



Candidate  
Information Pack  
**Director of HR**





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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 15 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. Alternatively, you can contact Tracy Madgwick of Action Planning's Recruitment Team who are managing the recruitment process.

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## WHY WHAT WE DO MATTERS



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.

In the UK we are about to see a significant acceleration in ageing in a time of unprecedented uncertainty for all age groups as we emerge from the pandemic. This will create unprecedented 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 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.

The pandemic makes what we do more important as it: creates fear and anxiety; increases risks; exacerbates loneliness and isolation; hastens cognitive decline and increases the need for older people to know Jesus and to be reminded that He is with us and a solid foundation.

Our long term vision 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 an 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.
- Older people know that Jesus can be with them in the valley of the pandemic.

Our contribution to this is for our homes and housing schemes to be Christian good news for people who can no longer live safely at home and for them to work with local churches to encourage 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" initiative that we helped found.

## WHY THE ROLE OF DIRECTOR OF HR MATTERS



We are looking for a Director of HR to lead the charity through the challenges of building and recruiting the teams and finding the people needed to make our Renewal Programme happen and to lead the development of HR practices so that we have the people we need to deliver excellent Christian care through the challenges of the pandemic and at a time where there are national shortages of care workers.

PFS 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 outlined in our Doctrinal Basis and we 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 objectives, which can be summed up as the delivery of Christian care and support to people who need it. We deliver through people and the Director of HR helps us get the best out of our people.

Our Director of HR 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.



## OUR PLAN IN SUMMARY



The ageing of the UK population will create significant opportunities for Christian outreach and service. The pandemic amplifies these opportunities and creates some new challenges to the way that care is delivered and its costs.

We thank God that this charity has strong reserves and the resources to withstand short term shocks to be a leading influence in providing and encouraging Christian care through this pandemic period.

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 pandemic creates significant new uncertainties.

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.
- Developing a strategy for our housing provision and a model that will allow us to invest in housing as appropriate.
- Improving internal communications and strengthening prayer.

- **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:
  - » Working 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.



## CONTEXT FOR PEOPLE WORKING IN CARE



Like many others in the care sector, we are battling with the reality that we need people who are skilled and motivated to do emotionally and physically challenging roles, but that the funding of care means that pay in the sector is low.

We have welcomed the increases in the Living Wage and we expect the challenges to persist of managing in a sector where the costs of our people increase and yet the financial resources available to pay the bills are constrained.

The sector is also suffering from too few people wanting to work in care and the threat that UK immigration policies will choke off what has been an important source of supply. PFS has a staff turnover rate of almost 30% per annum, which is better than the sector average but much higher than we want.

We have an occupational requirement that those in leadership positions and positions of influence are Christian, but the majority of our nearly 500 staff are not professing Christians.

We have a number of charities in our family but only two employ staff: Pilgrims' Friend Society in England and Strathclyde House Trust in Scotland.









## THE MAIN PURPOSE OF THE ROLE



- To contribute to the Society's Strategic Plan in the above areas and to contribute to the overall leadership of the charity.
- To lead the development and implementation of the Human Resource strategies for the Society.
- To ensure that our HR systems and processes support the very best HR practice: reducing turnover and vacancy rates; and helping our people to deliver the very best performance.
- To support the Renewal Programme by leading on the HR design and charity wide changes to the culture and the way we work necessitated by the new, larger homes that we plan to build.
- To advise Trustees, the Chief Executive, Directors and other managers on employment legislation and best practice, and to design, develop and maintain up to date policies that ensure the Society is compliant with all relevant legislation and current practice.
- To be the leading interface between management and trustees on HR matters.
- To be responsible for delivery of projects listed in strategic plan.
- To be responsible for developing the vision of the HR team and building alignment with the overall plan.
- To be the lead Executive for the Organisational Development Committee of the Board.



## MAIN DUTIES AND RESPONSIBILITIES



### STRATEGY AND PLANNING

- 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 strategic objectives.
- Ensure the appropriateness of the key HR assumptions included in the charity's planning and annual budget proposals. Provide advice to senior management colleagues and trustees on these matters.
- Develop the Society's HR strategy and plan in consultation with HR team colleagues to ensure that we have people in sufficient numbers with the necessary skills, experience, and attitude to deliver our plans.
- Oversee the projects needed to address HR challenges and opportunities including the resourcing of our Renewal Programme homes.
- Identify and lead the projects needed to improve our HR systems and processes.
- Lead on the development of the organisation's culture that encourages the behaviours needed to deliver on our plans.
- Develop and manage the Society's remuneration strategy, structures, and systems, including recommending annual pay increases and the strategic response to our job evaluation process.
- Develop and maintain an employee development strategy which ensures that all staff are inducted and developed, in line with the Society's Investors in People status, in order to provide the highest standards of performance.
- With colleague Directors, shape the organisations culture and lead the work to make it a reality for all staff.
- manages and implements projects to address HR challenges and opportunities.
- provides advice, guidance and information to managers and staff on personnel issues, taking account of Society strategy and policy, employment legislation and best practice.
- implements the Society's disciplinary, grievance and related procedures, ensuring that matters are progressed as speedily as possible.
- manages the Society's payroll service, ensuring compliance with HMRC requirements and other relevant legislation.
- develops and delivers employee benefit and welfare programmes.
- manages and administers the Society's pension scheme, providing information and services as required to employees, the Independent Financial Advisor, the scheme provider and the Pensions Regulator.
- implements the employee resourcing strategy that will ensure a consistent supply of staff with appropriate qualifications and experience at all levels and reduce staff turnover and agency costs.
- oversees the Absence Management procedure and monitors absence levels throughout the Society to minimise absence costs.
- ensures the provision of an effective, efficient Occupational Health Service to the Society.
- recommends appropriate external benchmarks and accreditations (presently we are IIP accredited).
- provides advice, guidance and information to managers and staff on sensitive personnel issues, taking account of Society strategy and policy and employment legislation and best practice.

### OPERATIONS, POLICIES AND PRACTICE

Oversee and support the HR team as it:

- formulates and implements the Society's personnel policies, to ensure compliance and good practice.

### 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	DESIRABLE
<p><b>PROFESSIONAL KNOWLEDGE</b>            Significant HR experience at a strategic level and a significant scale.            Experience in delivering a remuneration strategy; employee development programmes; developing organisational culture; and change management.</p>	<p>Experience of an organisation with large numbers of hourly paid shift workers.</p>
<p><b>LEADERSHIP</b>            Works with others to set a direction and culture.            Influences others and is committed to coaching and developing others.</p>	
<p><b>VALUES</b>            Able to frame HR plans and budgets in the light of the Charity's Christian mission and ethos.</p>	
<p><b>COMMUNICATIONS</b>            Able to communicate clearly and persuasively in person, over video conferencing and in writing. Good presentation skills.            Able to communicate with trustees/Boards.</p>	<p>Experience of reporting to a Board</p>
<p><b>TECHNOLOGY/DIGITAL</b>            Experience of using IT systems to support HR. Fully IT literate in all standard applications and social media.            Experience in HR systems /software: selection implementation and usage.</p>	<p>Demonstrate use of technology to improve efficiency and streamline processes across the Charity</p>
<p><b>PLANNING &amp; ORGANISATION</b>            Anticipates the possible demands and outcomes of situations and plans and prioritises accordingly.</p>	
<p><b>PROJECT MANAGEMENT</b>            Experience of leading and delivering projects.</p>	
<p><b>STRATEGIC AWARENESS</b>            A team leader who contributes ideas and delivers business proposals and a team player who leads the HR function and HR practice by setting a vision drawing from the expertise of his/her team and external data sources and works by building alignment with colleagues.</p>	
<p><b>TEAM WORKING</b>            A strong team leader who will build on the skills and organisational HR knowledge that we have in house.            Contributes effectively to the overall work of PFS through, for example, constructive feedback and helping in areas outside of the job role.</p>	
<p><b>QUALIFICATIONS</b>            CIPD Level 7 or qualified by experience.</p>	
<p><b>KNOWLEDGE</b>            Knowledge (or capacity to develop knowledge) of the market for adult social care in the UK.</p>	
<p><b>EXPERIENCE</b>            Experience of working in an organisation of similar scale to PFS (500 staff and £11m turnover) or larger and a growth environment.            Experience of working in a commercially aware culture.            Experience of (or aptitude for) working in a small team.</p>	<p>Experience of working with older people.</p>
<p><b>OTHER</b>            Entrepreneurial, enthusiastic, results focussed and creative.            Used to accepting responsibility for outcomes.</p>	<p>Has (or able to develop) a sense of how significant the ageing of the UK population is for the church and of the role that this charity can play.</p>





## TERMS AND CONDITIONS



**Salary:** circa £65k

**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). Subject to 3 months postponement at start of employment.

**Other benefits:** Life Assurance of two times salary for those in the pension scheme.

**Location:** We are flexible about your working location, although we would expect you to be in our head office in central London around 2 days a week when Covid restrictions are no longer in place.

**Travel:** You will be expected to travel to PFS homes and offices around the country with occasional evening and weekend working.

### CHRISTIAN OCCUPATIONAL REQUIREMENT

Pilgrims' Friend Society exists to care for older people. This includes the spiritual and pastoral well-being of our service users.

The Christian ethos of our services is very important to our service users. In most cases, this was their reason for choosing to live in one of our services. Thus, we have a duty to maintain and promote this ethos for the benefit of the service users.

Managers and certain other senior staff take an important and active part in maintaining and promoting the Christian ethos of our services. They must themselves be Christians, able to fully subscribe to our Doctrinal basis.

Thus, only Christians will be appointed to Management and certain other senior positions.

We consider this to be a genuine occupational requirement as provided for in The Equality Act 2010 (Schedule 9).



## THE RECRUITMENT PROCESS



If you would like to apply for this exciting role, please send the following to Hayley McDonald at [hayley.mcdonald@actionplanning.co.uk](mailto: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 **9am on Monday 9 November**.

All applications will be considered immediately after the closing date and candidates informed if they have been shortlisted for first interview by **5pm on Wednesday 11 November**.

First interviews will be conducted by Tracy Madgwick, of Action Planning by Zoom during week commencing **16 November**.

Final interviews will be held on **Tuesday 1 and Wednesday 2 December** at Pilgrims' Friends Society head office in London if Government advice allows for this or alternatively remotely via Zoom.

All candidates will be required to sign the Doctrinal basis and we will take references from the candidate's church minister as well as the usual employment references.



## 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:

- Latest annual report and accounts
- The current organisation plan and strategy