Social hearted, commercially minded
Annual Review 2013/14
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Mission
Genesis is much more than bricks and mortar: we believe in providing residents with high quality services to build a better future for themselves and their families.

Vision
Our values and behaviours describe the way we work and the “contract” between us, our customers, stakeholders and partners. Our vision, to be a leading property based service provider, is what guides us in our work. In making real our mission of being more than bricks and mortar, within the economic and social environment we find ourselves in, we believe a commercial approach to fulfilling our social purpose will continue to be the foundation on which we build our future.

Our research with The Smith Institute in 2012/13 on the future of housing associations has been followed up and built on, with Genesis becoming a sector leader in taking a strategic approach to managing its assets and creating value where possible. Over the last 12 months we have led debate in the sector, and more importantly offered practical solutions to local and national Government alike, on how an organisation like ours can continue to grow and develop sustainably in the face of what is likely to be long-term scarcity of funding to deliver our core product: homes for social rent and services to our diverse customer base.

2013/14 sees the closure of our change programme, the Genesis Way. This programme, central to delivering excellence in customer service and improving in those areas our tenants and residents tell us are most important to them, has helped us transform our systems and processes, putting people and resources in the right places, to deliver our mission and vision.
Social hearted, commercially minded

If financial year 2012/13 was a year of real and demonstrable progress at Genesis, 2013/14 has been a year of embedding in the change which has delivered benefits right across the business. The Genesis Way programme, the drive to improve our efficiency and effectiveness, to transform what we do, how we do it and the way in which we provide our services, has largely completed this year. Genesis is now an organisation that looks, feels and operates very differently from just five years ago.

The Genesis Way programme was conceived to ensure the Association had the right people, the right systems, the right processes and the right culture to thrive in more challenging market conditions. The programme has delivered impressive savings of £19 million, against an initial projected target of £9 million; the new processes are largely now in place, new systems are being delivered and the New Ways of Working implemented.

We are pleased to report a surplus for the financial year 2013/14 of £40.1 million: a surplus that will be re-invested in our existing stock and in building more much needed homes for the communities we serve. We will also re-invest in our customer service delivery, to support the changes necessary in an area where we know there is still work to do. Delivering significant improvement in this field is a key priority for the Board and the Executive team over the next 12 months.

Alongside the continuing good financial performance, there is also much to celebrate in other areas of what we do. Genesis provides vital Care and Support services to many thousands of people across London, Hertfordshire and East Anglia, a role that is ever more important against the background of local authority expenditure cuts and the pressures from welfare reform.

We are the largest provider of Temporary Housing in London, a critical role at a time of housing shortage and rising housing prices. We seek to partner the communities we serve, to be a part of a regeneration that looks to secure opportunities for volunteering, for training and for employment for our residents. This year, we helped in finding permanent jobs for 50 of our volunteers. We’re directly helping people who have struggled to find employment, but who now – thanks to Genesis – are embarking on new careers and new lives.

We have made substantial progress since we set out in 2012 to transform the organisation—but there remains much to do. Radically reduced Government grants to support the building of social and affordable housing require us to continue to find ways to improve our own effectiveness and generate the funds to build much needed homes. Our residents rightly expect high levels of service and responsiveness. It’s these challenges we will have front of mind as we develop our Corporate Plan for the next three years to 2018. At its heart will be our guiding principle “social hearted, commercially minded”, seeking to serve those in need by the optimum use of our resources and knowhow.

Next year is the 50th anniversary of the founding of the first of the Associations which today make up Genesis Housing Association. The challenges we face are as profound and important as they were all that time ago. We know that to meet those challenges we will need to continue to improve, to innovate and to adapt. The organisation is in good health and stands ready to meet that challenge.

Our thanks go to all our staff, volunteers, Board members and resident representatives who have worked with us on our journey over the last 12 months. We hope that you will find the Annual Review informative and a helpful insight into the work that we do at Genesis.
Genesis combines its social purpose – helping our customers build better futures – with a commercial approach geared to filling gaps in dysfunctional housing markets and creating value in the properties we own and the places in which we operate. Our innovative approach means that we offer a wide range of tenures, products and services which are aimed at helping our customers meet their housing aspirations as they evolve and their circumstances change over time. We recognise the value and importance of strategic alliances, working closely with local authorities and other partners in our key areas of operation – London, Essex, Hertfordshire and East Anglia.

Our range of customers and their expectations will become more diverse over time. We aim to be an agile organisation using our customer knowledge to align our products and services and the standards to which we deliver them, so that our customers trust us, want to stay with us and recommend us to others. Providing more opportunities for customers to self-serve on transactional services will help deliver expectations of ‘instant’ service delivery.

Our customer base includes many households facing severe challenges, some financial, others because of illness or disability. We will continue to provide a range of support to our most vulnerable customers to enable them to sustain their homes. For other customers we intend to adopt a new approach aimed at helping to shift behaviours and expectations from dependency to independence.

With our charitable foundation Genesis Community we support and indeed act as a social enterprise working with community groups to shape the places in which we have homes – either through development and the management of existing properties or through our regeneration activities and to enhance the sustainability of those communities.

Given the current and likely enduring shortage of public funding for new housing we consider that an increased focus on providing intermediate and market based products, such as shared ownership, shared equity, intermediate rent, market rent and outright sales, is important in meeting today’s housing problems as well as potentially providing resources for the development of our more traditional social housing. We recognise that as an independent modern organisation we should be less reliant on increasingly scarce government funding and more self-sufficient looking to see how we can use the value within our existing portfolio to meet our objectives.

In this way Genesis aims to be a leading property-based service provider within the areas in which we operate.
Despite challenging market conditions, Genesis brought 751 new homes onto the market in 2013.

Where we work

London Borough of Properties

London

- Barking and Deganham 24
- Barnet 3166
- Brent 3957
- Bromley 2
- Camden 2470
- City of Westminster 4018
- Croydon 54
- Ealing 482
- Enfield 23
- Hackney 123
- Havering and Fulfilled 495
- Harrow 786
- Hounslow 1037
- Islington 151
- Kensington and Chelsea 133
- Hammersmith and Fulham 54
- Newham 339
- Haringey 220
- Havering 102
- Hounslow 79
- Islington 359
- Kensington and Chelsea 100
- Lambeth 487
- Merton 16
- Newham 301
- Redbridge 472
- Southwark 455
- Tower Hamlets 1688
- Waltham Forest 229
- Walthamstow 76

Bedfordshire

- Bedford 112
- Luton 72

Berkshire

- Reading 19

Buckinghamshire

- Aylesbury Vale 20

Cambridgeshire

- Cambridge City 73
- Fenland 19
- Peterborough 25
- South Cambridge 15
- Cambridge 239
- Bicester 108
- Barrow 74
- Castle Point 23
- Chelmsford 334
- Colchester 529
- Epping Forest 183
- Harlow 74
- Southend-on-Sea 334
- Haverfordwest 694
- Southend-on-Sea 546
- Teddington 30
- Thurrock 81
- Luton 234

Hertfordshire

- Broxbourne 32
- Dacorum 361
- East Hertfordshire 231
- Harpenden 305
- North Hertfordshire 99
- St Albans 50
- Stevenage 281
- Watford 3
- Welwyn and Hatfield 307

Lincolnshire

- Boston 16
- Lincoln 29
- South Kesteven 23
- North Kesteven 23

Milton Keynes

- Milton Keynes 136

Norfolk

- Breckland 60
- Broadland 25
- Great Yarmouth 29
- King's Lynn and West Norfolk 26
- North Norfolk 23
- Norwich 50
- South Norfolk 69

Northamptonshire

- Daventry District 48
- East Northants 18
- Northampton 255

Suffolk

- Babergh District 24
- Ipswich 66
- South Suffolk 28
- Waveney 44
- Waveney

Surrey

- Epsom and Ewell 15
- Runnymede 246
- Spelthorne 2
- Woking 20

West Sussex

- Crawley 56

1967 homes in the pipeline
33000 homes under management
751 new homes handed over
We have care and support schemes in Newham, Norfolk, Essex, Hertfordshire, Suffolk, Cambridgeshire, Waltham Forest, Brent, Camden
Communities

With the key purpose of improving the quality of services we offer to our customers, the Communities directorate has undergone significant change in the past year. Informed by feedback from our customers about the need for consistent, reliable services that offer value for money, almost every team in the new Communities directorate has been restructured to help us deliver on customers’ expectations.

The new structures lay the foundations for providing greater levels of customer satisfaction and improve performance. Our improved service has been demonstrated with an increase in customer satisfaction with repairs improving, to 82% from 76.8% in 2013. We aim to provide a top quartile quality of service to our customers at an optimal cost.

A key difference in our approach is that we no longer have Property Managers. With our focus on people and communities, we have now appointed Neighbourhood Managers and Neighbourhood Assistants, who will be focused on spending more time out and about, getting to know our customers.

A restructure of the Care and Support business has enabled us to improve efficiency, competitiveness and focus on delivering high quality services. We’ve had our contracts in Norfolk extended until December 2015, and our contracts in Essex extended for another year. We have successfully bid for additional care and support contracts and will be recruiting to support the delivery of these in the coming year.

Our Customer Contact Centre and Repairs and Maintenance teams have also undergone transformations and are working to embed the new culture and customer service approach.

The positive effects of these changes will be realised more and more in the coming year but Genesis has also worked hard to maintain the services we deliver to our customers.

£10.9m Major repairs
£16.1m Responsive repairs
£6.1m Cyclical works

Customer satisfaction with repairs improving to 82% from 76.8% in 2013
Our vision is to be a leading property based service provider.

Development during the year included the completion of 406 homes for outright sale, five commercial units, with total completions for the year standing at 751 new homes and units.
Markets and Portfolio

Genesis’ ambition to be a leading property based service provider is in no small part predicated on the Markets and Portfolio directorate’s innovative approach to delivering new homes; supporting new and existing neighbourhoods through development, and enabling physical and social regeneration.

2013/14 has seen a consolidation of this vision, with a more strategic approach to our offer to new partners and commissioners.

Development during the year included the completion of 406 homes for outright sale, five commercial units, with total completions for the year standing at 751 new homes and units. With 1967 new homes in the pipeline, Genesis ended 2013/14 clearly focused on its commitment to creating new mixed tenure homes and neighbourhoods for future generations. We have developed out our existing landbank, putting Genesis on a sound footing for the foreseeable future.

Our commitment to the wholesale regeneration of Woodberry Down, in partnership with Berkeley Homes and LB Hackney, will see the delivery by 2035 of 5,500 homes. At Grahame Park, in partnership with LB Barnet and Countryside Properties, the total number of homes is projected to be more than 3000 over 18 years: work continues at strategic and delivery levels.

At Woodberry Down we welcomed this financial year with the granting of planning permission for the next phase of the build in partnership with Berkeley Homes, to deliver 670 new homes. Our partnership work on this strategic site in the capital has seen Genesis and Manor House Development Trust (MHDT), a social enterprise that leads social and economic regeneration in the community, agree a new strategy to improve outcomes for residents, on the fifth anniversary of the start of works. Genesis’ £60,000 annual funding, matched by LB Hackney, will support MHDT’s activities that focus on improving life chances and economic wellbeing, covering health, volunteering, social isolation and financial inclusion.

At the 3000+ home Grahame Park regeneration project in partnership with LB Barnet and Countryside Properties Plc, we continue to see exciting progress. Works started on the next 389 new homes, making up the next tranche of this new neighbourhood in Colindale, North London. To date, 390 units have been completed, together with a children’s play centre and a new improved park.

£208m of development work underway

HCA grant funding - £8.9m

390 units have been completed so far at Grahame Park, together with a children’s play centre and a new improved park. The next phase will include a further 389 units and other facilities including shops, a local housing office and a brand new community centre.
Asset management
The last financial year saw Genesis’ strategic asset management approach reap dividends. Granted general consent to dispose of vacant properties in 2013 by the HCA, Genesis approach has generated in the region of £30m annually from the strategic disposals of low performing assets. We have been the founding members in a group supported by IPD (International Property Databank) to develop an index of social housing.

The purpose of membership has been to enable social landlords like Genesis to use commercial methodology to appraise the performance, value and growth of property assets, allowing them to quantify both capital growth and revenue return on all owned assets, currently valued at £6.2bn. By understanding the value of our assets we have been able to articulate the value of the social dividend we generate as an organisation, allowing ever sharper focus on investment areas (social regeneration, development, repairs and maintenance) in the coming year.

Combined with LIFE modelling (leader, influencer, follower, exit), Genesis has undertaken a comprehensive review of its asset base, across all business areas, and successfully identified where we are able to add value to neighbourhoods, residents and new and existing assets. This LIFE modelling has informed our asset management approach, identifying strategically important areas that would benefit from long term investment by Genesis, be that money, time or people.

Design Vision and Guide
At Genesis, we build communities and create great places: in so doing we make a positive contribution to the creation and improvement of new and existing neighbourhoods and communities. In making this vision real, this year we launched Genesis’ Design Vision, a statement of intent that makes real to prospective partners and contractors how we want new homes and neighbourhoods to be developed and managed. The Guide puts the customer at the centre of all considerations, from inception, to design and build, to completion, so that as their needs change, Genesis can adapt and meet these. Importantly, our Design Vision, and indeed our corporate strategy, takes into account external factors — we live in an ageing society, with the areas Genesis works, or seeks to work in, being key to providing homes for people as they get older.

Markets and Portfolio

£6.2bn
Desktop valuation of our housing stock, up from £5.5bn in 2013
With the end of the 2013/14 financial year, we also concluded our two-year Genesis Way programme. A radical, ambitious and far-reaching change programme, its implementation began in 2012. With a focus on building consistency and reliability, and a service customers, residents and partners can trust, it has underpinned much of the work to reshape internal change across Genesis.

Our customers told us:

• Repairs are a top priority;
• Get my issue right, first time, every time;
• When there’s a problem speedy resolution counts;
• Genesis should spend money wisely, to get the best value and provide the best services;
• Genesis needs to be more accountable and take responsibility.

So what has Genesis Way achieved?
We have come a long way. Genesis is now a very different organisation from the one that set out on this journey in April 2012.

Internal change
Almost every team has been restructured to ensure they have the right people and the right skills to support our customers. Over the next financial year, our New Ways of Working, including the Genesis values and behaviours, will be further embedded into working practices. From a financial perspective, we begin 2014/15 confident our new staffing structure will allow us to realise annualised savings of £4.6m from our pre-transformation structure. The programme sought £9 million worth of savings on our operating costs – through prudent management and transformational change, £19 million has been achieved.

We have also implemented several new internal systems to support our commitment to customer service. Total Mobile, our new repairs and maintenance scheduling system, offers greater efficiency in our service delivery. Genius is our Customer Relationship Management system, and Opus Ensemble supports our service charges management, a key area customers are keen for us to get right first time.

Value for Money
We have completely overhauled our procurement processes. We are negotiating smarter contracts that deliver value for money over the long term. The largest of these is our new repairs and maintenance contract.

We have agreed an initial four-year partnership with Kier, worth £140 million. The partnership will offer better value for money, as we’ve harnessed our buying power and have significantly reduced the supply chain.

Improving levels of customer service is a key priority for Genesis and this new partnership marks a change in how Genesis manages its repairs service.

Genesis Way – our improvement programme

£140 million over four years: repairs and maintenance partnership with Kier

£3 million annual savings on repairs and maintenance

£19 million annual savings as a result of the Genesis Way Programme surpassing the £9 million target
Governance and Compliance

The Governance and Compliance! directorate ensures that the right systems are in place to enable the business to deliver services effectively and efficiently. A diverse directorate, it covers quality, risk and assurance; insurance; legal services; policy and process improvement; company secretariat; compliance; facilities management; health and safety and diversity and inclusion.

Over the last year the directorate has led on the design of Genesis’ modern, new offices in Camden and Stratford. The introduction of New Ways of Working introduced in 2013/14, for example mobile working and hot-desking, has enabled rent and accommodation savings of over £1m a year across the business. 2014/15 will see Genesis’ office in LB Brent, Utopia House at 192 Willesden High Road, refurbished and re-opened to

£500,000 in legal savings

£1,000,000 savings a year in accommodation


In 2013/14 Genesis decided to appoint one strategic legal services partner, who could work across the business and tailor their service, training and development to our needs.

Winckworth Sherwood won the contract, giving an immediate one-off saving of £500,000 and a year-on-year reduction of two percent on legal costs. Similarly, Genesis’ insurance team is involved in a retendering exercise for new insurance cover, due to start in autumn 2014.
Volunteering into work

Kelly Mejia, Health and Safety Administrator Governance and Compliance directorate.

Kelly Mejia is not only a valued member of Genesis’ Health and Safety team, she is also a shining example of over 50 people who have found work. Through Genesis Connect volunteering programme, commissioned by Genesis Community, Kelly along with others has gained useful workplace skills.

Kelly started volunteering with Genesis in January 2013, having found out about the opportunity through her local Volunteer Centre in Hackney. She provided sterling support to the Health and Safety team, leading on updating staff information on the team’s training database, improving the IT systems and arranging webinars for colleagues.

After volunteering for a year, Kelly successfully applied for a permanent role as the team’s Administrator, and has continued to add major value to its work. In May 2014, she won a thoroughly deserved Best Newcomer Award at Genesis’ Staff Conference, thanks to her initiative, enthusiasm and excellent organisational skills.

In recognition of the quality of its work experience and volunteering opportunities, Genesis was awarded a Silver Standard by Fair Train, a national organisation created to support and improve work experience across all sectors.

Volunteers like Kelly receive tailored support to find relevant opportunities, get the most out of their placements and build skills for the workplace. For example, while volunteering, Kelly attended workshops run in partnership with Resourcing Group, Genesis’ recruitment service, covering practical employability skills such as how to write a good covering letter.

£1,376,073 Donation to Genesis Community Foundation
Diversity and Inclusion

We are proud that our customers and colleagues are a diverse mix of age, gender, background, religion and sexuality. Since our Diversity and Inclusion Strategy launched in September 2013, we’ve been making leaps and bounds in embedding and building on it, and then monitoring what we do.

Our Achievements
- Stonewall Top 100 Employers for the last three years
- The Times Top 50 Places for Women to Work for the last four years
- Business in the Community Top Ten Public Sector Organisation for the last two years for our work on gender and race equality
- Nominated for the National Business Award for the last two years for our leadership on diversity
- In 2013 we won Opportunity Now and Home Office award for Transparency on Gender Equality

Our Customer and Resident Forums
At Genesis we work in partnership with our customers to help us get our services right for everyone. To help us achieve this we have two diversity customer forums: disability and LGBT (lesbian, gay, bisexual and transgender).

Both groups have made valuable contributions in improving customer service. The LGBT group works closely with G-Force, our colleague network, and contributes to improving our responses to hate crime. One of the initiatives from this group led to our highly commended LGBT buddying volunteer programme.

Our disability group have been instrumental in helping us to improve communication with customers who have a disability in our Customer Contact Centre. We also run a programme of aids and adaptations helping customers with specialist needs.

“The Aids and Adaptations team put in steps, handrails and a shower. I can do simple things like wash my hair. The team have changed my life. That’s why diversity matters.”
Maria Davis, Chair of Customer Disability Forum
Financial Position

Last financial year saw the return of another strong year of financial performance with a surplus of £40.1m. It also saw the conclusion of many business transformation projects within Genesis. These programmes have streamlined many of our processes, systems and staffing structures to deliver a better, more efficient service.

We aim to maximise the social value derived from the properties we own. Our property portfolio includes very high value holdings in Central and North London, which have increased in value substantially over time. Our owned housing stock has a desktop valuation of £6.2 billion (2013: £5.5 billion).

Over the last five years we have sought to utilise this equity to maximise the supply of new affordable housing in the high demand areas of London and the East of England. We have received substantial public support from the Homes and Communities Agency for this work.

We plan to acquire and develop significantly more new affordable homes each year than are sold. 314 affordable housing units were sold during the year and 471 new affordable units were brought into management from both the development programme and acquisitions.

We continue to focus on improving both the quality and value of our services, while maintaining our strong financial position.

£62m
Operating profit, up on last year by £8m

£19m
Expected financial savings per annum from our transformation programme

24.38%
Operating margin, an improvement from 19.74% in 2013

Ranked No. 1 amongst G15

- Rent collected from former tenants
- Resident involvement Direct Cost per property - non pay
- Antisocial behaviour resolution rate
- Antisocial behaviour direct cost per property - non pay
- Average SAP rating
- Major Works overhead cost per property
- Responsive repairs and void works % urgent
- Responsive repairs and void works % routine
- Responsive repairs and void works % urgent and emergency
- Number of urgent repairs per property
Shaping debate, leading ideas, showcasing success

Chief Executive feature

As one of the country’s largest housing associations, our voice matters. Genesis is contributing to the wide-ranging debate on the future of housing at a time when Government grant is much reduced.

We’re pioneering new ways of financing investment in homes, such as through our £125 million bond with M&G Investments which has delivered over 400 private rent units at Stratford Halo within a wider 700+ home mixed tenure development. We were proud to host former Housing Minister Kris Hopkins MP, who visited Stratford and formally opened our office, as well as met residents and staff based at Amber Court, which offers 65 self-contained flats and extra care for older people and people with disabilities.

We’re also leading the way on developing innovative models to assess the economic performance of our portfolio. This year we have developed an asset management tool-kit with Savills and PricewaterhouseCoopers. Through this, we are now able to take long-term decisions about the future use of our stock enabling better and more cost-effective planning, thereby freeing up more money for investment in new and existing homes.

Through Chief Executive Neil Hadden, Genesis is a prominent member of the International Housing Partnership. Comprising senior housing experts from the UK, USA, Canada and Australia, the IHP report “Fit for the Future – Meeting the Challenge of Housing an Ageing Population” launched in the autumn set out the strategic challenges faced in each nation and the individual approaches to meeting housing need.

Genesis worked on three highly successful fringe events at each of the three political party conferences in 2013 focusing on the future of housing associations. Organised by leading think-tank The Smith Institute, each fringe attracted leading speakers such as former Shadow Housing Minister Jack Dromey MP, then Deputy Leader of the Liberal Democrats Simon Hughes MP and Deputy Mayor of London (Housing) Richard Blakeway.

£40.1 million

Surplus generated last year, that will be invested in existing stock and to build much needed new homes in the communities we serve.
Board Members

Charles Gurassa
Chair/Independent member

Charles Gurassa is non-executive chairman of Net Names and Genesis Housing Association, Deputy Chairman at EasyJet plc; senior independent director at Merlin Entertainments Plc and a trustee of the National Trust and the Migration Museum. He was a former chairman of Virgin Mobile plc, LOVEFiLM, Phones4U, Alamo/National Rent a Car, MACH and Tragus. His executive career included roles as Chief Executive of Thomson Travel Group plc, Executive Chairman TUI Northern Europe, Director TUI AG and as Director, Passenger & Cargo business at British Airways. In addition, he was a non-executive director at Whitbread plc and Deputy Chairman of the National Trust.

Imani Douglas-Walker
Resident Member

Imani is a qualified career coach who has worked in many sectors (ranging from Events Management, Welfare to Work to Mental Health). Imani is the founder of Raise The Bar – a community led initiative working with schools and voluntary organizations seeking to overcome diverse social issues with sustainable coaching programmes.

Brian Ansell
Resident Member

Brian has gained a wide range of voluntary experience over the years including working with government projects such as Youth Training Schemes and organisations involved with the Social Inclusion of the Vietnamese Boat People. He continues to be involved with local Museum Clubs, Adult Learning Difficulties groups, Cambridge Young Archaeologists and the Society for Disabled Artists. Brian has a forty year career as a stonemason and sculptor restoring some of our world renowned medieval buildings including Lincoln Cathedral and York Minster’s Great West Door.

Eugenie Turton
Independent Member

Eugenie (Genie) Turton is a former senior public servant who now works as a Non-Executive Director in the private and charitable sectors. Her last role in government was as Director General for Housing and Planning within what is now the Department for Communities & Local Government. She is Chairman of Wessex Archaeology and serves on the boards of Rockpools, the Dulwich Picture Gallery and the Sir Edward Heath Charitable Foundation. She is a lay Member of Salisbury Cathedral Chapter and an Associate and Board Mentor with Critical Eye. Eugenie also advises the Government of Trinidad and Tobago on public service improvement.

David Turner
Independent Member

David is a Chartered Surveyor and has vast experience in board roles in the Private Public and not for profit sector including Deputy Pro Chancellor of City University London. He was a Divisional Director of Barclays Bank, Chief Executive of a major Group subsidiary and recently retired as Chairman of WSP Group plc, a FTSE 350 engineering and Environmental Consultancy with a global presence. He continues to hold other non-executive appointments. David is the current Chair of GenInvest Limited (trading as Genesis Homes).
Stephen East
Independent Member

Stephen is a Chartered Accountant and a non-executive director of a number of listed companies in various sectors. He is a Trustee of a number of charities. Stephen brings strong financial management and treasury skills to Genesis along with extensive non-executive experience.

Colette O’Shea
Independent Member

Colette is Managing Director, London Portfolio at Land securities, a FTSE 100 Company. Colette has responsibility for Land Securities’ £6.4bn London property portfolio. The portfolio comprises 8 million sq. ft. of London offices, leisure, retail and residential properties both in development and asset management.

Colette has over 20 years property and development experience, she is Fellow of the Royal Institute of Chartered Surveyors and President elect of the British Council of Offices.

Neil Hadden
Executive Member

Neil Hadden entered the housing sector in 1978 and spent 27 years at the Housing Corporation, which was the industry regulator prior to the Homes and Communities Agency where he held a number positions, including serving as Deputy Chief Executive. He moved to Ailwyck Housing Association in 2005 and led the group through significant growth in his role as Chief Executive. He became Genesis’ Chief Executive in October 2009. Neil is a member of the GenFinance, GenInvest and Genesis Community boards and is a co-opted member on the Genesis Board.

Elizabeth Froude
Executive Member

Elizabeth has worked in housing for eight years and has been with Genesis Housing since 2012 when she joined as Financial Services Director. In June 2013 she was promoted to the role of Executive Director of Resources. Prior to Genesis, she spent six years with Radian Housing Group, who are based in the Home Counties. Prior to that position, she worked in a variety of blue chip organisations in senior finance roles both in the UK and across Europe and has spent a great deal of her working career in change management and process improvement environments.

Rolande Anderson
Independent Member

Rolande is an independent member of the Genesis Board, and the Chair of both the Remuneration Committee and the Diversity Committee. She has held a range of senior posts in Government, most recently as Director-General of the Office for Civil Society in the Cabinet Office until 2011. She now works as an independent non-executive Director and trustee. Rolande is a Board member and Chair of the Committee on Equalities and Diversity at the Bar Standards Board. She is a Trustee of the Brightside Trust and of the volunteering charity CSV. She is an Honorary Associate and member of the Campaign Board of Newham College, Cambridge and a Fellow of the Royal Society of Arts.
Executive Team

Neil Hadden
Chief Executive Officer
See overleaf

Laurice Ponting
Executive Director, Communities
Laurice joined the housing sector in 1980 and since then has worked in all aspects of housing in both local authorities and housing associations. For the last 10 years she has worked at Mercian Housing Association in Birmingham as Chief Executive and then Managing Director upon Mercian joining the Circle Group. Laurice has chaired Birmingham Social Housing Partnership, been a member of the NHF Regional Committee and board member of the Aston Reinvestment Trust, a community finance company.

John Carleton
Executive Director, Markets and Portfolio
John has extensive experience in housing development and finance after a varied career in housing, banking and consultancy, including an earlier role as the Director of Investment and Regeneration for the Housing Corporation in the North of England.

Jackie Bligh
Director of Governance and Compliance
Jackie has over 30 years’ experience in the housing sector having worked for both Local Authorities and Housing Associations. Prior to joining Genesis she was Chief Executive of several housing associations, including two successful stock transfers. She was on the Council of the National Housing Federation including three years as Vice Chair.

Elizabeth Froude
Executive Director, Resources
See overleaf