



PILGRIMS'
FRIEND
SOCIETY

Pilgrims' Friend Society
IMPACT REPORT
2024-25

Welcome

As you read this report, I hope you will be as encouraged and inspired as I am by the people who live and work with Pilgrims' Friend Society. It is an enormous privilege to be part of a work which is providing warm and supportive Christian communities for older people and I am proud and humbled to be working with colleagues who make such a difference to so many people's lives.

The following pages outline both some of the stories of those who live and work with us, and some of the key numbers which give a sense of scale to the impact of our provision. You will read about Eileen's memories, and Fraser's growing confidence, alongside our occupancy statistics and our financial performance for the year. These things go hand-in-hand to tell the story of Pilgrims' Friend Society during the last year.

In addition to what you read here, the stories told in this report are indicative of so many other instances of transformation that I have seen and heard about: a daughter sharing with me that she "has her father back" as a consequence of our care; colleagues with special educational needs blossoming before my eyes as they delight our family members with their care; a widowed family member rediscovering the value of friendship; a colleague showing me how she has learned so much about God, faith and courage through fellowship with people

living with dementia; a colleague finding Jesus through our witness; and the list could go on.

For every one of its 218 years Pilgrims' Friend Society has put God first and worked hard to show His love to others by changing things for the better for the people whom we serve. That is the impact we strive for, and which this report outlines, and in which we have had a good measure of success.

Thank you for your ongoing support and interest in our work, and in turn join with me in thanking the Lord for the impact that we have been able to achieve through such a wonderful team for such a precious family of people.

Yours faithfully,

Stephen Hammersley
CEO



Eileen shares her *wartime memories*



Eileen, 93, lives at Luff House in Walton-on-the-Naze and we were thrilled to be able to share her story this year. Born and bred in London, she was evacuated during World War II, before returning to finish school and move into secretarial work. Eileen moved to Frinton in Essex with her husband and daughter in 1971 and has stayed in the area ever since, getting involved with community projects including supporting the Air Ambulance and St Helena Hospice and singing with a community group who put on free concerts for the elderly. At Luff House, Eileen finds comfort in the simple joys of life—a cup of tea, a slice of cake, and a good chat. “Tea and cake make everything better,” she says.

Eileen’s faith has been a cornerstone of her life. A devoted Christian, she supported the Frinton Free Church and participated in devotions at Luff House as a volunteer for many years. The Christian community at the home is so important when it comes to supporting older people like Eileen to continue to flourish in their later years. While her care needs prevent her from attending Sunday services now, she remains spiritually connected. “My faith keeps me strong,” she says. “It gives me hope and peace.”



Operations: our year in numbers



Occupancy

The occupancy rate in our care homes for the year was **93.3%** with a high of **94.5%** in January 2025, the **highest** our occupancy rate has been.



Care

By the end of the year we had **333 beds** in our care homes, up from 318 at the beginning of the year. Changes were due to the closure of Homesdale (17 beds) and the acquisition of Bridgemead (32 beds).



Housing

The number of **housing dwellings** in our network was **313** at the end of the year, staying roughly level throughout the year.

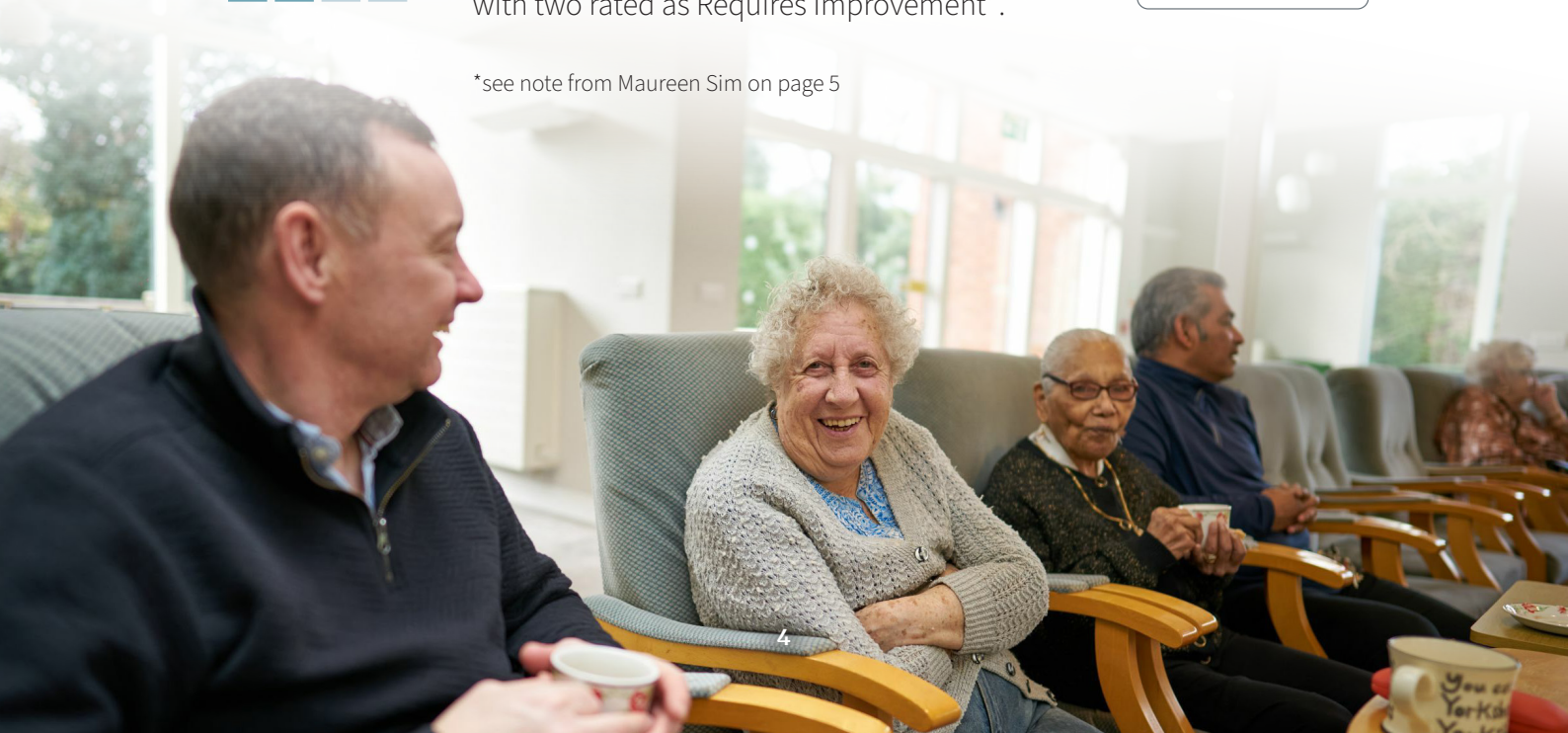


Care Quality Commission (CQC) ratings

10 of our 12 homes are rated **Good**, with two rated as Requires Improvement*.



*see note from Maureen Sim on page 5





carehome.co.uk ratings

Our overall rating on carehome.co.uk was **9.4 for the year**.

We received **69 reviews** throughout the year across our homes which highlighted both the **depth of care** and **community** and the **wonderful ways our staff teams serve those who live with us**.



“My father spent the last two months of his life at Luff House. He was stimulated, entertained, looked after and loved by the wonderful team of carers and volunteers. My sister and I feel so grateful and blessed that he was so cared for and loved in his final days. This place and the entire team of staff are nothing short of wonderful.”

“My mother has been a resident at Emmaus House for just over a year, initially visiting for a most positive respite stay. I am so thankful for this amazing, inclusive place that is a loving home in the fullest sense of the word: management and staff consistently model professionalism, compassion and attention to her well-being and physical needs. Christian faith, laughter and joy are at the heart of Emmaus - my mum values this very much and feels listened to.”

“I am extremely pleased that we have been able to provide care and community for so many again this year. Our very high occupancy shows that we are offering an excellent service, both to those living in our care homes and those living independently in our housing schemes. While we were disappointed not to be inspected in our two homes with Requires Improvement – due to a lack of resource at the CQC – we continue to work hard to drive up the quality of care and provision in these homes.”

Maureen Sim, Director of Operations



Finance: our year in numbers



	2025 (£,000)	2024 (£,000)
INCOME		
Trading	22,817	19,438
Investments	456	167
Donations	469	474
Total	23,742	2,0079
EXPENSES		
Salaries	16,296	13,682
Other expenses	6,780	6,258
Total	23,076	19,940
Trading EBITDAR	-492	-721
Depreciation	-1,158	-860
Legacies & asset gifts	3,132	9,566
Other income/(expense)	7	243
Surplus	2,647	9,088

“ I am pleased with the financial performance for FY 2024-25, where we continue to make year-on-year progress. We continue to face the challenge of a lack of sufficient social care funding alongside our commitment to pay our wonderful staff as well as possible. The numbers also highlight how important the donations and legacies that we receive are to us and we thank all those who have given in the past year. God has been good to Pilgrims’ Friend Society and we trust in Him as we look forward to the future.”

Julian Hillman, Director of Finance





Growth and Renewal *Programme*

In October 2024, the Pilgrims' Friend Society family expanded again to include Bridgemead care home in Bath with a total of over 90 family members and staff colleagues coming to join us. Having opened in 1992, the home was run by Bridge Care Ltd as a place for older Christians to get the spiritual care, as well as the physical care, that they need in later life.

"The weekly services and prayer times are so uplifting," says Gillian, 82, a long-time family member. "It's wonderful to be part of a community that nurtures my faith and helps me feel connected to God and to others."

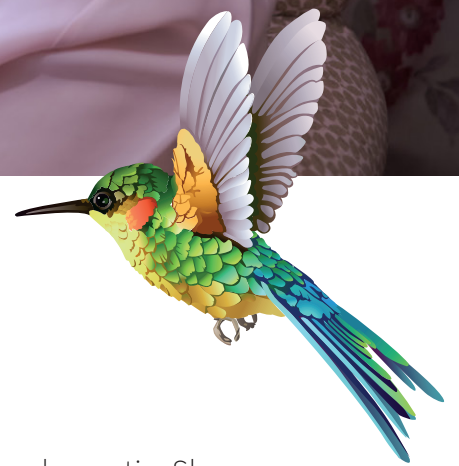
The home maintains strong ties with local churches, offering regular opportunities for worship and prayer. Volunteers and visiting ministers lead weekly services, providing family members with moments of fellowship and connection to their faith.

The home is built on the banks of the River Avon which, although beautiful, poses an increasing risk of flooding. As part of our commitment to the home, we are investing more than £1.4 million in building a new flood defence to ensure it's viability in the long-term.

Hugh Lambourne, Director of Property Services, says, "I am pleased that we have been able to invest in Bridgemead so that it can remain a home to older people in Bath and continue to provide precious and valuable Christian community for so many."



Much preparation was also done in order to welcome another new home, Bethany House in Preston, to Pilgrims' Friend Society on 1st April 2025, and although we had to close our existing home at Homesdale in Wanstead, plans to build a new home on the site got under way.



Our staff

Ann Thomas-Carter, one of our Hummingbirds at Framland in Wantage, was featured in The Guardian in November 2024 as she shared about her “new start after 60” as an integral part of the team at Framland.

Ann told the paper, “It felt fun learning about so many new things at my age, including legislation and healthcare, and I soon realised that I enjoyed helping those with dementia the most. It’s such a rewarding role, because you see people’s faces light up when we spend time with them. Since their time is so precious, it’s an honour to share it with them.”

Ann’s role as a Hummingbird is particularly significant for those living

with us who have dementia. She says, “We flit from person to person like the bird. You have to be very patient with people who have dementia, as there is a lot of repetition and they can be irritable, so that’s when we might move on to someone else. At their worst, they can come out with some unexpected things, like swearing at you, but in that case it’s not really them talking. At other times, it’s so beautiful hearing them tell their life stories.”

Now having been with Pilgrims’ Friend Society at Framland for eight years and at 70 years old, Ann is an established part of the team at the home and a prime example of how our staff are making an enormous difference in the lives of the older people who live with us.

Staff: our year in numbers

As of March 2025, **749 people** were employed by Pilgrims' Friend Society with **701** employed at our homes and housing schemes and **48** working in operational support, HR, finance, property services, and marketing and communications.

88% of staff who responded to our Autumn 2024 Engagement Survey said that they were **proud to be working for Pilgrims' Friend Society**.

94% said working with us **made them want to do the best work they do**.

91% said that they **care about the future of the charity**.

60 new members of staff joined us with Bridgemoor care home.

25 people have joined us on apprenticeships.

“ Recruitment and retention this year has benefitted significantly from our continued focus on staff pay, benefits and training, excellent site management, and sponsoring excellent colleagues from overseas, all of which has led to improvements in staff turnover and has saved on agency costs. I'm pleased that Pilgrims' Friend Society is a great place to work, enabling wonderful care and community for the older people who live with us.”

Josh Field, Director of HR





Connecting with *community*

Across our care homes, life is enriched by links to local churches, with ministers, regular volunteers and occasional visitors all having a part to play. At Shottermill House in Haslemere, church and community engagement deepened during 2024-25. The home now has links with 13 churches. Deborah, the Activities and Community Engagement (ACE) Facilitator at the home says, “I see it as bringing a beautiful rainbow. Our family members come from a diverse range of

church backgrounds and different people respond to different things. Having so many links helps everyone find the spiritual support they need.”

Sometimes connecting with our communities means a trip out – something family members at Luff House in Walton-on-the-Naze enjoy with visits to the local Frinton Free Church for a monthly memory singalong!



Every person *matters*

A few special stories about those who live and work with us.



Lynn – we were desperately sad to say goodbye to our dear colleague Lynn Hall who passed away in September after a short illness. Lynn had been instrumental in developing our bespoke approach to caring, The Way We Care, and her impact will be felt at Pilgrims' Friend Society for many years to come.



Fraser, 20, lives with autism and a learning difficulty but has become a key part of the housekeeping team at Middlefields House in Chippenham. He enjoys chatting with family members and has successfully been managing some of his extra challenges while making a major contribution to the running of the home.



David, 74, has been bringing his horticultural skills which he honed at Kew Gardens to the garden at Finborough Court in Great Finborough. While David lives in the bungalows, he's been helping keep the care home garden looking pretty and offering some extra sensory input to family members at the home.

Peter, 69, applied to be a Hummingbird at Milward House in Tunbridge Wells after spending a few years in retirement. In his role, he spends time with those living with dementia and he says, "It's all about understanding each individual and relating to them on their terms. If someone is sad then it's my goal to leave them in a better place than before I came".

Diane is a volunteer at Evington Home in Leicester having first been a visitor in the 1960s with her family. Now she matches her love of crafting with a desire to support those who are getting older. She says, "I'm excited to continue this work, building lasting relationships and sharing love and compassion with everyone I meet along the way".



‘They will still bear
fruit in old age, they will
stay fresh and green,
proclaiming, “The Lord is
upright; He is my Rock.” ’

Psalms 92:14-15



Volunteer

Whatever your skill set, your local community for older people can use you!



Pray

Everything we do is rooted in prayer - get regular prayer topics in our magazine and emails.



Keep in touch

Stay in the loop with our quarterly magazine, and monthly Family News and fortnightly Prayer News emails.



Give

Your gifts help us invest in our work for the long term.

www.pilgrimsfriend.org.uk/keepintouch

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