

Langley Trust

Appointment for Director of People

November 2023

Reference: FBKWA



An introduction from Tracy

Dear Applicant,

We are delighted that you are interested in joining Langley Trust. This is a key position which sits within our executive team, comprising five Directors.

Langley Trust is an innovative Christian charity, providing specialist housing, registered complex care services, programmes and support services in the community and targeted advice in prisons, for people with convictions. Established 65 years ago, Langley Trust is now a dynamic £18m organisation, working directly with 1174 clients across our full range of services in 2022-23. We have earned an enviable reputation for reducing reoffending with proven results, working with some of the most marginalised people in society.

Langley's vision is of a society where no-one is unfairly disadvantaged or excluded because of their past. We believe that everyone deserves a another chance, and to have a safe space to call home, a place to flourish and an opportunity to experience transformation in broken lives. We are a values-driven organisation and work in a Christ-like way with all our people – clients, staff and volunteers alike. We welcome those of all faiths and none.

Langley Trust is first and foremost about mission and this within a context of managing risk carefully, ensuring we run an efficient and effective business that remains viable for the long term, so that future generations can benefit from its services. We recognise the unmet need within the sectors we service, and are committed to growth to enable us to fulfil our mission and meet that need. As a business we have continued to grow in all domains year on year for the past five years. In 2018/19 our income was just over £12m and in 2022/23 it had increased by 50%, to just over £18m. During 2022/23 alone our income increased by 13.6%, despite this sector being a very challenging environment to expand in given the cost-of-living crisis. Care income has seen a significant rise and we have responded to the evident need for care beds by purchasing a care home to replace our existing property in Kent, offering increase bed spaces and ready access for wheelchair users. We extended our reach into new services, opening an Independent Approved Premises in April 2022 and saw 7.8% growth within our staffing during the year.

We are seeking to recruit a committed Christian whose character matches our values. The person we seek will have significant experience in senior leadership. We would like a person who can reflect on their work and their decision-making but is decisive. It is important that they can identify key issues and lead others to be the best version of themselves, helping them to focus and deliver according to Trust priorities.

We seek a person who is resilient, hardworking, and able to give the breadth and depth of assurance required by both executive colleagues and the Board of Trustees across key areas of their portfolio. Langley Trust is missional and as such if you seek to join an organisation where you will make a difference, look no further - we offer this and more.

I would like to conclude by thanking you for your interest and pray God will guide you in your future steps.

Tracy



About Langley Trust

Langley Trust believes that everyone deserves a second chance, and for over 65 years has been supporting people with convictions to transform their lives through a Christ-centred approach.

Langley Trust is a dynamic Christian Charity, built on a strong legacy of providing housing, registered complex care services and support to some of the most marginalised groups in our society, namely people with convictions. . Langley Trust's vision is of a crime-free society where no-one is unfairly disadvantaged or excluded because of their past. We believe that everyone deserves a second chance and are privileged to be part of our clients' transformation journey, offering hope and a safe place to call home.

Established in 1958 by a group of Christians who were motivated by their passion to see the lives of people with convictions changed for the better, Langley is proud of its heritage. The staff who join Langley, whether they have a faith or not, often speak of being drawn to Langley's values which focus on behaving in a way that is Christ-like, visionary, responsible, respectful and genuine..

Langley delivers specialist, person-centred services that enable people with convictions to flourish and live crime-free. Langley work with some of the hardest-to-engage individuals in the criminal justice system, both in prison and in the community. Services include specialist housing for people with convictions or are at risk of offending and psychological services from experienced staff who work effectively with individuals who experience learning disabilities, mental illness, and substance misuse. During 2022-2023, Langley have supported over 2100 individuals through the wide scope of services provided.

Of the 15 services nationally, 8 offer complex care and are registered with and regulated by the Care Quality Commission (CQC). Langley is well equipped to provide personal care to those who require it, especially in cases where there is a history of complex needs or types of offending behaviour that can make these individuals hard to place elsewhere. Across Langley's hostels, dispersed community housing and residential care services there is a total of 474 bed spaces, 100 of which are designated solely for complex care placements. Langley also works closely with Local Authorities, Clinical and Joint Commissioning Groups, individual Prisons and Probation services, the Ministry of Justice and others, to manage the appropriate referral, assessment and safe placement of clients into the services provided. Over 80% of the clients surveyed most recently in supported housing stated that the service they received overall was either good or excellent.

Other support services have continued to see growth during the last year, including prison-based programmes such as the 'Kainos Challenge to Change' programme, which is an intensive behavioural change programme, initially delivered at HMP Haverigg in Cumbria and since 2019 within HMP Lancaster Farms. This programme is being assessed for continued accreditation through CSAPP, building on its initial outcomes which were recognised as effective. During 2022, Langley has delivered support services (besides housing and care) to 965 clients who needed specialist advice on issues such as gambling, debt, and accommodation needs.

NEW VENTURES

In April 2022 Langley were proud to open an Independent Approved Premises in Bradford, having been commissioned by the Ministry of Justice to provide this service in support of prison-leavers who pose a higher risk of reoffending than a regular community-based service could safely support.

Langley were also excited to purchase a new care home in Kent in December 2022, moving from an existing care home into a much larger building, with modern facilities and easy access for wheelchair users or those with limited mobility. Local commissioners have also welcomed the expansion of this service, recognizing the ongoing need for complex care in the region.

The latter part of 2022/23 also brought a new opportunity for Langley to provide support services on behalf of Serco into a new private prison, HMP Fosse Way.

Langley have also been working hard on staff engagement to ensure further development of the Equality, Diversity and Inclusion strategy. Four staff networks were launched during 2022, focusing on women, the younger workforce, ethnic minorities and most recently the LGBTQIA+ community. All four networks have been well received by staff and each has a director as its executive sponsor.

Through the Chaplaincy team Langley are delighted to have led 24 staff and a number of clients from 7 residential services through the Alpha course as a means of exploring the Christian faith.

During 2023 Langley have been celebrating '65 years of Langley', with many different activities happening across various teams and services. An extensive rebrand has also been ongoing, which has included launching a new website. Included in this, the name 'Langley House Trust' has now been changed to 'Langley Trust', but the essence of the work remains in keeping with the vision the founders developed.



LANGLEY TRUST VALUES

Langley's values shape the way staff behave and work together and guide thinking and actions.

- Christ-like – we build a culture that reflects Jesus' teaching and His love.
- Responsible – we are diligent in all we do and take care of all people within Langley.
- Respectful – we will respect all people, act inclusively and engage widely.
- Visionary – we will bring hope and encourage flourishing throughout Langley.
- Genuine – we are honest, principled and trustworthy.

INVESTORS IN PEOPLE AND AWARDS

In August 2022 Langley were re-awarded the Investors in People Gold Award for the consecutive third time, which is a testament to the consistently high standard of work provided across Langley Trust. Langley continues to benchmark its success against other care and housing providers in the market. Fewer than 3% of the client group are convicted of a further offence whilst with Langley, and this has been a consistent outcome over many years.

Langley were shortlisted for the following external awards during 2022-23:

- Charity Times Awards – finalists
- Inside Housing's UK Housing Awards (Eliora) – 'Highly commended' finalist
- Housing Heroes and Women in Housing Awards – 1 finalist and a 'highly commended' Professional of the Year
- Chartered Institute of Housing, Northern Awards – finalists
- British HR Awards – Leader of the Year – finalist
- EMEA Inspiring Workplaces – named a 'Top 5 government/non-profit Inspiring Workplace'



The role

PURPOSE OF POST

The purpose of this position is to ensure the delivery of Langley's established People Strategy, taking ownership for the entire journey of the staff and culture at Langley. The Director of People will ensure that the values, mission, vision and the Christlike culture of Langley is integral at all touch points with staff, volunteers and clients.

The Director of People will ensure best practice policies, processes and positive change theories are applied proactively and consistently. The successful candidate will create an environment where people feel valued, empowered and equipped to do their best work. This person will play a full part amongst the Executive team to further the organisational aims, helping Langley to be a leader within the sectors in which it operates with measurable outcomes for all clients. This role will be responsible for the Head of HR, Head of Communications, Head of Learning and Development, and Executive Assistant.

KEY RESPONSIBILITIES

- Lead the People Directorate to provide a professional, proactive, responsive and expert service across Langley, facilitating the embedding of its Christlike culture that is inclusive, compassionate and high performing. Ensure effective and efficient implementation of all aspects of the People Strategy; managing resources to ensure a congruent workforce and actively interpret stakeholder feedback to deliver positive organisational change and learning.
- The overview, development, review and implementation of people policies, processes and procedures; in collaboration with the Head of HR Operations. Ensure these are in harmony with the People Strategy and reflect the Trust's values, mission and vision.
- Develop a culture where our leaders and managers consistently deliver well and people are able to fulfil their potential. Use all possible mechanisms including development, training, coaching & mentoring and exposure to good practice models.
- Define, establish and regularly review people metrics for the Trust to become an employer of choice. Ensure sufficient assurance is given to the Board, executive and other key stakeholders. Ensure that people practices are developed to deliver continuous improvement across key outcomes.
- Provide pastoral signposting to staff as required.
- Ensure that we manage and support our people to fulfil People regulatory and legislation expectations such as from the Care Quality Commission relevant KLOE measures, the Pensions Regulator and other regulatory bodies.
- Ensure people have the right processes and procedures in place to allow the correct autonomy and decision making including promoting a psychologically safe environment.
- Ensure the Trust quickly responds to address behaviours and attitudes which are not congruent with our values including clearly defined expectations for managers and staff alike.
- Successfully implement change using best practice change methodology.
- Service the People Committee and provide assurance to the Board and Executive team. Manage strong working relationships with key internal and external stakeholders including managers and the staff forum so Langley can achieve its Business Plan.
- Oversee the Learning and Development of our people, with the Head of Learning & Development, ensuring they become the best version of themselves, being equipped to undertake their roles

with confidence and helping them attain their ambitions. Provide our people with a sufficient skill set to meet the changing needs of the sectors they operate in.

- Oversee the embedding of the Equality, Diversity and Inclusion (ED&I) strategy, working in a collaborative way, winning hearts and minds of our people so that we become more committed and able to deliver true inclusivity in harmony with our mission, vision and values. Lead the ED&I Forum and ensure the continued development of the Staff Networks.
- Stay abreast of cutting-edge developments, best practice within HR and in particular organisational design and development.
- Ensure that all aspects of the relevant work are operated properly in conjunction with the organisational Risk Management framework, including but not limited to Operational, Environmental/ External factors, and Governance. The post holder is required to demonstrate effective controls and compliance with all statutory, regulatory and policy requirements relating to the management of the Trust and as outlined in the Risk Register.
- When required, the post holder will deputise for the CEO or other Directors.

CHRISTIAN LEADERSHIP

- Lead own teams and be a role model across the Trust to demonstrate Christian values and understand, demonstrate and articulate the Christian ethos at the heart of the organisational work. The post holder must be a Christ-centred individual who is able to put their belief in Christ into action as a leader and as a manager of staff.
- Lead on ensuring the Christian faith (and the associated faith-based methodology) is consistently woven through our organisation people processes, policies and procedures. Create an ethos of believing that each person is uniquely created and loved by God. Enable each person with the opportunity to deliver their God given potential.
- Pray for Langley and its stakeholders. Lead devotions, prayer and worship regularly in meetings and at conferences. As a Director, engage with Christian faith based organisations and communities including securing financial or other support from donors (most of whom will be Christians) and prayer support for the Trust. Represent the Trust at faith-based events, leading worship and devotionals and giving talks to increase and develop the supporter base for the Trust both locally and nationally.
- Lead in the recruitment of colleagues where there is an occupational requirement to be a practising and professing Christian. Actively promote and support the identification and development of talent, career pathways and succession plan for staff across the organisation.

COMMUNICATIONS

- Oversee the delivery of the communication approach of the Trust in collaboration with others. Work collaboratively with the CEO and the Head of Communications to ensure that internal communication is in harmony with the mission, vision and values of the Trust. Ensure the organisation develops a positive voice not only to become an employer of choice, a service deliverer of choice but also a charity of choice. As a *Gold Investors in People* accredited organisation the post holder will continue to grow and develop Langley, using the learning from this, leading on reaccreditation processes and development forums.
- Proactively seek opportunities to secure key awards to raise the profile of the group and to reinforce the relevance and quality of the services the Trust delivers.



Person specification

BELIEFS

- A practicing and professing Christian, committed to uphold and interpret the Christian ethos of the Trust.
- A knowledge and understanding of Christian Scripture and doctrine.
- An active prayer life and willingness to pray for all stakeholders of the Trust.
- A regular Christian worshipper.

QUALIFICATIONS & TRAINING

- CIPD level 7/ Masters in Human Resource Management/ Development or equivalent.
- Fellow of the Chartered Institute of Personnel & Development (FCIPD)

SKILLS, KNOWLEDGE & ABILITIES

- An effective leader.
- Highly developed interpersonal and communication skills.
- Highly literate & numerate.
- Experience of managing at a senior level.
- Considerable experience of leading HR/People for an organisation with significant experience of all, or most, of the components of a people strategy. Demonstrable experience of
 - Successful implementation of major people initiatives and/or transformational change.
 - Evidence of implementing latest best practice in HR, employment, learning and development (including accredited learning) and cultural change.
- Experience of Board reporting including the research, writing and implementation of policy.
- Able to maintain professional boundaries and confidences and evidence of integrity and discretion and working with sensitive and confidential information.
- Demonstrable experience and commitment to supporting and working within diversity aware environments.
- Strong understanding of UK employment legislation with experience of implementing legislative requirements within a people function.
- Appreciation of the regulatory frameworks within which the organisation operates
- Ability to manage, influence and collaborate with a wide range of stakeholders in an open, compassionate and bold style.
- Evidence of curiosity and openness to challenge and learn.
- Strong verbal and written communications that are clear, calm and helpful Excellent interpersonal and organisational skills.
- Ability to work at the right level of detail and provide assurance.
- Ability to build and lead effective, productive and motivated multi-skilled teams.
- Clear delegation and support to direct reports that balances support and challenge.
- Management of budgets.
- Computer literate in a range of software packages. Able to use current business software (eg Microsoft Office) and databases, including MS Excel at Intermediate/Advanced level.

- Ability to remain non-judgemental in all situations and to convey an objective, independent approach.
- Motivation and experience to grow the organisation within the parameters set.
- Able to set, analyse, evaluate and report on relevant quantitative and qualitative data focusing on KPIs.
- Resilience in dealing with untoward events.
- An awareness of the key issues in the management of Human Resources and effective employee engagement.
- Experience of designing and implementing pay & grading systems
- Experience of deploying modern ways of learning, talent and performance systems.

FLEXIBILITY & MOBILITY

- Able to travel within England with access to own transport and willingness to undertake significant travel when required.
- Flexible approach to workload.

Terms of appointment

A competitive salary and benefits package will be negotiated with the successful candidate.

The role also comes with:

- an essential car user allowance
- private medical insurance allowance
- up to 8% matched pension contributions
- 30 days annual leave – plus bank holidays

3 paid spiritual reflection days per annum

Various annual retreats with the Executive Team, Trustees, Senior Leaders and Managers

1 paid volunteering day within Langley per annum

Various wellbeing benefits including flu vaccination, eyecare vouchers and upcoming flexible benefits

Hybrid working from our Coventry Office with the option of some working at Home.

A minimum of 37 hours per week, some of which will be unsocial. The post will be based on a hybrid working model. (A typical fortnight would require the post holder to be in the office for on average three - four days per fortnight.)

A full driving license with the ability to travel throughout England, and satisfactory DBS check are required.

Appointments are conditional upon the satisfactory outcome of an Enhanced DBS and Adults Barred List checks.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Langley Trust on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **FBKWA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Friday 24th November**.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

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