

*We're recruiting a*  
**DIRECTOR OF  
OPERATIONS**

*at Pilgrims' Friend Society*



Supporting older people through Christian care and community

# From the CEO, Stephen Hammersley

Thank you for taking the time to explore this opportunity with Pilgrims' Friend Society.

Today, as the UK faces an unprecedented ageing population, the need for our work has never been greater and we are growing rapidly in response.

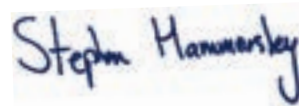
We see this as a God-given opportunity to demonstrate His love and to help older people live fulfilled lives with dignity and purpose.

The role of Director of Operations is central to this vision. You will lead a team committed to excellence, ensuring that our homes and housing schemes are places where care is outstanding and Christ-centred. You will help us grow, innovate, and strengthen our culture so that what we do reflects our values and advances our calling.

If you share our passion for serving older people and have the experience and leadership to help us shape the future, I invite you to prayerfully consider whether God might be calling you to join us.

Please read on, and if you feel prompted, I would love to hear from you.

Yours in Christ,



**Stephen Hammersley**  
Chief Executive  
Pilgrims' Friend Society







# About Pilgrims' Friend Society

Pilgrims' Friend Society has been providing Christian care to older people for over 200 years and we are now at the beginning of a significant time of growth. It 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. Our work supporting older people in their Christian faith is valued and we see increasing needs that we are well positioned to respond to.

We presently have 12 care homes (one with nursing) with 359 rooms and nine housing schemes with 311 beds. Our plans in course will see these increasing to 15 care homes and nine housing schemes with at least 617 rooms.

Our vision for our care homes and housing schemes is that they will be wonderful places for people to live when they need care and support and that they will encourage and support churches' pastoral and outreach work with older people.

Our Director of Operations has a pivotal role in making sure that we have the systems, policies and

culture in place to ensure that growth and ongoing performance is managed safely and well.

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 Pilgrims' Friend Society in this new phase of our 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.

Stephen Hammersley, **0303 303 1401**  
**[stephen.hammersley@pilgrimsfriend.org.uk](mailto:stephen.hammersley@pilgrimsfriend.org.uk)**

Tracy Madgwick, **07899 665506**  
**[Tracy.madgwick@actionplanning.co.uk](mailto:Tracy.madgwick@actionplanning.co.uk)**

# Why what we do *matters*

Pilgrims' Friend Society is a leading Christian provider of residential, dementia care and housing for older people, tracing its history back to 1807.

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. People in the second half of life already comprise more than 50% of congregations and this percentage is rising (Brierley Consultancy & Quiet Revival report).

Our experience of providing hands on care through running care homes and housing to the highest standards, and training and equipping local Christian volunteers is our contribution to meeting the needs of our ageing population. Alongside local churches we believe that there is a significant opportunity for us to be an effective influence on how society thinks about older people and the purposes that God has in store for them.

Our vision is for fulfilled living for the people in our homes and housing and in the communities around our homes and schemes. This means that older

people know Jesus, have their physical needs met, and receive the Christian encouragement, care, and support that they need to live well with dignity.

In response to the increasing need for what we do and driven by our commitment to serve God, Pilgrims' Friend Society is moving away from smaller, older buildings that no longer meet modern expectations and regulations, and towards larger, purpose-built homes with a long-term future. We are also acquiring homes from Christian charities that can no longer sustain their work, enabling their ministry to continue through us.

This growth is driven by our Christian calling, but it has been strengthened by the success of our model of care, The Way We Care, and by the way God has blessed our newest home, Middlefields House in Chippenham which opened in 2021. The quality of this model has given us confidence in our direction and encouraged lease companies and banks to offer support for further development.





# *Our values:* principles and practice at Pilgrims' Friend Society

Our culture is rooted in our four values – compassion, community, transparency and excellence – and, as a Christian organisation, these values are all grounded in the Bible's teachings. Whether you live or work with us, are thinking about living or working with us, support us as a charity, or connect with us as professional service, our values will guide the way we interact with you.



## *Compassion*

Compassion is at the heart of how we interact with people. Having compassion helps us treat each individual person as unique and precious and as we would want to be treated.

This means that we offer loving care through relationships based on empathy respect and dignity, we get alongside people and show grace to those who are struggling, and do what we can to ease people's burdens, and we find new ways to care well for older people.

Ephesians 4:32  
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 support and helpful challenge.

This means that we are a community of people who share life together, celebrating victories and supporting each other during difficult times, committed to one another and seeking to give of ourselves and receive of other people.

1 Corinthians 12:26  
Philippians 2:3–4





## Transparency

We believe that being honest and open is crucial as this allows trust to be built in our communities. Truthfulness is important and helps us to do excellent work, learning and growing together as we go.

This means that we are honest with one another, asking for what we need and telling the truth. We avoid shame, are open about problems and mistakes, and seek to find solutions when the need arises. We listen respectfully to each other and when we disagree, we do so without conflict.



Ephesians 4:25  
Proverbs 28:13



## 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.

We aim for excellence in everything that we do, making sure that we are going above and beyond to support those in our care. We do things as well as we possibly can, not cutting corners or seeking an easier way out. We steward our resources faithfully and carefully, and we seek out opportunities to get better at the work we do.



Colossians 3:23  
Titus 2:7

***From these values we have built the four pillars of our work: *The Way We Care, The Way We Live, The Way We Work, and The Way We Lead.****



# Our *four pillars* of practice

## The Way We Care

...is our bespoke approach to caring for those who live with us in our care homes. At its heart is a commitment to understanding the whole person, including their spiritual needs. It is rooted in five key principles:

- Those who live with us are 'family members'
- We get to know each person individually
- We resource and train our staff appropriately
- Person-centred care means we respond to needs not routines
- We take the 'feelings matter most' approach to those living with dementia

## The Way We Live

...is what guides our communities in our independent living housing schemes and is built on the following foundations:

- We aim to create communities where Christian life and fellowship can flourish
- We value and support those we serve as part of the community
- We recognise and respect each individual's unique needs
- We equip and train our staff to deliver the highest standard of service
- We foster a culture of dignity, choice, and inclusion within our denominationally diverse Christian community
- Compassion and empathy are at the heart of all we do
- We strive to create a safe, nurturing environment where everyone feels they belong

## The Way We Work

...outlines what we expect from those who work with us. It is a framework created around five key points:

- We highly value our work and the impact it has on the charity
- We take immense pride in our work
- We go above and beyond to care for the people who live with us
- We will go out of our way to recognise the value of each other's contributions
- We make sure that the information we provide to one another is correct
- We talk about tough things together in a kind and honest way

## The Way We Lead

...is what we expect from our leaders across the organisations and is rooted in the following principles:

- We are open to the people we work and live with
- We create clarity by communicating well and often
- We take accountability for performance and set high expectations
- We create a culture where people feel safe
- We live out the behaviours that we expect





# *Our* model of care and support

The Way We Care is rooted in our biblical understanding of the value of each person, the gifts that God has given them, and the picture of God placing the lonely in families. It is our framework for living well with older people as family, including their relatives and the churches and communities around them. Our newer, larger homes give us greater scope to develop The Way We Care.

Our housing services follow a parallel approach, The Way We Live, which focuses on nurturing a sense of Christian community among people living independently, each with different levels of support. The growth of our housing is shaped not by lack of vision, but by the current financial reality that our financial return from housing is less than the costs of our capital should we borrow.

## *Our* work as our calling

Pilgrims' Friend 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 which is not simply a statement of faith but an essential distinctiveness which needs to be outworked in all areas of our work.

There is an online prayer meeting every morning to which the Senior Leadership Team (SLT) and Trustees attend as often as they can to pray over our work. Our annual conference of managers and trustees gathers the team together for a few days to equip and encourage colleagues spiritually and professionally.





# Our Plan

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

Of our current operational units, three 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 homes and to invest in keeping our other homes at the top of their game.

***We call this our Growth and Renewal Programme and it includes:***

- New build homes to replace our existing facilities in Bedford with a new scheme comprising 72 care rooms and 30 flats, and in Worthing with a new 72 bed care home.
- A new home on the site of the home we had to close in Wanstead, London (we have planning permission for a 45 room home and are seeking to extend this to 51 rooms)
- A new build on land we have purchased subject to planning in Crawley (planning being submitted in January 2025 for a 72 room care home).
- A replacement being sought for our home in Harrogate.

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 Christians at the forefront of showing how God values every older person.

Our vision is for fulfilled living for the people in our homes and housing and in the communities around our homes and schemes. This means that older people know Jesus, have their physical needs met, and receive the Christian encouragement, care, and support that they need to live well with dignity.

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.

***The strategies that we are following to achieve these goals are to:***

- Deliver high quality Christian care in our homes and Christian support in our housing
- Deliver our plan for growth, renewal, and sustainability
- Ensure our homes and schemes are full of people who need our care and support
- Find, welcome, and keep enough good colleagues
- Strengthen and improve our organisation's culture and capacity (including IT and Systems)
- Prepare for the longer term

***The things we measure and share across the organisation each month to show that we are making progress are:***

- The quality of the care and support we are delivering
- The sustainability of our finances and performance against budgets
- The number of people we are helping (occupancy)
- The progress we are making transitioning new homes to the Pilgrims' Friend Society way of working
- Our profile and engagement with supporters
- Colleague satisfaction, engagement and turnover
- Awareness of our culture, values and the spiritual health of the organisation

The current full organisation plan and strategy will be made available to candidates on request.

# Reshaping our Executive Team

As our organisation grows and the pace of change increases, we are strengthening our Executive Team to bring an increased focus on the oversight and direction of our operations as they change and grow.

In 2026 we are moving to a structure that divides our operational portfolio into two areas:

1. **Transitioning care homes (three homes increasing to five in 2026):** Recently acquired or commissioned homes that are in the process of moving towards the Pilgrims' Friend Society way of working, each with an agreed transition plan.
2. **Business-as-usual portfolio:** Nine established homes and nine housing schemes already operating within the Pilgrims' Friend Society model and requiring strong day-to-day leadership, consistency, and operational excellence.

Our new Director of Operations will carry line responsibility for the business-as-usual portfolio of care homes and housing leading on and overseeing:

- The regulatory compliance of all our operations
- The quality of care and support we deliver
- Financial performance
- Overseeing the implementation and development of The Way We Live in our housing
- The development of more efficient operations and better use of systems, including a significant project to streamline operations using the emerging capabilities from the supplier of our enterprise software to join up what are presently separate silos of data.

Our existing Director of Operations will move into a new role — Director of Operational Development — working three days a week, focusing on:

- Directing the portfolio of care homes transitioning to the Pilgrims' Friend Society way of working
- Leading the operational design of our new care homes (and one co-located care and housing scheme)
- Leading the development of The Way We Care.

Given the interdependencies across both portfolios, the Director of Operations will work closely and collaboratively with the Director of Operational Development.





# The *Operations* Team

Several years ago, we introduced into all but our smallest care homes care managers and business managers. These managers have individual areas of accountability and work together to share the leadership of the homes.

This structure was implemented as our care home managers were struggling to cope with their clinical and commercial workloads and in anticipation of plans to introduce a cap on care costs and the need to charge people separately for “personal care” and what were called “hotel services” (accommodation, food etc). Our business managers brought a specific and identifiable focus on these hotel services and the budgetary performance of our homes.

*Reporting to the Operations Director, we then established two deputy roles.*

- The Assistant Director Care and Clinical is accountable for care quality and oversees the care managers, ensures they have a point of escalation, and makes sure that we have appropriate systems of audit and compliance, and policies and procedures. The Assistant Director Care and Clinical manages a team of operations managers who line manage care home managers and business managers, review progress against plans and budgets, and audit care and operational health and safety compliance.
- The Assistant Director Commercial is accountable for our housing operations, central contracts and reviews budgetary performance across all operations making sure that business managers are on top of their budgets and that operations managers are alert to cost or income challenges in our homes. The Assistant Director - Commercial oversees a housing Operations Manager who supports the managers of our housing schemes and audits compliance with policies and procedures and implements The Way We Live.

We also established a third deputy role, Assistant Director - Commissioning who is accountable for the commissioning of new homes before handing them over to day-day operations. That role will report to our Director of Operational Development along with our operations manager who leads on the implementation and development of The Way We Care.

Each home has a Property Services Manager allocated to them who oversees the building related aspects of Health and Safety and Fire compliance and supports the home on significant building and refurbishment projects up to and including project managing the work. The Property Services Managers report to the Director of Property Services.



# The *role* of the Director of Operations

*The main purpose of the role is to lead the delivery of the Pilgrims' Friend Society's front-line operational services:*

- Line responsibility for the portfolio of business-as-usual homes and housing schemes and their achievement of operational and budgetary targets
- Ensuring that our systems and processes support the very best care, and housing support practice helping our people to deliver the very best performance.
- Developing and maintaining up to date policies that ensure the Society is compliant with all relevant operational legislation, regulatory requirements and practice.
- Fulfilling the role of “responsible individual” for all Pilgrims' Friend Society registered care homes and services (across business as usual and transitioning portfolios)
- Being the lead Executive for the Care, Housing, and Health and Safety Audit Committee of the Board
- Advising Trustees, the Chief Executive, Directors and other managers on regulatory and operational matters
- To be the leading interface between management and trustees on Operations matters.
- To be responsible for delivery of projects identified in Pilgrims' Friend Society's plan.
- To be responsible for developing the vision of the Operations team and building alignment with the overall plan.
- To work effectively and closely with the Director of Operational Development
- To contribute to the strategic direction of the Pilgrims' Friend Society and the overall leadership of the charity.





# Where you *fit into the team*

## You report to the Chief Executive and are part of the Executive Team.

The Executive Team meet monthly to pray, formally oversee progress against our plan, and to discuss the way forward on cross cutting issues of significance. This results in an Executive's Report to the Board. The Executive Team meet a second time a month to pray and for a less formal check-in on progress and issues as they arise.

You work closely with the Director of Operational Development who will also liaise closely with you. This is in recognition of the fact that homes in the transitioning portfolio and developments in The Way We Care are handed over to day-to-day operations and that improvements in day-to-day operations (like new systems or ways of working) need to be part of our transitional planning and new home design.

### You are responsible for:

- The Assistant Director Commercial (Paul Reynolds) and through him:
  - Housing Operations Manager (Vacant)
- The Assistant Director Care and Clinical (Adrian Topping) and through him:
  - Four Care Operations Managers (Leena Oni, Carol Jackson, Timothy Agbenike, Jane Trimarco)

Through this team you are responsible for the line management of all the managers of the care homes in the business-as-usual portfolio, and the line management of our housing managers.

Presently operational compliance with Health and Safety is overseen by our Assistant Director Commissioning (Neal Shelton-Green) who will report to the Director of Operational Development. You will have a dotted line responsibility for him while you work out with the Director of Operational Development and others how to resource your team to oversee Health and Safety Compliance.

Our Activities and Community Engagement Programme (ACE Programme) seeks to develop volunteers and community engagement as part of The Way We Care. One of our Operations Managers (Jane Trimarco) leads this two days a week and she will report to the Director of Operational Development on this aspect of her work under a dotted line arrangement.

The four Care Operations Managers visit our homes to undertake compliance audits and to support homes in their performance. For homes in the transitioning portfolio, they report to the Assistant Director Care and Clinical on compliance audits and to the Director of Operational Development on progress against their agreed transition plans. For homes in the business-as-usual portfolio they will report to the Assistant Director Care and Clinical on compliance and progress against plans.

You will agree with the Director of Operational Development allocations of time and resources and communications protocols where there are dotted line responsibilities.

The organisation charts that outline the current organisational structure within Pilgrims' Friend Society follow at the end of this pack.

# Job *duties*

- 1) Deputise for the Chief Executive as required on all matters relating to the Pilgrims' Friend Society's operations.
- 2) Fulfil the role of responsible individual for all the Pilgrims' Friend Society's registered care schemes and services ensuring regulatory compliance (CQC; LA and CHC), and Health and Safety compliance, including those homes acquired and transitioning to the Pilgrims' Friend Society way of working under the direction of the Director of Operational Development.
  - a) Support our operations (homes and housing) with the audit and inspection process needed to meet regulatory and Health and Safety requirements
  - b) Lead on investigations and responses to incidents and inspections
  - c) Lead on specifying action and improvement plans
  - d) Consulting with the Director of Operational Development for homes in the transitioning portfolio
  - e) Consulting with the Director of Property Services for compliance with fire regulations and other aspects of compliance relating to our buildings and their mechanical and electrical services
- 3) To lead the delivery of Pilgrims' Friend Society's front-line operational services
  - a) Monitor the performance of services and establish a performance evaluation system
  - b) Ensure that all operational units in our business-as-usual portfolio are achieving quality and financial targets and are working in line with our values, with appropriate improvement plans in place where this is not the case
  - c) Support our operations (homes and housing) with the audit and inspection process needed to meet requirements from contracting partners such as Local Authorities and Health Boards
  - d) Oversee the implementation of development of our décor and furnishings
  - e) Work closely with the Director of Operational Development to plan to integrate new homes or housing into business-as-usual operations as they complete their transition plans
  - f) Ensure that developments in day-to-day operations are fully advised to the Director of Operational Development and are reflected in our plans for developing services and our representation
  - g) Develop the Pilgrims' Friend Society's operational systems, policies and procedures to improve quality; effectiveness and efficiency overseeing the necessary enabling projects and management of change





- h) Develop the Pilgrims' Friend Society's use of technology in its operations to improve quality; effectiveness and efficiency overseeing the necessary enabling projects and management of change
- i) Develop and direct the programmes of change needed to improve operational performance including:
  - i) Technology
  - ii) Training
  - iii) Values and culture
- j) Oversee the management of key operations contracts and lead negotiations with key purchasers when required
- k) Plan and agree with the Director of HR processes for the recruitment of all managers and colleagues within your line of reporting
- l) Ensure that we have clear accountability and appraisal processes that ensure we formally appraise supervise the performance of all staff within your line of reporting
- m) Ensure systems and processes that enable you to report to the trustees on Operations performance and to the Care, Housing, Health and Safety Audit Committee on all matters relating to care performance, risks and health and safety matters
- n) With the Director of HR deal with serious disciplinary issues referred by line managers.

#### 4) Other general duties as a member of the Executive:

- a) Participate in policy formulation, strategic decision making and the provision of professional advice to the Board of Trustees
- b) Work closely with the Chief Executive, Director of Operational Development, and Senior Leadership Team in the preparation of business plans, and the attainment of the Pilgrims' Friend Society's short and long-term strategy objectives
- c) Support the Director of Finance, Assistant Directors and operations managers and managers of individual services in developing and monitoring budgets
- d) Assist with marketing and communications strategies targeted at clients, staff, purchasers and the public within the Pilgrims' Friend Society's front line care services
- e) Carry out any other duties reasonably required to ensure the smooth operation of Pilgrims' Friend Society's business
- f) Attend to your own personal and spiritual development



# Person Specification

## Professional knowledge and experience

### ESSENTIAL

- Significant experience, at a strategic level and a large scale, of operational management within the adult social care or closely related sectors.
- Excellent knowledge of CQC regulatory requirements and processes.
- Excellent knowledge of NHS and Local Authority requirements and processes for supporting older and frailer people or relevant experience that makes acquiring this knowledge in the short term realistic.

- Excellent knowledge of Health and Safety legislation as applied to the adult social care and housing sectors or relevant experience that makes acquiring this knowledge in the short term realistic.
- Good knowledge of the regulations regarding housings for older people or the willingness to learn
- Experience of working in an organisation of similar scale to Pilgrims' Friend Society (750 staff and £30m turnover across 21 operational units) with plans to grow.
- Experience delivering service quality targets, financial targets and regulatory compliance.

## Leadership

### ESSENTIAL

- Works with others collaboratively to set a direction and culture.
- Influences others and is committed to coaching and developing others.
- Able and willing to work in close partnership with the Director of Operational Development

### DESIRABLE

- Experience of leadership in a Christian context.



# Person Specification

## Team working

### ESSENTIAL

- A strong team leader who will build on the skills and operational knowledge that we have in house.
- Strong interpersonal skills.
- Contributes effectively to the overall work of Pilgrims' Friend Society through, for example, constructive feedback and helping in areas outside of the job role.



## Values

### ESSENTIAL

- Able to work and plan in the light of the Pilgrims' Friend Society's Christian mission and values.
- Experience of developing and managing an operational culture in line with an organisation's values.
- Strong commitment to Pilgrims' Friend Society's values
- Strong commitment to advancing the Christian faith amongst older people

### DESIRABLE

- Personal experience of working with older people professionally or in a voluntary capacity.

## Other

### ESSENTIAL

- Strong communications skills in person and in writing
- Good IT skills.
- Results focussed, used to setting and achieving budgets and targets



# Terms *and* conditions

**SALARY:** circa £90k

**HOLIDAY ENTITLEMENT:** 5 weeks plus bank holidays

**PENSION:** Contributory pension scheme, with a minimum employee contribution of 5%. Pilgrims' Friend Society 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, hybrid working, flexible working hours, long-service rewards, birthday rewards, Perkbox rewards, Employee Assistant Programme (EAP), and Medicash

**LOCATION:** We are flexible about your working location.

**TRAVEL:** You will be expected to travel to Pilgrims' Friend Society homes and offices around the country with occasional evening and weekend working.

## OCCUPATIONAL REQUIREMENT (OR)

As a result of our Christian ethos, this post is covered by an Occupational Requirement (OR) under Part 1 of Schedule 9 to the Equality Act 2010. The successful applicant will be expected to be a practicing Christian and to clearly demonstrate:

- A personal commitment to the mission, principles, values and practices contained in our Mission Statement.
- Active membership of local church congregation.
- An understanding of the faith aspects of the work of Christian charities, including the recruitment process



# What we *believe*

*As a Christian organisation we base all that we do on the teachings of the Bible.*

This foundation helps us as we seek to help people live fulfilled lives in older age. We are motivated by our love for God, His love for His people, His love for the world and our desire to help people in older age witness to God's power and the wonderful things He has done.

- 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.

Pilgrims' Friend Society's Doctrinal Basis in its original form and as set out in our governing document is on our [website](#).



# The recruitment *process*

If you would like to apply for this exciting role, please submit:

- 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.

The closing date for applications is **12noon on 26th January 2026**

All applications will be considered immediately after the closing date and candidates informed if they have been shortlisted for first interview by **5pm on 13th February 2026**.

First interviews will be conducted by Tracy Madgwick, of Action Planning, by Zoom during **weeks commencing 23rd February and 2nd March 2026**.

For people to be invited to the second stage, we will ask for a DiSC profile to be completed. A meeting with the Director of Operational Development designate will be arranged at one of our homes as part of the application process and the discernment process for candidates.

Second interviews and assessments will be held in the week commencing **30th March 2026** at Pilgrims' Friends Society's office in London.

All candidates will be required to acceptance of our **Basis of Faith (click here)** and our **statements of clarification (click here)** on marriage, same sex attraction and gender identity.

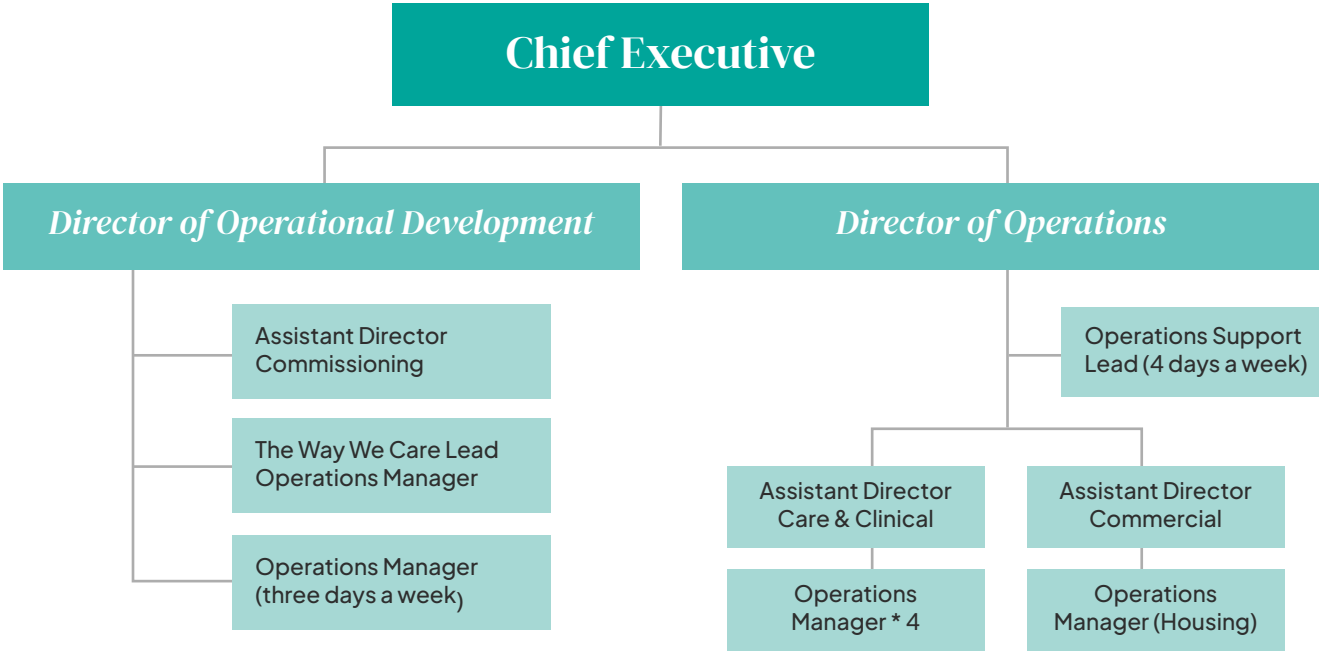
We will take references from the candidate's church minister as well as the usual employment references.

We are committed to having a diverse senior management team and we encourage applications from disabled and Black, Asian, and Minority Ethnic candidates, as these groups are underrepresented on our senior management team at present.





# Operations & Operational Development Chart

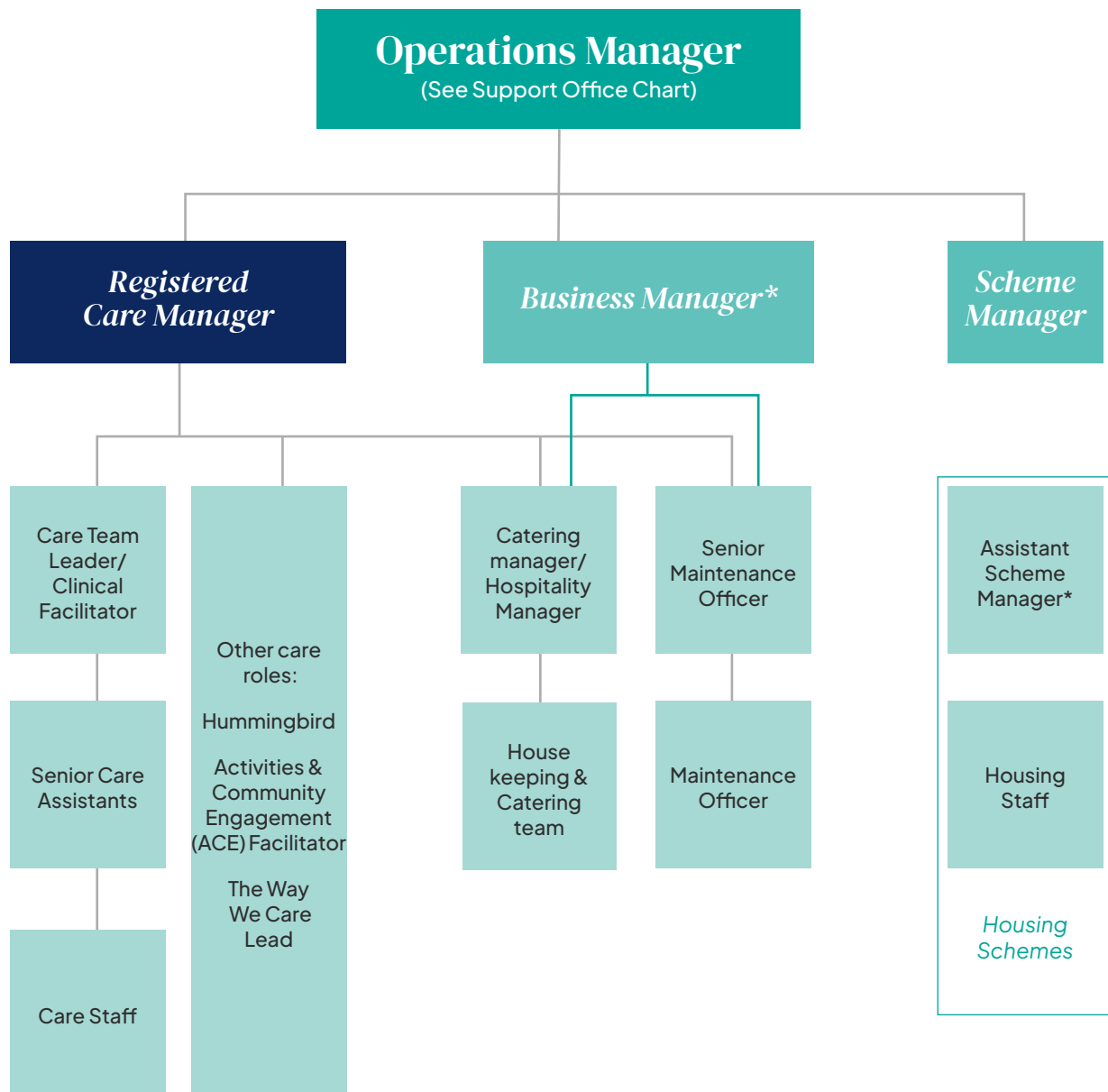


Notes: Director of Operational Development has a call on support from the Operations Support Lead.

# Executive Team Chart

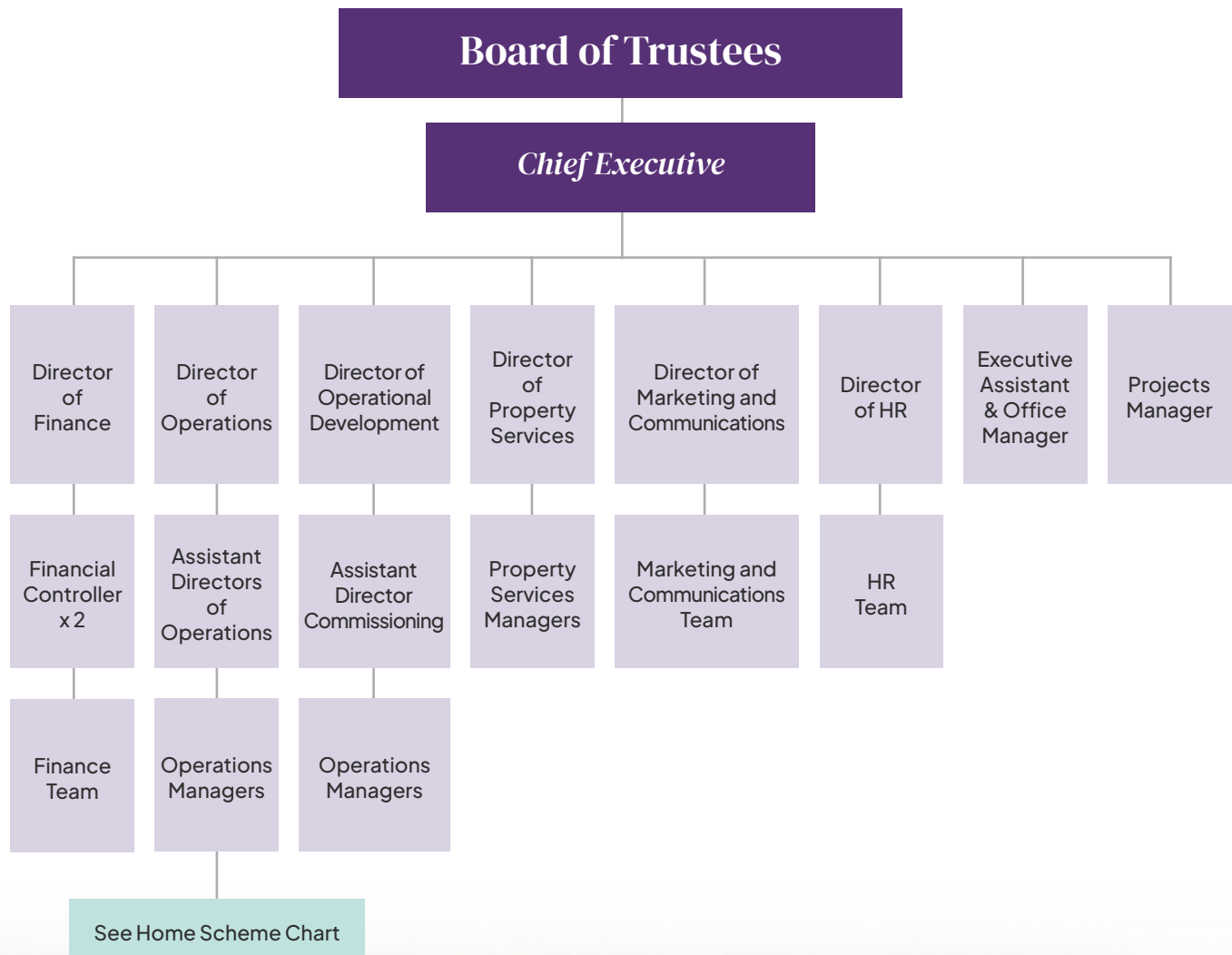


# Homes, schemes, and other services



\*Not all homes/schemes have a Business Manager or Assistant Scheme Manager

# Support Office





# Our HOMES and HOUSING



## Residential care homes

### BETHANY HOUSE, PRESTON

☎ 0300 3031724

✉ bethanypreston@pilgrimsfriend.org.uk

### BRIDGEMEAD, BATH

☎ 0300 1319115

✉ bridgemean@pilgrimsfriend.org.uk

### EMMAUS HOUSE, HARROGATE

☎ 0300 3038450

✉ emmaushouse@pilgrimsfriend.org.uk

### EMMAUS HOUSE, WHITEHAVEN

☎ 0300 3031440

✉ emmauscumbria@pilgrimsfriend.org.uk

### EVINGTON HOME, LEICESTER

☎ 0300 3031455

✉ evington@pilgrimsfriend.org.uk

### FINBOROUGH COURT, GREAT FINBOROUGH

☎ 0300 3031450

✉ finboroughcourt@pilgrimsfriend.org.uk

### FRAMLAND, WANTAGE

☎ 0300 3031470

✉ wantage@pilgrimsfriend.org.uk

### KOINONIA CHRISTIAN CARE HOME, WORTHING

☎ 0300 3038480

✉ koinonia@pilgrimsfriend.org.uk

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

Psalm 92:14



[www.pilgrimsfriend.org.uk](http://www.pilgrimsfriend.org.uk)

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