

The Guinness Partnership Annual Review

2016-17



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Chair and Chief Executive's introductions

This year continued to be one of change for Guinness and the housing sector as a whole. But although we are operating in a period of uncertainty, our social purpose remains as strong as ever. We are here to improve people's lives and create possibilities for them by delivering great service, creating a brilliant place to work, and ensuring we have the financial strength and capacity to build new homes, as well as investing in our existing homes.

Our successes are due to the commitment and energy of our people. We're grateful for the work Guinness people do every day delivering great service and keeping people safe in their homes.

The year was one of growth for Guinness. In January we merged with Wulvern, welcoming 5,500 households and 200 colleagues to Guinness. Our shared values and commitment to customer service provide a solid foundation for integrating our operations in 2017/18 and we are pleased to be extending our development programme into Cheshire.

The year saw customer satisfaction continuing to improve. An important part of our approach has been the engagement of our customers in the design of our services and in contractor selection. Our investment in technology is also making it easier to access our services and for our people to respond. In early 2017/18 we launched Live Chat so our customers can now talk to us online. And during the year ahead our new CRM system will be extended to enable customers to book repairs online as well.

We have continued to invest in our existing homes. In 2016/17 we invested £73 million in maintaining, repairing and improving our existing homes. We also made significant investment in estate regeneration. The redevelopment of Loughborough Park in Brixton is in the sixth year of a seven year programme and is creating spacious energy efficient homes and outdoor spaces that foster a sense of community. We also completed the refurbishment of Delaney Heights in Salford, converting former student accommodation to provide local people with 119 homes at affordable rents. Our in-house repairs operation, Guinness Property, now provides services to over 42,000 Guinness households and has been our contractor on major projects like the refurbishment of Delaney Heights.

In 2016/17 we built 574 new homes, and we are on track to complete our three year target of 2,000 homes by 2018. The quality of the homes we build was recognised with an award for the One Manor Road development in Brighton.

To meet the needs of an ageing population, we have updated our vision for housing for older people. Our Quayside development in Totnes will offer exemplar accommodation, carefully designed amenities and advanced use of technology that will help older customers feel safe and retain their independence. Guinness Care delivers over 10,000 hours of care each week, achieving 94% customer satisfaction. We plan to expand services to private payers in 2017/18.

Our reorganisation to deliver more efficient and better services has continued, reducing our cost base by £8.8 million. We are pleased to report a surplus for the Group of £93.1 million for 2016/17, which will be entirely reinvested in our homes – existing and new.

We welcome the Government's White Paper on Housing, and the recognition that homes of all tenures are needed to address the country's housing crisis. We are committed to building as many homes as we can to help those in housing need. Likewise we welcome the recognition of the need for a sustainable long term solution to the funding of social care.

The tragic fire at Grenfell Tower reminds us of the importance of what we – and all housing associations – do. Our thoughts are with those who lost their loved ones and homes in the tragic fire. The safety of our customers in their homes remains our top priority.



Neil Braithwaite
Chair



Catriona Simons
Group Chief Executive

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

Highlights of the year 2016-17

77%

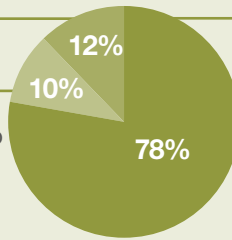
tenant satisfaction with
the services we provide.



574

new homes for social or
affordable rent, shared
ownership and outright sale.

Outright
sale
Shared
ownership



Social or
affordable
rent



One Manor Road in Brighton

won the First Time Buyer Magazine Readers'
Award for Most Innovative Redevelopment
of an Existing Property.

FIRST TIME *buyer*
READERS' AWARDS 2017



£73m

invested in maintaining,
improving and repairing
our existing homes.

Merger with Wulvern

offering more homes
and more choice to
customers and more
opportunities for
colleagues.





48

apprentices work across Guinness.

Employee Star Awards

celebrating the achievements of Guinness people and recognising the outstanding achievements of one team and 11 individuals.



1,030

Dementia Friends across Guinness.



94%

customer satisfaction with our care services.



2,800

interactions on Live Chat in the first three months.

32

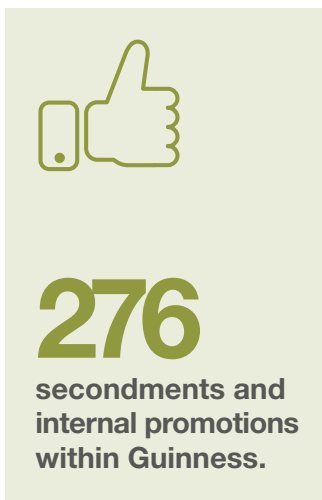
Aspire Awards for customers and community groups. Aspire Awards help our customers realise their dreams by helping to fund course fees, training and community projects.

aspireawards
backing your potential



70%

of our repairs are now carried out by Guinness Property.



276

secondments and internal promotions within Guinness.



£24.7m

surplus generated from shared ownership and outright sales which will be reinvested into existing and new homes.

What we are here to do, our structure and how we're regulated

Guinness has changed. Ten years ago we were a group of housing associations. Over the last few years we've simplified things – including our group structure and the way we organise ourselves – in order to be more efficient and create capacity to do more to fulfil our social purpose.

We're here to improve people's lives and create possibilities for them by providing as many high quality new homes as possible and by providing great housing and care services.

Our Vision is for Guinness to be:

- **One of the best service providers in the housing and care sectors.**
- **One of the best employers in the country.**
- **Financially strong – generating operating surpluses that will enable us to continue to be a major developer of new homes.**

What matters to us is that we provide the right homes and services and that we make every customer's experience of Guinness amazing, every time.

The more we make use of technology, the more delivering services in a way that's local is overtaken by a way that's personal. We recognise it is the experience individuals have of Guinness that creates relationships – and satisfied customers.



**Suttons Wharf
London**

We have been on a journey over the last few years, including our merger with Wulvern Housing in January 2017, and it's one that continues into the future. We need to keep adapting, being a better and more efficient organisation so that we fulfil our ambition as a Customer Service Business, and one that provides homes for future generations.

The environment that we operate in will continue to change, but our Vision and our commitment to our social purpose remains consistent and relevant. The things that have always been important to us – our customers and our employees – are as important as they ever were. They are why we're here.

We're really excited about the ongoing Guinness story, the journey and the destination.

Our structure and how we are regulated

We provide the majority of our housing services through The Guinness Partnership Limited. Our care services are provided by Guinness Care and Support Limited. Guinness Property (City Response Limited) provides repair services. The Group also includes a number of trading entities and subsidiaries as shown to the right.

Our housing and care businesses are regulated by the Homes and Communities Agency (HCA) and the Care Quality Commission (CQC). We have the highest Governance (G1) and Viability (V1) ratings from the HCA.

The Guinness Partnership Limited (Guinness) registered with HCA and a charitable entity



Our geography and scale

We have more than 135,000 customers in 65,000 homes across the country.

1. North

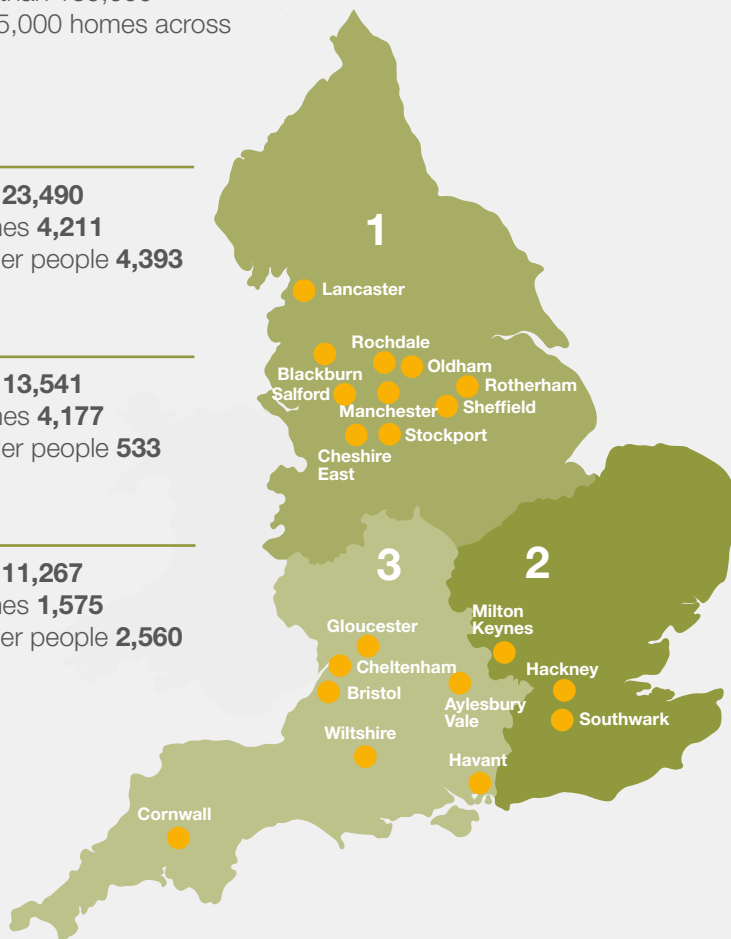
Rented homes **23,490**
Leasehold homes **4,211**
Housing for older people **4,393**

2. South

Rented homes **13,541**
Leasehold homes **4,177**
Housing for older people **533**

3. West

Rented homes **11,267**
Leasehold homes **1,575**
Housing for older people **2,560**



Our top 20 local authorities by number of homes

Local authority	Homes
Cheshire East	5,428
Milton Keynes	5,203
Havant	3,896
Manchester	3,847
Sheffield	2,378
Rochdale	2,110
Stockport	1,680
Hackney	1,652
Oldham	1,355
Gloucester	1,231
Cornwall	969
Wiltshire	957
Rotherham	846
Aylesbury Vale	815
City of Bristol	787
Blackburn with Darwen	777
Cheltenham	761
Salford	717
Southwark	674
Lancaster	646



We continue to operate in an environment of economic and policy uncertainty, heightened by the UK's imminent departure from the European Union.

The 2016 Autumn Statement and the 2017 Housing White Paper recognise that homes of all tenures are needed to address the housing crisis, although access to home ownership remains a clear feature of the approach.

The Government's decision to cut rents in the social housing sector by 1% a year for four years from 2016/17, extended to supported housing in 2017/18 and implement further changes to welfare benefits, will have a far-reaching impact for our customers and for Guinness. We have adopted a range of measures to help mitigate this. The Chancellor's March 2017 Budget recognised the need for increased funding for social care, although how this will be delivered is not yet clear.

Regulatory expectations in the housing and care sectors remain. The fundamentals of the way in which we are regulated by the HCA have not changed, despite the deregulatory measures that took effect in April 2017. The CQC's care standards continue to evolve and we are focused on meeting its expectations.

We know that in both housing and care we are expected to deliver more and become more efficient – and we are committed to that.

The safety of our customers has always been our highest priority, and the tragic fire at Grenfell Tower reminds us how important this is. Like all housing associations, we continue to engage closely with fire safety experts and local fire services, taking any necessary measures to ensure the safety of our customers' homes.



Our strategy

Our aim is to be one of the best service providers in the housing and care sectors, one of the best employers in the country, and to generate strong surpluses so that we can keep building affordable homes. For us this means:

Making every customer experience amazing, every time

- **Always showing our passion for customer service**
Making sure every customer has an amazing experience.
- **Going further**
Helping those customers that need more through our tenancy sustainment, affordable warmth and access to work services.
- **Using information intelligently**
Knowing our customers so we can provide relevant services. Understanding our performance and what drives it, so we make informed business decisions.

Being a brilliant place to work

- **Fully exploiting technologies**
Modernising our service offering and our employee experience, and improving communication and productivity.
- **Developing remarkable people**
Providing the environment, tools and learning opportunities that ensure our people fulfil their potential, grow at Guinness and have a real sense of achievement.
- **A true commitment to diversity and inclusion**
Encouraging the great ideas that come from our different perspectives and experiences.
- **Talking to each other and our customers**
Sharing our vision and pursuing it with determination. Having conversations about the things that really matter and helping each other so we solve problems quickly.

Being smart and efficient – so we can invest in new homes

- **Making the most of our assets**
Providing the right homes for our customers, now and in the future. Making the right long-term choices about which homes we invest in and which we sell to create funds for reinvestment.
- **Purposeful growth and diversification**
Investing in activities that generate strong financial returns so we can build more homes.
- **Delivering financial performance and value for money**
Delivering efficiencies so we generate larger surpluses and we can build more homes.
- **Meeting our legal and regulatory requirements**
Having an outstanding compliance record.
- **Sharpening our focus**
Directing our resources and energies at the things that make a difference and making sure we have the skills to do them really well. Taking advantage of opportunities, but also deciding what we don't do any more.





Acer Court
Chester, Cheshire

Our targets 2017-18

We've set four strategic targets which capture our ambition and help us measure our progress.

85%
Customer satisfaction

90%
Employee engagement

620
New homes

35%
Operating margin

Guinness and Wulvern

Our merger

We were delighted to be approached by Wulvern's consultants, 3Dk, in February 2016, and to be invited to submit a formal expression of interest to work with Wulvern towards merger.

We worked hard to shape a proposal that responded to Wulvern's requirements. We were even more delighted to be selected as Wulvern's preferred partner at the end of March 2016.

Our offer to Wulvern

Our shared vision and values, particularly our shared commitment to customer service and employee experience, created a strong platform from which to shape our offer. We understood how important it was to Wulvern to work with a partner who could help secure future growth in Cheshire, and create opportunities for both customers and staff.

We offered:

More homes – to use our size and capacity, which allow us to take a bit more risk, to build more homes in Cheshire, and to make a significant investment in estate regeneration over the next five years.

More choice – to provide Wulvern's customers with access to a greater range of housing options offered by our wider geographic spread, diverse property portfolio, and variety of tenure options.

More care – to build on Wulvern's commitment to the provision of high quality housing for older people, and providing opportunities to reduce reliance on third party care providers through the use of Guinness Care.

More technology – to extend Wulvern's investment in mobile working technology, with mobile technology for repairs operatives and a full CRM offering with online repairs booking service (towards the end of this year). These will enhance the customer and employee experience, making things easier for everyone.

More opportunities – to provide Wulvern staff with access to Guinness's significant investment in learning and development, and further opportunities for career progression by virtue of our size.





Deva Point
Chester, Cheshire

The process

We completed our merger through a Transfer of Engagements on 31 January 2017. The process went well:

Governance – we established a Joint Board Steering Group to oversee the merger, and a Joint Project Team to deliver it. As the process progressed, colleagues from both organisations became involved in shaping the business case, identifying efficiencies, and planning for the early stages of integration.

Employee engagement – we worked closely with Wulvern management throughout, and senior Guinness managers met regularly with Wulvern staff so we could get to know each other and address any concerns our new colleagues might have about the future.

Customer engagement – Wulvern communicated regularly with customers to ensure the merger was clearly understood and their questions were heard and responded to.

Professional advice – both parties had strong professional advisory teams to support due diligence and discussions with third party stakeholders.

Wulvern's Executive Team are a great fit at Guinness. We are pleased to have retained Nicole Kershaw, who is now Director of Customer Experience, Kevin Williams, who took up the role of Director of Asset Strategy, and Sue Lock who became Guinness Care's Director of Strategy & Policy for Older People.



Three former Wulvern Board members have also joined Guinness Boards – Phil Morgan and Amanda Calvert have joined the Board of The Guinness Partnership and Bob Tarry has joined the Board of Guinness Property.



Our customers

Making every customer experience amazing, every time

We continue to maintain our emphasis on being a Customer Service Business. In 2016/17 we involved our customers in redesigning our services to make sure what we offer is accessible and what we do is delivered right first time. We introduced new technology so we can be more responsive to customers' needs.

In 2016/17 we:

- Introduced our Service Style, created with customers – it's about who we are and how we do things. Our Remarkable Writing training is changing the way we communicate with customers, so our letters are clearer and more straightforward.
- Implemented new technology – we designed and built our new Customer Relationship Management system, redesigned our website, and introduced Live Chat as another way for our customers to contact us.
- Grew our in-house maintenance service – Guinness Property's coverage now extends to 70% of our homes. We completed 83% of repairs on the first visit, leading to satisfaction rates of 90% for responsive repairs, and we attained 93% for planned works.
- Enabled customers to access £2.6 million of income and £4.4 million of housing benefit through the work of our Financial Inclusion Team.
- Helped 256 customers with support from our hardship fund.
- Developed our vision for housing for older people – shifting our emphasis so we better celebrate and embrace the opportunities that exist for older people.
- Created our new Customer Experience Team – the new function has increased our capacity to draw insight from customer data to improve services and increase customer satisfaction.
- Set up a Customer Procurement Panel – customers helped us procure our new Heat and Hot Water maintenance contractors as well as our online repairs booking tool. Their input provides assurance that the products and services we buy meet customer expectations.
- Extended our work to support customers with dementia – we now have 1,030 dementia friends across Guinness and have signed up to the Dementia Friendly Housing Charter. We refurbished the Jubilee Centre in Waterlooville, Havant, to create a dementia-friendly community facility.

How we did

Overall customer satisfaction with the service we provide (tenants)
Target: 81%

Actual: 77%

Overall customer satisfaction with the service we provide (homeowners)
Target: 60%

Actual: 52%

Overall customer satisfaction with the service we provide (care)
Target: 90%

Actual: 94%

Emergency repairs completed in the time agreed
Target: 98.5%

Actual: 97.2%

Satisfaction with the last completed repair
Target: 89%

Actual: 88%

Current rent arrears
Target: 4%

Actual: 3.9%

Re-let turnaround time
Target: 25.5 days

Actual: 29.7 days







Delivering our vision for amazing customer service

We're working hard to shape the way we do things to help realise our vision for amazing customer service. As part of this approach, a small group of customers helped us procure our new Heat and Hot Water maintenance contractors.

Miriam, from Havant, was one customer who joined the Gas Maintenance Procurement Panel. She attended a training session and then took part in a two-day group evaluation session with members of our Procurement and Heating and Hot Water Teams. The group session was a great way for the panel to get together and collectively evaluate the bids. Customers provided useful insight, drawing upon their own experiences during the tender process.

Miriam said "I found the Gas Tender Procurement Panel an eye-opening experience. After reading the brief I was aware of most of the requirements we were to consider, but, once we got started, I became aware of the extent of the detail needed for these tenders. Having a variety of other panel members and their thoughts to consider, I think we made well-informed decisions that hopefully helped Guinness make a good choice. I would definitely do this again."

“ It's a rewarding task working with Guinness. I think we made well-informed decisions that hopefully helped Guinness make a good choice. ”

Miriam, a Guinness customer

The new provision better leverages Guinness's spend, reducing the number of providers from 15 to two, delivering significant savings.

We will continue to involve customers in the procurement of key services. It's a great way to ensure customers have a voice and contribute to making our services better for everyone.



Our homes

Being efficient so we can invest in new and existing homes

Our ambition is the same as it was in 1890 – to build homes for people who need them most. We work with partners in the public and private sector to deliver this goal.

We continue to invest in our existing homes, as well as building new ones. We aim to deliver 2,000 new homes by 31 March 2018 and position ourselves to build at least 1,000 homes per year from 2018. This means building more homes of different tenures and creating additional future capacity through a greater proportion of market sales.

We continue to look at opportunities to improve our existing estates, by building new homes for current customers as well as additional homes for affordable and market sale. We are investing in our existing homes to make them places that our customers love living in.

In 2016/17 we:

- Built 574 new homes – 78% were for social or affordable rent, 10% for shared ownership and 12% for outright sale.
- Continued the regeneration of our Loughborough Park Estate in South London. We also completed a major refurbishment of Matthias Court in Salford, now renamed Delaney Heights, creating 119 affordable homes. Its adjacent site, Adelphi Court, is now being refurbished by Guinness Property.
- Began our Quayside development in Totnes, Devon. Designed for older people, it will provide a mixture of affordable rented homes and homes for sale. It will make use of the latest technology to deliver telecare services to our customers.
- Continued to work with customers on the Northwold Estate in Hackney and the Mansell Street Estate in the City of London, shaping proposals at both estates to provide new, modern homes.
- Invested more than £73 million in maintaining and improving our existing homes.
- Generated surpluses of £24.7 million from shared ownership and outright sales to reinvest.
- Won the First Time Buyer Magazine Readers' Award for Most Innovative Redevelopment of an Existing Property for our development at One Manor Road in Brighton.

How we did

Operating margin

Target: 33%

Actual: 32.6%

Number of new homes completed

Target: 561

Actual: 574

Satisfaction with planned repairs

Target: 90%

Actual: 86.1%

Decent Homes Standard

Target: 100%

Actual: 100%

Gas certification compliance

Target: 100%

Actual: 100%

Sykes Road
Newbold, Derbyshire



Maggie's Farm
Pilton, Somerset



Quayside
Totnes, Devon







Transforming Loughborough Park Estate

We're spending over £100m transforming our Loughborough Park Estate in Brixton, London, providing 487 new homes for social rent, affordable rent and shared ownership.

The original estate at Loughborough Park was built in 1938. Outdated internal configurations meant that the majority of its 398 flats could not easily be improved to meet the Government's Decent Homes Standard. The new homes provide customers with more space, modern kitchens and bathrooms, and improved communal areas.

The new estate provides great open spaces, visible from customers' balconies, creating a strong community environment. The mosaic on the wall of the playground celebrates the long history of the estate.

The estate is now much more energy efficient – the new energy centre provides a gas-fuelled Combined Heat and Power (CHP) engine serving the entire estate, and photovoltaics are fitted on the roofs.



The community centre will be rebuilt and its locally iconic modernist clock will be retained, reminding customers of Guinness's long association with housing in Brixton.

The building work was phased to reduce the impact on customers. We have kept customers up-to-date throughout using face-to-face meetings, drop-in sessions, letters and newsletters.



Loughborough Park mosaic

The final phase of work is due for completion in 2018.

Our people

Making Guinness a brilliant place to work

We've been changing the way our organisation is structured so it's an easier place to work and so we can be more efficient.

Whilst we are changing we're continuing to invest in our people to have the skills, knowledge and tools to be truly empowered. The new structures we have created are designed to make roles more rewarding, energising and fulfilling.

In 2016/17 we:

- Provided new tools and technologies, making our people more mobile, and invested in our offices to provide great workspaces.
- Increased our e-learning offer, making it easier and quicker for staff to access key training requirements.
- Delivered 5.4 learning days per person.
- Helped 276 people take the opportunity to develop their career through secondments or internal promotion.
- Recognised the commitment of our colleagues at our annual Star Awards event.
- Celebrated a Guinness Property employee winning the 'Operational Employee of the Year' at the Direct Works Forum Awards.
- Congratulated our Finance Income Team, who won 'Credit Team of the Year' at the North West Finance Awards.
- Provided £100 Aspire Personal Learning funding to 114 of our people to help them explore new interests or personal development opportunities outside of work.
- Started work on our new diversity and inclusion strategy, making a clear commitment to diversity and inclusion in everything we do.

We are moved by the generosity of our people who raised thousands of pounds for charity. Just a few of the initiatives staff have taken part in are Macmillan coffee mornings, the Trussell Trust Easter egg appeal and Christmas toy appeal, Comic Relief and The Great Get Together. Colleagues also donated over £6,000 to the Manchester Arena and Grenfell Tower appeals.

How we did

Employee engagement

Target: 80%

Actual: 75%

Employee turnover

Target: <15.0%

Actual: 12.3%





Staff forum

Our Staff Forum includes representatives from across the business and from across our geographic locations.

It meets regularly with our Executive Team, feeding back employees' views, ideas and opinions on what's happening at Guinness. This ensures the views of employees inform our decision-making and the employee experience at Guinness.

Amazing Service training

Our Amazing Service programme was created by our people. Because colleagues designed the programme, we knew it would engage and inspire others. It brings to life our new Guinness Service Style, which was shaped by our customers and our people.

Focusing on what it means to both deliver and receive amazing service has created what we believe will be a sustained and embedded change in our approach. It's really changed the way we do things, and how it feels to be a Guinness customer.



Employee Star Awards

Over 200 people and teams were nominated for our Employee Star Awards, with winners across 10 categories announced at an event in Manchester.

The volume of entries revealed our people's dedication to their jobs and to our customers, and their desire to champion and celebrate each other's work.



Our purpose

Going a bit further

Our social purpose extends beyond providing high quality affordable homes. We work to make sure our business is carried out sustainably, ethically and responsibly.

We want to improve the lives of our customers and make a difference in the wider community, and we invest in activities that support these aims. We can't always do this alone, so we work closely with partners across a number of sectors.

In 2016/17 we:

- Employed 48 apprentices at Guinness, who range in age from 16 to 39 and who range from trade apprentices in Guinness Property to business administration apprentices in our offices. Over seven out of 10 apprenticeships become permanent Guinness employees.
- Led a Women In Maintenance project alongside the Mears Group. We supported two female apprentices to train as ambassadors, working with schools and colleges to promote careers for women in maintenance.
- Gave Aspire Awards to 32 customers and community organisations to fund training, equipment and community initiatives.
- Completed our two-year partnership with homeless charity Thames Reach. We made hundreds of small grants to their service users to help them get back on track and offered them work experience and placements.
- Helped reduce carbon emissions and tackle fuel poverty by replacing boilers in 1,024 homes, saving customers an average of £115 per year, and replacing storage heaters in 600 homes with new heaters, saving customers up to £278.21 per year.
- Introduced three innovative products in our standard boiler specification to save energy and cut costs for customers, which will see a further £210 reduction per year on their gas bills.
- Provided an outreach service with Mancunian Way, the anti-social behaviour reduction charity, to engage young people not currently accessing local services in Salford and West Gorton, Manchester.
- Funded the Park Centre Food Pantry in Sheffield, which has 65 active members who use the affordable food shopping service, as well as access support for debt and other issues.
- Co-ordinated regular donations by staff to local foodbanks.





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The Great Get Together

On the weekend of the 17 and 18 June Guinness colleagues and customers across the UK took part in The Great Get Together – a national street party in memory of MP Jo Cox. The weekend marked the anniversary of her death and her family encouraged people to join together to celebrate the things we have in common – proving there is more that unites us than divides us.

We're committed to celebrating the diversity of our people at Guinness. The Great Get Together gave us all an opportunity to do that.

Colleagues held a Guinness-wide world food event at lunchtime on Friday 16 June. Staff brought in their favourite dishes from countries across the world. This was an opportunity to drop in, have a chat and share food with colleagues. Offices also put on games and activities for everyone to get involved in.



We provided small grants to fund activities such as parties and sports matches for customers. The response was amazing. Customers across the country were encouraged to hold events, and we gave out grants to 24 customers and communities.

In Crewe, one of our schemes for older people joined up with a local school, sharing food and games. In Manchester customers used the opportunity to brighten up their communal courtyard, making it a perfect place to come together to plant flowers and share some food. Customers in Rochdale held a community day on the green and welcomed people from all local communities.



We expect the Great Get Together will become an annual event – it is one that staff and customers look forward to celebrating again.

Our Board and the Executive Team

The Guinness Partnership Limited Board



Neil Braithwaite, Chair

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

Chair of The Guinness Housing Association Limited Board and Chair of the Service and Performance 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.



Peter Cotton, Deputy Chair

Appointed: **09.12.09** Effective from: **04.01.10**

Deputy Chair of The Guinness Housing Association Limited, Chair of Guinness Care and Support Limited Board, Chair of the Remuneration and Nominations 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.



Amanda Calvert

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

Board Member of Guinness Housing Association Limited, Member of the Group Audit and Risk Committee; Non-Executive Director of MIC Limited; Proprietor of the Quince Consultancy Limited.



Catriona Simons

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

Chief Executive of The Guinness Partnership Limited; Member of the Service and Performance Committee; Member of the Health, Safety and Environmental Committee; Board Member of Guinness Developments Limited; Board Member of Guinness Homes Limited; Board Member of Guinness Housing Association Limited; Board Member of Guinness Care and Support Limited; Board Member of City Response Limited; Board Member of Hallco 1397 Limited; Board Member of Guinness Platform Limited.



John Lougher

Appointed: **23.03.16** Effective from: **01.05.16**

Board Member of Guinness Housing Association Limited, Member of the Health, Safety and Environmental Committee; Director of Bovis Homes Limited.



Laure Duhot

Appointed: **18.05.16** Effective from: **01.07.16**

Board Member of Guinness Housing Association Limited, Member of the Group Audit and Risk Committee; Non-Executive Director of MIC Limited. Property Consultant.



Mike Petter

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

Chair of the Health and Safety Committee; a member of the Remuneration and Nominations Committee; and a board member of Guinness Care and Support Limited, The Guinness Housing Association Limited, and the Group Audit and Risk Committee. Director of the Considerate Constructors Scheme; a Chartered Engineer; Advisory Panel Member with Scottish and Southern Energy Networks; and Management Consultant at Five Dimensional Management Ltd.



Phil Morgan

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

Board Member of Guinness Housing Association Limited, Member of the Service & Performance Committee; Chair of Healthwatch Salford; Director of Phil Morgan Limited; Associate of Ark Training; Associate of Revelation Training; Associate of Investors in Excellence.



Samantha Pitt

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

Chair of the Group Audit and Risk Committee; Member of the Remuneration and Nominations Committee; Board Member of Guinness Housing Association Limited; Previously worked for the Strategic Rail Authority (a Government Agency); Group Treasurer Network Rail and a trustee of all its pension schemes, a director of various other Network Rail companies and Chair of its Charity Panel.

The Guinness Partnership Limited Executive Team



Catriona Simons

Group Chief Executive



Ian Joynson

Executive Director of Asset Management



Jon Milburn

Group Development Director



Paul Roberts

Executive Director of Property Services



Paul Watson

Managing Director, Guinness Care



Paul Rennard

Group Finance Director (succeeded by Philip Day from 31.07.17)



Peter Hedderly

Executive Director of Corporate Services



Sarah Thomas

Executive Director of Customer Services

**Great service,
great homes and
a great place to work**



30 Brock Street, London NW1 3FG
www.guinnesspartnership.com

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