

# Learning and support partner – Living Well with Psychosis Community Fund

## Invitation to tender

January 2025

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## Summary

The Living Well with Psychosis Community funding call will fund trusted and established community organisations supporting people affected by severe and enduring mental illness in south London.

Maudsley Charity is looking for a learning and support partner (referred to as the Partner) for this call. The call has two phases: the first phase will last for one year and the second phase will last for three years. Community organisations will receive unrestricted funding to support their development, and findings from the first phase will inform the design of the second.

Role of the Partner in **phase 1**: To work in partnership with Maudsley Charity and grant holders, and deliver the following activities:

1. Facilitate a community of learning that surfaces and shares insights of grant holders.
2. Directly hold relationships with grant holders on behalf of Maudsley Charity.
3. Provide development support to grant holders, as defined and requested.

In **phase 2**, the following activities are to be delivered, alongside those listed above:

4. Carry out an evaluation of the funding call.

A contract review will be carried out after the first year to review the performance of the Partner and to define the scope of works that need to be delivered for the remaining three years.

Phase 1 contract value: c. £40,000 + VAT (2025-2026).

Phase 2 contract value: c. £120,000 + VAT (2026-2028).

**Deadline for submissions: 5pm Thursday 13<sup>th</sup> February**

Key contacts: Venetia Boon, Programme Manager for Living Well with Psychosis and Naomi Brill, Head of Impact & Effectiveness.

## Context

### About Maudsley Charity

We are a grant-making charity rooted in south London. Our vision is a world where everyone who experiences mental illness, without exception, has access to the right care and support for them. We focus on Croydon, Lambeth, Lewisham and Southwark, and share what we learn to promote change in other parts of the UK.

We fund work led by South London and Maudsley NHS Foundation Trust, research teams at King's College London, and the voluntary and community sector to build a more equitable and effective mental health care system in south London.

Mental illness can have a profound impact on a person's life – affecting their relationships, education, career and physical health. Amongst the communities we serve, those impacts are worsened by experiences of racism, exclusion and poverty, and lead to higher levels of mental illness than in comparative populations in the UK and across Europe.

We fund work that builds a mental health care system that can deliver high-quality care to everyone who needs it, that listens and learns from diverse experiences and expertise, including the voices of the people who use it, and supports more people to live well with their illness.

We believe that this can only be achieved by designing and funding solutions with the input of everyone who has a stake in the system. That's why, in addition to looking at the best available evidence, we bring together the expertise of our partner organisations and the perspectives of the communities we serve to define and focus on the areas where our funding can make the biggest difference.

## **About the fund**

The [Living Well with Psychosis programme](#) funds initiatives and research to improve the treatment and support the recovery of people affected by psychotic disorders. We also have a focus on work that supports families and carers, and addresses inequalities in the experiences of racialised communities with mental health services.

The [Community funding call](#) is specifically focused on building sustainable capacity in the community and voluntary sector in south London. We want to fund trusted and established organisations already providing support to people affected by psychosis that is fundamentally different from that provided by statutory services (for example, the NHS or social care). We are particularly keen that people from racially minoritised communities receive appropriate, trusted support.

When we consulted charities and CICs about the call, many told us they spend all their time dealing with urgent issues or managing crises, leaving little capacity to think about future development or to connect with other organisations and learn from them. We have therefore designed a funding call that focuses on giving organisations the time and space to think beyond immediate tasks and challenges, and support their learning.

The first round of funding closed for applications in November 2024 and awards will be granted in May 2025. There will be a second round of funding available in summer 2026 to support the core costs of organisations for a longer period.

We expect that the majority of grant holders in the second round of funding will come from those awarded funding in the first. We see these grants as building on each other. The first round will allow organisations to have the space and time to think

about and plan for their future; the second round of grants will provide further stability to be able to deliver those plans, and to share learning across south London and beyond.

We hope to help funded organisations feel better connected to each other and part of a cohort of organisations with the same goals, with shared talents and shared challenges. We want to highlight their work to each other and beyond the cohort to share good practice on working with adults with severe and enduring mental illness. We expect to fund roughly 20 organisations with an even spread across the four boroughs we work in.

## Our approach to inclusion

Maudsley Charity is committed to addressing inequalities both in what we fund and how we fund. We're actively working towards being a more inclusive funder. As part of this effort, we are involving a diverse group of people in our decision-making and working to ensure that our decision-making processes are as fair and free from bias as they can be. We regularly review who is applying for our funding and who has successfully received our funding.

We also aim to follow an inclusive tendering approach when we commission work and will commit to the following actions:

- We plan to engage with a diverse pool of potential applicants.
- We are looking for a thought partner as we are open to suggestions relating to participatory learning and dissemination.
- We will only ask for a simple tender application and then interview a few candidates that best meet our criteria.
- We will provide the template for the tender application to save applicants design time.
- We will share interview questions in advance.
- Scoring and interview panels will only discuss scores after all applications/ interviews have been reviewed.
- Tender applicants will have the opportunity to attend a Q&A session with the Maudsley Charity team and any new information that arises from these will be shared on our website for all to see.
- If requested, we will provide feedback to applicants who are not successful.
- Output materials will be jointly owned.
- We believe in, and are open to, mutual feedback between us and our partners.
- We disseminate a questionnaire to monitor the diversity of successful and unsuccessful learning, evaluation and support partner applicants, grant applicants, grant holders and reviewers. We use the responses to meet the aims and commitments we make in our Diversity, Equity & Inclusion policy, which includes not discriminating under the Equality Act 2010, being inclusive, and actively promoting involvement from a diverse group of people in our decision-making.
- We have asked a contact from a local community organisation who specialises in racial equity to review this tender briefing.

- People with lived experience will review tender submissions and share their insights with the internal scoring and interview panel.

## Objectives of the learning and support partner

### **Develop and deliver cohort learning**

- Capture the common ambitions for improving capability and capacity in organisations we fund in this cohort.
- Understand and map the strengths and the common support needs of grant holders in this funding call.
- Develop accessible, creative learning materials through co-creation with grant holders to share the learning generated from working with the cohort.

### **Cohort relationship management**

- Deliver approachable, effective relationship management for the Charity; liaising between grant holders and the Charity.
- Highlight arising risks and opportunities to the Charity.
- Be the first point of contact for day-to-day queries from grant holders and signpost to the Charity when required.

### **Provide direct, bespoke support for the cohort of grant holders**

- Provide support to grant holders (estimated at half a day each per year – TBC, based on demand and individual requirements), e.g. board strategy sessions, fundraising/bid support, evaluation planning, and learning capacity support.
- Establish a peer network of organisations providing culturally appropriate services to people affected by psychosis in south London.

### **Programme evaluation and co-development of stage 2 funding**

- Work closely with the Charity to capture insights through a light-touch formative evaluation of the funding call and co-develop recommendations for the design of phase 2 alongside the grant holders.
- Explore and systematically capture the benefits and drawbacks of providing core funding to organisations.
- Explore and systematically capture the benefits and drawbacks of providing a peer learning network.
- Assess and report on the customer experience and fairness of the fund's processes.
- In phase 2, conduct a process and impact evaluation of the funding call.

## Expected methodology and approach

- The scale and scope of the work could be provided by a consultancy or partnership bid with a submission from the lead organisation/consultant. However, individual organisations/consultants with expertise in relationship management, capacity building, and evaluation and learning are more than welcome to apply.

- The Partner will work with Maudsley Charity and grant holders to select the methods that are most appropriate within the scope and budget of the project.
- Methods should be participatory and inclusive, e.g. Appreciative Inquiry or community of learning/practice. We are looking for a partner who has experience of delivering these types of methods to a cohort.
- The approach should be proportionate to reduce burden on our grant holders, avoid duplication of data collection, and manage expectations around the breadth and depth of data that is possible for you and grant holders to collect.
- Collaborate closely with the Maudsley Charity team to ensure that the learning and evaluation provides relevant and pragmatic recommendations that are informed by and will complement previous work, as well as ongoing efforts.
- The Maudsley Charity team will be carrying out some learning and evaluation activities alongside this project and will feed in findings to the Partner. These are listed in the Timeline below.
- Any written deliverables should be clear, free of jargon and written in plain English.

## Key learning questions

Using these broad learning questions as a starting point, we expect the Partner to work with Maudsley Charity to develop the approach to learning.

### Process

- How can community organisations develop alternative forms of support for people affected by severe and enduring mental illness and what does that look like in practice?
- Equity: What approaches enable equitable, community driven models of care?
- Participation: What is the role of community participation and what impact does this have on people with severe and enduring mental illness?
- Design and support: What is needed to ensure these interventions are as effective as possible?
- Role: How can Maudsley Charity and other funders and commissioners best support the development of initiatives such as this? What initiatives can commissioners invest in for alternative models of support to thrive?

### Change

- What difference does this process and these interventions make to people affected by severe and enduring mental illness within the four boroughs?
- Early indications for impact: What outcomes are the community organisations having on people with severe and enduring mental illness, and their families and carers?
- How can community-based organisations such as these benefit people that are most failed and fill gaps in provision of support?
- Who benefits?: Who are the community organisations reaching (including those who are not well served by statutory services)?
- Who delivers?: Who is offering the support, and what difference does that make to its effectiveness?

## Sharing

- What are the potential opportunities for building on this work elsewhere?
- Who are the key stakeholders and how can they best be engaged?
- How might good practice be replicated?

## Audiences

1. The grant holder community organisations.
2. Other community groups in and outside of the four boroughs.
3. Funders and commissioners, including NHS audiences.

## Cost

The expectation is that this funding call will run for c. four years and that a Partner will be involved throughout (see Timeline below). The total anticipated budget available for a Partner over the four years is c. £160,000 (+ VAT).

However, the design of the second round of grant funding is reliant on learning captured from the first round. At this point, a contract review will take place and a review of activities required by the Partner for the remaining three years will be confirmed, so we are initially offering a budget of c. £40,000 (+ VAT), with no guaranteed funds beyond the first year.

The contract review will be based on learning captured from the first year and the **Objectives of the learning and support partner** and **Key learning questions** listed above being addressed to Maudsley Charity's satisfaction. Aspects may include, but are not limited to: quality and suitability of reporting of project learning to Maudsley Charity, provision of support to grant holders, facilitation of learning events, and quality and appropriateness of learning outputs.

In response to this tender, we are therefore asking tender applicants to provide a full indicative budget breakdown for the first year of activities and an estimated budget for the remaining three years.

## Safeguarding

At interview stage, we will share our safeguarding policy, safeguarding code of conduct and supplier minimum standards.\* If successfully through to this stage, tender applicants will be expected to read these and confirm their compliance.

At this point, we will also ask applicants to provide their organisation's policies on research ethics, safeguarding, data protection and governance.

All contractors delivering projects for Maudsley Charity where they come into contact with vulnerable adults or children must agree to comply with our policies as part of the terms of their contract.

\*We are able to provide a copy of these documents earlier upon request.



## Timeline

Year	24/25	2025/26				2026/27				2027/28				2028/29			
Financial quarter	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Tender process: Invitation to tender opens: 20 Jan Q&A session with the Maudsley Charity team: 30 Jan Invitation to tender closes: 13 Feb Interview dates: 10-13 Mar Contract begins: 19 May																	
Maudsley Charity (MC)-wide survey to identify how applicants and grant holders experience us as a funder. Anonymous but funding call will be specified.																	
Baseline questionnaire on MC's grants management system (see Appendix 1 for draft questions).																	
Partner to provide relationship management and organisational support to grant holders.		There will be peaks and troughs of activity throughout this time.															
Partner (with input from MC) to develop learning and evaluation methodology, including limitations and assumptions.																	
Partner to collect insights based on individual grant holder requirements – support required, challenges and barriers, outputs/outcomes achieved.			Quarterly updates and final report.														

Year	24/25	2025/26				2026/27				2027/28				2028/29			
Financial quarter	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Partner to convene interested grant holders and co-design recommendations for next funding round.			Activities to be co-designed														
Midline questionnaire on MC's grants management system (see Appendix 1 for draft questions).																	
(Non-mandatory) psychosis-themed convening and learning events for internal staff and Living Well with Psychosis grant holders.																	
Review of first year of activity to inform next three years and Partner contract review.																	
Partner to capture learnings and carry out an evaluation of the funding call.						Regular updates as learning emerges and annual reports.											
Progress report at the end of the first phase of funding – some questions could be on MC's grants management system whilst the rest could be embedded within Partner's evaluation (see Appendix 1 for draft questions).																	

## Appendix 1 - questionnaires

### Baseline questionnaire

1. How much do you agree or disagree with the following?
  - My organisation feels stable and secure at the moment.
  - My organisation has capacity to deliver the support we want to deliver right now.
  - My organisation has been able to proactively think about the future and improvements we would like to make.
  - My organisation feels connected to other organisations who provide culturally appropriate support in south London.
2. What are the top 3 risks your organisation faces at the moment?
3. How would you describe the groups you are proactively trying to reach with your services?

### Midline questionnaire

1. How much do you agree or disagree with the following?
  - My organisation feels stable and secure at the moment.
  - My organisation has capacity to deliver the support we want to deliver right now.
  - My organisation has been able to proactively think about the future and improvements we would like to make.
  - My organisation feels connected to other organisations who provide culturally appropriate support in south London.
2. What are the top 3 risks your organisation faces at the moment?
3. How would you describe the groups you are proactively trying to reach with your services?
4. Are there groups you aren't reaching but who you want to reach in the future?

### Endline questionnaire

1. How much do you agree or disagree with the following?
  - My organisation feels stable and secure at the moment.
  - My organisation has capacity to deliver the support we want to deliver right now.
  - My organisation has been able to proactively think about the future and improvements we would like to make.
  - My organisation feels connected to other organisations who provide culturally appropriate support in south London.
2. Please provide examples of what having core funding has allowed you to think about and do over the last year.
3. What plans have you got to improve the capacity and/or capability of your organisation in the future?
4. How would you describe the groups you are proactively trying to reach with your services?
5. Are there groups you aren't reaching but who you want to reach in the future?

6. Please upload two case studies of people you have supported during the funding period.
7. Please provide examples of relationships or partnerships you have formed as a result of the funding from Maudsley Charity.
8. Has your level of risk changed over the last year? And if so how?
9. What are the top 3 risks your organisation faces at the moment?

## Appendix 2 – values

### **Maudsley Charity values**

We are in the process of updating our values and behaviours. Our current values are:

1. **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.
2. **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.
3. **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.
4. **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.
5. **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.

# Living Well with Psychosis - Theory of Change

