



Golden Lane Housing

Environmental, Social and Governance (ESG) Report

2024 - 2025



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About us

Golden Lane Housing is a leading provider of specialist supported housing for people with a learning disability and autistic people, providing high quality, safe homes to over 3,000 tenants across England, Wales and Northern Ireland.

Golden Lane Housing was established in 1998 by the charity Mencap in response to the widespread lack of suitable housing for people with a learning disability. At that time, housing options were severely constrained — with many people either living with ageing parents or placed in residential institutions that offered limited independence, choice or connection to the wider community.

Golden Lane Housing was created to provide an alternative - high-quality, safe, and supported housing that enables people with a learning disability and autistic people to live independently.

Our homes are typically located in ordinary neighbourhoods, enabling people to live close to their families, friends, and support networks. However, the need for supported housing continues to grow.

National evidence shows a significant shortfall in supply. Analysis by the Learning Disability and Autism Housing Network (LDAHN) — of which Golden Lane Housing is a founding member — has identified that an additional 1,800 supported housing units are required each year in England to keep pace with demand and replace outdated or unsuitable provision.

Despite this, there is currently no dedicated national strategy or long-term capital investment programme to deliver the homes that are so urgently needed. Social bond funds continue to support the provision of supported housing for our tenants.

The consequences of this shortfall however are stark. Thousands of individuals remain in inappropriate settings, including long-stay hospitals, residential care homes that do not meet their needs, or family homes where ageing carers are unable to continue providing support. In many cases, a lack of suitable housing directly contributes to people being placed far from home, cut off from their communities, or denied the opportunity to live with dignity and autonomy.

Golden Lane Housing is committed not only to providing high-quality homes, but to securing system-level change. Through our leadership within the LDAHN and our partnerships with families, local authorities, housing associations, and government, we are advocating for a long-term national strategy to increase the supply of supported housing. This includes calls for strategic planning, dedicated capital investment, and closer integration between housing, health and social care.

Our mission remains unchanged since our foundation - to help people with a learning disability and autistic people find and enjoy a suitable, safe home.

We believe that a secure, suitable home is not a luxury — it is a fundamental human right.

VISION

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

MISSION

Our Mission - Help people with a learning disability and autistic people find and enjoy a suitable, safe home.



CARING



HONESTY



LISTENING



RELIABLE

Foreword by John Verge, Chief Executive

Golden Lane Housing is driven by a clear purpose - to ensure people with a learning disability and autistic people have access to high-quality, safe homes where they can thrive. This ESG report reflects how we are living that purpose through our day-to-day operations, our long-term strategy, and our national voice.

Over the past year, we have made significant strides in reducing our environmental impact. Our new five-year Sustainability Strategy sets a clear path to achieving net zero by 2050, and we are already seeing results—an increase in energy-efficient homes, targeted retrofit projects, and the delivery of our first zero-carbon supported housing scheme.

We are embedding biodiversity, resource efficiency and climate resilience into our developments, ensuring we protect the environment while delivering better outcomes for tenants.

At the heart of this work are the people we support. We are listening more deeply and responding more effectively to the needs and aspirations of tenants. From improving satisfaction with how we keep tenants informed, to creating more meaningful opportunities for them to shape our services and governance, we are strengthening the voice of people with lived experience in everything we do.

We have also delivered over 280 new homes this year—each thoughtfully adapted to meet individual needs—and we continue to influence system-wide change through national partnerships and advocacy.

Our robust governance, values-led leadership and dedicated teams ensure we remain financially strong, well-run, and deeply focussed on our mission.

This report reflects the progress we've made—but also the challenges that remain.



Golden Lane Housing Chief Executive, John Verge

As Chief Executive, I have been proud to champion the urgent need for greater investment and reform in supported housing, working alongside partners to influence change at the highest levels, campaigning for a more inclusive and equitable housing system.

As demand for supported housing continues to rise, we must work together to ensure every person with a learning disability has access to a safe, suitable home and the opportunity to thrive.

Thank you for your ongoing support and partnership.

Sustainability Reporting Standards (SRS)

Launched in 2020, the Sustainability Reporting Standard for Social Housing (SRS) – an environmental, social and governance (ESG) standard is designed to help the housing sector measure, report and enhance its ESG performance in a transparent, consistent and comparable way.

The SRS criteria cover 12 themes and are aligned to the United Nation's Sustainable Development Goals, which are a set of common global goals that demand investors, government, business and society to do more to end poverty, protect the planet and ensure people enjoy peace and prosperity.*

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

This report is based on Version 2.0 of the SRS criteria to be used in England, Scotland or Wales.

The aim of this report is to show our commitment to responsible environmental, social and governance values, and to recognise both the extent of our impact, and the opportunities to improve.



ENVIRONMENTAL

Theme 6 **Climate change**

Theme 7 **Ecology**

Theme 8 **Resource management**

SOCIAL

Theme 1 **Affordability and security**

Theme 2 **Building safety and quality**

Theme 3 **Tenant voice**

Theme 4 **Tenant support**

Theme 5 **Placemaking**

GOVERNANCE

Theme 9 **Structure and governance**

Theme 10 **Board and trustees**

Theme 11 **Colleague wellbeing**

Theme 12 **Supply chain**

*UN, Transforming our world: the 2030 agenda for sustainable development, September 2015.

Our ESG highlights 2024 - 2025





Environmental Themes 1 - 3

Theme 1 Climate change

Our five-year Sustainability Strategy (2024–2029) sets out a clear and measurable framework for achieving carbon neutrality and enhancing environmental performance across our homes, offices, and organisational operations.

C1 Distribution of EPC ratings of existing homes (those completed before the last financial year).

| EPC RATING | Percentage % | % change from previous year |
|------------------|--------------|-----------------------------|
| A | 0.25 | 120.0 |
| B | 16.86 | 23.24 |
| C | 44.39 | 23.70 |
| D | 30.1 | -1.47 |
| E or worse | 7.09 | -10.17 |
| Awaiting new EPC | 1.31 | - |
| TOTAL | 100 | |

Key Performance insights

We have demonstrated a clear and positive shift in the energy efficiency of our housing stock:

- The proportion of A-rated homes increased by 120.0%.
- The proportion of B-rated homes increased by 23.24%.
- The proportion of C-rated homes increased by 23.70%.
- Although there was an increase of 1.47% in D-rated homes, E-rated or worse properties were reduced by 10.17%, reflecting targeted action on the least efficient homes—helping to combat fuel poverty and improve health outcomes.

C2 Distribution of EPC ratings of new homes (those completed in the last financial year).

| EPC RATING | Percentage % | % change from previous year |
|------------------|--------------|-----------------------------|
| A | 2.1 | - |
| B | 34.9 | 129.03 |
| C | 35.6 | 14.43 |
| D | 26.0 | 57.63 |
| E or worse | 0 | - |
| Awaiting new EPC | 1.4 | - |
| TOTAL | 100 | |

Key Performance insights

This year we have seen strong progress towards national decarbonisation goals and better tenant affordability outcomes across our new homes.

- A total of 2.1% of our new homes were EPC A-rated.
- The proportion of B-rated homes increased significantly by 129.03%.
- The proportion of C-rated homes increased by 14.43%.
- Despite an increase in D-rated homes, it is important to note that provision is made within the terms of the lease of these properties to improve their rating to an EPC C-rating before 2030.
- No new properties with an E-rating or worse were acquired.

The data shows that between 2024–2025 and 2023–2024, Golden Lane Housing has made tangible progress in energy efficiency, with more tenants now living in warmer, more cost-efficient, and environmentally sustainable homes.

C3 Does the housing provider have a Net Zero target and strategy? If so, what is it and when does the housing provider intend to be Net Zero by?

Our Sustainability Strategy (2024-2029) sets out how we will reach Target Net Zero by 2050.

Theme 1 Climate change

C4 What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?

With funding secured through the Social Housing Decarbonisation Fund, we were able to carry out retrofit works to 91 homes across the North and South west of England. Both projects were recognised for best practise nationally.

Golden Lane Housing and delivery partners RE:GEN won the Best Customer Experience award at the Northern Housing Awards, in recognition of how the project focussed on transforming homes, and prioritising tenant well-being through close collaboration and proactive communication. The judges highlighted the tailored service and 100% satisfaction rate from tenants.



C5 Scope 1, Scope 2 and Scope 3 Green House Gas emissions.
Scope 1, Scope 2 and Scope 3 Green House Gas emissions per home.
If unable to report emissions data, please state when the housing provider is expected to be able to do so.

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

C6 How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks? How is the housing provider mitigating these risks?

We continue to collect data through risk assessments and property health checks to evaluate climate-related risks within our stock.

Plans are underway to expand this process to include flooding and overheating risks. We will integrate Flood Zone Mapping to identify vulnerable properties and target investments such as improved drainage and flood barriers accordingly. For overheating, we aim to incorporate monitoring systems as part of long-term retrofit projects, enabling tailored interventions like enhanced natural ventilation and upgraded insulation to improve the comfort of our homes.

Commitments:

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



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



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



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



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



Theme 2 Ecology

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

c7 Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes? If yes, please describe with reference to targets in this area. If no, are you planning on producing one in the next 12 months?

Golden Lane Housing is committed to enhancing green spaces and promoting biodiversity across all its developments.

In line with our Sustainability Strategy, by 2030 we aim to establish biodiverse habitats within our properties and actively engage tenants in understanding the benefits of these initiatives.

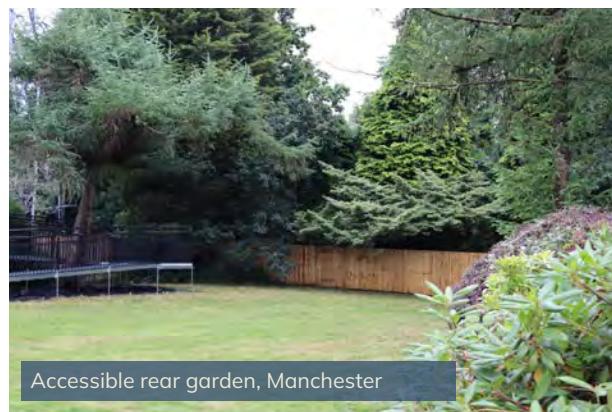
This includes the installation of wildlife-friendly features such as bird nesting boxes, bat roosts, insect-friendly planting schemes, and the creation of wildlife corridors.

Looking further ahead, by 2050, we have set targets to increase green space available to communities by 15% and to enhance biodiversity within all green spaces by at least 10%.

c8 Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm? If so, how does the housing provider target and measure performance?

Golden Lane Housing is currently in the process of developing a comprehensive strategy to manage and reduce the use of pollutants, with a target for completion by 2030.

We are undertaking an audit of all pollutants used within our services and will develop an action plan to replace these with the Best Practical Environmental Option (BPEO) where necessary.



Theme 3 Resource management

Looking ahead to 2050, we commit to eliminating 98% of all pollutants purchased, maintaining a detailed register of chemical substances acquired, and conducting annual reviews to ensure ongoing compliance and improvement.

C9 Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works? If so, how does the housing provider target and measure performance?

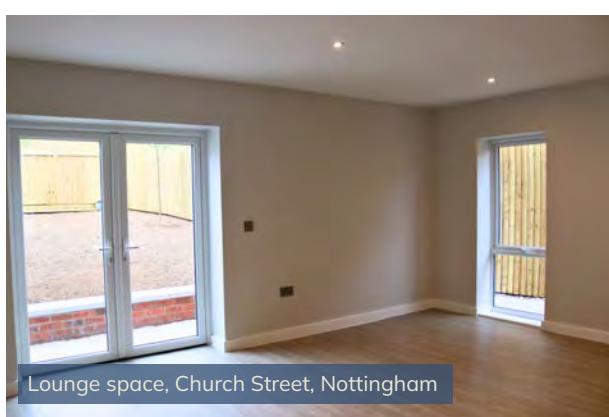
Golden Lane Housing is committed to embedding sustainability and environmental responsibility within our supply chain. From 2026, all procurement processes will include specific requirements for suppliers to report on their environmental impact and demonstrate how they are minimising it. This will form part of our wider approach to responsible procurement and aligns with our long-term sustainability objectives.

C9 Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?

Golden Lane Housing is in the process of developing a formal construction waste strategy, with a target date of 2030. As part of this, we have set an interim goal to reduce construction waste sent to landfill by 50% by 2030. Looking ahead, our long-term objective is to divert 99% of construction waste from landfill by 2050, supporting a more circular and sustainable approach to development and maintenance across our portfolio.

C9 Does the housing provider have a strategy for water management? If so, how does the housing provider target and measure performance?

We are 100% compliant with legionella testing plan and are working towards implementing a comprehensive management strategy by 2030.



Theme 3 Resource management

Case Study: Royal Hill – A landmark in inclusive, sustainable living in Greenwich.

Golden Lane Housing (GLH) was proud to play a central role in delivering Royal Hill Independent Living Service, a pioneering new development in the Royal Borough of Greenwich.

This zero-carbon supported housing scheme is the first of its kind in the borough and represents a flagship example of what can be achieved through meaningful partnership working and a shared commitment to inclusion, sustainability, and person-centred design.

Developed in close collaboration with the Royal Borough of Greenwich and a range of local voluntary and community organisations, Royal Hill provides nine homes for people with learning disabilities and autistic people.

The scheme consists of five self-contained one-bedroom flats, including two which are fully adapted for wheelchair users, and a shared four-bedroom house offering short-term accommodation.

Every detail of Royal Hill has been thoughtfully designed around the people who live there. The scheme features wet rooms, a sensory garden, a roof terrace, vegetable planters, and a communal outdoor dining space—all of which support both wellbeing and social connection.

It also includes environmentally sustainable features such as solar panels, an internal clean air system, and a modern heat pump system, ensuring it meets zero-carbon standards and promotes long-term energy efficiency.

Golden Lane Housing's involvement in this development reflects our wider ESG strategy, placing tenant empowerment, sustainable construction, and strong partnerships at the heart of everything we do.



Exterior view, Royal Hill, Greenwich



Exterior view, Royal Hill, Greenwich



Exterior view, Royal Hill, Greenwich



Exterior view, Royal Hill, Greenwich



Social Themes 4 - 8

Theme 4 Affordability and security

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

C12 For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:
1) Rent compared to median private rental sector (PRS) rent across the relevant Local Authority or 2) Rent compared to the relevant Local Housing Allowance (LHA).

As a provider of Specialised Supported Housing our supported housing rents are exempt from the Rent Standard.



C13 Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to: general needs (social rent), intermediate rent, affordable rent, supported Housing, housing for older people, low-cost home ownership, care homes, Private Rented Sector or other.

The table below provides an overview of existing homes:

| HOUSING TYPE | Number of units | Percentage % |
|-------------------|-----------------|--------------|
| Supported housing | 3039 | 97.75 |
| Care homes | 68 | 2.19 |
| Private rented | 2 | 0.06 |
| TOTAL | 3,109 | 100 |

C14 Share, and number, of new homes (owned and/or managed) that were completed in the last financial year, allocated to: general needs (social rent), intermediate rent, affordable rent, supported Housing, housing for older people, low-cost home ownership, care homes, Private Rented Sector or other.

The table below provides an overview of new homes:

| HOUSING TYPE | Number of units | Percentage % |
|-------------------|-----------------|--------------|
| Supported housing | 288 | 100 |
| Care homes | 0 | 0 |
| Private rented | 0 | 0 |
| TOTAL | 288 | 100 |

C15 How is the housing provider trying to reduce the effect of high energy costs on its residents?

Golden Lane Housing supports tenants to reduce energy use and manage bills through accessible advice and practical improvements.

We provide an easy-read energy-saving guide, produced by Citizens Advice and the Energy Saving Trust, available on our website. We also promote Energy Savers Week each year, raising awareness among tenants, their support networks, and staff.

In 2024/25, our Winter newsletter included advice to help tenants reduce energy costs, and we joined a Facebook campaign to share energy-saving tips more widely. Alongside this, we continue to invest in home improvements through our retrofit programme, including insulation, draught-proofing, and energy-efficient lighting, to improve comfort and cut energy bills.

C16 How does the housing provider provide security of tenure for residents?

We provide Specialised Supported Housing and offer Assured Shorthold tenancies. Of our existing tenants, 67% have lived in their home for more than 3 years.



Theme 5 Building safety and quality

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

C17 Describe the condition of the housing provider's portfolio, with reference to:

- % of homes for which all required gas safety checks have been carried out.
- % of homes for which all required fire risk assessments have been carried out.
- % of homes for which all required electrical safety checks have been carried out.



We are proud to report 100% compliance across all statutory safety checks, including gas, electrical, fire demonstrating our commitment to tenant safety and regulatory excellence.

Golden Lane Housing takes a proactive and robust approach to asset management through regular inspections, investment in planned works, and partnerships with contractors to ensure our homes are safe, high-quality, and meet the diverse needs of our tenants. Effective asset management is central to maintaining homes that are not only fit for purpose but also responsive to changing needs over time.

Our internal teams provide strong oversight of all aspects of development, maintenance, and compliance as well as our in-house repairs team, Resolve Solutions, who deliver a responsive and personalised handyman service across England and Wales.



C18 What % of homes meet the national housing quality standard? Of those which fail, what is the housing provider doing to address these failings?

100% of homes meet the national housing quality standard.

C19 How do you manage and mitigate the risk of damp and mould for your residents?

Golden Lane Housing maintains a robust Damp and Mould Policy and Procedure, which was subject to internal audit in 2023 to evaluate its effectiveness and identify areas for improvement. Following the audit, targeted enhancements were implemented to strengthen responsiveness and governance.

To support transparency and effective risk management, we produce detailed assurance reports that monitor the full customer journey—from the initial report to resolution. These reports include key risk indicators and categorise issues in line with national housing standards, using Category 1 and Category 2 hazard classifications.

To promote tenant wellbeing and awareness, Golden Lane Housing provides clear guidance, supporting materials, and practical resources through our website. This ensures tenants are well-informed and empowered to manage or report concerns related to damp and mould in their homes.

Theme 6 Tenant voice

There are three goals we want to achieve in Our Plan 2025 -2028. Goal One focusses on providing a Quality Tenant Experience and deepens our commitment to delivering a high-quality, adaptable and inclusive service that meets the needs and exceeds the expectations of tenants, now and in the future.

c20 What are the results of the housing provider's most recent tenant satisfaction survey? How has the housing provider acted on these results?

Golden Lane Housing carried out its annual Tenant Satisfaction Survey in February and March 2025. A census approach was used, with surveys sent by post to all current tenants, alongside an option to complete the survey online. The overall response rate was 22%.

The results showed that 78.8% of tenants are satisfied with the overall service provided by Golden Lane Housing.

An open feedback question was included to give tenants the opportunity to share additional comments. Of the returned surveys, 44% of respondents provided written feedback.

The most common area identified for improvement was communication—particularly around service requests. However, just under half of all comments received were positive and praised the services provided.

Overall tenant satisfaction with our service remained consistent with the previous year.

While our target was to reach 80% satisfaction by March 2025, we are encouraged by progress in two key areas that tenants have identified as particularly important:

- Listening to tenants and acting on their views – satisfaction has increased to 72.5%, a 7.5% improvement over two years.
- Keeping tenants informed about things that matter to them – satisfaction has risen to 76%, representing an 11% increase over two years.

Tenant satisfaction survey results



Theme 6 Tenant voice

Golden Lane Housing takes a focussed and inclusive approach to tenant involvement, recognising its vital role in shaping services and driving continuous improvement.

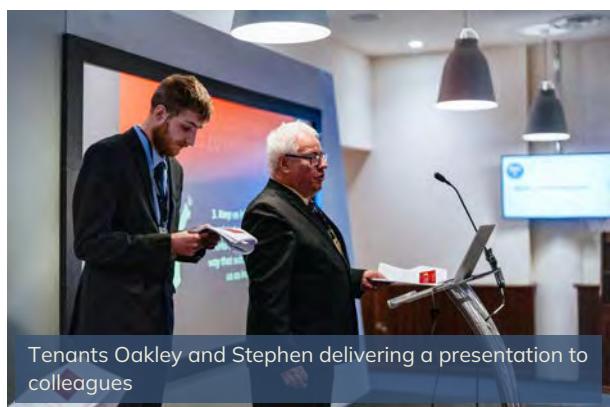
C21 What arrangements are in place to enable residents to hold management to account for the provision of services?

Golden Lane Housing is committed to transparency and accountability, ensuring tenants have access to clear, accessible information about our services and performance.

This includes the publication of service standards, key policies, performance data, and our annual tenant report—all of which are made available to all tenants.

Tenants are empowered to hold us to account through a range of structured involvement opportunities, which ensure that tenant voices directly influence how we operate:

- Board and Tenants Working Together Group – meets three times a year to strengthen strategic oversight and tenant voice at the highest level.
- More Voice, More Choices Tenant Representative Group – meets quarterly to provide insight and feedback on services and priorities.
- Themed focus groups – made up of tenant representatives, meeting up to four times a year, covering key areas such as Repairs, Complaints, Surveys, and a Secret Shopping Detectives initiative.



Theme 6 Tenant voice

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

C22 In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place? How have these complaints (or others) resulted in change of practice within the housing provider?

In the last 12 months no cases of maladministration have been determined by the Housing Ombudsman.

Changes that we have made following complaint feedback and analysis in 2024/25 include:

- We have delivered complaints training to all colleagues in line with regulatory requirements.
- We have improved the complaints culture at Golden Lane Housing.
- We have improved complaints reporting and colleague awareness.
- We have a process in place to capture complaints learnings and take action to drive improvement.
- We have delivered training to improve record keeping and internal communication using our computer systems.
- We have published an unreasonable behaviour policy.
- We have published a contractor code of conduct.
- We have delivered additional damp and mould training to colleagues and tenants.
- We have launched a tenant representative complaint group, we give tenants the opportunity to learn and shape how we deliver our complaints service.



Involved tenant Oakley at Golden Lane Housing colleague event March 2025

Theme 7 Tenant support

Golden Lane Housing provides a range of tailored housing-related support services that are designed to promote independence, security, and wellbeing for our tenants.

C23 What are the key support services that the housing provider offers to its residents? How successful are these services in improving outcomes?

Our core support services include:

- Dedicated Housing Officers who maintain regular contact with tenants, offering a person-centred approach that supports tenancy sustainment and addresses individual housing needs.
- Housing Benefit and welfare support, where colleagues work directly with tenants and their support networks to resolve housing benefit queries and prevent rent arrears.
- Safeguarding and Complex Case Coordination, where we work closely with families, local authorities, and support providers to ensure tenants at risk are supported appropriately.

Our approach is rooted in person-centred support, collaboration, and safeguarding.



We work closely with tenants, their families, and partner organisations to understand individual needs and aspirations. In 2024/25, we recorded nearly 1,400 housing management cases, reflecting strong ongoing engagement.

We supported tenants by addressing 32 low-level safeguarding concerns and formally raised 34 concerns to 16 local safeguarding boards, down from 42 the previous year—indicating the impact of our proactive work.

Our internal teams, supported by partnerships with organisations like the Ann Craft Trust, drive improvements in safeguarding. Initiatives include:

- Regular contact with higher-risk tenants by Housing Officers.
- A national Safeguarding Forum for housing providers.
- A refreshed Safeguarding Policy and Procedure (updated in Jan and Sept 2024).
- A tailored safeguarding induction for all staff.

12



Theme 8 Placemaking

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

C24 Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located. Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.

Placemaking activities focus on fostering community connection, inclusion, creativity, and autonomy, all while ensuring accessibility and safety.

We are proud of our approach to dealing with anti-social behaviour to ensure that tenants can live safe and happy lives where they are able to contribute and become a valid member of the community.

We work closely with all key professionals in the community to include the local authority, police, environmental health and fire services as it's important we have a presence and can help to represent our tenants in contributing to their community.

We managed 26 anti-social behaviour (ASB) cases, with each handled by a dedicated Housing Officer and Regional Manager.

Outcomes included:

- Improved community integration for tenants
- Mediation with neighbours and education to promote inclusion.
- Funding for basic home security.
- Collaboration with external agencies (e.g. mental health, social care, Environmental Health).

Where necessary, we support tenants to move to homes better suited to their needs.

We provide over 3,000 homes across England, Wales and Northern Ireland.

3,000+
total number of tenants



We work with:

125
local authorities

195
care and support providers

224
Housing Benefit authorities

Case Study: Tenant Conflict Resolved Through Supportive Dialogue

At a new scheme in Doncaster, a tenant reported harassment and noise nuisance from a neighbour. The Housing Officer responded quickly, arranging a Multi-Disciplinary Team meeting with care providers and adult social care.

The investigation revealed a misunderstanding rather than malicious intent. The alleged perpetrator, though initially defensive, engaged positively and agreed to adjust his language and behaviour with support from his team. Noise issues were minor and addressed collaboratively.

The case was closed after a mutual apology and improved understanding. The two tenants have since built a positive relationship.

Theme 8 Placemaking

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

Golden Lane Housing is actively supporting placemaking across the areas we operate.

In Norfolk, Golden Lane Housing secured £1.5 million in Local Authority funding to develop the first of a series of new-build specialist housing, reflecting strong partnership working and a shared vision for inclusive communities.

This first site at Household Court, located on the outskirts of Norwich, is due for completion in 2026. This funding is enabling the creation of safe, accessible, homes that are thoughtfully integrated into existing neighbourhoods, contributing to the area's social fabric.

The development when completed, will align with wider local strategic goals around health, social care and housing, supporting sustainable, person-centred solutions.

This project demonstrates how targeted funding and collaborative planning can create places that provide not just homes but also positive neighbourhood outcomes, enabling tenants to live fulfilled and connected lives.

“We are delighted to celebrate the start of works onsite at Norfolk’s first Community Housing scheme. We know that good quality specialist supported living enables people to retain their independence, at the same time as getting support that is appropriate for their care needs.”

Cllr Alison Thomas, cabinet member for Adult Social Care at Norfolk County Council.



Artist impression of new homes in Norfolk



Artist impression of new homes in Norfolk



Artist impression of new homes in Norfolk



Groundbreaking ceremony, Household Lane, Norfolk



Governance

Themes 9 - 12

Theme 9 Structure and governance

Golden Lane Housing is committed to maintaining the highest standards of governance to ensure transparency, accountability, and effective leadership throughout the organisation.

Our governance framework supports the delivery of our strategic objectives while safeguarding the interests of our tenants, colleagues, partners, and stakeholders.

C25 Is the housing provider registered with the national regulator of social housing?

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



C26 What is the housing provider's most recent regulatory grading/status?

Following a stability check and responsive engagement completed in 2024, the Regulator of Social Housing published its judgement on 15th January 2025 that Golden Lane Housing had retained its Governance grade: G1 and were successfully regraded from Viability grade: V2 to V1.

C27 Which Code of Governance does the housing provider follow, if any?

We follow the National Housing Federation's (NHF) Code of Governance 2020.

C28 Is the housing provider a Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?

Golden Lane Housing is a registered not-for-profit provider of specialised supported housing, and has been registered with the Regulator of Social Housing since 2015.



Theme 9 Structure and governance

C29 Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated into the housing provider's risk register?

Each year the Board undertakes a review of governance arrangements and Board effectiveness, with an externally supported review every three years.

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

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

The Board have a risk appetite statement, which is set in the context of delivering good quality, safe, environmentally friendly homes, within the specialised supported housing sector.

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

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



Theme 9 Structure and governance

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

Environmental Risks

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

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

Social Risks

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

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

Governance Risks

Golden Lane Housing has been awarded the highest governance grading by the Regulator of Social Housing.

The Board models and maintains strong ethical standards. The Board has delegated authority to the Risk and Audit Committee to ensure robust controls on risk are in place, and reviews anti-corruption policies and whistleblower protections. The Governance Committee oversees governance and compliance, succession planning and executive compensation.

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

Environmental, Social and Governance Integration

Importantly, the Board works to embed Environmental, Social and Governance considerations into the organisation's overall risk management framework and strategic decision-making via the articulation of its risk appetite, its approach to internal reporting, and considerations concerning decision making.

Environmental, Social and Governance risks and opportunities are regularly discussed at Board and Committee meetings, and the Board collaborates with its Executive to develop appropriate mitigation strategies.



Theme 9 Structure and governance

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

Risk and Audit Committee

The purpose of the Committee is to provide oversight of:

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

Governance Committee

The purpose of the Committee is to:

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

From April 2025, the Governance Committee has transitioned to become the People, Nomination and Remuneration Committee.

Treasury Committee

The purpose of the Committee is to:

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

New Business Committee

The purpose of the Committee is to: ensure that Golden Lane Housing Limited's development programme delivers the outcomes, outputs and strategic objectives set by the Board and that the Executive are appropriately managing and reporting on risks thereto.

Housing and Property Committee

The purpose of the Committee is: to support the Board in carrying out its constructive challenge and oversight function regarding housing, tenant experience, and property, whilst ensuring that the voice and experience of the tenant strongly informs the design and delivery of services.

Board and Tenants Working Together Partnership

This group is a partnership between the Board and tenant representatives, where tenants have an active decision-making role. It acts to amplify the tenant voice and is co-chaired by a tenant and a Board Member.

It seeks to influence and shape the Tenant Involvement Plan; contribute to the formulation of other strategies and policies; influence decisions on how housing-related services are delivered and setting of service standards; scrutinise performance and make recommendations to the Board.

C30 Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc.) – that resulted in enforcement or other equivalent action?

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

Theme 10 Board and trustees

The Golden Lane Housing Board is made up of independent Non Executive Directors who are recruited for their skillset, with a broad range of disciplines represented.

c31 How does the housing provider ensure it gets input from a diverse range of people, into the governance processes? Does the housing provider consider resident voice at the board and senior management level? Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?

Golden Lane Housing's Board consists of between eight and twelve remunerated Directors (including co-optees), as determined by the Board. Members are appointed for an initial term of up to three years, renewable for a second term (maximum six years), with the possibility of annual extensions up to a total of nine years.

The Board is supported by a well-established Equity, Diversity and Inclusion (EDI) Framework, reflecting our commitment to inclusive leadership.

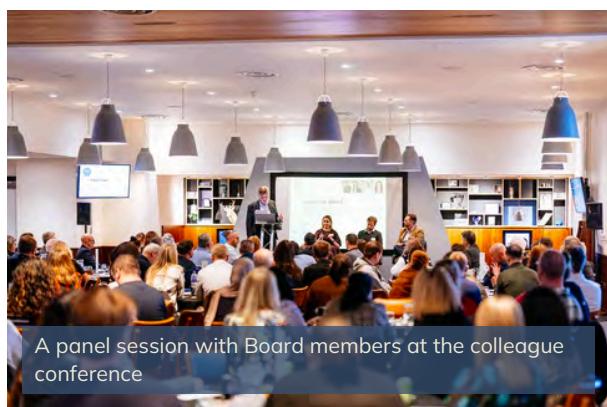
Our Chief Executive Officer actively contributes to this agenda through participation in the National Housing Federation's national EDI steering group. Additionally, people with lived experience play an active role in recruitment—Learning Disability Panels give tenants the opportunity to meet and interview prospective colleagues and Board Members.

To maintain a strong and effective Board, a regular skills audit is undertaken to assess capacity and inform a clear framework of the knowledge, behaviours, and leadership qualities needed. This supports ongoing succession planning and ensures the Board remains fit for purpose.

Board members engage in a continuous Training and Development Programme, which includes input from external experts during Board meetings and Strategy Days. Each member receives an annual appraisal, with the process independently reviewed every three years to ensure rigour and improvement.

The Board works in partnership with tenants through a forum called Board and Tenants Working Together. It also receives reporting from a range of Tenant Representatives as well as meeting tenants at strategic sessions which are called 'Making Plans Days.' Tenants also provide feedback formally and informally via the More Voices, More Choices Tenant Representative Group and through other focus groups.

The Board also hears the views of employees through the organisation's annual colleague survey.



Theme 10 Board and trustees

The Golden Lane Housing Board is made up of independent Non Executive Directors who are recruited for their skillset, with a broad range of disciplines represented.

C32 What % of the housing provider's Board have turned over in the last two years?
What % of the housing provider's Senior Management Team have turned over in the last two years?

58% Board
28% Senior Management

C33 Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.

3 Board members

C34 What % of the housing provider's board are non-executive directors?

91.7%

C35 Has a succession plan been provided to the housing provider's board in the last 12 months?

A succession plan is in place and is reviewed on an annual basis.

C36 For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

The current audit partner has been in place for 2 years.

C37 When was the last independently-run, board-effectiveness review?

An external board effectiveness review was carried out in 2023.

C38 How does the housing provider handle conflicts of interest at the board?

We undertake an annual review with the Board of their Register of Interests to assess any potential conflicts of interests. In addition we have an item on each Board meeting agenda to raise and discuss any potential conflicts of interest and these will be actioned and minuted.



Chair of the Board, Stephen Secker, at the colleague conference



Group discussion with Board member Nikki Bowker, tenant Stephen and colleagues



Group discussion with Board member Jonathan Bunt and colleagues

Theme 11 Colleague wellbeing

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

C39 Does the housing provider pay the Real Living Wage?

Yes

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

7.5%

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

1 : 3.13

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

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

Golden Lane Housing has a comprehensive Equity Diversity & Inclusion (EDI) colleague training program (provided through our learning and development platform), and forms a key part of our induction process and welcome day. We provide training for all colleagues on learning disability and autism, and from next year will offer easy read training, with each department having a super user within their team.

Our new Colleague Group provides a platform for colleagues to connect, share perspectives, and learn from each other's experiences, to ultimately enhance the colleague experience. The group's purpose also is to review policies and Equality Impact Assessments and make recommendations on best practice.



Golden Lane Housing colleague event March 2025



Golden Lane Housing colleague event March 2025



Golden Lane Housing colleague event March 2025



Golden Lane Housing colleague event March 2025

Theme 11 Colleague wellbeing

Organised by colleagues for colleagues, the group welcomes and encourages everyone to participate in their meetings and events.

Meetings offer a safe space for discussion, raising awareness and promoting understanding.

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

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

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

We also have an employee assistance programme, access to an app called “help at hand” that includes a wellbeing advice line, counselling, consultations with a life style coach, wellbeing resources and access to occupational health. The service is available to all colleagues and their family members.

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

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

We place high importance on professional development for colleagues across the organisation to enhance their roles and support their career aspirations, and we fully encourage and support colleagues in undertaking apprenticeships to progress in their current fields or to gain a qualification in a field that they are interested in moving into within the organisation.

We encourage colleagues to complete soft-skills training courses, which can be completed at their own leisure.

Colleagues have benefited from an organisation wide customer service training program, delivered by MGI Learning called “The GLH Way”.

We are a Disability Confident Employer promoting equal opportunity and creating a working environment where everyone is able to do their job to the best of their ability.

We continue to support colleagues who may wish to work flexibly through flexible working requests that may often address colleagues needs outside of work such as caring, wellbeing and education.



Theme 12 Supply chain

We spend approximately £15 million each year procuring a wide range of goods, services and works from external suppliers. Our commitment to delivering quality services to our tenants begins with partnering with great suppliers.

We work with businesses of all sizes ensuring that their work ethics and values align with ours, as well as the ambitions of our corporate plan, “Our Plan 2025 – 2028”.

C45 How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?

Golden Lane Housing's procurement policy continues to underpin our commitment to ethical, sustainable, and value-driven operations. In 2024/25, we embedded updates to ensure alignment with evolving best practice, UK legislative requirements, and our corporate objectives—particularly those linked to social impact, tenant outcomes, and environmental performance.

Our policy ensures that all goods, works, and services are procured fairly, transparently, and with a strong emphasis on integrity, quality, and cost-effectiveness. It sets out a structured framework for working with our supply chain and third-party providers, promoting consistency in approach and decision-making across the organisation.

Procurement decisions are driven by a holistic evaluation of quality, risk, service delivery, environmental impact, and social value. This whole-life costing model supports long-term value for money and ensures that suppliers share our values, including commitments to low-carbon operations, inclusive employment, and ethical labour practices.

C46 How is sustainability considered when procuring goods and services? What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?

Golden Lane Housing remains firmly committed to embedding environmental sustainability within our procurement processes. Our ambition to ensure all procurement activity supports our environmental and ethical goals by 2030 continues to shape our supplier relationships and contract decisions.

Over the past year, we have made further progress in aligning our procurement practices with our sustainability objectives. We have strengthened supplier selection criteria to better assess environmental credentials, placing increasing emphasis on carbon footprint, waste reduction, responsible material sourcing, and energy efficiency. These factors now form part of the evaluation framework for new contracts and major renewals.

We have begun engaging more actively with suppliers on how they can support our sustainability targets through innovation and continuous improvement. This includes exploring low-carbon alternatives in materials and construction, environmentally friendly maintenance solutions, and circular economy principles in product lifecycles. Our aim is to move from transactional procurement towards collaborative partnerships that foster shared responsibility for environmental outcomes.

As we continue this journey, we will develop a procurement strategy to ensure that every commercial decision contributes meaningfully to our goals—creating more sustainable homes, , and working only with those who share our values and long-term vision.

