



# **CHAPLAINCY STRATEGY**

**2025 – 2028**

# INTRODUCTION

## Our Vision and Mission:

Our vision is of a society where no-one is unfairly disadvantaged because of their past. Our mission is to support people with convictions so that they reintegrate into society, live crime-free and thrive.

## Organisational Vision:

A sustainable and growing Christian organisation that is known and trusted, delivering life-changing services, where all our people are equipped and empowered to give of their best.

## Our Values:

- Christ-like
- Responsible
- Genuine
- Respectful
- Visionary

## Trust Strategic Objectives:

**Core Strength** - To ensure we stay true and strengthen our core mission (creating sustainable transformation in client's lives) our values and ethos in all we do. To retain and enhance Christ at the centre of our work. To be nationally known and locally loved both as a trusted partner and an excellent employer to our people.

**Growth** – We are committed to developing and growing current models of delivery that we know change lives and are financially viable. We will strengthen the financial foundation to allow growth and maintain safe reserves. And we will work at becoming nationally known and locally loved within our target audiences.

**High Performing Culture** – We will continue to develop and modernise internal processes, systems, procedures, and structures to ensure they are fit for purpose and future proofed. We will also invest in and develop our leaders. And finally, ensure we align closely the forecasting and actual performance outcomes.

# AIMS and OBJECTIVES

## Aims:

- To lead and be catalytic in developing our Christian approach across the Trust, embedding our values in all aspects of our culture to fulfil our missional objectives: *Core Strength*
- To spiritually invest in our workforce, clients and service delivery models to promote good missional outcomes: *Internal Development*
- To best position Langley to become nationally known and locally loved: *Growth*

## Objectives:

1. Increase prayerfulness across the Trust to become evermore rooted in prayer and focussed on Jesus
2. Grow confident disciples amongst the staff and volunteers
3. Increase client opportunity to both explore the Christian faith and grow as disciples
4. Increase the number, impact and missional focus of Langley Chaplains
5. Build a Langley volunteering service that is sustainable, meaningful and missional

## Recent Progress:

In 2024, we saw an increase in chaplaincy teams in some of our services, and an established staff Alpha course and plans come together for staff Encounter Days. Our pattern of weekly prayer meetings, monthly devotional syllabus and seasonal events are now properly established. We have also contributed to a more robust approach to assessing GOR job applications.

# OBJECTIVE 1: INCREASE PRAYERFULNESS ACROSS THE TRUST SEEKING CHRIST'S LEADING IN ALL THINGS

## WE WILL

- Seek to ensure that Langley Trust is rooted in prayer and growing a culture of prayerfulness
- Enable and encourage an ever stronger focus on Jesus in all we do

## WE WILL ACHIEVE THIS BY

- Create times of corporate prayer on a regular basis across the Trust and within all services
- Grow membership of the Prayer Network
- Resource managers to lead their teams in prayer
- Promote high quality seasonal materials and opportunities to pray together
- Develop systems of measure and review around spiritual impact both quantitative and qualitative across the Trust and Chaplaincy

## MEASURES OF SUCCESS

- Attendance
- Numbers
- Stories of prayer across the Trust
- Usage
- Credible annual review of Chaplains and services against missional outcomes

# OBJECTIVE 2: GROW CONFIDENT DISCIPLES amongst the staff and volunteers

## WE WILL

- We will grow confident disciples amongst the staff and volunteers through recruitment, training and discipleship

## WE WILL ACHIEVE THIS BY

- Work with the People Directorate on recruitment processes to ensure staff with GORs are focused on Jesus and rooted in prayer
- Ensure distinctive Christian training within the L&D schedule: Alpha, Christian Leadership, (for leaders and developing leaders) & 'Building a Christ-like culture'
- Offering times of retreat: Langley Retreat, Staff & Volunteer Encounter Days

## MEASURES OF SUCCESS

- Better recruitment rates and less time lost to poor applications and appointments
- Good uptake on Christian training courses
- Good uptake on Retreat and Encounter Days

# OBJECTIVE 3: INCREASE CLIENT OPPORTUNITY TO BOTH EXPLORE THE CHRISTIAN FAITH AND GROW AS DISCIPLES

## WE WILL

- Ensure that all Langley clients have opportunities to both explore and develop in the Christian faith

## WE WILL ACHIEVE THIS BY

- Christian basics course (e.g. Alpha) offered internally or externally in every service annually
- Client Encounter Days
- Making available easily accessible Christian literature, podcasts and apps
- Facilitating good quality external speakers to visit services
- Explore or write a Langley Pre-Alpha course looking at the Spiritual Life

## MEASURES OF SUCCESS

- Increase in clients coming to faith
- Numbers of people attending faith opportunities
- Measure supply and uptake
- Increase in speakers at services
- Produced and road tested by end of the summer 2025

# OBJECTIVE 4: INCREASE THE NUMBER, IMPACT AND MISSIONAL FOCUS OF LANGLEY CHAPLAINS

Objectives 4 and 5 should be read in conjunction with each other especially where there is an \*

## WE WILL

- Increase number of Chaplains and Chaplain hours across the Trust to ensure a sustainable service
- Increase Chaplaincy impact in line with missional objectives
- Strive for excellence throughout the Chaplaincy Team that can be recognised beyond Langley
- Engage through our Chaplains and services with local churches to build our teams and local support

## WE WILL ACHIEVE THIS BY

- Better and smarter recruitment using social media and partner churches
- Improved training, resourcing, networking and review of Chaplains
- Plan for paid local Chaplains
- Reinforce our missional objectives amongst our Chaplains and review their delivery
- Report on distinct Chaplaincy impact across clients, staff and supporters
- Ensuring our Chaplaincy staff are fully endorsed and supported by the wider church
- Establishing robust training and review of our volunteer Chaplains with partners and in house intervention
- Equipping and supporting our Chaplains to be local church Langley ambassadors\*

## MEASURES OF SUCCESS

- Increased service delivery Chaplaincy hours
- Stronger Chaplaincy presence
- A first locally paid Chaplain (P/T)
- Missional outcomes statistics
- Services measured for the same
- Up to date church engagement and training in place
- Review and development statistics
- Public presence and celebration during volunteer week etc.
- Growing levels of local support in terms of people, pounds and prayer

# OBJECTIVE 5: BUILD a LANGLEY VOLUNTEERING SERVICE THAT IS SUSTAINABLE, MEANINGFUL and MISSIONAL

Objectives 4 and 5 should be read in conjunction with each other especially where there is an \*

## WE WILL

- Increase the numbers of volunteers across the Trust
- Increase the proportion of volunteers, who have an active Christian faith
- Make use of technology to facilitate our volunteer workforce
- Recruiting professional volunteer coaches to support key staff development

## WE WILL ACHIEVE THIS BY

- Focussed social media campaigns, quicker recruitment and on-boarding and better retention
- Targeted social media recruitment
- Recruiting at local partner churches
- Using technological developments around recruitment, on-boarding, training and recognition of volunteers\*
- Focussed social media campaigns, partnerships and partner churches\*

## MEASURES OF SUCCESS

- Higher numbers of volunteers and lower turnover
- Greater numbers of volunteers professing a Christian faith
- Better recruitment and retention of volunteers
- Volunteer coaches available as needed and recognised across the Trust for their value



# TIMETABLE

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
<b>Objective 1: Increase prayerfulness across the Trust seeking Christ's leading in all things</b>				
Create times of corporate prayer on a regular basis across the Trust and within all services				
Grow membership of the Prayer Network				
Resource managers to lead their teams in prayer				
Promote high quality seasonal materials and opportunities to pray together				
Develop systems of measure and review around spiritual impact both quantitative and qualitative across the Trust and Chaplaincy				

	2025	2026	2027	2028
<b>Objective 2: Grow confident disciples amongst the staff and volunteers</b>				
Work with the People Directorate on recruitment processes to ensure staff with GORs are focused on Jesus and rooted in prayer				
Ensure distinctive Christian training within the L&D schedule: Alpha, Christian Leadership, (for leaders and developing leaders) & 'Building a Christ-like culture'				
Offering times of retreat: Langley Retreat, Staff & Volunteer Encounter Days				

# TimeTable

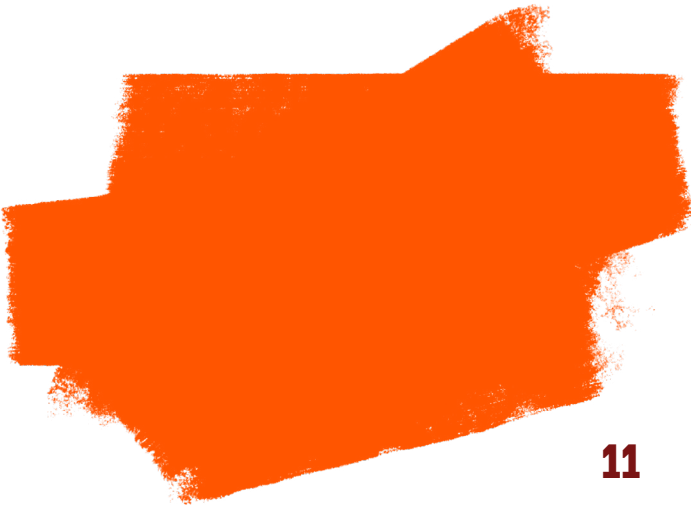
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<b>Objective 3: Increase client opportunity to both explore the Christian faith and grow as disciples</b>				
Christian basics course (e.g. Alpha) offered internally or externally in every service annually				
Client Encounter Days				
Making available easily accessible Christian literature, podcasts and apps				
Facilitating good quality external speakers to visit services				
Explore or write a Langley Pre-Alpha course looking at the Spiritual Life				

# TimeTable

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
<b>Objective 4: Increase number, impact and missional focus of Langley Chaplains</b>				
Better and smarter recruitment using social media and partner churches				
Improved training, resourcing, networking and review of Chaplains				
Plan for paid local Chaplains				
Reinforce our missional objectives amongst our Chaplains and review their delivery				
Ensuring our Chaplaincy staff are fully endorsed and supported by the wider church				
Establishing robust training and review of our volunteer Chaplains with partners and in house intervention				
Equipping and supporting our Chaplains to be local church Langley ambassadors*				



# TimeTable

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
<b>Objective 5: Build a Langley volunteering service that is sustainable, meaningful and missional</b>				
Focussed social media campaigns, quicker recruitment and on-boarding and better retention				
Targeted social media recruitment				
Recruiting at local partner churches				
Using technological developments around recruitment, on-boarding, training and recognition of volunteers*				
Focussed social media campaigns, partnerships and partner churches*				

## RISK ASSOCIATED WITH THIS STRATEGY:

Mission drift as a result of being distracted or sidelined from core service delivery.

**Mitigated by:**

- Monthly reporting to ET on the work of Chaplaincy services
- Annual review of missional objectives across the Trust