

# Annual Report and Financial Statements

For the year ended 31 March 2022



# ADMINISTRATIVE DETAILS

## Board Members:

<b>Neil Hadden</b>	Chair and Chair of Governance Committee
<b>Ralph Middlemore</b>	Vice Chair and Chair of New Business Committee
<b>Stephen Jack</b>	Chair of Risk and Audit Committee
<b>Brendan Whitworth</b>	Chair of Treasury Committee (resigned 16th Nov 2021)
<b>Lorraine Ford</b>	Co -Chair of Inclusion Advisory Committee
<b>Charles Cleal</b>	
<b>Philip Middlewood</b>	(resigned 16th Nov 2021)

**Anne Rowlands**

**Nikki Bowker**

**Anneka Gill\***

No Board Member has any interest in the charity. Stephen Jack is also a Trustee of the Royal Mencap Society. \*Anneka Gill attends the Board as a non shareholding Trainee Board Member.

## Executive Officers:

<b>John Verge</b>	Chief Executive Officer
<b>Warren Bradley</b>	Director of Legal and Governance, and Company Secretary
<b>Marilyne Davis</b>	Director of Finance
<b>Rod Dugher</b>	Director of Housing
<b>Abdul Latif</b>	Director of Development
<b>Melissa O'Donnell</b>	Director of Operations
<b>Adele Currie</b>	Head of People and Culture

## Registered Office

Parkway Business Centre, Parkway Four, Princess Rd, Manchester M14 7HR

Legal Status	Registered Number
Registered Provider of Social Housing	4803
Community Benefit Society	8734

## Advisors to the Board:

External Auditors	Internal Auditors	Bankers
4th Floor	RSM	Barclays Bank Plc
St James House	3 Hardman Street	Level 28
St James' Square	Manchester	1 Churchill Place
Cheltenham	M3 3HF	London
GL50 3PR		E14 5HP

## Solicitors

Golden Lane Housing Limited utilises the services of its in house legal advisor where further legal advice is required, this is obtained from appropriate legal services providers. The company also retains the land and property services of:  
Ison Harrison  
54 Wellington Street  
Leeds LS1 2EE



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## LEGAL AND GOVERNANCE STRUCTURE TO 31ST MARCH 2022

Unregistered Parent: Royal Mencap Society

Golden Lane Housing Limited  
Registered office address: Parkway Four,  
Parkway Business Centre,  
Princess Road Manchester, M14 7HR  
Community Benefit Society  
Registered Number 8734  
Registered Social Landlord Number 4803

Inclusion Advisory Committee  
(tenant and board partnership)

Governance Committee

Risk and Audit Committee

New Business Committee

Treasury Committee



# CHAIR AND CHIEF EXECUTIVE OFFICER'S STATEMENT

**It has been a year of tremendous change for Golden Lane Housing Limited.**

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

Whilst we often hear about challenging times, in what is now becoming the post pandemic operating environment, the Board and its Executives are proud to have steered significant strategic projects and programmes that will set Golden Lane Housing on a course for much future success.

Throughout our time as a subsidiary of the Royal Mencap Society we have been supported in terms of IT, People, and Finance services, that we have procured directly from our corporate parent. During the past year, in line with the Board's IT Strategy, we have invested in our own new systems, personnel and infrastructure to create a solid and independent IT platform from which to support the whole of the business in its future endeavours.

We have created our People and Culture Team, and significantly strengthened our capacity to deliver all of our back office finance services in-house.

This activity, and achievement, now provides the bedrock from which we move forward following our demerger from the Royal Mencap Society group, which was achieved on 1st April 2022.



**Neil Hadden**  
Chair of the Board



**John Verge**  
Chief Executive Officer

The response of our tenants, with whom we consulted on our plans, and our employees, during the past, year has been tremendous.

At Golden Lane Housing we have all seen the remarkable spirit of solidarity that has been present, and the efforts to ensure continuity of essential services being delivered to a high standard.

We are really proud to have seen our formal tenant groups go from strength to strength, attend joint strategic planning sessions with the Board, and to positively influence the organisation's goals and direction for the next 3 years. Culminating in the production and publication of 'Our Plan' for 2022-5.

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

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

Over the past year our colleagues have worked to ensure that Golden Lane Housing is a welcoming and inclusive environment, establishing a steering group to see through our strategy on Equity, Diversity, and Inclusion. The Board has continued to focus on its own diversity and renewal with trainee board members, and a partnership with the Housing Diversity Network.

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

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

Golden Lane Housing continues to be a strong and vocal campaigner in society for more, and better-quality housing for people with a learning disability or autism, working with a range of partners across the country,

including members of the Learning Disability and Autism Housing Network, as well as central government, to achieve these aims.

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

In the coming year, we will be working with our tenants to move forward the delivery of the first year of Our Plan, to ensure we continue to make improvements to our services expected by our tenants.

Our personal thanks for past and continuing support are extended to all of our colleagues, our Board, our tenants, and their families. Also, to our partners, including support providers, local and health authorities, funders, and bond holders for their support, help and assistance throughout the year.



# REPORT OF THE BOARD

The Board Members present their Annual Report and audited Financial Statements for the year ended 31st March 2022.

## Principal Activity

Golden Lane Housing Limited's main charitable purpose is to relieve persons in necessitous circumstances by the provision of housing, with secondary purposes to carry out and deliver all the other functions to be expected of a charitable registered provider of social housing. The main beneficiaries of the charity's work are people with a Learning Disability or Autism, with ancillary benefits to their families and their carers.

The activities of Golden Lane Housing Limited as an exempt charity, governed by the Board, must provide a public benefit. The Board is satisfied that all the activities and objectives outlined below are undertaken to provide a public benefit.

Golden Lane Housing Limited provides housing solutions and services for people with a Learning Disability or Autism, so that they can live independent lives. It does this through the direct provision of specialised supported housing and by the provision of enhanced housing services that contain elements of advice, support, advocacy, and guidance.

The details of Golden Lane Housing Limited's annual performance and future plans are set out within the Strategic Report that follows the Report of the Board.

## Corporate Governance

The Board is responsible for providing strategic direction, leadership, support, and guidance to Golden Lane Housing Limited and for monitoring the performance of the business against its strategic objectives, inclusive of the financial plans. It approves short and medium-term plans, priorities and monitors the results from these plans. The Board challenges and scrutinises key performance targets to drive continuous improvement. The Board also defines the Values, sets the Mission Statement and is accountable to its stakeholders.

## Governing Documents

Golden Lane Housing Limited was governed by its Memorandum and Articles of Association until 30th September 2021 when it registered with the Financial Conduct Authority, as a Community Benefit Society with charitable objects under the Co-operative and Benefit Societies Act 2014.

Golden Lane Housing Limited's constitution (its Rules) since then has been based upon the National Housing Federation's Model Rules.

On 1st April 2022, the organisation demerged from the Royal Mencap Society group.

The Board regularly updates its internal Governance Framework, supported by an annual Board Effectiveness Review.

The Golden Lane Housing Limited Board has the ability to obtain independent specialist advice, on any matter, from time to time, as necessary.



## Governance Changes

Golden Lane Housing Limited became a Community Benefit Society on 30th September 2021 and demerged from the Royal Mencap Society group on 1st April 2022.

The outcome of the demerger means that Golden Lane Housing Limited is now a fully independent charity, albeit exempt from registration with the Charity Commission, and will continue to be regulated by the Regulator of Social Housing.

## The Board and Executive Officers

The Board and Executive Officers are listed on page 2 of this report. The Board has delegated to the Executive Officers, through its Chief Executive Officer, the day-to-day management of Golden Lane Housing Limited.

The Executive Officers were employed by the Royal Mencap Society until 1st April 2022 when they were subject to a TUPE transfer to Golden Lane Housing Limited on the same terms and conditions, alongside all other formerly seconded colleagues. The Board is made up of between eight and twelve unremunerated Members (including co-optees) as determined by the Board. The Royal Mencap Society has the ability to nominate one person for election as a member of the Golden Lane Housing Limited Board. All Board members must possess the appropriate range of skills, experience and qualities required to provide strategic direction, leadership, control and be accountable for Golden Lane Housing Limited's performance. The Board met on five scheduled occasions and three special meetings during 2021/22. In addition, the Board met for two strategy days, one of which was a joint meeting with tenants.



# REPORT OF THE BOARD



## Qualifying Indemnity Insurance

Board Members are indemnified and Golden Lane Housing Limited has qualifying third party indemnity insurance in place for Board Members and Officers.

## Skilled Board

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.

## Appointment of Board Members

The Board of Golden Lane Housing Limited has a documented Succession Strategy that is supported by a formal recruitment, appointments, and nominations process. The Board appoints its own Board Members who are usually 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. Philip Middlewood and Brendan Whitworth resigned as Board Members on 16th November 2021.

The Board has a Trainee Board Member programme that supports its approach to diversity and bringing forward new talent. One trainee was appointed in a partnership with the Housing Diversity Network, a second trainee has been recruited directly by the Board.

## Board Member Induction; Training and Development

New Board Members and Trainee Board Members undergo a formal induction programme. It ensures new Board Members meet with and are supported by the Chair, Vice Chair, and Chairs of Committees; briefed on their legal obligations as a Board Member; provided with an overview of the regulatory and governance framework and rules of Golden Lane Housing Limited; provided with access to the Governance Framework and past Board and Committee papers and notes. All new Board Members are provided with membership of the Chartered Institute of Housing. As well as meeting with their peers, new Board Members also meet with, and receive briefings from, the Chief Executive Officer, and the Executives of Golden Lane Housing Limited. Board Members also have the opportunity to visit tenants to gain an understanding of the services provided and an opportunity to undertake formal training.

The Board has a Training and Development Programme. In the year ending 31st March 2022, this programme has concentrated on Safeguarding and Risk and Assurance. Board Members receive an annual appraisal. Every three years the appraisal process is reviewed and supported by an independent consultancy.

## Equity, Diversity and Inclusion

The Golden Lane Housing Limited Board has a strong commitment to diversity in all of its forms. It aims to ensure that its commitment to diversity threads through its recruitment and succession planning, and additionally encompasses the Golden Lane Housing Limited Equity, Diversity and Inclusion framework, policies, and strategies from time to time in place. The Board has adopted the National Housing Federation's Code of Governance and values the Code's additional emphasis on diversity, and inclusion in governance.

## Environment

The National Housing Federation's Code of Governance also places an appropriate emphasis on environmental and wider sustainability matters. It is now accepted that decarbonisation and net zero targets are to be part of every Housing Association's business as usual. The Golden Lane Housing Limited Board is conscious that technology and government policy is evolving all of the time and it is vital that significant horizon scanning, careful consideration, and appraisal of investment opportunities, as well as value for money, is undertaken by the Board. The Golden Lane Housing Limited Board is fully supportive of the government's agenda to achieve that:

- All new homes should operate at net zero by 2030;
- Homes deemed as being in fuel poverty should achieve an Energy Performance Certificate rating of C by 2030;
- As many homes as possible should have an Energy Performance Certificate rating of C or above by 2035;
- And that before 2050 the Board should have achieved Net Zero Carbon Emissions.

The Board also agrees with the UN Global Compact's definition that: 'Social sustainability is about identifying and managing business impacts, both positive and negative, on people' and the Golden Lane Housing Limited Board extends this to tenants, the communities they live in, employees and other stakeholders.

The Board has now approved its Sustainability Strategy and asked its Executives to deliver. The Board has also committed itself to additional Environmental, Social and Governance (ESG) Reporting under the Sustainability Reporting Standard for Social Housing (SRS). The Board, as an early adopter of the SRS, will issue its first ESG report after the year ending 31st March 2023.

The Board is committed to giving specific consideration in setting future strategies and plans to value for money, financial sustainability, carbon neutrality, environmental sustainability, and social sustainability.



# REPORT OF THE BOARD

## Employment and Policy

The Board recognises the importance of employee involvement for the success of Golden Lane Housing Limited. Golden Lane Housing Limited was rated in the top ten best housing associations to work for in 2022.

As at 31 March 2022 there were 104 colleagues in post.

The company has a comprehensive range of employment and health and safety policies supporting Golden Lane Housing Limited's commitment to its colleagues.

The Golden Lane Housing Limited Board is committed to equity, diversity and inclusion across the organisation and has approved a Strategy to ensure that Golden Lane Housing Limited has appropriate accessibility policies, services, recruitment and employment practices which reflect the diverse communities it serves and recruits from. Golden Lane Housing Limited has an Equity, Diversity and Inclusion Steering Group made up of a diverse set of colleagues from throughout the business; a Colleague Consultative Committee; and a Health and Safety Steering Group comprising a range of colleagues.

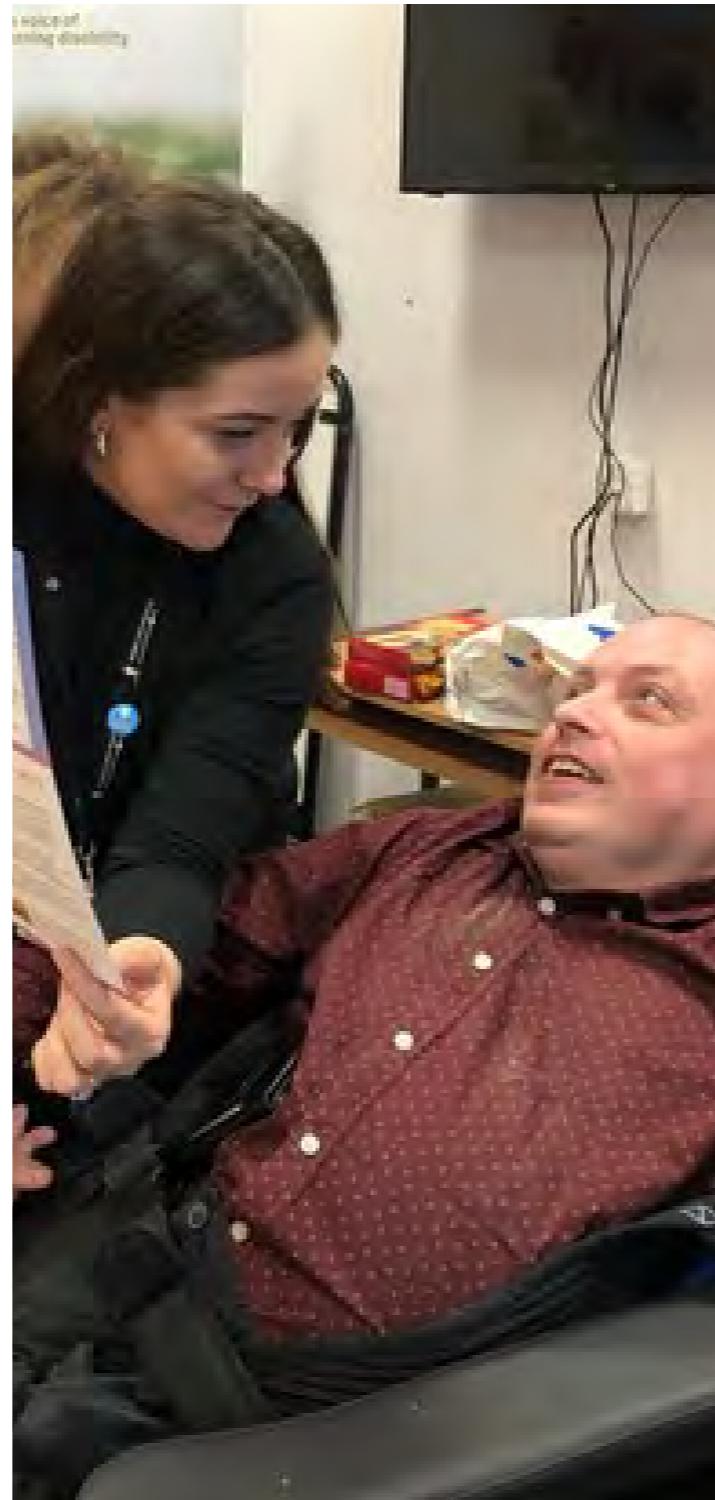
## Health and Safety

Building Safety is appropriately, a significant area of focus for the Board and its Internal Auditors. The Board receives an Assurance Report from the Executive, at every meeting, on Building Safety and Operational Health and Safety. The report is informed by activities and reporting on targets from across Golden Lane Housing Limited.

Golden Lane Housing Limited has established a Health and Safety Steering Group which meets at least quarterly in order to scrutinise data and narrative reports, review and suggest the adoption of best practice and policy, make recommendations to the Executive team, and support the continuous improvement of the Golden Lane Housing Limited Health and Safety Management System.

In the past year, the organisation has recruited to the role of Head of Organisational Health and Safety.

Alongside a team of first aiders, Golden Lane Housing Limited has now established a team of trained Mental Health First Aiders to support colleagues throughout the business in all areas of operations.



## Tenant Involvement

The Board has approved a Tenant Involvement Strategy.

Golden Lane Housing Limited involves tenants both formally and informally and utilises their feedback to inform service improvements and decision making. In the year ended 31st March 2022, Golden Lane Housing Limited has embedded two structures aimed at supporting increased tenant involvement: the Inclusion Advisory Committee that is a partnership group co-chaired by a tenant and a Board Member, and the More Voices More Choices group.

In November 2021 the Board joined tenants in an overnight stay and strategic session at the Warwick Business School, where tenants delivered presentations and their thoughts and considerations on the future direction and goals of Golden Lane Housing Limited. This has resulted in a new 3 year plan which is called 'Our Plan' setting out 5 main goals for the organisation.

Our tenant involvement team uses the following to support the involvement of tenants – the provision of useful information:- blogs, newsletter, Annual Report, webpages; shadowing Golden Lane Housing Limited staff and our website; consultation:- such as tenant forums and

formal meetings, focus groups, tenant satisfaction surveys, involving tenants with events, repairs feedback surveys; and involvement and empowerment:- through formal tenant committees, tenant involvement in recruitment and selection of staff and Executives, involvement in developing housing guides and scrutiny of external communications, policy scrutiny and development, involvement in campaigns such as 'Treat Me Well', 'It Matters', garden makeover days, competitions, complaints scrutiny.

## Complaints

The Board has approved a Complaints Policy.

The Board also reviewed and approved a compliance self-assessment with the Housing Ombudsman's Complaint Handling Code of Practice and approved the outcome, that Golden Lane Housing Limited was compliant with the Code of Practice.

The Golden Lane Housing Limited complaints policy is available in an easy read format, to support its understanding by tenants with a Learning Disability and published on its website.



# REPORT OF THE BOARD

## Governance Assurance

In line with its commitments in its published Corporate Plan, the 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 assurance in the form of a G1 rating following the conclusion of an In Depth Assessment by the Regulator of Social Housing.

## Code of Governance Compliance

The Board has adopted the National Housing Federation Code of Governance. The Board has received a compliance self-assessment report and is assured that Golden Lane Housing Limited is compliant with that Code.

## Compliance with the Regulator of Social Housing's Economic Standards

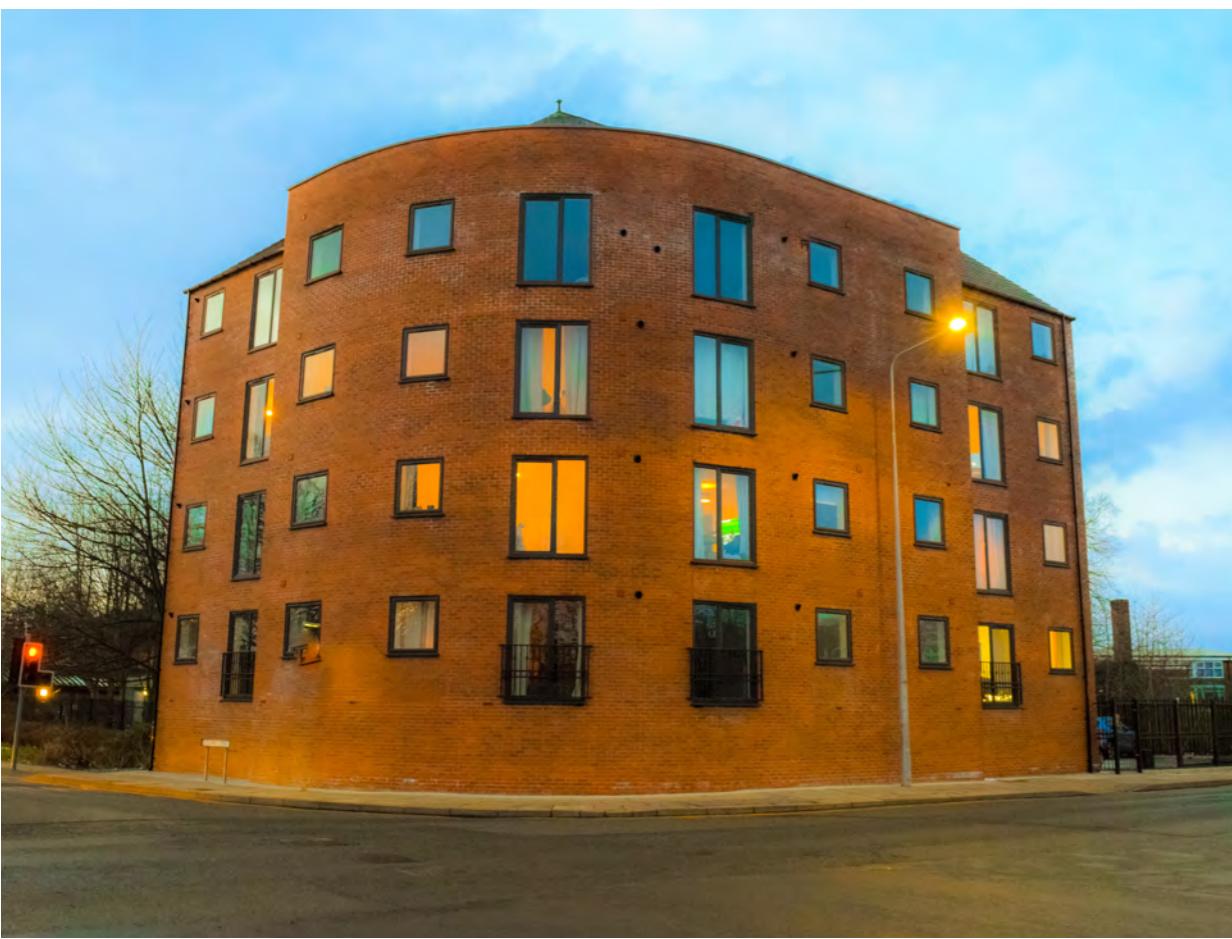
In the year ended 31st March 2022, the Board received a compliance self-assessment report and was assured that Golden Lane Housing Limited is compliant with the Regulator of Social Housing's Economic Standards.

## Compliance with the Regulator of Social Housing's Consumer Standards

In the year ended 31st March 2022, the Board received a compliance self-assessment report and was assured that Golden Lane Housing Limited is compliant with the Regulator of Social Housing's Consumer Standards.

## The Regulator of Social Housing's Judgement

Golden Lane Housing Limited has retained its G1 V1 status every year since it became a registered provider of social housing in 2016.



## Board Delegation

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 Committee met to consider official duties on three occasions during 2021/2022.

**Governance Committee:** the Committee met to consider official duties on two occasions during 2021/2022.

**Treasury Committee:** the Committee met to consider official duties on three occasions during 2021/2022.

**New Business Committee:** the Committee met to consider official duties on six occasions during 2021/2022.

**Inclusion Advisory Committee (Board and Tenant Partnership):** the Committee met to consider official duties on four occasions during 2021/2022.

## 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;

External Audit : audit planning review, Audit Findings Report and review of financial statements, as well as the Board's annual report;

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 Golden Lane Housing Limited, its plans and proposals.

## Treasury Committee

The purpose of the Committee is to: Provide advice to the Board on the treasury implications and 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.



# REPORT OF THE BOARD

## Inclusion Advisory Committee

The group is a partnership between the Board and tenants, 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 Strategy; 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. Members of the Committee have supported the Board in its strategic planning in the past year.

## Related Parties

Golden Lane Housing Limited has a close working relationship with the Royal Mencap Society, which as the former sole member of the charity, had the power to appoint and remove Directors of Golden Lane Housing Limited. Golden Lane Housing Limited is no longer part of the Royal Mencap Society group and has paid back a contractual loan several years ahead of schedule, however, it still retains a strong partnership with the organisation.

Golden Lane Housing Limited has been successful in attracting a number of investors. This has included Retail Charity Bond issues.

Whilst investors and bondholders are not members of the Board, the Board recognises the vital role these stakeholders and their investment have played in furthering the objects of the Golden Lane Housing Limited.

Board Member Stephen Jack, was also a member of the Board of Trustees of the Royal Mencap Society during the past year.

## Investment Powers and Policy

The Board has constituted a Treasury Committee to carry out activities delegated to it within its terms of reference, to scrutinise proposals and to make recommendations to the Board. The Board approved a revised Treasury Policy at its 8th March 2022 meeting.

## Reserves Policy

The policy in relation to unrestricted reserves is to set aside as designated funds, amounts for specific future purposes and to hold a minimum of 10% of expected turnover as expenditure cover in cash. The balance of free reserves backed by cash was £8,657,299 which is higher than the required 10%.

## Capital Structure and Treasury Management

Golden Lane Housing Limited has existing borrowing from Triodos Bank, and the NatWest Bank at both fixed and variable rates of interest and currently has 70.57% of its borrowings at fixed rates. Loans are secured by legal charges on individual properties.

In the past year, alongside paying off its loan to the Royal Mencap society, Golden Lane Housing Limited also paid off its borrowing with the Nationwide Building Society, this has resulted in the removal of charges against stock portfolio. Golden Lane Housing Limited has facilities with the Retail Charity Bond for bonds with fixed rates of interest.

## Donations

During the year Golden Lane Housing Limited has made no charitable donations.

## Policy on payment of creditors

It is the policy of the organisation to pay its creditors within 30 days.



# STATEMENT OF THE BOARD'S RESPONSIBILITY FOR THE ANNUAL REPORT AND FINANCIAL STATEMENTS

**The Co-operative and Community Benefit Societies Act 2014 and registered social housing legislation require the Board to prepare financial statements for each financial year which give a true and fair view of Golden Lane Housing Limited's state of affairs and of Golden Lane Housing Limited's surplus or deficit for that period. In preparing these financial statements, the Board is required to:**

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Housing SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate.

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of Golden Lane Housing Limited and to enable the Board to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, The Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing. The Board also has general responsibility for taking reasonable steps to safeguard the assets of Golden Lane Housing Limited and to prevent and detect fraud and other irregularities

The following statements have been affirmed by each of the Board Members of Golden Lane Housing:

- So far as each Board member is aware, there is no relevant audit information (that is, information needed by Golden Lane Housing Limited's auditors in connection with preparing their report) of which Golden Lane Housing Limited's auditors are unaware; and,
- Each Board member has taken all steps that he/she ought to have taken as a Board member in order to make him/herself aware of any relevant audit information and to establish that Golden Lane Housing Limited's auditors are aware of that information.

The appointment of Crowe U.K LLP as auditors for Golden Lane Housing Limited was confirmed at an Annual General Meeting held on the 14th December 2021.



This Annual Report, was approved by the Board on 5th July 2022, including Strategic Report set out below, and is signed on its behalf by:

Neil Hadden  
Chair of the Board

Stephen Jack  
Chair of Risk and Audit Committee

Warren Bradley  
Company Secretary



# STRATEGIC REPORT

The Board has prepared a strategic report which includes:

- Golden Lane Housing Limited's Strategic Objectives pursuant to its previous Corporate Plan and progress
- Financial performance and year-end position
- Value for Money and Performance summary against Key Indicators from the Business Plan
- Employee Engagement
- Risk and Internal Controls Assurance



## Vision

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

## Mission

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

## Values

**Caring:** we support our tenants and colleagues and help them to achieve goals.

**Listening:** we involve tenants in the review and design of housing services.

**Honesty:** we build trust with tenants and families with fairness.

**Reliable:** we are dependable and trusted to keep our standards and commitments.

**Creative:** we work together in many different ways for great results.

## Strategic Objectives to 31st March 2022

**Quality Services** - Provide a high quality, caring and efficient housing service

**Healthy Business** - Maintain a viable business to provide security to our existing tenants and support the growth of our activities

**New Homes** - Grow the number of people with a Learning Disability we help into quality housing



# QUALITY SERVICES:

Provide a high quality, caring and efficient housing service



Improvements to **368** homes

New aids and adaptations to **56** homes

**£1.369m** investment in responsive repairs

**10,825** Repairs dealt with

**83%** of repairs completed on the first visit

**91%** of repairs completed within target dates

**4775** individual housing management case activities

Director of Operations, Melissa O'Donnell said "Our in-house team, Resolve Solutions, goes from strength to strength, delivering most of our repairs output"

Property Service Centre dealt with:

19,947 calls; made another 18,156 calls and responded to 7432 emails

Investment in IT

£0.438m on IT system upgrade and £33k on IT equipment

**131**

Engaged Tenants

**329**

Tenant Engagement Activities

**61**

Safeguarding Alerts to 23 Local Authorities

**4775**

individual housing management case activities



Our Tenant Involvement Officer, and co designer of our Annual Report to Tenants, Gemma Richmond was shortlisted as a finalist in the "Women in Housing Awards" (Inclusion category).

Joe Boyd, Housing Officer says "It's a great feeling being able to visit our tenants in their own home again, have a chat and check they are well and happy following the pandemic"

"It is amazing. It makes me so happy and excited to be involved. It is great to try new things and get a chance to share" Kashaf Hussain, More Voices More Choices tenant member.

Mark Johnson, tenant Co-Chair of the Inclusion Advisory Committee says "We are now able to hold GLH to account. I feel that we have more involvement now than we did all those years ago."

Independent Chair of the Royal Mencap Society' Safeguarding Panel, Brendan Clifford says

"I would like to thank you for all you have done to model best attention and practice to the safeguarding agenda by GLH in association with RMS. People have really appreciated the care, commitment, and professionalism which GLH have shown in the content of the reports reflecting the great activity you have all undertaken in GLH."



# HEALTHY BUSINESS:

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



Tenants involved with the Board at our Strategy Day December 2021

# NEW HOMES:

Grow the number of people with a Learning Disability we help into quality housing



Geraldine Way, Malvern  
Leased from Radis Support



Cordage View, Grimsby. Leased from North East Lincolnshire Council. Winner of Inside Housing Award for Partnership Collaboration



Clevedon Drive, Arnold - bought with our Capital Purchase Programme.

## RENT COLLECTION

**98.12%**  
of income collected  
Target - 99.5%

**Rental income**  
debts up 0.35%

**Loss due to voids**  
down 0.47%

**Void rate**  
down by 3%

**132 referrals**  
for housing from local and health authorities

## INVESTMENT IN HOMES

**Environmental works**  
49 properties

**£1.76m** spend  
on building safety

**£52m** investment  
in new homes  
over the next 5 years

**£5.121m**  
total investment  
in our stock this year

**£28.8m**  
investment in stock  
over the next 5 years

## HEALTHY FINANCES

**70%**  
of borrowings  
at fixed rates

Year end operating cash  
**£0.635m**

Operating Surplus  
**£1.688m**

**£8.657m**  
Free reserves backed by cash

**£11m**  
raised via bonds

## NEW TENANCIES DELIVERED

**Housed 232** people  
against target of 250

**£7.3m**  
on Capital Purchases  
on New Homes

**37** people  
given independent  
housing solutions  
from capital spend

**NHS England Grant Funding Secured to bring people out of long term institutional settings**

**The Board wishes to record thanks and appreciation to everyone who works for and with Golden Lane Housing Limited, for their hard work in making a real difference to the lives of many people with a Learning Disability or Autism, their families, and carers.**



# STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROLS ASSURANCE

## STRATEGIC RISKS

The Board believes that reputational risk threads through all of its Strategic Risks and that is the reason it has not segmented that risk. Below are the top Strategic Risks faced by Golden Lane Housing Limited, before and after mitigation at year end:

### Before mitigation:

- 1 IT Infrastructure
- 2 Voids
- 3 Business Growth
- 4 Building Safety
- 5 Government Policy and Legislation; Asset Management; Tenant Satisfaction and Rent Compliance

### After mitigation:

- 1 Government Policy on Supported Housing
- 2 Business Growth
- 3 Rent Compliance
- 4 IT Infrastructure
- 5 Tenant Satisfaction
- 6 Government Policy and Legislation

### Internal Controls Assurance

The Board has overall responsibility for ensuring the establishment and maintenance of the system of internal control and for reviewing its effectiveness.

The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives and to provide reasonable (and not absolute) assurance against material misstatement or loss, in line with the Board's view that risks should be controlled and managed.

In meeting its responsibilities, the Board has adopted 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 the Charity is exposed.

A Strategic Risk Register is considered at each Risk and Audit Committee meeting and at least annually by the Board. A rolling programme of deep dives into Operational Risk Registers is in place at the Risk and Audit Committee.

The Board has also ensured the following key mechanisms are in place to facilitate effective internal controls assurance:

- A clearly defined structure which defines matters solely reserved to the Board and that delegates certain authority, responsibility and accountability;
- Stress testing of the Business Plan assumptions to understand what changes would be damaging to Golden Lane Housing Limited and what action could be put in place to mitigate the negative impact;
- Effective financial delegations and controls to ensure the appropriate approval of all major expenditure commitments;
- RSM are the appointed internal auditors to Golden Lane Housing Limited. All internal audit reports are provided to the Risk and Audit Committee.

The Board remains satisfied that the major risks to which the organisation is exposed are understood, clearly articulated and that appropriate action plans are in place to mitigate them.



# VALUE FOR MONEY STATEMENT

This Statement focusses on the Regulator of Social Housing's: Value for Money Standard, as well as its associated Code of Practice. Outlining what has been delivered in 2021/22, as well as identifying future plans for optimising returns on assets that are contained within the Board's Business Plan, and Value for Money gains.

Golden Lane Housing Limited has a Value for Money Policy in place which was updated and approved by the Board on 29th June 2021.

The Policy includes Value for Money metrics: the seven ratios required by the Regulator of Social Housing; four of the Board's own key performance metrics; and a further breakdown to review cost per unit at an expenditure heading level. For each one, Golden Lane Housing Limited has sought a comparator, either against its closest peer group (where available) and or against its own targets and or against its own past performance. This is to support transparency and comparability of Golden Lane Housing Limited's performance with the sector.

The Framework confirms that the Value for Money policy links directly to Strategic Corporate Objectives for year end 31st March 2022, as below:

## ● Quality Services

Improved tenant satisfaction through enhanced personalised services

Improved tenant engagement to help shape services

## ● Healthy Business

Improved financial stability and focus on value for money

High performing and engaged team

## ● New Homes

Ambitious and sustainable growth for people with a Learning Disability

Influencing national and local government strategies in housing and welfare for people with a Learning Disability

As part of the Golden Lane Housing Limited's approach to Value for Money and transparency, the business publishes separate reports for tenants in easy read formats.

## Benchmarking

Golden Lane Housing Limited takes part in a benchmarking club led by Acuity along with its closest peer Housing Associations (the Supported Housing Benchmarking Group). Data is shared and peer averages established along with wider sector averages using this tool. There are also face to face meetings during the year to discuss benchmarking topics and share best practice.



## 2022 - 2032 Business Plan

The 10-year Business Plan was refreshed and the Budget for 2022/23 was set at the Board meeting on 8th March 2022; the plan is based on the delivery of Golden Lane Housing Limited's three strategic objectives as noted earlier in this document.

The Business Plan is stress tested for various combined scenarios, based on the crystallisation of the Golden Lane Housing Limited strategic risks, the relevant risks listed on the sector risk profile, and on the perfect storm scenario to ensure that their impact is understood. Mitigation plans have been developed, as well as a trigger warning system to ensure that the Board would be notified when things go wrong.

Growth identified in the Business Plan, links to targets on reinvestment and new supply based on analysis of the market and Golden Lane Housing Limited's position in relation to its competitors. Growth also includes growth through leasing products differentiated from long lease based providers offerings.

Golden Lane Housing Limited's objective for Financial Security is to ensure that it does not over pressure gearing levels whilst maintaining sufficient liquidity to achieve the targets set in the Business Plan.

The budget and ten year Business Plan set the targets for yearly operating surplus and baseline costs by balancing the need for new capital for growth against the ongoing budget needs and investments required in

planned maintenance from stock condition survey requirements, and compliance (including the significant investment in Fire Safety). The calculation of the budgets and balancing the expenditure decisions across Golden Lane Housing Limited between development, housing and maintenance teams, and producing the overall surplus requirements are reflected in the targets set for Operating and Overall Surplus, EBITDA MRI as a % of Interest, Headline Social Housing cost per unit and Return on Capital Employed.

Golden Lane Housing Limited has chosen to report in addition to the key metrics, 4 other key performance targets to support the effective management of the organisation and to deliver Value for Money to our tenants and wider stakeholders. These targets are linked to the Board's Strategic Objectives, for example:

- Golden Lane Housing Limited's overall tenant satisfaction target is linked with Quality Services and New Homes.
- Repairs fixed first time is linked to Quality Services.

Objectives are also set to pro-actively manage every debtor account by the income team.

Void management activities proactively market voids to Local Authority and care provider partners, and to actively dispose of properties where there is no longer an identified need.



# VALUE FOR MONEY SCORECARD 2020/21

VfM Metric tables	2020-21				2021-22		2022-23	
	Peer Median	Wider Median	GLH Actual	GLH Target	GLH Actual	GLH Target	GLH Target	
<b>Strategic Objectives - Quality Services</b>								
Customer Satisfaction - Social Housing *	88.0%	83.5%	69.0%	87.0%	N/A	88.0%	88.0%	
Repairs Right First Time (in-house) *	90.0%	90.1%	98.5%	91.0%	98.0%	92.0%	92.0%	
<b>Strategic Objectives - Healthy Business</b>								
Rent collected - Supported *	99.4%	101.1%	98.8%	99.0%	98.1%	99.0%	99.5%	
% Void losses - Supported *	5.8%	6.2%	4.6%	5.0%	4.1%	7.0%	4.5%	
Reinvestment %	2.5%	7.2%	5.9%	4.1%	6.6%	8.8%	9.8%	
Gearing (RSH and Scorecard measure)	3.1%	44.0%	39.5%	43.6%	41.6%	46.5%	46.8%	
EBITDA MRI (as a percentage of interest)	673.0%	170.0%	251.3%	194.0%	194.6%	188.0%	171.9%	
Headline social housing cost per unit (000)	£10.52	£3.83	£7.04	£7.30	£8.40	£7.84	£7.52	
Operating margin (overall)	8.0%	23.1%	21.3%	15.8%	14.7%	15.0%	12.2%	
Operating margin (social housing lettings)	9.2%	25.7%	21.1%	15.8%	14.4%	15.0%	12.2%	
Return on Capital Employed (ROCE) %	3.0%	3.4%	5.3%	3.3%	3.3%	2.8%	2.5%	
<b>Strategic Objectives - New Homes</b>								
New supply delivered (Social housing units)	0.0%	1.5%	10.0%	10.0%	9.3%	10.1%	9.5%	
New supply delivered (Non-social housing units)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

\* Golden Lane Housing Limited Board metrics



To aid understanding of Golden Lane Housing Limited's successes, use of resources, capacity, and general Value for Money, please refer to the dashboards. These Performance Indicators are also included as part of Golden Lane Housing Limited's Balanced Scorecard which is regularly reviewed by the Board. The above scorecard demonstrates the position reported by Golden Lane Housing Limited, along with comparatives and its present and future targets. At the time of writing this statement, the 2020/21 benchmark data was not available.

*The Customer Satisfaction figure will not be available until the end of July 2022 and will be reported in the next Annual Report.*

A comparison against Golden Lane Housing Limited's closest peers for 2020/21 is shown in the table below, this data has been submitted to the regulator by housing providers and the 2020/21 is the most up to date information available.



VfM Metric tables	2020-21						
	Golden Lane Housing & Support	Average Housing	Inclusion	Progress	Reside	Peer Median	Wider Target
<b>Strategic Objectives - Quality Services</b>							
Customer Satisfaction - Social Housing *	69.0%	83.0%			71.0%	88.0%	83.5%
Repairs Right First Time (in-house) *	98.5%	88.0%	96.4%		0.0%	90.0%	90.1%
<b>Strategic Objectives - Healthy Business</b>							
Rent collected - Supported *	98.8%	100.0%	100.4%	100.0%	98.4%	99.4%	101.1%
% Void losses - Supported *	4.60%	5.9%	6.0%	6.0%	15.7%	5.8%	6.2%
Reinvestment %	5.9%	3.3%	12.7%	3.7%	8.1%	2.5%	7.2%
Gearing (RSH and Scorecard measure)	39.5%	-0.9%	-588.3%	43.0%	2.8%	3.1%	44.0%
EBITDA MRI (as a percentage of interest)	251.3%	679.0%	27075.0%	309.0%	1073.0%	673.0%	170.0%
Headline social housing cost per unit (000)	£7.04	£13.32	£12.97	£8.79	£10.63	£10.52	£3.83
Operating margin (overall)	21.3%	6.9%	6.7%	19.7%	8.3%	8.0%	23.1%
Operating margin (social housing lettings)	21.1%	13.5%	6.7%	21.3%	8.2%	9.2%	25.7%
Return on Capital Employed (ROCE) %	5.3%	3.0%	20.1%	3.2%	7.2%	3.0%	3.4%
<b>Strategic Objectives - New Homes</b>							
New supply delivered (Social housing units)	10.0%	1.5%	18.2%	1.2%	0.0%	0.0%	1.5%
New supply delivered (Non-social housing units)	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%

# FURTHER ANALYSIS OF COST PER UNIT

## Further Analysis of Cost per Unit

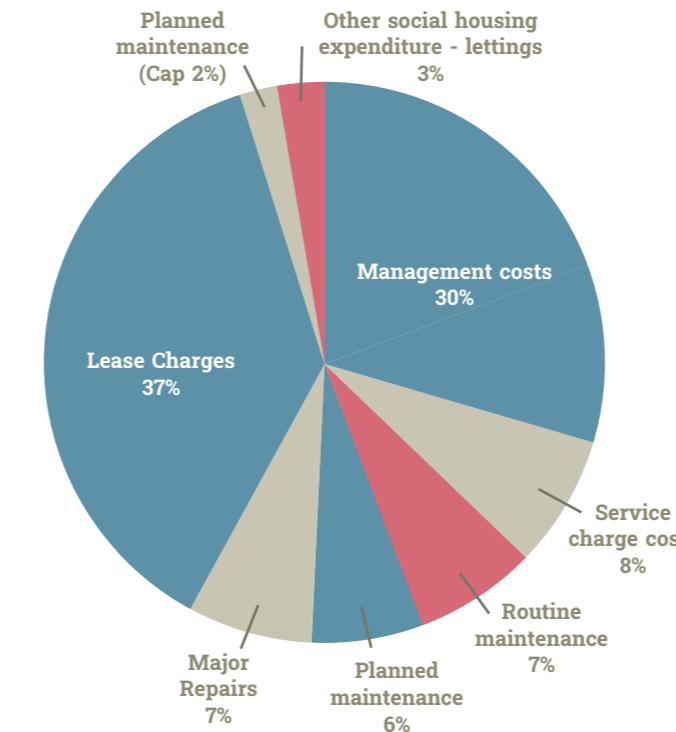
The VfM Metrics tables show the headline social housing cost per unit benchmarked against peers and the wider sector and indicates the same pattern as recognised in the report from the Regulator of Social Housing that the cost per unit for supported housing providers is considerably greater than for general needs. This is due to the specialist nature of the services provided. Golden Lane Housing Limited still compares favourably with a lower cost than the median of the peer group.

The table below gives a further analysis of the headline social housing cost per unit at an expenditure level with comparisons against 2020/21 and Business Plan for 2021/22.

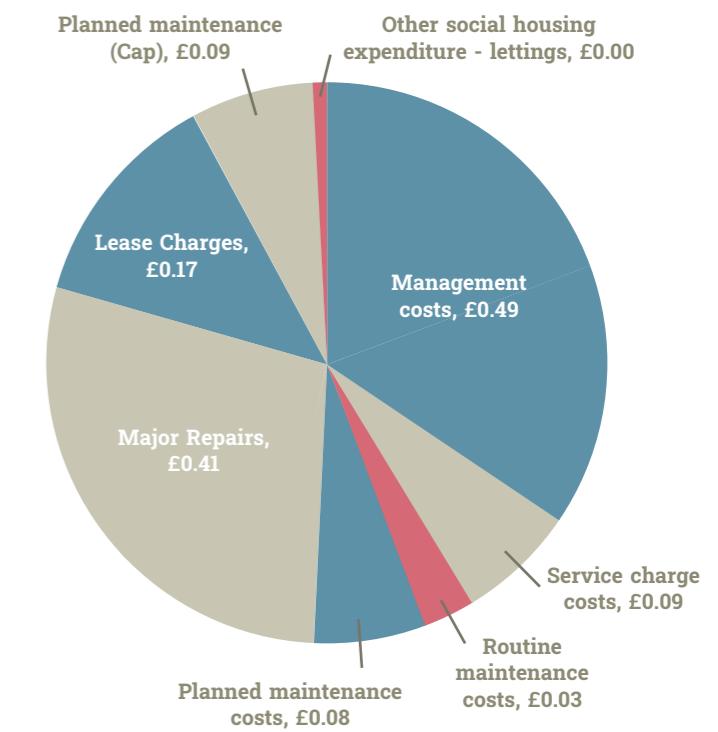
## Cost Per Unit

The adjacent chart shows cost per unit measures in more detail and is used to explain our costs to tenants and involve them in their views on cost prioritisation. Housing associations, like Golden Lane Housing Limited, who lease properties, have higher social cost per unit than those that own all their properties because lease rents are included in this metric. This year this made up 37% of this figure, and were they excluded our cost per unit would have been £5,278, which is closer to the wider median of the sector.

## Actual Cost per Unit 2021/22



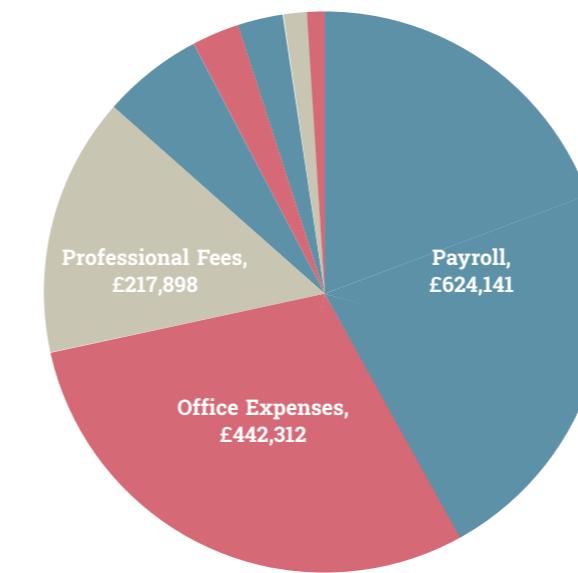
## Increase of costs (£000's) 2021/22



## Cost Per Unit Analysis (000s)

VfM Metric tables Expenditure Heading	Actual 2020/21	Actual 2021/22	Business Plan to 2021/22	Variance Prior Year	Variance to BP
Management costs	£1.99	£2.48	£2.39	£0.49	£0.09
Service charge costs	£0.55	£0.64	£0.50	£0.09	£0.14
Routine Maintenance costs (Plus/ minus DLO costs)	£0.57	£0.61	£0.56	£0.04	£0.05
Planned maintenance	£0.46	£0.54	£0.47	£0.08	£0.07
Major Repairs	£0.20	£0.61	£0.74	£0.41	-£0.12
Lease Charges	£2.95	£3.12	£2.78	£0.17	£0.34
Planned maintenance (capitalised)	£0.08	£0.17	£0.17	£0.09	£0.00
Other social housing expenditure - lettings	£0.23	£0.23	£0.22	£0.00	£0.00
Other	£0.00	£0.00	£0.00	£0.00	£0.00
<b>Total</b>	<b>£7.04</b>	<b>£8.40</b>	<b>£7.83</b>	<b>£1.36</b>	<b>£0.57</b>

## Overall Value for Money Performance 2021/22



Overall, the headline social cost per unit has increased over the 2020/21 figure.

The main increases are Management costs and Major repairs.

A breakdown of Management costs show three major contributors to the increase.

Office expense is due to an increase in IT spend of £414K.

Legal Fees increased by £181K

Payroll Increase of £624K. Number of staff increase was 5 (5%). Average wage per staff increase was £4.4K (11%).

Both IT and Legal fees are due to the Demerger from RMS and are exceptional costs for the year.

Major repairs increase is due to an overhang of planned works not being carried out in 2021.



# FURTHER ANALYSIS OF COST PER UNIT

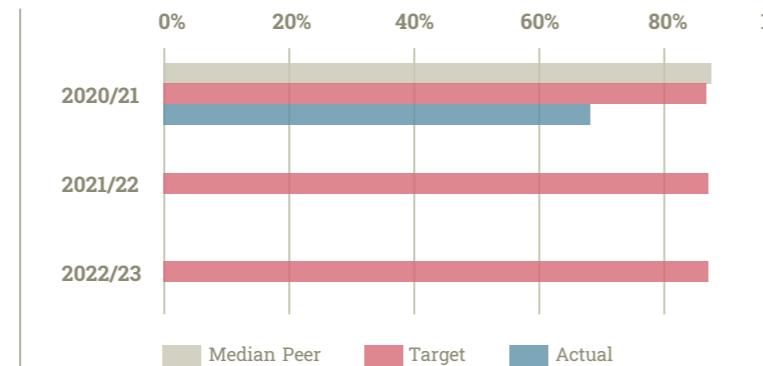
## Tenant Satisfaction - Supported Housing 69% (Target = 88%)

The annual tenant satisfaction survey has not been completed for year end in 2022 but is planned for June 2022. Delay was due to consultation with the More Voices More Choices tenant group.

The last reported indicator was 69% satisfaction in March 2021. Through 2021/22 there has continued to be an impact on services delivered to tenants by the pandemic. Whilst we have maintained our day-to-day repairs service and compliance works our planned improvement programmes have been limited.

We have continued to utilise telephone and video calls to maintain contact, and only from the beginning of 2022 returned to full visiting activities with tenants for our operational housing teams.

Through our communication channels we have continued to provide information and advice on service provision through our tenant newsletter, social media channels and the website.



Through our involvement channels we have listened to tenants and tenant representatives presented valuable feedback as part of the Board Strategy Day about their priorities and expectations for service improvement.

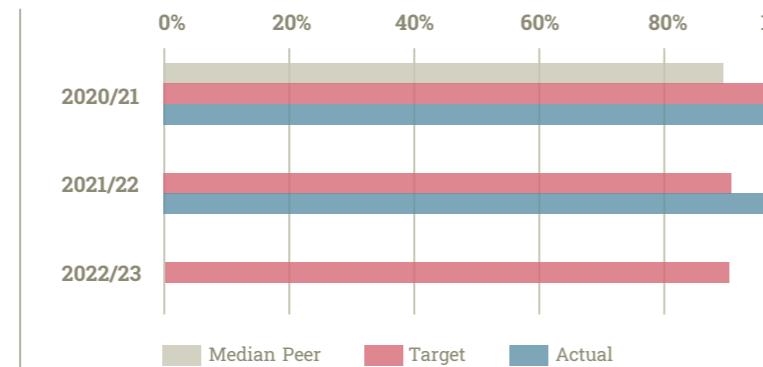
These form the core of Golden Lane Housing Limited "Our Plan" for 2022-2025.



## Repairs Right First Time (in-house)

### 98% (Target = 92%)

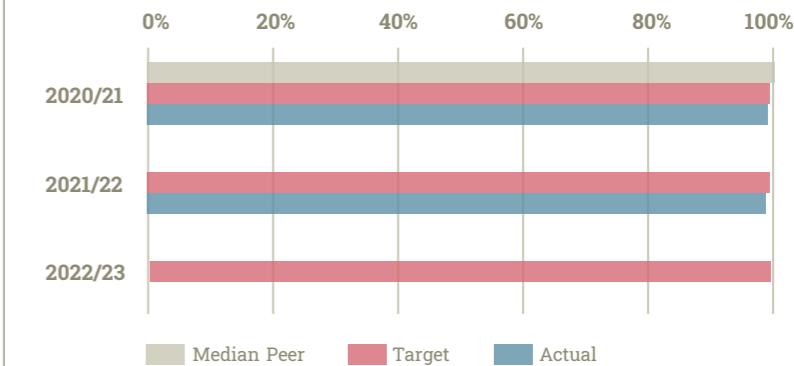
The first time fix has remained within target, albeit there was some difficulty with obtaining materials, which caused a dip mid year but this was soon resolved and we remained on target.



## Rent collected - Supported

### 98.12% (Target = 99%)

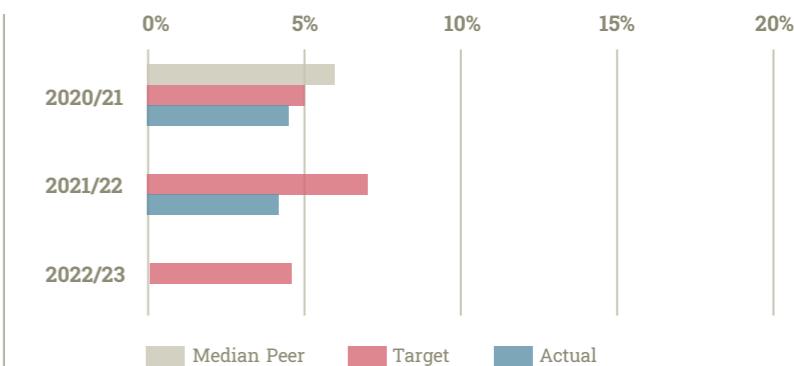
Overall debtor performance of 4.67% was within target of 4.9%, however our performance is behind that of 2021 of 4.32%. Actions have been identified to focus activity on local authorities which have the longest delays in determining Housing Benefit claims, and support provider and local authorities who have void payment liabilities. It should be noted that the % of rent collected is impacted by Golden Lane Housing Limited's positive development programme of new services and a consequent delay in new Housing Benefit claims being processed.



## % Void losses - Supported

### 4.13% (Target = 7.00%)

Void losses remain a key area of focus for the Executive and the Board. In September 2020, a revised target of up to 7% was set to cover issues forecast to emanate from the Pandemic. This did not materialise, and performance has remained consistent and well within target. Going forward the proposed target for 2022/23 is 4.5% for void financial loss.

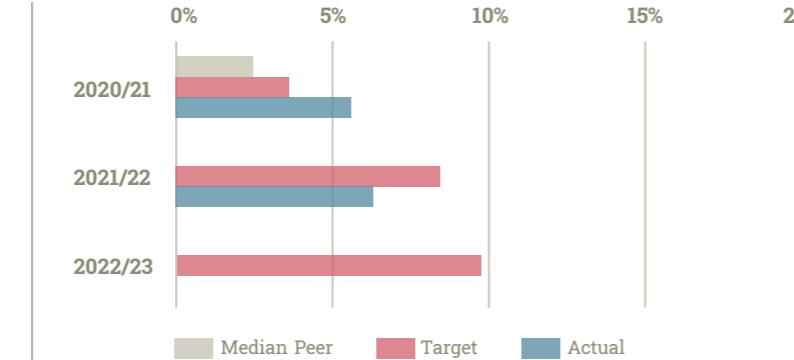


# FURTHER ANALYSIS OF COST PER UNIT

## Reinvestment %

### 6.64% (Target = 8.75%)

The reinvestment percentage actual for the year at 6.64% is lower than the target set for the year as we have delayed £2M in the acquisition programme into next financial year due to delays with covid and challenges with recruitment in adult social care. We anticipate to deliver a £12M development program next year, £2M more than what was originally expected.

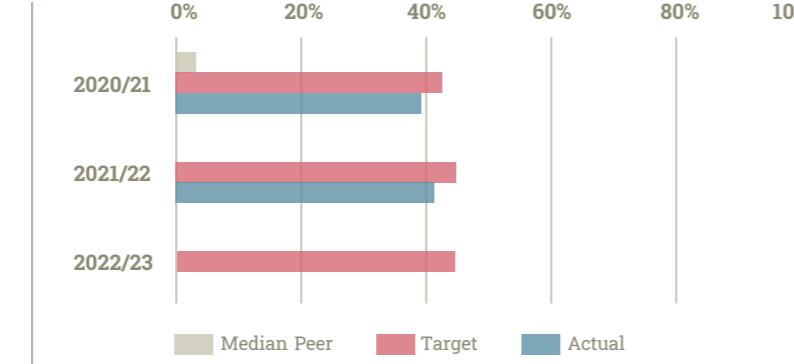


## Gearing

### (RSH and Scorecard measure)

### 41.61% (Target = 46.52%)

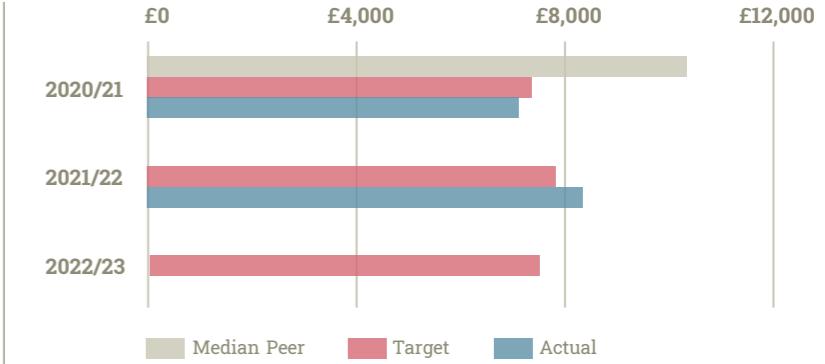
The gearing for the year is lower than planned due to the early refinancing of the Nationwide loan and the Royal Mencap Society loan - both done from cash reserves.



## Headline social housing cost per unit

### £8,400 (Target = £7,800)

The headline social cost per unit is £1,363 more than last year and £573 more than budget. As can be seen on the detailed graph on the cost per unit, the majority of the increase in cost per unit is linked to payroll, IT and Legal fees.

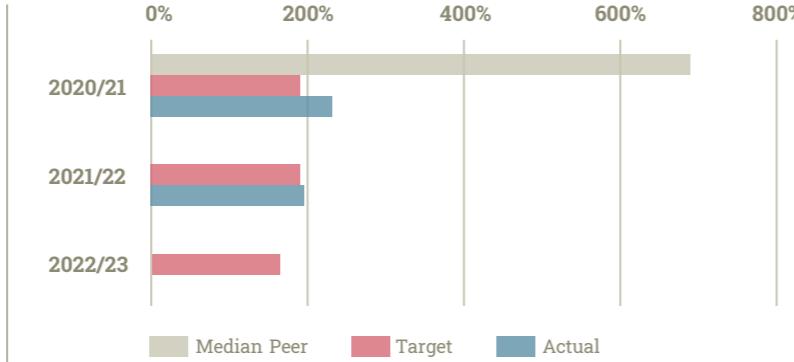


## EBITDA MRI

### (as a percentage of interest)

### 194.6% (Target = 188.0%)

EBITDA MRI was higher than budget due to the operations performance linked to minimising the void losses, the variances on service charges and the delay in the drawdown on new facilities.

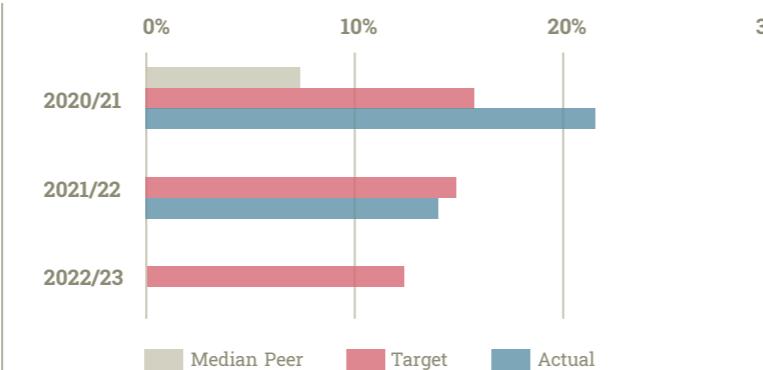


# FURTHER ANALYSIS OF COST PER UNIT

## Operating margin (overall)

### 14.7% (Target = 15.02%)

Operating margins (Overall) have reduced from last year from 21.3% to 14.7% and are slightly lower than the target of 15.02%. The reason for the reduced margins from last year is linked to an increase in turnover of £2.8M (12%) and a bigger increase of expenses £3.9M (22%) operating surplus had a decrease of £1M (-23%) and the reason for the slight decrease from the budget is the higher than budgeted investment in building compliance.

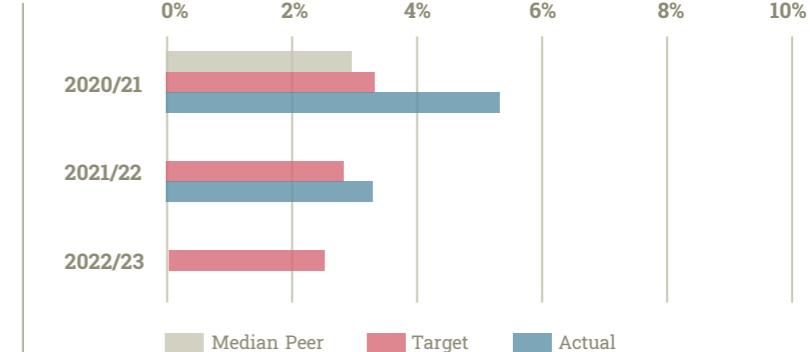


## Return on Capital Employed (ROCE) %

### 3.3% (Target = 2.83%)

An improvement on the target is due to a decrease in operating surplus (Inc Disposals) of £1.8M (-32%)

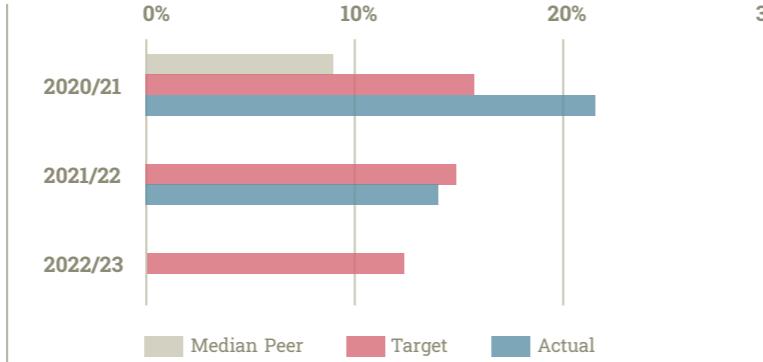
Assets minus liabilities increased by £12.4M (11%) Housing stock increase of £4.9M, Cash decrease of £4M. Creditors due within a year decreased by £10M following the £11M bond refinanced in July 21.



## Operating margin (social housing lettings)

### 14.4% (Target = 15.02%)

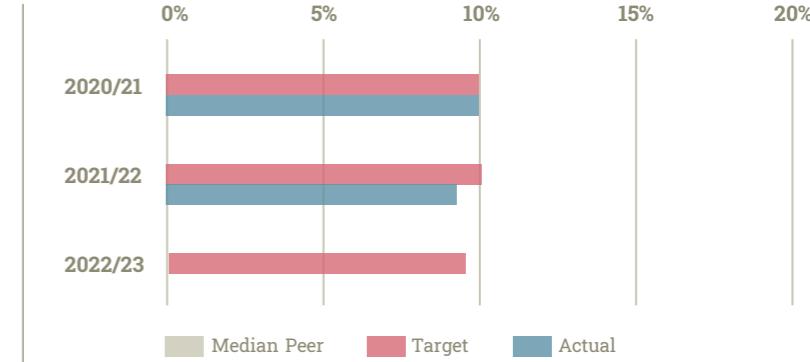
Operating margins (Social) have reduced 21.1% to 14.4% and are slightly lower than the target of 15.02%. Turnover this year £25.4M was an increase of £2.8m (13%) operating surplus had a decrease of £1m (-23%)



## New supply delivered (Social housing units)

### 9.3% (Target = 10.10%)

We are below target due to the impact of covid. We are affected by a lack of recruitment in adult social care and schemes have been delayed or aborted. The business plan target was to create 250 tenancies, 232 tenancies were created by the end of March.



# COLLEAGUE ENGAGEMENT AND VALUE FOR MONEY

Golden Lane Housing Limited spends 17.21% of its income on staff (including permanent staff, recruitment fees and temporary staff). Golden Lane Housing Limited provides resources to enable all colleagues to work remotely and flexibly where possible, and the Board's investment in colleague wellbeing, enhances productivity and supports accountability. The recent Best Companies colleague engagement survey placed Golden Lane Housing Limited in the top 10 of Housing Associations to work for and number 29 in the top 100 organisations to work for.

Managers at Golden Lane Housing Limited have completed managerial level accredited training with the Institution of Occupational Safety and Health, adding value to the business and supporting the ability of the Board to meet a range of statutory health and safety obligations, and, fundamentally, keeping tenants safe. An investment into career development has seen our membership and courses completed within the Chartered Institute of Housing increase and the knowledge and expertise applied throughout the organisation.

The support and advice provided by Golden Lane Housing Limited's management team creates social value through the enhancements delivered to the independence and quality of life for people with a Learning Disability and their families and carers, furthering the Board's vision of a world where everyone with a Learning Disability has opportunities to access good quality housing that meets their needs.

Golden Lane Housing Limited benchmarks against the median pay for the housing industry and has agreed with the Board a triennial market value review that was conducted in the year ending 2021. The Board are assured that Golden Lane Housing Limited provides for competitive salaries within the housing sector.

Golden Lane Housing Limited has the following colleague membership groups:

- Colleague Engagement Committee
- Equity, Diversity and Inclusion Steering Group
- Health and Safety Steering Group



## Looking Forward to 2022/23

Targets for the business are set as part of the Board's Business Plan, which was approved at a Board meeting on 8th March 2022.

The Board will also be focussing on targets arising from its adoption of the Sustainability Reporting Standards for Social Housing (ESG) commitments, and the upcoming Tenant Satisfaction Measures. Stress testing and scenario planning is regularly reviewed by the Board to assess the potential impact of adverse events. The Board and its Committees remain sighted on and cognisant of the main risks the business faces.

The Board ensures that colleagues are properly rewarded, the pay settlement for the coming year is 3.1%. Since demerging from the Royal Mencap Society a number of colleagues have had their employer pension contributions

uprated, ensuring greater parity and fairness within the organisation.

Covid-19, and colleagues leaving the care sector, is still having an impact on performance and the achievement of targets. However, for the coming year commencing 1st April 2022, the Board's Corporate Plan is replaced by 'Our Plan', setting an ambitious agenda for the newly independent organisation. Our Plan has been co-produced between our tenants and the Board, with support from colleagues throughout the business. Our Plan sets out five goals for the next three years: Tenant Satisfaction; Investing in New Homes; Housing More People; Strong Finances and Working Together.



# INDEPENDENT AUDITOR'S REPORT

## Independent Auditor's Report to the Board Members of Golden Lane Housing Limited

### Opinion

We have audited the financial statements of Golden Lane Housing Limited for the year ended 31 March 2022, which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Reserves, the Statement of Cashflow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of Golden Lane Housing Limited's affairs as at 31 March 2022 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, and the Accounting Direction for Private Registered Providers of Social Housing.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of Golden Lane Housing Limited in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Golden Lane Housing Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.



### Other information

The Board is responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 requires us to report to you if, in our opinion:

- a satisfactory system of controls over transactions has not been maintained; or
- Golden Lane Housing Limited has not kept proper accounting records; or
- the financial statements are not in agreement with the books of account; or
- we have not received all the information and explanations we require for our audit.



# INDEPENDENT AUDITOR'S REPORT

## Independent Auditor's Report to the Members of Golden Lane Housing Limited

### Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on page 10, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing Golden Lane Housing Limited's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate Golden Lane Housing Limited or to cease operations, or have no realistic alternative but to do so.

### Use of our report

This report is made solely to Golden Lane Housing Limited's Board, as a body, in accordance with the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to Golden Lane Housing Limited's Board those matters we are required to state to them in an auditor's report and for no other purpose.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks within which the entity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Co-operative and Community Benefit Societies Act 2014 (and related Directions and regulations), the Housing and Regeneration Act 2008 and other laws and regulations application to a registered social housing provider in England. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the entity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the entity for fraud. The laws and regulations we considered in this context for the UK operations were requirements imposed by the Regulator of Social Housing and employment legislation.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income, and the override of controls by management, correspondence with regulatory bodies, and reading minutes of meetings of those charged with governance.

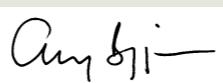
Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

A further description of our responsibilities for the audit of the financial statements is available on the Financial Reporting Council's website at:

[www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

This description forms part of our auditor's report.



**Crowe U.K. LLP**  
Statutory Auditor 4th  
Floor,  
St James House, St James'  
Square, Cheltenham,  
GL50 3PR  
22 July 2022

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Golden Lane Housing Limited and Golden Lane Housing Limited's members as a body, for our audit work, for this report, or for the opinions we have formed.



**STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	2022 £000's	2021 £000's
<b>Turnover</b>	2	25,501	22,682
Operating expenditure	2	(21,831)	(17,879)
Gain on Disposal of Housing Properties	2	254	949
<b>Operating surplus</b>		3,924	5,752
Interest receivable	2	9	
Interest and financing costs	6	(2,238)	(2,249)
<b>Surplus before tax</b>		1,688	3,512
Taxation	-	-	
<b>Surplus for the year after tax</b>		1,688	3,512
<b>Total comprehensive income for the year</b>		1,688	3,512

**STATEMENT OF FINANCIAL POSITION  
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	Year ended 31-March 2022 £000's	Year ended 31-March 2021 £000's
<b>Fixed assets</b>			
Tangible fixed assets	8	116,030	111,174
Other tangible fixed assets	8	1,002	146
		117,032	111,320
<b>Current assets</b>			
Stock	9	21	18
Trade and other debtors	10	2,387	1,676
Cash and cash equivalents	11	8,657	12,754
<b>Less: Creditors:</b>			
Amounts falling due within one year	12	7,369	17,415
<b>Net current assets/ (liabilities)</b>		3,696	(2,967)
<b>Total assets less current liabilities</b>		120,728	108,353
<b>Creditors:</b>			
Amounts falling due after more than one year	13a	79,654	68,886
<b>Provision</b>	18	331	412
<b>Total net assets</b>		40,743	39,055
<b>Reserves</b>			
Income and expenditure reserve	15	40,258	38,570
Restricted (and/or endowment) reserve		485	485
<b>Total reserves</b>		40,743	39,055

The association's results relate wholly to continuing activities. The accompanying notes form part of these financial statements.

The financial statements were authorised and approved by the Board on 5th July 2022.

**Neil Hadden**  
Board Member  
GLH Chair

**Stephen Jack**  
Board Member  
Chair of Risk and Audit

The association's results relate wholly to continuing activities. The accompanying notes form part of these financial statements.

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Board Member  
GLH Chair

**Stephen Jack**  
Board Member  
Chair of Risk and Audit

**STATEMENT OF CHANGES IN RESERVES  
FOR THE YEAR ENDED 31 MARCH 2022**

	Income and expenditure reserve £000's	Revaluation reserve £000's	Restricted fund £000's	Total £000's
<b>Balance at 31 March 2020</b>	34,983	-	560	35,543
Surplus from Statement of Comprehensive Income	3,512	-	-	3,512
Transfer (from)/to Income and Expenditure reserves to Restricted fund	75	-	(75)	-
<b>Balance at 31 March 2021</b>	38,570	-	485	39,055
Surplus from Statement of Comprehensive Income	1,688	-	-	1,688
<b>Balance at 31 March 2022</b>	40,258	-	485	40,743

The restricted fund holds repayable grants provided by non-government bodies.

The accompanying notes form part of these financial statements.

**STATEMENT OF CASH FLOW  
FOR THE YEAR ENDED 31 MARCH 2022**

	Year ended 31-March 2022 £000's	Year ended 31-March 2021 £000's
<b>Net cash generated from operating activities</b> (see note 24)	4,960	6,419
<b>Cashflow from investing activities</b>		
Purchase of tangible fixed assets	(8,213)	(6,623)
Proceeds from sale of tangible fixed assets	1,410	1,903
Grants received	1,721	1,974
Other grants received	-	-
Grants and Shared Ownership repaid	(110)	236
Interest received	2	9
	(5,190)	(2,501)
<b>Cashflow from financing activities</b>		
Interest paid	(2,238)	(2,249)
Loan Drawdown	2,000	-
New secured bond	11,000	4,000
Repayment of bond	(11,000)	-
Repayment of borrowings	(3,629)	(1,467)
<b>Net change in cash and cash equivalents</b>	(4,097)	4,202
<b>Cash and cash equivalents at beginning of the year</b>	12,754	8,552
<b>Cash and cash equivalents at end of the year</b>	8,657	12,754

The accompanying notes form part of these financial statements.



# NOTES TO THE FINANCIAL STATEMENTS

## 1 ACCOUNTING POLICIES

### Legal Status

Golden Lane Housing Limited is a charitable Community Benefit Society registered with the Financial Conduct Authority under the Co-operative and Community Benefit Societies Act 2014, registered number 8734. It is also a registered provider of social housing registered with Regulator of Social Housing registered number 4803.

Golden Lane Housing Limited's registered office and principal place of business is Parkway Business Centre, Parkway Four, Princess Rd, Manchester M14 7HR

The principal activities of Golden Lane Housing Limited is the provision of social housing for people with a learning disability or autism.

### Basis of Preparation

The financial statements have been prepared in accordance with the Housing SORP 2018: Statement of Recommended Practice for social housing providers applicable to registered providers preparing their accounts in accordance with FRS102, the Financial Reporting Standard applicable in the UK and Republic of Ireland, the Accounting Direction for Private Registered Providers of Social Housing Co-operative and Community Benefit Societies Act 2014 and UK Generally Accepted Practice.

Golden Lane Housing Limited meets the definition of a public benefit entity under FRS 102.

The Board is satisfied that the current accounting policies are the most appropriate for Golden Lane Housing Limited. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

### Going Concern

After making enquiries the Board has a reasonable expectation that Golden Lane Housing Limited has adequate resources to continue in operational existence for the foreseeable future, this is supported by a long-term business plan.

### Going Concern (cont'd)

The 10-year business plan 2022 – 2032 was approved by the board in March 2022. Stress testing to the business plan has taken place in March 2022 including testing of strategic risks and the impact to operating cash and covenants. No impact to going concern is anticipated from this review.

### Looking forward to 2022/23

Targets for the business are set as part of the Board's Business Plan, which was approved at a Board meeting on 8th March 2022. The Board will also be focussing on targets arising from its adoption of the Sustainability Reporting Standards for Social Housing (ESG) commitments, and the upcoming Tenant Satisfaction Measures. Stress testing and scenario planning is regularly reviewed by the Board to assess the potential impact of adverse events. The Board and its Committees remain sighted on and cognisant of the main risks the business faces.

The Board ensures that colleagues are properly rewarded, the pay settlement for the coming year is 3.1%. Since demerging from the Royal Mencap Society several colleagues have had their employer pension contributions uprated, ensuring greater parity and fairness within the organisation.

Covid-19, and colleagues leaving the care sector, is still having an impact on performance and the achievement of targets. However, for the coming year commencing 1st April 2022, the Board's Corporate Plan is replaced by 'Our Plan', setting an ambitious agenda for the newly independent organisation. Our Plan has been co-produced between our tenants and the Board, with support from colleagues throughout the business. Our Plan sets out five goals for the next three years: Tenant Satisfaction; Investing in New Homes; Housing More People; Strong Finances and Working Together.

### Incoming Resources

The following accounting policies are applied to income:

Turnover represents rental income receivable, amortised capital grant, revenue grants and donations.

Donations are accounted for when conditions for their receipt have been met and there is reasonable assurance of receipt and the amount receivable can be estimated. Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the entity has unconditional entitlement.

Grants receivable are recognised in the Statement of Comprehensive Income when the conditions for receipt of the grants have been fulfilled and the entity becomes entitled to payment. Discretionary grants applied for are not credited until they have been received. Where a grant is received relating to a future accounting period, the Statement of Comprehensive Income shows the gross amount receivable reduced by the movement in the amount deferred to future accounting periods.

Deferred grant income at the year end is included in creditors.

Gifts in kind: Assets given for use by the entity have been recognised as incoming resources when they become receivable and included either in fixed assets when they are received or in other debtors if they have not yet been received. The basis for valuation is the market value at the time of purchase.

Rental and Service charge income is recognised on an accruals basis and recognised when the property is available for let, net of voids. Golden Lane Housing Limited operates a fixed service charge scheme. Where periodic expenditure is required this will be treated as deferred income and held on the Statement of Financial Position until the costs are incurred.

### Grants

Government grants received for housing properties are recognised in income over the useful life of the housing property structure under the accruals model. They are amortised to release the income into the SOCI across the lifetime of the asset. This is based on the structure of the asset unless specifically stated in the Grant agreement.

Non-government grants are recognised under the performance method. If there are no specific performance requirements the grants are recognised when received or receivable. Where a grant is received with specific performance requirements it is deferred as a creditor until the conditions are met and then recognised within turnover.

### Resources Expended

Liabilities are recognised once there is a legal or constructive obligation that commits the Housing Association to the obligation. Expenditure is recognised when a liability is incurred. Contractual arrangements are recognised as goods and services are supplied. All resources expended are classified under activity headings that aggregate all costs related to the category.

These headings are in line with the definitions provided by the Regulator of Social Housing for returns provided.

### Irrecoverable VAT

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

### Reserves

Golden Lane Housing Limited's reserves consist of restricted funds which have been granted for the purchase of particular properties and are repayable when the properties are sold. The general reserves represent funds which are expendable at the discretion of the trustees in the furtherance of the objects of the charity, and held in assets. General Reserves may be held to finance both working capital and capital investment.

### Tangible Fixed Assets

Freehold and Leasehold properties are stated in the balance sheet at cost less accumulated depreciation. It is the opinion of the Trustees that as a portfolio the properties' open market value is greater than their historical cost. However, it is not considered the best use of the Housing Association's resources to undertake a full revaluation exercise and therefore it is not practicable to quantify the difference on the face of the accounts.

Depreciation is provided so as to write off the cost of the assets, in equal instalments over the estimated useful lives of the assets.

Assets in the course of construction and freehold and leasehold land have not been depreciated.

The depreciation rates used for other assets are as follows:

Freehold and long leasehold buildings (structure only) over 100 years: 1% per annum



## 1 ACCOUNTING POLICIES

Whether the risks and rewards of ownership in relation to individual leases indicate whether it should be accounted for as a finance or operating lease.

Land is not depreciated.

Where a Housing property comprises two or more major components with substantially different useful economic lives (UEL) each component is accounted for separately and depreciated over its individual UEL. Expenditure relating to subsequent replacement or renewal of components is capitalised as incurred. A straight-line basis is used as follows:

Bathroom	30 years
Kitchen	20 years
Boiler	15 years
Central Heating	30 years
Roof	60 years
Externals (fascia's, soffits)	30 years
Doors	30 years
Windows	30 years
Electrics (rewire)	30 years
Capitalised data system software and IT Hardware	over 5 years.
Capitalised fixtures and fittings	over 10 years.

### Impairment

Golden Lane Housing Limited considers whether indicators of impairment exist in relation to tangible assets. Indicators considered include external sources of information such as market values, changes or proposed changes to the technological, economic or legal environment, obsolescence or damage to the asset, or operational changes. Any impairment loss is charged to the Statement of Comprehensive Income. Following a trigger for impairment the Housing Association will perform an impairment test based on fair value less costs to sell or a value in use calculation.

### Financial Instruments

Golden Lane Housing Limited has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash and bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans, bonds and overdrafts, trade and other creditors.

### Concessionary Loans

A concessionary loan was received from the parent company the Royal Mencap Society in June 2000. The interest rate is 0.5% below base rate for the life of the loan (minimum 0%), this meant in 2021/22 £120.21 was paid as the Bank of England base rate was reduced to 0.25%. 50% of the loan balance was repaid in September 2021, the remaining balance was repaid on the 1st April 2022. The Royal Mencap Society has a legal charge against 136 properties ranking behind that given to commercial lenders. It is held at face value in the accounts.

### Stock

Golden Lane Housing Limited holds maintenance materials stock at the lower of cost and net realisable value.

### Operating Leases

Rentals applicable to operating leases are charged to the SOCI over the period in which the cost is incurred.

### Critical accounting judgements and key sources of estimation uncertainty

In the application of Golden Lane Housing Limited's accounting policies, and preparation of the financial statements, management are required to make judgements, estimates, assumptions about the carrying values of assets and liabilities as at the statement of financial position date and the amounts reported for revenues and expenses during the year.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods. The items in the financial statements where the most significant estimates where judgements have been made are:

#### - The Assessment of impairment of assets

An extensive review carried out by officers has confirmed, no impairment to fixed assets as at 31 March 2022 is necessary.

#### - The assessment of the remaining useful life of assets

All newly purchased properties should have their lifetime input into the Fixed Asset Register with remaining expected lifetimes based on the condition at the time of purchase rather than the standard lifetime as per the policy.

To develop more accurate reporting, we will link the Planned Maintenance programme actual outputs against the Fixed Asset Register for expected lifetimes.

Set up further monitoring and tracking against replacement lifecycles to track the accuracy of data to set a review date with 10 years of data in 2025, to enable a more effective decision to see if the Accounting Policy remains fit for purpose.

Further reviews of peer Housing Associations accounting policies and performance against these policies.

#### - The Dilapidations Provision

A provision is in place to provide for dilapidation costs at the hand back of leases to landlords. The Provision is based on leases that have a repairing liability within the lease meaning that we are responsible for repairs. Following the In Depth Assessment a full review of the status of leases was carried out and this led to a number of changes made to repairing status.

For all properties where the lease has started prior to March 2021, we have got a dilapidation provision of 6 weeks rents (based on the weekly rental charge).

For properties where the lease has started after 1st April 2021, the dilapidation provision is 3 weeks rent pro-rata to the number of days

Any additional specific provisions are made whereby we are aware of a dispute at hand-back time.

#### - The bad debts provision

The bad debt provision is split into 3 sections  
 Rent Debtors – A review of accounts with a balance above £100 is done by the income team and Red/Amber/Green rated. Any Red accounts are fully provided and the Amber accounts are 50% provided for. There is no provision for the Green accounts.

Other Debtors – 100% of any debt older than 6 months are provided.



2 TURNOVER, OPERATING EXPENDITURE AND OPERATING SURPLUS		2022 Turnover reserve	2022 Other Income fund	2022 Operating expenditure	2022 Operating Surplus
		£000's	£000's	£000's	£000's
<b>SOCIAL HOUSING LETTINGS (Note 3a)</b>		25,404	-	21,738	3,666
<b>OTHER SOCIAL HOUSING ACTIVITIES</b>					
Charges for Support Services		6	-	-	6
Gain on disposal of housing properties		-	254	-	254
Loss on disposal of components		-	-	63	(63)
Other:					
Rechargeable work		-	-	-	-
<b>ACTIVITIES OTHER THAN SOCIAL HOUSING</b>					
Lettings (Note 3b)		38	-	30	8
Other		53	-	-	53
<b>TOTAL</b>		<b>25,501</b>	<b>254</b>	<b>21,831</b>	<b>3,924</b>
		2021 Turnover reserve	2021 Other Income fund	2021 Operating expenditure	2021 Operating Surplus
		£000's	£000's	£000's	£000's
<b>SOCIAL HOUSING LETTINGS (Note 3)</b>		22,581	-	17,825	4,756
<b>OTHER SOCIAL HOUSING ACTIVITIES</b>					
Charges for Support Services		8	-	-	8
Gain on disposal of housing properties		-	949	-	949
Loss on disposal of components		-	-	29	(29)
Other:					
Rechargeable work		-	-	-	-
<b>ACTIVITIES OTHER THAN SOCIAL HOUSING</b>					
Lettings (Note 3b)		41	-	26	15
Other		53	-	-	53
<b>TOTAL</b>		<b>22,683</b>	<b>949</b>	<b>17,880</b>	<b>5,752</b>

3a.TURNOVER AND OPERATING EXPENDITURE	General needs Housing	Supported housing and housing for older people	Care Homes	Total 2022	Total 2021
	£000's	£000's	£000's	£000's	£000's
<b>INCOME</b>					
Rent receivable net of identifiable service charges	-	22,747	361	23,108	20,889
Service charge income	-	1,601	11	1,612	1,300
Amortised government grants	-	208	42	250	224
Other grants	-	43	-	43	(206)
Other income from Social Housing Lettings	-	385	6	391	373
<b>TURNOVER FROM SOCIAL HOUSING LETTINGS</b>	<b>-</b>	<b>24,984</b>	<b>420</b>	<b>25,404</b>	<b>22,580</b>
<b>OPERATING EXPENDITURE</b>					
Management	-	6,157	-	6,157	4,715
Service charge costs	-	1,565	16	1,581	1,296
Routine maintenance	-	1,438	63	1,501	1,356
Planned maintenance	-	1,294	52	1,346	1,100
Major repairs expenditure	-	1,519	4	1,523	483
Bad debts and Change to Provision	-	122	-	122	136
Depreciation of housing properties	-	1,141	58	1,199	1,183
Rent to landlords and ground rent	-	7,719	26	7,745	7,008
Council Tax paid on shared properties		556	8	564	547
Other Costs	-	-	-	-	-
Operation expenditure on social housing lettings	-	21,511	227	21,738	17,824
<b>OPERATING SURPLUS / (DEFICIT) ON SOCIAL HOUSING LETTINGS</b>	<b>-</b>	<b>3,473</b>	<b>193</b>	<b>3,666</b>	<b>4,756</b>
Void losses	-	1,069	-	1,069	1,087



3b. TURNOVER FROM ACTIVITIES OTHER THAN SOCIAL HOUSING	2022	2021
	£000's	£000's
Lettings	-	-
Registered Nursing Homes	-	-
Market Renting	38	41
Student accommodation	-	-
	38	41

4. ACCOMMODATION OWNED, MANAGED AND IN DEVELOPMENT	2022		2021	
	No. of properties		No. of properties	
	Owned	Managed	Owned	Managed
Social Housing				
Under development at end of year:				
Supported housing and housing for older people	10	-	8	-
Under management at end of year:				
Supported housing and housing for older people	473	774	465	711
Managed for other bodies	-	8	-	16
	483	782	473	727
Non-Social Housing				
Under management at end of year:				
Market Renting	5	-	5	-
	5	-	5	-

In terms of Tenancy Units at 31 March 2022 Golden Lane Housing Limited have 5 Non-Social Housing units and 2,477 available Social Housing Units (this includes 18 units managed for other providers but excludes units being developed).

The split of tenants with a Learning Disability housed in owned or leased properties is 48% of Tenants in owned and 52% in leased properties (in 2020/21 this was 50% of Tenants in owned and 50% in leased properties)

Managed for Other Bodies are schemes for Home Farm Trust and United Response.

Managed Properties under Supporting Housing are Golden Lane Housing Limited's leased properties

5. GAIN/(LOSS) ON DISPOSAL OF PROPERTY	Property Developed for other PRPs	Shared Ownership Staircasing sales	Others	Total 2022	Total 2021
	£000's	£000's		£000's	£000's
Proceeds of sales	-	-	1,410	1,410	1,903
Less: Costs of sales	-	-	(1,156)	(1,156)	(954)
Surplus	-	-	254	254	949

## 6. INTEREST AND FINANCING COSTS

	Total 2022	Total 2021
	£000's	£000's
On loans wholly or partly repayable in more than five years	2,109	2,141
Costs associated with financing	129	108
	2,238	2,249

## 7. SURPLUS ON ORDINARY ACTIVITIES

	Total 2022	£000's
Audit of the group financial statements	13	10
Fees payable to the company's auditor and its associates for other services to the group:	-	-
Taxation compliance services	-	1
Other professional services	10	6
Operating lease rentals:		
Land and buildings- Manchester Office	181	131
Office equipment	6	8
Van Leases	88	82
Impairment losses of housing properties	-	-
Depreciation of housing properties	1,205	1,197
Depreciation of other fixed assets	76	30
Total Depreciation of housing properties/other fixed assets	1,281	1,227

8. TANGIBLE FIXED ASSETS	Housing Properties					Other Fixed Assets				2022		2021	
	Social Housing Properties For Letting Completed	Social Housing Properties For Letting -Under Construction	Low Cost Home Ownership Properties Completed	Low Cost Home Ownership Properties Under Construction	Total Housing Properties	Property, Furniture and Equipment	Office Equipment IT Software	Non-Social Housing Properties	Total Other Fixed Assets	£000's	£000's	£000's	£000's
<b>COST</b>	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	423	192		
At start of the year	119,594	3,264	-	-	122,858	222	237	-	459				
Additions to properties acquired	-	7,315	-	-	7,315	163	312	-	475				
Works to existing properties	423	-	-	-	423	-	-	-	-				
Transfer of assets	(580)	-	-	-	(580)	-	-	580	580				
Disposals	(1,366)	-	-	-	(1,366)	-	-	-	-				
Schemes completed	6,070	(6,070)	-	-	-	-	-	-	-				
At end of the year	124,141	4,509	-	-	128,651	385	549	580	1,514				
<b>DEPRECIATION AND IMPAIRMENT</b>													
At start of the year	(11,684)	-	-	-	(11,684)	(81)	(232)	-	(313)				
Charge for year	(1,199)	-	-	-	(1,199)	(55)	(21)	(6)	(82)				
Transfer of assets	117	-	-	-	117	-	-	(117)	(117)				
Disposals	146	-	-	-	146	-	-	-	-				
At end of the year	(12,620)	-	-	-	(12,620)	(136)	(253)	(123)	(512)				
Net book value at end of the year	111,521	4,509	-	-	116,030	249	296	457	1,002				
Net book value at start of the year	107,909	3,265	-	-	111,174	141	5	-	146				

Works to existing properties in the year:

Components capitalised 423 192

Amounts charged to expenditure 2,604 1,338

### Security of Properties

The bank loans are secured by fixed charges on individual properties and their carrying value on the balance sheet amounts to £83,095,000.

### Terms of Repayment and Interest Rates

The bank and other loans are repaid in monthly and quarterly instalments at various rates of interest ranging from 0.25% to 5.4%. The Royal Mencap Society loan was issued on 1st April 2003. The interest rate on the loan is UK base rate minus 0.5% (minimum 0%) and so during 2021/22 the interest rate paid on the Royal Mencap Society loan was 0.25% (£120).

The final instalments on the various loans fall in the period 2031 to 2037. At 31st March 2022 the group had undrawn loan facilities of £13m (2021: £15m).

### Shared Ownership Properties

There was one disposal with regard to shared ownership properties in the year. The proceeds of sales amounted to £1.4M with a surplus of £0.25M. There were no additions for new properties purchased in the year.



<b>9. STOCK</b>	2022	2021
	£000's	£000's
Maintenance stock	21	18
	21	18

<b>10. TRADE AND OTHER DEBTORS</b>	2022	2021
	£000's	£000's
Rent arrears	1,541	1,000
Less: provision for bad debts	(216)	(153)
Other debtors	75	37
Prepayment and accrued income	987	792
	2,387	1,676

Debtors (rent arrears) greater than one year is £45k (2021: £41k).

<b>11. CASH AND CASH EQUIVALENTS</b>	2022	2021
	£000's	£000's
Cash at bank	7,487	12,754
Cash held by Solicitors at 31st March	1,170	-
	8,657	12,754

<b>12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>	2022	2021
	£000's	£000's
Loans	1,103	12,158
Trade creditors	228	287
Accruals and deferred income	3,839	3,656
Amounts owed to group undertakings (the Royal Mencap Society) - Concessionary Loan	1,170	302
Amounts owed to group undertakings (the Royal Mencap Society) - Intercompany	548	593
Government Grants	264	245
Other creditors	217	173
	7,369	17,414

<b>13a. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR</b>	2022	2021
	£000's	£000's
Loans and bonds	53,681	42,141
Amounts owed to group undertakings (the Royal Mencap Society) - Concessionary Loan	-	2,114
Shared investment contribution - Government grants	755	774
Shared investment contribution - Non Government grants	2,119	2,228
Government Grants	23,099	21,629
	79,654	68,886

<b>13b. DEBT ANALYSIS</b>	2022	2021
	£000's	£000's
Loans repayable by instalments:-		
Within one year	2,273	1,460
In one year or more but less than two years	1,144	1,507
In two years or more and less than five years	3,715	4,736
In five years or more	12,822	15,011
Loans repayable by bullet instalments:-		
Within one year	-	11,000
In one year or more but less than two years	-	-
In two years or more and less than five years	-	-
In five years or more	36,000	23,000
Total loans	55,954	56,714

2021 : £11,000,000 relates to the 2014 Bonds repayable in 2021.  
 2021 : £18,000,000 relates to the 2017 Bonds repayable in 2027.  
 2021: £5,000,000 relates to the RBS Loan repayable in 2027.  
 2022 : £18,000,000 relates to the 2017 Bonds repayable in 2027.  
 2022 : £11,000,000 relates to the 2017 Bonds repayable in 2031.  
 2022: £7,000,000 relates to the RBS Loan repayable in 2031.



### 2014, 2017 & 2021 Bonds

In the year ended 31 March 2014, the company issued through the intermediary of Retail Charity Bond (RCB), a bond totalling £11m paying a yield of 4.375%. This bond was refinanced in July 2021.

In the year ended 31 March 2018, the company signed an £18M Bond facility with RCB (paying a yield of 3.9% for 10 years) of which £10M were issued to refinance the

£10M 2013 Bond and £8M were retained bonds. In 2019 £4M from the 2017 retained bonds were issued and the final £4M were issued in January 2021

In the year ended 31 March 2022, the company signed an £15M Bond facility with RCB (paying a yield of 3.25% for 10 years) of which £11M were issued to refinance the £11M 2014 Bond and £4M are retained bonds.

Net asset covenant: (Target > 1.3)

Net assets - Restricted Reserves + Bond	= 2.39
	= 40,743 - 485 + 11,000 +18,000 11,000 +18,000

Target > 1.3	
Actual as at 31 March 2022 =	2.39

The interest rate profile of the PRP at 31 March 2022 was:

	Total	Variable rate	Fixed rate	Weighted average rate	Weighted average term
Total installment	52,543	32,589	19,954	3.84%	4.56
Total non installment	43,000	7,000	36,000	3.44%	4.77

### 14. DEFERRED CAPITAL GRANT

	2022	2021
	£000's	£000's
At the start of the year	22,648	20,898
Grant received in the year	1,720	2,093
Grant disposed in the year	-	(119)
Released to income in the year	(250)	(224)
At the end of the year	24,118	22,648
Amounts due to be released < 1 year	264	245
Amounts due to be released > 1 year	23,854	22,403
	24,118	22,648

2020/21	B/f	Addition	Disposal	Amortisation	C/f
	£000's	£000's	£000's	£000's	£000's
Repayable Grant	(20,034)	(2,092)	27	225	(21,874)
Shared Ownership	(864)	-	91	(1)	(774)
	(20,898)				(22,648)

2021/22	B/f	Addition	Disposal	Amortisation	C/f
	£000's	£000's	£000's	£000's	£000's
Repayable Grant	(21,874)	(1,720)	-	241	(23,353)
Shared Ownership	(774)	-	-	9	(765)
	(22,648)				(24,118)

### 15. Statement of Funds

	At 1st April 2021	Income	Expenditure	Transfer	At 31st April 2022
	£000's	£000's	£000's	£000's	£000's
<b>TOTAL UNRESTRICTED FUNDS</b>	38,570	25,757	(24,069)	-	40,258
<b>TOTAL RESTRICTED FUNDS</b>	485	-	-	-	485
<b>TOTAL FUNDS</b>	39,055	25,757	(24,069)	-	40,743



## 16. CAPITAL COMMITMENTS

	2022	2021
	£000's	£000's
Capital expenditure that has been contracted for but has not been provided for in the financial statements	800	197
Capital expenditure that has been authorised by the Board but has not yet been contracted for	12,000	10,000
	<b>12,800</b>	<b>10,197</b>
The PRP expects these commitments to be financed with:		
Cash Reserves	800	197
Committed loan facilities	8,000	-
Bond Issue	4,000	10,000
	<b>12,800</b>	<b>10,197</b>

## 17. OPERATING LEASES

	Hampshire CC leases	Other leases	2022	2021
	£000's	£000's	£000's	£000's
Less than one year	569	6,317	6,886	5,244
In one year or more but less than two years	569	4,526	5,095	3,143
In two years or more and less than five years	1,706	6,933	8,639	3,301
In five years or more	1,371	923	2,294	4,182
	<b>4,215</b>	<b>18,699</b>	<b>22,914</b>	<b>15,870</b>

The PRP holds properties and vehicles under non-cancellable operating leases. At the end of the year the PRP had commitments of future minimum lease payments as follows:-

### Significant Leasing Arrangements Update

Since 2018/19 a number of new Lease arrangements have been made with Hampshire County Council which have lease periods of 25 years with a 10 year break clause. The risks are materially different for these leases due to the contracted clauses for voids.

As part of the contractual arrangements there will be an annual payment to Hampshire as the lessor in arrears at the end of each financial year.

The contract confirms that all lost areas of the rental income can be recovered for void flats creating additional risk cover for Golden Lane Housing Limited.

There is a break clause in the contract if the number of unoccupied units is more than 30% for a period in excess of 12 months, or if a change in Housing Benefit Regulations means the benefit payments are reduced.

A sinking fund is also required to be maintained for the Planned Maintenance elements- this has been treated as deferred income.

## 18. PROVISION FOR LIABILITIES AND CHARGES

	Other 2022
	£000's
Opening Balance	<b>412</b>
Transfer from Statement of Comprehensive Income (increase in the provision in the year) relating to the dilapidation risks on operating leases.	(81)
At the end of the year	<b>331</b>



## 19. STAFF COSTS

Golden Lane Housing Limited does not employ any staff. The staff working for Golden Lane Housing Limited are employed by the Royal Mencap Society and their salaries are recharged to Golden Lane Housing Limited.

The remuneration paid to key management personnel (salary, allowances and pension contributions but excluding NI contributions) in 2021/22 was £561,845 (2020/21 was £545,271).

The remuneration paid to the highest paid Senior Executive in 2021/22, excluding pension and NI contribution, was £117,017 (2020/21 was £115,706).

The full time equivalent number of staff whose remuneration payable within each band of £10,000 from £60,000 (including salaries, expense allowances and contributions to pensions) were:

Banding	FTE 2021/22	FTE 2020/21
£60,000 to £70,000	1	3
£70,000 to £80,000	4	2
£80,000 to £90,000	0	0
£90,000 to £100,000	0	0
£100,000 to £110,000	0	0
£110,000 to £120,000	0	0
£120,000 to £130,000	1	1

The Director (Highest paid Senior Executive) receives pension contributions equal to 6% of their salary. The pension scheme is a defined contributions scheme funded through rental income received.

The Director is an ordinary member of the pension scheme and no enhanced or special terms apply.

No compensation was made to any Senior Executives or past Senior Executives in relation to the period of account in respect of loss of office. The aggregate amount of Senior Executives or past Senior Executive's pensions recognised within the financial statement for the year is £6,731 (2020/21 was £6,706).

## 20. ULTIMATE PARENT UNDERTAKING AND CONTROLLING PART

Golden Lane Housing Limited as a wholly owned subsidiary of the Royal Mencap Society, a charity registered and incorporated in the United Kingdom as year-end 31st March 2022. Golden Lane Housing Limited planned for and demerged from the Royal Mencap Society on 1st April 2022. A copy of Golden Lane Housing Limited's accounts can be obtained from the Register of Mutuals or Golden Lane Housing Limited's website.

## 21. RELATED PARTIES

The following intra group transactions occurred during the year. Central services were provided by the Royal Mencap Society, the details and costs were as follows:

Shared Service	Cost 2021/22
Business support (which includes HR, recruitment, payroll, procurement)	£187,232
Learning & development	£1,034
Insurance	£12,332
IT support	£56,511

Golden Lane Housing Limited also has a concessionary loan from the Royal Mencap Society of £1,170k at 31/03/2022 (£2,416k at 31/03/2021). Capital is to be repaid in full 01/04/2022

Golden Lane Housing Limited also has an intercompany creditor balance with the Royal Mencap Society of £548k (£593k at 31/03/2021). To be settled April 2022.

Golden Lane Housing Limited also paid to the Royal Mencap Society £4,389k for the cost of all the staff seconded to Golden Lane Housing Limited during the financial year (including Employers' NI and Employers' Pension contribution) (£3,751k in FY 20/21). The Members of the Board were reimbursed expenses in the year totalling £881.

## 22. TAX

Golden Lane Housing Limited is a registered charity. Under Part 11 CTA 2010, it is entitled to exemption from corporation tax on donations, investment income and gains, and on profits from any trading activities carried out in the furtherance of the charity's primary objectives, if they are applied to charitable purposes.

## 23. FINANCIAL INSTRUMENTS

At the balance sheet date the charity held financial liabilities at fair value of £82,191k (2021 £81,591k). This figure includes long term loans from the Royal Mencap Society, Nationwide Building Society, Royal Bank of Scotland and Triodos bank, and other forms of financing including Bonds, Grants and shared ownership agreements.

Other financial instruments include:

Description	2021/22	2020/21
	£000's	£000's
Cash deposits	£8,657	£12,754
Trade and other debtors	£1,400	£884
Creditors	£55,230	£59,471



#### 24. NOTES TO CASH FLOW STATEMENT

	2022	2021		
	£000's	£000's		
Surplus for the year	1,688	3,512		
Adjustments for non-cash items:				
Depreciation of tangible fixed assets	1,281	1,228		
Amortisation of government grants	(250)	(224)		
Decrease/(increase) in stock	(4)	(1)		
(Increase)/decrease in debtors	(711)	321		
Increase/(decrease) in creditors	168	(101)		
(Decrease)/increase in provisions	(81)	54		
Increase in amounts owed to groups	823	312		
Remove Gain/ Add back loss on disposal	(254)	(949)		
Loss on disposal of plant and equipment	63	29		
Interest payable	2,239	2,249		
Interest received	(2)	(9)		
	£ 4,960	£ 6,421		
	At March 2021	Cash-flows	Other non-cash	At 31 March 2022
	£	£	£	£
<b>Cash and cash equivalents</b>				
Cash	12,754	(4,097)	-	8,657
Cash equivalents	-	-	-	-
Overdraft facility	-	-	-	-
	12,754	(4,097)	-	8,657
<b>Borrowings</b>				
Loans falling due within one year	(12,460)	12,460	(2,273)	(2,273)
Loans falling due after more than one year	(44,254)	(11,699)	2,273	(53,681)
	(56,714)	761	-	(55,954)
<b>TOTAL</b>	(43,960)	(3,336)	-	(47,296)

#### 25. STATEMENT OF FINANCIAL POSITION FOR HALF YEAR ENDED 30th SEPTEMBER 2021

On 30th September 2021 Golden Lane Housing Limited converted into a Community Benefit Society with charitable objectives under the Co-operative and Benefit Societies Act 2014. Its balance sheet on date of conversion was as follows:	£000's
<b>Fixed assets</b>	<b>111,831</b>
<b>Current assets</b>	
Stock	19
Trade and other debtors	1,165
Prepayments and accrued income	746
Bank	10,459
	<b>12,389</b>
<b>Current liabilities</b>	
Loans	(3,849)
Trade and other creditors	(207)
Accruals and deferred income	(3,752)
Government grants	(247)
	<b>(8,055)</b>
<b>Non-current liabilities</b>	
Loans and bonds	(51,314)
Grants	(24,651)
Provisions	(433)
	<b>(76,398)</b>
<b>Total Net Assets</b>	<b>39,767</b>
Reserves	
B/fwd	39,055
Surplus	712
<b>Total Reserves</b>	<b>39,767</b>

#### 26. POST BALANCE SHEET EVENTS FOR THE YEAR ENDED 31ST MARCH 2022

On 1st April 2022 Golden Lane Housing Limited demerged from the Royal Mencap Society and 106 staff, previously seconded to Golden Lane Housing Limited were TUPE'd across and became employed by Golden Lane Housing Limited.

