



Golden Lane Housing

Environmental, Social and Governance Report

2023 - 2024



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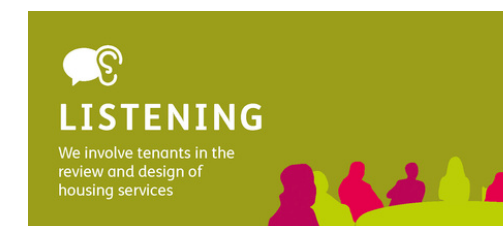
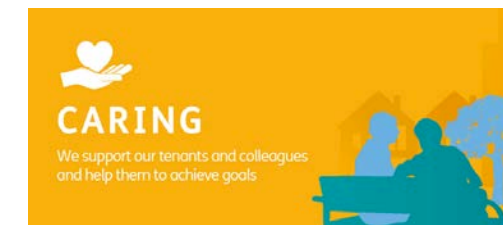
We are Golden Lane Housing

Established by Mencap in 1998, Golden Lane Housing was set up as a charitable limited company, and subsidiary of the Royal Mencap Society, becoming an independent, Community Benefit Society in April 2022.

Golden Lane Housing has been a registered provider of social housing, registered with the Regulator of Social Housing since 2015.

We are a national specialist learning disability housing association, providing homes to over 2,800 people with a learning disability and autistic people across England, Wales and Northern Ireland.

We are a values driven organisation and have a clear vision and mission. We have in place a three year plan with five key Strategic Goals that support and drive our operations and decision making. Through our values we play a pivotal role in shaping the sector.



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

[Watch our video](#) and hear about the difference we are making for people with a learning disability and autistic people.



John Verge, Chief Executive



As the Chief Executive Officer of Golden Lane Housing, I am proud to present our Environmental, Social and Governance Report for 2023-2024.

This report highlights the significant progress we have made in integrating sustainability and social responsibility into every aspect of our operations.

Over the past year, we have made substantial investments to reduce our environmental impact, from implementing energy efficiency upgrades across our properties to exploring renewable energy solutions. We are deeply committed to addressing the urgent challenge of climate change and protecting the planet for future generations.

At the heart of our work is an unwavering focus on our social purpose. As a specialist housing provider for people with learning disabilities and autistic people, we are driven by the desire to create inclusive, empowering communities where everyone has the opportunity to thrive. This report details the tangible ways we are enhancing affordability, security, and wellbeing for over 2,800 individuals we support across England, Wales, and Northern Ireland.

We have also continued to expand our portfolio, delivering 280 new high-quality, adapted properties that enable people with complex needs to live independently.

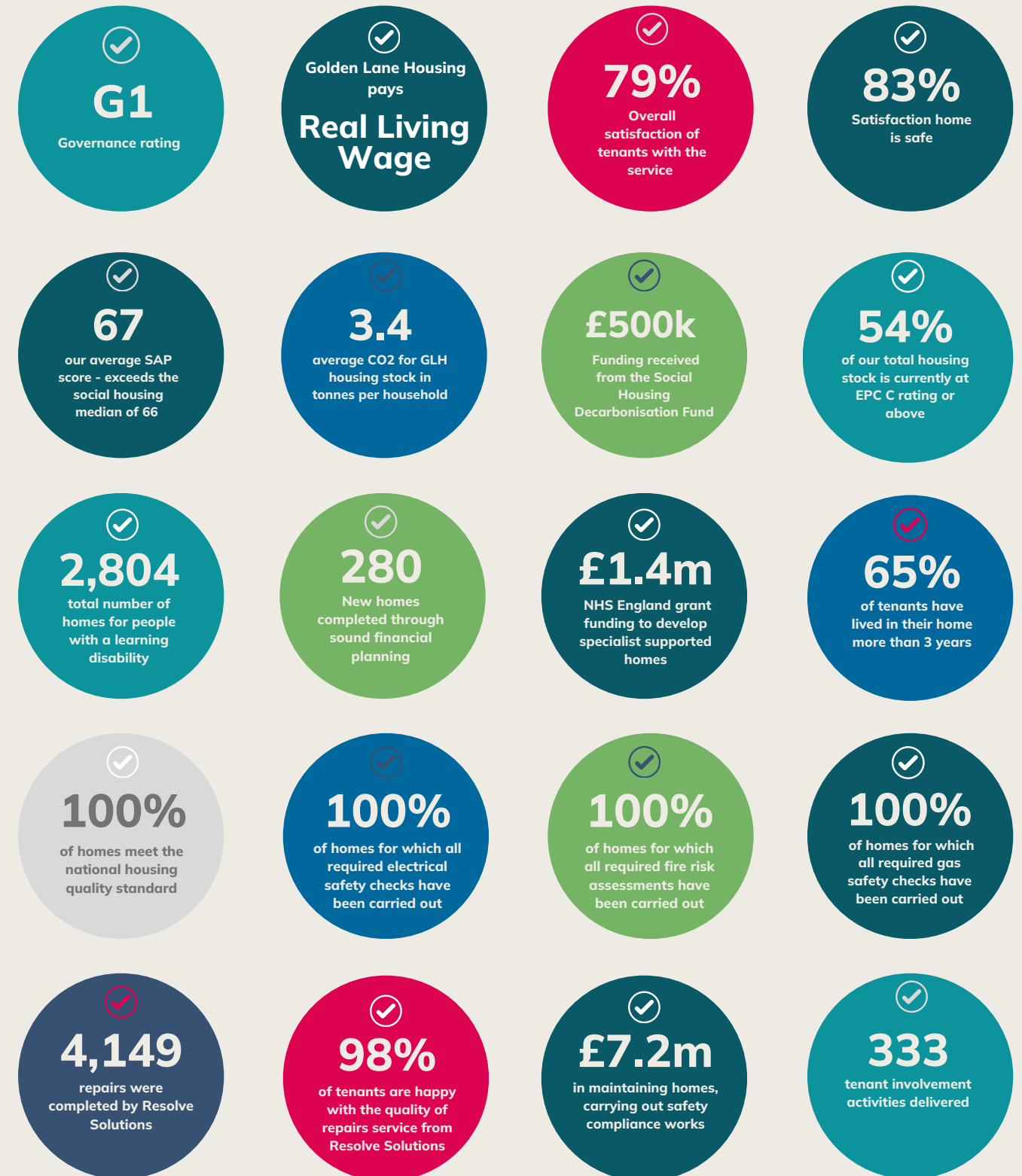
Importantly, our tenants remain at the centre of everything we do. Through our robust engagement processes, we ensure their voices are heard and their evolving needs are reflected in the design and delivery of our services. I am particularly proud of the meaningful ways in which tenants contribute to our governance, helping to shape our strategic priorities and hold us to account.

Underpinning our environmental and social achievements are robust governance structures and a values-driven organisational culture. We are transparent about our decision-making processes, maintain strong financial controls, and ensure our workforce is engaged, supported, and developed.

I hope this report provides you with a comprehensive overview of Golden Lane Housing's Environmental, Social and Governance performance. We remain steadfast in our commitment to continuous improvement and to being a force for positive change within the housing sector and the broader communities where our tenants homes are based.

Together, we can build a more sustainable, equitable, and inclusive future.

Our highlights



Environmental, Social and Governance reporting

Environmental, Social and Governance reporting is a worldwide initiative that helps investors, tenants, partners and wider stakeholders understand the impact Golden Lane Housing has on the environment, on society and how its governance structures ensure transparency about risks and opportunities.

For many leading UK social housing providers, the reporting follows the Sustainability Reporting Standard.

The Standard is a voluntary reporting framework, covering a range of criteria across Environmental, Social and Governance considerations such as affordability, carbon emission and energy efficiency, safety, equality, diversity and inclusion and resident voice.

We were pleased to be the first provider of specialised supported housing, in England, to adopt the Sustainability Reporting Standard.

The Standard is made up of 12 themes, which have informed the structure and content of this report.

These 12 themes and their criteria align to international frameworks and standards including the UN's Sustainable Development Goals.



UN's Sustainable Development Goals



“The UN Sustainable Development Goals are a set of common global goals that demand investors, government, business and society to do more to end poverty, protect the planet and ensure people enjoy peace and prosperity” (UN, Transforming our world: the 2030 agenda for sustainable development, September 2015).



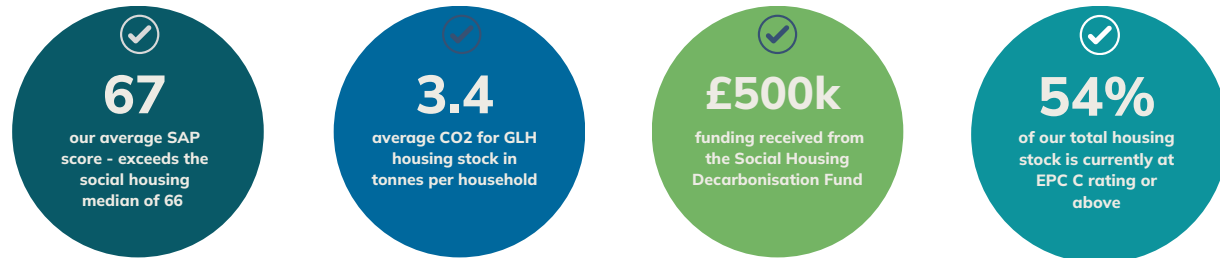


Environmental

Climate change

Golden Lane Housing's Sustainability Strategy sets out our objectives for the next five years, with a clear vision of achieving zero carbon emissions by 2050 in order to meet the Government's target.

We continue to develop good quality homes and have made progress in increasing the energy efficiency of our new and existing homes. Our aim is to upgrade all of our homes to a minimum energy efficiency rating of EPC Band C by 2030.



We have secured £500k in funding from the Department for Energy Security and Net Zero's Social Housing Decarbonisation Fund Wave 2.1, to help launch our retrofit programme. This funding is being used to carry out

energy efficiency improvement works to 75 properties. This includes 37 homes in the North West and 38 in the South West of England so that 'owned' properties with an EPC rating C or above will increase from 43% to 58%.

Distribution of EPC ratings across existing homes			
EPC RATING	QTY	%	Change vs 2022
A	1	0.07	0.00%
B	213	15.54	18.99%
C	558	40.70	15.28%
D	474	34.57	3.71%
E	124	9.04	16.98%
Without	1	0.07	100.0%
TOTAL	1371		

Distribution of EPC ratings across new homes			
EPC RATING	QTY	%	Change vs 2022
A	0	0.00	0.00%
B	11	14.10	27.27%
C	45	57.69	34.78%
D	21	26.92	48.78%
E	1	1.28	94.11%
Without	0	0	100.0%
TOTAL	78		



Climate change

We aim to ensure that every tenants' experience with a retrofit of their home is positive, right from the very start. Ensuring that the project delivery meets tenants needs and preferences requires good engagement and communication right through from the pre to post works.



A picture following a visit to a property after retrofit works have been completed with (pictured left to right) Rohan Sudderick, Senior Surveyor, Gaz Goldthorpe, Tenant representative, and Daniel Fowler MIET, Operations Manager at NetZero Collective

Prior to a retrofit, tenants are provided with advance, accessible information about the works taking place at their homes. The communications detail what the works involve, how they make the home more energy efficient, as well as an overview of health and safety precautions being taken during the implementation of the works, and importantly providing tenants with key contact information.

In addition, a pre and post works appointment takes place with every tenant and/or their support provider. Golden Lane Housing surveyors and a contracts liaison officer attend. These meetings offer both an opportunity to talk in person about the works as well as to collect feedback about the process from tenants.

Golden Lane Housing has an Energy Saving Tenant Representative, who has been learning about the retrofit project in the last year. As part of his involvement he has accompanied colleagues on visits to tenants' homes. These visits have given Gaz insight into the process and the overall tenant experience.

'It has been absolutely great seeing the works. Seeing them properly was great. I enjoyed going to people's homes and speaking to staff too.'

Gaz Goldthorpe, Tenant representative (pictured middle)

Commitments:

We commit to achieving net zero carbon emissions by 2050 through a series of progressive actions and milestones.



We will complete energy audits for 25% of our properties by the end of the first year (July 2025) and implement Retrofit Programmes in 50% of our properties by July 2028 to improve energy efficiency.



We will incorporate renewable energy solutions, such as solar panels and energy storage systems, in suitable properties to reduce our carbon footprint.



We will promote sustainable behaviours among our tenants and staff through educational programmes, workshops, and sharing resources on energy efficiency, waste management, and sustainable living.



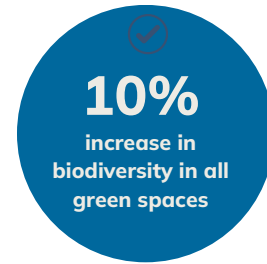
We will continually monitor legislation, funding opportunities, and regulatory requirements to ensure compliance and adaptability in our Sustainability Strategy, staying informed and responsive to changes.



Ecology

Whenever possible we make use of open spaces around our tenants' homes to create healthy and sustainable places that enhance the lives of tenants.

Through our Sustainability Strategy we have set clear targets to increase green spaces by 15% and increase biodiversity by 10% in all communal spaces. By 2050, we also aim to eliminate 98% of all pollutants purchased; maintain a register of chemical substances bought and review these annually.



Creating relaxing green spaces at tenants homes

Golden Lane Housing worked closely with tenant Mark (pictured), his housemates and their Mencap support team, to understand how the design of their garden should fit with their lifestyles.

The team are working with the with tenants at their homes around their interests and ideas on how they want the garden to look moving forward and how they will get the most from it'.



The result has been the creation of a tranquil and private place with several seating areas and ornamental features that draw the eye (pictured). A focal point of the garden is a summerhouse, which is kitted out for Mark especially to explore his artistic interests. The area is part laid to lawn and there is a patio which extends the length of the house because accessibility was an important requirement.

'I have loved being able to have garden parties and to entertain my family and friends, throughout the summer.'

Mark Pearson, Tenant

Yvonne Rogers, Mencap Service Manager said 'I feel it is the beginning of a wonderful project for all who live here'.



Resource Management

We are continuing to plan our approach to the procurement of sustainable and responsibly sourced materials by minimising consumption, enhancing the re-use and recycling of all resources, including construction materials, and reducing waste sent to landfill.

We have detailed our commitment to sustainable resource management in our Sustainability Strategy and have set targets for 2030 and 2050 in line with the Government's targets.

Commitments:

- Our procurement policy will prioritise suppliers with strong environmental credentials, incorporating life cycle costing and sustainability considerations in decision-making. ✓
- We will provide regular, transparent reports on the progress of our sustainability strategy to our Board and tenants, ensuring accountability and continuous improvement. ✓
- We will develop a comprehensive water management strategy by 2030 to ensure responsible water use in all building works. ✓
- All new construction projects will adopt sustainable design principles, aiming to reduce construction waste sent to landfills by 50%. ✓

2030 target



2050 target



Sustainable development: new homes

In 2023, our Board approved a new Development and Growth Strategy. It incorporated the Board's strategic vision for a world where everyone with a learning disability and autistic people have opportunities to access good quality housing that meets their needs.

The Strategy sets out Golden Lane Housing's approach to development and growth over the next three years, in the context of a gradual change regarding how local authorities source housing solutions for people with learning disabilities or autistic people; pandemic driven learning; and local authorities looking for innovation in terms of property design and specification, efficiencies, and the sharing of risk.

The Strategy is hugely supportive of local authority commitments to reduce reliance on costly hospital admission and registered services. Further, registered care services expect Golden Lane Housing to have fully evolved strategic partnerships with developers, investors, and support providers prior to engaging with them.

The expectations and aspirations of people with learning disabilities are changing. This has led to Golden Lane Housing developing a clear understanding of the market, its need, demands and expectations to support strategic planning and funding acquisition.

Our brand and reputation are strong with a range of external stakeholders, including local authorities and funders, which puts the organisation in a great position to achieve growth ambitions.

A key aspect of the Strategy in its delivery is to create modern homes that will provide long term housing solutions, meet the aspirations of tenants and deliver on our environmental and sustainable ambitions.

Key objectives:

- Focus on long term, sustainable, cost-effective housing solutions. ✓
- Work closely with people with a learning disability or autism, their families, and key partners such as local authorities, support providers and investors to develop new person-centred housing. ✓
- Secure affordable private finance to build, purchase and adapt new homes. ✓
- Increase the amount of government housing grant received to support more housing solutions and help reduce rents. ✓
- Review the minimum property safety and environmental standards of new owned and leased homes. ✓
- Deliver growth in line with The Sustainability Standard for Social Housing and meet the key requirements of Golden Lane Housing's Sustainability Strategy. ✓
- Retain high level of tenant satisfaction at development stage. ✓
- Approach development and growth in conjunction with the Board's annual statement of risk appetite. ✓
- Develop quality homes and ensuring all our developments meet Golden Lane Housing's Modern Home Standards and the properties can be managed and maintained through the Asset Management Strategy. This approach will feed into meeting the new Consumer Standards. ✓

Sustainable development: new homes

The Development Strategy ensures that all new developments align with sustainability goals and contribute to an overall carbon reduction target.

Key deliverables:

- Prioritising the development of low-carbon and energy-efficient properties. ✓
- Renewable energy systems incorporated into new developments based on a new minimum standard to meet sustainability targets. ✓
- New properties will have a minimum EPC rating of B and be designed for adaptability and resilience. Retrofit assessments completed on all new acquisitions. ✓
- Green spaces and biodiversity enhancements incorporated in the design of new developments. ✓
- Ambitious energy efficiency and sustainability targets for new developments. ✓
- Monitoring of the achievement of sustainability targets in new developments, such as EPC ratings and renewable energy utilization. ✓
- Alternative forms of heating fitted to all newly developed properties from December 2024 to replace gas boilers. ✓



Pictured Royal Hill, Greenwich. An innovative new scheme for people with a learning disability and autistic people



Social

Affordability and security

Our mission is to help people with a learning disability and autistic people to find and enjoy a suitable, safe home with advice and housing. We have a robust approach to ensuring the safety of our homes.

Supported housing is typically defined as a housing service where housing, support and/or care services are provided to help people to live as independently as possible.

For over 25 years, Golden Lane Housing has been creating successful specialised supported housing solutions for people with a learning disability and autistic people.

Our heritage and purpose

Back in 1998, when we were established by Mencap, it was a time of great change within the social care and learning disability sector. The 1990s had seen the introduction and emerging effects of the new NHS and Care in the Community Act, with a move away from institutional settings and the start of a new model of supported housing.

We start with the person and tailor housing around their needs in an area of their choice through a supported living approach and through our specialist landlord services, we help people to maintain their tenancy. This is a key point and its important to note that we are primarily a landlord and we therefore don't directly provide a support service. We repair and maintain our homes and work in partnership with support providers to ensure tenants are happy and safe in their home.

Golden Lane Housing has always been at the forefront of that movement of change, supporting individuals by developing new bespoke housing through key relationships with their families, commissioners, support providers, contractors, legal advisors and funders.

By the early 2000s, there began a real shift towards supported housing. The expectations from individuals and their families were rightly changing and people wanted the same opportunities and options for independence as their siblings and friends.

From the outset we supported people to move from NHS long stay hospitals and campuses across the country and led on innovative capital funding and lease arrangements. We importantly offered advice and options for people who wanted to move from their family home to gain their independence and we've been doing this ever since.

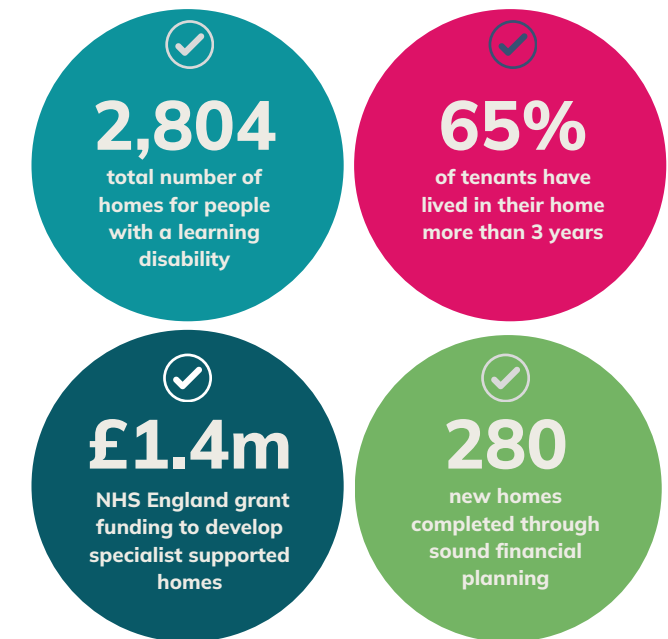
Affordability and security

To provide people with a learning disability and autistic people the opportunity of the best possible security of tenure, we do not offer fixed term tenancies.

Tenants are offered Assured Shorthold tenancies and of our existing tenants, 65% have lived in their home more than 3 years.

We developed 280 new units in 2023/24 taking our total stock, as of 31st March, to 2,887 units.

We secured £1.4m from the NHS Transforming Care fund to deliver homes in the community to enable people with a learning disability to move out of hospital into their own home with the right support and adapted to meet their needs.



Comfortable, warm and affordable homes

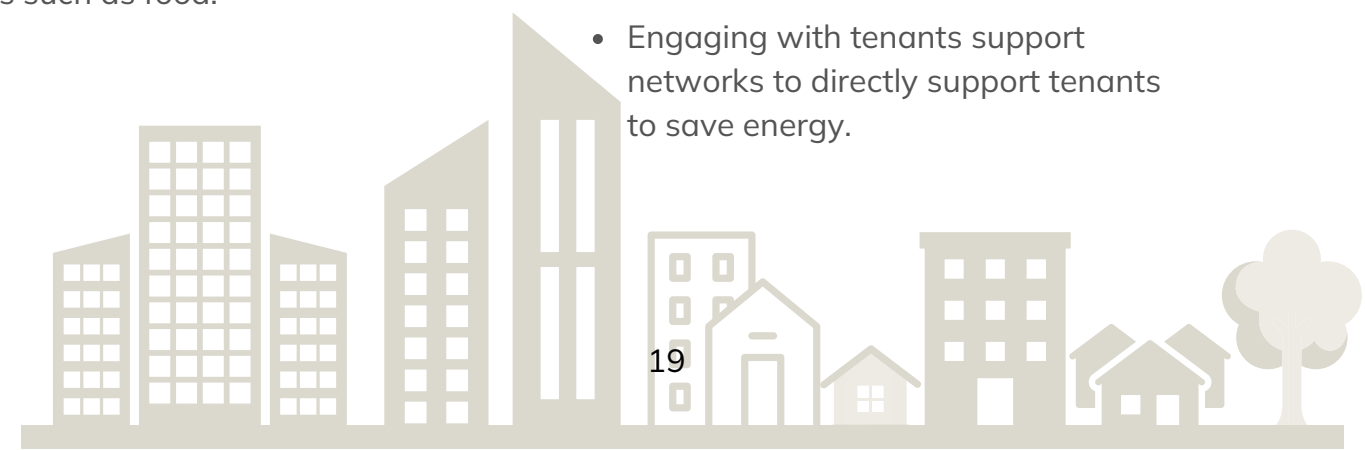
The charity National Energy Action has estimated that the total number of UK households in fuel poverty is 6.5 million.

Fuel poverty is affected by three key factors: a household's income, their fuel costs, and their energy consumption (which in turn is affected by the energy efficiency of the dwelling).

The average annual household energy bill in the UK is £2,500 - a huge increase on previous years and many households are left to choose between keeping their homes warm and dry and other essentials such as food.

In responding to these challenges, we are focusing on:

- Improving the energy efficiency of our homes to reduce costs through our Sustainability Strategy.
- Supporting tenants to access lower energy costs through our housing management approach and targeted communications.
- Engaging with tenants support networks to directly support tenants to save energy.



Building safety and quality

We work with national and local contractors who provide our day-to-day repairs service and support our development and planned maintenance programme, which includes estate management, communal cleaning and environmental services.

The development, repair and maintenance of tenants homes is overseen by a number of core in house teams.

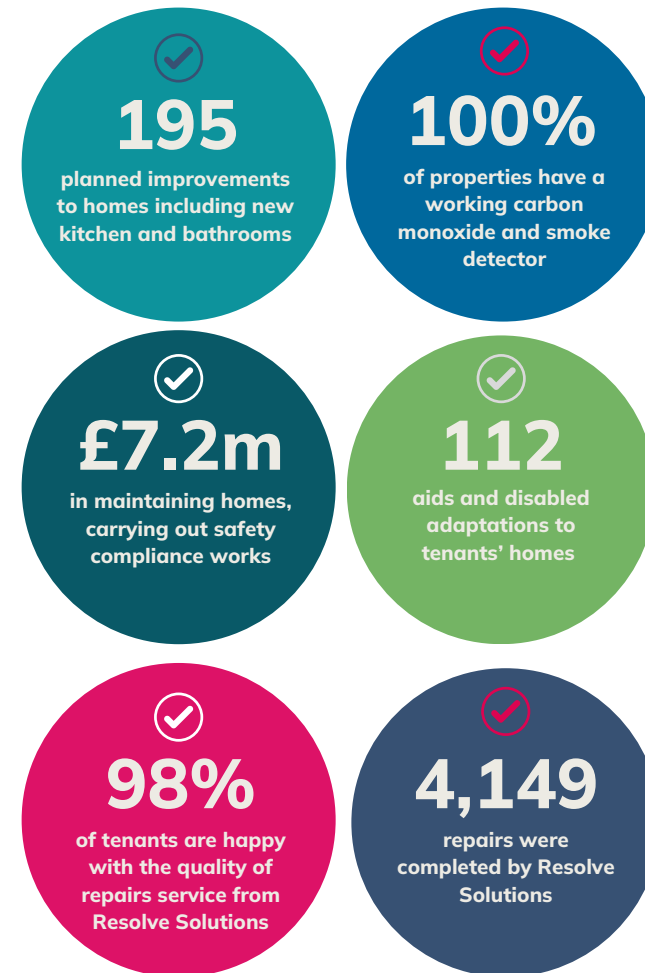
Our planned and assets team, oversee the maintenance of our stock – including implementing our ten year renovation programme and delivering the priorities identified as part of our updated sustainability strategy.

The compliance team ensure we meet all regulatory and legal requirements in terms of health and safety and that includes asbestos, electrical inspection and fire risk gas servicing, water safety specialist equipment and damp and mould inspection.

These teams complement our core repairs service, which includes our in-house team, Resolve Solutions, who provide a personalised handyman service to tenants across England and Wales.



Golden Lane Housing's appointable repairs service is managed from our head office based in Manchester. Where a team of skilled and friendly advisors handle repairs calls that they receive from our customers, their support teams and families.



Building safety and quality

Effective asset management ensures we have the right quality of homes to meet tenants' needs as well as providing a robust approach to ensuring the safety of our homes.



Damp and mould

Damp and mould is a serious issue and we have been taking significant steps to address and prevent problems developing in tenants' homes.

We have clear processes in place to document, manage and act on reports and undertake necessary action so that it is eliminated and future occurrences prevented.

The data we hold on tenants homes allows us to also proactively carry out interventions to ventilation, energy efficiency and building deficiencies before damp and mould occurs.

We've delivered organisation wide training, making colleagues aware of the health risks of damp and mould and how they can identify and report cases.

Through our communications we've provided advice to tenants helping them to understand what they can do, where appropriate, to reduce damp and mould and most importantly, be encouraged to report cases to us. This however does not negate the need to address the underlying cause.



New homes in Cornwall

Tresilian House is the culmination of a partnership between Golden Lane Housing, The Royal Mencap Society and Cornwall Council.

Tresilian House is a beautiful new scheme in Cornwall. Funded by Cornwall Council, it provides individual homes for four people who lived in a leased property that they were asked to leave.



Tresilian House was previously run as an Airbnb and it was rescued and developed into self contained flats for the four prospective tenants.

Each flat has benefitted from an assessment by an Occupational Therapist, and adaptations such as handrails and grab rails were installed to aid mobility.

Tresilian House offers the opportunity for the new, long-term tenants to enjoy more independent living with each now having their own space. A far cry from the communal living they had been previously used to.

The opportunities afforded to tenants through this scheme have meant that for the first time, the tenants could choose their own furniture and other household items to make their flat their home.

The property has also meant that the tenants have been able to stay together, as they previously lived in two neighbouring properties.

Had Tresilian House not been identified as a viable option there was a strong chance the friends could have been split up and accommodated far away from each other and their families.

“I love my flat”.

Julie, Golden Lane Housing tenant (pictured)



Pictured: the view of St Michael's Mount, Cornwall

Pauline Cann, Senior Development Officer at Golden Lane Housing, said:

“It has been a pleasure to be part of this project and to see the lovely smiles on the tenants faces when they moved in. It’s makes you realise the differences we are making to people’s lives and the reason why I love my job.”

Tresilian House boasts stunning sea views from every window, and offers views of the infamous St Michael’s Mount (pictured).



New homes in Oxfordshire

In February 2024, four adults with learning disabilities and autism celebrated receiving the keys to their newly developed, specially adapted home in Witney.

In partnership with Golden Lane Housing, Oxfordshire County Council invested £5 million into the Resonance Supported Homes Fund to purchase and refurbish a new home for the four friends,

The home is the first of five properties planned for Oxfordshire, providing person-centred housing for adults with additional needs, with four more due to open across the County.



Councillor Tim Bearder, Oxfordshire County Council's Cabinet Member for Adult Social Care, said: "This is a key part of our Oxfordshire Way vision, to support people to live well, within their own communities. Through working with partners, we are delivering a scheme that is making a real difference to adults with learning disabilities and autism, supporting them to live in their own home, with all the independence and happiness that brings."

The six-bedroom property includes off street parking and has an enclosed back garden. It has had extensive refurbishment and includes adaptations to the kitchen and dining room to create a kitchen-diner and renovations to the garden to make it safe, accessible and manageable for all the tenants to maintain as well as having its energy efficiencies improved to help reduce tenants' energy bills.

The new tenants moved in February and have been settling into their new surroundings. Midco Care, are the support provider supporting them on a daily basis.

Hannah, who's 38, is one of the new tenants. Having previously lived in a shared supported housing scheme in Oxford, she's now moved into the Witney home, which is closer to her mother and siblings.



Tenant Hannah pictured in her new kitchen

Hannah said: "This house makes a whole lot of difference to my life at the moment. I was so happy to find it."



Pictured left to right: Chantelle, Kyron and Hannah

Daniel Brewer, CEO, Resonance, said: "Thanks to the investment from Oxfordshire County Council, and the fund's partnership with expert housing partner, Golden Lane Housing, the fund is now making a difference to the lives of four people living in a home that is right for them, enabling them to live fulfilling lives with independence and choice."



New homes in Greater Manchester

Over 5,500 new homes for people with a learning disability and autistic people have been created over the past five years by housing associations with only 13% of the funding provided by public grant subsidy, largely NHS England.

The Housing Learning and Improvement Network estimate that more than 1,800 additional homes are needed each year over the next fifteen years – that's 27,000 individuals – which will require over £340m per year of private and public funding.

Working closely with a range of partners from local authorities, health and social care as well as family and support providers, we create homes that suit the complex needs of the individuals.

Over the last twelve months Golden Lane Housing has established close working partnerships with NHS Commissioners, Voyage Care, and construction industry contractors Anderton Gables and Bambers as part of NHS England's Transforming Care programme, creating new homes in Greater Manchester.

In July 2024, a new refurbished property will see the first tenants move into their newly and hugely anticipated home,

The property, a substantial detached home located in the suburbs of Greater Manchester is set to transform the lives of 4 people who have been living long term in hospital settings because a suitable home could not be found.

The Development team at Golden Lane Housing, worked through the rigorous and robust specification with Voyage Care who carried out detailed assessments of the prospective tenants and liaised with commissioners and their clinical teams to really understand the type of living space that was needed to best meet their needs.

The Transforming Care programme (is a national programme led by NHS England and supported by partners in Education and Social Care) which aims to improve health and care services so that more people with learning disabilities and autistic people can live in the community, with the right support, close to home and have the same opportunities as anyone else.

It has been great to see another property that has been has been completely renovated to offer a long term, independent living option, merging practicality and style to create an effective accessible home design.

As the property is a detached house, set in its own grounds, the new tenants will benefit from separate, modern living spaces while the garden and outdoor spaces have been completely and innovatively designed to maximise their use. A glass balcony sweeps around the rear of the property and the wheelchair accessible pathways create an easy link to enjoy the garden areas.



Pictured: glass balcony and gardens



New homes in Somerset

A partnership between Golden Lane Housing, North Somerset Council and Cintre, a dynamic support service tailored to adults with learning disabilities and mental health issues, and autistic adults, has created a supported living service for three young people who will be transitioning from their homes or college settings into their own home.

Over the last twelve months the partners in the project have worked closely with the young people and their parents to make sure that their home will meet their needs.

The redevelopment of the property was carried out by Honeyfield View Property Services, which was commissioned to carry out a complete renovation throughout in accordance with the person centered homes approach of Golden Lane Housing.

The home created is fantastic, extremely modern and aims to provide an environment which will promote independence for the three new tenants.

It boasts four bedrooms all with en-suite facilities, a large functional and adaptable kitchen, and dining room, large lounge, additional lounge space, utility room and a fantastic spacious and landscaped garden.

The property has been refurbished to a high standard, and works included a new heating system, solar panels, and the addition of a long ramp to allow access to the patio area, supporting sustainability and lower bills.

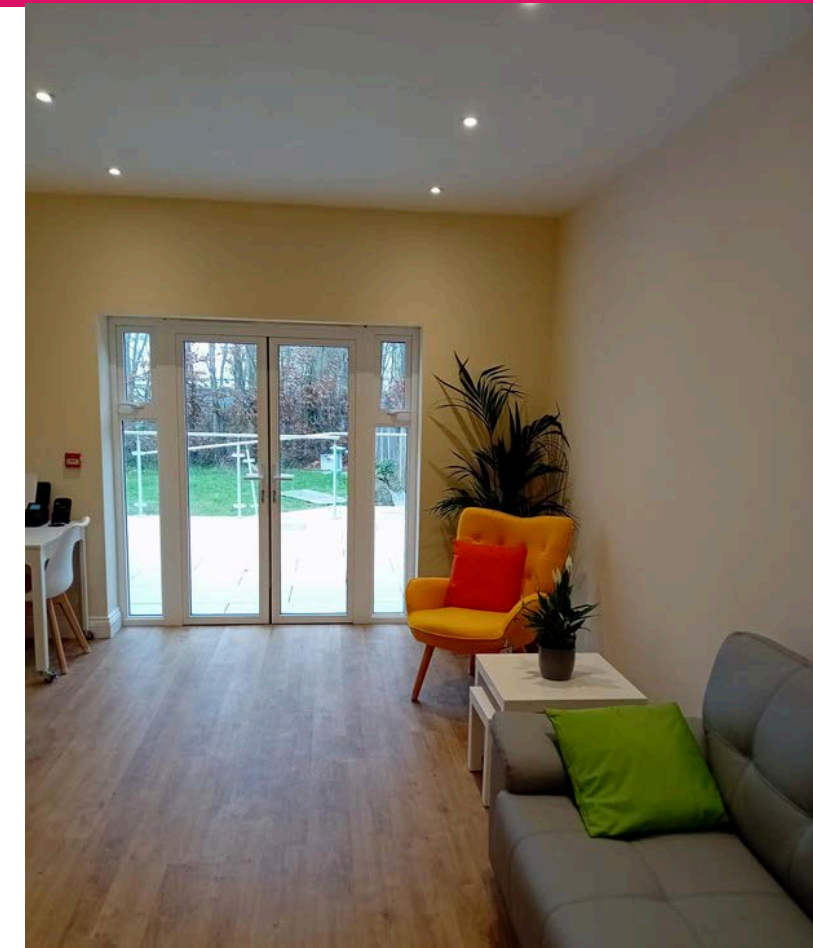


Pictured: Abdul Latif, Director of Development and Growth

Abdul Latif, Director of Development and Growth at Golden Lane Housing, said: “We are really pleased to have worked alongside Cintre and North Somerset Council to develop this new home for 3 young people who, until now, have been living with families.

It has also been brilliant to work closely with the families of the tenants to make sure that it has the necessary accessibility adaptations and chosen decoration.”

At Golden Lane Housing, we aim for all of our tenants to live as independently as possible, and we are looking forward to seeing how the tenants at Honeyfield View make their new home their own.”



Pictured: the modern kitchen and spacious living and dining room



“This project has been a year in the planning and delivery and is a wonderful example of three likeminded organisations working together to provide a wonderful space for people to live.

Danny James, Business Development Manager for Cintre



Tenant voice

We have a focused approach to offering meaningful involvement with tenants to shape our services and drive improvement, which has developed significantly over the last five years.

The new Tenant Involvement Plan continues to focus our approach on listening to tenants, finding out what matters most to them and using this as the basis of our decision making.

Golden Lane Housing's Tenant Experience team and Tenant Involvement Officer, lead on the delivery of the plan ensuring tenants are at the heart of everything we do.

The group importantly, make recommendations to the Board.

Members of the Board and Tenants Working Together group have supported the Board in its strategic planning in the past year.

Our second tenant group is the More Voice More Choices group.



Pictured: Board and Tenants working together to create new plans for Golden Lane Housing

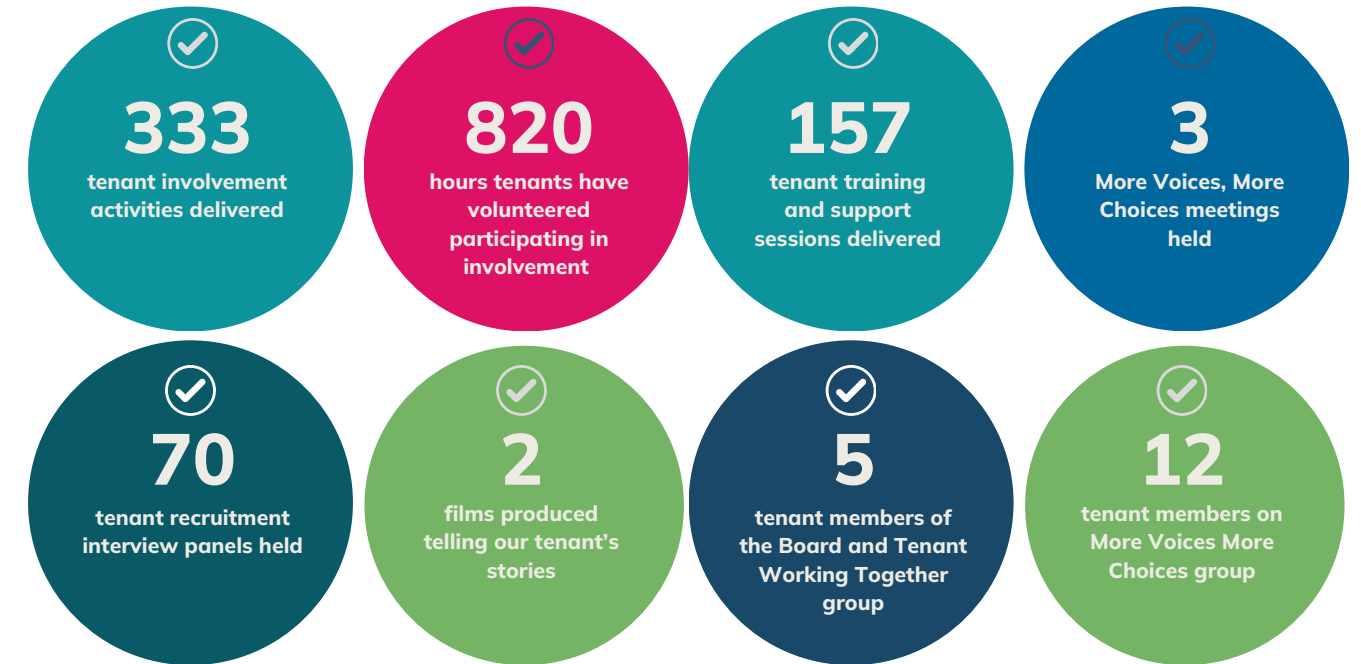
There are two formal groups, the Board and Tenants Working Together is a partnership between the Board and tenant representatives, where tenants have an active decision-making role. It acts to amplify the tenant voice and is co-chaired by a tenant and a Board Member.

The group seeks to influence and shape the Board's Tenant Involvement Plan; contribute to the formulation of other strategies and policies and influence decisions on how housing-related services are delivered.

Tenant voice

We try to make involvement as accessible as possible and provide a wide range of opportunities, including training and support so that everyone who would like to get involved can.

Tenant involvement: our performance



Pictured: Tenant Leslie, taking part in filming

This group consists solely of tenant representatives. Members have been engaged providing feedback on assurance against the new Consumer Standards and have provided insight for our new customer service standards.

The group contributed to the development of the Tenant Involvement Plan, ensuring it delivered on the things most important to them.

Tenant voice

Golden Lane Housing runs a buddy scheme, which is proving a fantastic way for tenants to gain confidence, skills and knowledge about the organisation as part of their volunteering on the More Voices More Choices committee.

Sacha Wenn from Wiltshire joined More Voices, More Choices, tenant committee in 2021 and chose to take on the role of Communications Representative, working alongside our Communications and Marketing Team.

Caroline, Communications and Marketing Manager explained in an interview how the scheme works.

'Sacha has been working with the team over the last twelve months. We meet every other month although depending on what we're working on this does change. Having Sacha on-board has been such a welcome addition to the team. Her insight and ideas have had a huge impact.

Sacha lives in Wiltshire, she works and has a packed social life so it's important we work around her commitments and after all she is giving us her time for free, so I'm always conscious of making the most of our meetings and ensuring she feels her time spent is worthwhile.

I'll talk to her about the projects we have going on in the team and ask what she'd like to get involved with.

Together we've been able to create a series of communications for tenants who are having planned works or retrofit works that offer information about each stage of the process as well as including a main contact for tenants. We drew on Sacha's own experiences as a tenant and her ideas about what could have been done better.

She told us what questions she had at the time when works were being carried out at her home and the sorts of things she would have liked answers to ahead of the works starting - as well as wanting a better idea of what the works would involve and how they would impact on her day-to-day life.

Sacha's also been instrumental to developing content for the website.

We've recently updated both the repairs and safety in the home pages. Again, Sacha was able to tell us importantly what she thought about the information. Was it helpful, was it clear and easy to understand?

There's much to do and it's great that Sacha is happy to continue working with us, I strongly recommend the rep role initiative to colleagues looking to develop their service to be more tenant focused.'

Sacha says

"I like helping people and am confident speaking out about issues. I have enjoyed absolutely everything. It makes me feel valued and I want to do more. I have learnt that I have a voice and I can help when other people might not be so confident to say anything. I love my rep role and don't want to change. Next, I would like to continue the website review as there is more to do!"

Tenant voice

Tenant and Repairs Representative, Oakley Strike, had the opportunity to join our in house works, Resolve Solutions team for a day earlier this year.

Oakley was able to have a hands-on experience and worked alongside our team members to complete various repair jobs, gaining valuable insights into our day-to-day operations

'Going out with Darren and Nick from Resolve Solutions was an amazing experience. Learning what they do in their day to day tasks ... if I could I would do it in a heartbeat.'



Pictured: Tenant Oakley, volunteering with Resolve Solutions

More Voices More Choices Chair and tenant Mark Johnson has also been actively supporting the organisation in his role as Safeguarding rep.

Mark has been working very closely with our Head of Housing and Safeguarding to review the organisation's safeguarding policy, accompanying procedures.

Mark has shared his ideas about how we can ensure that every tenant in the organisation is aware of the work we do to support them in keeping safe.'

Tenant satisfaction

Tenant satisfaction is Goal One of Our Plan 2022-25. It sets out our commitment to providing great service and accessible communications to our tenants, and how we work to increase tenant and customer satisfaction.

New Tenant Satisfaction Measures¹ were introduced by the Regulator of Social Housing in April 2023 as a way for social housing tenants to understand how their landlord is performing in key service areas.

Tenant satisfaction survey results 2023



We are pleased to report that overall satisfaction of tenants with our service increased by 5% compared to last year.

Also significantly, 70% of our tenants were satisfied that we listen to views and act upon them which is again a 5% increase compared to last year.

Furthermore of the 619 tenants who completed the survey, 9% rated our overall service as fairly or very dissatisfied, which is a 4% reduction of dissatisfaction compared to last year.

Tenant experience and complaints

Golden Lane Housing welcome all complaints and feedback and value the insight as a way to find out what is working well and what needs to improve.

Golden Lane Housing's Tenant Experience Team lead our complaint service, working with tenants and wider customers to resolve complaints fairly and ensure a positive complaint culture is embedded across the organisation.

We are a member of the Housing Ombudsman Service and follow its Complaints Handling Code.

We received a total of 63 complaints last year, of these 97% of complaints were resolved at Stage 1 of Golden Lane Housing's internal procedure.

In the last twelve months no cases of maladministration have been referred for a determination by the Housing Ombudsman.

Taking learning from complaints we have received, the following areas for improvement have been identified:

- To deliver a robust complaints process to all colleagues to improve identifying, logging, handling and learning from complaints.
- To deliver further damp and mould training
- To use our housing systems to improve record keeping and internal communication.
- To implement an Unreasonable Behaviour Policy and review our Compensation Policy.



Tenant support

Golden Lane Housing is working hard for a world where people with a learning disability and autistic people have the right support and opportunities to live fulfilled and successful lives in an environment they feel proud and safe to call their home.

Ensuring the ongoing wellbeing and safety of tenants continues to be of paramount importance and forms the very foundation of our service delivery.

At Golden Lane Housing we know that when organisations work effectively together to understand the needs of tenants, we deepen our understanding of their aspirations.

We know what good multi-agency work looks like and we also know what good support looks like and when we align the various components we can ensure great outcomes are achieved.

Housing Officers continue to take a pragmatic and person centred approach in keeping in regular contact with tenants.

In fact, there have been 3,583 separate housing management cases logged during this last year, demonstrating robust contact between Golden Lane Housing's Housing Officers and tenants, their families and support providers.



Golden Lane Housing continues to empower tenants to voice their concerns and preferences and involve them in decision-making processes regarding their care and support.

Promoting a culture of respect, dignity, and person-centred support within a housing setting remains a key feature of Golden Lane Housing's approach.



Tenant support

Our safeguarding approach enables tenants to achieve outcomes that are important to them.

Where possible, we will always include tenants throughout the process. Where a tenant does not have capacity, we will work with those that understand the needs of the tenant best and will advocate on the tenant's behalf.

During financial year 2023/24, Golden Lane Housing supported tenants with 95 'low level' safeguarding concerns. 5 of these escalated and became a formal 'concern' raised to the appropriate Local Authority. A further 37 'concerns' (a total of 42) were raised formally to 23 different Local Authority Safeguarding Boards across the country.

The largest category of concern was self-neglect and related to tenants not engaging with their support team. As a result of this, the tenants' general health and wellbeing had deteriorated.

The statistics also include 3 hoarding concerns, and tenants unable to keep their home in a safe and clean condition.

The second largest category was emotional abuse with concerns being linked to incompatibility issues, particularly between tenants living in shared properties.

Monthly recording and monitoring of our safeguarding Key Performance Indicators allow our Housing Officers to establish, document and manage the expectations of tenants and help achieve positive outcomes for all parties.

In the coming year, we look forward to continuing our work with The Ann Craft Trust and input to their national research into the links between cognitive ability and exploitation.

We hope that this research and its recommendations will inform future policy and practice.



Placemaking

Homes are more than just bricks and mortar. They are the starting point to providing a sense of belonging and community.

We provide over 2,800 homes across England, Wales and Northern Ireland.



We partner with



We create homes that encourage people with a learning disability and autistic people to interact and embrace their surroundings, to improve wellbeing and social cohesion.

Our housing team work with tenants to improve communal spaces and address neighbourhood issues. Linked to this they have a robust and proactive approach to tackling Anti-Social Behaviour.

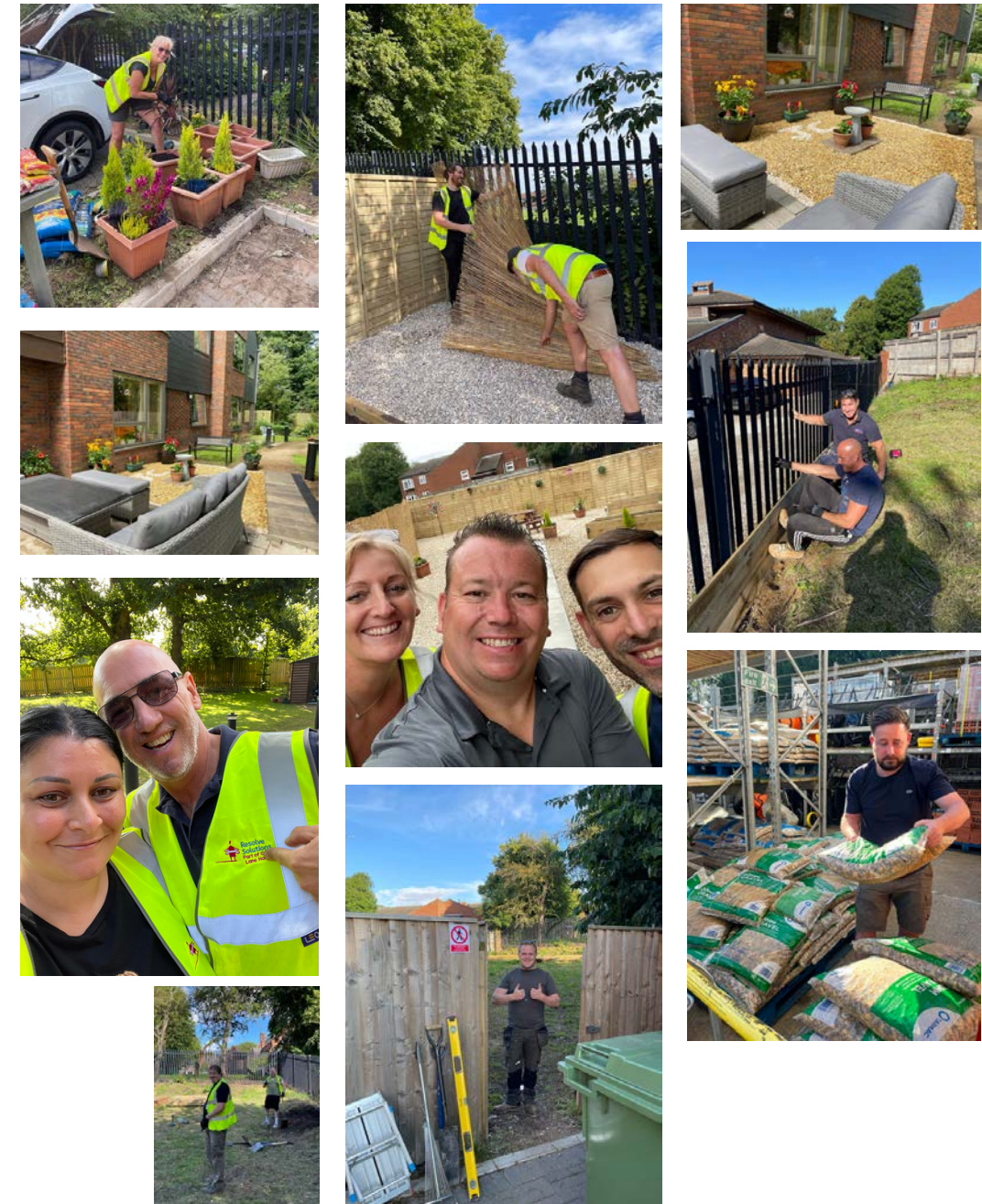
Our approach is characterised by the following:

- Supporting tenants to access their local community and build local links.
- Championing the needs of our tenants and where possible, liaising with neighbours to encourage the building of good relations with our tenants.
- Tenancy sustainment: ensuring our tenants are safe and settled in their homes.
- Funding of basic security items such as CCTV and security lighting.
- Working with key partners to manage any triggers which could impact on behaviours within the home.
- Collaborating with agencies such as mental health, drug and alcohol services and Adult Social Care where support reviews are required.
- Where behaviours cannot be managed, we seek to work in a collaborative and responsible way to positively move tenants on to more suitable accommodation which better meets their needs.

Placemaking

As part of an initiative led by our in house repairs team, Resolve Solutions, a number of communal gardens were given a makeover. Golden Lane Housing colleagues and tenants volunteered their time to transform green spaces, through clearing waste and weeds, planting and carrying out small scale landscaping.

Pictured: Golden Lane Housing colleagues volunteering their time for garden makeovers





Governance

Structure and governance

As a charitable, not-for-profit provider of specialised supported housing, we work to the Standards set by the Regulator of Social Housing and follow the National Housing Federation's Code of Governance 2020.

The Golden Lane Housing Board has continued to invest in strengthening its governance arrangements.

Each year the Board undertakes a review of governance arrangements and Board effectiveness, with an externally supported review every three years. This year the Board received independent assurance of good governance from its externally supported review. As assurance in the form of a G1 rating following a recent Stability Check by the Regulator of Social Housing.

The Board has also reviewed a series of compliance self assessments and assessed itself as compliant in the following areas :

- National Housing Federation Code of Governance** ✓
- Regulator of Social Housing's Economic Standards** ✓
- Regulator of Social Housing's Consumer Standards** ✓
- Specialised Supported Housing Rents** ✓
- Housing Ombudsman's Complaint Handling Code** ✓

The Board has adopted a risk appetite statement, which is set in the context of

delivering good quality, safe, environmentally friendly homes, within the specialised supported housing sector.



The Board has a risk-based approach to establishing and maintaining internal controls that are embedded within day-to-day management and governance processes. This approach includes the regular evaluation of the nature and extent of risks to which Golden Lane Housing Limited is exposed.

A Strategic Risk Register is considered at each Risk and Audit Committee meeting and reviewed monthly by the Executive Team, at least annually by the Board. A rolling programme of deep dives into Operational Risk areas has been put in place by the Risk and Audit Committee.

Structure and governance

Golden Lane Housing has developed a risk management framework that supports the identification, assessment, monitoring and control of risk.

The organisation operates the three lines of defence model within its overall risk management framework.

Environmental Risks

The Board also oversees the organisation's strategies for adapting to climate change risks, such as implementing climate related targets, and resilience measures.

The Board's sustainability strategy ensures reviews of the organisation's environmental impact, including its carbon footprint, energy usage, water consumption, and waste management practices.

Social Risks

On the social front, the Board ensures the organisation upholds high employment and benefits standards for employees, promotes equity, diversity and inclusion, and fosters a positive workplace culture. They monitor employee satisfaction, turnover rates, and workplace safety metrics.

The Board also considers Golden Lane's Housing impact on local communities, national policy, reviewing tenant satisfaction, affordable homes offerings, value for money and tenant engagement initiatives.

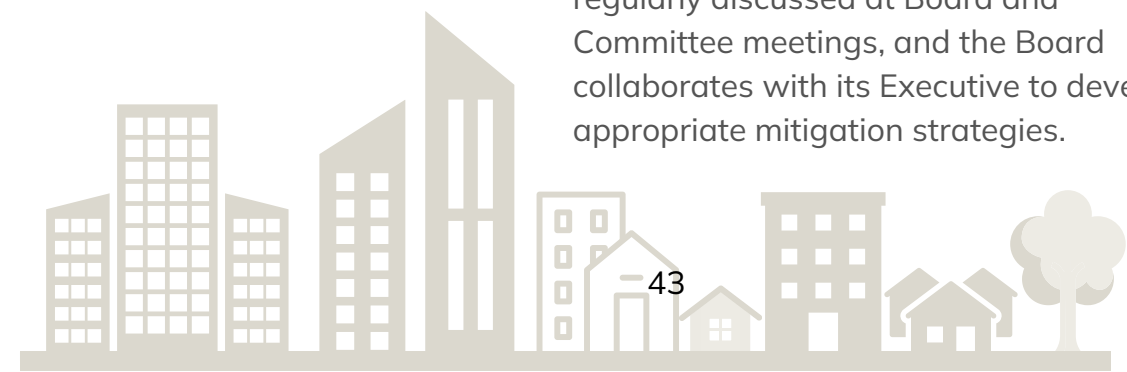
Governance Risks

Golden Lane Housing has been awarded the highest governance grading by the Regulator of Social Housing. The Board models and maintains strong ethical standards. The Risk and Audit Committee ensures robust controls on risk are in place, and reviews anti-corruption policies, whistleblower protections. The Governance Committee oversees governance and compliance, succession planning and executive compensation.

The Board also works to enhance the organisation's transparency and accountability, ensuring timely and comprehensive accounting and annual reporting, alongside Environmental, Social and Governance reporting to a variety of stakeholders. And a dedicated annual report to tenants.

Environmental, Social and Governance Integration

Importantly, the Board works to embed Environmental, Social and Governance considerations into the organisation's overall risk management framework and strategic decision-making via the articulation of its risk appetite, its approach to internal reporting, and considerations concerning decision making. Environmental, Social and Governance risks and opportunities are regularly discussed at Board and Committee meetings, and the Board collaborates with its Executive to develop appropriate mitigation strategies.



Structure and governance

In order to operate effectively and ensure appropriate governance in business-critical areas, the Board has delegated authority to committees:

Risk and Audit Committee

The purpose of the Committee is to provide oversight of:

- The effectiveness of the framework of risk management and control, including the risk appetite of the organisation and to perform deep dives on some key selected risks;
- The delivery of the External Audit including: audit planning review, Audit Findings Report and review of financial statements, as well as the Board's annual report;
- The work of the Internal Auditors including: the internal audit programme, internal and financial controls and risks, detailed scrutiny of internal audit in financial and non-financial areas as agreed by the Board.

Governance Committee

The purpose of the Committee is to:

- Ensure effective governance arrangements; that remuneration arrangements support the strategic objectives of the organisation; and, ensure that the Chief Executive Officer, Executive Team and management have the skills, competencies and capacity to deliver the overall strategy of the Board, and its plans and proposals.

Treasury Committee

The purpose of the Committee is to:

- Provide advice to the Board on the treasury implications and the financial viability of Golden Lane Housing Limited's corporate strategy and Business Plan;
- Consider and (as applicable) approve or recommend strategies and policies in relation to areas of treasury management;
- Provide assurance (as required) on specific treasury proposals and changes.

New Business Committee

The purpose of the Committee is to:

- Ensure that Golden Lane Housing Limited's development programme delivers the outcomes, outputs and strategic objectives set by the Board and that the Executive are appropriately managing and reporting on risks thereto.

Housing and Property Committee

The purpose of the Committee is to:

- To support the Board in carrying out its constructive challenge and oversight function regarding housing, tenant experience, and property, whilst ensuring that the voice and experience of the tenant strongly informs the design and delivery of services.

Board and Tenants Working Together Partnership

This group is a partnership between the Board and tenant representatives, where tenants have an active decision-making role. It acts to amplify the tenant voice and is co-chaired by a tenant and a Board Member. It seeks to influence and shape the Tenant Involvement Plan; contribute to the formulation of other strategies and policies; influence decisions on how housing-related services are delivered and setting of service standards; scrutinise performance and make recommendations to the Board.

Golden Lane Housing Board

The Golden Lane Housing Board is made up of independent Non Executive Directors who are recruited for their skillset. With a broad range of disciplines represented. The Board is made up of between eight and twelve unremunerated Directors (including co-optees) as determined by the Board.

Board Members are appointed for two terms of up to 3 years - 6 years in total - with the possibility of annual extensions up to 9 years maximum tenure.

The Board has a well established Equity Diversity and Inclusion Framework and its Chief Executive Officer is part of a national steering group set up by the National Housing Federation.

Importantly, tenants also get an opportunity to interview prospective colleagues and board members via Learning Disability Panels used in the recruitment process.

The Board regularly undertakes a skills audit to enable it to develop a framework that defines the knowledge, skills, and behaviours needed to optimise the Board's performance and collective leadership. The Board formally documents the key skills and competencies it requires to direct the organisation and to support its Succession Strategy.

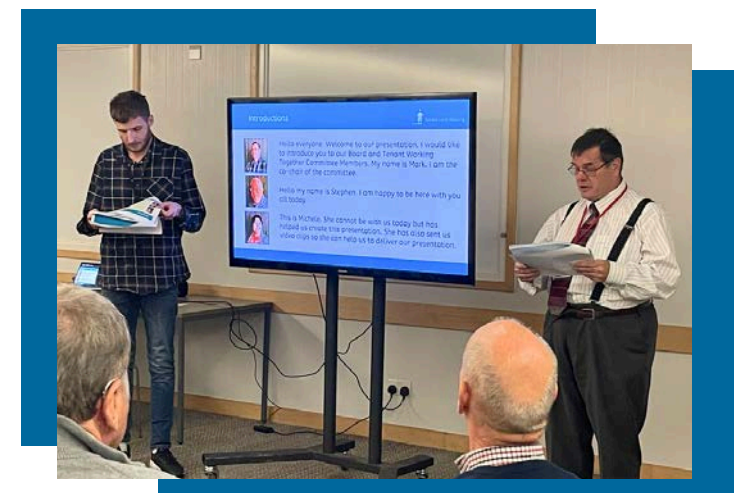
A Training and Development Programme ensures all Board Members have access to sessions with visiting experts to Board Meetings and Strategy Days.

Board Members also receive an annual appraisal. Every three years the appraisal process is reviewed and supported by an independent consultancy.

The Board works in partnership with tenants through a forum called Board and Tenants Working Together, it also receives reporting from a range of Tenant Representatives as well as meeting tenants at strategic sessions which are called 'making plans days.'

Tenants also provide feedback formally and informally via the More Voice More Choices forum and focus groups.

The Board also hears the views of employees and feedback from the organisation's Colleague Engagement Group.



Pictured: Golden Lane Housing tenants presenting to the Board at a Making Plans Day

Colleague wellbeing

At Golden Lane Housing, we believe that a positive and inclusive workplace culture is the cornerstone of our success. We are committed to fostering an environment where every team member feels valued, respected, and empowered to bring their best selves to work each day.

We offer a range of initiatives which support colleague wellbeing.

All colleagues can contact our trained Mental Health First Aiders and we offer mental health awareness training to all colleagues. Our Wellbeing Hub provides a range of online resources, advice and guidance covering financial wellbeing, addiction, mindfulness to bereavement support.

We also have an employee assistance programme that includes a wellbeing advice line, counselling, and access to occupational health. The service is available to all colleagues and their family members.

Colleague wellbeing is likewise promoted through our policies and procedures. We have a robust complaints procedure to address concerns quickly and appropriately and our annual leave policy, which not only advises colleagues of their statutory entitlements but also how the organisation can provide additional support through enhanced payments.

Golden Lane Housing is accredited as a living wage employer from the Living Wage Foundation and employee's pension membership includes life insurance cover.

We place high importance on professional development for colleagues across the organisation to enhance their roles and support their career aspirations and we fully encourage soft-skills training courses, which can be completed at a colleague's leisure.

We also offer a range of apprenticeships, for any colleague who would like to progress in their current fields or to gain a qualification in a field that they are interested in moving into within the organisation.

In proactively responding to the updated consumer regulation of the sector, the last 12 months saw colleagues benefitting from an organisation wide customer service training program, delivered by MGI Learning.



Colleague wellbeing

We embrace diversity and are dedicated to fostering an inclusive culture where all colleagues have equal opportunities to grow, develop, and succeed. We ensure that everyone feels a true sense of belonging.

Golden Lane Housing has a comprehensive Equity Diversity & Inclusion (EDI) colleague training program (provided by our partners Powerhouse Hub and Actuate Global) and forms a key part of our induction process.

Our EDI committee provides a platform for colleagues to connect, share perspectives, and learn from each other's experiences and ultimately enhance the colleague experience. Organised by colleagues for colleagues, the committee welcomes and encourages everyone to participate in their meetings and events. Meetings offer a safe space for discussion, raising awareness and promoting understanding.

The committee also complete Equality Impact Assessments on all policies and in turn make recommendations on best practice.

As an inclusive employer we also ensure our approach to recruitment is accessible and seeks prospective candidates from diverse backgrounds. We utilise a variety of schemes and initiatives, including accessible documents and learning disability panels, which form part of the interview process.



We are a Disability Confident Employer and achieved Stage 2 accreditation in recognition of our approach to promoting equal opportunity and creating a working environment where everyone is able to do their job to the best of their ability.



Supply chain management

Golden Lane Housing's updated procurement policy promotes best practice and ensures that goods and services required by Golden Lane Housing are procured fairly and cost effectively, with integrity, honesty, impartiality and in a competitive manner that complies with all applicable EU and UK legislation.

The policy governs the way we work with our supply chain and third parties, promoting a co-ordinated and consistent approach which takes into account the total cost of the goods and services, including quality, service delivery, risk, environmental impact and social value.

This policy supports the delivery of Value for Money outcomes which best match the needs of Golden Lane Housing and its tenants, whilst at the same time protecting the organisation from risk.

Our approach supports ethical and sustainable objectives through procurement, with contract decisions considering whole life costs, emissions and waste, materials and energy, and adhering to relevant legislation.

By 2030 we want to ensure our procurement policy encourages the selection of suppliers with strong environmental credentials and enables us to evaluate suppliers based on their sustainability practices, including carbon footprint, waste management, and ethical sourcing.

We also aim to collaborate with suppliers to identify innovative and sustainable solutions that align with the our sustainability goals.



Golden Lane Housing

ESG criteria (C1 - C46)



CLIMATE CHANGE

C1

Distribution of EPC ratings of existing homes (those completed before the last financial year).

EPC RATING	Number of units	Percentage %
A	1	0.07
B	213	15.54
C	558	40.70
D	474	34.57
E or worse	124	9.04
Without EPC	1	0.07
TOTAL	1371	100

C2

Distribution of EPC ratings of new homes (those completed in the last financial year).

EPC RATING	Number of units	Percentage %
A	0	0.00
B	11	14.10
C	45	57.69
D	21	29.92
E or worse	1	1.28
Without EPC	0	0.00
TOTAL	78	100

CLIMATE CHANGE

C3

Does Golden Lane Housing have a Net Zero target and strategy?

If so, what is it and when does the housing provider intend to be Net Zero by?

Yes.

Our Sustainability Strategy sets out how we will reach Target Net Zero by 2050.

C4

What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?

Golden Lane Housing secured funding from the Social Housing De-carbonisation Fund as part of 2 consortia within the North West and South West regions of England.

The funding has enabled retrofit works to commence on a total of 75 properties. Following a successful procurement these works began in April 2024 and will be completed by March 2025.

The main report provides more detail on this area (page 11).

CLIMATE CHANGE

C5

What are the Scope 1, Scope 2 and Scope 3 Green House Gas emissions per home?

If unable to report emissions data, please state when the housing provider is expected to be able to do so.

We do not currently collect data on our greenhouse gas emissions.

Our Sustainability Strategy sets a target for reporting to be underway by 2030, with a further target of achieving a 95% reduction in carbon emissions by 2045 through carbon offsetting.

We aim to achieve net zero by 2050.

C6

How has Golden Lane Housing mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks?

How is the Golden Lane Housing mitigating these risks?

Currently we are collating data via risk assessments and property health checks to assessment key criteria pertaining to the stock plans are to extend this further to consider flooding and overheating risks.

We will look to introduce Flood Zone Mapping and where properties are prone to flooding consider targeted investment in measures like drainage systems or installing flood barriers.

In consideration of overheating in properties as per of longer term retrofitting works GLH will look to implement monitoring systems in place to allow control mechanisms to be bespoke developed dependent upon the property. This can be increasing natural ventilation / the use of high quality insulation etc.

CLIMATE CHANGE

C7

Does Golden Lane Housing have a strategy to enhance green space and promote biodiversity on or near homes?

If yes, please describe with reference to targets in this area. If no, are you planning on producing one in the next 12 months?

Golden Lane Housing does not have a green space strategy.

The Sustainability Strategy outlines our approach to enhancing biodiversity and green spaces by 2030 with a further target to increase green spaces for communities by 15% and increase biodiversity by 10% by 2050.

C8

Does Golden Lane Housing have a strategy to identify, manage and reduce pollutants that could cause material harm?

If so, how does the organisation target and measure performance?

No.

We are however looking to complete an audit on all pollutants used in services and develop an action plan and strategy with Best Practical Environmental Option (BPEO) with a target of 2030.

Further to this we also make a commitment to eliminate 98% of all pollutants purchased; maintain register of chemical substances bought and review annually by 2050.

CLIMATE CHANGE

C9

Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works?

If so, how does the housing provider target and measure performance?

Our Sustainability Strategy outlines our commitment to achieving a target of 70% of products and services will be sustainably sourced by 2030 and 100% by 2045.

C10

Does Golden Lane Housing have a strategy for waste management incorporating building materials?

If so, how does the organisation target and measure performance?

Our Sustainability Strategy outlines our commitment to achieving a target of a 50% reduction in construction waste sent to landfill by 2030 and a target of 99% by 2050.

C11

Does Golden Lane Housing have a strategy for water management?

If so, how does the organisation target and measure performance?

Golden Lane Housing does not have a water management strategy.

AFFORDABILITY AND SECURITY

C12

For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:

1) Rent compared to median private rental sector (PRS) rent across the relevant Local Authority

2) Rent compared to the relevant Local Housing Allowance (LHA)

As a provider of Specialised Supported Housing, Golden Lane Housing is not required to follow the Regulator of Social Housing's Rent Standard.

C13

Detail the share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to:

- General needs (social rent)
- Intermediate rent
- Affordable rent
- Supported Housing
- Housing for older people
- Low-cost home ownership
- Care homes
- Private Rented Sector
- Other

Completed 278 Specialised Supported Housing Units

AFFORDABILITY AND SECURITY

C14

Share, and number, of new homes (owned and/or managed) that were completed in the last financial year, allocated to:

- General needs (social rent)
- Intermediate rent
- Affordable rent
- Supported Housing
- Housing for older people
- Low-cost home ownership
- Care homes
- Private Rented Sector
- Other

280 new Specialised Supported Housing Units in 2023/24.

C15

How is the housing provider trying to reduce the effect of high energy costs on its residents?

Year round the easy read energy saving advice guide produced by Citizens Advice and The Energy Saving Trust is available from the Golden Lane Housing website.

We also use the Energy Savers Week social media campaign to raise awareness to tenants, their wider support networks and internally to colleagues on ways to save energy and help to reduce energy bills. This year, this included a direct email from our Housing Management team to our support providers on what they could do to directly support our tenants to reduce energy costs.

AFFORDABILITY AND SECURITY

C16

How does the housing provider provide security of tenure for residents?

We provide Specialised Supported Housing and offer Assured Shorthold tenancies.

Of our existing tenants, 65% have lived in their home more than 3 years.

BUILDING SAFETY AND QUALITY

C17

Describe the condition of the Golden Lane Housing's portfolio, with reference to:

% of homes for which all required gas safety checks have been carried out.

% of homes for which all required fire risk assessments have been carried out.

% of homes for which all required electrical safety checks have been carried out.

100% of homes for which all required gas safety checks have been carried out.

100% of homes for which all required fire risk assessments have been carried out.

100% of homes for which all required electrical safety checks have been carried out.

C18

What % of homes meet the national housing quality standard?

Of those which fail, what is the housing provider doing to address these failings?

100% of homes

BUILDING SAFETY AND QUALITY

C19

How do you manage and mitigate the risk of damp and mould for your residents?

Golden Lane Housing has a comprehensive Damp and Mould Policy and Procedure. In addition an internal audit has been completed to gain added assurance that the service in place is robust and provides sufficient controls for identifying, responding and monitoring cases.

Assurance reports have been developed to monitor the damp journey from start to finish and this identifies key risks, references to Categories 1 and 2 (in line with guidance). Our trained colleagues provide advice to tenants as well as information about identifying and reporting damp and mould is provided on our website and in the tenant newsletter.

Further detail is provided on page 21.

RESIDENT VOICE

C20

What are the results of the housing provider's most recent tenant satisfaction survey?

How has the housing provider acted on these results?

The full results of the most recent tenant satisfaction survey can be found on page 34.

C21

What arrangements are in place to enable residents to hold management to account for the provision of services?

An overview of our approach to tenant engagement and how tenants hold management to account are found on pages 30-33.

C22

In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place?

How have these complaints (or others) resulted in change of practice within the housing provider?

No complaints have been escalated to the Housing Ombudsman.

A summary of complaints and learning from issues raised can be found on page 35.

RESIDENT SUPPORT

C23

What are the key support services that the housing provider offers to its residents?

How successful are these services in improving outcomes?

An overview of our housing related support and approach to safeguarding is provided on pages 36-37

PLACEMAKING

C24

Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located.

Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.

An overview of our placemaking activities is provided on pages 38-39.

STRUCTURE AND GOVERNANCE

C25

Is the housing provider registered with the national regulator of social housing?

Yes

C26

What is the housing provider's most recent regulatory grading/status?

Golden Lane Housing is rated G1 V2

C27

Which Code of Governance does the housing provider follow, if any?

Golden Lane Housing has adopted the National Housing Federation Code of Governance and conducts an annual compliance self assessment. For year end 31st March 2024 the organisation is compliant with the Code.

C28

Is the housing provider a Not-For-Profit?

If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?

Golden Lane Housing is a not for profit, exempt charity.

STRUCTURE AND GOVERNANCE

C29

Explain how the housing provider's board manages ESG risks.

Are ESG risks incorporated into the housing provider's risk register?

An overview of our Board's approach to managing ESG risks is provided on pages 42-44.

ESG risks are incorporated into the organisation's risk register.

C30

Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc.) - that resulted in enforcement or other equivalent action?

Golden Lane Housing has not been subject to any adverse regulatory findings in the last 12 months.

BOARD AND TRUSTEES

C31

How does the housing provider ensure it gets input from a diverse range of people, into the governance processes?

Does the housing provider consider resident voice at the board and senior management level?

Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?

An overview of the Golden Lane Housing Board is provided on page 45.

Golden Lane Housing does consider resident voice at Board and senior management level.

Golden Lane Housing have policies in place which incorporate EDI into the recruitment and selection of board members and senior management.

C32

What % of the housing provider's Board have turned over in the last two years?

What % of the housing provider's Senior Management Team have turned over in the last two years?

Board 30%.

Senior Management 14.29%

C33

Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.

3

BOARD AND TRUSTEES

C34

What % of the housing provider's board are non-executive directors?

All of the board are Non Executive Directors

C35

Has a succession plan been provided to the housing provider's board in the last 12 months?

The Governance Committee has reviewed its succession strategy and undertaken significant recruitment in the past 12 months.

C36

For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

The current audit partner has been place for 1 year.

C37

When was the last independently-run, board-effectiveness review?

The last independently run board effectiveness review was in 2024.

C38

How does the housing provider handle conflicts of interest at the board?

The Board's internal governance framework contains Standing Orders and a Scheme of Delegation which clearly set out to individual Board Members the sections of the Board's Rules which relate to Board Member interests and how these should be dealt with. All Board Member declarations of interests are recorded within the minutes of the meetings and may be declared prior to or at a meeting. The Company Secretary Board maintains a register of interests which is updated during the year and substantively every year. The register is reviewed annually by Board Members, scrutinised by external auditors and is available upon request.

COLLEAGUE WELLBEING

C39 Does the housing provider pay the Real Living Wage?

Yes.

C40 What is the housing provider's median gender pay gap?

16%

C41 What is the housing provider's CEO:median-worker pay ratio?

4.35 to 1

C42 How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?

An overview of how Golden Lane Housing ensures EDI is promoted across the organisation to colleagues is provided on page 47.

C43 How does the housing provider support the physical and mental health of its staff?

An overview of how Golden Lane Housing supports the physical and mental health of colleagues is provided on page 46.

COLLEAGUE WELLBEING

C44 How does the housing provider support the professional development of its staff?

An overview of how Golden Lane Housing supports the professional development of colleagues is provided on page 46.

SUPPLY CHAIN

C45 How is social value creation considered when procuring goods and services?

What measures are in place to monitor the delivery of this Social Value?

We do not currently measure social value.

C46 How is sustainability considered when procuring goods and services?

What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?

An overview of our approach to sustainably procuring goods and services is provided on page 48.