

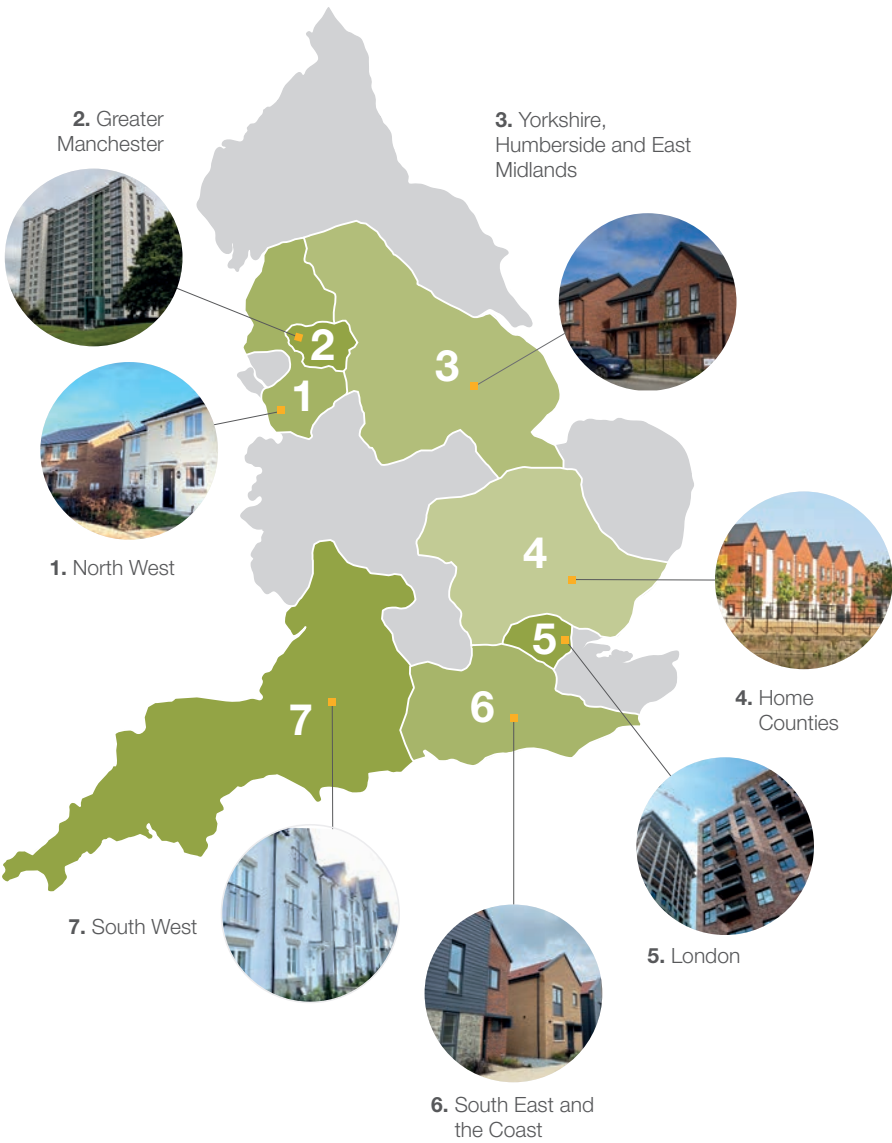
Our Strategy

Guinness 2025





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Our Strategy for 2025

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**We're here to
improve people's
lives and create
possibilities for
them. This is our
social purpose.**

Our vision and what's important to us

This is our Strategy for 2025. It articulates our aspirations and plans - the things we're going to do to deliver our vision - and places them in the context of the world we are in. It builds on what we have achieved over the last few years and recognises the challenges facing the social housing sector, and our tenants and residents.

So let's start with why we're here. Our purpose and our vision. Why Guinness exists. We were founded in 1890 to improve people's lives and create possibilities for them. What we're here for hasn't changed.

We fulfil that purpose, our social purpose, by providing great homes and services to over 140,000 residents across the country.

We've reflected on whether our vision remains right for the future, and concluded that it does. The quality of our services and homes is at the heart of our vision. So are our people and our commitment to being a good and reliable organisation, because these things underpin our ability to succeed.

So our vision and the related strategic objectives are for Guinness to:

- **Deliver great service** — to be one of the best service providers in the housing sectors
- **Provide great homes** — to provide as many high quality homes as possible, and to play a significant part in tackling the country's housing crisis
- **Be a great place to work** — to be one of the best employers in the country

And to:

- **Be a great business** — to be a strong and efficient business that does things well, and that people can trust and rely on

These are the things that matter most to us. The surplus we make each year is invested in achieving that purpose. Everything we do is about our residents, our neighbourhoods, our communities and our people.



Chris Wilson
Chair



Catriona Simons
Group Chief Executive

**Our heritage
matters to us.
Guinness has now
been providing
homes to people
who need them
for over 130 years.**



The world around us

Our Strategy must respond to the world around us. Housing is high on the agenda and we are, rightly, scrutinised closely by customers, the media and stakeholders. Guinness is well placed to respond – and to manage risks ahead. We’ve continued transforming our organisation. We are more efficient, we understand our tenants and residents better and we are focusing on what matters to them.

Our heritage matters to us. Guinness has now been providing homes to people who need them for over 130 years. We’re proud of our long history which gives us a real sense of purpose. It also creates a strong sense of responsibility, of having a legacy to protect for future generations and to make the most of today.

The housing sector’s recent past has been dominated by concerns about the safety and quality of social homes. This follows two defining moments for the sector in recent years - the Grenfell Tower fire in 2017 and the death of two-year old Awaab Ishak in a home blighted by damp and mould in 2020. We know that we must always listen to our tenants and residents so that we understand and can respond to their experiences and concerns. Engaging with residents – ensuring

they have real influence and shape what we do and how we do it – is also part of making sure our homes are safe.

We continue to invest in our homes, spending over £160 million every year to maintain and improve them. Our Financial Plan includes a provision of £2 billion over the next 10 years for investment in our homes, including our programme of work to bring all our homes to a minimum energy efficiency standard of EPC-C. Our Environment and Sustainability Strategy will guide our work to net zero carbon by 2050.

Investing in existing homes must be our priority, but we are also committed to building new homes, enabled by our Homes England and GLA Strategic Partnerships. Alongside our partner Stonewater HA we are delivering the largest Homes England Wave 1 SP deal. We are proud of the homes at our large development sites including Leaside Lock in east London, Points Cross in Leeds and MacArthur’s Yard in Bristol. We have also formed new delivery partnerships, investing in offsite manufacturer Ilke and forming a Joint Venture – Forge New Homes - with other HAs to build homes in South Yorkshire.



We want our tenants and residents to be proud to be Guinness customers and for Guinness to be an organisation that people love being a part of.

The world around us

Across the sector, during and following the pandemic, we have experienced rising costs and shortages of goods, materials and skilled labour, creating challenges in providing some of our services, particularly repairs, and building as many new homes as we want to. The quality of our homes and services is fundamental to our purpose, and we are working hard to address these issues. We continue to focus on supporting our customers through the cost of living crisis, by helping them claim the benefits they are entitled to, and by directly supporting those most in need through our social investment and hardship funds.

We keep investing in improving our organisation and the way we do things. We continuously improve our business processes, we keep investing in technology, and we keep investing in individual and organisational learning, as part of that ongoing journey.

The need for what we do, and the need to do it well, is clear. We want our tenants and residents to be proud to be Guinness customers, and for Guinness to be an organisation that our people love being part of.



We provide a range of homes and services to meet a wide variety of needs. The ways we deliver services must respond to an increasingly diverse customer base.

What we do and who we're here for

We provide a range of homes and services to meet a wide variety of needs. The ways we deliver services must respond to an increasingly diverse customer base.

That means the people we provide homes to today, and the people we provide care and support services to today. It also means our future customers.

We talk about customer service because that's part of our ethos. But we tend to refer to the people who live in our homes as residents, because that's what they've told us they prefer.

We operate in 140 local authority areas across England. Most of our homes are for rent at prices significantly lower than those charged in the private market. And on tenancy terms which offer far greater security. We also provide affordable home ownership options and homes that people can purchase outright on the open market, recognising that the shortage of housing in this country affects those seeking to buy a home too.

This range of housing meets a range of needs, and any profit we make on homes for sale helps us invest in our existing homes and build more affordable homes.

Some of what we do is specifically for older people. This includes providing specialist housing for older people and care services for people in Extra-Care housing. As the population ages, these homes are in increasing demand and we will provide more of it.

The range of housing and services we provide means our customer base is increasingly diverse. We must provide services in a way that responds to this — and we must provide the right homes and services - recognising that expectations are changing all the time. We are committed to knowing our residents, so that we can respond to their needs and ensure that the way we deliver services is fair.

Being a good landlord is about more than just being a landlord, and involves making a real difference to the communities we work in. Our services go beyond the home and are about creating well maintained, safe and cohesive neighbourhoods, and investing in communities to create opportunities, alleviate hardship, and support health and wellbeing.

We are subject to more scrutiny now than perhaps at any time in our history. Responding fast and properly when we get things wrong, is more important than ever. As we predicted in 2018, the ways in which technology enables us to respond now are very different to what they were then. In five years' time we expect they will be different again, and Guinness will keep pace with that.

The work that housing associations do is important, and there continues to be an extraordinary demand for our homes and services. We want to do as much as possible to meet that demand, and to be here for as many people as possible.



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Customer voice

Hearing the voices of our residents so they inform our decisions and we serve them well, is at the core of what we do.

We know that to be good at what we do, we must listen to the people we are here to serve, our residents. This has always been important to Guinness and over the past few years we have been doing it more and more.

It is at the heart of our approach to service but it goes beyond asking our resident to help shape and improve our offer. It is about how we make our them feel. This matters because they are relying on us as their landlord. What residents have told us is that they want is:

- To be able to trust us
- For us to respect them and their time
- For us to engage with them and listen to them
- For us to put things right when they go wrong, including when we get them wrong
- Not to be stigmatised because they live in social housing

Over the past few years we have been significantly increasing engagement and consultation with residents, and the ways we capture and use customer insight. As well as perception surveys, including the new Tenant Satisfaction Measures, this includes using extensive transaction surveys to help us understand whether our residents are satisfied when they receive a service from us, and to enable us to contact them and make immediate improvements if they are not.

We have also completely revised how we respond to complaints, in response to resident feedback (and the Housing Ombudsman's Code of Complaint Handling).

We can't always do everything for everyone, because our resources are finite, but we always prioritise customer safety. It is fundamental that people are safe, and feel safe, in their homes. If they have concerns, they need to know that we will listen and act.



**We care about
our residents and
communities, our
social purpose
and each other.**

Who we are and how we do things

We care about our residents and communities, our social purpose and each other.

Guinness people believe in what we're here for, our social purpose. They are committed to our customers, and to each other. To our future and our reputation.

We believe that the best outcomes – for our customers and our organisation – come from bringing together the wide range of perspectives and ideas of our diverse workforce. So being an inclusive employer and creating a culture where everyone feels they belong, can be themselves, and can share their views and ideas, is fundamental to our achieving our vision. This corporate strategy is supported by our “everyone” D&I Strategy, and our Anti-Racism commitment and action plan.

Guinness people have shared values and ways of doing things which are described in the Guinness Behaviours. They sit at the core of our business and underpin our language, culture and approach.

At Guinness we:

- Deliver great customer service
- Make things possible and inspire success
- Take responsibility
- Focus on performance and excellence
- Work together and communicate
- Are always professional and principled

We use these Behaviours to help us improve individual performance, and we manage and monitor this through the year.

Our Leadership and Management Standard recognises the challenge of running a business for social purpose. Our leaders and managers have the skills, knowledge and determination to shape our future and make us successful today. They do this by expecting a lot of themselves and others, by creating the conditions for us all to succeed, and by always giving their very best.

We expect everyone at Guinness to be ambitious for the organisation and themselves and to want us to be really good at what we do. We invest in them, in their learning and development, and in their wellbeing, so they can give their best to make that happen. To deliver our vision.

Our headline targets for March 2025:

To support this we have a comprehensive, balanced suite of **key performance indicators** (including in relation to building safety, compliance, tenant and leaseholder satisfaction, repairs performance, energy efficiency and various people and business metrics).

80%

tenant
satisfaction

5,500

new homes

100%

Decent homes





85%

employee
engagement

25%

operating
margin



great service

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

Our March
2025 target is:

80%
tenant
satisfaction

Over the strategy period providing great service means:

- **Listening to our residents** so they shape the services we provide, give us feedback, can raise concerns and tell us if we're getting things wrong. We'll do this by enabling residents to shape our services and influence our decisions; providing local information about services and performance; implementing and reporting the new RSH Tenant Satisfaction Measures; and resolving complaints fast and learning from them.
- **Knowing our diverse residents** and what they need from us so we empower them, provide the right services in the right way and understand how satisfied they are. We'll conduct a census, make it easy for residents to tell us their needs and preferences so we can engage meaningfully, serve them well, and so we can ensure all our service provision is free from bias.
- **Continuously improving services to residents** by making things simpler and easier for them. We'll do this by seeking and using resident feedback; extending our digital offer so they have more choice; embedding our CRM and developing our offer to homeowners across services and in our communications.
- **Being local so we are visible, accessible and responsive.** We'll do this by embedding our Guinness regions so we are more accountable to stakeholders; piloting regional resident panels so we are more accountable to residents in each region; and developing our Neighbourhoods Strategy to make sure we have visible and accessible local services and plans driven by local needs.
- **Supporting residents and communities.** We'll do this by developing our Housing Strategy to ensure residents have homes that meet their needs; supporting customers to meet their costs of living and sustain tenancies; making sure our service charges reflect the cost of services and are good value for money; maximising our impact on Anti-Social Behaviour; delivering our Social Investment Strategy; reviewing our Housing for Older people service offer and being a provider of choice where we deliver Extra Care housing.

Our March
2025 target is:

5,500
new homes
100%
Decent homes

Over the strategy period providing great homes means:

- **Providing high-quality safe homes.** We'll do this by delivering our Building Safety Action Plan; delivering statutory compliance checks and follow-up actions; delivering planned works so our homes are Decent and free from Category 1 HHSRS hazards; ensuring our homes are warm and comfortable and meet at least EPC-C by 2030; developing and delivering a clear Investment Standard for our homes and identifying places where more substantial investment is needed; repairing and reletting our empty homes faster; continuing to improve our asset data through stock surveys; and extending our use of in-home technology to anticipate and help solve problems.
- **Delivering a good repairs service** that is timely and effective. We will do this by delivering our response-time targets for emergency and non-emergency repairs and getting more of our repairs right first time; and minimising the number of Disrepair claims we receive and resolving them more efficiently.
- **Building new homes** to meet need and help tackle the housing crisis. We will do this by ensuring we are on track to deliver our Homes England and GLA Strategic Partnership commitments; ensuring the quality and energy efficiency of all our new homes; and delivering more through offsite manufacture and Modern Methods of Construction.
- **Making homes sustainable** to ensure the homes we build and own are fit for the long-term and contribute to achieving net-zero carbon. We'll do this by confirming our carbon baseline and our 5-year carbon reduction plan; implementing a comprehensive programme of sustainability actions driven by our Environment and Sustainability Strategy; and retrofitting existing homes through our Social Housing Decarbonisation Fund Wave 1 and Wave 2 programmes.
- **Providing homes for older customers** through new extra care housing and improving technology in our existing housing for older people. We'll do this by identifying and progressing sites for new extra-care development; and continuing our programme of upgrading existing homes for older people, including digital alarms.

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 people
are proud to work.

Our March
2025 target is:

85%
employee
engagement

Over the strategy period being a great place to work means:

- **Creating a great employee experience.**
We'll do this by celebrating colleagues' successes; promoting a culture of saying thank you; investing in staff wellbeing; providing a wide range of benefits; and making it easier for colleagues to access people services and learning through technology.
- **Being an open, diverse and inclusive organisation**
where communication is consistent; everyone knows what is going on; and everyone can contribute their ideas and shape the way we do things. We will do this by continuing to ensure colleagues have a range of ways to share views and ideas; and by delivering our D&I Strategy and Anti-Racism commitments.
- **Creating the professional, skilled and motivated workforce** we need now and for the future. We will do this by investing in leadership and management development; piloting a new approach to performance management; using recruitment retention and learning to ensure we have the skills, talent and diversity we need; enhancing our customer service and housing management training; and launching our new Code of Conduct.
- **Creating exciting and fulfilling futures** with Guinness – by communicating and embedding our sense of purpose and vision. We will do this by supporting people to grow and progress including through sabbatical and secondment opportunities; and by continuing to review and refine our roles so they are fulfilling and add value to customers and the organisation.
- **Making sure we have the right approaches and work environment to support our people and ways of working.** We will do this by ensuring our offices and wider workspaces meet our current and evolving needs; and by continuing to develop our health and safety culture.

a great business

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

Our March
2025 target is:

25%
Operating
margin

Over the strategy period being a great business means:

- **Meeting our legal and regulatory requirements** and preparing for forthcoming changes, by having a good internal control environment and managing risk well. We will do this by preparing for new RSH and CQC standards; reviewing policies and procedures so we meet all our statutory responsibilities; developing our risk and assurance framework; continuing to develop our cyber risk strategy and implementing our action plan; and ensuring that where services are provided by others (including managing agents and specialist support providers) these are compliant and value for money.
- **Making sure we're resilient** by maintaining our focus on improvement, efficiency, value for money and making best use of our assets. We'll do this by using Continuous Improvement tools to identify efficiencies and measurable improvements to homes and services; implementing strong transformation governance; protecting our financial resilience so we can keep investing in existing and new homes; completing sales of homes to subsidise building new homes for rent; delivering our procurement programme and enhancing our contract management capability; and maximising returns from non-residential assets in support of our charitable objectives.
- **Raising our profile** by promoting Guinness and our social purpose. We will do this by working closely with key stakeholders and engaging with the media to enhance and protect our reputation.
- **Investing in our future** including through technology, environmental sustainability, research and innovation. We will do this by implementing sustainability plans for business areas prioritised on energy use and carbon footprint; delivering Year 4 of our IT Roadmap focusing on our core platforms for Human Resource management, Customer Relationship Management, and Asset Management and Repairs; and developing and progressing delivery of our Data and Digital Strategy.
- **Working with others** to make the most of our capacity. We will do this by identifying partnership opportunities to grow our business and deliver greater value and social impact; and by identify further opportunities to both consolidate and grow in line with our Footprint Strategy and Asset Management Strategy.





Over coming years we will be developing our Strategy for the period from 2025, to ensure Guinness remains clear about our objectives and how we achieve them and meet the needs of residents and communities in a changing world.

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

INVESTORS IN PEOPLE™
We invest in people Gold

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