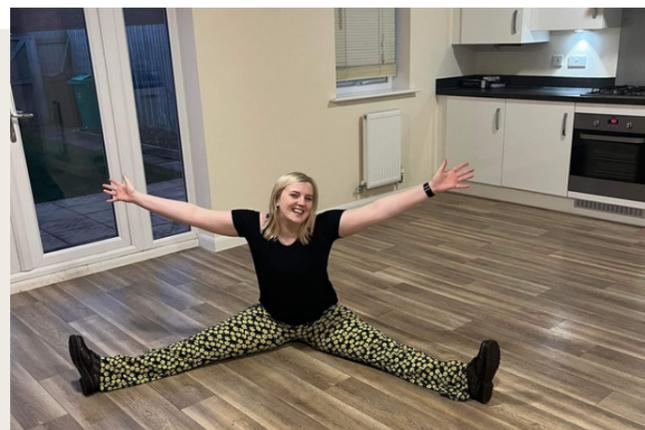


# Social Impact Report

## 2021-2022



## Vision

A world where everyone with a learning disability or autism has opportunities to access good quality housing that meets their needs

## Mission

Help people with a learning disability or autism find and enjoy a suitable, safe home with advice and housing.

## Goals/strategic objectives

Tenant satisfaction  
Investing in homes  
Housing more people  
Strong finances  
Working together

## Our values

Caring Listening Honest Reliable Creative



**Mark Johnson,**  
Housing Heroes  
Tenant of the Year  
Winner 2022

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# Welcome to our Social Impact Report

**The housing need for people with a learning disability or autism continues to increase and we remain committed to house more people from across diverse communities each year.**

Last year has been a year of tremendous change for Golden Lane Housing. Whilst maintaining the focus of the organisation on our tenants, their wellbeing and their safety, the past 12 months has seen the charity become a Community Benefit Society, retain its G1 V1 rating in a recent 'In Depth Assessment' from our Regulator, and pursue a demerger from the Royal Mencap Society group.

The response of our tenants, with whom we consulted on our plans, and our employees, has been tremendous and we have all seen a remarkable spirit of solidarity to ensure continuity of essential services being delivered to a high standard. We are really proud to have seen our formal tenant groups go from strength to strength, attend joint strategic planning sessions with the Board, and to positively influence the organisation's goals and direction for the next 3 years. Culminating in the production and publication of 'Our Plan' for 2022-25.

Our Plan sees a collective commitment to work towards our goals for Tenant Satisfaction; Investing in New Homes; Housing More People; Strong Finances and Working Together, and builds on our previous objectives of Quality Services, Healthy Business and New Homes.

We are also delighted to have retained our place in the Best Companies Top Ten Best Housing Associations to work for, at a time of significant change and challenges across the sector.

Over the past year our colleagues have worked to ensure that Golden Lane Housing is a welcoming and inclusive environment, establishing a steering group to see through our strategy on Equity, Diversity, and Inclusion.

We have continued to invest in our capacity and capability to deliver vital housing safety checks, repairs, and new lettings, including the appointment of a new Head of Health and Safety, all the while focusing on our longer term plans to raise finance to develop new homes, and housing solutions for people with a learning disability or autism.

In the past year we have returned to the bond markets where our social bond offer closed early and was oversubscribed after significant interest from institutional and retail investors.

Golden Lane Housing continues to be a strong and vocal campaigner in society for more, and better-quality housing for people with a learning disability or autism, working with a range of partners across the country, including members of the Learning Disability and Autism Housing Network, as well as central government, to achieve these aims.

The Board has maintained its environmental commitments and co-produced, with the Executive, its Sustainability Strategy, as well as becoming an adopter of the Sustainability Reporting Standard for Social Housing.



**John Verge,  
Chief Executive**



# Our Governance

**Golden Lane Housing is led by an independent Board of between 8-12 Non Executive Directors who steer the organisation, deciding its Vision, Mission, Values and strategic direction, whilst applying effective controls.**

Each year the Board undertakes a review of governance arrangements and Board effectiveness, with an externally supported review every three years. In the past year the Board received assurance in the form of the highest governance grading, of G1, following the conclusion of an In depth Assessment by the Regulator of Social Housing.

Golden Lane Housing is a member of the National Housing Federation. The Board has adopted the National Housing Federation's Code of Governance and the Federation's Code of Conduct.

Board Members are currently unremunerated and appointed for an initial period of up to 6 years, with up to an additional 3 year tenure, if that is in the best interests of the organisation.

To support Board diversity, succession planning, and the bringing forward of new talent, the Board recently began a trainee scheme and has two current Trainee Board Members.

The Board has a diverse age range and gender representation. With Board Members from communities across the whole of England.

Board members have a wide range of skills and backgrounds, although there are requirements that certain skills, for instance finance skills, must be present in one or more Board Members at all times.

During 2021/22 the Board has steered the restructuring of Golden Lane Housing from a limited company charity to a Community Benefit Society and has demerged the organisation from the Mencap group, to become a standalone housing association with its own staff and independent governance arrangements.

The Board is supported by a Chief Executive Officer and the Executive Directors, together with a Company Secretary. The Board has delegated to the Executive, through its Chief Executive Officer, the day-to-day management of Golden Lane Housing.

The Board met on 5 scheduled occasions and 3 special meetings during 2021-22. In addition, the Board met for 2 strategy days, one of which was a joint meeting with tenants in November 2021,

when the Board joined tenants in an overnight stay and strategic session at the Warwick Business School. Tenants delivered presentations and their thoughts and considerations on the future direction and goals of Golden Lane Housing. This has resulted in a new 3 year plan which is called 'Our Plan' setting out 5 main goals for the organisation.



# Our People

**Golden Lane Housing is an equal opportunities employer with a diverse workforce of persons employed throughout the country. 10% of Golden Lane Housing's office based colleagues have a learning disability or autism.**

The organisation is a member of Includability which is a platform for employers that want to engage, collaborate and be part of a community of authentically inclusive members.

Our recruitment process includes an interview with a Learning Disability panel as part of the overall assessment process, and all reasonable adjustments are made for candidates to ensure they can demonstrate their knowledge, skills and experience in the best way possible.

Onboarding processes ensure the organisation gives new colleagues every opportunity to

learn about their team, directorate, wider organisational processes and plans and of course our tenants. So that from day one colleagues can make a real positive impact on the lives of persons with a learning disability or autism.

Golden Lane Housing spent 17.21%.% of its income on staff (including permanent staff, recruitment fees and temporary staff), in the past year. Paying above the National Living Wage.

Golden Lane Housing provides resources to enable all colleagues to work remotely and flexibly where possible, and the Board's investment in colleague wellbeing, enhances productivity and supports accountability.

Colleagues are supported with Mental Health First Aiders, as well as a confidential support helpline for tailored help.

The recent Best Companies colleague engagement survey placed Golden Lane Housing in the top 10 of Housing Associations to work for and number 29 in the top 100 organisations to work for.



top 10 of Best Companies Housing's Top 25 Associations To Work For.





Golden Lane Housing



Highlights 2021-22

# Highlights 2021-2022



new homes provided for people with a learning disability or autism



of tenants told us they were 'satisfied' with their repair



invested in new homes for people with a learning disability or autism



top 10 of Best Companies Housing's Top 25 Associations To Work For.

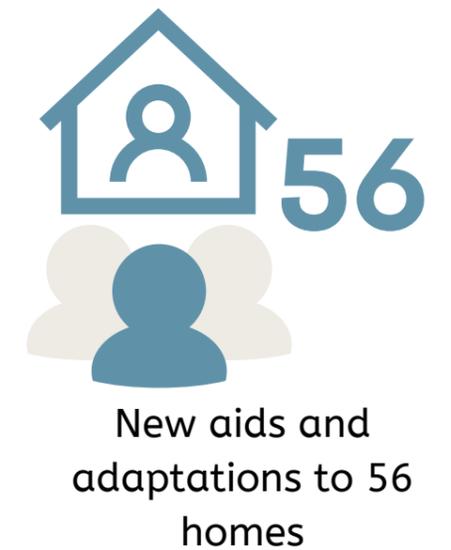
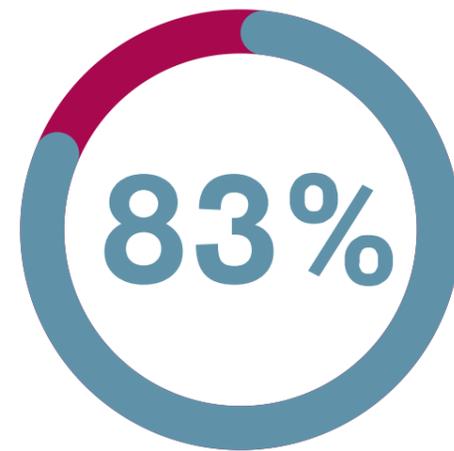


total amount of projected spend on creating new tenancies over the next 5 years



of homes meeting the Decent Homes Standard

# Highlights 2021-2022





Golden Lane Housing



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A place to call home

# A place to call home

**Despite the ongoing challenges faced with Covid restrictions, 2021/22 was another successful year for Golden Lane Housing, delivering a staggering 232 new tenancies for people with a learning disability or autism.**

GLH offers a range of products that provide different housing solutions for people with a learning disability or autism.

## Our Approach

We understand that people with a learning disability or autism need different types of housing solutions as the needs for each individual will be different.

Our approach has always been to involve a person's support network when sourcing properties so that families can have peace of mind that their loved ones are in the right house with the right care and support.

Rather than trying to fit people into houses, we try to start with the person and find a home tailored to their needs. We offer choices to our tenants on where they want to live and with whom they want to live with.



## Greater independence and choice

Moving to a GLH home enables our tenants to find a new lease of life, to develop increased confidence, to get more involvement in the local community, to learn new skills, and improve mental and physical health.

There is also greater legal protection and tenancy rights afforded to our tenants, which are not there in residential and hospital settings.

## Quality homes



## Safe homes

We have 4 Compliance Officers who visit our properties on a bi annual basis or on request to check safety and comfort of our tenants.

As part of our commitment to tenant safety, from October 2022, safety passports for each property will be issued, providing a record of what safety checks have taken place and when further checks are due.

In addition, all our Compliance Officers are undertaking training so they can complete fire risk assessments in our properties, reducing our need to engage external contractors.



# A place to call home

Through our capital programme this year we invested £7.3 million to buy and adapt houses for 37 individuals. We have also helped 59 people through our Great Tenant private sector leasing scheme.

A further 134 individuals signed a tenancy with GLH where we secured housing working with investors, local authorities and support providers as part of our Great Tenant Plus option.

In 2021/22, a total of £1.72 million NHS England Grant Funding was secured to bring 6 people out of long term institutional settings.

This funding was used to purchase properties and create bespoke homes for people as part of the Transforming Care programme.



**Over the next 5 years, Golden Lane Housing will commit £52 million to generate new homes and by 2025 we expect to help house over 750 people.**

We are also focusing our efforts on minimising our environmental impact and mitigating the effects of climate change while delivering key benefits to our tenants and wider stakeholders as we look to a more sustainable future. We have embraced the



**£7.3 million**

invested in new homes for people with a learning disability or autism during the year ended March 22



**£52 million**

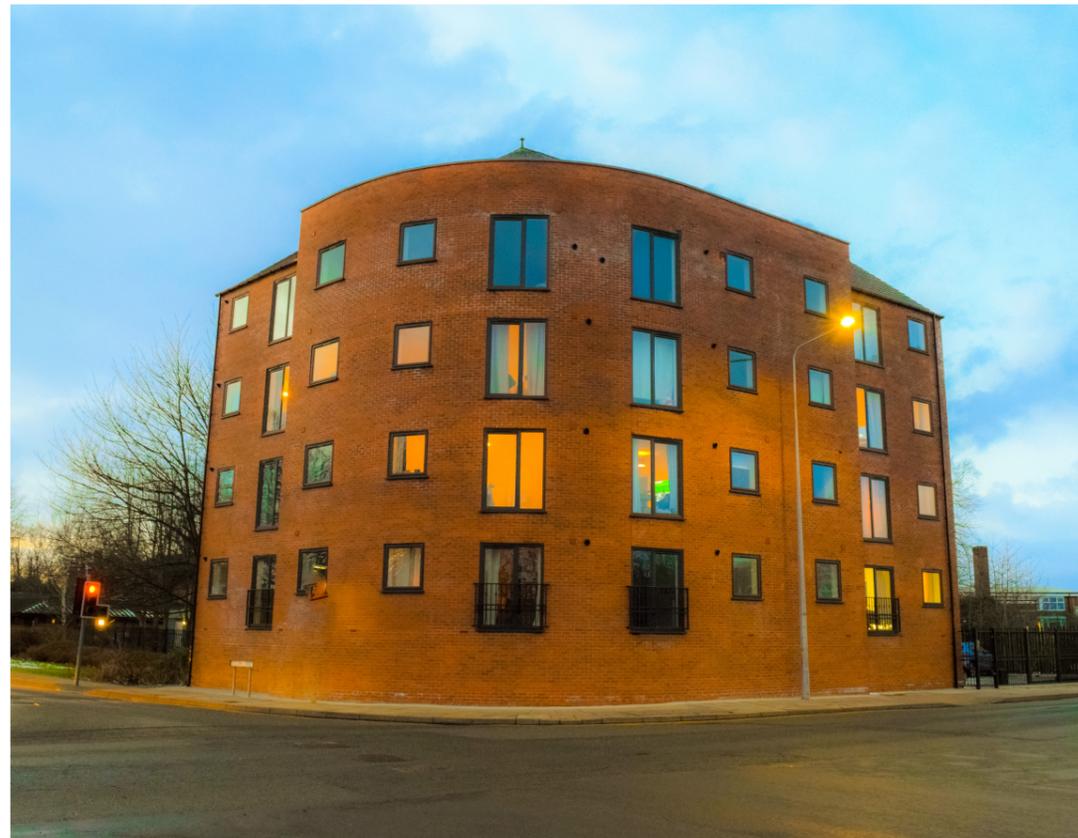
total amount of projected spend on creating new tenancies over the next 5 years

Sustainability Reporting Standard for Social Housing (SRS) that has been produced with The Good Economy, and we are keen to be seen as a leader in the specialised supported housing sub-sector on Environmental, Social and Governance reporting.

# A place to call home

We were extremely proud to be nationally recognised for our approach to supporting people with a learning disability or autism as part of the Inside Housing Development Awards.

Cordage View, a 15 bed apartment scheme in North Lincolnshire was commended as a brilliant example of how collaboration between partners and innovative thinking provides accessible and high-quality housing options for people with a learning disability or autism.



Cordage View, Lincolnshire

## Future demand

We are seeing an increase in demand for specialist supported housing, particularly for individuals with complex needs and, combined with the changing aspirations of people with a learning disability or autism, the types of housing they want to live in are changing too.

## Meeting demand

Our Voids and Allocations Team have worked to fill 132 empty bedspaces, receiving referrals from Local Authorities, support providers and in some cases, direct from the applicant or their families. Applications for properties are robustly assessed to ensure

that the property identified will meet the needs of the tenants to enable them to live fulfilled and happy lives.

## Funding and growth

Accessing grants and funding offered by Homes England and other statutory bodies creates a challenge for Golden Lane Housing to meet some of this demand and unmet need, we remain committed to housing more people from across diverse communities each year.

Capital funding through the Retail Charity Bond platform allows us to deliver fantastic housing options for people with a learning disability or autism.



# Case study - Leighton Way

**Located in the heart of the Derwent Valley, in Belper, Derbyshire, Leighton Way is a magnificent five person home delivered in partnership with Mencap.**

In July 2021, Golden Lane Housing was approached by Mencap to source appropriate housing for 5 people whose existing accommodation had become untenable for the tenants.

They were living in an old three-storey residential home which was divided into flats.

The layout was unsuitable for the tenants – the rooms were dark, there were lots of corridors, and too many stairs and no parking facilities.

Outdoors, the garden and space behind the flats was unusable and the property was located next to train tracks.

It was vital that all five tenants also remained in the same area in Derbyshire, and after a few months of searching, in October 2021, GLH found and purchased a six-bedroom house that was only ten minutes away from the tenants' current home.

To make the property better suited to the needs of the tenants, Golden Lane Housing undertook a range of development works, which included the installation of specific adaptations, purchasing white goods, as well as organising gardeners and window cleaners on behalf of the tenants.



All five tenants were able to move into their new home in July 2022 and can now enjoy open plan spaces, big windows and a back garden with a summer gazebo.

The property also includes downstairs bedrooms and a front garden with a driveway, making it much more accessible than the tenants' previous home.

**Leighton Way, Belper**



# Case studies - Liam and Natasha

## Liam's story

In June 2022, Liam moved into his own flat in a bustling area of Sheffield as part of Golden Lane Housing's Great Tenant scheme.

Before Liam moved into his own home, he was living in residential care and respite care, but he desperately wanted his own property and his own space.

To ensure the right home was found for Liam, Golden Lane Housing worked closely with Liam's aunt for over a year to find a suitable property.

Our Great Tenants schemes deliver homes in cooperation with the private market sector. Through building good relations with the prospective landlord, minor works were completed to the flat to make sure it was compliant ahead of Liam moving in.

Liam has settled in well to his new home, and lives independently with a team of Personal Assistants to support him.

**“I felt nervous at first, but excited. I now feel more comfortable and relaxed living on my own. I don't have anyone to worry about and I can keep it tidy and clean on my own. I am near the shops and parks and I have got all the cafes nearby and good access to buses. It is perfect. I am volunteering three days a week at a Residential Home. Living at the flat has changed my life.**

**None of this would have happened without the support from Golden Lane Housing.”**

## Natasha's story

Golden Lane Housing partnered with investors, Assetz Exchange, to provide a home for Natasha.

Natasha is a 26 year old British Disability Gymnast who trains at Notts Gymnastics Academy in Nottingham, UK.

She currently has TWENTY TWO BRITISH TITLES and THIRTY EIGHT BRITISH MEDALS to her name.

**“Moving out and away from my parents' home is something no one ever thought would be able to happen”**

Natasha's home was purchased through Assetz Exchange's crowdfunded investor scheme.

Natasha now lives independently in her own home and is able to do the



Natasha Coates, GLH tenant

things that many of us take for granted.

She said: “I've also noticed how much my self-confidence has improved! I feel much more grown-up and responsible now, and I've proved to myself that I can do things I never thought possible”.





Golden Lane Housing



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Repairs and maintenance

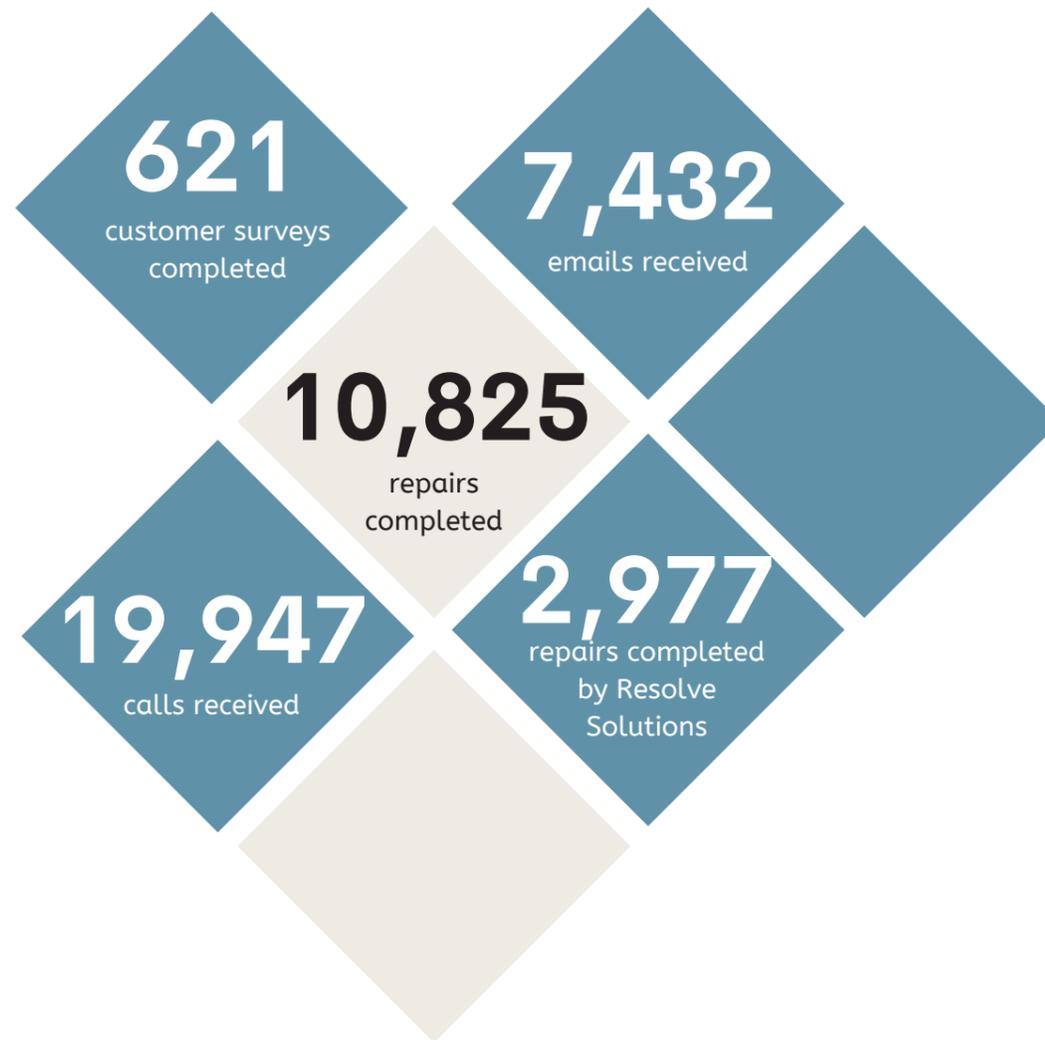
# Repairs and maintenance

A total of 10,825 repairs were completed to the year ended March 2022 and our Property Teams worked hard to clear the backlog of non-urgent repairs that had accumulated as a result of the pandemic.

Further challenges were faced early in the year, which affected our ability to carry out external works around the country due to weather constraints. Resolve Solutions, our in-house repairs team and our contractors however combined forces to programme these repairs for completion.

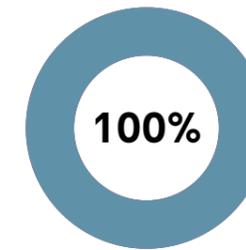
The service responded to 19,947 calls to the repairs contact centre and 7,432 emails in addition. We were able to complete 83% of repairs on a first visit with 91% of repairs being completed within target times.

The aim of setting up an in-house repairs team back in 2015 was to offer a more

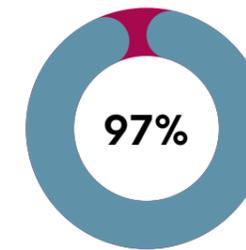


personalised and consistent service to our tenants. Seeing the same faces coming into properties allows our tenants to forge personal relationships with the operatives, and ultimately build up trust.

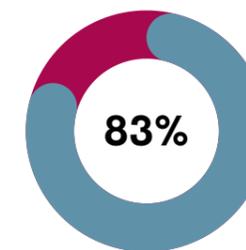
A total of 2,977 repairs were completed by Resolve Solutions and their person-centred approach helped us to achieve a 97% satisfied response from tenants about the service they had received.



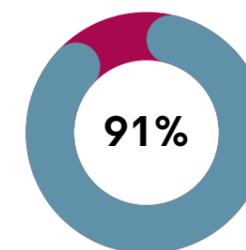
properties meet the Decent Homes Standard



of tenants told us they were 'satisfied' with their repair



of repairs completed right first time



of repairs completed within target time

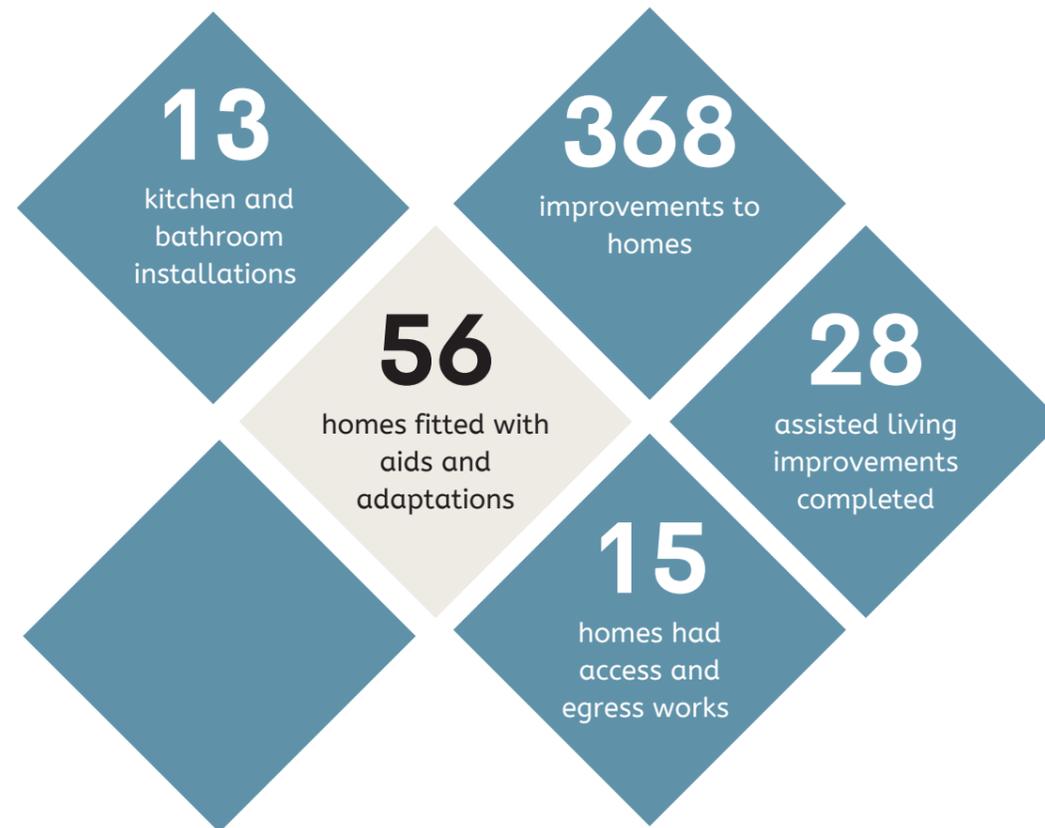
# Repairs and maintenance

Far more than bricks and mortar, our properties play a key role in shaping the social, environmental and economic wellbeing and influencing the quality of life for our tenants.

In the 12 months to March 2022, we completed planned works at 368 homes, investing £5.121 million in maintaining our existing stock and spent £1.76 million on building safety works.

We have undertaken 28 assisted living improvements, including fitting hand rails externally and fitting grab bars internally to our tenants' homes and completed aids and adaptations at 56 properties.

Access and egress works, including installing concrete ramps, widening pathways around the property and fitting level threshold doors were completed at 15 properties.



Also in the year, new contractors were procured for our boiler installation programme and roofing works.

These types of works further support independent living and help our tenants remain safe and happy in their homes and over the next 5 years Golden Lane Housing plan to

invest £28.8 million into maintaining our stock. All new properties acquired over the next 3 years will have a minimum of an EPC C rating and we will review our carbon roadmap to provide housing that supports our aim of being net carbon zero by 2030, which is in line with global climate change targets.



**£5.121 million**

total investment in our stock during the year ended March 2022



**£1.76 million**

spent on building safety works



**£1.369 million**

investment in responsive repairs



**£28.8 million**

proposed investment in our stock over the next 5 years





Golden Lane Housing



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Keeping safe and wellbeing

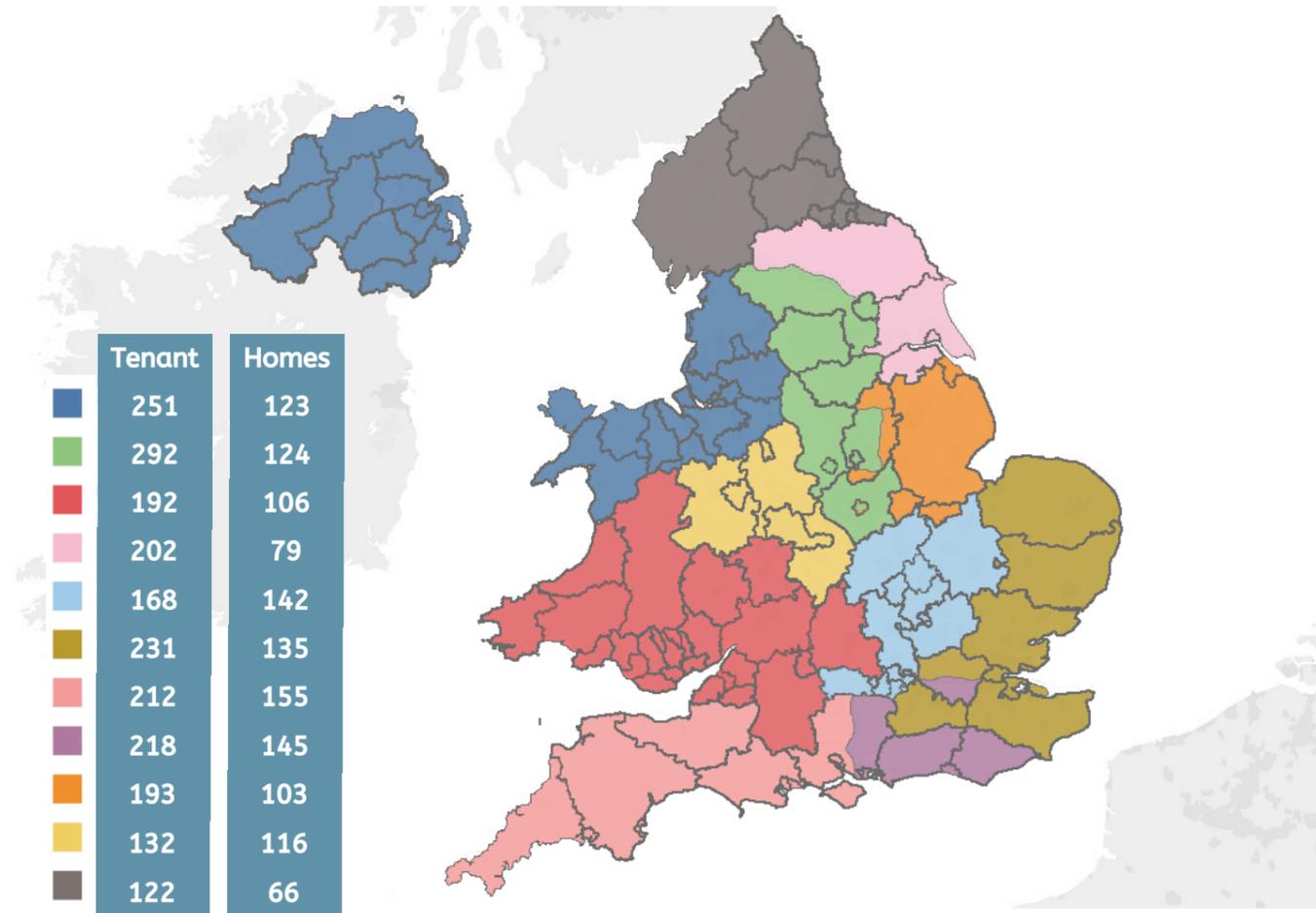
# Keeping safe and wellbeing

**We have a strong focus on service delivery and the provision of high-quality services to ensure that tenants are happy and safe in their homes.**

In order to do this, Housing Officers work collaboratively with a range of internal and external stakeholders including support providers and Adult Social Care. The Housing Officer's role is key to the operational delivery and management of properties to ensure everything we do is sustainable and provides a platform to develop growth and drive good practice whilst ensuring the continued well-being of our tenants.

We have been working to improve the way we monitor and record the outcomes of all the work that Golden Lane Housing Officers do to assist our tenants to manage and maintain their tenancies – this can range from Anti-Social

Geographical location of properties across England, Wales and Northern Ireland



Behaviour cases, neighbour disputes, through to liaising with commissioning colleagues to ensure that our tenants receive the right support to meet their needs. Housing management cases are rated as red, amber and green. This really

helps our team to prioritise the most complex cases, ensuring our tenants receive a fast and effective service. Last year Housing officers dealt with 4,775 cases demonstrating the robust contact between Golden Lane Housing officers and our

tenants, their families and support network. 365 of the recorded cases were rated as red.

Our Income Team support our tenants to pay their rent. They do this by closely monitoring their rent accounts to make

sure housing benefit is in payment and checking all tenants have applied for the relevant council tax discounts. Where there are issues with housing benefit, the team work to get these resolved by helping tenants to provide the required information while ensuring all eligible rent elements are covered by housing benefit, to avoid any unnecessary shortfall. The income team also assisted with providing advice on energy saving tips to help our tenants prepare for increasing energy costs.



# Keeping safe and wellbeing

**Golden Lane Housing's safeguarding approach, ensuring the ongoing wellbeing and safety of tenants, continues to be of paramount importance and forms the very foundations of our service delivery.**

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.

Our Housing Officers take a pragmatic and person-centred approach in keeping in regular contact with tenants the organisation deem to be most at risk of abuse.

We want to deliver a safeguarding approach that enables tenants to achieve outcomes that are of most importance to them.

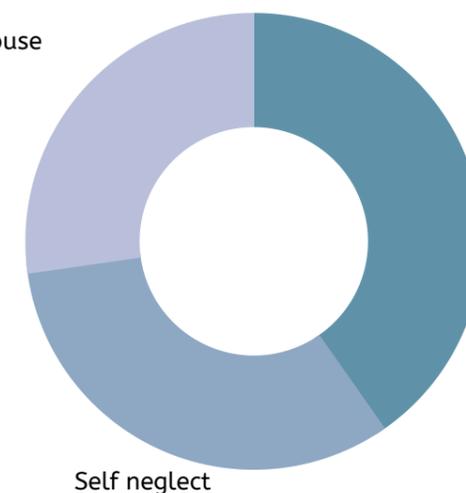
Following the implementation of safeguarding KPIs, our Housing Officers can establish from our tenants what they wish to achieve and how best we are therefore able to support them. Where possible, we will always include the tenant throughout the process.

Where the tenant does not have capacity, we will work with those that understand the needs of the tenant and will advocate on the tenant's behalf.

## Safeguarding reporting

In 2021/22, Golden Lane Housing supported tenants with 117 safeguarding concerns of which 61 were raised formally as a safeguarding alert to 23 different Local Authority Safeguarding Boards.

Emotional/psychological abuse



Physical abuse

Reported categories of abuse included:

- physical (31%),
- self-neglect (25%)
- emotional/psychological abuse (21%)

The highest number of cases (representing 34% of the total number raised) were in relation to single tenancies in cluster style self-contained accommodation with tenants having both a learning disability and mental health support needs.

Golden Lane Housing's Housing Officers did not raise any concerns of Domestic Abuse, despite other providers of housing (mainly general needs) continuing to experience an increase in the number of concerns.

Furthermore there were no significant findings of safeguarding concerns where the risk was in relation to support staff not being able to attend to the needs of the tenants due to staff shortages.



Golden Lane Housing



Getting involved

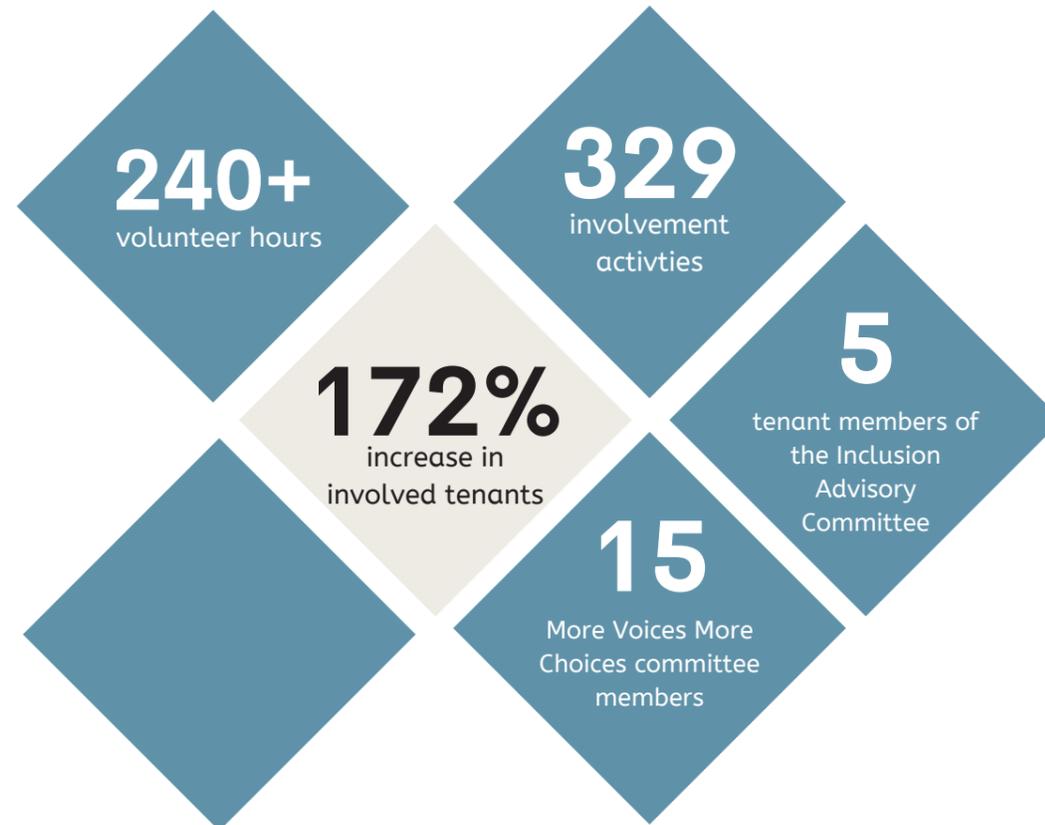
# Getting involved

Our approach to tenant involvement continues to go from strength to strength. Last year we achieved a 172% increase in tenants getting involved and delivered 329 activities to help shape and improve service delivery.

We continue to embed our approach to tenant involvement across the organisation, so much so that we have expanded our resources to support this work.

Our tenant committee, More Voices More Choices met 4 times in 2021/22. Meetings were held on MS Teams and members have been sharing their views on repairs and communication as well as our complaints service.

Most importantly, tenants from More Voices More Choices joined the Board for the first time as part of the planning for Golden Lane Housing's new 3 year plan.



Members presented their feedback which helped shape the goals of Our Plan, which launched in April 2022.

In October the Annual Report to Tenants landed in tenants homes. The calendar's format has proven popular again and the publication received recognition of being good practice in the housing sector. Tenants were also involved in

the creation of the annual Tenant Satisfaction Survey, and their feedback informed the design and distribution, which achieved its highest response rate of 36%.

In January 2022 a recruitment campaign was launched and Golden Lane Housing received over 100 expressions of interest from tenants wishing to get involved.



Tenants continue to support the recruitment of new employees by being involved in the interview stages and as a panel to assess and feedback on applicants' understanding of Golden Lane Housing's values.

A number of new involvement opportunities will commence from April 2022. These include forums for repairs, communications as well as launching a mystery shopper scheme. The focus of the forums will link to service priorities and adopt a more task and finish approach, looking at key themes such as service standards and making information more accessible.

**Brian Magee, More Voices More Choices group:** 'I think the committee is fantastic and people can see what we do. I live in Northern Ireland and join the meetings online; it helps me to get involved. I have met a lot of people and also made new friends'.





Golden Lane Housing



Learning disability community

# The Learning Disability Community

**The housing need for people with a learning disability or autism continues to increase. It is more important than ever to work with government and other organisations in the sector, to influence policy and to ensure the future of existing homes, as well as support the development of new homes.**

The release of the long-awaited white paper on social care – People at the heart of care – marks a significant moment for the supported housing sector.

The government’s 10-year vision for social care provides a real opportunity and responsibility for housing providers to play a key role, alongside local health and care commissioners and support providers, to deliver more transformational supported housing in people’s own communities.

Golden Lane Housing has been supporting people with a learning disability or autism move into supported housing across the UK since the late 1990s.

While person-centred housing options have increased, demand continues to vastly outstrip supply and there are still thousands living in hospital settings and even more living with older parents and carers who want their own independence.

An important message in the white paper is that every decision about care should be a decision about housing. There are numerous examples across the social housing sector where integrated housing and care solutions have delivered real, positive outcomes.

Golden Lane Housing is a member of the Learning



Supporting people with a learning disability or autism to be happy in their homes.

#Happyinmyhome  
#LDAHN



Disability and Autism Housing Network (LDAHN), which is chaired by our chief executive and as a coalition of housing providers, they call for action to address the barriers for new, sustainable, quality housing for people with a learning disability or autism.

Since launching their charter last year, the group has expanded its coalition from 13 to 20 registered providers.

In the coming year, together with the Housing Learning and Improvement Network (Housing LIN), they are

working to undertake research about supported housing for people with a learning disability or autism in England.

The purpose of this research is to produce an accurate evidence base about supported housing that can be used by the LDAHN to inform and influence future Government policy to create the conditions for growth of supply and a sustainable funding regime.



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