

CANDIDATE INFORMATION PACK: DIRECTOR OF MARKETING AND COMMUNICATIONS



This is an exciting time to be involved with Pilgrims' Friend Society.

As people are generally living much longer than ever before, there are many new challenges and opportunities facing society. God willing, the plan for our homes and housing schemes is that they will partner with local churches to provide wonderful places for people to live when they need care and support and that they will support, enable and equip churches' pastoral and outreach work with older people.

Pilgrims' Friend Society has been providing Christian care to older people for over 200 years, and our expertise in the issues that matter to older people is of enormous relevance and much in demand. As a result, as well as continuing to develop our care homes and schemes, we are seeking the Lord's leading in ways in which we can help equip churches in their ministries to and with older people.

We hope the information in this pack will whet your appetite, and that you will prayerfully explore whether you might have a calling to join our Executive Team and help lead and deliver 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. Or you can contact Hayley McDonald of Action Planning's Recruitment Team, who are handling the process for us.

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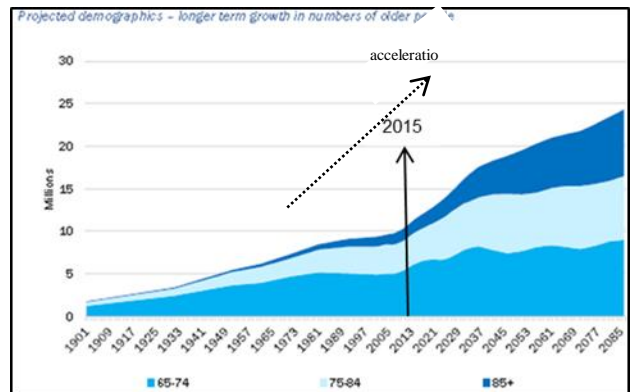


1. Why what we do matters

In the UK we are about to see a significant acceleration in ageing as the chart opposite shows. This will create unprecedented opportunities for Christians but also significant challenges for Churches and Society.

Specifically, for the first time in history, the population has already crossed the point where there are more older than younger people in the UK.

For the Church, over the next 20 years those aged over 65 will 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*).



The implications of these changes are profound. In ministry terms there will be a significant increase in the numbers of active and healthy retired people whose thinking about usefulness in retirement may not be informed by Biblical teaching. In mission terms, the numbers of people towards the end of life who are lonely and isolated will grow - there are already 5 million older people in the UK who report television as their main source of company. In pastoral terms there will be a significant increase in the numbers of people and families needing help as they live with conditions such as dementia. Already the vast majority of people know someone living with dementia and this will increase and come closer to home.

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 15 schemes throughout England, caring for around 450 people, we also provide resources such as books, other publications, conferences and seminars on Christian perspectives on caring for older people.

We believe that our experience of providing hands on care, and of how to work with older people to enable fulfilled living, equips us to make a significant contribution to furthering Christian ministry as the UK ages. Alongside local churches we believe that 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.

When we dare to think big thoughts for our work, we think of what we do alongside local churches and other likeminded charities and initiatives that we have incubated (like ["Faith in Later Life"](#)) as making it possible for:

- All Christian churches and people to have access to a care home that will partner with them by providing Christian care, with Jesus at the centre, when care at home becomes impossible.
- Everyone in this country to have the opportunity to attend a church service, tea party, holiday at home or other Christian activity where they can make friends and meet people.
- No-one in this country to die alone without having had the opportunity of hearing and responding to the gospel.
- All older Christians to be encouraged in their service for the Lord

Our contribution to this is to improve and increase the number of care homes and housing schemes that we manage that make this vision a reality. We will grant fund "Faith in Later Life" with others to make it a reality elsewhere.

We are now looking for a Director of Marketing and Communications to lead the process of making sure that our homes and housing schemes are full and well-known, that our work is well-known amongst churches, and that we have the donations and social investment that we need to build more new homes and to develop our work in the communities around them.

2. Our Plan (extracts from our corporate plan)

Our vision is “Fulfilled Living”, by which we mean older people receiving the Christian encouragement, love, care and support that they need to live fruitful, productive and dignified lives. (Psalm 92). Our homes and schemes have plans that explain what this vision means, and that set out the steps that they will be taking to make it even more of a reality than at present in their localities.

The goals we have are:

- More people receiving excellent Christian care and support through a growing network of Homes and Schemes delivering our Vision of Care, and encouraging and inspiring local churches’ ministries in their community.
- Christian support and outreach to older people present in every town and city, through people and churches inspired and equipped by “Faith in Later Life”
- The value of older people to society as described in the Bible evident to all, and as such influencing policy and practice within and without churches.

The strategies that we are following to achieve these goals can be summarised as:

- **Delivering High Quality Christian Care and support.**
 - Increase the numbers of care rooms by at least 25% over the next 5 years by implementing our Renewal Programme¹ – with a new home in Chippenham under way; plans for Brighton approved; and new partnerships being developed that use our governance strengths and the professional expertise of our support teams.
 - Supporting home/scheme managers in delivering their visions of care
 - Improving the experiences of people who choose to live with us, including person-centred care and our approach to dementia care (“The Way we Care”) evident in all our homes; and improved support through the process of deciding to move in.
 - People: Finding, bringing on board, keeping and developing good quality colleagues; Recruiting more volunteers and using them more effectively in our homes
 - Increasing the numbers of retired missionaries and Christian workers living in our homes and schemes
 - PFS practice (particularly through our renewed homes) catalysing local ministries that value older people - piloting pastoral coordinators as opportunities arise.
- **Grow our church and community impact:**
 - Establish 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/scheme
 - Focus our marketing and engagement activity on supporting our homes’ and schemes’ engagement with churches in their local communities, so that our homes’ and schemes’ partnerships with local churches become catalysts for more effective Christian witness and ministries with older people
 - Increase the numbers of people who pray for and give to us in areas where we have operations, and in areas where we want to have homes/schemes.
 - Launch a capital appeal to help fund our renewal programme
- **Preparing for growth (in the quantity and quality of provision) through an organisational development plan that:**
 - Strengthens leadership in the charity and the leadership of our homes and schemes in particular
 - Addresses weaknesses in information provision and inefficient/duplicatory processes
 - Develops the capacity and performance of the support teams to enable more effective operations; deliver growth (including the commissioning of new homes), and lead the development of excellent practice. Support teams are: Operations; HR; Engagement (inc volunteers) ; Finance and Property Services.
 - Develops a strategy for our housing provision, and a model that will allow us to invest in housing as appropriate
 - Strengthens internal communications

¹ A programme to replace up to 6 of our homes with new built facilities at a cost of c£25m over ten years.

3. What we need from our Marketing and Communications Director

The Society is based on Christian principles and we regard our work as a calling from God. All our senior staff are unequivocal in their commitment to our evangelical basis of faith (Section 8 below) and will guard this as an essential distinctive that needs to be outworked in all areas of the Society's work.

Our Executive Team works with the staff to turn our calling into plans of action that help the charity to achieve its objects, which can be summed up as the delivery of Christian care to people who need it.

Our **Marketing and Communications Director** will be a key member of our Executive Team, helping develop our plans and strategies. She/he will lead our work to communicate the vision and purpose of the charity; to raise the profile of our homes and housing schemes; to keep occupancy high and to raise the donations and social investment needed to deliver our plans.

4. Context

The ageing of the UK population will create significant opportunities for Christian outreach and service. There will be more people who want and need Christian care and support and we want to provide places for them to live. But the vast majority of older people will live at home and we want to use the expertise that comes from living with and supporting older people to encourage churches in effective pastoral and outreach work.

5. The main purposes of the role

The main purpose of the role is to raise our profile by telling the story of our work across external and internal channels: what we are achieving; what, God willing, we want to achieve; and how people can get involved.

The success of the role is measured in terms of:

- The number of people enquiring about residency in our homes
- Increased giving to our Renewal Programme
- Increased giving for general charitable work
- More people on our database who want to hear from us and who pray for our work
- The clarity of understanding that our staff and supporters have of our work and our plans

6. Where the post fits in to the team

The postholder is responsible to the Chief Executive.

The postholder is responsible in the office for:

- A Marketing and Communications Manager
- A Marketing Assistant

The postholder is responsible for the remote management of:

- A Media and External Relations Manager (who works three days a week and who authors our books and many of our resources)
- The day to day relationship with our communications and marketing agencies (eg Yeomans)

6. **Main responsibilities**

- a) Marketing and communications. To raise awareness of the contribution that PFS is making to fulfilled living for older people through segmented communications through our external channels, soliciting prayer and donations from supporters, and buy-in from staff.
- b) Fundraising. To manage fundraising for our Renewal Programme to meet targets
- c) Occupancy. To manage our occupancy marketing nationally, and the support we provide to homes/schemes.
- d) Internal communications. To raise awareness and buy-in amongst staff colleagues by managing our internal communications
- e) Strategy. To contribute to the overall strategy of the Society.

7. **Key duties**

- a) As a member of our Senior Leadership Team, to take an active role in developing the Society's overall strategy. This means also being aware of developments in the external environment.
- b) To develop and implement a marketing communications strategy with particular reference to the planning of the messages we share through our key channels: the magazine and newsletters; homes/schemes marketing brochures; the website; social media; and appeal letters.
- c) To inspire and oversee a greater use of digital media.
- d) To develop and oversee the fundraising for our Renewal Programme.
- e) To develop and implement our occupancy marketing strategy.
- f) To raise the profile of our homes as local resources for churches by promoting and managing the delivery of conferences, seminars and training that appeal to people involved in ministries with older people, drawing on the resources of Faith in Later Life as appropriate.
- g) To develop and implement an internal communications strategy.
- h) To develop and manage appropriate plans, budgets and key performance measures, ensuring that staff and other resources are in place to support the plans.
- i) Monitor performance and provide regular reports to demonstrate achievement of key objectives.
- j) Work closely with the other senior staff and trustees to ensure a constructive working relationship between the teams, and maximise opportunities for education, supporter engagement, marketing and fundraising.
- k) Identify appropriate external suppliers to deliver activities as appropriate, and monitor and manage their performance.
- l) Carry out any other tasks or duties within your capability, not listed in this job description, as required by the CEO, to ensure the smooth operation of the Society's business.
- m) To own your self-development - your knowledge and understanding of issues relating to the role and the wider work of the Society.

8. Person Specification

Essential	Desirable
Professional Knowledge. Has an up to date and detailed knowledge of how to develop and market a new service, product or programme.	Understanding of how churches work in their communities
<p>Communications. Able to understand the communications needs of key segments and to deliver sustained clear strategic and tactical communications programmes verbally, in writing and digitally.</p> <p>Good presentation skills and experience of speaking to church congregations.</p>	
Fundraising. Has, or is able to develop an up-to-date and detailed knowledge of how to raise charitable and social investment funds.	
Digital. Has an up-to-date knowledge of how to use social media and other digital communications channels.	
Planning & organisation. Anticipates the possible demands and outcomes of situations and plans and prioritises accordingly.	
Strategic Awareness. Actively analyses the wider picture, identifying opportunities and threats for PFS and is able to plan for one's own area such that it contributes to the agreed long term direction for PFS	
Team working. Contributes effectively to the overall work of PFS through, for example, constructive feedback and helping in areas outside of the job role	
Leadership. Works with others to set a direction and culture, influences others and is committed to coaching and developing others to improve performance	
Education. Degree level or equivalent	
<p>Knowledge. Understanding of Protestant Christian cultures and theology. Understanding what motivates Protestant Christians</p>	Understanding of working in the not for profit sector. Fundraising principles
<p>Experience. Experience of marketing and communications Experience of fundraising Project management Working in a commercially aware culture Working in a small team</p>	Experience of working with older people. Public speaking/presenting Training Senior Executive interactions
<p>There is a genuine occupational requirement that the job holder is a Protestant Christian able to accept the PFS Basis of Faith. Some weekend working is required.</p>	
<p>Other Entrepreneurial nature Hard worker Used to accepting responsibility for outcomes</p>	

9. The recruitment process

The closing date for applications is 9:00am on Monday 17th June 2019

All candidates will be required to sign the doctrinal basis (see section 8 and 11) and we will take references from the candidate's church minister.

If you would like to apply, please send an expression of interest together with your CV and a completed personal details form <https://actionplanning.co.uk/jobs-board> to hayley.mcdonald@actionplanning.co.uk. Please also send Terms and Conditions.

You can find Action Planning's privacy statement at <https://actionplanning.co.uk/our-privacy-policy>

Salary: circa £45,000

Holiday entitlement: 5 weeks plus bank holidays

Pension: Contributory pension scheme, with a minimum employee contribution of 5%. PFS contributes 3%, (6% for people aged 55 plus).

Other benefits: Life Assurance of 2x salary for those in the pension scheme.

11. 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

12. Other Information Available

The following information will be made available to candidates on request:

- Memorandum and Articles of Association for Pilgrims' Friend Society
- Latest annual report and accounts
- Organisational structure
- The current organisation plan and strategy
- Key policy documents (conflicts of interest; confidentiality; code of conduct)