



[www.nhggroup.org.uk](http://www.nhggroup.org.uk)

28 September 2022

Via email: [shac.action@gmail.com](mailto:shac.action@gmail.com)

Suzanne Muna  
Secretary  
Social Housing Action Campaign

Dear Suzanne

**Re: Appointment of a new Chief Executive**

Thank you for your letter of 11 August. I apologise for the delay in my response due to the fact that I thought that the response had gone out but it had not left my outbox.

The issues that you have written to me about align very closely with our emerging new strategic focus. You have asked that we ensure that we build our future changes around the needs of our residents, and I am happy to confirm that this is fundamental to our plans.

The board of NHG have listened to our residents who have told us that they feel we are too remote, not easy to deal with, and not consistently offering a high enough standard of service. We are developing a new, ambitious corporate strategy which will set out our aspirations to be a truly resident-centric organisation. Our priorities are to deliver dramatically improved services and a transformed resident experience; to improve the quality of our housing stock so that our residents all have the highest quality of home which is warm, safe and efficient to heat and maintain; and to work with our residents to create estates and neighbourhoods that are great places to live. I am pleased to note that all of the important points you propose as priorities for the new CEO are aligned with our priorities and are contained within our plans for each area of this emerging strategy.

The role of a new Chief Executive is critical to the success of our plans and we recognise that our residents want to be assured that their voices are heard as part of the selection process. We are committed to this principle and believe we are addressing this in a number of ways:

- Residents are fully embedded in our organisational governance, including resident members of the board and on the Chief Executive Selection Panel appointments, including the search for a new CEO.
- We have a strong ethos of resident involvement to help shape and influence strategies, policies and procedures, and respond to emerging sector priorities. Residents are closely involved in the development of our new customer and corporate strategies.

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- Our housing management model pioneered the principle of small housing-officer-led patches who provide a holistic housing service and, crucially, visit our tenants in their homes on a regular basis. This model is rightly becoming more popular across the sector, and whatever improvements we look to introduce to our service we will maintain this approach as we believe this gives us unparalleled opportunity to listen to our residents and meet their needs.

We agree with your argument that it is essential for us to spend time with our tenants, listening to their concerns and suggestions. Not only is this key to our housing management approach, but it's something that board members and senior leaders in the organisation devote time to, myself included.

Thank you for the time you have taken to share your thoughts with me, and I hope you and your members will begin to see progress and improvement as we appoint to this critical role and make the changes that we need.

Yours sincerely,

A handwritten signature in black ink that reads "Ian Ellis".

Ian Ellis  
Chair, Notting Hill Genesis