



Golden Lane Housing

Creating our new future together

Our Plan 2022-2025



INTRODUCTION

Since the creation of Golden Lane Housing in 1998 we have grown to provide homes for over 2,500 people.

2023 marks our 25th anniversary, and our impact and ambitions to continue to grow our offer of independent living is as strong as ever.

We have supported thousands of people with a learning disability or autism across England, Wales, and Northern Ireland to live independently in their communities.

We are now pleased to introduce Our Plan - Golden Lane Housing's new three year plan that sets out our key goals and ambitions.

Golden Lane Housing became independent from Mencap in April 2022 and there continues to be changes in the expectations of tenants, families, and government.

We want to work with tenants, their families, and other organisations to support our vision and deliver this new plan.

Our Plan replaces our previous five year plan issued in 2019 that put good quality services, healthy business, and new homes at the heart of what we do.

We believe it is the right time to refresh and build on these plans for the next three years.



WE LISTENED

We have talked to our tenants, staff, and board members to create Our Plan. Our tenants have told us what is important to them, and they have brilliantly influenced the shape of our new Plans.

Our More Voices, More Choices tenant group told us that repairs, communications, complaints, diversity and training are the most important matters to tenants.

Tenants want us to focus on their wellbeing in safe and well repaired homes, to communicate clearly, be kept informed and be involved in decisions that affect our services and their lives, and deal with complaints simply and timely.

We want to make sure all of our services and the way we communicate is designed for people with a learning disability or autism to meet tenant needs and preferences.



WHAT WE WANT TO DO TOGETHER

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.

We believe it is more important than ever that we 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.

We know that to do all of this we need strong finances and strong teams working together with our tenants to support this work.

We will continue to invest in new systems and different ways of working. We plan to develop the culture and skills of our people to help improvements across all our services and increase our impact.



MAKING A DIFFERENCE

We want our new Plan to really change and improve the way we deliver our housing and repairs service, keep tenants safe in their homes, and improve tenant's happiness with the way we work.

We want our new Plan to help create the future, long term homes so greatly needed.

We want our new Plan to support us remain financially strong.

Our Plan has been created with our tenants, staff, and board members.

We want our tenants be at the heart of everything we do.

Together we want to make this organisation the best place to work and we intend to have the greatest impact we can.

Neil Hadden
Chair of the Board

Mark Johnson
Chair of More Voices,
More Choices

John Verge
Chief Executive



our Vision

Everyone with a learning disability or autism has opportunities to access good quality housing that meets their needs.

our Mission

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

our Values

We will lead this plan with our values.

Caring

Reliable

Honest

Listening

Creative



Our Plan - our five goals

1 Tenant satisfaction

improving services and communication, increasing tenant satisfaction

2 Investing in homes

good quality, safe, environmentally friendly homes

3 Housing more people

new quality supported housing across more diverse communities

4 Strong finances

best use of our money and resources

5 Working together

involving our tenants, making Golden Lane Housing a great place to work, influencing housing and welfare policy



1 TENANT SATISFACTION

We want to provide great service and accessible communications to our tenants and customers.

We want to increase tenant and customer satisfaction.

Our actions - what we will do

- Work with our tenants and staff to better understand the tenant and customer journey and support creative improvements in our key services.
- Work with our tenants and staff to agree a new set of service standards that will act as rules for our tenants to hold our service accountable and ensure we are meeting tenants wants and needs.
- To design and involve our tenants and colleagues in how we communicate to meet the needs of all our tenants.
- Continue to improve a person-centred approach to housing services, to ensure wellbeing of tenants in their homes.

- Better understand the profile and diversity of our tenants.
- Improve our complaints process to make it quick and simple to use, and ensure we learn from tenant and customer feedback.
- Every three months we will share clear performance information to all our tenants and staff, to show the progress we are making of Our Plan.

By April 2025

- More than 8 out of 10 tenants will tell us they are satisfied with our whole service.
- More than 8 out of 10 tenants will tell us that it is easy to communicate with us.
- More than 8 out of 10 tenants will tell us that they feel listened to.
- We will be more accountable on our service performance standards to our tenants.

2 INVESTING IN HOMES

We want all our tenants to live in good quality, safe, environmentally friendly homes.

Our actions - what we will do

- Deliver the agreed plan for repairs and improvements.
- Provide a safe home.
- Create clear plans for all our homes to be environmentally friendly.
- Create new IT and digital solutions to improve our communication to tenants and customers on property repairs and improvements, complaints and important updates.
- Ensure we keep our records on the condition and safety of our properties up to date to help us actively manage them. Provide clear safety information and advice about their home to tenants.
- We will work with tenants to offer advice on heating and lighting costs.

By April 2025

- More than 9 in 10 repairs will be done right first time.
- All homes will have plans to meet government environmental standards.



3 HOUSING MORE PEOPLE

We want to house more people with a learning disability or autism in supported housing across diverse communities.

Our actions - what we will do

- Our new development plan and delivery will be focused 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 we receive to support more housing solutions and help reduce rents.

- Review the minimum property, safety and environmental standards of our new owned and leased homes.
- Reduce the number of empty properties and increase opportunities for independent living by working with commissioners and support providers to move people into these homes.

By April 2025

- Housing at least 750 people in new homes that are owned or leased.
- New partnerships with local authorities, support providers and investors to support longer term housing solutions.
- Secure £30 million of private finance.
- Receive more than £2 million of government housing grant.

4 STRONG FINANCES

We want to make the best use of our money and all our resources to ensure our organisation remains financially strong and provides value for money.

Our actions - what we will do

- Support tenants to pay their rent and reduce the amount outstanding each year.
- Work with others to do our best not to have empty homes.
- Reduce our costs to provide services for each tenant and manage our properties better. Compare our costs with similar housing associations.
- Reduce the number of leases that end each year by developing longer term leasing arrangements that provide more security to tenants.
- Deliver our IT plan to support improvements in performance, efficiency, and cost savings.

- Make sure the way we arrange and pay goods and services ensures value for money.
- Every three months we will share clear and accessible information about how we spend our money and how we are doing to tenants and staff, to show the progress of Our Plan.

By April 2025

- Meet our financial targets, supported by accurate data.
- Reduce our total costs for each tenant by improving performance using new IT systems, new ways of working, and better use of our properties.
- More accountable on our financial performance to our tenants which will help us do more for our tenants.



5 WORKING TOGETHER

We want to involve tenants to support and improve what we do.

We want to work with staff, tenants, and the Board, to make Golden Lane Housing a great, diverse, sustainable, safe place to work.

We want to work with others to influence government housing and welfare policy for the benefit of people with a learning disability or autism.

Our actions - what we will do

- Ask tenants for views and ideas to improve how we involve them.
- Ask staff for views and ideas to support plans to improve their work experience, and support working across teams. Seek outside opinion to check if our own views are right.
- Invest in training and coaching that enables our staff and our tenant representatives to support their development. Invest in training for staff and tenants to develop a better understanding of learning disability and autism with support of tenants.
- Better understand the diversity of our staff, tenants and Board, and deliver the actions of our equity, diversity and inclusion plans.
- Enhance our culture of health and safety by investing in training.
- Reduce the carbon footprint of the organisation.
- Celebrate the success and improvements that staff and tenant representatives deliver.
- Show how our approach can support government's priorities in housing for people with a learning disability or autism.
- Influence and challenge national and local government plans and policy where we believe things need to change and involve tenants in campaigning about things that impact their lives.

By April 2025

- Staff and tenants feel more engaged and involved.
- Regularly publish data on our environmental, social and governance impacts.
- Be known as one of the leading housing associations in the learning disability sector, working alongside members of the Learning Disability and Autism Housing Network.

our Plan - our five goals

1 Tenant satisfaction

2 Investing in homes

3 Housing more people

4 Strong finances

5 Working together

Every action in this plan will be given a clear target with timescales which will be monitored by the Board and Tenant Committees.

We will regularly report progress and any changes to reflect external factors.

