

**Maudsley
Charity**

**Backing
Better
Mental
Health.**

**MAUDSLEY CHARITY
TRUSTEE AND INVESTMENT
ADVISORY COMMITTEE CO-OPTED
MEMBERS RECRUITMENT
INFORMATION PACK**

INTRODUCTION

ABOUT MAUDSLEY CHARITY

We are an independent mental health charity based in southeast London. We support, connect and champion projects, services and people working in mental health to help give people living with mental illness the best chance to recover and fulfil their potential.

Our origins

We have over 750 years of history, which we trace back to 1247 and the foundation of Bethlem Royal Hospital, the oldest psychiatric institution in the world. In the early 1900s, eminent psychiatrist Dr Henry Maudsley began working with the London City Council to establish a “fitly equipped hospital for mental diseases”. He believed that the bringing together of clinicians, researchers and educators in a single, urban location had the potential to transform the way that mental illness was approached, understood, and treated. The Maudsley Hospital opened in 1923.

Today the South London and Maudsley NHS Foundation Trust includes the Maudsley and Bethlem hospitals, as well as Lambeth and Lewisham hospitals and community mental health services across four boroughs. It provides the widest range of mental health services in England including more than 50 national and specialist services for adults and children. More than 5,000 inpatients and 40,000 outpatients are cared for and treated by the trust each year.

The Maudsley Hospital’s medical school evolved to become the Institute of Psychiatry, Psychology and Neuroscience (IoPPN), King’s College London ranked 2nd in the world for psychology and psychiatry,

Henry Maudsley’s vision lives on today through the work of South London and Maudsley and IoPPN, as well as our work here at Maudsley Charity. In 2018 Maudsley Charity became an independent organisation. The board combines senior representatives of the hospital Trust with independent Trustees who form the majority of the board.

How we operate

The Charity has a fully expendable endowment held in a mix of financial and property investments. This allows us, across a range of annual and large-scale commitments to allocate c£5m for each year of our five-year plan.

We give grants, funded from our endowment and donations, which range from multi-million pound clinical and research initiatives intended to drive change across the UK, to small-scale community-based initiatives led by, and supporting people who experience mental illness in south London.

The Charity is run by a small team of staff based in ORTUS, a learning and education centre which we built and operate on a break-even basis for the benefit of our grantees, partners, and the community. The building is located in Denmark Hill in the heart of the campus we share with SLAM and the IoPPN.

We balance short and long-term goals. We want to make an immediate difference to lives today and fund ideas which will have an impact on future generations. Our strategy reflects on what makes the Charity distinct. It looks at the things that help us define clearly who we are and what we want to achieve.



Our partnerships

Our ability to accelerate change by supporting collaboration in a centre of internationally recognised expertise We work closely with South London & Maudsley NHS foundation trust and the Institute of Psychiatry, Psychology & Neuroscience at King's College London.



Our place

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



Our history

We have existed in some form for more than 750 years. We play a role in protecting and ensuring access to important collections of historic documents and artefacts related to mental health. In doing so we contribute to reduced stigma and ensure that the future of mental health can be informed by the lessons of the past.



We are focused on solutions

The challenges of mental ill health are enormous and complex, but we are driven by the belief that these are surmountable, and recovery is possible. We are committed to the spread and scale of 'what works' beyond the projects we have funded.



We take a holistic view of mental health

We recognise the interaction between mental and physical health, the impact of our environment and experiences on mental health, and the benefits of engagement with the arts.



We focus on mental illness

We champion mental well-being for all but have a specific focus in our work on the needs and challenges of those who have experienced, or who are most at risk of experiencing, mental illness the lessons of the past.

Our strategic goals

By 2024 we will have...

1. Helped create a world-leading centre of care and research into the prevention and treatment of mental illness in children and young people.
2. Funded initiatives through our grant and wider programme of work, which are achieving significant impact in mental health in South London and beyond. They will be delivered by teams

who share our commitment to collaboration and learning and ORTUS, the home of the Charity, will be an important asset in this work.

3. 3. Through partnerships, fundraising and communication we will build a wide community of support, and increase our level of recognition and engagement from patients, staff, our local communities and beyond. We will achieve a significant increase in our fundraised income enabling us to leverage more impact in mental health.
4. 4. Continued to build a robust and sustainable charity, with the infrastructure, people and resources, to increase our contribution to improved mental health in the long term.

Our endowment

The Charity holds assets valued at c£144m, invested in principally commercial property and financial assets.

The direct property investments are made up of a portfolio in central London managed by Knight Frank and some assets on and around the Maudsley Hospital site in Denmark Hill and other locations. The property assets are currently valued at £47m in total.

The Charity has investment portfolios managed by Baillie Gifford and Veritas. They are currently valued at c. £42m and £55m respectively. The Charity is entering in the fourth year of its current investments approach and aims to progress a review of its investment principles, investment managers and property managers over the coming 12-18 months. Funds have gained in value in previous years, however, there have been recent negative fluctuations due to the current markets and the international context.

The Charity is currently progressing a joint venture with SLaM to develop surplus land for housing through a jointly owned special purpose vehicle. This project could generate significant income for the Charity but will also require oversight and engagement from the board of trustees.

Our work

As an independent charity, our programmes both support the work of our partners as well as community groups and other organisations. This approach enables us to be flexible and responsive to the needs of those we serve. While we operate primarily within the four boroughs served by South London and Maudsley NHS Foundation Trust (Croydon, Lambeth, Lewisham, and Southwark), we believe that the work we fund has the potential for wider impact at both national and international levels. Some examples of our work below:

Recovery College



South London and Maudsley NHS Foundation Trust (SLaM) Recovery College is jointly funded by Maudsley Charity and SLaM. The Recovery College brings together staff and people with lived experience of mental illness to jointly deliver an extensive programme of free mental health courses, workshops and webinars.

The programme is designed to provide service users, carers, health professionals, support workers and the

general public with the tools and knowledge to support people with experience of mental illness to live as well as possible. Our grant of £330,000 over the next 3 years will enable them to continue providing more than 530 course sessions each year to their nearly 2700 registered students.

Bethlem Gallery



Bethlem Gallery's core funding is provided by the Charity to support the professional development and creative practice of emerging artists, many of whom have experience of using mental health services. The aim of the gallery is to make art an everyday practice and mental health an everyday conversation – including through exhibitions, residencies, workshops, collaboration and commissions.

Our grant of £248,877 provided over the next 3 years, allows them to continue their valuable work, which last year saw them work with over 100 artists and engage

with over 4,000 visitors.

Advance Statements for Black African and Caribbean People



Structural inequalities at every level of British society contribute to the shocking statistic that Black British service users are four times more likely than their white counterparts to be detained under the Mental Health Act. They are also more likely to be restrained using physical force, and less likely to receive the care and support they need increasing the chances of repeated admissions to hospital, and poorer long-term health outcomes.

In 2021/22, we funded £249,894 into a research study to create a workable process for Black mental health service users to complete and use advance statements, and to encourage and facilitate their use within all South London and Maudsley services. An advance statement is a document that allows a person to have a say in how they wish to

be treated in the future if they become unwell or experience a crisis.

Pears Maudsley Centre for Children and Young People



With half of all adult mental health conditions established before the age of 14, it's crucial to get in early when it comes to care and support. Our vision is that no young person enters adulthood in poor mental health.

That's why, over the past five years, we have been working alongside South London and Maudsley and King's College London to develop a groundbreaking new care and research centre that will bring together the largest group of mental health clinicians and academics in Europe – the Pears Maudsley Centre for Children and Young People.

Maudsley Charity invested £10 million to the building of the Centre and worked with colleagues at South London and Maudsley and King's College London to raise significant additional funding. It will provide treatment to young people with a range of conditions, from eating disorders and body dysmorphic disorder, to anxiety, ADHD, autism and trauma. Together, they will be able to directly help more young patients, as well as influencing policy, practice, funding and attitudes towards mental health – at a time when the need has never been greater. Construction began in June 2021 and is due to be completed in 2023.

THE BOARD OF TRUSTEES

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.

Role description

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 steward 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 SLaM 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.

Investment advisory committee

The Investment Advisory Committee supports the Board in ensuring effective management and use of the endowment fund.

The remit of the Investment Advisory Committee is to:

- maintain oversight of the investments of the Charity to ensure that the funds are managed in accordance with agreed policy, legislation and good practice
- advise the Board on the development of an investment policy for Maudsley Charity specifically addressing any relevant ethical considerations
- review the policy on a regular basis to ensure that it remains compatible with the Charity's business plan
- make any recommendations for changes to the investment policy, portfolio and investment management arrangements to the Board
- maintain an overview of the performance of all investments assets
- report performance to the Board.

Trustee and IAC chairperson specification

We are looking for a Trustee who would bring expertise in the following key areas:

- in-depth experience of financial and property investments
- charity investment requirements

Experience

Specialist

- Recent hands-on experience of investment management
- A strong commitment to, and experience of, ethical and responsible investment
- Experience of and/or interest in value and mission-aligned investing approaches

Core

- Evidence of a commitment to mental health.
- Evidence of a commitment to equality, diversity, and inclusion.
- A history of impartiality, fairness, and the ability to respect confidences.
- Demonstrable experience of building and sustaining relationships with key stakeholders and colleagues to achieve organisational objectives.
- A proven track record of sound judgement and effective decision making.
- Experience of leadership in a paid or voluntary role

Desirable

- Previous experience at board level.

Knowledge, skills and understanding

Essential

- Ability to interpret the performance of portfolios, providing advice and guidance around the investment performance to the Board, and with the Director of Finance and Operations to bring recommendations to the Board on investment matters.

- Ability to challenge and hold to account investment and professional managers along with other professional advisors.
- Commitment to the charity and a willingness to devote the necessary time and effort.
- Preparedness to articulate views that might differ from others and a willingness to speak their mind, particularly being able to give constructive positive and negative feedback.
- Ability to lead, making the most of others' expertise and contributions, working collegiately and ensuring a breadth of discussion.
- Willingness to be available to team members for advice and enquiries on an ad hoc basis.
- Good, independent judgement and strategic vision.
- An ability to work effectively as a member of a team.

Desirable

- An understanding and acceptance of the legal duties, responsibilities and liabilities of Trusteeship.
- An understanding of the respective roles of the Trustees, Committees, Chief Executive and Senior Leadership Team.

IAC CO-OPTED MEMBER PERSON SPECIFICATION

We are looking for two co-opted members who would bring expertise in the following areas:

- current/recent experience of portfolio management, ideally as an investment manager
- experience of managing property, a portfolio of properties or investing in real estate
- ethical and responsible investment, ideally experience of and/or interest in investing approaches being adopted by Charities, Trusts and Foundations which align with their values and further their mission.

Experience

Specialist

- Investment management
- Property investment
- Understanding of legal and charity context in relation to property investments
- Knowledge environmental, social and governance (ESG) standards and reporting

Core

- Ability to assess and interpret investment manager's reports for non-specialist colleagues
- Contribute to the discussions and decision-making that take place during meetings from a general point of view as someone who has knowledge and experience relevant to the work of the committee.

All candidates should also be able to evidence our values:

Passion & Purpose

We are passionate about improving mental health and motivated by our ability to make a difference for those most impacted by mental illness.

Integrity

We will act with integrity. We will be objective and consistent in how we allocate funding and support. We will counter direct and indirect discrimination.

Knowledge

We value diversity of experience, expertise, and perspective. We will build into our organisation, and every aspect of our work, a range of voices, including those of people who experience mental illness.

Improvement

We care about maintaining high standards and improvement. We will be open about where we could do better, learn from our successes and failures and expect those we work with to do the same.

Appreciation

We value relationships and show appreciation for support we get in whatever form that takes. We know that we influence change through the expertise and commitment of others.

TERMS OF APPOINTMENT

Commitment:

Board: 5 meetings per year including one Away Day. Please note that we aim to hold two Board meetings after 5pm and 2-3 meetings within working hours. Board meetings usually last around 4 hours.

IAC: up to four meetings a year usually lasting around 2 hours. Engagement with investment managers outside IAC meetings is ad hoc and usually by email.

Length of Service: Trustees are appointed for an initial term of 3 Years. Board Members can be re-appointed for 3 consecutive terms, up to a maximum of 9 years. Appointment to a committee is for a two-year term in the first instance.

Expenses: While these roles are not remunerated, Trustees and Co-opted Members will receive reimbursement for expenses incurred during work on behalf of Maudsley Charity.

You will be supported by the Director of Finance and Operations, and the Financial Accountant who acts as secretariat to the Committee.

HOW TO APPLY & KEY DATES

For details of how to apply and to express your interest please visit www.nurole.com/maudsley-charity-trustee-iac-chair

You will be able to contact Isabelle Greene via the Q&A box or her email address at any stage throughout the process with any questions or queries. Isabelle is always happy to arrange video or phone calls with candidates who would find that helpful.

Trustees/IAC Chair:

Closing date: Midday, 17 April 2023

Invitation to interview w/c 8 May 2023

Informal conversation with Director of Finance and Operations/CEO: w/c 15 May 2023

Trustee Final interviews: 25 May 2023

Trustee Induction: w/c 5 June 2023

First Board Meeting: 27 July 2023

IAC Co-opted member

Closing date: Midday, 12 May 2023

IAC Co-opted member interviews: tbc June/July 2023

IAC Co-opted Induction: tbc July 2023

First IAC Meeting: 12 July 2023