Appointment of Trustees
Introduction

Every day we see lives transformed, addictions broken and families restored. Would you consider becoming a Trustee and helping us serve many more people?

At Langley House Trust (“the Trust”) and our subsidiary charity Kainos Community we believe that with the right support, appropriate boundaries and encouragement, offenders can change their lives for the better. This transformation is at the heart of our work. Our mission is to work with those who are at risk of offending or have offended, establishing positive foundations so that they can lead crime-free lives and become contributors to society. This means safer communities, fewer victims and restored lives. Testament to this is that 97% of our service users are crime-free while with us.

Building on our well established expertise in providing personalised support and care in the community and specialist advice within Prisons, the Trust has grown rapidly in recent years (since 2013 the Trust’s income has grown by 27.8% and the net assets of the Trust has increased by 18.7%). Our aspiration is to continue evolving in the Lord’s timing and with His wisdom. We have an audacious ambition of a “Langley in every community and a Kainos Community in every Prison”. The Trust plans to continue to expand its provision of social housing to offenders or those at risk of offending. It also plans to increase the number of specialist care beds available to those being released from Medium Secure Forensic Units. The Trust is innovative in its approach to the rehabilitation of offenders and has set aside seed funding in order to develop new approaches to increasing positive outcomes for offenders.

Langley House Trust is now seeking to appoint new Trustees to join our life changing work. The Board of the Trust play a key role in the stewardship of our mission and in enabling the sustainable growth of our services. We are ambitious to facilitate thousands of changed lives and reconciled relationships.

“*If Langley hadn’t been there I’d be a mess, no home, no friends and probably in prison.*”

Some of the key challenges facing the Board include:

- Maintaining our distinctive Christian identity at a time when all charities are under scrutiny, and building a stronger church support base.
- Resourcing growth through the appropriate diversification of funding sources and timing of future mergers and acquisitions.
- Sustaining the entrepreneurial and creative spirit that has enabled us to provide high quality services making demonstrable impact in times of uncertain public funding.
- Continuing to develop ourselves as a high performing Board.

To support our development, we are seeking Trustee candidates with the following experience:

- Health/Social Care- We seek a trustee with up to date knowledge of the health and social care context, to contribute to the Board’s planning and oversight of our work with offenders who face mental and physical health issues.
- Finance- We seek a commercially-minded trustee with strategic finance experience to help us improve the value for money we deliver through our services.
- Additional expertise welcomed in a third Trustee appointment could include experience of the criminal justice system, housing, governance, marketing or faith based social action.

While all candidates will be considered on merit, we would be delighted if we could increase the gender and ethnic diversity of our Board in making these appointments.

In a governance role at Langley House Trust, you will have the opportunity to make a genuine impact upon the direction of this highly professional, forward-thinking and innovative Christian organisation. You will enable the Trust’s Christian values and mission to thrive. You will bring the wisdom and strategic clarity to maximise the stewardship and effective use of our assets during a season of dynamic growth and change. Most importantly, you will experience with us the joy of seeing lives change. We are ambitious to reach more of the thousands of offenders in our nation. Please consider if you might be able to join us in this exciting, ambitious, and high impact service.
About Langley House Trust

Langley House Trust is an innovative, effective and growing national charity which delivers offender rehabilitation services across England. Transformation is at the heart of our work. We support adult male and female offenders and those at risk of offending – enabling them to make positive life changes and live crime-free.

Every day we see lives transformed, addictions broken and families restored.

We were formed nearly 60 years ago by a group of Christians spurred by passion, commitment and a desire to see the lives of offenders changed for the better.

Our organisation is established on strong Christian values (for example respect, integrity, hope). This means that we work tenaciously to see lives changed for the better. But our services are for anyone – those with Christian faith, a different faith or indeed no faith.

We are a registered social landlord and offer a range of housing solutions in projects across England, catering for a wide spectrum of needs ranging from low to very high.

We provide person-centred support tailored to individuals to enable them to live independently and crime-free. This includes offenders with mental health needs, learning disabilities and those who are elderly.

We provide safe and stable step-down services for individuals leaving both medium and low secure hospitals.

Through our subsidiary charity Kainos Community we run the accredited programme Challenge to Change, with professional staff and volunteers, currently in three prisons.

Langley House Trust is motivated by our Christian faith. Our success is in our definition of clear boundaries and strategies for peoples' well-being and life restoration. We systematically address the nine areas of vulnerability indicated by the UK government as the factors that influence reoffending: education; employment; drug and alcohol misuse; mental and physical health; attitudes and self-control; institutionalisation and life-skills; housing; financial support and debt; and community and family networks.

Our integrated approach of building up personal resilience as well as removing practical obstacles to societal re-integration create a context for flourishing and explain the incredibly low re-offending rate of those with whom we work.

Governance Structure

Langley House Trust is a company, charity and registered provider of social housing, so trustees have the role and responsibilities of charity trustees, company directors and board members of a housing association. We follow the National Housing Federation Code of Governance. The Board of Langley House Trust is also the parent board for any subsidiary charities or companies in the Langley House Trust Group. At present there is one active subsidiary, Kainos Community, which joined the group in 2014. It runs Ministry of Justice accredited programmes in three prisons. Kainos is a charity and a company, and its trustees are appointed by the parent board. Currently all Langley House Trust Board Members have also been appointed to the Kainos Board. Meetings of the two Boards are combined, with an agenda that identifies application to the group or to just one charity. We anticipate that the new trustees we are seeking to appoint will join both Boards.


The formal Annual Report and Accounts of Langley House Trust (charity # 1146304) and of Kainos Community (Charity # 1076206) can be found on the Charity Commission website.

“The care given to me here - it’s something I’ve never had before.”

LANGLEY HOUSE TRUST
HELPING PEOPLE TO LIVE CRIME-FREE LIVES
Context for the appointment of new Board Members

This is a very exciting time for Langley House Trust.

**Clarity and Confidence in our Christian Identity:** As an organisation, the principles of our Christian faith are daily encouraged as we see lives transformed. Management positions have an Occupational Requirement to lead with a personal demonstration of their Christian faith. Most of our residential projects have an assigned Chaplain, to support the staff and care for the men and women for whom we care. Our Board Chaplain, Revd Andy Rider provides spiritual oversight for this ministry. We are prayerful as an organisation, with weekly prayer meetings in each project and a bi-monthly Prayer Newsletter sent to staff and supporters. Our Christian meetings are never mandatory for service users or staff but all are invited to join this aspect of our community life. Our work is for all in need, but our motivation is confidently and clearly motivated by our Christian identity.

**Growth and Innovation:** The strong evidence-base of our success and the long tenure of impactful operations provide a strong platform upon which to build. The Board believes Langley House Trust to be in a robust financial position and able to benefit from a reputation for excellent housing administration and holistic care services. Currently, we have around 83 properties including registered Care Homes, hostels, flats and houses in 22 different Local Authority areas throughout England. In recent years we have merged with several charities working in the rehabilitation space (including Stepping Stones, Kainos Community, Rehab 98, and Tekoa House). Our Kainos ‘Challenge to Change’ programme accredited by the Ministry of Justice currently runs inside a small number of prisons, offering an excellent opportunity to develop this work in the future. We are also diversifying our services to include social enterprises oriented towards job creation. We expect our geographic and client reach to expand while our programmes continue improving to meet the diverse needs of our service-users.

**Excellent Board:** Malcolm Hayes chairs a highly committed and excellent cross-disciplinary Board. The Board culture is prayerful, friendly and business-like. We foster a close and co-creating relationship with the Executive Team. We are a highly professional business-planning organisation, and the operational fortitude of our work (excelling under the contexts of strict compliance) gives significant track record and now ambition for our future. The Board is a diverse mix of professional backgrounds and length of tenures with the Trust. See the full Board listed below.

**High-Performing Executive Team:** After 12 years of overseeing Langley House Trust’s care services and housing operations, Tracy Wild was appointed Chief Executive in 2013. Her vacated post of Corporate Operations Director was subsequently filled by Pamela Leonce, who left her executive team role over community services and neighbourhood development at East Thames Group, the social regeneration housing association with 13,500 houses under their administration. Andrew Lerigo, Corporate Development Director, has been working in the housing sector for 40 years and has been with the Trust since 2002. David Reynolds joined as Corporate Services Director in July 2014. A chartered accountant, he has had an impressive career as Finance Director and Managing Director at several large utility companies, including overseeing services to the social housing sector. The Executive Team is a strategic cross-disciplinary group that works in great unity, embodying and exemplifying high professional and personal integrity standards.

**Significant Changes in the Rehabilitation Sector:** The Ministry of Justice has been transforming their approach to rehabilitation services. What is clear amidst these changes is that Langley House Trust’s work is greatly needed by thousands more than we currently reach. The Trust takes care in defining our policy for best practice across our operations and measuring the delivery of our work to rigorous and ambitious performance measures. In this way we seek to demonstrate excellence in our management of resources and the effectiveness of our impact. This approach has gained credibility in a highly regulated environment, given the sensitive nature of the work we do.

**External Accountability:** To be clear, the Trust works with ex-offenders, some of whom have committed very serious offences. We operate care services and housing contracts in highly regulated environments. This backdrop creates a scrutiny and reputation risk which means our Board must operate beyond reproach and have a personal resilience to remain calm and hopeful under such contextual pressures.
Our Trustees

**Malcolm Hayes – Chair of Trustees** Malcolm joined the Trust as Chair in January 2015. He brings with him a wealth of experience from the business sector having held senior level/Managing Director roles in industries including Manufacturing, Contracting, Chemical Plant Design and Insurance. He is passionate about social change and chaired the Council of Reference for an urban transformation project which brought regeneration to a previously deprived area. He is now a Non-Executive Director for a number of companies including a specialist niche bank.

**Christine ("Kit") Harbottle – Vice Chair (Pastoral)** Kit joined the Trust in 2008 and holds the position of Vice Chair with a pastoral function. Her past career includes teaching mathematics to postgraduate level followed by over 20 years with the Audit Commission, specialising in community safety and the governance of partnerships. She is now a freelance writer and consultant, and holds voluntary roles within the Methodist Church.

**Philip Hilton – Vice Chair (Development)** Philip joined the Trust in 2012 and holds the position of Vice Chair with a development function. Philip is a former Director of RPC Group Plc, manufacturers of consumer packaging. He has been active in prison and overseas development work and is currently a governor of Northampton College.

**David Priaulx – Chair of the Audit, Risk and Compliance Committee** David joined the Trust in 2008 and holds the position of Chair of the Audit Committee. He is also the Chair of Community and Voluntary Services for Cheshire East. David has over 35 years’ experience in technical and senior management roles in ICI/AstraZeneca.

**Peter Flower – Chair of the National Consultative Group** Peter joined the Board of Trustees in 2012. When he is not volunteering his time to the Trust he is an Independent Human Resources Consultant. Peter is the former Head of Employee Relations for Woolworths plc. Peter is a Trustee for one other charity.

**Piers Feilden – Chair of the Remuneration and People Committee** Piers joined the Trust in 2014. He has extensive business experience, having been Managing Director of his own medium sized manufacturing business for 20 years. He is the former Chairman of a Housing Association, previous Chair of Kainos Community and is currently a Trustee of the Henry Smith Charity and Chair of Homeless Link.

**Denise Sanderson-Estcourt – Board Member** Denise joined the Trust in 2010. She has over 18 years’ worth of experience of working in Human Resources, Learning and Development, Internal Communications and Organisational Development roles.

**Andrew Newell – Board Member** Andrew joined the Trust in 2015. He has over 30 years’ experience in the UK Financial Services sector, covering roles encompassing Finance, Treasury, Risk, Audit and Governance. He has been an Acting Finance Director at a FTSE 100 Company and a Finance Director of a building society. Andrew also has 12 years Non-Executive Director experience in mutual, private, public and third sector organisations.

**Robert Clarke – Board Member** Robert Clarke joined the Trust in January 2015. He brings with him over 20 years’ experience from the Criminal Justice sector and currently holds a Senior Management position in the Probation Service. He is a member of the Probation Institute. Robert also has a degree in Law and a PGDIM in Management. He has a keen interest in organisational design and is committed to putting service users at the heart of organisations.

In addition, our Standing Orders provide for two service users to be co-opted to the Board.

“Seeing them overcoming their obstacles makes it all worth it.”

LANGLEY HOUSE TRUST
HELPING PEOPLE TO LIVE CRIME-FREE LIVES

Macaulay search
Appointment of Trustees

The Trust has grown in step changes in recent years, and has brought in new skills to the Board while maintaining continuity through longer serving trustees, now reaching the end of their tenure. Under the leadership of our Chair, Malcolm Hayes, appointed in January 2015, the Board has reaffirmed its vision and ambition. The Trust now seeks to fill vacancies and plan for succession, recruiting wise governing Trustees who will support the Langley House Trust Group into its next exciting season of development.

These Trustees will:

- Make decisions, in faith, together.
- Identify creative new ways of supporting Langley House Trust’s mission to help people lead crime-free lives, in order to have life and life in abundance!
- Maintain the relational approach that the Trust offers to all those it works with, as well as wisely assessing the business case and the costs of taking this approach. We believe a key reason our services work is because they are relational and individualised.
- Govern with the balance of accountability and encouragement, discerning listening and strategic input.
- Create the context which enables further growth and expansion of our impact in peoples’ lives.
- Develop and support the Executive Team in their delivery our corporate strategy.

The Role of Trustee

To apply for this role you will be convinced of the value of transforming offenders’ lives and able to articulate how your Christian faith motivates your interest in the work. You will have an awareness of the challenges that the Trust will encounter in a time of public sector austerity and the resilience to overcome these together as a Board and staff team.

All Trustees share in the charge to demonstrate:

- Strategic thinking – able to see the wider picture and plan for the future.
- Discernment – able to come to wise decisions, using the right level of detail for the role and task.
- Readiness to learn and respond to new challenges.
- Comfort working on a demanding task in a diverse group.
- A living Christian faith. Our trustees, drawn from a variety of churches, share a Christian faith which is the foundational drive of the Trust’s work and. Our meetings include prayer.
- Competence to contribute to business decisions within a regulated framework.

Diversity

We understand the benefits of a diverse Board, and particularly encourage interest from women, ethnic minorities and younger people with relevant experience. We are happy to discuss any adjustments needed by candidates with disabilities. We provide services across England, and value having Board members from across the country.

“Langley is a fresh start for me.”
Specific Background sought in this round of Board recruitment:

Health / social care- The prevalence of mental health needs among offenders is nationally recognised, and reflected in those we serve. Care packages commissioned for individuals with complex health and social care needs, including those leaving secure hospitals, account for an increasing proportion of our income. We are responding to the need for long term care for older offenders by investing in accessible accommodation. This aspect of our work is regulated by the Care Quality Commission. We seek a trustee with up to date knowledge of the health and social care context, to contribute to the Board's planning and oversight of this aspect of our work. This may have been gained in commissioning, providing or regulating relevant services, for example mental health, offender health or adult social care.

Finance- The Trust handles £11m from public funds and charitable donations each year, cares for assets worth £7m and takes financial management very seriously. The Board does not have a nominated Treasurer, and all trustees accept responsibility for financial decisions. However we aim to always have several trustees with expertise in business, housing or charity finance, and use this within our committees. To ensure succession planning, we would like one of our new appointees to have this strength. An accountancy qualification is desirable.

Flexible- A trustee who shares our vision and can complement the general skills we seek with one of a range of knowledge areas relevant to our work. Experience of the criminal justice system, or of working with offenders in other contexts, would be of particular value, but also housing, governance, marketing or faith based social action.

General Trustee Responsibilities

Our commitment as Trustees is:

- To further the work of Langley House Trust, keeping within its charitable objectives.

- To take part in formulating and regularly reviewing the strategic aims of the Trust, and its oversight of subsidiaries.

- To ensure that policy and practices are in keeping with the Trust's aims and within the legal and financial requirements of a charity, housing association and company, which strives to achieve best practice.

Ensuring best practice by:

- Being an active member of the Trustee body in exercising its responsibilities and functions

- Contributing specific skills, interests and contacts and supporting the Trust in funding initiatives;

- Upholding the highest standards of probity and conduct in accordance with the Trust's values and policies

- Maintaining good relations with senior management staff and other Trustees;

- Taking part in training provided for the benefit of Trustees;

- Taking opportunities to meet Trust staff and Service Users, for example at project celebrations;

- Participating, when appropriate, in the selection of senior staff.

Terms of Appointment

The time commitment, including reading papers, is around 15 days per year.

The current pattern of Board meetings is a half day business meeting six times a year, plus a residential meeting allowing fuller exploration of topical issues twice a year. At present regular meetings are held in London (Paddington), and residential meetings run from Friday to Saturday lunchtime at varying locations so they can include a visit to a Trust project.

Trustees normally sit on one or two of the Group committees: Audit/Risk/Compliance, Remuneration, Business Development, or the National Consultative Group (with service users). These hold 2 to 4 half day meetings per year. Short training sessions are held after some Board meetings, and training opportunities tailored to individual need are offered. Trustees may also be involved in short term working groups.

Board Members may serve for a maximum of 9 years comprising 3 terms of 3 years each.

Board membership is not a remunerated position. However, expenses necessarily incurred in performing Board duties (e.g. travel, childcare, accommodation) will be reimbursed by the Trust.
How to Apply

Macaulay Search has been engaged as the executive search advisor on this appointment.

Applications should be sent by email to:

ewen.mcalpine@macaulaysearch.com

and must be received by the 15th of June, 2016.

Your application should comprise:

- a mandatory covering note of not more than two pages outlining your motivation and what you think your experience might offer to the Langley House Trust Board
- a full CV, including educational and professional qualifications, a full employment history showing the more significant positions, responsibilities held and relevant achievements;
- and daytime, evening and/or mobile telephone numbers (to be used with discretion).

Conflicts of Interest

We take seriously our responsibility to identify and manage conflicts of interest which may arise between our role as Trustees and other roles we or our close contacts hold. Please identify any potential conflicts of interest in your application, so that we can consider how to handle them. Further information on what might constitute a conflict can be provided on request.

Process

A selection of candidates will be invited to interviews in London with Langley House Trust on either July 1st or July 8th, 2016.

This selection process, which includes a trustee led interview panel including a member of the Executive Team, aims to identify prospective trustees to recommend to the Board, subject to confirmation of eligibility, including a DBS check.

Those recommended will join the Board as co-optees and attend three Board meetings to allow mutual discernment before the Board votes on whether to appoint them (if still willing) as trustees. An induction programme will be arranged during this period.

“If I can help just one person after what I went through.”