



# ANNUAL REPORT and FINANCIAL STATEMENTS

For the 12 months ended 31 March 2025

## KEY INDIVIDUALS

### PATRONS

The Rev. Jonathan Aitken  
The Rt Rev. Rachel Treweek

### FELLOWS

Elfrida Calvocoressi  
Anthony Howlett-Bolton  
David Lane (deceased February 2025)  
Tony Pearson CBE  
Ademola Oshodi  
Professor Chris Lewis CBE  
George Calvocoressi  
Caroline Eady  
Malcolm Hayes  
Andrew Newell  
Philip Hilton

### TRUSTEE BOARD MEMBERS\*

#### Chair

Ruth Williams R.N. DipN (Lon), MSc

#### Vice Chair

Stephen Cooper ACIB

#### Other Trustees

Andrew Newell MBA, FCIB (resigned 23 April 2024)  
Sandra Keene CBE, BSc, DSW  
Amanda Coyle MSc, MBA, TksA  
Stephen Lawes BA, ACA (resigned 31 August 2024)  
Linda Trew PGDip, CIOF (Cert)  
Lyn Weston BA (Hons)  
Richard Montgomery MBA, BSc  
Anne Ranasinghe MBA, ACMA, MSc, BSc (Hons), (resigned 24 June 2024)

Mark Curran LLB

Charles Anelay BSc, MSc, MCIOB (from 24 October 2024)

David Cooke BSc (from 18 July 2024)

David Stokes BSc (Hons) (from 18 July 2024)

Johannes Etten BA, MA (from 18 July 2024)

### EXECUTIVE TEAM

#### Chief Executive

Tracy Wild MA BSc (Hons), CIH

#### Director of People

Bernadette Fitzharris BA (Hons), FCIPD

#### Director of Finance & Business Services

Simon Herbert ACA (resigned 1 November 2024)

Richard Wilson FCMA, MA (Cantab) (from 30 September 2024)

#### Director of Operations

Chris Metcalfe, ILM Level 5 Strategic Management

#### Director of Care and Quality

Stella Wint BA (Hons)

#### Director of Chaplaincy Services

The Rev. Preb. Andy Rider, MA

### COMPANY SECRETARY

Simon Herbert ACA (resigned 1 November 2024)

Richard Wilson FCMA, MA (Cantab) (from 24 October 2024)

\*The Trustees are Directors and Members of the Company within the meaning of the Companies Act. The Executive Team are neither Directors nor Members of the Company under the definition of the Companies Act.

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## CHAIR'S REVIEW

I am delighted to present this year's Annual Report for Langley Trust. The purpose of this report is to share a clear summary of who we are as an organisation, to celebrate what we have done during the past year, and to set out what we will do in the coming year.

As I review 2024-25, I am struck by the range of success stories that have contributed to an outstanding year of achievements across Langley Trust. The Trust has had further external validation this year endorsing the quality of our work; Kadesh, our new service in Kent, opened a year ago and received 'A' overall for Medway's Quality Assessment Framework Assessment in May 2024. In July 2024 the Care Quality Commission inspected House of St Martin, our registered care home in Taunton, and gave it a 'Good' rating. This means that all of Langley's registered care/extra care services are now rated as 'Good', except our most recently opened care home, The Shrubbery, which has yet to be inspected. This is a testimony to our staff and volunteers at the services and in the central offices.

This year we won the Investors in People's Award for 'Best Culture'. Langley Trust was also shortlisted for the Charity Times Award for 'Equity, Inclusion and Diversity'. The Trust achieved Enabling Environments accreditation for our Independent Approved Premises (IAP) in Bradford and secured Cyber Essentials Plus accreditation. These diverse achievements illustrate how Langley's strategic priorities of developing a high-performing culture and staying focused on our mission and values are being met.

Internal achievements have included the continued improvement of access to learning and development for all our staff by the launch of the Langley Academy in December 2024. As part of the drive for a high performing culture with recognised values and mission, the Trust surveyed staff to understand their experience of wellbeing at work. We were encouraged by strong satisfaction with the way Langley promotes and supports wellbeing at work from the 72% of staff who engaged in the survey.

Our Equality, Diversity and Inclusion agenda has gained momentum with the launch of a fourth Staff Network in 2024 to support colleagues who identify as LGBTQIA+ and we launched a fifth network in 2025 to support male colleagues specifically. Staff Encounter Days were developed by the Chaplaincy directorate during the past year to offer staff an opportunity to explore the Christian faith, and the first Client Encounter Day has been delivered in March 2025, with 20 clients participating. Our People Conferences in June 2024 were a highlight of the year and offered opportunities for us to thank and celebrate our dedicated staff and volunteers for the work they deliver.

As Langley continues to grow it has been important to ensure that the organisation has a robust infrastructure. I am especially pleased with the work undertaken by the Chief Executive and directors to establish Langley's Senior Leadership Team; this group consists of the Heads of functions and is well-placed to support the Executive Team, giving the Executive Team more time to focus on the delivery of our strategic priorities.

This year three of our longstanding trustees left after completing their tenure; I am very grateful for their service to the Board. I am delighted to have confirmed four co-optees as new trustees in 2024. Their respective specialisms enrich the Board and will enable us to navigate the times we are in. Our Chair of the Audit, Risk and Compliance (ARC) Committee

led a business risk review to assess risks inherent within our current business model and update Trustees. An Assets and Growth Working Party was established in 2024, which allows both the Trustees and Executive Team to examine issues relating to the management of our assets and how we best grow in more detail, leading to informed decision-making.

I am delighted that we are increasing our focus on the Sustainability Agenda for the coming year, and I look forward to seeing our 'green' plans unfold further within our services and teams.

As 2025/26 takes hold, I am grateful to be leading an organisation that is financially secure and still able to focus realistically on business growth despite the impact of the external economic environment. The need for our accommodation and care home provision, is increasing. Our reputation as an effective provider of safe services, where people's lives are transformed, stands us in good stead.

We aspire to secure a new care home, purchase another building, open a brand-new service, and expand some of our existing contracts this coming year. The Trust has grown in recent years and the need for stability in the support functions is vital. Therefore, a further focus for the coming year is to strengthen our resource within key central areas of the business, such as HR and Finance.

Langley's Christian ethos and mission remain central to our work to see lives transformed. In keeping with our values, we welcome clients and staff of all faiths and none. I am proud to lead such an organisation and appreciate those who support our work in so many ways; I am thankful for our staff, volunteers and supporters who contribute their skills, prayer, time and finances to make Langley's impact real for our clients.

On behalf of the Board, I thank you.



Ruth Williams  
**Chair of the Board**  
31 July 2025



## CLIENT STORIES

### David's story

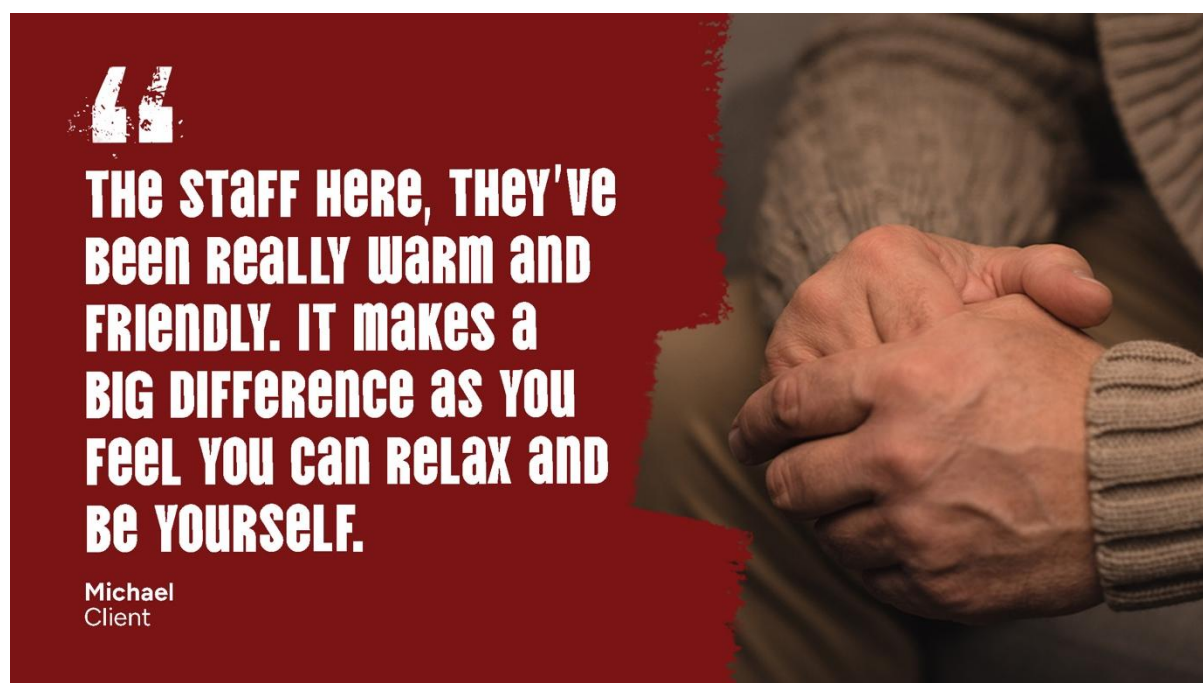


“The night before I met our chaplain, I was going to throw the towel in with my life. I’ve had so much trauma in my life, some of it is my fault and that night I was done, and I planned it. I saved all my medication up and I was going to do it that day.”

Before arriving at Murray Lodge, David’s life was filled with trauma, anger and destructive choices. Surrounded by crime and chaos, he struggled to break free from a cycle that had defined him for years. But everything changed when David met Sarah, the volunteer chaplain at Murray Lodge. She spent time listening to David, praying with him and he found hope, faith and a sense of peace he had never known in a moment of deep despair.

When asked what was different in his life now, David answered: “Calm, calmness. I’ve got calmness all around me now. I’ve had to step away from my friends, from my old friends who I grew up with. My life hasn’t been a bed of roses, but I haven’t looked back. I go to church. I do an addiction meeting on Wednesdays with others...I do voluntary work for my church; I work in the garden. I help the lads at Murray Lodge as much as I can. I met two lads there who didn’t know how to cook. Now that’s a red flag for me. If you can’t survive in cooking and feeding yourself, how are you going to move on? So I started some cooking classes with them in the kitchens there. Before, I wouldn’t care if you didn’t eat...but now I do, and that’s a massive change within me.”

## Michael's story



Michael was in prison for 23 years before he came to the Shrubbery. 'Literally put out of the gate', standing there with all his property, no wristbands anymore, no prison guards, Michael looked around the carpark and saw the Langley staff who had come to meet him at the prison gate. They had brought him wine gums, because he had shared during a meeting with them that once released, that's the first thing he'd like to go to the shops to buy.

Michael arrived at the Shrubbery and was happy with his room, but his head was still in prison. In those early weeks and months, he would keep to himself in his room and still refer to it as his cell. After so long in custody it took time for Michael to adjust to being around people, and following up on things like Universal Credit applications, enrolling with a GP and other bureaucratic processes were almost too much. 'I get overloaded', Michael explained, 'if there's too much information coming at me...I didn't know what was going on.' Fast forward a few months and Michael regularly volunteers at a homeless shelter; he feels his confidence in being around people is being restored. He wanted to be able to help people and recognises that 'this place has given me the opportunity'. Langley is all about seeing beyond someone's past mistakes and supporting them into opportunities to have a better life, a transformed life.



# STRATEGIC REPORT

## ABOUT US

Langley Trust is a Christian charity providing services to support people with convictions. For over 65 years we have been helping people with convictions to transform their lives and thrive, promoting rehabilitation, preventing crime, and reducing re-offending.

The Trust is motivated by its basis of Christian faith, which is centred in Christ and His teachings, to support our clients, not by proselytizing them, but by having a living ethos where all individuals are seen as people of worth and capable of change. We believe everyone deserves another chance. Since 1958 we have earned an enviable reputation for reducing re-offending with proven results.

We work with adult men and women with convictions. We are particularly skilled in working with people who are deemed 'hard to place' and those with complex needs – an outworking of our values below. This includes individuals who are subject to MAPPA (Multi-Agency Public Protection Arrangements).

During 2024/25 Langley Trust worked with over 1,100 clients who needed supported housing services, complex care services, or advice on finance, benefits, debt or accommodation advice.

## OVERARCHING VISION, MISSION, AND VALUES

**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.

Langley Trust will always see accommodation as a core part of its offer to the Criminal Justice sector. We know that without suitable accommodation no other rehabilitative intervention is likely to be effective. Ensuring prison-leavers have an appropriate place to live is key to seeing them able to lead crime-free lives in the future.

We refreshed our values in 2023, and these are now embedded into Langley life and staff supervisions. Being Christ-like is our overarching value, with the other four emerging from our aspiration to be Christ-like.

1. **Christ-like** – We seek to build a culture that reflects Jesus' teaching & His love.
2. **Responsible** – We are diligent in all we do and take care of all people within Langley.
3. **Genuine** – We are honest, principled, and trustworthy.
4. **Respectful** – We respect all people, act inclusively, and engage widely.
5. **Visionary** – We are aspirational, enabling change, hope and flourishing throughout Langley.



**LANGLEY TRUST values**

**CHRIST-LIKE**

**RESPONSIBLE**

**Genuine**

**RESPECTFUL**

**VISIONARY**

**BIBLE REFERENCES**

Philippians 2.5 • Hebrews 6.11 • 2 Corinthians 8.21  
Matthew 7.12 • Jeremiah 29.11



## STRATEGIC OBJECTIVES

The Trust's strategic objectives are:

**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** – To continue to develop and modernise internal processes, systems, procedures, and structures to ensure they are fit for purpose and future-proofed. To invest in and develop our people. To ensure we align closely the forecasting and actual performance outcomes. We recognise that we have within our reach God-given resources to achieve this.

It is anticipated that Langley will continue to grow and develop new services, providing support for people with convictions, in the following groups:

- Complex needs
- Elderly clients (including end of life care and those with long-term health conditions)
- Mental health issues (including enduring conditions)
- Learning disabilities
- Disabled access
- Neurodivergent needs
- Women
- High risk of harm clients

## OUR SERVICES

We provide accommodation for people with convictions in 20 geographical locations in both urban and rural settings. The accommodation includes hostels, dispersed supported housing, registered care homes and dispersed accommodation with extra care provision. We also manage an Independent Approved Premise (IAP) to deliver a contract for His Majesty's Prison and Probation Service (HMPPS), and provide a Finance, Benefit and Debt Advice service to people in custody at HMP Fosse Way.

Our housing support services enable people to maintain a tenancy, develop their budgeting skills, access and manage support for addictions and mental health issues, engage with key community services (e.g. GPs and advocacy services), access education and develop their employability skills, which help clients move to greater independence .

Our residential care and extra-care services provide high levels of support for people with complex mental and physical care needs, offering one-to-one support, 24/7 staff supervision, specialist psychiatric and psychological support for mental health issues and the development of independent living skills where required. Our registered care homes provide placements for individuals coming from medium secure units, who require step-down services and are under mental health sections.

Each placement is individually assessed to ensure that individuals receive the correct level of care and support they require, responsive to changing needs.

## LANGLEY TRUST APPROACH

Our approach is pragmatic, responsive, and tailored to each person we work with. At the heart of our approach is the belief that everyone deserves another chance, and can change, regardless of their history. Consequently, we have a track record of success in working with people who have previously failed in other placements.

Our approach is:

**Person-centred** – with a focus on recovery and independence. Care and support are shaped around the distinct needs and aspirations of each person. We support people to live as independently as possible, develop living and financial skills, access training, education and employment opportunities, and participate in local community life.

**Evidence-based** – trauma-informed approaches are being embedded in all levels of the organisation; Positive Behaviour Support (PBS) and the Good Lives model are further evidence-based intervention approaches being used with our clients across the Trust. We are working towards all of our care services being recognised as Enabling Environments under the Royal College of Psychiatrists standards, which focus on creating positive and effective social environments for clients and staff to flourish

within. Two services have already achieved this standard, and a number of other services are working hard to achieve accreditation.

**Respectful of privacy and dignity** – we take the privacy and dignity of our clients seriously. We empower people to make their own choices wherever possible.

**Risk-management focused** – our risk assessments and risk management plans are comprehensive and responsive to changing risks and needs. We work in close partnership with stakeholders involved in the supervision of clients including the Probation Service. Safeguarding is of primary importance, and we have comprehensive policies and procedures in place in relation to both the safeguarding of vulnerable adults and children.

**Committed to partnership working** – in addition to working with statutory agencies to manage risk, we also work with education and training providers, voluntary organisations, businesses, and faith groups to provide volunteering, education, training, and employment opportunities for our clients. We are committed to working in partnership to maximise resources, share good practice and ensure the best possible outcomes are achieved.

**Responsive to client input** – creating ownership and autonomy, our National Consultative Group (NCG) provides a forum for clients to meet with senior staff and Trustees. Co-chaired by a trustee and a client, it meets three times a year and agendas include reviewing policies and procedures and discussing topical subjects that affect clients' everyday lives. We have a range of formal and informal feedback options including an annual satisfaction survey, comment cards and client forums (regional and national). All formal feedback is monitored and used to improve services at a local and national level. The scrutiny section of the NCG was established in February 2024 and has been led by client representatives this year. We have a client engagement manager whose role is to ensure that clients are involved in co-production at all levels of the organisation, and that the client voice is fed into all major decisions.

**Focused on Equality, Diversity and Inclusion** – our Equality, Diversity and Inclusion Policy covers all nine of the protected characteristics recognised by the Equality Act 2010. During the year we have delivered an Equality, Diversity and Inclusion (EDI) calendar, drawing attention to particular themes each month. We have 4 staff networks representing women, ethnically diverse groups, the younger workforce and the LGBTQIA+ community. During 2025/26 we will launch our fifth staff network for men.

## REVIEW OF 2024/25

During the past year the Trust has continued to focus on the charitable aims established when it was founded over 65 years ago, namely, to seek to support and care for clients, helping them to reach their full potential and become positive contributors to society. To meet these aims, the Trust has supported more than 1,100 clients as follows:

1. Provided 97 beds in registered care homes and 361 rooms in supported accommodation, a total of 458 residential clients at any given time, with a suitable, safe place to live.
2. Accommodated a total of 736 clients in supported housing since April 2024, of which 298 were new lettings.
3. Provided specialist advice to 250 clients through our prison-based service delivered in HMP Fosse Way, addressing issues such as gambling, debt, and accommodation needs. We supported clients dealing with over £800,000 of debts.
4. Worked with 21 participants through our accredited therapeutic programme, Challenge to Change programme at HMP Lancaster Farms prior to the ending of funding in July 2024.
5. Enhanced the impact of client participation in the National Consultative Group (NCG) with a client co-chair and by developing the scrutiny agenda item, which is client-led.
6. The data we routinely collect shows that the reconviction rate for our clients remained within the target of 3% whilst they were with us during 2024-25.

In addition to the above we further put our Christian faith into action:

- Chaplains engaged at least 18 clients, across 5 services, in a variety of Christian basics courses, including Alpha, Lent courses, 'First Steps', a Beatitudes course 'Ninefold Path', the Bible Society course; a Christian characteristics study and a house group.
- We delivered Langley's first 'Encounter Day' for clients where 20 clients chose to explore the Christian faith in more detail.
- 19 staff took advantage of the opportunity to explore the Christian faith through our online Alpha course.
- Introducing 'Encounter Days' for staff and volunteers.
- In addition, our managers, senior leaders, Trustees and Chaplains were recharged and inspired to serve our clients, at the largest ever Langley spiritual retreat.
- Continuing to offer senior managers spiritual development through 3 personal reflection days and a 3-day Christian Leadership Conference.

In addition to our client-facing achievements, we have continued to invest in and develop other key areas of the Trust as follows.

### ***Improved Processes and Efficiency:***

- Developing and launching the Workforce Management System, transforming the way shift patterns, and staffing levels are managed across our services.
- Automating our expenses system, enabling staff to lodge expense claims via an app.
- Transferring to a new, more efficient payroll provider.
- Developing and launching an accessible online learning and development platform, which gives staff access at any time to a wide range of mandatory and supplementary learning and development courses, including material that supports wellbeing.

### ***Governance***

Langley continues to review and develop its governance to ensure that it is appropriate to the current needs of the organisation. Key governance developments during 2024-25 included

- The appointment of four new trustees.
- A review of our approach to managing risk led by our Audit, Risk & Compliance Committee Chair.
- Establishment of an Asset and Growth Working Party to support growth.
- Established a Senior Leadership Team to harness the collective experience of Heads of functions and delegate some activity away from the Executive Team to free up capacity at that level.
- Renewed Cyber Essentials Plus accreditation.
- Continued our ongoing programme of Internal Audits overseen by the Audit, Risk & Compliance Committee. Audits carried out in the year were Care Income, Business Plan Stress Testing, Customer Voice, Move On, Fire Safety and Assets.

### ***Awards***

We are pleased to have been recognised with the following external awards:

- Winners of Investors in People's 'Best Culture Award'
- Shortlisted for The Charity Times 'Equity, Diversity and Inclusion Award'
- Shortlisted for 'Best Flexible Benefits Platform' by Employee Benefits Awards

## **People**

Our people are our greatest resource, and we are committed to making their experience at work the best it can be, from the development of efficient systems and processes that support the effectiveness of everyone's work, through to their individual professional development and personal wellbeing at work. In 2024-25 we:

### Improved our Staff Proposition:

- Launching Flexible Benefits for all staff via an online accessible platform.
- Introducing an enhanced rate of pay for staff working shifts that fall on Bank Holidays.
- Introducing pension salary sacrifice for eligible employees and made our Life Assurance Scheme contractual.
- Continuing the ITOL accredited Management Development Programme, through which the Trust seeks to develop and retain in-house talent.
- Retaining volunteer professional coaches, who provided coaching opportunities for 7 staff during 2024.

### Improved Staff Engagement and Inclusion:

- Securing 72% staff engagement with our MYVoice Wellbeing at Work survey and a high level of satisfaction overall.
- Offering two People Conferences for all staff and volunteers in 2024 which were highly commended by staff and engaged staff with over 160 internal nominations for our People Awards.
- Strengthening our Equality, Diversity and Inclusion (EDI) offer with a particular focus on neurodiversity, launching an accessible meetings guide.
- Launching Langley's Inclusion Calendar for 2025/26, consulting with clients about their preferences as well as with staff groups.
- Supporting our four staff network groups to engage women, the younger workforce, ethnically diverse colleagues and the LGBTQIA+ community.
- Reinvigorating the Staff Engagement Group where elected staff representatives meet regularly with senior leaders to share ideas and feedback.

### Quality Assured our People Processes:

- Establishing a Joint Action Group (working party) to ensure our processes and practices comply with the new duty under the Equality Act 2010, to prevent sexual harassment.
- Introducing Fair Treatment Panels and the Freedom to Speak Up Guardian role.



## **GROWTH DURING 2024/25**

As a business we continued to show income growth, with income increasing overall by 4.6% during 2024/25.

Care income has seen a significant increase due to the ramp up of clients at The Shrubbery, over the 18 months since its relocation to larger premises. The occupancy levels of our care services have exceeded our projections, which enables us to start the 2025/26 year strongly. Due to the strong demand for our care services, we are continuing to explore opportunities to expand our capacity through additional premises.

The former Shrubbery site was relaunched in March 2024 as a supported housing service named Kadesh which has proven successful, gaining the support and confidence of local strategic partners. By re-configuring this service, we secured 17 additional Supported Housing bed spaces.

Whilst some growth is represented clearly in income, other services demonstrate growth in different ways that support Langley's mission. For example, the impact of Langley's contract within HMP Fosse Way, which has brought opportunities to support over 250 prisoners managing over £800,000 of debts during 2024/25, strengthening our reputation as an effective provider and delivering our core mission.

Langley's Independent Approved Premises has established a good reputation during 2024/25 and met its performance targets for the Ministry of Justice, which strengthens our position as we bid for additional Independent Approved Premises.

We were delighted to have been awarded a 5-year contract extension by Oxleas NHS Foundation Trust to continue our Mariposa service; Langley has been a trusted partner in this service since December 2020.

Creating capacity for growth has necessitated the release of stock that is no longer congruent with our strategic priorities; during 2024/25 we were able to hand over the Leonard Stocks hostel in Torbay to the local council, concluding a careful exit plan.

## STRATEGIC FOCUS FOR 2025/26

The Trust remains in robust financial health with a strong balance sheet and a determination to proactively expand the reach of the services provided. There continues to be a need for the work the Trust undertakes, and we remain well-placed to meet those increasing needs.

Within the next twelve months, the Trust aspires to:

- Explore potential for purchase of a new care home in the northwest of England to replace a current facility that is leased. This will allow for longer term investment in environmental issues as well as expand the number of beds.
- Purchase and open a new property to develop a new care service in the northeast of England.
- Develop a 10-year acquisition plan.
- Agree a 5-year environmental implementation plan.
- Increase the number of supported housing units.
- Win at least one significant contract for service delivery to enhance our current offer to our stakeholders.
- Develop a Digital Transformation Plan to maximise efficiency across the Trust, enhancing the quality of service to our clients and to ensure compliance with all regulatory requirements.
- Establish a Mission Review Group to measure the spiritual impact of the Trust.
- Increase Langley's social media presence and impact.
- Support all care services to achieve Enabling Environments accreditation.
- Involve clients meaningfully in policy and procedure review processes.
- Ensure written documentation for clients is accessible, in easy read and video formats.

Our people continue to be the most valuable resource the Trust has. Now, more than ever, it is vital that the Trust has a strategy to attract and retain the right kind of staff. To that end, the Trust will:

- Continue to embed the Langley values and culture.
- Manage change well, developing a Change Management Toolkit.
- Develop our approach to talent acquisition and retention.
- Review our reward and recognition model.
- Further develop our well-being offer to support all our people.
- Introduce diverse interview panels.
- Widen our accredited courses offer, including apprenticeships.
- Achieve re-accreditation of Investors in People Gold standard.

## THANKS

Langley Trust has loyal supporters, who generously support our work. We are so grateful for their ongoing support. This support allows the Trust to invest in new growth and new initiatives, which in turn improve the lives of our clients.

We are extremely grateful for all those who have generously supported our work – individuals, churches, charitable foundations, and businesses. Their support has been invaluable in helping to sustain and enhance the services we provide in challenging times. We would particularly like to thank the AS Trust for their ongoing support of our work and all those trusts and grant-making bodies who have supported our work.

We would like to especially thank the families of those who kindly left a legacy in support of our work. These gifts are gratefully received, and those who remembered us in their wills have been remembered in our prayers; their generosity helps us in building a better future for our clients to live crime-free lives.

The importance of having these funding streams cannot be underestimated; they enable us to respond to local needs and to be more flexible in our support approach. This enhances our core services and makes a significant difference between managing a problem and transforming someone's life for the future.

We are thankful to all our volunteers for the value they add to our work and the difference it makes to the lives of our clients. We would also like to thank our staff, who are committed to changing the lives of those we work with and who often go the extra mile to ensure our work makes a difference.

## OUR PARTNERS

Langley is grateful to colleagues in partner agencies and organisations including Homes England (previously the Homes and Communities Agency), the Ministry of Justice, His Majesty's Prison and Probation Service, Supporting People Teams, Social Services, the Police, Local Authorities, National Health Service Trusts, Integrated Offender Management Teams, Police and Crime Commissioners and all those who work alongside us to help people to live crime-free.

The Trustees also acknowledge with gratitude those partner organisations from whom we lease property including: BPHA, Cheltenham Borough Council, Coventry City Council, the Methodist Church in Great Britain, Milnrow Properties, MHS Homes, Places for People and Your Housing.



## Financial Review

A summary of the five-year financial performance is as follows:

Year	Income £'000	Operating Costs £'000	Operating Surplus £'000	Operating Surplus %	Net Surplus £	Net Surplus %
2020-21	15,512	14,734	778	5.0%	977	6.3%
2021-22	16,084	16,119	(35)	(0.2%)	60	0.4%
2022-23	18,274	18,670	(396)	(2.2%)	(383)	(2.1%)
2023-24	20,291	20,601	(310)	(1.5%)	79	0.4%
2024-25	21,231	20,392	839	4.0%	910	4.3%

The Trust had a strong financial performance in 2024/25, posting an operating surplus of £839k compared to an operating deficit of £310k in 2023/24. This was the result of an increase in income of £939k to £21,231k and a decrease in operating expenditure of £209k to £20,392k.

The largest contributor to income growth was achieved by an increase in care income of £989k (10.9%) which was predominantly from the ramp up of care clients at The Shrubbery following its move to enlarged premises in late 2023. Social Housing Lettings increased by £488k (7.5%), but this was more than offset by reductions in other government contracts of £546k due to closure of Lancaster Farms in 2024/25 and the ending of the Ixion contracts in 2023/24.

The most significant contributions to the reduction in operating costs were

- the rollout of new shift patterns and digital workforce management resulting in a reduction in spending on agency staff by £550k (39%) from £1,424k in 2023/24 to £874k in 2024/25. Whilst this saving was offset by an increase in the costs of employed staff by £994k, our overall labour costs (including agency staff) fell from 59.9% of income to 58.6% of income demonstrating improvement in our efficiency of using our staff.
- £520k reduction in the cost of energy from £1,200k in 2023/24 to £680k in 2024/25 due to falling unit costs and energy efficiency initiatives to reduce consumption.

The net surplus was £910k in 2024/25 compared to £79k in 2023/24. Interest income, investment gains and gains on disposal of fixed assets totalled £271k which was offset by

the final 2 grant instalments, totalling £200k paid to Clean Sheet following their separation from the Langley House Trust Group in 2023.

Fixed assets reduced from £10.30m to £7.91m during the year, primarily due to the disposal of the Leonard Stocks Centre to Torbay Council and the disposal of the Trust's investment portfolio. Long-term creditors reduced from £2.68m to £1.38m, primarily due to the disposal of the Homes England grant liability associated with the Leonard Stocks Centre to Torbay Council. This was offset by the drawdown of a mortgage of £490k with Kingdom Bank associated with the purchase of a new social housing property in South London.

The Trust's cash balances increased by £1.46m to £4.10m, putting the Trust in a strong position to fund growth in our operations in 2025/26 and beyond. Total reserves increased from £8.87m to £9.86m.

## **KEY PERFORMANCE INDICATORS (KPIs)**

The Board used 10 KPIs to monitor the delivery of the Trust's strategic objectives. The range of KPIs includes key metrics from all areas of the Trust – operational, financial and people. The KPI performance report is a standard item that is reviewed by the Board at each meeting.

In addition, the KPI's and a fuller range of other performance indicators are reviewed at each relevant committee meeting, ensuring that all of the key metrics for the Trust are visible and can be interrogated by Committee members.

All KPI's form part of the monthly reporting to the Executive Team, allowing for further scrutiny and accountability. This forum is important as it allows for collaborative working to ensure that the Trust meets agreed performance levels in every area.

## VALUE FOR MONEY (VfM)

### Our Approach to Value for Money



As a charity and recipient of funding from both local and national government bodies, the Trust recognises that it is accountable to its supporters, funders, clients, and staff for the money it receives. The Trust believes that the services it provides deliver Value for Money to society as it works with a complex client group and we demonstrably reduce the risk of our clients re-offending. However, this value is difficult to fully quantify.





The Trust is committed to making sure it gets the best value for the money it spends and deliver services that represent value for money to wider society. The Trust continually seeks improvement its economy, efficiency and effectiveness. Examples of this in the past year include:

- Following a flood in the basement at the Knole we procured refurbished fridges and freezers at a better value than buying brand new but still having a guarantee.
- An online expenses system has been launched making processing of expenses more efficient for staff and the finance team.
- Knole - Number courses provided free by the local authority and then the clients get a free gym session afterwards. Healthy mind, healthy body.
- At Kadash we use recycled wood to create benches, helping clients to develop skills and reducing our need to purchase garden furniture for the services.
- A review of IT suppliers identified additional charity discounts available

### Value for Money Performance During the Year

The Trust's performance against the Value for Money metrics defined in the Regulator of Social Housing's Value for Money Standard is set out in the table below:

		2024/25	2023/24	2022/23	2021/22	2020/21	Direction of Travel
1	Reinvestment	4.6%	10.5%	15.8%	5.2%	0.8%	
2A	New Supply (Social Housing)	0.0%	2.4%	2.2%	2.7%	2.1%	
2B	New Supply (Non-Social Housing)	0.0%	0.0%	0.0%	0.0%	0.0%	-
3	Gearing	0.0%	0.0%	0.0%	0.0%	0.0%	-
4	EBITDA MRI Interest Cover	3616%	n/a	n/a	n/a	n/a	n/a

		2024/25	2023/24	2022/23	2021/22	2020/21	Direction of Travel
5	Headline Social Housing Cost per Unit	£13,883	£12,557	£10,910	£10,578	£10,429	
6A	Operating Margin (Social Housing)	5.4%	(3.4%)	(7.5%)	(6.4%)	(7.1%)	
6B	Operating Margin (Overall)	4.0%	(1.5%)	(2.2%)	(0.2%)	5.0%	
7	Return on Capital Employed (ROCE)	7.5%	(2.5%)	(3.4%)	(0.3%)	6.4%	

For 2024/25 The Trust focussed on increasing the utilisation of the capacity already in place, particularly in care services and developed no new social or non-social housing in our ownership (metrics 2a and 2b). This is also reflected in the low level of reinvestment (metric 1) in 2024/25. The Trust plans to develop new units in future years.

In 2024/25 the Trust did draw down a mortgage with Kingdom Bank, however our gearing (metric 3) remains zero as our cash holdings exceed the debt level, meaning that the Trust has no net debt. Our interest cover (metric 4) is measurable, and very high due to the modest level of debt held.

The headline social housing cost per unit (metric 5) rose again in 2024/25 due to inflationary pressures, particularly on rent paid and staff costs. This also reflects challenges with bad debt, reflecting the challenging economic environment for our clients and funders.

The Trust is very pleased with its progress on profitability measures, delivering positive operating margin (metrics 6a and 6b) and return on capital employed (metric 7) for the first time in some years. However, sustaining this will be challenging in 2025/26 due to pressures on staff costs due to increases in the National Living Wage and Employer National Insurance Contributions.

### Value for Money and non-social housing activity

The Value for Money Standard requires the Board to give full consideration of value for money across their whole business. Where the Trust invests in non-social housing activity, the Board should consider whether this generates returns commensurate to the risk involved and justification where this is not the case.

The Board is satisfied that the investments made in complex need care provision, and the various advice work undertaken with ex-offenders provides real value to the Trust and is essential in enabling the Trust to meet both its charitable objects.



## MATERIAL ESTIMATES, CONTROL AND JUDGMENTS

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates.

The Principal Accounting Policies set out the Key Judgement Areas within Note 2.

The main judgement areas that have had the most significant effect on the Trust's accounts are:

- a. Depreciation and amortisation provisions relating to fixed asset accounting, which are based on estimated useful economic lives of individual assets and apportionment of costs between components of composite assets.
- b. Provision for bad debts, which are based on specific balances and past experience of bad debts.

The impact on the Trust's accounts of these estimates for the year ended 31 March 2025 is as follows:

Description	Expenditure	Income
Depreciation	£608k	
Grant Amortisation		£66k
Bad Debt Expense	£619K	

## BOARD'S RESPONSIBILITY STATEMENT

The Board is responsible for preparing the Trustees' Strategic Report and the financial statements in accordance with applicable law and regulations.

The Companies Act 2006 and registered social housing legislation require the Board to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Trust and of the income and expenditure for that period.

In preparing these financial statements the Board is required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Housing SORP 2018 (FRS 102)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statement
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the association will continue in business

The Board is responsible for keeping proper books of account, which disclose with reasonable accuracy at any time the financial position of the Trust and enable it to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2019.

The Board has general responsibility for taking such steps as are reasonably open to it to safeguard the assets of the Trust, and to prevent and detect fraud and other irregularities.

The Trustees, who held office at the date of approval of this Trustees' report confirm that, so far as they are each aware, there is no relevant audit information of which the Trust's auditors are unaware, and each Trustee has taken all steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the Trust's auditors are aware of that information.

The strategic report was approved by the Board on 31 July 2025 and signed on its behalf by:



Ruth Williams  
**Chair of the Board**  
31 July 2025



# TRUSTEES' REPORT

## STRUCTURE, GOVERNANCE AND MANAGEMENT

Langley House Trust was first registered as a charity in September 1958.

The charity is a company limited by guarantee (Company number 07888191) and registered as a charity with the Charity Commission (Registered Charity number 1146304). The company is registered with the Regulator of Social Housing as a non-profit social housing landlord and registered with the Financial Conduct Authority (FRN716378).

The company is established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount of no more than £1.

The Trustees, who are also Directors for the purpose of company law and who served during the year, are listed on page 2.

The Board is responsible for major strategic decisions and has ultimate responsibility for the conduct and financial stability of the Trust. It seeks to support the Executive Team in a culture of mutual confidence and trust. During the year, four new trustees were appointed following an open selection process based on relevant skills and knowledge.

In addition to the Board members, the Trust has the honorary roles of Patrons and Fellows, who represent the Trust externally in different capacities.

The Board has appointed Committees to support their oversight of the work of Langley. The Committees in place during 2024/25 were the Audit, Risk & Compliance Committee, the People Committee, the Finance & Resources Committee, the Mission Committee, the Quality Committee and the National Consultative Group. These Committees have written terms of reference and report directly to the Board. Each is chaired by a trustee and serviced by Executive Directors.

The Board delegates to the Chief Executive full control over the operation of the Trust within policy. It is the duty of the Chief Executive to further the mission of the Trust and to ensure that management is efficient, effective and runs in accordance with good business practice.

The Board determines the remuneration and the conditions of employment of the staff. The Board monitors and reviews the quality, effectiveness and timeliness of information provided by the Executive Team. The Board has access to independent professional advice if necessary.

The Articles of Association allow the Trustees to deposit or invest its funds. The Board

will secure expert advice, where necessary, before investing funds. In deciding where and how to invest its funds, the Board will always consider suitability of the investment and the overall diversification of the funds it has already invested. The Board has approved a Treasury Management Policy to assist with this area of responsibility.

The Board is content that the Trust complies with the NHF Code of Governance 2020 in the areas in which it applies to the Trust. Any potential conflicts of interest are declared at every meeting. None are declared as existing at the date of this report.

## **COMPLIANCE WITH THE GOVERNANCE AND VIABILITY STANDARD**

The Board confirms that the Trust has met the Regulator of Social Housing's regulatory expectations in relation to the governance and financial viability standard, with the exception of the guidance on the terms for Board tenure. The Board considers that to fully comply with the Code requirements on Board tenure would create unacceptable risks in the short to medium term.

The Trust is currently not a member of a peer benchmarking group and is actively seeking a group which will add value to the Trust's Value for Money agenda.

The Board confirms compliance with all legal and regulatory requirements for companies registered under the Companies Act 2006 and for charities registered under the Charities Act 2011.

## **FUNDRAISING**

The Trust uses several different communication methods to attract and retain support, including:

- direct mail of newsletters and appeals
- emailing newsletters and appeals
- opportunities for regular giving via Standing Order
- use of the website and social media accounts
- opportunities for planned giving through a legacy programme

The Trust seeks to be transparent as to how donated funds will be used and, in all cases, any restriction placed on a donation is strictly followed and fulfilled. In cases where the Trust is unable to use the donation in line with the restriction, the supporter will be contacted and either another use for the funds agreed or the funds are returned.

The Trust maintains and monitors the wishes of each supporter and will only communicate using methods the supporter has given clear and informed consent for us to use. The Trust does not knowingly communicate with young people below the age of 18 or any vulnerable adult. Where we are made aware that such people may be receiving communications from us, our records are amended to prevent further communication.

The Trust has robust systems in place to ensure that where a supporter wishes to cease being contacted, either directly with us or through the Fundraising Preference Scheme, this action can be implemented immediately.

The Trust is compliant with the Institute of Fundraising Code of Practice and received no complaints about its fundraising practices during the year.

## **STAFF AND VOLUNTEERS**

Our people are at the centre of what we do at Langley, and we would not be able to achieve our mission without them. Many staff and volunteers join the Trust because they are committed to the mission and values of the organisation, and they go above and beyond to deliver great services and care for our clients.

As of 31 March 2025, Langley House Trust had 313 employees, including temporary staff, and excluding relief and agency workers (March 2024- 312 comparison). The Trust has increased its staffing by less than 1% over the past year.

The Trust recognises the vital role volunteers play in assisting in the delivery of a high-quality service to clients. Volunteers provide valuable support in a range of different contexts and work alongside our staff enabling us to undertake value-added activities with clients. During 2024-25 the Trust appreciated the support of 88 volunteers working across a range of roles. This includes trustees, Chaplains, professional coaches who supported our staff development, and volunteers working within services supporting client activities and carrying out work around the service grounds.

## **GENDER AND ETHNICITY PAY GAP REPORTING**

The Trust is committed to fair pay and as required we published and reported our Gender Pay Gap Report for this year, reporting the information as at 5 April 2024 by the deadline of 4 April 2025. The mean gender pay was 5.7% (2024: 7.0%) representing higher mean hourly pay for males. The median gender pay gap was -0.7% (2024: 0.4%) which reflects an improvement with the median pay for females being higher than males compared to the previous year.

It is not mandatory to measure the ethnicity pay gap; however, we have chosen to report on this measure to identify and address any emerging issues. The mean ethnicity pay gap in hourly pay is 6.0% (2024: 5.0%) lower for ethnically diverse employees. The median ethnicity pay gap is 6.3% (2024: 3.0%) higher for white staff due to the higher number of white staff in the employee population.

We have ongoing plans to monitor, publish and create action plans for the gender and ethnicity pay each year so this continues to support our values within the Trust.

## STATEMENT ON THE TRUST'S SYSTEM OF INTERNAL CONTROL

The Board has overall responsibility for establishing and maintaining the system of internal control and reviewing its effectiveness. Trustees recognise that no system of internal control can provide absolute assurance against material misstatement or loss or eliminate all risk of failure to achieve business objectives, however, the system of internal control implemented by the Trust has been designed to manage key risks and provide reasonable assurance that planned business objectives and outcomes are achieved. It also exists to give reasonable assurance to the Board regarding the preparation and reliability of financial and operational information and the safeguarding of the Trust's assets and interests.

In meeting their responsibilities, the Trustees have adopted a risk-based approach to internal controls, which are embedded within the normal management and governance process. This approach includes the regular evaluation of the nature and extent of risks to which the Trust is exposed. The process adopted by the Trustees in reviewing the effectiveness of the system of internal control, together with some of the key elements of the control framework includes:

- 1. Identification and evaluation of key risks** – Management responsibility has been clearly defined for the identification, evaluation, and control of significant risks. There is a formal and on-going process of management review in each area of the Trust's activities. The Executive Team regularly considers significant risks facing the Trust and the Chief Executive is responsible for reporting to the Trustees any significant changes affecting key risks. In accordance with the Trust's Risk Management Policy, the Risk Register is formally reviewed by the full Board at least once a year and the highest risks facing the Trust are discussed at each Audit, Risk & Compliance Committee meeting.
- 2. Environment and control procedures** – The Trustees retain responsibility for a defined range of issues covering strategic, operational, financial and compliance issues. The Trust's Articles of Association, policies and procedures cover issues such as delegated authority, segregation of duties, accounting, health and safety, data protection, fraud, and whistleblowing. The Trust also has an extensive range of policies and procedures relating to the safe management of the client group with which it works to minimise the risk to clients, staff and the wider public.

The Trust also holds an Asset and Liability Register in line with regulatory requirements, which provides a collated view of the Trust's assets and contract liabilities. The integrity of the register is audited and reported to the Executive Team on a quarterly basis.

- 3. Information and financial reporting systems** – The Trustees review and approve the annual budget and the 5-year financial plan for the Trust. Financial reporting procedures include detailed management accounts and forecasts, which are reviewed by the Executive Team and are presented to the full Board of Trustees monthly. The Board also reviews key performance indicators to assess progress

towards the achievement of key business objectives, targets, and outcomes at each Board meeting.

4. **Monitoring and corrective action** – A process of regular management reporting on control issues provides assurance to senior management and to Trustees. This includes ensuring that corrective action is taken in relation to any significant control issues, particularly those that may have a material impact on the financial statements and delivery of our services.

The internal control framework and the risk management process are subject to regular review by Internal Auditors, who advise the Executive Team and report to the Audit, Risk & Compliance Committee. A three-year Internal Audit Plan exists to assist in this process and is approved annually by the Audit, Risk & Compliance Committee. Progress against the plan is also monitored throughout the year and the Audit, Risk & Compliance Committee formally reviews the performance of the Internal and External Auditors once a year. The Audit, Risk & Compliance Committee considers internal control and risk at each of its meetings during the year. In addition to Internal Audit, the Executive Team receives assurance on the operation of internal controls through a self-assessment audit toolkit used by the managers of its various services.

The Audit, Risk & Compliance Committee conducts an annual review of the effectiveness of the system of internal control and has taken account of any changes needed to maintain the effectiveness of risk management and control process. The Audit, Risk & Compliance Committee reports on progress to each Board meeting and submits an annual report to the Board of Trustees. In preparing its report, the Audit, Risk & Compliance Committee takes into account the various reports of the Internal and External Auditors, the Chief Executive's Annual Report on Internal Control, other reports from the Executive Team to the Audit, Risk & Compliance Committee and full Trustee Board and inspection reports from the Care Quality Commission, the Regulator of Social Housing and other regulatory bodies.

## **THE PREVENTION, DETECTION, REPORTING AND RECOVERY OF FINANCIAL CRIME AND FRAUD**

The Trust takes fraud and other financial crime seriously. The Trust's Fraud and Prevention of Financial Crime Policies set out management responsibilities to ensure an adequate control system is in place to minimise the risk of fraud and other financial crimes such as money laundering and to ensure a reasonable likelihood of early detection. These policies also state the procedure to be followed in the event of suspected fraud, money laundering or other financial crime, including reporting requirements and any subsequent action to be taken for recovery.

The Trust maintains a register of actual and attempted frauds and thefts. The contents of the register are reported annually to the Audit, Risk & Compliance Committee. During 2024-2025 there were no significant losses identified as a result of fraud. The Trustees confirm that there is an on-going process for identifying and managing significant risks of



fraud and other financial crime faced by the Trust. This process has been in place throughout the year, up to the date of the annual report and accounts, and is regularly reviewed by the Audit, Risk & Compliance Committee.

## PRINCIPAL RISKS AND UNCERTAINTIES

The Board, supported by the Executive Team regularly considers the risks facing Langley. Risks are identified and evaluated and appropriate actions to mitigate them are agreed and implemented. The Board has identified the following as the key risks facing the Trust:

- **Financial Viability:** Langley's main sources of income are various forms of government funding and grants. This means that the Trust is therefore at risk from changes in policy on public sector funding and how it aligns to any changes in the Trust's cost base.
- **Property Standards:** Langley faces the risk of properties we hold under rent or lease arrangements not being maintained to the correct standard by their landlords. During the year the Trust employed a new Head of Property with a clear focus on the quality of the housing stock held by the Trust; the role includes overseeing our social housing improvement programme in addition to other property across the Trust, for example our residential care homes and staff offices.
- **People:** Langley needs to recruit, train and retain sufficient staff of the necessary calibre to deliver safe services to the quality our clients expect and deserve. This is a sector-wide challenge, and Langley continues to develop initiatives to make it an attractive employer.
- **Cyber Security:** Langley is increasingly dependent upon ICT systems to operate efficiently and like many other organisations we have observed increasing attempts to breach our security. We continue to focus on maintaining good practice in our cyber security defences and have successfully retained ISO27001 and Cyber Essentials Plus accreditation.

## RESERVES

The Trust's Reserves Policy requires that a contingency be held to cover identifiable and quantified risk and to allow the Trust sufficient time to be able to restructure its operations minimising the disruption to clients. The Policy requires this sum to be equal to the sum of

- The average fluctuation in the Trust's cash balance in a month, estimated at £0.4m
- One month of budgeted operating expenditure, estimated at £1.8m
- Contingency for an unplanned operating expenditure such as a building repair, estimated at £0.2m
- 50% of the planned capital expenditure for the year, estimated at £0.4m

This gives a total reserves requirement of £2.8m. The Trust is compliant with this policy. Analysis of the Trust's reserves is shown in the Statement of Changes in Reserves.

## **EQUALITY, DIVERSITY AND INCLUSION**

The Trust's approach to Equality, Diversity and Inclusion is set out in the Equality, Diversity and Inclusion Policy.

The Trust understands the vital role that Equality, Diversity and Inclusion plays in creating an environment in which our staff, volunteers and clients can 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 Trust. It is not just illegal but goes against all that we stand for as outlined in our values. Trust 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.

## **HEALTH AND SAFETY**

The Board and the Trust's employees maintain a high level of attention to and awareness of Health and Safety across the organisation. The Board, through the Audit, Risk & Compliance Committee, receives regular reports in relation to Health and Safety and over the last few years has ensured it remains an area for Internal Auditors to validate.

Regular internal Health and Safety audits have taken place during the reporting period alongside unannounced audits from an external health and safety professional. The findings lead to the creation and implementation of an action plan.

## **QUALITY AND QUALITY MANAGEMENT**

The Director of Care and Quality is the lead officer for the Quality Strategy and regularly reports on performance to the Quality Committee and where required, to the Audit, Risk & Compliance Committee and to the Board.

## **PARTNERSHIPS**

The Trust is well regarded by its partner agencies. It is commissioned by a range of public bodies, including the Ministry of Justice and Local Authorities. The Trust has also entered into a number of formal sub-contracting arrangements, which has enabled it to deliver targeted services in new and existing areas. The Trust holds regular meetings with its stakeholders to discuss progress, service delivery and to ensure targets are met.

We appreciate the confidence shown to us by those organisations, who have provided grant funding to ensure the Trust can flourish, evolve, and develop new services. Some of these organisations have provided funding over several years.

## **PUBLIC BENEFIT**

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission. Reducing reoffending benefits the whole population. The Trust's work is financed through funding from local and central government and other public authorities, and through legacies, donations, and grants. Residents contribute to their accommodation costs but are entitled to claim Housing Benefit and other benefits to allow them to finance their stay; therefore, those in poverty are not excluded from the opportunity to benefit from the Trust's services.

The Trustees' report was approved by the Board on 31 July 2025 and signed on its behalf by:



Ruth Williams  
**Chair of the Board**  
31 July 2025



## STATISTICS FOR THE YEAR 2024-2025

**140**

clients identifying as  
ethnically diverse

**239**

clients with self-  
disclosed disability

**458**

bed spaces  
available

**1100+**

clients received our  
services in the last year

**82%**

of care clients surveyed  
reported their care and  
support is either good or  
excellent

**67%**

of supported housing  
clients surveyed satisfied  
with the service received

**298**

new lettings

**77%**

of supported housing  
clients surveyed satisfied  
with complaints handling

**5th**

Staff Network  
launched in 2025

**1**

Best Culture Award won  
with Investors in People

# **Independent Auditor's Report to the Members of Langley House Trust Year ended 31 March 2025**



## **Opinion**

We have audited the financial statements of Langley House Trust ('the Trust') for the year ended 31 March 2025 which comprise Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Reserves, Statement of Cash Flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Trust's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

## **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Trust's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

## **Other information**

The Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

# **Independent Auditor's Report to the Members of Langley House Trust Year ended 31 March 2025**



## **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion based on the work undertaken in the course of our audit

- the information given in the Trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

## **Matters on which we are required to report by exception**

In light of the knowledge and understanding of the Trust and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- the company has not kept adequate accounting records; or
- the company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## **Responsibilities of Trustees**

As explained more fully in the Trustees' responsibilities statement set out on page 24, the Trustees (who are also the directors of the Trust for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Trust or to cease operations, or have no realistic alternative but to do so.

## **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## **Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

# Independent Auditor's Report to the Members of Langley House Trust Year ended 31 March 2025



We obtained an understanding of the legal and regulatory frameworks within which the Trust operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022, together with the Housing SORP. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Trust's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Trust for fraud. The laws and regulations we considered in this context for the UK operations were the Regulator of Social Housing regulations, CQC Regulations for service providers and managers, employment legislation and taxation legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit, Risk & Compliance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, designing audit procedures over the timing of income, reviewing accounting estimates for biases, reviewing internal audit reports, reviewing regulatory correspondence and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

## Use of our report

This report is made solely to the Trust's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Trust's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trust and the Trust's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Guy Biggin**

Senior Statutory Auditor

For and on behalf of

**Crowe U.K. LLP**

Statutory Auditor

Fourth Floor

St James House

St James' Square

Cheltenham

GL50 3PR

Date: 07 August 2025



**Langley House Trust**  
**Statement of Comprehensive Income**  
**For the Year Ended 31 March 2025**



	Note	2025 £000	2024 £000
Turnover	3	21,231	20,291
Cost of sales		-	-
Gross profit		<b>21,231</b>	<b>20,291</b>
Operating expenditure	3	(20,392)	(20,601)
<b>Operating surplus/(deficit)</b>	<b>3</b>	<b>839</b>	<b>(310)</b>
Movement in fair value of investments	17	19	66
Surplus on disposal of fixed assets	7	157	31
Interest receivable and other income	8	95	105
Grant payable	9	(200)	(100)
Gift from Kainos Community	10	-	287
<b>Surplus before tax</b>		<b>910</b>	<b>79</b>
<b>Taxation</b>		<b>-</b>	<b>-</b>
<b>Surplus for the year after tax</b>		<b>910</b>	<b>79</b>
<b>Total comprehensive income for the year</b>		<b>910</b>	<b>79</b>

The notes on pages 41 to 55 form an integral part of these accounts.

**Langley House Trust**  
**Statement of Financial Position**  
**For the Year Ended 31 March 2025**



	Note	2025 £000	2024 £000
<b>FIXED ASSETS</b>			
Housing properties	15	7,558	9,046
Other fixed assets	16	349	371
Investments	17	-	883
<b>Total fixed assets</b>		<b>7,907</b>	<b>10,300</b>
<b>CURRENT ASSETS</b>			
Debtors	18	1,741	1,724
Cash in hand and at bank		4,099	2,636
<b>Total current assets</b>		<b>5,840</b>	<b>4,360</b>
<b>CURRENT LIABILITIES</b>			
Less Creditors: amounts falling due within one year	19	(2,587)	(3,113)
<b>Net current assets</b>		<b>3,253</b>	<b>1,247</b>
<b>Total assets less current liabilities</b>		<b>11,160</b>	<b>11,547</b>
Creditors: amounts falling due after more than one year	20	(1,381)	(2,678)
<b>Total net assets</b>		<b>9,779</b>	<b>8,869</b>
<b>Reserves</b>			
Restricted reserves		8	8
Revenue reserves		9,771	8,861
<b>Total capital &amp; reserves</b>		<b>9,779</b>	<b>8,869</b>

The financial statements were approved and authorised for issue by the Board on 31 July 2025 and were signed on its behalf by:

Ruth Williams  
**Chair of the Board**

Stephen Cooper  
**Board Member**

Richard Wilson  
**Secretary**

Registered Company number: 7888191

The notes on pages 41 to 55 form an integral part of these accounts.

**Langley House Trust**  
**Statement of Changes in Reserves**  
**For the Year Ended 31 March 2025**



	Income and expenditure reserve £000	Restricted reserves £000	Total £000
Balance as at 31 March 2023	8,782	8	8,790
Surplus for the year	79	-	79
Transfers from restricted reserves	-	-	-
<b>Balance as at 31 March 2024</b>	<b>8,861</b>	<b>8</b>	<b>8,869</b>
Surplus for the year	910	-	910
<b>Balance as at 31 March 2025</b>	<b>9,771</b>	<b>8</b>	<b>9,779</b>

The notes on pages 41 to 55 form an integral part of these accounts.

**Langley House Trust**  
**Cash Flow Statement**  
**For the Year Ended 31 March 2025**



	Note	2025 £000	2024 £000
<b>Net cash from operating activities</b>	i	674	518
<b>Cash flow from financing activities</b>			
Purchase of housing properties		(532)	(1,482)
Purchase of other fixed assets		(157)	(270)
Proceeds on sale of fixed assets		-	34
New loans taken in year		490	-
Repayment of loans		(9)	-
Sale of investments		902	146
Current liabilities acquired on transfer of undertaking		-	(28)
Net cash acquired with subsidiary undertakings		-	315
		<b>1,368</b>	<b>(1,285)</b>
<b>Cash flow from investing activities</b>			
Interest received		95	105
<b>Net change in cash equivalent</b>		<b>1,463</b>	<b>(662)</b>
<b>Cash and cash equivalents at beginning of the year</b>		<b>2,636</b>	<b>3,298</b>
<b>Cash and cash equivalents at the end of the year</b>		<b>4,099</b>	<b>2,636</b>

	2025 £000	2024 £000
<b>Note i - reconciliation of net cash flow from operating activities</b>		
<b>Surplus/(Loss) for the year</b>	<b>839</b>	<b>(310)</b>
Depreciation of tangible fixed assets	608	568
Amortisation of Grants	(66)	(83)
(Increase)/Decrease in debtors	(19)	184
(Decrease)/Increase in creditors	(526)	259
Clean Sheet grant	(200)	(100)
Other Grants	51	-
Mortgage charges	(13)	-
<b>Net cash inflow from operating activities</b>	<b>674</b>	<b>518</b>

The notes on pages 41 to 55 form an integral part of these financial statements.

**Langley House Trust**  
**Notes to the Accounts**  
**For the Year Ended 31 March 2025**



**1. LEGAL STATUS**

Langley House Trust is registered in England and Wales as a Company Limited by Guarantee (No. 7888191), as a charity with the Charity Commission (No. 1146304) and as a Social Housing Provider with the Regulator of Social Housing (No 4693) as defined by the Housing and Regeneration Act 2008. The registered office is 3 & 4 The Square, Mansfield Avenue, Walsgrave, Coventry, CV2 2QJ.

**2. PRINCIPAL ACCOUNTING POLICIES**

The financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018.

**Basis of accounting**

The financial statements comply with the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. The accounts are prepared on the historical cost basis of accounting as modified by current asset investments held at valuation and are presented in sterling £.

The financial statements have been prepared in compliance with FRS 102.

As a public benefit entity, Langley House Trust has applied the public benefit entity 'PBE' prefixed paragraphs of FRS 102.

**Going concern**

The financial statements have been prepared on a going concern basis which assumes an ability to continue operating for the foreseeable future. No significant concerns have been noted and we consider it appropriate to continue to prepare the financial statements on a going concern basis.

**Turnover**

Turnover comprises rental income, service charge income, income from contracts with statutory bodies, including Supporting People Block contracts and care fee income, Ministry of Justice contract, other revenue grants and income from the sale of other goods and services. Such income is recorded in the accounts as it becomes receivable.

The turnover of the Trust also includes legacies, donations, gifts and other income, the accounting treatment of which is included in separate accounting policies.

**Supporting People income and expenditure**

The Trust operates a number of Supporting People Block contracts. The income from these contracts is recognised in the Statement of Comprehensive Income in the year in which it is receivable and expenditure charged to it in accordance with the matching concept.

**Legacies**

Legacies are credited as income where the legacy has been received or if, before receipt, where there was sufficient evidence to provide the necessary certainty that the legacy would be received and its value known with sufficient reliability.

**Langley House Trust**  
**Notes to the Accounts**  
**For the Year Ended 31 March 2025**



**Donations, gifts and other income**

Donations, gifts and other income are credited as income in the year in which they were receivable..

**Operating leases**

Amounts due under operating leases are charged to the income and expenditure account as incurred.

**Pensions**

Contributions made by the Trust into pension schemes on behalf of employees are recognised within operating costs in the income and expenditure account for the period to which it relates.

**Employee Benefits**

A liability is recognised to the extent of any employee benefits including unused holiday pay entitlement which has accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted cost to the employees of the future holiday entitlement and accrued at the statement of financial position date.

**Fixed assets**

**Valuation of housing properties**

The Trust operates many of its services from properties it either owns or leases in which living accommodation is provided for clients. Housing properties are included in the accounts at cost less depreciation, unless impairment has occurred or the properties have been transferred from another Registered Provider or charity.

A housing property comprises of several components with substantially different useful economic lives. Each major component is accounted for separately and depreciated over its individual useful economic life as set out in the Fixed Assets section above. Land is treated as a separate asset and not depreciated.

The cost of acquiring land and buildings, including professional fees, and development costs are included in the costs.

**Langley House Trust**  
**Notes to the Accounts**  
**For the Year Ended 31 March 2025**



**Depreciation and impairment of fixed assets, including housing properties**

Freehold land is not depreciated. Depreciation on all other assets is calculated to write off the cost of fixed assets on a straight-line basis over their estimated useful economic lives.

Fixed assets are depreciated on a straight-line basis by equal instalments over their useful economic lives at the following annual rates:

Freehold properties (excluding land):

	Useful economic life	Depreciation rate
Pitched roofs	50 years	2%
Flat roofs	20 years	5%
Windows and external doors	25 years	4%
Heating	20 years	5%
Electrical	25 years	4%
Bathrooms	25 years	4%
Kitchens	20 years	5%
Lifts	10 years	10%
Structure	50 years	2%
Plant and equipment	5 years	20%
Computers	4 years	25%
Motor vehicles	4 years	25%

Leasehold properties are depreciated by equal instalments over the life of the lease or their estimated useful economic life if shorter.

The carrying values of tangible assets are reviewed for impairment where events or changes in circumstances indicate that the carrying values may not be recoverable.

**Works to existing housing properties**

Expenditure which results in an enhancement of the economic benefits of a property, the creation of a new property component or the replacement of a component that has been treated separately for depreciation purposes is capitalised. In all other instances expenditure on existing properties is charged to the income and expenditure account. This includes expenditure incurred to ensure that the property can maintain its expected level of net rental income or the standard of performance anticipated when the asset was first acquired or constructed or last replaced.

An enhancement of the economic benefits means an increase in the rental stream, a reduction in future maintenance costs or a significant extension of the life of the property.

**Social Housing and Government Grants (SHG)**

Where developments have been financed wholly or partly by social housing and other grants, the amount of the grant received has been included as deferred income and recognised in Turnover over the estimated useful life of the associated asset structure (not land), under the accruals model. SHG received for items of cost written off in the Statement of Comprehensive Income Account is included as part of Turnover.

SHG must be recycled by the Trust under certain conditions, if a property is sold, or if another relevant event takes place. In these cases, the SHG can be used for projects approved by the Homes England. However, SHG may have to be repaid if certain conditions

**Langley House Trust**  
**Notes to the Accounts**  
**For the Year Ended 31 March 2025**



are not met. If grant is not required to be recycled or repaid, any unamortised grant is recognised as Turnover. In certain circumstances, SHG may be repayable, and, in that event, is a subordinated unsecured repayable debt.

**Non-monetary government grants**

On disposal assets for which non-monetary government grants are held as liabilities in the Statement of Financial Position, the unamortised amount in creditors is derecognised and recognised as income in the Statement of Comprehensive Income.

**Investments**

Investments are stated at market value.

The Investments held have been classified as fixed asset investments as the Trust intends to hold them on a continuing basis, are re-measured to market value at each statement of financial position date. Gains and losses on re-measurement are recognised in the Statement of Comprehensive Income for the period.

**Provisions**

The use of provisions is restricted to situations where a liability exists, for example arising under a contract, but where there is some uncertainty as to the timing of the amount of the expenditure or the identity of the creditor.

**Restricted reserves**

Grants and donations received which have restrictions as to their use are included in restricted reserves. The value of the reserve shown in the balance sheet is shown net of any transfers to the general revenue reserve in respect of expenditure to be financed by the restricted reserve.

**Revenue reserves**

Due to the ever-changing nature of policy, funding streams and risk, Trustees are of the view that not every risk and impact can be envisaged.

The Trust's reserves policy has identified that a contingency equivalent to the average fluctuation in the Trust's cash balance in a month plus one month of budgeted operating expenditure plus contingency for an unplanned operating expenditure such as a building repair plus 50% of the planned capital expenditure for the year needs to be maintained in order to cover identifiable and quantified risk and to allow the Trust sufficient time to be able to restructure its operations minimising the disruption to clients.

**Financial instruments held by the Trust are classified as follows:**

Financial instruments which meet the criteria of a basic financial instrument as defined in Section 11 of FRS 102 are accounted for at amortised historic cost.

Non-basic financial instruments are recognised at fair value using a valuation technique with any gains or losses reported in surplus or deficit. The Trust has no non-basic financial instruments at the year end.



**Langley House Trust**  
**Notes to the Accounts**  
**For the Year Ended 31 March 2025**



**Judgements and key sources of estimation uncertainty**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

**a) Categorisation of housing properties:**

The Trust has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the Trust has considered if the asset is held for social benefit or to earn commercial rentals.

**b) Impairment:**

The Trust has identified a cash generating unit for impairment assessment purposes at a property scheme level.

**Other key sources of estimation and assumptions:**

**Tangible fixed assets**

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In reassessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

**Recoverability of rent arrears**

The Trust make an estimate of the recoverable value of rent arrears based on factors including the ageing profile of the rental debtors in addition to historical experience of difficulties in recovering rent arrears for clients that have moved on from our services.

**Langley House Trust**  
**Notes to the Accounts**  
**For the Year Ended 31 March 2025**



**3. PARTICULARS OF TURNOVER, OPERATING COSTS AND OPERATING SURPLUS / (DEFICIT)**

	<b>2025</b>		
	<b>Turnover</b>	<b>Operating costs</b>	<b>Operating Surplus/ (deficit)</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Social Housing Lettings (Note 5)</b>	6,971	6,594	377
<b>Other social housing activities</b>			
Supporting People	177	232	(55)
<b>Activities other than social Housing</b>			
Care and spot funding	10,088	9,619	469
Ministry of Justice	2,903	2,718	185
Other government contracts	899	988	(89)
Voluntary Income	153	190	(37)
Other	-	2	(2)
Income for generating funds	40	49	(9)
	<b>21,231</b>	<b>20,392</b>	<b>839</b>

	<b>2024</b>		
	<b>Turnover</b>	<b>Operating costs</b>	<b>Operating Surplus/ (deficit)</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Social Housing Lettings (Note 5)</b>	6,483	6,605	(122)
<b>Other social housing activities</b>			
Supporting People	176	246	(70)
<b>Activities other than social Housing</b>			
Care	9,099	9,208	(109)
Ministry of Justice	2,791	2,547	244
Other government contracts	1,445	1,637	(192)
Voluntary income	213	206	7
Other	47	115	(68)
Income for generating funds	37	37	-
	<b>20,291</b>	<b>20,601</b>	<b>(310)</b>

**Langley House Trust**  
**Notes to the Accounts**  
**For the Year Ended 31 March 2025**



**4. UNITS/BED SPACES**

	Social Housing Lettings		Other Social Housing		Total
	Supported Housing	Care Homes	Registered Care Beds	General Needs	
<b>Social Housing</b>					
At 31 March 2025	377	-	98	-	475
At 31 March 2024	395	-	101	-	496
		<b>2025</b>	<b>2024</b>		
<b>Non-social Housing</b>					
Under management at start of year		3	3		
Under management at end of year		3	3		

The Trust also owns 13 units (*2024: 43 units*) of accommodation managed by a third party. As the rights and obligations of the scheme have been transferred to the managing organisation, these units are not included in these accounts.

**Langley House Trust**  
**Notes to the Accounts**  
**For the Year Ended 31 March 2025**



**5. TURNOVER AND OPERATING EXPENDITURE**

	<b>Supported housing 2025 £000</b>	<b>Care Homes 2025 £000</b>	<b>TOTAL 2025 £000</b>	<b>TOTAL 2024 £000</b>
<b>INCOME</b>				
Rents receivable	3,384	112	<b>3,496</b>	3,163
Service income	3,336	73	<b>3,409</b>	3,237
Amortised government grants	49	17	<b>66</b>	82
<b>Turnover from Social Housing Lettings</b>	<b>6,769</b>	<b>202</b>	<b>6,971</b>	<b>6,482</b>
<b>EXPENDITURE</b>				
Management	2,393	89	<b>2,482</b>	2,264
Services	2,669	38	<b>2,707</b>	3,158
Routine maintenance	491	18	<b>509</b>	548
Planned maintenance	18	1	<b>19</b>	28
Bad debts	619	6	<b>625</b>	467
Depreciation of Housing Properties	243	10	<b>253</b>	241
<b>Operating costs on Social Housing Lettings</b>	<b>6,433</b>	<b>162</b>	<b>6,595</b>	<b>6,706</b>
<b>OPERATING (DEFICIT) /SURPLUS ON SOCIAL HOUSING LETTINGS ACTIVITIES</b>	<b>336</b>	<b>40</b>	<b>376</b>	<b>(224)</b>
<b>Void losses</b>	<b>(781)</b>	<b>(60)</b>	<b>(841)</b>	<b>(861)</b>

**Langley House Trust**  
**Notes to the Accounts**  
**For the Year Ended 31 March 2025**



**6. OPERATING SURPLUS**

Is stated after charging/(crediting):	<b>2025</b>	<b>2024</b>
	<b>£000</b>	<b>£000</b>
Depreciation of housing properties	443	420
Depreciation of other tangible fixed assets	165	149
Operating lease rentals:		
Land and buildings	494	537
Office equipment	4	5
Auditors remuneration (including VAT):		
In their capacity as external auditors	26	24
Other fees	0.6	6
Gain on sale of other fixed assets	157	31

**7. SURPLUS/(LOSS) ON DISPOSAL OF FIXED ASSETS**

	<b>2025</b>	<b>2024</b>
	<b>£000</b>	<b>£000</b>
Proceeds of sales	1,735	34
Carrying value of fixed assets disposed of during the year	(1,578)	(3)
<b>SURPLUS ON DISPOSAL</b>	<b>157</b>	<b>31</b>

**8. INTEREST RECEIVABLE AND OTHER INCOME**

	<b>2025</b>	<b>2024</b>
	<b>£000</b>	<b>£000</b>
Dividends received on investments	29	32
Bank interest	66	73
<b>TOTAL</b>	<b>95</b>	<b>105</b>

**9. GRANT PAYABLE**

	<b>2025</b>	<b>2024</b>
	<b>£000</b>	<b>£000</b>
Clean Sheet Grant	200	100

From 1 April 2023 Clean Sheet became its own independent charity again. The Trust agreed to provide a grant of £300k to Clean Sheet between April 2023 up to March 2026 to support Clean Sheet in its onward sustainability. The final payment was made in March 2025.

# Langley House Trust

## Notes to the Accounts

### For the Year Ended 31 March 2025



#### 10. GIFT FROM KAINOS COMMUNITY

On 1 April 2023, the trade and assets of Kainos Community which was a wholly owned subsidiary of the Trust were acquired by Langley House Trust, and Kainos Community ceased trading. This transaction was accounted as a combination that is in substance a gift as defined in FRS 102 and the SORP.

#### 11. EMPLOYEE INFORMATION

	2025	2024
The average number of staff employed during the year, expressed as full-time equivalents, (i.e. 35 hours per week) was:	323	313
<b>Staff costs</b>	<b>2025</b>	<b>2024</b>
	<b>£000</b>	<b>£000</b>
Wages and salaries	9,971	9,114
Social security costs	958	847
Other pension costs	384	358
Other Employee benefits	-	-
<b>TOTAL</b>	<b>11,313</b>	<b>10,319</b>

During the year ended 31 March 2025, the Trust made severance and redundancy payments of £26k (2024: £26k).

The number of staff whose emoluments plus taxable benefits amounted to over £60,000 during the year was as follows:

	2025	2024
£60,000 - £70,000	2	-
£70,000 - £80,000	-	3
£80,000 - £90,000	2	1
£90,000 - £100,000	1	-
£110,000 - £120,000	1	1

#### 12. PENSION OBLIGATIONS

The Trust contributes to a group personal (defined contribution) pension scheme for those qualifying employees who have chosen to join the scheme.

The Trust has no legal or constructive obligation to pay further contributions if the pension provider does not have sufficient assets to pay all benefits relating to employees' service in current and prior periods. Individual members' benefits are determined by reference to contributions paid into the scheme in respect of that member.

The cost of the pension scheme is equal to the contributions payable to the scheme for the accounting period. The cost is recognised within operating costs in income and expenditure account for the period to which it relates.

**Langley House Trust**  
**Notes to the Accounts**  
**For the Year Ended 31 March 2025**



### 13. DIRECTORS' EMOLUMENTS

No emoluments were paid to Directors in 2025 or 2024 by the Trust. They do receive reimbursement of necessary expenses incurred on behalf of the Trust. In 2025 reimbursement of Directors' expenses totalled £2k (2024: £4k).

	<b>2025</b> <b>£000</b>	<i>2024</i> <i>£000</i>
The aggregate emoluments paid to or receivable by non-executive Directors and former non-executive directors	-	-
The aggregate emoluments paid to senior officers, including salary, employer's pension contributions and benefits-in-kind	<b>537</b>	<i>501</i>
The emoluments paid to highest paid officer (Chief Executive), including benefits-in-kind but excluding employer's pension contributions	<b>118</b>	<i>118</i>

The Chief Executive was the highest paid officer and is an ordinary member of the pension scheme. The pension scheme is a group personal (defined contribution) pension scheme funded by the employer, with voluntary contributions payable by the employee. No enhanced or special terms apply to the Chief Executive and there are no additional pension arrangements.

Directors (key management personnel) are defined as members of the Board, the Chief Executive and any other person who is a member of the Senior Management Team or its equivalent.

### 14. TAXATION STATUS

HM Revenue & Customs accepts that Langley House Trust is a charity for tax purposes. The Trust's taxable turnover falls below that required for VAT registration. The Trust has not elected to be taxed.

**Langley House Trust**  
**Notes to the Accounts**  
**For the Year Ended 31 March 2025**



**15. TANGIBLE FIXED ASSETS - HOUSING PROPERTIES**

	Completed £000	Under Construction £000	Total £000
<b>COST/VALUATION</b>			
At 1 April 2024	14,065	-	14,065
Additions	460	72	532
Disposals	(2,960)	-	(2,960)
At 31 March 2025	<b>11,565</b>	<b>72</b>	<b>11,637</b>
<b>DEPRECIATION</b>			
At 1 April 2024	5,019	-	5,019
Charge for year	443	-	443
Disposals	(1,383)	-	(1,383)
At 31 March 2025	<b>4,079</b>	<b>-</b>	<b>4,079</b>
<b>NET BOOK VALUE at 31 MARCH 2025</b>	<b>7,486</b>	<b>72</b>	<b>7,558</b>
NET BOOK VALUE at 1 April 2024	9,046	-	9,046
<b>Housing properties comprise:</b>			
	<b>2025</b>	<b>2024</b>	
	<b>£000</b>	<b>£000</b>	
Freeholds	7,127	8,672	
Long Leaseholds	14	16	
Short Leaseholds	344	358	
Assets under construction	72	-	
	<b>7,558</b>	<b>7,984</b>	

**16. TANGIBLE FIXED ASSETS – OTHER**

	Plant & equip £000	Motor vehicles £000	Total £000
<b>COST/VALUATION</b>			
At 1 April 2024	862	376	1,238
Additions	76	80	156
Disposals	(49)	(17)	(66)
At 31 March 2025	<b>889</b>	<b>439</b>	<b>1,328</b>
<b>DEPRECIATION</b>			
At 1 April 2024	624	243	867
Charge for year	98	66	164
Disposals	(36)	(17)	(53)
At 31 March 2025	<b>686</b>	<b>292</b>	<b>978</b>
<b>NET BOOK VALUE at 31 March 2025</b>	<b>203</b>	<b>147</b>	<b>350</b>
NET BOOK VALUE at 1 April 2024	238	133	371



**Langley House Trust**  
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**17. FIXED ASSET INVESTMENT**

	<b>2025</b> £	<b>2024</b> £
Market value of investments at start of year	883	963
Market value of investment sold during the year	(902)	(146)
<b>Market value of investments at end of year</b>	<b>-</b>	<b>883</b>
(Loss)/Gain in value during the year	<b>19</b>	<b>66</b>
	<hr/>	<hr/>
(Loss)/Gain recognised in the Statement of Comprehensive Income	19	66
	<hr/>	<hr/>
Historic Cost of Investments	464	464

All investments are either unit trusts or fixed term investments with UK banks.

**18. DEBTORS**

	<b>2025</b> £000	<b>2024</b> £000
Amounts falling due within one year:		
Rent arrears	2,309	1,811
Less: provision for bad debts	(1,984)	(1,376)
Non rental arrears	1,048	859
Less: provision for bad debts	(75)	(77)
Prepayments and accrued income	443	507
Intercompany balance	-	-
	<hr/> <b>1,741</b>	<hr/> <b>1,724</b>

**19. CREDITORS - AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>2025</b> £000	<b>2024</b> £000
Rent credit balances	446	311
Non rental credit balances	469	531
Trade creditors	197	334
Taxation, social security and pension payable	265	262
Accruals and deferred income	1,164	1,592
Deferred capital grant (note 20b)	32	83
Bank loans	14	-
	<hr/> <b>2,587</b>	<hr/> <b>3,113</b>

**Langley House Trust**  
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**20. (a) CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	<b>2025</b>	<b>2024</b>
	<b>£000</b>	<b>£000</b>
Deferred capital grant (note 20b)	914	2,678
Bank loans	467	-
	<b>1,381</b>	<b>2,678</b>

**20. (b) DEFERRED CAPITAL GRANT**

	<b>2025</b>	<b>2024</b>
	<b>£000</b>	<b>£000</b>
At the start of the year	2,761	2,844
Disposals	(1,748)	-
Released to income in the year	(66)	(83)
At the end of the year	<b>2,761</b>	<b>2,761</b>
Amount due to be released <1 year	32	83
Amount due to be released >1 year	914	2,678
	<b>946</b>	<b>2,761</b>
Total grant received	<b>4,721</b>	<b>4,721</b>

**20. (c) MORTGAGE LOAN**

	<b>2025</b>	<b>2024</b>
	<b>£000</b>	<b>£000</b>
At the start of the year	-	-
Loan advanced during the year	490	-
Repayments made in the year	(9)	-
At the end of the year	<b>481</b>	-
Amount due <1 year	14	-
Amount due >1 year	467	-
	<b>481</b>	-

The Mortgage is due repayable in equal instalments over 20 years, with a variable interest rate of Kingdom Bank's Residential Gospel Partner Prime Discounted Rate. The loan is secured by a charge over Hope House in London.

**Langley House Trust**  
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**21. CAPITAL COMMITMENTS**

	<b>2025</b>	<b>2024</b>
	<b>£000</b>	<b>£000</b>
Capital expenditure that has been contracted for but has not been provided for in the financial statements.	184	-

The commitments as at 31 March will be financed as follows:

	<b>2025</b>	<b>2024</b>
	<b>£000</b>	<b>£000</b>
Revenue reserves of the Trust	184	-
	<b>184</b>	<b>-</b>

**22. OPERATING LEASES**

The Trust holds properties and office equipment under non-cancellable operating leases. At the end of the year the Trust had commitments of future minimum lease payments as follows:

	<b>2025</b>	<b>2024</b>
	<b>£000</b>	<b>£000</b>
<b>Land and buildings:</b>		
In one year or more but less than two years	131	155
In two years or more and less than five years	232	314
In five years or more	0	17
<b>Others, which expire:</b>		
In one year or more but less than two years	4	5
In two years or more and less than five years	5	9

**23. RELATED PARTY TRANSACTIONS**

The Trust has not entered into any related party transactions during the year, nor are there any outstanding balances owing between related parties and the Trust at 31 March 2025.

**24. FINANCIAL INSTRUMENTS**

	<b>2025</b>	<b>2024</b>
	<b>£000</b>	<b>£000</b>
Financial Assets Measured at Amortised Cost:		
Rent and Service Charge Debtors	325	435
Other Debtors	973	782
Cash and Cash Equivalents	4,099	2,636
<b>Total Financial Assets</b>	<b>5,397</b>	<b>3,853</b>
Financial Liabilities Measured at Amortised Cost:		
Trade Creditors	197	334
Other Creditors	2,092	2,435
<b>Total Financial Liabilities</b>	<b>2,289</b>	<b>2,769</b>