

Golden Lane Housing Non-Executive Director Board Candidate Pack 2026





Contents

Welcome to Golden Lane Housing	3
Our Mission and Vision	4
Our Values and Culture – The GLH Way	5
Learn More About Us	6
Help Shape Our Future: Board Roles Available	9
Our Offer to You	13
How to Apply	15



Welcome to Golden Lane Housing

Thank you for your interest joining our Board. At Golden Lane Housing (GLH), we are proud to operate in the Specialised Supported Housing sector, providing safe, high-quality homes for people with learning disabilities and autistic people. This is a sector with unique challenges and exciting opportunities to make a real difference.

Some of our challenges include addressing funding gaps in national social housing programmes and managing higher void levels due to the time needed to secure support funding and ensure that tenants needs are met. However, we are actively working with officials to explore new grant funding options and have robust processes and partnerships in place to overcome these challenges and deliver sustainable solutions. The new Supported Housing (Regulatory Oversight) Act brings exciting opportunities to strengthen the sector by introducing national standards and licensing requirements. These changes will give local authorities clearer visibility of supported housing provision and help them plan effectively for future needs. GLH is proud to be fully engaged in shaping and implementing these improvements, ensuring we remain at the forefront of delivering high-quality homes and services.

Joining our Board means helping us navigate these challenges and seize opportunities to innovate and lead in the sector. As a Board member, you will play a vital role in shaping our future - championing our values, guiding our strategy, and strengthening partnerships to ensure we remain a trusted and forward-thinking provider of specialised supported housing. Your expertise and insight will help us deliver on our mission to provide safe, high-quality homes for our tenants, creating a positive impact that lasts. And with the upcoming launch of our refreshed brand, this is a truly exciting time to join us and help shape the next chapter of our journey.

We're proud to have retained our top Governance rating of G1 and highest Viability rating of V1 following the Regulator of Social Housing's latest inspection in May 2026. We were also delighted to achieve a C1 Consumer Standards rating, our first consumer grading, recognising our strong performance in delivering safe, high quality homes and services for the tenants we support. These ratings reflect the strength of our governance, financial resilience and commitment to putting tenants at the heart of what we do, providing confidence that Golden Lane Housing is well positioned to deliver sustainable housing solutions and continue making a positive impact across the sector.

Thank you for taking the time to learn more about Golden Lane Housing and the opportunity to join our Board. This is an exciting and pivotal time for us. We're proud of what we've achieved so far, but we know there's more to do and we're ready and excited for what's ahead. If you share our passion and commitment, we would be delighted to welcome you to the Board and work together to make a real difference.



Steve Secker
Chair of the Board

Our Mission and Vision

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

Our Mission is to help people with a learning disability and autistic people find and enjoy a suitable, safe home.



Our Values and Culture - The GLH Way

At Golden Lane Housing, individuality isn't just welcomed - it's celebrated. We value the unique perspectives and experiences that every colleague brings because diversity of thought drives better decisions and stronger outcomes. While we embrace individuality, we are united by a shared culture and values that guide how we work together and what we stand for and we call this, The GLH Way.

The GLH Way is more than words on a poster - it's the heartbeat of who we are. It's how we show up every day, how we support each other, and how we deliver exceptional experiences for our tenants and partners. It's what makes us different, what brings us together, and what drives our decisions and actions. You'll see it in the way we treat our tenants, the way we collaborate as a team, and the way we constantly strive for excellence. Our culture isn't defined by one thing, it's a combination of many - our people, our leadership, our day-to-day behaviours, and the pride we take in our work. Together, these elements create an environment where everyone feels valued and empowered.

Our values are at the heart of our culture. They shape every interaction, every decision, and every outcome:

- **Caring** – We support our tenants and colleagues and help them achieve their goals.
- **Listening** – We involve tenants in the review and design of housing services.
- **Honesty** – We build trust with tenants and families through fairness and transparency.
- **Reliable** – We are dependable and trusted to keep our standards and commitments.
- **Creative** – We work together in many different ways to achieve great results.

These values aren't just words; they are lived every day. They make GLH a place where people feel respected, supported, and inspired to make a difference. Most of our 140 colleagues work remotely or in a hybrid way, giving them flexibility and balance, while we maintain a head office in Manchester. This approach reflects our culture, built on trust, collaboration, and inclusivity. Whether working from home, in the office or out in our communities, we stay connected through The GLH Way and living our values. For us, it's not about where we work, it's about how we work together to deliver exceptional outcomes for our tenants and create a positive experience for all.



Learn more about us

Established by Mencap in 1998, Golden Lane Housing was set up as a charitable limited company, and subsidiary of the Royal Mencap Society, becoming an independent, Community Benefit Society in April 2022. Golden Lane Housing has been a registered provider of social housing, registered with the Regulator of Social Housing since 2015.

We are a national specialist supported housing association, providing homes to over 3,000 people across England, Wales and Northern Ireland, working in more than 150 local authority areas. While Golden Lane Housing provides homes for thousands of people, we know that many more still face barriers in finding the right housing. That's why it's so important that the housing system as a whole works better for our tenants and their needs.

To help achieve this, we campaign on a wide range of issues - from national policy changes, such as welfare and benefit reforms, to addressing individual cases where people are struggling to secure a suitable home. Our aim is to make sure that everyone has the opportunity to live independently, safely, and with dignity in a home that meets their needs. Our voice is strongest when we stand alongside others.

That's why we work with individuals, families, and like-minded organisations who share our commitment to creating a fairer housing system. Golden Lane Housing partners with the National Housing Federation, the Learning Disability and Autism Housing Network, and Mencap to drive positive change. Together, we campaign on crucial issues including funding for housing, welfare reform, and housing-related benefits. Our collective goal is clear, to ensure that people with a learning disability and autistic people have a strong, influential voice on housing policy and practice.

In March 2025 we launched the second co-created version of Our Plan for 2025-2028 that reflects the aspirations of Board, Colleagues and Tenants and is underpinned by three core goals:

- **Quality Tenant Experience** – which 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.
- **Impact and Growth** – which is central to our purpose. We are dedicated to making a positive difference in the lives of our tenants.
- **Future Ready** – which keeps the focus on being ready and adaptable to change as well as being able to positively embrace challenges and opportunities. Ensuring we have knowledgeable, professional and highly skilled colleagues who excel in their roles.

Our Plan is publicly available and makes promises to tenants and other stakeholders and ensure Golden Lane Housing is held to account by tenants to deliver on its promises.

We are proud to have achieved the highest ratings from the Regulator of Social Housing across all three regulatory areas: G1 for Governance, V1 for Viability and C1 for Consumer Standards. These ratings reflect Golden Lane Housing's focus on achieving positive outcomes for the people who matter most, our tenants.



Our Structure

Our Board



Steve Secker
(Chair)



Jonathan Bunt
(Vice-Chair)



Ruth Dent



Bernie Keenan



Natalie
Macpherson



Nic Marriott



Jason Ridley



Darren Ryland



John Turner



Valerie Waby

Our Executive



John Verge
Chief Executive



Shaeen Azam
Chief Finance
Officer



Emily Collinson
Director of
Development
and Growth



Paul Knight
Interim Director
of Housing and
Tenant
Experience

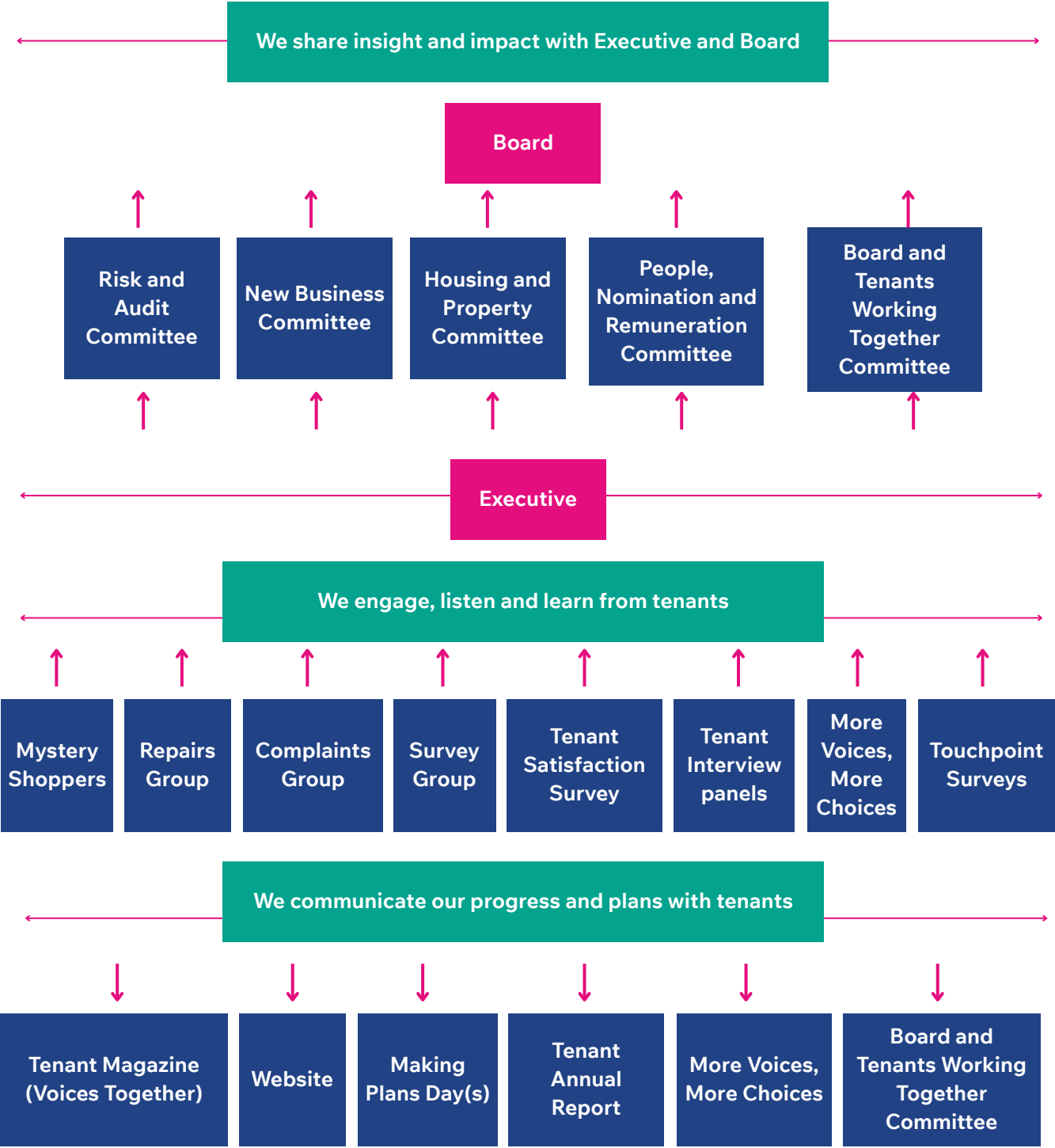


Melissa
O'Donnell
Director of
Property and
Sustainability



Emma Midgley
Director of
Business
Services

Hearing and Responding to the Tenant's Voice



Help shape our future

We are excited to welcome a new Board member who will bring a fresh perspective and expertise to help shape the future of Golden Lane Housing.

We're looking for someone who can bring significant experience and expertise in supported housing policy, regulatory frameworks, public policy development, and implementation to the Board.

You will:

- Use your strong understanding of the supported housing landscape to provide strategic insight on emerging trends, regulatory reforms and policy developments, helping Golden Lane Housing respond proactively to change.
- Provide expert insight into commissioning arrangements, funding mechanisms and strategic housing priorities, helping to identify opportunities that support sustainable growth and positive tenant outcomes.
- Champion high quality supported housing by promoting best practice in consumer standards, safeguarding, service quality and tenant experience.

Skills and experience you'll bring:

- Strong understanding of the supported housing landscape.
- Experience influencing, developing, or implementing housing, social care, health, homelessness, or welfare policy.
- Knowledge of current and emerging regulatory requirements affecting supported housing providers.
- Understanding of local authority commissioning, funding mechanisms, and strategic housing responsibilities.

- Experience engaging with government departments, regulators, sector bodies, policymakers, and strategic stakeholders.
- Experience promoting sector interests through consultation responses, advocacy, research, or public affairs activity.
- Knowledge of quality standards, consumer regulation, safeguarding, and tenant outcomes within supported housing settings.
- Strategic insight into the future direction of supported housing.

If you have experience in these areas and share our passion for providing safe, high-quality homes for people with learning disabilities and autistic people, we'd love to hear from you. This is a unique opportunity to influence strategy, champion our values, and help us deliver lasting change.

Role profile

About the role: As a Non-Executive Board Member, you will provide strategic leadership, governance, assurance and oversight to support the long-term success, sustainability and regulatory compliance of Golden Lane Housing. Working collectively with fellow Board Members, you will help shape strategic direction, safeguard organisational values, protect assets and ensure effective stewardship of resources.

Board Member Responsibilities

Strategic Leadership and Culture

- Contribute to setting and periodically reviewing Golden Lane Housing's vision, mission, strategic priorities and values.
- Promote an organisational culture that reflects openness, accountability, transparency, inclusion and continuous improvement.
- Ensure Equality, Diversity and Inclusion is embedded within Board decision making and organisational oversight.
- Provide strategic insight, independent judgement and constructive challenge to maximise positive outcomes for tenants and stakeholders.
- Maintain effective working relationships with fellow Board Members, the Executive Team and key stakeholders.

Governance, Conduct and Compliance

- Exercise independent judgement with reasonable care, skill and diligence, acting at all times in the best interests of Golden Lane Housing
- Demonstrate integrity, professionalism and ethical leadership in all Board activities.
- Promote accountability, transparency and sound governance throughout the organisation.
- Act in accordance with the Board Rules, Code of Governance and Code of Conduct and appropriately manage conflicts of interest.



Role profile

Board Member Responsibilities

Performance, Risk and Value for Money

- Apply effective scrutiny and sound judgement when reviewing performance, financial, tenant and risk information.
- Make balanced and informed decisions that take account of risk, opportunity, sustainability and tenant outcomes.
- Champion value for money and ensure resources are used effectively to support organisational objectives.
- Maintain oversight of strategic risks, demonstrating a risk aware approach that balances opportunity with appropriate control.

Decision-Making and Board Contribution

- Make balanced and informed decisions, analysing performance, financial and other information.
- Communicate effectively through written, verbal and data informed contributions, ensuring discussions and decisions are supported by clear evidence and insight.
- Prepare thoroughly for Board and Committee meetings and make an active contribution to discussions and decision making.
- Listen to differing viewpoints, challenge constructively and support collective decision making.
- Accept collective responsibility for decisions taken by the Board.
- Participate in Board effectiveness reviews, induction, appraisal, training and ongoing sector development opportunities.

Tenant, Stakeholder and Community Engagement

- Champion the interests of current and future tenants and ensure their voice informs strategic decision making.
- Use tenant feedback, complaints information and service intelligence to support effective challenge and service improvement.
- Build trust and confidence through effective engagement with tenants, stakeholders and community representatives.

Representation and Relationships

- Act as an ambassador for Golden Lane Housing and promote its purpose, values and reputation.
- Develop positive relationships with regulators, partners, statutory agencies and other stakeholders that generate confidence and respect.
- Represent the organisation effectively at regional and national levels when required.

Board Member Personal Qualities

- Demonstrate strong, values led leadership with a high degree of integrity, leading by example and promoting an open, engaging and inclusive culture.
- Demonstrate personal and professional credibility, exercising sound judgement and effective decision making that inspires confidence at all levels.
- Excellent communication skills, including written, verbal and data driven communication.
- Commitment to the organisation's purpose, values and tenants.
- Independent thinker with sound judgement and strategic perspective.
- Collaborative, inclusive and respectful in approach.
- Committed to continuous learning, development and Board effectiveness.
- Committed to accountability, openness, and transparency.
- Listens to others' contributions, challenges constructively, and builds consensus through persuasive discussion.
- Risk-aware (not risk-averse), able to assess and manage risk in context of strategic objectives.
- Strategic vision and the ability to present views with understanding of the wider strategic context.



Our offer to you

Time Commitment: The equivalent of approximately 1-2 days per month, depending on specific committee requirements. The tenure is for six years and subject to satisfactory annual evaluation.

Location: Board and committee meetings are a blend of in person in central London and Manchester and online via MS Teams.

Committee involvement: In addition to Board involvement, successful candidates will also join two of our committees, relevant to your area of expertise. As part of your role within the committee, you may have the opportunity to be elected as Committee Chair. Any vacant Chair opportunities will be discussed with the panel at interview stage. There will also be opportunities to gain experience or exposure to development areas through participation in committees or working groups, helping broaden your knowledge and contribution across all areas of Golden Lane Housing.

Board and Committee Dates: There are six Board meetings a year, plus an additional meeting for final approval of the Budget and Business Plan. Risk and Audit Committee meet four times a year and all remaining committees meeting three times per year.

Our 2026 dates which will require attendance, following recruitment, are below. Our 2027 dates are currently being finalised and will be provided to you following successful appointment.

Board (3 – 4 Hours)	29th September (In Person Manchester) 7th December (In Person Manchester)
Board Strategy Day (Full Day)	8th December (In Person Manchester)
Making Plans Event with Tenants	7th December (In Person Manchester)
Risk and Audit Committee (3 Hours)	15th December (In Person, Location TBC)
Housing and Property Committee (3 Hours)	10th November (Online)
New Business Committee (3 Hours)	4th November (Online)
People Committee (2-3 Hours)	15th October (Online)

Our offer to you

We also hold an annual colleague event every September, where Board attendance is encouraged, but optional. This has been scheduled for Wednesday 30th September 2026 and will be in person, in Manchester at the Etihad Stadium.

Deep Dive Sessions: Our regular deep dives give the Board confidence that key risks, areas of focus and challenge are understood, aligned with the Board's risk appetite, and managed effectively through adequate controls and timely actions. It also identifies opportunities, lessons learned, and whether further reporting is needed to provide assurance. These sessions are planned in advance, usually as an extension to a pre-scheduled Board meeting and topics are agreed at Board.

Training and Development: Our approach to onboarding is designed to build Board Members understanding of the tenants we house, who we are as an organisation, and our organisational goals. A full induction programme will be provided and will include the following activity:

- **Welcome to Golden Lane Housing**
A face-to-face induction day and introduction to our organisation, culture, and key processes, ensuring new starters feel welcomed and informed. This is held in person at our Manchester Head Office, current dates scheduled for the remainder of 2026 is 25th November.
- **Knowing Our Tenants**
Understanding Learning Disability and Autism shaped and co-delivered with a tenant rep. It is aimed to provide colleagues with a better understanding of who are tenants are and provide tools on how to improve our communication and overall tenant experience.
- **The GLH Way**
A teams training session with MGI learning to introduce new starters to The GLH Way, providing a foundation for excellent customer service and best practices.
- **Systems Training and Topic Introductions**
Specific training sessions on systems, i.e. Convene (board management system) and topic sessions on areas, including governance, risk, finance, performance management and strategic delivery plans.
- **Meeting Our Team**
Introduction sessions with key team members from across the Executive and Heads of Service Teams.
- **GLH Essentials**
E-learning essentials on key mandatory training on awareness topics including but not limited to, Cyber Security, GDPR, Fraud, etc.

Remuneration: £4,500 per annum with expenses paid in accordance with Golden Lane Housing's travel and expenses policies.

How to apply

Golden Lane Housing is committed to building a diverse, inclusive and values-led organisation. We welcome applications from individuals of all backgrounds, experiences and perspectives. We especially welcome applications from candidates with lived experience of, or a personal connection with learning disabilities and autism. Our recruitment process is fair and accessible, ensuring equal opportunities for all candidates.

Prior Board experience is not a requirement, and this may be a good opportunity for someone seeking their first Board appointment.

If you are passionate about making a positive difference in the supported housing sector and have the skills, experience and strategic insight to help shape the future of our services, we would love to hear from you.

To view the full job details and submit your application, please visit our careers page: www.glh.org.uk/careers.

Key Dates for the Diary:

- Closing date - Friday 31st July 2026 at 12pm.
- Interviews to be held on Wednesday 12th August 2026, online via Microsoft Teams.

We look forward to receiving your application.



