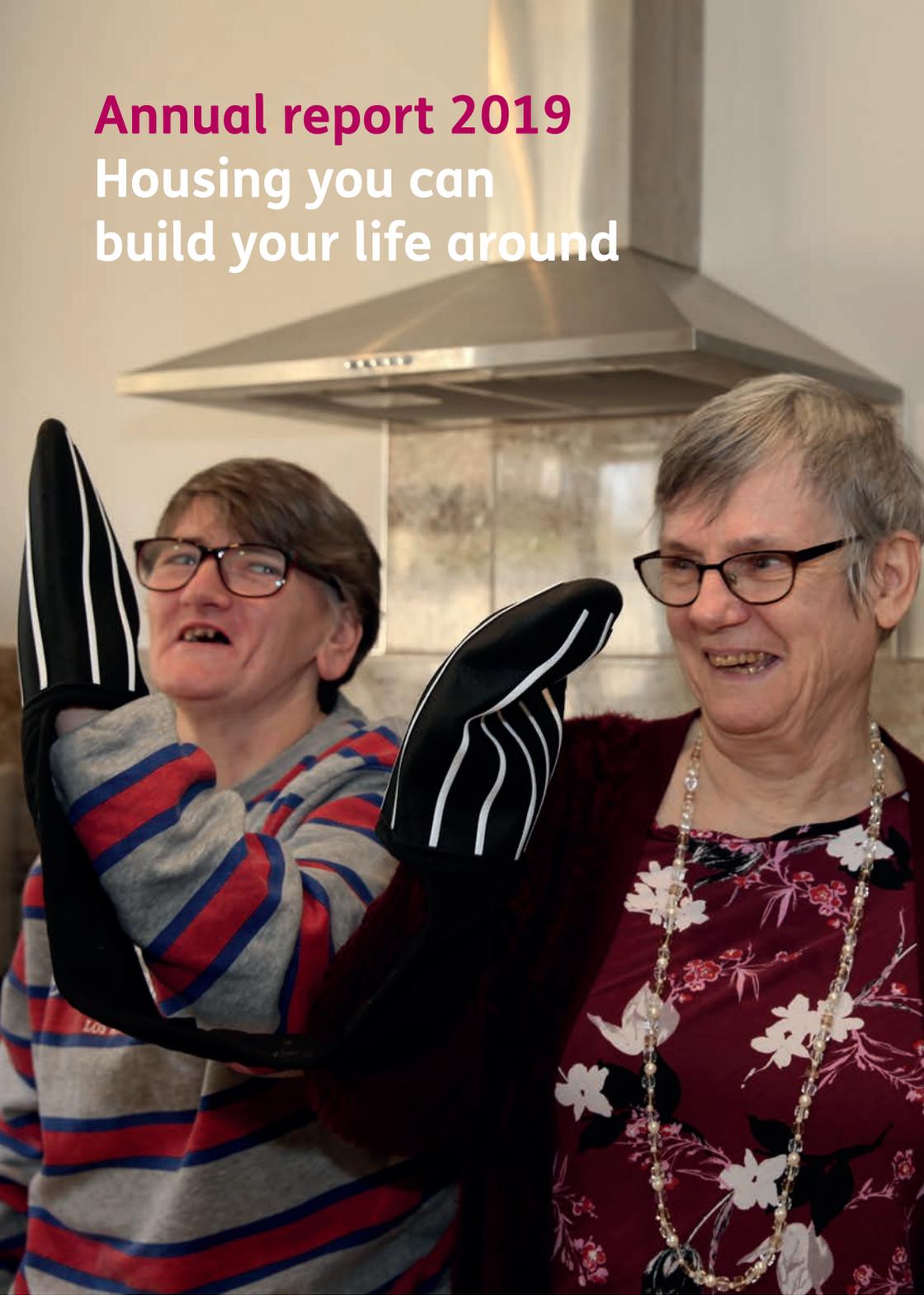


Annual report 2019

Housing you can build your life around



Golden Lane Housing

working in partnership with men cap



Welcome to our annual report

Last year we celebrated our 20th birthday and today, Golden Lane Housing (GLH) provides housing to around 2,000 people in over 950 properties across England, Wales and Northern Ireland. We have a clear mission to help people with a learning disability find a quality home around which they can build their lives. Over the last three years we have provided new purchase and lease housing solutions to over 600 people and provided housing advice to thousands of people with a learning disability and their families and carers.

This year we produced a new five-year plan to support this work and we have three key aims:

- Quality services – provide a high quality, caring and efficient service.
- Healthy business – maintain a viable business to provide security to our existing and support the growth of our activities.
- New homes – increase the number of people with a learning disability we help into quality housing.

In this year's Annual report, we report on a number of performance areas. Some key highlights from the last year include:

- the expansion of our specialist learning disability in-house repairs team across England and Wales which has helped increase the performance and satisfaction of our service
- investment in our properties including fire standards works to ensure tenant safety
- delivery of 234 new tenancies – the most successful year in our history
- the awarding of a 3-star rating by Best Companies and being listed number 12 in 'The Sunday Times Top 100 Best Not-For-Profit Organisations to Work For' in the UK.

We would really like to thank all our tenants, our trustees, GLH staff and our many partners and supporters for helping us deliver and improve our services. Over the next year we want to find different ways of engaging with tenants and families, and we will be reaching out to all our tenants to be involved.

Neil Hadden, chair

John Verge, chief executive

About GLH



GLH is here to make sure that people with a learning disability can live their lives as they choose, are valued equally and listened to.

From day one, we have sat down with people with a learning disability, families and carers to find out the person's wants and needs before finding the right home. Last year we celebrated our 20th birthday, sharing the experiences of our tenants living independently and others who we work with.

Our work does not stop there, there is a wider challenge. We want to help all people with a learning disability and change attitudes. Through our campaigning work with Mencap we continually work towards making this a reality.

Meet the trustees



Neil Hadden,
chair



Brendan
Whitworth



Chris Barrett



Charles Cleal



Lorraine Ford



Louise Li



Ralph
Middlemore



Philip
Middlewood



Stephen Jack



Michelle's story

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

“It couldn't have turned out better for everyone!” says Michelle Wilks, manager for Leeds Mencap. “Both properties are absolutely fantastic, they are spacious and homely with lovely gardens. Each person chose the wallpaper and colours for their bedrooms. Nearly everyone has an en-suite bathroom or wet room to support with personal hygiene.

Supported living is more personalised. People are getting more time with staff, which has opened up a new world of possibilities. I've noticed people are more relaxed, happier in themselves and their confidence has grown in a short space of time.” Read more about Michelle's story: www.glh.org.uk/michelle

Meet the executive team



John Verge,
chief executive



Abdul Latif,
director of
development



Adele Currie,
people business
partner



Marilynne Davis,
director of
finance



Melissa
O'Donnell,
director of
operations



Rod Dugher,
director of
housing



The Sunday Times 100 Best Not-For-Profit
Organisations To Work For 2019

Northern Housing Awards 2018 - Best Repairs
and Maintenance Scheme

Inspire Awards 2018 - Most Inspiring Contractor

Building Community Awards 2019 - Housing
Provider of the Year

Building Community Awards 2019 - Employee
Development Award



Close to Home

GLH featured in Close to Home, a programme premiered at the Chartered Institute of Housing (CIH) Housing 2019 national conference in Manchester.

It explores issues surrounding the housing sector and celebrates success stories. It is produced by CIH and ITN Productions and introduced by national newsreader Natasha Kaplinsky.

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

Watch the video: www.glh.org.uk/closetohome

Delivering new services and solutions

New development

GLH was founded in 1998 and since then we have invested £108.5 million providing specialist housing for adults with a learning disability across England, Wales and Northern Ireland. GLH's housing options include:

- **capital purchase** – properties purchased or built and adapted to meet our tenants' housing needs
- **leased** – properties leased from social, private and family landlords. We also lease properties from support providers and local authorities to provide vital learning disability services
- **NHS England** – we have been selected to set up services for the Transforming Care programme. This involves purchasing properties through grants and carrying out adaptations to meet the needs of the tenant.

During the year April 2018 to March 2019 GLH completed on 137 new properties providing 234 tenancies. This was made up of:

- **Capital purchase** - 15 properties providing housing for 44 people
- **Leased** - 122 properties creating 190 tenancies.

We also secured a transforming care grant of £1,256,000 through NHS England.

Support providers

This year GLH worked with over 40 national and local providers including Mencap, Precious Homes, Glenholme, Eden Futures, United Response and Millennium Care.

Locations of new tenancies

GLH have worked across 54 local authorities cross England, Wales and Northern Ireland.

London: Southwark and Sutton

South East: Bedford, Bletchley, Brighton and Hove, Buckinghamshire, Chichester, Northamptonshire, Suffolk and Sussex

South West: Cornwall, Devon, Dorset, Hampshire, North Somerset, Somerset, West Dorset and Wiltshire

West Midlands: Nuneaton & Bedworth Borough Council, Sandwell, Stoke City, Walsall and Wolverhampton

East Midlands: Chesterfield, Chichester, Coventry, Derbyshire County Council, Derby City Council, Leicester City Council, Leicestershire County Council, Nottinghamshire County Council and Nottingham City Council

Wales: Ceredigion and Pembrokeshire

Yorkshire and Humber: Bradford, Calderdale, Halifax, Lincolnshire County Council, North East Lincolnshire, North Lincolnshire, Rotherham, Sheffield and Wakefield

North West: Carlisle, Cumbria, Oldham, Rochdale, Trafford and Wirral

North East: Northumberland, South Tyneside and Sunderland

Northern Ireland: Derry and Limavady



Delivering new services and solutions

Capital purchase

This year we created 44 tenancies by acquiring properties through our capital purchase. We have carried out adaptations in most of the purchased properties to ensure our tenants can live as independently as possible. Most of our tenants housed through capital purchase have a moderate to high learning disability, including some with significant physical needs.

Our properties are tailored to meet the current and future needs of our customers. Tenants benefit from security of tenure and live in a safe and secure environment. We involve families, social services and other stakeholders to ensure we are capturing the needs of the individuals we are housing.

Leased properties

We continued to use our lease models and have created a record 190 tenancies this year. We have achieved this through utilising our Great Tenants private sector model and leasing properties from support providers and local authorities.

Transforming Care

This year we have been working with NHS England to set up services through the Transforming Care Programme. GLH have secured grants at the value of £1,256,000. The

grants have helped us to purchase five properties across the South West of England. Once the properties have been adapted and remedial works carried out, it will allow us to house five individuals with very complex needs. These are vulnerable people who may have been in long term hospital stay, and often out of county away from friends and family.

Donations

We are very grateful for donations totalling **£374,446** this year. This includes:

£40,000 made up of an £18,500 donation for a property in Derry, an £18,500 donation for a property in Bangor and a further £3,000 donation for another property in Bangor

£35,000 for our Stockport project which is in development

£33,334 for a property in Rotherham

£10,000 towards adaptations for a property in Bangor

£5,112 towards assistive technology for a property in Derry

£1,000 towards adaptations for a property in Spalding



Safeguarding

It matters

We are pleased to report the success of our safeguarding approach and e-campaign – It matters. The campaign was launched in February 2019 following a number of tenant engagement events across the country. These events gave tenants the opportunity to tell us what they expect from us, as their landlord, in helping to keep them safe from abuse. The invaluable input supported the production of accessible materials for tenants about how we will work together to help keep them safe.

The campaign was aimed at our tenants, support providers and staff members. The objective was to increase awareness that vulnerable people are at a higher risk of abuse and how GLH use a joint approach to support people with these issues and share best practice.

The e-campaign gave tenants an opportunity to take part in social media and talk about the importance of keeping safe, a vital message that reached many more people with a learning disability.

We have further developed our policies, procedures and induction process for new staff, and we have provided additional guidance to staff on cuckooing and county lines issues. We have ensured that all office and field-based staff understand how to raise their concern if they believe a tenant is at risk of abuse. The expansion of our award-winning in-house repairs team has increased the number of staff building good relationships and trust with tenants.

GLH continues to provide safeguarding advice and support to advocacy services and local authority colleagues as a result of It matters. We continue to work effectively and positively in collaboration with other partner organisations to ensure a 'best practice' approach continues to be delivered to our tenants.

We are now capturing outcomes for tenants. Early evidence indicates tenants have a greater understanding of abuse, increased support networks and improved health.

“I am so pleased – my housing officer really supported me to keep my home and not give in to the bullying neighbour. I can get on with my life now.”

June, GLH tenant

June's story

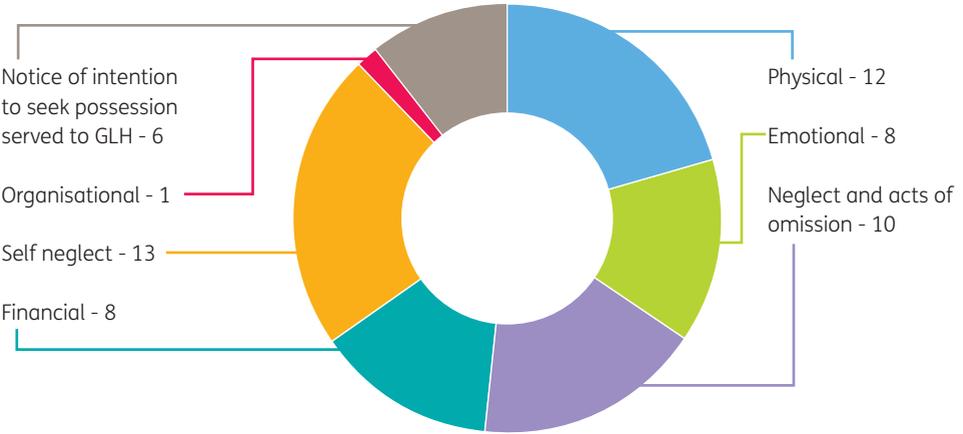
June lives in Southampton. She felt very sad because the tenant who lived in the flat below kept calling her names and making her feel scared and frightened to go out.

GLH's housing officer, Joanna spoke to June every week on the phone and made regular visits to June's home to support her. She kept in regular contact with the other housing provider who were very helpful and understanding.

Things did not get any better and because there was good evidence of what was happening to June, the tenant below was served with a Notice seeking possession. This meant the neighbour would have to move out. After a final court hearing was successful, the neighbour moved out of the flat. Read more about June's story: www.glh.org.uk/june

Safeguarding

Between 1 April 2018 and 31 March 2019 our staff have raised 58 safeguarding alerts across 34 different local authority areas:



Outcomes

Our intervention has enabled 85% of tenants to remain in their existing homes safely, with increased support packages and within the community they know so well. Some of our tenants are receiving support to maintain healthy relationships. Some tenants have received support in understanding hate crime and other tenants have received information and advice from the local police regarding drug use and staying safe in the community. The remaining tenants have moved to more suitable alternative accommodation with the support of GLH.

All cases are raised to the local authority immediately and monitored by the lead housing officer until a satisfactory outcome is achieved for all tenants.

Tenant wellbeing

At GLH we want all our tenants to be happy and safe in their homes and flourish in their lives. During 2018/19 we visited 1,151 tenant's homes (2017/18 - 1,046). This is an average of 22 visits per week.

Rents and service charges

How we performed	2017/18	2018/19
Number of voids filled	138	135
% void rate	7.4%	6.9%
% current and past rent collected	97.8%	100.45%
Rent lost through empty properties	4.8%	4.9%
% debt from income	4.13%	4.13%
% of tenants contributing to their rent	4.51%*	6.01%
% tenants satisfied their rent charges provided value for money	76%	75%
% tenants satisfied their service charges provided value for money	68%	69%
Disposed bedspaces	8	13

*Payments in prior years included those from third parties in addition to tenants.

Ensuring we collect our rental income on time is important to us and by doing so means we can fund and deliver the services we provide to all our tenants. Changes under the welfare reforms have made it more challenging for our tenants to budget, and there is continued uncertainty about the future funding of supported housing. Our income team work hard to help when difficulties with payments arise and to support our tenants with their entitlement to housing and council tax benefit.

This year:

- we produced an accessible annual rent statement for all our tenants with an explanation of our charges to help tenants understand how their rent is calculated
- we completed a review of service charges that resulted in improvements in how we record and report service charge information. This means we can ensure our service charge income is appropriately spent on things like replacing white goods and gardening, and these services provide value for money. We spent £442,000 on delivering these services to tenants

- we carried out a review of council tax liability, which resulted in increasing the number of discounts and exemptions our tenants have been able to apply for from local authorities. We have directly supported tenants in 334 of our homes to claim their council tax discount successfully

Council tax savings after liability review

Full liability		£765,766
Annual expenditure	Savings with discount applied	£415,433
£350,333		

- 75% of tenants said they were satisfied their rent provided good value for money and 70% were satisfied their service charge provided good value for money. We recognise we can do better and are engaging with tenants to enhance and personalise the service they receive to demonstrate the value for money of our charges
- we reviewed the agreement we have with partners who deliver services on our behalf. This was to ensure we had the best interests of our tenants at the centre of our joint working arrangements.



Reducing empty homes

We work hard to fill voids as soon as possible to ensure that we provide housing for as many tenants with a learning disability as possible. The rental income from filling these voids is also used to reinvest in our properties. In 2018/19 we filled 135 voids. To ensure that we continue to provide value for money we review each of our services to make sure they are sustainable. This means, for example where there is no demand identified for empty accommodation, we quickly look at options including disposal. Where we dispose of a property, we can reinvest the money in new homes. During 2018/19 we also removed 8 voids by reconfiguring the properties to accommodate fewer people. This was to ensure that we could continue to provide ongoing sustainable housing for the remaining tenants within the property.

To help us to reduce our voids we invested in a new central resource to support with the management of voids and to ensure our disposal process is as effective as possible. We want to ensure that we continue to provide high quality, caring and efficient housing services.

Our service plans for the year ahead include monitoring the outcomes for wellbeing from our tenancy visits to reduce voids, and to ensure that we are making a real difference to the lives of our tenants. In addition, we have reviewed our application process to ensure we are fair and accessible. We continue to work closely with local authorities to make sure the housing we provide is what is needed to meet local needs.



#RepairsMatter

In September we celebrated the work of our in-house repairs team during our first ever #RepairsMatter week. Focusing on a different topic each day we covered the importance of gas safety, planned works like new kitchens or bathrooms and the role of our help desk team. Our leadership team even got their hands dirty with a 'back to the floor' event, helping to carry out basic repairs.

Our repairs manager, Nicola Jones said, "No two tenants, repairs or properties are the same. Tenant needs, routines and behaviours often mean that minor or routine repairs are often required to be more highly prioritised. It is this greater understanding of our tenants and our willingness to go above and beyond to resolve a situation that we believe makes our repairs and maintenance service so specialised."

The pergola pictured here was created as part of a garden makeover in South London during #RepairsMatter week.

Repairs and maintenance

We are always working towards an improved service delivery, ensuring we provide value for money by investing funds into properties so they continue being great places for people to live.

Maintenance works

A total of £3,063,023 was spent on maintenance work in tenant's homes across the country.

Planned maintenance work

The planned maintenance budget was apportioned across the regions in line with the asset management information obtained from the condition surveys completed.

Planned maintenance work	Total inc. Vat
Bathrooms in 33 properties	£279,087
Doors and windows in 14 properties	£75,252
Electrical upgrades in 7 properties	£19,092
External decorations in 11 properties	£48,703
External works in 21 properties	£116,059
Heating in 20 properties	£84,765
Internal decorations in 36 properties	£123,734
Kitchens in 19 properties	£206,772
Total	£953,464

Aids and adaptations

Supporting people to maintain their independence.

Aids and adaptations	Total inc. Vat
Joinery works in 33 properties	£17,708
Electrical works in 9 properties	£1,680
Grab rails in 17 properties	£4,200
Specialist equipment in 1 property	£8,040
Bathroom adaptations in 12 properties	£40,580
Ramp in 1 property	£181
Plumbing works in 7 properties	£2,481
Total	£74,870

Environmental works

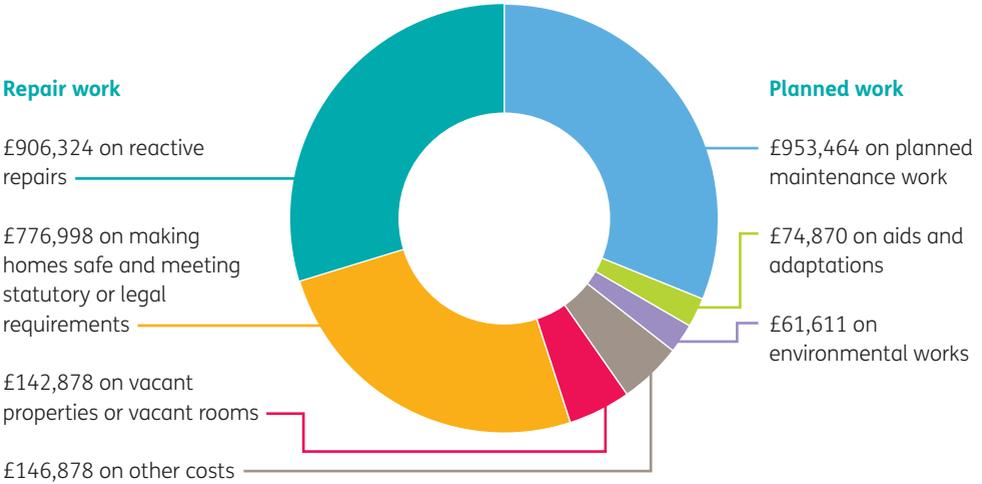
Supporting the housing team with items not normally covered from the planned budgets of reactive, voids and compliance.

Environmental works	Total inc. Vat
Doors and windows in 3 properties	£1,974
Electrical works in 9 properties	£10,612
External work in 7 properties	£6,840
Flooring in 3 properties	£4,012
Tree removal and gardening in 16 properties	£20,802
Internal works in 13 properties	£17,371
Total	£61,611

100% of tenants were satisfied with the planned maintenance service they received.

Repairs and maintenance

How our maintenance budget of £3,063,023 was spent:



Property services



We made a saving of **£57,097** from our reactive repairs budget by collaborating with contractors and

suppliers on the delivery of the service. This saving was reinvested into other works.



Our aim is to complete all work within or ahead of its target. In 2018/19, **97%** of emergency works, **91%** of urgent repairs and **96%** of routine works were all completed within the targeted timeframe.



We carried out **7,592** reactive repairs. Of these, 16% were emergency repairs, 12% urgent repairs and 72% routine repairs.



Quality checks were carried out on **370** properties to make sure tenants were happy with the repair work in their homes, this was 5% of the total jobs raised.



Every repair receives a customer satisfaction survey. Out of the 7,592 repairs raised we received 1,432 surveys back, and **97%** of tenants that responded were satisfied with the work.



Repairs and maintenance

Compliance

We have continued to work and improve our compliance making our homes safe. Our gas and electrical servicing programmes remained on track and we continue to maintain an up-to-date asbestos database on our owned stock.

During 2018/19 we embarked on a fire risk programme ensuring our stock had an up-to-date fire risk assessment on file. We undertook improvement works to 176 properties to a value of £420,000 to ensure they met fire standards.

In-house repairs team

Our award-winning in-house repairs team now provides a personalised, general repairs service to tenants across England and Wales. We further

expanded the service during 2018 taking in the London and South East of England area.

- **2,036** repairs were issued with 98% of day-to-day jobs completed ahead or within time.
- **98%** of jobs were completed within one visit.
- **98%** of customers were satisfied or extremely satisfied with this service.

The in-house team made a surplus of £76,465; this money was spent on other essential repairs. The service continues to go from strength to strength and exceed our expectations.

*“I support Mencap’s
Treat me well
campaign.”*
Stephen, GLH tenant

Stephen’s story

Stephen lives in Lancashire. He supports Mencap’s health campaign, Treat me well that is helping to transform how the NHS treats people with a learning disability in hospital. It calls on NHS staff to make reasonable adjustments that can help to save lives.

“The things that would help people with a learning disability to receive better healthcare are; easy read information, use words that people can understand and no jargon, the right environment for example, not too noisy, GPs and doctors to get training to understand what a learning disability is and treat people with respect and equally.” Watch Stephen’s video: www.glh.org.uk/stephen

Getting involved

We continue to put tenants at the heart of what we do and involve them in every aspect of our work.

This year tenants have been involved with all teams across GLH. Some of the highlights have been:

- Tenants attended and co-hosted our 20th birthday celebrations at Old Trafford Cricket Ground.
- Tenants participated across the country to help us develop our safeguarding service standards and attended focus groups set up by our income team to produce GLH's service charge standards. Their input was invaluable.
- Tenants have continued to support in recruiting GLH staff. This year they have been involved in recruitment for key roles such as director of development, in-house repairs team staff and GLH's first volunteer.
- Our central housing team, supported by other GLH staff who donated plants, worked with tenants and their support staff to transform the garden of one of our properties in Nottinghamshire in a makeover challenge.
- GLH staff have proactively supported tenants to be involved in Mencap's Treat me well campaign with tenants attending events across all regions.
- GLH staff have celebrated working with our tenants. During December, staff ran 20 acts of kindness. All teams took part and there were many ideas.



What's the plan for 2019/20?

In recognition of the key role tenant involvement plays in delivering and improving our services, we have appointed a tenant engagement officer. This role means that we now have a designated resource to coordinate the work we do and further develop our approach to tenant involvement.

During 2019/20 the tenant engagement officer will be working with staff to develop a range of activities to involve our tenants and set up tenant panels to ensure tenants have greater influence and a direct voice to the GLH board of trustees.

Customer services

We are here to listen

We received 14 complaints between April 2018 - March 2019, this is a decrease of 5 complaints on last year.

The subject of complaints we have received are as follows:

Complaint subjects	2017/18	2018/19
Maintenance issues	9	7
Housing management	3	3
Planned maintenance	4	1
Development	1	2
Anti-social behaviour	2	1
Total	19	14

Of the 7 **maintenance** complaints this year, 4 were about time delays and the time it took to complete work, 1 was a Great Tenants scheme with the landlord not completing maintenance work, 1 was around the quality of work done by the in-house repairs team and 1 was related to compliance - this complaint was escalated to Stage 2.

5 complainants were responded back to in the allotted period, once satisfied the complaint was then closed. 2 complaints were extended to allow further time for investigation and follow up work, both were closed afterwards.

We received 3 complaints this year regarding **housing management**. 1 was regarding a breach of tenancy by a tenant and 2 complaints were about the support staff parking at our properties from the neighbours. All 3 complaints were responded to within the allotted time period and were closed with a satisfactory outcome.

We received 1 complaint regarding **planned maintenance** this year, it was regarding the re-charge of white goods during the refurbish of a kitchen. The complaint was dealt with within the allotted time period and closed.

We received 2 complaints regarding **development**. 1 complaint was from a neighbour about outstanding development work to the property. This complaint was responded back to on time and satisfaction gained from the neighbour. The other complaint was received from a parent of client who we were working with on the Housing Brokerage Service we provided on behalf of a local authority. The complainant was responded to in the allotted time period and the complaint was closed.

We received 1 complaint regarding **anti-social behaviour** from one of our tenants. A response was sent in the allotted period and closed after additional work by the housing manager.

Response rate

13 (93%) complainants were responded back to in writing within 10 days of their complaint. 3 complaints were extended to allow more time for investigation.

Satisfaction

Out of the 14 complaints, 11 complainants indicated their satisfaction and were happy for the complaint to be closed. 3 complaints were closed after no response.

Customer services



Telephone calls

The customer service team received 6,606 calls and made 3,052 calls. **98%** of calls were answered within 7 seconds.



The repairs team answered 13,115 calls and made 15,180 calls. **99%** of calls were answered within 7 seconds.



The housing team answered 1,835 calls and made 1,686 calls. **94%** of calls were answered within 7 seconds.



The housing finance team answered 1,741 calls and made 3,554 calls. **86%** of calls were answered within 7 seconds.

Tenant satisfaction survey

We received **260** completed Tenant satisfaction surveys this year:

86% of tenants are satisfied with the overall service they receive from us.

89% of tenants said they were satisfied with the overall quality of their home.

93% of tenants said they were satisfied with their neighbourhood.

75% of tenants said they were satisfied that their rent provides good value.

69% of tenants said they were satisfied that their service charge provided good value.

74% of tenants said they were satisfied at the way GLH deals with their repairs.

84% of tenants said they were satisfied with the quality of the repair work done at their home.

74% of tenants said they were happy that GLH listens to their views and acts upon them.



Anthony's story

GLH has been working alongside tenants to help them gain more knowledge about rent and service charges.

“As an organisation we've grown, and the structure has changed. We now have a housing income team to support our tenants, discuss their rent, and answer questions. We're passionate about helping people to understand and worked closely with tenants to find out what information they wanted. The booklet 'Your service charges' is a step by step guide that explains about rent, service charge and what we will do and what tenants are responsible for.” Anthony Ekhuemelo, housing income manager.



Making the most out of money

We are committed to managing our resources to provide cost effective, quality services to tenants and to invest in new homes and services for future tenants.

Income and expenditure

All financial surpluses are used to buy, adapt and undertake work on more homes for people with a learning disability.

Actual (£)	2017/18	2018/19
Total income	15,785,014	17,619,080
Expenditure	13,700,487	15,198,294
Net surplus	2,084,527	2,420,786

Headline social housing costs per unit based on Regulator of Social Housing research

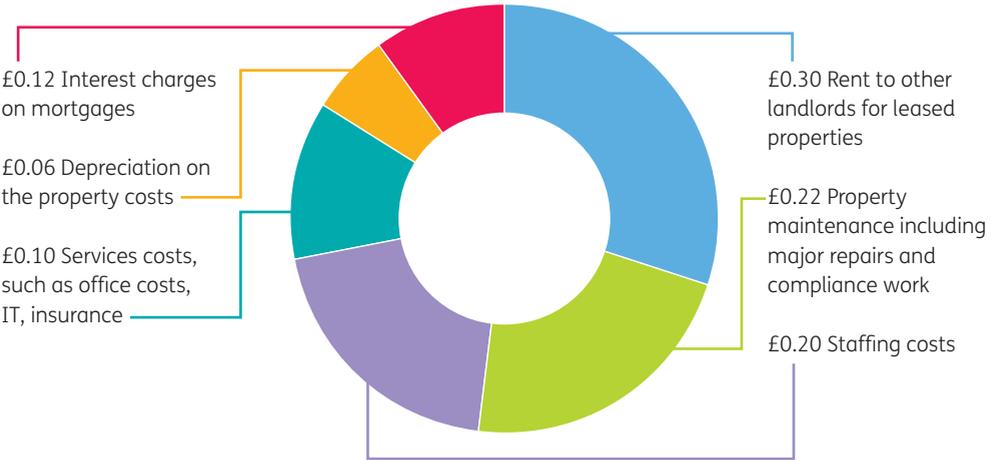
We have calculated our headline social housing cost per unit based on our costs defined in the same way as used by the Regulator of Social Housing. It gives a headline social housing cost per unit for GLH of £6,490.

These figures are represented in the table below:

Baseline 2014/15	£14,100*
GLH 2015/16	£5,420
GLH 2016/17	£5,463
GLH 2017/18	£6,070
GLH 2018/19	£6,490

*National figure for headline social housing cost per unit. Includes 100% supported housing.

Where have we used each £1 expensed in our financial statement



Making the most out of money

Value for money

We agreed a new value for money framework during 2018/19 which set out our regulatory requirements to report seven standard metrics and how we apply the value for money standard. It also sets out how we measure this specifically for GLH and our objective is to embed this across GLH with staff and tenant involvement. We will be working to embed this further during 2019/20.

Our key metrics that we use for GLH in addition to the regulatory requirements are shown below and we benchmark these against the most similar housing associations to us. It also shows our aims to maintain these standards for the new financial year. We achieved better than target in all of the below except the one highlighted in amber where the repairs team are reviewing how this can be improved by reviewing our van stocks and asking tenants to take photographs to help us to bring the correct parts to the job on the first visit.

Key performance indicators	GLH actual 2017/18	Peer median benchmark 2017/18	Wider Housemark median benchmark 2017/18	GLH target 2018/19	GLH actual 2018/19	GLH target 2019/20
Tenants satisfied with the landlord's service overall - supported housing	79%	89%	87.65%	>85%	86%	86%
Repairs fixed on first visit	91%	94.7%	94.1%	90%	89%	90%
Rent collected - supported housing	100%	97.6%	100%	99%	100.5%	99%
Void losses - supported housing	5%	5.3%	3.4%	5%	4.3%	5%

Risk management

Our Risk and Audit Committee reviews at each meeting the GLH strategic risk register and undertakes a deep dive into each operational risk register on a rolling program. The Risk and Audit Committee reports to the GLH Board on these matters. The following top 5 risks, if they were to crystallise, would have an impact on GLH's ability to deliver on its corporate plan:

- Change in government policies with regard to the funding of supported housing;
- Britain's exit from the European Union affecting legislation and terms of business;
- Disruption to the care received by our tenants if sleep-in support paid at the national living wage is not fully funded by government;
- Failure in our compliance obligations in our properties: gas, fire, electrical, asbestos and legionella;
- Overall system of controls not being adequate which would result in reputational and financial risks not being understood and managed.



Influencing

Our tenants and staff have had another busy year working hard promoting the positive outcomes that supported housing delivers for people with a learning disability. We recognise at GLH that we, alongside our tenants, can use our expertise to provide a strong voice on housing issues.

The government is still developing proposals for the future funding and oversight of supported housing. We have continued our dialogue with the supported housing team at the Ministry of Housing, Communities and Local Government (MHCLG) and our tenants have invited members of the team into their homes to talk about and share their experiences. We want to say a big thank you to all our tenants who invited guests into their home and shared their positive stories!

In seeking to influence policy we have worked closely with membership bodies in the sector including the National Housing Federation (NHF). We support the Together with Tenants approach which seeks to strengthen the relationship between housing associations and their tenants. We are committed to having a positive relationship with our tenants enabling them to shape services around their needs and views and which also provides accountability when things don't go as well as they should.

We have also been working with other organisations who provide supported housing for people with a learning disability, knowing that by coming together we can have a greater influencing voice. We are in the early stages of establishing the Learning Disability Housing Network.

In the summer of 2018, the government published its green paper: a 'new deal' for social housing. GLH responded welcoming the main themes which sought to:

- ensure homes are safe and decent
- provide effective resolution of complaints
- empower residents and strengthen the regulator
- tackle stigma and celebrate thriving communities
- expand supply and support home ownership.

We will continue to actively promote the positive outcomes supported housing provides for people with a learning disability in the coming year.



Looking ahead

We continue to face a housing crisis across the UK, and the need and demand for appropriate housing solutions for people with a learning disability is exceptional. We will continue to work with social and healthcare commissioners to provide new housing and help them sustainably plan for future demand.

We continue to be committed to develop existing and new partnerships in the housing and social care sector. Last year GLH became active members of the National Housing Federation, Voluntary Organisations Disability Group and were founding members of the Learning Disability Housing Network. We are working with other housing associations and membership bodies to ensure that the new future funding and regulation of supported housing ensures the future financial security and safety of our tenants.

We have some clear objectives from our new five-year plan around improving our services, ensuring sound financial management, and providing new homes to deliver. We have a passionate and values-driven staff team who are committed to these priorities and we pledge to keep tenants updated on our progress.

Best wishes for 2020.

John Verge
Chief executive, Golden Lane Housing

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