Pilgrim Trust



Beckford's Tower, Bath Preservation Trust © Casper Farrell

The Pilgrim Trust Appointment of Chair

July 2024

Perrett Laver

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Paignton Picture House © Historic England

Letter from Atul Patel MBE, Chair, Nominations Committee

Thank you for engaging with the Pilgrim Trust, and for considering serving as our Chair of Trustees.

The Pilgrim Trust is a unique organisation, and to Chair it is to pick up a piece of history. We are more in charge of our destiny than many others in our position; the original objects handed down by our founder Edward Harkness has afforded us the freedom to take risks, and to fund where others may not.

We pride ourselves on being funders who support programmes in critical need of support, and to use our funds imaginatively. We can also be the first funder where a case appears to be risky, but there is a chance of encouraging others to follow suit. We seek to focus on those projects which may find it difficult to raise funds from other sources.

The work of the Pilgrim Trust extends beyond just financial support. The advice we offer to our grantees, and the partnerships we have fostered has enabled us to provide information and expertise to a wide range of causes.

Our areas of focus, preservation and conservation and young women's mental health, are very different – but they share a pressing and growing need for support and funding. As our current Chair, Sir Mark Jones, steps down following 10 years in post, we are seeking a Chair who can continue the legacy of the Pilgrim Trust – to protect what is so unique, and to help us explore new and untapped ways in which we can make a difference, to fulfil our aims to improve the life chances of the most vulnerable and preserve the best of our past for the public to enjoy.

Thank you for your interest in becoming our Chair, and advancing the work of the Pilgrim Trust.

Atul Patel MBE



Paisley Museum Banner Conservation © OneRen

An Introduction to the Pilgrim Trust

American philanthropist Edward Stephen Harkness founded the Pilgrim Trust in 1930 by endowing it with a capital sum of just over two million pounds for charitable purposes within the United Kingdom. He was prompted by his admiration for what Great Britain had done in the 1914-18 war, and by his ties of affection for the land from which he drew his descent. He desired that the gift should be used for some of the country's more urgent needs and in promoting her future well-being.

From its first meeting, the Trust adopted a policy of supporting both the preservation of the important historic fabric of the UK and the nation's social welfare needs which has continued to this day. The founding Trustees took great pride in the Trust's independence, its flexibility, and embraced the idea that philanthropy should be experimental and this still characterises our modus operandi.

Over the years, the Trust has used its standing, experience, connections, and voice as well as its monetary resources to be both a responsive funder meeting urgent needs and somewhat of a pioneer, often intervening early to act as a catalyst.

It supported the first open-air nurseries, the start of the hospice movement, and early advisory services for women in prison. It was the first to help the formation of the Council for the Encouragement of Music and the Arts (the embryonic Arts Council), and in subsequent years supported the first preservation trust for historic churches, the accreditation system for the conservation profession, the cataloguing of archives, and has been an advocate for the benefits of maintenance.

Currently, we dedicate approximately 60% of our grants each year to preservation and conservation projects, and the remaining 40% is allocated to young women's mental health. We also support occasional strategic interventions in the areas within which we work and investigate potential future areas of need through our small research, advocacy and development fund.


Sensory workshop © The Parent Rooms

Our Work

The £3 million we give in grants for projects throughout the UK are split across our three focus areas: young women's mental health, preservation and conservation, and research, advocacy and development.

Preservation and Conservation

We support the preservation, conservation and repair of significant historic buildings, structures and architectural features. We also support the conservation of works of art, objects, records and collections.

We work with a number of strategic partners including the Association of Independent Museums, Architectural Heritage Fund, National Churches Trust, and The National Archives across preservation and conservation to increase the reach and impact of our funding.

We look at all projects holistically and explore where a grant will have the most impact and help organisations to unlock other sources of funding. All our projects champion best practice in preservation, repair and conservation work.

Our Work

Young Women in Mind

We set up the Young Women in Mind programme (previously known as the Young Women's Mental Health programme) to help improve the mental health of women aged 16-25 in the UK. We've committed £5 million in funding over five years (2021-2026).Our grants go to organisations that increase young women's access to high quality, age and gender specific mental health services.

Recent years have seen a sharp rise in mental ill health among women. Young women are especially vulnerable, with over 25% experiencing mental health problems. Social factors and structural inequalities exacerbate these problems and make it difficult for them to access resources and services.

Those in the 16 to 25 age group experience many life challenges, and most mental health problems reveal themselves before the age of 24. Added to this, the transition from children's to adult mental health services leaves many young people unable to get help when they need it most.

Our young women's mental health programme is about finding effective ways to help young women whose mental health needs would otherwise go overlooked.

Research, Advocacy and Development

Our small research, advocacy and development fund allows us to make strategic interventions in our areas of interest, where they may bring about systemic change, drive forward policy and practice, or strengthen the sector.

We support projects, ideas and organisations that do research, advocacy and sector development work in young women's mental health, preservation and conservation of historic buildings and collections, and increasing access to the countryside.

We aim to be more conversational rather than transactional in our approach. Normally we build partnerships and then invite applications for initiatives we are interested in supporting.



Somerset House © Caroline O'Dwyer



Turf Fen Mill, How Hill Estate Norfolk © Mike Page

Financial Summary

Our original Trust Deed empowered the Trustees to use the fund at their absolute discretion, within the law relating to charitable purposes for some of Great Britain's more urgent needs, so that gift would assist not only in tiding over the difficulties of the time, but also promote the country's future well-being.

Today, our financial strategy is as follows:

- Trustees have adopted a total return approach. This means that both income from the portfolio and the underlying capital can be used in support of the Trust's activities.
- Our investment strategy is one of long-term growth and the endowment's time horizon is in perpetuity.
- The Trustees' policy regarding the endowment is to maintain its value in real terms over the long term based on the portfolio valuation as at the end of December 2010.
- The endowment is mainly invested in passive funds, and we are steadily increasing the ESG focus of those passive funds but in seeking to ensure that we adopt a positive approach and increase our exposure to companies that are top performers in ESG (environmental, social and governance) we are also investing in experienced ESG active managers.

Over 2022, the Trust's long-term investments account for over £78 million and generated over £1.8 million of income. From the year ended 31 December 2022, Pilgrim Trust gave almost £3 million across 69 grants. This was split between 53 Preservation & Conservation grants totaling nearly £1.8 million, 11 Young Women's Mental Health grants totaling almost £1 million and 5 Research, Advocacy & Development grants totaling £155,000.

The Pilgrim Trust does not actively fundraise, and income is primarily derived from its long-term investments.



Kerri Williams, Canal artist, Heritage Crafts © Bela Varadi

Board

The Pilgrim Trust is governed by the Board of Trustees who set and oversee the delivery of our strategy; they play a valuable role and work closely with the team to run the Pilgrim Trust.

The Trustees are directly responsible for the governance of the charity and directing how it is managed and run; applications for grants are considered at the Board of Trustees' quarterly meetings. Trustees are expected to take an active interest in our activities, and it is the Board's practice to visit a different part of the UK once per year, and to see funded projects and discuss policy matters.

The Finance, Audit and Risk Committee oversees all financial matters within the Trust, including the monitoring of the Trust's portfolio of investments.

For the Trust's Young Women in Mind programme, a panel of four Trustees meet to review the applications and make recommendations for funding which are then reviewed and decided by the full Board of Trustees.

Current Trustees:

- **Sir Mark Jones FRSE, Chair**
- **David Barrie CBE**
- **Caroline Butler (Chair, Finance, Audit and Risk Committee)**
- **Dr Anna Keay OBE**
- **Alice La Trobe Weston**
- **Atul Patel MBE (Chair, Nominations Committee)**
- **Matthew Ridley**
- **Marie Staunton CBE**
- **Dr Alexander Sturgis CBE**
- **Cullagh Warnock**
- **Joan Winterkorn MBE**

Team

Led by Director **Sue Bowers**, a small and friendly team of six people work closely together to run the Pilgrim Trust and manage our various grant programmes.



Jumbo Water Tower Colchester © Steve Brading

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The Role of Chair

The Chair's primary purpose is to provide effective strategic leadership of the Board, enabling Trustees to fulfil their responsibilities for the governance of the Trust and supporting the Director, who is the public face of the Trust.

In addition to the core responsibilities of the Trustees the Chair has additional, specific responsibilities as follows:

- To oversee the protection and management of the assets of the charity and to ensure their proper investment, so as to help ensure the financial stability of the Trust.
- To lead and inspire the Board of Trustees in its role of setting the strategy and policy of the organisation and in its grant-making.
- To safeguard the good name and reputation of the Trust.
- To ensure, with the help of the Director, that the Trust complies with its governing instrument, charity law and any other relevant legislation or regulations and uses its resources exclusively in pursuance of its objectives as defined in its governing instrument.
- To liaise with the Director on a regular basis so as to have an overview of the organisation's affairs and to provide support to the staff team in ensuring the Pilgrim Trust achieves its mission.
- To plan, in consultation with the Director, the annual cycle of Board meetings and their agendas, and to chair the Board meetings.
- To guide Board actions concerning organisational priorities and governance concerns and help the Board reach sound decisions.
- To lead the process of appointment of a Director to the Trust when necessary and act as a critical friend to the Director providing support and appropriate challenge, and manage key internal and external stakeholder relationships, as required.
- In consultation with other Trustees, to lead the appointment of members of the Board and monitor the effectiveness of Board members.
- To appoint the Chairs of any Board Committees, in consultation with other Board members.
- To represent the organisation at appropriate events, meetings or functions; to act as a spokesperson for the organisation when appropriate.

All Trustees are responsible for safeguarding the assets of the Trust, and for protecting and managing the assets of the charity to ensure their proper investment.



Young women celebrating the Bite Back project © Bright Futures NE

Person Specification

The Pilgrim Trust is seeking an experienced individual with a deeply held commitment to the Trust's guiding objects, who will demonstrate their interest in supporting our two main areas of work in preservation and conservation, and young women's mental health.

The successful candidate should have a proven track record as a senior leader and board member, with a strategic mindset, experience of the charitable sector, and an understanding of the role of Trusts and Foundations, in particular how they can make change happen and how their impact can be measured.

Pilgrim Trust is particularly interested in candidates who would offer some or all of the following qualities and skills:

- Demonstrable leadership experience at a strategic level.
- Experience of serving on boards or advisory bodies as a Trustee, Non-Executive Director, Committee Chair or Chair.
- Experience in or strong familiarity with our broad focus areas across either social change or preservation, conservation and care of significant historic buildings, objects, records and collections.
- The ability to engage with intellectual discussions on a broad range of topics.
- The presence, style and confidence to build credibility within and outside of the Pilgrim Trust.
- Comfort and ease in utilising one's personal profile and networks to be an ambassador for the Pilgrim Trust, and the ability to support the Director in building and maintaining Pilgrim Trust's high standing and reputation.
- Low-ego, consensus oriented, and diplomatic approach to Chairing, with the ability to lead a strong Board, ensuring all Trustee's contributions are sought out and valued.
- Ideally, experience of occupying a leadership or board role within the charitable sector.
- Ideally, experience of working with or within the Civil Service or NGOs.

The Trust is keen to hear from candidates with a range of experiences and backgrounds, and welcome applications from those who have not chaired an organisation previously, but who have gained the requisite skills and approach to chairing from other analogous environments.

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How to Apply

The Pilgrim Trust has retained the services of Perrett Laver to help identify the widest possible field of suitable candidates and assist in the assessment of applicants against the requirements for the role. An executive search exercise is being undertaken alongside the public advertisement of the post.

For a conversation in confidence regarding the role, please contact Principal Research Associate, George Hourmouzios at **george.hourmouzios@perrettlaver.com**.

If you require adjustments to this application process and or these documents in an alternative format, please contact Project Manager Anna Sloan at **anna.sloan@perrettlaver.com**.

Candidates should submit a CV (including comprehensive details of key achievements and responsibilities) along with a covering letter which fully addresses the competencies outlined in the job description and person specification and outlines their interest in The Pilgrim Trust.

Completed applications should be uploaded at: **https://candidates.perrettlaver.com/vacancies/** quoting reference **7367**. The closing date for applications is **09.00 GMT on Monday 29th July 2024**.

The longlist of candidates will be determined during the week commencing 8th August and longlisted candidates will be invited to interview with Perrett Laver during the weeks commencing 12th August and 19thAugust.

The shortlist of candidates will be selected during the week commencing 9th September and shortlisted candidates will be invited to interview during the week commencing 16th September 2024.

The Pilgrim Trust embraces diversity and welcomes applications from all sections of the community. We are committed to the principles of equality and fairness and do not discriminate on the grounds of age, ethnicity, race, colour, religion or belief, gender or gender identity, sexual orientation, or disability. If you consider yourself to have a disability and need reasonable adjustments made during the recruitment and selection process, please let us know how we can help you.

Protecting your personal data is of the utmost importance to Perrett Laver and we take this responsibility very seriously. Any information obtained by our trading divisions is held and processed in accordance with the relevant data protection legislation. The data you provide us with is securely stored on our computerised database and transferred to our clients for the purposes of presenting you as a candidate and/or considering your suitability for a role you have registered interest in.

As defined under the General Data Protection Regulation (GDPR) Perrett Laver is a Data Controller and a Data Processor, and our legal basis for processing your personal data is 'Legitimate Interests'. You have the right to object to us processing your data in this way. For more information about this, your rights, and our approach to Data Protection and Privacy, please visit our website ***http://www.perrettlaver.com/information/privacy-policy/***



Circus Eruption Visit by Staff and Trustees © Circus Eruption

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