



*We're recruiting a*

# Business Manager

*at Pilgrims' Friend Society*



Supporting older people through Christian care and community

# From the CEO, Stephen Hammersley

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 12 care homes and nine independent living housing schemes is that they will provide wonderful places for people to live when they need care and support. As

Pilgrims' Friend Society we also want to 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 investing in developing our care homes and housing schemes and are exploring more ways in which we can help equip churches around our schemes in their ministries to and with older people.

We are also open to enlarging our work by acquiring or otherwise collaborating with charities who have a similar Christian calling.

We hope the information in this pack will pique your interest, and that you will prayerfully explore whether you might have a calling to join our us and help lead and deliver the work of Pilgrims' Friend Society in this new phase of its development.

*Stephen Hammersley*

# From the Director of Operations, Maureen Sim

This is an exciting opportunity for a Business Manager to join our home as you will have the great privilege to serve our older residents and lead our mighty hospitality team.

As the Business Manager, you will have a hands-on approach where you will work alongside the Registered Care Manager to ensure that our residents are in a supportive environment whilst maintaining the Christian ethos that is so important to them.

This position is ideal if you are a compassionate person who enjoys empowering others and seeking to work for a company that strives to provide excellent service to our older people.

If you are looking for a new challenge and wanting to lead a vibrant team, then this is the role for you.

We hope you'll join us!

*Maureen Sim*





# About Pilgrims' Friend Society

Pilgrims' Friend Society provides residential care homes and independent living housing schemes where older people can live fulfilled lives in their later years.

Rooted in the Christian faith, we are committed to ensuring that the physical, emotional, spiritual and mental needs of each of our family members are met. Our family members are Christians or are sympathetic to the Christian faith.

We started our work in 1807, when we were known as "The Aged Pilgrims' Friend Society." William Wilberforce was our Vice-President for nine years before his death and so we have a tremendous history. In those days, we didn't have 'homes' or provide care. We provided pensions and grants to older Christian people to help them overcome the grinding poverty of those days. We built our first 'home' in Camberwell, South London in 1834 and now have 17 sites in England and Scotland. While the majority of our work is in residential care homes, our independent living housing schemes are communities of older Christians where safety and security come hand-in-hand with fellowship.

We also work to help equip and inspire churches that minister to older people in their communities through resources and training. Our Support Office provides HR, marketing and communications, finance and property services support to all our homes and schemes. Some of our support team work from their own homes in different parts of the country, especially if their job involves travelling to different sites.

**“ Even to your  
old age and grey hairs  
I am He, I am He who  
will sustain you.”**

Isaiah 46:4

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

Welcome to Pilgrims' Friend Society. 'Our values: principles and practice' is y our introduction to our culture and the way we do things around here.

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



# About the role

The Business Manager's job is to lead the work of the home alongside the registered care manager with specific responsibility for: the "business" performance of the home (achieving income, occupancy and cost budgets); the quality of work from the housekeeping and catering teams; the administration of the site; and the ethos and Christian life of the home.

**Your job can be summarised under five main headings:**

- Deliver positive performance as measured by below success criteria
- Leading the Service Teams to provide the highest standard of service and cleanliness
- Managing the administration of the home/scheme including staff
- Exercising leadership in the pastoral and spiritual life of the home for family members and staff
- Overall responsibility for housing (where applicable)

Success criteria, in order of priority:

- Achieving financial budgets for income, costs and surplus (EBITDAR)
- Achieving occupancy targets
- The quality of care from the home and evidence of "Way We Care" in place (as measured by Pilgrims' Friend Society surveys; Carehome.co.uk reviews; and CQC)
- The morale of staff as measured by our staff engagement surveys
- The contribution made by the jobholder to the life of the home and the charity

## Where you fit into the team

You are responsible to the Regional Operations Manager

You are responsible for the Ancillary team

You have responsibility for all care staff administration in conjunction with the Registered Manager

You will have regular supervision with Pilgrims' Friend Society Operations Manager, with the occasional participation of the Assistant Director of Commercial



# Duties of *Business Manager*

## Leadership

- Responsible for making sure that the home is well-led. This is done in conjunction with the Registered Care Manager
- Responsible for developing and maintaining a plan for the delivery of fulfilled living for family members through your teams. This is done in conjunction with the Registered Care Manager
- Responsible for leading the development of a healthy culture in the home based around Pilgrims' Friend Society values of Compassion; Excellence; Community; and Transparency. This is done in conjunction with the Registered Care Manager
- Responsible for working effectively in partnership with the Registered Care Manager towards financial and occupancy targets
- To contribute to setting budgets with Assistant Director of Commercial
- To be accountable for monitoring and achieving financial budgets for income (and occupancy), costs, and the financial surplus (EBITDAR)

## Staff

- Managing the development of staff in line with Pilgrims' Friend Society's Personnel Policies, ensuring that training, supervision and appraisals are undertaken as required and ensuring that online mandatory training is completed and recorded so that our people develop to their full potential. This requires liaison with the Registered Care Manager
- Taking a share of on-call cover as required with other members of the management team
- In conjunction with the Registered Care Manager, management of all staffing issues relating to disciplinary, performance management, back-to-work interviews, grievances etc
- Keeping all staff records up to date, including Holiday and Sickness records, contracts of employment and training records
- Responsible for constructing the duty rota in liaison with the other service teams to ensure the service meets the minimal staffing levels to provide the required cover in all areas, day and night
- Submission of staff monitoring hours to the Operations Manager
- Ensuring staff are paid by reporting staff hours and other information to Head Office for payment of wages
- Administering recruitment, selection, appointment and induction procedures to ensure that staff feel welcomed and want to stay.

## Family members and culture

- You are responsible for the administration of resident applications in accordance with our policies. You negotiate for the optimum level of fees from Local Authorities, NHS (Continuing Health Care Third); and third-party top-ups. This involves liaising with the Registered Care Manager who undertakes the person's care needs assessment
- Investigate complaints from family members/occupants and/or relatives in accordance with Society policy in conjunction with the Registered Care Manager
- Responsibility for administering personal allowances and other cash, valuables and personal effects as required but within Pilgrims' Friend Society's policy on these matters
- Holding family members & relatives' meeting in conjunction with the Registered Manager
- With the Registered Care Manager, you are responsible for championing our distinctive approach to care (The Way We Care)
- Developing our community engagement work and the effectiveness of our Activities and Community Engagement Facilitator in increasing the contribution of volunteers to the life of the home and the strength of relationships with local churches
- Taking responsibility for devotions (acts of worship) and leading devotional times as needed



# Continued...

## Property and fabric

- Liaising with the Property Services team on the management of building related projects
- Obtaining estimates and quotations from suppliers and contractors in liaison with the Maintenance Officer and/or Property Services where necessary
- Ensuring continuity of maintenance contracts, in liaison with the Maintenance Officer and/or Property Services  
Liaising with the relevant Operations Manager on all matters to do with internal decor/fabric
- Health and safety & compliance
- Carrying out the duties of 'responsible officer' for the Home when you are on duty as required under Health and Safety, Public Health and Fire Regulations. This is done in conjunction with the Registered Care Manager
- Complying with current legislation and requirements of relevant authorities, with the help, advice and support of the Head Office team. This is done in conjunction with the Registered Care Manager
- Complying with Health & Safety Regulations, with the advice and help of Pilgrims' Friend Society's Safety Manager and/or Health & Safety Consultants. This is done in conjunction with the Registered Care Manager
- Being present at inspection visits of external bodies and actioning any requirements. This is done in conjunction with the Registered Care Manager

## General administration

- Welcome visitors, handle enquiries, provide excellent customer care, and maintain petty cash, supplies, invoices, and payments
- Support in organising social/recreational arrangements
- Keeping up to date with Pilgrims' Friend Society policies and changes to regulation

## In conjunction with Registered Manager:

- Promoting Pilgrims' Friend Society and the home to maximize occupancy and ensure that contacts are followed through and progressed toward occupancy as far as reasonably possible
- Taking an active part in developing the role of the Business Manager in conjunction with the Registered Manager and Operations Manager, for the good of the home and Pilgrims' Friend Society as a whole

## General

- You are expected to further your own knowledge and development through attendance of training and development sessions and meetings provided or facilitated by Pilgrims' Friend Society
- Expected to attend and lead the Pilgrims' Friend Society morning prayers on Teams
- Taking an interest in the strategic aims of Pilgrims' Friend Society, actively and positively communicating developments to all staff through team meetings and individually
- In addition to the duties and responsibilities listed, you are required to perform other duties assigned by your manager from time to time that are within your capabilities

## Housing Scheme (where applicable)

- Provide wellbeing packages and administer fees, housing benefits, and payments in conjunction with Head Office.

## Coffee Shop (where applicable)

- Responsible for line management of Harvest Coffee Shop Manager inclusive of supervision, appraisals and performance management.
- Support Harvest Coffee Shop Manager with all coffee shop assistant appraisals and performance management

## Reception Team (where applicable)

- Responsible for line management of Reception Team inclusive of supervisions, appraisals and performance management.
- Managing delegation and delivery of administration specific to Reception Team

# About you

## Experience

- Management or supervisory experience in a business setting
- Relevant office experience
- Experience of managing staff e.g. performance management, disciplinaries, etc
- Working within/management of budgets

## Skills and personal qualities

- Must be computer literate and familiar; and comfortable using Microsoft Word, Excel and Outlook
- Able to lead, motivate and encourage staff to give of their best
- Able to work effectively alone or as part of a team
- Organisational skills
- Willing & able to lead resident devotional times
- Able to oversee administration of home
- Able to work within budget
- Good working relationship with superiors, colleagues and staff
- Ability to take ownership of workload and reflect and action on what works and what doesn't work
- Attention to detail and the ability to ensure all outputs are of the highest quality
- Passionate about supporting vulnerable older people and making a difference to society
- Ability and willingness to react to changes and to work at pace
- Committed, Protestant Christian able to provide a testimony of conversion, a minister's reference and subscribe to our Doctrinal Basis



# Terms *and* conditions

**SALARY:** from £45,000 to £50,000.00

**HOURS:** 40 hours per week ("on-call" cover is required on a rotating basis to meet demands. Please get in touch for more information about working patterns.)

**HOLIDAY ENTITLEMENT:** 25 days plus bank holidays

**PENSION:** Contributory pension scheme, with a minimum employee contribution of 5%. Pilgrims' Friend Society contributes 3%, (6% for people aged 55 and over). Subject to three 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:** Furze Hill House

**TRAVEL:** There will be occasions for you to travel to our homes, schemes, and Support Office when required.

## 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 Basis of Faith.
- Active membership of local church congregation.
- An understanding of the faith aspects of the work of Christian charities, including the recruitment process

If you would like to apply for this exciting role, please send the following to the recruitment team at [recruitment@pilgrimsfriend.org.uk](mailto:recruitment@pilgrimsfriend.org.uk)

**A FULL CV OUTLINING YOUR CAREER HISTORY TO DATE. PLEASE INCLUDE:**

- 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

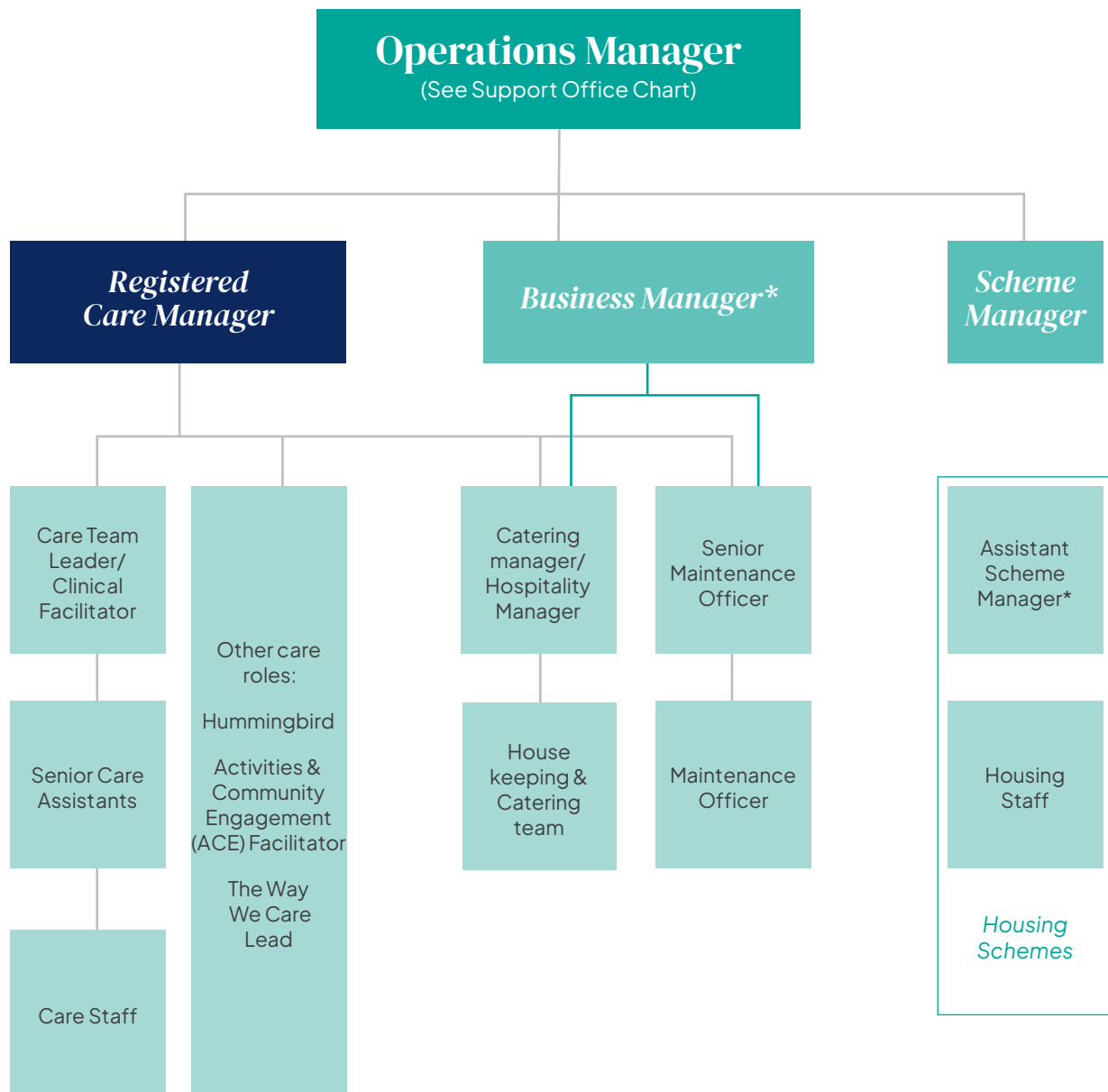
All applications will be considered immediately after the closing date and candidates informed if they have been shortlisted for first interview

First stage interviews will be conducted by Teams. Final stage interviews will be held in person.

All candidates will be expected to agree to our Basis of Faith and we will take references from your church minister as well as the usual employment references.

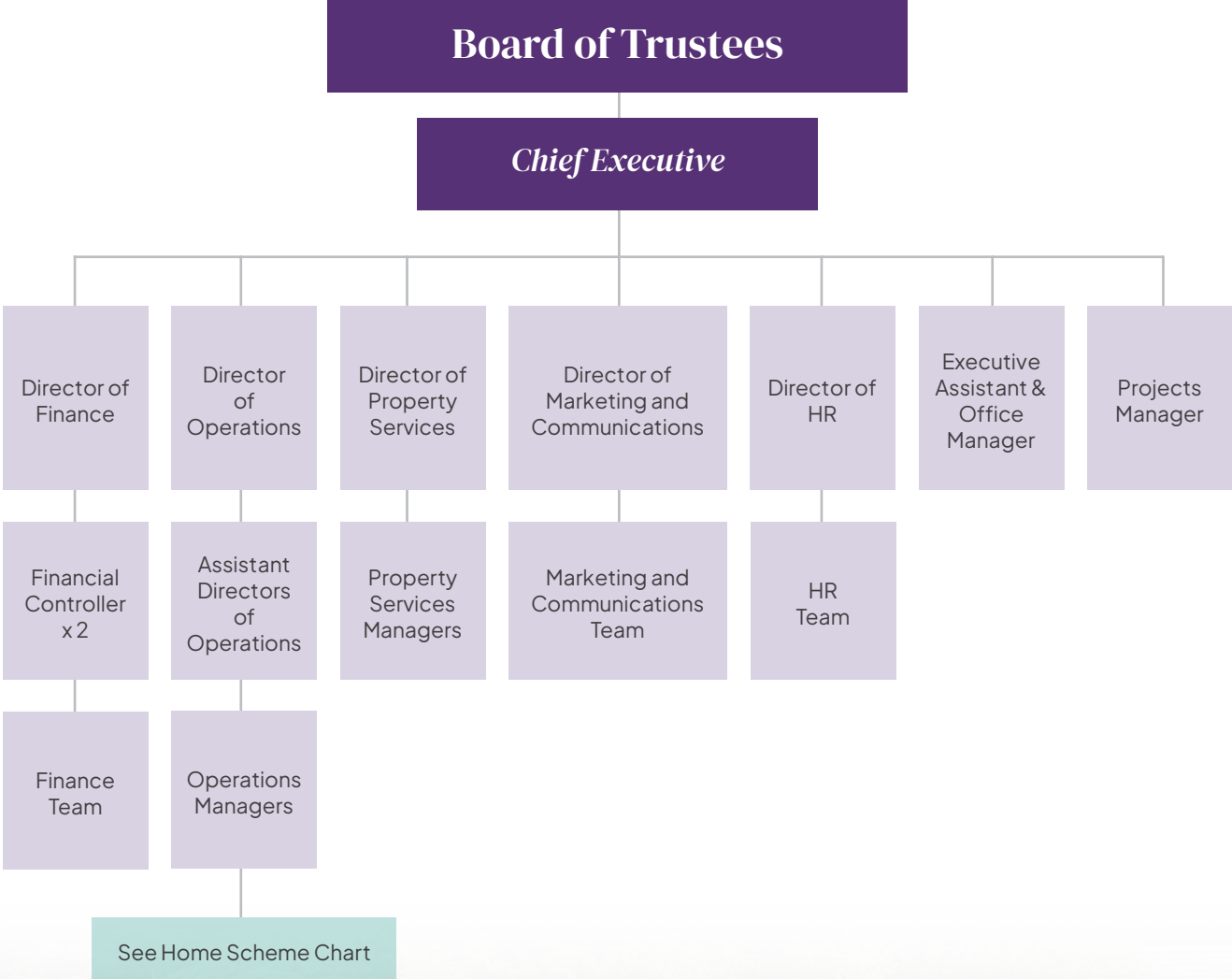
We are committed to having a diverse senior management team and we encourage applications from disabled and Black, Asian, and Minority Ethnic candidates, as these groups are underrepresented on our senior management team at present.

# Homes, schemes, and other services



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

# Support Office



# What we *believe*

*Pilgrims' Friend Society is a Christian charity,  
rooted in the Bible.*

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.



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

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