



# PEOPLE 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 be an employer of choice with a Christ-like, high performing and inclusive culture which empowers our people.
- To attract and retain diverse and talented people – staff and volunteers.
- To develop our Christian approach, embedding our values in all aspects of our culture to fulfil our mission.
- Ensure that our people are rewarded, recognised, and well looked after
- To continue to promote excellence in our people practices providing an excellent people service recognised by accreditations and awards.

## Objectives:

1. To continue to embed the Langley values and culture
2. To manage change well
3. To have an effective talent acquisition and retention approach
4. To have a clear and fair reward and recognition system
5. To have a wellbeing offer to support all our people
6. To ensure equality, diversity, and inclusion is embedded within the culture, systems, policies and practices

# RECENT PROGRESS:

- Implemented flexible benefits in June 2024
- Pension salary sacrifice consultation and implementation plan
- Life assurance scheme to be contractual
- Notice periods reviewed to ensure fairness and equitable
- New performance appraisal process implemented
- Introduction of Staff Networks
- Equality Diversity and Inclusion Committee established
- Long service awards implemented
- Wellbeing initiatives introduced including Mental Health First Aid training
- New Pulse Wellbeing Survey
- Ensuring policies and procedures embed the organisation values

# OBJECTIVE 1: VALUES AND CULTURE

## WE WILL

- Continue to embed the Christ-like culture, leadership behaviour, accountability and expectations
- Ensure that our defined culture supports inclusion, engagement and wellbeing.
- Embed Langley values, competencies and behaviours in people practices and policies
- Ensure that our defined culture supports inclusion, engagement and wellbeing

## WE WILL ACHIEVE THIS BY

- Working with our leaders and managers to agree the accountabilities, expectations, and behaviours to lead; and support them to embrace and put these into practice.
- Embedding our organisational values in our people practices and policies
- Promoting joint working across the organisation through the SLT
- Having a robust and proactive approach to managing employee relations cases.
- Developing new mechanisms to allow greater upward feedback and staff involvement/ engagement.

## MEASURES OF SUCCESS

- Our culture will be efficient, high-performing and Christ-like across Langley
- liP Platinum accreditation, liP accreditation in wellbeing and other external validation/ awards
- Staff survey results – High Staff Engagement Score
- Number of grievances and Staff turnover rates decline

# OBJECTIVE 2: MANAGING CHANGE WELL

## WE WILL

- Adopt a new approach to managing change
- Use the feedback from staff and ideas to improve how we manage change
- Have a framework for managing change developed and implemented
- Have improved governance for managing change

## WE WILL ACHIEVE THIS BY

- Develop and embed Change Management Policy, Procedure and toolkit
- Ensure a business case process for change is followed
- A robust communication and engagement plan for all change to be developed and monitored
- Develop a feedback process for staff to raise any concerns during a change management process.
- Evaluate whether the change implemented has met the aim
- Ensure early consideration of legal aspects and equality impact assessments

## MEASURES OF SUCCESS

- Feedback from staff through staff surveys and evaluation of change
- Through monitoring of the effectiveness of change
- The reduction in the number of grievances and complaints
- A reduction in staff turnover
- High staff engagement scores

# OBJECTIVE 3: TALENT ACQUISITION AND RETENTION

## WE WILL

- Use workforce planning to identify critical roles, future skills requirements and to optimise resource planning
- Be committed to developing internal talent
- Develop our talented people to retain them and to ensure they are ready to take on future roles
- Have inclusive recruitment processes

## WE WILL ACHIEVE THIS BY

- Develop our talented people to retain them and to ensure they are ready to take on future roles
- Implement new diversity targeted recruitment campaigns for under-represented groups
- Reviewing our recruitment model/ process for staff to ensure that it is agile, effective, and fit for purpose.
- Review and improve applicant tracking system
- Developing high level workforce plans and ensuring talent and succession plans
- Introducing diverse interview panels and including clients on panels

## MEASURES OF SUCCESS

- Achieve vacancy rate KPI
- Achieve turnover rate KPI
- Increased number of internal mobility into roles, job changes, secondments, promotions.
- Increased proportion of ethnically diverse managers and Gen Z/digital native at all levels in the organisation in line with agreed KPI

# OBJECTIVE 4: REWARD AND RECOGNITION

## WE WILL

- Have a clear and fair pay, grading and bonus structure
- Have a market-leading benefit offer that attracts employees and is truly flexible, enabling them to select the package that is right for them
- Recognise employees for their outputs and positive behaviours, with a consistent approach to formal and informal staff recognition

## WE WILL ACHIEVE THIS BY

- Review the current pay and grading system gaining feedback from stakeholders and recommend any changes ensuring best practice and an affordable fair system
- Embed, monitor and review flexible benefits gaining feedback from our people and adjusting the offer to meet needs
- Improving and embedding our recognition approach throughout the organisation

## MEASURES OF SUCCESS

- High employee engagement scores that recognise our fairness in pay and benefits
- High take-up of benefits with staff through our flexible benefits scheme
- High level of participation in staff recognition schemes



# OBJECTIVE 5: WELLBEING

## WE WILL

- Create a wellbeing offer that recognises individual needs
- Ensure our approach to wellbeing supports our ways of working
- Create a safe environment in which our people can be open about their mental health and other aspects of their wellbeing
- Manage sickness absence robustly ensuring high attendance, engagement and performance at work
- Implement the Six Standard for Mental Health in full

## WE WILL ACHIEVE THIS BY

- Reviewing our wellbeing offer to support employee life stages, gender specific and other tailored requirements across all aspects of wellbeing – Physical, Purpose, Social, Community and Financial
- Embracing innovation around wellbeing
- Offering more training and support for managers and key individuals to support colleagues with mental health issues
- Developing a communication plan to enhance employee awareness and uptake of wellbeing offer
- Develop a wellbeing champion programme

## MEASURES OF SUCCESS

- High employee engagement scores that reflect our commitment to wellbeing
- Positive wellbeing survey results
- liP accreditation in wellbeing
- Employees tell us they feel fully supported and all aspects of their wellbeing are taken seriously
- Reduced absenteeism, in particular mental health-related absence



# OBJECTIVE 6: EQUALITY, DIVERSITY, and INCLUSION

## WE WILL

- Aim to ensure diversity across our organisation, so the decisions we make consider the diverse needs of people and clients
- Ensure the ethnic and gender diversity of our leadership group better-represents the whole organisation, so staff can see 'someone like them' at a senior level
- Ensure managers are aware, and skilled in, creating and leading inclusive teams

## WE WILL ACHIEVE THIS BY

- Reporting on key diversity statistics in line with the ED&I Reporting Framework (including our gender and ethnicity pay gaps)
- Reviewing key people policies and practices for unconscious bias
- Supporting the future leadership aspirations of SLT successors, ethnically diverse, women and Gen Z employees
- Delivering education and training programmes to support the creation of an inclusive workplace culture
- Supporting Staff Networks that suit the needs of our employees

## MEASURES OF SUCCESS

- Increased proportion of ethnically diverse managers and Gen Z/digital native at all levels in the organisation in line with agreed KPI
- Year-on-year reduction in gender and ethnicity pay gaps
- Active staff networks with wide engagement from the staff population and promotion of inclusion practices and events.
- A working environment that supports neurodiversity at every level.

# TIMETABLE

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
<b>Objective 1: Values and Culture</b>				
IIP Accreditation				
Promoting joint working across the organisation through the SLT				
Review process to streamline employee relations cases				
Define, promote our Christ-like culture				
Design & deploy Staff Surveys & Pulse Surveys around key people requirements				
Embed our organisational values in our people practices and policies				

	2025	2026	2027	2028
<b>Objective 2: Managing Change Well</b>				
Develop and embed Change Management Policy, Procedure and toolkit				
A robust communication and engagement plan for all change to be developed and monitored				
Ensure early consideration of legal aspects and equality impact assessments				
Implement a new evaluation process about whether the change introduced has met the aim				

# TIMETABLE

Some work streams will evolve from year one as follows:

	2025	2026	2027
<b>Objective 3: Talent Acquisition and Retention</b>			
Introduce one system for talent management and succession planning			
Implement new diversity targeted recruitment campaigns for under-represented groups			
Developing high level workforce plans and ensuring talent and succession plans			
Introducing diverse interview panels and including clients on panels			
Review and improve applicant tracking system to automate all recruitment activity			
<b>Objective 4: Reward and Recognition</b>			
Review the current pay and grading system gaining feedback from stakeholders and recommend any changes ensuring best practice and an affordable fair system			
Embed, monitor and review flexible benefits gaining feedback from our people and adjusting the offer to meet needs			
Improving and embedding our recognition approach throughout the organisation			

# TIMETABLE

Some work streams will evolve from year one as follows:

	2025	2026	2027
<b>Objective 5: Wellbeing</b>			
Annually review our wellbeing offer to support employee life stages, gender specific and other tailored requirements across all aspects of wellbeing			
Offering more training and support for managers and key individuals to support colleagues with mental health issues			
Develop a wellbeing champion programme			
<b>Objective 6: Equality, Diversity, and Inclusion</b>			
Reporting on key diversity statistics in line with the ED&I Reporting Framework (including our gender and ethnicity pay gaps)			
Delivering education and training programmes to support the creation of an inclusive workplace culture			
Supporting the future leadership aspirations of SLT successors, ethnically diverse, women and Gen Z employees			
Supporting Staff Networks that suit the needs of our employees			

# RISKS AND RESOURCES

OBJECTIVE	RESOURCE	RISK
<ul style="list-style-type: none"> <li>Values and Culture</li> </ul>	<ul style="list-style-type: none"> <li>All Directors</li> <li>Managers</li> <li>People Services</li> </ul>	<ul style="list-style-type: none"> <li>Poor behaviour and cultures are not tackled effectively</li> <li>That staff are not engaged</li> <li>That the Staff Survey results decline</li> </ul>
<ul style="list-style-type: none"> <li>Managing Change Well</li> </ul>	<ul style="list-style-type: none"> <li>All Directors</li> <li>Director of People</li> <li>Managers</li> <li>People Services</li> </ul>	<ul style="list-style-type: none"> <li>That change is not well led, and staff are not engaged</li> <li>High staff turnover and complaints</li> </ul>
<ul style="list-style-type: none"> <li>Talent Acquisition and Retention</li> </ul>	<ul style="list-style-type: none"> <li>All Directors</li> <li>Managers</li> </ul>	<ul style="list-style-type: none"> <li>Trust cannot retain attract and retain talent that impacts on the ability to provide high quality services</li> </ul>
<ul style="list-style-type: none"> <li>Reward and Recognition</li> </ul>	<ul style="list-style-type: none"> <li>All Directors</li> <li>Managers</li> </ul>	<ul style="list-style-type: none"> <li>Trust offer is demotivating, high staff turnover</li> <li>Not financially sustainable</li> </ul>
<ul style="list-style-type: none"> <li>Wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>All Managers</li> </ul>	<ul style="list-style-type: none"> <li>That the wellbeing offer does not meet individual needs</li> <li>High sickness absence</li> </ul>
<ul style="list-style-type: none"> <li>Equality, Diversity, and Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>All Managers</li> </ul>	<ul style="list-style-type: none"> <li>That our people are not a diverse representation</li> <li>That the Gender and Ethnicity Pay Gap widens</li> <li>We do not retain talent</li> </ul>