

# TRUSTEE RECRUITMENT PACK



For mental health and social change  
Dros iechyd meddwl a newid cymdeithasol

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PLATFFORM

# CHANGING THE NARRATIVE AROUND MENTAL HEALTH



## 1 WELCOME FROM OUR CHAIR & CEO

### Dear applicant

We are delighted that you are interested in the role of Trustee with Platform. If you feel a connection to our vision, mission and values, and see this as an opportunity to contribute to the great governance of a great (we would say that) organisation, then we hope that the information you find in this pack inspires you to apply for the role.

Nearly every Trustee recruitment pack that we have ever read starts with an opening line similar to 'you would be joining at an exciting time / a challenging time / a time of change and opportunity'. Well, if you were to join the Board of Trustees at Platform it would be all those things.

Our work is expanding out of Wales and across the UK. Whilst our operating environment is indeed challenging, at Platform we see challenge as an opportunity. An opportunity to think differently, do differently, to challenge the status quo and to offer new ways of thinking about how our systems really work, or don't work, for the people they are there to help.

How we understand and respond to emotional distress needs to evolve, it needs to be rooted in the social determinants of health

and mental health, and be seen through a human rights and social justice lens. We believe strongly that our current mental health systems are broken, cause harm, and at their worst, death.

We know that we are more likely to experience mental health challenges and engage with the mental health system, or other public health and criminal justice systems, if we have experienced trauma, poverty, inequality. 'Mental illness' is not equally distributed, and all the evidence tells us this. Mental health is a social justice issue and at Platform, a core part of our mission is to address the root causes of poor mental health. As Trustees our role is to ensure everything we do is in pursuit of this mission.

We support over seventeen thousand people a year, we work across the age range, with children, young people, families and single adults, we train and support professionals and we provide support to employers. We work closely with the UK and Welsh Governments, third sector partners and the wider public sector system to affect transformation of our helping systems and our ambition is to grow the scale and impact of our work. For us it is all about relationships, collaboration and co-production.

As we grow, our governance needs to keep pace, we need to ensure we thrive now and are fit for the future. We need to be representative of the geographies and communities that we serve. As we stretch our operating model, our governance arrangements will evolve so

that they continue to add value across all areas of Platform's work.

Moving into the next phase of our growth and development, we are looking for Trustees who are both passionate about our purpose, and who bring experience of governance and/or strategic leadership relevant to our work. We are keen to meet people who have experience of the mental health system, of social justice related advocacy and public affairs, philanthropy, social policy and research, income generation, digital transformation and of organisational design and leadership development.

We are looking for people to join our Board of Trustees who have the desire and experience to help us continue to ensure our governance is a facilitator of organisational success, that work closely and collaboratively with our executive team and always have their eye on our vision, mission, values and strategy, and the future.

If this could be you, we would really love to hear from you. You can find all the detail on how to apply in this pack. If you would like an informal chat, we would both be happy to speak to you – please contact [heidiodriscoll@platform.org](mailto:heidiodriscoll@platform.org).

Thank you again for taking an interest in our work. All the best.

**Anne-Louise Clark, Chair of Board of Trustees  
and Ewan Hilton, CEO**

## 2 WHO WE ARE AND WHAT WE DO

### Platform is the charity for mental health and social change.

We are rooted in the experiences of the people we support, the communities in which we work, and in our fight for social justice.

We started life in the late 80's as a small Welsh charity based in Bridgend in South Wales, providing housing and support to adults leaving long-stay psychiatric institutions. Over the years we have grown and diversified what we do to include working with children, young people and adults, families, community groups and businesses. Our mission to provide community-based, compassionate and needs-lead support as close to where people live as possible has remained constant. By working with individuals and the systems and services that exist around them, we help build healthy environments where people grow, live and work so everyone can belong and thrive.

This is because our lives and mental health are shaped by our circumstances. Only by 'going upstream' will we address the root causes of mental ill health. This means that secure housing, financial stability, community resources, green spaces, meaningful opportunities, and psychologically safe workplaces are all mental health interventions. This also means avoiding the medicalisation of injustice and distress, and not leaving individuals to shoulder the burden, blame, and shame of societal problems.

As we write this, we employ 350 people in the charity (and a further 150 in our subsidiary), support over 17,000 people a year, and provide over 165 projects and services across Wales and the UK. Our work spans mental health crisis services, supported housing and homelessness, schools and youth services, employment and volunteering, talking therapies, community projects, workplace wellbeing and social enterprise.

We also use knowledge, stories and experience of working within and alongside communities, public services and leaders to inform our thinking and effect change. Coproduction and sharing power are at the heart of our work. Being led by what matters to people, we join alongside others to create the conditions for better mental health, for justice and for hope.

### SO WHO ARE WE?

#### Our Vision

#### Sustainable Wellbeing for All.

*Sustainable* meaning long lasting, *Wellbeing* meaning a sense of purpose, optimism, hope, agency, and direction, and *All* meaning everyone, encompassing our differences and backgrounds.

### OUR VALUES

In everything we do we strive to be

- **Connected**  
because our relationships greatly impact and guide our lives.
- **Compassionate**  
because we all need this to be present and prioritised in our public service systems and workplaces.
- **Brave**  
because we want to change the world and we're not afraid to be honest when things aren't working.
- **Curious**  
because it's essential that we never stop listening and learning.



WE ARE A  
MISSION DRIVEN  
CHARITY.

# BRAVE, COMPASSIONATE, CONNECTED, CURIOUS

## OUR MISSION

### Platform is a mission-driven organisation. We exist to:

- Evolve the narrative around mental health by making space for a social justice understanding of distress that brings into focus the role that trauma, life experiences and socio-economic circumstances have on our mental health and ability to heal. We work to change public perceptions and transform how people ask for and receive help while experiencing distress.
- Make society's 'helping systems' such as mental health, homelessness, and children and young people's services, work better for people having the toughest times – ensuring compassionate, non-judgemental, human responses to distress.

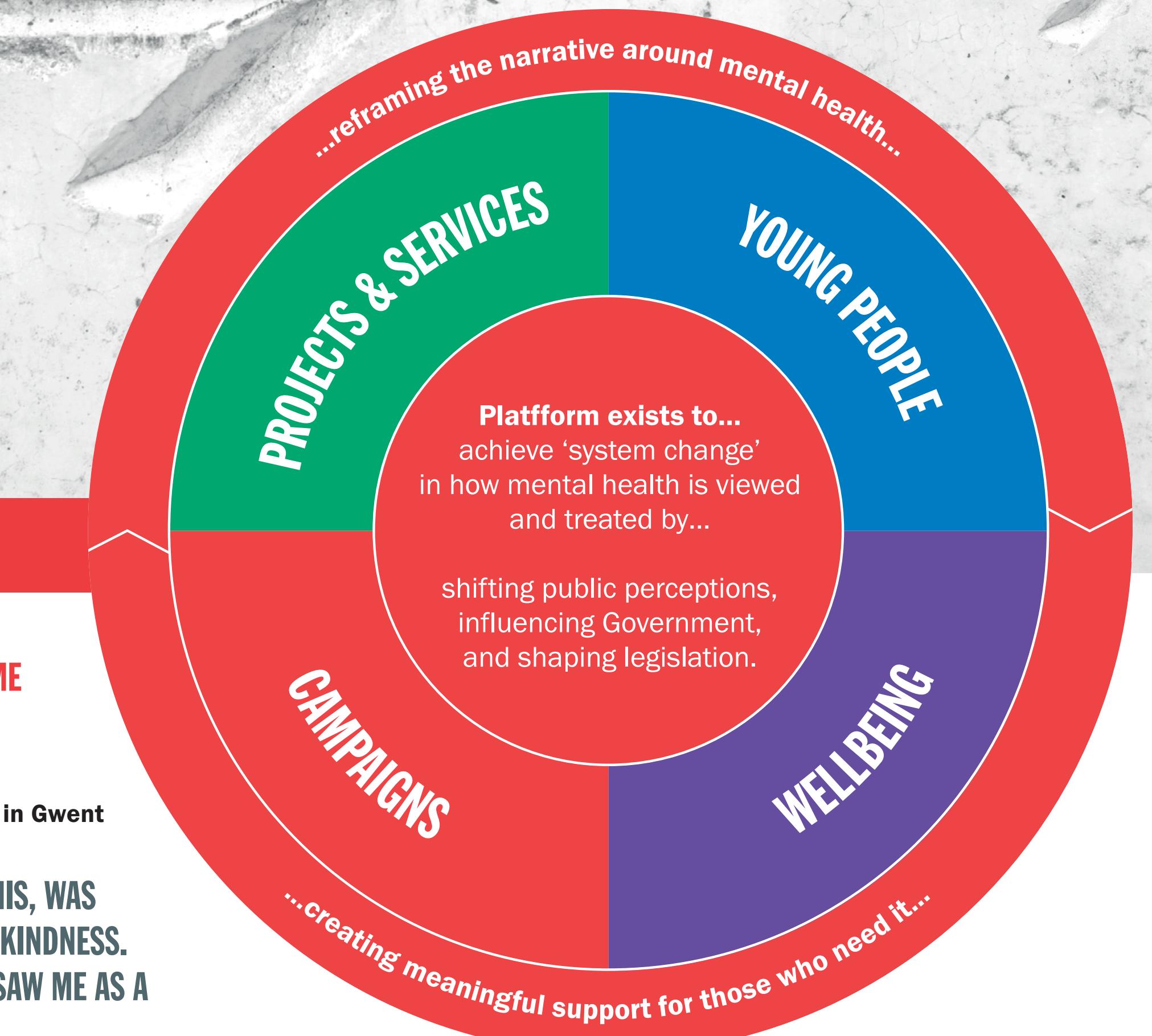
**Our values and mission are the litmus test for everything we do, and – importantly – everything we avoid doing.**

## WHAT WE DO

Our work is grouped as follows:

- **Crisis prevention and homes:** mental health crisis houses, supported accommodation, community drop-in advice hubs, homelessness outreach, support to find/sustain safe housing
- **Children, families and community:** one-to-one, group-based and whole family support, school wellbeing programmes and mental health interventions, open access crisis and out-of-hours support, trauma-informed community development
- **Employment, volunteering and wellbeing:** peer mentoring, coaching, qualifications and wellbeing projects for young people and adults to develop skills and confidence to find and sustain volunteering and/or work
- **Talking therapies:** for adults, children and families through our BACP accredited professional counselling service (read more here: [Award Winning Therapy and Counselling in Cardiff](#))

- **Workplace wellbeing and consultancy:** mental health training, clinical supervision, psychology-led interventions, leadership development (read more here: [Expert Workplace Wellbeing Support | Building Thriving Teams](#))
- **Campaigns:** policy, public affairs and influencing, Government consultation responses, evidence submissions, research and campaigns/ events (read more here: [System change - Platform](#))
- **Social enterprise:** wholly owned social business, APP UK, offering commercial cleaning, security services, grounds maintenance, goods and supplies (read more here: [app-uk.co.uk | APP UK Cleaning and Support Services](#))



**“ I DON’T FEEL COMFORTABLE WITH A LOT OF PEOPLE, I NEVER OPEN UP LIKE THIS... (I) KNEW YOU WERE GENUINE WHEN WE MET, FELT NON-JUDGMENTAL AND LIKE A NORMAL CONVERSATION... THANK YOU SO MUCH FOR HELPING ME GET BACK ON TRACK. IT’S A SHAME YOU WEREN’T HERE BEFORE.”**

Ein Llais resident (Dan)

**“ I FEEL LIKE I AM ON MY WAY TO ACHIEVING THE DREAMS I NEVER KNEW WAS POSSIBLE AND THAT IS ALL THANKS TO THE KINDNESS, CONFIDENCE IN ME AND EMPATHY TO MY SITUATION. I FIRMLY BELIEVE THAT PLATFORM IS SO IMPORTANT NOT ONLY FOR ME BUT FOR FUTURE SERVICE USERS AND ANYONE WHO STRUGGLES WITH THEIR HEAD, WITH WHO THEY ARE, THEIR CONFIDENCE AND ABOVE ALL THEIR WORTH. AS AN ORGANISATION I AM AND WILL BE FOREVER GRATEFUL FOR WHAT THEY ARE TRYING TO ACHIEVE WITH ME, I NOW FEEL LIKE LIFE IS WORTH LIVING AND THERE ARE OPPORTUNITIES FOR YOU.”**

Gwent Out of Work Service (Ian)

**“ COMING HERE EVERY WEEK HAS BECOME A ROUTINE FOR ME AND GIVES ME SOMETHING TO LOOK FORWARD TO.”**

Person attending a community connection event in Gwent

**“ I HAVE NEVER BEEN ANYWHERE LIKE THIS, WAS NERVOUS, BUT ALL STAFF SHOWED ME KINDNESS. I WAS AFRAID OF BEING JUDGED BUT NO, THEY SAW ME AS A PERSON AND THEY ARE ALL FAB HERE.”**

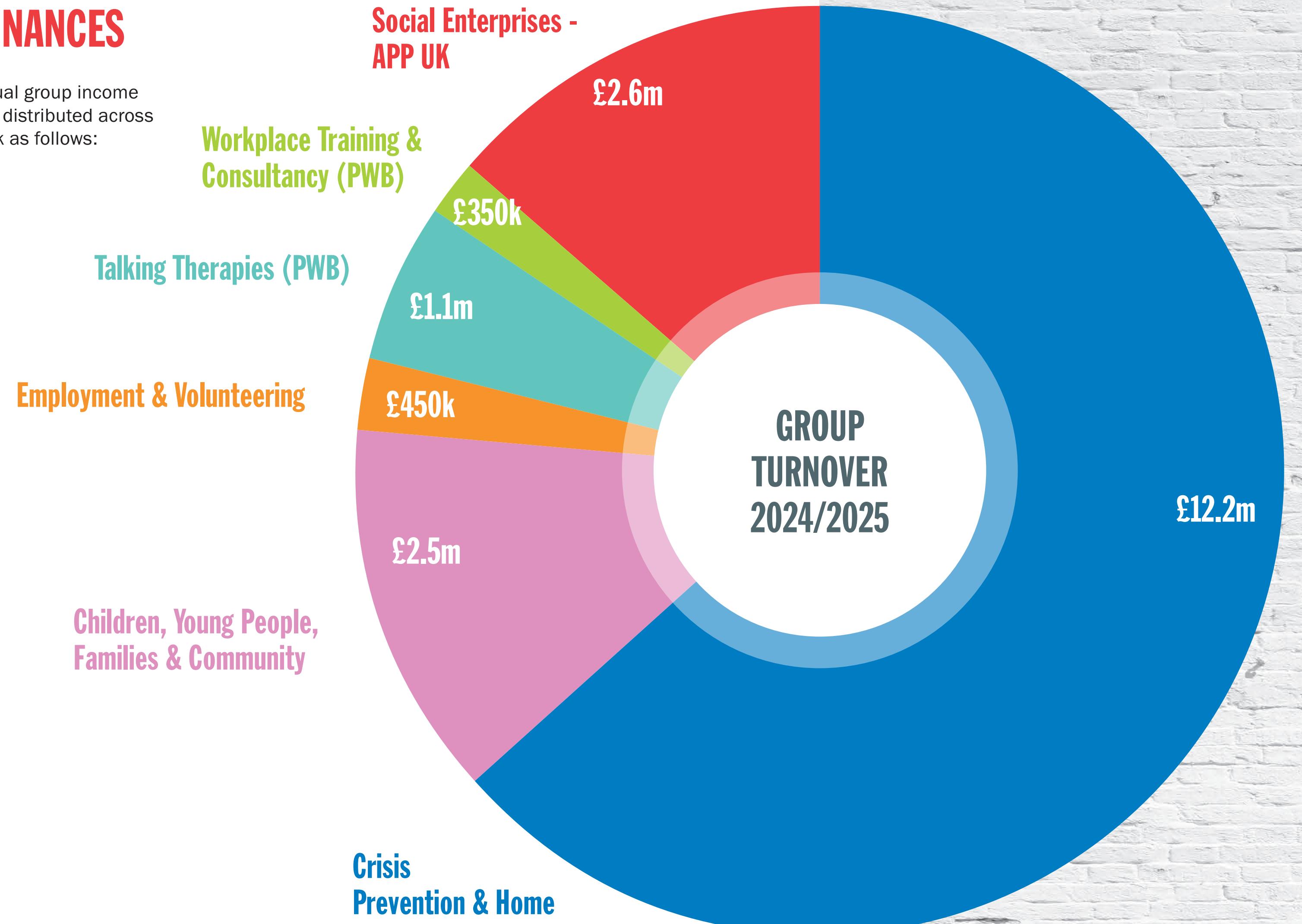
Guest at Ty Cynnal crisis support house

**“ PLATFORM ENABLED ME TO ACCESS THE SUPPORT I NEEDED IN A WAY THAT WAS LED BY ME, AS THE YOUNG PERSON [...] I COULD DECIDE WHAT CHANGES I NEEDED TO MAKE IN MY OWN LIFE. PLATFORM WAS THERE TO SUPPORT ME THROUGH THIS PROCESS AND HELP ME ACCESS ANY TOOLS OR RESOURCES THAT I NEEDED.”**

Young person accessing support in Swansea

### 3 OUR FINANCES

We have an annual group income of circa £19.2m, distributed across our areas of work as follows:



**PLATFORM GROUP  
TURNOVER  
2024/2025  
ESTIMATED  
£19.2M**

## 4 CONSTITUTION AND STRUCTURE

Platform is the trading name of Platform for Change – Registered in England and Wales.

Registered Charity Number: 1000889

Company Number: 02546880

You can view our information including governing documents and audited accounts on The Charity Commission website here

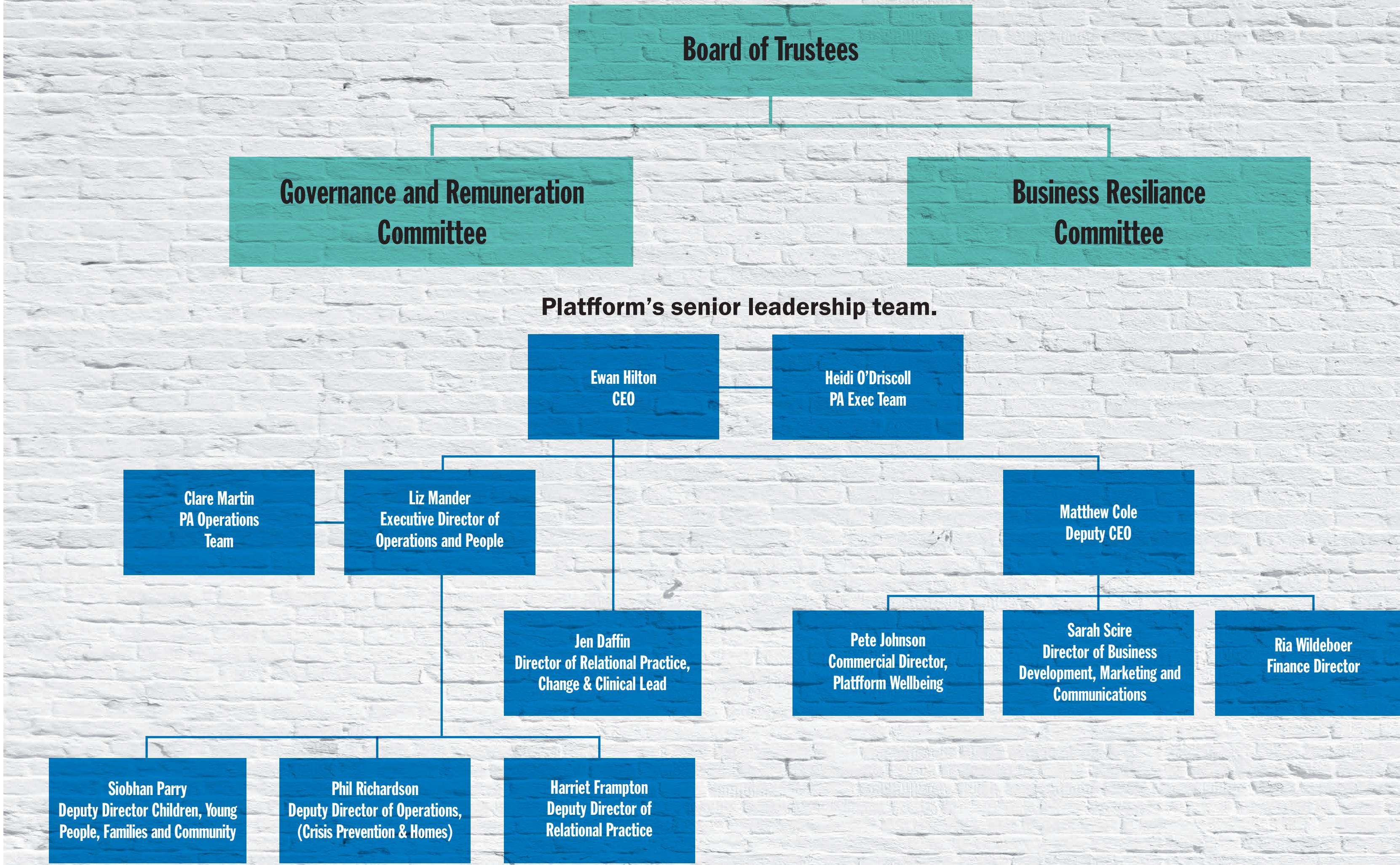
[Charity overview, PLATFORM FOR CHANGE - 1000889, Register of Charities - The Charity Commission](#)

### Organisational structure: Board and Leadership

The Board of Trustees has overall responsibility for the strategic leadership, governance, and appropriate management control of Platform. The Board meets a minimum of eight times a year. The Board occasionally delegates tasks to sub-groups of the Board but does not delegate any responsibilities. The Board is made up of trustees as voting members, and is attended by relevant Platform staff.

Day-to-day leadership and management of Platform is delegated by the board to the Chief Executive Officer and the Executive Team. With the notable exception of trustees, the charity does not significantly rely on the services of unpaid volunteers or donations from the public.

Our committees meet quarterly, and feed into the Board meeting. You can meet some of the Trustees and team Platform colleagues here: [This is us](#).





# BUILDING ON STRONG FOUNDATIONS

## 5 LOOKING AHEAD

### Our strategic priorities for the coming year:

- We will look at our governance, ensuring it is fit now and for the future, and will continue to balance the need for generative space and conversation alongside thorough and robust scrutiny of our work and behaviours.
- We will continue living our values and commitment to being strengths-based, relational and trauma-informed in our work with people who use our services, people who commission them and those we work alongside across the wider system.
- We will celebrate and share where things are working well or changing positively, and we will seek to affect change where they are not.
- We will have engaged stakeholders in reflecting on our brand, before shaping how our brand evolves over the next 5 years.
- We will have developed an organisation-wide approach to better understanding and evidencing the impact of our work on the people we support and systems we seek to influence.
- We will continue to embed our influence strategy across the organisation - ensuring it resonates across a range of audiences and supports us in achieving change.

- We will develop a financial strategy which supports our long-term sustainability and enables pursuit of our ambitions.
- We will be making better our use of technology and business systems in pursuit of purpose.

### 2025-2030 Strategy: Building on Strong Foundations

Our strategy has been built around big ambition, and is designed to ensure we have strong foundations to achieve our mission while living our values internally and externally in everything we do.

#### Our ambition is to:

- have a meaningful influence on policy, practice, service and system design in Wales and beyond;
- demonstrate how being relational and trauma-informed in all that we do leads to better results for the people we support as well as for the people who work in the system;
- continue to grow our projects, services, training and consultancy across the UK to maximise our impact and reach.

Additionally, our vision of Sustainable Wellbeing for All means ensuring a fair and equitable society where, because we all have the resources around us to thrive, fewer of us need mental health support. This means ending all forms of injustice and inequality, and creating a society where everyone has access to the things we all need to live well. It is vitally important that we are actively challenging inequality, and systemic barriers within our own organisation – from the Board down – as well as externally.

Underpinning delivery of our strategy is a need to ensure robust and high-quality approaches to corporate governance, risk, safeguarding and compliance, as well as building long-term financial resilience and sustainability. It is vital that we protect the charity, our assets (financial and otherwise), the people we employ and who volunteer with us, and the people we support.

**As we grow and develop, our internal needs will change and the external environment will continue to change around us, meaning we need to be at least one step ahead. We need to create a strong and sustainable organisation; able to manage uncertainty in a challenging economic climate, so we can continue supporting communities and individuals in pursuit of our vision and mission.**

## 6 TRUSTEE ROLE AND WHO WE ARE LOOKING FOR

### About the role:

Our Trustees play a vital role in supporting our CEO and executive team in the delivery of our strategy, in continually reflecting and checking ourselves to ensure that we are doing the right things that really matter, and in ensuring the sound and proper running of the charity.

You can find out more about the legal duties of Charity Trustees here - [5-minute guides for charity trustees - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/collections/5-minute-guides-for-charity-trustees) and in more detail here - <https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3>

At Platfform we seek to lift the input and influence of our Trustees beyond the basics and into open discussions and strategy formulation. We are firm believers in the brilliance of many minds, qualities, and experiences over the few. So, Platfform Trustees are invited to be actively involved in helping to shape our strategic direction in collaboration with the executive team and wider Platfform teams.

You can find out more about our Trustees, executive team, and some of the wider team here <https://platfform.org/about-us/this-is-us/>

The Board meets every eight weeks alternating between in person and on-line. We hold an annual Board / executive strategic event which is face to face and held over two days.

The roles are not remunerated but all reasonable expenses are paid. Trustees serve in their role for up to two terms of four years.

### Who we are looking for:

First and foremost, we're looking for someone who is inspired by our mission and approaches the Trustee role with a relational and collaborative mindset. We are committed to living our values at Board level, and being actively representative of those who are too often underrepresented particularly at leadership level in organisations. We are committed to continuing to increase the diversity of our Board of Trustees.

Our Equality, Diversity and Inclusion Action Group are currently building on our anti-racism work and developing a new integrated EDI action plan driven by our commitment to social justice.

You can read our anti-racism statement and commitments here: <https://platfform.org/equality/>

In terms of skills, we are seeking individuals to establish a new Audit and Risk committee and to strengthen our overall governance. Our aim is to ensure our governance framework is robust, forward-looking, and fit for purpose., equipping the organisation to navigate challenging times, support sustainable growth, and expand into new geographies beyond Wales.

**Here are some of the specific things we are looking for. If you don't see yourself here, but you connect to our mission and feel you have something to offer, please do get in touch.**

- Strategic leadership and/or governance experience in the charity, public and/or commercial sectors.
- Audit and/or risk experience
- Strategic finance experience

Our Trustees need to be able to provide oversight, support, and challenge to ensure best use of resources and the safe operating of the charity, while also contributing to generative discussion and formulation of our ongoing strategy.

Becoming a trustee is a fantastic way to engage with a cause you really care about and to develop your critical thinking skills. Previous experience of being a Trustee isn't a requirement, and we offer a full induction programme to help get you started.

# LIVING OUR VALUES

At Platform we have enshrined our values in all aspects of the organisation – including business growth and strategy development. We have deliberately not set financial targets for growth or numbers of people to reach. Everything we do is underpinned by purpose and values-driven growth where contracts stack up financially and enable us to further our mission.

Ultimately, it's about the type of work we pursue, not just 'how much' or 'how many.'

## Guiding Principles for Growth, not Targets

Platform's Growth Strategy is underpinned by the following principles:

- **Relational** – we want deep, meaningful relationships, across all layers and levels of the system, from local to national
- **Taking our time** – the changes we want to see are ambitious. It will take time and we need to be patient
- **Realistic and pragmatic** – understanding the external context, particularly political uncertainty and economic challenges, as well as our own challenges internally
- **Financial stability** – delivering sustainable growth with enough return on contracts to achieve our purpose by ensuring we're meeting our core organisational needs
- **Collaborative and co-produced** – doing with not doing to, meeting funders where they are at, offering solutions, working together to achieve social and system change
- **Authenticity in our approach and story** – living our values, telling an authentic story informed by our work in communities and what people tell us matters to them

Our relational approach – from the commissioning and procurement processes to how and where our work develops in collaboration with communities and other organisations – means working alongside funders and partners to understand context, pressures and what needs they have. It also means being brave, staying authentic to our values and pushing back respectfully when we feel and know something is just not right. If this means walking away or saying no to a contract, putting in place whatever measures we need to, to do this safely and respectfully.

From our experience, we know relationships take time and concerted effort to nurture and develop. We invest time and energy in building and sustaining excellent relationships across all areas of operation. We don't want to 'parachute' solutions into communities where we haven't already spent time building relationships and learning about the available strengths and resources.

**In development and delivery of our work we are place-based, and we go where the energy and trust is. We are adaptive and attuned to the needs of those we currently work with, or seek to work with. We don't complain 'over people's heads', and we don't blame or shame others for not getting it right. We start from a place of believing that people are inherently good and want to do the right thing. We are co-productive and work hard to construct solutions together with partners and funders in response to local need. We figure out how best to meet those needs together.**

**WE START FROM A PLACE OF BELIEVING THAT PEOPLE ARE INHERENTLY GOOD AND WANT TO DO THE RIGHT THING.**

# HOW TO APPLY:

**If you are interested in the role and want to find out more, please have a good look around our website [www.platform.org](http://www.platform.org) and follow us on social media.**



We are committed to making our recruitment process as fair and inclusive as possible. As the first stage, we are asking everyone to complete a short set of role related questions. This is your chance to show how you think, how you approach challenges, and the knowledge, skills, and experience you would bring to the Trustee role.

Your responses will be anonymised and carefully reviewed and scored by a selection panel. Please keep each answer to a maximum of 250 words. You are welcome to save your application and return to it at any time before submitting.

We will use the scores from the questions to shortlist candidates for interview. CVs will also be reviewed at this stage.

To apply, please click [here](#). The application includes completing the questions, uploading your CV, and filling out a diversity and monitoring form. The information you provide in the monitoring form is used only for equal opportunities purposes and does not form part of the selection process.

Eastside People is supporting Platform with the recruitment of these roles. If you have any questions about the application process please contact Bernice Rook, [bernice@eastsidepeople.org](mailto:bernice@eastsidepeople.org).

If you'd like to have an informal chat about Platform and the role, please contact Heidi O'Driscoll, Executive Team PA, who will put you in touch with either Ewan, our CEO, or Anne-Louise, our Chair.

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 **Monday 23rd March 2026** with shortlisting taking place that week. The interviews will take place week commencing the 6th April.

References will be followed up on offer of position.

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, please do share this information pack with them.

PLATFORM

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**PLATF**  
**FORM**

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