2021/22



Trustee Candidate Information Pack

1. **Information** **Pack for Potential New Trustees**

Pilgrims’ Friend Society (PFS) is a leading Christian provider of residential, dementia care and housing for older people, tracing its history back to 1807. With housing and care homes throughout England, caring for around 500 people, we also provide resources such as books, other publications, conferences and seminars covering Christian perspectives on caring for older people.

This is a significant time to be involved with Pilgrims’ Friend Society and 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 than ever before, 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 of the Society 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.



See also our website <https://www.pilgrimsfriend.org.uk/>

1. 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 as a whole.

For the church, over the next 20 years those aged over 65 is projected to be 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 we believe 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 also seen an increasing number of smaller Christian care 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. This is even more relevant as the Covid-19 pandemic has increased anxiety and isolation for older people.

Through partnerships and 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 scheme we progress our vision through our sister charity [Faith in Later Life](https://faithinlaterlife.org/about-us/).

Our contribution is for our homes and housing schemes to be Christian communities for people who can no longer live safely at home. These communities will work with local churches to encourge their pastoral and evangelistic ministries with and through older people. This includes an ambitious Renewal Programme to build six new state of the art Christian care homes as fast as is possible in these uncertain times. Where we don’t have operations on the ground we will work with others through the Faith in Later Life charity which grew from our existing work with churches.

1. Our Plan
	1. **Context**

The ageing of the UK population will create significant  opportunities for Christian outreach and service.  The pandemic has amplified these opportunities and created some new challenges to the way that care is delivered and s costed. As the acute phase of the pandemic has (God willing) passed, we continue to face a challenging environment as the care wokforce hasn’t grown in line with the need for people.

We thank God that this charity has a strong balance sheet and the resources to withstand short term shocks and has the potential to be a leading influence in providing and encouraging Christian care.

Of our 15 operational units, six are in older premises that within 10 years or so will no longer be fit for purpose as they become inaccessible to people who want and need looking after.

Our plan is to build new homes to replace these older premises and to invest in keeping our other homes at the top of their game. We call this our Renewal Programme and the first new home under this programme opened in August 2021 in Chippenham.This is a demanding strategy as:

* The older homes struggle financially and/or are vulnerable to downturns in occupancy or cost increases.
* Building and commissioning five more new larger homes requires signifiant new capital and this will entail borrowing money
* The financial and political environment for the funding of adult social care is uncertain.
* There are sigificant uncertainties in the outlook for care need and provision
* It needs to be kept under cosntant review given the turbulent environment.

We believe that we are called to grow in this way as more people will need Christian care, evangelical Christian churches need help and encouragement to minister to older people, and society needs to see evangelical Christians at the forefront in showing how God values every older person.

**2.2 Vision and Goals**

**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. Our homes and housing schemes have plans that explains what this vision means for each location.

Our goals are that:

* more people receive excellent Christian care and support through our Homes and Schemes
* more people receive support and opportunities through partner Churches & organisations.

The first goal includes things like:

* Having more homes and housing of a good standard through our planned programme of investment in our training and premises and building new where our property is reaching the end of its like (we call this our “Renewal Programme”)
* The acquisition of new homes or housing where we can help sustain and develop the work
* Investment in training and the quality of care and support that we offer, like our “[Way we Care](https://youtu.be/Po6md7pq7nI)” initiative.

The second goal includes things like:

* Developing our volunteering so that the training and experience that our volunteers receive also benefits the ministries of their own churches
* Appointing facilitators in our homes and schemes so that we enable effective engagement between our homes and the churches in areas around our homes.
* Supporting Faith in later Life and its goal to see a significant increase in the numbers of “Church Champion” volunteers, people who are committed to developing church outreach and pastoral carse for older people.

**2.3 Our strategies**

The Trustees work together with the Executive Team to shape the strategies that, God willing, will achieve our Goals. The key strategies are

* **Strengthening our organisation**: developing our culture, leadership, communications, and systems
* **Delivering high quality Christian care and support**: building new homes as our finances allow (our Renewal Programme); investing in the quality of care and support provided; developing our community engagement and vounteering work; reducing staff turnover and effective recruitment
* **Growing our impact**: Supporting Faith in Later Life as a separate charity that we fund with others to achieve our goals in areas where we do not have a home/housing; establishing Pilgrims’ Friend Society as a thought leader in Christian work with older people
1. **Our Structure and Finances**

All of our trustees are on the Board of The Pilgrims’ Friend Group charity (1134979). This charity sets the direction for our family of charities which include:

* Pilgrims’ Friend Society charity (1045920 though which our caring and support operations happen
* Pilgrims’ Homes Trust charity (1183226) that holds the assets that can only be used to help Protestant Christians
* Strathclyde House Trust, a Scottish registered charity that holds and operates our Scottish housing scheme
* 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 31/3/21 show total funds of £38.7m with an increase in funds of £2.3m in the year. The consolidated accounts for the year to 31/3/21 show total funds of £39.1m, an increase in the year of £0.4m. Of these total funds, as at 31/3/21, £30.5m are restricted by the Pilgrim Homes Trust articles. We have a strong balance sheet but over recent years our growth in funds has come from donated assets rather than a trading surplus.

1. What we need from our Trustees

The Society is based on Christian principles, and 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, to advance the Christian faith through the delivery of Christian care and support to people who need it. In some of our locations our beneficiaries are limited to Christian people who need Christian care and support.

We need our trustees, therefore, to:

* Develop and guard the charity’s Christian distinctiveness – although we want to learn from the best work and approaches to care, we want the design of our work to be shaped by biblical truth.
* Provide the charity with strategic direction in the face of a challenging and changing environment.
* Oversee the delivery of the work by the Executive Team.
* Be an ambassador for the work of PFS
* Ensure compliance with the Charity Commission’s requirements (as expressed in code of charity governance which is at the heart of our governance processes)
* Ensure that the Charity’s resources are used effectively and that risks are appropriately mitigated
* Provide insight and direction in areas where the charity needs specific expertise and insights, notably: legal experience; current experience of strategic decision-making including project appraisal and risk management; expertise in the fields of heavily regulated social care; property management; finance; governance/internal audit experience; marketing and communications; strategic HR; experience of the wider evangelical church and public policy.

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.

1. What level of commitment is required

The Trustees’ Board meets up to six times a year, mostly in London, but since the pandemic we have had a mix of face-to-face and Zoom meetings to reduce the travelling for those who live outside of the London area.

Trustees will pray regularly for the work of the Society, will prepare for the Board meetings, and get involved in our annual week of prayer.

Most of the Board’s business is conducted at the Board meetings and there are only three committees that meet separate from the Board: a Finance Committee; a Care Housing Health & Safety Audit Committee, and an Organisational Development Committee.

It is anticipated that the above might amount to a time commitment at most ten days a year.

We also encourage trustees to engage with their nearest Home or Housing Scheme in order to relate to and pray for the managers, staff, residents, and current issues at an operational level

1. How we appoint Trustees

We are casting our net wide, both through our own networks and through a specialist recruitment agency Christian Jobs. Interested candidates whose applications meet our requirements will be encouraged to have informal conversations with the Chair and/or Chief Executive.

If both parties want to proceed, we will make available our plans and governance documents and make the Chief Executive and other senior staff available for a more in-depth discussion.

If it is felt right by both parties for the process to continue there will be a formal interview 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.

All candidates will be required to sign the doctrinal basis (see section 8) and we will take references from the candidate’s church minister.

1. 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.

The charity does 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.

**8. Doctrinal Basis**

The Society’s Doctrinal Basis contains the foundational elements of our beliefs and provides the bedrock on which the practical expression of our Christian faith is built. The Society’s core values are grounded in our Christian convictions. We accept the Bible’s authority for setting the principles by which we operate and informing our attitudes towards others in society.

The doctrinal basis is:

* The Scriptures of the Old and New Testament are the only rule of faith and practice
* The unity of God in three co-equal and co-eternal persons; the Father, the Word, and the Holy Ghost
* The essential divinity and sinless humanity of Jesus Christ as God-man mediator
* The Godhead and personality of the Holy Ghost
* The fall of man by sin
* The efficacious grace of God
* Redemption by Jesus Christ and justification by His blood and righteousness
* Regeneration and sanctification by the Holy Spirit
* The final perseverance of the saints
* The general resurrection and judgement of all men
* The eternal bliss of saints and the everlasting punishment of the wicked

**9. Current specific needs**

Whilst we are seeking applications from potential trustees with a range of skills and experience (see section 6), we are specifically seeking a trustee with **legal expertise** to join the Board.

While there are many different areas of the law applicable to the Charitable group and the executives of the group seek specific legal opinion where needed, we are looking for a Trustee who can apply legal critical thinking in their role on our Board.

A trustee with legal expertise would be expected to:

* Undertake a lead role for the Board of Trustees on all matters associated with the legal aspects of the group.
* Use knowledge obtained through your career and legal work to help inform the group’s strategic plans.
* Act as a critical friend to the executive team when obtaining and acting on legal advice

We welcome applications from those with legal qualifications (solicitor, barrister, advocate, ILEX, for instance).