

ESG Report

2023/24



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In numbers: ESG Action at Guinness

The here and now:
The Guinness Partnership Limited is a Registered Provider of Social Housing and an exempt charity.

99.5%
of our 69,124 homes
are affordable housing

77%
of homes were rated
EPC C or higher and

2,297
residents engaged
within focus groups

608
new homes were
delivered in 2023/24,

all
of our new homes
were EPC C or above.

43%
of the Group Board are female

585
of these were
affordable homes

We helped over
14,000
households access an additional

21%
of Board members are housing
association residents

Our rents are
44%
below market levels on average

£15m
in welfare benefits
to which they were entitled

We retained our
G1/N2 gradings from the
Regulator of Social Housing, and our
external credit ratings are A- (stable)
from Standard and Poors and A3
(stable) from Moodys

73%
of our total baseline
carbon emissions are
from housing properties

Our tenant
satisfaction was
67%

The Guinness Partnership Limited is a Registered Provider of Social Housing and an exempt charity.

Who we are and what we do

We are a national housing association, with over 69,000 homes in 144 Local Authority areas across England.

Our social purpose is to improve people's lives and create possibilities for them. We do this by providing homes and housing services to nearly 160,000 residents across England. We articulate this in our vision which is for Guinness to:

- Deliver **great service** – to be one of the best service providers in the housing and care 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.

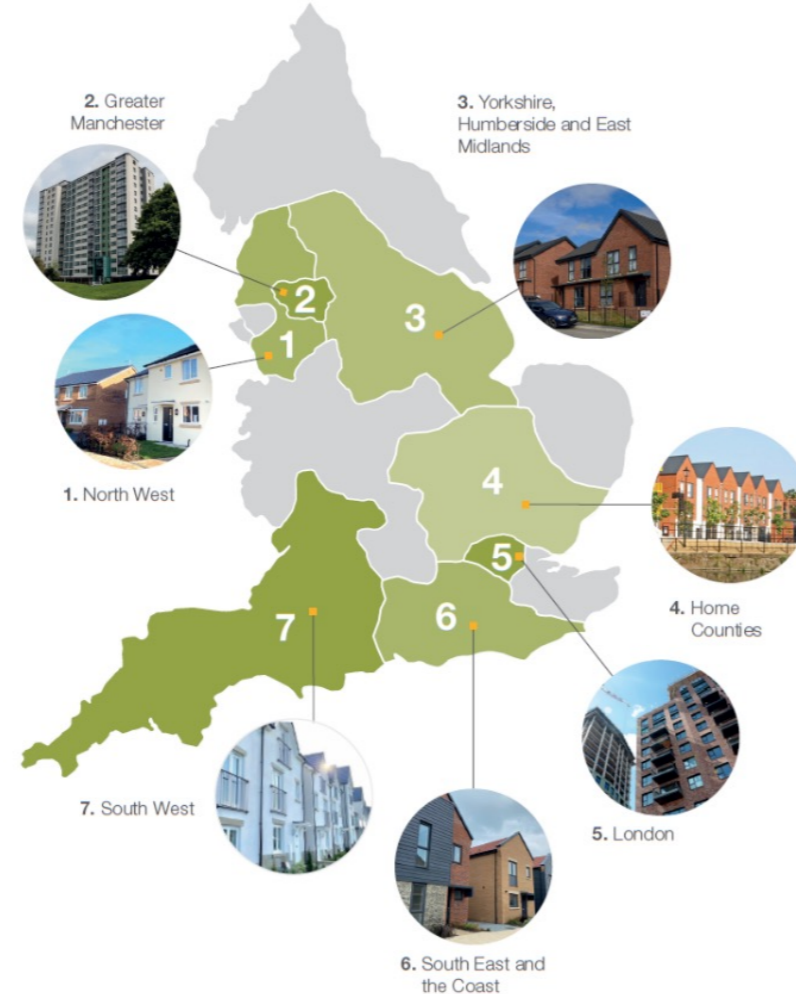
And to:

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

The map shows our seven operating regions. Most of our homes are homes for rent at prices significantly lower than those charged in the private market and on terms that offer far greater security. The remainder are either low-cost home ownership or leasehold homes. We also provide housing specifically for older people and vulnerable or disadvantaged groups.

We are addressing the need to increase housing supply. We continue to deliver new homes though the challenges of higher inflation, interest rate rises, and labour shortages mean that our current target to build 5,500 new homes by March 2025 is under pressure. As well as homes for rent, we also build homes for affordable home ownership and homes that people can purchase on the open market, recognising that the national shortage of housing affects those seeking to buy a home too. We are ensuring the homes we build are sustainable with plans in place to ensure all our homes meet the EPC C standard by 2030 and we have a roadmap which will support us to become a net zero carbon organisation by 2050.

In December 2023 Shepherds Bush Housing Association (SBHA) became part of the group as a subsidiary. SBHA is based in West London and owns and manages over 5,000 homes. The values of Guinness and SBHA are closely aligned and the partnership has strengthened our presence in London and will enable us to deliver more for the residents of both organisations. (Note that most of the reporting in this report does not include SBHA. Reporting will include SBHA from 2025/26.)



This is our fourth Environmental, Social and Governance (ESG) Report in line with the Sustainability Reporting Standard for Social Housing (SRS).

Everything we do is about our residents, our communities and our people, and all of our surplus is re-invested into achieving our social purpose. Ensuring our homes and services are environmentally sustainable plays a critical role in achieving our strategic objectives of providing Great Homes and being a Great Business. In the current environment, the services we provide are more vital than ever and ensuring our homes are affordable to heat and resilient to the effects of climate change is increasingly important.

As a social landlord, providing high quality, affordable homes is part of our core purpose. Recent and upcoming legislative and regulatory changes reinforce the importance of focusing on our core housing activities and we fully support the strengthening of legal protections for our residents through the Social Housing (Regulation) Act, Building Safety legislation, additional powers for the Housing Ombudsman and Awaab's law, which are some of the most significant changes. We are prioritising our resources towards investing in our existing homes, investing £179m in 2023/24 across our planned and responsive services, while also continuing to develop new social homes. Alongside these core activities, it is important to us to be able to provide extra support to individuals and communities alongside our core housing activities, this is supported by our Social Investment Strategy which we elaborate on under criteria C24.

We know that strong governance and risk management underpins our activities, and our Board is committed to achieving the highest standards of corporate governance. We are continually working to ensure we are an inclusive employer. All colleagues must complete EDI training and during the year we continued delivery of Race Fluency training for colleagues. In our most recent colleague survey 94% of colleagues said they understood our anti-racism commitment.



Our ESG Approach

Our Environmental and Sustainability Strategy includes the following five objectives:

- **Decarbonisation** – We will reduce the carbon footprint of our homes and business.
- **Water** – We will reduce the volume of water that is consumed through our operations and in our homes.
- **Circular Economy** – We will reduce waste from our services and processes and actively promote recycling.
- **Green Spaces and Biodiversity** – We will develop our understanding of the green spaces we own and manage, their potential impact on the local environment and community, and we will develop and implement local improvement plans.
- **Climate Resilience** – We will ensure our new and existing homes are resilient to the impacts of climate change and significant weather events.

The delivery of these objectives is enabled by two cross cutting objectives:

- **People** – We will invest to strengthen our skills and expertise and provide guidance and support to colleagues and customers.
- **Data** – We will collect, store, and analyse the data necessary to understand our environmental performance and shape the decisions we make about our homes.

The UK Government has pledged that the UK will be net zero carbon by 2050. Our Home Energy Standard aims to bring all our homes up to a minimum Energy Performance Certificate (EPC) rating of C (SAP 69) by 2030. Our Financial Plan allocates resources to achieve the 2030 target and we are working on plans to bring our homes and operations to net zero carbon by 2050.

Providing homes and housing services to over
69,000
 households



Our Carbon Baseline And Net Zero Roadmap

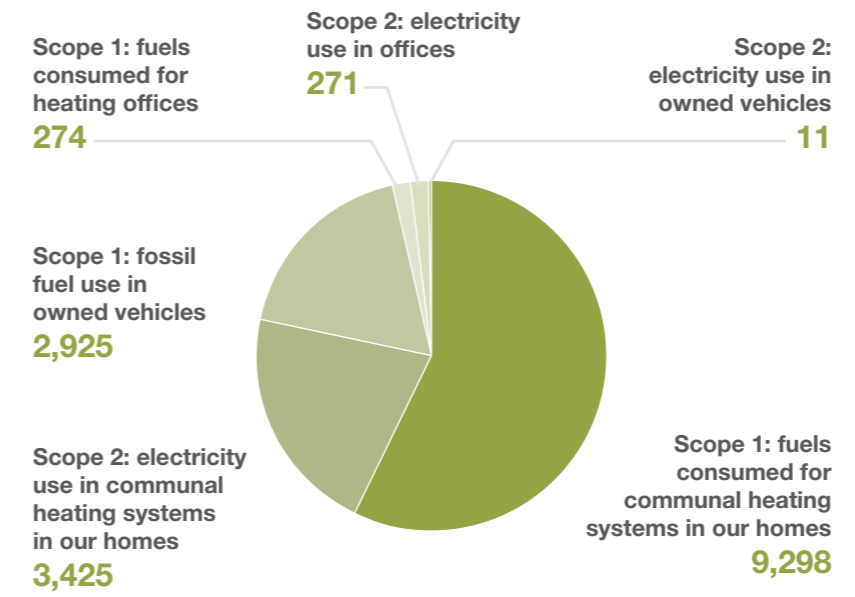
In 2022/23 we assessed our carbon baseline. This showed that 8% of our emissions are Scope 1 (primarily fuels used in heating), 3% are Scope 2 (primarily electricity used in buildings) and 88% of our emissions are estimated to be Scope 3 (primarily construction and energy use in occupied homes). Our baseline year was 2021/22.

During the year we developed our roadmap to reach a net zero carbon position by 2050 in line with the Science Based Targets Initiative (SBTI). Our carbon baseline shows that 73% of our total emissions are from our homes.

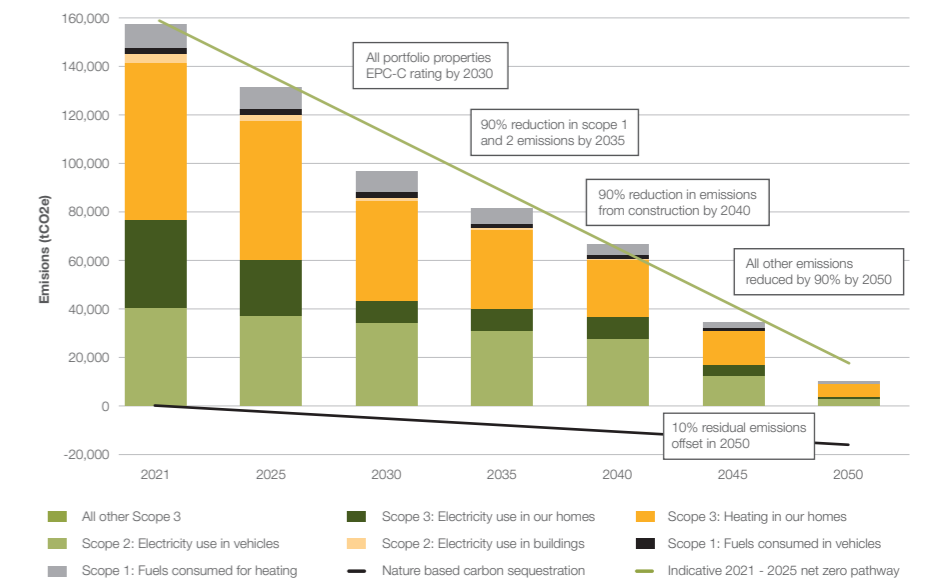
Our total emissions in the baseline year were 157,670 tCO2e.

Our roadmap targets a 90% reduction in Scope 1 and 2 emissions by 2035, with a 90% reduction in emissions from construction by 2040, and all other emissions to be reduced by 90% by 2050. The residual 10% of emissions will be offset.

Breakdown of Scope 1 and 2 emissions (total 16,204 tCO2e) 2023/24



Carbon Reduction Trajectory with interim targets



We calculate our scope 1 and 2 carbon emissions annually and will be calculating our scope 3 emissions every two years from 2024/25. In 2023/24 our scope 1 emissions (not including SBHA) were 12,497 tCO2e (2023: 12,022 tCO2e) and our scope 2 emissions were 3,707 tCO2e (2023: 3,729 tCO2e). Our scope 3 emissions will next be recalculated in 2024/25.

The Sustainability Reporting Standard For Social Housing (SRS)

The SRS was launched in November 2020 with some of the criteria being updated in May 2022 and again in October 2023. The Standard sets 12 themes and 46 criteria for ESG reporting by housing associations. Guinness co-sponsored the development of the SRS, having participated in the ESG Social Housing Working Group.

The SRS is aligned to international frameworks and standards including the United Nations (UN) Sustainable Development Goals (SDGs) Global Reporting Initiative, Sustainability Accounting Standards Board (SASB), International Capital Market Association (ICMA) and Loan Market Association (LMA) Principles.

As set out in the SRS, affordable housing has numerous positive social and environmental impacts and is recognised as a universal social good within the SDGs, which were adopted by all UN member states in 2015.

Adopting the SRS enables us to track our progress, benchmark against our peers and drive improvement. It also allows stakeholders, including funders, to understand how we are doing and provides assurance that working with Guinness does, and will continue to, support their own sustainability goals and targets. This report follows SRS version 2, which was published in October 2023. We previously reported on SRS Version 1.2.



How Social Housing contributes to the Sustainable Development Goals

Source: The Good Economy

The structure of this report

The table below shows where the SRS themes, SDG criteria and our responses to them, can be found in this report.

ESG Area	Theme	Criteria	Description	UN SDG Goal	Page no.
Environmental	Climate Change	C1-6	Prevents and mitigates the risk of climate change	13	11-12
	Ecology	C7-8	Promotes ecological sustainability	15	12
	Resource Management	C9-11	Sustainable management of natural resources	12	13
Social	Affordability and Security	C12-16	Provides affordable and secure housing	10,11	14-16
	Building Safety and Quality	C17-19	Resident safety and building quality are well managed	11	16-17
	Resident Voice	C20-22	Listens to residents' voice	11	17-19
	Resident Support	C23	Supports residents, and the local community	11	19
	Placemaking	C24	Supports residents and the wider local community through placemaking	11	20-21
Governance	Structure and Governance	C25-30	Legal structure of the organisation and its approach to Governance	16	34-35
	Board and Trustees	C31-38	High quality board of trustees	16	35-37
	Staff Wellbeing	C39-44	Supports employees	8	37-39
	Supply Chain Management	C45-46	Procures responsibly	12	39-40



Guinness Performance 2023/24

C1 & C2 Distribution of EPC ratings of existing homes (those completed before the last financial year) and new homes (those completed in the last financial year)

	Existing homes 2024 (%)	New homes 2024 (%)	Existing homes 2023 (%)	New homes 2023 (%)
A	0	0	0	0
B	8	85	8	89
C	69	15	71	11
D	21	0	20	0
E	2	0	1	0
F	0	0	0	0
Total	100	100	100	100

77% of our homes are rated as EPC C or higher, with 11,967 (2023: 11,214) homes currently having a rating of below EPC C.

We undertake a continuing programme of stock condition surveys to assess our homes, going above the requirements of a normal EPC assessment by conducting intrusive surveys. This explains the overall increase in the number of homes below EPC C, as assumptions in the EPC assessments are replaced by better quality data.

All new homes completed during the year had an EPC rating of C or above, with 85% being developed to EPC B.

C3 Does the housing provider have a net zero target and strategy?

We have a net zero strategy and roadmap which outlines the trajectory to becoming a net zero organisation by 2050, in line with the Science Based Targets initiative (SBTi) trajectory. Our roadmap contains the following interim targets:

- All properties to be EPC C by 2030
- 90% reduction in scope 1 & 2 emissions by 2035
- 90% reduction in emissions from construction by 2040
- All other emissions reduced by 90% by 2050 (in line with SBTi)

C4 What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider’s Net Zero strategy and target?

We have delivered retrofit works to 246 homes moving us towards our interim target of bringing all our homes to at least an EPC C by 2030. These works help address fuel poverty by reducing heating costs for our residents. A typical retrofit project will save a resident approximately £300 per year in energy bills.

C5 Scope 1, Scope 2 and Scope 3 Green House Gas emissions total figures and per home

In 2023/24 our scope 1 emissions (not including SBHA) were 12,497 tCO2e (2023: 12,022 tCO2e) and our scope 2 emissions were 3,707 tCO2e (2023: 3,729 tCO2e).

Our scope 3 emissions were 140,000 tCO2e in our carbon baseline year of 2021/22, and will next be recalculated in 2024/25.

Dividing our total emissions by our total number of homes owned and managed (excluding SBHA) gives us an indication of the relationship between our emissions and the total size of our operations year on year. In 2023/24 our total scope 1 and scope 2 emissions per home were 0.25 tCO2e.

C6 How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought, and overheating risks?

How is the housing provider mitigating these risks?

We have completed a climate change risk mapping exercise for a representative sample of our homes, working with our insurers, Zurich Ltd. This will be rolled out across our homes taking into consideration current threats, as well as scenario planning for a predicted rise in temperatures of 2°C by 2050 and 4°C by 2100.

We have a flood management system which draws on several data sources including satellite imagery and weather forecasts to provide warning where properties may be at risk of flooding.

A risk management plan is being developed which will set out how we will approach overheating and flood risk in our homes.

C7 Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes?

If yes, please describe with reference to targets in this area.
If no, are you planning on producing one in the next 12 months?

We are developing a Green Space Strategy and action plan which outlines our plans to manage green spaces. This will cover our approach to grounds maintenance with the aim of minimising the environmental impact of all maintenance activities, development of an improvement roadmap and biodiversity net gain milestones.

Our plan reflects the new legal targets that require new developments to produce a biodiversity net gain of 10% and all our pipeline development schemes have plans in place to comply with this target.

C8 Does the housing provider have a strategy to actively manage and reduce all pollutants? - If so, how does the housing provider target and measure performance?

When constructing new homes, we ensure that:

- Our contractors do not include any prohibited materials listed in the British Council for Offices (BCO) Good Practice in the Selection of Construction Materials (2011), or any materials which at the time they are specified do not comply with the applicable British Standards specification in their designs.
- There are protection measures in place to guard against excessive noise during construction and dust generated by construction activities is minimised.
- Site water run-off is effectively managed, with measures such as gully bags or straw bales being put in place to clean the water by filtration prior to discharge into adopted water courses.
- We take measures to ensure nitrate and phosphate neutrality for developments in rural areas.

We review the cleaning products used by our Estates Services team on our existing homes and estates with a view to reducing use of polluting or potentially harmful substances. We have policies around spills and disposals of chemicals and an Asbestos Strategy.

We also measure our CO2 emissions across our fleet and offices. Our vehicle fleet includes 32 electric vehicles with plans to expand this number in order to reduce pollution from our vehicles.



C9 Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the housing provider target and measure performance?

Our Employer's Requirements for building works include:

- All materials must comply with the Green Guide to Housing (grades A+ to D).
- Contractors are required to manage and reduce the impact of their activities on the environment and hold appropriate accreditations such as ISO14001 and Eco Management and Audit Scheme (EMAS).

We encourage contractors to develop a Sustainability Action Plan at the beginning of any works.

C10 Does the housing provider have a strategy for waste management incorporating building materials?

If so, how does the housing provider target and measure performance?

We require our contractors to provide us with statistics and information on waste volume and waste management. Many of our construction sites now have KPIs around waste management and larger sites have waste monitoring dashboards.

C11 Does the housing provider have a strategy for good water management?

If so, how does the housing provider target and measure performance?

Our Employer's Requirements and updated Design Guide include the design and specification of low water use infrastructure and measures such as Sustainable Drainage Systems to minimise water run-off from our new developments.



Social

Guinness Performance 2023/24

C12 Average Guinness rents compared to median private sector rent across the Local Authorities we operate in.

We benchmark our average (median) weekly rent for general needs social rented housing within each local authority area against the average weekly rent across all homes for that area.

The average weekly rent for our general needs housing is included in our annual Statistical Data Return submission to the RSH. The Valuation Office Agency's Private Rental Market Summary Statistics provides comparator data for all homes in each local authority area.

Our median weekly rents are on average 44% less than median private sector rents (2023 restated: 44%). This ranges from 64% in Brighton and Hove to 18% in Barnsley (2023: range of 65% to 20%).



The table below shows average rents in the 10 local authority areas where we have the most homes.

2023/24

	Avg Weekly Private Market Rent	Number of General Needs properties	Avg Weekly TGPL Rent	TGPL General Needs Rent Discount to market rent
London	£375	7,620	£141	62%
Cheshire East	£183	3,151	£101	45%
Manchester	£225	2,524	£95	58%
Havant	£225	2,488	£122	46%
Rochdale	£150	1,620	£95	37%
Sheffield	£162	1,616	£91	43%
Milton Keynes	£254	1,470	£111	56%
Gloucester	£183	898	£106	42%
Stockport	£190	766	£98	49%
Derby	£156	760	£102	35%

¹ The private market weekly rent data is from the published data from the ONS for the year 2022/23: Private rental market summary statistics in England - <https://www.ons.gov.uk/peoplepopulationandcommunity/housing/bulletins/private-rental-market-summary-statistics-in-england/april2022-to-march2023>

C13 & C14 Share, and number, of existing homes (homes completed before the start of the previous financial year) and new homes (homes that were completed in the previous financial year) by tenure type.

As at 31 March 2024, 68,744 (99.5%) of our 69,124 (2023: 64,519 out of 64,709, or 99.7%) homes were classified as affordable housing (including for shared ownership). We completed 608 new homes in the year to 31 March 2024, 601 (98.8%) of which were affordable housing (2023: 516 out of 814, or 63.4%). The remaining seven (2023: 298) homes completed were outright sale properties sold during the year.

2022/23

	Total Owned and / or Managed	Of Which were additional this year	% of total homes	% of new homes in 2023/24
General Needs - Social	40,690	70	58.6%	11.5%
General Needs - Intermediate	95	24	0.1%	3.9%
General Needs - Affordable	7,534	214	10.9%	35.2%
Supported	1,005	0	1.4%	0.0%
Housing for Older People	7,763	0	11.2%	0.0%
Shared Ownership	7,511	293	10.8%	48.2%
Care	107	0	0.2%	0.0%
Social Leasehold	4,044	0	5.8%	0.0%
Non-Social Rental	205	0	0.3%	0.0%
Non-Social Leasehold	475	7	0.7%	1.2%
Staff	8	0	0.0%	0.0%
Total	69,437	608	100.0%	100.0%

C15 How is the housing provider trying to reduce the effect of high energy costs on its residents?

We are seeking to reduce fuel poverty amongst our residents in the following ways:

- We have secured funding to deliver retrofit measures to 750 homes between 2023 and 2025, with 246 homes retrofitted in 2023/24. These measures improved the energy efficiency and thermal comfort of our homes. These measures will reduce emissions from our homes by an estimated 85 tonnes CO2e per year and save residents a total of £299,000 per year in fuel bills.
- We used Geographic Information Systems (GIS) to identify properties suitable for solar panels. This will lead to solar panel installation on 100 additional homes raising their EPC rating to C or above and reduce dependence on electricity from the grid for those homes, reducing energy costs for residents. This brings the total number of homes with solar panel installations to 934 photovoltaic (PV) panels used to generate electricity and 434 thermal panels used to heat water. A typical PV installation saves residents an estimated £289 per year and reduce the property's emissions by 176 kgCO2e per year.
- We continued to pilot Air Source Heat Pumps in our properties, which will reduce emissions by an estimated 1,830 kgCO2e per year and save residents £3k per year in fuel bills.
- We continued to install smart devices to monitor the environment within the home and provide data to support our residents to use their heating systems more effectively. These devices can also identify residents who may be at risk of fuel poverty and who might need additional support.
- We trained more than 50 of our Asset Management colleagues in retrofit standard PAS 2035 and 3 colleagues are being trained as PAS 2035 Assessors. This in-house expertise will enable us to better manage our retrofit programmes.
- Our medium term goal is to build all new homes to EPC A and we have made extensive changes to our Employers Requirements to enable this. The majority of new builds in 2023/24 were rated EPC B, as planning and works commenced under the former (lower) requirements.
- We improved our data by undertaking stock condition surveys on over 8,000 homes which will inform our future retrofit programme and help us target support to residents.
- Our two Energy Advice Officers worked alongside Guinness colleagues to deliver advice and support on saving energy in the home, supporting 230 households during the year.

- We support residents in financial need to claim to benefits they are entitled to and provide additional hardship funding to those most in need. During the year we supported over 14,000 households to access £15.0m of benefits and increased the size of our hardship fund to £1m, providing support to 3,823 households through the fund.

C16 How does the housing provider provide security of tenure for residents?

Our policy aim is to offer the most secure type of tenure that we can legally offer based on the tenant's circumstances and the type of accommodation occupied. The majority of tenants (97%, including 4% on starter tenancies that convert to lifetime tenancies after 12 months provided there has been no breach of tenancy) have an assured lifetime tenancy meaning the tenancy is secure unless the tenant breaks the tenancy agreement. Some older tenancies are lifetime secure tenancies.

Applicants new to social housing are offered an assured starter tenancy which converts to a fully assured lifetime tenancy after 12 months. Assured shorthold tenancies or licence agreements are offered in some circumstances; for example where the tenant has limited leave to remain in the UK or for supported accommodation where the aim is to progress tenants into permanent housing when they are ready.



C17 Describe the condition of the housing provider's portfolio, with reference to:

% of homes for which all required gas safety checks have been carried out.

% of homes for which all required fire risk assessments have been carried out.

% of homes for which all required electrical safety checks have been carried out.

We continued to maintain strong compliance with statutory safety requirements during the year with 100% compliance reported on asbestos servicing, water safety assessments and fire risk assessments. We had one property without an in-date gas safety certificate and several actions arising from fire risk assessments in progress at the year end.

- % of homes for which all required gas safety checks have been carried out - 99.9% (2023: 99.9%)
- % of homes for which all required fire risk assessments have been carried out - 100.0% (2023: 100%)
- Electrical testing - % of in date certificates of compliance held for communal areas - 99.3% (2023: 100%)
- % of homes for which all required electrical safety checks have been carried out - Electrical testing - 97.4% (2023: not reported)

C18 What % of homes meet the national housing quality standard? Of those which fail, what is the housing provider doing to address these failings?

99.9% (2023: 99.4%) of our homes met the Decent Homes Standard at 31 March 2024. There were 10 homes that did not meet the Standard (2023: 327) and works on these were completed in early 2024/25.

C19 How do you manage and mitigate the risk of damp and mould for your residents?

We have clear processes for responding to damp and mould and for ensuring that, wherever possible, damp and mould issues are proactively identified and resolved. We determine the severity of the issue and therefore action required through a triage process that also seeks to determine and address the root cause of the damp and mould.

Our repairs operatives are required to review and record damp and mould concerns whenever visiting a property to undertake repairs. If they are unable to resolve the issue in that visit, they will arrange a suitable follow up appointment. We contact residents following all completed damp and mould cases to ensure that the issues have been effectively resolved. We report on damp and mould regularly to our Executive Team and the Board. This includes reviewing trends, drivers and analysis by property type, age, EPC rating and age of roof and windows so that we can understand drivers and agree appropriate strategies and plans.

Alongside this we took a proactive approach with 839 residents where our data indicated there could be a higher risk of damp and mould in their properties combining targeted calls and visits to residents' homes. We identified this group of residents by analysing our repairs data alongside customer contact history to identify patterns that indicate a higher risk of damp and mould. In 2023/24 we dealt with 10,569 damp and mould related repair cases arising from resident reports.

We regularly communicate with residents advising on how to raise any concerns relating to damp and mould as well as highlighting the issue in our Resident Magazine.

C20 What are the results of the housing provider's most recent tenant satisfaction survey? How has the housing provider acted on these results?

Our reported resident satisfaction is measured through perception surveys and from 2022/23 has been measured in accordance with the Regulator of Social Housing's defined Tenant Satisfaction Measures (TSMs). We also undertake transactional surveys following interactions with residents. Performance is tracked monthly by the Executive Team and quarterly by the Board.

Our performance over the last 3 years is shown in the table below. In previous years we have reported on tenant satisfaction and homeowner satisfaction, including both shared owners and leaseholders who own their homes outright in the latter group. From 2023/24 we are reporting on these two groups separately recognising that the drivers of satisfaction may be different for these two tenure types.

	2023/24	2022/23	2021/22	2020/21
Tenant satisfaction	67%	71%	72%	74%
Shared owner satisfaction	49%	Reported under Homeowner satisfaction*	Reported under Homeowner satisfaction*	Reported under Homeowner satisfaction
Full ownership leaseholder satisfaction	44%	Reported under Homeowner satisfaction*	Reported under Homeowner satisfaction*	Reported under Homeowner satisfaction *
Homeowner satisfaction	n/a	47%	50%	52%
Care customer satisfaction	90%	92%	92%	93%

*We now survey and report on the satisfaction of shared owners and leaseholders who own their property in full separately. In previous years these were combined.

Resident satisfaction fell year on year for tenants and homeowners and is below our targeted level. Satisfaction varies significantly by geographical region, with the North and North-West regions achieving satisfaction of over 70% whereas London and the South-East achieved satisfaction of under 60%.

Levels of tenant satisfaction continue to be impacted by our ability to complete repairs

as quickly as we or our residents would like us to. This is a particular issue in the South East and London regions where satisfaction with repair times was 33% and 48% respectively compared to 79% in Greater Manchester. During the year 92.7% of emergency repairs and 75.6% of non-emergency repairs were completed on time. A repairs transformation programme is underway which will improve repair diagnostics, scheduling of repair appointments and levels of first-time fix. At the same time we are targeting improved productivity from our in-house workforce and have strengthened our network of sub-contractors.

Shared owner satisfaction has improved by 2% year-on-year to 49%. The perceived value for money of service charges is a significant factor that influences satisfaction of shared-owners and leaseholders. We have seen costs increase due to inflationary pressures and continue to review our service chargeable costs to ensure they offer value for money for residents.

C21 What arrangements are in place to enable residents to hold management to account for provision of services?

Over the last 12 months, we have strengthened our resident involvement and scrutiny across all aspects of our organisation. We now have a Customer Committee which brings together residents and Group Board Members, amplifying residents' voices and ensuring that Board Members hear regularly and directly from residents about what it is like living in a Guinness home and receiving services from us. At the end of the year, we were part-way through setting up Regional Resident Panels to ensure our residents have a voice and can hold us to account at a regional level.

We use resident feedback and views to improve the services we deliver. We have a Customer Engagement Strategy and a Resident Consultation Policy that set out what we engage with our residents on, how we will do this and how we measure and report our progress.

During the year we engaged with 2,297 residents in focus groups to review policies and to obtain their views on aspects of service delivery, policy, and our proposed approach to setting rents and service charges. We improved how we handle complaints and have implemented learnings from a review initiated by our Tenant Scrutiny Panel and learning drawn from findings by the Housing Ombudsman Service.



C22 In the last 12 months, how many complaints have been upheld by the Ombudsman. How have these complaints (or others) resulted in change of practice within the housing provider?

During the year we received 125 Ombudsman determinations which included 287 individual findings. Of the 287 individual findings, 109 found maladministration, 8 found severe maladministration and 77 found partial maladministration, with 63 positive findings including reasonable redress and no maladministration.

The Complaint Handling Code (the Code) was introduced in 2020 and became statutory from 1 April 2024, meaning that Landlords must follow its requirements. The Code aims to achieve best practice in complaint handling and ultimately to provide a better service to residents.

We self-assessed against the Code and published our assessment on our website in June 2024, alongside our Complaints Performance and Service Improvement Report.

Over the last twelve months the three main reasons for complaints were:

- Unreasonable delays to carry out agreed actions.
- Repairs not completed as promised.
- Residents not kept informed of progress.

The top three categories for complaints upheld by the Ombudsman were:

- Repairs
- Complaint handling
- Anti-social behaviour (ASB)

We have taken action to improve our service across these areas such as:

- Created dedicated service improvement roles to help drive continuous improvement across the organisation including prevention of unreasonable delays. Their work is informed by the learning from complaints, new legislation, and regulation.
- Rolled out training on how to deliver Great Service to all of colleagues across Guinness.
- Improved our monitoring of the completion of actions agreed during the complaints process, to ensure we are delivering on what we promise to do.
- Created mandatory damp and mould e-learning module that gives all colleagues the tools to correctly identify damp and mould and ensure any repair actions required are completed within policy timescale.
- Undertaken a thorough review of the management of contractors and introduced enhanced reporting to monitor contractor delivery.
- Restructured our customer facing teams to improve overall service delivery including proactive resident communications.
- Started a proactive communication campaign for residents who have previously reported damp, mould or condensation.
- Increased resource on our Complaints & Resolution to improve complaint handling times.
- We are reviewing the implementation of our tenancy enforcement model with the intent of introducing a new approach to handling reports of anti-social behaviour on 2024-25. Following this activity, we will be conducting organisation-wide training sessions.

C23 What are the key support services that the housing provider offers to its residents? How successful are these services in improving outcomes?

Our Customer Support Team supports our residents to claim the benefits they are entitled to, providing budgeting advice and signposting residents to external support from relevant charities and other agencies. We have a Hardship Fund which is used to provide emergency food, heating, basic furniture, and other necessities to those residents who are most in need.

During the year our Customer Support Team has supported over 14,000 households to claim £15m in welfare benefits they were entitled to. Of this, £10.5m supported payment of rent, with the remaining £4.5m enabling households to meet other costs. During 2023/24 we also increased the amount of direct hardship grants available to support those most in need to £1m, helping 3,800 Guinness households with food, consumables, furniture and day to day bills, including energy bills.

As part of the social value contribution from our domestic heating contracts, 230 households received practical help on reducing fuel bills and accessing available funding from two Energy Advisors dedicated to supporting residents experiencing fuel poverty.

We made 21 Aspire Awards to support residents further their career and life aspirations. These included grants to residents for business expansion, enrolling on training courses, including two degree courses, and securing equipment needed for their enterprises.

We supported 60 young people living at the Sheffield Foyer to successfully move on to live independently, and supported 42 young people into either paid work or training.

We continued to support our longstanding partner Talk, Listen, Change, to provide online mental health support for residents. To date, 70 Guinness residents have benefited from this. We have also recently partnered with Andy's Man Club, a men's suicide prevention charity, who provide weekly peer to peer support in over 150 locations.

We own 152 agency managed schemes, the majority of which are supported housing offering a wide range of services including to residents fleeing domestic abuse, care leavers, residents with disabilities and residents with addiction issues. During the year we have worked with 63 different third parties to provide these services to residents including Mencap, Cheshire without Abuse, the National Autistic Society and the YMCA. Within our supported housing schemes we have carried out seven community garden and healthy eating initiatives and programmes to build intergenerational connections at nine schemes.

C24 Describe the housing provider’s community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located.

Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.

Our social purpose goes beyond providing affordable housing. We do this by delivering against the three themes of our Social Investment Strategy.

- **Alleviating hardship** – from food and consumables poverty.
- **Education, employment, and training** – through a range of work experience opportunities, developing and supporting career aspirations and direct funding.
- **Inclusive communities** – by supporting health and wellbeing, diversity, youth diversion, and preventing / tackling domestic abuse.

In 2023/24 we invested £3.1m through a combination of direct and partnership-based activities, benefitting 15,000 Guinness residents and 35,000 people in our wider communities.

Through our partnership-based activities we helped deliver £18m in wider value to society.

We generate additional support for our projects through social value commitments from our contractors. In 2023/24 through a mixture of in-kind and financial support, we secured £232,000 to benefit residents and communities which we have applied to projects and programmes that align with our three SI objectives.



During 23/24 we delivered a range of community activities to build positive neighbourhood outcomes for the communities in which our homes are located. Some of our achievements include:

Alleviating Hardship

- We continued to partner with a network of food pantries and food banks as well as food and consumables projects across England. In 2023/24 these partnerships supported over 11,000 individuals to access affordable food and consumables each week as well as the opportunity to learn new skills. The pantries are largely operated by volunteers, and between them supported around 181 volunteer placements through the year.
- We supported the Salford Food Pantry to supply 610 local members with affordable food and the Salford Emmaus school uniform hub to help over 355 children access clothing.
- We partnered with award winning FoodCycle who see a weekly hot food provision take place across the country. Guinness funding targets 3 of our key locations, supporting over 1,300 beneficiaries to date.
- We continued to develop our partnership with Sal’s Shoes. The collaboration between Guinness and Sal’s Shoes provided 1,890 pairs of shoes this year and 4,770 over the last four years. Theoretically that amounts to three children in need who received a pair of shoes every day of the year for the last four years.
- We financially supported The Crib in Darnhill (Greater Manchester), which engages with families in the local area who are at an increased risk of health inequalities due to the impact of deprivation or other vulnerabilities. The Crib also supports families in need with nappies, food and baby milk.
- We partnered with Zarach, a charity providing beds to children, and donated towards their Every Head a Bed project. Every Head a Bed is Zarach’s commitment to help ensure all children have somewhere safe to sleep as well as consistent access to healthy food in order for them to succeed at school. In 23/24 they delivered 2,633 bed bundles supporting 2,124 children in Leeds. Our donation funded 20 bed bundles to children in Leeds.
- We continue to partner with a network of food pantries and food banks across England to support our residents with the cost of living. During the year we provided £55,000 in direct funding to food bank and food pantry projects, supporting over 4,000 households to access affordable food. We also partner with Sal’s Shoes, who enable people in our communities to access high quality, free children’s footwear. Over the four years of our partnership 4,770 pairs of shoes have been distributed.

Employment, Education and Training

- Led two DIY skills programmes in Sheffield and Oldham funded through social value supporting 26 unemployed and underemployed women with practical DIY skills and employment support, including seven residents. Each course had 100% completion rate and the programme has been recognised for its impact by being awarded the CHIPs (Communities and Housing Investment in People) Social Value Impact Award.
- Our on-going collaboration with Skills Builder Partnership has supported 158 teachers in six schools and colleges in Crewe, Sheffield, Gosport, Hillingdon, and Milton Keynes to support 2,516 students to develop important life skills – 85% of skills leaders in schools are seeing a positive impact on the institutions they work in due to training we have funded. Teachers have gained expert knowledge on how to input the essential skills into curriculum teaching to help students prepare for the world of work. Six colleagues also delivered two essential skills workshops with two Manchester schools we previously funded supporting 60 students.
- As part of our partnership with the Rio Ferdinand Foundation, we have supported 25 young people in Manchester and Salford and 29 young people in Lambeth and Southwark with employability support, accredited training and enabled positive progression pathways.
- As part of a three-year programme, we partnered with the Kids Network to deliver mentoring sessions) to children in the Lambeth area. The Kids Network exclusively supports 8-11 year-olds in the lead up to and during their transition from primary to secondary school. They mobilise local volunteers to become mentors. Each child is matched to a mentor, based on what the child considers to be representative of their needs. They then meet with their mentor once a week for one year – benefitting from at least 100 hours of one-to-one intervention outside the home and school environment. To date, The Kids Network has supported 77 Children amounting to 2,396 hours of mentoring.

Inclusive Communities:

- We continued our successful partnership with Off the Record in Havant who provide a range of counselling services and have supported 303 families in 2023/24.
- We have partnered with Baytree Community Centre in Lambeth who primarily work with women and girls to support their delivery of an afterschool/ educational activities as well as parenting courses for mums who require low level support.
- We supported over 90 Guinness housing for older people schemes to celebrate the King’s Coronation with a range of local activities that included afternoon teas, community get-togethers, garden parties and barbeques.
- Helped over 20 local community organisations by offering them commercial space free of charge to reduce their costs.



Supporting our communities

1. North West

- Co-funded Springboard Cheshire to deliver employment support and training to 1,644 people.
- Partnered with Wates to fund two secondary schools in Crewe to train 52 teachers and support 680 students as part of the Skills Builder Partnership Accelerator programme.
- Partnered with Kier Social Value Support to provide Anderton Place, an Extra Care facility, with a new garden with a pergola, for residents at to enjoy.
- Continued to support the Crewe Food Pantry which supplied 377 members weekly, with affordable food throughout the year.
- Continued to support a Sal's Shoes outlet at St Paul's in Crewe, which distributes free children's footwear by referral locally.
- Continued to support the Cheshire Community Foundation through the Crewe Fund which supports local charities.
- Worked with The Wishing Well to provide a February Half Term Holiday Activity and Food programme, which was attended by 149 children over the week.
- Supported Motherwell Cheshire in opening their Crewe laundrette.

Led a DIY skills programme in Oldham for nine unemployed women, all funded via partners social value contributions including the venue, trainer, and tools for each of the participants to take home with them.



7. South West

- Continued to work with Caring for Communities and People by supporting the Cheltenham Food Pantry which has helped over 484 people over the last 12 months.
- Continued our partnership with Gleaning Cornwall, a local food charity that harvests and distributes food surpluses to food banks, community kitchens, community larders and cupboards.
- Enabled Devon and Cornwall Food Action to continue the work they deliver for our residents and communities with social value funding from Novus.
- Continued our support for Devon and Cornwall Food Action which delivered 15 tonnes of food per week across the area.

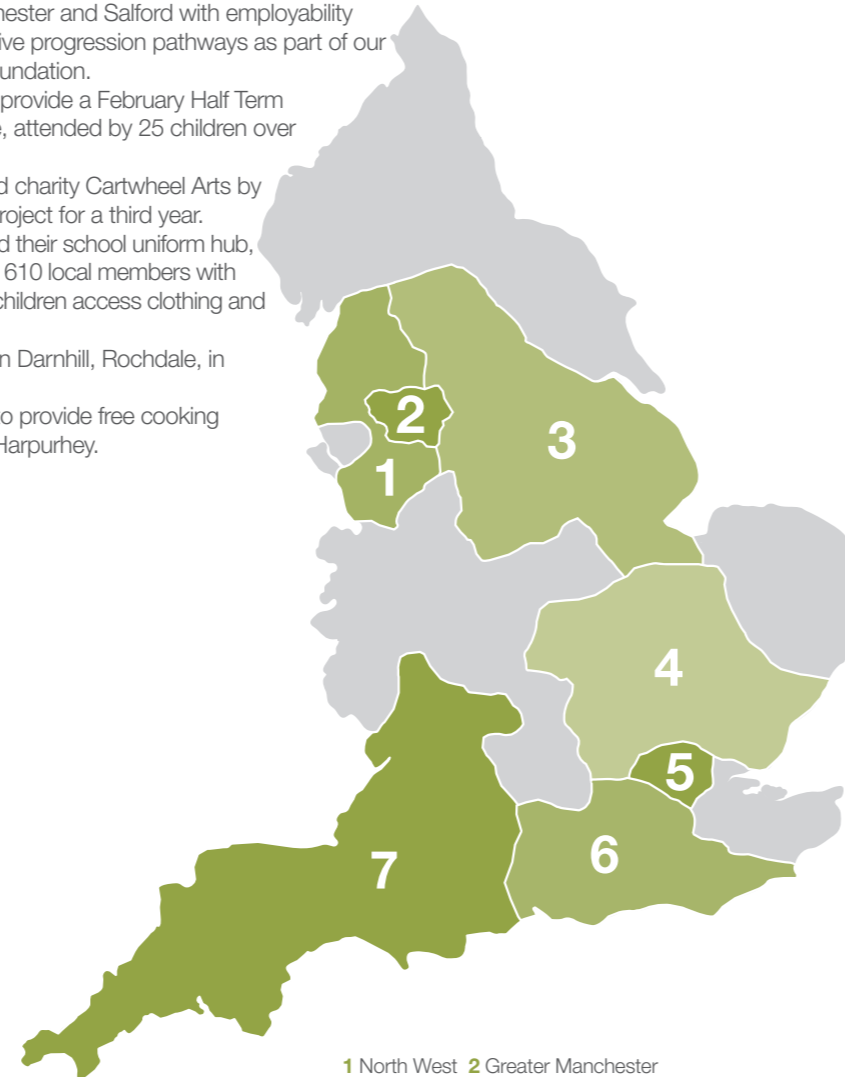


2. Greater Manchester

- Continued to partner with the Rio Ferdinand Foundation which was showcased at a well-attended 2023 Labour Party Conference fringe panel event, attended by the Shadow Minister for Homelessness.
- Presented, through six colleagues, to 60 students in two Manchester primary schools through our partnership with Skills Builder Partnership.
- Supported 25 young people in Manchester and Salford with employability support, accredited training and positive progression pathways as part of our partnership with the Rio Ferdinand Foundation.
- Worked with Cracking Good Food to provide a February Half Term Holiday Activity and Food programme, attended by 25 children over the week.
- Continued to support Rochdale based charity Cartwheel Arts by funding their Stronger Communities project for a third year.
- Supported the Salford Food Pantry and their school uniform hub, in partnership with Emmaus, to supply 610 local members with affordable food, and to help over 355 children access clothing and shoes.
- Continued to support Darnhill Pantry in Darnhill, Rochdale, in partnership with the Council.
- Partnered with Cracking Good Food to provide free cooking workshops in Newbold, Darnhill and Harpurhey.

Bullet point key:

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



1 North West 2 Greater Manchester
3 Yorkshire, Humberside and East Midlands
4 Home Counties 5 Greater London
6 South East and the Coast 7 South West

3. Yorkshire, Humberside & East Midlands

- Led a DIY skills programme in Sheffield for 17 unemployed women – all funded via social value including the venue, trainer, and tools for each of the participants to take home with them.
- Delivered a robotics course for residents at Castle Court in Sheffield, to build skills, funded through social value.
- Supported Park Community Action's Food Pantry in Sheffield, which supplied 64 local members with affordable food throughout the year.
- Delivered a furniture upcycling workshop for local residents in Sheffield through St. Vincent de Paul, with 13 young people from the Foyer attending to learn new skills.
- Partnered with Zarach to provide 20 children in the local area with a bed through their Every Head a Bed scheme.
- Offered social value support for Kier to provide new flooring at the Sheffield Pantry.

4. Home Counties

- Funded the Skills Builder Accelerator programme to provide training to 35 teachers and 36 students on the importance of the essential skills.
- Expanded our partnership with Milton Keynes Food Bank to enable them to extend their mobile food service which supported 1,023 people.
- Opened a new Sal's Shoes hub at Glebe Farm School to support the local community with free children's footwear.
- Entered a new partnership with Citizens Advice Milton Keynes and Works for Us, along with two housing associations, to provide support to people affected by in-work poverty.

6. South East and South Coast

- Funded a college in Gosport in partnership with Skills Builder Partnership, as part of the organisation's Accelerator programme. 15 teachers and 1,200 students were trained on the importance of the essential skills.
- Transformed an overgrown pond at Springwood Junior school to restore its former glory with nine colleagues from Guinness and Equans taking part. Students are now benefitting from learning about wildlife and nature as a result.
- Supported St. Alban's School in Havant's outdoor classroom with a flower planter, new guttering and rainwater harvesting barrels, enabling the students to learn about biodiversity and more sustainable lifestyles, through Equans social value support.
- Worked with Park Community School to continue to support the Havant Food Pantry, which supplied 1,438 members with affordable food through the year.
- Continued our partnership with Off the Record in Havant, who are delivering a family counselling service, with 99 families receiving support this year.
- Supported Havant Climate Alliance with their Big Green Week celebrations in Havant through our social value support, Equans.



Supported 60 young people at our Foyer in Sheffield to successfully move on into independent accommodation, and 87 into paid work or training.

5. London

- Supported 29 young people in Lambeth and Southwark as part of partnership with the Rio Ferdinand Foundation, with employability support, accredited training and positive progression pathways.
- Funded three places in partnership with Women in Construction as part of a programme to help diversify talent pipelines in housing and construction. 15 unemployed women received accredited training and a work placement.
- Funded a college in Hillingdon as part of the organisation's Accelerator programme, training 16 teachers and 500 students on the importance of the essential skills as part of our partnership with Skills Builder Partnership.
- Launched a new partnership with Southern Housing Group that will provide holistic monetary mentoring support and health and wellbeing interventions to residents in Hackney, Islington, and Newham.
- Continued our partnership with The Kids Network who deliver mentoring services to children aged 8 to 11 working in partnership with Lambeth schools and the local authority.
- Supported a digital inclusion project in Hackney supporting young people, with social value funding from NFA Projects.
- Started a new partnership with the BayTree Community Centre. Based in Brixton, providing holistic support for women and girls, and contributed funding to support their after-school programme.
- Partnered with Think Outside the Blox to provide youth provision at our Northwold Community Centre.

Stay Nimble: Career coaching.

Background

Stay Nimble is an award-winning social enterprise which provides career coaching services to help people find, re-skill for, and thrive in better work. It is available to Guinness residents nationwide, who can access six hours of funded one-to-one coaching, training, and support from a dedicated career coach. All Stay Nimble coaches are accredited members of the Career Development Institute with the skills and experience to provide tailored support to customers seeking to improve their employment situation. Each coach is also a qualified Mental Health First Aider, trained in identifying and supporting customers in mental distress, and signposting them to appropriate support. Access to the programme is through Guinness Customer Support colleagues. Participants are then allocated a named career coach to support them on their journey. In addition to this, applicants to the Your Career category in the annual Aspire Awards are also given the option of being referred to Stay Nimble for additional support. Residents who take part in the programme are given lifetime access to the Stay Nimble platform and resources to support their career progression.

Stella Ellis, Customer Support Team Manager, said:

“The residents we support have had a great experience working with Stay Nimble. The project is closely aligned to the needs of our residents, the referral process is really straightforward, and from that point on the Stay Nimble team provide the tailored, on-going support needed to help them make positive changes in their lives. Feedback from residents has been overwhelmingly positive, and we are thrilled to see the progress they have made.”

Stay Nimble CEO Dominic Atkinson added:

“We believe that sustainable employment is about more than just finding any job - it's about empowering individuals to build the skills, confidence and opportunities to thrive in work that meets their aspirations. That's why our partnership with The Guinness Partnership is so important.

By combining their deep community connections and support services with our tailored employment and progression coaching, we're able to reach residents facing complex barriers and provide the long-term, personalised support they need to not just find a job, but build a career.

The overwhelmingly positive feedback from residents and the progress they've made is a testament to the power of this approach. Together, we're showing how housing providers can be at the forefront of helping residents access life-changing employment opportunities and build a foundation for long-term prosperity.”

Support and outcomes:

24 Guinness residents accessed the programme during 2023/24, with the following outcomes achieved:

- Over 250 employment related learning activities completed.
- 75% engagement with coaching time.
- Over 22 hours of coaching delivered.



Rachel's experience

Rachel* joined Stay Nimble after a period of long-term stress related sickness. She was beginning to feel ready to start conversations about returning to work but was experiencing reservations over whether she was in the right job.

Stay Nimble's Career Coach spent some time with Rachel to gain a full understanding of her situation, the drivers of her stress and how this was impacting her everyday life. The Coach also gained understanding of Rachel's career path to date, what had influenced her decision-making, what she enjoyed about their current job, and they explored what other topics were of interest to her.

The Stay Nimble Coach was able to support Rachel to identify other avenues of interest and signposted her to a number of training options, as well as routes through which she could expand her knowledge and experience.

At the same time, the Coach and Rachel were able to discuss what actions Rachel would feel comfortable to take with her current employer in order to engage in a phased return to work. The Coach supported Rachel on how to prepare for the conversation with her manager.

As a Mental Health First Aider, the Stay Nimble Coach shared a number of anxiety-reducing techniques with Rachel prior to her return to work, to help her prepare for a phased return.

Rachel plans to continue working with their Stay Nimble Coach in order to support her phased return to work, and also to identify her next steps moving forward in her career. The Coach is maintaining regular contact to assess Rachel's coping strategies, and the impact of working within a new team, and to help her maintain focus on her longer-term goals.



Michael's experience

Michael* has been out of the employment market for a number of years and is eager to secure full-time work again.

Michael met with his Stay Nimble Career Coach who gained a thorough understanding of his current situation and his immediate needs and goals. The Coach also gained insight into Michael's previous study and employment. Together, they explored what had previously made Michael feel fulfilled in the workplace and what he found most motivating in life in general.

Michael aspires to change career direction, but has an immediate financial need to secure employment. As a result, the Stay Nimble Career Coach has worked with Michael to update his CV for immediate applications and has provided him with a toolkit in order to tailor his CV and cover letters for future roles he wishes to apply for.

In addition, Michael and his Coach have started to explore other avenues he would like to explore on a longer-term basis. For example, he is assessing the possibility of further study and has started looking at the costs, as well as how this would fit into his life if he is working at the same time.

Michael has recently submitted applications for a number of vacancies and is awaiting to hear if he has been called to interview.

In addition to this, he is continuing to fact-find with regard to the possibility of further study and is working with his Stay Nimble Coach in order to gain clarity on what his longer-term goals are, and the future prospects within his local area of securing work within that sector.

Michael is beginning to feel more confident about his immediate situation and his longer-term aspirations as a result of working one-to-one with his Career Coach. Michael remains in regular contact with his Stay Nimble Career Coach.

*Names of participants have been changed to protect their anonymity.

Social - Case Studies

Aspire Awards

Background

The Aspire Awards is our annual nationwide grants programme which has been running since 2014. The programme has four categories, Your Talent, Your Career, Your Community and Your Degree aimed at raising career aspirations by helping pay for education courses (including a small number of undergraduate degree courses), training and equipment, support start-up businesses, and initiatives that benefit local communities. The grants have helped residents achieve career and life goals.

Support and outcomes:

In 2023/24, we awarded 21 grants to residents and community groups. These included:

- Nine Your Career awards were made, supporting residents to complete courses ranging from languages to horticulture.
- Four Your Talent awards were made, supporting residents to develop their talents in sport and music.
- Two Your Degree awards were made, supporting two residents by paying one year's tuition fees for their undergraduate degrees in Sociology and Criminology and Physical Education & Sports Coaching.
- Six Your Community awards were made, supporting residents to maintain and improve the communal gardens in their communities, and to design and install a mural at the Sheffield Foyer.

Case Study:

Keisha successfully applied for an Aspire Award as a resident of the Sheffield Foyer with an interest in fashion and design. She had enrolled in a Level 3 Fashion & Textiles course at Hillsborough College. In her application, Keisha outlined how an Aspire Award would help her pursue her goal of a career in the fashion industry and she impressed the judges with her passion for her chosen career.

Guinness awarded Keisha funding to help buy a sewing machine, and materials and tools to support her career ambitions. In addition to this, the tuition fees for her course were funded through the Sheffield Foyer Residents Fund.

Keisha is delighted with the support she received and would encourage others in her position to apply for an Aspire Award:

"I'm really grateful to The Guinness Partnership for their Aspire Award funding. I think there are a lot of people who, without this kind of financial support, just wouldn't be able to do anything like this."

Samantha Mobbs, Foyer Manager, added:

"At The Sheffield Foyer we want to make sure that the young people we support have the best possible life chances from the moment they start living with us. All the staff expect residents to be proactive members of society and have ambitions and goals for their future just as we would for our own family members.

It's fantastic that despite what they have been through the young people at the Foyer aren't just surviving but thriving. They have dreams and they have the strength to pursue their goals despite their situation and the other things they are working through. The Aspire Awards from Guinness allow them to really put into action things they thought were out of their reach. Often young people get financial support and security from family but being estranged, as most of our Foyer residents are - means that support is missing in their lives. Guinness gives them a belief in themselves that is so important to keep them motivated.

Foyer residents have had grants, for example for sewing equipment to help with dress design training courses, and assistance with books and equipment to enable a transition to university in line with the other students. The Aspire Awards promote self-esteem, provide encouragement and help residents with the funding they need to bridge the gap from dependence to independence - that is priceless.

Thank you, Guinness, for these awards and the real difference they make to young people's lives."

“ I think there are a lot of people who, without this kind of financial support, just wouldn't be able to do anything like this. ”



Social - Case Studies

DIY skills programs in Oldham and Sheffield

Background

Building on the success of the Salford DIY skills programme delivered during the week of International Women's Day in 2023, we led two further programmes in Oldham and Sheffield in March 2024. This involved supporting 26 unemployed (65%) and underemployed women (35%) with practical DIY skills and employment support, seven of whom were Guinness residents. The training was delivered by Frameworks Social Enterprise CIC, and both programmes were delivered in partnership with partner organisations: Great Places Housing Group, Wates, Jewson Partnership Solutions, Smartworks. The programmes were hosted by Oldham College and Sheffield College respectively.

During the week, participants gained inspirational career insights into various housing and construction roles from the partner organisations. This included Guinness Property apprentice plumber Mae Henthorn who studies for her apprenticeship at Oldham College and Sam Mobbs, Sheffield Foyer Manager, a Guinness supported living accommodation for young people affected by homelessness.

Key outcomes:



Both programmes had 100% completion rate and received extremely positive feedback from participants, with 83% of those taking part rating the programme overall as excellent. All attendees were offered positive progression pathways to further training, support and mentoring. The programme has since won the CHIPs (Communities and Housing Investment in People) 2024 Social Value Impact Award in recognition of its positive impact and further programmes are planned for 24/25.

26 women received practical DIY skills to help them maintain their homes and gained skills including:

- Safe and effective use of hand and power tools, including saws and drills.
- Understanding how to construct furniture.
- Sanding and painting of items of furniture.
- Tiling
- Plastering
- Painting and decorating
- Plumbing

Case Study:

“This was a brilliant course, and I am very grateful to Guinness for organising it. The trainers were extremely knowledgeable and very friendly, and made sure that all of us participants got the most out of the course.”

“I've learnt new skills that I will be able to apply at home and I now have the confidence to try.”

Musarat Shaheen was a participant on the Sheffield programme.

Musarat applied to take part as she wanted to become more confident in basic DIY to help her to be able to complete small jobs around her home to maintain and improve the property. She had a really positive experience, receiving a warm welcome and clear communication from the team at Guinness about the course and what was expected of her.

Over the five days of the course Musarat learned how to complete DIY jobs that she previously would not have been able to attempt before, such as basic tiling and painting. The course also supported teamwork between participants and resulted in improved confidence and knowledge to complete maintenance tasks. All participants were given their own toolbox to keep, and Musarat has enjoyed using hers to maintain her home since she completed the course.

Musarat said:

“This was a brilliant course, and I am very grateful to Guinness for organising it. The trainers were extremely knowledgeable and very friendly, and made sure that all of us participants got the most out of the course. I had a very positive experience and would recommend anyone who gets the opportunity to take part in a similar course to go for it.”

Saiqa, a Guinness resident who attended the Oldham course, added:

“I've learnt new skills that I will be able to apply at home and I now have the confidence to try. It's given me more choices in life with career opportunities and it's so promising to hear of women working in predominantly male industries. The trainers and speakers are amazing, and I have learnt so much. My sisters were jealous!”



Social - Case Studies

Skills Builder Partnership

Background

The Skills Builder Partnership is a global movement working to promote the teaching and learning of essential skills to help young people thrive in work and life. Participants in the programme develop their competency in listening, speaking, problem-solving, creativity, resilience, aiming high, leadership and teamwork, and learn how to apply these skills to progress in all aspects of their lives. Following the success of the 2022/23 pilot in two schools in Manchester, in 2023/24, Guinness and Wates jointly funded six schools and colleges as part of the Accelerator programme.

Participation in the programme is intended to provide both teachers and students with the confidence to recognise the importance of essential skills in their personal and professional lives and to realise how developing these can help them make the positive changes they need to progress.



Support and outcomes

- Through our support, we funded 6 schools and colleges in Guinness communities. These included:
 - Harrow, Richmond and Uxbridge College, Hillingdon
 - St Vincent College, Gosport
 - The Walnuts School, Milton Keynes
 - Adelaide School, Crewe
 - The Oaks Academy, Crewe
 - Heritage Park School, Sheffield
- 2,516 students participated
- 158 teachers were trained to deliver essential skills support.
- 91% of skills leaders are already reporting greater confidence in teaching essential skills.
- 92% of schools and colleges have already drawn-up their year-long strategy to build on the programme.

In addition, six colleagues delivered two career workshops to 60 students in two Manchester schools in May 2023, following our support to these schools in 2022/23.

“The volunteers clearly took on the guidance provided during the brief and applied this to every response that they gave, resulting in a meaningful and relatable experience for all of those involved.”

Case Study:

To complement the support we are providing to Harrow, Richmond and Uxbridge College in Hillingdon, three Guinness colleagues volunteered as part of an online career workshop for 20 students to explain how and why they chose a career in the housing sector and outline the range of roles and opportunities available. The students were particularly interested to hear how the Guinness colleagues used essential skills at different stages of their careers, and about potential pathways for them to pursue a career in the housing or construction sectors.

It was a positive experience for both colleagues and students who participated. The students asked a series of questions they had clearly given a lot of thought, and the colleagues shared their experience and showed empathy with the students' questions and concerns. Several of the students have since expressed an interest in a housing career and both the college and the colleagues involved are keen to run further sessions.

Connor Llewellyn, Senior Associate from Skills Builder Partnership, facilitated the session and thanked Guinness for taking part:

“Aimee, Gavin and Megan provided a useful insight into their roles at The Guinness Partnership for the students at Harrow, Richmond and Uxbridge College. Their answers were perfectly scaffolded for the students' understanding and contributed to further questions being asked from an initially hesitant audience. The volunteers clearly took on the guidance provided during the brief and applied this to every response that they gave, resulting in a meaningful and relatable experience for all of those involved. I can say that not only the students were inspired but also myself! Skills Builder would be delighted to have them volunteer with us again for more students to benefit from their experiences.”

Social - Case Studies

DAHA Accreditation

In January 2024, we became the first housing association in the UK to be awarded the Enhanced Domestic Abuse Housing Alliance (DAHA) accreditation for services to support people experiencing domestic abuse.

The assessor was particularly impressed with how we have created a culture, and a clear framework, that helps colleagues identify and support residents and colleagues who may be experiencing domestic abuse. They recognised that as a result of this work, we have been able to actually save people's lives.

The Domestic Abuse Housing Alliance first accredited Guinness in 2020 for our approach to raising awareness about and addressing domestic abuse. By meeting eight key standards, we demonstrated that we have the right tools, processes and policies to provide appropriate support in cases of domestic abuse. Accreditation is reviewed every three years to ensure an organisation is still doing things in the right way and to ensure the most recent best practice has been implemented.

We have a Domestic Abuse champion in each of our 22 customer facing departments. They support teams to identify signs of abuse and give the right support to those experiencing it. In 2023/24 we supported 859 people experiencing domestic abuse.

Our service offers a wide range of support from identifying risk and implementing safety plans, helping people to flee, or installing safety measures such as locks and fireproof letterboxes in cases where residents do not want to relocate. The team work closely with external agencies such as the police and support workers with the ultimate aim of helping residents experiencing domestic abuse to live free from harm. Our hardship fund supports moving costs, emergency food and clothing.

We have invested in a bespoke case management system to manage domestic abuse cases effectively and have trained colleagues across the business in spotting the signs of domestic abuse. Our contractors also have clear routes to raise any domestic abuse concerns they may have when visiting our homes.

Placemaking in Stevenage

Our scheme is located in Stevenage's town centre and is just 150m away from both the mainline train station and the historic town square. It is within easy walking distance to local amenities and benefits from proximity to the surrounding countryside. The site, which was the location of a Matalan store, was acquired by The Guinness Partnership in 2019.

In 2020 the site was re-designed by Guinness, the Matalan store closed and was demolished by Guinness in 2021.

Phase 1 comprises 143 apartments of one and two bedrooms for Social Rent tenure and three commercial units with the aim of creating a vibrant street. This is under construction with a forecast completion in April 2025. These site proposals are just one of the residential developments proposed in Stevenage town centre which will contribute new affordable homes to the town. Central to the success of this new neighbourhood is the provision of high quality homes and an ambition that reflects Stevenage's motto: "The Heart of a Town lies in its people".

This development is designed and constructed with energy efficient fabric and includes Air Source Heat Pumps (ASHP).

The developer, Lovell Partnership, has delivered social value activities including work placements for 14-18 year olds, school visits to encourage students to consider careers in construction and supporting career fairs, as well as sponsoring the Environment Award for 2024's Stevenage Together Awards, the North Hertfordshire College Students awards and donation of Christmas presents for local nursery children.

Stevenage is expected to undergo a significant period of regeneration in the next 10-15 years. The town centre area is projected to benefit from major town centre regeneration led by Stevenage Borough Council. This is a £1bn regeneration programme of which £37.5m has been secured through the government's Town's Fund, designed to transform Stevenage, comprising multiple buildings that will introduce over 1,800 new residential homes, retail and leisure opportunities – along with a combined public services hub – to the town centre. Guinness Partnership are well underway with their first phase of homes, bringing 143 affordable housing units to the town centre.



Governance

C25 Is the housing provider registered with the Regulator of Social Housing?

The Guinness Partnership Limited (TGPL), the parent entity in the Group structure is a Registered Provider of social housing with the Regulator of Social Housing. TGPL is also an exempt charity. Shepherd's Bush Housing Association (SBHA) and Guinness Housing Association (GHA) are also Registered Providers of social housing with the Regulator of Social Housing (No change from 2023, SBHA is new to the Group in 2024, but no change to its status as a Registered Provider).



C26 What is the housing provider's most recent regulatory grading/status?

We have a G1 grading for Governance and V2 grading for Viability. These gradings were reconfirmed by the Regulator of Social Housing following a stability check in March 2024.

C27 Which Code of Governance does the housing provider follow, if any?

We have adopted the National Housing Federation's Code of Governance 2020. (No change from 2023).

C28 Is the housing provider Not-For-Profit?

Yes. (2023: Yes)

C29 Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated into the housing provider's risk register?

We take a Group-wide approach to Risk Management through our Corporate Risk Plan and supporting Risk Management Strategy and Framework.

Risk appetite, risk identification, mapping and planning exercises are a key aspect of business planning across all business areas, and are regularly considered by the Group Board, the Group Audit and Risk Committee, and the Executive Team.

Risks relating to the environment include failure to prepare for climate change and insufficient investment to achieve zero carbon. Our significant business disruption risk includes the environmental causes of disruption and the mitigation required. All these risks focus on the impact of our residents, stakeholders, and the public as well as the impact on the business processes and delivery.

We understand and manage risk to our residents, particularly in the current challenging economic conditions. The Corporate Risk Register includes the risk of failing to support residents during periods of rising costs together with the risk of significant service delivery failure which recognises the considerable positive impact our services have on the lives of our residents.

C30 Has the housing provider been subject to any adverse regulatory findings in the last 12 months (e.g. data protection breaches, bribery, money laundering, HSE breaches or notices) – that resulted in enforcement or other equivalent action?

No.

C31 How does the housing provider ensure it gets input from a diverse range of people, into the governance processes?

Does the housing provider consider resident voice at the board and senior management level?

Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?

Applications to join the Board or other governance roles are assessed against the skills and attributes required for the role. Our selection panels take in to account the need to ensure a diverse range of skills and experience, and any recruitment agencies used are required to consider this during searches.

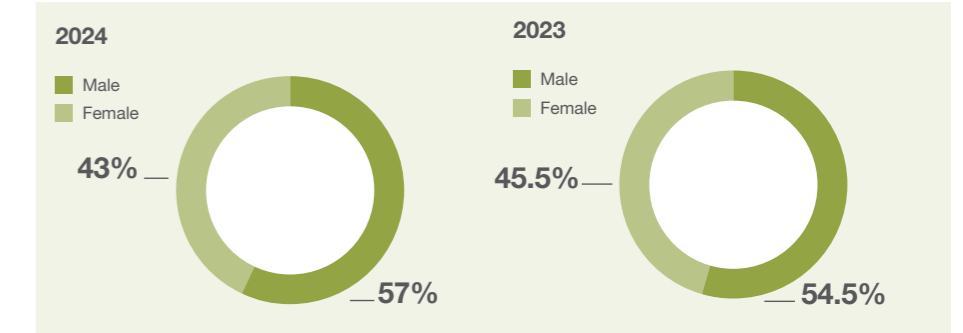
One resident of our Group Board is a resident of a Guinness property and two (including the Guinness resident) are housing association residents.

Resident voice is heard by the Board and senior management in the following ways:

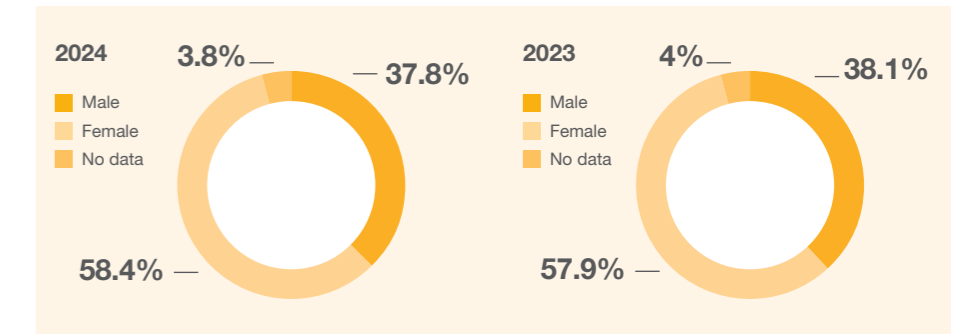
- Feedback from the Customer Committee (which is made up of Non-Executives and resident members).
- Information from residents from consultations or engagement exercises.
- Quarterly customer reports, which include complaints and Ombudsman determination statistics and lessons learned.
- An annual Customer Engagement Report.

Board and Customer Gender

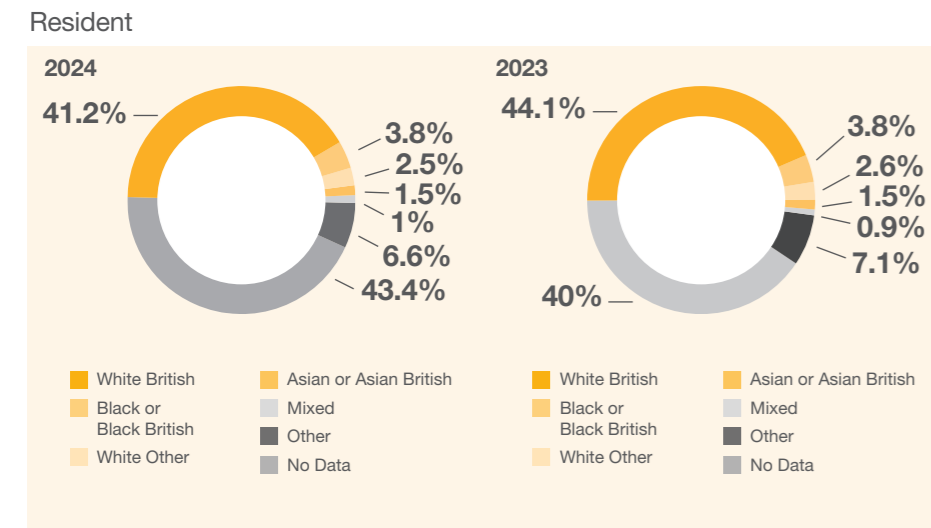
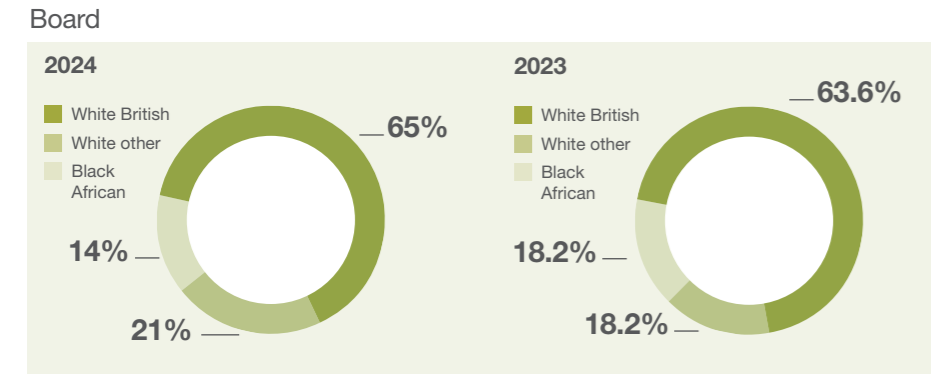
Board



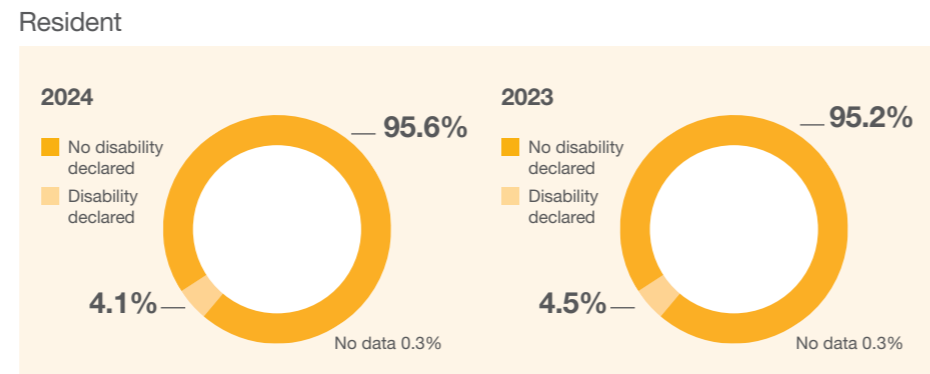
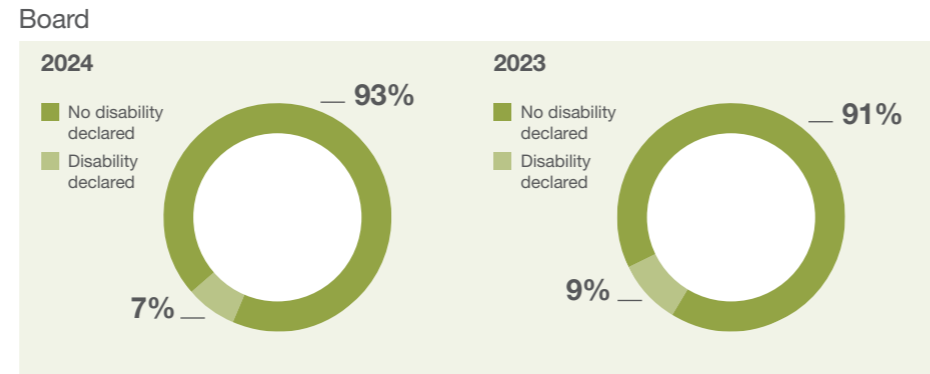
Resident



Board and Customer Ethnicity



Board and Customer Disability Declaration



Board and Customer Average Age



C32 What % of the Board AND Management team have turned over in the last two years?

Board turnover in the last 2 years was 9 out of 14 (2023: 6 of 11).

Executive Team turnover was 1 out of 7 (2023: 1 of 8).

Tenure for a non-executive Board member will normally be up to six consecutive years. By exception tenure may be extended up to a maximum of nine years if the Board agrees it is in the organisation's best interests.

C33 Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.

The Audit and Risk Committee consists of seven members, three of whom are qualified accountants (2023: two out of five members).

C34 What % of the board are non-executive directors?

93% of Board members are non-executive directors (13 out of 14). (2023: 90%).

C35 Has a succession plan been provided to the Board in the last 12 months?

Yes, a succession plan has been provided to the Remuneration and Nominations Committee.

C36 For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

BDO LLP were appointed as External Auditors to the Group in December 2018. The same audit partner was in place from that date until the signing of the accounts for the year ended 31 March 2023. In line with Public Interest Entity rotation requirements, a new partner is responsible for the audit of the accounts with effect from the year ended 31 March 2024.

C37 When was the last independently-run, board-effectiveness review?

The last Board Effectiveness Review was completed in March 2023 and the next review is underway in September 2024.

C38 How does the housing provider handle conflicts of interest at the board?

Guinness has a Conflicts of Interest Policy requiring that Board Members and executives identify, declare, record and manage any actual, potential or perceived conflicts of interest.

Board Members update their registers of interest annually (or more often where required) and declare any potential conflicts of interest at the start of the relevant meeting. Where the conflict of interest is material, or the Chair of the meeting so requests, the member must withdraw from any part of a meeting at which the issue is discussed, and their withdrawal is recorded in the minutes.

In addition Guinness has a Members' Payments and Benefits Policy which governs how conflicts arising due to any proposal to provide housing to, employment of, or award a contract to a Member or closely connected person, are dealt with.

C39 Does the housing provider pay the Real Living Wage?

All staff of The Guinness Partnership Limited and its subsidiaries are paid the Real Living Wage or above.

C40 What is the median gender pay gap?

Our latest calculated pay gap is for the year ended March 2023. Our median gender pay gap for the Group (excluding SBHA) for 2023 is 0.5% (in favour of women) (2022: 4.9%) (in favour of men).

C41 What is the CEO: median worker pay ratio?

8.8:1 (2023: 8.7:1) (based on group median pay)

C42 How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?

We have an EDI Strategy called “everyone” which promotes a culture of inclusion. We also report our progress internally and externally annually. We also have an anti-racism action plan with targeted outcomes for 2025.

All colleagues complete a mandatory half day D&I training session as part of their induction. All our management training includes elements on inclusion, and we routinely analyse all elements of our employee cycle to ensure we are fair and consistent with all colleagues. This includes looking at our recruitment, promotions and performance management outcomes on a quarterly and or cyclical basis as appropriate.

We have developed Race Fluency training for all colleagues with different areas of focus for the leadership team, managers and colleagues and in the last year trained eight colleagues to deliver this internally.

When recruiting senior management roles we ensure at least 50% of our shortlist is candidates who have declared an ethnic minority background. We also ensure that if applicants from ethnic minority backgrounds meet the minimum criteria for the role they are guaranteed an interview.

In the last year we have launched two network group trials-a women's network and a Race and Ethnicity network who support the delivery of our D&I events calendar.

In our 2023 colleague survey 94% of colleagues said they had read and understood our anti-racism statement and 82% of colleagues knew about and understood our D&I Strategy “everyone.”

We have a diversity calendar of events where we recognise different groups and experiences, share information and promote learning. Key campaigns last year included South Asian History Month, Pride Month, Black History Month where we brought in external speakers (and held some colleague- led events) to discuss their lived experiences, talk about their intersectional identities and share guidance on how colleagues can demonstrate their allyship with underrepresented groups.

C43 How does the housing provider support the physical and mental health of its staff?

As part of our People Strategy, we have a Wellbeing action plan with four areas of focus which are the mental, physical, financial and family health of our colleagues. To support these areas, we have 65 trained Mental Health First Aiders who are representative of our colleague population (across all levels and protected characteristics of the organisation). Last year we trialled manager mental health training to further support our colleagues.

We have Wellbeing calendar of events which highlights various areas of focus for us. These included Men’s and Women’s Health Week, Mental Health Awareness week, Menopause Awareness Day, Know Your Numbers Week (which focuses on knowing your resting heart rate, blood pressure, BMI and other health numbers). Last year we brought five health machines into our main offices which were available for all colleagues to use to conduct a physical health check.

In 2023/24 we implemented a pay increase of 5% with a minimum increase of £1,200 effective from April 2023. We offer a Salary Finance product (a third party product) which was increasingly used in the last year for loan consolidation and salary advances.

To support family health, our Employee Assistance Programme is also open to families of colleagues to obtain professional support against in our four areas of focus. Our Headspace mindfulness meditation app also has children’s content to support parents and other care givers. We have a benefits portal where colleagues can access discounts on various items including food, clothes, holidays and fuel and we offer hybrid working for desk-based colleagues which provides flexibility to colleagues and benefits those with caring responsibilities.



C44 How does the housing provider support the professional development of its staff?

We have identified the relevant essential and desirable qualifications, giving clarity on qualifications are needed to succeed in particular roles. We provide the following support to our colleagues:

- We invite all colleagues to sign up for one paid professional membership subscription per year and through this support colleagues to remain members of relevant professional bodies. This includes the Chartered Institute of Housing, building and construction related bodies, and the typical range of other professional bodies. We have over 100 active members of the Chartered Institute of Housing.
- We also support study for professional qualifications and each year encourage colleagues to apply for a qualification relevant to career development in their role. Last year we spent over £70,000 supporting nearly 40 individuals across a range of qualifications including Housing Management, construction, project management and accountancy.
- Our Management Development programmes are certified by the Institute of Leadership & Management (ILM).

We regularly promote housing apprenticeships and now have 40 colleagues studying for either a CIH level 3 or level 4 qualification.

In total, we are supporting over 100 apprenticeships at Guinness in subjects including; accountancy, business analysis, data analysis, horticulture, plastering and plumbing.

We have been operating a graduate scheme for three years. Since its launch, we have recruited graduates into areas including customer services, building safety, surveying, finance and sustainability.

As we prepare for the implementation of the Social Housing Regulations Act Competence and Conduct Standards, we will promote level 4 and level 5 housing qualifications and target those individuals covered by the Standards who we are already starting to lobby to gauge interest.

C45 How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?

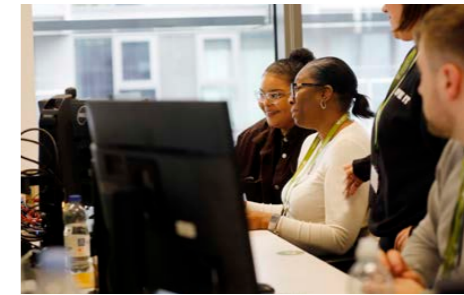
Our procurement activities are conducted in a way which is consistent with the Social Value Act, which requires consideration of wider social economic and environmental benefits in procuring goods and services. We assess social value as part of our tenders with the scoring allocation ranging from 5-10% of the marks available. Social value obligations are written into our major contracts, with suppliers being required to rebate a percentage of our spend for our social value initiatives.

The delivery of social value is monitored both at the contract management level and centrally by our Social Investment team through the setting and monitoring of KPIs. Guinness also has a Social Investment Steering Group which meets quarterly to discuss the delivery of these initiatives, as well as to inform strategic and policy-level matters relating to social value.

C46 How is sustainability considered when procuring goods and services? What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?

We currently look at sustainability on a case-by-case basis for each tender. The focus is currently on enabling the delivery of government-funded retrofit projects through our supply chain.

As we move towards key phases of our 2030 and 2050 action plans, our approach will become more standardised and granular and we have a number of actions built into our Sustainability Action Plan for FY24-25 to develop this. This will also cover how we collect better data from suppliers to understand and report on our Scope 3 emissions.



Governance - Case Studies

Case Study 1: Graduate Scheme

We have a number of routes to enable talented people to enter the housing sector and develop the skills we need for the future. One of these is our graduate programme.

Guinness launched our first Graduate scheme in May 2021 with four graduates joining our Building Safety, Health and Safety and Surveying teams. The graduates were recruited on a two-year contract with the intention of developing well rounded colleagues with the appropriate professional memberships or qualifications required to kick start their career. Each graduate has a personalised development plan relating to their role; which could include a professional pathway, or a level 7 apprenticeship, equivalent to a master's degree. In addition to their personalised development plan, each cohort follows a wider development plan in which they attend four training sessions and a number of masterclasses over the two years, to develop both their general skills and business knowledge.

Cohort one completed their graduate term in 2023, with three graduates being offered permanent roles within Guinness. In 2022, we employed a further six graduates as part of cohort two, in finance, data, business change, sustainability, development and building safety. Our development, sustainability and building safety graduates have already been offered permanent roles at Guinness. Cohort three in 2023 consisted of a systems developer graduate and two customer services graduates who are working on rotation in the customer service directorate in both desk and field-based roles. Cohort four is planned for September 2024.

Louis started with Guinness on as a graduate trainee in the Building Safety Team, having completed an undergraduate degree in History, Literature and Culture and a masters degree in Urban Regeneration and Development. As part of the scheme he completed his Chartered Institute of Building Level 6 Diploma in Building Safety Management. Since finishing the scheme, he has secured a permanent role at Guinness as a Building Safety Manager.

Louis said:

"The graduate scheme has been a really positive avenue into housing for me. Throughout my time at Guinness I have felt supported by my colleagues and by the HR team – I have felt fortunate to be exposed to a variety of working contexts and met some truly amazing people along the way – colleagues, residents and contractors alike. Since joining the scheme I've worked as a Building Safety Officer and now as a Building Safety Manager. This structured progression has helped to strengthen my belief that housing is the world for me and filled me with the confidence to carry out my work. I am ultimately grateful to the graduate scheme for having provided me with a role with the opportunity to make an impact for our residents."

Throughout my time at Guinness I have felt supported by my colleagues and by the HR team – I have felt fortunate to be exposed to a variety of working contexts and met some truly amazing people along the way – colleagues, residents and contractors alike.

In Conclusion

Delivering our social purpose requires us to be a strong, sustainable, and responsible business. We are operating in an increasingly challenging operational and financial environment and the housing sector is under more scrutiny than ever before, which is why it is critical that we are transparent, accountable and continually working to improve the services we provide and how we operate.

Our ESG report supports us to do this. It demonstrates the strategic importance we place on our ESG commitments and communicates our vision to stakeholders, as well as how we monitor and manage risks.

We are committed to working in partnership with our stakeholders as we shape the way we demonstrate our priorities, progress and performance as this will enable us to improve. We would welcome feedback and suggestions for how future editions of this report can be enhanced.



Appendix Summary of Responses

This table summarises our responses where a quantitative or yes or no response is required, for criteria requiring a qualitative response, it refers to the section of the report where the full response can be found.

Theme	Criteria	Criteria	Measurement Unit	2024 Response	2023 Response
Climate Change	T1	C1	Distribution of EPC ratings of existing homes (those completed before the last financial year).	% of homes rated A	0% (C14) 0%
			% of homes rated B	8% (C14) 8%	
			% of homes rated C	69% (C14) 71%	
			% of homes rated D	21% (C14) 20%	
			% of homes rated E or worse	2% (C14) 1%	
			% of homes without EPC rating (unknown)	0% (C14) 0%	
	C2	Distribution of EPC ratings of new homes (those completed in the last financial year).	% of homes rated A	0% (C15) 0%	
			% of homes rated B	85% (C15) 89%	
			% of homes rated C	15% (C15) 11%	
			% of homes rated D	0% (C15) 0%	
			% of homes rated E or worse	0% (C15) 0%	
	C3	Does the housing provider have a Net Zero target and strategy? If so, what is it and when does the housing provider intend to be Net Zero by?	Yes / No	Yes -	
			Qualitative response	This report p. 11 -	
	C4	What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?	Qualitative response	This report p. 11 (C17) ESG Report 2022/23 p. 24	

Theme	Criteria	Criteria	Measurement Unit	2024 Response	2023 Response
Ecology	T1	C5	Scope 1, Scope 2 and Scope 3 green house gas emissions.	Scope 1: Kg CO2 equivalent	12,497 (C16) 12,022
			Scope 2: Kg CO2 equivalent	3,707 (C16) 3,729	
			Scope 3: Kg CO2 equivalent	140,000 (C16) 140,000	
			Scope 1, 2 & 3: Total Kg CO2 equivalent	156,204 (C16) 155,751	
	C6	How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks?	Qualitative response	This report p. 12 (C18) ESG Report 2022/23 p. 24	
			C7	Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes?	Qualitative response
T2	C8	Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm?	Yes / No / No, but planning to develop one	Yes (C21) No, but planning to develop one	
		If so, how does the housing provider target and measure performance?	Qualitative response	This report p. 12 (C21) ESG Report 2022/23 p. 25	

Theme	Criteria	Criteria	Measurement Unit	2024 Response	2023 Response
Resource Management	T3	C9	Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the housing provider target and measure performance?	Yes / No / No, but planning to develop one	Yes (C22) No, but planning to develop one
			Qualitative response	This report p. 13 (C22) ESG Report 2022/23 p. 25	
	C10	Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	Yes / No / No, but planning to develop one	Yes (C23) No, but planning to develop one	
			Qualitative response	This report p. 13 (C23) ESG Report 2022/23 p. 25	
	C11	Does the housing provider have a strategy for good water management? If so, how does the housing provider target and measure performance?	Yes / No / No, but planning to develop one	Yes (C24) No, but planning to develop one	
			Yes / No / No, but planning to develop one	Yes (C24) No, but planning to develop one	

Theme	Criteria	Criteria	Measurement Unit	2024 Response	2023 Response
Affordability and Security	T4	C12	For properties that are subject to the rent regulation regime , report against one or more Affordability Metric:	% of PRS rent (e.g. 80%)	44.0% 50.0%
			1) Rent compared to median private rental sector (PRS) rent across the relevant Local Authority	% of LHA rent (e.g. 90%)	n/a n/a
	C13	Share, and number, of existing homes (owned and managed) completed before the last financial year, allocated to: - General needs (social rent) - Intermediate rent - Affordable rent - Supported Housing - Housing for older people - Low-cost home ownership - Care homes - Private Rented Sector - Other	Number of General Needs units	40,620 (C2) 38,282	
			Number of Intermediate Rent units	71 (C2) 40	
			Number of Affordable Rent units	7,320 (C2) 6,876	
			Number of Supported Housing units	1,005 (C2) 908	
			Number of Housing for Older People units	7,763 (C2) 7,795	
			Number of Low-cost Home Ownership units	7,218 (C2) 6,441	
			Number of Care Home units	107 (C2) 87	
			Number of Private Rented Sector units	205 (C2) 9	
Number of Other units	4,520 (C2) 3,745				

Theme	Criteria	Criteria	Measurement Unit	2024 Response	2023 Response
Affordability and Security	T4	C14 Share, and number, of new homes (owned and managed) that were completed in the last financial year, allocated to: - General needs (social rent), - Intermediate rent - Affordable rent - Supported Housing - Housing for older people - Low-cost home ownership - Care homes - Private Rented Sector - Other	Number of General Needs units	70	(C2) 128
			Number of Intermediate Rent units	24	(C2) -
			Number of Affordable Rent units	214	(C2) 93
			Number of Supported Housing units	-	(C2) -
			Number of Housing for Older People units	-	(C2) -
			Number of Low-cost Home Ownership units	293	(C2) 295
			Number of Care Home units	-	(C2) -
			Number of Private Rented Sector units	-	(C2) -
			Number of Other units	7	(C2) 10
	C15	How is the housing provider trying to reduce the effect of fuel poverty on its residents? How is the housing provider trying to reduce the effect of high energy costs on its residents?	Qualitative response	This report p. 15-16	(C4) ESG Report 2022/23 p. 13
C16	How does the housing provider provide security of tenure for residents?	Qualitative response	This report p. 16	-	

Theme	Criteria	Criteria	Measurement Unit	2024 Response	2023 Response
Building Safety and Quality	T5	C17 Describe the condition of the housing provider's portfolio, with reference to: - % of homes for which all required gas safety checks have been carried out. - % of homes for which all required fire risk assessments have been carried out. - % of homes for which all required electrical safety checks have been carried out.	% of homes for which all required gas safety checks have been carried out.	99.99%	(C6) 100%
			% of homes for which all required fire risk assessments have been carried out.	100.0%	(C7) 100%
			% of homes for which all required electrical safety checks have been carried out.	97.40%	-
	C18	What % of homes meet the national housing quality standard? Of those which fail, what is the housing provider doing to address these failings?	% of homes	99.90%	(C8) 99.40%
	C19	How do you manage and mitigate the risk of damp and mould for your residents?	Qualitative response and # of cases	This report p. 17 10,569 cases	-

Theme #	Criteria #	Criteria	Measurement Unit	2024 Response	2023 Response
Resident Voice	T6	C20 What are the results of the housing provider's most recent tenant satisfaction survey? How has the housing provider acted on these results?	Qualitative response	This report p.17	(C10) ESG Report 2022/23 p. 14-15
		C21 What arrangements are in place to enable residents to hold management to account for provision of services?	Qualitative response	This report p. 18	(C9) ESG Report 2022/2023 p.13
		C22 In the last 12 months, how many complaints have been upheld by the Ombudsman. How have these complaints (or others) resulted in change of practice within the housing provider?	Number of complaints upheld Qualitative response	125 This report p. 18-19	33 (C11) ESG Report 2022/23 p.16

Theme #	Criteria #	Criteria	Measurement Unit	2023 Response	2022 Response
Resident Support	T7	C23 What are the key support services that the housing provider offers to its residents? How successful are these services in improving outcomes?	Qualitative response	This report p. 19	(C12) ESG Report 2022/23 p.17

Theme #	Criteria #	Criteria	Measurement Unit	2024 Response	2023 Response
Placemaking	T8	C24 Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located. Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.	Qualitative response	This report p. 20-21	(C13) ESG Report 2022/23 p. 17-18

Theme	Criteria	Criteria	Measurement Unit	2024 Response	2023 Response
Structure and Governance T9	C25	Is the housing provider registered with the national regulator of social housing?	Yes / No	Yes	Yes
	C26	What is the most recent regulatory grading/status?	Varies by nation	G1/V2	G1/V2
	C27	Which Code of Governance does the housing provider follow, if any?	Name of code	We have adopted the National Housing Federation's Code of Governance 2020.	We have adopted the National Housing Federation's Code of Governance 2020.
	C28	Is the housing provider Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	Yes / No If no, name, %, %	Yes n/a	Yes n/a
	C29	Explain how the housing provider's board manages organisational risks.	Qualitative response	This report p. 34	ESG Report 2022/23 p.31
	C30	Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc) - that resulted in enforcement or other equivalent action?	Yes / No	No	No

Theme	Criteria	Criteria	Measurement Unit	2024 Response	2023 Response
Board and Trustees T10	C31	How does the housing provider ensure it gets input from a diverse range of people, into the governance processes? Does the housing provider consider resident voice at the board and senior management level? Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?	% of board that are women	43.0%	45.5%
			% of board that are BAME	14.0%	18.2%
			% of board that have a disability	7.0%	9.0%
			% of board that are LGBTQ+	0%	9.1%
			Average age of board members (years)	58	58
			Average board tenure (years)	2.9	3.3
			Additional commentary	This report p. 35-36	ESG Report 2022/23 p. 32-33
	C32	What % of the board AND management team have turned over in the last two years? Add commentary if useful.	% of board	64.0%	54.0%
			% of management team	14.0%	13.0%
			Additional commentary	-	-
	C33	Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.	Number	2	(C35) 5
			Description of experience	This report p. 37	(C35) ESG Report 2022/23 p. 33
C34	What % of the board are non-executive directors?	% of the Board	93.0%	90.0%	
C35	Has a succession plan been provided to the board in the last 12 months?	Yes / No	Yes	(C37) Yes	

Theme #	Criteria #	Criteria	Measurement Unit	2024 Response	2023 Response
Board and Trustees T10	C36	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	Number of whole years	0	(C38) 4
	C37	When was the last independently-run, board-effectiveness review?	Date (month/year)	March 2023	(C39) March 2023
	C38	How does the housing provider handle conflicts of interest at the board?	Qualitative response	This report p. 37	(C41) ESG Report 2022/23 p. 34

Theme #	Criteria #	Criteria	Measurement Unit	2024 Response	2023 Response
Staff Wellbeing T11	C39	Does the housing provider pay the Real Living Wage?	Yes/ No	Yes	(C42) Yes
	C40	What is the median gender pay gap?	% gap (median)	(0.5%)	(C43) 4.9%
	C41	What is the CEO: median-worker pay ratio?	Total annual CEO remuneration divided by annual median working remuneration	8.8:1	(C44) 8.7:1
	C42	How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?	Qualitative response	This report p. 38	-
	C43	How does the housing provider support the physical and mental health of their staff?	Qualitative response	This report p. 38	(C45) ESG Report 2022/23 p. 35
C44	How does the housing provider support the professional development of its staff?	Qualitative response	This report p. 39	-	

Theme #	Criteria #	Criteria	Measurement Unit	2024 Response	2023 Response
Supply Chain T12	C45	How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?	Qualitative response	This report p. 39	(C47) ESG Report 2022/23 p.35
	C46	How is sustainability considered when procuring goods and services? What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?	Qualitative response	This report p. 39	(C48) ESG Report 2022/23 p.35

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