



Golden Lane Housing

# Our Plan 2025-2028

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# INTRODUCTION



**Steve Secker**  
Chair of the Board

Since its establishment by Mencap in 1998, Golden Lane Housing has expanded to provide homes for over 3,000 individuals.

Over 25 years later our commitment to helping people with a learning disability and autistic people find and enjoy a suitable, safe home remains unwavering. We have empowered thousands of people with learning disabilities and autistic people across England, Wales, and Northern Ireland to thrive in their communities.

Like other specialised supported housing providers, we face challenges such as rising costs, heightened expectations amidst reduced funding in housing and social care, recruitment and retention issues, and increased pressures on Tenants due to the cost of living crisis.

Importantly, many people with learning disabilities and autistic people still lack adequate independent living arrangements and face ongoing inequalities. We remain committed to collaborating with partners nationwide to advocate for meaningful change.



**John Verge**  
Chief Executive  
Officer

Throughout the period of Our Plan 2022-2025, we received valuable feedback from Tenants that kept us focussed on the things that they told us were important to them: their wellbeing, timely repairs, clear communication, and prompt resolution of complaints.

We are now excited to introduce the second co-created version of Our Plan for 2025-2028 that reflects the Goals and aspirations of our Board and Tenants. Delivery of Our Plan will continue to be supported by our strong sense of purpose, aligning with our Vision, Mission, and Values. So that we remain agile and responsive.

So that we remain agile and responsive to the needs of tenants, towards the end of each year of Our Plan, we will review our targets and reissue Our Plan with the targets for the next year.



**Mark Johnson**  
Co-Chair of  
Board and  
Tenants  
Working  
Together

## We Want to Make Things Better!

Last Autumn, me and lots of people who are Tenants of Golden Lane Housing shared what we think. We all filled in a big survey to share our thoughts and ideas.

After that, small groups of us met up to talk more about what we wanted from Golden Lane Housing over the next three years. These meetings really helped us understand what's important and to say what we think would be good for us.

In November 2024, we had a special day that we call a Making Plans Day, where a group of us met the Board to talk through our ideas and the Board listened to what each of us had to say. And we listened to the Board. Together, we decided what Golden Lane Housing should do for the next three years. These are the three Goals set out in Our Plan 2025-28:

1. Quality Tenant Experience
2. Impact and Growth
3. Future Ready

We also told the Board about things that really matter to us and are important. There are five things that we really want Golden Lane Housing to prioritise when providing services:

1. We want to feel safe
2. We want Golden Lane Housing to keep promises and listen
3. We want to stay informed
4. Quicker and quality repairs would be great
5. As well as affordable and fair rent

We want Golden Lane Housing to work hard to make these things happen.

# OUR VISION

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

# OUR MISSION

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



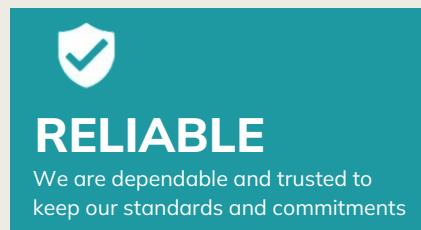
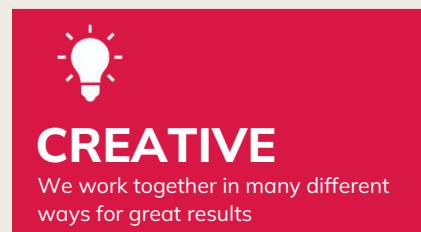
Connor, Golden Lane Housing tenant, with the Tenant Experience Team

# OUR VALUES

Golden Lane Housing is a vision, mission and values driven organisation, committed to delivering quality services and placing our Tenants at the heart of everything we do.

As a national housing association specialising in supporting people with learning disabilities and autistic people, we offer homes across England, Wales, and Northern Ireland.

In keeping with our value of Listening, Our Plan 2025 - 2028 has been developed following a national consultation survey between our Tenants, their support and families, external stakeholders, colleagues, and Board Members. We are committed to ensuring that Tenants remain central to all our efforts. Together, we aim to make this organisation the best place to work and to create the greatest possible positive impact.



# OUR GOALS



1



QUALITY  
TENANT  
EXPERIENCE

2



IMPACT AND  
GROWTH

3



FUTURE READY



# GOAL ONE: QUALITY TENANT EXPERIENCE



**Our Goal of Quality Tenant Experience 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.**

**Throughout Our Plan 2025-2028 we will:**

- Involve Tenants in the design and delivery of services, ensuring their needs and preferences are at the heart of everything we do - listening to their feedback, keeping them informed, and consistently meeting Tenant priorities.
- Be a caring and accessible landlord with services that will help Tenants thrive and be safe in their homes and communities.
- Deliver a high quality, efficient repairs and maintenance service adapted to the requirements of Tenants and ensuring their safety.
- Provide every Tenant with a safety passport that reassures them that their homes is safe.
- Make best use of data and technology to supports Tenants choice, control, and independence in managing their tenancies and accessing services.
- Deliver housing management services that are professional and supported by clear service standards.
- Work closely with Tenants and our partners to deal with anti-social behaviour, hate crime and safeguarding concerns.

**We will track and report on progress by:**

- Having clear targets against which we will report improvements.
- Getting direct feedback on how well we are doing from formal and informal Tenant groups.
- Conducting wide ranging satisfaction surveys.
- Listening to our wider stakeholders, benchmarking with our peers and publishing outcomes.



**"I love my flat" Julie, Golden Lane Housing Tenant**



**"This house makes a difference to my life - I was so happy to find it" Hannah, Golden Lane Housing Tenant**



**GOAL ONE: QUALITY TENANT EXPERIENCE**



## GOAL TWO: IMPACT AND GROWTH



**Our Goal of Impact and Growth is central to our purpose.  
We are dedicated to making a positive difference in the  
lives of people with a learning disability and autistic  
people.**

**Throughout Our Plan 2025-2028 we will:**

- Grow the number of new homes by 250 each year.
- Make plans to reduce the number of empty homes, increasing housing availability.
- Provide environmentally friendly homes, that are energy efficient and affordable.
- All new build homes will be built to save energy, with an Energy Performance certificate "B". If we lease homes from partners we will make sure these homes have a certificate rated "B", or we will have a plan to get them there. If we buy properties, half of them will have a "B" rating by the end of the second year of our plan.
- Strengthen our wide range of partnerships with support providers, local authorities and our landlords, and being a partner of choice.
- Focus on our financial stability so that we have strong foundations to grow our offer and attract investment for our new homes programmes.
- Keep campaigning for change in government grant funding for specialised supported housing.
- Continue with our social policy leadership work that aims to influence and impact government policy.

**We will track and report on progress by:**

- Having clear targets against which we will report outcomes.
- Getting direct feedback on how well we are doing from formal and informal Tenant groups.
- Conducting wide ranging satisfaction surveys.
- Listening to our wider stakeholders, benchmarking with our peers and publishing outcomes.



**Award winning partnership development at Cordage View, Grimsby**



**Newly developed homes at Sonnet Court, Hampshire**



## **GOAL TWO: IMPACT AND GROWTH**



# GOAL THREE: FUTURE READY



**Our Goal of Future Ready 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.**

**Throughout Our Plan 2025-2028 we will:**

- Ensure a strong, and agile financial plan that can withstand change.
- Invest in technology, systems and processes to bring more efficient ways of working.
- Design homes that will last and remain energy efficient.
- Embed our high performing culture by developing all colleagues to deliver their jobs professionally.
- Welcome beneficial change and develop a modern recognisable brand that reflects our strength and good reputation in the sector.
- Continue to be sector leaders.
- Have plans in place to deal with new regulations regarding changes to tenancies and the licensing of supported housing.
- Tell our story and communicate with Tenants in a way that is accessible and meaningful.
- Have a diverse Board with the right skills to lead and direct us beyond 2028.

**We will track and report on progress by:**

- Having clear targets against which we will report outcomes.
- Getting direct feedback on how well we are doing from formal and informal Tenant groups.
- Conducting wide ranging satisfaction surveys.
- Listening to our wider stakeholders, benchmarking with our peers and publishing outcomes.



**Jennifer O'Sullivan and Emily Collinson with plans for future homes**



**Rohan Sudderick from the Assets Team discussing future energy savings with Gareth and Mark, Golden Lane Housing Tenants**



### GOAL THREE: FUTURE READY

# OUR TARGETS: YEAR ONE 2025-2026

## GOAL ONE: QUALITY TENANT EXPERIENCE

### More than 8 out of 10 Tenants will be satisfied:

- With our overall service
- With repairs received over the last 12 months

### Tenants will:

- Feel listened to with their views acted upon
- Say we keep them informed about things that matter to them
- Tell us their home is safe
- Tell us that we treat them fairly and with respect

### More than 9 out of 10:

- Emergency repairs completed within 24 hours of being reported
- Non-urgent repairs completed within 20 days of being reported
- Repairs completed right first time

## GOAL TWO: IMPACT AND GROWTH

### We will achieve:

- Growth of at least 250 new homes
- At least £500,000 of grant funding
- Establish a quality mark for Tenants' homes using our Modern Homes Standard
- Develop great relationships with at least two strategic support providers to help deliver new homes for Tenants
- Energy Performance Rating B for all new build homes developed and leased
- Energy Performance Rating C for other leased homes
- Energy Performance Rating C for other purchased homes

## GOAL THREE: FUTURE READY

### We will:

- Maintain our positive gradings with the Regulator of Social Housing
- Conduct an energy audit on a quarter of our homes aimed at reducing energy consumption
- Retrofit homes where appropriate funding is available in order to save Tenants' money
- Review our ways of working to systematise and automate so we can increase efficiency
- Achieve an Employer Net Promoter Score of over 40
- Complete our brand modernisation review and agreed next steps
- Train a wide range of colleagues to act as influencers to embed our brand
- Support Tenants to use our new systems and technologies
- Maintain 10% headroom on all financial covenants
- Be ready for Renter's Rights changes and the Licensing of Supported Housing

