



Candidate Information Pack **Director of Finance**





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This is a significant 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, we are planning to invest in developing our care homes and schemes, and are exploring ways in which we can help equip churches around our schemes 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 Tracy Madgwick of Action Planning's Recruitment Team, who are handling the process for us.

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Why what we do matters



In the UK we are about to see a significant acceleration in ageing.

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:

- A significant increase in the numbers of people who need care and support in the community and an increasing demand for specialist residential care homes.
- Many more active and healthy retired people whose thinking about usefulness in retirement may not be informed by Biblical teaching.
- 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.
- 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. 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.

Our long term vision for our country is that:

- All churches 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 for church family contacts.
- Everyone has 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 dies alone without having had the opportunity of hearing and responding to the gospel.
- All older Christians are 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. This includes an ambitious "Renewal Programme" to build six new state of the art Christian care homes as fast as is possible. Where we don't have operations on the ground we will work with others through the "Faith in Later Life" initiative that we helped found.

We are now looking for a Director of Finance to lead the charity through the financial challenges of investing in our Renewal Programme whilst overseeing the financial management of the charity in what is a very challenging operating environment.

Our Plan



The ageing of the UK population will create significant opportunities for Christian outreach and service

Of our fifteen operational units, six are in older premises that within ten 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 homes and to invest in keeping our other homes at the top of their game. We call this our "Renewal Programme". 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 6 new larger homes requires significant new capital
- The financial and political environment for the funding of adult social care is uncertain.

The trustees are prepared to borrow to fund the building of new homes. We run our homes well and as long as we run the new homes to the standard of our best we will be able to repay borrowing comfortably.

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 value older people; and society needs to see evangelical Christians at the forefront of showing how God values every older person.

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 for each location.

The goals we have set are:

- More people receiving excellent Christian care and support through our Homes and Schemes.
- The Biblical value of older people evident to all through what we do, influencing policy and practice in churches and beyond.

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

Strengthening our organisation:

- Develop our organisational culture so we are clear about how we want to work, communicate and behave.
- Developing leadership in the charity – and specifically leadership of our homes and schemes.
- Stronger functional leadership and better services from the support teams (Operations, HR, Marketing, Finance, and Property Services).
- Streamlining processes across the charity including addressing weaknesses in the use of IT.
- Develop a strategy for our housing provision and a model that will allow us to invest in housing as appropriate.
- Improve internal communications and strengthen prayer.

Our Plan



Delivering High Quality Christian Care and support.

- Increase the numbers of people supported by planning, funding and implementing our Renewal Programme to build 6 new homes.
- Increase the quality of care and support provided including.
 - Work to establish and support the PFS approach to dementia care ("The Way we Care") in all our homes.
 - Developing the use of technology.
 - Developing better activities provision.
- Increase the contribution of volunteers.
- Better staffing through reduced staff turnover and effective recruitment.
- Improve occupancy marketing including increasing the numbers of retired missionaries and Christian workers in our homes and schemes.

Growing our impact:

- Support 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.
- Establish PFS as a thought leader in Christian work with older people.



What we need from our Finance 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 11 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 staff colleagues 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 and support to people who need it.

Our Finance Director will be a key member of our Executive Team, helping develop our plans and strategies and ensuring the safe ongoing operation of our homes and schemes. She/he will work closely with the Chief Executive and will lead the financial aspects of the Renewal Programme designed to build 6 new homes over the next twelve years to replace smaller and older operations.

Financial and Legal Context

The trustees are prepared to borrow to fund the building of new homes. We run our homes really well and as long as we run the new homes to the standard of our best we will be able to repay borrowing. This will, however, be a major change for the charity as we move from having a balance sheet with no borrowing to one where there is a real cost to our capital.

We have a slightly complicated legal structure. By the time the new Finance Director starts we expect to have moved to our target situation whereby:

- We have a "lead charity" that ensures strategic and missional coherency - Pilgrims' Friend Society Group.
- We have an operating charity that delivers all of our care and housing services – Pilgrims' Friend Society.
- We have an asset holding charity for the historic properties that are to benefit Protestant Christians only – Pilgrim Homes Trust.
- A trading subsidiary which acts as the developer for our new building work.
- Strathclyde House Trust, a Scottish charity that operates our 58 bed housing scheme in Scotland.

The main purposes of the role

These are:

- To ensure the effective management of the finances of the family of charities within the Pilgrim Friends Group.
- To ensure that the charities ambitious plans to invest in new homes are soundly based financially.
- To provide sound financial advice to the Trustees, Chief Executive, Directors and other managers.
- To be the leading interface between management and trustees on financial matters.
- To lead on the commercial appraisal of contracts and new opportunities.
- To act as Company Secretary to all Group Charities.

Where you fit in to the team

- You are responsible to the Chief Executive.
- You are responsible for the Head Office finance team.
- You are the lead Executive for the Finance Reporting and Audit Committee of the Board.



Job Duties



Planning and financial management

- Participate individually and corporately in policy formulation, strategic decision making and the provision of professional advice to the Board of Trustees.
- Work closely with the Chief Executive and Senior Management Team in the preparation of Business Plans, and the attainment of the Society's short- and long-term strategy objectives, and the integration of any new business developments.
- Ensure, in close co-operation with the Chief Executive, and the Chair of the Finance Committee, that an appropriate financial policy framework is in place to guide the charity's financial decision-making.
- Ensure the appropriateness of the key assumptions included in the charity's financial planning and annual budget proposals. Provide advice to senior management colleagues and trustees on these matters.
- Prepare annual budgets for all functional areas of the Society in consultation with Managers and Directors.
- Lead on making sure that we have a funding plan in place to enable the planned capital expenditure on new homes and schemes.
- Work closely with the Chief Executive and Senior Management Team to make sure that financial business cases are soundly made and are consistent with the charity's overall financial plans.
- Produce the timely financial information and reports needed for the effective management of the charity including: cashflow; and the analysis of budget variances for the charity and individual operating homes and schemes.

- Prepare statutory accounts in liaison with external auditors.
- Maintain records to meet tax and legal requirements. Plan and manage the charity's tax liabilities under existing and proposed legislation. Evaluate the tax liability impact of contemplated courses of action, minimise the tax burden and deal with tax authorities liaising as appropriate with the charities' professional advisors.

Internal Audit and Processes

- Manage internal audit processes.
- Develop, maintain, update and, where practicable, simplify the Society's financial Policies and procedures. Responsibility for Home and Head Office Finance policy and procedures manual.
- Manage all accounting systems.
- Maintain and develop written procedures relating to all aspects of the Society's financial systems.
- Administer Society insurances with responsibility for maintaining adequate cover for all insurable business risks and processing of claims via the Society's appointed insurance brokers.
- Oversee legacy administration.



Job Duties



Commercial Contracts

- Appraise and agree major contracts particularly contracts for care with Local Authorities.
- Review, agree and maintain care contracts for self-funding and Local Authority residents and letters of appointment for housing occupants.
- Liaise with the Society's cost consultant regarding contracts with utility companies and other contracts for which he has responsibility.
- Lead negotiations with key purchasers when required
- Oversee banking relationships.

Commercial Secretary

- Submit annual returns to the Charities Commission and Companies House and any other statutory financial returns that are required from time to time.
- Ensure that Board and Board committee decisions are properly made in line with legislation, good practice and the charities' governing documents.

- Ensure that all intra-company payments are authorised by trustees where appropriate.
- Plan and undertake projects and work needed to develop our legal structures and governance to enable our work to proceed more effectively.

Finance Team

- Line manage the Finance Team Manager.

Other

- Carry out any other duties reasonably required to ensure the smooth operation of the Society's business.
- Further your knowledge and development as appropriate.



Person Specification



Essential

- **Professional Knowledge** - Chartered or Certified Accountant (or qualified by experience).
- **Values** - Able to frame financial plans and budgets in the light of the Charity's Christian mission and ethos, reflecting our understanding that "God will provide" and that we also need to plan and work to the highest professional standards.
- **Communications** - Able to communicate clearly and persuasively key financial issues to non financial staff in person and in writing. Good presentation skills.
- **Fundraising** - Knowledge of (or capacity to develop knowledge of) charitable and social investment fundraising options.
- **Technology/Digital** - Experience of state of the art IT. Strong Sage and Excel skills.
- **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.
- **Knowledge** - Knowledge of (or capacity to develop knowledge of) the market for adult social care in the UK.
- There is a genuine occupational requirement that the job holder is a Protestant Christian able to accept the PFS Basis of Faith.
- **Experience** - Experience of working in an organisation of similar scale to PFS (500 staff and £11m turnover) or larger and within a growth environment. Experience of company secretary issues. Experience of leadership and project management and investment appraisal. Working in a commercially aware culture. Working in a small team.
- **Other** - Entrepreneurial and creative, used to accepting responsibility for outcomes. Has (or is able to develop) a sense of just how significant the ageing of the UK population is for the church and of the role that this charity can play.

Desirable

- Diploma in Charity Accounting. Experience of a senior role in the charity sector. Knowledge of funding sources – bank and social investment.
- Experience of reporting to a Board.
- Fundraising principles.
- Experience of working with older people.
- Public speaking/presenting.
- Senior Executive interactions.

Salary & Benefits



Salary: circa £60,000

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.

How to apply



All applications will be considered immediately after the closing date and candidates informed if they have been shortlisted for first interview by 5pm on Monday 9 March.

First interviews will be conducted by Tracy Madgwick, HR Consultant, Action Planning using Zoom during week commencing 9 March 2020.

Second interviews will be held at Pilgrims' Friends Society head office in London on either week commencing 23 March or 30 March 2020.

All candidates will be required to sign the doctrinal basis (page 14) and we will take references from the candidate's church minister



If you would like to apply for this exciting role, please send the following to Hayley Mc Donald at hayley.mcdonald@actionplanning.co.uk.

- a full CV outlining your career history to date. Please include details of your latest remuneration and benefits.
- a covering letter, of no more than two pages in total, outlining how you meet the criteria set out in the person specification and your reasons for applying.
- a completed Personal Details Form – available on the Action Planning website.

The closing date for applications is **12:00pm on Thursday 5 March 2020.**

Further Information



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.

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.

