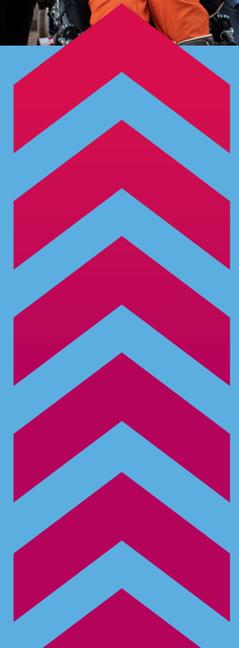




Golden Lane Housing
building futures



GOLDEN LANE HOUSING SOCIAL IMPACT REPORT 2020



INTRODUCTION

WELCOME TO OUR SOCIAL IMPACT REPORT 2020/21.



It has been a year that many will remember as being the year of lockdown, restrictions on society, emergency legislation and sadly, the passing away of friends and family, including tenants of Golden Lane Housing.

At Golden Lane Housing we have all seen the remarkable spirit of solidarity that has been present, and the efforts to ensure continuity of essential services being delivered to a high standard.

Over the last year, first and foremost has been the safety and wellbeing of our tenants, customers, contractors and staff. We have carried out welfare calls to our tenants and adopted new ways of working with use of technology.

We have developed further our tenant engagement by improving and relaunching the Tenant involvement strategy. Our Inclusion Advisory Committee is co-chaired by a tenant that provides advice to the board of trustees and the executive team.

There is still a great need for housing people with a learning disability. Throughout the pandemic we have worked closely with our partners and undertaken extra planning to enable 191 people with a learning disability to move into their new homes. We now provide quality homes to over 2,370 people with a learning disability in 1,200 quality homes across England, Wales and Northern Ireland.

Golden Lane Housing wants a world that is equal. Our new Equality, Diversity, and Inclusion Framework, which includes plans to strengthen the diversity of the Golden Lane Housing board of trustees through a mentoring programme to develop new talent.

This year, we were delighted and incredibly proud to receive a 2 star accreditation from Best Companies, take the 8th spot in Housing's Top 25 Associations To Work For, listed 66th in The UK's Best Mid-Sized Companies To Work For and 64th position in The North West's 100 Best Companies To Work For.

John Verge
chief executive

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HIGHLIGHTS

A PLACE TO CALL HOME

£££££6,357,116

invested in new properties including adaptation works.

£108,517

spent on fire safety and other remedial works in leased properties.



£2,092,596

OF NHS ENGLAND FUNDING SECURED FOR TRANSFORMING CARE PROGRAMME.

191

new homes for people with a learning disability



REPAIRS AND MAINTENANCE



100%

of our homes meet the Decent Homes Standard.



Resolve Solutions

Part of Golden Lane Housing

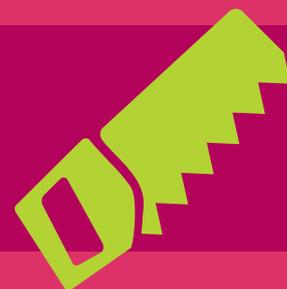
Resolve Solutions provide repairs and maintenance to our properties nationally undertaking 1,791 repairs.

97%

of tenants are satisfied with the repairs service from Resolve Solutions.

£970,619

SPENT ON PLANNED IMPROVEMENTS AND FIRE SAFETY WORKS



HIGHLIGHTS



KEEPING SAFE AND WELL-BEING



117

safeguarding concerns raised and interventions made.

Feedback sought from tenants and families on how Golden Lane Housing supported their wellbeing through a safeguarding concern.

67

safeguarding alerts raised with 25 local authorities.



Regular welfare calls were extended to all our tenants during the pandemic when our housing officers were unable to visit tenants.



GETTING INVOLVED



Inclusion Advisory Committee established comprising of tenants and trustees.

Co-designed interactive Tenants Annual Report wall calendar produced.



Tenant Facebook page launched.

Tenants celebrated Black History month with a traditional Caribbean recipe baking challenge.



A place to call home



A challenging year

2020/21 has been an unprecedented year for development activities. National and local travel restrictions as a result of lockdown set some challenges for Golden Lane Housing. Despite this we had successful year and delivered on 191 new tenancies. Golden Lane Housing continued to make a substantial impact on the lives of people with a learning disability across the country by providing quality housing in their community. We implemented new innovative ways to deliver this by using technology and collaborative working with stakeholders.

In 2020/21, we provided new homes for the 191 people with a learning disability to suit their needs and aspirations. We used a range of products to deliver these housing solutions, which allowed us to ensure we met person specific requirements and created sustainable tenancies. The total includes 48 tenancies through our capital programme, 45 through our Great Tenant private sector leasing scheme, 92 by leasing from local authorities and support providers and 6 through NHS England grant funding from Transforming Care programme to support people move from hospital settings. This was a fantastic achievement for Golden Lane Housing, despite the challenges bought on by the global pandemic.

Quality housing you can build your life around

Investment and impact

Golden Lane Housing invested in £6,357,116 through our capital programme to create 48 tenancies in 2020/21. The investment allowed us to purchase and develop properties and carry out adaptations to meet our personalised approach. In addition, Golden Lane Housing invested £108,517 for fire safety works and other remedial works on our new leased properties. The investment allowed us to move our tenants in to the properties and created 108 tenancies. Our investment ensured the properties are safe for our tenants and we meet fire safety regulations.

Golden Lane Housing has secured £2,092,596 of NHS England funding. This funding is used to purchase properties and create bespoke housing for people coming through the Transforming Care Programme.

In our 10 year business plan we intend to deploy £10 million per year to create on average 63 new tenancies per year with an average investment of £158,000 per tenant. We aim to create 630 tenancies through our capital programme in the next 10 years. Our investment creates immense positive impact of quality of life and wellbeing to our tenants by creating homes in the community for them, often near their family and friends. This also allows our tenants to have a greater involvement in the community, better health and social life. We are able to deliver bespoke properties for people with complex needs who, otherwise would be placed in residential and hospital inpatient settings. These alternative models of registered care and hospital admissions, would not have allowed our tenants to have the tenancy rights and independence that is achieved through the supported housing model.



£6,357,116

invested in new properties including adaptation works



£108,517

spent on fire safety and other remedial works in leased properties

NHS

£2,092,596

of NHS England funding secured for Transforming Care Programme



A place to call home

**Partnerships
are central
to everything
we do**

A report carried out jointly by Mencap and Housing LIN in 2018 found the average rent and service charge for specialised supported housing was £238.25 per week for shared accommodation and £243.30 for self-contained. Their research found the overall costs for a person living in specialised supported housing, which includes housing, support and care is an average of £1,569 per week compared an average of £1,706 per week for residential care and an average of £3,500 per week for hospital inpatient.

Our approach is always to ensure the funds have maximum impact on the tenants and allows them to live independently as possible. Allowing additional and communal space, adaptations, internal and external environment ensures our residents can have a sustainable tenancy that caters for their long term needs. The adaptations also ensures it meets the needs of a wider group of people when vacancies arise, creating sustainable services.

The quality accommodation Golden Lane Housing provide through our various products provides a wide range of benefit to our tenants, their families, social services, care provider and to the public purse. Our approach has always been to involve family when sourcing properties and ensuring they have peace of mind on their children and loved ones have appropriate housing along with the care and support they receive. Supported housing in the community provides tenants with independence, choice and have a strong say on where they live and who they want to live with. They also have tenancy rights and legal protections which is limited in registered and hospital settings.

Grimsby story

“We are delighted that 15 people with a learning disability are moving into these fantastic apartments within their community,”

says Emily Collinson,
development
manager at
Golden Lane Housing



Read the story at
glh.org.uk/apartments



A place to call home

Future demand

We are seeing demand for specialised supported housing growing year on year, particularly around complex needs. The aspirations of people with learning disabilities are changing and as a result the types of housing they want to live in are too. This is a positive outcome as people with learning disabilities have been empowered through offer greater choice and independence. The lack of grants and funding offered by Homes England and other statutory bodies provides Golden Lane Housing with a challenge to meet some of the demand and unmet need. Having access to capital funds allows us to deliver fantastic housing options and solutions for people with a learning disability. Working with public and private sectors in collaboration is a great advantage and ensures we achieve the best possible impact. Possible changes to welfare benefit also has been a threat to the specialised supported housing, however there is a greater assurance and commitment from government on funding this sector.

Extra planning and collaboration has enabled two gentlemen to move from a long-term care home to supported living using our Great Tenants approach during COVID-19. We wish them every happiness.

First home together





Michelle's story

“It couldn't have turned out better for everyone!” says Michelle Wilks, scheme manager for Leeds Mencap.



Life has transformed for people who moved into supported living after their residential care home closed. Golden Lane Housing worked closely with Leeds Mencap, Mencap and the tenants to purchase and specially adapt two properties within the area.

“It couldn't have turned out better for everyone!” says Michelle Wilks, scheme manager for Leeds Mencap.

“It was important to find out who wanted to live together along with what suited their needs. It was agreed, Diane, Debra, Nigel, Sam and Sam (pictured) would share and Sandra, Susan, Shane and Sharon would live together.

Golden Lane Housing were great, they listened and worked with us and carried out the adaptations. We worked to a tight deadline, and all the work was completed on time.



Both properties are absolutely fantastic, they are spacious and homely with lovely gardens. It's great as they're only round the corner from each other too. Each person chose the wallpaper and colours for their bedrooms. Nearly everyone has an en-suite bathroom or wet room to support with personal hygiene. Supported living is more personalised. People are getting more time with staff, which has opened up a new world of possibilities. I've noticed people are more relaxed, happier in themselves and their confidence has grown in a short space of time.

Most people have decided not to go to day service or reduce the number of times they go each week. Instead, they are looking to do other activities. The properties are only a couple of miles down the road from where they used to live. It's ideal as people can still go the activities they enjoy and do their voluntary work. A bus stop is close to the properties so they can easily get around.

It's so nice; everyone is constantly telling me how much they love it!”

Bryan and Warren's story



It is just wonderful. We are safe in the knowledge that our sons are content in what we can only describe as a home from home."



"It's just marvellous it's the answer to our prayers." This is how Isobel and Bob Henry, who are in their 70's, describe their sons' new home. Both of their adult sons, Bryan (40) and Warren (38), are non-verbal, they both have a learning disability and complex needs which require 24-hour care.

Bryan and Warren have recently moved into a new bungalow near Omagh supported by Mencap after 23 years, apart as no housing solution was available before to allow them to live together. They share the property with two other adults with a learning disability and have carers to look after them at all times – they have settled in well, the atmosphere in their home is both calm and welcoming.

Mencap's Personal Support and Housing Service in Northern Ireland developed the supported living solution for the Henry family and believe people with a learning disability should have a real choice about where they live and who they live with, so housing is tailored to meet an individual's needs and aspirations.

Before the move to this adapted home Warren lived at home with their parents. Bryan had lived in a nursing home 33 miles away from the family home since 1994, which meant that it was

difficult for his parents to visit him more than once a week.

Bob and Isobel have campaigned for more suitable and independent living arrangements for their sons for over twenty years. They sought the assistance of everyone who could help including local politicians.

Bob said: "This move has been good for all of us as a family. It is a huge weight lifted off our shoulders. Neither of us are getting any younger but this has given us peace of mind for the future."

"Most importantly the boys are together again at last, they are happy here and they are well cared for. We feel like we have gained an extended family through their carers."

"Our sons will never be able to look after themselves," Isobel said, "but this type of supported independent living is more than we would ever have dreamed of for them. "

"We cannot express what this means for us as a family. We can call and see our sons whenever we want, just for 5 minutes after shopping or for a couple of hours at a time," she said. We don't have to make an appointment or stick to visiting times.



Repairs and maintenance



- **7836 repairs** were carried out to our properties, **96%** were completed within the agreed target time.
- **94%** first time fix rate was achieved by Resolve Solutions.
- **1791 customer surveys** were completed for work carried out by Resolve Solutions, **97%** were recorded as satisfied.



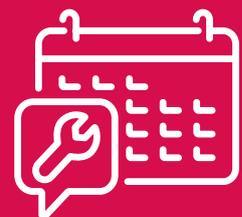
Reactive repairs

- **£31,000** was spent on disabled adaptations to our tenant's homes.
- **18 access and egress projects** were completed, which include installing concrete ramps, widening pathways around the property and fitting level threshold doors.
- **22 assisted living projects** were completed, which include fitting hand rails externally and fitting grab bars internally to our tenant's homes.
- **12** bathroom and kitchen alteration projects were completed, which include fitting shower seats, fitting WC flush sensors and fitting thermostatic mixing valves to hot water outlets.



Aids and adaptations

- We completed planned improvements to 131 properties including:
 - Internal re-decorations
 - New heating systems
 - New kitchens
 - **503 properties** received additional fire safety works at a cost of £460,619.
 - New bathrooms



Planned works

Repairs and maintenance



Winter garden makeover

Operatives, Paul and Wayne from Resolve Solutions worked hard on a winter garden makeover for our tenants in Devon. It began with the clear up, and then raised beds were built and paving laid. Next came the planting and lights. A feature light of our mascot, Dixie was put in place and the final touches were complete. #morethanjustarepairservice

2020 was a challenging year for the property team, as a result of COVID-19 restrictions our services were restricted to emergency and compliance works for the majority of the year, in the months restrictions were lifted we focussed on ensuring that any repairs that had been put on hold due to COVID-19 were completed for our tenants.

Resolve Solutions concentrated on ensuring any visits to our properties were carried out in a COVID-19 safe manner by undertaking flow tests and risk assessments at every property before entering to complete a repair.

Our compliance team continued to deliver our programme of health and safety checks throughout the pandemic as well as procuring new framework contracts to deliver asbestos, water safety, electrical and fire checks at our properties.

Our planned works were put on hold due to restricted access and because the condition of our properties is very important to us the team concentrated on analysing the stock condition survey data completed during 2019 and developing robust plans for investment from 2021.



Resolve Solutions uses new ways of working



National contracts manager, Barry Sully explains how the use of technology has assisted the operatives to provide emergency and essential repairs to our tenants' homes.

Read the full story at glh.org.uk/emergency-repair

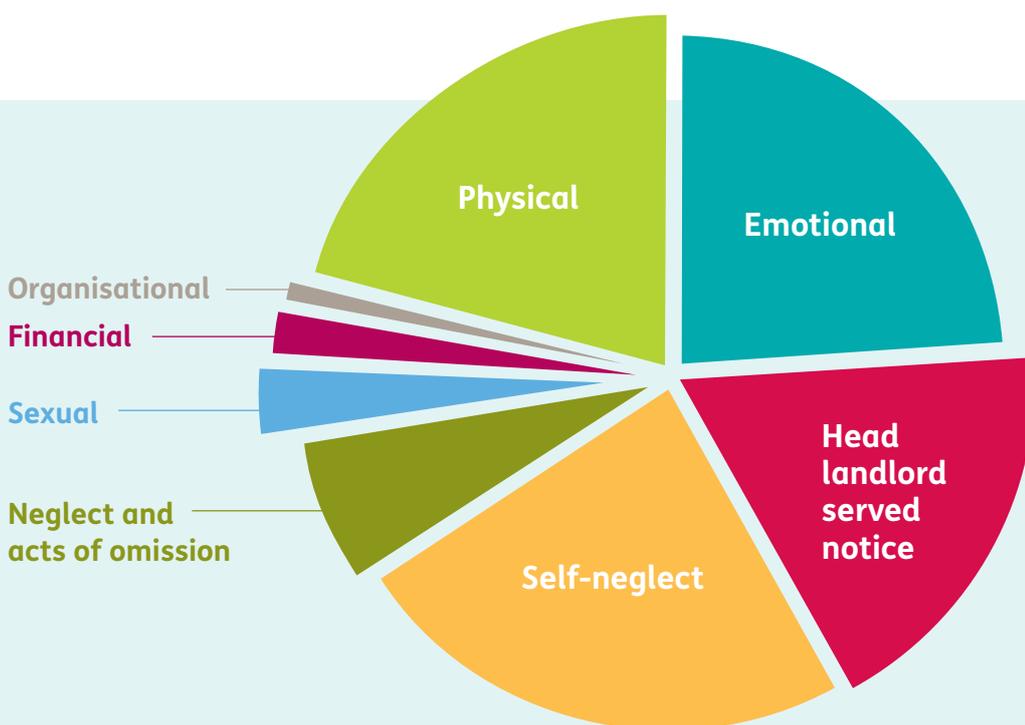
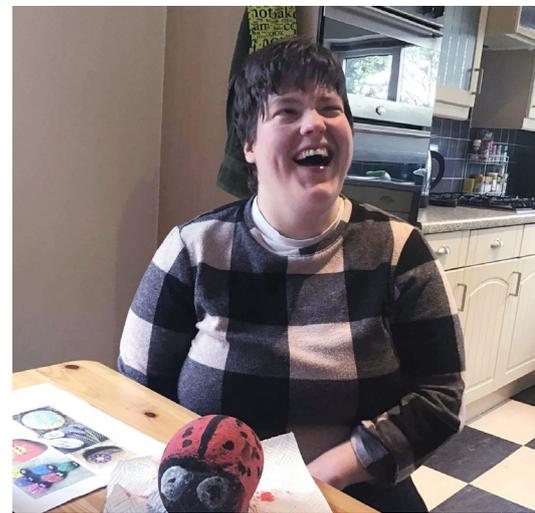
Keeping safe and well-being



It's really important to us that our tenants are able to live happy, healthy lives and have opportunities to thrive in their home and community. 'It matters' is our approach to safeguarding - it's all about working with others to help keep tenants safe from abuse. It's person and not process driven and makes sure our tenants remain at the centre of everything we do, achieving the outcomes that are important to them.

Our housing officers have taken a proactive and person centred approach in keeping in regular contact with tenants we currently deem to be most at risk of abuse, demonstrating increased contact with tenants, their families and support providers, despite the difficulties and at times restrictions, in meeting tenants face to face due to pandemic. Golden Lane Housing's approach to finding alternative technological methods to help engage with tenants has assisted in our delivery of housing management services, many of which will form part of our new and improved services to tenants this year.

During 2020/21 67 safeguarding alerts across 25 different local authority areas were raised, an overall increase of 31% when compared to last year's statistics. The three highest reported abuse categories were emotional abuse, self-neglect and physical abuse.



Our tenants are at the centre of everything we do





Keeping safe and well-being

Helping tenants to achieve the outcomes they wish following their involvement in safeguarding proceedings has always been the most fundamental aspect of Golden Lane Housing's safeguarding approach. It remains incredibly important that Golden Lane Housing's employees understand the importance of ensuring tenants remain at the centre of the safeguarding process and are given opportunities to achieve the outcomes they wish.

In February 2021, we invited tenants, their families and support providers to talk to us and share their experiences of Golden Lane Housing supporting them through safeguarding proceedings. One tenant felt that he had achieved a good outcome with increased support hours, whilst another tenant now receives the much needed help with an addiction. The family of another tenant said they felt very fortunate to have Golden Lane Housing as a landlord and that the housing officer always has their son's best interests at heart.

We continue to obtain regular feedback from customers as part of our continual improvement approach to delivering high quality services to tenants to ensure their ongoing wellbeing and safety.



We used the latest technology to make welfare calls to some of our tenants

H, a tenant felt that he had achieved a good outcome with increased support hours.

D, a family member said the housing officer always has their son's best interests at heart.





Getting involved

We continue to develop our approach to tenant involvement aligned with our corporate objectives.

We have created opportunities for tenants to be involved and influence the business from board level to connecting on an individual and informal basis.

Corona Creations

Tenants to take part in Corona Creations to showcase their creative talents and activities.



More Voices, More Choices

“We have talked about important topics such as the Corporate plan, fire safety and Golden Lane Housing becoming a Community Benefit Society. We also helped to develop a Tenant engagement strategy with management and leadership,”

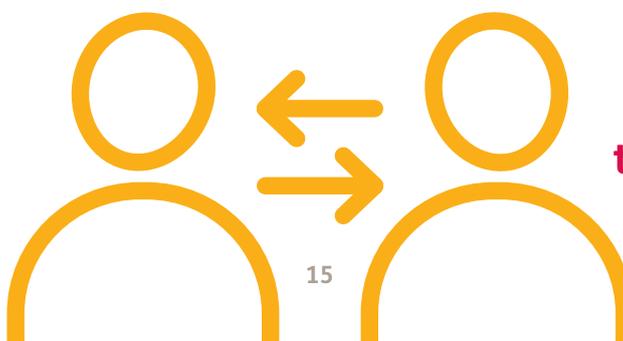
Mark Johnson,
chair of **More Voices,**
More Choices.



Black History Month

Two of our tenants Daniel and David and their mother, Glenice asked if we could celebrate Black History Month and share their traditional Caribbean recipe.

Read the full story at
glh.org.uk/daniel-and-david



**We are developing
our approach for
tenant involvement**

Getting involved



Highlights

Tenants are having a greater influence and engagement in our work

This year tenants have been involved across our services including:

Governance: we have reviewed and relaunched our Tenant Involvement Strategy that was co-written with tenants to embed what matters most to them. Our tenant group More Voices, More Choices has continued to develop and increase their capacity and knowledge of understanding our business and have been getting involved at a more strategic level.

The Inclusion Advisory Committee: the committee includes three tenant members from More Voices, More Choices and three board members was established in 2020. The committee is co-chaired by a trustee and a tenant and provides direct tenant voice to the board of trustees.

Annual Tenant satisfaction survey: this year was co-designed with tenants. Every tenant received a survey and had the option to complete online. We achieved a higher response rate of 36%.

Consultation with our tenants: we informed and consulted with all tenants about our plans to become a community benefit society. We received positive feedback for our clear communication and information.

Being involved: we have continued our work to embed tenant involvement across the organisation and provide opportunities for tenants to influence how we provide and improve the services we deliver. Some of the activities tenants have been involved in this year include; a review of our development satisfaction survey, developing easy-read policies, and a review of the lettings and allocations process.

Digital connection: as we move forward, we have been working with tenants to increase their knowledge and capacity. We are moving towards connecting more digitally with our tenants through producing more video and audio communication, connecting with them via social media including a tenant Facebook page, and redesigning our website where tenants provided insight to how our website should function.

Community and connected: tenants told us they wanted to connect more with us and increase the feeling of community. We developed 'Tenant Creations' during the first national lockdown to encourage our tenants to get creative, be active and look after their wellbeing. Tenants shared their creative activities to the showcase on our website, newsletter, and social media channels. We celebrated black history month in October where two of our tenants shared a family recipe that celebrated their Caribbean heritage with a tenant cookery competition.

Awards and staff day: tenant representatives were part of our awards and staff day celebrations contributing and sharing their experiences with staff in workshop sessions. Two tenants attended the virtual National Housing Awards with members of the executive team and board of trustees.

The learning disability community



We cannot provide housing for everyone so we also need to make sure that the housing system as a whole works better for people with a learning disability.

Golden Lane Housing has continued its working partnerships with the National Housing Federation, The Learning Disability and Autism Housing Network and Mencap, campaigning and seeking to positively influence the proposed changes to funding for housing, welfare reform and housing related benefits.

The Learning Disability and Autism Housing Network is a coalition of 13 housing associations chaired by our chief executive that is calling for action to address the barriers for new, sustainable quality housing for people with a learning disability and/or autism.

There is clear evidence that strategically planned sustainable, quality supported housing for people with a learning disability and/or autism provides long-term positive benefits for them and delivers value for money for social care and health commissioners.

The learning disability community

In March 2021, members launched their Charter at the National Housing Federation's National Housing Summit 2021 with four calls for action:

- *Government to create a more comprehensive and integrated national and local planning and policy framework for supported housing for people with a learning disability and autism.*
- *Government to create the conditions for growth of supply by allocating a higher proportion of the new affordable homes programme to new housing for people with learning disability and autism.*
- *A rent standard that supports the commissioning and funding of new supported housing for people with high support needs.*
- *A long-term sustainable, consistent housing benefit regime for supported housing.*

Golden Lane Housing has raised awareness of housing for people with a learning disability and our services alongside the Learning Disability and Autism Housing Network and their campaigning work. Throughout the year it has been promoted through the National Housing Federation, Housing LIN, HQN, Inside Housing and Mindset Mentor.





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Amelham

19



Golden Lane Housing
building futures

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