



The Hardman Trust

For the long term

Candidate Information Pack

Chief Executive

October 2024



About Us

The prison population is growing, and sentences are getting longer than ever.

In the 30 years since The Hardman Trust formed, the prison population has increased by 93%. This number will continue to rise, with 20,000 new prison places being built in the next two years. As prisons fill up, sentences are getting longer. We now have some of the longest in Europe, with four times as many people sentenced to 20 years than a decade ago. This is happening against a backdrop of low prison staffing and limited funding within a cost of living crisis: There are more people in prison, doing longer sentences, with fewer resources to support them.

The Hardman Trust is the only charity in England, Wales and Scotland focusing on the unique needs of people on long term sentences.

People facing decades of prison time often completely lose connection with their family and friends on the outside. Depending on the prison, there may be limited access to rehabilitative programmes and educational courses until later in the sentence. It can be hard to maintain hope, and direction, or create meaningful plans for the future.

People leaving prison after 10 years will have different needs to those leaving after 10 months. The world has changed – there are different habits and new social norms. Prices have gone up, technology has evolved, neighbourhoods look different, and the workplace has changed. It takes time to adjust.

Over half of those leaving prison each year face homelessness, and this risk increases for those that struggle to find work, have lost family connections, or are struggling with their physical or mental health. Most are keen to work but face multiple barriers: a skillset that no longer matches the job market, a long gap in the CV, a lack of confidence, and stigma related to the offence. Others will be seeking work for the first time, having been in prison since childhood.

“I got a job offer within weeks of leaving prison”

www.hardmantrust.org.uk



Our vision, mission and purpose

Vision

A future where everyone can achieve their potential within and beyond prison.

Mission

Specialising in the unique needs of people on long sentences, we provide tailored practical and financial support to help people find belonging, move into work or training, and reach their personal goals.

Purpose

We support people on long sentences to take their next steps in life so they benefit, their families benefit and the wider community benefits too.

Our Work So Far

We support people on long sentences to take their next steps in life. Our 2023–2026 organisation strategy maps out how we will continue to develop our services, and our ambitions for the years ahead. We hope you will join us as we support people on long sentences to achieve their potential, within and beyond prison.

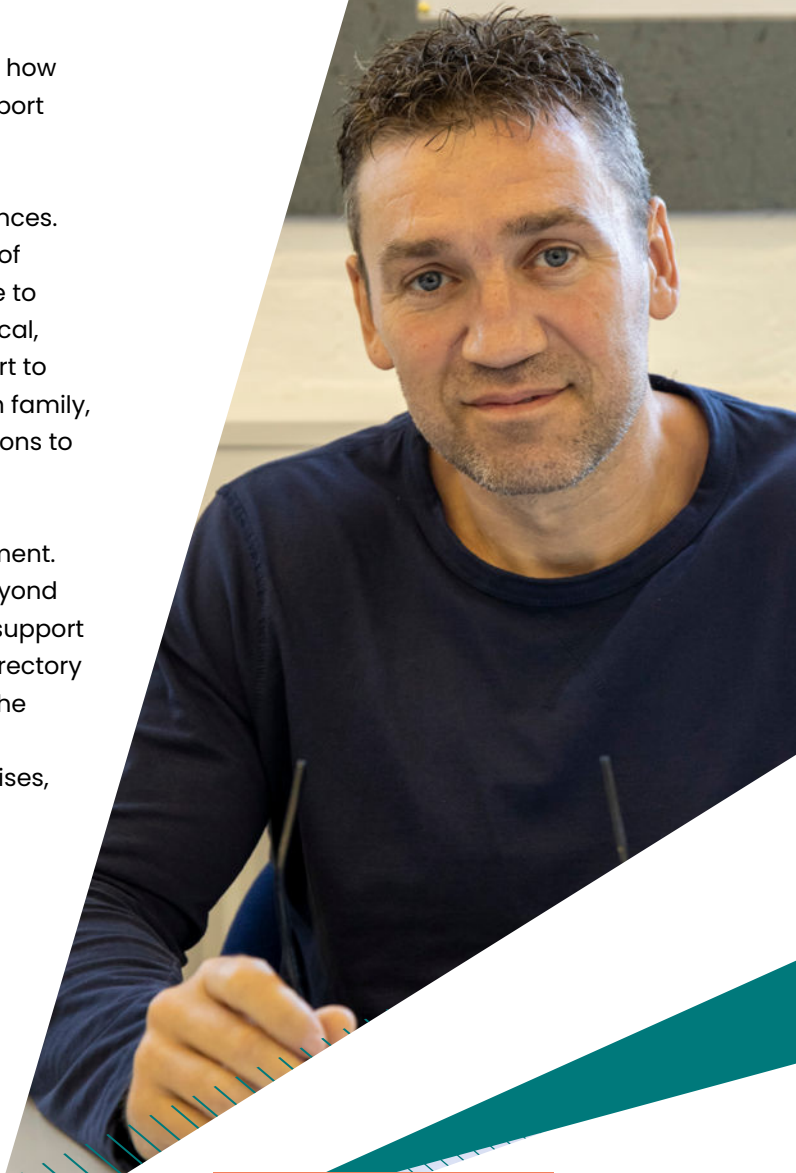
The Hardman Trust was formed almost 30 years ago, with the aim of helping people leaving prison after long sentences. Our founder, Guy Armstrong, was a prison Chaplain. He saw the challenges facing this group: homelessness, a lack of workplace skills, stigma, isolation, low confidence, and poverty. A fund was set up to provide the financial assistance to purchase tools and equipment, offering a helping hand into employment. We know from experience that this practical, common sense approach works – the people we've worked with over three decades have used this financial support to gain qualifications, start their own businesses, find employment and avoid homelessness. They've reconnected with family, gained a new direction in life, and avoided returning to crime. Now, in 2024, we are building on this work, with ambitions to do more for people leaving prison.

Over the past year we supported scores of people, granting over £130,000 towards education, training and employment. We also launched our support pilot, offering support to people on long sentences as they prepared for their lives beyond prison. It was also the year that we merged with Prisoners' Penfriends, offering the opportunity to offer letter writing support to people on long sentences, aiding their connection to the outside world. Alongside this, we issued our Hardman Directory to every prison wing and prison library across England, Scotland and Wales. The Directory contains information on the various services and help available to people leaving prison. This year, we have 'digitised' the Directory so it will not only be easier to search, but also easier to distribute to external agencies like the Probation Service, Approved Premises, the families and supporters of those serving long sentences as well as prisons themselves.

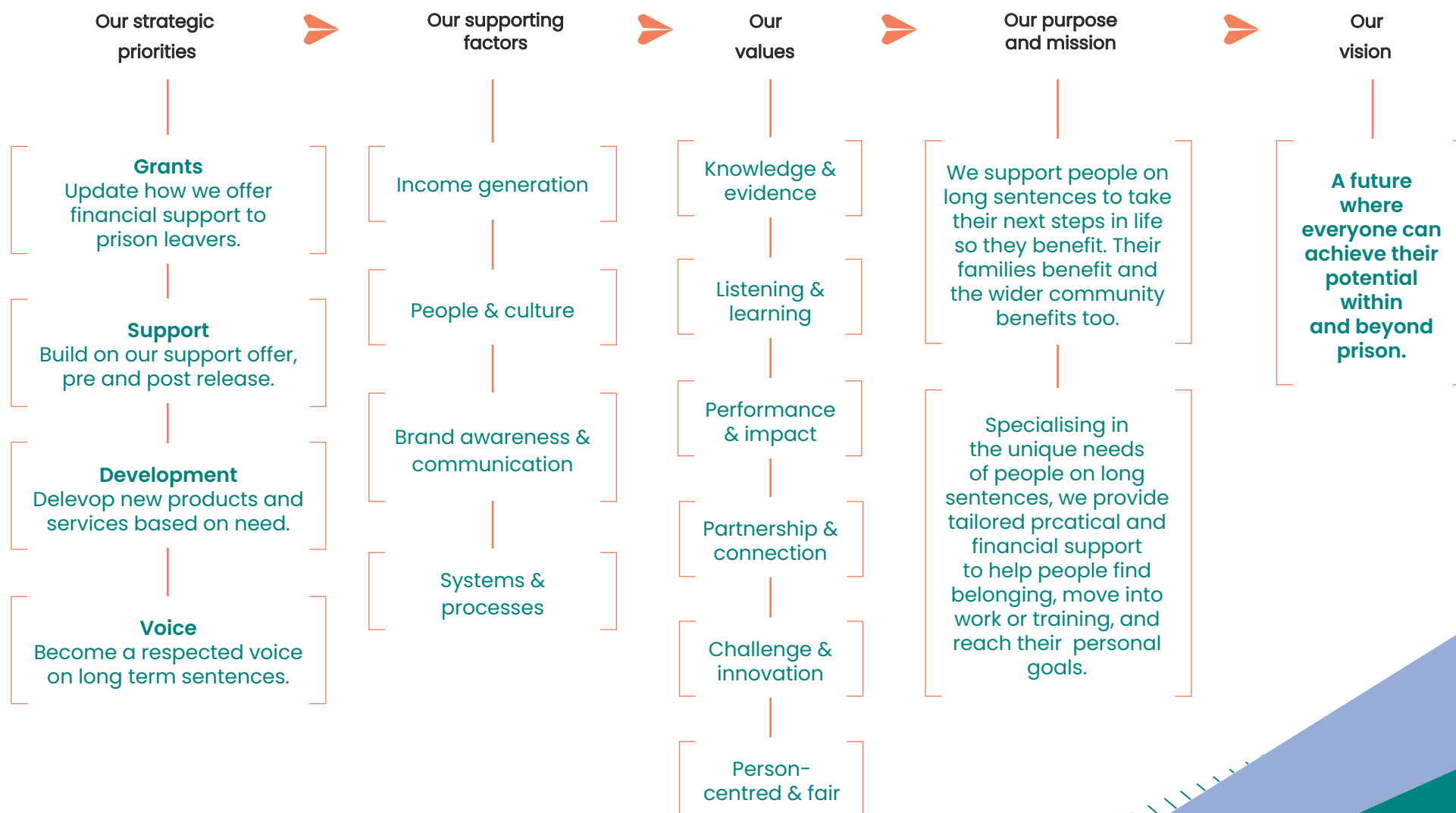
Jake was given financial support from The Hardman Trust, to help him get the tools and training he needed to find work after prison. With his plan and our support, he was able to find work within days of leaving prison, and now has secure housing and a steady income. He's not returned to crime and has rebuilt his relationships with family and friends.

"Getting help from The Hardman Trust was tremendously uplifting. It felt like a welcome back to society and the promise of being viewed as a human being once again. It gave me a sense of achievement knowing you were willing to give me a life changing helping hand. It allowed me to put the past behind me and look positively ahead and plan my future. This is a fresh start for me and I can finally see a bright future for myself in the coming years. The Hardman Trust is a godsend for prisoners like myself. Thank you."

www.hardmantrust.org.uk



Our plan on a page



Click [here](#) to read more about our 2023-2026 strategy.

The Role

The Hardman Trust is at an exciting point in its development as it celebrates the arrival of its new team, the realisation of its first ever strategy and looks forward to the next phase of its journey.

Our recently successful applications to both the Lottery (Reaching Communities) and the City Bridge Trust means we will continue to be part-funded by them until 2027. Deeply rooted in the criminal justice sector, we plan to develop further our programme of support for those on long sentences both within and, we hope, beyond prison too; we aim to extend the reach and deepen the impact of our support and grants; and attract new partnerships with funders and like-minded third sector organisations. We have recently completed a merger with another charity and are open to further such mergers in the future.

Purpose of the Job

- To lead, manage and develop The Hardman Trust as an inclusive, effective and life-changing organisation in line with our objectives, principles and values as agreed with the Board of Trustees.
- To act as an external figurehead and spokesperson for the organisation, working closely with other senior staff and the Chair to raise the profile and reach of the organisation.
- The CEO will work closely with the Senior Leadership Team and be responsible for overseeing all aspects of the charity's programmes as delivered by the relevant team members.
- The CEO line-manages the Head of Service Delivery (HSD), Senior Fundraising Officer and Finance Manager while the HSD line-manages all the other staff [see attached staff structure diagram and brief descriptions of staff roles].
- Accountability - The Chief Executive will be accountable to the Board of Directors through the Chair and will be responsible for managing the Senior Leadership Team.



Key Accountabilities

Strategic development

- Consolidate recent developments within the Trust and build on them;
- Develop and deliver, in conjunction with the Board, an aspirational vision and financially sustainable business model for the next phase of our strategy, incorporating lessons learnt from our current strategy and building on this;
- Promote the Trust to a wide audience – going beyond the prison system – including the diverse communities of the UK, with national partners, as well as to political, criminal justice and other networks;
- Ensure that the Trust fulfils its potential in providing opportunities which meet the needs of its service users;
- Maintain existing relationships, particularly with funders and a range of other organisations both within and beyond our sector, and develop new relationships which contribute to our work, thinking and development such as national level relationships with similar charities;
- Assess the principal risks of the charity and to ensure that these risks are being monitored and managed.

Leadership and management

- Provide leadership for the Trust, encourage and inspire the staff team, our funders and other stakeholders with our mission, vision and objectives;
- Lead, manage, guide and support the Senior Leadership Team to ensure objectives are met and oversee effective communication between dispersed staff members;
- Ensure compliance with all relevant legislation, and periodically review and update current policies;
- Promote an inclusive culture that reflects the organisation's values, encourages good performance, and recognises productivity and initiative; in particular, promoting a positive workplace culture, supporting well-being, good mental health, and enabling flexible yet effective and efficient working practices.
- Initially provide frequent on-site senior leadership presence– to establish good working relationships with all staff members, thereafter working in a hybrid fashion where [considerable] working from home could be accommodated.

Financial & Commercial

- Set annual budgets and ensure the long-term financial sustainability of the organisation, ensuring probity and value for money;
- Work closely with the Senior Fundraising Officer (and occasionally the Chair and/or Treasurer) in stewarding relationships with existing funders, identifying new leads for funding, and negotiating and securing funds for major projects and operations, capital and revenue;
- Oversee income and expenditure budgets with the Finance Manager, and take responsibility for forecasting (informed by input from relevant staff members and the Treasurer) as well as ensuring targets are met and action is taken where necessary;
- Maximise opportunities for financial growth and lead on business model analysis.

Outreach and communications

- Provide vision and direction for the Trust, with demonstrable community impact, and balancing this to achieve a viable business model;
- Ensure the effective functioning of outreach and communications in promoting the Trust's work;
- Supporting other staff members to maintain a knowledge and awareness of digital technology to enable the Trust to take advantage of new developments and reach new audiences, bearing in mind the challenges of working in the prison estate with limited access to digital technology.

General

- Horizon scan and understand economic, legislative, social and political, technological and environmental changes that impact upon the work of the Trust, overseeing the periodic updating of the charity's policies;
- Represent and advocate for the Trust at public functions, conferences, delegations and in interviews with the media;
- Initially provide frequent on-site senior leadership presence to establish good working relationships with all staff members and visiting volunteers, thereafter working in a hybrid fashion when considerable home-working could be accommodated

Person Specification

	Essential	Desirable
Experience	<ul style="list-style-type: none"> • Demonstrable senior leadership and management experience • Proven experience of strategic planning, financial and human resources management; • Experience of managing large organisational budgets and maximising resources; • Understanding of funding applications as well as knowledge and experience of generating funds from a variety of sources; • Experience of troubleshooting, decision making and resolving problems creatively; • Understanding the prison environment and its challenges. 	<ul style="list-style-type: none"> • Experience of applying for funding for multi-year grants and subsequent reporting to such funders • Experience of working with those in prison and their families. • Experience of working with or in the criminal justice system • Oversight of outreach, communications and promotion of a charitable organisation
Skills and Knowledge	<ul style="list-style-type: none"> • Knowledge and understanding of the voluntary/ non-profit sector; • Understanding and practical knowledge of the funding landscape in the UK; • Demonstrable business experience and financial acumen; • Excellent interpersonal, relationship building and networking skills; • Instinct for and experience of the principles and practice of partnership working; • Considerable skill at articulating information both verbally and in writing with authenticity, impact and enthusiasm. 	<ul style="list-style-type: none"> • Experience of working in the charitable sector
Attributes	<ul style="list-style-type: none"> • A passion for making a difference in the challenging context of those serving long sentences; • A compassionate and empathetic approach both inside and outside the organisation; • Ability to work in a flexible, self-motivated and positive way, in order to successfully manage a complex workload; • Inspiring leadership style with emphasis on working as a team; • A commitment to the rights of those in prison and the principle of equality of opportunity. 	<ul style="list-style-type: none"> • Ability to work strategically, creatively and with imagination • Experience of working closely and collaboratively with senior colleagues and the Chair

Terms & Conditions

The terms below do not form part of a contract and are for information only. Should you be offered and accept employment with The Hardman Trust you will receive a contract setting out in full your terms and conditions. All offers of employment are subject to the receipt of references satisfactory to us, proof of eligibility to work in the UK and an enhanced DBS check.

Employer

The Hardman Trust

Title

Chief Executive Officer

Hours of Work

Initially full-time and by negotiation at least 80% thereafter – Monday to Friday. Some evening work (time off in lieu available), occasional overnight stays and travel will be required for such a visible post.

Holiday Entitlement

The annual leave entitlement is 25 days plus Bank and Statutory Holidays.

Salary and Benefits

£65,000 – £70,000pa (depending on experience)

An auto-enrolment pension scheme is available on satisfactory completion of the probationary period.

Notice Period

Six months on satisfactory completion of the probationary period.

Probationary Period

The post is subject to a probationary period of six months, during which time the notice period will be one week in writing from either side.

Place of Employment

Hybrid/London Office

Equality and Diversity

The Hardman Trust is committed to equal opportunities in employment practices and the provision of services and expects that its policy will be supported by everyone in the organisation.

Flexibility

All jobs at The Hardman Trust are carried out on a flexible/hybrid basis: duties and responsibilities may vary from time to time to meet the needs of the charity without changing the general character of the job or the level of responsibility.



How to Apply

If you would like to apply for this fantastic opportunity, please provide the following with your application:

- An up-to-date CV
- A supporting statement of no more than 2 sides of A4, outlining your experience, motivations and suitability for the role.

All applications are being handled by our recruitment partner, Russam. All applications should be uploaded via the [Russam website](#).

If you have any difficulty uploading your application or if you would like to have an informal and confidential discussion about the role, please contact Melissa Baxter – Managing Partner, Charities on:

melissa.baxter@russam.co.uk | 07789 985 229

Application Closing Date: Friday 22nd November 2024

Interviews with The Hardman Trust: 4th/ 10th/ 13th December 2024