

Authentic
keeping it real

Annual Review | 2021 - 2022
LANGLEY HOUSE TRUST

LANGLEY HOUSE TRUST

Genuine Unfiltered

Forgiving

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Legitimate



Clear

Raw

True

Accurate

Patient

Faithful

Dependable

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Looking
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As a Board we are committed to growing our services, not just in terms of quantity, but also strengthening the quality and value of what we offer.

This flows into the way we recruit and train our people, the values we determine to live by across Langley, and the way we engage our clients.



Tracy



Ruth

TRACY WILD

Chief Executive

RUTH WILLIAMS

Chair of the Board

Welcome

We are delighted to welcome you to this year's Annual Review, an opportunity for us to share Langley's journey this past year by walking you through some of our clients' stories. We are always looking for creative ways to promote the difference that marks Langley out from our competitors and no-one tells that story better than our clients.

Our theme this year is 'Authentic: keeping it real'; we are looking at the different ways our services deliver support in an authentic way, recognising that people often come to us with messy lives, which we don't shy away from. Our aspiration is for Langley clients and staff to be authentic and true to themselves and so we aim to create environments that promote this safe space. From here we believe there can be genuine personal growth and lives can be changed.

Whilst we are keen to share with you our financial position, our strategic priorities and our achievements, which are important for any organisation, we hope you will also get a strong sense through this Annual Review of what we are passionate about over and above those things; what motivates us to deliver this kind of work, which frankly is challenging and at times just hard.

So with hearts beating and heads engaged, there are realities that must be faced: we need to keep the lights on, working responsibly within budget constraints as well as meeting identified need. Quality care and accommodation costs money. So, we are wise and balanced in our approach – not looking to be either bleeding hearts, or strategists who lack emotional intelligence. Business acumen and good governance are valued at Langley and run alongside quality-driven, compassionate delivery of care and accommodation services.

In August 2022 we were elated to be awarded Investors in People 'Gold' for our third consecutive assessment. At Langley we understand that the continuous improvement journey is at least as important as the destination, and we encourage our people to value learning as they work with us. Quality standards carry a cost, but they matter; ultimately these standards enable us to define and then promote ways of working to develop the kind of organisational culture we know makes a difference to the lives of our clients and our people, staff and volunteers alike.

As a Board we are committed to growing our services, not just in terms of quantity, but also strengthening the quality and value of what we offer. This flows into the way we recruit and train our people, the values we determine to live by across Langley, and the way we engage our clients. To offer more we must be equipped and so our Competency Standards define clearly what we expect from each role across Langley, stating unambiguously what 'good' looks like for us.

Once again we are proud to be able to present an overview of Langley's journey this year, relayed in the most authentic way possible, through our clients' stories.

Where Our Services are Located

Langley's services are spread across the country and cover a range of different provision for adults leaving custodial settings and secure units, as well as those who pose a risk of re-offending and may be supervised by probation. We offer:

- registered care homes and extra-care services;
- supported housing both in hostels and dispersed accommodation within the community;
- finance, benefit and debt advice, both in the community (via Shaw Trust Activity Hubs) and in custody (with Ixion);
- accommodation advice;
- support into employment through Clean Sheet;
- an Approved Premises residential service for higher risk clients leaving custody;
- a specialist women-specific service in conjunction with Oxleas Health Foundation Trust for clients who have been discharged from secure units and need additional tailored health interventions.

Meeting the varied needs of those who have a history of offending behaviour is what we do best, up and down the country!

Our Services

- Activity Hubs - Various Locations
- Ashdene - Wakefield
- Box Tree Cottage (Approved Premises) - Bradford
- Chatterton Hey - Bury
- Clean Sheet - Virtual service
- Dorado - London
- Elora - Bedfordshire & Northamptonshire
- House of St Martin - Taunton
- Ixion - Virtual service
- Kainos - HMP Lancaster Farms
- Kent Resettlement Project - Kent
- Leonard Stocks Centre - Torquay
- Longcroft - Lancaster
- Mariposa - London
- Murray Lodge - Coventry
- Park View - Fleetwood
- Tekoa House - Rochdale
- The Knole - Cheltenham
- The Shrubbery - Rochester



What does 'being authentic' look like? Why does it matter?

At Langley we know that each of us is so much more than the worst thing we have ever done. Our clients share their experiences...

Being Understood

'The rules matter and need to be applied. But we need to be real and people need to be understood.'

We assess lots of people before offering a place at Langley, because we want to know that the services we offer will help them meet their needs and achieve their aspirations. That process is not always easy and our staff are particularly skilled at getting to the heart of the issues, ensuring that what they are assessing is based on what is really going on for the individual.

James' Story

James' was likely to end up back on the street several years ago. His excessive drinking left professionals in despair as they tried to help him and eventually no-one would take him on. He was staying in a 'wet house,' a hostel for homeless people with serious alcohol problems. But he was facing eviction when our colleague went to meet and assess him. Her name is Stella. Despite being incredibly drunk, James knew that he didn't want to meet Stella. He didn't like her name. So Stella made the most of her trip and got some background information from the staff, then left.

A week later she returned and introduced herself to James. 'Hello, my name is... Sasha.' James and 'Sasha' were able to talk and she completed her assessment, concluding that if anyone could help James, then our House of St Martin care home staff could.

How do stories like this turn out? Is there ever a good ending? Keep reading to find out more about James' journey...

*Names and pictures have been changed throughout this document to protect the identity of those in our care.

Being Supported

'I was bullied because I behaved differently to the other kids...'

Kwe's Story

Clean Sheet member, Kwe explained how he found himself needing extra support to get his life back on track after a brief period in jail.

What was life like growing up?

It was quite difficult to be honest. When I was in middle school and high school I was bullied because I behaved differently to the other kids. I was bullied both physically and mentally. Despite that, I did well in my exams, achieving six grade Cs at GCSE without much revision.

When did things start to take a wrong turn in your life?

In 2017 stuff just started piling up I guess. I got dismissed from my employment due to an alleged incident, having worked there for ten years. They sacked me the day before my mother-in-law's funeral. She was only forty-eight years old and had died of sepsis. On top of all of this, I was having problems with a couple of neighbours.

After my offences I was diagnosed as being on the autistic spectrum because my probation officer pushed for me to be assessed.

How did you hear about Clean Sheet?

I was on remand for about sixteen weeks and came across Clean Sheet once I was released. I was searching on Google for organisations that might be able to help me with my current circumstances. Not having been locked up before, I wasn't too sure what to expect. Being

released on a Friday afternoon didn't really help either.

How did Clean Sheet help?

Clean Sheet helped me by ringing or emailing me every fortnight or so, seeing how I was getting on with my job search. This helped because I would sometimes feel down with the amount of vacancies I was applying for, and the Clean Sheet phone call or email was just what I needed to help pick me back up and encourage me to carry on with what I was doing.

What's life like for you now?

I've had my current job for just over a month now, which is going well, my colleagues are very friendly. I've also just recently passed my foundation year at University. If I hadn't have got into trouble I wouldn't have even thought about attending University - I'm the first in my family to attend. Hopefully, if I am successful, then I might be able to help people in a similar situation to myself going forward, which would be great and also very rewarding.

"the Clean Sheet phone call or email was just what I needed to help pick me back up and encourage me."



Being Forgiven

'Sometimes I get a bit mad, shout at them, call them names... but I always apologise.'



Scan or click to view a video of Tony's story

Tony's Story

We all want to be accepted for who we are, but some of our clients' behaviour isn't easy and who they really are can be quite challenging to work with. We believe that everyone is worthy of acceptance, and we ensure our clients know that they can be themselves, whatever that looks like. Experiencing forgiveness is an important part of their journey and may be unfamiliar for some of our clients. But our staff and volunteers are both professional and kind... as Tony has discovered during his two and a half years at Longcroft.

Tony described his time in custody as 'terrible'. He served 11 years before coming to Langley. 'Staff here put me at ease... (my) keyworker is dead strict, but I like it, keeps me on an even keel... I know where I stand.' Grateful for 'everything', Tony feels treated with respect and values the way staff 'always ask me how I am'. Despite this welcome from

staff though and his genuine gratitude, Tony struggles to manage his emotions at times and can lash out. When you are doing everything you can to help someone it can be hard not to be appreciated and to be verbally abused, but Langley staff are extraordinarily kind and understand the importance of showing forgiveness. Time and again, clients like Tony will need to experience compassion, to know they are forgiven, and that tomorrow is a new day.

A day to start again, with a clean slate... genuinely forgiven.



Authentic achievements also help to tell our story...



Our subsidiary organisation, Clean Sheet, was one of 226 organisations nationally to be awarded a Queen's Award in 2022! Marked out as one of nine winners in the Enterprise category Clean Sheet celebrates helping 976 people with convictions to find work over the past five years.



Langley was once again awarded the prestigious Gold Investors in People Award in 2022.

Langley was shortlisted as a finalist for several external awards, including:

- The Charity Times' 'Charity of the Year'
- Inside Housing's 'Woman of the future'
- 'Inspirational colleague of the year' & 'Inspirational leader of the year'
- UK Housing's 'Best supported housing landlord'



We were successful in retaining our ISO27001 accreditation during 2022.

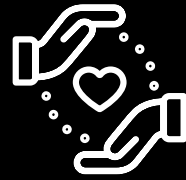
Great achievements only made possible by a great team!

Real successes, weighed in the balance against other providers.



Our Values

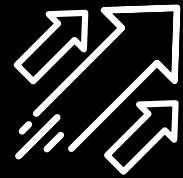
Our values shout out to the core of the way we work across Langley - transparent and aligned with our behaviours...



Christ at the heart of all we do



We are full of **respect** for every person



We see your **future**, not your past



We will **look after** those in our care



Strong, principled and **forever honest**

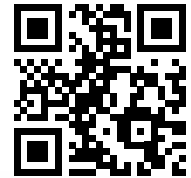
The Trust has a strong set of embedded values that are at the cornerstone of the way in which it operates... People consistently describe how they work in line with the values and the expected behaviours... it shows how they shape the work of the Trust.

Investors in People Assessment Report, August 2022

Being Honest, Being Known

'Everyday with me it's suicide, suicide, suicide...'

Our clients' struggles are real and sometimes difficult or even shocking for others to hear. An honest working relationship is where real transformation takes place though, as another Longcroft client, Jake, shared with us.



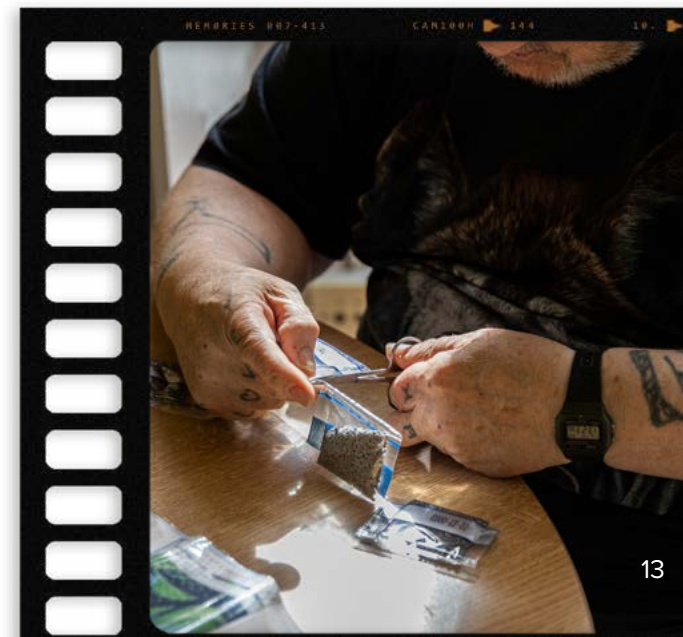
Scan or click to view a video of Jake's story

Jake's Story

Life was 'rubbish, bad' before Jake came to Langley. He had grown up without a family but 14 months ago he discovered he had 'come into a home... it's like a little family here'. Explaining what he valued most, Jake said 'I like to be honest, like the truth... tell me how it is'.

As he established relationships with his key worker and a night support worker he describes as 'brilliant', Jake found that he was given space to talk: time to share who he is and to do so honestly, without filters, knowing that the staff who work with him are committed to getting to know him well, understanding him and the struggles he faces. Jake is confident that as he shares honestly, the staff can help him in ways that count. His faith as a Muslim has helped him find stability, and he has also enjoyed Christian worship songs whilst at Longcroft, finding them joyful and calming when he is agitated.

Whilst each day continues to be a battlefield in Jake's mind as he grapples with suicidal thoughts, honesty is a powerful weapon and does bring him peace. There is solace and safety in being known.



12
trustees

64 years
of successful operation
& many more to come

84%
of staff
Agree
the Trust has clear values

122
Housing &
Care Properties

Statistics 2021-2022

Our Year in Numbers



£9000+
debt managed

1450+
Clients
Supported

18
prisons
Served

Success often plays out in stages, and these can involve backwards steps, apparent failure. What happens when a client 'fails' is crucial for their ultimate success; how we treat them at this point matters.

Some clients experience shame and many feel they have let themselves down, but our job is to show acceptance and care, and to help them get back up.

Baba's Story

Baba recently returned to us for some respite; he became addicted to painkillers and so we offered him a placement at Chatterton Hey to give him space and help to come off the painkillers and find his way again. Baba has succeeded in this and reflected on his progress, in his own words 'you accepted me again, changed and supported me again and got me back on track, you can't put a price on that... Chatterton has supported me throughout everything'.

Baba went to Langley's celebration at The House of Lords in September to represent the Trust and was really looking forward to it; he was excited to be able to share 5 minutes of his story to an appreciative audience who understand how hard it can be for anyone to work through failure in their life but know what a sweet victory it can be when they come through, as Baba has done!

Reggie's Story

Reggie joined our London service, Dorado, in May 2020. He was very insecure and did not want staff to approach him. He was unsure about his next steps and did not share his aspirations readily. When he was remanded in custody again, staff maintained regular contact with his Probation Officer to check up on him and follow his progress. Reggie used to call from custody to speak with Dorado staff.

Reggie was released again in March 2022 and returned to Dorado feeling frustrated and distraught. His Housing Officer supported him with advice which enabled him to get his finances in order again, and counselling to boost his morale and help him plan for his move-on into independent accommodation.

Today Reggie is settled, happy and excited for his future; he could not stop expressing his gratitude towards the staff for all the support he has been given.

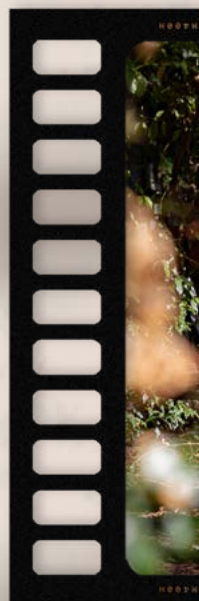
Baba and Reggie's stories are just two examples that demonstrate our commitment to supporting clients both past and present, through failure and showing them that there is always a way back. Isn't this what we all need?

Being Allowed to Fail

'You accepted me again...'

Across our services we go to great lengths to treat our clients with respect, to show them that we appreciate them as uniquely individual, with their own preferences, choices and ways of expressing themselves. Encouraging creativity and enabling opportunities for our clients to paint and draw, write poetry, to decorate their rooms, get involved with gardening, cooking, crafts and music all contributes to a rich expression and understanding of who they are, and what they are capable of.

Whilst we don't minimise or ignore our clients' offending behaviour, our experience tells us that if we are to help them move beyond those offences, we need to help them to see themselves as more than what they have done wrong.



One of our clients at the House of St Martin loves to express himself through poetry.
We asked him to write on our theme of 'Authentic: keeping it real'...

your welcome
your support
it means a lot
to me,
Poem 1

And it can
set you free
just like others
and not just
me,

We all try to
get along and help
when we can,

because living
hard can get
us down,

St. Martin's
house is hard
to stay,

So why do we
just get see what
we have,

And do what we
can and open
other eyes and be
free hear,

When doors open
up and others have
given up,
Poem 2

Trying to do
something better
hard at the house
of St Martin,

The staff
give there
time no matter,

how long it
takes they always
hear for all of us,

When we are all
down and sad
they get us support,

And get us back
on the right track,

We have the opportunity
to change all our lives,
The staff welcome everyone
into this house's,
poem 3

We all get a chance
to share how we feel,

And to stand up for
what we believe in
which is very real,

It's really important
for all of us to
be open, honest to,

So just remember
everyone honest is the
key,

not just for us
but for all of you
too,

Thankyou for your time
and thankyou for the
time.

Being

'She encouraged me to

Creative

try something new...'

What a change in outlook... and it all started by realising...

Phil's Story

Phil used to shut himself away when he first came to Park View, nervous and lacking in confidence. He shared that initially he 'just want(ed) security, just to be safe and warm'. But over time he has been able to come downstairs for longer periods of time and join in. Phil discovered a talent for painting when the Deputy Manager suggested he try to paint from a photograph and he is now keen to get back into music, resuming drumming.

Phil is discovering who he is through his creative hobbies and for so many clients across Langley we see this to be true. He has more confidence and feels able to also help others.

...he could try something new...



Being Overwhelmed

'I don't know how... help me'

Jono's Story

Jono was referred to Langley House Trust by his Ixion case manager. He had multiple debts and court fines which had to be treated as a priority. He was being pursued and pressured by bailiffs. He had been asked to pay £100 per month which he could not afford as he was having £50 per month deducted from his Universal Credit benefit. Jono's court fines had been passed to a debt collection company. This caused him immense stress as he was living at his grandmother's house, and worried about the toll it was taking on her. He could not afford to pay what was requested and had no money for basic living expenses. Life felt overwhelming.

Jono revealed that he was sorely tempted to slide back into his previous cycle of buying and selling drugs and committing crimes to both fund his addiction and provide an income. He did not see any other option. Langley staff discussed alternative solutions with him, and he agreed that it would be better to persevere with his substance recovery if he had assurance that his payments could be reduced to a reasonable level. He did not want to risk imprisonment or let his grandmother down. He also wanted to repair his other familial relationships.

Jono's willingness to accept help enabled Langley's Ixion staff to step in and negotiate payment plans on his behalf. His monthly repayments were reduced from £150 per month to an affordable £35 per month.

Jono is successfully continuing his substance rehabilitation and to date remains substance free. He is managing his finances and intends to complete training from our programme to enable him to gain employment. He knows he is in a much better position to make a fresh start and that sense of being overwhelmed has been replaced by hope.

He could not afford to pay what was requested and had no money for basic living expenses. Life felt overwhelming.



14A

ISO 100/21



ISO 100/21

Being Patient

Real change takes time

James' Story Continued...

Earlier we saw Stella (aka Sasha) working hard to understand how to engage James; thankfully his journey with Langley didn't end there.

Stella learned quite quickly that James was obsessed by the weather and she ensured that a 'weather station' was created in the grounds of House of St Martin so that each morning James could go out and assess the weather forecast, then come and tell staff about it. James was not an easy man to accommodate and this at least gave a route into conversation with him, a conversation that he would enjoy.

His drinking remained problematic and Stella's resourcefulness was tested. As House of St Martin, like all of Langley's properties, has a no drinking on site policy, Stella concluded that James could be safely supported by being allowed to drink an agreed amount of beer each

day, off site, and accompanied by a support worker. Understanding how to carefully manage James' need for alcohol within safe parameters, without compromising the care home's rules, was instrumental in bringing meaningful changes in James' life.

Three years on... James has spent longer with Langley than anywhere else, bar the streets. He no longer drinks. And James has found a new sense of purpose: he takes responsibility for clearing and wiping down the tables in the clients' dining room after each mealtime.

Being patient enough to understand what James needed has been powerful in his transformation journey... Real, sustained change takes time and with James, as with all of our clients, we took our time.

Micah's Story

Our 'Challenge to Change' programme is all about enabling and celebrating success!

Micah is excited to be coming to the end of his time with the Kainos Challenge to Change programme we run in HMP Lancaster Farms and is looking forward to graduating. His reflections show how much he has learned: 'Since being here I see things in a different way. Kainos isn't a man maker but it's a course that makes you become a better man than what you were before.' Micah has done so well that he has stepped out to create the first internal Challenge to Change monthly newsletter, enthused to share as many positive aspects of the programme as possible to encourage those prisoners who may be uncertain about applying.



"I will treasure it, til the day I die."

Being celebrated draws attention to the things we have achieved and grown into, changed attitudes and behaviours, different ways of seeing ourselves... its impact is profound, and spreads...

Being Celebrated

Peter's Story

At Park View, being celebrated is a new experience for Peter, and moved him deeply...

Langley has been a safe haven for Peter for two years now, the place now where he can be celebrated for just being himself, for 'being real... everything's real here... It's home'.

Peter is proud to have been celebrated at this year's People Conference which he participated in alongside over 130 Langley staff and volunteers. Peter was nominated by colleagues for their 'Table Star Award', based on his efforts to get involved during the course of the day. He is both humbled by and proud of his trophy, explaining that he didn't expect it but will 'always treasure it, til the day I die'.

Home is the place where we are looked after, nurtured, understood... and celebrated.

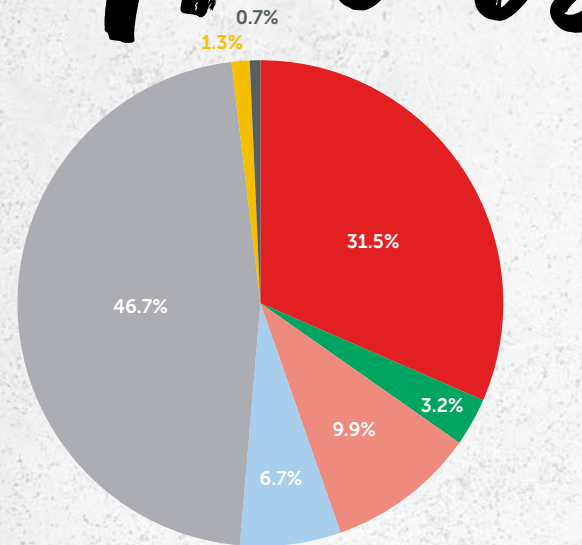


Scan or click to view a video of Peter's story

"Since being here I see things in a different way."



Being Transparent



Operating Income 2021/22

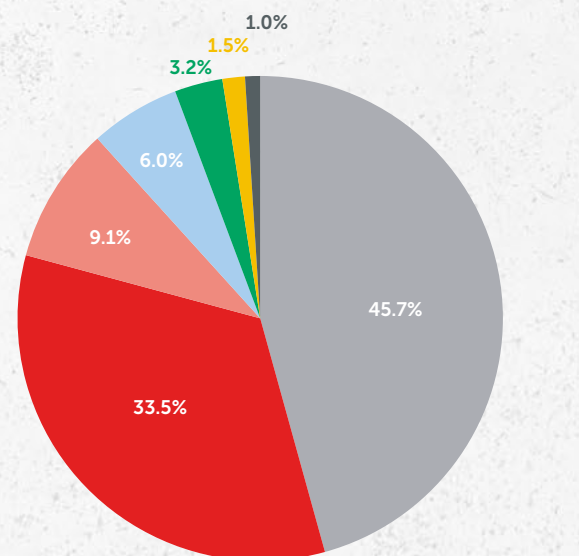
Both care & spot funding (46.7%) and social housing lettings (31.5%) remain the largest income streams for the Trust.

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



45.7% Care and spot funding £7.4m
 33.5% Social housing lettings £5.4m
 9.1% Ministry of Justice funding £1.5m
 6.0% Contract funding £1.0m
 3.2% Supporting people funding £0.5m
 1.0% Other charitable activities £0.2m
 1.5% Voluntary income £0.2m

Thank You!

Our sincere thanks go to our trustees, staff and volunteers for their hard work, dedication and commitment throughout 2021-22.

Trustees who served throughout 2021-22:

Chair

Malcolm Hayes BSc (Hons) F.I. Chem.E, FCII, C.Eng. C.dip A.F (until 11th June 2022)
Ruth Williams R.N. DipN (Lon), MSc (from 12th June 2022)

Vice Chair

Ruth Williams R.N. DipN (Lon), MSc (until 11th June 2022)

Other Trustees

Andrew Newell MBA, FCIB
Philip Hilton MA (Cantab), PhD (until 21st October 2021)
Michael Maiden BA, DMS
Sandra Keene CBE, BSc, DSW, CQSW
Amanda Coyle MSc, MBA, TksA
Stephen Cooper ACIB
Stephen Lawes BA, ACA
Folasade Odupelu PGDip, MCIPD, MSc
Linda Faith Trew PGDip, CIOF (Cert)

Co-opted Members of the Board

Lynn Weston BA (Hons) (from 26th January, 2022)
Richard Montgomery MBA, BSc (from 26th January, 2022)

The Trustees thank all of those who have funded initiatives during the year; to our grant-making trusts and funders, all of our individual donors and supporters, those who have fundraised for us, and all of the churches who support us across the county – we truly appreciate your continued support.

Looking



Ahead

As CEO I am struck by the increasing need for courage in any leadership role; this might not have been an attribute you'd have thought to look for in years gone by, but these times are bringing wave after wave of unexpected shifts which demand brave, courageous leadership that people can trust.

As an organisation I can safely say that Langley is brave; we have stepped out many times into the unknown and created new pathways through challenges that had no manual attached! The pandemic was one such challenge and now as I look into the coming year, that threat has not gone, but has become 'business as usual'. With our Board of Trustees, I am looking at a cost-of-living crisis and political instability which have a significant impact on the way Langley plans and prioritises.

Despite this, I remain hopeful; I look back with immense pride on the year that this Annual Review captures and am so grateful to all of our people – staff and volunteers, chaplains, supporters and trustees alike. They have consistently delivered above and beyond for the benefit of our clients and enabled Langley's vision of lives being transformed to become a reality for so many.

Looking ahead, our Board of Trustees is committed to securing our next new care home, in recognition of the fact that demand for care placements far exceeds our current capacity. We are also looking to purchase our own buildings rather than leasing wherever possible, recognising that this enables us to set the standard that is important to us more easily. Our plans to expand the number of supported housing bed spaces are also approved and will contribute to Langley's growth next year.

We will be recruiting additional client representatives to our Board of Trustees and are also seeking to appoint Board members with lived experience in our next round of trustee recruitment.

I am delighted to be developing the outward-facing aspect of our Chaplaincy directorate over the coming year with the introduction of a Church Engagement team and will also be strengthening our volunteer support with the oversight of a dedicated Volunteering Manager.

Building on our success with Investors in People, we will be embarking on a new accreditation pathway over the next 18 months, 'Enabling Environments', which focuses on the kind of working environment we provide for staff and clients within our registered care homes.

Experience tells me that Langley is adaptable, can pivot and deploy agile work solutions when we need to. The expansions I refer to above see us well-positioned to meet the challenges of the coming year and I am confident that we can continue to deliver a balanced approach to growth and stability, a commitment which is shared by our new Chair of Trustees, Ruth Williams.

Tracy

TRACY WILD

Chief Executive



LANGLEY HOUSE TRUST

HELPING PEOPLE TO LIVE CRIME-FREE LIVES

LANGLEY HOUSE TRUST

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Twitter: [@LangleyHseTrust](https://twitter.com/LangleyHseTrust)

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.

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