



ANNUAL REPORT FOR CLIENTS

2022 - 2023





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INTRODUCTION FROM OUR CEO

I am really pleased to present the Annual Report to Clients for 2022/23. 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 April last year up to March this year

I hope you find this report helpful and interesting, and as always, I welcome your feedback if there are areas of our work with you that you would like to comment on. Last year we presented a summary of this report in a video and we will do the same again to make sure that everyone has a chance to understand the information we share.

I am especially pleased to have been awarded our Investors in People 'Gold' award for the third time running during 2022, as this tells me that there is a lot about the way we work at Langley that is recognised as excellent by those outside of our organisation.

In December 2022 I announced the purchase of our new care home which we will be opening in the autumn of 2023. It will enable us to move from our current Shrubbery premises into a new, modern care home that is much larger and also has excellent access for those in wheelchairs or with limited mobility. Move-on properties have also been extended, with new houses purchased in Kent and Morecombe.

As CEO I always want to make sure we are growing well, and that means providing more services to meet the needs we see amongst our clients, and also providing good quality across those services. I really appreciate the time many of you took to participate in the client satisfaction surveys this year and thank you for your feedback, as it does help us to plan for the future and make changes in the present.

I hope you feel you are growing well yourself whilst at Langley, and the stories I hear would suggest that many of you are. Thank you for trusting us to support and work alongside you as you continue to meet your own life goals. I wish you well for the coming year.

Tracy

"I HOPE YOU FEEL YOU ARE GROWING WELL YOURSELF WHILST AT LANGLEY, AND THE STORIES I HEAR WOULD SUGGEST THAT MANY OF YOU ARE."





SENIOR CENTRAL STAFF

September 2023



Tracy Wild
Chief Executive



Chris Metcalfe
Director of
Operations



Stella Wint
Director of
Care & Quality



Andy Rider
Director of
Chaplaincy Services



Simon Herbert
Director of Finance
& Business Services



Olukemi Jeboda
Director of People



Matthew Williams
Senior Area Manager



Ian Burrows
Head of Property
& Housing



Simon May
Head of Client Risk
and Care Referrals



Dayo Daniyan
Head of Quality



Heather Johnson
Head of New Business



Penny Maginn
Head of Chaplaincy



TBC
Head of Church &
Supporter Engagement



Richard Floy
Head of Finance



Jonathan Binley
ICT Manager



Donald Graham
Area Manager -
London & Midlands



Lesley Molnar-Pleydell
Area Care Manager
- South



Robert Magee
Extra Care Area
Manager - North



Natasha Sinclair
Referrals Manager



Claire Lees
Head of
HR Operations



Ali Hancock
Head of
Communications



Simon James
Head of Learning
& Development



Richard Farrell
Volunteering
Manager

WHAT'S THIS REPORT ABOUT?

This report is given to provide you, our clients, with information on the Trust and how we have performed against housing regulatory responsibilities over the past year (April 2022 – March 2023). Those responsibilities are called 'Standards' and are set out by the Regulator of Social Housing.

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.



HOW OUR PERFORMANCE IS MEASURED

Throughout this report, you will see references to 'Local Offers'. These are requests that clients have made and we explain 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.



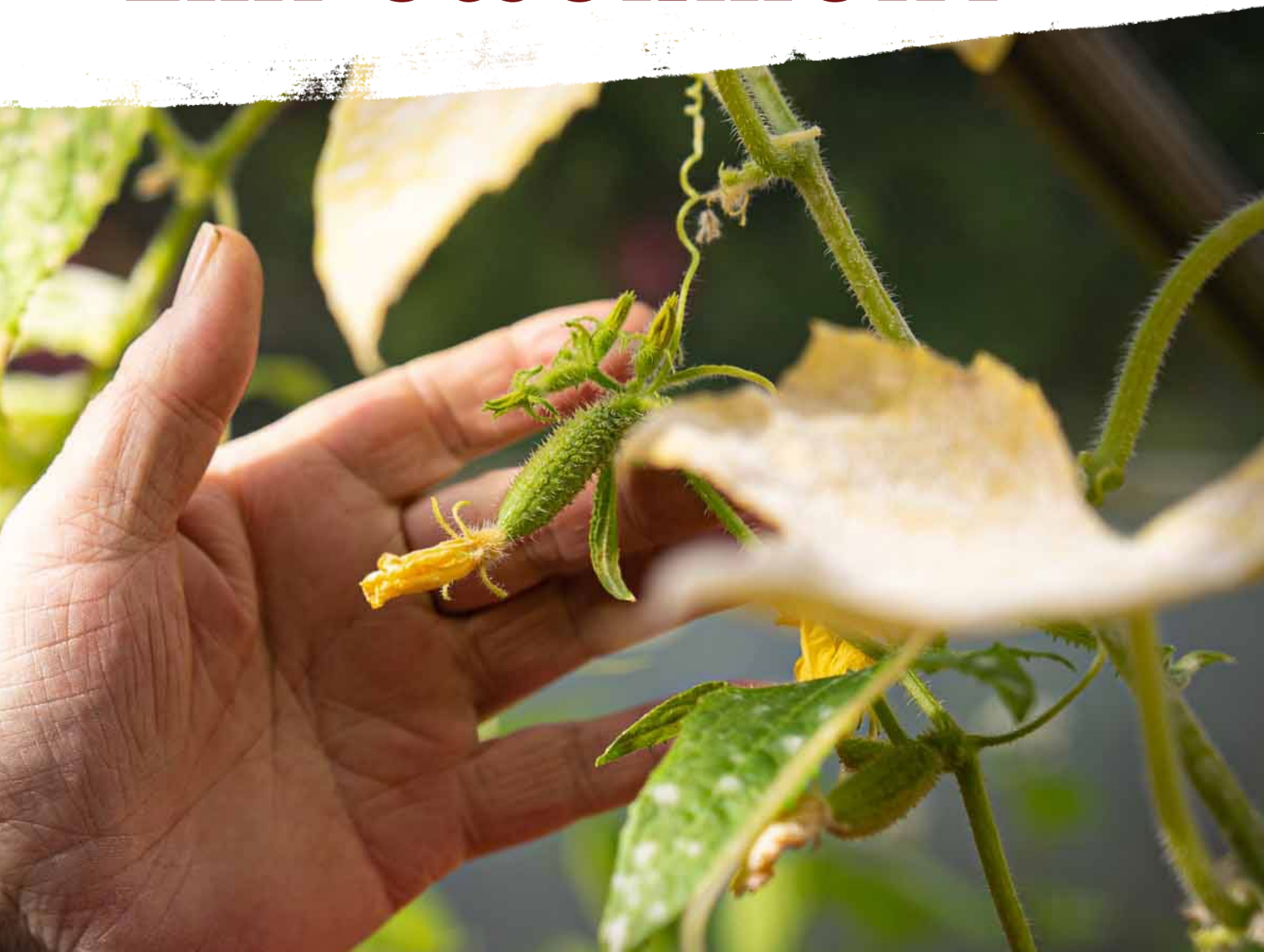
HIGHLIGHTS FROM 2022/2023

- We offered 258 new lettings.
- We supported a total of 642 clients in supported housing over the period.
- We provided 202 letting to clients with a disability.
- We provided 116 lettings to clients who identify as black or from ethnic minority groups.
- We purchased a new 27 bed care home in Kent.
- The Knole and Ashdene were rated “Good” by the Care Quality Commission.
- We rolled out the Enabling Environments framework across care services within the Trust, which helps us to improve the environments we provide.
- We continued to support clients with different activities and events across the Trust throughout 2022/2023, including: Black History Month, Pride, cooking themed nights, keep fit & gym sessions and building bikes activities, well-being sessions, walking groups.
- Langley Trust celebrated its 65 years anniversary and created different ways for you to get involved.
- We upgraded all the wireless access points (Wi-Fi) to a more efficient and secured version across the Trust.
- We had an environmental competition within the Trust at the beginning of 2022/2023 which House of St Martin (HSM) won with a scheme for water harvesting.
- We ran a bake-off competition which was won by Park View, and a poetry competition which was won by a client at The Knole. The client competitions also included a gardening competition which was won by Tekoa
- Clients once again designed Langley’s Christmas cards and these were sold to raise funds for the Trust.
- Our supporters raised funds to provide ‘Bags of Hope’ for new clients arriving in supported housing accommodation, giving them a welcome bag of essential food and toiletries.
- The Trust financially supported clients who were most affected by the cost-of-living increases when utilities bills became unaffordable.
- We improved our policies and procedures, making sure there is a video version and an easy-read guide for the ones we are reviewing, so that they make sense for you.



Performance Against standard A:

Tenant Involvement and Empowerment



LOCAL OFFERS

The National Consultative Group met on 3 occasions during 2022/2023, and clients contributed to a number of policies and procedures that impact directly on service delivery, including:

- Rent Arrears Procedure
- Environmental Procedure
- Client Meeting Procedure
- Harassment Procedure
- Safeguarding Procedure

Clients also considered a number of topics including:

- Improving Repair Service to Clients
- Equality, Diversity and Inclusion
- Accessing the Hardship funds

Discussion raised some key issues for us to address; you said:

- Food choices should be a standing item in the client meetings - achieved 🟢
- It may be good to have a video about key changes to policies and procedures that relate to clients - achieved 🟢
- Clients could be more involved in the NCG and other clients' meetings within services - achieved 🟢
- More clients could be up the front, leading the day, possibly as joint Chair, with space for service and client stories - achieved as Kevin from Eliora is now co-Chair of the NCG. 🟢
- There could be a zoom call between reps before the NCG meeting so that reps can ask services for further feedback.



WHAT WE HAVE ACHIEVED OVER THE PAST YEAR

In 2022/2023, the National Consultative Group started meeting in person again and we have held 3 face to face meetings so far since April 2022. Topics discussed in these meetings have included client involvement, safeguarding, volunteering and environmental issues.

Our client satisfaction survey process has been further reviewed to ensure the surveys are more accessible for clients. They are in an easy read format with the use of pictures where appropriate. We have also created different versions for the care and supported housing services to ensure that the questionnaires in the survey are right for each client group. We now have the report from our first supported housing survey listed below.

Highlights

- 92 responses were received from our supported housing clients across the Trust.
- 80% rated the overall service they receive as either excellent or good.
- 69% rated the repairs and maintenance services as either excellent or good.
- 61% felt that the Trust is helping them to address their offending behaviour.
- 67% felt that their key working session has had a positive impact in their life.

COMPLAINTS REPORTED

Our Complaints Procedure was reviewed to ensure that we meet the standards expected of us by the Housing Ombudsman. As a result, complaints between clients are now recorded in a different way. This has resulted in a reduction in the number of complaints recorded from last year because services log incidents between clients through our incident management process, and no longer record them as a complaint.

We received **87** complaints
as follows from:

Clients - **62**

Neighbours - **15**

Staff - **1**

Other professionals - **3**

Anonymous - **6**

Complaint types

Service Delivery - **12**

Anti-Social Behaviour - **12**

Attitude of Staff - **10**

Communication - **8**

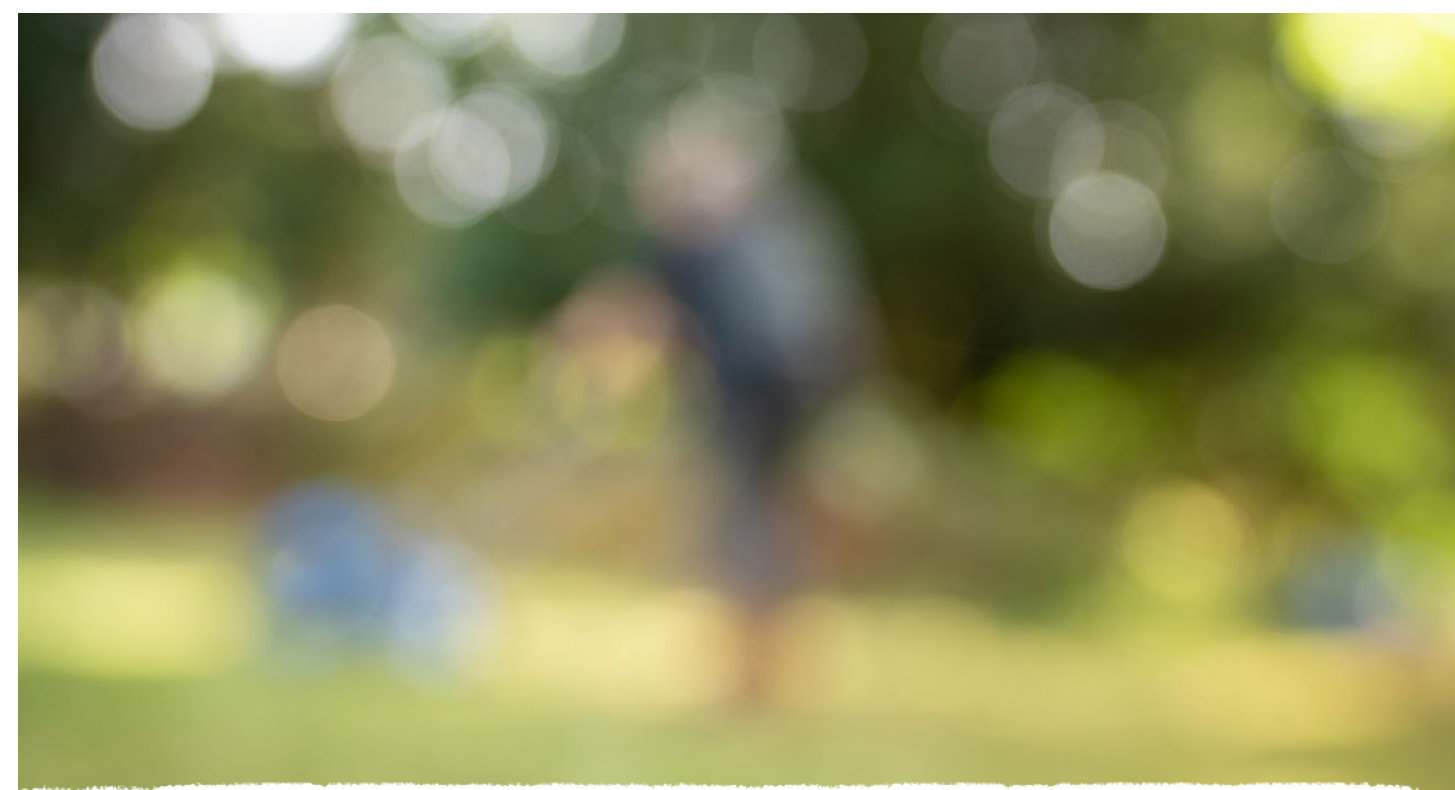
Attitude of Management - **6**

Complaint about other clients - **5**

Other - **34**

COMPLIMENTS RECEIVED

We received 23 compliments from either clients or external stakeholders this year. The compliments were mainly about the support that staff had offered people and also the service offered to people



Performance Against standard B:

Home

What we have achieved in the last year:

- Installation of energy-saving thermostats across all dispersed properties.
- Re-decoration at the Knole, Leonard Stocks Centre & House of St Martin.
- Installation of energy saving lighting at offices.
- Instruction to contractors to replace lights for renewal with LED equivalents.
- Instruction to contractors to replace all taps and showers (as required) with water saving equivalents.
- Purchase of new care home in Kent and refurbishment works
- Longcroft bathroom & decoration completed

What we have done:

We continue to engage with major stakeholders including clients within the Trust to improve the speed of repairs. We had a very helpful session at the NCG with clients and took suggestions about how to improve the waiting time period and provide better communication around scheduled repairs. We are reviewing how we can implement this feedback to further improve the service we offer.

REPORTING ON REPAIRS:

EMERGENCY
100%



URGENT
100%

ROUTINE
100%

Performance Against standard C:

Tenancy

We had 1525 referrals in 2022/2023, which is slightly higher than the previous year and about 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 continue to engage clients actively in the review of the Referrals Procedure.**
- **We continue to hold weekly meetings with service managers to review referrals.**
- **We continue to work with service managers to set letting standards for rooms.**
- **We appointed a Referrals Manager to improve the referrals process**



Performance Against standard D:

NEIGHBOURHOOD and community

What we have achieved over the past two years

- The Trust has focused on and continues to train its staff team on Equality, Diversity and Inclusion.
- The Trust has reviewed the way we support those who have been the subject of discriminatory behaviour.
- We have reviewed the way we report incidents of anti-social behaviour to identify the level of serious of these incidents.



Local offers: Local Partnerships

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 Food-banks, 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.

ANTI SOCIAL BEHAVIOUR

Due to the full implementation of our new system for incident management, the categories this year are slightly different from previous years.

The current categories indicate that there were:

- Physical Aggression - **69**
- Damage to Property - **32**
- Threatening Behaviour - **117**
- Inappropriate Behaviour - **12**
- Use of a Weapon - **10**
- Verbal Aggression - **180**
- ASB outcomes – No change

Protected characteristics lettings statistics

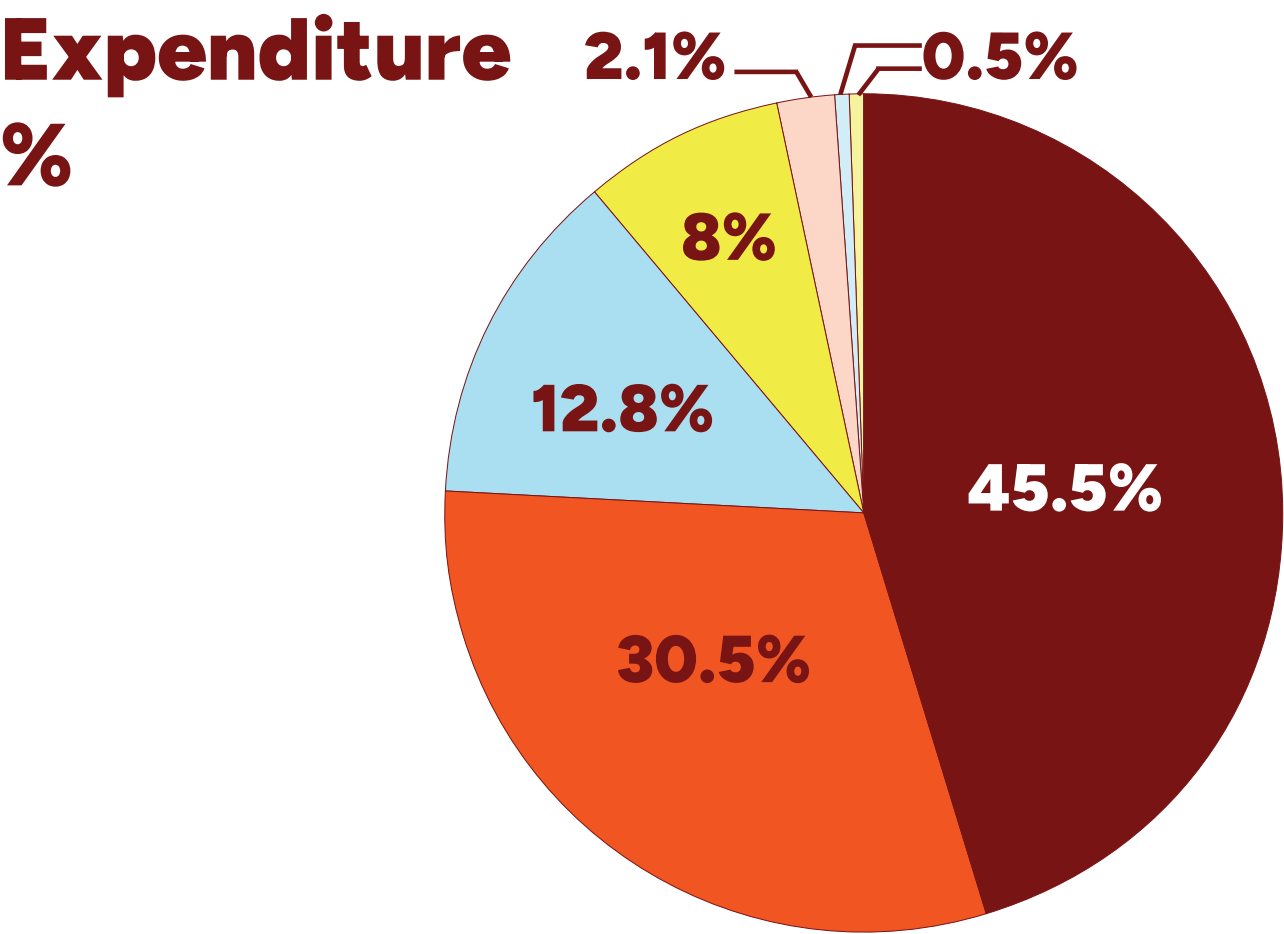
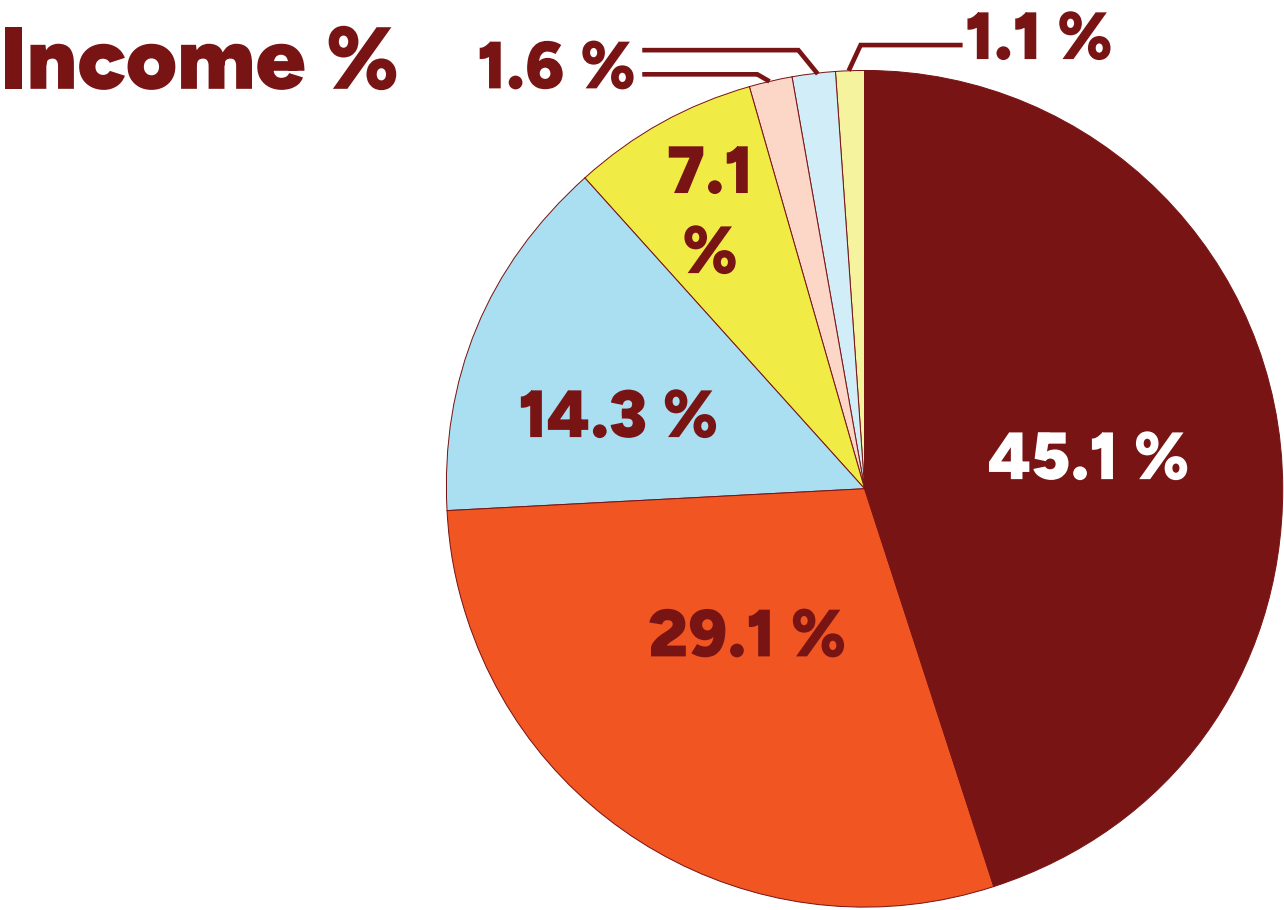
- **94% Male**
- **4% Female**
- **1% Transgender**
- **1% Unknown**
- **18.1% BAME**
- **31.5% with a disability**
- **54% Heterosexual**
- **2% Bisexual**
- **2% Homosexual**
- **2% Declined**
- **40% Unknown**

Performance Against standard E:

Economics

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.

Economic 2022/23				
Category	Income £m	Income %	Expenditure £m	Expenditure %
Care and Spot Funding	8.2	45.1	8.5	45.5
Social Housing Lettings	5.3	29.1	5.7	30.5
Ministry of Justice Funding	2.6	14.3	2.4	12.8
Contract Income	1.3	7.1	1.5	8
Supporting People Income	0.3	1.6	0.4	2.1
Voluntary Income	0.3	1.6	0.1	0.5
Other Charitable activities	0.2	1.1	0.1	0.5
Total Operating Income	18,273,608			
Total Operating Expenditure			18,670,121	



Performance Against standard 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.

For every £1 we spent: 44p Rent and Management costs, 45p Services to Clients, 7p Routine Maintenance, 1p Planned Maintenance and 4p Other Property Costs.

We know that the most effective way to deliver Value for Money is through Trust-wide approaches. However, there is real benefit in many of the smaller, local initiatives and actions which have been taken by services. The table on the following page illustrates some of these:

Conclusion

During 2022/23, the economic environment in the UK has presented severe challenges to the sector as a whole, and the Group has experienced many of these. Costs in all of our basic inputs such as utilities, food and building maintenance supplies have increased at rates well above those seen previously. The well-rehearsed issues of staff shortages in the sector have also impacted the Group, with over £1.6m spent in staff agency costs.

This has coincided with a transitional time for the Group, with new Directors being added, an expansion of the Church Engagement and Communications Teams, and an investment in a re-branding exercise. We fully expect these investments to generate positive returns in the mid-term.

We acknowledge the tension that arises from being a Christian organisation and the desire to continue to invest in services and people that bring a clear and consistent biblical and pastoral overlay to all that the Group does. Inevitably this approach creates costs that do not readily flow into measurably output, but they are essential in helping the Group bring real personal transformation through clients encountering Christ.

However, the Executive recognise the imperative to ensure that Langley Trust delivers on a wide Value for Money agenda and has taken strategic steps to continue this journey.

In 2023/24 Langley Trust will intentionally pursue a number of high-level objectives in addition to local initiatives, which include:

- Increasing the % of owned versus leased properties as this gives a better return and allows for enhanced savings through green investments, which give payback over a longer period
- Develop an attractive recruitment, retention and rewards policy that will reduce the reliance on agency workers
- Embed a fully accepted hybrid working style that allows for effective communication and yet controls excessive travel and associated costs
- Continue to refine the use of key IT systems, to leverage efficiency and improve access to relevant, accurate and timely data, which will support more-informed decision making.

Service	Vfm Initiatives	Economy	Efficiency	Effectiveness
Mariposa House	We have been having our garden revamped by a lovely volunteer called Yasmin. She has done wonders. The stone bench seating area was completed in September and the Pond area was completed in October. Each month Yasmin revamps another part of the garden.			
Central Services	In order to extend our reach in the market with our job advertisements, we approached Total Jobs directly and purchased 150 credits. Previously, we have always purchased credits for job boards via our recruitment partners such as Talos. We were able to negotiate better rates and began to develop strong relationships with the job boards.			
Central Services	1. Purchase Ledger - orders cannot be placed a PO but too many times people were not following this process, invoices are now rejected if they have no PO - this will reduce the amount of times an invoice has to be handled. 2. Sales Ledger - new funder set up, there often lengthy delays caused by a lack of detail being provided on how we should invoice/who we should invoice/client ID's/purchase orders/finance team contacts/vendor number etc. As credit controller I would make multiple calls to try and resolve these issues. In conjunction with the Care Team, a document has been created to get all this detail from the vendor before a client gets placed with us. This should reduce the amount of chasing time and prevent arrears building up when a new client comes in.			
Tekoa House	We now work with Action Together in Rochdale feeding in how we can help people around our borough. As a result, we can now select food parcels from the warehouse, which we hand over to the residents in our dispersed properties each week. They are basic items - tea/coffee/beans/pasta etc. but it all saves them money. We collect it weekly, make up packs for each person and they call at the hostel to collect their share.			
Murray Lodge	Bought Costco card - cheaper van fuel, bulk buying of food and household products.			
Tekoa House	We purchased our clients' Easter eggs from Tesco where they have the £3 eggs for £2 but only until tomorrow if you have a Tesco clubcard. I saved £40 today			
The Shrubbery	Use the Too Good To Go app to explore shops and restaurants in your local area and save surprise bags of surplus food from going to waste at a great price. Olioex is an app that tells you where free food is available. On Facebook - Community helps have food and various (furnitures, clothing etc.)pages			

MOVING FORWARD...

Last year we said we would:

1. Develop move-on housing options in the Supported Housing sector – we continue to look for opportunities to do this. We have reviewed our housing stock and have added to move-on properties, securing one in Kent and one in Morecombe.

2. Open a new care home - We have now purchased a new care home in Kent and currently going through CQC registration. We have also found a replacement property in Northampton. We continue to look for new properties in Bradford, Wakefield, London and Coventry.

3. Develop our client engagement strategy, work and approach – This has begun with the NCG and will be rolled out to the wider client group in the autumn. We will be encouraging participation on a number of topics over the next year.

This year we have focussed on presenting information in ways that everyone can access: for example, the Annual Report for Clients in 2021/2022 year was adapted into a video presentation, and the Client Complaints Procedure was also supported by a video, an easy-read guide and posters for each service, with a clients' page on

our website to store these updates.

This year, we started encouraging clients to bring up agenda items for the NCG meeting and also added a co-chair to the NCG meeting who is a client.

4. Develop our Equality Diversity and Inclusion agenda - We have developed an ED&I strategy and shared posters within services to highlight racism, inclusion, equality and diversity in a way that everyone can relate to.

This year we would like to:

1. Appoint Board members with lived-experience and also recruit more client representatives to our Board of Trustees.
2. Complete the CQC registration of the new care home and acquire new properties in Bradford, Wakefield, London and Coventry.
3. Implement the Enabling Environments framework in some of our services.
4. Develop an implementation plan for trauma-informed services.



Data on evictions

There were 53 evictions April 2022 - March 2023 relating to:

- Disruptive behaviour - **13**
- Non-payment of rent - **14**
- Serious nuisance - **16**
- Violent behaviour - **8**
- Non engagement - **2**

OUR STRATEGIC FOCUS FOR 2023/2024

We want to be:

- Prayerful and showing Christ's love in the way we work together.
- 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 regulatory frameworks, and to make sure we measure and understand how this is working across all our services.
- Responding to feedback we receive from clients, staff, and volunteers.
- Developing and delivering life-changing services which demonstrate Langley's values as well as meeting sector and good practice requirements.
- Ensuring our services are tailored to meet an individual's need, are evidence-based and appropriate to manage risk.
- Growing and developing service delivery models that replicate or complement our existing services, ensuring that new or revised services continue to deliver our mission, transform lives and are financially viable.

