



SUPPORTED HOUSING STRATEGY

2025 – 2028

INTRODUCTION

Our Vision and Mission:

Our vision is of a society where no-one is unfairly disadvantaged because of their past. Our mission is to support people with convictions so that they reintegrate into society, live crime-free and thrive.

Organisational Vision:

A sustainable and growing Christian organisation that is known and trusted, delivering life-changing services, where all our people are equipped and empowered to give of their best.

Our Values:

- Christ-like
- Responsible
- Genuine
- Respectful
- Visionary

Trust Strategic Objectives:

Core Strength - To ensure we stay true and strengthen our core mission (creating sustainable transformation in client's lives) our values and ethos in all we do. To retain and enhance Christ at the centre of our work. To be nationally known and locally loved both as a trusted partner and an excellent employer to our people.

Growth – We are committed to developing and growing current models of delivery that we know change lives and are financially viable. We will strengthen the financial foundation to allow growth and maintain safe reserves. And we will work at becoming nationally known and locally loved within our target audiences.

High Performing Culture – We will continue to develop and modernise internal processes, systems, procedures, and structures to ensure they are fit for purpose and future proofed. We will also invest in and develop our leaders. And finally, ensure we align closely the forecasting and actual performance outcomes.

AIMS and OBJECTIVES

Aims:

To be the partner of choice in providing high quality financially sustainable services and accommodation to clients and referring stakeholders. Responsive to the needs of a complex client group and opportunities that arise with the criminal justice sector.

Objectives:

The 4 key objectives of this strategy are:

- Provide good, homely, supported housing to meet local and national needs increasing the number of high-quality cost-effective options for supported housing within Langley Trust.
- All Supported Housing Services will achieve budget as a minimum requirement.
- Supported Housing accommodation will remain current and flexible to change to meet the changing diverse complex needs of the client group.
- To provide services where clients achieve positive outcomes.

PROGRESS TO DATE:

In the last 2 years we have made progress in the following areas:

Objective 1 – The Accommodation has a Langley identity

- The Lettings and Voids procedure was updated in November 2023 to ensure that accommodation that is let reflects a good standard of accommodation
- All care services, Tekoa House and Murray Lodge have individually painted doors to give the rooms a sense of individuality

Objective 2 – Financial sustainability

- The Operational Structure is built to manage growth in the organisation
- Ashdene, Park View, Tekoa House, Dorado and Eiora are exceeding their budget performance and are making a budget surplus
- The number of referral partners has been increased through the marketing work of the Referrals Team

Objective 3 – Choice of tailored and relevant support

- We have created the Kadash service as a supported housing service in December 2023

Objective 4 – Supported Housing services will meet missional outcomes of the Trust

- We have increased successful move ons of clients from 44% to 47%
- We have had successful supported housing inspections at Longcroft and Tekoa House
- Overall general compliance across the services averaged 97% in August 2024



OBJECTIVE 1: THE ACCOMMODATION HAS A LANGLEY IDENTITY

WE WILL

- Provide accommodation that represents a Langley Standard to clients
- Provide accommodation that clients want to live in and accommodation we can be proud of
- Be the provider of choice for our partners providing safe living environments for our clients

WE WILL ACHIEVE THIS BY

- Having in place a Langley Trust standard of what represents a high-quality standard of accommodation
- Gathering feedback from clients on what is important to them and what they are looking for from clients' surveys and national meetings
- Customising services in ways that identify them as Langley services
- Making sure all services are welcoming and provide a homely environment for clients
- Involving clients in the creation of new services or remodelled services
- Working collaboratively with stakeholders when starting new services or make changes to current services

MEASURES OF SUCCESS

- All our owned services provide accommodation of a standard that exceeds clients expectations by November 2028
- All rooms in properties we own or have a significant investment in have individually coloured doors and bedrooms that are furnished to provide welcoming and homely accommodation by November 2028
- Clients are part of the creation and remodelling of services by March 2027
- Review and update the Lettings and Voids Procedure by March 2025

OBJECTIVE 2: FINANCIAL SUSTAINABILITY

WE WILL

- Increase the number of Supported Housing units across the Trust in line with the business plan
- Achieve service budgets as a minimum requirement

WE WILL ACHIEVE THIS BY

- The Operations Team working with the Development team to create a Supported Housing accommodation model which is financially viable
- Working with the Development Team to increase bed spaces in services that are performing within budgeted guidelines and achieving low void rates, and which have good referral pipelines
- Having quarterly finance reviews involving Directors and Senior Managers from Operations and Finance Departments

MEASURES OF SUCCESS

- Achieve growth in Supported Housing in line with the Business Plan in areas of demand for the accommodation by March 2026
- All accommodation models are financially viable providing a surplus before central costs by March 2027
- Increase the number of referral partners we work with by August 2026
- Voids do not exceed 10% by March 2026
- Reduce arrears in Supported Housing services to the budgeted target of 5.9% by March 2027

OBJECTIVE 3: CHOICE OF TAILORED AND RELEVANT SUPPORT

WE WILL

- Review existing services that are not performing well to identify reasons and re-roll these services into a viable model that achieves positive outcomes
- Investigate the demand for new types of services such as Learning Disabilities and Supported Living
- Continue to develop a variety of Supported Housing opportunities to meet the diverse needs of the client base

WE WILL ACHIEVE THIS BY

- Developing an early intervention model for services that are under-performing
- Operations Team working with the Development Team to create a new service model for services that are under-performing
- Review the current Supported Housing models in place to ensure viability and grow those that are the most relevant
- Ensure that annual rents set by Private Landlords are set at a level that achieves financial viability for each property

MEASURES OF SUCCESS

- Continued growth in Supported Housing in line with the business plan by March 2026
- Individual objectives for clients are achieved with 75% of our clients by March 2028
- All services are financially viable and achieve their budget by March 2026

OBJECTIVE 4: SUPPORTED HOUSING SERVICES WILL MEET THE MISSIONAL OUTCOMES OF THE TRUST

WE WILL

- Provide Supported Housing services where clients feel safe
- Create environments where clients can thrive and progress
- Review our service models to strive to improve the accommodation and service provided
- Work with stakeholders such as the Probation Service to ensure the service models match their expectations and requirements

WE WILL ACHIEVE THIS BY

- Reducing evictions year on year
- Increasing the number of clients that achieve greater independence
- Providing tailored individual support that evidence the clients are meeting their objectives
- Ensuring that the stakeholder objectives mirror the objectives of the support provided
- Providing a service in line with the good lives model
- Preparing for Supported Housing Inspections

MEASURES OF SUCCESS

- We will reduce the number of evictions across all services and review the practice where any services where numbers are high by April 2026
- Increase successful move ons from 47% to 55% by April 2027
- 80% of Clients successfully achieve the outcomes set out in their Housing Needs Assessments By March 2028
- 75% of Clients achieve their planned objectives in their resettlement plans by March 2028
- Achieve an outcome of Good in all Supported Housing Inspections by August 2026

TIMETABLE

Some work streams will evolve from year one as follows:

| | 2025 | 2026 | 2027 | 2028 |
|--|------|------|------|------|
| Objective 1: The accommodation has a Langley identity | | | | |
| Establish a Langley standard of accommodation | | | | |
| Provide accommodation that has a specific Langley Trust identity | | | | |
| Provide accommodation that clients can identify as accommodation provided by Langley Trust | | | | |
| Be the provider of choice for partners providing safe living environments for our clients | | | | |
| | | | | |
| | 2025 | 2026 | 2027 | 2028 |
| Objective 2: Financial stability | | | | |
| Increase the number of Supported Housing Units across the Trust in line with the business plan | | | | |
| Review financial performance against budgeted targets | | | | |

TIMETABLE

Some work streams will evolve from year one as follows:

| | 2025 | 2026 | 2027 | 2028 |
|--|------|------|------|------|
| Objective 3: Choice of personalised support | | | | |
| Review existing services that are not performing well to identify reasons and re-role these services into a viable model | | | | |
| Investigate the demand for new types of services such as Learning Disabilities and Supported Living | | | | |
| Continue to develop a variety of supported housing opportunities to meet the diverse needs of the client base | | | | |
| Objective 4: Supported Housing services will achieve missional outcomes | | | | |
| Provide Supported Housing services where clients feel safe | | | | |
| Create environments where clients can thrive and progress | | | | |
| Review our service models to strive to improve the accommodation and service provided | | | | |
| Seek advice from stakeholders to ensure the service models match their expectations and requirements | | | | |

RISKS and RESOURCES

| OBJECTIVE | RESOURCE | RISK |
|--|--|--|
| <ul style="list-style-type: none"> The accommodation has a Langley identity | <ul style="list-style-type: none"> Director of Operations Head of Property Head of New Business Planned Capital costs to be included in budget | <ul style="list-style-type: none"> Langley properties have no individual identity Standard of accommodation is not fit for purpose |
| <ul style="list-style-type: none"> Financial sustainability | <ul style="list-style-type: none"> Director of Operations Regional Managers Peripatetic Managers Director of Finance & Business Services | <ul style="list-style-type: none"> Services are not financially viable, negative impact on overarching Langley Trust budget Risk of service closures |
| <ul style="list-style-type: none"> Choice of tailored and relevant support | <ul style="list-style-type: none"> Director of Operations Head of New Business Senior Operations Managers | <ul style="list-style-type: none"> Lack of demand for services due to not being relevant Services are not financially viable |
| <ul style="list-style-type: none"> Supported Housing services will achieve missional outcomes | <ul style="list-style-type: none"> Director of Operations Senior Operations Managers | <ul style="list-style-type: none"> Creating unsafe environments Lack of stakeholder interest in the services The number of incidents and evictions would increase |