

Residents' Annual Report

April 2020 – March 2021



CLARION
HOUSING



Providing a home is just the start of what we do to support residents.



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**All residents featured in this report
are proud to share their stories.**

Welcome from Michelle

As I reflect on this past year, a period dominated by the uncertainties and challenges caused by the Covid-19 pandemic, it is evident that our commitment to stand beside you, our residents, has remained firm.

Throughout the various lockdowns and restrictions, our teams across the country have continued to work harder and more innovatively than ever before; to not only keep the essential services that you rely on going but to persist in looking for ways that enhance our offer to you.

We are committed to delivering a high quality customer service and I am encouraged to see that we achieved **80%** customer satisfaction over the last year. There is, of course, still progress to be made and despite our best intentions we don't always get it right and acknowledge that there have been challenges along the way. However, we will strive to continue to improve your experience with us and always welcome any feedback you may have.

We know that you, our residents, are the best people to help us shape and improve our offer. Your knowledge, experiences and opinions are vital in ensuring that



we are delivering the best quality services, driving up standards and meeting your needs. It is this belief that lies at the core of our new 'Resident Involvement Strategy', which offers a number of new or improved ways, either digitally or face-to-face, for you to get your voice heard. What has stayed the same is keeping our national, regional or local approach and our belief that no matter how much you

are able to contribute, your input is always invaluable.

Having a repairs service you can depend on is essential and we worked hard to maintain this offer throughout the year, moving from critical repairs at the height of the pandemic, to a full provision from July. Whilst ensuring we kept both residents and staff safe, we carried out an average of **1,000** repairs per working day, with most (**93.8%**) fixed first time, and exceeded our target with a satisfaction score of **88%**. Furthermore, to enhance the customer experience, Clarion Response launched the 'On My Way app', which enables you to track the estimated time of arrival for repairs staff and provide instant feedback on the work completed.

You deserve to live in a good quality, safe and sustainable home that is taken care of over time. Our comprehensive planned investment programme devoted **£75.5m** towards making improvements and refurbishments to kitchens, bathrooms, roofs and new boilers, achieving a **92.8%** resident satisfaction rate. We also established a 'Sustainable Development Roadmap' that paves the way to delivering zero carbon homes, and prioritises making our properties more energy efficient, which in turn will help residents with fuel bills.

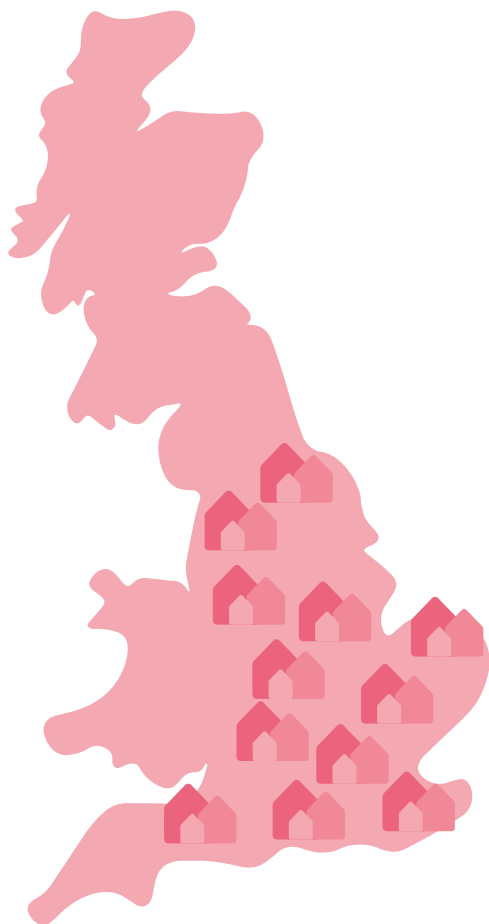
We are proud to be a leading force in tackling the housing crisis, providing new and affordable homes and regenerating communities that last for generations to come and which people can be proud of. Despite the pandemic we built a record **2,126** homes and have progressed with each of our ambitious projects. This includes moving **21** residents into their new homes for social rent at Ravensbury in Merton, and beginning the second phase of the Sherwood Close regeneration, which will deliver **106** affordable new homes.

At the very heart of Clarion are you, our customers, and I am passionate about delivering the highest standards in every area. We have endured such a challenging year and it has been an extremely difficult time for so many of us, but looking back at all we have achieved together is testament to our strength and determination. As the country recovers from the pandemic, we will continue supporting you, listening to you, investing in our homes and communities, and improving our services, whatever is around the corner.

Michelle Reynolds
Housing Association Chief
Operating Officer

Who we are

Clarion Housing is Britain's leading social landlord, providing a home to 350,000 people across the country.



As well as providing more homes to people than any other housing association in the UK, we have a property development arm, Latimer Homes, and a charitable foundation, Clarion Futures, dedicated to improving the lives of residents and communities.

Having a home is a vital platform that enables people to build better lives. Our mission is to provide good quality, affordable homes and neighbourhoods to people failed by the housing market.



Welcome from Richard

With a career spanning more than 28 years in public sector housing, Richard has been a Clarion Board Member for the last four years, and an involved resident for over 10 years.

“Despite the challenges of the last year, residents worked with Clarion to produce a new Resident Involvement Strategy.

“My colleagues and I on the Board were pleased to approve this strategy, which included new Community Inspectors and Resident Writers. Residents have been involved in workshops about the Social Housing White Paper to ensure our residents' voices are heard nationally.

“The importance of residents being involved with the development of policies and strategies to improve and create services to meet the needs and wishes of residents is essential. As a Resident Board Member I have been able to ensure residents' views have been at the centre of decisions made and have helped colleagues understand how decisions impact residents' lives.

“Going forward, we will work with residents in high-rise blocks to locally manage fire safety, which Clarion is totally committed to and is a leader in this area of work with residents' safety a priority.

“Finally, Clarion is working with 10 other Housing Associations, Housing Quality Network and the Chartered Institute of Housing on the Tackling Stigma project to improve the perception of social housing.”

Richard Towes
Resident Board Member



“I encourage all residents to get involved and help improve services available”

Responding to your needs

As a responsible social landlord, we place your needs at the front and centre of all that we do.

The pandemic has taken its toll on us all over the past year and some of you have been hit particularly hard. Our top priority during this time has been to do everything we can to keep you safe and to be there in what has been a challenging time.

We quickly established Covid-19 safe working so that you continued to benefit from estates and neighbourhoods being kept clean and secure. We also continued to carry out fire risk assessments, as well as gas and electrical safety inspections. Our repairs service continued for emergency repairs, with a full repairs service gradually opening throughout the summer.

During the year, we carried out an average of around **1,000** repairs per working day, with most (**93.8%**) resolved without another visit being needed. We ended the year with a repairs satisfaction score of **88.6%** - significantly higher than our target of 85%. To enhance customer service, in May 2020 we launched the 'On My Way' service which allowed you to track the estimated time of arrival for repair staff, as well as provide instant feedback on the work done for you.

Reaching out

Recognising the strain some of you were under, we made individual phone calls to more than **80,000** of our older and vulnerable residents during the first lockdown, to check on their welfare, co-ordinate support and reassure them that we would continue to do our best.

Going the extra mile

Whilst we have had to adapt our way of working during the pandemic, this has not compromised our standards. This has been reflected in the high level of overall customer satisfaction that we continue to receive from you, which stood at **80.7%** at the end of the year.

Our contact centre staff dealt with almost one million calls during the year, and despite the large volume of calls, they were answered in less than 90 seconds on average.

In total, we dealt with 1.48 million contacts from you during the year, including telephone, email, live chat via our website and social media.

How you rated us



989,183 calls answered within the contact centre



Calls answered within **83 seconds** on average



We responded to **52,235** social media posts



We responded to **384,137** emails

Help at hand

James, 51, lives alone with his son and was working as a Warehouse Manager when he was made redundant because of cutbacks made due to Covid-19 in the summer.

After being continuously employed for 36 years, he suddenly found himself having to claim Universal Credit for the first time, only to find the rent for his home wouldn't be fully covered because of the 'bedroom tax' and non-dependent deductions. The shortfall meant he was struggling to pay for even basic essentials, such as food, electricity and gas.

On discussing his rent situation, James found out about Clarion's tenancy sustainment service and was referred to the team. The team supported James with an application for Discretionary Housing Payments – designed to help towards housing costs. Whilst he was waiting for the application, the team also

arranged for some food vouchers to ease the burden in the meantime.

"I have been working since the age of 15, so to suddenly find myself out of employment was a big shock. It was even more of a shock to discover the shortfall in the benefits I was entitled to and the actual cost of the rent for my home. It meant I was having to cut back on essentials, like food, and was starting to fall behind with my gas and electric bills because I simply couldn't afford them. I had to make some difficult choices about which bills to pay and which to put off.

"I was discussing my rent situation with Clarion and they told me about the support services they offer. I've been a Clarion resident for some time – as far as I was concerned they were my landlord and that was it – I didn't know they offered this type of help for people."

“Chris at Clarion went above and beyond to help me to get all the assistance I was entitled to. Without that help, my financial situation would have only got worse.”



Here to empower our people

Staff are our greatest asset and have been asked to go above and beyond in delivering services throughout the pandemic. We did not use any Government support and maintained everyone on full pay.

Those in the extremely clinically-vulnerable category were asked to shield at home following Government guidance. Our estate based teams and repair operatives continued to keep your homes safe even during lockdowns. We made sure that our office-based staff were able to switch to remote working almost overnight and this has delivered some benefits that we will retain for the future.

One of our LiveSmart Managers, Francis, tells us about her experience supporting older residents during the pandemic and how it brought out the best in people.





“It was really fantastic to see what the community could do when we all pulled together to protect the most vulnerable.”

“I’m a LiveSmart Manager, looking after one of our schemes for over 55s in Surrey and I’m there to support residents. The first lockdown was a big shift change, I began to work from home and we closed all the communal areas. It was tough for everyone but residents knew they could still reach me on the phone and we kept in touch regularly, checking on their welfare – especially those who had been advised to shield.

“Fortunately in our community there is a food aid programme. This proved to be a real help to some of our residents and I alerted the charity whenever I identified someone was in

need. For those with health issues, I was able to put them in touch with the local emergency response volunteers who could help with collecting prescriptions.

“The residents of the scheme were very stoic throughout and they understood the need to keep themselves safe.

“I really missed seeing them everyday, but following guidance we were able to adopt safe measures and return to the scheme. The whole experience has taught me we’re stronger than we think.”

Frances, LiveSmart Manager

Working together

You are at the heart of everything we do and we are committed to working in collaboration with you, to drive higher standards.

During the year, we engaged with you on more than **23,400** occasions. Your feedback has allowed us to progress in areas such as our Local Offers and estate improvements, policy reviews, our new customer website and helping residents to access foodbanks.

We carried out more than **20** surveys with you via our Clarion Voice online community, on issues ranging from fire safety to financial support.

And we have encouraged you to get involved with the Housing Ombudsman Service's new Resident Panel, which begins its work in 2021/22, which has resulted in six Clarion residents joining the new panel.



Working with Regional Scrutiny Committees

You are represented on Scrutiny Committees in each of the regions where we operate. Committee members focus on specific areas and report back to our Housing Association Board with feedback to help determine our future work.

Our Regional Scrutiny Committees switched to virtual meetings during the pandemic and continued to progress their respective reviews.

During the year, the South Regional Scrutiny Committee reviewed the 2021-24 Resident Involvement Strategy. Its recommendations, such as moving to a 'Task & Finish' approach where we set specific deadlines or set tasks, were accepted by our Housing Association Board in March 2021.

The work of these committees is only a small part of how you are influencing our future work.

London South

Clarion's management of contractual works

North

Development, decant and aftercare

London North

Review of customer contact and enquiry resolution processes

East

Estate Inspections, communication of inspections and reporting of outcomes

South

Resident Involvement Strategy

Reports and recommendations were presented to the Clarion Housing Association Board in January 2021.

Our Regional Scrutiny Committee members

We have 39 Regional Scrutiny Committee members nationally. Here's what just a few of them had to say.

"We hold the Board accountable and ask them the tough questions about what they are doing to resolve or implement changes that are required."

Charles Everett,
London North RSC member



"When we looked at the Resident Involvement Strategy we wanted to make sure anyone could get involved, whether they had a small amount of time or a couple of hours to spare. It really depends on what you sign up to be involved with. It could be as little as 10 minutes a month answering a survey to two or three hours a month."

SKY, South RSC Chair



"I joined the North RSC as I have a close connection to residents. I'm a strong minded young lady and feel I can bring about change for the better. With the committee working together it's a great way of getting our points across and making recommendations for change. I'm proud to be involved in improving services for all residents."

Chloe McCormick,
North RSC member



“During the pandemic the Committee met remotely with the assistance of the Resident Involvement team. Whilst general meetings were fairly easy via online involvement sub committee, information finding meetings were slightly more complicated. Overall, online meetings were successful and will probably become the norm although it has been emphasised that some face-to-face meetings will still be required once the situation allows.

I’m honoured to be elected Chair and have found that the Resident Involvement Officers have been very helpful.”

Julian Mogford,
East RSC Chair



“The start of the current scrutiny reviewing 'Clarion Resident Services - Lessons Learned During Lockdown', was delayed, but since getting the go ahead it has been our aim to work quickly to assess the effectiveness of Clarion’s response to the pandemic and the processes put in place to address the new and unprecedented challenges that Clarion and its residents had to face. We’re ensuring Clarion captures lessons learned and that learning is applied in the event of further lockdown periods.”

Janet Watkins,
South London RSC Chair

Getting involved

Bob has been a Clarion resident in Hertfordshire for a number of years and has played an integral role in his local community, sitting on Clarion's Regional Scrutiny Committee. Bob's feedback and recommendations have actively helped to shape the services Clarion delivers.

Naturally when the pandemic struck, Bob's focus was doing all he could to support his neighbours. Bob developed a colour-coded cards system for vulnerable residents to put in their front window.

Green signalled everything was OK and red meant the resident needed something, like help with groceries, or a prescription. Bob would take daily walks around the estate, looking out for any red cards indicating somebody needed a hand.

"The community can be a powerful force. When we work together, we can achieve great things. I've always been actively involved with Clarion as the main landlord in this area. I provide a listening ear and then feedback the views of the community to Clarion.

"Clarion has helped me access training sessions to help me develop my own chairing and facilitation skills, as well as presenting and report writing too.

"Covid-19 has shown us the importance of all pulling together and I'm just pleased I have been in a position to help. Unfortunately there is sometimes a stigma attached to social housing - and too often it doesn't reflect the reality at all.

"I know plenty of people in my community are working incredibly hard right now, often putting themselves at risk as nurses and carers, for example."



“Covid-19 has shown us the importance of all pulling together and I’m just pleased I have been in a position to help.”

Your feedback helps improve neighbourhoods

You are the best people to let us know about where you live. Consultations and estate inspections help to identify issues and improvements. We will always let you know the outcome of your feedback, **'You Said, We Did'** is our commitment to this.

You Said... We want an outside area that could be used and enjoyed by residents.

We Did... Worked with our contractor EQUANS to provide an enhanced drying area, and install low level lighting, raised flowerbeds and benches to create a communal garden area.

You Said... There are health and safety issues with drug taking and fly-tipping in the communal bin area.

We Did... Removed the brick wall surrounding the bin store to open up the area, deterring anti-social behaviour and improving safety for residents.

You Said... We want to see more local Clarion staff and have an opportunity to speak face-to-face with staff and agencies such as the Police.

We Did... We are introducing enhanced caretaker services and welcome visits to new residents. We will introduce multi-agency surgeries once Covid-19 restrictions have been lifted.

You Said... There is a problem with teenagers hanging around.

We Did... Supporting Sussex Clubs for Young People (SCYP) to deliver local youth activities and social action projects. Youth workers will walk around the area to engage with young people.

You Said... We have concerns with cleaning, community safety and parking on the estate.

We Did... Employed a part-time onsite caretaker and a new parking enforcement contractor is installing CCTV.

Improving how you can get involved

Our new Resident Involvement Strategy features new ways to get involved while retaining our national, regional and local approach.



National opportunities

- Clarion Housing Association Board.
- National Ambassadors.
- Resident experts on topics such as disability, race and LGBTQ+.
- Resident writers/photographers
- Home ownership / shared owner engagement
- National Property Engagement Group – reviewing delivery of our headline repairs service, plus involvement in procurement.



Regional opportunities

- Regional Scrutiny Committees.
- Engagement days with residents and partners.

Local opportunities

- Tenants and Residents Associations.
- Local consultations including Local Offers.
- Community Inspectors.
- Focus and task and finish groups which influence key projects and initiatives at a national and regional level.



Online opportunities

- Clarion Voice email surveys allow you to feedback on services.

Changing how we communicate with you

During the pandemic, our Neighbourhood Response Team needed to find a new way to communicate with you on local issues.

Previously your meetings were face-to-face within the local estate or at a nearby community centre. However, when restrictions were introduced it prevented us being able to meet face-to-face in large groups.

Introducing Microsoft Teams

To overcome this, our Neighbourhood Response Team used Microsoft Teams to host meetings. It took a while for us to transition to online meetings, but as the pandemic continued, we all became familiar with video conferencing.

The new virtual approach was used at a meeting held with residents from Aston Court. It was one of the first meetings we had in the London North region using Microsoft Teams and residents agreed it was a successful method of communication.

Over time, we found that more of you started attending meetings from the comfort of your own home rather than at a venue.

Now, you can join a meeting and do not need to travel to a venue, which helps those who find it difficult to attend face-to-face meetings due to work and other commitments.

Through doing various online meetings, we also observed that more of you found it easier to listen in when working or undertaking responsibilities such as caring or child minding.

This made a big difference in attendance as we started to include those of you who we could not reach before.

Microsoft Teams is still currently being used by our Neighbourhood Response Team to engage with you on local issues. We use this platform along with our survey tools to collect information and feedback to you on action plans that have been put in place to tackle issues.

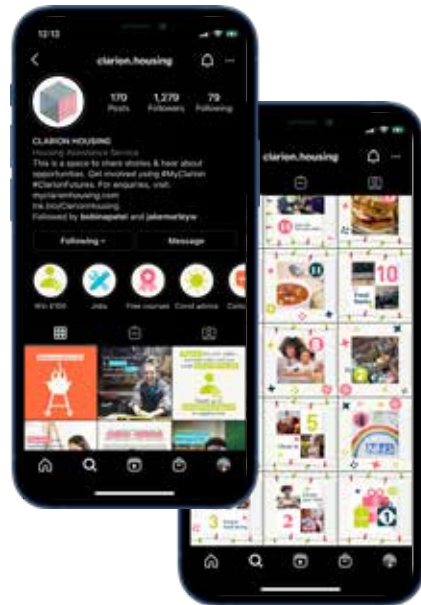


New communication channels launched

To ensure you can contact us and stay updated with news and opportunities, we have launched two new communication channels, a new website and an online chat service.

Resident magazine

A new resident magazine, Your Clarion, was launched in October 2020 and is available to read online and in print. The magazine includes local news, advice and support, with fun word searches and easy to make recipes. The magazine is issued four times a year and is available to read at myclarionhousing.com/magazine



Instagram

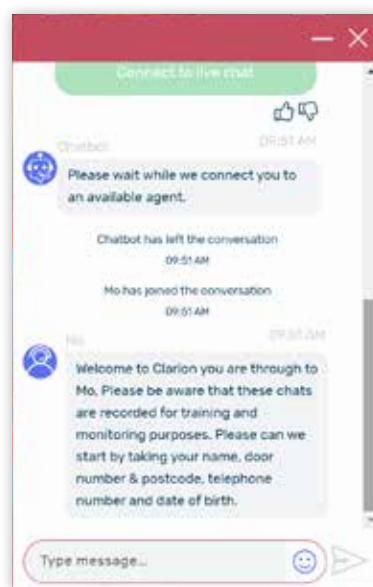
We also launched a brand new Instagram channel in September 2020, which regularly shares stories, jobs and training opportunities, updates, and community projects. So far, we have over 1,300 followers benefitting from information every day. You can follow our Instagram account [@Clarion.housing](https://www.instagram.com/Clarion.housing)

New website

We launched a new housing association website in October 2020. The website has been developed with residents to provide a better digital experience which allows you to access information and services more easily. You can now get in touch with us, check statements, pay your rent and request repairs through a personalised dashboard on the new site. Visit **myclarionhousing.com**

Online chat

In March 2021, our LiveChat service was launched and has proved to be very popular with over 14,000 successful chats completed.



Services made for you

We are constantly looking to improve what we deliver for you and work in partnership with you to provide the services you need. Every community is different and there is no 'one size fits all' solution.

During the year, we developed our Local Offers approach, which tackles specific local problems raised by you. Our work is informed by your needs, and by looking at cases at a local level we are able to maximise the impact of our investment to improve neighbourhoods and your wellbeing.

We also provide specialised packages of support for those of you with different needs. An example of this is our LiveSmart service, which is designed to support residents over the age of 50.

We also provide supported housing for homeless people, those with learning disabilities, people requiring mental health support, ex-offenders, people in recovery from addictions as well as refugees through our Syrian Family Support service.



Tackling abuse

Unfortunately the serious issue of domestic abuse was only compounded for many victims during the pandemic and the domestic abuse service we run on behalf of Kent County Council and Medway Council became ever more vital.

In November 2020, we joined forces with our delivery partners Look Ahead, Oasis Domestic Abuse Service and Victim Support, to produce an online conference to

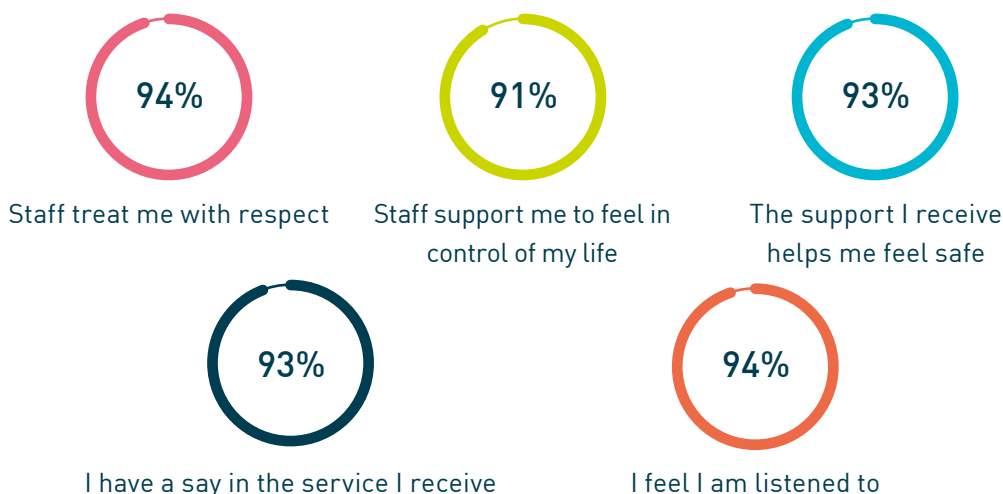
raise awareness and help people spot the signs of domestic abuse.

All of our housing teams are now trained in how to discuss and handle domestic abuse situations and we have a range of domestic abuse champions in place who can help support you, provide extra security measures or help signpost you to seek alternative and safe accommodation.

In December 2020, we held a virtual conference entitled 'Domestic abuse – it's everybody's business' which attracted several key note speakers. The conference was virtually attended by over 1,600 people.

Domestic Abuse feedback

Customer satisfaction ratings for our domestic abuse service in 2020/21



Supporting residents

Ange has worked in one of Clarion's refuges for two years.

"My role involves taking on new referrals from agencies, such as Housing, Police, Social Services, Domestic Abuse Services and self-referrals. Each referral is risk assessed and if we can manage the risk, I'm responsible for supporting that person from the day they move into refuge.

"I act as a keyworker to advocate on their behalf, working with other agencies to ensure they are able to access all services to meet their needs, which are ever changing. I work with them to set up a Support Plan focusing on accessing benefits, health care, counselling, schools, employment and housing. Our aim is for them to move on safely and live independently. We also run various groups and events to mark

special events on the calendar.

"My role also involves health and safety compliance within the building, ensuring fire safety and repairs are reported and dealt with in a timely manner.

"It is essential to have a 'can do' attitude and work as a team in this role. No day is the same and you need to think on your feet. I'm constantly learning and developing within my role as a Support Officer.

"The role can be challenging and upsetting, but also extremely rewarding, especially when you have supported a resident from fleeing an abusive relationship to eventually move to their new accommodation and onto independent living in the local community."

Ange Bishop, Domestic Abuse Support Officer.



Domestic Abuse remains one of our top three reported ASB cases across the organisation.



“It is essential to have a ‘can do’ attitude and work as a team in this role. No day is the same and you need to think on your feet.”

Here to create thriving communities

Our charitable foundation, Clarion Futures, invests millions every year in providing support and opportunities to help improve the lives of residents and the neighbourhoods you live in.

We gave 246 grants totalling more than £725,000 to food banks, community groups and local charities.

When lockdown began, our support and guidance continued over the phone and online to enable our work to continue without interruption.

We work with partner organisations to support you with finding work, managing money, and improving digital skills.

In 2020/21, we invested £13.7 million into our work with residents and communities, despite the obvious challenges posed by the pandemic. We developed a wellbeing offer giving you access to the Togetherall platform, an online community where members can anonymously support each other.

Whilst there have undoubtedly been challenges associated with delivering services, due to the effects of the pandemic, we remain committed to supporting you.



14,000

Our grants have prevented some 14,000 households from going hungry because they couldn't afford to put food on the table.

£119,000+

We gave more than £119,000 to help keep a number of organisations from failing during the pandemic.

£66,000+

More than £66,000 was given to projects providing essential food relief services to support vulnerable people.

£157,000+

More than £157,000 was given to help charities and community groups deliver crisis support in our residents' communities.

£100,000+

More than £100,000 was given to projects providing essential digital skills training to people who were suffering from not being online during lockdown.

Creating opportunities

We place an emphasis on one-to-one support with our employment advisers to understand your individual needs. We offer careers guidance, interview training, job placements, apprenticeship opportunities and access to training.

Since we launched, we have supported more than 10,000 people into employment, and we're proud to work alongside major organisations, such as the NHS, Morrisons and Royal Mail.

When the first national lockdown began back in March 2020, we moved quickly to a remote service with our employment advisers working from home and providing support over the phone or online rather than face-to-face.

As well as individual sessions, we've been running virtual training courses and job clubs and offering guidance for video interviews, adapting to make sure you have the best possible chance of success.

Whilst some jobs, including key entry level roles in retail and hospitality, have disappeared as a result of the pandemic, other sectors are experiencing growth.

That meant shifting our focus and recruiting for roles, such as supermarket delivery and in-store staff, NHS 111 call centre workers and Department for Work and Pensions (DWP) benefits claim handlers. We've also been focusing our efforts on providing high-quality training and supporting people to explore different career options.



2020/21 achievements

2,558

people supported into work

215

people placed into
apprenticeships

82%

of people stayed in employment
for more than six months

Supporting you through the pandemic

The pandemic has had a huge impact on our lives, with many struggling financially as jobs have been lost, people placed on furlough or working hours reduced.

Many people have had to apply for benefits for the first time and needed help to manage their money and make ends meet whilst waiting for their first payment.

Our Money Guidance team provides practical advice and support to our residents, helping thousands of people every year manage their money, reduce debt and improve their financial situation.

We work with residents to ensure they can access available benefits and grants, help them reduce their utility bills and learn how to save money, even when they have little to spare.

Offering digital support

To help our residents use the internet safely and confidently, we offer tailored support courses to improve digital skills, as well as access to devices through our laptops, tablets and connectivity programme.

Device loan scheme

Our device loan scheme has grown significantly during the pandemic.

The scheme provides easy access to laptops and tablets for people who need to get online but don't have their own device. Applicants typically include customers undergoing training with Clarion Futures, community groups supporting residents to get online, volunteer digital champions and local schools.

During the pandemic we gave 246 grants and awarded £726,131 to provide vital support in Clarion communities



2020/21 achievements

13,998

digital skills support
interventions delivered

3,820

residents supported
with one-to-one
money guidance and
energy advice

3,584

residents supported
with debt advice

Supporting local schools

John Cruddas MP for Dagenham and Havering, contacted Clarion Futures on behalf of Newtons Primary School to help provide laptops for their students.

Having worked with the school for many years, the Digital Inclusion and Communities teams were delighted to help, knowing the laptops would be making a difference at such a challenging time for the community.

The pandemic highlighted a digital divide. When schools closed, many families didn't have adequate IT equipment at home. Using a mobile phone, in addition to having limited data and Wi-Fi access, is not practical.

The teams managed to purchase 30 laptops and source an additional 10 from the Digital Inclusion team's own resources.

Una Connolly, Head Teacher at Newtons Primary School, says the school has been "uplifted" by the donation drive, particularly as it will ease the burden on parents when it comes to providing devices at home.

"Our parents have been fantastic. They've done everything to make this work, even offering their mobile phones. But these laptops will make things easier."

Una Connolly, Head Teacher



Supporting communities

Every year we award hundreds of thousands of pounds in grants to local community groups and charities, supporting projects that benefit everyone from pre-school children to pensioners.

Our younger residents can access a wide range of opportunities including our ambassador programmes, which provide the chance to gain valuable skills and qualifications and take part in local social action projects. And our Age Friendly programme champions intergenerational activities and explores ways to collaborate with our residents to make our communities places for people to live longer, happier and healthier lives.

2020/21 achievements

£1.6m worth of volunteering time delivered by residents

10,495m² of communal land and buildings improved or upgraded

Doubled the grants budget to tackle the Covid-19 crisis, awarding **£726,131** to organisations supporting Clarion residents and communities

To support residents in Tower Hamlets and Havering during the pandemic, the Old Ford Community Panel donated over £50,000 in grant funding to food banks, mental health organisations and other charitable agencies working on the front line.

Hadley & Brompton bike hire scheme

In association with Hadley Property Group and Brompton Bikes, we launched a scheme in March 2021, which allows people in Merton to borrow a Brompton bike for up to 90 days. Clarion Futures is providing each participant with a helmet and high-vis vest, as well as an information pack covering cycle safety and FAQs. The scheme at CYCLE 42 will run for 12 months, with the aim of enabling around 200 local residents to benefit.

All three CYCLE 42 partners believe in the power of cycling to improve physical and mental health, and recognise its crucial role in making our communities more environmentally friendly.



Clarion Futures teams up with the #iwill Fund to expand the youth social action programme

We invested more than £580,000 in two major new projects supporting young people across the country. Clarion Futures and the #iwill Fund worked with community groups, social enterprises and charities to deliver activities, including bike-building workshops to develop skills, and mental health workshops. The programme brought generations together to share stories and generate ideas, and included visits to National Parks and campaigning on environmental issues.

Supporting residents with new homes

We work with local authorities to improve neighbourhoods and regenerate communities. Each project is tailored to the needs of local people and we work closely with you to build on the strength of existing communities, creating places where people want to live.

We build high quality, sustainable homes that ensure you are well housed and secure for generations to come.

When the coronavirus pandemic struck, we continued our work with only small delays as we put plans in place to ensure the safety of staff and residents. We adapted the way we worked following government guidance and offered virtual meetings and webinars for residents and kept our housing website updated with the latest guidance.

As restrictions lifted we began arranging individual meetings by appointment, provided printed material about regeneration and planned socially distanced outdoor consultations and events, such as an outdoor cinema and community day at the Sutton Estate in Chelsea. This gave local residents a chance to reconnect with neighbours.

Residents in Ravensbury and High Path watched the progress of their new homes being built via a digital platform on Ravensbury Live and High Path Live.



Left: New homes at High Path



Above: New homes at Ravensbury

Highlights:

- October 2020 – The first residents moved into 21 new homes for social rent at Ravensbury in Merton.
- January 2021 - Secured planning permission for the refurbishment of the Sutton Estate in the Royal Borough of Kensington and Chelsea, bringing back 81 empty homes in to use.
- February 2021 – Second phase of the Sherwood Close regeneration began.

Active in the community

Walley has lived on the Sutton Estate for almost 25 years and throughout that time has been active in the local community.

In January 2021, Clarion secured planning permission to regenerate the Sutton Estate in the Royal Borough of Kensington and Chelsea. Walley was one of the residents involved in helping shape the design of the new homes and the landscaping. The estate has provided affordable homes for over 100 years and the regeneration will continue to offer homes for rent in the heart of London for generations.

Walley was part of a group of residents who gave up their time to meet with Clarion and the architects to help shape a

plan of improvements for the estate which will bring back into use 81 modern, accessible homes, upgrade existing homes and create green spaces where currently there are none.

The involvement of residents in the plans for the Sutton Estate regeneration was vital not only to ensure the right size homes are provided for existing residents but also to transform the outdoor communal space and provide a place for neighbours to meet.

Walley continues to be an enthusiastic participant in the resident consultations and other activities, especially community events in and around the sunken garden. Residents meet here to garden and enjoy outdoor cinema events; as it is the ideal place for outdoor meetings.



“I feel very happy about the improvements being made to the estate and I really like the design of the new gardens. I was involved from the beginning and I’m very much looking forward to moving into my new refurbished home.”

Investing in homes

Planned investment works are renewals or refurbishments in your home, such as kitchens, bathrooms, heating, windows, external doors, and roofs. We usually do this when an item has reached the end of its natural lifespan and is no longer simple or economical to repair or maintain.

We also carry out larger projects such as energy efficiency works or communal area improvements, such as lift replacements. In 2020/21, we spent £75.5m on planned improvement works across approximately 15,500 homes, whilst maintaining high levels of health and safety between our staff and residents with an overall resident satisfaction average of 92.8%.

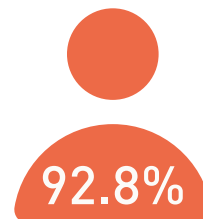
In a year hit by Covid-19 and lockdowns we still achieved:



Invested on improvements and refurbishments



Individual jobs completed



Resident satisfaction rate



What we achieved



1,069

Roof renewals



797

Kitchens



724

Bathrooms



341

Electrics upgrades



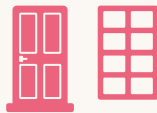
3,546

Heating upgrades



938

External / communal
redecorations



3,486

Windows & doors

We're working to deliver first class repairs

Through a very difficult year with lockdowns and restrictions, we are proud that our repairs services adapted to maintain frontline and call centre support.

Our repairs are provided by Clarion Response and EQUANS (part of the Engie group) to more than 100,000 homes across the country.

In June 2020, Clarion Response launched our new app 'On My Way.' The app allows you to know when our engineers are on their way and it gives you an opportunity to provide live feedback on how you felt the repair went.

About Clarion Response

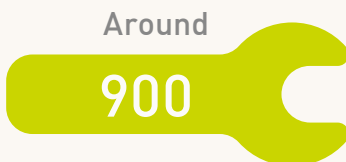
Clarion Response, our in-house team, provide repairs and maintenance to more than 88,000 properties stretching the length and breadth of the country.



front line staff, with 130 supporting from our offices



fully stocked and branded vans – with 30 electric vehicles on the way



jobs completed every day (average slightly lower than usual due to Covid-19)

Operate a

24/7

repairs service

What we've achieved so far

91%

First time fix, evidencing our commitment to getting it right, first time.

88%

Customer satisfaction with last repair.

About EQUANS

EQUANS are responsible for providing repairs and maintenance to more than 13,000 Clarion properties in Kent and Merton in the South East of England.

57

engineers, with an additional 12 starting

41

Vans allocated to engineers

195

Jobs a day

24/7

Operation for emergencies

What we've achieved so far

95%

first time fix

86%

customer satisfaction with last repair.

Improving fire safety

With safety always coming first in our homes, we are undertaking a major fire safety programme across all homes.

This work continued throughout the pandemic and a total of **£26.7million** was invested in improving fire safety. We plan to spend a further **£42m** in 2021/22 as we continue our work programme.

We are consistently monitoring the Grenfell Inquiry, with regular updates informing our approach to building safety.

We also keep sight of the statutory and regulatory changes that are moving rapidly in this area of work.

Building safety

We've developed our own 'Building Safety' strategy which covers building safety issues across all our stock. We have recruited a new team of Building Safety Managers, one of the first in the UK, and have helped develop the Chartered Institute of Building (CIOB) accredited Building Safety Managers course.

We have also developed our 'Safety Case' team who are responsible for creating and managing the 'Safety Case' file for all our Higher Risk Buildings (again, this is one of the first in the UK).

Over the last 12 months, we've completed our intrusive external wall inspections on all our higher risk buildings and started work at five sites to remediate, and have already completed work at one of those sites. We have been successful with our Building Safety Fund bids, so far being awarded more than £4.4m across four sites. This work is supporting our residents to make our buildings safer places to live.

Leaseholders

The problems with safety issues affecting leaseholders ability to buy or sell their home, has been in sharp focus. We have a dedicated team who manage the inspections and provide advice and support to our residents who have been caught in this situation. We have supported our residents as well as lobbying government to come up with a plan to make sure the situation returns to normal but with the safety concerns addressed.

Working with residents

We know we have a long way to go, but we believe we are on the right track on this and we're engaging with residents, using new and innovative methods to help support the community.



Fire safety: what we've achieved

Work completed 2020/21

We have appointed specialist fire contractors to carry out key fire safety works:

50k+

Completion of more than 50,000 fire risk assessment actions across our stock.

2,000

Installation of approximately 2,000 primary tested fire doors.

84

Fire-stopping and fire door works completed in 84 of our sheltered/supported properties to ensure they meet the latest guidance.

265

Fire prevention wall blockers and dividers installed in 265 blocks.

19

Upgrade of 19 alarm systems in our sheltered/supported stock.

89

Installation/upgrade of 89 emergency lighting systems.

Our continued work

£9m

A further £9m on addressing recommendations from our fire risk assessment programme.

£5m+

Another £5m+ on investing in our sheltered and supported housing properties.

25k+

Projected completion of another 25k+ fire risk assessment actions.

£1m+

Over £1m in fire safety investment in our medium to low rise stock.

£500k

£500k investment in loft compartmentalisation works.

1,000+

Another 1,000+ fire doors to be installed.

Dealing with complaints

We work hard to deliver a high quality service to all residents and resolved **5,749** complaints last year. However, we accept that sometimes despite our best efforts, things don't go to plan.

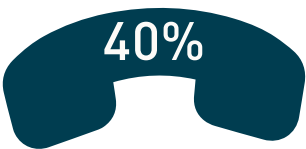
At the end of 2020/21 we had 422 open complaints and our average time for resolving them was 20 days.



Most common resident complaints



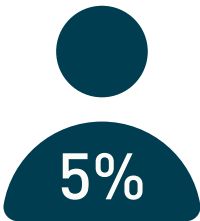
Resolve issues within reasonable timescales



Keep our customers informed



Improve quality of repair



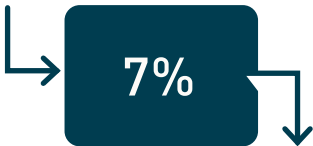
Staff complaint



Reopened complaints



Processes and procedures



Monitor follow-on works better

Helping the environment

Sustainability is part of our wider commitment to behave ethically and with integrity, an area we aim to lead the way in.



Our commitment so far:

- We have established a 'Sustainable Development Roadmap' to deliver zero carbon compatible homes and aims to move away from fossil fuel heating systems.
- We've reduced direct carbon emissions by ¼ through procurement of certificated zero carbon electricity.
- We've more than halved our properties that fall below Energy Performance Certificate (EPC) rating D since 2018.
- Reducing carbon emissions is just one of the ways we are being more sustainable.

We are also:

- Ensuring new build properties are ready for the net zero carbon future.
- Investing, alongside government, in zero carbon ready retrofit models and pilot schemes.
- Growing the number of electric vehicles used in our van fleet.
- Encouraging our suppliers to reduce their carbon footprint and work towards 'net zero', particularly for new construction and repairs & maintenance.
- We focus on fuel poverty, which includes prioritising energy efficiency changes in our least efficient properties to help you with fuel bills. We also provide support for the most vulnerable through the Clarion Futures Money programme.

Working with partners to make a difference

Our partnering contractors support us in delivering essential works. They too share our commitment to investing in local communities and between them have delivered **801** initiatives and training opportunities for residents over the last 12 months, including:

27

apprenticeships/work placements

207

provision of electronic devices,
equipment or services.

388

vocational qualifications

84

pre-employment training sessions

17

community facility improvements

Apprenticeships

EQUANS (part of the Engie group) was delighted to welcome an apprentice referred by Clarion.

Mark was a standout candidate from during his work placements which took place in 2020. Mark was polite, punctual and hard-working, and showed a willingness to learn during his work.

“This opportunity means so much to me! I’ve lacked confidence in the past, but Donna (Clarion Futures’ Employment Support Officer) was really patient with me, putting me on courses to help improve my skills and employability, and get me to a point where I felt confident that I would be an asset to whoever I was



employed by. The work placement was really fun. I particularly enjoyed working with Peter from CWG Roofing who was great at giving me advice about roofing, and I’m now really excited about starting a career in such an exciting sector”.

Mark – Apprentice Roofer



Grow 19

United Living donated a substantial number of tools to a small specialist college in East Malling, Tonbridge. The college is for students aged 19-25 with special educational needs and disabilities (SEND).

The donation has enabled the college's Grow 19 scheme to expand their existing curriculum, which in turn increases the skills and



knowledge that helps learners with independent living.



Eastside Community Centre refurbishment

Eastside Community Centre, located in Tower Hamlets, is a facility used by the community for both youth work and adult learning. Wates carried out some refurbishment work, including tidying up the garden area, creating a beautiful bench area and decking space, and a cycle rack for users of the community centre.

Carly, Project Manager at Clarion, said: “Wates were a delight to work with and really understood what we were trying to achieve for our young people”



Thank you to our residents for supporting us, getting involved and helping us improve.

We're here to **support residents,**
create thriving opportunities,
empower our people and **influence the future.**



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