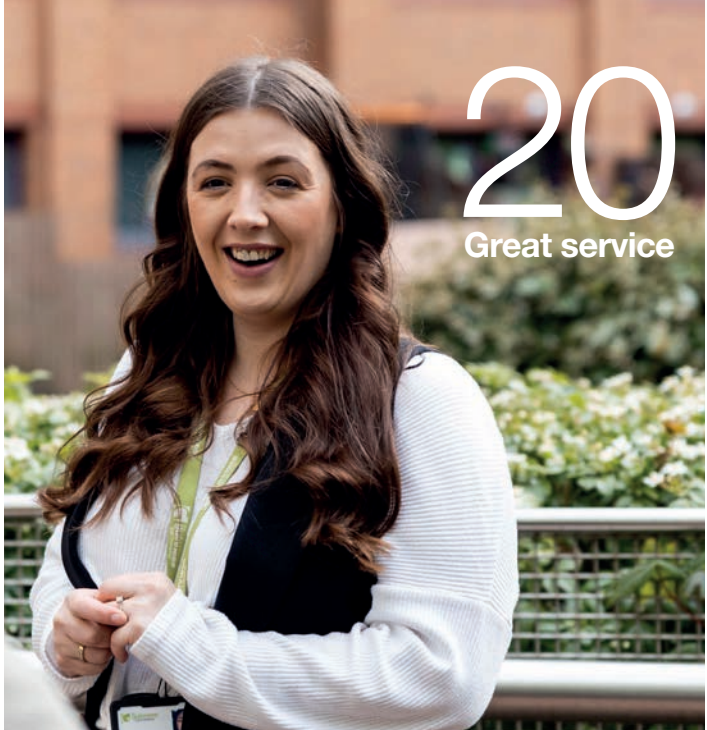


# Annual review 2020/2021





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Modular Housing, Mannings Farm, Forest of Dean



## A message from our **Chair** and the **Group Chief Executive**

When we wrote our introduction to the Financial Statements and Annual Review last year we were a couple of months into the first Covid-19 lockdown. We referred to extraordinary and unprecedented times, and 12 months later that description remains true. If none of us had imagined the position the country – the world – would be in this time last year, we are certain that none of us imagined that we would only just be transitioning back to “normality” now, albeit with Covid-19 infections rising again. These have not just been extraordinary times but, for many people, extraordinarily challenging times. That is true for our customers and communities, many of whom have suffered economically and through the impacts of social isolation. It is also true for our colleagues, both for those who migrated from office to home-based working 15 months ago, and for those who have been in customers’ homes and on our estates and on our building sites throughout the pandemic.

If Covid-19 was one of the things that defined the last year, the other was the rise in public consciousness

about racial inequality and injustice following the killing of George Floyd in Minneapolis, USA. We are proud of the openness of our colleagues in their conversations about race and ethnicity, and their determination to bring about meaningful and lasting change to society. Our colleagues shaped our Anti-Racism Statement and the actions we are taking to deliver on our shared commitment. This is an important part of our wider work on diversity and inclusion.

Although disrupted at times by Covid-19 restrictions, we continued to deliver most of our services throughout the year. We continued to deliver our corporate plans and to develop strategies for the future. Our Annual Review shares some of what we did in 2020/21.

This year we extend a particular and very special thank you to all of our colleagues, for supporting our customers and communities and for supporting each other.

These have not just been extraordinary times but for many people, extraordinarily challenging times

**Neil Braithwaite**  
Chair

**Catriona Simons**  
Group Chief Executive





# Financial, property and operational highlights



**£888.7m**

Total net assets

**£368.2m**

Group turnover

**£167.4m**

Group operating surplus

**£4,106**

Social housing cost  
per home – Group

**A-** (stable)  
Standard  
& Poor's  
rating

**A3** (stable)  
Moody's  
rating



**2,593**

Homes under  
construction

**1,349**

New homes  
started on site

**506**

New homes  
completed

**1,740**

New homes  
pipeline

**£118m**

Invested in  
repairing,  
maintaining  
and improving  
existing homes

**22.3**

Average no. of days  
to complete a routine  
responsive repair



**64,236**

Homes in  
management  
at 31 March

**86%**

Employee  
engagement -  
TGPL

**74%**

Tenant  
satisfaction

**8,109**

Weekly care  
hours delivered

**G1 V2**

RSH regulatory  
gradings

**100%**

Safety compliance  
checks carried out



# Some of what we do

## North West

- Supported the opening of Sal's Shoes in Crewe to distribute recycled shoes to local children.
- Partnered with Chance Changing Lives to supply 262 families with affordable food, including 147 Guinness residents, at the Community Pantry in Crewe.
- Helped Motherwell, a charity based in Crewe, to create a new support hub for mothers.
- Partnered with Cheshire Without Abuse to deliver more support to people experiencing domestic abuse.
- Supported The Wishing Well charity in Crewe to deliver health and wellbeing activities throughout the pandemic.
- Delivered a Get Your Groove On Pedometer and Physical Activity Challenge to raise awareness of physical health and mobility with over 270 older residents
- Delivered 800 care hours per week in the community in Cheshire.

## South West

- Supported Caring for Communities and People to supply affordable food to over 200 local families at the Cheltenham pantry.
- Supplied craft materials to Guinness residents who volunteered hundreds of hours to knit and crochet items, helping reduce loneliness.
- Provided grounds maintenance services for a local college and school through the Bramley Barn Day service.
- Delivered 6,000 care hours per week in the community.
- Delivered 2,500 hours of support per week for people living with a learning disability through our supported living service.

## Greater Manchester

- Continued supporting Sal's Shoes to distribute recycled shoes to children in Salford.
- Continued to support the Salford Food Pantry to supply 196 families with affordable food in partnership with Emmaus.
- Supported Child Safety Media to raise road safety awareness in Oldham schools.
- Started a new 12-month youth & family support partnership with Foundation 92.
- Opened a learning kitchen working with Fusion 21 and Manchester Youth Zone which provided 12,000 meal boxes to households in North Manchester.
- Provided permanent homes for 18 people who were rough sleeping through our participation in The Greater Manchester Homes Partnership.
- Worked with Cartwheel Arts to provide Festive art boxes for local children.
- Supported the Build Salford Programme for a second year.
- Supported Oldham Athletic with a traineeship programme, improving their reach, and offering workplaces

**South West:** Continued our partnership with GoodGym who helped residents with an allotment project and to take part in activities.



# Nationwide

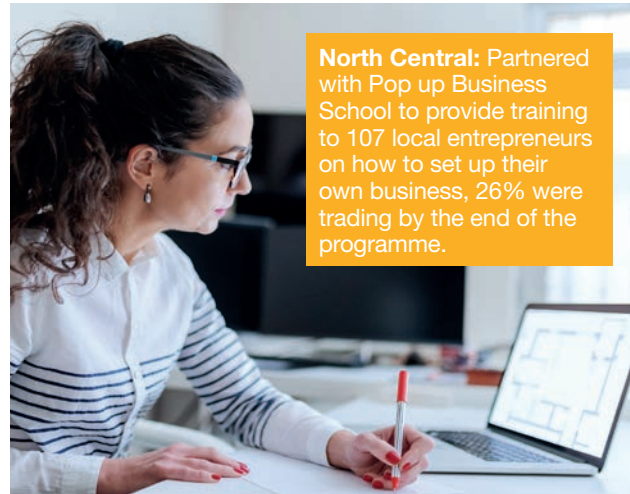
- Nearly 12,500 residents supported to claim the correct benefits, securing over £13.4m in additional income.
- Invested £200,000 into a Hardship Fund which supported 996 residents with things like food, gas and electricity, white goods and furniture.
- Supported the reduction and prevention of domestic abuse through: accreditation from the Domestic Abuse Housing Alliance; publishing a toolkit for frontline workers, and donating £50,000 to six domestic abuse partners.
- Partnered with Pop up Business School to provide online training sessions to 393 entrepreneurs interested in setting up their own business. 23% of participants were trading by the end of the programme.
- Partnered with Tutors United to provide online Maths and English tutoring for 172 children to help narrow the attainment gap.
- In partnership with LGBT Foundation, we supported the development of the 'Bring Dementia Out' webinar programme which over 500 people have attended.
- Supported Talk Listen Change to provide mental resilience support and counselling to 33 residents.
- Trained over 500 staff to spot scams and support affected residents as part of our Friends Against Scams campaign.



**London:** Supported Women into Construction and Henry construction to offer 15 women training and work experience across their supply chain.

## North Central

- Continued to support the Park Centre Food Pantry and Community Library in Sheffield.
- Helped Sheffield Foyer residents with benefits advice; GP registration, training, debt management and access to employment.
- Supported Ashiana, in Sheffield, who work with Black, Asian, Minority Ethnic and Refugee adults, children and young people fleeing domestic and sexual abuse.



**North Central:** Partnered with Pop up Business School to provide training to 107 local entrepreneurs on how to set up their own business, 26% were trading by the end of the programme.

## South Central

- Partnered with Pop up Business School to enable 69 residents in Milton Keynes learn how to set up their own business, 26% of whom were trading by the end of the programme.
- Supported Simpson and Ashlands Parish Council with some furnishings for a new community space
- Began a partnership with MK Act to tackle domestic abuse in Milton Keynes

## South East

- Opened a food pantry in Havant partnering with Havant Borough Council and Park Community School which in its first five months supported 339 new families.
- Partnered with Stop Domestic Abuse to provide additional support to 1,961 people experiencing domestic abuse during the pandemic.
- Delivered 300 hours of support per week in Portsmouth.
- Delivered 300 care hours per week in Havant area.

## London

- Supported the St. Giles food pantry in Kensington to help 274 families access affordable food.
- Continued to work with Tutors United in Stamford Hill, supporting 9 young people.
- Supported around 160 people per week through our new partnership with The Boiler House to run the Northwold Community Centre in Hackney including piloting a new food pantry.
- Worked with InCommon on an Intergenerational project bringing together primary school children and older people living in two of our Independent Living schemes.
- Worked with St Giles Trust and Southern Housing to set up a new food pantry in Stamford Hill, Hackney.





**Our purpose** remains constant: improving people's lives and creating possibilities for them

**Guinness** is one of England's oldest and largest housing associations, founded in 1890 with an endowment of £200,000. Today we have **140,000 customers** and **c64,000** homes across England. Guinness Property, our in-house maintenance service, delivers repairs to **42,000** of our homes. Guinness Care provides **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 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 they're who we are here for. Our purpose 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 to be a great business



## 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 homes and services than ever

## Our world

Much of the last year has been dominated by Covid-19. For our customers, our communities and our people it has been a difficult, and for some a devastating, time. We continue to see rising need and demand for what we do. We will face the economic and social impact of the pandemic, alongside the changed economy emerging from Brexit, for the foreseeable future.

Six million people are on Universal Credit and we expect that number to grow when the furlough scheme ends. There is clearly great need to build more homes, for rent and affordable ownership.

The Social Housing White Paper, published in November 2020, sets the tone for the ongoing development of housing policy. We welcome stronger regulation, clear expectations about tenant engagement, scrutiny and complaints resolution, and the Housing Ombudsman's expanded role.

Building safety legislation continues to take shape. This, and our own commitment to providing safe, warm and decent homes, places significant demands on our capacity alongside our commitment to building new homes, and our obligation to achieve the decarbonisation of our homes over the coming decades.

There continues to be uncertainty over how care will be funded in the long-term by the Government, but we continue to focus on providing an excellent, safe and sustainable care service to customers across the country.

## Different ways of working

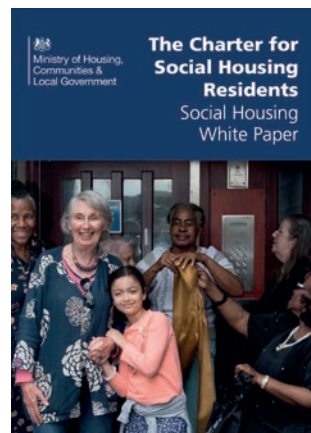
Many of our people have been working differently over the last year. Our desk-based staff have been based primarily at home but of course our field-staff, including our care workers, housing officers, estates staff and our engineers, have continued to work in homes and communities throughout the pandemic.



We continue to see rising need and demand for what we do



# Social Housing White Paper



"Social landlords have a key role to play in supporting their residents to feel safe in their homes. For residents, knowing you live in a safe, secure building is of paramount importance, for your physical safety and for your mental health."

We welcomed the publication of the Social Housing White Paper in November 2020 and support its aims to ensure that residents' voices are heard. It follows on from the Social Housing Green Paper published in 2018 which was informed by extensive consultation undertaken by Government directly with over 1,000 social housing residents across England.

The White Paper's new 7-point charter responds by setting out "what every social housing resident should be able to expect" and which enables landlords to be held to account. It covers safety, transparency, complaints, respect, resident voice, quality and neighbourhoods, and home ownership.

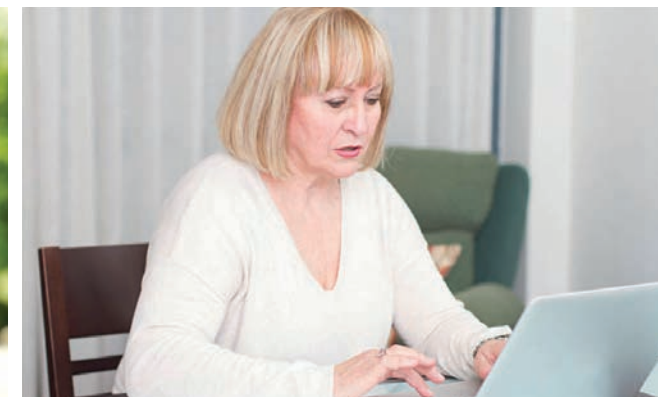
The White Paper introduced a range of new policy measures and reviews. While legislation is not yet in place to enable a new consumer regulation regime to be established, we are preparing for the changes the White Paper will bring and are closely tracking each of its elements as they are developed.



## We are preparing for the changes the White Paper will bring

- We are adopters of the National Housing Federation's **Together with Tenants** Charter and have developed an action plan to support our commitments against it.
- We have developed a **building safety customer engagement strategy**.
- We have reviewed our **complaints process**.
- We continued to promote the **CIH professional standards and qualifications**, as well other technical qualifications for our staff, alongside providing a range of housing management training in-house.
- We are assessing our performance against the draft **Tenant Satisfaction** Measures and we publish our **performance data** to residents regularly and through our Annual Report for Residents.
- We have responded to early consultations linked to White Paper proposals, including the **Decent Homes review**.

We look forward to continuing to work constructively with the Government, the Regulator, the Ombudsman, other sector stakeholders, and of course our residents, on this important agenda as it unfolds over the coming years.





# 2020/21

How we responded to **Covid-19**

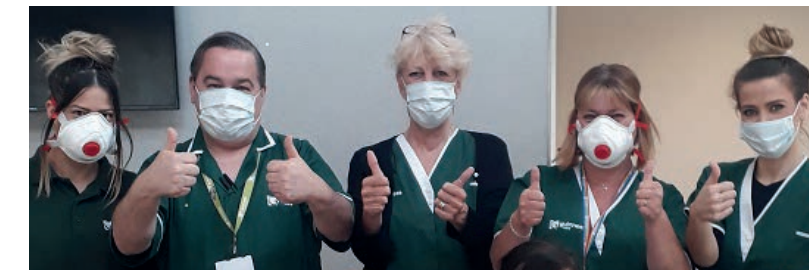
As the year started, we **faced the challenges** of reconfiguring our services to minimise contact with customers (and each other), and moving activities that had been office based to working at home. The aims were to keep customers, our people and our business safe, while continuing to deliver services.



**National restrictions** did have an impact on our business and services. During the first lockdown, development sites largely shut, though overall our programme was delayed only slightly. Over the course of the year, various aspects of what we do had to be suspended to keep our customers safe, and to conform with Government guidance. Other things we do, had to be done differently.

We had to move to **essential repairs** (emergency-plus) only twice during the year, and our planned maintenance programme inside people's homes was suspended for long periods. We revised all of our risk assessments and method statements, and **ensured colleagues had a good supply of PPE** in order to protect themselves and customers whilst carrying out work. Addressing the consequent backlog of routine repairs is an immediate priority for 2021/22.

Colleagues rose to the **unprecedented challenge** in an exemplary way



We took a very **cautious approach** in Guinness Care in light of the vulnerability of many of our Care customers, the interpersonal nature of our **care at home** services and our **care and support** services into housing for older people.

March 2020 National Lockdown 1

November 2020 National Lockdown 2

December 2020 National Lockdown 3

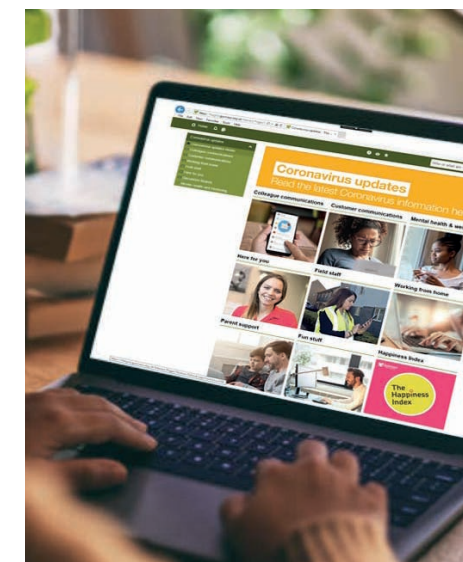
July 2021



Our recent **investment in technology** effectively supported us in achieving this. The movement to home working was, by and large, achieved reasonably seamlessly as laptops were delivered to all staff and further enhancements were made to enable access to a broader range of video conference tools. We continued to enhance our support for mobile working, reducing requirements on field-based staff to return to a base to access our systems. We also procured sufficient personal protective equipment to keep our people safe.

We were able to swiftly put in place a system of recording and flagging in our customer database cases where our tenants and residents informed us they were either shielding due to vulnerability, or self-isolating. This enabled us to **tailor services effectively**, whilst maintaining safety and compliance (particularly gas safety inspections). It also reinforced our work providing **additional support** for particularly vulnerable customers, making thousands of additional welfare calls and helping them with essentials such as food shopping. We are proud of the work all our colleagues did to **support communities** and each other.

We are **proud** of the work colleagues did to **support our communities**



As a significant part of our normal operations were unable to operate under restrictions during the first lockdown, we topped up the salaries of all affected staff from the 80% paid by Government, so they received 100% of the normal rate. Our people **helped guide our response** to the pandemic. During the first lockdown our CEO and HR Director met with our TPGL staff forum weekly, to hear concerns and ideas, and to share emerging responses. The ideas our colleagues shared with us shaped our wellbeing and engagement activity through the year.

We had to pause much of our **community group support activity** (for example, where community centres and communal facilities had to be closed) and shut play areas. These are now safely reopened in line with Government guidance.



We are launching a **hybrid-working trial in September 2021 to inform our longer-term plans for how we will work together. We hope that the hybrid trial will enable the best of both worlds – retaining the benefits that many of us have identified from home working and combining these with the benefits of working face to face with our colleagues as we enjoyed prior to the pandemic.**





**Great 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.

**Great service**

We continued to focus on service during the year, whilst adapting to both local and national Covid-19 restrictions, which had a particular impact on our ability to deliver non-emergency repairs, which involved suspending and remobilising some of our services during the year.

We continued to provide significant support to tenants facing hardship and as more moved to claim Universal Credit from legacy benefits. Our support enabled customers to claim an additional £13.4m of benefits to which they were entitled, limiting arrears to 3.24% despite the pressures. Our Customer Support Team have continued to develop a network of support partners who we can refer our residents to remotely for financial and mental health well-being support.

We supported the sector's ban on evictions during the pandemic, for anything other than the most serious breach of tenancy cases – all three evictions during the year were for serious Anti-Social Behaviour.

We continued to manage ASB cases very actively resulting in satisfaction with case resolution of 89%. During the year we were proud to achieve Domestic Abuse House Alliance accreditation.

In November 2020 we self-assessed as compliant with the Housing Ombudsman Service's new Complaint Handling Code, and conducted in-depth engagement with our customers on complaints handling. This helped us identify further areas to focus on as we improve in this area. Complaints handling is being reviewed by our new Tenant Scrutiny Panel in the first quarter of 2021/22.

We moved to virtual customer engagement, working with 400 customers during the year to inform policy reviews, service improvements and communications.

Non-emergency repairs completed within our target time fell to 79.5% over the year, as a whole. Pausing non-emergency repairs during lockdowns throughout the year led to a substantial volume of repairs to be done when the service was remobilised on each occasion. Dealing with this backlog is a priority for the service at the start of 2021/22.

We maintained essential & emergency repairs during lockdown and as a result, ensured only a very small number (<10) of emergency repairs were overdue at the end of the year.

In November 2020 we mobilised Guinness Property to replace our previous responsive repairs contractor in London. Satisfaction with repairs in London had improved by 4 percentage points to 77% by year end.


We measure tenant and homeowner satisfaction. Tenant satisfaction was steady over the year at 74%. Some regions were significantly higher but the overall figure was held back by performance of and satisfaction with repairs in London. Homeowner satisfaction was raised by 5 percentage points to 52%. We know that in both cases we have significant further work to do. During the year we commenced use of transactional satisfaction surveys. Where things have not gone as well as they should, we use the resulting data to immediately target service improvements.


**In 2020/21 we achieved:**

 **74%**  
Tenant satisfaction

 **£13.4m**  
additional benefits claimed by customers

 **2,000**  
Dementia Friends

 **220,000**  
wellfare calls (outbound)

 **95.7%**  
emergency repairs completed on time





**Great care** is about putting individual wellbeing at the heart of what we do, supporting some of the most vulnerable people in society.

**Great care**

As a significant provider of care services, largely care in people's homes, 2020/21 was an unprecedented year. We are proud of the way our people responded to the challenges. We maintained safe staffing, working practices and service levels to some of the most vulnerable people in the country throughout the pandemic, including older customers living in Guinness homes. To achieve this we adapted our services, closing communal facilities and enhancing cleaning regimes to keep people safe. Where Covid outbreaks occurred, we responded quickly to keep the impact as limited as possible.

To support customers, 180,000 welfare calls were made to Guinness Care customers. 2,250 tenants and residents benefited from our winter-wellbeing programme and we gave 21 customers particularly at risk of digital exclusion free Tablets so they could access services and communities online. 10 dry food stores were set up in our housing for older people schemes (in addition to our wider network of food pantries).

Customer satisfaction and safety were sustained over the year. Our annual customer survey recorded 93% satisfaction. Digital alarms were installed in a further 36 schemes. Guinness is the first Registered Provider to partner with National Trading Standards Friends against Scams initiative. 561 Guinness Care colleagues completed training to help prevent scamming abuse of older and vulnerable customers. We launched our new Radar system to improve safeguarding reporting and responses.



In the second year of our Bring Dementia Out national partnership with LGBT Foundation we supported over 500 people to attend webinars run by LGBT Foundation.

We sustained 8,000 weekly care hours throughout the year, putting the service in a strong position to grow in 2021/22.

**In 2020/21 we achieved:**

 **92%**  
CQC good or outstanding ratings

 **93%**  
Service satisfaction with our care customers

 **81%**  
employee engagement

 **8,000**  
weekly care hours sustained and £0.9m of efficiencies delivered

 **93%**  
of frontline employees vaccinated





## Social investment

The pandemic created so much uncertainty and hardship, and so our social investment work was more needed than ever last year. Through our Customer Support team, and through our social investment project work with local partners, last year we supported over 18,500 people in our homes and communities.

Our social investment work is guided by a strategy which sets our three themes: alleviating hardship; education; employment and training; and inclusive communities.

### Food and other basics

We expanded our network of food pantries from five to seven, providing nearly £40,000 in donations to enable them to launch, stay well stocked and pay for basic facilities. Through the network more than 1,350

households regularly accessed affordable, healthy food by paying a weekly subscription for groceries at low prices. The food pantries also provided employment support and helped members managing finances. Through our social investment partners **Engie**, **Novus**, **Wates** and **Kier**, we set up dry food stores in some of our sheltered housing schemes to enable residents to access food where they live during lockdown.



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



We were delighted to formally launch our new partnership with the charity **Sal's Shoes**. Through our partnership Sal's provides free school footwear in our communities in Crewe, Salford and Hackney.



### Supporting children's education

Lockdown affected so many households, including those with school aged children. We supported charity **Tutors United** to deliver online tutoring to 172 primary school aged children to help narrow the attainment gap in the core subjects Maths and English

### Supporting mental wellbeing

Throughout the year, working with charity **Talk, Listen, Change** we have offered free, confidential support to our residents experiencing low level mental health issues.



### Domestic abuse

Domestic abuse rose during lockdown. We are committed to doing as much as we can to reduce and prevent domestic abuse in our communities. We were delighted to receive formal accreditation from the **Domestic Abuse Housing Alliance** in recognition of our thorough approach to tackling domestic abuse. To support this work, we published a toolkit to help frontline workers better identify the range of domestic abuse that can occur and provided around £50,000 in donations to six different domestic abuse charities operating within our communities, helping at least 2,000 people.



### Training, employment and business skills

We supported 41 customers with around £75,000 through our Aspire Awards that enable people to pursue their skills, career and talent aspirations. Through **Pop Up Business School**, we delivered training to 393 people across England to learn how to set up their own businesses, with 90 of the participants trading by the end of the training (23%).

We partnered with **Women into Construction** and **Henry Construction** to support a new scheme which offered 15 women training, work experience and recruitment advice. Within Guinness we supported 25 apprentices across a range of roles and helped 16 to move into trades and customer service roles. 25 residents at our Foyer in Sheffield obtained paid work, 15 participated in unpaid or voluntary work, and 44 gained a new qualification.





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

**Great homes**

During the year we made substantial progress on developing and delivering our Building Safety Action Plan. Both our taller ACM-clad buildings are expected to have remediation completed during early 2021/22. We decommissioned and started demolition of a 17-storey large panel system building in Salford and will be redeveloping the site to provide new low-rise social homes. The building has been demolished and the site prepared for re-provision. We continued our programme of fitting sprinklers and alarm systems to our taller buildings and specialised housing.

Through the year, we maintained strong compliance despite challenges getting to access to homes during lockdown. At the end of the year we had 100% gas safety inspection compliance, having managed an extremely small number of exceptions agreed during the year where individual circumstance (for example, where very vulnerable tenants were “shielding”) dictated the right approach was to postpone the inspection.

We completed Decent Homes investigations and planned works on around 4,000 homes.

Working with our advisors and based on archetypes, we also deepened our understanding of potential costs of achieving zero carbon in our homes by 2050, alongside investment in existing stock and new homes, to underpin our long-term financial plan and asset strategy. We are on track to achieve EPC C rating for all our homes by the statutory 2030 deadline.

We continued to start and complete new homes under our Homes England and Greater London Authority Strategic Partnership programmes. We completed 506 new homes during the year, including 500 social homes, despite sites being closed by many contractors during the first lockdown. We started on site with a further 1,349 homes, including our large sites at Points Cross in Leeds and King George’s Gate in south west London.

We entered into partnership with Ilke Homes to deliver 57 off-site manufactured homes, to Drybrook in Gloucestershire. Over time we expect to make extensive use of Modern Methods of Construction. During the year, we updated our Design Guide and Employer’s Requirements, to drive quality and value with contractors across all our developments.

Our Joint Venture with RP partners in the Sheffield City Region, Forge New Homes (FNH), secured planning for its first site during the year. More schemes are in the pipeline, and we expect FNH will deliver 300 new social homes over the next few years.

**In 2020/21 we achieved:**

 **100%**  
Gas certification compliance

 **100%**  
Electricity, fire risk assessment, asbestos and water safety compliance

 **£118m**  
invested in repairing and maintaining existing homes

 **100%**  
of homes meeting the decent homes standard

 **1,349**  
new homes starts on site

 **506**  
new homes completed





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.

### Great place to work

In 2020/21 we saw significant benefits from our long-term investment in tools, technology and training. Just before the start of the year our office-based colleagues moved rapidly and effectively to working from home. Our field-based colleagues used new mobile technology and integrated data systems to identify and resolve local issues more quickly and effectively. Over 700 people across Guinness were trained to use the new core applications MS Dynamics CRM and Oracle Financials which went live during the year, moving our systems to the Cloud and improving their functionality.

Colleagues across Guinness were kept safe throughout the pandemic, as we managed to source Personal Protective Equipment and amended our services and working practices in light of the new risks to protect staff, customers and communities.

We introduced more flexible working and provided tools, support and guidance for staff in different situations to help colleagues manage the new challenges of life during the pandemic, inside and outside of work. Where roles could not be delivered due to lockdown (primarily but not entirely in Guinness Property) we made sure that everyone remained on full pay, alleviating the financial stresses to colleagues and their families.

We continued to strengthen expertise across Guinness, giving more people a pathway to improve their knowledge and professional skills. During the year over 100 customer services colleagues completed core Tenancy Management and Tackling ASB training (with more to come (including on

Managing Estates) in the coming year) and refreshed our customer service training. We supported 28 people towards a Chartered Institute of Housing qualification using the Apprenticeship Levy. A further 27 people studied towards other professional, and 75 people towards technical, trades and customer services qualifications. Towards the end of the year, we also trained 53 people to support Continuous Improvement at Guinness through using Lean / Six Sigma tools, and are rolling this out further at the start of 2021/22. Finally, we launched our new suite of ILM accredited leadership and management training programmes to support and strengthen our capabilities - from new managers to the leaders of tomorrow.

During the year we were proud to be recognised through several awards, including winning three IIP awards, for Diversity and Inclusion, Wellbeing, and a special award for our organisational response to the pandemic. Guinness Property achieved IIP Gold status.

Staff engagement in Guinness Property improved from 78% to 84%, in Guinness Care it improved from 77% to 81%, and in TGPL it was maintained at 86%.

### In 2020/21 we achieved:


 **86%**  
employee engagement for TGPL

 **81%**  
employee engagement for Guinness Care

 **84%**  
employee engagement for Guinness Property

 **99%**  
attendance level excluding long-term sick

 **6%**  
staff turnover

 **98%**  
completion of mandatory training after one month





a **Great business** is one which performs and is strong and resilient. It invests in the future. It does things well.

**Great business**

We are pleased to have retained our G1/V2 grading following the RSH's In-Depth Assessment of Guinness in November 2020. The V2 financial viability grade is common for housing associations significantly investing in development, and our G1 governance grading – the highest possible – recognises that we have appropriate governance in place and manage organisational risk effectively.

We are part of the group of RPs building on the initial work done by the Good Economy think tank to develop a Framework for standardising the sector's Environmental; Social and Governance (ESG) reporting to stakeholders, as we prepare to report against these new requirements during 2021/22.

We have adopted the NHF's new Code of Governance and embedded our revised scheme of delegations, which gives clarity about who is responsible for taking decisions.

After a small increase at the start of the pandemic, our rent arrears at the end of the year were just under 3.3%. This was achieved though the proactive support we offered customers, and using the expertise we have developed in helping customers apply for Universal Credit and any other benefits to which they are entitled.

Following consultation with tenants, we and Paradigm Housing Group successfully completed the sector's largest stock swap of homes. This supported growth in London and consolidated our presence elsewhere – increasing both organisations' service responsiveness, impact and efficiency.

We launched further strategic components of our 5-year IT Roadmap, including MS Dynamics CRM, Oracle Financials, Qube (service charges) and OneView local data reporting. These systems and tools significantly grow our ability to manage our business effectively and improve services. We successfully completed over 50 procurements, improving quality and releasing efficiencies.


We secured additional £600m funding for our development programme and now have £1bn of liquidity to support our development for this Strategic Partnership period and beyond. Early redemption of £110m of expensive legacy financing released financial capacity, which we are using to increase our investment in existing homes.

We also effected the Bulk Transfer of Guinness pensions to a Guinness scheme, giving us more control over investment decisions and the funding of future pensions obligations.

Our TGPL Operating Margin was 21.6%, reflecting the impact of Covid-19 on our services, including the costs of PPE, additional estate cleaning, and meeting the costs of lockdown repairs backlogs. We also continue to bear significant building safety costs, including maintaining waking watches in several schemes. We expect this to continue during 2021/22 as we work through our Building Safety Action Plan.

**In 2020/21 we achieved:**

 **21.6%**  
Operating margin - TGPL

 **100%**  
Compliance with loan covenants

 **V2**  
Regulatory viability grading

 **G1**  
Regulatory governance grading

 **3.24%**  
Rent arrears

 **£600m**  
additional financing secured





## Diversity and Inclusion

Our D&I commitment is embedded in every aspect of our organisation. We believe that great ideas and the best solutions come from bringing together a wide range of perspectives, and that by harnessing diverse viewpoints and talents we can do more. Throughout 2020/21 we held a series of Conversations with colleagues about ethnicity, race and racism, which shaped our Anti-Racism Statement. The accompanying action plan was incorporated into our D&I work during 2020/21.

### Our commitment

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 promoted awareness and understanding, and celebrated the diversity of our people by marking various events throughout the year. We expanded the content of our mandatory D&I training and moved to delivering it virtually, so colleagues received training despite lockdown restrictions. We began work on our Race Fluency Toolkit to give colleagues confidence to

We believe that great ideas and the best solutions come from bringing together a wide range of perspectives



talk more openly about race. And we launched our Guinness Book Club around the theme of identity. We were awarded the Investors In People award for Diversity & Inclusion – recognising our progressive work in this area. We were reaccredited as a Disability Confident Employer this year.

### 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 held five Conversations with colleagues on the subject of race and ethnicity and introduced an anonymous email address for colleagues to continue to share views. We continued to audit imagery in our communications to ensure our diverse customers and colleagues are represented. We introduced British Sign Language training (with over 100 colleagues taking part) and added subtitles to videos and webinars produced. We increased the data we hold about the diversity of our colleagues enabling us to better understand our workforce and their experiences. Using this data, we produced our first Ethnicity Pay Gap report.

### 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. We undertook our annual audit of performance management results to ensure the fairness of our processes, and broadened our employee lifecycle reporting to better understand the full employee experience. We integrated Unconscious Bias, microaggressions and anti-racism into the syllabus of all our management development programmes. The first cohort of our Beyond Now emerging talent programme got underway, and we achieved representation by ethnicity across all management programmes. We continued to invest in colleagues' professional qualifications. Through our work with UNIFY, we supported the introduction of one new management development programme for BAME colleagues, and we are at the forefront of developing another cross sector programme with a leading university.

### Attracting diverse talent

We want to attract and promote career opportunities to a diverse range of talented people, and our selection processes enable candidates to show themselves at their very best. Our assessment matrix ensures consistency, objectivity and freedom from bias. We attracted a broad range of applicants for our Guinness Graduate Scheme and appointed a diverse mix of individuals. We identified new roles for younger people as part of the Government Kickstart scheme, to assist with entry into work. Our new recruitment website enables us to demonstrate our commitment to D&I to prospective employees.

### 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. In partnership with Women in Construction we ran a series of events to help women gain experience and training in roles in the construction industry. We shared best practice advice with other organisations to help them develop and deliver a successful D&I Strategy, through direct work and through Investors in People Showcase events. Through our sponsorship of the Bring Dementia Out project, the LGBT Foundation began to roll out training across Guinness and to other care and housing providers.





Grow Green project, West Gorton, Greater Manchester



## Sustainability and zero carbon

We are committed to the environment and are developing our Environmental, Sustainability and Decarbonisation Strategy. We already work to a home energy standard, approved in 2015, which aligns to the Fuel Poverty Regulations and aims to ensure all our homes meet a minimum of EPC C (Standard Assessment Procedure ('SAP') rating of 69) by 2030. Our aim is also to fully decarbonise our homes, offices and operations by 2050, in line with Government's net zero carbon targets.

### Insulation

The average SAP score across our portfolio is currently 72, compared to an average of 69 across the sector. We improved the insulation of over 1,000 homes over the last year, continuing to improve the SAP rating of our properties.

### Investing

We have been investing c£0.5m per year in improvements to the fabric of our existing homes since 2015. We have modelled the requirements of Net Zero Carbon against our portfolio and have made an additional financial provision of £1bn over 25 years commencing 2025/26 to meet the challenges.

We are currently undertaking two major heating upgrade programmes to reduce heating bills for customers, an Air Source Heat Pump programme in Cheshire, and a programme fitting smart meters in our homes, providing radiator reflectors and offering advice to customers about how to reduce energy consumption.

We are committed to the environment and are finalising our Decarbonisation Strategy.



### Standardised approach

We have been actively involved in efforts to develop a standardised approach to Environmental Social Governance (ESG) reporting across the social housing sector. We welcome publication of the new voluntary Sustainability Reporting Standard for Social Housing against which we will compare our performance and publish a report later in 2021.





# Value for money

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 2020/21. As the benchmarks are not yet available for 2020/21, the benchmark data for 2019/20 is included as a comparison. However this will not reflect a full year impact of the pandemic: significant caution is therefore required when comparing 2021 performance with 2020 benchmarks.

## Business Health

Operating margins are a key indicator of financial health. Our overall and social housing lettings

operating margins have fallen this year reflecting the additional cost associated with delivering repairs and maintenance throughout the pandemic together with the impact of responding to changes in building safety legislation and guidance. We plan for them to grow over the next period as the costs associated with the pandemic return to normal.

## Development Capacity and Supply

During the year we completed 506 new homes. This was short of our target as we were risk-averse regarding the quality of completed homes we were prepared to acquire from developers during the year, and experienced some delays as Covid-secure practices were implemented on development sites.

Whilst completions remain lower than benchmarks, we secured 892 plots and started on site with 1,349 homes during the year. Many will be delivered through our Strategic Partnerships with Homes England and the GLA to deliver 5,500 new homes, with 5,000 of these being affordable.

## Outcomes Delivered

Improving customer satisfaction continues to be a key strategic priority for Guinness and improved by 1% this year. It varies significantly across the country with 86% achieved in the North West but 70% in the South East. We sought to address this during the year by changing our repairs service provider in London. Reinvestment in our existing homes increased to 7.1% (TGPL), during the year reflecting our ongoing commitment to the quality and safety of our homes. We expect this to rise again during 2021/22 and over the coming years.

## Effective Asset Management

ROCE compares surplus to the value of properties on our balance sheet. TGPL's is higher than benchmarks partly due to the impact of the accounting surplus recognised as part of the stock swap during the year with Paradigm Housing Group. We expect investment to increase over the next 5 years as we complete new homes and continue our Building Safety Action Plan. Occupancy dipped slightly as we paused lettings during the first national lockdown. All of these homes have now been let. During 2020/21 reduced planned maintenance activity and additional support required by Guinness Property as it tackled responsive repair backlogs, increased the ratio of responsive repairs to planned maintenance. We expect this to fall as planned maintenance is carried out and the remaining responsive repair backlogs are cleared.

We have a clear, comprehensive and strategic approach to achieving Value for Money.

## Operating Efficiencies

Our headline social housing cost per unit of £3,898 is reflective of lower stock investment during the year due to Covid-19 restrictions. We expect investment and therefore cost per unit to increase in the coming years as we continue to deliver our programme of building safety improvements, invest to ensure our homes continue to meet the Decent Homes standard and begin work at scale to meet net zero carbon goals. Our rent collection and arrears performance has continued to be good as we support our tenants to claim all of the benefits to which they are entitled. Despite the challenges of Universal Credit, this has helped them clear rent arrears, meaning we collected over 100% of rent due.



Scorecard metric	2021 Group	2021 TGPL	2020 Group	2020 TGPL	National median benchmark 2018/19	National provider benchmark 2018/19
Business Health						
Operating margin (overall)*	19.9%	21.6%	24.3%	23.9%	23.1%	23%
Operating margin (social housing lettings)*	24.8%	23.6%	29.8%	28.8%	25.7%	30.8%
EBITDA-MRI (as % interest)* incl. bond redemption penalty)	91.2%	97.2%	130.8%	141.9%	170%	145%
EBITDA-MRI (as % interest)* excl. bond redemption penalty)	136.2%	145.4%	130.8%	141.9%	170%	145%
Development - capacity and supply						
New supply % (social) *	0.78%	0.80%	0.31%	0.32%	1.5%	1.7%
New supply % (non-social) *	0.01%	0.01%	0.00%	0.00%	0.15%	0.0%
Gearing*	42.6%	44.5%	39.9%	41.3%	44%	46%
Outcomes delivered						
Customer satisfaction	74%	74%	73%	73%	75.5%	75%
Reinvestment *	7.0%	7.1%	5.8%	6.6%	7.2%	7.6%
Investment in communities	£1.86m	£1.76m	£1.53m	£1.44m	n/a	n/a
Effective asset management						
Return on capital employed (ROCE) *	4.6%	4.7%	2.8%	2.9%	3.4%	3.4%
Occupancy	99.1%	99.1%	99.9%	99.9%	99.3%	99.2%
Ratio of responsive repairs to planned maintenance	0.73	0.72	0.46	0.52	0.64	0.62
Operating efficiencies						
Headline social housing cost per unit *	£4,106	£3,891	£4,254	£3,941	£3,830	£3,900
Rent collected	100.3%	100.3%	99.2%	99.1%	99.8%	99.7%
Overheads a percentage of adjusted turnover	10.9%	10.1%	10.1%	9.5%	13.9%	10.2%

\*These indicators are those included within the VIM 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 VIM Regulatory standard



# Our Board



**Neil Braithwaite, Chair** 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 and a board member of Guinness Housing Association Limited. He is also a trustee of Barnardo's 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** Appointed: **13.02.14** Effective from: **01.03.14** Retired: **31.03.20**

Mike, who retired from Guinness on 31 March 2021 was 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.



**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, 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 and works at Law Debenture as a Pension Trustee Director. Previous roles have been in the power and telecoms sectors.



**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; Hallco 1397 Limited; Guinness Care and Support Limited and a member of the Health, Safety & Environmental Committee.




**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 Amanda is a board member of The Guinness Partnership Limited, a member of the Group Audit and Risk Committee, Chair 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, Chair of the Remuneration and Nominations Committee and a board member of Guinness Housing Association Limited and Guinness Care & Support 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 Deputy Chair of The Guinness Partnership Limited, Chair of Guinness Care and Support Limited, a member of the Group Audit and Risk Committee, Chair 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.




**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 a full time employed Director of Kier Construction Limited and has over 30 years' experience in the construction industry, A Chartered Engineer, he held Executive Board positions in two other organisations.



**Gina Amoh** Appointed: **14.08.20** Effective from: **01.09.20**


Gina is a Board Member of The Guinness Partnership Limited and Guinness Housing Association Limited. Gina has over 30 years' experience in the Housing Sector and is currently Chief Executive of Inquilab Housing Association. Gina has chaired the BME London Landlords and is the founder of the Leadership 2025 project and chairs its Steering and Advisory Group. A Fellow of the Chartered Institute of Housing, Gina also holds an MBA and has previously been a Board Member on a number of Registered Provider Boards along with sitting on the Board of Homes for London.



**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 15 years holding Statutory Adults, Children's Social Care and Housing responsibilities..

She was formerly the ADASS Vice President and the Co-chair of its disability network. She has undertaken consultancy work on integrating health and social care, led the creation of an all age disability service and is a mentor.



**Lee Bolton** Appointed: **14.08.20** Effective from: **01.09.20**

Lee is a Board member of The Guinness Partnership Limited and Guinness Housing Association Limited and has 16 years' experience working in social/ supported housing and the National Justice System. Lee currently works for Petrus which is part of the Regenda Group.



**Ben Laryea** Appointed: **14.08.20** Effective from: **01.09.20**

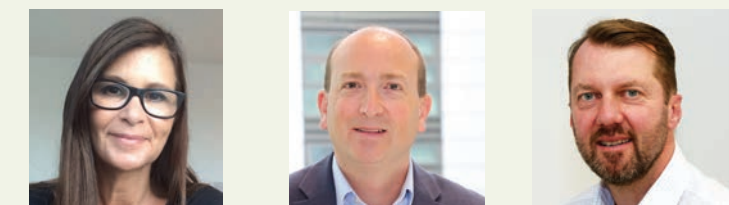
Ben is a Board Member of The Guinness Partnership Limited and Guinness Housing Association Limited and a member of the Health, Safety and Environmental Committee. Ben has over 30 years housing experience and is Chief Executive of Ekaya Housing Association, prior to which he was the Deputy Chief Executive of Westway Housing Association. Ben has acted as a mentor on programmes developed to address the lack of diversity at a senior management level within the Housing Sector. Ben is also a Board Member of Dolphin Living and sits on the Audit and Risk Committee of the Dolphin Square Foundation.

# Our accreditations

**INVESTORS IN PEOPLE™**  
We invest in people Gold



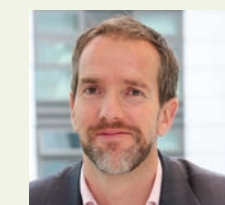
# Our Executive Team



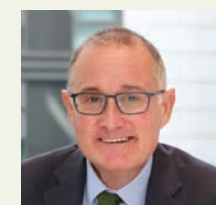
**Catriona Simons**  
**Group Chief Executive**  
Appointed:  
**December 2009**  
Appointed Group  
Chief Executive: **July 2015**

**Philip Day**  
**Group Finance Director**  
Appointed:  
**July 2017**

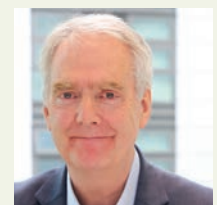
**Trafford Wilson**  
**Executive Director of Customer Services**  
Appointed:  
**August 2019**



**Ian Joynson**  
**Executive Director of Asset Management**  
Appointed:  
**November 2014**



**Jon Milburn**  
**Group Development Director**  
Appointed:  
**June 2016**



**Paul Watson**  
**Managing Director Guinness Care and Support Limited**  
Appointed:  
**December 2007**



**Peter Hedderly**  
**Executive Director of Corporate Services**  
Appointed:  
**July 2015**  
Left: **December 2020**



**Kevin Williams**  
**Executive Director of Commercial Services**  
Appointed:  
**January 2021**



great service  
great homes  
a great place to work  
and a great business

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