networks and relationships
- Identify, evaluate and progress opportunities to increase the NW London Mind portfolio of services and income streams

Key responsibilities:

Strategic planning:

- To provide strategic advice and guidance to members of the NW London Mind Collaboration to keep them informed of market intelligence and opportunities for service tendering across North West London
- To develop and lead a robust, 3-year strategic business and income generation plan for service transformation, growth and sustainability beyond year 1, underpinned by Mind's values and aligned to local population needs and mental health commissioning priorities for NW London

Service development and income generation:

- To rigorously progress the NW London Mind strategy for business growth and income generation to deliver a significant and dynamic new wave of income generation around larger contracts for mental health care, with a specific focus on NHS contract commissioning
- To lead and develop dynamic, effective service models, service innovation and remodelling
- To design, develop and grow NWL Mind's service portfolio and turnover, within a framework of integrated pathways of recovery; value for money; diverse income generation; service standards and positive recovery outcomes
- To lead on approved business development opportunities, undertaking the required research, financial benchmarking, and full cost recovery analysis to develop strategically relevant, competitive bids and tenders
- To monitor and evaluate opportunities for service development and the completion of high-quality expressions of interest, pre-qualification questionnaires and tender submissions to deadline
- To ensure all business development is underpinned by Mind's Quality Management system to ensure that bids and tenders are quality led, legally compliant and developed to achieve excellent standards of performance and best practice

Influencing and engagement

- To develop strategic alliances and key relationships with the emerging North West London Integrated Care System, NW London Clinical Commissioning Collaboration and NHS clinical leads to shape and influence mental health policy and decision making
- To develop and maintain key relationships with commissioners, partners and funders in support of service expansion
- To work effectively with colleagues and other professionals, managing relationships and engagement for positive outcomes
- To act as an ambassador for NWL Mind's at all times, promoting Mind's values, mission and strategic objectives

#### Communications and marketing

- To develop and influence an effective marketing and communications strategy
- To raise and promote NW London Mind as the leading mental health service provider for NW London
- To promote NW London Mind services and the Mind brand.

#### Business risk assessment and risk management

- To develop and progress a risk assessed work plan to deliver the strategic business and income generation plan to agreed targets, milestones and outcomes
- To ensure that business risks are evaluated for all proposals and contract submissions
- To negotiate favourable contract terms

#### Reporting

- To report directly to the CEO of Hammersmith and Fulham Mind
- To lead and manage the income generation and communication reports to each partner organisation
- To maintain appropriate records and an audit trail of decisions and outcomes
- To produce functional reports for internal and external stakeholders accounting for activity and outcomes
- Report and troubleshoot significant blocks or barriers to the achievement of the NW London work plan
- Raise any contract difficulties or issues of non-compliance so that early remedial action can be taken

To carry out any additional duties that may reasonably be expected

#### Resources & Supports

- Line management supervision from the CEO of Hammersmith and Fulham Mind
- Coaching & training individually tailored
- Continuing professional development agreed with the line manager

#### Professional responsibilities of all Mind employees

- To promote a positive and professional image of Mind's mission, values and services at all times
- To promote equality of opportunity and to challenge discriminatory practices or behaviour at all times
- To adhere to Mind's employee Code of Conduct and policies and procedures at all times

- To maintain confidentiality and ensure that all information storage and information sharing is carried in compliance with the Data Protection Act GDPR (2018)
- To observe good health and safety practice, in respect of individuals, premises, safe working practices, lone working and emergency procedures
- To attend supervision

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November 2020

### Person Specification

Criteria	Essential	Desirable
<b>Personal qualities:</b>		
Well organised, highly motivated and results orientated.	✓	
Entrepreneurial mind set and willing to take calculated and measured business risks.	✓	
Resilient in the face of challenges and manages competing priorities while remaining focused on objectives.	✓	
Presents and communicates a strong belief in Mind's mission and is able to command the trust, confidence and respect of commissioners, funders and colleagues.	✓	
Works effectively under productive pressure to deliver to tight deadlines.	✓	
Communicates assertively and with diplomacy and tact to achieve mutually beneficial outcomes.	✓	
<b>Qualifications:</b>		
Educated to degree level or equivalent	✓	
Business management qualification or similar		✓
<b>Skills and abilities:</b>		
Leadership	✓	
Ability to work collaboratively to create effective business relationships and networks.	✓	
Strategic planning	✓	
Research and development skills to source, evidence and produce high quality information, business proposals and reports	✓	
Strong analytical skills, with attention to detail	✓	
Strong financial and risk assessment and risk management skills		
Excellent written, oral and presentation skills	✓	
Strong project management skills	✓	
Strong people skills: ability to work effectively with individuals and teams to produce excellent standards of work.	✓	
Ability to engage with a wide range of stakeholders and audiences	✓	
Strong time management and prioritisation skills	✓	
Planning, monitoring and evaluation skills	✓	
Excellent IT skills – Microsoft packages	✓	

<b>Knowledge and experience:</b>		
Knowledge and understanding of public sector procurement processes and business development	✓	
Strong clinical background		✓
Proven track record of developing successful bids and tenders with NHS and local authority commissioning bodies.	✓	
A minimum of three years' experience in business development, tender preparation and income generation or NHS commissioning	✓	
Expert knowledge of the NHS and social care sector	✓	
Comprehensive knowledge of third sector, integrated community based services.	✓	
Comprehensive knowledge and experience of I health recovery models, treatments and interventions, complex care and forensic services.	✓	
Comprehensive knowledge of service user involvement and the value of lived experience.	✓	
Expert knowledge and experience in leading service transformation and remodelling	✓	
Knowledge and experience of implementing quality assurance systems	✓	
Experience of producing evaluation reports and quality impact assessments.	✓	