



ANNUAL REPORT TO CLIENTS

2024 - 2025



ANNUAL REPORT TO CLIENTS 2024/25

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A MESSAGE FROM OUR CEO, TRACY WILD

Welcome to Your Annual Report

I'm really pleased to share this year's Annual Report with you — and there's lots of good news!

This year, we've made some great progress thanks to your feedback and involvement. The National Consultative Group (NCG) is going strong, and it's brilliant to see more of you joining in, sharing your views, and even co-chairing meetings. We've also started a new "scrutiny" item at NCG, where you choose the topics you want to learn more about — and that's already making a difference.

Because of what you've told us, we've:

- Improved how repairs are done.
- Reduced the use of agency staff, so you see more familiar faces.
- Supported you to use your own skills — like decorating your room (with permission and a risk assessment).

We also heard from many more of you in our recent surveys — 70% of Supported Housing clients and 99% of Care clients responded. That's a fantastic 73% overall. Thank you for trusting us with your views.

Respect is one of our core values, and we've worked hard to make sure everyone feels treated fairly. Staff have had refresher training to better support people from different backgrounds, and we've introduced a trauma-informed approach. This means we understand that some people have been through tough times, and we aim to support you in a way that feels safe, respectful, and at your pace.

We also know things don't always go perfectly. That's why we've made it easier for you to raise concerns. If you've made a complaint, our staff have worked to respond quickly and fairly. We've also learned from mistakes through our "lessons learnt" panel — so we can keep improving.

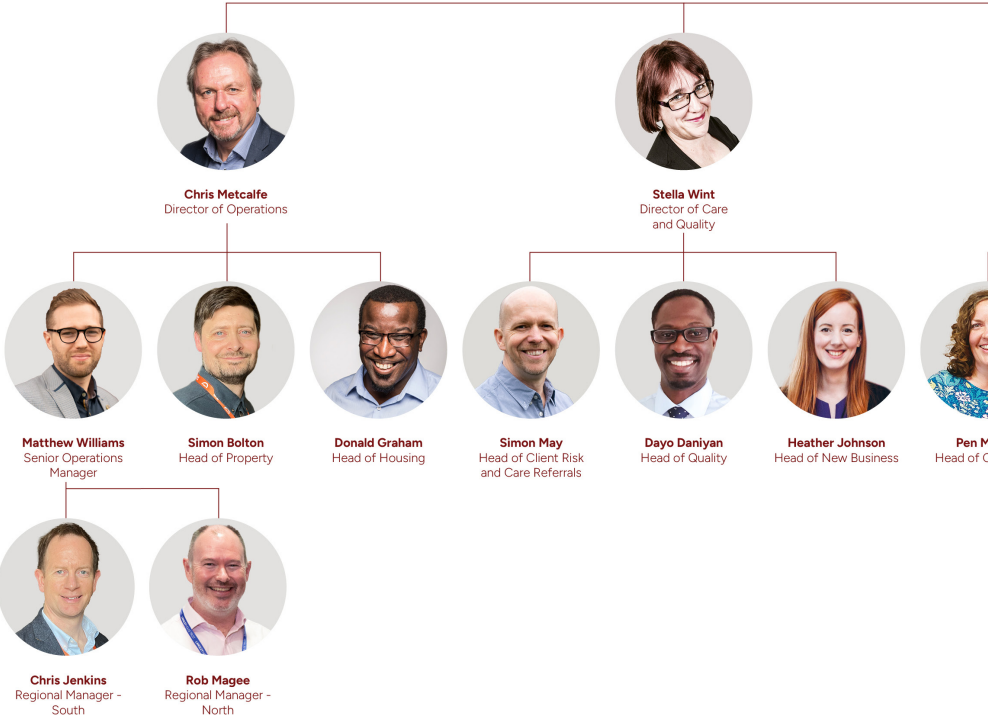
Thank you for being part of Langley. Your voice matters, and your involvement helps us build better services together. Please keep sharing your ideas, concerns, and feedback — we're listening.

Warm wishes,

Tracy, Chief Exec

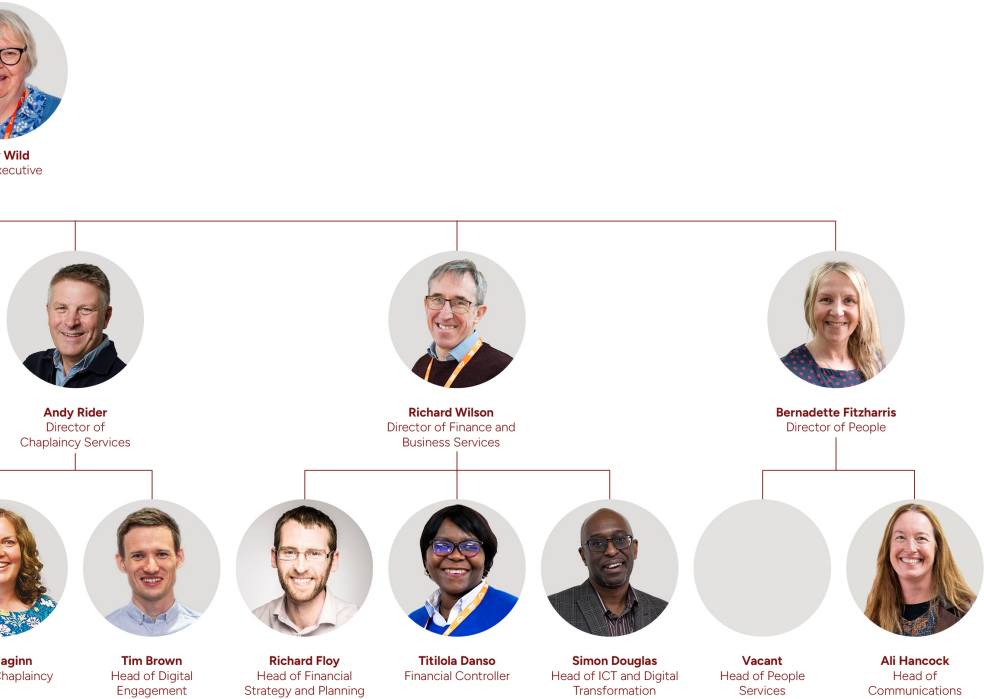
Tracy





LEADERSHIP Team –

WHAT THEY DO AND WHY IT MATTERS TO YOU



See the chart above for Langley's organisation and read about each directorate below and on the following pages

Chief Executive

Leads the whole organisation and sets the overall direction. The CEO makes sure the Trust is working towards its goals and values, including providing safe, supportive housing and care services.

Operations Directorate

Director of Operations

Responsible for making sure operations, housing, property, support and care services run smoothly. They oversee the teams that manage your accommodation and day-to-day support.

Senior Operations Manager

Supports regional and local service managers across different services. Makes sure everything is working well — from staff performance to safety checks — and helps improve services for clients.

Regional Managers

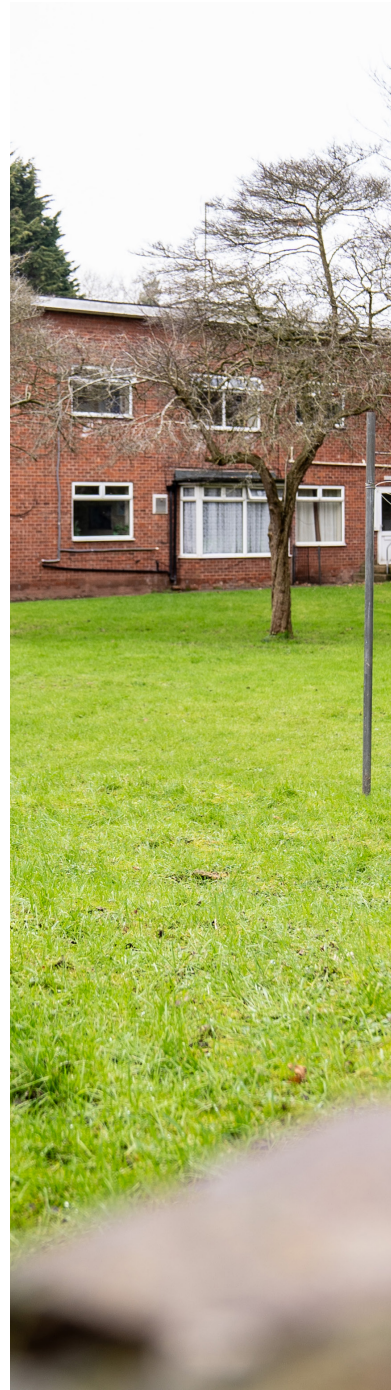
These managers look after services in different areas (North and South). They support local teams and make sure services in your area are running well and meeting standards.

Head of Property

Looks after all the buildings the Trust owns. Ensures your home is safe, well-maintained, and meets legal standards. Oversees repairs, improvements, and sustainability efforts.

Head of Housing

Leads the housing management services through referrals and housing processes. Makes sure homes are filled quickly, rent is managed properly, and housing benefit is claimed correctly. Also works on improving housing policies and systems that affect how you move in, pay rent, and get support.





Care & Quality Directorate

Director of Care and Quality

Oversees care services and staff training. Ensures the support you receive is safe, respectful, and meets high standards.

Head of Client Risk and Care Referrals

Manages how people are referred into services. Works with other agencies to make sure placements are safe and suitable, especially for people with complex needs or risks.

Head of Quality

Checks that services are doing a good job. Leads audits and reviews to make sure services meet regulations and improve over time.

Head of New Business

Finds new opportunities to grow the Trust's services. Helps bring in funding and start new housing or care projects that could benefit future clients, along with other services that help those living with convictions, such as advice services within prisons.

Chaplaincy Directorate

Director of Chaplaincy Services

Supports the Trust's Christian values and spiritual wellbeing. Oversees chaplaincy and digital teams that help clients feel connected and supported.

Head of Chaplaincy

Provides spiritual and pastoral support. Organises church visits, retreats, and faith-based activities that clients can join if they wish.

Head of Digital Engagement

Manages the Trust's online presence. Shares updates, stories, and resources through websites and social media to keep clients and supporters informed.

People Directorate

Director of People

Supports staff and communication across the Trust. Helps make sure staff are well-trained, supported, and working in line with legal requirements and the Trust's values.

Head of People Services

Manages recruitment, staff wellbeing, and HR systems. Ensures staff are paid correctly and supported in their roles — which helps improve the service you receive.

Head of Communications

Makes sure the Trust communicates clearly with clients, staff, and the public. Organises events and shares news that helps build community and trust.





Finance and Business Services Directorate

Director of Finance and Business Services

Makes sure the Trust's money and IT systems are well managed. Supports services by ensuring budgets and technology are working properly. Is also the Company Secretary who is someone who helps make sure the Trust follows all the important rules and laws that apply to charities and housing organisations.

Head of Financial Strategy and Planning

Plans how the Trust uses its money. Helps make decisions that affect funding for housing, care, and staff.

Financial Controller

Leads the finance team. Makes sure money is handled correctly, bills are paid, and financial rules are followed.

Head of ICT and Digital Transformation

Leads the ICT team. Makes sure computers, phones, and systems work well and are secure — including those used to manage your housing and support records.

WHAT'S THIS REPORT ABOUT?

We're pleased to share this year's Annual Report to Clients with you!

This report covers everything we did from April 2024 to March 2025 to make sure our housing and support services are working well for you.

It's part of how we stay open and honest about what we do — and it's something we're required to do by the Regulator of Social Housing, who checks that housing providers are doing a good job.

We also work closely with other organisations like:

- Local councils – check that our services provide safe and organised support services
- The Care Quality Commission (CQC) – who check the quality of care
- The Ministry of Justice – for services linked to rehabilitation
- The Financial Services Authority – to make sure we manage money responsibly

Together, these groups help us make sure our services are safe, fair, and supportive for everyone.

WHAT STANDARDS DO WE FOLLOW?

As your landlord, Langley Trust must follow certain rules and standards set by the Regulator of Social Housing. These standards are important because they help make sure you know what to expect from us — and that we're providing safe, fair, and good-quality housing and support. There are:

Listening to You

In April 2023, the Regulator updated how tenants — including supported housing clients like you — can give feedback about the services you receive. That's why we included questions in the 2024–25 Client Survey to hear your views. Your feedback helps us understand what's working and what needs improving.

What We Report On

We're expected to report on:

- Five Consumer Standards – these focus on things like safety, respect, and how we communicate with you.
- Three Economic Standards – these cover how we manage money and run services responsibly.

We'll explain these standards in more detail in the next few pages of the report.

LANGLEY HIGHLIGHTS FROM 2024-25

- We provided specialist advice to 250 clients through our prison-based service delivered in HMP Fosse Way, supporting clients with gambling, debt, and accommodation needs. We supported clients dealing with over £800,000 of debts.
- We worked with 21 clients through our accredited therapeutic programme, Challenge to Change programme at HMP Lancaster Farms prior to the ending of funding in July 2024.
- We supported clients in having a bigger voice at our client participation meeting called the National Consultative Group (NCG). We achieved this by having a client co-chair the meeting and by starting a scrutiny agenda item, which focused on areas within Langley that clients wanted to gain more knowledge and understanding on.
- We were especially pleased to see a large increase in the number of responses to the Supported Housing 'You Opinion' Client Survey.
 - Supported Housing – 238 responses out of 338 surveys = 70%.
 - Care services – 77 responses out of 78 surveys sent out = 99%.
 - That's a total of 315 responses out of 433 surveys = 73%
- We delivered Langley's first 'Encounter Day' for clients where 20 clients chose to explore the Christian faith in more detail.



- Winners of Investors in People's 'Best Culture Award'
- We were shortlisted for The Charity Times 'Equity, Diversity and Inclusion Award'
- The former Shrubbery service was relaunched in March 2024 as a supported housing service named Kadesh (pictured below). This has proven successful, gaining the support and confidence of local partners. By re-structuring this service, we secured 17 additional Supported Housing bed spaces.
- 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.
- Langley's Independent Approved Premises has met its performance standards set by the Ministry of Justice and have gained a good reputation through the year.



KADESH – OUR RELAUNCHED SUPPORTED HOUSING SERVICE IN KENT

CONSUMER STANDARDS SUMMARY

What You Can Expect as a Resident

These rules are about making sure your home is safe, well looked after, and that you're treated fairly. They apply to all landlords who provide social housing.

1. Safe and Good Quality Homes

Your home should be safe, clean, and in good condition. Landlords must fix problems like damp, mould, or broken fittings quickly.

2. Being Heard and Informed

You should be able to speak up if something isn't right. Landlords must listen to your feedback, respond to complaints, and share how well they're doing.

3. Fair Tenancy Management

Landlords must treat you fairly when giving out homes, helping you keep your tenancy, and supporting you if your needs change.

4. Respecting Your Community

Landlords should help keep your area safe and pleasant, and take action if there are issues like anti-social behaviour.

5. Tenant Satisfaction Measures

Landlords must regularly check how satisfied residents are with their homes and services. They must publish these results so you can see how they're doing and where they need to improve.

Consumer Standard 1:

THE SAFETY and QUALITY STANDARD

This standard is all about making sure your home is safe, comfortable, and well looked after. It also means your landlord should give you good service and support

Your Home – What You Can Expect

Safe, warm, and clean home

Example: Your heating works, there's no damp, and everything is tidy.

Repairs done when needed

Example: If your toilet breaks, your landlord should fix it quickly.

Easy way to report problems

Example: You can call or message staff if something needs fixing.

Safe shared spaces

Example: Hallways are well-lit, stairs have handrails, and gardens are looked after.

Help with changes if needed

Example: If you need a grab rail in the bathroom, your landlord helps you get it installed.

The property team makes sure that the homes we provide you meet a good standard, whether they belong to Langley or are leased by us. During 2024/25 we took on 14 rooms across 4 properties to private landlords because we were not satisfied with the quality they presented.

Responsive repairs are regularly discussed at the National Consultative Group (NCG) and the figures for April 2024 – March 2025 are:

Responsive Repairs	Number	Percentage
24 Hour	113	6%
7 Day	363	20%
28 Day	1330	74%
Total	1806	100%

Your Homes and Property Services – What's New in 2024/25

We've been working hard this year to make sure your home is safe, comfortable, and well looked after. Here are some of the improvements we've made:



More Homes, More Support

We've added 4 new properties, which means 14 more people now have a safe place to live with support from our team.

Better Repairs and Maintenance

We welcomed a new Head of Property, whose job is to make sure repairs are done well and on time.

We've listened to your feedback about repairs and used it to help us improve the service.

Keeping You Safe

Safety is always our top priority. We're proud to say all our homes

continue to meet high Health & Safety standards.

We've added Radon testing and Lightning Protection to make sure your home stays safe in every way.

What Is Radon Testing and Why It Matters

Radon is a natural gas that can sometimes build up in buildings without people knowing—it has no smell or colour. If it's found in high levels, it can be harmful over time.

To keep you safe, we now test for radon in our homes. This helps us make sure the air you breathe is healthy and that your home stays safe and comfortable



Improvements to Your Homes

- Dorado Service had upgrades inside and outside.
- At House of St Martin, we completed important fire safety work to help keep everyone safe.
- We've started improvement works at Longcroft Service.
- At Kadesh Service, we installed a new heating system to make your home warmer and more energy-efficient.

Looking Ahead

We're exploring ways to make our homes more eco-friendly, in line with the government's Net Zero goals.

We've also updated our policies to prepare for new rules and regulations around damp and mould (Awaab's Law), so we can keep your home healthy and safe.

THE TRANSPARENCY INFLUENCE AND ACCOUNTABILITY STANDARD

What This Standard Means for Us

As your housing provider, we follow the Transparency, Influence and Accountability Standard set by the Regulator of Social Housing. This means we must:

- Treat you with respect and fairness.
- Make sure our services work for people with different needs.
- Listen to your views and involve you in decisions.
- Share clear information about our services and how we're doing.
- Handle complaints properly and learn from them.

What We've Done Over the Past Year

Respecting You

We've worked hard to make sure everyone is treated with fairness and respect. Our staff have completed refresher training to improve how they communicate and support people with different needs and backgrounds.

Understanding Your Needs

We've improved how we gather and use information about your support needs, preferred ways to communicate, and any extra help you might need. This helps us tailor our services to suit you better.

We've also introduced a trauma-informed approach across our services. This means we understand that some people may have experienced difficult or upsetting events. We aim to support you in a way that feels safe, respectful, and avoids causing further harm—by listening, being patient, and working with you at your pace.

Listening and Involving You

We've created more opportunities for you to share your views—through surveys, meetings, and informal chats. Your feedback has helped us make real changes, including:

- Improving how repairs are done and keeping shared areas clean and safe.
- Reducing the use of agency staff, which means more consistent support and stronger relationships with staff.

- Giving you more chances to use your own skills to support your home or service—for example, decorating your room (with the right permissions and a completed risk assessment).

Keeping You Informed

We've continued to share updates through NCG meetings, client activity packs, and local client meetings, so you know what's happening both locally and across the organisation.

We also shared videos on the client portal, including:

- The Directors' Strategy video
- The "We Want Your Opinion" survey video

Showing How We're Doing

We've kept you updated on how well we're doing—sharing results from satisfaction surveys and showing how your feedback is helping us improve. We've also explained how money is being spent through NCG sessions and prep guides sent to services.

Want to know more or get involved?

Speak to your Support Worker or contact the Housing Team—we'd love to hear from you.

What Do Directors Earn – And Why Are We Telling You?

As part of being open and honest with you, we’re sharing how much our senior leaders (called “Directors”) are paid and how much it costs to run the Trust’s services. This is part of a national rule called the Transparency, Influence and Accountability Standard, which says housing providers must give clients clear information about leadership costs.

Who Are Directors?

At Langley Trust, “Directors” include:

- The Chief Executive Officer, who leads the whole organisation
- The Executive Directors, who manage housing, care, property, finance, and other services
- The Trust’s Governing Body Members, who oversee the organisation’s direction and values — and volunteer their time (they are not paid for their role)

Cost Per Unit – What It Means

To make things fair and easy to compare, we divide the total cost of Directors’ pay and management costs by the number of homes we manage. This helps show whether we’re spending money wisely.

Langley Trust manages 491 units (maximum number of clients). Here’s how the costs break down:

Cost Type	Cost per Unit
Remuneration of Highest Paid Director	£240
All Directors Combined	£1,094
Management Costs (Running the Services)	£13,432

What Are Management Costs?

Management costs are the money spent to run your housing and support services. They include things like:

- Staff who support you day-to-day
- Repairs and maintenance
- Service charges (e.g. cleaning, gardening)
- Safety checks and improvements
- Support services (e.g. wellbeing, advice)
- IT systems and admin that help services run smoothly

These costs help make sure your home is safe, your support is consistent, and your service is well-managed.

Complaints: Handling Complaints

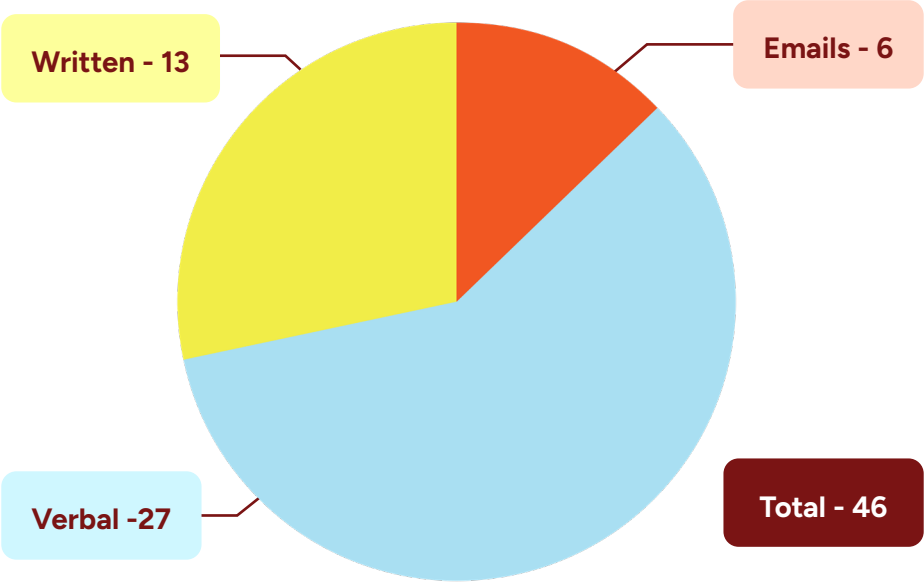
We’ve made it easier to raise concerns. If you’ve made a complaint, we’ve worked to respond quickly and fairly. We’ve also used what we’ve learned to make changes—for example, improving how we follow up on repairs. We also use a lessons learnt panel to look at common trends and themes.

Complaints data for 2024/25

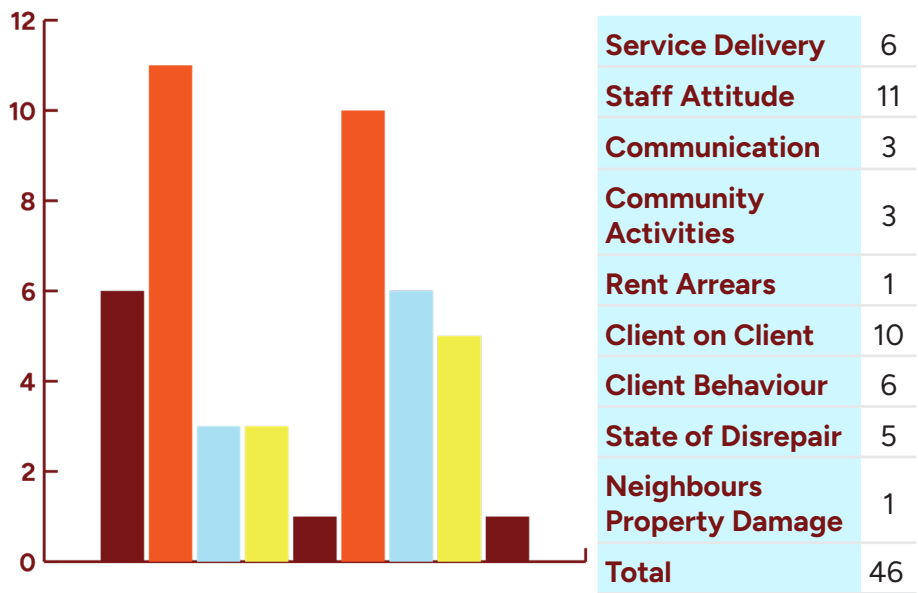
Between April 1, 2024, and March 31, 2025, Langley received a total of 46 complaints.

Stage 1	46 were resolved at the initial stage
Stage 2	0 complaints were escalated for further investigation

You shared complaints with us through various channels:



What were the complaints about?



Your Feedback Matters – Complaints Report Summary

Between April 2024 and March 2025, the Trust received 42 complaints — about the same as last year. These complaints help us understand what's working and what needs improving in our housing and support services.

What Were the Complaints About?

Client Behaviour (33%)

Most complaints were about the behaviour of other clients. This is common in supported housing, and staff continue to work on ways to support positive behaviour and resolve issues quickly.

Property Issues (24%)

Complaints about repairs and maintenance increased. Many clients said they didn't get updates or had to wait too long. The Head of Property is now reviewing the repairs process and will ask clients for feedback to help improve things.

Service Delivery (24%)

Some clients felt they weren't getting the level of support they expected. Staff are working with clients to explain what support is available and how it works.

Staff Behaviour (19%)

These complaints were mostly about how staff spoke to clients. Some were about difficult messages (like notices to leave) rather than how they were delivered. Staff are now receiving extra training in communication to help improve this.

External Complaints (12%)

These came from neighbours, mostly about anti-social behaviour in shared housing. Staff responded to these locally and resolved them.

How Quickly Were Complaints Resolved?

- Most complaints were sorted within the expected time.
- Only 2 took longer than planned.
- Staff are being supported to close complaints more quickly in the system.

What's Being Done?

- Better Communication: Staff training is underway to improve how they speak with and support clients.
- Repairs Review: A full review of the repairs process is happening, and clients will be asked for their views.
- Clearer Support Info: Work is ongoing to help clients understand what support they can expect.
- Behaviour Support: Staff continue to be trained in how to manage and support positive behaviour.

Why This Matters

Your feedback helps us improve services. Whether it's about repairs, support, or communication, every complaint is taken seriously and helps shape a better experience for everyone.

Consumer Standard 3:

NEIGHBOURHOOD and COMMUNITY STANDARD

What This Standard Means for Us

As your housing provider, we follow the Neighbourhood and Community Standard set by the Regulator of Social Housing. This standard is about making sure the areas around your home are safe and that we work with others to support the wellbeing of the wider community.

In Supporting Safe and Respectful Communities, we're expected to:

- Work with local services to help improve the neighbourhood.
- Take action to prevent and respond to anti-social behaviour and hate incidents.
- Support clients affected by domestic abuse, even if it doesn't happen within our accommodation.



What We've Done Over the Past Year

Working with the Community

We've continued to work with local churches, councils, health teams, and other services to support the wellbeing of the community both within and around our housing. This includes sharing information with clients on community events, attending local churches and other local celebrations, and helping clients access local support and wellbeing groups.

Tackling Anti-Social Behaviour and Hate Incidents

We take anti-social behaviour and hate incidents seriously. Over the past year, we've worked closely with the police and other agencies to respond quickly and fairly to any reports. We've kept clients updated on actions taken and supported those affected by connecting them with appropriate services.

In total, there were 47 reported incidents of anti-social behaviour. In our recent client survey, 81% of respondents (107 out of 132) told us they were generally satisfied with how the Trust handled these issues. We're grateful for your feedback and remain committed to improving our response and support.

How We Support Clients Affected by Domestic Abuse

While our accommodation is for single clients, we know that domestic abuse can still affect people—whether through past experiences or relationships outside the home. We've trained staff to recognise signs of abuse and respond sensitively through our annual Safeguarding training. We also work with local services to help clients access specialist support.

Celebrations of Equality, Diversity and Inclusion, and other events through 2024/25

We launched our Inclusion calendar last year which was reviewed by our Staff Network Chairs and others across the Trust, we also asked you our clients for your feedback through the National Consultative Committee (NCG) this year. As a result, we added some other events that you said you would like to participate in. We also created client-friendly resources and a suggested plan for services to engage in.

The client events were:

January	Cervical Health Awareness Month
February	World Day of Social Justice International STAND UP to Bullying Day #1
March	Prostate Cancer Awareness Month Ovarian Cancer Awareness Month Shrove Tuesday (Pancake Day) International Women’s Day Neurodiversity Week
April	Good Friday Easter Sunday Steven Lawrence Day
May	Mental Health Awareness Week
June	LGBTQIA+ Pride MONTH Learning Disabilities Week
July	UV Safety Month
September	World Suicide Prevention Day
October	Black History Month
November	Movember Men’s health Remembrance Sunday and Remembrance Day International Day for the Elimination of Violence against Women

THE TENANCY STANDARD

What This Standard Means for Us

The Tenancy Standard is about helping you settle and stay well in your home. Making sure we offer you a home that suits your needs, help you keep your tenancy, and support you as your housing situation changes and equip you with the life skills to live independently when you move on. It also means being fair and clear about how we let our homes and manage tenancies.

We're expected to:

- Let homes in a fair and open way.
- Help clients keep their tenancy and avoid eviction.
- Offer tenancy agreements that match the purpose of the accommodation.
- Support clients who want to move or exchange homes.

What We've Done Over the Past Year

Allocations and Lettings – Making Sure Referrals Are Fair and Support Is Right.

We keep a close eye on the referrals we receive to make sure we're offering spaces fairly and quickly—so that people who need our support can move in without delay. We also look at the types of support people need, so we can make sure our staff are ready and trained to help in the best way possible.

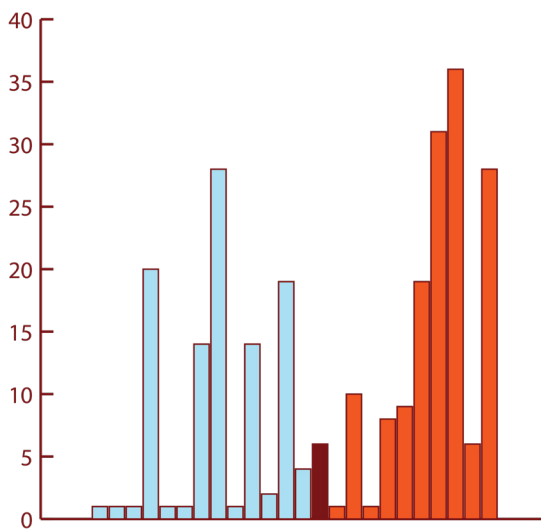
Here’s what referrals to our service looked like over the past year (2024/25):

Type	Number
Care	176
Supported Housing	1,786
Total	1,962

Helping You Stay in Your Home

We’ve focused on helping clients maintain their tenancy. This includes support with budgeting, wellbeing, and managing any issues that might affect your ability to stay in your home. If a tenancy does need to end, we offer advice and help to explore other housing options.

Below are the move-on destinations for the year, the blue stand for successful move ons, and the orange for unsuccessful move-ons:



And on the next page are the numbers in closer detail, from the left on the graph:

Acute psychiatric hospital	1	Staying with friends	4
Hospice	1	Death (other than suicide)	6
Rehab - drug/alcohol	1	Sleeping rough	1
Moved to another Langley property	20	Taken into custody	10
Approved Premises	1	Evicted - non-engagement	1
Returned to previous home	1	Evicted - violent behaviour	8
Local Authority Tenancy	14	Evicted - disruptive behaviour	9
Private renting	28	Evicted - serious nuisance	19
Registered care	1	Evicted - non-payment of rent	31
Supported housing	14	Re-called to prison	36
Bed and breakfast	2	Re-convicted	6
Staying with family	19	Abandonment	28

Occupancy Agreements That Fit

We've used occupancy agreement types that suit supported housing—offering stability while also allowing flexibility if your needs change. We follow all legal requirements and make sure you understand your rights and responsibilities.

Supporting Moves and Exchanges

While mutual exchange is less common in supported housing, we still support clients who want to move. We provide information about how moving might affect your tenancy, rent, or support, and help you access services that can assist with the process. In 2024/25 we had clients move.



Protected characteristics for new lettings was as follows during 2024/25:

Identifier	Clients	Percentage
Male	264	88%
Female	20	7%
Transgender	3	1%
Unknown	11	4%
Total	298	100%
Heterosexual	147	49%
Bisexual	5	2%
Homosexual	9	3%
Declined to say	8	3%
Not Known	129	43%
Total	298	100%
Clients who identify as black or from ethnically diverse backgrounds	140	20%
Clients with a disability	240	33%

Tenant Satisfaction Measures

What Are Tenant Satisfaction Measures (TSMs)?

Tenant Satisfaction Measures are a set of standards introduced by the Regulator of Social Housing to help tenants understand how well their landlord is performing. These measures came into effect on 1 April 2023.

They cover key areas like:

- Repairs and maintenance
- Safety checks
- Handling of complaints
- Respectful and helpful service
- Neighbourhood management

The goal is to make sure landlords are accountable, transparent, and focused on what matters to tenants.

Why Are TSMs Important for You as a Tenant?

- They give you a clear picture of how your landlord is doing.
- They help you compare performance across different housing providers.
- They ensure your voice is heard through regular surveys.
- They support improvements in the services you receive.

Two Ways TSMs Are Measured

1. Landlord Self-Assessment

This is where the landlord (like Langley Trust) collects and reports data on things like:

- How quickly repairs are done
- How many safety checks are completed
- How many complaints are received and responded to

It's based on internal records and performance monitoring.

2. Tenant Survey

This is where you, the tenant, are asked directly about your experience.

Questions might include:

- "Are you satisfied with the repairs service?"
- "Do you feel safe in your home?"
- "Is your landlord easy to deal with?"

This gives a real-life view of how services feel from your perspective



Langley Trust 'Landlords Self-Assessment 2025'

Quality of Homes

All homes met the Decent Homes Standard — 0% fell below the required condition.

Repairs Performance

Repairs were completed within target timescales:

- Emergency (24 hours)
- Urgent (7 days)
- Routine (28 days)

Reported completion rate: 100% (under review for accuracy)

Gas Safety Compliance

Every home had its gas safety check completed — 100% compliance.

Fire Safety Checks

All buildings had fire risk assessments carried out — 100% completion.

Asbestos Safety Monitoring

All necessary asbestos surveys or re-inspections were completed — 100% coverage.

Water Safety (Legionella)

Legionella risk assessments were completed for all homes — 100% compliance.

Lift Safety Checks

All communal passenger lifts had safety checks completed — 100% compliance.

Complaints Received

A total of 46 complaints were received from clients.

Complaint Response Times

All complaints were responded to within the required timescales — 100% timely response.

Antisocial Behaviour Reports

There were 508 incidents of antisocial behaviour recorded across services.

Supported Housing – Tenant Satisfaction Summary

Overall Satisfaction

- 80% of tenants said they were satisfied overall.
- Only 3% were dissatisfied.
- 12% felt indifferent, and 0% said they didn't know.

"To be honest, I really have nothing bad to say — you all are a great bunch helping us out. Keep up the good work."

"Can't think of nothing [to add], happy tenant."

"Everything is fine."

Repairs & Safety

Tenants shared their views on repairs and the condition of their homes:

- Satisfaction with repairs: 60%
- Repairs completed on time: 55%
- Home maintenance: 69%
- Building condition & safety: 69%
- Communal area maintenance: 60%

"Repairs are usually done quickly and properly. I feel my home is well looked after."

"Nothing [to improve] — it's all

up to standard."

Respect & Compassion

Tenants reflected on how they're treated by staff:

- Compassionate & friendly staff: 73%
- Feeling listened to: 63%
- Being kept informed: 69%
- Treated with respect: 70%

"The staff do a lot for the tenants and help to the best of their abilities. If there is a problem, they are polite and helpful."

"Happy with the staff and the clients."

"Not a lot [to add] apart from being grateful to all at Kadash for all the help — especially Staff 1 who did my initial assessment when I was homeless."

Neighbourhood & Safety

Tenants were asked about how well the service supports community safety and wellbeing:

- Help with offending behaviour: 62%
- Complaint handling: 77%
- Positive contribution to neighbourhood: 55%

- Handling of anti-social behaviour: 61%

"Very good place. All needs looked after and plenty of people to talk to."

"[clients] Have all they need — information updates, staff friendly and nice, and overall satisfied with the service."

Care – Resident Satisfaction Summary

Quality of Care

- 84% felt they received good or excellent care and support.
- 88% said staff were friendly and compassionate.
- 72% felt listened to.
- 79% felt safe and protected.
- 77% felt involved in decisions about their care.

"I am currently happy with everything the Trust are doing for me."

"Just [continue to] be nice and helpful as you are doing with your tenants."

Complaints & Wellbeing

- 32% had previously raised a complaint.
- 79% knew how to raise a complaint.
- 26% were satisfied with how complaints were handled.
- 66% reported excellent or good wellbeing.
- 54% would recommend the service to friends or family.

"Nothing [to improve] you do enough for me."

"Nothing [Langley] can do better — just to say Happy New Year 2025 to everyone and prayers to all staff and residents for a future better than our past."

ECONOMIC STANDARDS SUMMARY

How Landlords Are Run

These rules are about making sure landlords are responsible with money and run things properly.

1. Strong Leadership and Finances

Landlords must be well-managed and financially stable so they can keep providing homes and services.

2. Getting Good Value

They should spend money wisely to give you good services and maintain homes without wasting resources.

3. Fair Rent Charges

Rents must follow government rules and stay affordable for residents.

Economic Standard 1:

GOVERNANCE AND FINANCIAL VIABILITY

What It Means for You

This standard ensures Langley is:

- Well-managed – with clear leadership and accountability.
- Financially secure – protecting homes and services.
- Responsible – meeting legal and regulatory requirements.

Why it matters

It helps keep your housing safe, stable, and well-run.

Example:

Before borrowing money or making big decisions, Langley must test whether it can still run services and protect your home.

Langley's Commitment

1. We follow key governance codes, including:
 - The National Housing Federation Code of Governance 2020
 - The Regulator of Social Housing's expectations
 - Legal rules under the Companies Act 2006 and Charities Act 2011
2. We complied with all of these during 2023–2024.
3. A client representative co-chairs our National Consultative Group, ensuring your voice is part of decision-making.

Financially, we are pleased to share details about our income and costs, so you can see how we manage resources responsibly.

SUPPORTED HOUSING – Income & EXPENDITURE SUMMARY (2024–25)

Where the Money Comes From

The total income for the year is £21.2 million, which helps fund the services you receive. This includes:

- **Rent and Service Charges:** £6.94 million
- **Care Services:** £10.09 million
- **Ministry of Justice Funding:** £2.9 million
- **Contract and Supporting People Funding:** £1.08 million
- **Other Income:** £219,000

This funding supports housing, care, support, and rehabilitation services across the Trust.

Where the Money Goes

The total planned spending is £20.4 million, covering:

- **Staffing (Labour):** £12.4 million
- **Property & Services:** £3.1 million
- **Admin, Maintenance & Travel:** £3.2 million
- **Training, Equipment & Other Costs:** £1.7 million

Most of the budget goes directly into staffing and maintaining safe, supportive homes.

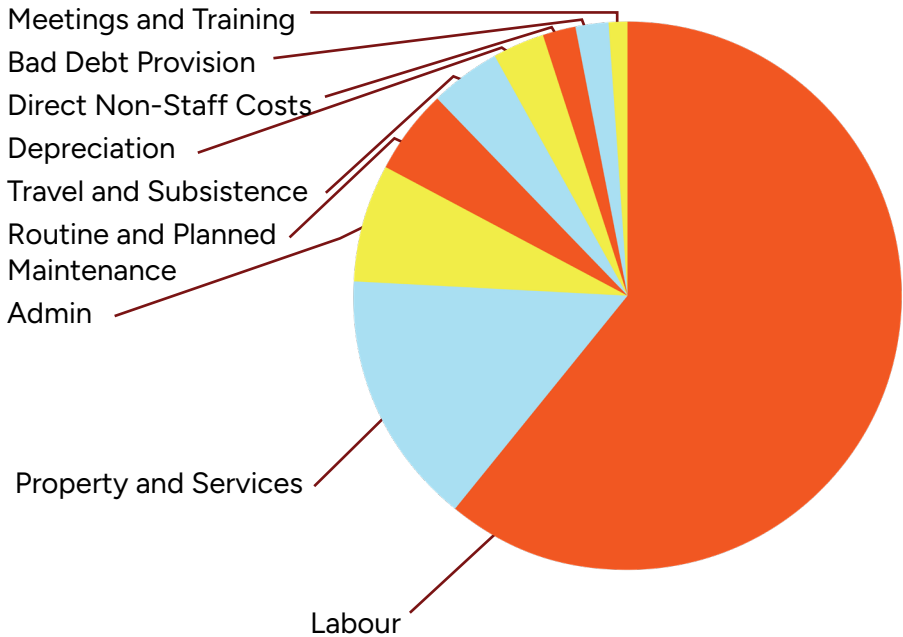
What This Means for You

- The Trust is operating within its means, with income slightly higher than expenditure.
- Most of the money is spent on staff and property upkeep — the things that matter most to your day-to-day experience.
- This budget helps ensure your home is safe, well-maintained, and supported by caring staff.

Please see the table below and the chart on the next page:

Operating Expenditure in 2024-25		
Labour	£12,442,372	61%
Property and Services	£3,099,867	15%
Admin	£1,375,745	7%
Routine and Planned Maintenance	£1,066,172	5%
Travel and Subsistence	£781,365	4%
Depreciation	£607,850	3%
Direct Non-Staff Costs	£401,898	2%
Bad Debt Provision	£428,256	2%
Meetings and Training	£188,245	1%
TOTAL	£20,391,770	100%

Operating Expenditure - £20,391,770 in 2024-25

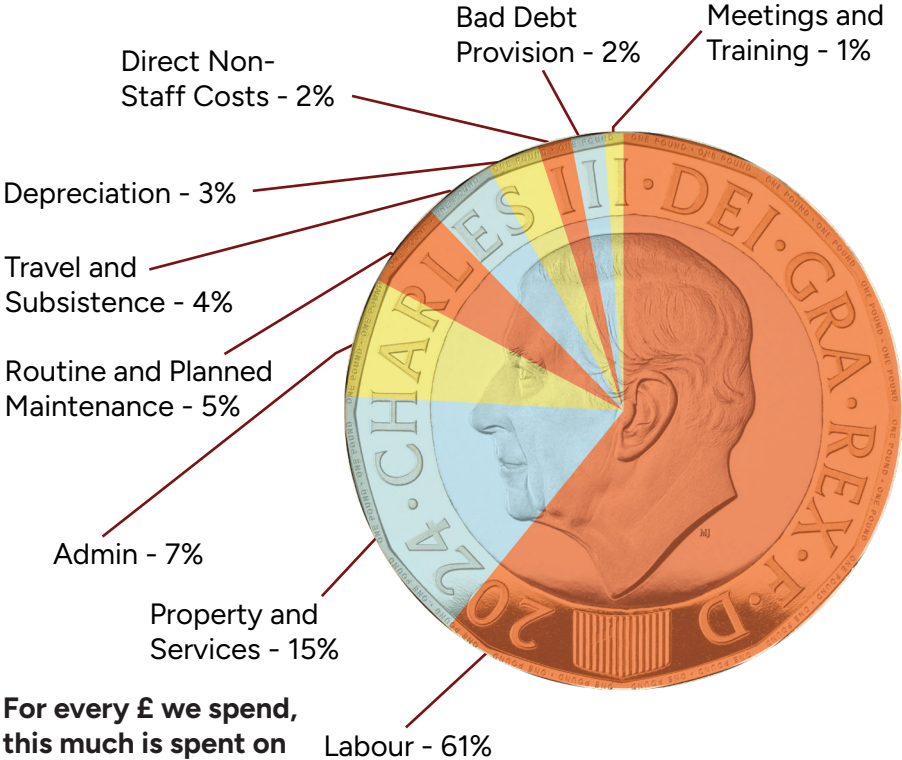
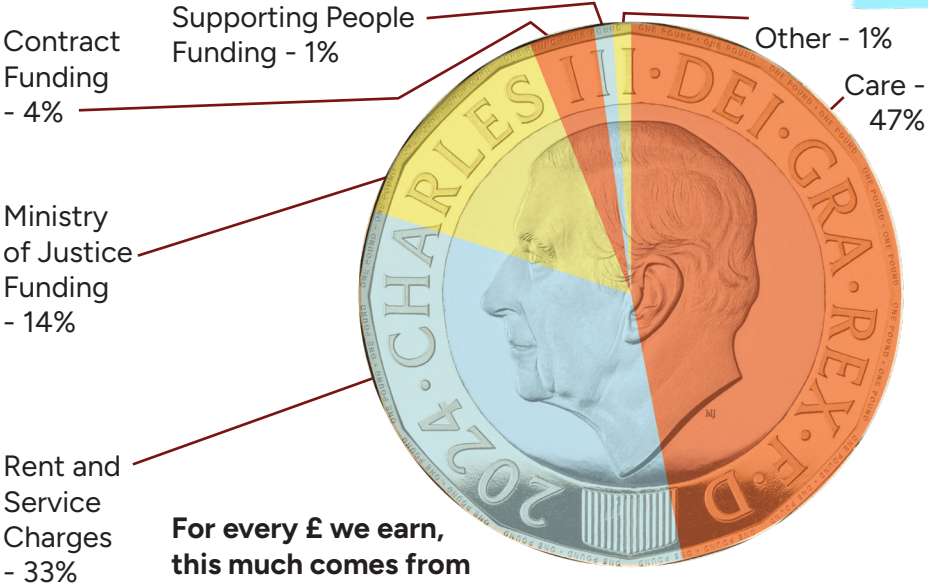


Every Pound Counts

We want to be open about how we use the money that supports your home and care. The following charts show how every single pound is received and spent.

Whether it's rent, care funding, or government support — we're committed to using it wisely to provide safe, supportive housing and services that matter to you.

These charts give a simple breakdown of where the money comes from and how it's used — so you can see exactly how your service is funded and delivered.



Economic Standard 2:

VALUE FOR money

Getting the Best Value from Every Pound

Langley is a charity that receives funding from local and national government. We know we're responsible for using that money wisely — for you, our clients, and for our staff, funders, and supporters.

We work with people who have complex needs, and we're proud that our services help reduce the risk of re-offending. While it's hard to measure the full impact, we believe our work brings real value to society.

How We Make Money Go Further

We're always looking for ways to improve how we spend money and run services. Here are some examples from the past year:

Example	What We Did
Knole flood recovery	Bought refurbished fridges and freezers with guarantees — cheaper than new ones.
Expenses system	Launched an online system to make expense claims quicker and easier for staff.
Knole wellbeing	Clients joined free courses from the local authority and got free gym sessions afterwards.
Kadesh workshops	Used recycled wood to build benches — saving money and helping clients learn new skills.
IT savings	Found extra charity discounts by reviewing our IT suppliers.

How Langley Used Its Resources in 2024/25

This year, Langley focused on making the most of the homes and services we already have — especially in care services. We didn't add any new housing, which is why we spent less on new developments. But we do plan to build more homes in the future.

Spending

The cost of running each home went up this year. This is mainly because of rising prices, including rent and staff wages. Some unpaid rent also added to the challenge, which reflects how tough things are financially for many clients and funders.

Positive Progress

We're pleased that:

- We made a small surplus (more money coming in than going out) from our housing services.
- We made an overall surplus across the organisation.
- We made good use of the money we've invested in our services.

We're proud of this progress, but we know next year will be harder due to rising staff costs, including increases in the National Living Wage and National Insurance.

Making Sure All Our Work Brings Value

Langley's Board checks that all our work — not just housing — brings value. When we invest in things like care for people with complex needs or advice for people leaving prison, we make sure it's worth it.

The Board is confident that these services are essential and help us achieve our mission as a charity.

Economic Standard 3:

RENT

What is the Rent Standard?

The Rent Standard is a set of rules from the Regulator of Social Housing that ensures housing providers like Langley set fair and consistent rents. While the 2023 Rent Standard applies to most social housing, supported housing is still governed by the earlier 2020 Rent Standard, which remains in place to reflect the unique nature of support services.

The Rent Standard helps protect clients by:

- Setting clear rules on how rents are calculated.
- Limiting how much rents can increase each year.
- Ensuring rent increases are predictable and linked to inflation.

How this affects you

Langley follows these rules to make sure your rent is fair and transparent. That's why your annual rent increase is capped at the Consumer Price Index (CPI) + 1%.

For the year 2024–25, your net rent increased by 7.7%, which was made up of:

- 6.7% CPI (inflation)
- +1% allowed increase

Service charges (like gas, electricity, water, and building maintenance) are not included in your rent. These are based on the actual costs to Langley and are reviewed separately.

LOOKING AHEAD: WHAT LANGLEY PLANS FOR 2025/26

Langley is in a strong and stable position as an organisation and is ready to grow its services to meet increasing needs. Over the next year, we aim to:

- Open a new care service in the northeast of England.
- Add more supported housing units to help more people.
- Win new contracts to improve and expand our services.
- Launch a Digital Transformation Plan to improve efficiency and service quality.
- Create a 5-year environmental plan to reduce our impact on the planet.
- Set up a Mission Review Group to explore the spiritual impact of our work.
- Grow our social media presence to better connect with communities.
- Support care services to achieve Enabling Environments accreditation.
- Involve clients in reviewing policies and procedures.
- Make written information easier to understand, including easy-read and video formats.

GET INVOLVED – YOUR OPINION MATTERS!

Clients can get involved in the running of the Trust in a number of ways:

- Join your local client meetings to share ideas and feedback.
- Make sure your service has an NCG (National Consultative Group) representative.
- Use comment cards available in your service to share your thoughts.
- Email us directly at feedback@langleytrust.org.
- Speak with your service management team.
- Contact the Housing Team using the details below:

Housing Team:

Email: HousingTeam@langleytrust.org

Phone: 02476 587362

Address: 3 & 4 The Square,
Manfield Avenue, Coventry, CV2
2QJ





T 03330 035 025 **E** info@langleytrust.org

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