



Appointment brief

Board Members

January 2025

Reference: RAFMQ

Welcome

James Reilly, Chair of Trustees



I am privileged to have been serving as MHA's Chair of Trustees since September 2021, having been a Trustee since July 2016.

MHA has a proud 80-year heritage, built on the vision of our founder Rev Walter Hall. Today we're one of the UK's largest charity providers of care and support for those in later life, focussed on nurturing mind, body and spirit through our care homes, retirement living settings and community schemes. We have one of the highest overall quality ratings in the sector and our range of specialist services, supported by charitable giving, truly enhance the daily experience of our residents and members. Through our lobbying and influencing activity, we seek to secure a just and lasting settlement for the care sector, so often promised and long overdue.

I am very fortunate to serve alongside a great cohort of Trustees, all bringing their values and diverse experiences to support our excellent executive leadership team in delivering our strategy in a challenging social care environment still feeling the impact of the pandemic.

We are a professionally run charity in good standing with our regulators. An independent review of our governance completed in 2023 produced a very positive report. As a Board of Trustees, working through our regular board and committee structures we gain assurance from our executive team on the progress of our strategy to make MHA fit for the future and that we are achieving our operational goals relation to sustainable finances and quality. We augment this with Trustee visits to services.

MHA is a values-driven and well-led organisation with a highly committed and compassionate staff and volunteers working inclusively to support over 18,000 older people. I look forward to exploring further with you your interest in these Trustee positions.

Sam Monaghan, Chief Executive



I joined MHA as CEO in February 2018, having previously held the post of Corporate Director for Children's Services at Barnardo's. Prior to that I worked for Action for Children, following a 15-year career in local authority social services.

In April 2019 we launched our One MHA five-year strategy with its focus on yielding greater impact through drawing together our services as collaborative communities; continuing innovation to enhance later life for our beneficiaries; infrastructure improvement; and better support and development for our people - our key asset.

By January 2020 our strategy was coming to life - occupancy and quality were sustaining at sector leading levels and we were increasing the reach of our community-based services. Then came Covid-19 and consequently we had to push the strategy timeline back to 2025, and focus on the exceptional challenges facing our colleagues, members, residents and their families.

The pandemic left an imprint that we are still working through, particularly in relation to our occupancy, staffing and finances. We are making sure and steady progress and will be launching our next five-year strategy in April, which builds on these themes and the service blueprints that will underpin the future shape of our homes and schemes.

Thank you for your interest in joining the Board of MHA, which I'm sure you will find to be a values-led, inspiring, interesting and evolving organisation to be involved with.

About MHA

As one of the largest charity care providers for older people in the UK, we offer some of the highest quality care, accommodation and support services throughout Britain. Our mission is to inspire the best care and wellbeing at every stage of later life.

With an annual income of over £279 million in 2023/24, MHA is one of the most well-respected care providers in the sector. The majority of this income is derived from fees charged for services provided, but we are fortunate in receiving donations in the region of £3 million per annum, many of which are from the Methodist community. These enable us to deliver specialist services rarely found in other organisations, such as dedicated chaplains and music therapy for those living with dementia.

MHA delivers a range of high-quality services to over 18,000 individuals, helping reduce loneliness and isolation by creating communities that care across:

- **76 Care Homes**
- **59 Retirement Living housing schemes supporting older people living independently in retirement living communities, with access to social and leisure facilities and flexible care when needed.**
- **11,000 older people living independently in their own homes with the support of our community services across Britain.**

MHA's services are delivered by over 6,800 dedicated staff and enhanced by the commitment of over 2,600 volunteers. As a charity, MHA aims to provide good quality services which represent excellent value for money. Its entire surplus is reinvested into providing services for older people now and into the future.

You can read more about MHA and its financial position in our Report and Financial Statement – [Click Here](#)

MHA'S Mission, heritage and Vision

Our Mission is to help people *live later life well*. Society in many ways has changed beyond all recognition since our charity was formed in 1943, but our work is as relevant today as it was then.

We are currently working on our new Business Plan for 2025/26 and our five year strategy for 2025-2030 which will be launched at the start of the next financial year. Our new strategy will look to build on our success from our One MHA strategy and will provide the focus for our future based on our blueprints for care homes and independent living schemes.

We want MHA to become the role model for care, accommodation and support services for older people in Britain.

MHA'S Values

MHA's three values are integral to our work. MHA's values remain consistent through time and do not vary with changes in the political, economic or social environment. The values provide guiding principles and underpin MHA's policies, strategy and behaviours on a daily basis.

Inspired by our Methodist roots, we:

- *Respect every person, treating them with dignity*
- *Nurture mind, body and spirit*
- *Inspire the best in each other*

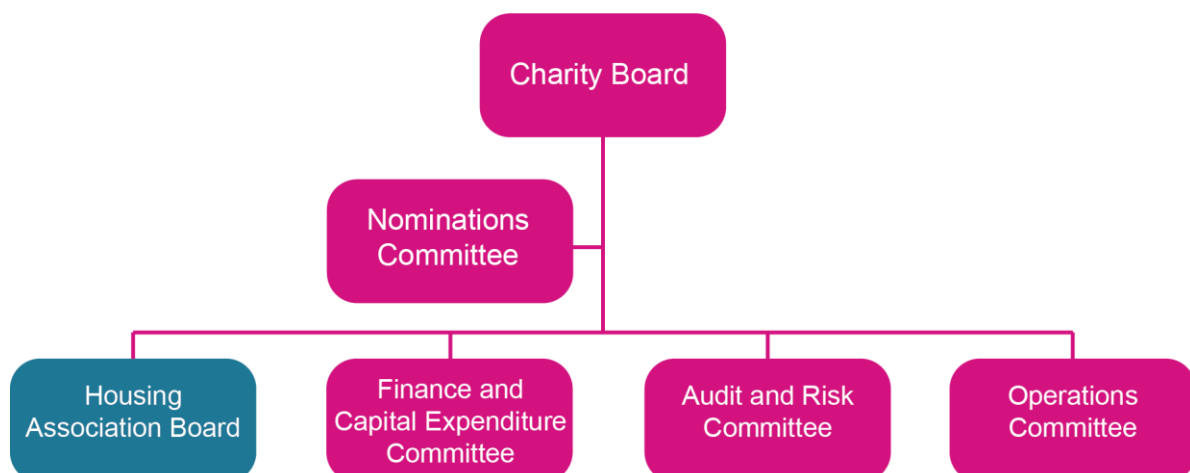
Our chaplaincy service is available in all our homes and retirement living schemes providing pastoral support to older people, staff members and the relatives of our residents – for those of all faiths and beliefs. Our chaplains enhance the nurture of mind, body and spirit, and well-being on an individual and group basis. Regular worship services are provided for those residents who wish to take part.

Our Governance

MHA is the term used to describe the parent charity Methodist Homes (which used to be Methodist Homes for the Aged until 2011) and/or the group comprising the charity together with its subsidiary:

- **Methodist Homes (MHA)**
Charity (Registered Number 1083995) and Company limited by guarantee (Number 4043124)
 - **Methodist Homes Housing Association**
Registered Provider (Number LH2343) with charitable status and Industrial and Provident Society (Number 21860R)

The Charity Board carries overall responsibility for all activities and oversees all operations within MHA through a series of sub-committees. The Housing Association is a subsidiary Board and maintains separate reports and accounts to comply with regulatory supervision as a Registered Social Landlord. It watches over the particular issues relevant to the role of MHA as a Housing Association.





Our services

MHA has a track record of innovative service provision. We are ambitious about continuing to develop our care homes, retirement living and community-based MHA Communities schemes.

MHA's care services are regulated and inspected by separate regulators in England and Wales. MHA's affordable housing services are regulated by the Regulator for Social Housing. MHA is one of only a few specialist providers for older people of both housing and care services combined.

Care homes

MHA is one of the largest charitable providers nationally and one of the top 20 care home providers for older people in England and Wales.

We have developed an end-of-life care resource and provide training to offer sensitive support to residents and relatives as older people approach the final stages of life. Our chaplaincy team won the Third Sector Care Award for their work on end-of-life care. We were one of the first to design purpose-built homes for older people back in the 1960s and continue to innovate, developing personal space, communal facilities, service delivery and assistive technology.

100% of our care homes offer private rooms, and 90% of our care home private rooms provide ensuite facilities. The average age of our residents is almost 90.

Retirement Living

Our retirement living residents have their own self-contained apartment with services having a manager, call system and a range of social and leisure facilities such as a lounge, café bistro and hair salon. Our apartments are available for sale, part-ownership and rent and have an occupancy of 96%.

We continue to innovate, providing on-site care to meet the varying needs of older people living in our apartments including couples where one partner has dementia, so they are able to remain living together.

MHA Communities

MHA Communities, formerly known as Live at Home, offers a variety of exciting and fulfilling services for people aged 55 and over. From telephone befriending and online activities to dance and exercise classes and assisted shopping, there's something to suit people of all abilities.

Our aim is to enable older people to live independently in their own homes for as long as possible, helping them to live later life well in their local communities, tackling loneliness and isolation.

MHA has five specialist strategies which aim to further enhance the care and support we deliver for older people. These are:

- Dementia strategy – this has six commitments with the focus on uniting people together to make sure people are not experiencing dementia in isolation.
- Music strategy – music therapy is delivered in our specialist dementia care homes, but the music strategy is about how we can bring the joy of music to a wider group based on what residents, members, families, and colleagues said was important to them.
- Spirituality strategy – during MHA's 80th year, the commitment to spirituality was newly expressed, recognising the role we all play in spiritual care.
- End of life care strategy – this guides how we aim to make end of life care at MHA holistic and person-centred.
- Green care strategy – this new strategy has the aim of developing wellbeing through nature for everyone at MHA.

Fulfilling our Mission

MHA'S Staff members

MHA was established to provide for all older people in need of accommodation, care and support. We will live up to our mission, our values and our aims only with the right staff members. We aim to attract and retain good people by creating well-organised, caring, inclusive and welcoming communities and by making sure we pay everyone at least the Real Living Wage plus benefits and enhanced terms and conditions of employment. Our staff members must understand and share our values and may have any faith or belief.

Staff members throughout the organisation work together to provide the best service possible and to deliver their shared goal of improving older people's lives and increasing their satisfaction.

Funding our work

MHA charges fees for most of the services we provide. Fees are set at reasonable levels and our aim is to provide good quality services which represent good value for money, whether for older people paying for themselves or those who receive state funding. As a charity, all our surplus is reinvested into providing services for older people now and into the future.

MHA and fundraising

We fundraise for three specific reasons:

- To support MHA Communities.
- To provide additional services which help to deliver a fulfilled life to all of our residents, including music therapy in dementia care homes, and a chaplain in every care home and retirement living community, free of charge to residents.
- To enhance amenities at care homes and retirement living schemes.



The role of Board Member/Trustee

Background

MHA has been through significant change over the years and this continues to be the case as the organisation evolves to meet the needs of older people. Growth, which has been delivered over many years, continues and an appropriate governance regime has been established to help ensure that as a charity, we do the very best we can for the many beneficiaries we serve. Recruitment to the Board is made against a clear competency matrix and Board members have been found by looking as widely as possible for those who bring the requisite skills. All Board members serve in a voluntary capacity and are keen to demonstrate MHA's values as part of their service to the organisation. Expenses are paid and MHA maintains Directors' and Officers' insurance for its activities.

Purpose of position

The new Board Members will be expected to provide leadership to the organisation in close co-operation with fellow Trustees, the Chief Executive and Executive Leadership Team. Ensuring that all involved remain focused on achieving the Charity's mission within its values and ethos.

Principal Responsibilities

- To be personally and visibly in support of MHA's Mission and Values.
- To regularly attend Board meetings, sub-committee meetings and awaydays and if unable to attend then to provide comments on the papers to the Chair and/or questions to the Executive Team to provide answers.
- To contribute to setting the strategic direction and policies of the organisation. Monitoring performance in meeting plans and key objectives.
- To serve on one or more working groups or sub-committees, as desired/invited.
- To ensure that management work effectively within a framework of clearly stated organisational strategies and policies.
- To ensure risk management is effective and appropriate.
- To ensure financial stewardship and regulatory compliance.
- To undertake visits to Homes/Schemes each year to further your knowledge and understanding of the work MHA does and to hear first hand from those we support.
- To promote positive and supportive relationships between MHA and the other organisations with whom we work.
- To be fully committed to the implementation of MHA's Equal Opportunities Policy.

Values

It is a requirement of all Board Members to be fully aligned to the organisation's values.

- Able to demonstrate strong ethical leadership
- A real passion for ending isolation and loneliness for older people and ideally a personal understanding of the impact that a faith based heritage can have on the way that things are done.

Diversity

Reflecting the diverse communities that we are proud to serve, MHA is committed to widening the diversity of its leadership and board. Therefore, we actively and warmly encourage applications from a broad and deep range of backgrounds and experiences.

Trustee roles

MHA has an experienced and committed Board with wide-ranging skills and knowledge. We are seeking two new Trustees to replace those who have completed their tenure in office. We are keen to find values-led leaders, with the highest standards of integrity and honesty, to help shape MHA's future strategy and ensure good governance across the charity.

To complement the mix of skills of our existing Trustees and to further strengthen the Board in areas of key relevance, we would particularly welcome applications from those with experience or skills in the following areas (although applications from candidates with other skillsets will be welcomed):

- Executive level in the financial commercial sector allied with experience in property management.
- Executive level strategic marketing supporting MHA's positioning and development within the sector.

These are voluntary roles with reasonable expenses paid. Board meetings are a mix of online via Teams and in person in Derby/London. The term of office is for a period of 3 years with the option of re-election up to a maximum of 9 years.

The time commitment required consists of 6 MHA Board meetings a year with at least one meeting over two days. Each Trustee will also be asked to sit as a member of a sub-committee which meet 4-6 times a year online via Teams for 3 hours per meeting. In addition, a member may be asked to join ad hoc tasks and finish groups to support particular projects. There will of course be reading time of papers in preparation for the meetings. Trustees are also actively encouraged to visit our services so that they can gain first hand knowledge of the quality of care and support that is provided by the charity.

Board Dates (from July 2025)

Board Meetings:

- **Thursday 24 July** – via Teams
- **Tuesday 30 September** – via Teams
- **Tuesday 18 – Wednesday 19 November** – In-person board meeting followed by overnight and ELT and Board Awayday (venue TBC, likely Derby or London)



How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to MHA on this appointment. Candidates should apply for this role through our website at www.saxbam.com/appointments using code **RAFMQ**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form. The closing date for applications is noon on **Monday 24 February 2025**.

Please note, final panel interviews are to take place on 28th and 29th April 2024.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.



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