



Appointment brief

Director of Operations

April 2026 | RAFMT

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 the Director of Operations position.

Sam Monaghan, Chief Executive



I joined MHA as Chief Executive in 2018, following senior leadership roles at Barnardo's and Action for Children, and a 15-year career in local authority social services. Since then, our focus has been on strengthening MHA's position as a leading provider of care, housing and community services for older people, delivering high-quality, person-centred services while evolving to meet changing needs and expectations.

Our One MHA strategy, launched in 2019, brought greater integration across our services, strengthened quality and performance, and extended our reach into communities. While the pandemic significantly disrupted our progress, it also reinforced the importance of our purpose and the resilience of our people.

Today, we are entering a new phase. With occupancy recovered and strong foundations in place, we have launched our next five-year strategy: People, Places and Processes: Together as One MHA. This sets a clear direction for the future, shaping how we deliver care, develop our services, and support our colleagues at scale.

As Director of Operations you will join a refreshed Executive Team that will play a pivotal role in this next chapter, leading our operational services, driving consistency and quality across our care homes and retirement living, and helping us build a more integrated, future ready organisation. Your role will ensure that our services are delivered to the highest standards, efficiently, keeping our residents at the centre.

If you are motivated by the opportunity to lead at scale, shape the future of later life services, and make a meaningful difference, MHA offers a uniquely rewarding and purposeful environment.

Thank you for your interest in joining MHA.

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 £283 million in 2024/25, 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:

- **71 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 5,800 dedicated staff and enhanced by the commitment of over 2,425 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 attached to this document as Appendix 1.

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.

Our new Business Plan 2025-2026 launched in April flows from our new strategy and sets out 20 critical objectives and outcomes which will be the focus of our activity over the next year. Attached as Appendix 2 to this document are details of the objectives and the KPI measures

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.

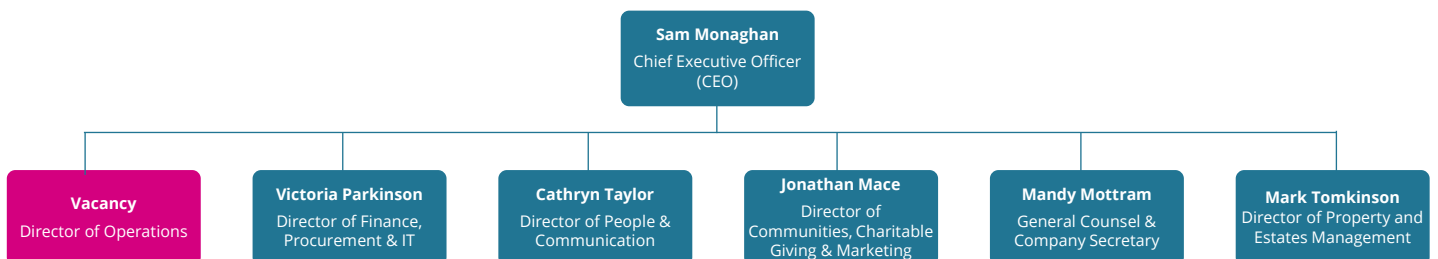
Inspired by our Methodist roots, we:

- *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 Executive Leadership Team

Our executive directors are a highly experienced team responsible for the day-to-day management of MHA. They bring diverse expertise and leadership across various sectors, working together to ensure the delivery of our mission, vision, and strategic goals. Committed to providing high-quality care and housing for older people, they oversee all aspects of our operations, ensuring we remain at the forefront of excellence in our services.





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, Scotland 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, Scotland 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.

Fulfilling our Mission

Colleagues

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 - Director of Operations

This is a pivotal Executive Leadership Team role at MHA, with responsibility for leading and shaping our operational services across care homes and retirement living.

As Director of Operations, you will play a central role in delivering our strategy and business plan, ensuring that our services consistently provide high-quality, person-centred care and support. You will bring together our operational functions into a cohesive and effective model, enabling us to deliver the best possible outcomes for older people while ensuring long term sustainability.

Working closely with the Chief Executive, Board and colleagues across MHA, you will lead with clarity, compassion and purpose, ensuring that everything we do reflects our mission to help people live later life well.

Principal Responsibilities

- Provide strategic and operational leadership as a member of the Executive Leadership Team, contributing to the overall direction and success of MHA
- Lead all operational services across care homes and retirement living, ensuring high standards of quality, safety and performance
- Develop and deliver an effective, joined up operating model that maximises collaboration and benefits for older people
- Ensure services are compliant with all regulatory, legal and safeguarding requirements, and that risk is effectively managed
- Drive continuous improvement in quality and resident experience, including specialist areas such as dementia care and nursing
- Oversee financial performance across operations, ensuring value for money and sustainable service delivery
- Lead and support a high performing leadership team, fostering an inclusive, engaged and values led culture
- Use insight, data and sector knowledge to inform decision making, benchmark performance and identify opportunities for innovation and growth
- Build strong relationships with key external stakeholders including regulators, local authorities and sector partners
- Represent MHA externally, promoting our work and contributing to wider sector thinking

About you

We are looking for a values led, experienced and inspiring leader who is passionate about improving the lives of older people.

You will bring:

- Significant senior leadership experience within health or social care, with responsibility for large scale, multi-site operations
- A strong track record of delivering high quality services alongside financial and operational performance
- Experience of working within regulated environments, with a clear understanding of relevant regulatory frameworks
- The ability to lead, develop and inspire teams, creating a culture where people feel valued, supported and able to thrive
- Strong strategic and commercial awareness, with the ability to balance quality, innovation and sustainability
- Experience of working with a wide range of stakeholders, including regulators, government bodies and partners

- Excellent communication and influencing skills, with the ability to engage effectively at all levels
- Sound judgement and the ability to navigate complex challenges with integrity and care
- A commitment to equality, inclusion and creating environments where everyone is respected and valued

Above all, you will share MHA's values, demonstrating compassion, integrity and a genuine desire to make a positive difference in later life.

Values

It is a requirement of all Executive Leadership Team 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.



Terms of appointment

This is a senior leadership role offering the opportunity to shape services at scale within a values led, purpose driven organisation.

The salary for the role is circa £155k, commensurate with experience, complemented by a comprehensive benefits package. This includes a car allowance of £9,000 per annum and a contributory pension scheme, with MHA matching employee contributions up to 6%.

The role offers 38 days annual leave, inclusive of bank holidays.

The position is based on a hybrid working model, with an expectation of two to three days per week at our Derby head office, alongside regular travel across the England and Wales to support our services and teams.

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 <https://roles.saxbam.com/> using code **RAFMT**.

Click on the apply button and follow the instructions to upload a CV and covering letter, and to complete the online equal opportunities monitoring form.

The closing date for applications is noon on Tuesday 5 May 2026.

Prior to panel interviews, shortlisted candidates will be invited to participate in a virtual one to one discussion with Sam Monaghan, Chief Executive, and have the opportunity to visit one of our services.

Final panel interviews will take place in Derby during the weeks commencing 1 June 2026 for First round and 8 June 2026 for Final round.

The equal opportunities monitoring form will not be shared with anyone involved in assessing your application and will be used for monitoring purposes only.

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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