



Finance 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:

The overarching aim of this strategy is to ensure that the Trust continues to be financially viable, so that it can continue to provide much-needed services into the future. While “financial viability” is not stated as an individual aim or objective, the essence is woven into everything this strategy sets out to do. This includes the need to protect the Trust’s assets as we move forward.

Since the last version of this document, we have been able to embed a functioning Finance Committee, engage with three national contracts, and progress towards the imminent implementation of a paperless expense system. The other aims continue to be:

- To provide timely, robust and relevant financial information to enable Trustees and management to make informed decisions whilst safeguarding the Trust’s assets and supporting the delivery of Value for Money (VfM)
- To establish access to funding to allow the Trust’s growth ambitions to be funded

Objectives:

The key objectives of this strategy are to:

- Pursue strategic Value for Money initiatives, to include the path to information integration and document digitisation
- Equip staff and Trustees to be able to make informed decisions regarding the Trust’s finances
- Establish funding channels to support growth

OBJECTIVE 1: VALUE FOR MONEY

WE WILL

- Improve Value for Money (VfM) throughout the Trust

WE WILL ACHIEVE THIS BY

- Implementing key national procurement accounts to leverage the full buying power of the Trust
- Digitise key finance systems to improve efficiencies and productivity
- Pro-actively engaging with a peer-to-peer benchmarking to synergise sectorial best practice
- Requiring all new investments (to include new roles and systems) to deliver positive ROI within an agreed period

MEASURES OF SUCCESS

- All formal VfM metrics will have improved from the 2023 baseline
- Regional and Service Managers held to account for the financial performance of their regions/services
- Finance Team headcount not increased
- Operating surplus (as %) improving over the planning horizon

OBJECTIVE 2: IMPROVED DECISION-MAKING

WE WILL

- Equip management and Trustees to make key strategic decisions more effectively

WE WILL ACHIEVE THIS BY

- Working with L&D and the Langley Academy to provide quality financial training for non-finance managers
- Development of a standard financial module for the evaluation of new services, projects and capital expenditure
- Review the operating structure to allow for the introduction of Finance Business Partners across the regions

MEASURES OF SUCCESS

- All services showing improved financial performance against 2022/23 baseline
- New projects evaluated consistently and in a timely manner
- Trustees have increased assurance regarding day-to-day financial management

OBJECTIVE 3: FUNDING FOR GROWTH

WE WILL

- Establish funding channels to support the Trust's growth ambitions

WE WILL ACHIEVE THIS BY

- Developing a relationship with a mortgage provider
- Explore social investors
- Work with external fundraisers to develop a capital appeal
- Ensuring that all services deliver the required level of gross contribution, maximising operational surplus
- Review operational methodologies to reduce Central Services costs as a % of revenue

MEASURES OF SUCCESS

- Funding available for acquisition and mobilisation of one "legacy" building every 12-18 months

TIMETABLE

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
Objective 1: Value for Money				
Implementing key national procurement accounts to leverage the full buying power of the Trust*				
Digitise key finance systems to improve efficiencies and productivity*				
Pro-actively engaging with a peer-to-peer benchmarking to synergise sectorial best practice				
Requiring all new investments (to include new roles and systems) to deliver positive ROI within an agreed period				

*Key action

	2025	2026	2027	2028
Objective 2: Improved Decision-Making				
Working with L&D and the Langley Academy to provide quality financial training for non-finance managers*				
Development of a standard financial module for the evaluation of new services, projects and capital expenditure				
Review the operating structure to allow for the introduction of Finance Business Partners across the regions				

*Key action

TimeTable

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
Objective 3: Funding for Growth				
Developing a relationship with a mortgage provider*				
Explore social investors*				
Work with external fundraisers to develop a capital appeal				
Review operational methodologies to reduce Central Services costs as a % of revenue				
Ensuring that all services deliver the required level of gross contribution, maximising operational surplus				

*Key action

RISKS and RESOURCES

OBJECTIVE	RESOURCE	RISK
<ul style="list-style-type: none"> Value for Money 	<ul style="list-style-type: none"> Director of Finance and Business Services Head of Finance Finance Team 	<ul style="list-style-type: none"> The Trust misses out on VfM, which reduces the opportunity for savings and ministry Commissioners lose confidence in the Trust as our VfM metrics either deteriorate or are less favourable than our peer group We continue to invest in projects and ideas that do not generate an agreed level of return, which ultimately makes the Trust unviable in the long term
<ul style="list-style-type: none"> Decision-Making 	<ul style="list-style-type: none"> Director of Finance and Business Services Head of Finance Finance Team Service Administrators Trustees Managers Learning & Development 	<ul style="list-style-type: none"> Poor/less than optimal investment decisions Services not subject to robust day-to-day financial management Trustees have reduced levels of assurance
<ul style="list-style-type: none"> Funding for Growth 	<ul style="list-style-type: none"> Director of Finance and Business Services Head of Finance Trustees Directors 	<ul style="list-style-type: none"> Trust is unable to meet the aspiration for growth