

Annual review



2019/2020

130



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Introduction

A message from our Chair and the Group Chief Executive



Neil Braithwaite

Neil Braithwaite
Chair



Catriona Simons

Catriona Simons
Group Chief Executive

Welcome to Guinness's Annual Review for the year to 31 March 2020, which describes what and how we have been doing over the last year, our financial performance and position, and how we see ourselves as being placed for the future.

This year, 2020, marks 130 years since we were founded by Sir Edward Guinness. With a clear social purpose throughout our long history, we are confident in what, and who, we are here for today. The rapid and effective response of our people to the changes brought about by the Covid-19 pandemic is testament to the enduring values of the organisation and the many people who work to serve our customers every day.

Two years ago we launched our current strategy, Guinness 2023. As we approach the midpoint in its planned five-year life we think that it continues to provide the right approach to our work, which includes supporting some of the most vulnerable people in society. We do this whilst navigating the three strategic investment challenges facing not just Guinness but the social housing sector: building more homes, maintaining the safety of our homes, and decarbonising in line with the Net Zero commitments. This is against the increasingly complex backdrop of uncertain supply chains and the changing labour market associated with the new relationship with EU,

and the emerging post-Covid-19 economy. We continue to focus on delivering much needed homes and services to our residents and care customers, and being a great place to work and a great business.

With committed and engaged people, strong financials, a sizeable development pipeline, and the right partners, we are well placed to deliver our vision and ambitions. In 2019/20 we delivered an operating margin of 24.3% as we continued investing in our existing stock. We continue to retain strong credit ratings and have the funds in place to finance our plans. We are in a good position for the future.

Towards the end of the year our world, like everyone else's, was turned on its head by the emergence of the Covid-19 pandemic. This had some small impact during the year we are reporting here, but its major effects will be felt and reported in the 2020/21 period. We are gathering pace on completing work that needed to be deferred whilst we were in full lockdown and expect to significantly recover the position. New ways of working on site and in our homes, challenges faced by suppliers, and the anticipation of a future wave of the virus, may put some pressure on future years, but we are confident in our financial strength. We are also starting to see an increasing impact of the economic shock being felt by our residents. We will continue supporting people to remain in their homes, and do what we can to lessen the impact of this very stressful time for them.

In common with other large housing associations, Guinness has reviewed the state of the housing market and its implications for our large development programme. We have concluded that over the next 5 years our focus should be on building affordable housing for rent and low-cost home ownership, and managing carefully our market exposure through the number of homes we build for open market sale. This will deliver our commitments under the Homes England and GLA Strategic partnerships and make a substantial contribution to the housing crisis.

All Guinness homes must be high quality. We invested £119.0m this year in maintaining our existing homes, and we have a strong asset compliance record. We will continue to invest, and increase the level of investment, in coming years to ensure that Guinness homes are always safe, warm and secure.

Our relationship with our tenants and residents and care customers, and our commitment to service is at the heart of our business, and we continue to strengthen our transparency and accountability. During the year, we maintained strong satisfaction with many of our core services including lettings, tackling Anti-Social Behaviour and complaints resolution. Our technology investment, particularly in online services, is a strong foundation for our ongoing work to streamline and improve our customers' experience of Guinness.

We provide services to a wide range of customers living in different types of housing across the country, as

well as older customers who receive care services in their own homes. Our Care at Home services continue to generate excellent customer satisfaction and are well rated by the CQC. We launched our second new care at home service in Stockport, following the service in Cheshire, as we continue our plan to ensure our care operations ongoing financial sustainability.

We were able to achieve all of this during 2019/20 because of our people. We will ensure that continues through our strategy period and beyond. In 2019/20 we launched a new People Strategy, and our first Diversity & Inclusion Strategy, setting a goal of being an even more inclusive organisation where everyone is supported, challenged and enabled to do their best for our customers.

Good continuity planning and strong core systems meant we were able to respond quickly and effectively to the Covid-19 pandemic. Before the formal lockdown came into place at the end of March, we had prepared for large-scale working at home to ensure our systems and our people were prepared for and resilient to the major change. We were able to decide how we would continue providing essential services in line with rapidly changing Government guidance – and how we would ensure our most vulnerable customers had our support. We made thousands of proactive welfare contacts, increased the support we offered where needed and ensured our people had the right PPE and adopted safe working practices to keep them and our

customers as safe as possible. Throughout, our focus was - and remains - protecting our customers and staff.

We're proud to have a diverse workforce which we believe reflects an inclusive culture. But like every organisation, in the aftermath of the killing of George Floyd, we are reflecting hard on our role in tackling racism. As a major employer, we must use our platform to address racism, inside the organisation where it occurs and, insofar as we can, in society. With our people and our customers, we stand together and will act together against racism.

Our workforce comprises a vast range of different roles. All serve our customers. Our thanks to our people for their commitment and skill. Our thanks also to our partners nationally and locally, who we look forward to continuing to work with over the year ahead.

In numbers

Financial, property and operational highlights



£861.9m
Total assets

£359.4m
Group turnover

£98.2m
Group operating surplus

£4,254
Social housing cost
per home – Group

Credit ratings

Standard & Poor's
A- (stable)

Moody's
A2 (stable)



1,070
Homes under
construction

199
New homes
completed

3,012
New homes pipeline

£119m
Investment in
existing homes

1,026
New homes started
on site



64,039
Homes in management
as at 31 March

73%
Tenant satisfaction

84%
Employee engagement

100%
Safety compliance
checks carried out

G1 V2
RSH regulatory ratings

7,827
Weekly care hours
delivered



Under construction
Bromley-by-Bow

Our geography

Some of what we do

Greater Manchester

- Partnered with local outreach organisations in Rochdale, Salford and Manchester to provide over 1,500 meals to 806 young people as part of Guinness's Holiday Hunger Initiative
- Started supporting Sal's Shoes to distribute recycled shoes to children living in two of our key communities – one in Greater Manchester (Salford) and the other in the North West (Crewe)
- Supported Salford Food pantry
- Partnered with Keepmoat and Regenda Homes on a kick start programme promoting careers in construction.
- Ran construction entry skills sessions with Engie, securing CSCS cards for residents
- Held a try a trade event where individuals could get a taste of working in housing maintenance
- Supported a summer play scheme attended by 143 young people
- Delivered a Healthy Relationships project, working with vulnerable young people



North Central

- Continued to support the Park Centre Food Pantry and Community Library in Sheffield
- Partnered with Park Community Action to feed local young people during the summer holidays as part of Guinness' Holiday Hunger Initiative
- Supported our Sheffield Foyer residents by: providing extensive benefits advice; helping 71 to register with a GP; supporting 52 into work, 45 to enter college and 39 to start some form of training; and helping 86 to get formal identification documents

Nationwide

- Donated over 1,500 sanitary products through our partnership with Binti
- Over 12,300 customers supported to claim the correct benefits, securing over £12m in additional income
- Supported 681 customers through our Hardship Fund which paid for things like food, gas and electricity, white goods and furniture
- Helped customers find work placements to gain some practical experience and explore careers such as architecture, marketing, PR and facilities management
- Through our Aspire Awards we helped customers to gain the qualifications, skills or equipment they need to progress their careers and businesses
- Working in partnership with LGBT Foundation, Guinness is supporting the 'Bring Dementia Out' programme which aims to address the challenges faced by LGBT+ people living with dementia

Bullet point key:

- Alleviating hardship
- Education, employment and training
- Inclusive communities
- Other

North West

- Continued to support the Crewe Food pantry
- Partnered with Cheshire East Council and Wates to create a purpose-built apartment for adults with additional needs to use safely and give them a chance to learn vital life skills
- Hosted an event for advocates for women into manual trades which was attended by delegates from 17 organisations
- Our customers contributed to the design and installation of an award-winning garden at the Royal Horticultural Society (RHS) Flower Show at Tatton Park. The garden was sponsored by Guinness, M&Y Maintenance, Rochdale Rotary Club and Rochdale Borough Council



South West

- Opened Cheltenham food pantry in partnership with local charities and other housing associations
- Provided grounds maintenance services for a local college and school through Brambly Barn day service
- Ran a community fun day in Mid-Devon to highlight the work of our care services
- Established intergenerational initiatives with 'Good Gym' made up of local runners who also volunteer. They have been regularly visiting our two Swindon schemes to help customers with their allotment project and take part in activities
- Delivered 6,500 care hours per week in the community
- Delivered 2,500 hours of support through the Supported Living Service for people living with a learning disability per week

South East

- Partnered with Engie to support Women's Refuge in Hampshire with renovations to improve the children's playroom
- Supported Active Communities, a charity for young people in Havant
- Refurbished communal facilities at three housing for older people schemes in Havant to make them dementia-friendly
- Partnered with Engie to provide a site safety assembly to a local school in Hampshire
- Delivered 300 hours of support per week in Portsmouth
- Delivered 500 care hours per week in Havant area



London

- Partnered with local outreach organisations to feed 125 young people in Islington and Hackney as part of Guinness's Holiday Hunger Initiative
- Opened Kensington food pantry
- Began working with Tutors United to provide tuition for primary school children
- Supported Kier with their Bring Your Daughter to work event, where girls and young women were given the opportunity to find out what it's like to work in construction
- Worked in partnership with an outreach organisation in Hackney to deliver a range of youth services
- Supported Sport Inspired to host three sporting festival days across two boroughs through which nearly 700 young people had the opportunity to try a variety of sports
- Supported the first ever 32 boro cup tournament
- Supported Copenhagen Youth Project's football for life scheme which uses football as the magnet and vehicle to build responsibility, responsiveness and resilience within a group of young people

South Central

- Partnered with Engie to improve the Heelands park in Milton Keynes
- Partnered with Vinci on the Great British Clean Up in Milton Keynes
- Acquired land to build 500 new homes in Stevenage

about us

Guinness is one of England's oldest and largest housing associations, founded in 1890 with an endowment of £200,000. Today we have c65,000 homes and 140,000 customers across England. Guinness Property, our in-house maintenance service, delivers repairs to 42,000 of our homes. Our care service, Guinness Care, provides almost 8,000 hours of care each week. We employ 2,700 people across the Group. Over 40 apprentices are part of our workforce each year. We are financially strong and resilient. We reinvest all our surplus every year in new and existing homes. Regulation is an important part of our world. We reflect the requirements of the Regulator of Social Housing and the Care Quality Commission in the way we run our business. We are a customer service organisation. We listen to our tenants, residents and other customers, because it's them that we're here for. As we mark our 130th anniversary in 2020, our purpose and remains constant: **improving people's lives and creating possibilities for them.**



our vision

is to deliver great service, provide great homes, be a great place to work and be a great business

Our 5-year strategy, Guinness 2023, was published in 2018. It sets out how we are going about delivering our vision. We are vigilant in our understanding of the world around us and the needs of our tenants,

residents and other customers to ensure we maintain the right approach – and are able to change what we do and how we do it where appropriate.



great service

Our vision is to be one of the best service providers in the housing and care sectors

great homes

Our vision is to provide as many high quality homes as possible and play a significant part in tackling the country's housing crisis

great place to work

Our vision is to be one of the best employers in the country

great business

Our vision is to be a strong, efficient, effective business that does things well, and that people can trust and rely on

our world

in a complex and challenging environment, there is more need for our homes and services than ever



Over the last few years we have invested significantly in our people, systems and technologies and have a really engaged workforce. Going forward we will continue this, focusing on the core services we know matter to our customers, where there is potential to achieve better outcomes.

Part of this is taking our work to map and improve our business processes and data to the next stage, so we are ever more efficient and as informed as possible when making business decisions. Clarity of expectations, strong management of performance, and skill in recruitment will be needed. We will continue to increase professionalisation, technical and management skills, and continue to invest in learning and wellbeing. We are therefore

cautiously optimistic, despite there remaining considerable housing market and economic uncertainty both as the Covid-19 pandemic eases and economic uncertainty remains over a post-Brexit.



Challenges

- Exit from the European Union presents uncertainty for our sector, our workforce, our supply chains, our customers and our partners
- Housing policy will continue to develop. We expect Government to place a greater emphasis on home ownership. There will be stronger landlord tenant regulation and clear expectations about tenant involvement and complaint resolution. There will be a New Homes Ombudsman
- A rapidly evolving building safety agenda, and our own commitment to providing safe, warm and decent homes will place significant demands on our capacity alongside building new homes, and the route to zero carbon
- Our customer base, which increasingly operates online, will expect increasing choice and control over how they engage with us
- Universal Credit continues to roll out. There is no sign of major progress on social care funding
- The Covid-19 pandemic will have major impacts on society, the economy and our customers

estate

service

is about getting things done, making things easy, and how we make our customers feel. It's about listening. It's about customers knowing they can trust us.

As an organisation that exists for its tenants, residents and other customers, their satisfaction with our services is important to us. For the year to March we achieved tenant satisfaction was 73% and leaseholder satisfaction of 47%. Satisfaction with our Care services remained excellent at 93%.

We achieved better and in many cases improved satisfaction with many of our individual services including Estate Services and



tackling Anti-Social Behaviour. We delivered a significant transformation programme within our in-house maintenance business (Guinness Property) and saw improved performance as the year progressed. We have work to do to ensure that our repairs service delivers to at least this level in all parts of the country, and are working closely with our contractors to achieve this.

Our customer support team was active throughout the year as more customers moved onto Universal Credit. This clearly increased during the last weeks of the year (and since) as they supported those residents who were experiencing new financial pressures due to Covid-19. During the year we helped over 12,000 customers claim the support to which they were entitled, an £12m more than what they had been receiving.

We continue to invest in our customer service operations, including in the technology that supports our staff and that enables our residents to access our services. We also strengthened local and regional structures. Cross-functional teams regularly work together to understand and address problems. We engage proactively with customers to ensure we understand their contact preferences and have the right details for them, and give our front-line teams mobile access to data and systems that help them immediately address issues for customers.

We confidently expect this to improve the experience of our residents and other customers in dealing with us and accessing our services.



In **2019/20** we

- Sustained satisfaction with our estates services at 83% for Grounds Maintenance, 82% for Cleaning and 90% for ASB complaints
- Helped over 12,000 tenants and residents claim an additional £12m of benefits to which they are entitled
- Grew the number of colleagues trained and registered as "Dementia Friends", so that by the end of the year over 1,500 colleagues were better able to support our customers living with dementia
- Helped over 2,000 tenants who had arrears that put them at risk of eviction to improve their rent account and reduce the risk of eviction
- Deepened our understanding of the needs of specific customers groups in order to better design services to suit them
- Updated our customer engagement strategy to continue resident co-design services, extend our reach and introduce new forms of engagement

6,903
further customers registered for MyGuinness online

21,230 
total customers for MyGuinness by March 2020

186,000 
responsive repairs delivered and 81% satisfaction achieved



Quality of care

Improving people's lives and creating possibilities for them

We provide housing, care at home and related support services across the country, through our subsidiary Guinness Care, with a focus on older people as well as some services for people with learning disabilities.

The quality of care that we offer is reflected in both the high levels of customer satisfaction of 93%, and in the external assessment of our regulated care services with 92% now rated as good or outstanding, a significant improvement on the 75% reported in 2018/19.

We provided care services to more people than the year before. We continue to build our service in Cheshire and acquired a small local care company in Nantwich, as well as launching a new Care at Home service in Stockport. We

now deliver almost 8,000 hours per week to people in their own homes including over 1,600 hours via the new services.

Guinness recognises that to deliver high quality services, it is dependent upon its staff. 97% of our Care workforce are permanent employees. We invest in their training, and reward, so that we are an employer of choice. Their skills base is continually improving through the Guinness Care Learning and Skills Academy. We particularly reward staff who demonstrate Guinness values and go the extra mile for our customers. Care employee engagement was 83% in 2019/20, an increase of 6 percentage points on the previous survey.



92%

received Good or Outstanding ratings from CQC



93%

of customers satisfied with our services



£0.6m

of efficiencies delivered



40

stakeholders/partners we are involved with



90%

of applications to the Health & Wellbeing budget were successful

£2,000

of additional match funding secured

180

learners supported via 1:1 and group sessions



Silver

rating achieved at our Investors in People reassessment



social investment



Going further in our communities

We want to make a difference and improve lives across our communities by investing in activities that create opportunities for our customers

Working with local partners, last year we helped well over 2,500 people by delivering tens of thousands of hours of community activities. We deliver our social investment activities under three themes:

Alleviating hardship

Guinness supported two new food pantries to open last year in Cheltenham and Kensington, taking our total number of pantries to five. For a small weekly fee, customers can access food which would sell in shops for around four times the price. The pantry model allows people to choose the food they want and receive budgeting advice.

The pantries, together with other partners, formed part of Guinness's summer 2019 Holiday Hunger campaign. Through it, we helped

provide 2,000 meals for children and young people. As well as receiving food, young people were encouraged to prepare healthy meals themselves, helping them learn valuable life skills.

With our partner Binti International, we have been working to raise awareness of period poverty. As part of this campaign, colleagues donated approximately 1,500 sanitary products which were given to four charities and women's refuges in our communities.

Last year we supported 681 customers through Guinness's Hardship Fund. Through it, we help customers in crisis by providing them with food and other consumables, utility top-ups, and furniture.

Education, employment and training

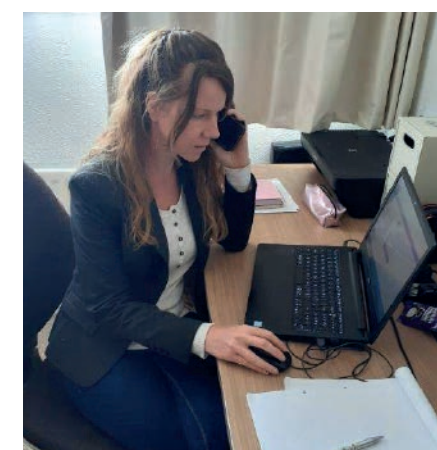
Guinness continues to be a leading advocate for supporting women to work in maintenance and construction roles. Last summer we hosted an event to promote advocacy for women in manual trade roles. We were proud when one of our tradeswomen ambassadors, Helen Colwill, told her story of how she came to work in maintenance to the All-Party Parliamentary Group for Excellence in the Built Environment's Inquiry into how to get more women into construction.

We invest in the future workforce through our apprenticeship programme. In 2019/20 we employed over 40 apprentices, and between 2017 and 2020 we placed 152 apprentices into roles across the business including customer services, gardening, and trades (including joinery, electrical and plumbing).

Last year we supported 52 customers living at our Sheffield Foyer for young people into work – more than double the previous year's figure. We also supported 45 Foyer customers to enter college and a further 39 into some form of training.



Women into Construction



Inclusive communities

Guinness is a dementia-friendly organisation, advocating the Alzheimer's Society's Dementia Friends programme and training to our staff in how to provide supportive care for people living with dementia. Last year we sought to bring a new perspective to this work through our sponsorship of the Bring Dementia Out programme being developed by the LGBT Foundation. Through this new programme we aim to address the challenges faced by LGBT people living with dementia and those who are supporting them.

We continue to develop our approach to supporting people experiencing domestic abuse. We have signed up to the Chartered Institute of Housing's Make a Stand pledge. This year we are continuing to work with the Domestic Abuse Housing Alliance and hope to be awarded DAHA accreditation.

Our Aspire 'Your Community' Awards have funded community based projects around the country. These have included mentoring

for school transition and conflict resolution, film making, sports youth diversionary activities, tutors to support primary school children to boost their confidence and a healthy relationships project focused on supporting young people at risk of sexual exploitation.



Decent homes

are safe and secure, warm and dry, and where everything works. A great home is affordable and it is a place where people are proud to live.

All Guinness homes must be good quality, safe and affordable. We continued to be safe and met the Decent Homes standard.

We maintained our very strong asset compliance performance, whilst also developing and delivering progress against our Building Safety Action plan as it evolved in light of evidence and government guidance, regulatory requirements and sector advice. This is reflected in 100%



compliance for gas and electrical certification and 100% compliance for fire risk assessments, asbestos surveys, water safety assessments, passenger lift servicing and community alarm monitoring inspections.

At the end of the year a small number of homes had outstanding work required to ensure they met the Decent Homes standard, but this was interrupted by Covid-19 lockdown. These are prioritised for completion following easing of the Covid-19 restrictions. We also continued investing in and improving to our Housing for Older People.

Our strong performance was underpinned by improving our systems and tools, enabling us to better use our data to plan programmes and predict need for responsive repair works. However, we decided to deprioritise some objectives (for instance, reviewing

our empty homes standard, and pausing work on smart homes) in order to focus on safety and compliance priorities.

We made over 1,000 new home starts on site (doubled from 2018/19) and completed further large land purchases to secure our future pipeline. 199 homes were completed, as a number of our planned “off the shelf” completions did not progress. We also formed a corporate Joint Venture with housing associations, Forge New Homes in south Yorkshire, which is planned to deliver up to 300 new homes per year. These will help underpin delivery of 5,500 homes (5,000 affordable) by 2024 under our Strategic Partnerships with the HCA and GLA.



In **2019/20** we

- Replaced 1,073 kitchens, 640 bathrooms and 3,996 boilers
- Made good progress against our Building Safety Action Plan, including retrofitting four high rise blocks and two sheltered schemes with sprinkler systems
- Acquired land for a further 1,522 new homes, of which 783 already have planning permission
- Entered into a corporate Joint Venture, Forge New Homes LLP, with 4 other housing providers
- We acquired a 950 home strategic site at King Georges Gate, SW London, the first phase of which

has detailed planning for 211 homes. We also acquired sites in, Gloucester (~200 homes) and Sheffield (~170 homes)

- We began construction at our 950 home site in Bromley-by-Bow, east London site during 2019/20, with the first completions expected in June 2021
- We continued construction of homes in sites around the country including Cheshire, Derbyshire, Lewes and Exeter which will deliver completions in 2020/21

1,026
new homes
started on site



199
new homes
completed



£119.0m
invested in our
existing homes



great place to work

A great place to work is one where people share a vision, have a real sense of purpose and feel really valued. It's a place where people are proud to work.

Our people are critical to the successful delivery of our strategic aims, vision and targets. By embedding the changes that we have made in previous years we ensured that 2019/20 was a period of relative stability for most of our business areas, so our people could invest in an exciting and fulfilling future at Guinness.

During the year we substantially improved our tools, data and systems, making it easier for people



to do their jobs (particularly in customer-facing roles) and easier for them to talk to each other and to feel part of Guinness.

We made progress on developing our approach to strategic data management, and this will be an area of significant focus in future years alongside streamlining business processes so that delivering great services is as quick, simple and efficient as possible.

Our training offer to our people was strengthened, upgrading capability and capacity in areas across the business including tenancy management, disrepair and tackling domestic abuse.

We also significantly increased participation and interaction through a completely overhauled Intranet, which also substantially increased our capacity to communicate key information quickly and effectively and engage our people.

During the year we were pleased to maintain our high employee engagement score with a score of 84%. This demonstrates that our people are highly motivated and committed to our vision and social purpose.

The pace at which we were able to move from normal office operations to home-working during the Covid-19 lockdown, while maintaining services to customers both internally and externally, was a reflection of our values and our people's commitment to them. We were proud to retain Investors In People Gold for TGPL, Silver for Guinness Care and Silver for Guinness Property. We value this external confirmation of our strong and effective focus on our people.



In 2019/20 we

- Launched a new Management Fundamentals programme (which offers ILM accreditation) in July 2019. The first three cohorts are due to complete by September 2020
- Partnered with Capsticks solicitors to design and deliver in-depth Tenancy Management training to over 300 of our front-line colleagues
- Developed our training on unconscious bias and continued to integrate it across other learning programmes to ensure that our key people processes (including recruitment and performance management) are as free from bias as possible
- Held our 5th Annual Star Awards where over 200 colleagues were celebrated for their achievements
- Enabled 18 TGPL employees to take part in a Chartered Institute of Housing qualification and supported 12 to progress other technical / professional qualifications
- Started reviewing all of our e-learning to ensure we have a comprehensive suite of easy-to-use modules that support effective learning and reinforcement of our culture

95%
completion of
mandatory training
(improved from 89%)



New Intranet
successfully
launched



**IIP Gold
(TGPL)**
re-awarded in
the year



great business

is one which performs, and is strong and resilient. It invests in the future. It does things well.



Our financial position and performance remains strong despite some pressure on surpluses, driven by increased investment in our existing homes. We retained compliant gradings from the Regulator of Social Housing at G1 / V2 and have credit ratings of A- (stable) from Standard & Poor's and A2 (stable) from Moody's. Investor confidence in our financial position was reflected in the successful bond issue just after the end of the financial year, which was achieved at a historically excellent margin over gilts following a single day's marketing.

We carried out a Board and Committee effectiveness review which reported after the end of the year and also reviewed our financial and operational delegations, strengthening further our assurance that decisions are taken appropriately.

Our subsidiaries also experienced financial pressures during the year. In particular our Care business remains challenged in the absence of a care funding settlement from Government.

The value of our strategic investment in information technology and systems, particularly network telephony, was highlighted toward the end of the year, when we were able to effect an exceptionally smooth transition to mobile/remote working for all staff very quickly as the Covid-19 pandemic took hold. We plan to continue this investment, driven by our IT Roadmap.

As the year ended we maintained our strong position on managing arrears, achieving 3.16%, better than our target of 3.6% despite an increase in the number of our customers in receipt of Universal Credit.



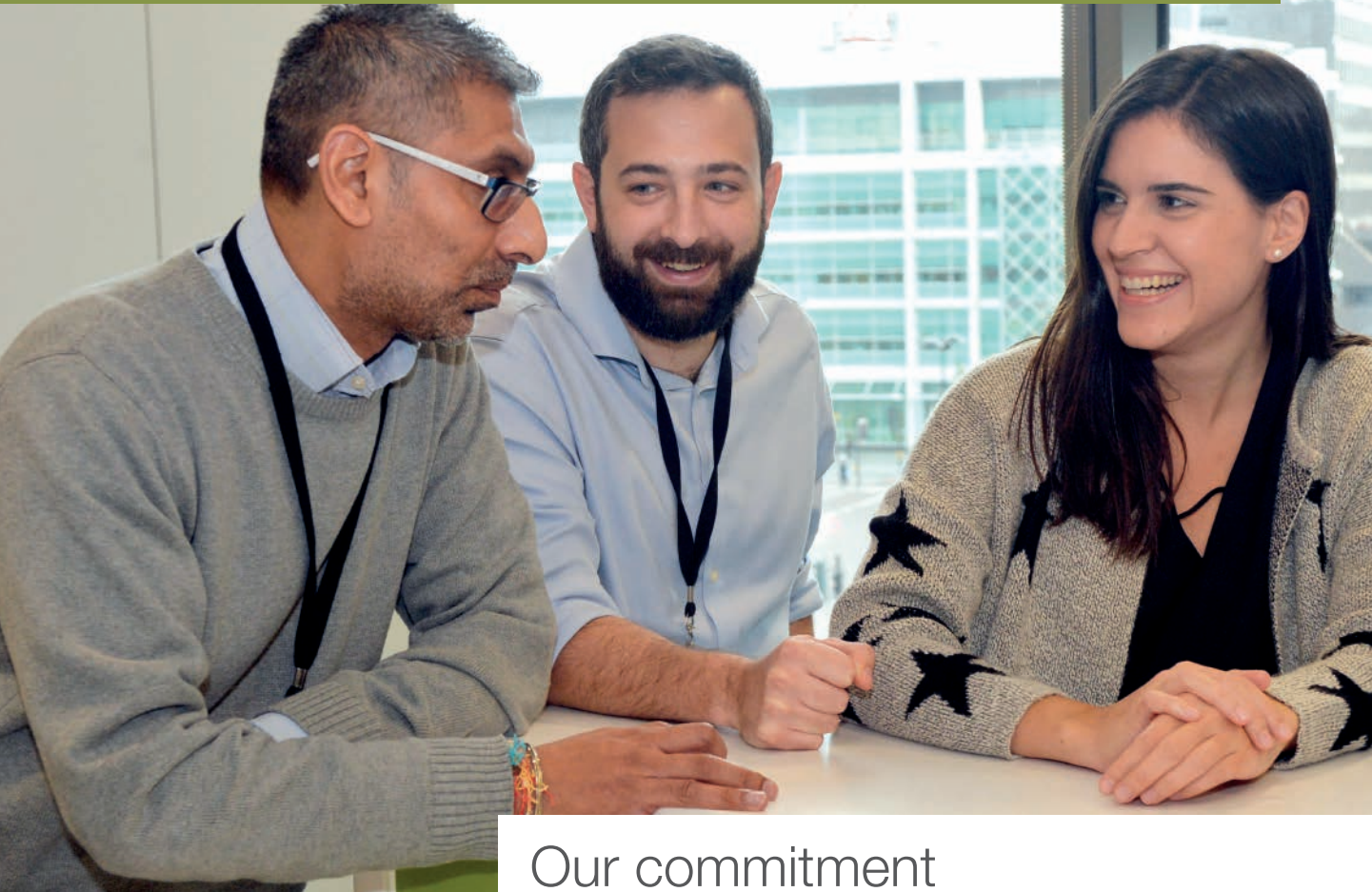
In 2019/20 we

- Systematically reviewed our Financial and Operational Delegations, strengthening further our assurance that decisions are taken appropriately within the organisation
- Completed our annual programme of reviewing and updating of our housing policies and procedures, to ensure they support meeting all our legal and regulatory responsibilities
- Constructive discussions with several MPs, both new and returning, following the General Election. We continued to play active roles in sector groups and specialist technical bodies
- Delivered the first year of our strategic IT Roadmap and planned for implementation of further major upgrades in 2021, including a new Customer Relationship Management System and a transformational upgrade of our finance systems
- Successfully piloted a new approach to improve disrepair responses, and rolled it out more widely

40+
procurements 

delivering
£1.6m 
for reinvestment

diversity & inclusion



Our commitment

Our D&I commitment is embedded in every aspect of our organisation. We believe that great ideas and the best business solutions come from bringing together a wide range of perspectives, and that by harnessing diverse viewpoints and talents we can do more.

everyone

We deliver our D&I commitment under five themes:

Championing diversity throughout the organisation

Our commitment is led by the Board and senior leaders, and reflected in the Guinness Behaviours. Every colleague is responsible for championing diversity and ensuring inclusion.

We appointed our first Head of Diversity and named our first D&I Champion at our annual staff award ceremony.

We promoted awareness and understanding, and celebrated the diversity of our people by marking various events throughout the year.

We continued to deliver mandatory D&I training and delivered additional

training in partnership with various specialised D&I organisations and we continued to contribute to cross-sector network groups.

We trained our Staff Forum and Employee Supporters through ACAS to equip them to advise, support and represent colleagues, and recognise and be aware of potential discrimination.



A culture where everyone feels they belong

We understand the importance of colleagues feeling part of Guinness, able to be themselves, and respected and valued.

We launched our Great Place to be Me campaign, encouraging colleagues to share how they can be themselves at Guinness. The campaign launched at our all staff Roadshows with videos of colleagues. These videos now feature on our recruitment platform for prospective employees.

We increased the number of trained mental health first aiders from 12 to 65, signed the "Time to Change" employer Pledge, marked Time to Talk Day and became a supporter of Mates in Mind.

We continued to audit imagery in our communications and publications to ensure our diverse customers and workforce are represented.

We completed our Investors in People assessment. Colleague responses demonstrated a commitment to diversity and a strong culture of respect.

An organisation where everyone can succeed

We want everyone to have the same opportunities to succeed. We ensure performance is fairly assessed, and everyone has the right opportunities to learn, develop and progress their career.

We integrated Unconscious Bias training into all our people training to ensure processes are as free from bias as possible, and undertook our annual audit of performance management results to ensure fair representation.

We continued to contribute to the Housing Diversity Network Programme and sponsored a BAME Director on the Leadership 2025 programme.

We continued to invest in colleague's professional qualifications and launched new management programmes.

Attracting diverse talent

We want to be attractive to a diverse range of talented people, to promote career opportunities to the widest range of people and select people that enables them to show themselves at their very best.

We relaunched our Women in Maintenance programme to encourage more tradeswomen, and launched a work experience programme for people to try roles and assist with re-entry into work.

We launched our new onboarding portal, enabling us to demonstrate our commitment to D&I to prospective employees, and encouraging applicants to provide diversity data to ensure diverse shortlists.

We continued to post positive messages on LinkedIn, 21% of which related to our commitment to D&I.

Promoting change in the businesses we work with

We promote D&I through our suppliers and require them to subscribe to D&I standards.

We continued to ensure our suppliers, contractors and consultants confirm their compliance with the Equality Act 2010, and coached suppliers to sign up the Disability Confident Standard (of which Guinness is a champion).

We worked with suppliers on a pilot programme of work placements opportunities for younger Guinness residents.

In May 2020, the world witnessed anti-racism protests. A statement in response, from **Catriona Simons, CEO**, was published on our website and shared on LinkedIn.

We have started a series of conversations in Guinness about ethnicity, race and racism. These will continue through 2020/21, and a plan of action will be developed to contribute to further promoting racial diversity and inclusion.



Percentage of positive responses from colleagues:

88%

Leaders at my organisation champion diversity.

96%

I am aware of my company's diversity and inclusion policy.

91%

My organisation is committed to diversity.

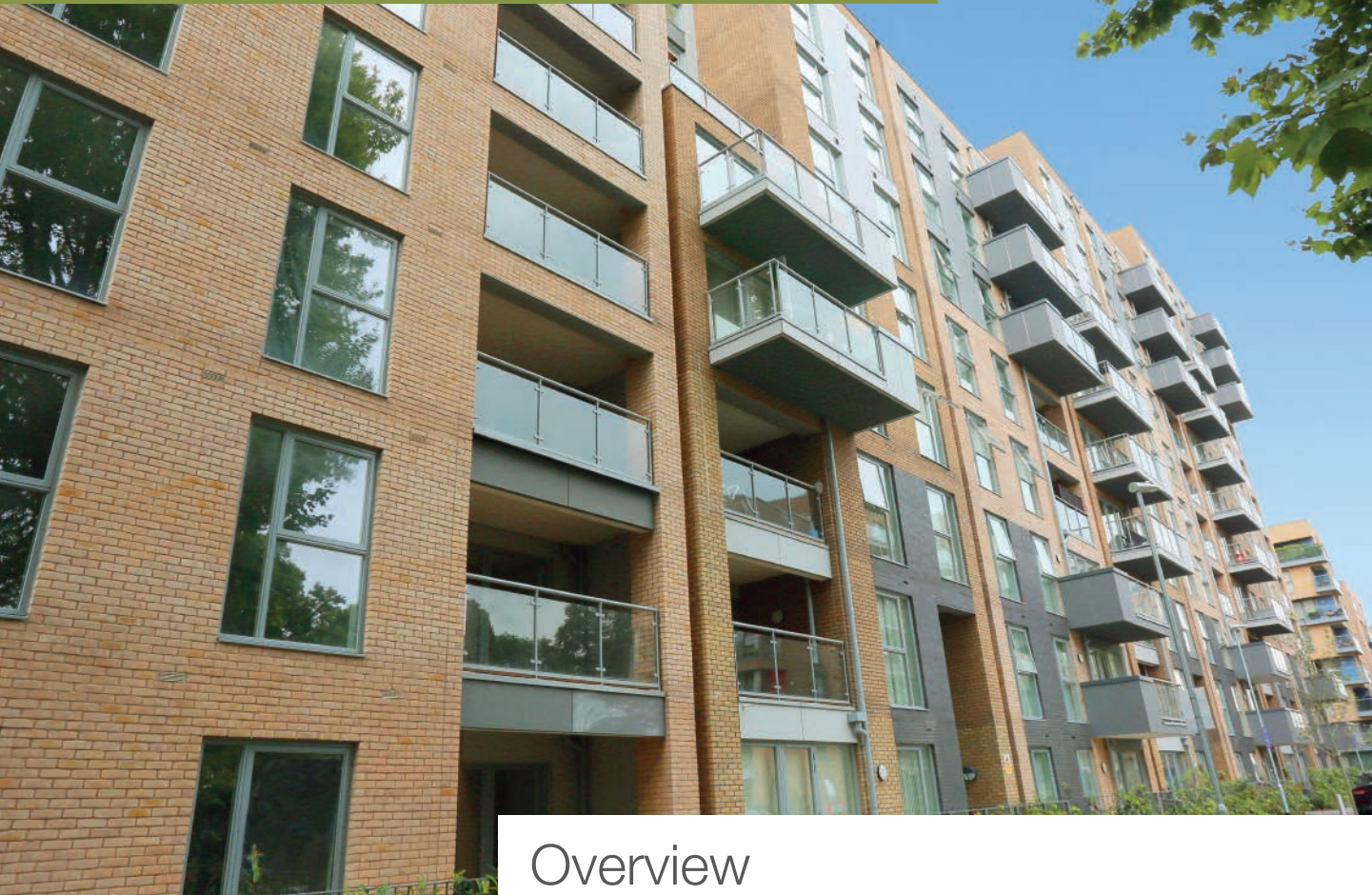
84%

My organisation has a culture where everyone feels respected.

82%

The staff at my organisation reflect the communities and markets we serve.

sustainability



Overview

We continued to ensure our homes are warm, decent and as low-cost as possible for our customers. We are preparing our strategy to meet the challenge of Net Zero Carbon.

As part of our social purpose, Guinness have long focused on energy efficiency in our properties and fuel poverty reduction. More recently this has been combined with an emphasis on emission reductions, as global heating and carbon targets have gained prominence nationally. The UK target of net zero carbon emissions by 2050 requires Guinness to ensure that all our homes are decarbonised over the next 30 years. We must also have net zero carbon offices and operations. This is no small undertaking, but progress is already being made towards these goals.

We have a programme of insulation works for walls and lofts, which targets our least energy efficient properties. Improvements during the year are expected to deliver £1.9m of lifetime fuel savings for customers.

Other sustainability works include underfloor insulation installs, renewable energy projects, and advice and support for customers. The latter has helped customers to reduce their energy use, switch to cheaper suppliers, and optimise their heating.

During the year we completed a major data improvement project to enhance the quality of our stock environmental data. This will provide the bedrock of our next Sustainability Strategy which we intend to set out in the coming year. The Strategy will set out the ambitions of the organisation and the work required to achieve not only low carbon properties, but also healthier homes, increased biodiversity, lower water and resource use, and overall a more holistically sustainable organisation.



700
measures of cavity wall
and loft insulation installed
in over 600 properties

£600,000
of funding attracted for
projects to insulate our
homes

250
customer queries
responded to by the
sustainability team,
to reduce the risk of
fuel poverty

In 2019/20 we

- Installed better insulation in over 600 homes and attracted external funding of over £0.6m
- Piloted an innovative, robot-based system for insulating timber floors with minimal disruption for customers, which for each home should cut household bills by £60 and reduce CO2 emissions by 250kg every year
- Used external funding to support energy and water-saving advice events on our estates
- Our sustainability team responded to over 250 customer queries about heating, helping reduce fuel poverty
- Engaged in sector-led efforts to define Environmental, Social and Governance reporting metrics for housing associations, building on the success of the ViM scorecard approach

value for money



As well as complying with the Regulator of Social Housing's Value for Money standard and supplying data to the Regulator, we participate in the Value for Money sector scorecard benchmarking exercise

This helps us understand how we perform compared both to national averages and a smaller group of Housing Associations of similar size and national geography to Guinness.

On the right are our Value for Money scorecard results for 2019/20. As the benchmarks are not yet available for 2019/20, the benchmark data for 2018/19 is included as a comparison.

Business Health

Operating margins are a key indicator of financial health. TGPL's overall operating margin is slightly lower than the 2019 national median but very much comparable to that of a peer group which includes most national providers. As a national

organisation with a significant proportion of our homes located outside London and the South East we recognise that rent levels and margins will be lower than for many organisations which are located predominantly in the South.

Development Capacity and Supply

During the year we completed 199 new homes. Some schemes were delayed and we were selective regarding the quality of completed homes that we were prepared to acquire from developers or other providers. Whilst this level of delivery remains lower than national benchmarks we secured plots for 1,522 more new homes and started on site with 1,026 homes during the year. We are on track

to deliver 5,500 homes by 2024, fulfilling our commitments under our Homes England and GLA Strategic Partnerships.

Outcomes Delivered

Overall customer (tenant) satisfaction is not yet matching satisfaction with individual services and performance remains challenging in some regions. During the year we have focussed on making changes to the quality and efficiency of our in-house maintenance service which provides services to over 62% of our homes and expect these changes to lead to satisfaction increases over time. We increased our reinvestment in existing homes in light of evolving building safety requirements and our commitment to ensuring all our homes are high quality and safe.

Scorecard metric	2019/20 Group	2019/20 TGPL	2018/19 Group (restated)	2018/19 TGPL (restated)	Sector median benchmark 2018/19	National HA benchmark 2018/19
Business Health						
Operating margin (overall)*	24.3%	23.9%	23.9%	26.0%	25.8%	24.5%
Operating margin (social housing lettings)*	29.8%	28.8%	29.5%	29.0%	29.2%	29.9%
EBITDA-MRI (as % interest)*	130.8%	141.9%	147.3%	154.6%	184.0%	146.9%
Development – capacity and supply						
New supply % (social)*	0.31%	0.32%	0.79%	0.81%	1.50%	1.1%
New supply % (non-social)*	0.00%	0.00%	0.00%	0.00%	0.00%	0.05%
Gearing*	39.9%	41.3%	38.1%	40.5%	43.4%	47.6%
Outcomes delivered						
Customer (tenant) satisfaction	73%	73%	76%	76%	87.4%	80.8%
Reinvestment *	5.8%	6.6%	5.18%	3.0%	6.2%	6.4%
Investment in communities	£1.531m	£1.436m	£1.181m	£1.088m	N/A	N/A
Effective asset management						
Return on capital employed (ROCE)*	2.8%	2.9%	4.4%	4.6%	3.8%	3.5%
Occupancy	99.9%	99.9%	98.9%	98.9%	99.5%	98.9%
Ratio of responsive repairs to planned maintenance	0.52	0.72	0.59	0.74	0.7	0.67
Operating efficiencies						
Headline social housing cost per unit**	£4,254	£3,757	£3,723	£3,521	£3,725	£4,189
Rent collected	99.15%	99.13%	100.5%	100.5%	99.8%	99.7%

* These indicators are those included within the VFM Regulatory standard with the National median benchmark for 2019 contained in the Annex to the 2019 Global Accounts rather than from the Sector Scorecard.

** These indicators are those included within the VFM Regulatory standard

Effective Asset Management

The return on capital employed (ROCE) compares our surplus to the value of properties held on our balance sheet. TGPL's ROCE is lower than both the national median and the national provider benchmarks. The level of return has reduced in the current year as we have increased the level of investment in both our development programme and in our existing

homes. We expect this level of investment to increase over the next 5 years as we deliver the new homes we have committed to deliver under our Strategic Partnership grant programmes, and we invest in a programme of building safety improvements which reflect the recommendations of the Hackitt review and the first phase of the Grenfell enquiry.

Operating Efficiencies

Our headline social housing cost per unit continues to compare well with our peers and the sector as a whole. Our cost per unit has increased this year as we have invested more in maintaining our existing homes to ensure that we respond proactively to changing building safety requirements and that they continue to meet the Decent Homes Standard.

Our Board



Neil Braithwaite, Chair TGPL

Appointed: **17.10.13** Effective from: **01.11.13**

Neil is Chair of The Guinness Partnership Limited, a member of the Remuneration and Nominations Committee, a member of the Pensions Committee and a board member of Guinness Housing Association Limited. He is also a trustee of Barnardo's and its pension scheme, a director of the Co-Operative Academies Trust and a school governor, and a former Managing Director of the Specialist Retail Businesses of the Co-operative Group.



Mike Petter, Deputy Chair TGPL

Appointed: **13.02.14** Effective from: **01.03.14**

Mike is Deputy Chair of The Guinness Partnership Limited, Chair of the Health, Safety and Environmental Committee, Chair of the Remuneration and Nominations Committee, a member of the Group Audit and Risk Committee, Chair of Guinness Housing Association Limited and a board member of Guinness Care and Support Limited. He is also a board member of the Considerate Constructors' Scheme; a Chartered Engineer; an Advisory Panel Member with Scottish and Southern Electricity Networks; a Non-Executive Member of the Strategic Estates at the House of Commons and is a Management Consultant at Five Dimensional Management Ltd.



Samantha Pitt

Appointed: **12.02.15** Effective from: **01.03.15**

Samantha is a board member of The Guinness Partnership Limited, Chair of the Group Audit and Risk Committee, Chair of the Pensions Committee, a member of the Remuneration and Nominations Committee, and a board member of Guinness Housing Association Limited. She is a qualified accountant and pension trustee. She has a background in Treasury, Debt Financing, Investor Relations and Corporate Finance. She left Network Rail in July 2018 where she was Group Treasurer and she is now working at Law Debenture as a Pension Trustee Director. Previous roles have been in the power and telecoms sectors.



Chris Stevens

Appointed: **12.12.18** Effective from: **01.02.19**

Chris is a board member of The Guinness Partnership Limited, a member of the Health and Safety Committee and a board member of Guinness Housing Association Limited. He is the Managing Director of Bouygues UK Residential and has over 30 years' experience in the construction industry, delivering highly complex projects across a range of sectors ranging from £40 million to £250 million in value. A Chartered Engineer, he has a wealth of commercial and operational expertise in the construction industry and has held Executive Board positions in two other organisations.



Catriona Simons

Appointed: **01.10.12** Effective from: **01.10.12**

Catriona is the Group Chief Executive of The Guinness Partnership Limited and an executive board member. She is also a board member for Guinness Homes Limited; Guinness Housing Association Limited; City Response Limited; Guinness Developments Limited; Guinness Platform Limited; Halco 1397 Limited; Guinness Care and Support Limited and a member of the Health, Safety & Environmental Committee.



John Lougher

Appointed: **23.03.16** Effective from: **01.05.16**
Retired: **31.03.20**

John was a board member of The Guinness Partnership Limited and Guinness Housing Association Limited, and was a member of the Finance and Development Committee and the Health, Safety and Environmental Committee. He is the Strategic Land Managing Director of Bovis Homes; a foundation governor at Great Rollright Church of England primary school; and a Chartered Surveyor. He has worked in house building since 2003 and, before that, in property and construction consultancy.



Laure Duhot

Appointed: **18.05.16** Effective from: **01.07.16**
Retired: **31.07.19**

Laure was a board member of The Guinness Partnership Limited, Guinness Housing Association Limited, a member of the Group Audit and Risk Committee, the Finance and Development Committee and the Service and Performance Committee. She has a background in investment and property development, fund and asset management, corporate finance and finance. She is Managing Director of Duhot-Consult Limited. She is a Non-Executive Director of PHP Healthcare PLC and Inland Homes PLC. In April 2019, she joined Lendlease as Head of Investment and Capital Market.



Linda Sanders

Appointed: **01.04.19** Effective from: **01.04.19**

Linda is a board member of The Guinness Partnership Limited, a member of the Group Audit and Risk Committee, a board member of Guinness Care Limited, Chair of Guinness Care's Quality Assurance and Safety Committee and a board member of Guinness Housing Association Limited. She was a Local Authority Corporate Director in the West Midlands and London for some 15 years holding Statutory Adults, Children's Social Care and Housing responsibilities. She was the ADASS telecare lead and is an ADASS associate. Formerly she was the ADASS Vice President and was Co-chair of the ADASS disability network. She has undertaken consultancy for Coventry City Council where she chaired the Better Care Programme Board and led the creation of an all age disability service.



Amanda Calvert

Appointed: **31.01.17** Effective from: **31.01.17**

Amanda is a board member of The Guinness Partnership Limited, a member of the Group Audit and Risk Committee, a member of the Health and Safety Committee, and a board member of Guinness Housing Association Limited. She joined the Board from Wulvern Housing Limited and is a board member at the Medicines & Healthcare Products Regulatory Agency; a member of the advisory board of Cambridge Judge Business School; a Chartered Engineer; a former Vice President of IT risk and compliance at AstraZeneca; and the founder of Quince Consultancy.



Phil Morgan

Appointed: **31.01.17** Effective from: **31.01.17**

Phil is a board member of The Guinness Partnership Limited, a member of the Remuneration and Nominations Committee and a board member of Guinness Housing Association Limited. He was the Chair of the Service and Performance Committee. He is a housing specialist who joined the Board from Wulvern Housing Limited. He is the Chair of Health Watch Salford; Director of Phil Morgan Ltd; a member of the Greater Manchester Health Board and former Executive Director of Tenant Services at the Tenant Services Authority and former Chief Executive of TPAS.



Chris Wilson

Appointed: **26.09.18** Effective from: **01.10.18**

Chris is a board member of The Guinness Partnership Limited, Chair of Guinness Care and Support Limited, a member of the Group Audit and Risk Committee, a member of the Pensions Committee, a board member of Guinness Housing Association Limited and a member of Guinness Care's Quality Assurance and Safety Committee. He is a retired professional services partner (from KPMG) with extensive audit and advisory experience in the public sector. He is a board member and Chair of the Audit and Assurance Committee for Curo Housing Association.

Executive Team



Catriona Simons

Group Chief Executive

Appointed: **December 2009**

Appointed Group Chief Executive: **July 2015**



Philip Day

Group Finance Director

Appointed: **July 2017**



Peter Hedderly

Executive Director of Corporate Services

Appointed: **July 2015**



Trafford Wilson

Executive Director of Customer Services

Appointed: **August 2019**



Ian Joynson

Executive Director of Asset Management

Appointed: **November 2014**



Paul Watson

Managing Director Guinness Care and Support Limited

Appointed: **December 2007**



Jon Milburn

Group Development Director

Appointed: **June 2016**

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Registered in England and is Registered
Provider of Social Housing No. 4729.