

# annual review 2017-18

# Annual Review 2017-18



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



# Introduction Chair and Chief Executive

## Welcome to The Guinness Partnership's Annual Review 2017-18.

The year 2017-18 saw the delivery of our previous three year Strategy, and we are taking the opportunity in this year's annual review publication to look back over not just the last year, but over the three years of our journey. We are proud of what we have achieved, our investment in existing and new homes, and improvements in our customer service, as well as our growth through merger. Behind the scenes, we have worked with our customers and our people to transform the way we do things, bringing the organisation together and investing significantly in technology so we are able to provide a better and more responsive service to our customers – including giving customers more choice about how they access our services.

But this has been a year of tough questions and reflection for the whole social housing sector. Following the fire at Grenfell Tower, we have all been challenged by customers, government and society to provide assurance that our homes are safe, that we listen to our tenants, and that we are delivering on our social purpose.

That scrutiny is absolutely right. Housing associations do important work, and the people who live in our homes must know that they can trust us. We must be clear that the homes we provide are safe and secure – and they must be places people are proud to live. We must listen to our customers' voices, and when things go wrong, we must respond.

The spotlight on social housing over the last year has also been a reminder of the acute shortage of housing in this country and the need to build more – particularly truly affordable homes – as well as to continue investing in the quality and safety of all our homes and neighbourhoods.

Being a good landlord, one that really listens to the people who live in our homes, and providing as many homes as possible, are the fundamentals which shape our new five year Strategy, Guinness 2023, which we launched in May this year.

These things have always been important to us and are at the heart of our vision to improve people's lives and create possibilities for them. They have guided us since Guinness was founded in 1890, and they are what we are here for today. They are our social purpose, which in 2018 we fulfil by providing great homes and services – including care services – to over 140,000 customers across the country.

Following our In-Depth Assessment by the Regulator of Social Housing in March this year, our strong ratings for Governance and Financial Viability were confirmed (at G1 and V1 respectively). As we start our next five year strategy, Guinness 2023, we are confident that we are basing our plans for growth on solid foundations, both financial and structural.

We must constantly strive to do the best we can for the people and communities we serve, as we have done for over 125 years, recognising that our customer base is increasingly diverse, and expectations change over time. We will continue to adapt, whilst always staying true to our social purpose.

The way we articulate this is through the clear and simple aspirations to deliver great service, provide great homes, to be a great place to work and to be a great business. People have huge expectations of social housing and care. Guinness has an important role in meeting these.

We are grateful to our colleagues across the country for their hard work, dedication and loyalty to Guinness and our customers – for the commitment to our social purpose they show every day.



**Neil Braithwaite**  
Chair



**Catriona Simons**  
Group Chief Executive

# Highlights of the year 2017-18

**£374m**

Group turnover

**£53.8m**

Group surplus

**G1 V1**

Governance  
and Financial  
Viability  
gradings

(Regulator of Social Housing 2018)



The Guinness Partnership



**66,000  
homes**

**140,000  
customers**



**94%**  
customer satisfaction  
with our care services



**29**  
Aspire Awards for  
customers and  
community groups

Over  
**200,000**  
repairs completed

**119**

Amazing Estates  
projects  
funded



**78%**  
Customer  
satisfaction



**22.3 days**

Time taken to repair  
and re-let empty homes  
- an improvement of 7  
days on previous year



**295**

secondments and  
internal promotions  
within Guinness



**Quayside, Totnes**

Our award-winning new 60 home  
Extra Care scheme in Devon



**Employee  
Star Awards**

recognising the  
outstanding  
achievements of  
individuals and teams  
across the business



**£89m+**

invested in maintaining,  
improving and repairing  
our existing homes



**1,250**

Dementia Friends  
across Guinness

**44**

Apprentices work  
across Guinness





# About us our vision

Everything we do is about our customers, our communities and our people.

## Our vision 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.

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

These are the things that matter most to us. Any surplus we make is reinvested in new and existing homes, and improving services for the benefit of our communities.

# About us creating possibilities

**Guinness was founded in 1890 to improve people's lives and create possibilities for them. What we're here for hasn't changed. We fulfil that purpose, our social purpose, by providing great homes and services – including care services – to over 140,000 people across the country.**

As well as providing 66,000 homes, we deliver over 8,000 hours of care every week. Our core activities are social housing for rent, affordable home ownership, housing for older people, and a range of care services, including Extra Care and Care at Home.

Our heritage matters to us and we're proud of our long history. It gives us a real sense of purpose as well

as creating a strong sense of responsibility, of having a legacy to protect for future generations, as well as making the most of today.

We're proud of our more recent past too. The last three years are a significant part of the Guinness story. We've transformed the way we are organised, the way we do things and the systems we use.

We've grown through the development of new homes and through merger. We're doing things even better and we've become stronger – more than ever we're a customer focused business.





# About us our work

We provide the majority of our housing services through The Guinness Partnership Limited (TGPL). The Group does however include a number of other trading entities and subsidiaries. We are regulated by the Regulator of Social Housing (RSH) and the Care Quality Commission (CQC). We have the highest possible Governance (G1) and Financial Viability (V1) ratings from the RSH with this rating having been confirmed in May 2018 following our regulatory In-Depth Assessment (IDA).

The work that housing associations do is important, and there is an extraordinary demand for our homes and services.

Guinness has over 66,000 homes across the country – including, London and the South East, the North West, the Midlands and the South West. We are planning to build at least 7,500 homes in the next five years. We provide care and support to approximately 10,000 customers and deliver over 8,000 hours of care every week. We employ over 3,000 people, including apprentices. We invest in the neighbourhoods and communities where we work.

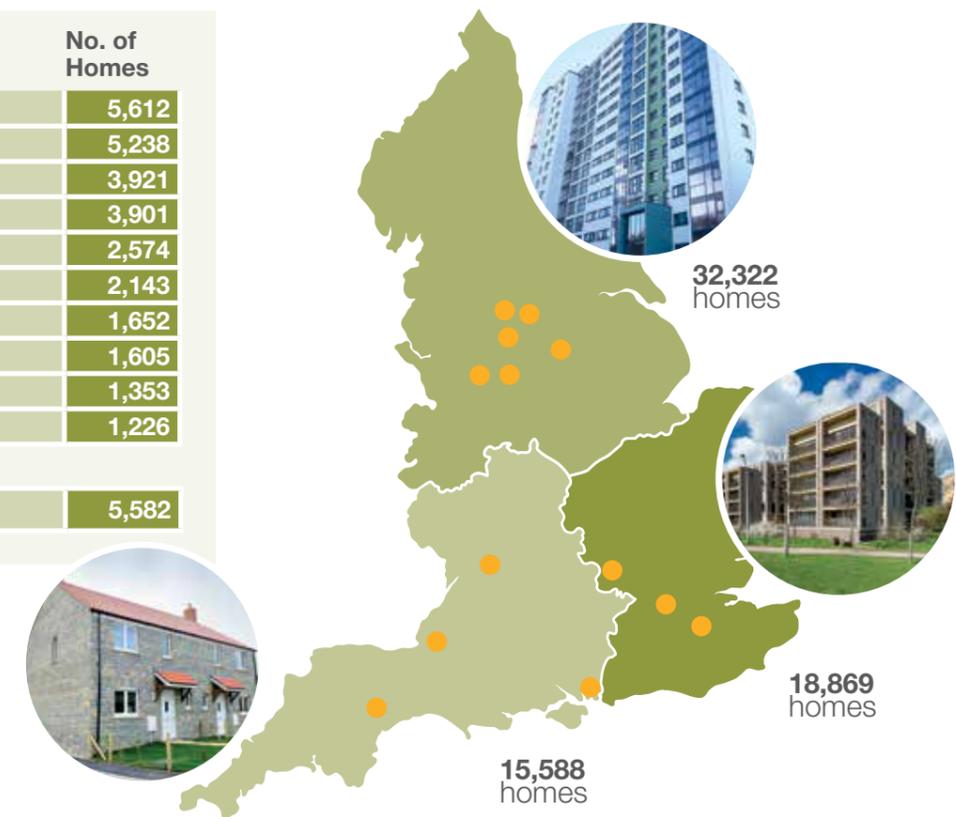
Housing association customers, including Guinness customers, took part in the nationwide conversation with the housing minister during the year following the fire at Grenfell Tower in west London in June 2017. They said the things that are most important to them are:

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

It has never been more important to us to listen to our customers than it is now, in the aftermath of the Grenfell Tower fire. It is fundamental that people are safe, and feel safe, in their homes. If they have concerns, they need to know that we will listen and act. And we are doing everything we can to address the stigma associated with social housing.

## Our geography

Top 10 Local Authorities	No. of Homes
Cheshire East	5,612
Milton Keynes	5,238
Manchester	3,921
Havant	3,901
Sheffield	2,574
Rochdale	2,143
Hackney	1,652
Stockport	1,605
Oldham	1,353
Gloucester	1,226
<b>London</b>	
<b>Total London</b>	<b>5,582</b>



# Our world responding to the challenges

**The housing crisis is one of the biggest challenges facing this country. A huge number of people cannot afford a decent home that provides a stable foundation for life. Guinness is determined to play its part in addressing the country's housing crisis.**

It is fundamental that people are safe, and feel safe, in their homes. Following the fire at Grenfell Tower, social housing has seen a number of high profile reviews of aspects of our sector's role and purpose. The Government's Social Housing Green Paper, produced following extensive consultation with social housing tenants and leaseholders, highlighted that while new supply is crucial, so is how we treat our existing tenants and leaseholders.

The Green Paper debate is an opportunity to demonstrate our commitment to improving customer satisfaction through improved choice, control and transparency and to restate our commitment to working with customers and listening to our customers' voices. The final report of the Hackitt review called for an overhaul of building safety and regulation supported by cultural and behavioural change across the construction industry.

The Government has set a house-building target of 300,000 homes each year by the mid-2020s. Guinness is determined to make a significant contribution to this. We, and all social housing providers, have been helped by the Government's commitment to providing rent certainty with a new settlement from 2020 to 2025, as well as the first funding for homes for social rent for eight years.

Following extensive consultation with the sector, the Government has listened to widespread concern about proposed changes to how supported and sheltered housing would be funded, and has dropped those plans. The Government will now consult on another crucial component in enabling more vulnerable customers to lead fulfilling lives; how we should pay for and provide the support people need. More broadly, a sustainable funding model is needed for all social care. This must be a central pillar of the Social Care Green Paper that is now due for publication in the autumn.



Suttons Wharf



Stonehouse Arena, Plymouth

# The last three years

## Destination 2018

**March 2018 marked the end of our previous three year Strategy, Destination 2018.**

Our Destination 2018 Strategy built on our work to bring Guinness together into a consistent and coherent organisation. It set out to enable Guinness to be one of the best service providers in the housing and care sectors, one of the best employers in the country, and to generate strong operating surpluses to fund the building of affordable homes.

### We have transformed the way we do things

Over the last three years we have transformed the way we are organised, the way we do things and the systems we use. We have achieved much of what we set out to do in our Destination 2018 Strategy with continued focus on good governance, and a commitment to being a customer service organisation. We have delivered over £12 million of cost savings by fundamentally redesigning our operating model and restructuring key service areas;

started our programme to streamline our supplier base; embarked on our stock rationalisation programme; and closed six offices that we no longer needed.

### We have grown and improved

We welcomed 5,500 new households and 200 new colleagues to Guinness following our merger with Wulvern Housing in January 2017, we built almost 1,800 homes with more than half of these being affordable, we procured new repairs and servicing contracts to improve service and contribute to higher customer satisfaction.

We continued empowering our staff with the right skills and tools to deliver great customer service, to add value for our customers and our business. We launched our new Customer Relationship Management (CRM) system and the first phase of our online services to improve efficiency and our customers' satisfaction with our services.

Customer satisfaction has improved year-on-year as we have delivered more consistent and more accessible

services which are focused on the things that matter most to our customers.

Employee engagement has improved since 2016 – despite a period of significant change. We worked with our people to transform the organisation. They shaped our structures and designed new roles to improve the customer experience. Our people show consistently high levels of commitment to our vision and purpose.

We built new homes and started to create a development pipeline which will support our increased ambitions over the next five years.

We have continued to deliver strong operating margins, despite the challenges that 1% annual rent reductions over recent years have brought. We have adapted by increasing the pace of change, transforming Guinness more quickly so we can continue to invest in services and homes for our customers.

We are financially robust and resilient, well-positioned for future growth, and have demonstrated our ability to manage risk well.

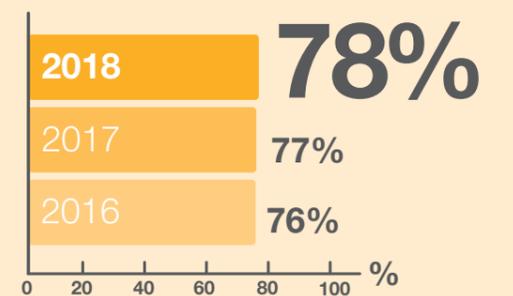
### We are confident about the future

We're looking forward to the future. There is always more to do to deliver our vision and to be the best organisation we can be. We'll keep focussing on our customers and our people – so that our customers are proud to be Guinness customers, and so that Guinness is an organisation that our people love being part of.

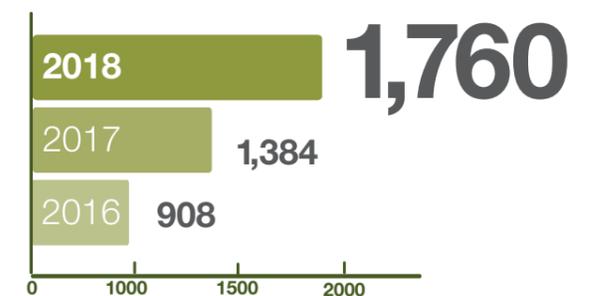
## Performance measures 2016-18

Our Destination 2018 key Group measures

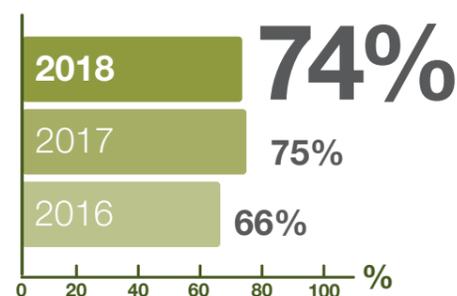
### Customer satisfaction



### New homes (cumulative)



### Employee engagement



### Operating margin



# Our customers improving customer service

We're here for our customers. Delivering great service is at the heart of providing a great customer experience. We provide homes and services to an increasingly diverse range of customers, and their expectations are changing all the time. Technology enables us to offer more choice and control to our customers. But it's only one part of our offer.

We know that to be good at what we do, we must listen to our customers. Working with our customers to shape and improve our offer is how we get it right – but it's also about how we make our customers feel.

## Over the last three years we:

- enabled customers to access our services online through our digital transformation programme. Over 10,000 now self-serve through their MyGuinness online account and we talk to hundreds of people every week through Live Chat.
- made it easier to talk to us face to face. We co-created our fully mobile Customer Liaison Officer roles - with customers - to provide a local "go to" person where they live. We've made it easier for our people to respond to our customers through new technology and cross-functional working.
- increased the speed with which we respond to complaints, and improved our focus on keeping customers informed of progress, and achieved over 90% satisfaction with complaints handling.
- made lives better for our customers by tackling anti-social behaviour, and achieved 94% satisfaction with the way ASB complaints were dealt with.
- involved customers in our decision-making so we do what is right for them – customers have helped us procure major contracts, design online services and set our Guinness service standards.
- improved our understanding of our customers, carrying out in-depth research about their expectations and creating a new Customer Experience Team which uses data to generate insight and improve services.
- demonstrated we are a customer service business by introducing a Guinness Service Style - created with our customers - and training all our people in customer service and customer communication.
- increased customer satisfaction year-on-year from 76% in 2016 to 78% in 2018.

## How we did last year

Overall customer satisfaction (tenants)	78.0%
Overall customer satisfaction (care)	94.0%
Emergency repairs completed in the time agreed	95.4%
Satisfaction with repairs	87.0%
Current rent arrears	3.6%
Time to let an empty home (days)	22.3



# Our homes places people are proud to live

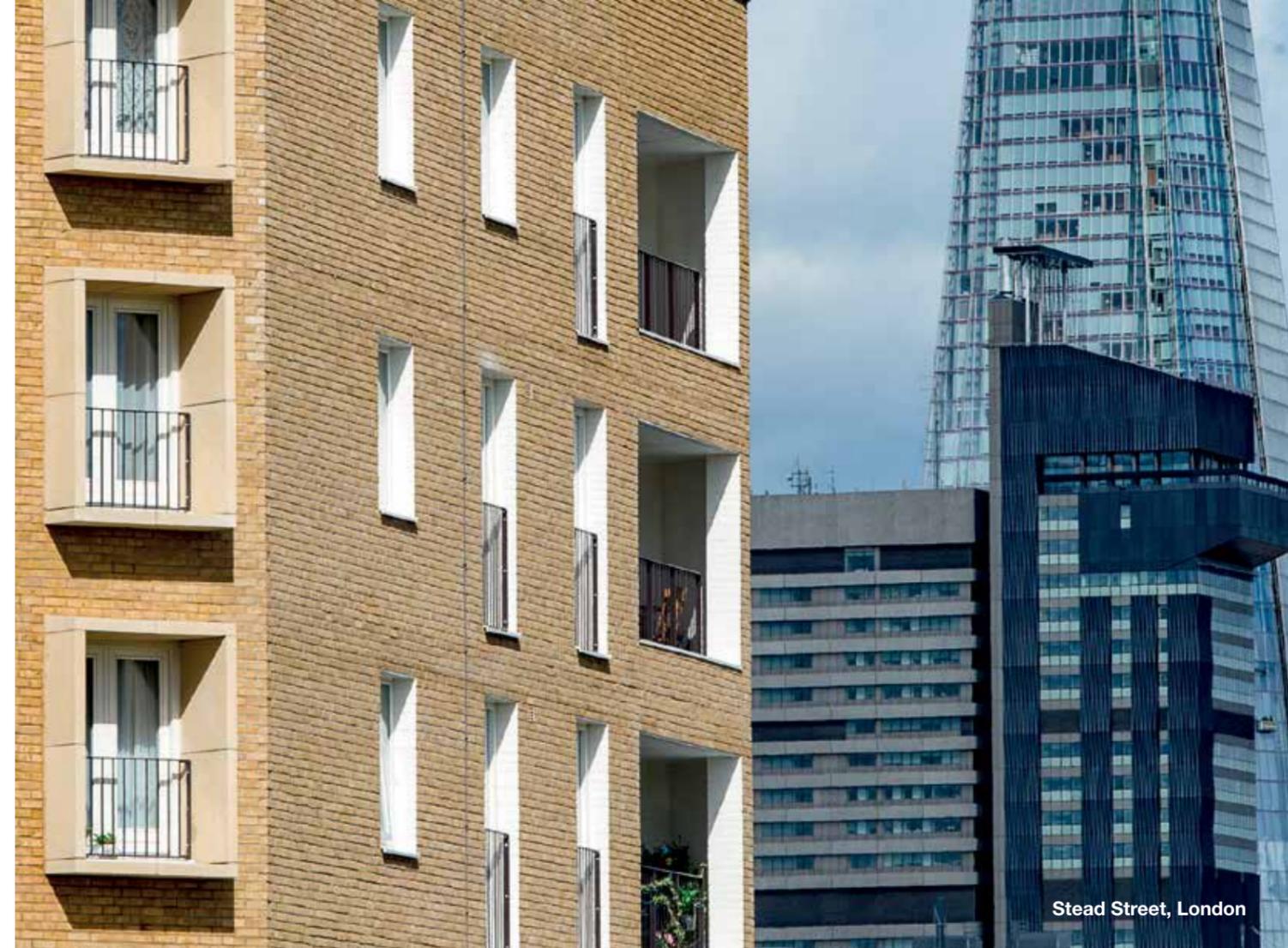
We want our homes to be safe and secure, places our customers are proud to live. We keep investing in our existing homes, as well as building new ones. Any profit we make on our homes for outright sale helps us invest in and build more affordable homes.

## Over the last three years we:

- made more homes available for people who need them by building almost 1,800 homes across the country.
- secured a future development pipeline with sites in Milton Keynes, London, Cheshire, Bristol and Devon amongst other locations.
- made homes available more quickly, using our new online lettings process and reducing the average time to repair and re-let our empty homes to 22.3 days.
- helped cut customers' energy bills by securing over £3.6m of funding to make homes more energy efficient and by enhancing our boiler specification.
- ensured our homes remain safe and secure places our customers love living in by spending £215m maintaining, improving and repairing them.
- improved over 300 estates and neighbourhoods, making them more attractive and safer through our Amazing Estates programme.
- kept our customers safe, completing 100% of required landlord safety checks for gas safety, water safety, fire risk assessments, asbestos surveys and communal electrical testing.
- opened our flagship Extra Care scheme for older people at Quayside in Totnes, Devon, with state of the art technology and extensive on-site facilities.
- reviewed the condition of our existing homes for older people, and planned a five year programme of investment in these homes.
- continued the regeneration of our Loughborough Park Estate in London and completely refurbished Adelphi Court and Delaney Heights in Salford to provide high quality affordable homes for local people.
- used the profit from selling new homes to build more affordable homes for rent.

## How we did last year

Overall satisfaction with responsive repairs	87.0%
Decent homes compliance	100%
Investment in maintaining and improving existing homes	£89m
New homes completed <small>(3 years, 376 in 2017/18)</small>	1,760
Compliance with landlord safety checks	100%



Stead Street, London



Oxford Way, Stockport

# Our communities making a difference

Improving people's lives and creating possibilities extends beyond providing high quality affordable homes and care. We make more of a difference to the neighbourhoods and communities we work in by investing in activities that support our communities and open up opportunities for our customers. We work with partners to make sure we maximise our impact.

## Over the last three years we:

- delivered a range of social inclusion initiatives for young people with our partner Mancunian Way. This included outreach services in Manchester, Salford and London.
- collaborated with other housing providers in Salford to reduce anti-social behaviour, directly engaging young people and families then referring them to specialist support.
- worked with communities to prevent fly-tipping, by reclaiming green spaces including community gardens and allotments in Derbyshire, Nottinghamshire and parts of London.
- helped 691 customers in significant financial difficulty. Our hardship fund is designed as a safety net when customers cannot otherwise get essentials such as clothing, bedding and white goods.
- worked to tackle food poverty through activities such as funding the Food Pantry - an affordable shopping and debt advice service in Sheffield - and through our Food Sense campaign.
- celebrated the 20th anniversary of our Sheffield Foyer which provides accommodation for young people aged 16 to 25, including care leavers and young mothers-to-be, helping them prepare for the responsibilities of living independently.
- supported community events including The Great Get Together and Royal Wedding celebrations.
- supported almost 200 people and community projects with our annual Aspire Awards, including our first Your Degree award which is helping a customer study for a law degree.



## How we did last year

Number of Aspire Awards for customers and community organisations	29
Customers helped with money from hardship fund	435
Satisfaction with response to anti-social behaviour	94.0%



# Our people a great place to work

We want Guinness to be a place people love working. We invest in our staff, reward and recognise their commitment, and ensure they are empowered with the tools, knowledge and support they need to succeed. We strive to be an open, diverse and inclusive organisation and promote a culture in which everyone can contribute their ideas and shape the way we do things.

## Over the last three years we:

- maintained employee engagement during a period of significant organisational change as we introduced new structures, ways of working and integrated colleagues from Wulvern into Guinness.
- invested in our people and their development, funding 166 employees' professional qualifications.
- created career paths with 161 secondments and 724 internal promotions and continued to invest in apprenticeships, directly employing 107 of our apprentices over the period.
- developed and embedded our performance review process in response to staff feedback, and extended our use of 360 feedback across our leadership group. Provided Unconscious Bias training for our managers to ensure further the fairness of our performance review process and as part of our commitment to inclusive leadership.
- invested in new technologies including mobile applications that enable our people to spend more time with customers and less time at a desk.
- ensured employees inform the decision making process through Staff Forums, which include representatives from across the business and meet regularly with members of our Executive Team.
- celebrated the diversity of our people, sharing experiences and raising awareness during LGBT history month, the Windrush anniversary, International Women's Day, Passover and Ramadan.
- helped our people explore new interests outside of work by providing £100 Aspire Personal Learning funding to 350 staff.
- invested in making our offices more welcoming and great places to work.
- celebrated staff who have done something extraordinary at our annual employee Star Awards.
- retained our Investors In People Gold Award.

## How we did last year

Employee engagement	74.0%
Performance reviews completed	99.0%
Training days delivered per staff member	4
Colleagues supported through professional qualifications	58
Secondments and internal promotions	295
Gender pay gap	6.4%



# Financial summary

## a strong business

### Financial position and performance

**We generated an overall surplus after tax of £53.8m for the year ended 31 March 2018.**

Underlying operating performance was strong and the Group achieved an operating margin of 29% (2017: 30%), which demonstrates that whilst regulated rents were reduced by a further 1%, we have continued to manage our cost base.

We have a strong balance sheet with reserves at 31 March 2018 of £723.1m (2017: £663.5m). This reflects a measured approach to growth in recent years, sound long term investment decisions and a focus on ensuring a strong liquidity position at all times. We own or manage over 66,000 properties, with a value (on an historic cost basis) of £3,707.1m. In 2017/18, £62.0m was spent on the development of new affordable housing with £89.0m invested in maintaining and improving our existing properties.

Our strong financial position and performance are recognised in the V1 rating for Financial Viability from the Regulator of Social Housing and in our A (stable) and A2 (stable) credit ratings from Standard and Poor's and Moody's respectively.

### Value for Money and the Sector Scorecard

We are committed to delivering and demonstrating Value for Money (VfM) in everything we do. In April 2018 the new VfM Standard issued by the Regulator of Social Housing came into effect. We have reported against the metrics included in the new regulatory standard in our Financial Statements.

The Sector Scorecard benchmarks housing associations' performance to demonstrate the VfM we deliver. The first set of benchmarking results across 15 indicators was published during 2017/18. Over 315 housing providers, owning over 80% of UK housing association properties, participated in the Sector Scorecard pilot. Guinness performs better than, or close to, the sector median level for 2017/18 in 8 of the 13 indicators where a benchmark was available. These include operating margin and headline social housing cost per unit and Guinness's performance is good when compared to other national providers.

The targets included in the Guinness 2023 Strategy were informed in part by our performance relative to our peers in a number of the Sector Scorecard measures. In our new Strategy we continue to focus on delivering high levels of customer service, to significantly increase the scale of delivery of new homes and to continue to deliver healthy but sustainable levels of financial performance, as well as to ensure our people are highly engaged.

We set out more detail in our Financial Statements which are published concurrently with this Annual Review. Our Financial Statements are available on our website at [www.guinnesspartnership.com/financialstatements](http://www.guinnesspartnership.com/financialstatements)



# Focus on

In the following pages we highlight some of the things we've done which illustrate our commitment to our customers and our people.



## Focus on customers living with dementia

**We are a dementia friendly organisation, ensuring our homes and services meet the needs of our customers living with dementia, enabling them to live in their own homes for as long as possible.**

As part of the Dementia Housing Working Group we helped to shape the national Dementia Friendly Housing Charter, designed to help all housing professionals support people living with dementia and facilitate consistency and good practice.

We have published our own best practice guide with advice on how to create a dementia friendly environment, looking at both interior and exterior

design. Our Quayside Extra Care development in Totnes was designed to reflect these principles.

We're doing more to help customers living with dementia. The outcomes of our Housing and Dementia Project will be published soon.

We sit on the Prime Minister's Champion Group for dementia and the Housing and Dementia Research Consortium.

Today we have 1,250 Dementia Friends at Guinness.



## Focus on more affordable homes

**Two blocks in Salford have been transformed with extensive refurbishment, delivering 231 affordable homes with lower energy costs for existing and new customers.**

We converted Matthias Court from student accommodation to provide 119 affordable homes.

To mark this it was re-named Delaney Heights after Salford playwright and author Shelagh Delaney. The block was officially opened by her daughter, writer Charlotte Delaney. A performance by community theatre group MAD also marked the occasion.

The adjacent Adelphi Court, which provides 112 homes, also benefited from a comprehensive refurbishment.

Guinness Property, our in-house contractor, carried out the work which included internal refurbishment and remodelling, rendered external wall insulation, and a new heating system which brings down costs for our customers.

These refurbishments provide high quality affordable homes for Salford.



## Focus on investing in communities

**Our Aspire Awards are one of the ways we invest in communities and help customers access training and employment opportunities. In 2017/18 we made awards to 29 customers and community projects.**

Islington youth project Young Creatives Music Production received Aspire funding to provide young musicians with the opportunity to take part in studio sessions and learn about the music industry through workshops, production sessions, and events.

The project combines education and recreational activities, as well as offering leadership and decision-making opportunities for the young

people who run it. Four Guinness customers have been involved in planning, designing and running the project.

***The Aspire Awards have allowed us to create a project that encourages personal growth while developing young people's musical talent.***

**Stephen Griffith,**  
Young Creatives Project Director



## Focus on women in maintenance

**Women are underrepresented in the maintenance and construction sectors. We want to change that.**

We've been working with Mears Group leading the sector's effort on the Women into Maintenance campaign. We've contributed to the development of a best practice guide on how to make maintenance companies more inclusive. Our aim is to increase the number of women in skilled trades and working in leadership roles across housing maintenance. We want to encourage young women at school, and women returning to work or changing careers, to consider a career in maintenance.

Guinness, along with charity and sector partners, offered a free five week training programme in Oldham earlier this year. The course was open to customers, staff and family members and included workshops, practical skills and learning sessions designed to build knowledge and skills, as well as creating invaluable contacts.

Two of our female electricians are now Ambassador Tradeswomen, hosting introductory sessions and attending school and college careers fairs. They were guests of honour at a House of Commons event in February celebrating the work being done to encourage women to pursue housing maintenance as a career.

# Our Board



## Neil Braithwaite, Chair

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

Neil is Chair of the Service and Performance Committee, a member of the Remuneration and Nominations Committee and a board member of Guinness Housing Association Limited. He is also a trustee of Barnardo's and its pension scheme; the Chairman of the Brathay Trust; Governor of primary and secondary co-operative academies in Leeds and Stoke-on-Trent; and a former Managing Director of the Specialist Retail Businesses of the Co-operative Group.



## Peter Cotton, Deputy Chair

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

Peter is Chair of Guinness Care and Support Limited, Chair of the Remuneration and Nominations Committee and Chair of Guinness Housing Association Limited. He is also a volunteer and ambassador for Florence Nightingale Hospice; a bereavement counsellor; a former Non-Executive Director and member of the audit, remuneration and customer service committees at Eurostar; and former MD of Scotrail, Gatwick Express, and Del Monte UK.



## Amanda Calvert

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

Amanda is a board member of Guinness Housing Association Limited and member of the Group Audit and Risk Committee. Amanda joined our Board from Wulvern Housing Limited. She is also proprietor of the Quince Consultancy Ltd; a Chartered Engineer; former Vice President of IT risk and compliance at AstraZeneca; and founder of Quince Consultancy.



## Catriona Simons

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

Catriona is the Chief Executive of The Guinness Partnership Limited and an executive board member. She is also a board member of Guinness Homes Limited; Guinness Care and Support Limited, Guinness Housing Association Limited; City Response Limited; Guinness Developments Limited; Guinness Platform Limited; Halco 1397 Limited; and a member of the Health, Safety & Environmental Committee, and the Service and Performance Committee. Catriona is also a board member of Dolphin Square Charitable Foundation.



## John Lougher

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

John is a board member of Guinness Housing Association Limited, and member of the Health, Safety and Environmental Committee. He is the Strategic Land Managing Director of Bovis Homes; a foundation governor at Great Rollright Church of England primary school; and a Chartered Surveyor. He has worked in house building since 2003 and, before that, in property and construction consultancy.



## Laure Duhot

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

Laure is a board member of Guinness Housing Association Limited and member of the Group Audit and Risk Committee. She has a background in investment and property development, fund and asset management, corporate finance and audit and risk. She is Director of Duhot-Consult Limited, Non-Executive Director of MedicX.



## Mike Petter

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

Mike is Chair of the Health, Safety and Environmental Committee, a member of the Remuneration and Nominations Committee, a member of the Group Audit and Risk Committee, a board member of Guinness Care and Support Limited and a board member of Guinness Housing Association Limited. He is also a board member of the Considerate Constructors' Scheme; a Chartered Engineer; an Advisory Panel Member with Scottish and Southern Electricity Networks; and is a Management Consultant at Five Dimensional Management Ltd.



## Phil Morgan

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

Phil is a board member of Guinness Housing Association Limited and a member of the Service and Performance committee. Phil is a housing specialist who joined our Board from Wulvern Housing Limited. He is the Chair of Health Watch Salford; Director of Phil Morgan Ltd; and former Executive Director of Tenant Services at the Tenant Services Authority and former Chief Executive of TPAS.



## Samantha Pitt

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

Samantha is Chair of the Group Audit and Risk Committee, a board member of Guinness Housing Association Limited, a member of the Remuneration and Nominations Committee, a member of the Finance and Development Committee and a member of the Pensions Committee. Samantha is also a qualified accountant and pension trustee. She has a background in Treasury, Debt Financing, Investor Relations and Corporate Finance. She left Network Rail at the end of July 2018 where she was Group Treasurer and had worked since the end of 2004. Previous roles have been in the power and telecoms sectors.

# Our Executive Team



## Catriona Simons

**Group Chief Executive**

Appointed: **December 2009**

Appointed Group Chief Executive: **July 2015**



## Philip Day

**Group Finance Director**

Appointed: **July 2017**



## Peter Hedderly

**Executive Director of Corporate Services**

Appointed: **July 2015**



## Ian Joynson

**Executive Director of Asset Management**

Appointed: **November 2014**



## Jon Milburn

**Group Development Director**

Appointed: **June 2016**



## Paul Roberts

**Executive Director of Property Services**

Appointed: **June 2012**



## Sarah Thomas

**Executive Director of Customer Service**

Appointed: **January 2016**



## Paul Watson

**Managing Director, Guinness Care**

Appointed: **December 2007**

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



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