



# HEAD OF COMMUNITY SERVICES

(older people residential care)

**Candidate Brief** 

June 2022



**MORDEN COLLEGE**

Interesting People Living Life to the Full



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# WELCOME



## **Welcome, and thank you for your interest in being our next Head of Community Services.**

For so many reasons this is a seminal moment for the care sector in our country; and similarly for our Charity, Morden College. The Charity exists solely to provide homes, care and support for older people who are in financial need. For all our older people we strive to achieve no more than a happy, fun, rewarding, and safe living at Morden College, in short a Good Life throughout and until the end of their lives.

The successful candidate for this role will join us as we emerge from a period of significant change; and by implication a moment of huge opportunity also. We learned so much as we journeyed through the coronavirus pandemic. Morden College has pondered seriously the future for the Charity, and we are thinking differently. It is exciting. And we are ambitious, not necessarily to be the best, but to stand alongside the best providers of care and support for older people. This role, Head of Community, which is new to our structure, is among our most important leadership roles. The right individual will potentially play a very pivotal role in transforming how we look after our older people. The individual will be central too, to bringing about a change of culture within our community of residents and staff, one that is underwritten by the Charity's values: Respectful, Compassionate, Accountable, Progressive.

The appointment is a leadership role, not a managerial role per se. Yes, the individual will need the depth of experience and skill necessary to articulate clear instructions, prioritise, apply resources, and in practice ensure standards of delivery are very high, and consistent. What this appointment is really about though, is the appointee using their intellect,



experience, and creativity to visualise how best in future Morden College can deliver for every one of its beneficiaries a good life, until the end of their life. We are looking for a self-starter, a creative thinker, an energetic and inspirational leader, someone who is kind, fun and a very strong team player; and an individual who has the ambition, experience and gravitas to not only drive change, but be able to inspire through their personal leadership others to embrace change.

I am immensely proud of what Morden College has achieved during the last few years, which includes very recently opening a stunning new centre, the John Morden Centre, a beautifully designed, tactile and innovative space for older people to spend time in, to socialize and enjoy a wide range of facilities and activities. The centre epitomises our desire to bring older people together in friendship and happiness.

Our Charity has a rich heritage, and I hope you may be inspired to join with us as we strive to deliver the very best care in the services we provide in the communities we serve.

David Rutherford-Jones CB  
Chief Executive



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# ABOUT MORDEN COLLEGE



## Introduction

Morden College is a Charity dedicated to supporting older people.

Founded in 1695 by the pioneering merchant, Sir John Morden, the College has been at the forefront of enriching older people's lives for more than 300 years.

Today our core purpose is to provide older people who are in need with a home for life, to support them as they grow older, and to provide care services, including residential care and residential nursing care, if the need arises.

We are a strong community, committed to enabling the older people we support to have the highest quality of life, for the rest of their life.



## What we do

Morden College spends a little over £11 million each year, and offers three types of **residential care accommodation** as well as financial assistance:

### Independent living accommodations

comprising 245 units around Blackheath and Beckenham

### The Quadrangle:

35 flats that offer independent living accommodations with hotel services

### Cullum Welch Court:

A registered 24/7 **residential care home** with nursing and a dementia unit

### Limited Financial Assistance

for older people who are either living at the College or somewhere else, taking the form of either single grants or continuing annual grants.

### John Morden Centre

The College recently opened the John Morden Centre, which offers a range of community facilities for residents from across all our sites.





## Our ethos – The Morden College Way

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We work and live with the common aim of treating others as we ourselves wish to be treated

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We are courteous, forgiving and generous, and preserve the privacy and dignity of others

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We pass the time of day with one another

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We listen to what others have to say, encouraging people to speak for themselves

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We are careful not to assume people cannot do things for themselves

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We care about how we look and how we appear to others

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We are patient, realistic, gracious and always helpful

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We are interesting people of integrity, living in community, for the good of all

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## Our strategic aims

### **Enable a life lived in independence.**

Most of our current beneficiaries live in homes the Charity provides. In future our beneficiary population will expand to other older people living at home in our local communities. Our approach is to encourage independence in living for as long as individuals and couples are able to live independently. However, we recognise that increasingly, as people live longer, some will need more support than the Charity currently provides.

### **Provide care through life until the end of life.**

Morden College recognises that it is no longer as simple as being an almshouse providing homes for older people, which is how the Charity was founded. For some time, the Charity has offered its beneficiaries care services: Domiciliary Care in Blackheath only; Residential Nursing, Dementia and End of Life Care for all; GP services and access to a range of exercise classes, physiotherapy, and other therapies for all; subsidised Chiropody, and oversight across all the community by a health and wellbeing team. We will continue to provide care through life until the end of life; however, we are conducting a full review of all these services to identify where the priorities lie in future, and adjust as necessary.

### **Grow the College community into our local community.**

Sir John Morden's Charity has provision for an outreach scheme. Currently this is about providing a pension top up for older people in need, throughout the Nation and for some expatriates living in Europe. We do not know these people; they are selected through agents. In future we intend to change the focus of our outreach scheme, to being one more locally based. In effect the Charity will be expanding the community of the College into our local community by reaching out to older people who need support and wish to remain living at home.

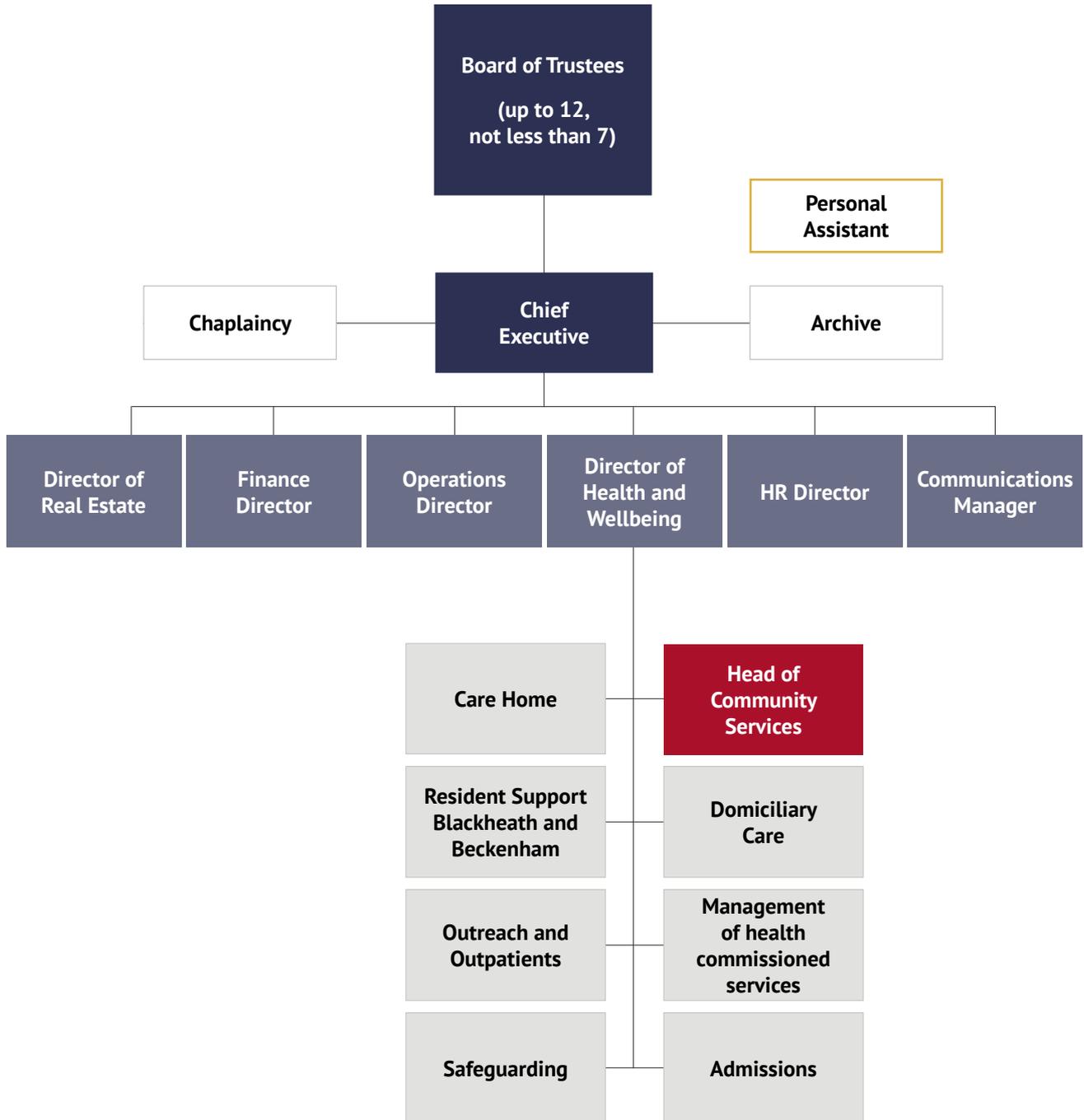
### **Sustain Sir John Morden's Charity for another 300 years.**

The Charity is strong financially, the result of 300+ years of competent stewardship. Sir John Morden, we assess, wished his Charity to last in perpetuity, which is why he endowed the trust well, and permanently. Currently, other than the refocusing the Charity's outreach scheme, which will increase overall beneficiary numbers, we have no plans for major expansion. Rather one of our themes in the next few years is consolidation, a part of which is to ensure Sir John Morden's Charity survives another 300 years +.



# ORGANISATIONAL CHART

## Head of HR



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# JOB DESCRIPTION

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<b>Job title:</b>	Head of Community Services
<b>Salary:</b>	£65,000
<b>Hours per week:</b>	37.5 hours
<b>Location/department:</b>	Health and Wellbeing
<b>Reports to:</b>	Director of Health and Wellbeing
<b>Direct Reports:</b>	N/A
<b>Budgetary Control:</b>	Yes
<b>DBS Disclosure:</b>	Enhanced
<b>Date Prepared:</b>	June 2022

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## Job summary/purpose

1. Lead the Community Services Team, ensuring effective use of resources and time, maintaining quality and safety, whilst promoting high performance both individually and as a team.
2. To actively promote strong and effective leadership within a quality governance structure that is built on the principles of open engagement, enquiry, and learning.
3. In collaboration with the Head of Care Services implement a case management approach that pro-actively identifies individuals at high risk, assesses their needs, produces a personal support plan, and ensures co-ordination of the plan to enable people to live independently and safely.
4. Provide a comprehensive housing management service across all schemes ensuring a range of tailored housing and associated services are available for beneficiaries to enable them to maintain their tenancy and live independently in the community
5. Implement a Volunteer Strategy, that ensures best practice in volunteer management, with procedures that facilitate proactive and responsive recruitment from a diverse range of people, training and development, recognition, and retention of volunteers
6. To be responsible for the smooth and successful day to-day running of the John Morden Centre, building a welcoming, busy, and vibrant community space.



7. Develop Morden College's approach to community engagement, use of communal space across both sites, and resident involvement to support the community to live a 'Good Life' based on what matters to the individual.
8. Ensure that all staff adopt and maintain a person-centred approach to the development and delivery of high-quality services and uphold the principle that each individual is at the centre of our services and the support they require.
9. Facilitate and foster a supportive team for all staff and volunteers, encouraging their direct communication and contribution with regards to improving culture, service delivery, service user experience and organisational development.
10. Be accountable for the portering, mail room and transport services ensuring a professional and efficient customer service delivered in a hospitable, empathetic, and friendly manner with a positive can-do attitude.
11. Lead the develop of Information Technology Support for beneficiaries to promote digital inclusion, aimed at helping them to gain digital skills, and to be feel safe and confident online.



## Values and behaviours

The following are the values that Morden College wishes staff to adhere to in their daily working life. To be:

### Respectful

Understand the value of life histories, using them to enhance individual wellbeing and create opportunities for meaningful connections; adapt to differences and focus on individuals not tasks and routines; contribute positively to a culture of mutual respect both in the workplace, and between residents and staff.

### Compassionate

Show kindness, dignity, respect, warmth, empathy, and compassion in all interactions; treat every individual as a person, be inclusive and provide support that is tailored to meet need; don't judge.

### Accountable

Be self-aware and open; be supportive, take personal responsibility and be answerable for your actions; lead your team; show integrity.

### Progressive

To make a real difference to peoples' lives think outside the box; be open to learn and reflect on yourself, your skills, and actions; be adaptable, positive, and inspiring; embrace new ideas and technologies.



# KEY RESPONSIBILITIES AND DUTIES

## Wellbeing and independence

1. Work collaboratively with Clover Primary Care Services to ensure that beneficiaries have personal plans that promote wellbeing and enable them to be as independent as possible, managing risks by thinking creatively about options for safe solutions.
2. Implement, embed, and evaluate the electronic Care Management System 'Nourish' to ensure outcomes for beneficiaries are monitored and documented and the impact of the Health and Wellbeing service is recorded through accurate statistics and a range of user engagement activities.
3. Work in partnership with appropriate local agencies to provide a professional advice and guidance service aimed at enhancing resilience, and ensuring individuals have access to appropriate benefits and grants and maintaining their wellbeing.
4. Embed a Digital Literacy Support Service for beneficiaries to promote digital inclusion, aimed at helping them to gain digital skills, and to be feel safe and confident online.

## Case management

1. In collaboration with the Head of Care Services be responsible for the development and implementation of case management to identify individuals at high risk, assess their needs, identify issues and barriers, mutually agree solutions to achieve their goals and develop a support plan that enables the individual to live independently and safely.
2. Develop, implement, and evaluate a care coordination system that provides a key point of contact for individuals, ensures they are meaningfully involved in decisions about their care, that information is shared appropriately, and interventions are timely.

## Community engagement

1. Build and grow the offer to our community, through the development of strong, positive, and long-lasting relationships with a wide range of stakeholder groups in the vicinity of the Blackheath and Beckenham sites.
2. Work in partnership with Greenwich and Bexley Community Hospice,



St Christopher's Hospice and Charlton Athletic Community Trust to promote community engagement aimed at supporting beneficiaries to build connections with the wider community and to improve their physical and emotional wellbeing.

3. Develop communications strategies (e.g., public open events, training and awareness raising sessions, communications materials, social media etc.) to promote Morden College and capture community engagement.
4. Raise awareness and educate others on how to apply the principles of the Mental Capacity Act (2005) to protect people who lack capacity and maximise their ability to participate in decision-making.

### **Housing management**

1. Provide a comprehensive housing management service across all schemes, be responsible for the provision of a safe and secure environment ensuring a range of tailored housing and associated services are available for beneficiaries to enable them to maintain their tenancy and live independently in the community.
2. Be accountable for the referrals and lettings process, ensuring effective strengths and safety assessments are completed and that properties are occupied in accordance with Morden College policy, making best use of available accommodation and minimising voids.
3. Be up to date with legislation, regulations and good practice associated with housing management making recommendations as appropriate.



Understand the current thinking in relation to housing for older people.

4. Develop, implement, and review policies, strategies, and procedures for all aspects of the Independent Living Services ensuring that the service is compliant with housing related legislation and regulatory requirements and meets the overall objectives of the organisation's Business Plan and other key documents.

### **John Morden Centre**

1. To be accountable for the smooth and successful day to-day running of the John Morden Centre, building a welcoming, busy, and vibrant community space that is welcoming and inclusive to a diverse and interesting range of users.
2. Be accountable for the management of sessional workers, volunteers, and the centre's allocated resources. Ensure that all staff and volunteers have access to appropriate learning and development and understand their role and responsibilities regarding health and safety, safeguarding and data protection.
3. Be accountable for the portering, mail room and transport services ensuring a professional and efficient customer service delivered in a hospitable, empathetic, and friendly manner with a positive can-do attitude.
4. Be responsible for premises management, overseeing facilities management arrangements with the Operations Team to make sure the building is maintained for the future and is fully compliant with



Health and Safety, Fire Safety, and other legal requirements.

### **Programme planning**

1. Lead the development of a full programme of events and activities spanning recreation, occupation, proactive support e.g., carers groups, memory cafes, monetary and legal advice in keeping with the vision of Morden College to support people to live a 'Good Life'.
2. Work collaboratively with the Operations Team to deliver the event programme, utilising all communal spaces, including Cullum Welch Court to include performing arts, leisure and lifestyle activities and formal events.
3. Create and maintain monitoring mechanisms to record and track engagement levels, income levels, response rates and achievement of event or activity objectives.
4. Engage with all stakeholders, including Resident Committees to identify trends, provide insight and suggest action to inform and enhance the programme.

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# PERSON SPECIFICATION

## Education and qualifications

- Educated to Degree level or equivalent level of experience of working at a senior level in health or social care.
- Recognised Social Worker qualification (desirable).
- Relevant specialist post qualifying and or post graduate training (desirable).

## Experience

- Minimum four years' experience working in a middle-level or above management role in Community Services and/or Supported Living Services.
- An excellent track record in a management role within the social or healthcare sector together with evidence of having:
  - a commitment to a person-centred approach to deliver high quality services to enable people to lead fulfilling and meaningful lives.
  - knowledge, experience and understanding of the needs of vulnerable adults including environmental factors and risk and protective factors.
  - a commercial acumen, to support successful service delivery and development, people management, budget control, business development, and revenue generation.
  - an inclusive and supportive management style balanced with strong leadership to provide direction and implement change.
  - experience of successfully working in partnership with statutory and voluntary sector organisations to deliver community focused outcomes.

## Skills

- Able to evidence:
  - professional leadership in situations which have complex arrangements for assessment and support planning
  - effective case management with proportionate assessment and effective risk management of complex situations, understanding when to take positive risks as appropriate.



- ability to identify and engage with other organisations and networks to share views and approaches.
  - appropriately challenges, shares expertise and can engage in ongoing dialogue with community groups to ensure that they meet the requirements of people who use services.
  - how they seek to understand the potential impact of the external health and social care environment on an organisation
  - they can lead a service that values and promotes effective and respectful relationships between people.
  - a well-developed sense of their own behaviour and through their presentation shapes the way staff impact on others.
- Encouraging and enabling both staff and people who use services to be involved in the co-production of how the service operates.
  - How they maintain a personal style that gets the best out of teams across an organisation.
  - Building a service based on the combined contributions of different people, consistently putting core ethics and values into practice and promote them in others.
  - They are authentically warm, genuine, trustworthy, honest, reliable, consistent, and caring in all their actions and supports this culture within the organisation.
  - Shaping services around the needs and desires of people who use services, learning from experience and with appropriate assessment of opportunity and risk.
  - Managing resources considering the impact of local strategies and priorities and making the most of what community groups and other assets within the community have to offer.
  - Ability to take personal charge of key issues ensuring that quality care and support is provided and a culture in which people are confident in taking responsibility is fostered.
  - Building decision-making processes that set out clear roles and responsibilities to facilitate effective performance improvement.
  - Raising concerns about quality, safety and performance and ability to instil a “safe to challenge” culture within the organisation.



- Creating a dynamic atmosphere in a team, empowering staff to seek out opportunities for change and innovation, based on the needs and wishes of people who use services, their families and carers.
- IT literacy specifically Microsoft packages and EMIS.

### **Personal qualities**

- Ability to use your imagination to engage others.
- Ability to make others smile.
- Ability to work from the heart.
- Ability to make the most of the time you have, to provide positive social interactions.
- To be non-judgemental towards others.
- Ability to listen and respect others' points of view even if you disagree.
- Prepared to challenge yourself to try new things.
- Reflect on your own work and give and receive constructive feedback to enable team development.

### **Other requirements**

- Satisfactory DBS check (Enhanced).
- Car Driver essential.
- Availability to work unsocial hours i.e., early mornings, evenings, nights weekends, and public holidays to ensure the service is covered 365 days a year.

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# HOW TO APPLY

For an informal discussion about the role, please contact our recruitment partners, NFP Consulting:

**Simon Lloyd** Director | NFP Consulting  
07961 988 523 [simon.lloyd@nfpconsulting.co.uk](mailto:simon.lloyd@nfpconsulting.co.uk)



For more information and to apply online, please visit  
[www.nfpconsulting.co.uk/mordencollegecommunity](http://www.nfpconsulting.co.uk/mordencollegecommunity)

Application is by way of CV and a Supporting Statement, which should concentrate on your motivations and evidencing how your experience and skills meet the requirements. As a general guide your Supporting Statement should be around 1,000 words or two sides of A4.

**Closing date: Sunday 3rd July**

## Selection process

There is a two-stage interview process.

### Stage 1:

First round of screening interviews conducted by NFP Consulting.

### Stage 2:

The formal panel interview will include a pre-prepared presentation task and there will also be the opportunity for you to meet with key stakeholders.

All interviews will be held at Morden College, Blackheath.

## Accessibility

Please let us know if you have any special requirements which we might need to consider in relation to any aspect of the application and selection process, e.g. attending interview, completing online exercise. Any requests will not be taken into account in the selection process.

Please let us know if you would like to receive this information in a different format.

