

Mosaic

Clubhouse

Creating opportunities,  
Realising potential



## Chair Recruitment

Candidate Information Pack

January 2026

# Empowering mental health recovery in Lambeth



*'I feel safe here, supported by both staff and members, and I can truly be myself. Being around others who understand what I'm going through reminded me that I'm not alone. I've even been able to share my experiences and offer support to others. Mosaic Clubhouse has been life changing; it's helped save my life.'*

## Welcome from our CEO

Thank you for your interest in joining our vibrant community as our new Chair of Trustees.

Mosaic Clubhouse is an organisation like no other. You will discover many of the reasons why we have changed so many lives over the last 30 years in Lambeth and internationally – helping so many people living with long term mental ill health to recover and live lives of dignity, independence and purpose.

Everything we do at Mosaic is side by side with our members; people who have struggled with mental ill health but have the chance to recover and thrive in our diverse community. We offer opportunities for friendship, employment, education, access to crisis support and help with benefits in a single caring and safe environment. We are deliberately understaffed, so members are needed, wanted and expected to work with staff to deliver our service. Every day between 50 and 60 different members join us. It is always a busy and exciting place to be.

We are very proud of our strong partnerships in Lambeth. For over 30 years we have been a key part of mental health provision in south London, valued by commissioners in local government and the NHS.

Beyond our local community, another exciting feature of Mosaic is our international reach. We are the only Internationally Accredited Clubhouse in the UK and act as a Training Centre, welcoming colleagues from around the world to train here in the Clubhouse Model. We are recognised as one of the most innovative Clubhouses in the world, with a track record of pioneering new ways of working, including the constitution of our Board of Trustees having a number of our Members as Trustees. As Chair, you will have the opportunity to engage with colleagues from across the globe and take part in international training and seminars.

I have been lucky enough to serve as Mosaic's CEO for over seven years, and it is honestly the best role I have taken on in my career. I am looking forward to writing the next chapter in Mosaic's history together.

Myself, the leadership team and the interim Chair look forward to receiving your application.



**Chris Thomas**, CEO

# About us

## Who we are

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**Mosaic Clubhouse** is a unique, internationally renowned, mental health recovery community provider, positioned in the heart of the Lambeth and the wider south-east London mental health system.

We support more than 400 Lambeth residents, who have been referred to us from other parts of the local mental health system, living with poor mental health each year. Our aim is to help these people - our members - develop confidence and skills to positively manage their mental health and get back to their daily lives through relationships, work or education.

## What we do

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### **Our approach is different, and it works.**

Mosaic Clubhouse's work is built on the proven [International Clubhouse](#) model. We are a leading member of, and training hub for, this growing international movement in mental health recovery.

As such, at Mosaic, people are not defined by their diagnosis but by their potential. They are our members, working side by side with staff running every part of the Clubhouse, from reception to communications, café operations to fundraising. This co-produced, peer-led model builds confidence, structure, and belonging, turning recovery into a shared, empowering process.

With just 16 staff and hundreds of members, Mosaic runs on collaboration, not hierarchy. Our Members shape decisions, co-deliver our programmes and services, and serve on our Board of Trustees, ensuring lived experience drives everything we do.

Our community reflects the heart of Brixton and Lambeth; diverse, creative, and resilient. 63% of our members are from global majority backgrounds and 17% are under 30, representing those most affected by mental health inequality.

## Our core programmes:

- **Work-Ordered Day:** A structured eight-hour purposeful day where members and staff run the Clubhouse together, building routine, skills, and confidence.
- **Employment & Education:** Support with training, study, and work, including Transitional Employment Placements, providing direct routes into paid jobs.
- **Information Hub:** Quick access and practical advice on benefits, housing, health, and other essentials, for members and the wider Lambeth community.
- **Evening Sanctuary:** Open every night from 6pm to midnight, providing calm, compassionate crisis support and preventing hundreds of A&E visits each year.
- **Young Adults Programme (16–30):** Helping young people navigate education, employment, and mental health transitions at a crucial stage in life.
- **Café & Garden Unit:** Building hospitality and horticulture skills while providing nutritious meals and maintaining our green, restorative spaces.
- **Health & Wellbeing Activities:** From yoga and football to art therapy, promoting both physical and emotional wellbeing.
- **Reach Out:** Keeping members connected through regular check-ins and peer support.

## Our impact

At Mosaic we are keen to measure our impact on our members' lives. We have always had a [wealth of testimonials from members](#) that talk about the positive impact being a member at Mosaic has had on them.

### OUR 2024/25 HIGHLIGHTS



**449**  
members attended  
Mosaic over the year



**113**  
members accessed  
educational and  
vocational courses both  
at Mosaic and externally  
with our local partners



**23**  
members secured paid  
employment with  
Mosaic's support



**86%**  
of members said that  
Mosaic gave them a  
sense of community  
and provided them  
with a safe place to go



**£33,000** raised by 13 runners at the 2024 and 2025 London Marathon

## Our vision, mission, belief & aim

### Vision

That people with mental health challenges achieve their potential and are respected as co-workers, neighbours and friends.

### Mission

To assist in the recovery of people who are living with mental health challenges by providing members with opportunities to work and learn by contributing their talents to a community of mutual support.

### Belief

All people, no matter how severely affected by mental health challenges, have the potential to be productive and have the right to dignified and meaningful relationships.

### Aim

Mosaic aims to provide opportunities for individuals, who have been socially and vocationally disadvantaged by mental health, to regain the confidence and skills necessary to lead productive and satisfying lives.

## Strategic priorities

Mosaic Clubhouse is entering a pivotal phase focused on strengthening our long-term sustainability while deepening our impact across Lambeth and the wider Clubhouse movement. With our core NHS and Lambeth Council funding due for renewal, we are prioritising financial stability and diversifying our income through enhanced fundraising capacity, new corporate partnerships and community-driven initiatives. At the heart of our mission is expanding meaningful employment opportunities for our members and more clearly evidencing the impact of our co-produced, recovery-focused model. We are also looking to play an increasingly national role, supporting the development of new Clubhouses across the UK while improving accessibility for local communities. Internally, we remain committed to broadening board diversity and lived-experience leadership, and are preparing for future succession needs to ensure stable governance. Together, these priorities reflect a forward-looking organisation strengthening our foundations while championing member-led mental health recovery.

## Our commitment to diversity

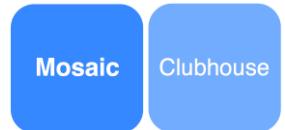
**Mosaic Clubhouse is committed to fostering an inclusive, equitable and welcoming community where every member, colleague, trustee and partner is valued for who they are.**

We celebrate the diversity of the Lambeth community and recognise the strength that comes from bringing together people of different backgrounds, identities, experiences and perspectives.

Our Clubhouse model is built on partnership and participation: members and staff work side-by-side, and we strive to ensure that everyone can contribute meaningfully, free from discrimination, stigma or barriers. We particularly value lived experience of mental health and are committed to creating an environment where people can be themselves, grow in confidence and have their voices heard.

We aim to:

- Treat everyone with dignity, fairness and respect.
- Challenge discrimination and promote equitable access to opportunities.



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- Make reasonable adjustments and ensure our spaces, activities and governance are accessible and inclusive.
- Reflect the diversity of our community across our membership, staff team and Board.
- Continually learn, listen and evolve to ensure our practices remain inclusive and responsive.

**Mosaic**

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# An exciting time to join us

This is an exciting time for the organisation. Among other things:

- We have just passed our 30-year anniversary and remain proud to be at the heart of our community in which we have a proudly held positive reputation.
- We are midway through delivering our most recent new three-year contract for provision of services with the Lambeth Living Well Alliance with confidence that we secure a 2 year extension in the next year.
- We are developing a new strategy which will lay out our ambitions to improve the mental wellbeing of our members, extend our reach to help more people, strengthen our operational and financial sustainability and to continue to promote the success of the Clubhouse model within the UK and internationally.
- The NHS 10 Year Plan's commitment to shift more care 'From hospital to Community' offers us the chance to accelerate that shift for the south London mental health system. We are already in discussions about these opportunities.
- The Government's priority to get more people with long term illness back into work, links perfectly to our model of recovery and proven ability to support our members into work. We have recently been featured on the ITV news in this context.
- We have recently secured several exciting new partnerships with local businesses and Charitable foundations to support extending our work.



# About the current Board and its meetings

- Currently, the Board is made up of 10 Trustees and 3 members of the Executive team.
- Trustees' contributions include expertise in finance; fundraising; healthcare; local knowledge; lived experience (service user); education; and young people's mental health.
- Of the 10 trustees, currently 2 of these are Members (people who have directly benefited from our services) with a process soon to start to recruit the third open member position.
- There are currently four Board meetings per annum and one strategic away day in person (currently split into 2 half days). In addition, we have our AGM in person in November each year.
- There are currently two sub committees - Finance and Performance Committee and the Development and Communications Committee. Each meet 4 times a year, usually online. We are currently reviewing our sub-committee structures.
- All Board meetings are currently held in the evening with a hybrid approach of online and in person.
- The current interim Chair has agreed, assuming acceptable to the successful candidate, to act as a Deputy Chair to support the new Chair in their role.



# Being a Chair – what's involved

The Chair or Co-Chairs of Trustees lead the Board, ensuring that it governs Mosaic Clubhouse effectively, in service of the charity's vision and mission. They lead inclusively, supporting the Board to work together effectively and providing constructive challenge to the Chief Executive, who is responsible for advising the Board and overseeing the day-to-day running of the organisation.

A helpful summary of trustee roles and responsibilities can be found in the Charity Commission guidance: [The Essential Trustee: what you need to know, what you need to do \(CC3\)](#).

## What you'll gain from this role

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Becoming a trustee is an interesting and compelling way to engage with the charity sector. It is a role that will give back as much as you put in, and often more. One of the primary takeaways from the [Charity Commission's 2025 research into trusteeship](#) is the extent to which trustees benefit from their experience. Although trusteeship is a significant voluntary undertaking, the majority would recommend it to others. Many trustees reported experiencing multiple and profound benefits, from feeling they are positively impacting the world to feeling more connected to a community or movement, highlighting the rewards of responsibility. Overall, just 1% of the trustee population surveyed would not recommend the role to others.

Even for people with previous experience of leading a Board, a Chair role can continue to provide opportunities to learn new skills. Understanding how to adapt your professional knowledge to useful and impactful ends is a good reminder of your versatility, giving you confidence in your existing abilities while challenging you to push the boundaries of your expertise.

As our Chair (courtesy of Eastside People), you will have access to membership of the [Association of Chairs](#), a fantastic resource of peer support and guidance for your role. If you'd like to learn more about chairing, you can access [A Chair's Compass](#), a useful guide focusing on the challenges and opportunities of being a Chair.

## About the role and candidate

After a successful five years, our current Chair decided to step down at the start of 2025.

Through 2025 one of our existing Trustees acted as Interim Chair to give us time to establish what we needed from our next substantive Chair. We are now seeking to appoint that person.

We are looking for an outstanding individual who is motivated by and committed to our purpose and mission – to change the lives of people affected by poor mental health through a truly community and person-centred approach. Someone ready to lead us through this exciting time in our history, delivering our new strategy and related priorities over the coming years.



# Chair job description

<b>Location</b>	Brixton, London
<b>Time Commitment</b>	The overall time commitment is approx 2-3 days per month. See additional information below
<b>Salary</b>	This is a voluntary role. Reasonable expenses can be claimed.

## Chair responsibilities

As both a Charity and an accredited International Clubhouse, the Chair will be required to ensure the Board meets two sets of Governance requirements:

- 1. Its standard legal obligations as laid out by the Charity Commission
- 2. Standard 33 of the International Clubhouse Quality Standards, which requires that *"The Clubhouse has an independent board of directors, or if it is affiliated with a sponsoring agency, has a separate advisory board comprised of individuals uniquely positioned to provide financial, legal, legislative, employment development, consumer and community support and advocacy for the Clubhouse".*

## **Governance requirements**

- Ensure effective operation of the Board in line with both the Charity Commission and International Clubhouse Standards
- Take decisions delegated to the Chair with the advice of the Chief Executive as appropriate.
- Ensure that sufficient authority is delegated to Board committees, the Chief Executive, and others to enable the business of Mosaic to be implemented between meetings of the Board and that the Board monitors the use of these delegated powers.
- Ensure Mosaic has the systems and controls in place to safeguard our members and comply with our regulatory obligations, Code of Governance and constitution.
- Ensure appropriate standards of behaviour are maintained in accordance with any Code of Conduct approved by the Board.
- Performance management and professional development of the Chief Executive.

- Periodically review the composition of the Board to so that it has an appropriate balance of expertise to deliver its responsibilities.
- Ensure Trustees are fulfilling expectations of their roles, providing periodic feedback collectively and individually.

### **External Representation requirements**

- Promote a positive profile for Mosaic, representing the organisation externally when required.
- Use your network to promote the work of Mosaic Clubhouse including supporting our goals for financial sustainability and increased employment opportunities for our members

### **Self-Development requirements**

- Be aware of, and respond to, your own development needs as Chair, and undertake any training or development necessary to support you in carrying out your responsibilities as Chair.
- Regularly review your own performance and solicit feedback from fellow trustees and the Chief Executive.

### **Induction requirements**

Two important requirements for the successful candidate are that:

- You will be expected to attend a minimum of a one-day induction in the Clubhouse in your first month. This is vital to experience the Clubhouse model, meet staff and members. This should include attendance at our Evening Sanctuary crisis support service.
- Attend Clubhouse International training within the first 6 months of taking up the role, to understand the Clubhouse model. This will involve up to a week's training at another Clubhouse, most likely in North America. Travel, accommodation, and subsistence is covered for this experience.



## Who we're looking for

Specifically, we are keen to hear from candidates who:

- have an interest and experience in mental health care service design and delivery. Experience in south or south-east London is preferable but not essential.
- bring evidence of successful board leadership experience, either as a main-board executive and/or non-executive director, and prior chairing experience, whether in the commercial, public, or not-for-profit sectors.
- bring general leadership skills including strategic planning, change management, negotiation and the ability provide skilled, safe challenge, to the Board and Executive.
- have a clear commitment to ensuring equity, diversity, and inclusion in all aspects of our work.
- will be comfortable acting as an ambassador for Mosaic when required, supporting us to nurture effective relationships externally.
- And most importantly, have an appreciation and understanding of the overriding principle at the heart of the Clubhouse model: involving members in all our work and championing the ethos of co-design, co-production and daily 'side by side' working with members.

### Time commitment – additional information

The role is voluntary and the time commitment will vary. As a guide however, we expect you to commit to the following:

- The overall time commitment is approximately 2 to 3 days per month.
- As Chair you will meet with the CEO on a regular basis to provide support and guidance as well as staying connected to progress beyond the formal Board meetings and Development sessions.
- Working with the CEO to prepare for the Board including development and review of papers before they are distributed.
- You will need to pre read the Board papers and attend four evening Board meetings (held in the evening with a hybrid approach of online and in person) and one strategic away day (in person) across the year.

- There are currently two sub committees - Finance and Performance Committee or Development Committee. Each meet 4 times a year, usually online. The Chair could join either or both of these committees, depending on personal preferences.
- The Chair should be available for ad hoc conversations with the CEO as and when needed.

## Further insights and information

- [Our website \(due to be refreshed in 2026\)](#)
- [Introductory video to Mosaic Clubhouse](#)
- [Our Evening Sanctuary service – Marcus' story](#)
- [2025 – our year in review presentation](#)
- [Our corporate partnership 'pitch' deck](#)
- [Introduction to the Clubhouse model](#)
- [Research on the positive impact of the Clubhouse model](#)

# Ready to apply?

[Eastside People](#) is supporting Mosaic Clubhouse in the recruitment of these roles. Please [click here](#) to apply by submitting your CV and a cover letter **both in Word doc format**.

Please use the cover letter (max 2 pages) as an opportunity to add to the information you have shared in your CV and ensure that you cover the following:

- Why are you interested in the Chair role at Mosaic Clubhouse?
- Having read the information pack, what relevant experience and skills do you feel you would bring to this role?

You are welcome to send your cover letter in writing, or as a video or audio clip, alongside your CV. Any video or audio submissions should be emailed to [johns@eastsidepeople.org](mailto:johns@eastsidepeople.org).

If you would like a call to discuss the role in more detail, please email John Sanger to arrange a convenient time at [johns@eastsidepeople.org](mailto:johns@eastsidepeople.org). Having a call of this kind will not influence the success or otherwise of your application.

We want you to have every opportunity to demonstrate your skills, ability and potential. If you have a disability or require reasonable adjustments during the application or interview process, please contact us so we can support you appropriately.

**The closing date for applications is Mon 9<sup>th</sup> March.** Shortlisting interviews will take place shortly after and shortlisted candidates will have an interview with Mosaic Clubhouse during the week beginning Mon 23<sup>rd</sup> March.

We actively welcome applications from individuals of all backgrounds, cultures, beliefs, and lived experiences. We strive to reflect the diversity of the communities we serve and are committed to equity and inclusion at every level of our governance.

## Finally

We understand AI can be a helpful tool, but please use it with caution and ensure your application is personalised and accurate.

If you know anyone else who might be interested, then please pass this Information Pack on as we would be very pleased to hear from them.



# Eastside People

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