Annual Report and Financial Statements

For the 12 months ended 31 March 2026

Company No. 07888191 • Charity No. 1146304

LANGLEYTRUST.ORG

Key Individuals

PATRONS

The Rev. Jonathan Aitken
The Rt Rev. Rachel Treweek

FELLOWS

Elfrida Calvocoressi
Anthony Howlett-Bolton
Tony Pearson CBE
Ademola Oshodi
Professor Chris Lewis CBE
George Calvocoressi
Caroline Eady
Malcolm Hayes
Andrew Newell
Philip Hilton
Sandie Keene (from April 2026)
David Priaulx (from April 2026)

TRUSTEE BOARD MEMBERS*

Chair
Ruth Williams R.N. DipN (Lon), MSc (resigned 30 April 2026)

Richard Montgomery MBA, BSc (assumed Chair on 30 April 2026)

Vice Chair
Stephen Cooper ACIB (resigned 31 October 2025)

Linda Trew PGDip, CIOF (Cert) (from 30 April 2026)

Other Trustees
Sandra Keene CBE, BSc, DSW (resigned 31 January 2026)
Amanda Coyle MSc, MBA, TksA
Linda Trew PGDip, CIOF (Cert) (until 30 April 2026)
Lyn Weston BA (Hons)
Richard Montgomery MBA, BSc (until 30 April 2026)
Mark Curran LLB
Charles Anelay BSc, MSc, MCIOB
David Cooke BSc (resigned 21 January 2026)
David Stokes BSc (Hons)
Johannes Etten BA, MA

Non-voting Co-Optees (from 30 April 2026)

Sarah Bromley
Jonathan Bennett
Tim Bryan
Edward Gorringe

EXECUTIVE TEAM

Chief Executive
Tracy Wild MA BSc (Hons), CIH

Director of People Bernadette Fitzharris BA (Hons), FCIPD (resigned 2 March 2026)

Director of People & Quality
Stella Wint, BA (Hons) (from 2 March 2026)

Director of Care & Quality
Stella Wint, BA (Hons) (until 2 March 2026)

Director of Finance & Business Services
Richard Wilson FCMA, MA (Cantab)

Director of Operations
Chris Metcalfe, ILM Level 5 Strategic Management

Director of Senior Performance, Partnerships & Care
Simon May, MA, DipSW, BA (Hons) (from 23 March 2026)

Director of Chaplaincy Services
The Rev. Preb. Andy Rider, MA

COMPANY SECRETARY

Richard Wilson FCMA, MA (Cantab)

*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.

CONTENTS

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 2025-26, I am encouraged by the strides we have made to embed quality within our existing service provision, in addition to creating new opportunities for growth and expansion, meeting more need within our target client group. As a Board of Trustees, we are assured by Investors in People that Langley is a healthy organisation and workplace; in August 2025 we were awarded Platinum status for the first time, following three consecutive Golds. This is a remarkable testimony to the calibre of our people and the extent to which they invest in the work of Langley, staff and volunteers alike, working centrally and within our services. One of our services, Longcroft, achieved external recognition, with a 'Good' rating overall from their Care Quality Commission (CQC) Inspection in July 2025 and was awarded Enabling Environments accreditation in December 2025, attracting impressive feedback from the assessors about the quality of leadership and inclusive culture so evident in this service. These external validations illustrate how Langley's strategic priorities of working within a high-performing culture and staying focused on our mission and values are being met.

Growth and expansion have featured strongly with the development of our second Independent Approved Premises, Langdon IAP, throughout 2025, in readiness to open and receive clients referred by the Ministry of Justice from April 2026. Completed on time, this project will meet the growing need for the Ministry of Justice to be able to place prison-leavers safely within the community, and marks Langley out as a trusted provider.

Growth also emerged in the creation of a new director role, with the aim of further strengthening and developing the Senior Leadership Team and enhancing our succession planning. The Director of Senior Performance and Partnerships will lead the collaborative work of the Senior Leadership Team to meet performance objectives and create opportunities to develop strategic partnerships for Langley.

As well as the overt 'big wins' Langley remains committed to achieving high performance in the things that attract less attention, but which bring consistency and impact. The establishment of our Fair Treatment Panel has been an important step forward for us, creating a forum where, over time, we can review trends emerging from decisions around disciplinaries and other people-related matters. In March 2026, we completed the change of our legal name to Langley Trust to align with the branding we have used for the last few years; and during the summer of 2025, Langley's tired-looking Central Services office underwent a major refurbishment, resulting in the creation of a welcoming, professional space where colleagues and visitors are able to work more efficiently, and connect with one another through high-quality virtual technology as well as in person.

Our Equality, Diversity and Inclusion agenda has gained momentum with our fifth staff network, My Brother's Keeper, launched successfully in May 2025, for male colleagues. Two of our existing staff networks, Connect More (now Rise Collective) and Together, reaching Langley's younger workforce and ethnically diverse colleagues respectively, were re-branded and re-launched to ensure their focus meets the need of our staff.

Staff Encounter Days have continued through the Chaplaincy directorate during the past year, offering 29 staff and volunteers an opportunity to explore the Christian faith; additionally, ten staff participated in an online Alpha course. Our People Awards in November 2025 brought opportunities for colleagues to acknowledge and celebrate one another's hard work and over 200 individual nominations were received, marking another year-on-year increase, and showing strong staff engagement.

This year four of our longstanding Trustees left after completing their tenure; I am very grateful for their service to the Board. I am delighted to have appointed four co-optees as new Trustees as we begin 2026. Their respective specialisms enrich the Board and will enable us to navigate the current season and plan appropriately for the next. Our Chair of the Board of Trustees, Ruth Williams, stood down after nine years of faithful service, four of them as Chair. She leaves a legacy that is secure and vibrant, consistent with the strategic objectives Langley holds to.

As we move into 2026/27, I am grateful to be leading an organisation that is financially secure and able to focus realistically on business growth despite the ongoing 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 to deliver what is needed, and to do it well.

We aspire to secure a new care home, and to continue to take hold of growth opportunities that meet our missional objectives, as and when they arise during the coming year. I am pleased we have been able to strengthen our resource within key central areas of the business, such as HR and Finance, both of which underpin effective growth.

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 be assuming the lead for such an organisation and appreciate those who support our work in so many ways; I do thank God for Ruth Williams' faithful service, and am equally thankful for our staff, trustees, other volunteers and supporters who contribute their skills, prayer, time and finances to make Langley's impact real for our clients.

The Trustees' report was approved by the Board on 21 July 2026 and signed on its behalf by:

Richard Montgomery
Chair of the Board,
21 July 2026

OUTGOING CHAIR'S REFLECTIONS

This year I completed 9 years of working with Langley Trust as a Trustee and more recently Chair. Personally, I have gained so much working with Langley Trust. I have seen God working in so many different ways and it has been a time of personal spiritual growth.

My time with the Trust drew on my nursing background as we navigated the Covid Pandemic and for me it truly felt like God had gone before me, knowing the job I was to do.

During my time at the charity, Langley Trust has grown as an organisation, professionally and spiritually. Langley Trust has expanded to offer a women's service, new care home, IAP as well as increased supported housing and further developed the Chaplaincy. The team at Langley Trust has also continued to focus on the transformation that is brought by the love of God in people's lives.

God has blessed the charity with fantastic staff and opportunities for reaching more people. For me it has been a tremendous privilege to work with the many people I have met at Langley, the staff in the services, the central offices and the executive team and to see the difference that they make each day to the people that Langley serves.

I believe that God has blessed Langley Charity with a board of Trustees who He has appointed to use their particular skills and expertise.

As I hand over the chair to Richard Montgomery, I pray that God continues to bless all at Langley Trust in this new season.

Ruth Williams

Chief Executive's Report

Langley Trust continues to deliver life-changing services for people with convictions, offering care, support and accommodation rooted in our Christian ethos. Across our five core models of service delivery—Care Homes, Supported Living, Supported Housing, Independent Approved Premises and In-Prison Support—we remain committed to helping people rebuild their lives, and fulfil their potential.

I am proud of Langley's strong and well-established reputation across the justice, care and housing sectors. We often work alongside people whose needs are complex and who may struggle to access support elsewhere. Our distinctive culture, values and ethos are central to the positive outcomes we see for clients, and it was particularly encouraging to see this recognised through our successful achievement of Platinum status with Investors in People in 2025.

The sectors in which we operate continue to face significant financial pressures, with tight margins and rising costs that are often outside our control. In this context, we must remain focused on building sustainable routes for growth and development. We are committed to increasing the number of beds we provide, whilst also improving our systems, policies and procedures, and ensuring that our approach remains robust, effective, efficient and aligned with good practice.

Our people are central to everything we achieve. We want colleagues to thrive in their work and to continue to feel proud to be part of Langley Trust. We will therefore continue to invest in learning, development and progression opportunities, while also strengthening our approach to succession planning for key roles across the organisation.

We are clear about the direction of travel for the Trust. Our strategic objectives—Core Strength, Growth and High-Performing Culture—will guide the way we allocate our resources, focus our time and shape our priorities. These objectives will help ensure that Langley remains faithful to the work to which it has been called, while continuing to be ambitious in extending life-changing services and embedding continuous improvement.

Looking back, this has been a positive and purposeful year. Key achievements include securing Platinum status with Investors in People, obtaining funding to open a new Independent Approved Premises in Poole, strengthening the way senior leaders collaborate to drive performance, and refurbishing Central Services to create a more usable, welcoming and effective working environment for our people.

As we look ahead, we remain committed to developing and growing our services, delivering quality, impact and sustainability through the support we provide. I am grateful to our colleagues, Trustees, volunteers, partners, commissioners and supporters for their continued commitment to Langley's mission. Together, we will continue to provide services that transform lives and reflect the hope, compassion and purpose at the heart of our work.

Tracy Wild
CEO

CLIENT STORIES

Ross' story

Ross recently moved to The Knole after first spending time with the House of St Martin. He shares what life has been like for him with Langley and the significance of learning to express his feelings through poetry has had on him.

Image: Ross sharing his poetry with visitors to House of St Martin

When I landed at the House of St Martin, for me it was about building confidence and self-esteem. I had to learn to love myself and forgive myself from my past, and also learn to trust others, to be more supportive of others and not just think about myself. It was good for me there, but it was time to move on. I'm now at the Knole and I'm loving it. I wanted to continue moving forward and to continue building a more positive and a happier life.

What has life been like since moving to The Knole?

I've done loads here. I go to a weekly disco for people with learning disabilities and mental health. I've been on some trips; I went to see Robot Wars Extreme. Last night I went to an outdoor light show, which just blew me away – I'd never experienced anything like that in my life.

Staff here have been fantastic. I've been into town by myself on a bus now – which was nerve wracking because I had to get used to getting on and off the bus. But staff supported me with it. At the moment they're supporting me with money management. It feels like it did at House of St Martin – it's like a family.

What has helped you to grow in confidence and learn to love yourself?

Well, I became the house rep for my service, and I went to NCG (Client Representatives' meeting). They did a prayer there and spoke about God. Even though I'm religious I had kept that side quite private. But when I was there it touched me in a way that I wasn't expecting it to touch me.

When that happened that's when I knew that it was my time to just be me. It gave me that strength to think about other people and to support others. It made me think about God more and to pray more for others and bad things I'd seen on TV.

Tell us about why poetry has been so important for you

I first learned how to write poetry when I went to a creative class in prison. I started to write a story and some words came into my head and it sounded more like a poem than a story. It was a lot to do with mental health side of things and to express myself. Back then I wasn't so good at talking about how I felt so I would write it in a poem.

Then when I went up for parole, I was asked to write a poem about the past, present, and future and I can tell you that one if you like. The reason I remember my poems is I use them every day as a way of dealing with stress, depression and things like that. This one's called **When Doors Open Up**:

> *When Doors Open Up, and others have given up*
> *time for something better, but I will not give up.*
> *I will get there one day if I'm given a chance.*
> *To show what I've learned and I won't ever give up.*
>
> *I know that I am different to others that have tried*
> *To move on past if only given a chance.*
> *I will have the right support upon release*
> *With my family by my side, social workers alike.*
> *Not only probation but staff working by my side.*
>
> *So if you did believe in me, just like I have to believe in the system*
> *That one day my time will come when I can work with everyone*
> *I've always been motivated to share what I have done*
> *And to go through it with someone.*
>
> *So I'm now asking to be given a chance*
> *To start a new future and to have a fresh start.*
> *I will do what it takes to make it on the other side of the gate*
> *To reassure you all with the best intentions put in place.*
>
> *Thank you for all listening to me.*
> *I wish you a very happy day.*

Sam's story

One of our clients at Ashdene was keen to share with us about something that happened recently and the impact staff had on him.


Images: Sam getting involved in activities at Ashdene

A few weeks back I was going through a rocky patch and ended up in a downward spiral. I went into town and ended up in a really bad way. One of the staff members who wasn't working saw me and realised I wasn't well. She came and spoke to me and phoned Ashdene to get one of the support workers to come and help me get home.

On the way home he asked why I did what I did, and I explained it was coming up to an anniversary of 3 years since one of my foster carers had passed away. With the good times that I had with him, it was too difficult to think about while I was level-headed. So, I ended up taking something to try and block it out. I'm so thankful because if it wasn't for staff and what they did to help me, then I wouldn't be here now.

I wouldn't have made it back home that night, and I don't think I'd be still here. I'm shocked because every other place I've been, I've never seen this type of love or compassion. In other places I've always been just shoved to one side. I'm grateful that the staff here understand people like me.

Strategic Report

ABOUT US

Langley Trust is a Christian charity, providing services to help people with convictions. The basis of the Trust is Christ and His teachings. This motivates us 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.

For more than 65 years we have been helping adult men and women with convictions to transform their lives and thrive, promoting rehabilitation, preventing crime, and reducing re-offending. We have earned an enviable reputation for reducing re-offending with proven results.

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 2025/26 Langley Trust worked with 1286 clients who needed supported housing services, complex care services, or advice about finance, benefits, and debt.

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

LANGLEY

STRATEGIC OBJECTIVES

The Trust's strategic objectives are:

Core Strength - To ensure we stay true to and strengthen our core mission (creating sustainable transformation in clients' 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 enable growth, and we will work at becoming nationally known and locally loved.

High Performing Culture – We will improve internal processes and systems to ensure they are fit for purpose and future proofed. We will endeavour to be excellent in all we do and have a culture of learning.

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
- 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 two Independent Approved Premise (IAP), delivering contracts for His Majesty's Prison and Probation Service (HMPPS), the second of which opened in April 2026. Additionally, we 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 and the Good Lives model are further evidence-based intervention approaches being used with our clients across the Trust. We are working towards all 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. Three 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 since then. 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 active five staff networks representing women, ethnically diverse groups, the younger workforce, men and the LGBTQIA+ community.

REVIEW OF 2025/26

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 1286 clients as follows:

1. Provided clients with a suitable, safe place to live in our 98 registered care home beds.
2. Accommodated a total of 517 clients in our supported housing beds, of which 327 were new lettings.
3. Cared for an additional 172 clients since April 2025 in our 17-bed Independent Approved Premises.
4. Provided general needs support for 3 clients.
5. Provided specialist advice to 449 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 £1,000,000 of debts.
6. Enhanced the impact of client participation in the National Consultative Group (known locally as the NCG) with client co-production and by developing the scrutiny agenda item, which is client-led.
7. 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 2025-26.

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

- Chaplains engaged clients in Alpha courses; Bible studies both with groups and one-to-one; Harvest celebrations; Easter celebrations; carol services and nativities; prayer; pastoral and bereavement care; as well as supporting clients to attend local churches.
- As well as 26 volunteer Chaplains supporting clients across our local services, we began taking on paid Lead Chaplains, to increase our engagement with local churches, as well as to grow and co-ordinate local teams of volunteer Chaplains.
- 10 staff took advantage of the opportunity to explore the Christian faith through our online Alpha course.
- Two 'Encounter Days' offered all staff and volunteers the opportunity for spiritual refreshment and renewal; a total of 29 participants took part.
- In addition, our managers, senior leaders, Trustees and Chaplains were inspired to 'Lead through Change' at our annual 2-day Langley Leadership Retreat.
- Senior leaders continue to be offered 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:

- Implemented a new cloud-based finance system from 1st April 2026 to deliver improvements in process efficiency, usability and financial governance, while offering direct access to up-to-date financial information for managers.
- Rolled out greater use of payment cards to streamline purchasing of low-value items.

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 2025-26 included:

- The appointment of 4 new co-optees on our Trustee Board and a new Chair of the Board of Trustees.
- The Trustee Governance Document was fully reviewed and updated
- A new Trustee Code of Conduct, aligned to the National Housing Federation Code of Conduct was agreed.
- Renewed Cyber Essentials Plus and ISO 27001 accreditation.
- Simplifying the Board Committee structure by combining the Finance & Resources Committee and the Audit, Risk & Compliance Committee into a single Finance, Risk & Audit Committee.
- Continued our ongoing programme of Internal Audits overseen by the Audit, Risk & Compliance Committee and its successor, the Finance, Risk & Audit Committee. Audits carried out in the year were:
    - Safeguarding
    - Data Governance
    - IT Disaster Recovery
    - Damp, Mould & Condensation
    - Workforce Management

Awards

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

- Shortlisted for two categories in The Investors in People Awards 2025: Leader of the Year and Employee Engagement Award.
- Recognised by Investors in People as a Platinum standard organisation.

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 2025-26 we:

Improved our Staff Proposition, Engagement and Inclusion by:

- Expanding our range of Flexible Benefits for all staff via an online accessible platform.
- Achieving 95% staff engagement with the Investors in People Staff Survey in June 2025, where staff shared their feedback openly.
- Reviewing and simplifying the Terms of Reference and Constitution for our Staff Engagement Group, making it more accessible for all staff.
- Continuing to develop our people experience by working to the Investors in People quality framework, achieving Platinum for the first time.
- Developing Staff Networks with the launch of a Men's Network, My Brothers Keeper.
- Revitalising the Together Network with new Co-Chairs and re-branding the Rise Collective Network.
- Supporting with effective communication plans for Trust-wide projects.
- Refurbishing the Central Services office in Coventry to provide a modern facility to support collaborative working.
- Updating the Staff Recognition Policy.

Quality Assured our People Processes by:

- Delivering the work outlined by 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 2025/26

As a business we continued to show income growth, with income increasing overall by 5.4% during 2025/26.

Care income has seen a significant increase due to the ongoing ramp up of clients at The Shrubbery and increased rates from funders to reflect cost inflation. Due to the strong demand for our care services, we are continuing to explore opportunities to expand our capacity through additional premises.

Whilst some growth is represented clearly in income generation, other services demonstrate growth in different, equally significant ways that support Langley's mission. For example, the impact of Langley's contract within HMP Fosse Way, which has brought opportunities to support 449 prisoners, addressing over £1,000,000 of debt during 2025/26. This strengthens our reputation as an effective provider, consistently delivering our core mission.

Langley's first Independent Approved Premises (IAP) met its performance targets for the Ministry of Justice this year, which strengthened our position as we bid for an additional Independent Approved Premises. The new IAP at Langdon in Poole opened in April 2026.

STRATEGIC FOCUS FOR 2026/27

The Trust remains in robust financial health with a strong balance sheet and a determination to proactively expand the reach of the services we provide. 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 North of England. This will allow for longer term investment as well as expanding the number of beds and increasing our accessible beds for people with mobility needs.
- Increase the number of supported housing units with a target of acquiring an additional 50 in 2026-27.
- Continue to increase Langley's social media presence and impact.
- Develop a coordinated approach to Business Transformation to support efficient change management within the organisation.
- Continue to develop ways to co-create and engage clients in decision making.
- Continue to engage our staff and volunteers in decisions that affect them.
- Invest in the capital works programme for our properties to improve standards and reduce responsive repair costs, looking towards more planned investment.
- Continue to develop client interventions and create environments which improve outcomes for our clients.

- Develop our Senior Leadership Team structure to further improve oversight of operational performance.
- Grow and develop our senior leaders to support succession planning.
- Appoint paid Lead Chaplains at some of our services to ensure we engage local churches and support both clients and staff at our services.
- Strengthen our engagement in the public discourse around criminal justice.
- Promote and invite legacy giving from our supporters.

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, through Business Transformation.
- 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.
- Launch a new Applicant Tracking System (ATS) to improve our recruitment process for prospective candidates and the managers who review applications.

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 %
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%
2025-26	22,377	22,177	200	0.9%	(7)	(0.0%)

The Trust had a strong financial performance in 2025/26, posting an operating surplus of £200k compared to £839k in 2024/25. Income increased by £1,145k to £22,377k and offset by an increase in operating expenditure of £1,786k to £22,177k. Although the surplus declined from the previous year, the Trustees are pleased to maintain a positive surplus when taking into account the significant increases in staff costs in the year from the rise in the National Living Wage and Employers' National Insurance Contributions.

The largest contributor to income growth was an increase in care income of £794k (7.9%), which was driven by both increased occupancy and increased fundings rates to reflect inflation. Social Housing Lettings increased by £174k (2.5%) and contract income increased by £189k (4.7%) due to startup income from the new IAP service at Langdon.

Operating costs increased by £1,785k to £22,176k, driven primarily by increases in labour costs (up 10.6%) increases in National Living Wage, and the increases in Employer National Insurance Contributions. We also saw significant increases in property costs (up 8.9%) due to increased rental charges and maintenance costs.

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:

- Issuing more staff with company credit cards to reduce the number of low value invoices being processed and add flexibility in purchasing from alternative suppliers.
- Negotiating a long-term agreement with our main insurance provider to obtain improved rates
- Introducing a new accounting system with improved levels of automation and greater visibility of financial data for cost centre managers.

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:

		2025/26	2024/25	2023/24	2022/23	2021/22	Direction of Travel
1	Reinvestment	11.6%	4.6%	10.5%	15.8%	5.2%	👍
2A	New Supply (Social Housing)	9.2%	0.0%	2.4%	2.2%	2.7%	👍
2B	New Supply (Non-Social Housing)	0.0%	0.0%	0.0%	0.0%	0.0%	-

		2025/26	2024/25	2023/24	2022/23	2021/22	Direction of Travel
3	Gearing	0.0%	0.0%	0.0%	0.0%	0.0%	-
4	EBITDA MRI Interest Cover	(2491%)	3616%	n/a	n/a	n/a	
5	Headline Social Housing Cost per Unit	£14,323	£13,883	£12,557	£10,910	£10,578	
6A	Operating Margin (Social Housing)	(0.6%)	5.4%	(3.4%)	(7.5%)	(6.4%)	
6B	Operating Margin (Overall)	0.9%	4.0%	(1.5%)	(2.2%)	(0.2%)	
7	Return on Capital Employed (ROCE)	1.5%	7.5%	(2.5%)	(3.4%)	(0.3%)	

For 2025/26 the Trust focussed on increasing the utilisation of the capacity already in place, particularly in care services and adding addition social housing units in our ownership (metrics 2a and 2b). This is also reflected in the increased level of reinvestment (metric 1) in 2025/26. The Trust plans to develop new units in future years.

In 2024/25 the Trust drew 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 significantly negative due to an exceptional level of Major Repairs to configure our property at Langdon as an IAP and this being compared to a modest amount of interest.

The headline social housing cost per unit (metric 5) rose again in 2025/26 due to inflationary pressures, particularly on staff costs with increases in National Living Wage and Employer National Insurance costs. In this context, an increase in cost per unit of only 3.2% demonstrates a strong value for money performance.

The Trust is very pleased that it has sustained positive operating margin (metrics 6b) and return on capital employed (metric 7) in 2025/26 despite increases in staff costs. The Operating Margin on social housing only (metric 6a) is negative due to the allocation of central costs.

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 2026 is as follows:

Description	Expenditure	Income
Depreciation	£569k	
Grant Amortisation		£32k
Bad Debt Expense	£566K	

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 2022.

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 21 July 2026 and signed on its behalf by:

Richard Montgomery
Chair of the Board
21 July 2026

TRUSTEES' REPORT

STRUCTURE, GOVERNANCE AND MANAGEMENT

Langley House Trust was first registered as a charity in September 1958. The charity was renamed to Langley Trust on 24 March 2026.

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 non-voting co-optees were appointed to the board following an open selection process based on relevant skills and knowledge. It is anticipated that they will be elected as Trustees once they have attended 3 Board meetings, in line with the charity's governance documents.

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 2025/26 were

- The Audit, Risk & Compliance Committee (until October 2025)
- The Finance & Resources Committee (until September 2025)
- The Finance, Risk & Audit Committee (from January 2026)
- The People Committee
- The Mission Review Group
- The Operational 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. During the year, the Finance, Risk & Audit Committee was formed to bring together the work of the Audit, Risk & Compliance

Committee and the Finance & Resources Committee, simplifying the committee structure and reducing the risk of overlaps in scope between the two committees.

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 framework for 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, except for 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 has recently joined the Acuity Supported Housing Benchmarking Group and will begin submissions during the 2026/27 financial year. We anticipate this will support the Trust's Value for Money agenda by identifying opportunities for improvement.

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 2026, Langley Trust had 343 employees, including temporary staff, and excluding relief and agency workers (compared to 313 on 31 March 2025). The Trust has increased its staffing by 9.6% over the past year, primarily due to the launch of a new service in April 2026.

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 2025-26 the Trust appreciated the support of 59 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 of 5 April 2025 by the deadline. The mean gender pay gap was 8.6% (2024: 5.7%) representing higher mean hourly pay for males. The median gender pay gap was 1.16% (2024: -0.7%) with males being paid higher than females as of 5 April 2025. This is due to a lower proportion of female staff in senior roles compared to the overall organisation.

It is not mandatory to measure the ethnicity pay gap; however, we choose to report on this measure to identify and address any emerging issues. The mean ethnicity pay gap in hourly pay is 8.1% (2024: 6.0%) lower for ethnically diverse employees. The median ethnicity pay gap is 14.8% (2024: 6.30%) 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 Finance, Risk & Audit 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 reviewed 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. **Client Feedback -** The Trust seeks client feedback to ensure that the needs of clients are met effectively, in line with the object of the Trust. Client input is captured through various mechanisms, including the National Consultative Group bringing together client representatives with senior staff and Trustees, Client meetings at each service and the annual client survey which is reported to the Executive Team and Board.

5. **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 Finance, Risk & Audit Committee. A three-year Internal Audit Plan exists to assist in this process and is approved annually by the Finance, Risk & Audit Committee. Progress against the plan is also monitored throughout the year, and the Finance, Risk & Audit Committee formally reviews the performance of the Internal and External Auditors once a year. The Finance, Risk & Audit 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 Finance, Risk & Audit 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 Finance, Risk & Audit Committee reports on progress to each Board meeting and submits an annual report to the Board of Trustees. In preparing its report, the Finance, Risk & Audit 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 Finance, Risk & Audit 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 Prevention of Financial Crime Policy sets 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 Finance, Risk & Audit Committee. During 2025-26, 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 Finance, Risk & Audit 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 £2.2m
- 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 £0.3m

This gives a total reserves requirement of £3.1m. The Trust was compliant with this policy at year end. 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 play 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 Operational Quality 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 People & Quality is the lead officer for the Quality Strategy and regularly reports on performance to the Operational Quality Committee and where required, to the Finance, Risk & Audit 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 21 July 2026 and signed on its behalf by:

Richard Montgomery
Chair of the Board
21 July 2026

Statistics for the year 2025-26

108 (16%)
clients identifying as ethnically diverse

193 (29%)
clients with self-disclosed disability

551
bed spaces available (up from 458 last year)

1286
clients received our services in the last year

92%
of care clients surveyed reported their care and support is either good or excellent (up from 82%)

87%
of supported housing clients surveyed satisfied with the service received (up from 67%)

327
new lettings (increased from 298 last year)

57%
of supported housing clients surveyed satisfied with complaints handling

201
Staff nominations for Langley People Awards 2025

1
Investors in People 'Platinum' rating achieved

Independent Auditor's Report to the Members of Langley Trust For the Year Ended 31 March 2026

Opinion
We have audited the financial statements of Langley Trust ('the Trust') for the year ended 31 March 2026 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 2026 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.

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 26, 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. 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.

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

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: 04 August 2026

Langley Trust
Statement of Comprehensive Income
For the Year Ended 31 March 2026

	Note	2026 £000	*2025 £000*
Turnover	3	22,377	*21,231*
Cost of sales		-	*-*
Gross profit		**22,377**	*21,231*
Operating expenditure	3	(22,177)	*(20,392)*
Operating surplus	3	200	*839*
Movement in fair value of investments	16	-	*19*
Surplus/(Deficit) on disposal of fixed assets	7	(22)	*157*
Interest receivable and other income	8	79	*95*
Exceptional items	9	(264)	*(200)*
Surplus before tax		(7)	*910*
Taxation			*-*
(Deficit)/ Surplus for the year after tax		(7)	*910*
Total comprehensive (loss)/ income for the year		**(7)**	*910*

The notes on pages 44 to 60 form an integral part of these accounts.

Langley Trust
Statement of Financial Position
For the Year Ended 31 March 2026

	Note	**2026** **£000**	*2025* *£000*
FIXED ASSETS			
Housing properties	14	8,611	*7,558*
Other fixed assets	15	380	*349*
Total fixed assets		**8,991**	*7,907*
CURRENT ASSETS			
Debtors	17	1,690	*1,741*
Cash in hand and at bank		3,567	*4,099*
Total current assets		**5,257**	*5,840*
CURRENT LIABILITIES			
Less Creditors: amounts falling due within one year	18	(3,101)	*(2,587)*
Net current assets		**2,156**	*3,253*
Total assets less current liabilities		**11,147**	*11,160*
Creditors: amounts falling due after more than one year	19	(1,375)	(1,381)
Total net assets		**9,772**	*9,779*
Reserves			
Restricted reserves		105	*8*
Revenue reserves		9,667	*9,771*
Total capital & reserves		**9,772**	*9,779*

The financial statements were approved and authorised for issue by the Board on 21 July 2026 and were signed on its behalf by:

Richard Montgomery	David Stokes	Richard Wilson
Chair of the Board	**Board Member**	**Secretary**

Registered Company number: 7888191

The notes on pages 44 to 60 form an integral part of these accounts.

Langley Trust
Statement of Changes In Reserves
For the Year Ended 31 March 2026

	Income and expenditure reserve £000	Restricted reserves £000	Total £000
Balance as at 31 March 2024	**8,861**	**8**	**8,869**
Surplus for the year	910	-	910
Balance as at 31 March 2025	**9,771**	**8**	**9,779**
Deficit for the year	(7)	-	(7)
Transfer of restricted expenditure from unrestricted reserve	(97)	97	-
Balance as at 31 March 2026	**9,667**	**105**	**9,772**

The notes on pages 44 to 60 form an integral part of these accounts.

Langley Trust
Cashflow Statement
For the Year Ended 31 March 2026

	Note	2026 £000	2025 £000
Net cash from operating activities	i	1,078	*674*
Cash flow from financing activities			
Purchase of housing properties	14	(1,506)	*(532)*
Purchase of other fixed assets	15	(184)	*(157)*
New loans taken in year		-	*490*
Repayment of loans		(14)	*(9)*
Sale of investments		-	*902*
Current liabilities acquired on transfer of undertaking			*-*
Proceeds of sale of other fixed assets		15	*-*
		(611)	***1,368***
Cash flow from investing activities			
Interest received	8	79	*95*
Net change in cash equivalent		**(532)**	***1,463***
Cash and cash equivalents at beginning of the year		**4,099**	***2,636***
Cash and cash equivalents at the end of the year		**3,567**	***4,099***

Note i - reconciliation of net cash flow from operating activities	2026 £000	2025 £000
Operating surplus for the year	**200**	***839***
Depreciation of tangible fixed assets	569	*608*
Amortisation of Grants	(32)	*(66)*
Decrease/(Increase) in debtors	51	*(19)*
Increase/ (Decrease) in creditors	513	*(526)*
Clean Sheet grant	-	*(200)*
Other Grants	(222)	*51*
Mortgage charges	(1)	*(13)*
Net cash inflow from operating activities	**1,078**	***674***

1. LEGAL STATUS

Langley 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. 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.

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.

Termination benefits are employee benefits provided in exchange for the termination of employment. These are recognised as a liability and an expense when there is a demonstrable committed to the termination.

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.

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 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 twelve weeks' operating expenditure 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.

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.

3. PARTICULARS OF TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

	2026		
	Turnover	Operating costs	Operating Surplus/ (deficit)
	£000	£000	£000
Social Housing Lettings (Note 5)	7,145	7,190	(45)
Other social housing activities			
Supporting People	177	267	(90)
Activities other than social Housing			
Care and spot funding	10,882	10,438	444
Ministry of Justice	3,219	3,032	187
Other government contracts	808	978	(170)
Voluntary Income	110	220	(110)
Income for generating funds	36	52	(16)
	22,377	**22,177**	**200**

	2025		
	Turnover	*Operating costs*	*Operating Surplus/ (deficit)*
	£000	*£000*	*£000*
Social Housing Lettings (Note 5)	*6,971*	*6,594*	*377*
Other social housing activities			
Supporting People	*177*	*232*	*(55)*
Activities other than social Housing			
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)*
	21,231	***20,392***	***839***

	Social Housing Lettings		Other Social Housing		Total
	Supported Housing	Care Homes	Registered Care Beds	General Needs	
Social Housing					
At 31 March 2026	429	-	98	-	527
At 31 March 2025	*377*	-	*98*	-	*475*

	2026	**2025**
Non-social Housing		
Under management at start of year	**3**	*3*
Under management at end of year	**3**	*3*

4. UNITS/BED SPACES

The Trust owns no units *(2025: 13 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.

5. TURNOVER AND OPERATING EXPENDITURE

	Supported housing 2026 £000	Care Homes 2026 £000	TOTAL 2026 £000	*TOTAL 2025 £000*
INCOME				
Rents receivable	3,421	113	3,534	*3,496*
Service income	3,483	96	3,579	*3,409*
Amortised government grants	15	17	32	*66*
Turnover from Social Housing Lettings	**6,919**	**226**	**7,145**	*6,971*
EXPENDITURE				
Management	2,894	94	2,988	*2,482*
Services	2,810	30	2,840	*2,707*
Routine maintenance	558	11	569	*509*
Planned maintenance	31	1	32	*19*
Bad debts	568	3	571	*625*
Depreciation of Housing Properties	178	12	190	*253*
Operating costs on Social Housing Lettings	**7,039**	**151**	**7,190**	*6,595*
OPERATING (DEFICIT) /SURPLUS ON SOCIAL HOUSING LETTINGS ACTIVITIES	(120)	75	**(45)**	*376*
Void losses	(914)	(72)	**(986)**	*(841)*

6. OPERATING SURPLUS

Is stated after charging/(crediting):	**2026**	*2025*
	£000	*£000*
Depreciation of housing properties	415	*443*
Depreciation of other tangible fixed assets	154	*165*
Operating lease rentals:		
Land and buildings	369	*494*
Office equipment	5	*4*
Auditors remuneration (excluding VAT):		
In their capacity as external auditors	28	*26*
Other fees	2	*0.6*
(Deficit)/surplus on sale of other fixed assets	(22)	*157*

7. (DEFICIT)/SURPLUS ON DISPOSAL OF FIXED ASSETS

	2026	*2025*
	£000	*£000*
Proceeds of sales	15	*1,735*
Carrying value of fixed assets disposed of during the year	(37)	*(1,578)*
(DEFICIT)/SURPLUS ON DISPOSAL	**(22)**	*157*

8. INTEREST RECEIVABLE AND OTHER INCOME

	2026	*2025*
	£000	*£000*
Dividends received on investments	-	*29*
Bank interest	79	*66*
TOTAL	**79**	*95*

9. GRANT PAYABLE

	2026	*2025*
	£000	*£000*
Clean Sheet Grant	-	*200*
Revaluation of Capital Grant	221	*-*
Additional Interest on Capital Grant	43	*-*
	264	*200*

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 grant is paid in three equal annual instalments, this is the first payment made in relation to the grant.

10. EMPLOYEE INFORMATION

	2026	*2025*
The average number of staff employed during the year, expressed as full time equivalents, (i.e. 35 hours per week) was:	327	*323*

Staff costs	**2026**	*2025*
	£000	*£000*
Wages and salaries	10,967	*9,971*
Social security costs	1,349	*958*
Other pension costs	437	*384*
TOTAL	**12,753**	*11,313*

During the year ended 31 March 2026, the Trust made severance and redundancy payments of £50k *(2025: £26k).*

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

	2026	*2025*
£60,000 - £70,000	5	*2*
£70,000 - £80,000	1	-
£80,000 - £90,000	2	*2*
£90,000 - £100,000	1	*1*
£100,000 - £110,000	1	-
£110,000 - £120,000	1	*1*

11. 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 pensions 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 & expenditure account for the period to which it relates.

12. DIRECTORS' EMOLUMENTS

No emoluments were paid to Directors in 2026 or 2025 by the Trust. They do receive reimbursement of necessary expenses incurred on behalf of the Trust. In 2026 reimbursement of Directors' expenses totalled £4k *(2025: £2k).*

	2026 £000	*2025 £000*
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	**557**	*537*
The emoluments paid to highest paid officer (Chief Executive), including benefits-in-kind but excluding employer's pension contributions	**123**	*118*

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.

13. 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.

14. TANGIBLE FIXED ASSETS - HOUSING PROPERTIES

	Completed £000	Under Construction £000	Total £000
COST/VALUATION			
At 1 April 2025	*11,565*	*72*	*11,637*
Works to existing properties	525	981	1,506
Transfer from assets under construction	72	(72)	-
Disposals	(128)	-	(128)
At 31 March 2026	**12,034**	**981**	**13,015**
DEPRECIATION			
At 1 April 2025	*4,079*	-	*4,079*
Charge for year	415	-	415
Eliminated on Disposals	(90)	-	(90)
At 31 March 2026	**4,404**	**-**	**4,404**
NET BOOK VALUE at 31 MARCH 2026	**7,630**	**981**	**8,611**
NET BOOK VALUE at 1 April 2025	*7,486*	*72*	*7,558*

Housing properties comprise:

	2026 £000	2025 £000
Freeholds	7,302	*7,127*
Long Leaseholds	17	*14*
Short Leaseholds	311	*344*
Assets under construction	981	*72*
	8,611	*7,558*

15. TANGIBLE FIXED ASSETS – OTHER

	Plant & equip £000	Motor vehicles £000	Total £000
COST/VALUATION			
At 1 April 2025	*889*	*439*	*1,328*
Additions	184	-	184
Disposals	(42)	(58)	(100)
At 31 March 2026	**1,031**	**381**	**1,412**
DEPRECIATION			
At 1 April 2025	*686*	*292*	*978*
Charge for year	97	57	154
Disposals	(42)	(58)	(100)
At 31 March 2026	**741**	**291**	**1,032**
NET BOOK VALUE at 31 March 2026	**290**	**90**	**380**
NET BOOK VALUE at 1 April 2025	*203*	*147*	*350*

16. FIXED ASSET INVESTMENT

	2026 £	*2025 £*
Market value of investments at start of year	-	*883*
Market value of investment sold during the year	-	*(902)*
Market value of investments at end of year	**-**	*-*
Gain in value during the year	**-**	*19*
Gain recognised in the Statement of Comprehensive Income	-	*19*
	-	*19*
Historic Cost of Investments	-	*464*

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

17. DEBTORS

	2026 £000	2025 £000
Amounts falling due within one year:		
Rent arrears	2,606	2,309
Less: provision for bad debts	(2,307)	(1,984)
Non rental arrears	939	1,048
Less: provision for bad debts	(97)	(75)
Prepayments and accrued income	549	443
	1,690	1,741

18. CREDITORS - AMOUNTS FALLING DUE WITHIN ONE YEAR

	2026 £000	2025 £000
Rent credit balances	447	446
Non rental credit balances	521	469
Trade creditors	116	197
Taxation, social security and pension payable	361	265
Accruals and deferred income	1,387	1,164
Deferred capital grant (note 19b)	32	32
Bank loans (note 19c)	15	14
Recycled capital grant fund (note 19d)	222	-
	3,101	2,587

19. (a) CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2026 £000	2025 £000
Deferred capital grant (note 19b)	924	914
Bank loans (note 19c)	451	467
	1,375	**1,381**

19. (b) DEFERRED CAPITAL GRANT

	2026	*2025*
	£000	*£000*
At the start of the year	946	*2,761*
Disposals	-	*(1,748)*
Released to income in the year	(32)	*(66)*
Capital grant spent	145	*-*
Transfer to Recycled Capital Grant	(103)	*-*
At the end of the year	**956**	*946*
Amount due to be released <1 year	32	*32*
Amount due to be released >1 year	924	*914*
	956	*946*

19. (c) MORTGAGE LOAN

	2026	*2025*
	£000	*£000*
Loan balance at start of the year	481	*490*
Repayments made in the year	(14)	*(9)*
At the end of the year	**467**	*481*
Amount due <1 year	15	*14*
Amount due >1 year	452	*467*
	467	*481*

The Mortgage was repayable in equal instalments over 20 years, with a variable interest rate of Kingdom Bank's Residential Gospel Partner Prime Discounted Rate. The loan was secured by a charge over Hope House in London, which has a carrying value in our accounts of £719k. The loan was repaid on 13 May 2026 and the security over Hope House was removed.

19. (d) RECYCLED CAPITAL GRANT FUND

	2026 £000	2025 £000
At the start of the year	-	-
Transfer from Deferred Capital Grant fund	103	-
Additional interest	43	-
Revaluation of Capital Grant	221	-
Capital Grant spent	(145)	-
At the end of the year	**222**	-
Amount 3 years or older where repayment may be required	*222*	-

20. CAPITAL COMMITMENTS

	2026 £000	2025 £000
Capital expenditure that has been contracted for but has not been provided for in the financial statements.	150	*184*

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

	2026 £000	2025 £000
Revenue reserves of the Trust	150	*184*

21. 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:

	2026 £000	2025 £000
Land and buildings:		
In one year or more but less than two years	317	*131*
In two years or more and less than five years	863	*232*
In five years or more	829	-
Others, which expire:		
In one year or more but less than two years	4	*4*
In two years or more and less than five years	7	*5*

22. RELATED PARTY TRANSACTIONS

The Charity has not entered into any related party transactions during the year, nor are there any outstanding balances owing between related parties and the Charity at 31 March 2026.

23. FINANCIAL INSTRUMENTS

	2026	*2025*
	£000	*£000*
Financial Assets Measured at Amortised Cost:		
Rent and Service Charge Debtors	300	*325*
Other Debtors	842	*973*
Cash and Cash Equivalents	3,567	*4,099*
Total Financial Assets	**4,709**	*5,397*
Financial Liabilities Measured at Amortised Cost:		
Trade Creditors	116	*197*
Other Creditors	2,370	*2,092*
Total Financial Liabilities	**2,486**	*2,289*