



# CANDIDATE PACK FOR THE TRUSTEES

Maudsley  
Charity



# WELCOME

---

Dear Applicant,

Thank you for your interest in becoming a trustee of Maudsley Charity.

We are the UK's largest specialist mental health funder, working closely with South London and Maudsley NHS Foundation Trust (SLaM), Kings College London (KCL) and community organisations. We are committing £44m between 2024 to 2029, to improve mental health outcomes.

This is a particularly exciting moment to join us.

As we head into Year 3 of our five-year strategy, we are sharpening our focus on impact beyond South London.

With pioneering work in psychosis, and growing momentum in children's mental health, we are increasingly able to influence national debate and practice, and to be a catalyst for real change in mental health policy and social innovation.

We are an inclusive and ambitious charity with a deeply engaged board; Over the past year we have strengthened our Senior Leadership Team and reviewed our capability and ways of working. We are united by our mission to drive change and promote equity within the NHS and wider mental healthcare system.

We are looking for four new Trustees:

- an experienced qualified accountant to chair our new Finance and Audit Committee;
- a commercial leader with substantial expertise gained in a large, complex sector such as retail or property (you will also chair our Trading Arm);
- a prominent academic researcher in mental health, with a national profile; and
- a senior leader from within the philanthropy space with experience that has perhaps been gained in a trust or foundation.

Wherever you are now, you will be joining a collaborative and supportive board, committed to helping the Charity achieve its strategic priorities. We are always looking for gifted strategic thinkers who demonstrate exceptional communication and influencing skills and can quickly form positive relationships within teams. We are committed to Diversity, Equalities and Inclusion (DEI) in why, how, and what we fund; this means that you must also have a genuine understanding of how factors such as racism and poverty impact mental health.

If these opportunities excite you, and you are motivated to help us build the next stage of our development and impact, we'd love to hear from you.



**Frances Corner OBE**  
**Chair**

# WHO WE ARE

---

We fund work led by South London and Maudsley NHS Foundation Trust (South London and Maudsley), research teams at King's College London (KCL), and the voluntary and community sector to build a more equitable and effective mental health care system in south London. We share what we learn to promote change in other parts of the UK.

We are a grant-making charity that advances and accelerates positive change in mental health care in south London.

We fund and support key clinical, academic and community partners so that everyone who experiences mental illness, without exception, can access the care that's right for them.

While our roots are embedded firmly in our local community in south London, we aim to also seed positive change in mental health care elsewhere in the UK, by sharing and amplifying the knowledge and evidence that is generated through the work that we fund.

We are a small but growing team (21 staff) with bold ambitions around:

- How we can achieve maximum impact in the improvement of mental health services.
- How we can address issues of discrimination and exclusion in what we fund and how we work.
- How we can generate additional funds to extend our work and build communities of support.

## WHY WE'RE HERE

The consequences of mental ill-health are far-reaching, affecting employment, relationships, finances and even life expectancy.

We are located in an area with an exceedingly diverse population and some of the highest levels of serious mental illness in Europe. By investing in the understanding of what works here, we can contribute to improved mental health for everyone.

We target most of our resources towards people who are the most in need of, but least likely to receive, mental health care in the way and at the time that they should, and in areas with greatest potential for impact.

The changes we want to see

- Greater equity in care and support.
- Better quality treatment is widely available.
- Care and support are shaped by diverse expertise and experience.
- Intervention happens as early as possible.
- More people live well with their illness.

## HOW WE WORK

We focus our resources on work that is underpinned by evidence, experience, and equity.

### Evidence

Good mental health care is based on reliable knowledge and information. We identify and financially back the most promising solutions that draw on and generate learning and evidence, working alongside South London and Maudsley NHS Foundation Trust and the Institute of Psychiatry, Psychology & Neuroscience (IoPPN) at King's College London, and groups and organisations from our local community and voluntary sector. We share that learning and encourage others to adopt those solutions in other parts of the country.

### Experience

Mental health care is more effective when it is informed by relevant expertise and lived experience. We continually strive to understand the perspectives of people in the communities we serve and encourage our grant holders to do the same when developing and delivering their work. We bring together people with lived experience of mental illness, their families and carers, clinicians, nurses, researchers and people working in community organizations to identify where our funding programmes can make the biggest difference.

### Equity

Many people in our local communities are living against a backdrop of racism, exclusion, and poverty, all of which are proven to lead to more severe mental illness, reduced access to treatment and support, and worse long-term outcomes. We focus our funding on those most failed by services and society, driving improvements that benefit everyone. That's why equity is more than a principle – it is an essential tool for advancing genuine change.

## WHERE WE'VE COME FROM

We can trace our history back to 1247 and the foundation of Bethlem Royal Hospital, the oldest mental health institution in the world. In 2018 we became an independent charity. Before that we were formally part of South London and Maudsley NHS Foundation Trust. [Our Board](#) now comprises eight independent trustees and three trustees nominated by the Trust.

## WHAT WE DO

We've developed funding programmes to support a wide range of work from small grants for rapid, staff-led changes at South London and Maudsley to long-term multi-million-pound grants targeted at addressing complex mental health challenges across the communities we serve.

We are ambitious about the legacy we want to create with our funding, so we allocate significant resources to initiatives with the potential for long-term systemic change. We celebrate excellence and share learnings from the projects we fund to promote change in other parts of the country.

Our grant making is funded primarily from our endowment (currently valued at £165m) but donations, largely from philanthropists, also play an important part. Grants range from multi-million pound clinical and research initiatives intended to drive change across the UK, to small-scale projects which make immediate improvements in service user experience.

Our work supports NHS quality improvement projects, applied research, programmes that cross boundaries between NHS and the voluntary sector, and community organisation-based support projects and capital schemes.

In this **strategy** period we are committing more than £40m, with a view to ensuring that even more people who experience mental illness can access the right care and support, now and in the future.

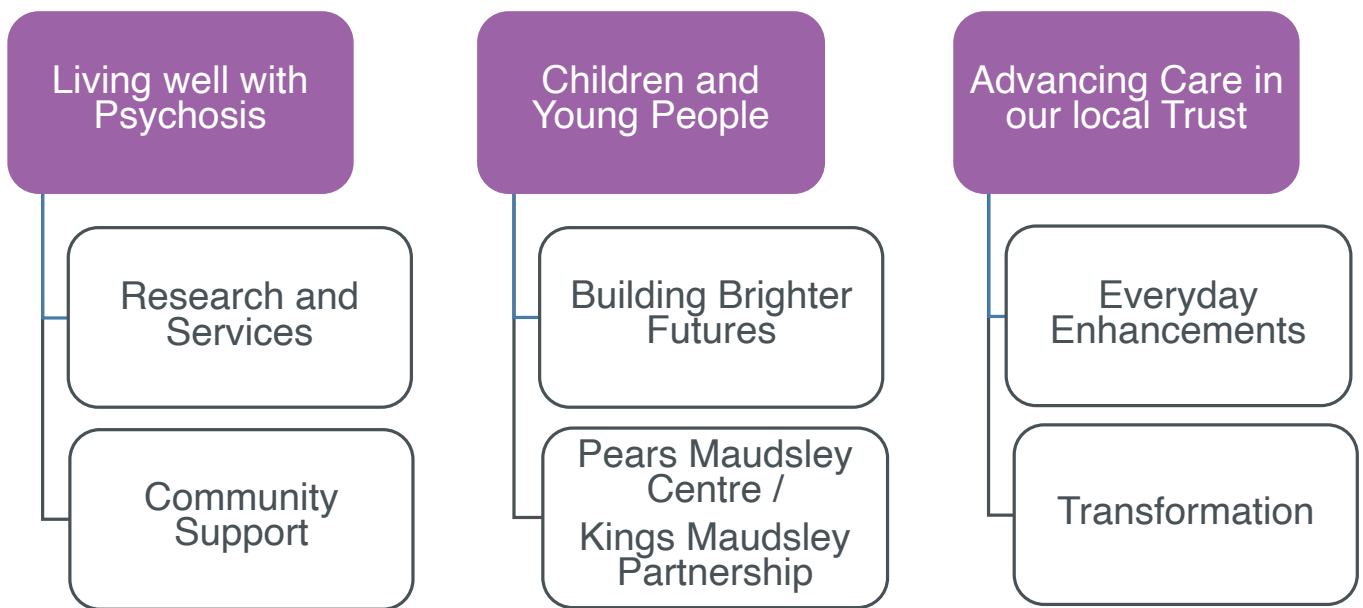
You can view our last Annual Report [here](#).

### OUR COMMITMENT TO DEI

The Charity has a strong commitment to diversity, equity, and inclusion. This is not just about taking responsibility for fairness as an employer and funder seriously. There is a clear and well evidenced link between racism, discrimination, deprivation, and mental illness. The team and Board see addressing these impacts as fundamental to our mission and DEI will be a highly visible thread across its new programmes of work.

You can read about our commitment [here](#)

### THEMATIC FUNDING



#### Living Well with Psychosis

The programme launched in 2022 and is focused on improving outcomes for those affected by psychosis. It supports a range of approaches to improving clinical services and research and supporting the communities in the boroughs served by South London and Maudsley boroughs, and beyond.

#### Building Brighter Futures

The programme launched in 2024 and funds a range of early intervention and secondary prevention projects for children and young people who have complex lives or high levels of risk around mental illness. Partnership working and the involvement of young people is central to the design and delivery of this work.

#### Advancing Care in our Local Trust

We also have a programme of funding which is exclusively available to South London and Maudsley. From fast-turnaround initiatives that deliver rapid improvements, to long-term projects that address complex organisational challenges, we support positive change at every level of the Trust, so that everyone who needs it can have timely access the mental health care that’s right for them, and families and carers can feel confident in that care. We also fund initiatives that promote staff learning, celebrate staff excellence, and improve staff wellbeing.



## Pears Maudsley Centre and the Kings Maudsley Partnership

The Charity has for the last seven years been involved in generating funds for, and supporting as a strategic partner, the creation of a new centre for children and young people's mental health. Once opened, this will be a world-first integrated centre for care and research. Supporting the work of the centre and the associated partnership will continue to be a priority for the Charity, especially over the next five years.

Examples of the range of projects we have funded can be found [here](#).

## Commercial and financial activity

For a small Charity, Maudsley Charity has a complex portfolio of property and financial assets. Financial investments are managed by two fund managers and overseen by our Investment Advisory Committee. Funds have gained in value in previous years, however, there has been taking into account recent negative fluctuations due to the current international situation.

Property includes both investment and charitable purpose buildings including the ORTUS building in which the Charity is based.

## Ortus

The Charity owns, runs and is based in the Ortus building. This purpose-built learning and events centre provides a space to learn, meet and reflect and has a range of bookable spaces, a lively café and an art exhibition. It is well used by NHS teams, university staff, students, and people from the local community. As the charity team has grown, we have been agile in accommodating staff in the available space. Our team values our ability to use the building, and the opportunities it presents to connect to those who work in and around mental health. It is managed and catered by a commercial partner. It is governed by Maudsley Charity Trading (MCT), a charitable trading company. With this round of Trustee appointments, we are also looking to appoint a Trustee with commercial experience to Chair the MCT Board to ensure we are maximising the value of our commercial assets to further our charitable mission. The Board currently meets twice per year.

## STRATEGIC OBJECTIVES: 2024-2029

The Charity has undergone significant change and growth since it became independent in 2018.

Our first strategic plan focused on creating greater coherence and focus to our grantmaking, building an infrastructure which would support the organisation to thrive, ensuring we were managing our endowment for short- and long-term impact and fulfilling our commitment to create with partners the Pears Maudsley Centre for children and young people.

[Our strategic plan for 2024-29](#) reflects our [Change Model](#) and our growing confidence in how we can improve mental health services through our work, building engagement and visibility to achieve change, and our commitment to be the best organisation we can be to serve those who experience mental illness now and in the future.

Our headline strategic goals:

- People affected by psychosis get the best care and opportunities to live life to the full.
- There is an improvement in the mental health of children and young people who are living in the most challenging circumstances and facing complex difficulties.
- The care and support provided by the South London and Maudsley NHS Trust (SLaM) are improved and enhanced through our partnership.

- The transformation of young people's mental health is accelerated through the Pears Maudsley Centre & Kings Maudsley Partnership.
- We will be an effective, reflective and inclusive place to work to ensure we can deliver our best for people living with mental illness.
- We will build now for future impact.

## OUR VALUES

### **We are ambitious for change**

- We are brave and intentional, taking calculated risks to tackle the complex challenge of delivering better mental health care for everyone.
- We support the creation of new evidence, invest in fresh ideas, and help expand proven solutions to make a lasting difference.

### **We are compassionate**

- We engage everyone with care and respect, mindful of the contexts facing people who experience mental illness and people who deliver mental health care.
- We lighten our grant holders' workload by creating a balanced and efficient grantmaking process from application to evaluation.

### **We are inclusive**

- We value knowledge, expertise and personal experience, championing diverse perspectives and empowering everyone to contribute to our decision-making.
- We prioritise projects that actively involve people with lived experience in shaping care and treatment.

### **We act with integrity**

- We carefully consider our social and environmental impacts and uphold high ethical standards, especially in our fundraising, procurement, and investment practices.
- We are fair and transparent in our grant-making and hold ourselves and our grant holders accountable for effective delivery.

### **We value relationships**

- We nurture relationships based on mutual respect, and acknowledge the roles played by all stakeholders in achieving our shared mission.
- We provide the support, trust and open dialogue our colleagues and grant holders need to succeed.

### **We learn and share knowledge**

- We actively seek feedback, and use it to evaluate and improve our working practices
- We provide a platform to share what works in our local communities and model change in other parts of the country.

# THE ROLE OF THE BOARD

---

The board of Trustees are jointly and severally responsible for the overall governance and strategic direction of the charity, its financial health, the probity of its activities and developing the organisation's aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines.

The overall role of the Maudsley Charity board is to:

- Agree and maintain organisational goals and role for the Charity. Ensure that the Charity complies with Charity law, and with the requirements of the Charity Commission as regulator and ensure that the Charity prepares reports on what it has achieved and annual returns and accounts as required by law.
- Set strategic direction for the Charity, define goals and evaluate performance.
- Approve proposed plans and budgets to empower the Charity's executive team to deliver operationally against agreed plans.
- Monitor the performance of the Chief Executive, ensuring strong executive leadership is in place and that Charity staff are effectively managed, developed, appraised and rewarded.
- Ensure that all grants are awarded in line with objectives, the benefits (to identified beneficiaries) are clear and, where relevant, is appropriate charitable funding in the context of the NHS.
- Provide oversight and direction in the management of Charity investment and property assets.
- Provide oversight of the Charity's fundraising activities ensuring compliance with Charity Commission guidance on the duties of Trustees in relation to fundraising (CC20).
- Ensure donations are spent and placed in a restricted or designated fund if appropriate, for the purposes for which they were donated and that the interests of donors are protected.
- Play a part in representing the Charity's activities in an open and positive way – acting in an ambassadorial role as required.
- Act with integrity, avoiding any personal conflicts of interest or misuse of Charity funds or assets.

## MAIN RESPONSIBILITIES OF THE TRUSTEE ROLE

The overall purpose of Trustees is to hold the charity "in trust" for current and future beneficiaries by:

- Ensuring that the charity has a clear vision, mission and strategic direction and is focused on achieving these.
- Being responsible for the performance of the charity and for its "corporate" behaviour; ensuring that the charity complies with all legal and regulatory requirements.
- Acting as guardians of the charity's assets, both tangible and intangible, taking all due care over their security, deployment and proper application.
- Ensuring that the charity's governance is of the highest possible standard.

Trustees have the following responsibilities:

- To ensure Maudsley Charity operates in compliance with its governing documents (Trust Deed and Articles) and regulatory requirements (Charities Commission and Companies House) in line with good governance practice.
- To agree the Charity's strategy, policy and plans and ensure their effective implementation to deliver Maudsley Charity's aims within the governance framework.



- To protect the Charity's assets and ensure:
  - prudent investment: effective stewardship of the assets of the Charity to ensure future benefit;
  - generation of income directly or through partnerships;
  - development and implementation of plans that balance the needs of current and future beneficiaries.
- To ensure identification and management of risk and systems of financial management and internal control to assure financial probity and solvency.
- To appoint auditors and setting the terms of their appointment.
- To approve the annual report and financial statements.
- To approve investment policy and appointments of investment managers, overseeing delegation to the Investment Advisory Committee.
- To approve grants policy and grants awarded, overseeing delegation to the Grants Advisory Committee.
- To ensure accountability to stakeholders and beneficiaries.
- To maintain an effective professional relationship with regulators.
- To ensure the Charity is fit for purpose and benefits the patients and former patients of South London and Maudsley and /or wider beneficiaries in relation to mental health.
- To use Charity resources appropriately and effectively.
- To maximise its reach and impact to deliver objectives.
- To work with others to promote improvements in mental health over and above funding.
- To engage effectively with key stakeholders, partners, staff and beneficiaries in development and implementation of the charity's strategy.
- To appoint bankers, set up bank accounts and approve bank signatories.
- To monitor performance management.
- To develop a nominations policy for recruitment to key posts.
- To appoint Trustees, chair, chief executive, committee members and co-optees.
- To put arrangements in place to appraise Trustees and chief executive.
- To evaluate the board's effectiveness and commission external resource to support effectiveness where beneficial.
- To approve the annual budget and monitor financial performance, re-forecasting where necessary.
- To ensure that the Charity upholds and promotes the principles of equality and diversity in all aspects of its organisation and work.
- To develop and monitor implementation of a remuneration policy which will include:
  - salary setting policy;
  - pension scheme and contributions framework;
  - other benefits.

As well as the responsibilities above (which come from a Trustee's statutory duties), any Trustee should make full use of any specific skills, knowledge or experience to help the board make good decisions.

# PERSON SPECIFICATION

---

## PART ONE

### KNOWLEDGE AND EXPERIENCE

For these appointments we are looking for Trustees who are in a position to offer broad and deep non-executive experience.

- To be considered, you must also demonstrate at least one of the following:
  - experienced qualified accountant who will chair our new Finance and Audit Committee
  - a commercial leader with substantial expertise gained in a large, complex sector such as retail or property (you will also chair our Trading Arm)
  - a prominent academic researcher in mental health, with a national profile
  - a senior leader from within the philanthropy space with experience that has perhaps been gained in a trust or foundation.
- Involvement in social innovation within mental health services would be an asset but is not essential.
- Understanding of governance responsibilities and collective decision-making.
- Awareness of the external environment in which Maudsley Charity operates.
- Experience of leading or supporting complex organisations through periods of change and development.

## PART TWO

### SKILLS AND ABILITIES

- Ability to think strategically and take a long-term view.
- Ability to assess complex information.
- Strong interpersonal and communication skills, with the ability to listen, challenge and influence constructively.
- Ability to work effectively as part of a team, respecting different perspectives and experiences.
- Ability to spot and address risk.

## PART THREE

### PERSONAL STYLE AND ATTRIBUTES

- Capacity to devote the necessary time and energy to the role; personally flexible.
- Sound independent judgement; a strategic thinker with foresight.
- Emotionally intelligent; low-ego working style and builds trust quickly.
- Committed to Maudsley Charity's mission, interested in the role of innovation and impact in improving mental health services and willing to leverage personal networks for the Charity's benefit.

Maudsley Charity is passionately committed to the principles of equity, diversity and inclusion. We see these as critical in helping the achievement of our mission and we encourage diversity in its broadest sense, across the protected characteristics and including generational, socio-economic and neurodiversity.

# TERMS OF APPOINTMENT

---

## REMUNERATION

This role is offered on a voluntary basis and is non-executive. The role of Trustee is not accompanied by any financial remuneration, although out of pocket expenses may be claimed.

## LOCATION

Physical meetings are held at ORTUS, however, away days and other Sub-Committee meetings can be held at other venues in Central London. We use MS Teams to meet virtually.

## TIME COMMITMENT

We anticipate the role will require a commitment equivalent to 12 days per year. The Board holds four Board meetings per year plus an annual Away Day. There are currently two sub-committees with a view to creating an additional committee next year:

- Grants Advisory Committee – meets 4-5 times per year
- Investment Advisory Committee – meets 4 times per year
- Finance and Audit Committee (new)

Candidates will need to be sure they can commit the time, flexibility, and dedication to be an active and effective member of our Board.

## TERM OF APPOINTMENT

Board members are appointed for a three-year term. They are eligible for reappointment for additional terms up to a maximum of nine years of service.



# HOW TO APPLY

---

To make an application, please go to <https://starfishsearch.com/jobs/maudsley-charity-trustee/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A covering letter that sets out your motivation for the role and describes the specific experience you can bring to the appointment.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

**Closing date:** Friday 14th November 2025

**Preliminary interviews:** w/c 24th November 2025

**Final Panel interviews:** Monday 15th and Wednesday 17th December 2025

