



Learning & Development STRATEGY

2025 – 2028

INTRODUCTION

Our Vision and Mission:

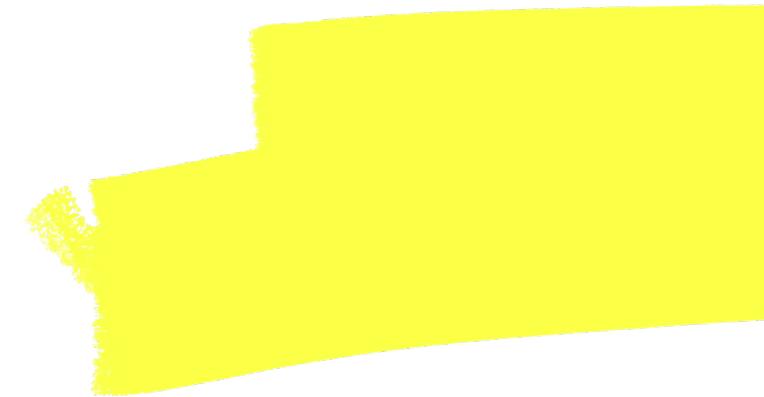
Our vision is of a society where no-one is unfairly disadvantaged because of their past. Our mission is to support people with convictions so that they reintegrate into society, live crime-free and thrive.

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 develop highly skilled, adaptable people who drive organisational success through targeted learning initiatives, promote people engagement, and cultivate leadership capabilities, ensuring that both individual and company objectives are met in the rapidly changing environment.

Objectives:

The 4 key objectives of this strategy are:

- Develop a continuous learning and development culture by creating or sourcing high quality learning materials that are engaging and incorporate self-directed learning, on the job learning, and group learning where knowledge is shared, and best practises are disseminated.
- Develop personalised learning pathways based on job role and individual need. Both mandatory pathways but also personal and professional development pathways.
- Develop leadership and management offer.
- Integrate technology and utilize learning management system (Langley Academy) to streamline the training process, track progress, and facilitate access to resources, and to implement methods to access the effectiveness of training through evaluations and performance metrics.
- Review and widen our offer of accredited courses.

OBJECTIVE 1: DEVELOP a continuous LEARNING AND DEVELOPMENT CULTURE

WE WILL

- Review the current learning and development offer to ensure a wider range of learning and development opportunities are offered that allow for both professional and personal growth
- Review the study sponsorship procedure ensuring it complements the Langley Academy offer
- Measure impact and effectiveness of the learning and development offers
- Include volunteers and chaplains in the learning and development culture

WE WILL ACHIEVE THIS BY

- Identifying which courses offered by the Charity Consortium are useful and appropriate and build relevant catalogues, promoting them via Langley Academy and Elementsuite
- Reviewing the procedure developing a clear process for usage of the sponsorship and the length we will sponsor individuals
- Develop a suite of reports that evidence both impact and effectiveness of the course options. Change options for training if some courses are not being utilised
- Ensuring that extra licences for the Langley Academy is costed into the 25/26 budget
- Working with the chaplaincy/volunteer team to identify training required for volunteer and chaplains

MEASURES OF SUCCESS

- There is a 95% uptake in mandatory courses available
- There is a 15% uptake of personal or professional courses in 2025/2026 and a 20% uptake by 2028
- 85% of Study sponsorship applications received are successful
- All volunteers, Trustees and chaplains are included on the Langley Academy by 2026

OBJECTIVE 2: DEVELOP PERSONALISED LEARNING PATHWAYS

WE WILL

- Develop induction pathways that are based on job roles
- Develop a wider range of learning and development opportunities for non-service staff

WE WILL ACHIEVE THIS BY

- Reviewing and rewriting the induction pathways for all job roles
- Source a variety of learning and development sources from the Charity Consortium that addresses the developmental needs identified in people's appraisal documents

MEASURES OF SUCCESS

- Comprehensive induction pathways that equip people to undertake their job roles, with people consistently confirmed in post following a successful 6-month probationary period

OBJECTIVE 3: DEVELOP LEADERSHIP and MANAGEMENT OFFER

WE WILL

- Develop our catalogue of management development courses, providing our managers with a wide variety of learning opportunities to develop the skills required of them
- Work to identify staff who wish to develop management skills in preparation for future management roles
- Develop a mentor-ship process initially for new managers, with the aim of rolling it out more widely once it is established

WE WILL ACHIEVE THIS BY

- Identifying which courses offered by the Charity Consortium are useful and appropriate and build relevant catalogues, promoting them via Langley Academy and Elementsuite
- Work with HR and Operations Teams to identify a process of identifying management potential at an early stage and build personalised pathways for these individuals to support succession planning
- Developing a mentor-ship programme with clearly defined expectations, structure and processes

MEASURES OF SUCCESS

- Courses offered match the developmental needs identified by managers. Retention is partially attributed to L&D offer
- Internal candidates can be short-listed for all management roles
- All new management and senior management positions have a mentor who is fully trained, and feedback identifies the benefits of the mentor-ship programme

OBJECTIVE 4: TECHNOLOGY INTEGRATION

WE WILL

- Provide a Learning Management System (Langley Academy) that will allow 24/7 access to staff
- Build a catalogue of content that is engaging, relevant and up to date that meets the learning styles of all learners
- Develop catalogues of professional development courses that staff can access
- Use the system to monitor compliance and feedback through a variety of measures

WE WILL ACHIEVE THIS BY

- Purchase and build a Langley Academy based on feedback received from staff at all levels of the organisation
- Work with the Digital Engagement team and subject area specialists to develop and update content that enables people to undertake their role professionally, efficiently and competently
- Identifying which courses offered by the Charity Consortium are useful and appropriate and build relevant catalogues, promoting them via Langley Academy and Elementsuite
- Develop a set of Performance Indicators and satisfaction measures and monitor these monthly

MEASURES OF SUCCESS

- Langley Academy is purchased and implemented
- Compliance against mandatory training levels increase to above 90%
- Courses offered match the developmental needs identified in appraisal documents
- Reports show that courses are used consistently across both professional and personal development catalogues

OBJECTIVE 5: REVIEW AND WIDEN OUR ACCREDITED COURSE OFFER

WE WILL

- Review the apprenticeship scheme to ensure that it meets the development requirements of all staff
- Ensure the Management Development Programme content remains relevant and up to date
- Ensure that all staff who require CIPD to maintain relevant accreditation have access to professional development and that this is monitored centrally.

WE WILL ACHIEVE THIS BY

- Undertake a consultation with staff on apprenticeships they would like to see offered
- Develop partnerships with more apprenticeship organisations to offer a wide range of apprenticeships.
- Develop an annual review process of the MDP based on participant feedback and current best practise
- Developing a process for capturing CIPD requirements and resource requirements annually.

MEASURES OF SUCCESS

- There is a wider uptake of apprenticeships that cover a wide range of job roles
- MDP has a good take up rate, and satisfaction survey shows managers feel equipped to undertake their role
- The Trust is aware of all accreditation requirements.
- All staff with accreditation CIPD requirements remain accredited.

TIMETABLE

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
Objective 1: Develop a continuous learning and development culture				
Identify which courses offered by the Charity Consortium are useful and appropriate and build relevant catalogues, promoting them via Langley Academy and Elementsuite				
Developing an implementation process for the 70/20/10 culture				
Review the Study Sponsorship procedure developing a clear process for usage of the sponsorship and the length we will sponsor individuals				
Develop a suite of reports that evidence both impact and effectiveness of the course options. Change options for training if some courses are not being utilised				
Ensure that extra licences for the Langley Academy is costed into the 25/26 budget				
Work with the chaplaincy/volunteer team to identify training required for volunteer and chaplains				

TIMETABLE

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
Objective 2: Develop personalised learning pathways				
Review and rewrite the induction pathways for all job roles				
Source a variety of learning and development sources from the Charity Consortium that addresses the developmental needs identified in people's appraisal documents				
	2025	2026	2027	2028
Objective 3: Develop leadership and management offer				
Identify which courses offered by the Charity Consortium are useful and appropriate and build relevant catalogues, promoting them via Langley Academy and Elementsuite				
Work with HR and Operations team to identify a process of identifying management potential at an early stage and build personalised pathways for these individuals to support succession planning				
Develop a mentor-ship programme with clearly defined expectations, structure and processes				

TIMETABLE

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
Objective 4: Technology Integration				
Purchase and build the Langley Academy based on feedback received from staff at all levels of the organisation				
Identify which courses offered by the Charity Consortium are useful and appropriate and build relevant catalogues, promoting them via Langley Academy and Elementsuite				
Develop a set of Performance Indicators and satisfaction measures and monitor these monthly				
	2025	2026	2027	2028
Objective 5: Review and widen our accredited course offer				
Undertake a consultation with staff on apprenticeships they would like to see offered				
Develop partnerships with more apprenticeship organisations to offer a wide range of apprenticeships				
Developing a process for capturing CIPD requirements and resource requirements annually.				
Develop an annual review process of the MDP based on participant feedback and current best practice				

RISKS and RESOURCES

OBJECTIVE	RESOURCE	RISK
<ul style="list-style-type: none">• Develop a continuous learning and development culture	<ul style="list-style-type: none">• Learning and Development Manager• Langley Academy• Charity Consortium	<ul style="list-style-type: none">• Failure to deliver the learning and development offer may result in staff non engagement leading to
<ul style="list-style-type: none">• Develop personalised learning pathways	<ul style="list-style-type: none">• Regional Managers• Learning and Development Manager• Langley Academy	<ul style="list-style-type: none">• High staff turnover
<ul style="list-style-type: none">• Develop leadership and management offer	<ul style="list-style-type: none">• Learning and Development Manager• HR department.	<ul style="list-style-type: none">• Non compliance with policy and procedure resulting in non safe services.
<ul style="list-style-type: none">• Technology integration	<ul style="list-style-type: none">• Learning and Development Manager• Charity Consortium	<ul style="list-style-type: none">• Increased risk of breach of statutory and contractual compliance resulting in loss of services.
<ul style="list-style-type: none">• Review and widen our accredited course offer	<ul style="list-style-type: none">• Learning and Development Manager	