



Golden Lane Housing

working in partnership with 

# GOLDEN LANE HOUSING CORPORATE PLAN 2019-2024



Transformational and quality homes  
for people with a learning disability

# CONTENTS

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<b>Introduction from the chair and chief executive</b>	<b>3</b>
<b>About us</b>	<b>4</b>
Our vision, mission and values	5
Our approach	6
GLH's journey	7
<b>Meet the GLH team</b>	<b>9</b>
<b>Executive summary</b>	<b>11</b>
<b>Operating environment</b>	<b>13</b>
<b>Strategic objectives</b>	<b>15</b>
<b>Improving the quality of our services</b>	<b>15</b>
Improved customer satisfaction through enhanced personalised services	15
Improved customer engagement to help shape services	19
<b>Maintaining a healthy business</b>	<b>20</b>
Improved financial stability and focus on value for money	20
High performing and engaged team	22
<b>Delivering new homes</b>	<b>23</b>
Ambitious and sustainable growth for people with a learning disability	23
Influencing national and local government strategies in housing and welfare for people with a learning disability	25
<b>Measures of success</b>	<b>26</b>
<b>Strategy into action</b>	<b>27</b>

# INTRODUCTION

## FROM THE CHAIR AND CHIEF EXECUTIVE

We are delighted to introduce Golden Lane Housing's (GLH) new Corporate strategy that provides the framework for creating an exciting and ambitious new phase for our organisation. Over the next five years we want to build on the last 20 years of GLH success in providing housing solutions and services designed for people with a learning disability and their families and carers. We want to ensure that our success is built on solid financial foundations that allows us to provide a greater number of housing solutions across England, Wales and Northern Ireland. We will continue to provide bespoke community based housing and increase our partnership work with commissioners and support providers to help meet their strategic housing needs.

This strategy has been produced with involvement from trustees and staff against an environment of significant change in the supported housing sector. There is unprecedented levels of demand, pressures on social care, and an increasing number of people with a learning disability living with older carers. Our operating environment is further complicated by far reaching welfare reform and the uncertainty as we build a new relationship with the European Union.

The need for more adapted community based housing for people with a learning disability is as great as ever. Our ambitions for growth reflects our expert analysis of the market and our position in relation to competitors. The plan builds on our own experience of the past few years revealing the considerable appetite from local authorities for community based housing solutions for people with a learning disability.

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. We have transformed the delivery of our repairs services with the establishment of an in-house repairs team which has been seen a real improvement in our service and customer satisfaction. This year we launched our new approach to safeguarding, **It matters**, recognising the important role we have in ensuring the wellbeing of our customers. But we know there is more to do to improve our development, housing management and repairs services to meet the increasing expectations of our customers.

The trustees have agreed the GLH plan should be formed around the delivery of the following three strategic objectives for the next five years:



### QUALITY SERVICES

Provide a high quality, caring and efficient housing service.



### HEALTHY BUSINESS

Maintain a viable business to provide security to our existing customers and support the growth of our activities.



### NEW HOMES

Grow the number of people with a learning disability we help into quality housing.

Each objective is equally dependent on each other to help us achieve our goals and we are confident that all three can be achieved. At the heart of our strategy is a step change in how we want to deliver our services and engage with our customers. We are pleased to share GLH's new plans and we welcome the opportunity to work together with you.



Neil Hadden,  
chair



John Verge,  
chief executive



## ABOUT GLH

GLH is a registered charity established in 1998 to provide housing for disadvantaged groups and has been registered with the Regulator of Social Housing since January 2015. As a Registered Provider GLH is regulated in accordance with the economic and consumer standards published by the Regulator of Social Housing. GLH own and manage over 950 properties and are one of the leaders in providing housing for people with a learning disability covering England, Wales and Northern Ireland. We have over 1,900 tenants and residents and maintain positive relationships with an extensive network of stakeholders.

We work closely with our member charity Mencap in a number of areas but we have our own board of trustees and separate governance arrangements. GLH works with over 200 national, regional, and local support providers and operate in over 160 local authority areas.

GLH has experienced many years of positive financial performance and growth, due to effective financial stewardship. In 2018/19 our annual turnover was £17.1 million and our operating surplus £2.4 million (representing an operating margin of 14%) with assets of £109 million. Delivering value for money is an integral part of our plan and a key requirement of the regulatory standards. We will continue to monitor our operational performance against our peers.

We have featured within The Sunday Times 100 Best Companies list for the last three years and continue to win national awards that recognise our work. GLH has a highly experienced board of trustees and executive team who govern the strategic direction and performance of the organisation at regular board of trustees and subcommittee meetings.

# MAKING A DIFFERENCE FOR PEOPLE WITH A LEARNING DISABILITY

For 20 years, we have been here to make sure that people with a learning disability can live their lives as they choose, are valued equally and listened to.

## Our vision

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

## Our mission

Our mission is to help people with a learning disability find a quality home around which they can build their lives.

## Our values

These values describe who we aspire to be and what we stand for. We know that we are very strong in many of these areas already. We also know that we have a real personal, team and organisational challenge to ensure that we live these values in all our attitudes and behaviour externally and internally. We take this really seriously.

### INCLUSIVE

We are **Inclusive**. People with a learning disability are at the heart of everything we do.

### TRUSTWORTHY

We are **Trustworthy**. Being open and honest in everything we do.

### Caring

We are **Caring**. We treat everyone with respect and kindness.

### CHALLENGING

We are **Challenging**. Working for real change and innovation to support sustainable housing opportunities.

### POSITIVE

We are **Positive**. Optimistic for a better future and celebrate what we are proud of now.

# GOLDEN LANE HOUSING OUR APPROACH

## EXPERT TEAMS

Learning disability knowledge and experience.

Supported housing knowledge and experience.

Values driven organisation.

## INNOVATIVE SOLUTIONS

Grant and non-grant funded housing.

Leasing arrangements.

Personalised technology.

## FINANCIALLY STRONG

Delivering healthy surpluses.

Attracting social impact funding.

## IMPACT

Provided over 600 new tenancies over last three years.

Provision of advice and support to families and trusts.

Expanded in-house repairs team across England.

## INFLUENCERS

Shaping sector thinking.

Housing research.

Social impact reports.

Coproduction of housing strategies.

# GLH'S JOURNEY

1998

Golden Lane Housing's journey began over 20 years ago. We were set up by Mencap to help people with a learning disability tackle the immense difficulties they face when finding a place to call home.

## First long-term leasing schemes

In 2000, six people got the keys to their new homes after we leased two properties from the local authority in South West Wales.

2000

## First bond issue

We launched our first bond issue which raised £1.8 million. We used the money to buy and specially adapt properties across the country.

2003

## Tenant engagement

We began running tenant forums in 2004, and now people are having their say in many more ways from our services to campaigning work.

2004



2006/7

## Housing reprovision in Cornwall

An abuse scandal at Budock long-stay hospital led to its closure. A housing programme was set up to find homes for the people living at Budock and two other hospitals. GLH housed 13 people from Budock and 14 from the two other hospitals.

2010

## South West London Homefinders scheme

We set up a pilot scheme, South West London Homefinders, in partnership with the seven South West London Boroughs to lease properties from the private sector to house people with a learning disability. Its success led to the launch of our Great Tenants scheme across the country.

2013



## Garden makeovers

Every year a team of GLH staff work with tenants and their support staff and other volunteers to carry out a garden makeover. From a tidy up to an improved design the garden becomes a place for them to relax and enjoy.

## Bond issues

GLH raised £31 million in bond issues; Social Investment Bond 2013 and two Retail Charity Bonds in 2014 and 2017. Using this capital, we've purchased and specially adapted the properties for over 300 people with a learning disability.

2013/  
2014/  
2017



2015



## In-house repairs team

GLH launched our award winning in-house repairs team across the North of England. Its success led to the expansion across the whole of England.

## Working in Northern Ireland

GLH began working in Northern Ireland with Mencap to provide more housing options for people with a learning disability.

2015



## Campaigning for change

GLH works with Mencap to campaign. In 2017, GLH tenant, Tessa Bolt was believed to be the first known person with Down's syndrome to give oral evidence at a Select Committee for the Future Funding of Supported Housing. In April 2018, Tessa continued to support us at the launch of Mencap's Housing report in partnership with Housing LIN.

2017/  
2018



## It matters - Helping to keep our tenants safe



Following the introduction of the Care Act 2014 housing providers are one of the lead organisations to play a fundamental role in safeguarding vulnerable adults from abuse. We worked with our tenants to develop our safeguarding approach, It matters.

2019

## AWARDS 2013/2019

- Housing Provider of the Year 2019 at the Building Community Awards
- Employee Development Award 2019 at the Building Community Awards
- The Supported Housing Award 2018 at the National Learning Disability & Autism Awards
- Most Inspiring Contractor Award 2018 at the Inspire Awards UK
- Best Maintenance and Service Award 2018 at the Northern Housing Awards
- Project of the Year 2017 at the Building Communities Awards
- Social Investment of the Year Award 2015 at the Third Sector Awards
- Best Small Client Award 2014 at the National Housing Maintenance Forum Awards
- Social Investment Initiative of the Year 2013 at the Charity Times Awards

# MEET THE GLH TEAM

## BOARD OF TRUSTEES



Neil Hadden, chair



Louise Li



Simon Beddow



Chris Barrett



Stephen Jack



Ralph Middlemore



Charles Cleal



Brendan Whitworth



Lorraine Ford

# MEET THE GLH TEAM

## EXECUTIVE TEAM



**John Verge**  
Chief executive



**Abdul Latif**  
Director of development



**Rod Dugher**  
Director of housing



**Melissa O'Donnell**  
Director of operations



**Marilyn Davis**  
Director of finance



**Adele Currie**  
Business people partner

# EXECUTIVE SUMMARY

OUR STRATEGIC AIMS ARE:



## Quality services

Provide a high quality, caring and efficient housing service.



## Healthy business

Maintain a viable business to provide security to our existing customers and support the growth of our activities.



## New homes

Grow the number of people with a learning disability we help into quality housing.

## OUR SIX PRIORITIES OVER THE NEXT FIVE YEARS WILL BE:

- 1) improving customer satisfaction through enhanced personalised services
- 2) improving customer engagement to help shape services
- 3) improving financial stability and focus on value for money
- 4) maintaining a high performing and engaged team
- 5) ambitiously and sustainably growing solutions for people with a learning disability
- 6) influencing national and local government strategies in housing and welfare for people with a learning disability.



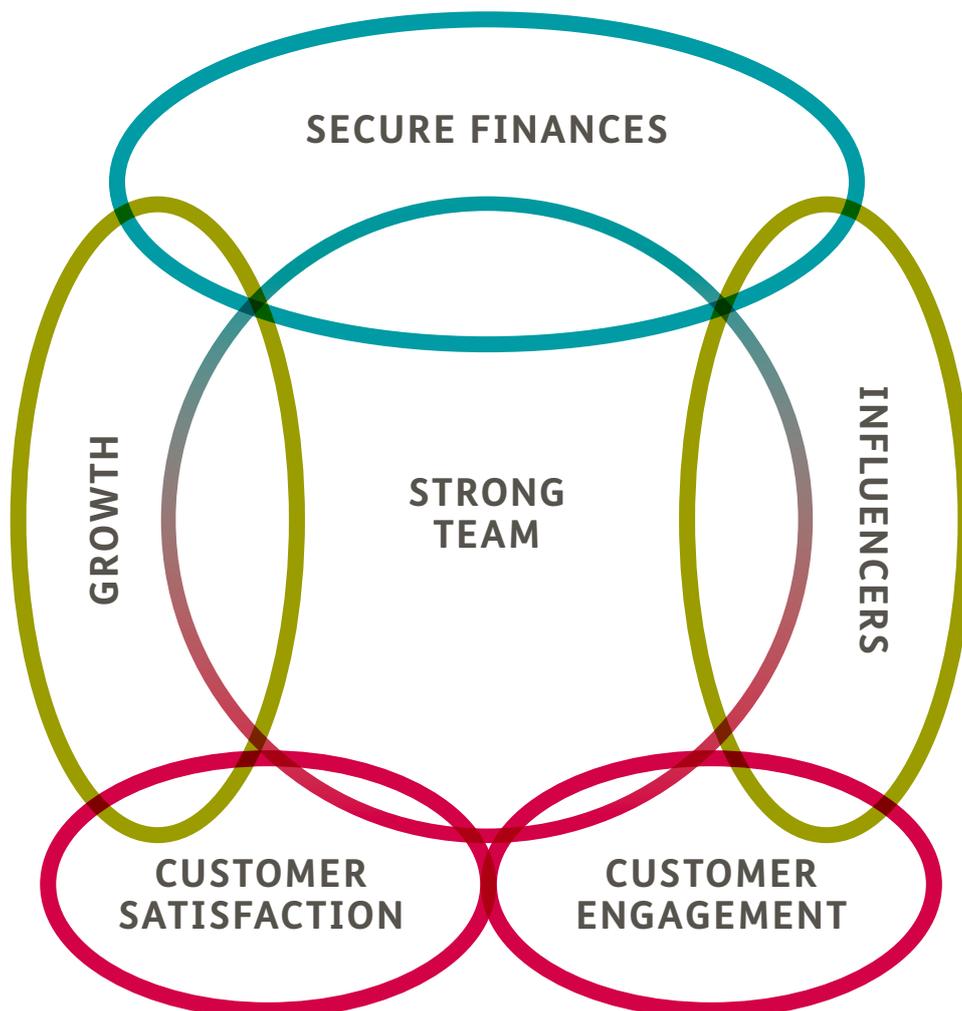
Quality services



Healthy business



New homes



# OPERATING ENVIRONMENT

## THE POLITICAL CONTEXT

### Supported housing funding

The removal of the threat of the local housing allowance cap in 2017 and the government announcement in 2018 that all supported housing will be funded through the welfare system provides reassurance to the sector to allow future investment. It is positive that all types of supported housing will now be treated identically. As a provider of specialist supported housing we continue to be able to charge rents to cover the cost of highly adapted accommodation. There is currently no comprehensive picture from the government about the detail of the future strategy but they have indicated that there will be a regulatory regime for supported housing going forward focused on quality and value for money.

### Social housing green paper

The long-awaited green paper published in August 2018 was accompanied by a consultation on the future shape of social housing regulation. The green paper emphasises a 'new deal' for social tenants where there needs to be a more proactive engagement and reiterates the government's commitment to a revised rent settlement of CPI plus 1% to 2025. There remains much to do to influence thinking on supported housing funding, regulation, and definition of different types of supported housing.

### The unmet need

The need for more adapted community based housing for people with a learning disability is as great as ever. The growth in the plan reflects our expert analysis of the market and our position in relation to competitors. The demand from local authority commissioners and families is evidenced by our success in attracting social bond funding to deliver our programme over the past five years. The growing demand for community based housing for people with a learning disability is driven by:

- **commissioners moving away from the residential care model**
- **demand from commissioners in relation to providing community based housing for people currently in hospital settings such as Assessment and Treatment Units**
- **demographic pressures including people living longer and the fact that the population of people with a learning disability is growing faster than the general population.**

**"My housing officer really supported me to keep my home and not giving in to the bullying neighbour. I can get on with my life now."**

**June,  
GLH tenant**

## GLH RESPONSE

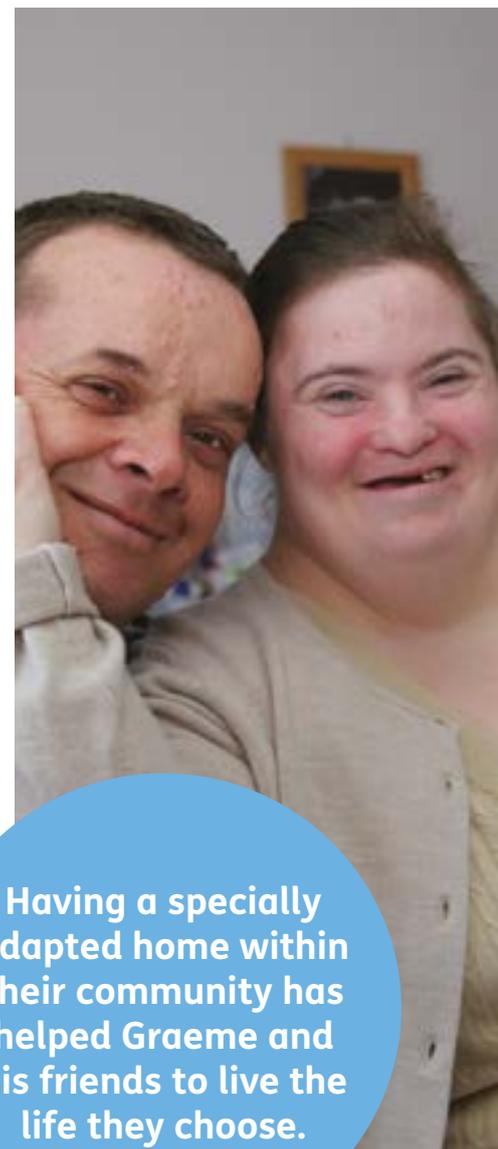
We have responded to these challenges by continually changing the way we work and improve our services. We have:

- **continued to improve customer satisfaction with our services with 86% of customers feeding back they are very or quite satisfied with our overall services**
- **ensured that Value for Money is an organisational focus by agreeing a new framework, and reviewing key expenditure areas for budget savings such as unplanned maintenance, use and expansion of our in-house maintenance team, staff travelling and office costs. This has saved a total of over £400,000 across 2017/18 and 2018/19**
- **delivered over 600 new tenancies over the past 3 years**
- **supported provision of adapted homes for the government's 'Transforming Care' programme.**

The plan builds on our own experience of the past few years revealing the considerable appetite from local authorities for community based housing solutions for people with a learning disability. The plan assumes that the growth will come from a mix of acquisition and development as well as through leasing arrangements. GLH continues to have a key role to play in influencing government thinking to ensure the new regime meets the supported housing needs of people with a learning disability. We will continue to raise awareness of the extent, cost, and impact of the specialist supported housing sector following Mencap and Housing LIN's major research project and report, 'Funding Supported Housing For All: Specialist Supported Housing for People with a Learning Disability', published in April 2018.

In the context of this operating environment we will seek the following objectives:

- **a housing welfare regime that continues to fund the higher cost of specialist adapted accommodation for people with a learning disability**
- **continued exemption of specialist supported housing from the rent standard**
- **increase the number of families we support through our solutions including working with Mencap and NHS England.**



**Having a specially adapted home within their community has helped Graeme and his friends to live the life they choose.**



# IMPROVING THE QUALITY OF OUR SERVICES



## HIGH LEVEL OUTCOME:

IMPROVED CUSTOMER SATISFACTION THROUGH ENHANCED PERSONALISED SERVICES

*We will be targeting improvements in our housing management, repairs and development service.*

Since 1998 we have developed new housing solutions for more than 3,500 people and currently have over 1,900 tenants and residents. We have become an integral part of our customers' lives and play an active role in their wellbeing. GLH will continue to provide this support, particularly:

- supporting our customers to build their lives in their communities by offering intensive management and working closely with partner care providers
- advocating for our customers where there is a change in the support package funded by the local/health authority
- raising any concerns with the relevant local authority to ensure the wellbeing of our tenants and residents.



“Each week we do the banking, go to Zumba or have days out.”

Gemma, GLH tenant



# IMPROVING THE QUALITY OF OUR SERVICES

CONTINUED

## HOUSING MANAGEMENT SERVICE:

### Key highlights

- Coordinated national housing management function focused on improving our consistency, performance and efficiencies whilst we grow our services.
- Annual tenancy reviews for all our services, with GLH staff undertaking tenancy visits to record tenant wellbeing, their support, safeguarding and the condition of the property.
- Supported tenants and their families through the changes in benefits and actively challenged adverse welfare benefit decisions.
- The Supported Housing Award at the National Learning Disability and Autism Awards.

### Key objectives

We plan to:

- continue to provide intensive housing management support including taking an active role in safeguarding matters to ensure the safety and wellbeing of our tenants and residents
- develop key wellbeing indicators
- campaigning to protect people with a learning disability from any negative impacts of welfare reforms and the review of supported housing.



“My housing officer helped me after I moved in. She showed me how to clean the blinds and work the washing machine.”

Alex,  
GLH tenant



# IMPROVING THE QUALITY OF OUR SERVICES CONTINUED

## REPAIRS SERVICE:

### Key highlights

- Specialist learning disability in-house repairs service team now covers all areas of England. Our focus will be to build on the success of the team and deliver additional work streams to colleagues in planned maintenance and development by increasing the skills base of the existing operatives.
- We will continue to invest in our properties to enhance tenant safety. Our rolling programme of Fire Risk Assessments and follow up work is entering the second year of a three year programme.
- The Most Inspiring Contractor at the National Inspire Awards.
- Contractor of the Year at Northern Housing Awards.

### Key objectives

We plan to:

- improve first time fix repairs 94% to increase the efficiency and effectiveness of our repairs service
- continue to meet property compliance standards in our owned and leased properties
- we are developing an Asset management strategy. Using the data gathered we will create a planned programme to be delivered from 2020. This will give a greater control of expenditure and value for money through centralised procurement.

“The GLH team are the type of people that Nathan wants coming through his front door.”

Maureen,  
Nathan's Mother



# IMPROVING THE QUALITY OF OUR SERVICES CONTINUED

## DEVELOPMENT SERVICE:

### Key highlights

- We provided housing advice to over 600 people and families nationally last year, and offered person centred solutions for those in the greatest need.
- We ensure that all our new customers are surveyed 12 weeks after they move into their new homes to guarantee that they are happy with our service.
- Our Social impact reports provides a detailed assessment of the impact of our bond investment and shows how the move to a GLH property continues to enable people with a learning disability to lead significantly enriched lives. Our independent assessment shows increased confidence, independence and better sense of personal safety, learning new skills, wider social network, participation in the community and better health.
- Working with Mencap and we have been piloting new personalised technology.

### Key objectives

We plan to:

- be clearer with customers on our products - what they are, who it can help and how it works
- better understand the social and financial impact that each product brings to GLH
- roll out suitable new personalised technology in new homes
- deliver high level of satisfaction in development service.

### Overall key service objectives

As part of implementing this plan, we will ensure that our service teams are resourced adequately whilst being realistic in terms of tenants' expectations and our expected income levels.

We plan to:

- create a service transformation project team to realise our new service model
- develop our systems and processes to make best use of technology
- improve positive customer satisfaction with our overall service to 90% .

## **HIGH LEVEL OUTCOME:**

### IMPROVED CUSTOMER ENGAGEMENT TO HELP SHAPE SERVICES

*We will be improving our engagement with our customers to support improvements in our service*

We want to understand better the requirements and expectations of current and future customers, as well as delivering value for money to our tenants and wider stakeholders. To do this, we will ensure customers are involved and engaged in scrutinising our services and we will improve our digital offer. We will also continue to improve the quality and the efficiency of the housing services that our customers receive.

**GLH will continue to increase our customer engagement by:**

- working with customers to give them an active voice in helping shape our services, on things that matter to them and the quality of their home environment
- giving customers a greater role in the scrutiny of our services
- increasing the response rate and the satisfaction ratings through the annual tenant's survey.

#### **Key highlights**

- 73% are positively satisfied that we listen to their views and act upon them.

#### **Key objectives**

We plan to:

- increase the % of customers to 85% who are satisfied that we listen to their views and act upon them
- create a new customer engagement committee providing a voice for our customers.



**7 out of 10 people  
with a learning  
disability who  
live with family  
and friends  
want greater  
independence.**

# MAINTAINING A HEALTHY BUSINESS



## HIGH LEVEL OUTCOME:

IMPROVED FINANCIAL STABILITY AND  
FOCUS ON VALUE FOR MONEY

*We will be improving our finances through better efficiency, management and budgetary control.*

Our plan shows that, given the cost and availability of capital funding and the safeguarded income stream, we are in a position to continue to invest in new and existing property across the country over the next five years. We have updated our financial plan to incorporate the growth objectives. In the next five years we will be investing £50 million in the purchase and development of adapted homes, and £49 million in the improvement and maintenance of our existing homes. The financial plan has been stress tested under various scenarios, and under extreme scenarios our plan is still resilient, functions well and provides complete compliance with our loan covenants. We will pursue a risk management approach that identifies, mitigates, monitors and reports risk throughout GLH. We will monitor our risk appetite against golden rules approved by the board of trustees and stress testing, which help quantify the organisation's appetite for taking risks.

During 2018/19 we made positive progress in reducing our voids and rent losses. We will continue to actively manage voids bed spaces to minimise void periods and reduce rent loss. We will proactively market voids to our local authority and provider partners and will actively dispose of properties where there is no longer an identified need. We have a specialised income team within the housing function who support our customers to pay their rent and this has had a positive impact in reducing debtors over recent years.



### Key highlights

- Impressive liquidity position.
- Strong, consistent operating margin.
- Strong relationship with capital funders.
- Competitive cost of borrowing through Retail Charity Bond.
- Robust stress testing of financial plan.

### Key objectives

We plan to:

- effectively manage and reduce our debtors to 4.75% and enable a saving in our bad debt provision
- reduce our void rent loss to 4.75% and continue to identify long term voids for disposal where there is no local demand
- reduce social housing unit cost through improved efficiencies and economies of scale
- maximise the value achieved from our assets and leases
- embed risk management at a strategic, operational and project level, and responding to any external and internal audit issues raised
- manage our leases more efficiently by more standardised, monitored and evaluated arrangements
- maintain our top G1 and V1 regulatory standing.



**“I like living independently. Now I can do all my activities like bowling and sports.”**

**Becks, GLH tenant**

## HIGH LEVEL OUTCOME:

HIGH PERFORMING AND  
ENGAGED TEAM

*We will be investing in the development of our teams through a new People strategy.*

We believe that our people are the key to our success. We want to continually invest in our people to ensure we maintain a professional, committed and loyal staff team who place our values and our customers at heart of everything we do.

### Key highlights

- Top 20 Sunday Times Best Not-for-Profit Organisation to Work For three years running.
- 92% engaged workforce.
- Building Communities Awards 2019 - Employee Development Award and Housing Provider of the Year.
- Strengthening our governance with creation of new subcommittees.

### Key objectives

We plan to continue to develop the GLH team by:

- delivering a new People strategy
- to consolidate good practice and provide creative and innovative approaches
- ensuring a highly engaged workforce of over 93%
- maintaining our status as a Sunday Times 100 Best Not-For-Profit Organisation To Work For
- ensuring the organisation is run on strong values, where people are able to make a valuable contribution and people who go out of there way
- refining our governance skills and structure in line with our future plans
- heightening the level of commercial, financial, customer engagement, and leadership skills of our people.

**“It is such a fantastic place to work as we keep our tenants at the heart of what we do each day.”**

**Ben Lane,  
compliance officer**



# DELIVERING NEW HOMES



## HIGH LEVEL OUTCOME:

AMBITIOUS AND SUSTAINABLE GROWTH FOR PEOPLE WITH A LEARNING DISABILITY

*We will be delivering new homes each year so that we can help more people with a learning disability live their lives in their communities.*

Over the last ten years, GLH has faced a number of challenges in finding housing solutions for people with a learning disability:

- **the ‘credit crunch’ and the following lack of availability of new credit from banks on acceptable terms**
- **austerity and cutbacks in local authority budgets affecting the number of people who we can house because of the need to ensure that they have appropriately assessed and funded support agreed**
- **the uncertainty about the future of housing benefit covering supported housing rents.**

In response to this GLH has issued three bond offers raising a total of £31 million to provide a development fund to deliver adapted accommodation to people supported by Mencap. We have also recycled over £1.2 million from the sale of void properties to purchase new homes. We have an ongoing pipeline to be funded through a £10 million bank loan in 2018 and intend to raise a further £8 million of bond issue in 2019. We will continue to lease from the private sector and other social landlords and support providers to increase the supply of accommodation for people with learning disabilities. We will only continue to enter into long-term lease arrangements where rental costs and void arrangements are alleviated and mitigated through appropriate break clauses.

We are setting a growth targets of a minimum 225 new customers per year for the next five years. We have significantly increased our levels of joint working with Mencap and this will continue to intensify over the coming years. Our expectation is that at least 90 of the 225 new customers for each year will be supported by Mencap and we continue to benefit from a coordinated strategic programme approach. We are committed to help provide housing solutions for the thousands of people currently in long term placements in Assessment and Treatment Units. This will help tackle the lack of progress since the Winterbourne View scandal.

## Key highlights

- Delivered 194 tenancies in 2016/17, 163 tenancies in 2017/18 and 234 tenancies in 2018/19.
- Solutions provided in partnership with Transforming Care Programme and NHS England.
- £31 million of social bonds raised to invest in adapted properties.
- Delivery of the current £10 million capital programme.

## Key objectives

We plan to achieve a step change in development activity by:

- delivering new homes, creating minimum of 1,125 new tenancies, including 400 owned by the business, by 2024
- securing £50 million over the next five year through bond finance
- developing a new Development and Marketing strategy based on research and analysis of the market
- identifying strategic areas and partners for growth
- following a risk based approach to considering new leases and new purchases
- actively managing relationships in strategic areas that will ensure GLH is contacted when either a clinical commissioning group or a local authority is seeking to house a person with a learning disability
- developing more new build schemes, including more self-contained housing solutions
- working with Mencap Trust Company to roll out our service to enable families to make housing plans
- using opportunities from fundraising appeal to develop more highly bespoke properties.



**“It’s a great house and they have fun! Victoria’s learning to cook, she’s never done that before.”**

**Derek and Catherine,  
Victoria’s parents**

## HIGH LEVEL OUTCOME:

INFLUENCING NATIONAL AND LOCAL GOVERNMENT STRATEGIES IN HOUSING AND WELFARE FOR PEOPLE WITH A LEARNING DISABILITY

*We will develop our relationships with key government and wider stakeholders to influence housing policy.*

Our Communications strategy is ambitious. We want to remain the informed opinion leaders and go-to people in the field in order to influence public policy for the future of the sector. We will share our impact widely, so more people understand exactly what we do and how our various solutions help solve the national housing crisis for people with a learning disability. We will continue to broaden our customer base, harnessing digital platforms to market our message.

### Key highlights

- Housing research.
- Social impact reports.
- Co-production of housing strategies.
- Shaping sector thinking.

### Key objectives

We plan to:

- work with peers to consolidate and develop a constructive and positive relationship with government and wider stakeholders
- positively influence central and local government housing strategies, policy and funding for people with a learning disability
- raise the profile of GLH's influence across the media.



**GLH tenant, Tessa Bolt (pictured on the left above) was the first known person with Down's syndrome to give oral evidence to a Select Committee.**

# MEASURES OF SUCCESS

	High level outcomes	What we will do	By 2024
 <b>Quality services</b>	Improved customer satisfaction through enhanced personalised services	We will be aiming improvements in our service delivery.	<ul style="list-style-type: none"> <li>• Create a service transformation project team to realise our new service model.</li> <li>• Develop our systems and processes to make best use of technology.</li> <li>• Improve customer satisfaction with our overall service to 90%.</li> </ul>
	Improved customer engagement to help shape services	We will be improving our engagement with our customers to support improvements in our service.	<ul style="list-style-type: none"> <li>• Increase the % of customers who are satisfied that we listen to their views and act upon them to over 85%.</li> <li>• Create a new customer engagement committee providing a voice for our customers.</li> </ul>
 <b>Healthy business</b>	Improved financial stability and focus on value for money	We will be improving our finances through better efficiency, management and budget control.	<ul style="list-style-type: none"> <li>• Improve rent debtors - 4.75%, and void loss - 4.75%.</li> <li>• Reduce social housing unit cost through improved efficiencies and economies of scale to £7,610.</li> <li>• Maximise the value achieved from our assets and leases.</li> <li>• Embed risk management at a strategic, operational and project level.</li> <li>• Maintain our top G1 and V1 regulatory standing.</li> </ul>
	High performing and engaged team	We will be investing in the development of our teams through a new People's strategy.	<ul style="list-style-type: none"> <li>• Deliver a new People strategy to consolidate good practice and provide creative and innovative approaches.</li> <li>• Ensure a highly engaged workforce of over 93%.</li> <li>• Maintain our status as a Sunday Times 100 Best Not-For-Profit Organisations to Work For.</li> <li>• Ensure the organisation is run on strong values, where people are able to make a valuable contribution and people who go out of their way.</li> <li>• Refine our governance skills and structure in line with our future plans.</li> <li>• Heighten the level of commercial, financial, customer engagement and leadership skills within our people.</li> </ul>
 <b>New homes</b>	Ambitious and sustainable growth for people with a learning disability	We will be delivering new homes each year so that we help more people with a learning disability live their lives in their communities.	<ul style="list-style-type: none"> <li>• Deliver new homes, creating over 1,125 new tenancies, including 400 owned by 2024.</li> <li>• Secure £50 million over the next 5 years through Bond finance.</li> <li>• Develop a new Development and Marketing strategy based on research and analysis of the market.</li> <li>• Identify strategic areas and partners for growth, following a risk based approach to new schemes.</li> <li>• Develop more new build schemes, including self-contained housing solutions.</li> <li>• Use opportunities from fundraising appeal to develop more highly bespoke properties.</li> <li>• Working with Mencap Trust Company to roll out our service to enable families to make housing plans.</li> </ul>
	Influencing national and local government strategies in housing and welfare for people with a learning disability	We will be developing our relationships with key government and wider stakeholders to influence housing policy.	<ul style="list-style-type: none"> <li>• Work with peers to develop a positive and valuable relationship with government and wider stakeholders.</li> <li>• Positively influence central and local government housing strategies, policy and funding for people with a learning disability.</li> </ul>

# STRATEGY INTO ACTION

## FORM

- Define key financial and operational performance indicators.
- Refine our governance skills and structure in line with our future plans.
- Structure aligns to our efficiency and effectiveness service agenda.
- Develop our People strategy.
- Establish a service transformation project team to realise our new service model.
- Focus on our Development and Marketing strategy.
- Create detailed operational plans and risk registers.

## DEVELOP

- Active scenario and stress testing of our financial and operational plans.
- Finance and business systems to deliver the service proposal.
- Develop our service transformation plan.
- People strategy.
- Learning and development programme linked to the skills and capabilities needed to achieve our plan.
- Progress on formation of Development and Marketing strategy.
- Progress operational plans.

## DELIVER

- Improved services.
- Improved customer engagement.
- Step change in new homes.

## REVIEW

- Internal and external audit.
- Performance reporting.
- Governance reporting.
- Benchmarking validation.
- Compliance.
- Customer satisfaction.
- Social impact reports.
- Celebrate our successes.

PHASE ONE  
2019 - 2020

PHASE TWO  
2021 - 2024

## Contact us

If you would like further information about Golden Lane Housing, please get in touch.



0300 003 7007



Parkway Four  
Parkway Business Centre  
Princess Road  
Manchester  
M14 7HR



Email: [enquiries@glh.org.uk](mailto:enquiries@glh.org.uk)  
Go to: [www.glh.org.uk](http://www.glh.org.uk)  
Follow us on Twitter: @GoldenLaneHouse