

Board Chair

Recruitment Pack



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■ Introduction from the Chair of the Selection Committee

Thank you for your interest in becoming Chair of The Guinness Partnership.

One of England's oldest and largest housing associations, The Guinness Partnership was founded in 1890 to improve people's lives and create possibilities for them. More than 130 years later, that purpose is unchanged. Today we fulfil it by providing homes and services to 160,000 residents across England, managing over 70,000 homes across 156 local authority areas, generating a turnover of over £500m.

We are proud of the progress we have made. Under Chris Wilson's Chairmanship, our CEO Catriona Simons and our team of almost 2,500 people have worked hard to make Guinness a better landlord and a stronger organisation. That effort has recently been recognised in our achievement of the highest possible regulatory gradings for Consumer and Governance of C1 and G1 gradings from the Regulator of Social Housing.

Last year alone, we invested over £206m in repairing, maintaining and improving existing homes, and completed nearly 700 new homes. We successfully completed our merger and integration with Shepherd's Bush Housing Association. We have deepened resident involvement through our Customer Committee and Regional Resident Panels. We invested £3.5m in community activities that made a real difference for over 24,000 people.

But we know there is much more to do, and we are genuinely excited about the chapter ahead.

Chris will be stepping down in March 2027, having given over 7 years of outstanding service to Guinness. We are therefore looking for the right person to lead the Guinness Board into its next phase. Our new strategy, Guinness 2030, reflects the conversations we have had with residents over the past year. It places an even stronger emphasis on what has always mattered most: being a good landlord, being there when residents need us, and making sure that people have real and meaningful influence over decisions about their homes and neighbourhoods.

We are looking for a Chair who shares those values, who listens well, who understands the housing sector deeply, and can build a strong and trusted partnership with Catriona and the executive team as we deliver on the ambitions of Guinness 2030. If that sounds like you, we very much hope you will put yourself forward.

I hope this pack gives you a clear sense of who we are and what we are looking for.

Yours sincerely,



Amanda

Chair of the Remuneration,
Nominations, People & Culture Committee



©

GUINNESS TRUST BUILDINGS

A

B

■ One of the largest affordable housing providers in the country

Who we are

In 1890, Sir Edward Guinness donated £200,000 to set up the Guinness Trust. His vision was to provide decent and safe homes for working class people.

Since we were founded, we have built thousands of homes across England. Now, having also merged with a number of other housing associations, we have over 70,000 homes and 160,000 residents in 156 local authority areas across England, and we're proud to be one of the largest affordable housing providers in the country.

Our recent inspection by the Regulator of Social Housing resulted in the highest ratings against the Governance and Consumer Standards.

What we do

We're here to improve people's lives – and create possibilities for them. We do this by providing as many high-quality new homes as possible and the housing services our residents need most, including:

- homes for social and affordable rent
- affordable home ownership and outright sale
- homes for older people
- support for residents who need extra help with issues like managing their money or getting into work.

Any surplus we make is re-invested in our homes and improving services for our residents and communities.

In 2025, we celebrated our 135th year of providing homes to those that need them most. We're proud that thousands of families have benefited from our founder's vision and generosity.

What we've achieved

In 2024/25, we:

- delivered 793 new homes across England
- invested £207 million in maintaining, improving and repairing our existing homes
- helped our residents claim an additional £23m in benefits

You can read our latest Financial Statements [here](#).



■ Key facts and figures



57,750 general needs rented homes, including **7,750** homes for older people and **1,000** specialist homes.



7,000 Shared Ownership homes and **4,500** 100% leasehold



750 other homes



We carry out **200,000** repairs to Guinness homes each year



We invest around **£200m** in our existing homes each year



Our credit ratings are **A- negative (Standard and Poor's)** and **A3 stable (Moody's)**



We provide over **15,000 residents** with additional support including benefits advice and access to food pantries, education, employment, and training opportunities



We are Strategic Partners of Homes England and the GLA. We invest around **£350m** and build around **800** homes each year



Our turnover is over **£500m** each year



Regulation is an important part of our world. We reflect the requirements of the **Regulator of Social Housing** in the way we run our business



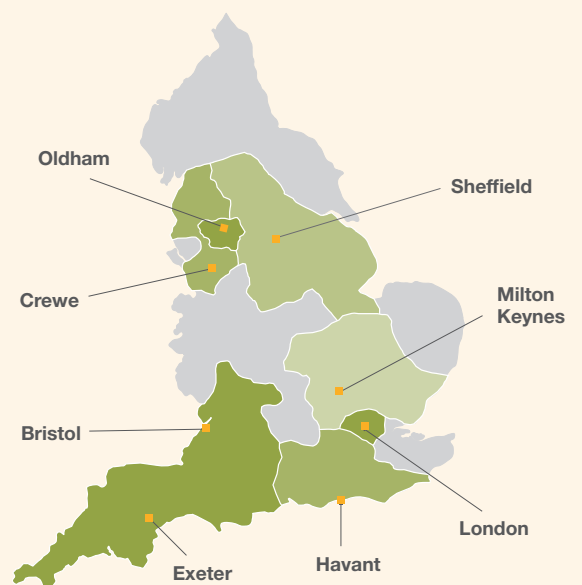
We employ over **2,500** people across Guinness



We are committed to learning and continuous improvement



Our main offices are in **London, Oldham, Bristol, Exeter, Crewe, Havant, Milton Keynes and Sheffield**



We listen to our residents, because it's our residents we're here for

■ Five Key Strategy Objectives for Guinness 2030

Our Guinness 2030 Strategy sets out an ambitious plan for the years ahead, shaped by listening to our residents and colleagues and by the realities of a changing world — from increased regulation to rising housing need and evolving technology.

At its heart, our strategy is about being a good landlord. We believe that means more than just providing a roof over people's heads. It means investing in homes, delivering excellent services, and creating neighbourhoods where people feel safe, connected and proud to live.

Our Strategy is built around five objectives

- **Great homes** — providing as many high-quality homes as possible and playing our part in tackling the country's housing crisis
- **Great service** — being one of the best service providers in the housing sector, making things easy and treating residents with respect
- **Great neighbourhoods** — creating places that are safe, well-maintained and have a real sense of community
- **A great place to work** — attracting, developing and retaining brilliant people who share our values
- **A great business** — being strong, efficient and financially resilient so we can keep investing in homes and services for the long term

Any surplus we generate is always reinvested. Everything we do is in service of our founding purpose: to improve people's lives and create possibilities.

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

Great homes
Great service
Great neighbourhoods
Great place to work
Great business

■ Guinness values and culture

A great place to work is one where people share a vision, have a real sense of purpose and feel really valued. It's a place people are proud to work. We have more than 2,500 brilliant colleagues who are led by our Board and Executive Team.

We ensure our people are valued, through competitive reward and benefits, but also by investing in their growth and learning; empowering them to do well; and appreciating their contributions. We place a high premium upon their health and wellbeing, and have developed our approach to flexible working and agile service delivery over the last couple of years. And we are especially proud to be an open, diverse and inclusive organisation, promoting a culture in which everyone can be themselves and contribute.

Our vision is to be one of the best employers in the country. We want Guinness to be a Great Place to Work — one where people are committed to our social purpose, to our customers, our future, and our reputation. We want Guinness to be a place people love working.

In a fast changing and competitive external environment, what we do and how we do it is more important than ever, and it's our people who ensure our success.

Guinness people have shared values and ways of doing things, described in the Guinness Behaviours. They are at the core of our business and underpin our language and culture. They mean we know what to expect from each other, and we know we can rely on each other to work together towards our shared vision.

Being Guinness means believing in our organisation and its social purpose. Being Guinness also means believing in our Behaviours and reinforcing and role modelling these every day. And it means our people believing in each other and working together to achieve our vision.

The Guinness Behaviours

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



- The Guinness Partnership Limited is a charitable Community Benefit Society and a Registered Provider of Social Housing. It has a number subsidiaries and you can read more about group structure [here](#).

■ The Board

Comprises of 13 people and meets at least seven times each year, plus one or two strategy sessions.

■ The Board Committees

The Board has four committees:

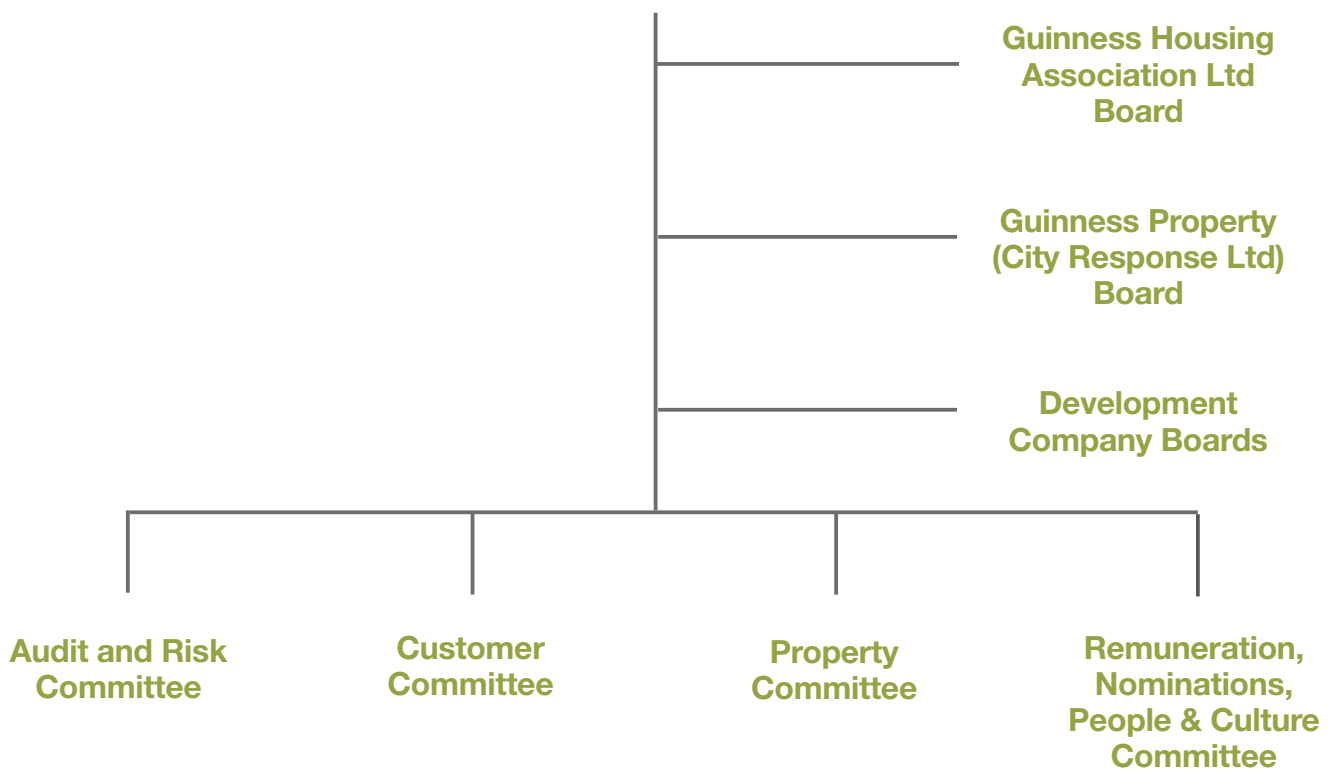
- **Audit & Risk** - advises the Board on matters of internal control and risk management across all parts of the Group.
- **Customer Committee** - monitors and provides assurance to the Board on service performance, including fair outcomes for all residents, resident engagement, resident scrutiny, and resident influence on decision-making.
- **Property Committee** - provides assurance to the Board on the maintenance and improvement plans of physical assets (in particular residents' homes), ensuring compliance with applicable legislation and regulation. The Committee also monitors the development programme and development risk.
- **Remuneration, Nominations, People & Culture Committee** - oversees Board and Committee membership, the framework for non-executive and senior executive remuneration and the appointment of senior executives.

You can read more about our senior team and Board members [here](#).



Board and Committee Structure

The Guinness Partnership Ltd Board



Executive Team Structure



Group Chief Executive
Catriona Simons



Chief Financial Officer
Paul Love



Executive Director of Asset Management & Development
Kevin Williams



Group Director of Customer Contact & Repairs
Scott Morrison



Group Director of Housing & Neighbourhoods
Sarah Sargent



Group Director of BCIT
Helen Rowland



Group Director of People
Simon Morris



■ One of the most significant board roles in affordable housing

The Role of Chair

The Chair of The Guinness Partnership is one of the most significant Board roles in the affordable housing sector. At a moment when Guinness is embarking on an ambitious new strategic period - Guinness 2030 - the incoming Chair will play a pivotal role in ensuring the Board can provide effective support and challenge to the Executive team as they work to deliver on five stretching goals: great homes, great service, great neighbourhoods, a great place to work, and a great business.

This is a role of real consequence for our 160,000 residents, 2,500 colleagues, and for the communities Guinness serves across England. Together with with Board colleagues, including the CEO, the Chair will help set the tone for how the Board operates, how the organisation is held to account, and how Guinness engages with the wider sector, with government, and with the partners and stakeholders who share its commitment to social housing residents.

Chair of The Guinness Partnership Limited

The Chair will lead The Guinness Partnership Limited (TGPL) Board and committees in steering the strategic vision and direction of the Group and ensuring good governance, financial viability, and legal and regulatory compliance.

We are looking for someone who is an experienced Non-Executive Board Director in an organisation of comparable size and complexity to TGPL. In addition, you will need to demonstrate that you have had substantial experience of undertaking a chairing role and have the ability to chair meetings at a senior level.

Role description

The TGPL Chair has the following key responsibilities:

- With the Board, committees and Executive set the values of the overall Group and ensure TGPL and the Group adhere to high standards of corporate governance.
- Through the Board, committees and Executive, ensure that TGPL and the Group fully complies with legal and regulatory requirements.
- Provide leadership and ensure clarity of strategic direction to TGPL Board and TGPL as a whole.
- Lead the Board and committees in scrutinising and reviewing performance and customer satisfaction.
- Through the Board, committees and Executive, ensure that TGPL and the Group have appropriate controls and systems of risk management, which are robust and defensible.
- Provide advice, challenge and support to the Chief Executive, within an effective working relationship.
- Ensure that the performance of the Chair him/herself, the Non-Executives and the Board and its committees are appraised regularly by the Remuneration & Nominations Committee.
- Ensure that the performance of the Chief Executive is appraised annually by the R&N Committee (or the Chair and Deputy Chair).
- Be a champion of the customer service ethos and ensure that the customer voice is heard and influences decision-making.
- Build and maintain effective working relationships with a variety of stakeholders and act as an ambassador, promoting TGPL and the Group to key partners and stakeholders and more widely.
- Be engaged in a range of activities to support the development of TGPL.

■ What we are looking for

First and foremost, we are looking for someone who comes to this role because they genuinely care about what Guinness does and who it serves. The role of Chair at this point in our evolution requires strong non-executive experience, an understanding of housing, and a determined commitment to customer service excellence and our social purpose.

The right candidate will bring experience of operating at senior level in organisations of comparable scale and complexity, and will be comfortable balancing the social and commercial dimensions of a business with a turnover of over £500m. Above all, this is a role for someone who listens before they lead, who can chair complex discussions with skill and confidence, draw out the best from a diverse Board, and steer Guinness through the challenges ahead with integrity, ambition and openness.

Person Specification – Chair

We are specifically looking for an outstanding individual with the following attributes:

- A strong understanding of housing, gained at either executive or non-executive level or both.
- Genuine commitment to TGPL and the Group's values and our role as a customer service business.
- The highest standards of ethical behaviour, and expectation of the same in others, working within required regulatory and governance frameworks.
- Extensive experience of operating at a senior level within organisations comparable in size and complexity to TGPL, and as a Non-Executive Director.
- Financial awareness and a strong record of sound commercial judgement and effective leadership in a changing and challenging business environment.
- The ability to balance the social and commercial aspects of the business.
- Excellent skills in chairing meetings, ensuring the effective engagement of all board members.
- The ability to chair complex discussions and lead debates in an open and inclusive manner and to summarise appropriately.
- A positive and constructive approach to the role of the Board, willing to work as part of a team, with respect and tolerance for others.
- Effective listening, influencing and persuading skills, able to lead and steer TGPL and the Group's Board and future business direction through its committees and Executive.
- Willingness and ability to challenge and take action in accordance with sound governance procedures.
- Goal focused, positive and resilient, with drive and determination, able to deliver results.
- First-class communication and ambassadorial skills.
- Committed and adaptable and with sufficient time to undertake the role. Board and committee meetings are generally held in London: some travel elsewhere in England may be required.

Eligibility

- Must be 18 or over.
- Must meet the "fit and proper persons test" as set out by HMRC for all persons who manage or exert influence over the activities and financial assets of a charity.
- Must not have a conflict or duality of interest which could jeopardise their ability to act at all times in the best interests of TGPL.

■ The role of Chair: practicalities & terms

Remuneration

The role of Chair is currently remunerated at £35,500 per annum.

Time Commitment and location

- The Chair role will take up an average of 3-4 days a month but like any Chair role in a large, complex and regulated organisation, the time commitment will vary to month to month.
- It is expected that the Chair will also be a member of the Remuneration, Nominations, People & Culture Committee.
- Board meetings and most Committee meetings are normally held in person in London – The Guinness Partnership's Head Office is at 350, Euston Road NW1 3AX (near Euston, Warren Street, Regent's Park and Goodge Street stations).

Board and Committee meeting dates to note

- There are 8 or 9 Board meetings in typical a year (7 scheduled and 1 or 2 additional for matters that arise).
- Remuneration, Nominations, People & Culture Committee meetings are usually scheduled in the afternoon on the same day as Board meetings, except for 2-3 times a year when strategy afternoons follow the Board meeting. These are normally followed by a dinner.
- Board meetings are generally held on a Wednesday 10am-1pm.
- Candidates may wish to note the following Board and Committee meeting dates, currently in the diary for 2026:
 - Board meeting - Wednesday 30 September 2026 at 10am
 - Board meeting - Wednesday 18 November 2026 at 10am
 - (Virtual) Remuneration, Nominations, People & Culture Committee Meeting - Thursday 19 November 2026 at 10am
- In 2027 the first board meetings will be in February (at the time of writing, either 3 or 10 Feb) and March (either 14 or 31 March)

Start date

The Guinness Partnership's current Chair, Chris Wilson, is due to step down ahead of serving his maximum term in March 2027. It is intended that the successful candidate from this recruitment process will be appointed as Chair Designate in September 2026 and start officially as Chair at the March 2027 Board meeting.

■ The application process

NSCG is acting as an employment agency advisor to The Guinness Partnership on this appointment. For an initial informal discussion please contact Hannah Scarisbrick at **hscarisbrick@nscg.com** or **07968 178876**.

Candidates can apply for this role through via Hannah or through our website at <https://www.nscg.com/jobs/>

Please follow the instructions to upload a CV and complete the equal opportunities monitoring form. The equal opportunities form will not be shared with anyone involved in assessing your application.

Closing date

The closing date for applications is noon on Monday 29 June 2026.

Process

- Longlisted candidates will be invited to have an initial interview with Hannah Scarisbrick of New Street Consulting Group in June or July ahead of the shortlisting meeting which will fall at the end of July 2026.
- Shortlisted candidates will be invited to;
 - Have an informal pre-interview discussion with the current Chair, Chris Wilson
 - Have an informal pre-interview discussion with Guinness CEO, Catriona Simons
 - Have an interview in person at The Guinness Partnership's London office near Euston on Wednesday 9 September 2026.

Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.

