

Bethlem Museum of the Mind

Arts & Heritage Change Consultant – Independent Consultancy Engagement

Role Description, Objectives & Person Specification – Independent Consultancy Engagement

Role Type: Independent Consultancy Engagement

Duration: 12 months

Reporting to: MOTM Board of Trustees

Location: Bethlem Royal Hospital, Beckenham, BR3 3BX

Capacity: 3 days per week, based at the Bethlem Royal Hospital, Beckenham, with travel to partnership and stakeholder meetings

Note: Day-to-day operational leadership will be maintained through acting-up arrangements within the existing staff team.

About Bethlem Museum of the Mind

Bethlem Museum of the Mind is one of the UK's most distinctive cultural institutions – a museum of mental health history, art, and lived experience, located on the grounds of Bethlem Royal Hospital in south London. Supported by Maudsley Charity and SLaM, it holds a world-class archive and art collection, governed as a Charitable Incorporated Organisation reporting to the Charity Commission.

15,287

In-person Visitors 2025–26
Highest annual attendance in 56 years

230K+

Reached via Loaned Exhibitions
Venues across the UK and internationally

58.3%

Visitors with Lived Experience
Disclosing lived experience of mental health difficulties

£505k

Current Annual Income
2035 target: £1.5m+, requiring significant diversification

The Museum is at a pivotal moment. With the retirement of its long-serving Director (early 2027), Trustees are seeking an experienced independent consultant to help refine and validate the 2035 strategy, drive early progress on income and partnerships, and provide evidence-based recommendations to inform the Museum's future operating model and leadership arrangements.

Purpose of the Role

The 2035 Vision has been agreed by Trustees. The Arts & Heritage Change Consultant's role is not to start from scratch but to bring independent expertise to refine and validate the forward plan, while actively driving progress in the areas where momentum is most needed – particularly income diversification, fundraising, philanthropy, and the formation of new partnerships of purpose. Day-to-day operational leadership will be maintained through acting-up arrangements within the existing staff team.

Independent Rigour & Business Case

Refine and stress-test the 2035 Vision business case, validate assumptions, and produce a costed, evidence-based forward plan that builds confidence among Trustees and funders.

Active Fundraising & Philanthropy

Personally lead and progress fundraising conversations, develop the prospect pipeline, and begin to secure new income relationships – this is delivery, not just strategy.

Partnership Formation

Initiate and begin to formalise new partnerships of purpose with arts, heritage and cultural sector organisations, academic institutions, and potential funding partners.

Leadership & Governance Recommendations

Provide Trustees with clear recommendations on organisational model and leadership requirements, informing the sequencing of any permanent appointment.

Objectives 1–3: Strategy, Relationships & Income

1. Business Case & Forward Plan

- Refine and stress-test the 2035 Vision business case, drawing on independent expertise and stakeholder insight
- Produce a costed, phased implementation roadmap with clear milestones and financial projections
- Assess estate strategy options, including central London venue possibilities
- Produce a compelling pitch deck and supporting materials for Maudsley Charity and SLaM, making the case for pump-prime investment

2. Fundraising, Philanthropy & Income

- Personally lead fundraising conversations with trusts, foundations, major donors and statutory bodies – actively progressing prospects, not just mapping the landscape
- Develop and begin to implement a fundraising strategy aligned to the 2035 Vision, with a clear pipeline and near-term targets
- Assess the Museum's archive as a strategic asset and develop options for future archive income arrangements
- Explore and begin to develop commercial income opportunities consistent with the Museum's mission and values
- Represent the Museum at relevant events to present the new vision to key funders and stakeholders

3. Partnership Formation

- Initiate and begin to formalise new partnerships of purpose with arts, heritage and cultural sector organisations – including KCL/IOPPN, Wellcome Collection, Freud Museum, and aligned corporate partners
- Lead constructive engagement with Maudsley Charity on viability to 2030 and future funding model options
- Engage SLaM's incoming leadership to develop a constructive, forward-looking relationship and identify opportunities for mutual benefit
- Explore areas of shared interest and mutual benefit with Bethlem Gallery, without assuming a particular model of partnership

Objectives 4–6: Engagement, Collaboration & Governance

4. Stakeholder Engagement Programme

- Design and lead a structured programme of engagement with staff, volunteers, service users, partners and funders to surface insight into the Museum's future opportunities and challenges
- Ensure the engagement programme generates evidence to inform the options appraisal and business case
- Build relationships and buy-in with prospective new funders and partners in the arts, heritage and cultural sector

5. Bethlem Gallery & Collaboration Opportunities

- Explore areas of shared interest and mutual benefit between the Museum and Bethlem Gallery, without assuming a particular model of partnership
- Assess opportunities for future collaboration that reflect the ambitions and priorities of both organisations
- Provide Trustees with an independent assessment of the potential for closer working and any conditions or requirements that would need to be met

6. Leadership & Governance Recommendations

- Provide Trustees with clear, evidence-based recommendations on the organisational model and leadership requirements needed to deliver the Museum's ambitions
- Once organisational model decisions have been considered, advise on the scope and person specification for any permanent leadership appointment
- Support the Board in sequencing future leadership recruitment appropriately – recommendations on structure first, then recruitment scope
- Attend Board meetings and provide clear, timely progress updates against objectives

Essential Criteria – Operations, Subject Matter & Personal Qualities

Collections & Operational Expertise

- Sufficient understanding of museum and heritage operations – including collections management, exhibition development, and learning programme delivery – to assess options credibly and provide well-grounded recommendations
- Familiarity with the leadership and organisational structures typical of small heritage organisations, and the ability to evaluate different operating models objectively
- Financial literacy including budget management, financial reporting, and preparation of business cases

Subject Matter Affinity

- Understanding of the arts and heritage sector's role in public health and wellbeing – and how cultural institutions can function as vehicles for community engagement and therapeutic benefit
- Genuine commitment to furthering public understanding of mental health through history, art, and lived experience, within this broader public health and cultural context
- Understanding of, or willingness to engage deeply with, the intersection of mental health, culture, and public engagement
- Sensitivity to people with lived experience of mental health difficulties and the communities served by SLaM

Personal Qualities

- **Independent & evidence-based** – able to hold an objective perspective, provide constructive challenge to Trustees and stakeholders, and ground recommendations in evidence rather than assumption
- **Credible & trust-building** – able to establish confidence and credibility quickly in a consultancy context, with staff, Trustees, funders, and partners through clear written and verbal communication
- **Resilient & adaptable** – comfortable operating with ambiguity in a transitional context
- **Committed to EDI** – equity, diversity, and inclusion as both a professional value and an operational priority

Essential Criteria – Leadership, Fundraising & Partnerships

Leadership & Strategic Experience

- Senior leadership or advisory experience at Director level, with responsibility for strategy, people, and finances
- Track record of guiding organisations through significant change or growth
- Experience of independent consultancy, options appraisal, or strategic advisory work – able to provide independent challenge and evidence-based recommendations rather than executive delivery
- Experience working with Boards of Trustees in both executive and advisory capacities, with a strong understanding of charity governance

Fundraising & Income Development

- Substantial personal track record of securing significant grants, donations, or partnerships from trusts, foundations, major donors, and/or statutory bodies – with named or quantified examples of income secured
- Experience of personally leading fundraising conversations and closing income relationships, not just developing strategy
- Experience of income diversification in practice – having successfully reduced an organisation's dependency on a single funder
- Strong knowledge of the arts, heritage, and cultural sector funding landscape in the UK, including current funder priorities and emerging opportunities
- Existing relationships with relevant funders and philanthropists that can be activated quickly within the engagement period

Stakeholder Engagement & Partnership Development

- A track record of initiating and formalising strategic partnerships – not just maintaining relationships – including with cultural institutions, academic bodies, or corporate partners
- Experience of negotiating partnership agreements and memoranda of understanding
- Established networks in the arts, heritage, and cultural sector that can be mobilised quickly
- Experience designing and facilitating structured stakeholder engagement and consultation processes
- Ability to engage credibly with senior institutional partners, funders, and media in both advisory and delivery capacities

Desirable Criteria & Terms of Engagement

Desirable Criteria

- Experience of conducting organisational reviews, options appraisals, or strategic assessments in a cultural or heritage context
- Experience of independent consultancy or advisory work within a defined timeframe, with the ability to make an immediate impact
- Existing relationships with key organisations in the arts, heritage and cultural sector – including Wellcome Collection, Freud Museum, King's College London / IOPPN, or aligned corporate partners
- Familiarity with the south London cultural and community landscape
- Experience of archive strategy or working with significant archival collections as institutional assets
- Experience of estate strategy, capital projects, or new cultural venue development
- Experience of digital strategy to extend the reach of a cultural institution
- Experience working in or closely with an NHS Trust or health-related organisation (useful context)
- Knowledge of the mental health sector and funding landscape in England (useful context)

Terms of Engagement

Duration: 12 months

Commitment: 3 days per week during the engagement period

Location: Based at Bethlem Royal Hospital, Beckenham, with travel to partnership and stakeholder meetings

Rate: Competitive day rate commensurate with senior independent consultancy appointments in the arts and heritage sector – to be agreed with the Board

Start date: As soon as possible, allowing meaningful overlap with the outgoing Director

Closing date: 25 October 2026

Interviews: Visits to the Museum 19-30 October 2026 by arrangement; Interviews w/c 2 November 2026

Note: This is an independent consultancy engagement. Day-to-day operational leadership of the Museum will be maintained through acting-up arrangements within the existing staff team during the engagement period.