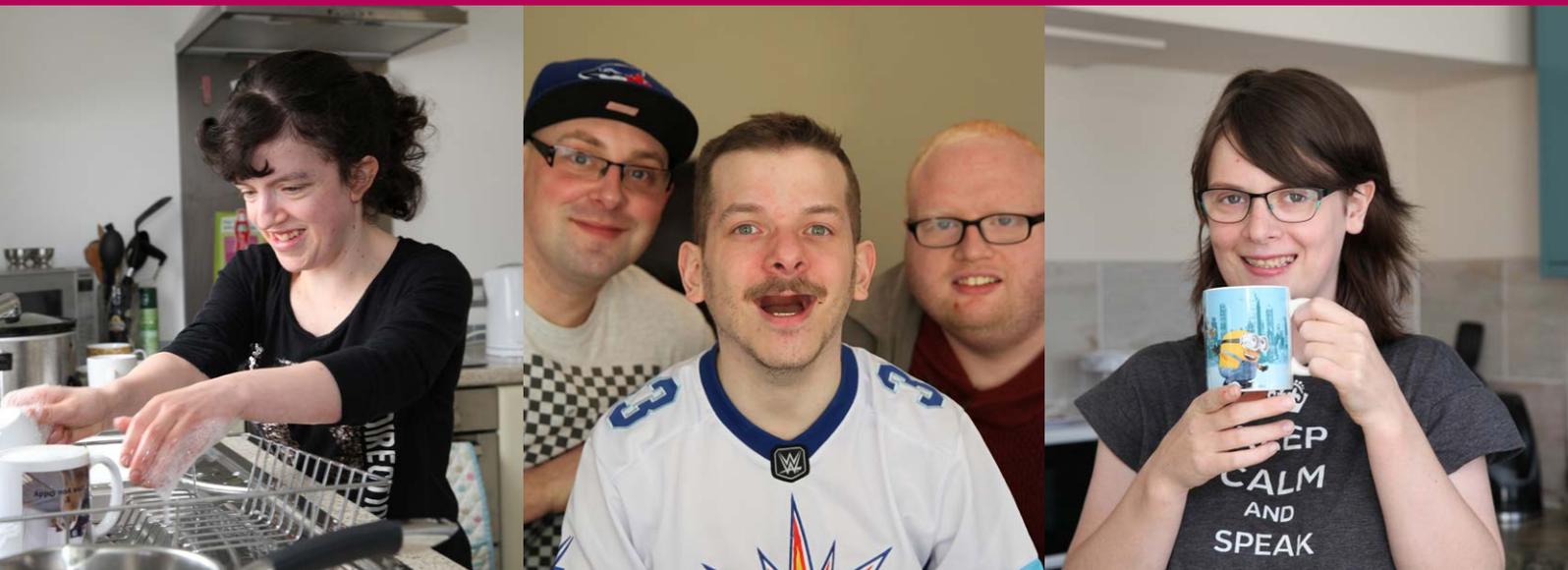




Golden Lane Housing

working in partnership with 

# GOLDEN LANE HOUSING SOCIAL IMPACT REPORT 2019



Transformational and quality homes  
for people with a learning disability

# INTRODUCTION

## GOLDEN LANE HOUSING IS ONE OF THE LEADING PROVIDERS OF SUPPORTED HOUSING FOR PEOPLE WITH A LEARNING DISABILITY IN ENGLAND, WALES AND NORTHERN IRELAND

Golden Lane Housing has over 950 properties and provides specialist supported housing services to around 2,000 people with a learning disability.

Golden Lane Housing created 234 tenancies in 2018/19 and will provide over 460 new tenancies in 2019/20 and 2020/21.

Golden Lane Housing has a turnover of £17.25m and total assets less current liabilities of £105m in 2018/19.

“Over the last three years we have provided new purchase and lease housing solutions to over 600 people, and provided housing advice to thousands of people with a learning disability and their families and carers. We have transformed the delivery of our repairs services with the establishment of an in-house repairs team which has supported a real improvement in our service and customer satisfaction. In 2019 we launched our new approach to safeguarding – It Matters – to support the welfare and wellbeing of our tenants.

However, the need for more adapted community based housing for people with a learning disability is as great as ever and we have ambitious plans to increase our impact over the next five years by providing new homes for over 1,150 people”.

John Verge Chief Executive





## SUMMARY

Golden Lane Housing is a specialist provider of housing for people with a learning disability. Mencap established it as an independent registered charity in 1998 and it has been registered with the Regulator of Social Housing since January 2015. As a Registered Provider, Golden Lane Housing is regulated in accordance with the economic and consumer standard published by the Regulator of Social Housing.

Golden Lane Housing own and manage over 950 properties and has established itself as one of the leaders in providing person centred housing for people with learning disabilities. We have around 2,000 tenants and residents and maintain positive relationships with an extensive network of stakeholders. We work closely with our member charity Mencap in a number of areas but we have our own board of trustees and separate governance arrangements. Golden Lane Housing work with over 200 national, regional and local support providers and operate in over 160 local authority areas.

Golden Lane Housing have experienced many years of positive financial performance and growth, due to effective financial stewardship. In 2018/19 our annual turnover was at £17.25 million and our operating surplus was £2.4 million, with total assets less current liabilities of £105 million. Delivering value for money is an integral part of our plan and a key requirement of the regulatory standard. We will continue to monitor our operational performance against our plans.

We have featured within The Sunday Times 100 Best Companies list for the last three years and continue to win national awards that recognise our work. In June 2019 Golden Lane Housing won the award for Supported Housing in the Learning Disability and Autism Award in Northern Ireland. This is a testament to the work we have been doing by providing innovative housing solutions, safe and secure environment for people with learning disabilities with very complex needs.

The judges for the awards said “A great example of collaborative working to develop the right property, environment and personal support. Transforming lives by promoting independence and enabling people to live the lives they chose”.

# MAKING A DIFFERENCE FOR PEOPLE WITH A LEARNING DISABILITY

For 20 years, we have been here to make sure that people with a learning disability can live their lives as they choose, are valued equally and listened to.

## Our vision

Our vision is a world where everyone with a learning disability has opportunities to access good quality housing that meets their needs.

## Our mission

Our mission is to help people with a learning disability find a quality home around which they can build their lives.

## Our values

These values describe who we aspire to be and what we stand for. We know that we are very strong in many of these areas already. We also know that we have a real personal, team and organisational challenge to ensure that we live these values in all our attitudes and behaviour externally and internally. We take this really seriously.

### INCLUSIVE

We are **Inclusive**. People with a learning disability are at the heart of everything we do.

### TRUSTWORTHY

We are **Trustworthy**. Being open and honest in everything we do.

### Caring

We are **Caring**. We treat everyone with respect and kindness.

### CHALLENGING

We are **Challenging**. Working for real change and innovation to support sustainable housing opportunities.

### POSITIVE

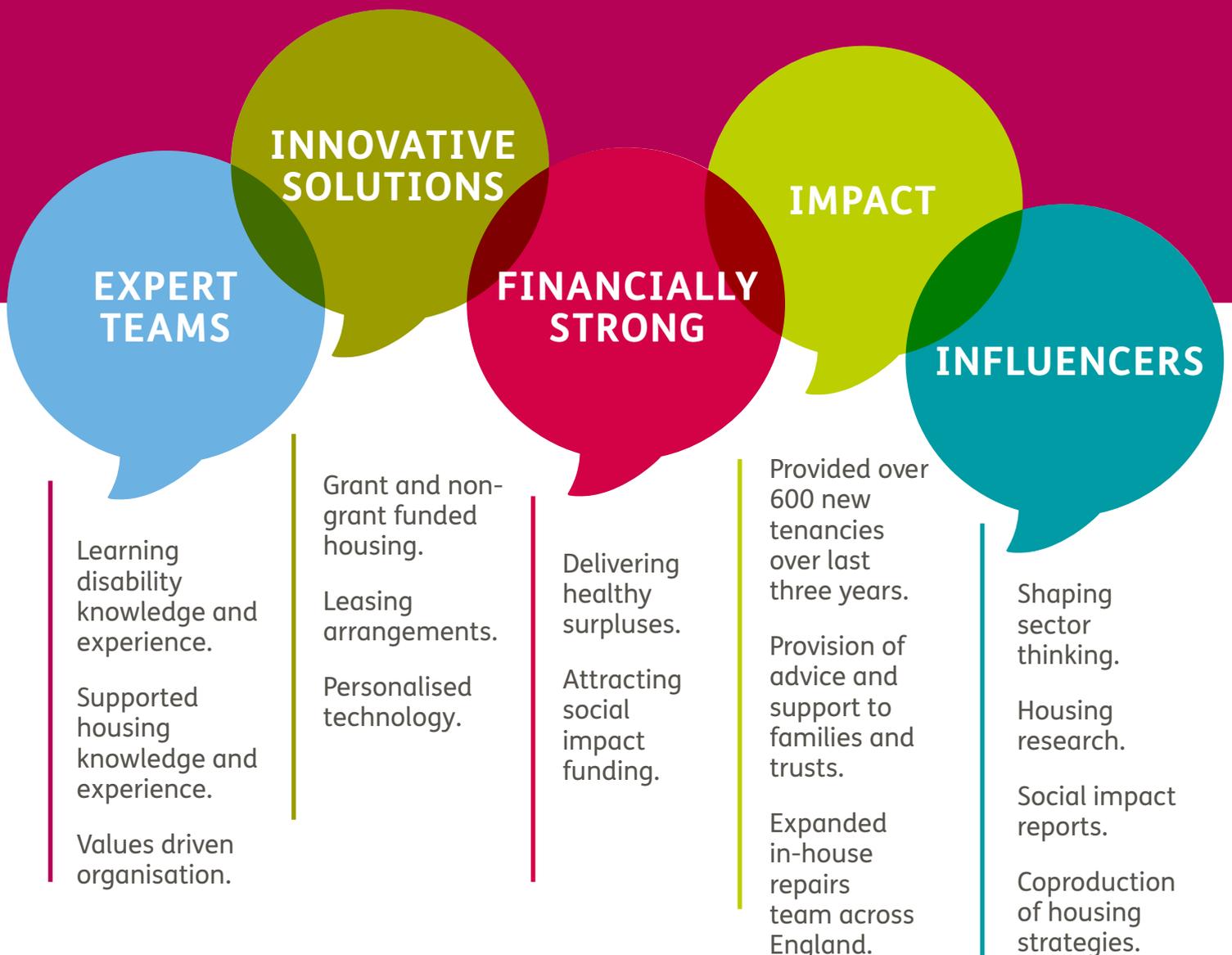
We are **Positive**. Optimistic for a better future and celebrate what we are proud of now.

# CORPORATE PLAN 2019 - 2024

This year we set out our vision for the next five years through our Corporate Plan. It sets out Golden Lane Housing's corporate strategy that provides the framework for creating an exciting and ambitious new phase for our organisation. Over the next five years we want to build on the last 20 years of our success in providing housing solutions and services designed for people with a learning disability and their families and carers. We want to ensure that our success is built on solid financial foundations that allows us to provide a greater number of housing solutions across England, Wales and Northern Ireland. We continue to provide bespoke community based housing and increase our partnership work with commissioners and support providers to help meet their strategic housing needs.

Our strategy has been produced with involvement from our trustees and staff against an environment of significant change in the supported housing sector. There is unprecedented levels of demand, pressures on social care, and increasing number of people with learning disability living with older carers. Our operating environment is further complicated by far reaching welfare reform and the uncertainty we build a new relationship with the European Union.

## OUR CORPORATE PLAN SETS OUT GOLDEN LANE HOUSING'S APPROACH



# KEY STRATEGIC AIMS

As a growing and stable business we have three key strategic aims. This is building on our success of the last 20 years ensuring we secure our future and remain a strong voice for people with a learning disability.

## OUR STRATEGIC AIMS ARE:



### Quality services

Provide a high quality, caring and efficient housing service.



### Healthy business

Maintain a viable business to provide security to our existing customers and support the growth of our activities.



### New homes

Grow the number of people with a learning disability we help into quality housing.

# OUR SIX PRIORITIES OVER THE NEXT FIVE YEARS WILL BE:

- 1) improving customer satisfaction through enhanced personalised services
- 2) improving customer engagement to help shape services
- 3) improving financial stability and focus on value for money
- 4) maintaining a high performing and engaged team
- 5) ambitiously and sustainably growing solutions for people with a learning disability
- 6) influencing national and local government strategies in housing and welfare for people with a learning disability.



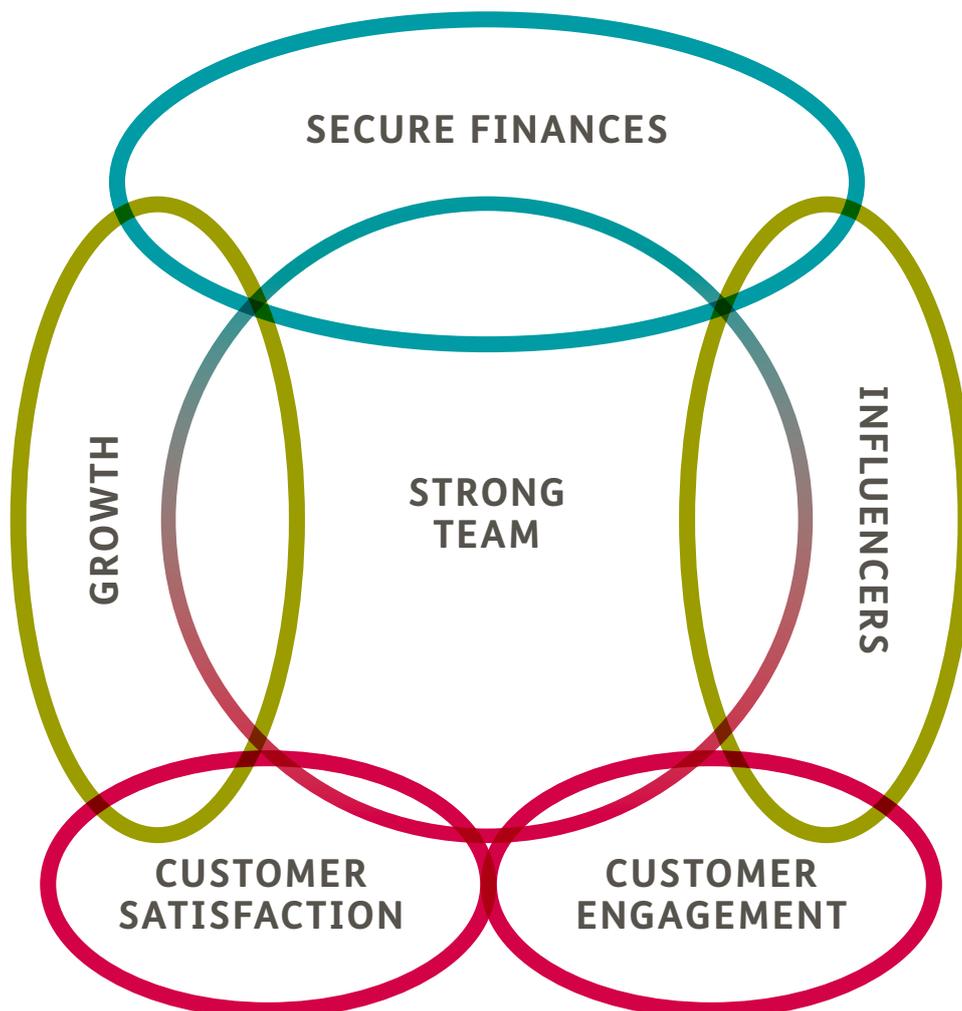
Quality services



Healthy business



New homes



## ACTIVITIES AND IMPACT



Golden Lane Housing continues to develop new vital homes for people with learning disabilities. In 2018/19 financial year we created a total of 234 tenancies which included 44 through our new purchases, 103 through our Great Tenants private sector lease scheme, 85 leased from local authorities and support providers and 2 through NHS England grant funding for the Transforming Care Programme.

We continue to work with NHS England to house more people through the Transforming Care Programme. To date, Golden Lane Housing has secured NHS grants worth £3,430,000 to house 12 people back in their communities from specialist hospitals or other NHS institutions where many have stayed for a considerable period of time. These residents usually have complex and challenging needs and require substantial adaptation to ensure they can live independently in their own homes, near their loved ones, and with the right level of support. As a result of our work we have done with NHS around the Transforming Care Programme, it has resulted in some life changing positive outcomes for the residents and their families. Due to the successes of these projects Golden Lane Housing are in discussions with NHS England to deliver more projects in a number of locations in England.

Golden Lane Housing have been operating in Northern Ireland since 2016. In the last three years we have had substantial impact on how housing has been delivered for people with a learning disabilities. We have taken an innovative approach in designing and modelling properties to meet specific needs of individuals we house. The design and adaptations we have implemented are key to ensuring the individuals living in these properties can sustain their tenancies and live independently and not in institutions. The Health and Social Care Trusts who commission support for people with a learning disability in Northern Ireland have recognised Golden Lane Housing for the outstanding work we do and embraced our innovative and creative ways. Golden Lane Housing is pro-actively working on rehousing patients from Muckamore Abbey Hospital in Antrim. The hospital has been focus of recent media attention due to its failings. The model of community based housing opposed to long term hospital is not only cost effective to the public purse, it provides the individual with choice, better quality of life and independence.



In 2018/19 we delivered a planned maintenance programme totalling £966K. The programme we delivered included planned works to 101 properties covering internal decorations, external decorations, kitchens, bathrooms, heating, doors and windows, roofing, electrical, and external works. We also provided aids and adaptations in 64 properties and environmental works to 43 properties.

We invested £950K on our property compliance during the year and we are delivering fire upgrades across our stock following a review of all fire risk assessments. During 2018/19 we completed Phase 1 of these works which covered 164 properties. The safety of our residents is paramount as we pride ourselves in providing a safe and secure environment for our tenants and residents to live in.

During 2019/20 we will continue to focus investment on the safety of our properties and our compliance budget has doubled to £1.8m to deliver fire improvement works on Phase 2 of our programme to 264 properties. During 2019/20 we will be undertaking a review of our stock condition survey and this will allow us to develop our asset management strategy and deliver planned works in a continued strategic way from 2020.

In 2018 Golden Lane Housing launched a safe guarding campaign called “It Matters”. The campaign was launched following a number of tenant engagement events which took place across the country and gave tenants the opportunity to tell us what they expect from us, as their landlord, in helping to keep them safe from abuse. The campaign was aimed at our tenants, support providers, staff members. The objective was to increase awareness that vulnerable people are at a higher risk of abuse and how Golden Lane Housing use a joint approach to support people with these issues and share best practice.

We plan to launch the second phase of our campaign during 2019/20 which will be targeted at support providers and local authority colleagues with a real emphasis on collaborative working in order for people with a learning disability to be in control of the outcomes they wish to receive.



Since 1st April 2018, our staff have raised 58 safeguarding alerts across 34 different local authority areas to ensure the welfare and wellbeing of our tenants. Some of our tenants are now receiving support to maintain healthy relationships. Some individuals have received support in understanding hate crime and other individuals are receiving information and advice from the local police regarding staying safe in the community. Our aim is to ensure people live in safe environments and having robust safeguarding campaign has huge impact in people's lives.

Golden lane Housing are a person centred housing provider. We pay great emphasis on how we can improve our services and by doing so we will have a positive impact on our customers. The outcome of our most recent customer satisfaction survey showed that 86% of our customers fed back to say they are very or fairly satisfied with our overall services.

In 2019/20 we will be looking at taking out £8m retained bonds from our 2017 Bond issue. This will provide critical community based housing solutions needed for people with a learning disability. Our growth plan reflects our expert analysis of the market and our position in relation to our competitors. The demand from local authority commissioners and families is evidence of our success in attracting social bond funding of £31m to deliver our programme over the past five years. The growing demand for community based housing for people with a learning disability is driven by a number of factors including:

- Commissioners moving away from residential care model
- Demand from commissioners in relation to providing community based housing for people currently in hospital and institutional setting such as Assessment and Treatment Units.
- Demographical pressures including people living longer and the fact the population of people with a learning disability is growing faster than the general population.

Over the last five years we have commissioned an external consultant QA support the assessment of tenants before and after the move into purchased properties. QA interviewed family members and relatives of residents GLH helped to house through our bond programme this year and the key findings show improvements across property, social and health for new tenants and their families.

# KEY FINDINGS

## RATING OF PREVIOUS TENANT PROPERTY & CURRENT TENANT PROPERTY

### Before the move

- 48% (NET) agreed that their relative has/had sufficient space in their property; 33% (NET) disagreed;
- 62% (NET) agreed that their relative has/had the appropriate adaptation in their property for their needs; 5% (NET) disagreed;
- 57% (NET) rated the overall quality of their relative's housing as good; 24% (NET) rated it as poor.

### Since the move

- 88% (NET) agreed that their relative has sufficient space in their property; 6% (NET) disagreed;
- 76% (NET) agreed that their relative has the appropriate adaptation in their property for their needs; 6% (NET) disagreed;
- 88% (NET) rated the overall quality of their relative's housing as good; no one rated it as poor.

# KEY FINDINGS

## TENANT SOCIAL, HEALTH AND EMPLOYMENT OPPORTUNITIES

### Before the move

- 76% (NET) agreed that their relative lived/lives in a place where there were local activities that they liked/like to join in with; 14% (NET) disagreed;
- Around two-thirds (67%, NET) agreed that their relative had/has the opportunity to take part in sport/exercise/leisure activities of their choice; 14% (NET) disagreed;
- Just less than half (48%, NET) agreed their relative was/is learning new skills; 29% (NET) disagreed;
- Around a quarter (24%, NET) agreed that their relative had/has the opportunity to take part in volunteer work; 43% (NET) disagreed;
- 62% (NET) agreed that their relative had/has the opportunity to access education and training; 29% (NET) disagreed;
- Just 10% (NET) agreed that their relative had/has the opportunity to access paid employment; 86% (NET) disagreed.

### Since the move

- 82% (NET) agreed that their relative lives in a place where there are local activities that they like to join in with; 12% (NET) disagreed;
- Three-quarters (76%, NET) agreed that their relative has the opportunity to take part in sport/exercise/leisure activities of their choice; 6% (NET) disagreed;
- Over half (59%, NET) agreed their relative is learning new skills; 12% (NET) disagreed;
- Less than a fifth (18%, NET) agreed that their relative has the opportunity to take part in volunteer work; 35% (NET) disagreed;
- 47% (NET) agreed that their relative has the opportunity to access education and training; 24% (NET) disagreed;
- Just 12% (NET) agreed that their relative has the opportunity to access paid employment; 71% (NET) disagreed.

# KEY FINDINGS

## FAMILY HEALTH & WELLBEING

### Before the move

- 81% (NET) agreed their physical health was/is good; 19% (NET) disagreed;
- 48% (NET) agreed they had/have low levels of stress; 48% (NET) disagreed;
- 62% (NET) agreed they had/have enough time for themselves; 38% (NET) disagreed;
- 71% (NET) agreed they were/are free from pain and discomfort; 19% disagreed;
- 48% (NET) agreed they were/are free from anxiety; 33% (NET) disagreed;
- 90% (NET) agreed they were/are free from depression; 10% (NET) disagreed;
- 76% (NET) agreed they took/take part in regular physical activity; 14% (NET) disagreed;
- The three relatives whose loved ones were yet to move or had just recently moved demonstrated an average wellbeing score of 26 out of a possible 35.

### Since the move

- 94% (NET) agreed their physical health is good; 6% (NET) disagreed;
- 65% (NET) agreed they have low levels of stress; 18% (NET) disagreed;
- 94% (NET) agreed they have enough time for themselves; 6% (NET) disagreed;
- 76% (NET) agreed they are free from pain and discomfort; 12% disagreed;
- 71% (NET) agreed they are free from anxiety; 6% (NET) disagreed;
- 94% (NET) agreed they are free from depression; 6% (NET) disagreed;
- 88% (NET) agreed they take part in regular physical activity; 12% (NET) disagreed;

## CASE STUDY

Anthony, Ivor and Martin were living in a property in Launceston and had done so for many years together. The property was three-stories and had steep steps going up to the front door. Golden Lane Housing were asked to find a bungalow in the area to suit the tenants changing needs and secure a long term, accessible home for their future.

All the tenants have close links to the area having lived there for many years – finding a bungalow with enough space and bedrooms isn't always easy. With the help of local Mencap staff, we found an “upside down” house which had large bedrooms and adapted bathroom facilities on the ground floor, and a large living space with additional bedroom on the first floor which goes out straight to the garden. The stair case was wide enough to fit in a chair lift which could then accommodate the residents changing mobility needs.

Ivor said “I like the garden and I like my bedroom. I like gardening. I like the level ground so I can get in the front door. I like to play my CDs”.

Martin said “It's a nice modern house. I like doing my own washing. I help with chores”.

Both like “fish and chips” as a favourite treat for dinner.



**Martin said “It's a nice modern house. I like doing my own washing. I help with chores”.**

# CLOSE TO HOME

## GOLDEN LANE HOUSING FILM PREMIERES AT CHARTERED INSTITUTE OF HOUSING NATIONAL CONFERENCE

Golden Lane Housing featured in Close to Home, a programme premiered at the Chartered Institute of Housing (CIH) Housing 2019 national conference in Manchester. It explores issues surrounding the housing sector and celebrates success stories. It is produced by CIH and ITN Productions and introduced by national newsreader Natasha Kaplinsky.

Adrian Watson a tenant living in a supported living property in Birmingham features in the programme. Since moving into his own flat he has worked one day a week in a community café run by the support provider Precious Homes. Adrian says “It makes me feel good - proud that I’ve got my own gaff, my own flat at last”.

John Verge, Golden Lane Housing’s Chief Executive said: “The film shows examples of the innovative and flexible solutions Golden Lane Housing is able to offer people with a learning disability, their families and commissioners. We are proud to work with families, commissioners and support providers to continue to develop more and more opportunities across the UK each year to enable people to build their lives in their communities <https://www.glh.org.uk/golden-lane-housing-film-premieres-at-chartered-institute-of-housing-national-conference/>