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Welcome



We know the country is desperately short of the right homes and therefore we must build more. At Guinness we have met that challenge – this year we will deliver nearly 2,000 new homes, every one of them a high quality product designed to provide housing for many generations.

Supporting customers and creating successful neighbourhoods has always defined Guinness. This year the board has focused on finding better ways of keeping abreast of residents' views and for resolving their concerns. We are keen to help customers who want to get back to work. In this report we feature our Aspire Awards - one of the most effective ways we deliver that practical assistance.

This year the number of awards has been the largest ever. They are about giving people tangible help to build their lives and achieve their ambitions. For Board members hearing their stories face to face and being able to give them a helping hand to reach their dreams is one of the many privileges of working with Guinness.

I am grateful to all who contribute to our work, in whatever way, for all they have achieved this year.

A handwritten signature in black ink that reads "Amanda Ellingworth".

Lady Amanda Ellingworth
Chair of the Guinness
Partnership Board



Successfully helping our customers navigate welfare reform, taking delivery of our largest market rent project, gearing up our domiciliary care operation and delivering a £90 million surplus to reinvest in new homes and services have been a few of last year's highlights. But this year already looks just as exciting and rewarding.

This autumn we will move to a new service delivery model and at the start of 2015 our programme of investment in technology will deliver new core systems, telephony and mobile working. Together these will deliver better services for our customers and further opportunities for the efficiencies that we can turn into more new investment.

Whatever our structures and however good our technology, it is our people that deliver for our customers, the communities where we work and for those without the homes or care services that they need. So we are particularly pleased that we were awarded Investors in People Gold in recognition of the way we invest in our staff and I am grateful to each of them for their efforts every day.

A handwritten signature in black ink that reads "Simon Dow".

Simon Dow
Group Chief Executive



The Guinness Partnership is proud to have HRH The Prince of Wales as Patron and the Marchioness of Douro as President.

A handwritten signature in black ink that reads "Antonia Douro".

Antonia Douro
Marchioness of Douro

Guinness in Numbers



We manage
60,000 homes



2,700
will be built
as part of our
2011-2015
programme

120,000
customers



10,000
customers
receive care
and support



All surpluses reinvested
into our existing services
and new homes

45 
Apprenticeships
across Guinness



100% of our homes continue
to meet the Decent
Homes Standard

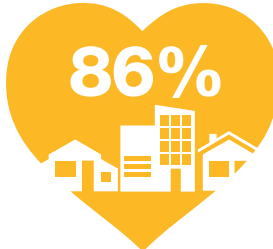
We have
homes
in over
150
Local
Authorities



more than
3,000 staff

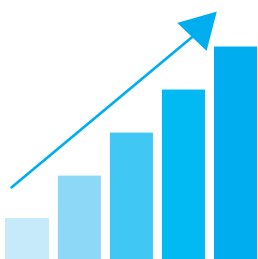


85%
of customers are satisfied
with the quality of their home



86%

of customers are satisfied
with their neighbourhood



Our annual
turnover is
nearly
£300m

125

In 2015 we will be celebrating
our 125 year anniversary

1890



2015

Great Service

Great customer service is a top priority – and for us, that means reliability and consistency in the services we deliver.

We are focused on the services that matter most to our customers, delivering them right first time and to consistently high standards.

In our latest satisfaction survey, 93% of our customers said that we treated them with respect, 86% are satisfied with their neighbourhood as a place to live and 85% with the overall quality of their home.

We know we don't always get it right, but when things go wrong we respond quickly to try and put it right.

We have made changes to our customer complaints process to make it shorter and focused on finding and agreeing resolutions quickly.

Our customer-led scrutiny committees continue challenge our services and performance. Over the last year they have reviewed areas including service charges, repairs, voids and made recommendations on how we can improve.

We know our customers want more choice in how they transact and communicate with us. This is a focus for us over the coming year.

93%



Guinness staff treat customers with respect



86%

of customers find it easy to contact us



85%

of customers are satisfied with the quality of their home





Tenancy Sustainment



£3million
Additional income
that we secured for
our customers



Mutual exchanges



Apprenticeships
across Guinness



Customers supported
with Discretionary
Housing Payment
claims

We deliver a wide range of services to support our customers in dealing with changes to welfare benefits and to maintain their tenancies.

In 2013/14 we worked with a range of partners to offer:

- Programmes to improve household budgeting skills – and more targeted support to help manage arrears or other debt and to ensure claims for benefits are made.
- Advice for people who wish to move to a smaller home or mutually exchange.
- Initiatives to help customers reduce heating costs and energy and water consumption – including the recruitment of community sustainment champions and small grants to create sustainable neighbourhoods.

Our investment in My Home Finance in the North has helped 117 customers to access more affordable credit options – and improve their credit history which will help them access a broader range of financial services in the future.

Supporting customers into work remains a key focus. Our initiatives include setting up job clubs, access to literacy and numeracy skills classes, and helping to find training, opportunities for volunteering and work placements.

We have 45 apprenticeships working in a variety of roles across our business, as well as a requirement for the creation of apprenticeships in many of our external contracts.

Aspire Awards

We are backing our customers' potential. Our Aspire Awards provide customers with the support to access training or equipment to help them achieve their aspirations.

The Awards range from funding for degrees, diplomas and driving lessons to laptops and books, all with the purpose of providing customers with a helping hand to get back into work, move up the career ladder or to give them the skills to help others in their community.

Over the last five years almost 200 customers have benefited and this year we were delighted to award 54 customers with grants totalling £60,000.

Speaking at the awards event, Simon Dow said "We are excited about the range of people we are hearing from, individuals who want to start a gym, go to college to study accountancy, open a nail bar or train to be a counsellor. Listening to all of their stories and hearing about all the things they dream of doing is never less than completely inspirational."

One award recipient Christine has spent the past four years training to be a psychodynamic counsellor and is now on the verge of qualifying for her dream job as a Relationship and Family Counsellor.



“

I've been out of work for so long and with so many hidden costs involved, there's no way I could afford to do this course without this help. It's given me back my life because I thought at my age of 54 that I wouldn't find a job, let alone a career. I can now see the light at the end of the tunnel.”

Christine Wicks
Redhill, Surrey





Care and Support



of customers say we treat them with kindness, dignity and respect



customers and staff are Dementia Friends

98%



of customers are happy with the care and support they receive



97%

of customers feel their privacy is respected

We help people to live as independently as possible, giving them choice over the care they receive and responding to their changing needs.

In 2013/14 we expanded our care and support services by acquiring Gloucestershire based care company, Live Well at Home. This is a first acquisition for us and is part of our wider growth plans to increase our presence in the domiciliary care market.

In addition:

- We involved our care customers in shaping our service, including contributing to our business plan, reviewing our customer engagement strategy and looking at our policies and procedures to ensure they are fair.
- Over 100 customers exhibited art works at our Festival of Creativity.

- Twenty schemes received grants from our charitable fund for items such as garden furniture, computers, a Wii Fit and a greenhouse.
- A number of our customers were recognised with a Star Award for the amazing work they do in the community.

We want to respond to the needs of our customers with dementia. We are working with Institute of Public Care at Oxford Brookes University to carry out customer focused research with the aim of understanding how we best adapt our homes and services to create dementia friendly communities.

The outcomes of this research will be available in 2015.

Great Homes

We are committed to maintaining and improving our existing homes; building new homes and providing a range of tenure options that meet the needs of our current and future customers.

New house building remains at levels significantly lower than required to meet demand.

We need to build more homes and this is exactly what we are doing. We remain focused on increasing our surpluses to create additional capacity to build more homes.

We continue to adapt our homes so people can retain their independence by staying in them longer and improve their environmental performance to minimise costs to our customers.

In 2013/14 we:

- Delivered 730 new homes and remained on track to develop over 2,700 homes under the Affordable Homes Programme.
- Invested nearly £50million in maintaining and improving our existing homes.
- Ensured 100% of our homes continued to meet the Decent Homes Standard.
- Our scheme at Hertford Road in Stevenage was judged by Inside Housing as one of the UK's top 50 affordable housing developments, recognising the quality and sustainability of the design. The properties feature rooftop photovoltaic panels which help to generate cheaper electricity for residents.
- Built 88 new energy efficient homes on Denman Road, Wath. These homes have been built to maximise thermal efficiency.



2,700

New homes delivered via our 2011 – 2015 Affordable Homes Programme



£1.89million

Funding secured to make our homes more energy efficient



£47.6million

Spent on maintaining, improving and adapting our existing homes





New Communities



Our major regeneration projects are aimed at improving and enhancing the quality of life for local people.

In Manchester we are well on our way to refurbishing 90 homes at Cooper House. We are fitting new kitchens, bathrooms, windows and installing new energy-efficient heating and insulation. The project will be completed in 2015.

We completed the development of 33 new homes for rent at West Gorton in Greater Manchester. This was the first phase of a long-term regeneration project in collaboration with the local authority.

In South London the first 360 families have moved into their new homes at Loughborough Park. The £95 million, 7-year project will create up to 525 new mixed tenure homes.

Loughborough residents will benefit from environmentally-friendly features including a combined heat and power system, photovoltaic panels and green roofs.

“

My family have been given a brand new opportunity and a fresh start. It's wonderful what the Guinness Partnership have done for us, the quality of the buildings is fantastic. ”

Lisa Ramsay
Loughborough Park resident

Great Place to Work

We employ more than 3,000 staff and are focused on making Guinness a great place to work. In June 2014 we were awarded Investors in People Gold.

We are investing in our people to support them to grow, develop their talents and achieve their full potential - recognising that in doing this we are fulfilling the potential of the organisation.

We are doing more to attract the very best people to Guinness - individuals with the talents and attributes to ensure we are meeting the changing needs of our business.

In 2013/14 we:

- Introduced a Leadership and Management Standard and launched Guinness Leaders and Managers programmes.
- Launched the GROW at Guinness coaching programme to develop the coaching skills of our managers.
- Implemented the second of our Great Service at Guinness programmes to further develop employees' customer service skills.
- Scored 77% employee engagement and developed action plans in conjunction with our employees to ensure we continue to improve.
- Rolled out a new telephony and network infrastructure and continued our move towards single housing, finance and electronic document management systems.



“There was so much more enthusiasm and drive towards the success of Guinness Partnership. I am really pleased to confirm staff now agree Guinness Partnership is a ‘Great Place to Work’.”

Cath Parish
Investors in People South of England.





Financial Strength and Capacity



£91.5 million
Surplus for reinvestment
in homes and services



£86.4 million
Generated through
stock optimisation
for reinvestment



£6.7 million
Generated from
Affordable Rent

Improving our financial strength and capacity enables us to deliver more homes and services – a vital part of what we're here to do.

We are in a strong financial position and at 31 March 2014 reported:

- An overall operating surplus of £91.5 million.
- Lending agreements in place totalling £1,219 million, with current borrowing of £986 million (excluding fair value adjustments). We have £233 million of available funding.
- £458 million in reserves and £83 million of available cash. We continue to benefit from low gearing and high interest cover ratios, allowing us to increase borrowing to support investment in existing and new homes.

In 2013/14 we:

- Developed homes for market rent or private sale. Our first scheme, Grand Regent Tower in East London provides 267 homes and will support the funding of new affordable homes.
- Raised £86.4 million through the final phase of our stock optimisation programme. Following a comprehensive review of our asset performance we determined that other providers would be better placed to manage these homes and are re-investing all the proceeds in investing existing homes and creating new ones.

The significant reduction in capital subsidies from the government means we are relying on our own surpluses to create additional capacity. Making sure we spend our money wisely and deliver value for money is therefore more important than ever.

Value for Money

We are committed to delivering and demonstrating value for money in everything we do.

This is led by the Board, but is a commitment shared across the whole organisation.

Every member of staff has a performance objective relating to value for money. So value for money is both at the heart of our corporate strategy and embedded in the way we do things every day.

To deliver value for money we are focused on:

- What matters most to our customers.
- Adding value for our customers, communities and wider society.
- Creating capacity by optimising our income and cost base.
- Making best use of our assets.
- Making the most of our people.

In 2013/14 we:

- Continued to deliver cost efficiencies, including £1.4 million in local operational savings.
- Extended the reach and range of works delivered by our in-house maintenance services – and in doing so, delivered a VAT saving of £1.5 million.
- Awarded new contracts, which will deliver savings of £6 million over the life of the contracts as well as social value.
- Converted 680 void properties to Affordable Rent and are using the additional capacity to fund new homes.
- Selected six offices to form part of a pilot to undergo tailor eco-retrofit works. This is generating annual energy savings of 15% and 74 tonnes of CO₂ reductions.

For a full version of our Value for Money self-assessment please visit:

www.guinnesspartnership.com/valueformoney



£4.2million
Savings over 5 years
from network and
telephony contracts



£1.4million
local operational
savings



50
staff sustainability
champions



Plans for 2014/15

We have set a number of key objectives for 2014/15, in line with our Corporate Strategy and Business Plan.

These include reorganising ourselves along functional lines so that we reduce duplication of effort and resource across the organisation. We will also streamline our governance arrangements to support our new organisational structure.

A simplified structure will enable us to deliver greater consistency in our services; improve customer satisfaction; concentrate efforts on key areas of performance across Guinness; and improve efficiency and value for money.

The new operating structure from November 2014:



In addition we will:

- **Deliver a three year programme to implement new technologies**, enabling us to operate more efficiently, report faster and more accurately, and provide a more modern, consistent service to our customers. We have made significant strides towards single core housing and finance systems with common business processes and this is an overriding priority for 2014/15.
- **Do more to improve the cohesiveness and engagement of our people** – by continuing and embedding learning from our Leaders and Managers programmes which commenced in 2013/14; introducing stronger mechanisms for employee representation and a two-way dialogue with our staff; and providing a focus on staff health and wellbeing.
- **Deliver our 2011/15 Affordable Homes Programme** – and expand our pipeline of homes for future development, including opportunities for creating more homes on our existing estates.
- **Improve customer satisfaction and find more ways to engage with and understand the views of our customers** – with a particular focus on our home ownership services to ensure we understand and meet the needs of this group of customers – enabling us to deliver more efficient, cost-effective services.
- **Make our homes more available to more people** – by starting to introduce fixed term tenancies and providing affordable homes to those who may have a shorter term need for affordable housing. We understand that there may come a time when they can afford other options and the property they have lived in could be used to house others whose immediate need is more pressing.
- **Continue to improve our financial performance** – by focusing on strong financial management; achieving value for money through everything we do; effective procurement; robust governance and risk management; and an efficient business structure.
- **Continue to respond to welfare reform** – by putting more structure around our tenancy sustainability activities and how we support customers.



The Guinness Partnership Board

Lady Amanda Ellingworth

Chair, The Guinness Partnership Limited.

Appointed: 02.04.07

Member of the Group Governance Committee; Member of the Partnership Services Committee; Trustee of Barnardo's and Sir Ernest Cassell Education Trust. Previously Chair of Southwest Pathology; Chair of Caldecott Foundation and Deputy Chair Yeovil Hospital Foundation Trust.

Mr Peter Cotton

Deputy Chair, The Guinness Partnership Limited.

Appointed: 09.12.09 **Effective from:** 01.04.10

Chair of Guinness Care and Support Ltd Board; Board Member of Guinness Homes Ltd; Member of the Group Governance Committee; Member the Partnership Services Committee; Member of the Funding Committee; former Non-Executive Director and member of audit, remuneration and customer service committees, Eurostar. Former MD, Scotrail, Gatwick Express, Del Monte UK. Volunteer and Ambassador for Florence Nightingale Hospice. Bereavement counsellor.

Mr Lloyd Clarke

Appointed: 24.09.08 **Effective from:** 01.10.08 **Resigned:** 03.06.14

Member of the Group Governance Committee; Chair of Guinness Northern Counties Board; Member of the Partnership Services Committee; Former Member of the Committee of Standards in Public Life. Non-Executive Director, Curve Interior Design Ltd, Manchester. Retired Chief Executive and Chief Constable of the Ministry of Defence Police; former Deputy Chief Constable West Yorkshire Police.

Mr Christopher Relleen

Appointed: 02.04.07

Chair of the Group Audit & Risk Committee; Chair of Guinness South Board; Chair of Guinness Homes Ltd; Chair of the Funding Committee; Member of the Group Governance Committee; Member of the Partnership Services Committee; Retired Chartered Accountant; former Partner of PricewaterhouseCoopers; Director of Camellia plc; Director of Duncan Lawrie Ltd.

Ms Diane Summers

Appointed: 09.12.09 **Effective from:** 01.04.10 **Resigned:** 13.02.14

Partnership Board Equality and Diversity Champion; Member of the Partnership Services Committee; Non-Executive Director of Guy's & St Thomas' NHS Foundation Trust and Chair of Community Services; Governor of King's College Hospital NHS Foundation Trust; Independent Adviser to the BBC Trust; Member of Complaints and Appeals Committee, Resolution (Solicitors Family Law Association); former Managing Editor of the Financial Times.

Mr Jim Dickson

Appointed: 21.07.10 **Effective from:** 01.09.10

Chair of Guinness Hermitage Board; Chair of the Partnership Services Committee; Member of the Group Governance Committee; Retired Managing Director of Oxboode Housing Association; Trustee of First Base (London); Board Member of Severn Vale Housing Society.

Dame Clare Tickell

Appointed: 09.12.09 **Effective from:** 01.10.10 **Resigned:** 31.05.14

Chief Executive, Hanover HA; Member, Office for Public Management's Public Interest General Council; Chair, CVLS Honours Committee; Chair, Help the Hospices Commission into End of Life Care; former Chief Executive of Stonham Housing Association; former Chief Executive of Phoenix House Housing Association.

Mr Neil Braithwaite

Appointed: 17.10.13 **Effective from:** 01.11.13

Member of the Group Audit and Risk Committee; Member of the Funding Committee. Trustee of both Barnardo's and its pension scheme; Chairman of the Brathay Trust; Governor of a number of primary & secondary Co-operative Academies in Leeds and Stoke-on-Trent. Former Managing Director - Specialist Retail Businesses for the Co-operative Group.

Mr Mike Petter

Appointed: 13.02.14 **Effective from:** 01.03.14

Member of Guinness Hermitage Board; Member of Guinness South Board; Chartered Engineer; Deputy Chair and Senior Independent Director of the Southern Health NHS Foundation Trust; Director and Deputy Chair of the Considerate Constructors Scheme.

Mr Anthony Bell

Appointed: 03.06.14 **Effective from:** 03.06.14

Interim Chair of Guinness Northern Counties; Member of the Partnership's Group Audit and Risk Committee; Vice Principal - Grimsby Institute of Further and Higher Education; Former Director of Finance at City College Manchester.

Mr Simon Dow

Appointed: 01.10.12

Chief Executive The Guinness Partnership Limited; Board Member of Guinness Developments Ltd; Board Member of Guinness Homes Ltd; Member of the Funding Committee; Board Member of Homeless International; Chair of London Housing Foundation.

Ms Catriona Simons

Appointed: 01.10.12

Deputy Chief Executive The Guinness Partnership Limited; Board Member of Guinness Homes Ltd; Member of the Funding Committee; Board Member of Richmond Housing Partnership Limited.

Boards and Group Committees

The Guinness Partnership Limited

Lady Amanda Ellingworth – Chair
Mr Peter Cotton – Deputy Chair
Mr Lloyd Clarke
Mr Christopher Relleen
Ms Diane Summers
Mr Jim Dickson
Dame Clare Tickell
Mr Neil Braithwaite
Mr Mike Petter
Mr Anthony Bell
Mr Simon Dow
Ms Catriona Simons

Guinness Care and Support Limited

Mr Peter Cotton – Chair
Dr Claire Feehily
Ms Penny Hayes
Ms Jane Herbert
Mr Jeremy Robinson
Mr Simon Sweetinburgh
Mr Paul Watson

Guinness Developments Limited

Mr Stephen Clark – Chair
Mr Leslie Deane
Mr Simon Dow
Mr Richard Reynolds
Mr Raj Upadhyaya

Guinness Homes Limited

Mr Christopher Relleen – Chair
Mr Peter Cotton
Mr Simon Dow
Ms Catriona Simons
Mr Raj Upadhyaya

The Guinness Housing Association Limited

Mr Paul Aviss – Chair
Mrs Tamsin Clive
Dr Debbie Hay
Dr Michaela Jordan
Mr Mike Petter
Mrs Carol Speare
Mr Robert Stronge

City Response Limited

Mr Malcolm Rogers – Chair
Mr Colin Greenwood
Mr Mike Heath
Mr Ian Beck
Mr Andy Plant

Guinness Hermitage

Mr Jim Dickson – Chair
Mr Paul Aviss
Mrs Tamsin Clive
Dr Michaela Jordan
Mr Mike Petter
Mrs Carol Speare
Mr Robert Stronge
Dr Debbie Hay

Guinness South

Mr Christopher Relleen – Chair
Ms Nicola Bastin
Mr Stephen Clark
Mrs Margaret Dodwell
Mr Mike Harling
Mr Dick Panter
Mr Ricky Scipio
Miss Tatiana von Preussen
Mr Mike Petter

Guinness Northern Counties

Mr Lloyd Clarke – Chair
Mr Anthony Bell
Mrs Pauline Davis
Mr Ted Hamilton
Mrs Margaret May
Mr Malcolm Rogers

Partnership Services Committee

Mr Jim Dickson – Chair
Mr Lloyd Clarke
Mr Peter Cotton
Lady Amanda Ellingworth
Mr Christopher Relleen
Ms Nicola Bastin
Mr Paul Aviss

Group Audit & Risk Committee

Mr Christopher Relleen – Chair
Mr Anthony Bell
Mr Michael Biles
Dr Claire Feehily
Mr Dick Panter
Mr Paul Aviss
Mr Neil Braithwaite

Group Governance Committee

Mr Peter Cotton – Chair
Mr Lloyd Clarke
Mr Jim Dickson
Lady Amanda Ellingworth
Mr Christopher Relleen

Funding Committee

Mr Christopher Relleen – Chair
Mr Peter Cotton
Mr Neil Braithwaite
Mr Simon Dow
Ms Catriona Simons

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Great service, great homes and a great place to work

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The Guinness Partnership Ltd is a charitable Community Benefit Society No. 31693R registered in England and is a Registered Provider of Social Housing No. 4729.

