



ASSET STRATEGY

2025 – 2028

INTRODUCTION

Our Vision and Mission:

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

Organisational Vision:

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

Our Values:

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

Trust Strategic Objectives:

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

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

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

AIMS and OBJECTIVES

Aims:

The Asset Strategy is designed to:

- Ensure the Trust's stock portfolio meets both current need and expectations and external standards
- Develop a greater understanding of the strengths and weaknesses of the Langley Estate
- Set out priorities for repairs and deliver these in a cost-effective and affordable way
- Effectively engage with the environmental challenges over the coming years

Objectives:

The 3 key objectives of this strategy are to:

1. Acquisition and Disposal Plan
2. Environmental Plan
3. Long Term Planned Cyclical Repairs

PROGRESS TO DATE

In the last year, we've made progress in:

Objective 1 – Acquisitions and Disposal Plan:

- Completed a stock condition survey assessment of each property owned by Langley Trust or property that Langley has a significant responsibility for, which has assisted in establishing capital repair priorities and compliance weaknesses
- Planned Capital Budget completed for 2025-2026
- 5 out of 7 supported housing services are now achieving budget
- Improved some lease contracts ensuring they are more beneficial to Langley Trust and client group, with private landlords
- Asset and Growth Working Party being formed to provide guidance on the direction of travel for property investment and disposal

Objective 2 – Environmental Plan:

- Environmental external specialist engaged to provide guidance on environmental approach
- Time-o-stats fitted to Supported Housing community properties which will see a reduction in utility costs

Objective 3 – Long Term Planned Cyclical Repairs:

- Planned approach agreed to providing value for money repairs services including regular competitive contractor tender process
- Feedback received from clients on current repairs service at National Consultative Group Committee (NCG)
- Feedback received from Service Managers on efficiency and quality of current repairs service at the National Service Managers Meeting
- We have a planned capital repairs budget to include stock condition surveys taking place every 5 years.

OBJECTIVE 1: ACQUISITIONS and DISPOSAL PLAN

WE WILL

- Ensure data is available on all properties: that includes financial viability, missional/client outcomes, environmental, compliance and repair needs and future risks/opportunities needs.
- Develop and deliver a 10 year acquisition and development plan.
- Agree preferred options for future acquisitions.
- Identify suitable routes of investment and agreeing investment scales, to fund both acquisitions and capital investment into buildings

WE WILL ACHIEVE THIS BY

- Delivering formal assessment reports on the following:
- Property financial viability
 - Missional/client outcomes aligned to properties
 - Environmental assessments of owned properties
 - Cyclical repair assessment (Stock condition survey) owned properties
 - Future risks
 - Ensuring client voice is included in above assessment reports
 - Using the data from all the formal assessments to determine a 10-year Acquisition and Disposal Plan
 - Reviewing various acquisition models and undertaking a SWOT analysis to determine which are the preferred options
 - Identifying investment routes and agree priorities and scale of funding

MEASURES OF SUCCESS

- Various formal reports with clear measurements and actions by January 2026.
- The Langley Estate delivering missional and client outcomes by November 2028
- The Langley Estate meeting agreed living standards and meeting environmental requirements By November 2028.
- The Langley Estate being financially viable both now and going forward by March 2027
- Investment funding safely achieved at levels required by January 2027

OBJECTIVE 2: ENVIRONMENTAL PLAN

WE WILL

- Agree a 5-year environmental improvement programme based on our priorities for property investment including those around energy efficiency
- Apply for environmental grants to fund capital investment to achieve environmental targets
- Benchmark our targets against other market providers
- Secure learning from other providers of social housing

WE WILL ACHIEVE THIS BY

- Reviewing environmental funding available and apply for the grants
- Identifying good practice in social housing and best methods used
- Developing and rolling out environmental targets
- Using specialist advice where required
- Utilising internal and external benchmarking data to evaluate outcomes

MEASURES OF SUCCESS

- Successful grant funding by January 2027.
- Approved 5-year environmental plan and delivering it according to timescales By November 2028.
- Having benchmarking data in place August 2026.

OBJECTIVE 3: LONG TERM PLAN CYCLICAL REPAIRS

WE WILL

- Prioritise works identified in the stock condition surveys for 5 year plan which will be reassessed annually
- Ensure contractors used are selected with VfM principles
- Ensure that contractors used for responsive repairs are regularly reviewed and recommissioned to ensure quality and VfM

WE WILL ACHIEVE THIS BY

- Our annual planned capital spend budgets reflect the prioritised cost on the stock condition surveys, which are ring fenced.
- Building contingency costs for repairs into our budgets
- Undertaking a VfM review on how planned and responsive repairs are undertaken to ensure they are cost effective, efficient and end user friendly
- Seeking feedback from clients and staff with regards to the level of satisfaction with repairs
- Using VfM to deliver programmes ensuring we re-tender contracts within an agreed timetable and undertake external quality audits at least every 3 years

MEASURES OF SUCCESS

- Higher proportion of budget spend each year on planned repairs as opposed to responsive repairs by April 2025.
- Implement a contingency spend in our budget for repairs for the next 10 years by April 2025.
- A growing level of end user satisfaction on repairs by November 2027
- Compliance with external and internal property standards by March 2028
- Provide a repairs service which provides a better VfM and is more accessible to clients and staff by March 2028

TimeTable

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
Objective 1: Acquisitions and Disposal Plan				
Deliver a formal assessment report on the following: Property financial viability, Missional/client outcomes aligned to properties, Environmental assessments of owned properties, Cyclical repair assessment (Stock condition survey) owned properties, Future risks				
Ensure client voice is included in above assessment reports				
Use the data from all the formal assessments to determine a 10-year Acquisition and Disposal Plan				
Review various acquisition models and undertake a SWOT analysis to determine which are the preferred options				
Identify investment routes and agree priorities and scale of funding				

TimeTable

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
Objective 2: Environmental Plan				
Review environmental funding available and apply for the grants				
Identify good practice in social housing and best methods used				
Develop and roll out environmental targets				
Use specialist advice where required				
Utilise internal and external benchmarking data to evaluate outcomes				



Timetable

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
Objective 3: Long term plan cyclical repairs				
Our annual planned capital spend budgets reflect the prioritised cost on the stock condition surveys, which are ring-fenced				
Build contingency costs for repairs into our budgets				
Undertake a VfM review on how planned and responsive repairs are undertaken to ensure they are cost effective, efficient and end user friendly				
Seek feedback from clients and staff with regards to the level of satisfaction with repairs				
Use VfM to deliver programmes ensuring we re-tender contracts within an agreed timetable and undertake external quality audits at least every 3 years				

RISKS and RESOURCES

OBJECTIVE	RESOURCE	RISK
<ul style="list-style-type: none">Acquisition and Disposal Plan	<ul style="list-style-type: none">Director of Operations, Head of Property, Head of New BusinessPlanned Property costs would need to be included in the budget	<ul style="list-style-type: none">Not having a plan in place, which would mean that there is the risk of properties falling into disrepairWe would be exposed to increased rents from private landlords
<ul style="list-style-type: none">Environmental Plan	<ul style="list-style-type: none">Director of Operations, Head of Property, Buildings ManagersPlanned Environmental budget	<ul style="list-style-type: none">Not having a plan in place would mean that we would not achieve net zero as an organisation by 2050Delaying costs too far into the future could mean we would face increased costs when purchasing labour and materials
<ul style="list-style-type: none">Long Term Planned cyclical repairs programme	<ul style="list-style-type: none">Director of Operations , Head of Property, Buildings ManagersPlanned budget over a minimum of 10 years	<ul style="list-style-type: none">No plan in place would mean increase in repairs costs through an increase in emergency and short-term repairsValue for Money would not be achievedThe quality of accommodation provided to clients could be unsafe and not fit for purpose