

Trustee / Director Recruitment Pack

Welcome

Dear Prospective Candidate,

Thank you for your interest in Mid Norfolk Mencap. By joining us, you can make a meaningful difference to the lives of people with a learning disability, their families and carers.

Mid Norfolk Mencap works to support and enable people with learning disabilities in Norfolk. Our charity provides social opportunities, and specialised community outreach support for individuals, helping them lead fulfilling lives, be involved in their wider community, and access the same opportunities as all members of society.

This year has been a period of significant transformation for Mid Norfolk Mencap. Following a review, the Board made the strategic decision to close our residential home. This was a necessary step to align with modern standards of care and secure the charity's long-term financial health. Our current priority is ensuring a well-managed, supportive transition for each resident into a new home that better suits their personal needs and choices.

This decisive action has created an opportunity to reinvest in our future. Our focus is now on expanding our successful Community Outreach Service and developing new domiciliary care services, allowing us to support many more people with learning disabilities across Norfolk.

In achieving this, it will be critical to bring together a group of skilled, engaged trustees, who relish a technical or professional challenge, to be part of the project to transform Mid Norfolk Mencap into a provider of excellent care and support for people across the county. We were delighted to welcome two new trustees this summer and, now our new Senior Management Team is in place, we are looking to recruit up to six new trustees to join our Board.

We welcome applications from anyone who is enthusiastic to learn about our organisation and who brings an engaged approach to the role of a trustee, regardless of age, background or previous Board experience.

Given our current position and the focus on organisational transformation, we are particularly keen to hear from you if you have a professional background, or a keen and applied interest in care compliance, finance, corporate risk management, people and culture, fundraising, contract management and risk, and quality assurance.

We look forward to hearing from you.

Sarah Taylor

Chair of Board of Trustees

Who we are

Mid Norfolk Mencap is a registered charity established in 1977, dedicated to supporting people with learning disabilities across Norfolk. We provide a range of services, including residential living, social opportunities, and specialised Community Outreach Support, tailored to meet the unique needs of those we serve.

With over 16,500 adults in Norfolk estimated to have a learning disability, including 12,000 of working age, we empower people to lead fulfilling and independent lives.

While we are proudly affiliated with the Mencap (Royal Mencap Society) and share its underlying values and vision, we operate as an independent, local charity. Our placements are funded by local government, and we rely on additional support from our community and local donors. We do not receive direct funding from Mencap.

Our Vision

Our vision is a world where people with a learning disability are valued equally, listened to and included. Our challenge, alongside people with a learning disability and their families, is to make this world a reality.

Our Mission

Our mission is to support and enable the people who use our services to lead fulfilling lives, to be involved members in their local wider community and to have access to the same opportunities as all members of the community.

Our Values

Our values underpin everything we do:

1. We are Inclusive. People with a learning disability are at the heart of everything we do.
2. We are Trustworthy. When we promise something, we don't let people down.
3. We are Caring. We treat everyone with respect and kindness.
4. We are Challenging. When we see things that aren't fair, we will campaign until we see real change.
5. We are Positive. We never stop believing in a better future and we celebrate what we are proud of now.

What we do

Mid Norfolk Mencap is dedicated to supporting people with learning disabilities and their families across Mid, North, and South Norfolk. Our services include Community Outreach Service supports and enables people with learning disabilities to lead fulfilling lives, become involved members of their local community, and access the same choices and opportunities as everyone else. We also run Gateway Clubs that provide social and recreational opportunities for people with learning disabilities.

Our Team

We are embarking on a transformation of our services, building on a strong foundation of a supportive, inclusive, and collaborative working environment led by new our CEO. Our Senior Management Team is focused on enabling people with learning disabilities to lead fulfilling lives and achieve their full potential.

We take pride in being a nurturing employer that values respect, growth, and well-being for both our staff and the people we support, and we are actively developing new and better ways of achieving this. Working here means joining a mission-driven environment where staff members are encouraged to innovate, challenge themselves, and lead initiatives that directly impact the lives of each person we support.

As an independent charity, we have the flexibility to respond to local needs, fostering a strong connection with the communities we serve. Our team members work closely with the Board of Trustees and Directors, leadership team, and clients, ensuring a collaborative approach to delivering impactful services.

Board

The Board of Trustees is the senior body of the charity, setting and monitoring the framework of everything the charity delivers. The trustees share a collective responsibility for the strategy and its delivery in accordance with our Articles of Association with discussion and decisions being made at quarterly Board meetings.

Our Chair of Trustees and CEO work with each Board member to ensure that each can maximise their contribution without feeling over-stretched. The charity expects that its Board members will be visible across the charity, taking an active interest in our activities. This often involves making visits outside of Board meeting dates to connect with the people we support, as well as our dedicated staff and volunteers. In this way, each trustee is able to make informed and considered decisions.

Sub-committees

In addition to the Board meetings, our sub-committee meetings are held quarterly. This enables the Board to focus more on strategic issues at full meetings and can help to make the most of the time available. Sub-committees consider a range of matters pertaining to statutory and non-statutory policy areas including people and culture, quality and compliance, financial controls, audit and contractual risks.

It is expected that all trustees participate in at least one sub-committee.

Trustee / Director role overview

This role is suited to candidates with knowledge or skills which would be of benefit to the charity as we undertake a period of transformation in the organisation. This experience might have been gained in a professional capacity or through direct experience of living with a learning disability. At Mid Norfolk Mencap we highly value both forms of expertise, and we actively work to create a diverse and inclusive Board.

We are seeking trustees with specific professional skills and expertise to strengthen our Board and enhance the support provided to our CEO and their team. For this reason, we would particularly welcome applications from people with experience in care compliance, finance, corporate risk management, people and culture, fundraising, contract management and risk, and quality assurance.

Purpose

Mid Norfolk Mencap's Board of Trustees ensure the charity has a clear strategy and that our core services and developmental aims are aligned with our vision and mission. The people we support are at the forefront of everything the charity seeks to achieve, and the Board regularly monitors that this remains the case. Trustees are also legally responsible for the charity's management and administration.

We encourage all prospective trustees to read more about the role in the Charity Commission's guidance: www.gov.uk/guidance/charity-trustee-whats-involved

As Mid Norfolk Mencap operates a company limited by guarantee to deliver its services, all trustees are also non-executive company directors of Mid Norfolk Mencap. We would therefore also encourage you to consider the role and duties of Company Directors

<https://www.gov.uk/guidance/being-a-company-director>

Impact

Being a trustee at Mid Norfolk Mencap involves making decisions that will impact on the lives of some of the most vulnerable people in society. Through your role you will make a meaningful difference to the lives of people we support and to the local community.

At the same time, we have a growing paid team, and trustees should play a key role in ensuring that Mid Norfolk Mencap is an inclusive and respectful employer.

Trustees are encouraged to take oversight of specific areas of the charity and its development, based on their experience and interests. This provides further opportunities to make tangible contributions to the transformation of our services.

Trustee Role Description

Location

Our charity's office and principal activities are in Dereham, Norfolk. All Board meetings are held in person. Sub-committees can meet face-to-face or hybrid via Teams to suit sub-committee members. We encourage our trustees to visit the office and all services whenever possible.

Support

You will be supported by the Chair, other members of the Board of Trustees, and the CEO.

Responsibilities

As a trustee, you have important personal responsibilities to ensure the charity is well-governed, effective, and operates for the public benefit.

- Ensure the charity is carrying out its purposes and delivering public benefit
- Understand the charity's purposes as set out in our governing document, and be able to explain how all activities further or support these purposes
- To ensure that the charity pursue its stated purposes, as defined in its governing document, by developing and agreeing a long-term strategy
- To ensure that the charity complies with its governing document, applicable charity law, and any other relevant legislation or regulations
- Manage the charity's resources responsibly by making sure that the charity applies its resources exclusively in pursuance of its charitable objects for the benefit of its members
- Ensure that the charity's assets, beneficiaries or reputation are not exposed to undue risk
- You must exercise reasonable skill and care, drawing on your own expertise and experience, and seek appropriate advice when necessary
- You should dedicate sufficient time, thought, and energy to your role, ensuring you are well-prepared for, attend, and actively participate in all Board meetings.
- Be able to demonstrate that the charity is complying with the law, well run and effective
- Ensure appropriate accountability within the charity, both to members and in relation to delegated responsibilities.

Qualities and experience

This role is best suited to candidates who can demonstrate knowledge and experience that will benefit the charity, and who possess the following characteristics:

- A proven track record of integrity and respect for confidential and proprietary information
- A keen and respectful listener who can empathise and respectfully challenge
- Commitment to the charity, approachable for the people we support, and enthusiasm for its vision, mission and aims
- Understanding and acceptance of the legal duties, responsibilities, and liabilities of trusteeship
- Willingness to devote the necessary time and effort to their duties as a trustee (we estimate this to be 2-3 hours per week in addition to Board meeting commitments below)
- Strategic vision
- Sound, independent judgement
- Willingness to participate in frank and open discussion
- Ability to work effectively as a member of a team
- The ability to read and understand management reports
- Skills to analyse proposals and their consequences
- Preparedness to make unpopular recommendations to the Board
- General competence with IT
- Willingness to be available to provide guidance to the senior management team on an ad hoc basis

Time commitment

The charity holds quarterly Board meetings, with each lasting approximately 2 – 3 hours. All Board meetings are held outside of normal office hours.

It is suggested that approximately two hours preparation time be allowed for prior to each meeting to ensure trustees are familiar with items to be discussed.

Sub-committees meet quarterly with each lasting approximately 1.5 – 2 hours. Approximately one hour is suggested for preparation in advance of the meeting.

Typically, all trustees attend the AGM in person, and at least one annual fundraising or social event hosted by the organisation. These are held on evenings or weekends.

To allow time to settle into the role, and to see the fruits of your work, we suggest that candidates assume a three-year commitment to Mid Norfolk Mencap at the outset.

Training

You will be given a basic induction to the charity and opportunities to meet with the leadership team.

All trustees are required to complete the statutory Oliver McGowan training. Additional training opportunities will be identified based on your individual experience and qualifications, ensuring you have the support needed to excel in your role.

Through the trustee recruitment and on-Boarding process, we will arrange for you to meet with our Chair and CEO, and we encourage you to explore their motivation and rewards as part of your evaluation of us.

Rewards

The role of a trustee is voluntary and is not accompanied by any financial remuneration. Reasonable expenses will be reimbursed for required travel, training, communication and childcare/carers to enable trustees to attend and participate at Board meetings.

Conditions of engagement

Applicants must be at least 18 years old. At Mid Norfolk Mencap, we celebrate diversity and are dedicated to creating an environment where every employee, volunteer and Board member is valued, respected, and empowered – no matter their background.

You cannot serve as a trustee if you are disqualified under the Charities Act. This includes situations such as having an unspent conviction for an offence involving dishonesty or deception (for example fraud), being bankrupt or having entered a formal arrangement with creditors (such as an individual voluntary arrangement) or having been removed as a company director or charity trustee due to misconduct.

Appointment to our Board of Trustees is subject to the receipt of satisfactory references and the production of a clean enhanced Disclosure and Barring Service (DBS) certificate.

Application process

If you would like to apply for a trustee role, or to discuss it informally, please contact us at info@midnorfolkmenicap.org

Our recruitment process will typically include the following:

- Interview, providing the opportunity for you to meet with the Chair, CEO and other members of staff
- An invitation to attend the Mid Norfolk Mencap office to meet some of the people we support
- Dedicated email/phone support for any queries or concern

Closing date for applications **14th November 2025**. Interviews will take place **24th November - 5th December 2025**. Successful applicants will be formally nominated to join the Board at our AGM on **22nd January 2026**.

Please note: our recruitment process is designed to facilitate a two-way dialogue. We recognise that you need to be as comfortable with us and our operating model as we are with you. Our commitment throughout, is to be open, transparent and to give you as much information as we possibly can so that you can be sure you are making an informed choice to volunteer as a trustee with us.