



The Hardman Trust

For the long term

Candidate Information Pack Chief Executive



About Us

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.

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.

“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 organisational 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.

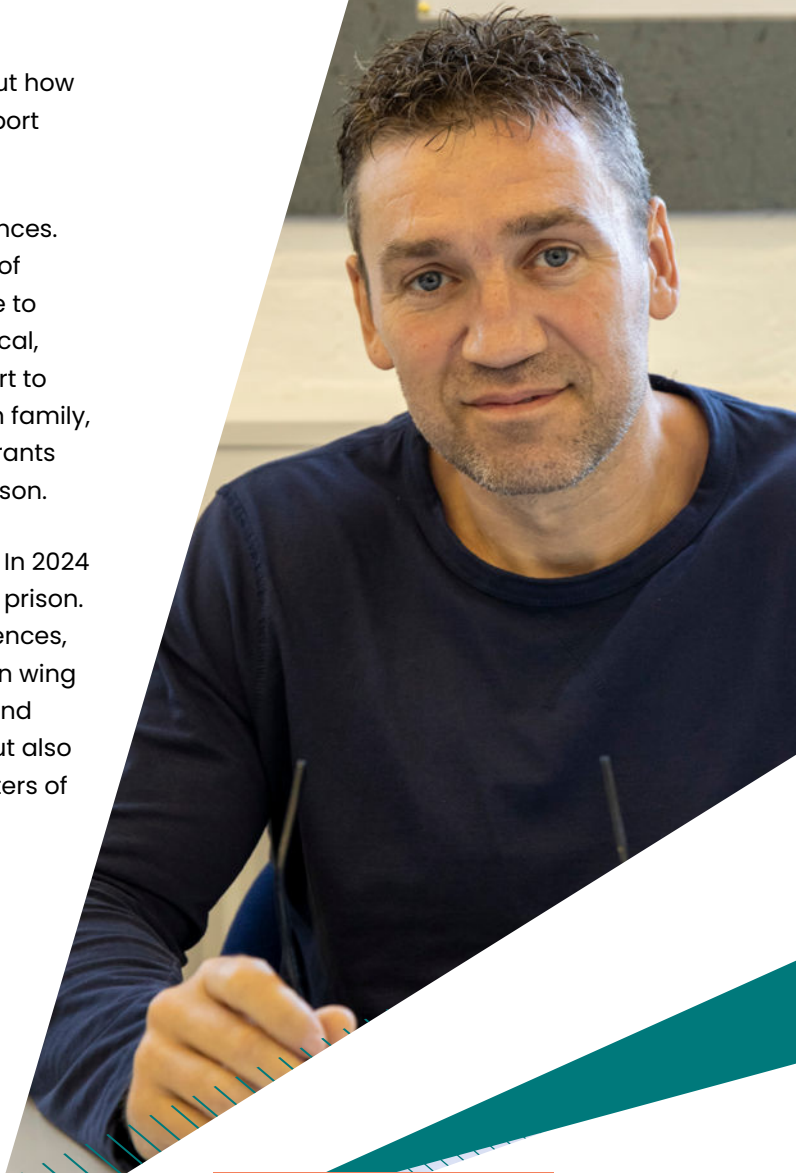
The Hardman Trust was formed almost 30 years ago, with the aim of helping people leaving prison after long sentences. Our founder, Guy Armstrong, was a prison Chaplain. He saw the challenges facing this group: homelessness, a lack of workplace skills, stigma, isolation, low confidence, and poverty. A 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 2025, we are building on this work, with new grants for activities to promote wellbeing during long custodial sentences and ambitions to do more for people leaving prison.

Over the past year we supported scores of people, granting £160,000 towards education, training and employment. In 2024 we 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 letter writing support to people on long sentences, thereby 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. Last year, we '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, and the families and supporters of those serving long sentences as well as prisons themselves.

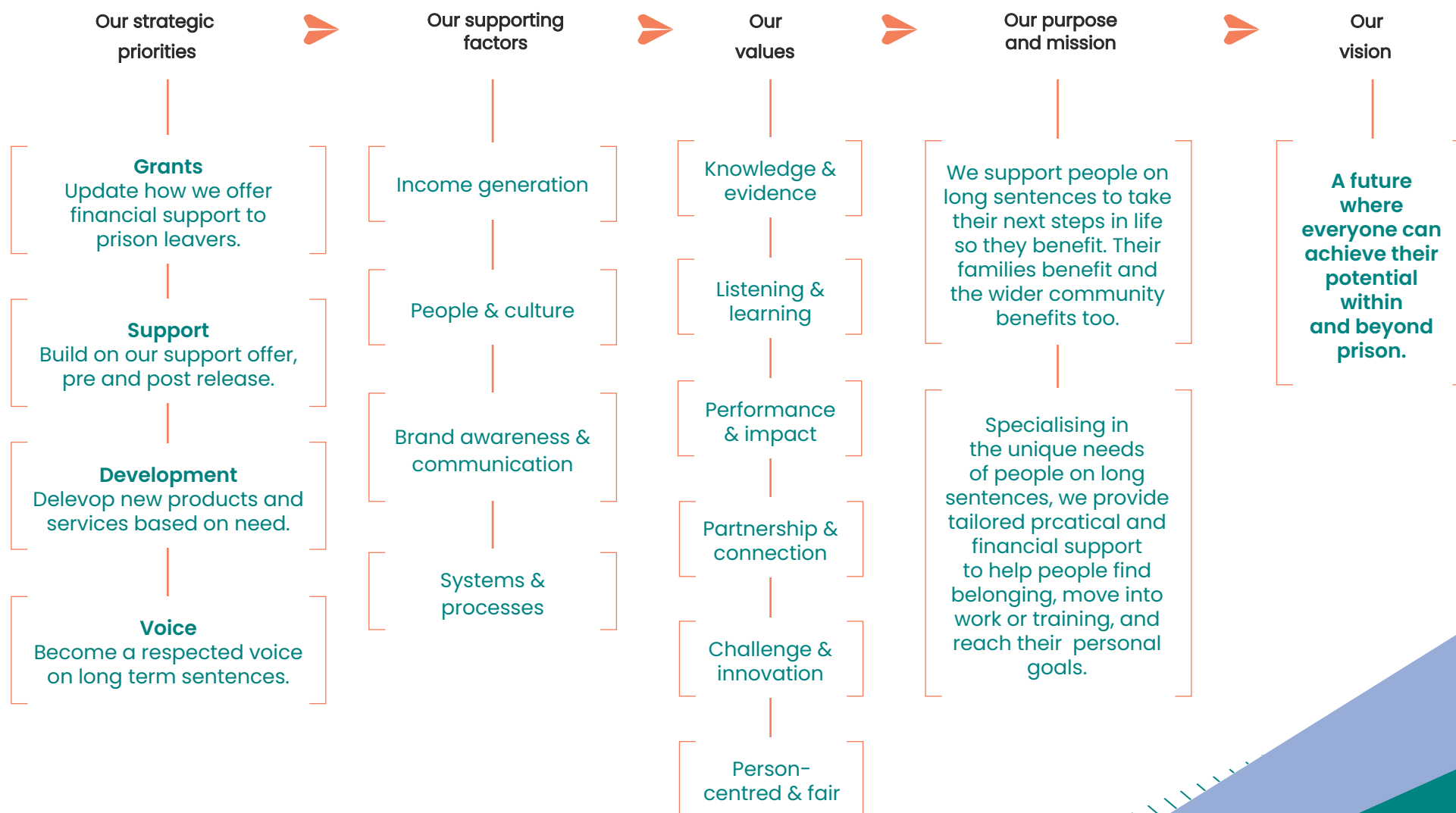
Jake was given financial support from The Hardman Trust, to help him get the tools and training he needed to find work after prison. With his plan and our support, he was able to find work within days of leaving prison, and now has secure housing and a steady income. He's not returned to crime and has 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 organisational strategy and looks forward to the next phase of its journey.

Our successful multi-year applications to the Lottery (Reaching Communities), City Bridge Trust and Bromley 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. Last year we completed a merger with another charity which has expanded our reach and capacity.

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.
- To 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.
- To line-manage the Senior Leadership Team comprising the Head of Service Delivery (HSD), Fundraising and Communications Manager and Finance Manager. The HSD line-manages all the other staff [see attached staff structure diagram].
- Accountability - The Chief Executive will be accountable to the Board of Directors through the Chair.



Key Accountabilities

Strategic development

- Lead on delivery of the Strategic Plan and report quarterly to the Board on progress
- Provide vision and direction for the Trust. Develop and deliver, in conjunction with the Board, a 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, including national partners, political, criminal justice and other networks
- Ensure that the Trust keeps service users at the heart of its decision making
- 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
- While based remotely, there is an expectation of visits to London and various prisons to meet funders, establish networks, demonstrate occasional presence in the office and motivate the team
- Oversee up-to-date organisational policies and a review schedule

Financial & Income generation

- Work closely with the Fundraising & Communications Manager (and occasionally the Chair and/or Treasurer) in stewarding relationships with existing funders and identifying new funding opportunities
- Oversee budgeting, forecasting and financial reporting with the Finance Manager, and working closely with the Treasurer to ensure the long-term financial sustainability of the organisation, ensuring probity and value for money
- Maximise opportunities for financial growth and lead on business model analysis (for example for product sales)

Profile and communications

- Promote the Trust's work through profile raising activity and creative communications that align with our mission and values
- Raise the visibility of the Trust's work. Develop the Trust's messaging, influencing and voice in the sector and ensure the lived experience voice is central to this work
- Nurture and build new relationships with funders and other organisations both within and beyond our sector, that contribute to our work, thinking and development
- Ensure strong and clear internal communication channels

General

- Horizon scan and understand economic, legislative, social, political and technological changes that impact upon the work of the Trust
- Develop the Trust as a learning organisation, ensuring an approach of iterative modernisation and improvement
- Represent and advocate for the Trust at public functions, conferences, delegations and in interviews with the media
- Work closely with the Chair to ensure the smooth running of governance processes, and active board and compliance with the Charity Commission

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 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"> • 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 • Experience of working in the charitable sector 	<ul style="list-style-type: none"> • Coaching / management qualification
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 • Ability to work strategically, creatively and with imagination • Experience of working closely and collaboratively with senior colleagues and Board 	

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

35 hours / week. Some evening work (time off in lieu available), occasional overnight stays and travel may be required for such a visible post.

Holiday Entitlement

The annual leave entitlement is 28 days plus Bank and Statutory Holidays and an extra day a year on your birthday!

Salary

£65,000 – £70,000pa (depending on experience)
Auto-enrolment pension scheme on appointment

Place of Employment

Hybrid working – some of each week at the London office with the remainder WFH (working from home) with occasional visits to prisons.

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

We are proud of our newly updated approach to flexible working and have a generous flexible working policy.

Diversity and Inclusion

Diversity and inclusion are core to the values and ethos of the Trust's work across all activities. The Hardman Trust is committed to being an inclusive employer with a diverse workforce. We encourage applications from people from the widest possible diversity of backgrounds, culture and experiences. Our office is accessible.



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: Monday 9 June 2025

Interviews with The Hardman Trust:

First interviews (online): 23 and 30 June 2025

Second interviews (in-person in central London): 4 July 2025