

PILGRIMS'
FRIEND
SOCIETY

Trustee Candidate

Information Pack 2024



For more than 200 years Pilgrims' Friend Society has been helping older people to live fulfilled lives in their later years through residential care and independent living.



From the **Chair,** **Michael Abbott**

The Pilgrims Friend Group (PFG) is a leading Christian provider of residential, dementia care and housing for older people, tracing its history back to 1807. We have 20 housing and care homes in 15 locations in the UK, caring for around 700 people.

This is a significant time to be involved with The Pilgrims Friend Group as our expertise in the issues that matter to older people is of enormous relevance and much in demand. As people are generally living much longer, there are many new challenges and opportunities facing society. Our homes and housing schemes partner with local churches to provide wonderful places for people

to live when they need care and support and enable and equip churches' pastoral and outreach work with older people.

We hope the information in this pack will inspire you to prayerfully explore whether you might have a calling to join our Board and help lead and direct the work in this new phase of its development.

Our Chief Executive Stephen Hammersley would be most happy to answer your questions and to provide any further information you may need. You can contact him via

stephen.hammersley@pilgrimfriends.org.uk



Why what we do *matters*

In the UK we are about to see a significant acceleration in the numbers of older people in a time of unprecedented uncertainty for all age groups. This will create opportunities for Christians but also significant challenges for churches and society.

For the church, over the next 20 years those aged over 65 is projected to be the only demographic segment that will grow in absolute and percentage terms. People in the second half of life already comprise more than 50% of congregations and this percentage will rise (*Brierley Consultancy*).

Our experience of providing hands-on care and of working with older people to enable fulfilled living, equips us to make a significant contribution to furthering Christian ministry as the UK population ages. Alongside local churches there is a significant opportunity for us to be an effective witness to and influence on how society thinks about older people and the purposes that God has in store for them.

Many older people at home are lonely and this creates fear and anxiety, increases risks, and hastens cognitive decline. Many older people need to know Jesus and to be reminded that He is with us and a solid foundation. Many family carers find the physical and emotional burden of caring just too much and need help. We have seen smaller Christian care home and housing charities looking to us for support and help.

Our vision is to see older people having fulfilled lives. By this we mean people receiving all the Christian encouragement care and support that they need to be fruitful, productive, and have dignity, as described in Psalm 92.

Through partnerships and increased engagement with local churches we aspire to be part of an even greater vision for people in the communities around our homes and schemes so that there are opportunities for:

- everyone to attend a service or church project where they can make friends and hear the gospel.
- all older Christians to be encouraged in their service for the Lord.

In parts of the country where we do not have a home or housing, we progress our vision through our sister charity Faith in Later Life.

Our contribution is for our homes and housing schemes to be Christian communities for people for whom home is no longer the best place. These communities will work with local churches to encourage their pastoral and evangelistic ministries with and through older people. This includes an ambitious Renewal Programme to make sure that the buildings we have can sustain our work over the medium and long term. This means building new where we can and/or acquiring purpose built more modern homes.



About Pilgrims' Friend Society

Pilgrims' Friend Society (PFS) provides residential care homes and independent living housing schemes where older people can live fulfilled lives in their later years.

Rooted in the Christian faith, we are committed to ensuring that the physical, emotional, spiritual and mental needs of each of our family members are met. Our family members are Christians or are sympathetic to the Christian faith.

We started our work in 1807, when we were known as "The Aged Pilgrims' Friend Society."

William Wilberforce was our Vice-President for nine years before his death and so we have a tremendous history.

In those days, we didn't have 'homes' or provide care. We provided pensions and grants to older Christian people to help them overcome the grinding poverty of those days.

We built our first 'home' in Camberwell, South London in 1834 and now have 20 operations in 15 locations throughout the United Kingdom in England and Scotland.

The majority of our work is still in residential care homes.

A number of these homes also have independent living accommodation on site, either in bungalows or flats.

We have five dedicated retirement living schemes and a Sheltered Care Housing scheme.

We also work to help equip and inspire churches that minister to older people in their communities.

Our Support Office provides administrative support to all our homes and schemes.

Some of our support team work from their own homes in different parts of the country, especially if their job involves travelling to different sites.



The Pilgrims' Friend Society Group

Plan 2024/2025



Introduction

Our group charitable objects are to advance the Christian faith and meet the spiritual and physical needs of older people. This work is needed as the number of older people with a significant unmet need for Christian care and support grows and with more opportunities to share what we know about living well with older people in the communities around our homes and housing schemes.

This plan comes out of a process that includes all those in the charity that govern, manage, and lead teams. The plan reflects the needs, opportunities, and challenges that we see in our analysis of the environment around our homes and housing.

Our expectation is that this plan will be the first in recent times where the income from our operations will cover all our core operational and maintenance costs so that donations and legacies are invested in enhancing the quality of our provision and extending our reach to benefit the communities around us.

Our vision of care and community

Our vision is to see older people in our homes and housing and in the communities around our homes and schemes living fulfilled lives.

This means that older people know Jesus, have their needs met, and receive the Christian encouragement, care, and support that they need to be fruitful, productive, and have dignity.

Our goal

Our goal is to have a growing network of homes and housing schemes through which more people receive excellent Christian care and support and through which churches and communities are encouraged in their work with older people.

“They will still bear fruit in old age, they will stay fresh and green”

Psalm 92:14

Our values



Compassion



Community



Transparency



Excellence

Our key priorities

Our priorities are the people who live and work with us. We have a distinctive way of living with people “The Way we Care” and we will carry on developing that and extending its principles to people in our independent living housing. As such, our homes and housing should be increasingly influential in their communities as partners for churches in their work and as places where the value of older people is evident to all.

Our objectives:

In order to deliver on these goals and priorities we will:

Deliver high quality Christian care and support

- Develop Touching Lives, a project to build on The Way We Care to develop a whole home approach to living well with people that includes relatives of family members and carers in the community in its scope.
- Build on the success of the Activities and Community Engagement (ACE) Programme in all locations and increase volunteer numbers.
- Help our staff colleagues to understand better the Christian faith.

Strengthen and improve our organisation's culture and capacity

- Develop our culture so that our values are outworked consistently and evident to all.
- Lessen burdens on managers by streamlining ways of working.
- Use technology well so that we keep data secure and support effective working.

Find, welcome, and keep enough good colleagues

- Develop ways of improving recruitment and retention
- Increase the flow of Christians into caring through Christians in Care
- Integrate people well when we take on new charities.

Deliver our plan for growth, renewal, and sustainability.

- Deliver the Growth and Renewal Programme so that we progress toward having all of our operations in buildings can sustain the highest standards of The Way We Care over the long term.
- Continue to welcome homes and housing operated by other like-minded charities that will thrive in our group.
- Develop and manage our finances so that our homes and housing generate the income needed to invest in operations and maintenance, so that donations and legacies help us do new things.

Ensure our homes and schemes are full of people who need our care and support

- Equip homes and schemes with all the marketing and communications tools needed.
- Progress central marketing and awareness raising across a variety of channels and mediums.

Strategy for housing

- Embed standard management processes for housing.
- Implement our housing strategy.

Develop community engagement

- Develop approaches for engaging with the communities and churches around our homes and schemes.
- Support Faith in Later Life to mobilise and support people who are engaging their churches in working with older people where we do not have a local presence.

Measuring our progress:

We will assess our progress by regularly reviewing budgets, care surveys and audits, occupancy levels, and staff vacancy rates, and turnover.

Paying for the work:

We will ensure that this plan is affordable by ensuring good cost control, competitive fee rates and rents, strong occupancy levels and charitable giving income.

A copy of our full plan is available on request



Our values

At the heart of what we do are our values – what we think is important about the way we face the world, the actions we take and the work that we do.

A shared set of values that we have developed together will shape the culture of the organisation as we work hard across so many different locations. Whether in a care home, a housing scheme, or elsewhere these values will help guide the way we connect with people, the way we respond to those in our care, and the way we plan for the future.

These four values – compassion, community, transparency, and excellence – will help us continue to deliver wonderful care and support for older people in the later years of their lives.



Transparency

We believe that being honest and open is crucial to good work as this allows trust to be built in our communities. The Bible is clear that truthfulness is important, and that transparency helps us to flourish and do well (Ephesians 4:25 and Proverbs 28:13).



Compassion

Compassion is at the heart of how we interact with people. Having compassion helps us treat each individual person as unique and precious, as we would want to be treated, and as the Bible says we should treat people (Ephesians 4:32 and 2 Corinthians 1:3-4).



Community

We believe that all people are made to exist in relationship and that community is central to human flourishing. Working together in community creates a space of care, trust, and celebration, as well as generosity and sharing with others. The Bible speaks of the importance of being part of a community and we are encouraged to look outside of ourselves to the needs of others and to work together taking the interests of others to heart (1 Corinthians 12:26 and Philippians 2:3-4).



Excellence

As we care for others, it's important that we strive for excellence in our work. This means that we do the very best we can, being committed to each task and the best outcomes for people. The Bible encourages us to work hard and do good with integrity (Colossians 3:23 and Titus 2:7).

What we *believe*

Pilgrims' Friend Society is a Christian charity, rooted in the Bible. We believe that the teachings of the Bible are our sole and final authority. We believe that there is one God in three persons, Father Son and Holy Spirit.

The good news of the gospel is that, although men and women are sinners, God has taken the initiative to save people from every tribe, tongue and nation. We believe that God will bring about the redemption of all things.

God sent Jesus Christ, His Son, to be our Saviour. Jesus became fully human and, at the same time, remained fully God.

Jesus came to buy us back from sin and death by living a perfect life, having no sin, and dying in our place on the cross.

But God's grace did not stop there. When Jesus ascended to heaven, the Holy Spirit was given by God to continue His work on earth.



It is this Holy Spirit who gives us new birth and brings us to repentance and faith in the Son. When the Spirit has begun such a good work in someone, He will bring it to completion.

At the time appointed by God, Jesus will return to earth in glory. He will raise the dead and judge all people. He will banish those not known to Him and He will take His people to be with Him in eternal glory in the new heavens and earth.



Our Structure and *Finances*

All our trustees are on the Board of The Pilgrims Friend Group charity (1134979). This charity seeks to understand the needs for care in the UK and sets the direction and plan for our family of charities.

The family of charities includes:

- **Pilgrims' Friend Society charity** (1045920 that delivers our caring and support operations)
- **Pilgrims' Homes Trust charity** (1183226) that has objects to benefit Protestant Christians and holds the title to some of our assets (through a nominee company).
- **Strathclyde House Trust**, a Scottish registered charity that holds and operates our Scottish housing scheme.
- **Homesdale (Woodford Baptist Homes) Limited** – a registered provider of social housing that owns and operates a housing scheme and care home in NE London.
- **A trading company** that we use primarily to ensure that our contracting to build homes is managed tax efficiently.

Trustees also sit on one of the “family” charities in such a way that conflicts of interest between the asset holding and operational entities can be managed, should they arise.

Our consolidated published audited financial accounts to 31/3/23 show total funds of £46m with an increase in funds of £6.5m in the year. We have a strong balance sheet but over recent years our growth in funds has come from donated and acquired assets rather than a trading surplus. We expect this to change as we move to more modern purpose-built buildings. Our reports and accounts and charity commission annual return is available [here](#).



About **the role**

Trustees are the volunteers who lead charities and decide how they are run. They are also referred to as “board members” and collectively they are referred to and act as “the board” of the charity.

Trustees have independent control over, and legal responsibility for, a charity’s management and administration and must ensure that the charity acts pursuant to its Objects. A charity’s Objects are a statement of its purposes - they must be exclusively charitable and in the case of The Pilgrims Friend Group are “the advancement of the Christian faith and the relief of poverty, sickness, disablement, old age and infirmity for the public benefit to the glory of God”.

Trusteeship is a great way of contributing to causes you care about and in some cases developing strategic and leadership skills at the same time.

For more on being a trustee see the [Charity Commission website](#).

We regard our work as a calling from God. New trustees will be unequivocal in their commitment to our evangelical basis of faith (section 8) and will guard this as an essential distinctive that needs to be outworked in all areas of the Society’s work.

Our trustees work with the Executive Team to turn our calling into plans of action that help the charity to achieve its Objects. We need our trustees, therefore, to:

- Develop and guard the charity’s Christian distinctiveness.
- Provide the charity with strategic direction.
- Oversee the delivery of the work by the Executive Team.
- Ensure compliance.
- Ensure that the resources are used effectively and that risks are appropriately mitigated.
- Be an ambassador for the work of PFS.

In addition, **trustees provide insight and direction** in areas where the charity needs specific expertise as follows:

- Legal and finance
- Marketing, communications and fundraising
- Digital technology
- Board level commercial operations.
- Organisational design
- Adult social care commissioning and policy

A trustee with expertise in these areas, albeit probably in different sectors would be expected to have training, experience and an understanding of the right questions to ask that would allow them to:

- Undertake a lead role for the Board of Trustees on all matters associated with these aspects of our work.
- Inform the group’s strategic plans.
- Act as a critical friend to the executive team on plans and when situations arise.

About you

We welcome applications from all candidates who are Christians in agreement with our basis of faith and have the necessary skills and experience we need. We are committed to having a diverse board and we encourage applications from women, disabled and Black, Asian, and Minority Ethnic candidates, as these groups are underrepresented on our Board at present.

Our governing document require that trustees sign a written declaration of willingness to act as a charity trustee and to confirm via an application form that they meet the following qualifications:

- they worship at a Protestant Church (of any denomination);
- they are over the age of 18;
- they confirm in writing that they support the Objects;
- they are a believer in the Lord Jesus Christ; and
- they agree with the Doctrinal Basis of the Charity.

You will be able to allocate around ten days a year to the role to fulfil the commitments listed below.

Commitments

The Pilgrims Friend Group Trustees Board typically meets five times a year, with a mix of face-to-face and Zoom meetings to reduce the travelling for those who live outside of the London area. Face to face meetings usually take place at our London Office. Meetings usually take place in the afternoon from 13:00 until 16:00.

The Boards of the other group charities meet as needed, typically following on from or as part of the Pilgrims Friend Group Board. The exception is Strathclyde House Trust where we choose to have face to face meetings in Scotland with zoom meetings in between.

Usually, issues and items are discussed at the Pilgrims Friend Group Board and then the separate charity Boards convene as and when and if required.

All trustees are on the Pilgrims Friend Group Board and typically on one or more of the other group charity Boards.

Typically, the pattern is:

- Five formal Board meetings timed to ensure that trustees contribute to, approve and review progress on our plans.
- An overnight conference meeting with all managers and the executive team that comprise what we call our Senior Team.

The key Board committees that meet to scrutinize key aspects of the charities' performance on behalf of the overall Board are:

- Finance reporting and audit.
- Care, housing, health and safety audit.
- Organisational development
- Growth and Renewal Programme Steering Committee

It is expected that trustees will sit on one committee.

It is anticipated that the above might amount to a time commitment of around 10 days a year.

Trustees will pray regularly for the work of the Society. The Senior Team meet daily for prayer from 8:45 until 09:00 and trustees will join as they are able from time to time. Trustees are linked with one of our operational units and are encouraged to contact the manager of the operation regularly but occasionally to offer prayer and spiritual encouragement.

Terms and Conditions

Trustees are eligible to claim reasonable expenses for attending to the charity's business, including travel expenses for attending meetings and providing childcare or care of other dependants while attending to trustee business.

One third (or the number nearest one third) of the Trustees must retire each year, those longest in office retiring first and the choice between any of equal service being made by the Chair. That having been said, our recent practice has been that retiring trustees are re-elected and we do not have formal terms limits as it regards trusteeship as a calling rather than a volunteer "job". Having said that it is open to discussing and agreeing expectations regarding term limits with interested candidates.

The charity holds trustee indemnity insurance.

How we appoint Trustees

Our process is designed to ensure that candidates can find out about us and vice versa so that we can prayerfully be sure that an appointment is the right thing.



Interested candidates should introduce themselves via a brief email outlining their experience and faith journey to Camilla Fitsum (camilla.fitsum@pilgrimsfriend.org.uk) including contact details so that Camilla can arrange for an initial discussion.

If both parties want to proceed, our Chief Executive, Chair and other senior staff will be available for a more in-depth discussion.

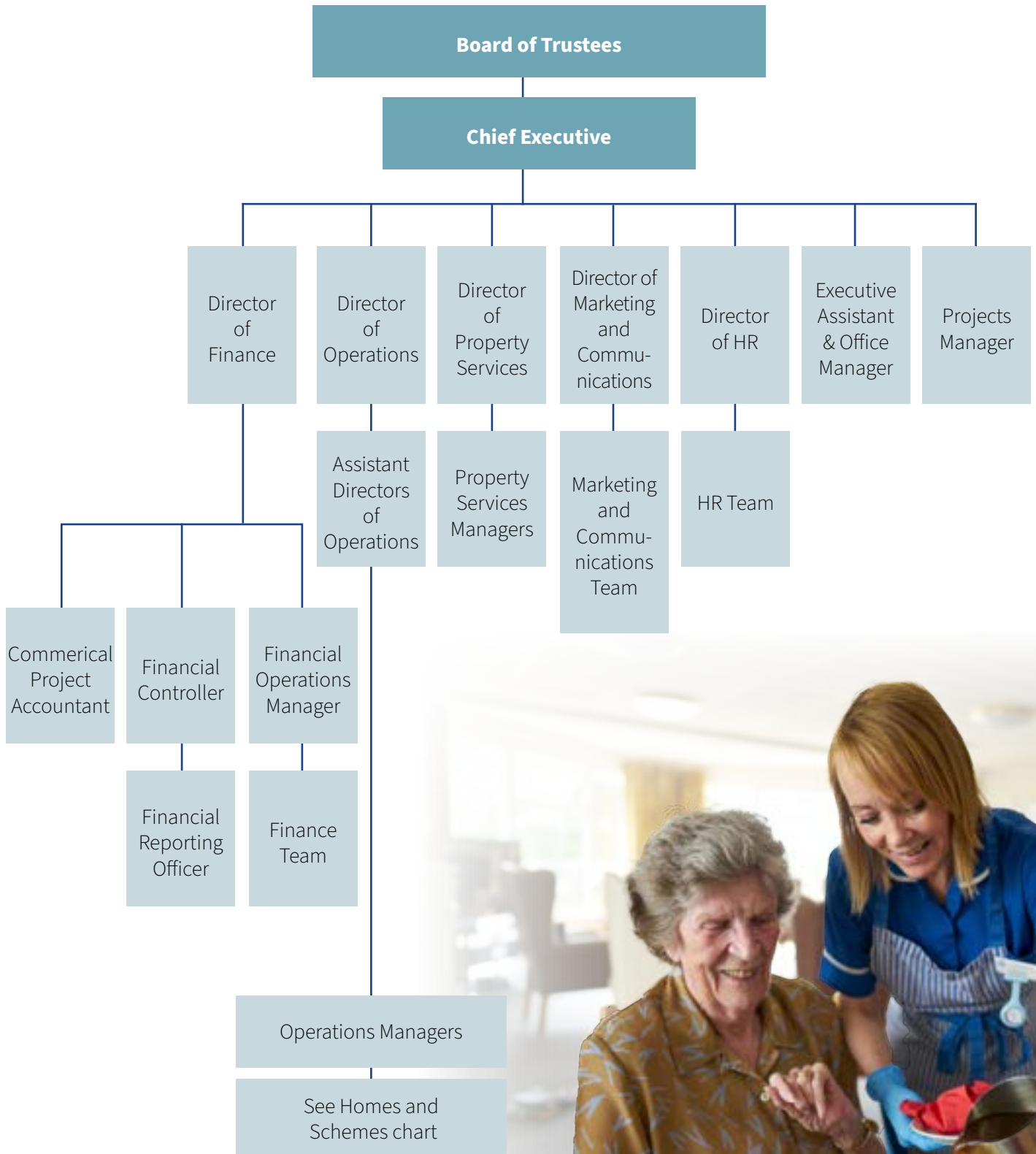
If it is felt right by both parties for the process to continue then we will require an application form followed by a formal interview with a subcommittee of the trustees to explore how the candidate became a Christian and his/her current walk with the Lord; the candidates fit with the charity in terms of skills and experience and to give the candidate a further opportunity to explore their own questions.

We will take references from the candidate's church minister and others as appropriate.

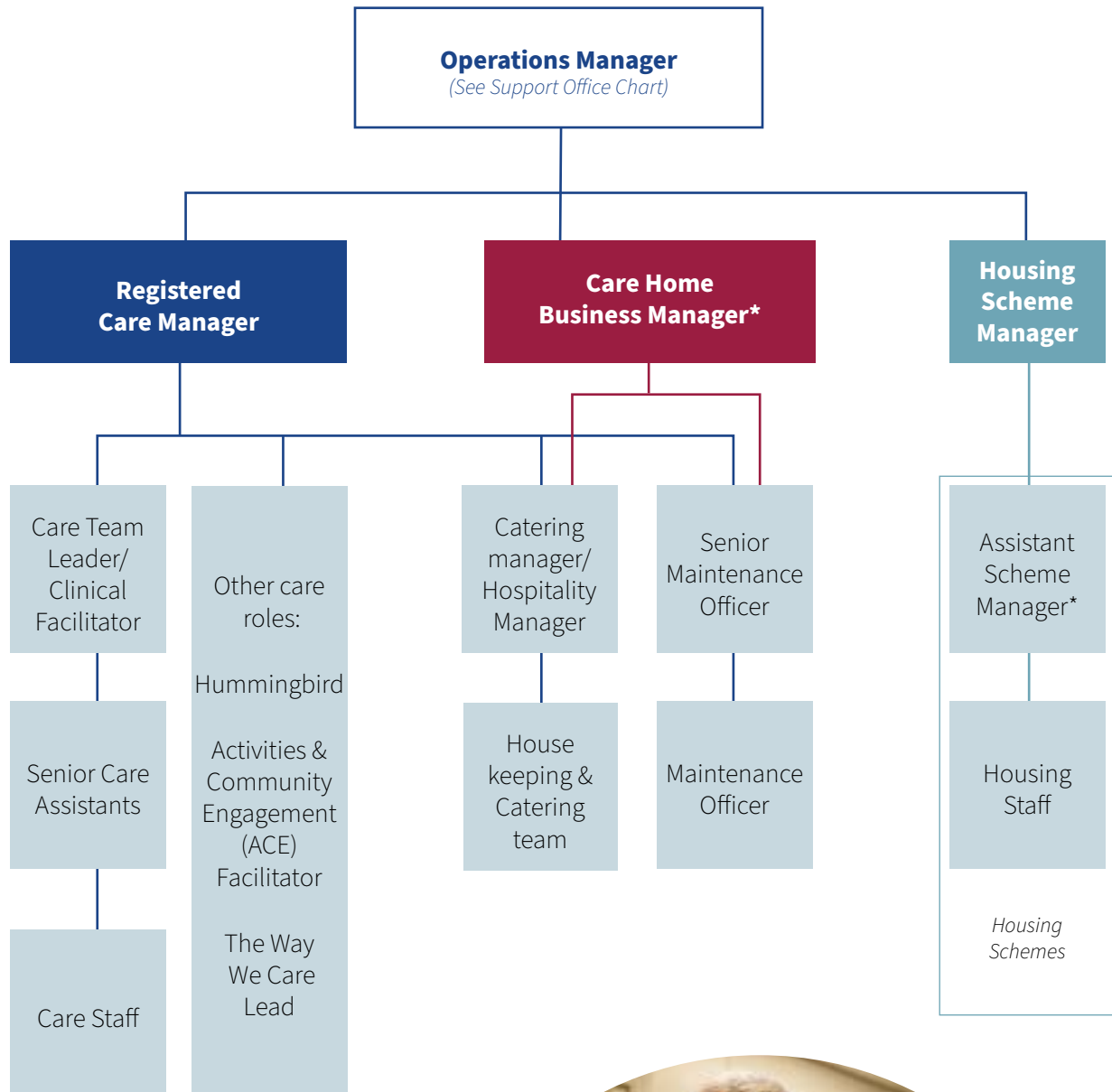
The final approval will follow a meeting with all the trustees as part of a Board meeting.



Support Office



Homes and Housing



*Not all homes/
schemes have
Business Manager.





Contact details



Support Office, LONDON | 0300 303 1403 | info@pilgrimsfriend.org.uk

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Carey Gardens, LEICESTER
0300 303 8455
carey.gardens@pilgrimsfriend.org.uk
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Dorothea Court, BEDFORD
0300 303 1490
dorothea@pilgrimsfriend.org.uk
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Emmaus House, WHITEHAVEN
09146 591362
emmauscumbria@pilgrimsfriend.org.uk
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Emmaus House, HARROGATE
0300 303 8450
emmaushouse@pilgrimsfriend.org.uk

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Evington Home, LEICESTER
0300 303 1455
evington@pilgrimsfriend.org.uk
- 

Finborough Court care and housing, GREAT FINBOROUGH
0300 303 1450
finborough@pilgrimsfriend.org.uk
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Framland, WANTAGE
0300 303 1470
wantage@pilgrimsfriend.org.uk
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Homesdale care and housing, WANSTEAD
0300 303 8485
homesdale@pilgrimsfriend.org.uk


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Koinonia Christian Care Home, WORTHING
0300 303 8480
koinonia@pilgrimsfriend.org.uk
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Luff House care and housing, WALTON-ON-THE-NAZE
0300 303 1495
luffhouse@pilgrimsfriend.org.uk
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Middlefields House, CHIPPENHAM
0300 303 8470
middlefields@pilgrimsfriend.org.uk
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Milward House care and housing, TUNBRIDGE WELLS
0300 303 1460
milward@pilgrimsfriend.org.uk

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Pilgrim Gardens, LEICESTER
0300 303 8455
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Royd Court, MIRFIELD
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roydcourt@pilgrimsfriend.org.uk
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Shottermill House, HASLEMERE
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“ They will still bear
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Psalm 92:14



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