



ANNUAL REPORT FOR CLIENTS

2023 - 2024





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INTRODUCTION FROM OUR CEO

I am delighted to be able to share so much good news with you in this year's Annual Report for Clients. I appreciate how involved you have been in celebrating 65 years of Langley from June to September last year. I have loved seeing photos of all your local celebrations – there was a lot of cake! – And meeting representatives from each Service in London for our Thanksgiving service was really special too.

There are lots of things we have been able to do well this year and I am delighted that the National Consultative Group is flourishing; that's an important meeting for our clients to be able to join and share their views. The People Conferences provided a wonderful opportunity for us to hear directly from some of our clients who were interviewed; that's a really brave thing to do and I thank you for sharing your stories

with us. It is always a highlight for our staff and volunteers to hear from you.

As I review the last year, with all its achievements, I am disappointed that we weren't able to hear back from more of our clients in the supported housing survey. With such a low response rate (18.5%) it is hard to know what the majority of clients' experiences of Langley are like; so I will be making sure we work harder this year to involve many more clients in the survey, and find ways of making it easy for you to complete. I am interested to hear your thoughts and views, and this annual survey is an important way of achieving that.

I hope you feel you are making good progress whilst with us, and I look forward to meeting you as I am out and about this year.

God bless you,

Tracy



“

I am DELIGHTED THAT THE NATIONAL CONSULTATIVE GROUP IS FLOURISHING; THAT'S AN IMPORTANT MEETING FOR OUR CLIENTS TO BE ABLE TO JOIN AND SHARE THEIR VIEWS.



SENIOR CENTRAL STAFF

October 2024



Tracy Wild
Chief Executive



Chris Metcalfe
Director of Operations



Stella Wint
Director of Care & Quality



Andy Rider
Director of Chaplaincy Services



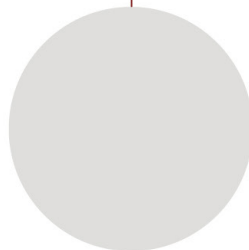
Simon Herbert
Director of Finance & Business Services



Bernadette Fitzharris
Director of People



Matthew Williams
Senior Operations Manager



Vacancy
Head of Property



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Lesley Molnar-Pleydell
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Head of Client Risk and Care Referrals



Dayo Daniyan
Head of Quality



Heather Johnson
Head of New Business



Natasha Sinclair
Interim L&D Manager



Penny Maginn
Head of Chaplaincy



Tim Brown
Head of Digital Engagement



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Head of Finance



Simon Douglas
Head of ICT & Digital Transformation



Claire Lees
Head of HR Operations



Ali Hancock
Head of Communications

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 (1st April 2023 – 31st March 2024). 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 and may assess the quality of 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.



Standards Set by the Regulator

Standards matter because they provide a clear framework for us as your landlord to work within; they also provide you with a clear set of expectations from us. From April 2023, the Regulator of Social Housing reviewed and updated the way tenants (Supported Housing clients) were given opportunities to share feedback about the quality of housing and support your landlord (Langley) offers. This report includes the feedback from the new standard, called Tenant Satisfaction Measures, which were included in the client survey for 2023-24.

The Regulator of Social Housing still expects us to report against five 'Consumer Standards' and a group of three 'Economic Standards'. The following pages explain these in more detail.



HIGHLIGHTS FROM 2023/2024

- In November 2023 Langley won the LaingBuisson Award for Excellence in Specialist Care, an important external recognition of the quality of care we offer across our care and extra-care settings.
- Our care provision has gone from strength to strength with Care Quality Commission (CQC) recognising Ashdene's care service as 'good' overall in April 2023. Park View also retained their 'good' rating when re-inspected by CQC in December 2023.
- We provided specialist advice to 897 clients on issues such as gambling, debt, and accommodation needs, managing a total of £663,212 in debt.
- We celebrated with you our 65th anniversary and saw lots of you getting involved with competitions to create cakes, gardens, poems and flags that commemorated Langley's 65 years.
- We created a Lettings and Voids Procedure video which featured a client interviewing an Area Manager about the procedure, helping to make the explanation more understandable for other clients and building confidence around this important topic. This was shared with clients at the National Consultative Group (NCG).
- We opened up a section of our website for clients, enabling access to information and updates that are relevant to you.
- We opened the new Shrubbery care home and moved clients into a beautiful, purpose-built environment.
- We turned the old Shrubbery building into a new service named 'Kadesh', and welcomed supported housing clients into that hostel.
- We purchased Hope House for our London-based supported housing service, Dorado.



Performance Against Consumer Standard 1:

Tenant Involvement and Empowerment

Our National Consultative Group (NCG) brings together the elected client representatives from all of Langley's residential services, including care and supported housing properties. Clients who need accommodation to break up long journeys can have that provided, so that they can attend the NCG meetings.

Meeting in person three times a year, this group can review progress and make suggestions in real time and provide a scrutiny function. The NCG is now jointly chaired by a client representative and a trustee, who meet to plan each agenda together and present the meeting together as well.

Each year the NCG representatives are asked to share Local Offers, topics that they would like to raise in order to bring improvements, propose ideas and share best practice. In November 2023, during the second meeting of the year, your NCG representatives agreed the following items would be considered during the meetings:

1. Move-on options
2. How we deal with and feedback on incidents/complaints
3. Personalised support
4. Repairs
5. Your accommodation
6. Policies and procedures that impact on you
7. Rents and service charges
8. Budgets
9. Equality, Diversity, and Inclusion
10. Business Planning

Some of these have already been talked about and actions agreed, and the rest will continue to be discussed at future meetings.

Clients are encouraged to share their stories through live interviews at the NCG and in person at the Trust's People Conferences, which take place every two years. Client stories from services have become a more consistent theme this year, as our presence on social media has increased, and this helps to build an understanding of the issues clients may face when moving into the community. Involving you, our clients, in the telling of your stories is also powerful and we have used videos as well as writing up client experiences and testimonies in your own words. Our Board of Trustees now have a video sharing a client testimony at each Board meeting throughout the year, helping our trustees to stay connected to our clients' lived experience.

Langley's People Awards include a category for nomination by clients for a staff member or team and in 2024 this attracted over 20 client submissions. We love to hear from clients directly about the staff who have served you well.



COMPLAINTS REPORTED

We encourage you to share your feedback throughout the year, via our complaints and compliments process. In May 2023 we reviewed our Complaints, Compliments and Suggestions Procedures to make sure they were up to date and after speaking with clients at the NCG, the updated version was approved by the Executive Team and the Board of Trustees.

Between April 1, 2023, and March 31, 2024, Langley received a total of 58 complaints.

- **Stage 1:** 53 complaints were resolved at the initial stage.
- **Stage 2:** 5 complaints were escalated for further investigation.

You shared complaints with us through various channels:

Emails: 22 complaints

Verbal: 20 complaints

Written: 11 complaints

Phone calls: 4 complaints

Text: 1 complaint

What were the complaints about?

Service Delivery: 10 complaints

Staff Attitude: 7 complaints

Management Attitude: 2 complaints

Communication: 1 complaint

Transport Issues: 1 complaint

Other Issues: 36 complaints

36 'other' complaints were received, many of which were about other clients or their behaviours. Under the new Complaint Handling Code of the Social Housing (Regulation) Act 2023, many of these would not be classed as a complaint now, as the code requires complaints to be related to service delivery by Langley.



Performance Against Consumer Standard 2:

Home

The property team makes sure that the homes we provide you meet a good standard, whether they belong to Langley or are leased by us. Sometimes have to return properties to private landlords because we were not satisfied with the quality they presented. This year, we did not need to do that as they were up to standard, which tells us we are working with the right private landlords.

Responsive repairs are regularly discussed at the National Consultative Group (NCG) and the figures for April 2023 – March 2024 are:

Responsive Repairs	Number	Percentage
24 Hours	158	9%
7 Days	382	23%
28 Days	1130	68%
Total	1670	100%

During 2023-24 Langley was proud to achieve a high level of repairs satisfaction across the Trust and compliance across the portfolio keeping our properties a safe place for our clients and staff to live and work in.

Property achievements included bringing our new 27 bed care home, the new Shrubbery, into service from October 2023.

We secured specification agreement for installation of energy & water efficient measures such as percussion/sensor taps, showers and lighting across much of Langley's housing stock. Efficient utilities mean a better service for you, improved environmental impact and cheaper to run.



Performance Against Consumer Standard 3:

Tenancy

We monitor the referrals data to make sure we are offering bed spaces fairly and promptly, so that those clients who need our support can access it. We pay attention to the kind of support our clients need, to make sure that our staff can be properly trained to meet those needs. Referrals that came into the Trust looked like this:

Care:
241

Supported
Housing:
1813

Unallocated:
2

Total:
2056

The referrals that became lettings between 1st April 2023 and 31st March 2024 looked like this:

Supported
Housing: 629
(87% of all lettings)

Care: 93
(13% of all lettings)

Existing: 327 (45%)
New: 302 (42%)

Existing: 77 (11%)
New: 16 (2%)

Protected characteristics for lettings was as follows during 2023-2024:

Identifier	Clients	Percentage
Male	641	89%
Female	51	7%
Transgender	13	2%
Unknown	17	2%
Total	722	100%
Heterosexual	363	50%
Bisexual	9	1%
Homosexual	17	2%
Declined to say	10	1%
Not Known	323	45%
Total	722	100%
Clients who identify as black or from ethnically diverse backgrounds	120	17%
Clients with a disability	274	38%

In 2023-24 Langley moved away from having one Head of Housing and Property and created two posts, a Head of Housing and a separate Head of Property. This is good news for our clients as the quality of service in each of those areas will improve with two senior managers looking after these very different areas of work.

Performance Against Consumer Standard 4:

NEIGHBOURHOOD and community

Langley's Landlord Tenant Assessment Report states that 625 instances of anti-social behaviour were reported last year.

In the Supported Housing Clients' survey 41% of respondents felt very satisfied with the Trust's approach to handling anti-social behaviour, 23% felt fairly satisfied, 15% felt neither satisfied nor dissatisfied. As stated previously these results can only be considered as indicators rather than



representative of our client group as only 18.5% of clients shared feedback.

As well as dealing with situations that can cause tension in clients' homes, part of our responsibility is to encourage a sense of community and provide opportunities for clients to connect socially.

This is a healthy approach to living in community and this past year we have celebrated our 65th anniversary widely, with clients from each of our services participating in a Thanksgiving service in London in September 2023.

Clients have been involved in a wide range of events celebrating Equality, Diversity and Inclusion, such as Black History Month, Christmas parties and carol services and several Pride events. There have also been summer outings, barbecues and individual trips arranged by services and hostels to encourage participation in the wider community.



Performance Against Consumer Standard 5:

TENANT SATISFACTION MEASURES

The property team monitors compliance across each service and challenges any risks that come through standard safety checks.



A monthly property report goes to the senior operations team and then to the Executive Team and the Board of Trustees,



Repairs, safety checks and complaints are discussed regularly at the National Consultative Group (NCG).



Langley submitted a Landlord self-assessment to the Housing Regulator as required.

Client Surveys 2023-24 - Supported Housing - Your Feedback

In the last **supported housing survey**, 73 of a possible 395 supported housing clients completed the survey, which is 18.5%. Not all eligible services were represented as some did not submit any responses and 27 responders (37%) were dissatisfied.

Headlines:

- 81% satisfaction with the level of service provided by the Trust, 11 % were neutral. Whilst this is positive, as it only relates to an 18.5% return rate, we cannot take it as representative of our client group.
- 56% of dissatisfied responses were related to the time taken to complete repairs or poor accommodation conditions. These concerns were shared with the Property Team
- The remaining responses were related to requests for support in moving on, finding a job, and more activities for clients in the hostel. The Quality Team believes these issues will sustainably be addressed in the newly proposed Langley Trust Quality Assurance Framework (QAF), which will be outcome-focused and is scheduled to take effect from November 2024.

What we will do:

Involving all clients with the next survey, which is due January-February 2025, will be

a priority to ensure we have feedback that represents each of our supported housing services, and includes a much wider range of clients' views.

Client Surveys 2023-24 - Care - Your Feedback

In the recent **care survey**, nearly all clients participated, (92) and while 88% of respondents rated their care and support as either good or excellent, there were 22 dissatisfied responses across various questions.

Headlines:

- **Client Involvement in Decisions: 50% of the dissatisfied responses were related to clients feeling uninvolved in decisions about their care and support.**
- **Not feeling listened to: 23% of the dissatisfied responses were related to clients feeling unheard or not achieving their desired outcomes from the support provided. Further scrutiny revealed that some dissatisfaction stemmed from clients not receiving requests outside the scope of their funded care package. Despite previous actions taken at the service level following a best practice forum, these issues persist.**

What we will do:

The Quality Team is developing a template for key working sessions to ensure staff clearly document client involvement in key working sessions and care plan reviews. Currently, staff only need to indicate on Eclipse that a key working session was completed without documenting the details of the discussion.

Key Working Session Audit: An audit will be implemented to monitor the quality of key working sessions and make sure we can see evidence of client involvement.

The Quality Team will collaborate with the Learning and Development Team to introduce key working session training.

These three initiatives will be completed by December 2024.

13% of dissatisfied responses were related to complaints handling and knowledge of the complaint process. The Quality Team is reviewing these complaints to determine if we should re-open or escalate them. If neither is applicable, lessons learned will be incorporated into practice where relevant. This review is scheduled for completion by September 2024.

9% of dissatisfied responses were about clients feeling unsafe or unhappy with the behaviours of other clients, likely due to the offending history of some clients. Currently anti-social behaviours are managed through the incident management system. The Quality Team is working to ensure care and support make a difference to behaviour, engaging clients in their life goals and key activities, and helping them manage behaviours according to a strength-based approach.

Performance Against Economic Standard 1:

ECONOMICS

Ensuring we run a financially viable organisation is part of our responsibility as a registered landlord to you as a client. Demonstrating good governance means managing things well, and includes signing up to different codes, like the National Housing Federation Code of Governance 2020, the Regulator of Social Housing’s regulatory expectations and other legal and regulatory requirements for companies registered under the Companies Act 2006 and for charities registered under the Charities Act 2011. Langley has complied with each of these during 2023-2024.

As well as having a client representative jointly chairing the National Consultative Group, we also have a client representative on our Board of Trustees.

Financially we are pleased to share details about our income and costs as follows:

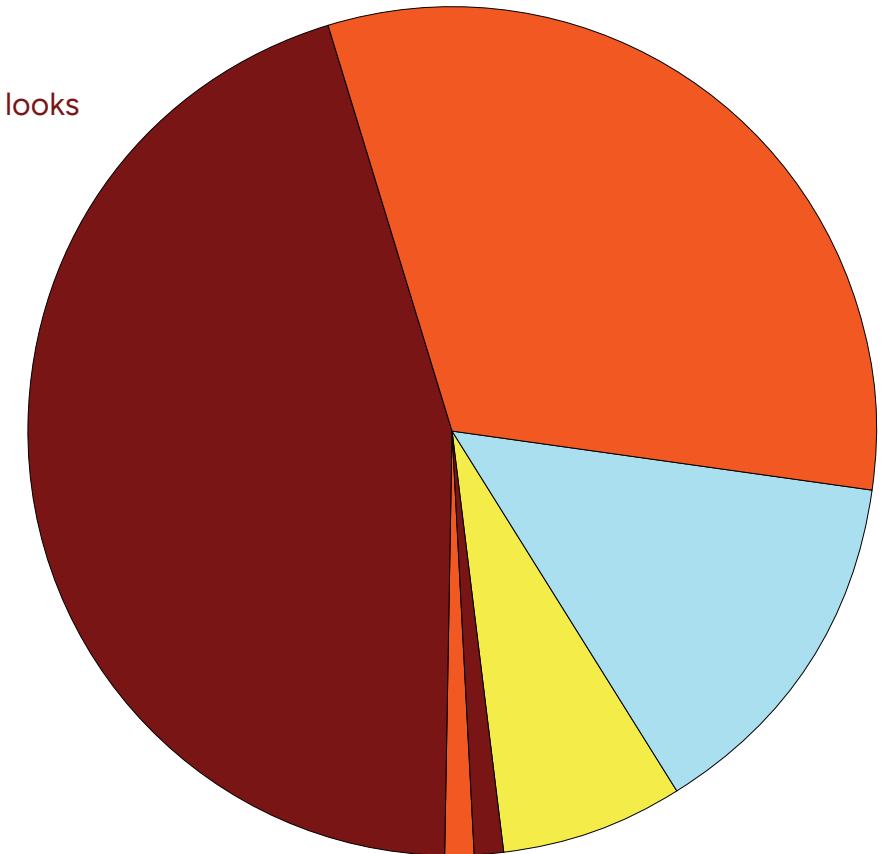
For Every £ we earn, this much comes from:	<u>Pence:</u>	For Every £ we spend, this much is spent on:	<u>Pence:</u>
Care:	45	Labour	59
Rent and Service Charges:	32	Property and Services	18
Ministry of Justice Funding:	14	Admin	6
Contract Funding:	7	Routine and Planned Maintenance	5
Supporting People Funding:	1	Travel and Subsistence	4
Other (Donations, Interest etc.):	1	Depreciation	3
	100	Direct Non-staff costs	2
		Bed Debt Provision	2
		Meetings and Training	1
			100



Income %

This shows how our income looks as % of a pie chart:

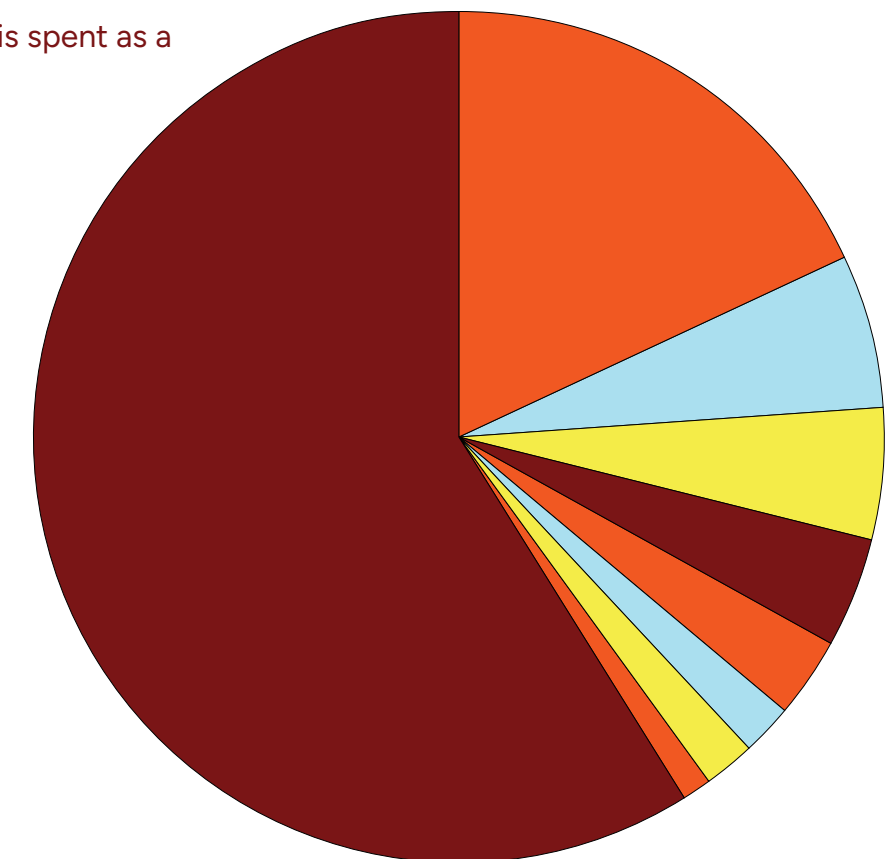
1. Care
2. Rent and Service Charges
3. Ministry of Justice Funding
4. Contract funding
5. Supporting People Funding
6. Other



Expenditure %

This shows how our money is spent as a % of a pie chart:

1. Labour
2. Property and Services
3. Admin
4. Routine and Planned Maintenance
5. Travel and Subsistence
6. Depreciation
7. Direct Non-staff costs
8. Bad Debt Provision
9. Meetings and Training



Performance Against Economic Standard 2:

VALUE FOR MONEY

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

Service	Vfm Initiatives	Economy	Efficiency	Effectiveness
Senior Operations	<ul style="list-style-type: none"> Time-o-stats fitted in services that turn off the heating a certain amount of time. Aim to combine travel, so visit for more than 1 reason. Asda still going 10% off with the Blue Light Card. Online meetings save travel time and costs and also help keeping the meeting concise and on-time. 	■	■	■
The Knole	<ul style="list-style-type: none"> The Knole's 60th is going to be a brilliant day and although it is costing money to put on, it will really enrich the lives of the clients and give them a day to remember. We are planting trees at The Knole. These have been donated to us. They are acer trees and Japanese maple trees. This has now led to further connections with the Wyvale Trust. 	■	■	■
Tekoa House	<ul style="list-style-type: none"> We have reviewed the food bill from Turner Price. While we get food deals on their own food, some of it is only branded names, e.g. Weetabix, so now we purchase this from the local supermarket saving us £6 per week. Staff have been covering extra hours saving on agency fees. 	■	■	■
HSM	<ul style="list-style-type: none"> Staff travelling together more and buddy up when travelling for their own health & safety as saving money and team building. 	■	■	■
Central Services	<ul style="list-style-type: none"> Reuse Happy Birthday balloons and banners to celebrate colleagues' birthdays. Introducing a new system for dealing with MasterCard/Expenses. This will mean that an app will be used by staff to upload receipts and make an expenses claim. The anticipated time saving both end users and for the Finance Team is to be significant - data entry will be minimalised saving approx. 12 hours per month. Each end user will longer be required to complete a spreadsheet - reducing work time spent on this, end user should see a quicker reimbursement. It also reduces paper costs - no printing. 	■	■	■
Mariposa	<ul style="list-style-type: none"> Purchased a Hoover from In Kind for £15. The same Hoover was on Amazon for £60. 	■	■	■

Performance Against Economic Standard 3:

RENT

The Rent Standard ensures that Langley 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 what's known as CPI (consumer price index) level + 1%.

For the year of 2023 to 24, your net rent was set at 11.1%. That was 10.1% CPI and plus 1%.

Service charges such as gas, electricity, water rates, building maintenance etc. are set at the actual costs to Langley.

MOVING FORWARD...

We plan to:

- Explore potential for the purchase of a new care home in the north-west of England to replace a current facility that is leased. This will allow for longer term investment in environmental issues as well as expanding the number of beds we can offer.
- Develop an approach to replacing supported housing properties we currently lease with properties we own, creating commercial value, improving the quality of accommodation for our clients, and allowing for mid-term investment into the environmental impact of our property portfolio.
- Ensure we continue to invest in systems and processes that help the Trust to keep improving the quality of service to our clients and to ensure compliance with all regulatory requirements.



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