

*Client*  
**ANNUAL REPORT**

2021-2022



**LANGLEY HOUSE TRUST**

# A Preface from our Chief Executive

I am really pleased to present the Annual Report to Clients for 2021/22. This document is designed to share helpful information to clearly show our performance as a landlord. It also demonstrates how we have responded to requests from you, our clients, to improve and develop the services we provide. We have also highlighted some key successes from last year.

Langley has been shortlisted by Inside Housing for three prestigious awards during 2021/22; we had one colleague shortlisted for the Women in Housing's 'Woman of the Future' category, one for Housing Heroes 'Inspirational Colleague of the Year' and finally one for Housing Heroes 'Inspirational Leader of the Year'. We have continued to apply for external awards throughout the year because the opportunity to have Langley's work recognised and our name shared more widely is too good to miss.

I was especially delighted to be able to welcome staff and volunteers to our two People Conferences this year where we came together for the first time in three years. At each Conference clients took to the

stage and bravely shared their stories with us, which is always one of the Conference highlights for staff.

The pandemic has had its highs and lows throughout this past year and again I am so proud of all that you have done as clients to help keep yourselves and others safe. I know it has not been easy and I appreciate your commitment to working with staff patiently, despite your own frustrations.

Well done for all that you have achieved with us this past year and keep going! We are proud to be working with you to help you achieve your goals.

Warmest wishes,

Tracy

**TRACY WILD**

Chief Executive Officer



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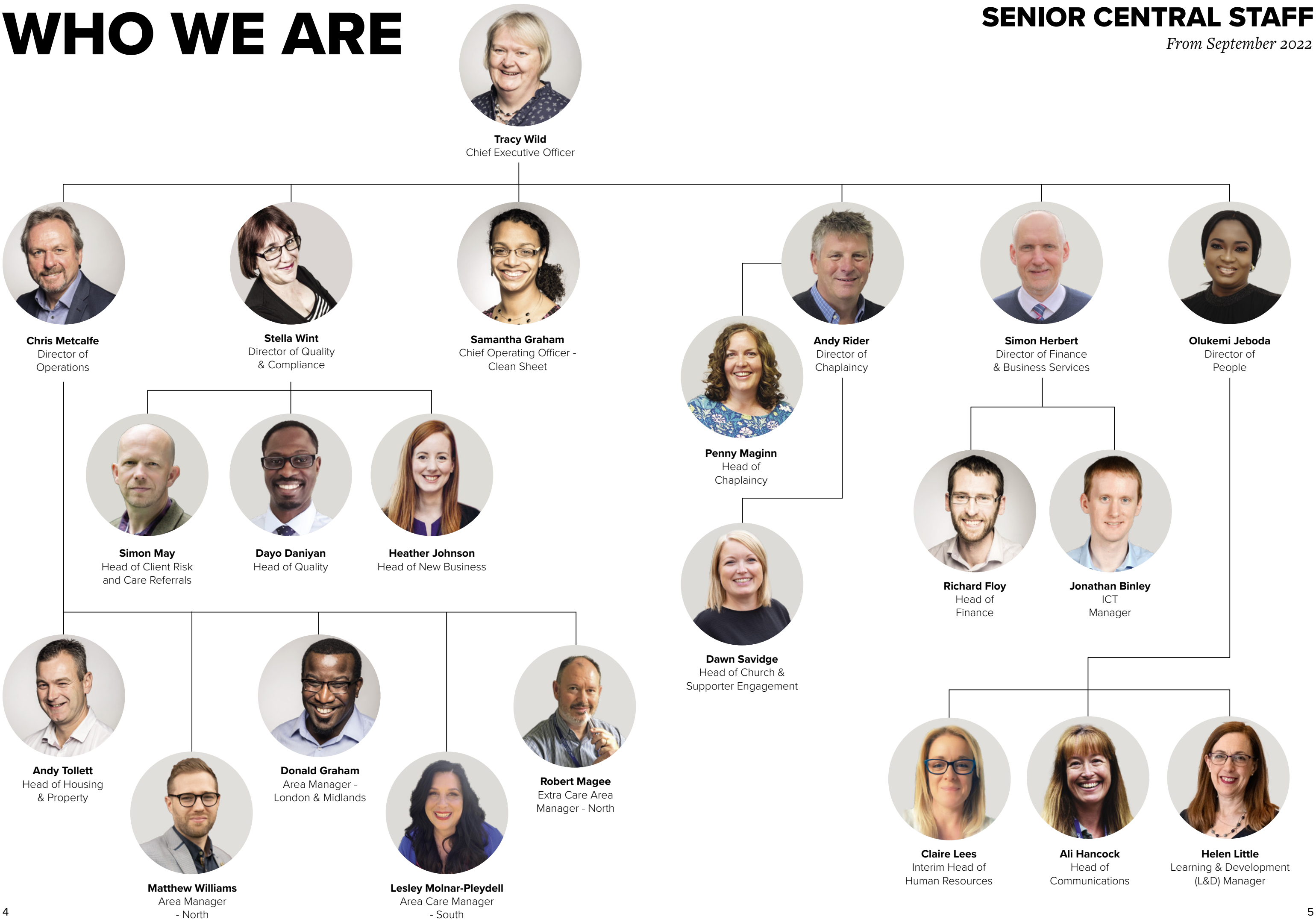
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# WHO WE ARE

## SENIOR CENTRAL STAFF

*From September 2022*



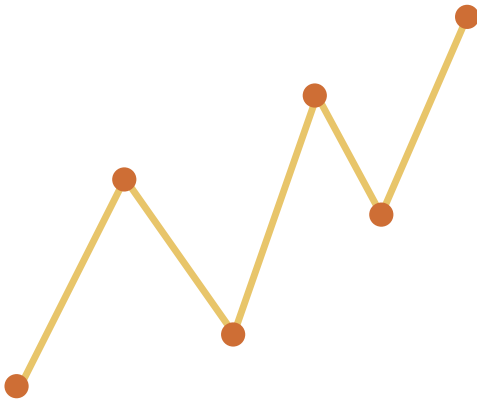
# WHAT'S THIS REPORT ALL ABOUT?

This report is to provide you, our clients, with information on the Trust and how we have performed against housing regulatory responsibilities over the past year (April 2021 – March 2022). Those responsibilities are called ‘Standards’ and are set out by the Regulator of Social Housing.

Throughout this report, you will see references to ‘Local Offers’. These are requests that clients have made and how we have responded to them. Local offers help us to improve the service that we provide to you.

We review the local offers when client survey feedback is shared, and also at our National Consultative Group (NCG) meetings. This was done at the October 2019 meeting and is scheduled for November 2022’s NCG meeting.

# HOW OUR PERFORMANCE IS MEASURED



The Trust uses a number of ways to measure our performance because we want to improve the service we deliver to our clients and our stakeholders.

Our stakeholders are agencies, organisations or individuals who share an interest in what we do. Some of these include local councils, the Care Quality Commission, the Ministry of Justice, the Regulator of Social Housing, the Charity Commission and the Financial Services Authority.

**Externally, our performance is measured by the following organisations:**

- Regulator of Social Housing
- Care Quality Commission
- Local Councils
- The Charity Commission
- The Health and Safety Executive
- The Financial Conduct Authority

**Internally, we measure our performance through:**

- Client satisfaction surveys
- Internal audits
- Complaints and compliments monitoring
- Eviction data
- Data on referrals to the Trust
- Equality, Diversity & Inclusion statistics
- Repairs and Health & Safety reporting
- Achievements regarding education, employment, training and volunteering

# OUR VALUES



**CHRIST AT THE HEART OF ALL WE DO**



**WE WILL LOOK AFTER THOSE IN OUR CARE**



**WE ARE FULL OF RESPECT FOR EVERY PERSON**



**WE SEE YOUR FUTURE, NOT YOUR PAST**



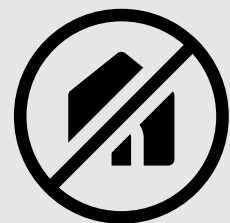
**STRONG, PRINCIPLED AND FOREVER HONEST**

# HIGHLIGHTS FROM 2021-22

We provided  
a home for



We supported  
**653**  
clients over  
this period



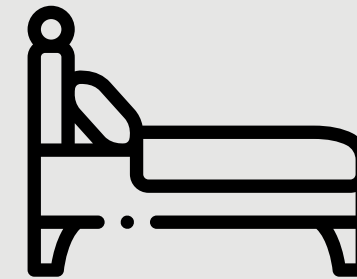
**192**  
clients  
would  
have found  
themselves  
homeless  
had we not offered  
a placement to  
them



We received a new  
contract from the  
Ministry of Justice  
to deliver complex  
needs beds



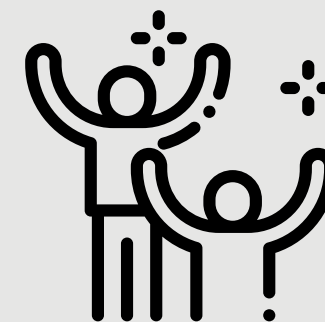
We introduced exit  
interviews for those  
leaving the service  
so that we can learn  
from their feedback



We have removed shared  
rooms at Tekoa House and  
offer only single occupancy  
rooms following feedback  
from our clients



We have opened an  
Approved Premises to  
support clients with higher  
risks as they leave prison



We welcomed 2 new  
directors to the Trust and  
established a new People  
Directorate

**81%**

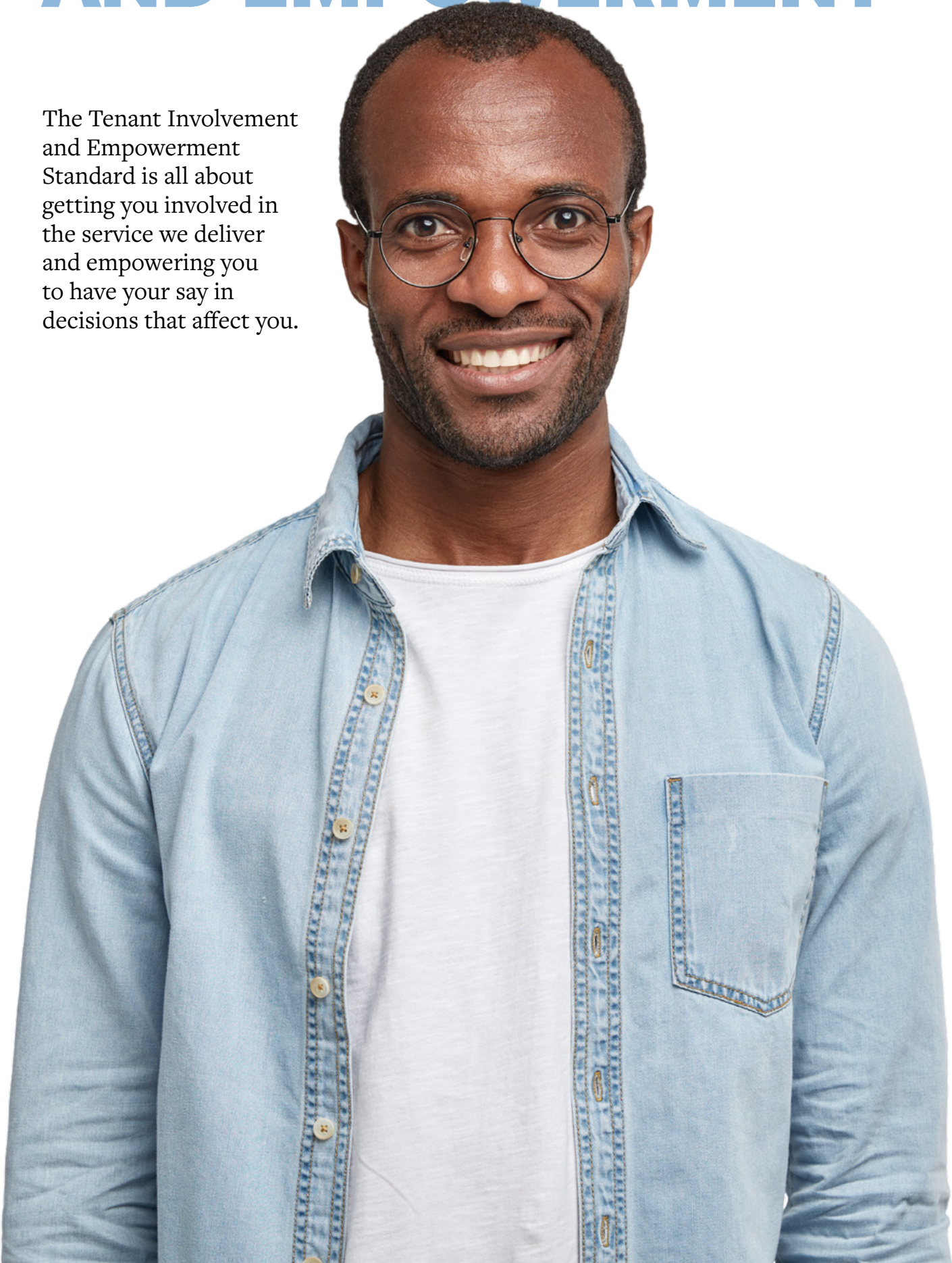
of clients said they  
felt safe in our service



PERFORMANCE AGAINST THE STANDARDS. A:

# TENANT INVOLVEMENT AND EMPOWERMENT

The Tenant Involvement and Empowerment Standard is all about getting you involved in the service we deliver and empowering you to have your say in decisions that affect you.



## WHAT WE HAVE ACHIEVED OVER THE LAST YEAR...

### Continuation of National Consultative Group meetings

Despite the ongoing difficulties posed by the pandemic we continued to hold the National Consultative Group meetings with clients, virtually. It is hoped that some of these will be held in person in 2022/2023.

### Change in our Client Satisfaction Survey

We have changed the way we undertaken the client satisfaction survey. We will now offer them quarterly in care services and twice a year, in September and February, across supported housing services. This allows us to get more relevant feedback in a timely manner. It does mean that this report will not capture recent client feedback for supported housing services as the survey is underway at the time of writing. The results will be shared with clients separately.

# 94%

We had a 94%  
response rate from  
our care clients for  
our last survey



**93%** of clients surveyed in care services  
say the care they receive is good  
or excellent



**81%** of clients in care services say their  
wellbeing has improved due to the  
support they have received



**74%** of clients surveyed in care services  
say they feel listened to by staff



## LOCAL OFFERS

***You asked us to feedback to you on how your suggestions and aspirations have helped to shape the service that you receive.***

The National Consultative Group met on 3 occasions during 2021/2022, and clients contributed to a number of policies and procedures that impact directly on service delivery, including:

- Referrals Procedure
- Smoking Procedure
- Supported Housing Procedure

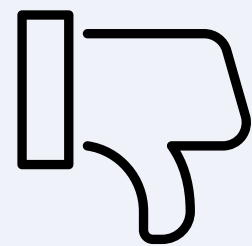
Clients also considered a number of topics including:

- Complaints
- Client involvement
- Improving client outcomes

As part of a discussion about the kind of information you would like to receive, some ideas that were raised were:

- Receiving a video of the service before you arrive
- Continuing to produce an audio version of the Annual Report for Clients as we did last year
- Having a better understanding of how staff can support you
- You would like more information on the number of people who were evicted (this data is included on page 24)

We are working out how we can address each of these ideas.



## COMPLAINTS REPORTED

***The Complaints Procedure was reviewed to ensure that we meet the standards expected of us by the Housing Ombudsman.***

***Complaints against another client are now recorded in a different way. To support the introduction of these changes we have produced a video and an easy access booklet to explain how to make a complaint.***

***Posters highlighting the Complaints Procedures are also available in all services.***

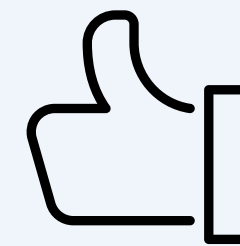
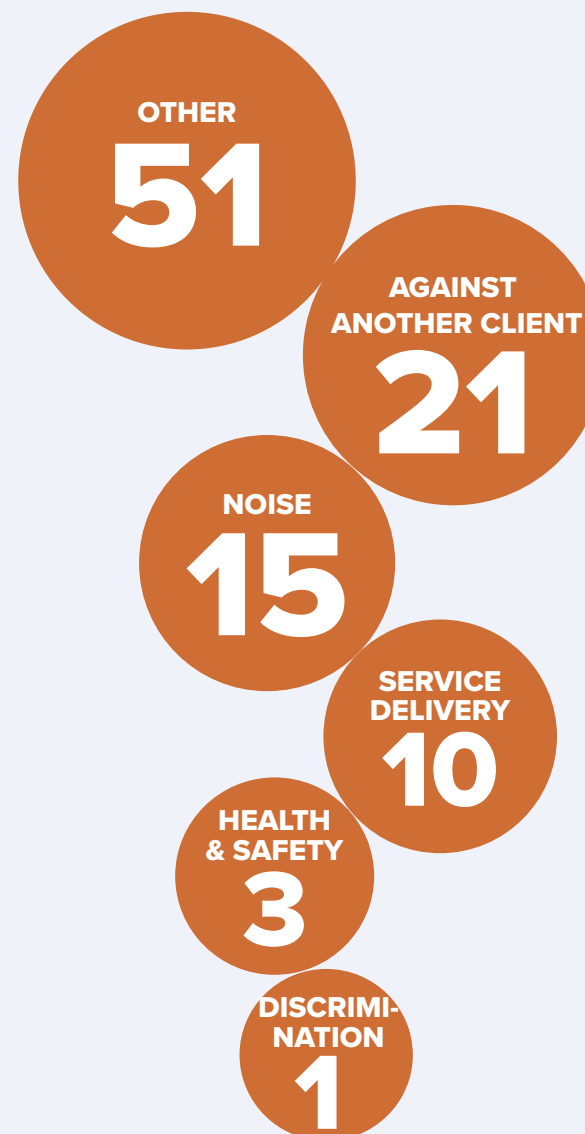
***Due to the changes in the procedure from January 2022 we altered the headings for complaints.***

**There were 101 complaints received for the year 2021/22.**

### TOTAL COMPLAINTS



### COMPLAINT TYPES



## COMPLIMENTS REPORTED

All clients, staff and partners of the Trust have the opportunity to feedback where and when they have seen or received good service or performance by way of registering a "Compliment".

Compliments are used to celebrate and share the good practice that occurs in projects and to review the positive impact that work has. In addition to the formally registered compliments there are many other informal examples whereby senior staff, directors and/or the CEO write to members of staff or projects recognising and thanking them for where they go the 'extra mile' to deliver an excellent service.

**We received 42 compliments in 2021/22.**

We received 42 compliments from either clients or external stakeholders this year, which is a slight increase on the previous year. The compliments were mainly about the support that staff had offered people and also about the food and accommodation we offered.





PERFORMANCE AGAINST THE STANDARDS. B:

# HOME

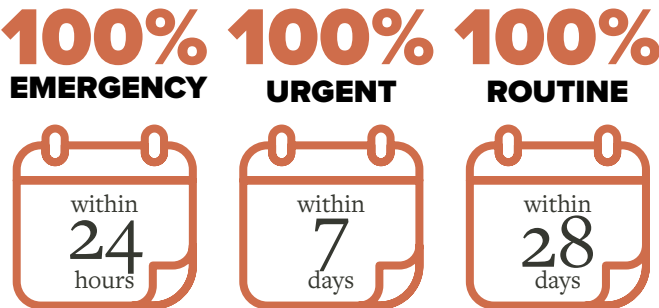
The Home Standard is all about making sure that the Trust’s properties meet the right level of quality throughout your stay with us. The Trust is committed to making sure that our homes meet the Government’s ‘Decent Homes Guidance’. The Trust also has a cost- effective repairs and maintenance service in place to complete repairs.

WHAT WE HAVE ACHIEVED OVER THE LAST YEAR

- ✓ Full refurbishment of bathrooms at Box Tree Cottage
- ✓ Conversion of Box Tree Cottage into an Independent Approved Premises
- ✓ Redecoration of all Langley owned properties at Eliora Service
- ✓ Redecoration at Murray Lodge and Chatterton Hey
- ✓ Refurbishment of the bathrooms at Longcroft

Reporting On Our Repairs

Our responsive repairs are split into three categories, and in 2021/22 we completed the following percentage of repairs within the following timescales:



Repairs

The speed of repairs was mentioned as an area for improvement.

What We Have Done

We have introduced a on-line system called Fixflo which allows us to monitor and control repairs.

It also allows services to rate contractors on a job-by-job basis to ensure the service we provide is completed on time, is right first time and completed satisfactorily.



PERFORMANCE AGAINST THE STANDARDS. C:

# TENANCY

The Tenancy Standard is all about making sure that the Trusts lets its homes in a fair, transparent and effective way and also that the right type of occupancy agreement is provided for clients.



We had 1459 referrals in 2021/2022, which is slightly lower than the previous year but is still almost 3 times the number of beds we have to offer. 1 in every 7 referrals becomes a letting.

The main reason for referrals not leading to a letting were:

- Alternative accommodation found
- Referral was not suitable (required more support than the placement offered)

WHAT WE HAVE ACHIEVED OVER THE LAST YEAR

- ✓ We included clients in the review of the Referrals Procedure
- ✓ We have implemented weekly meetings with service managers to review referrals.
- ✓ We have worked with service managers to set letting standards for rooms.





PERFORMANCE AGAINST THE STANDARDS. D:

# NEIGHBOURHOOD AND COMMUNITY

The Neighbourhood and Community Standard is all about the Trust being a good, responsible neighbour, working with our clients to achieve this (including addressing anti-social behaviour) and promoting social, environmental and economic wellbeing in the areas where we operate.

WHAT WE HAVE  
ACHIEVED OVER  
THE LAST YEAR

The Trust is committed....and Inclusion principles are used to eliminate any discrimination and inequality within the Trust. The Trust achieves its commitment to this through the following essential principles:



The Trust has implemented Equality, Diversity and Inclusion training for staff.



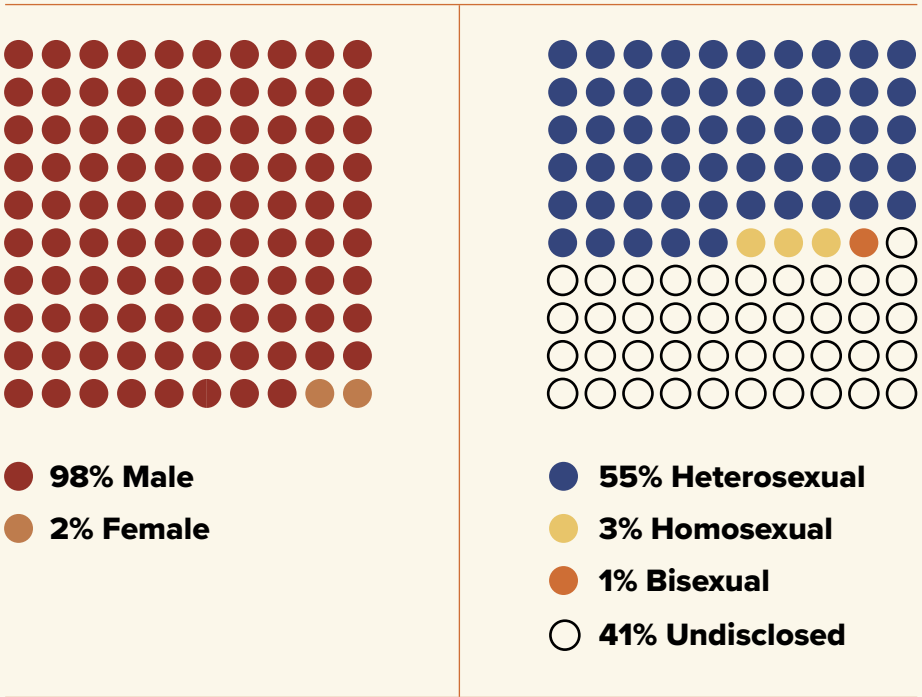
We have reviewed the way we report incidents of anti-social behaviour to identify the level of serious of these incidents.



The Trust has reviewed the way we support those who have been the subject of discriminatory behaviour

The Group understands the vital role Equality, Diversity and Inclusion plays in creating an environment in which our staff and clients are able to reach their full potential. **We appreciate and celebrate difference and individuality, respecting everyone as being made in God’s image and having an intrinsic value, a view strongly upheld by our Trustees and senior management team.** There is no place for racism or any other form of discrimination within the Group. It is not just illegal, but goes against all that we stand for, as outlined in our values. Langley House Trust Group staff are asked to challenge any racist or discriminatory behaviour that they witness, experience or hear about and then report it. The CEO’s commitment is to ensure all allegations are investigated and appropriate action taken.

Protected Characteristic Lettings Statistics 2020/21



BLACK  
ASIAN  
MINORITY  
ETHNIC  
**20.1%**

SELF-  
REPORTED  
DISABILITY  
**32.8%**





## LOCAL OFFERS

### ANTI SOCIAL BEHAVIOUR

*Due to investing in a new system for incident management we have a much-improved way of capturing incidents, including those relating to ASB. The categories this year are slightly different from previous years to reflect this in detail:*

125

Verbal Aggression

104

Violent Behaviour

78

Threatening Behaviour

73

Drugs & Alcohol on Site

58

Inappropriate Behaviour

31

Damage to Property

11

Racial Abuse



### ANTI-SOCIAL BEHAVIOUR (ASB) OUTCOMES

- Each incident was reviewed and appropriate actions were taken to address each ASB incident.
- In order to improve our recording and monitoring of incidents including anti-social behaviour the Trust has reviewed the way they are recorded. We are introducing a grading system which will allow us to better highlight those that need urgent review and will help us to see patterns of behaviour that need to be managed in a different way.
- We have reviewed and altered the de-escalation training staff receive to ensure it is appropriate and up to date.

The most common responses to incidents in 2021/22 were as follows:

- Managed at Service level
- Police attendance
- Probation Officer informed

The Trust remains committed to ensuring that all clients are able to enjoy their homes without fear for their personal safety and well-being. The Trust proactively deals with ASB, nuisance and harassment. The Trust will continue to put the support of victims at the forefront of all its corrective actions related to ASB.

*The Trust will continue to put the support of victims at the forefront of all its corrective actions related to ASB.*



### LOCAL OFFERS

*You asked us for more information on local partnerships and the services that they provide.*

Across our diverse range of services local teams work together with a variety of drug and alcohol agencies, voluntary agencies, finance, benefit and debt advice services and local mental health teams to enhance the quality of access for our clients into safe, reputable support services.

Many of our services have also established strong links with Foodbanks, to provide very practical help for clients who live in our dispersed housing in the community.

We have links into local colleges to support clients who want to access education and specifically Longcroft have partnered with a training provider Asdan.

In terms of enhancing softer skills and developing positive recreational activities we have connections into roof top allotments, general gardening, art therapy, and a number of opportunities for our clients to work as volunteers and develop self-confidence and life skills.

*We have links into local colleges to support clients who want to access education and specifically Longcroft have partnered with a training provider Asdan.*



PERFORMANCE AGAINST THE STANDARDS. E:

# ECONOMIC

The Economic Standard is all about ensuring that the Trust is managed well by its trustees and leaders, including having good financial management in place and is meeting its regulatory requirements.

Governance

During 2021/22, the Trust met all its regulatory requirements.

The Trust is governed by a Board of Trustees who are legally responsible for the safe delivery of services to clients. Trustees are all volunteers who come with a range of expertise and knowledge across all areas of our organisation.

Some of the external regulators for the Trust are listed below and they set out the targets that the Trust need to meet:

- The Charity Commission
- The Care Quality Commission (CQC)
- The Health and Safety Executive (HSE)
- The Financial Conduct Authority (FCA)

We have adopted the following codes as good practice:

- The National Housing Federation’s (NHF) “Code of Conduct”
- The NHF’s “Code of Governance”

The Trust’s financial year runs from 1st April to 31st March. Each year we produce an annual report and financial statements, which are independently checked (audited). This year they were audited by an external company called Crowe U.K. LLP.

A copy of the annual report and audited accounts for 2021/22 is available on the Charity Commission’s website: [charitycommission.gov.uk](https://www.charitycommission.gov.uk). We also submit our financial statements to Companies House.

Our Trustees are all volunteers who come with a range of expertise and knowledge across all areas of our organisation.

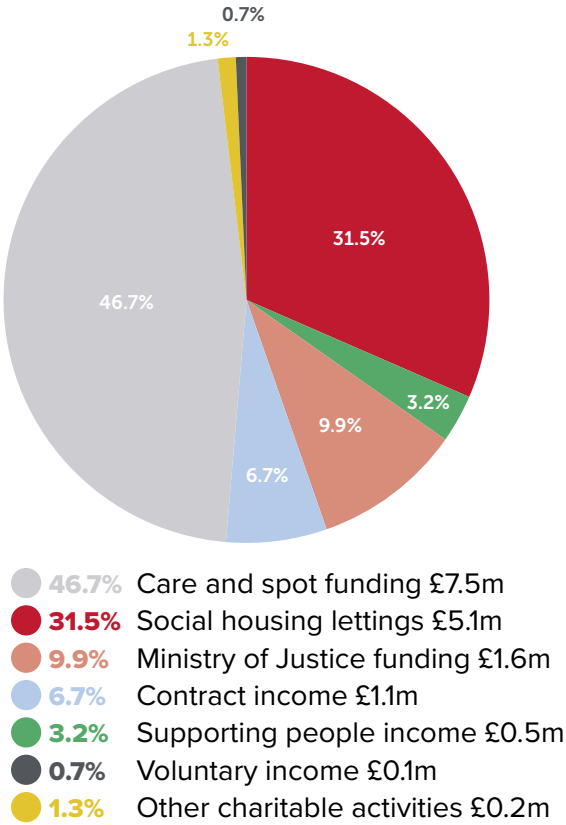


LOCAL OFFERS

*We agreed to inform you about the Trust’s financial performance in respect of social housing.*

Total Trust wide income & expenditure 2021/22

The graphs show where our money came from in 2021/22 and how that money was spent.



## Operating Income 2021/22

Both care & spot funding (46.7%) and social housing lettings (31.5%) remain the largest income streams for the Trust.

THE TOTAL INCOME FOR THE YEAR WAS

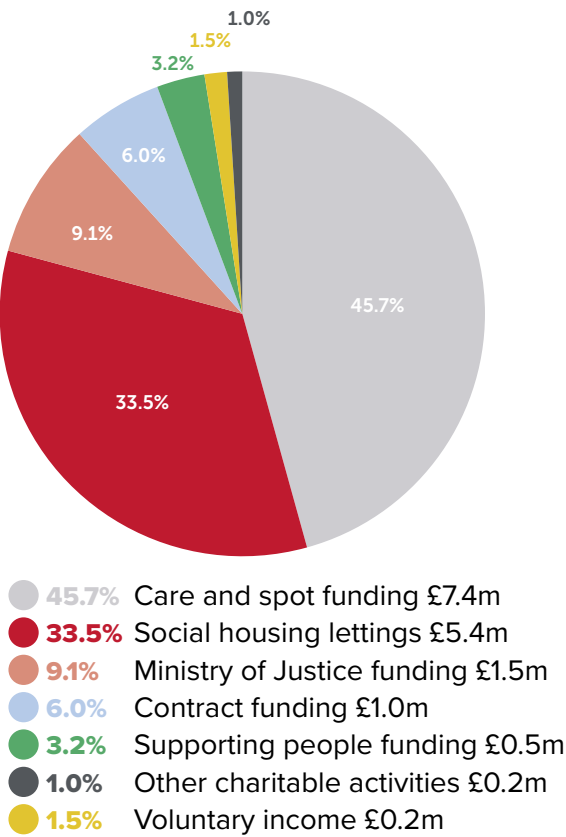
# £16,083,561

## Operating Expenditure 2021/22

As the largest income streams, these two areas also generate the largest expenditure at 45.7% of the total Trust’s expenditure being spent on care & spot funding, and a further 33.5% on social housing lettings.

THE TOTAL EXPENDITURE FOR THE YEAR WAS

# £16,119,207



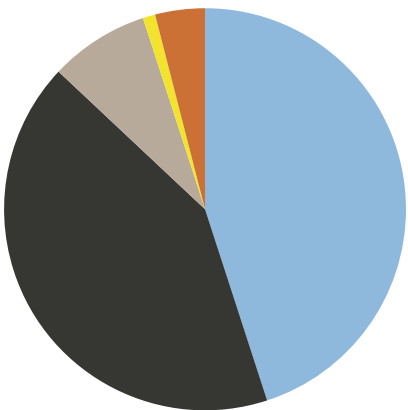
PERFORMANCE AGAINST THE STANDARDS. F:

# VALUE FOR MONEY

The Value for Money (VfM) standard is all about spending our money wisely and well to help us provide quality homes and services.

Value for Money Activity

The Trust has Value for Money (VfM) targets set by the Regulator of Social Housing. The Trust also sets internal targets.



For every £1 we spent

- 45p Rent and Management costs
- 42p Services to Clients
- 8p Routine Maintenance
- 4p Other Property Costs
- 1p Planned Maintenance

As can be seen from the VfM Initiatives, the Trust has continued to review and improve efficiency. This has resulted in positive changes being made to the way we do things both centrally and at projects.

VfM Champions from across the Trust have continued to share good practice, identify, evaluate and prioritise VfM opportunities for the Trust on a monthly basis.

The Trust’s strategy is to promote a culture of VfM across all parts of the organisation. Below are some samples of these from across the year:

CENTRAL SERVICES

Controlling the costs of printing by setting printers to print double-sided and in mono as the default

- Economy
- Efficiency

DORADO

Made savings by opening a Curry’s business account in order to purchase TVs for various Dorado properties and also a fridge for one property:

- Economy
- Efficiency

ALL PROJECTS

Now using a local discount supermarket which has reduced the shopping costs

- Economy
- Efficiency

VfM Initiatives	Economy	Efficiency	Effectiveness
Controlling the costs of printing by setting printers to print double-sided and in mono as the default	✓	✓	
Agreed charity rates with Sky TV, reducing fees by 2/3rds. This is now being rolled out across all the services	✓	✓	
Set up account with specialist charity supplier InKind which has seen a reduction in costs of essential everyday supplies such as toilet rolls	✓	✓	
Bulk buying condiments and sauces rather than individual packets	✓	✓	
Now using a local discount supermarket which has reduced the shopping costs	✓	✓	
Made savings by opening a Curry’s business account in order to purchase TVs for various Dorado properties and also a fridge for one property:	✓	✓	
Clients have painted bedrooms in the properties in which they reside, giving them satisfaction, a sense of achievement and purpose as well as making a saving on the repairs budgets. Voucher were given to the clients in appreciation.	✓		✓
Clients got involved in doing gardening work in two properties, making savings on the budget.	✓		✓
Clients painted over graffiti at a property which resulted in them gaining satisfaction, it gave a good opportunity for the staff member to work alongside them as well as the saving on the repairs costs. Approx. saving of £1k	✓		✓
Clients have got involved in doing appropriate jobs which has resulted in positive strides forward in their wellbeing and support. This also had secondary results of some budgetary saving.	✓		✓
Clients being supported to maintain the gardens for pursuance of their interests and general wellbeing has also resulted in savings on the gardening budget	✓		✓
Clients have been benefitting from supplies such as personal care and clothing from the ‘Just Giving’ charity	✓		✓
Sensor lights have been requested for installation for the hostel	✓	✓	
Free furniture obtained from Optima office relocation	✓		✓



PERFORMANCE AGAINST THE STANDARDS. G:

# RENT

The Rent Standard ensures that the Trust and other housing providers set their rents in line with the Regulator of Social Housing direction. This is why your annual rent increases are capped at a level of CPI (consumer price index) + 1% as explained within your occupancy agreement.

LOCAL OFFERS

Rent Reduction & More Move On Options

As with previous years, a number of clients have commented on the cost of rents and help with affordable move-on. The higher costs associated with providing supported housing and the lack of affordable move-on remains a national issue for the Supported Housing sector as it does for the Trust;

What We Have Done

Rent reduction

Develop a letter/document that makes clear the rent breakdown and ensure client sees it before someone accepts a tenancy from us.

Move On Options

We are looking at our services which don't have move-on options at present and aim to develop closer links with private landlords; we hope this will enable meaningful move-on options for our clients. We are also developing opportunities for sharing good practice with move-on planning amongst other services.



# DATA ON EVICTIONS

There were 50 evictions April 2021 to April 2022 relating to:

- 17 Non-payment of rent
- 12 Serious Nuisance
- 10 Disruptive Behaviour
- 07 Violent Behaviour
- 04 Non-engagement

# LAST YEAR

We said we would...

1. Develop move-on options in the Supported Housing sector

As in previous years, a number of clients have commented in the survey about the cost of rents and help with affordable move-on. The higher costs associated with providing supported housing and the lack of affordable move-on is a national issue for the Supported Housing sector as it is for the Trust. We are looking at services that currently don't have move-on options to understand how we can develop close links with private landlords; this would help us to develop more stable move-on options for clients. We are developing ways of sharing good practice with move-on planning amongst our different services across the Trust, as some are finding this easier than others and shared knowledge is a good way forward.

2. Open a new care home

We recognise that there is a growing need for care services for those coming out of prison especially and in some instances for individuals subject to Probation as well. We have established safe, effective provision across our care services and are well placed to extend them further; so in 2022 we will be looking to purchase another care home in a locality we do not currently occupy.

3. Develop our Client Engagement Strategy, work and approach

We are excited to have set up a new section of the Trust this past year which is all about quality. An important part of that directorate's responsibility is to develop the best client engagement opportunities, to make sure that Langley clients have a voice and different ways to share their experiences, concerns and ideas with us. This work will be taking off in 2022, and will help us to make sure everyone who wants to be involved is included, through different points during the year and not just the client survey.

4. Develop our EDI agenda

Equality, diversity and inclusion matter to us. We want our clients, staff and volunteers to feel valued and respected, no matter what their backgrounds look like. We will be stretching ourselves during 2022 to make sure that we have a good understanding of what we need to do across the Trust to improve this work; and then we plan to deliver it, following a clear action plan that we report on to the Board of Trustees.

# THIS YEAR

We would like to...

## One

Appoint Board members with lived-experience and also recruit more client representatives to our Board of trustees.

## Two

Secure a new care home

## Three

Develop Enabling Environments in some of our services

# OUR STRATEGIC FOCUS FOR 2022

We want to be...

1. **Prayerful** and showing Christ's love in the way we work together.
2. **Developing and growing** ways of working which keep us open to learning better ways of doing things. We want to keep delivering safe services for our clients in line with Care Quality Commission and other standards, and to make sure we measure and understand how that is working across all our services.
3. **Responding to feedback** we receive from clients, staff, and volunteers.
4. **Developing and delivering** life-changing services which demonstrate Langley's values as well as meeting sector and good practice requirements.
5. **Ensuring our services are tailored** to meet an individual's need, are evidence based and appropriate to manage risk.
6. **Growing and developing** service delivery models that replicate or complement our existing services, ensuring that new or revised services continue to deliver our mission, will transform lives and are financially viable.



# Thank You!

Thank you for the much-valued feedback that you have given to us throughout the year. Please continue to let us know your views.

Together, we can build services that make a positive change to people's lives.

## AS OUR COMMITMENT TO YOU, WE WILL:



Continue to engage with you at an individual and a project level



Continue to consult with you through our existing forums and identify areas of service delivery that may require further local offers

If you need any of our documents translated, please let us know. We can also arrange for an interpreter so that you can speak to us in your own language.

Contact us if you would like one of our documents in large print or Braille.

**Telephone:** 02476 587360

**Email:** [HousingTeam@langleyhoustrust.org](mailto:HousingTeam@langleyhoustrust.org)

**Website:** [www.langleyhoustrust.org](http://www.langleyhoustrust.org)

**Twitter:** @LangleyHseTrust

Company No. 07888191  
Homes and Communities Agency Registration No. 4693  
Registered Charity No. 1146304

Quality Team  
Coventry Office  
PO Box 6364  
Coventry  
CV6 9LL



Regardless of a person's history, our passion is to change every life for the better, working with people of all faiths and none.

## LANGLEY HOUSE TRUST

HELPING PEOPLE TO LIVE CRIME-FREE LIVES

**LANGLEY HOUSE TRUST**

PO Box 6364 Coventry CV6 9LL

T: 03330 035025 E: [info@langleyhousetrust.org](mailto:info@langleyhousetrust.org)

Twitter: @LangleyHseTrust

[langleyhousetrust.org](http://langleyhousetrust.org)

Registered Charity No. 1146304 Company No. 7888191

Langley House Trust is an innovative Christian charity that provides specialist housing, programmes and support services in the community, and targeted advice in prisons, for offenders seeking to live crime-free. Since 1958 we have earned an enviable reputation for reducing reoffending with proven results.