Residents' Annual Report



April 2022 - March 2023

CLARION HOUSING



Clarion in numbers



Around 350,000 people live in a Clarion home



Our teams on the ground make more than 250,000 visits to residents each year



Our team of 4,000 Clarion staff work together to make a difference and provide homes for those who need them most



Our Clarion repair teams complete more than 1,000 jobs every working day

2

than 1,000 jobs every working day

We are investing in our homes to make them more energy efficient and fit for the future.

Highlights in 2022/23



investment in new homes

£397m spent on maintaining and improving existing homes

2,032 new homes delivered

81% customer satisfaction

242,490 online enquiries handled (via social media or live chat)

4,000+

customers supported with money guidance

2,114 people helped into work.

Contents

Welcome from Michelle	4
Welcome from Gloria	6
Making a difference for our residents, homes and communities	8
Giving residents a voice	9
Working with Regional Scrutiny Committees	10
Out and about with the Committee	11
Our Regional Scrutiny Committee (RSC) members	12
Your feedback helps improve neighbourhoods	14
Connecting further with our residents	16
Delivering our repairs service	18
Supporting residents with additional needs	20
Residents' safety continues	22
Fire safety: what we have achieved in 2022-2023	23
Investing in homes	24
Working with partners to make a difference	26
Retrofitting our way to net zero carbon	27
Making a difference to our communities	28
Creating opportunities all year round	30
You are not alone	32
Growing digital confidence	34
Regeneration	36
Dealing with complaints	38
Find your perfect swap with House Exchange	39

2

Welcome from Michelle

At the heart of everything we do is our commitment to providing you with the best possible service, to champion your needs, offer support and make a difference to you and your community. Reflecting on the past 12 months, we have continued to work hard to uphold these promises to you.

I want to take this opportunity to thank you again for your understanding following the cyber-incident that took place in June 2022, causing a temporary disruption to our systems and services. During this time, we worked hard to minimise the impact to you, extending our digital services to respond to your needs in place of a short-term closure of our phone lines, and prioritising repairs and housing visits. Bringing our services back securely was not only crucial but a gradual process, so we are grateful for your patience.

Despite this challenge, I am encouraged by our customer satisfaction score remaining strong at 81%. There is still clearly progress to be made. We do not always get it right; however, we strive to continue improving your experience, making our services more accessible, responsive, and keeping you updated.

When it comes to repairs, we know a good, reliable service matters and in 2022/23 we invested \$397million in maintaining and improving residents' homes, closing the year with an 88.8% satisfaction score.

We know that there is still room for improvement. We remain focused on tackling condensation, damp and mould and last year recruited a specialist team to help us prevent and treat the problem. Furthermore, we are investing in technology for managing damp and mould, alongside ensuring our operatives are fully trained.

We are also looking at how technology can help us diagnose problems better and getting your repair fixed first-time.



Our repairs teams operating in Kent and Merton have now been brought in-house, ensuring all residents receive a consistent, standardised, enhanced service that also offers more options for reporting a repair online. Since February, 10% of repairs are booked online and we hope to see this grow as more of you experience the benefits.

We are also continuing to forge ahead with our delivery of energy efficiency works in your home, which are helping to reduce fuel bills and carbon emissions.

We know that you are the best people to help us shape and improve the services we deliver, to drive up standards, and ensure our offer is inclusive and meets your needs. Therefore, I am delighted that 39,000 of you were involved in sharing your feedback with us and remain passionate that we continue to get as many of you having your say as possible. No matter how much time you can contribute, your input is invaluable.

With the country still in the grip of the cost-of-living crisis, we remain dedicated to providing free support and guidance, whether it is helping you manage your money, find a job, master new skills, or get digitally confident.

As we journey into next year, our Clarion Commitments initiative will ensure you are aware of the services we offer, the standards you can expect and how we are performing against these standards. These six commitments, covering our core services and paired with their own measures, represent our efforts to be more transparent, to hold ourselves accountable and help us in making a difference to you.

We will continue adapting, evolving, and improving our services to better serve your needs, listen to you and invest in our communities for the long-term.

Best wishes,

Michelle Reynolds Chief Customer Officer

5

Welcome from Gloria

Gloria Brown has been a part of Clarion's Resident Board for five years, a natural move after being a member of Roddons Housing Association since 2011.

"As a Clarion resident board member, for me my motivation is clear - to ensure that the organisation is doing everything it can to give its residents the most secure, stable, and well-maintained home possible, which is, after all, more than just bricks and mortar.

"I am proud of how we handled last year's cyber incident and the challenges we managed to overcome. Recovery has been gradual, but we are getting there. Another focus is to continue to address the issue of condensation, damp and mould, including ensuring residents are fully aware of how to prevent it and where to go for help if they need it.

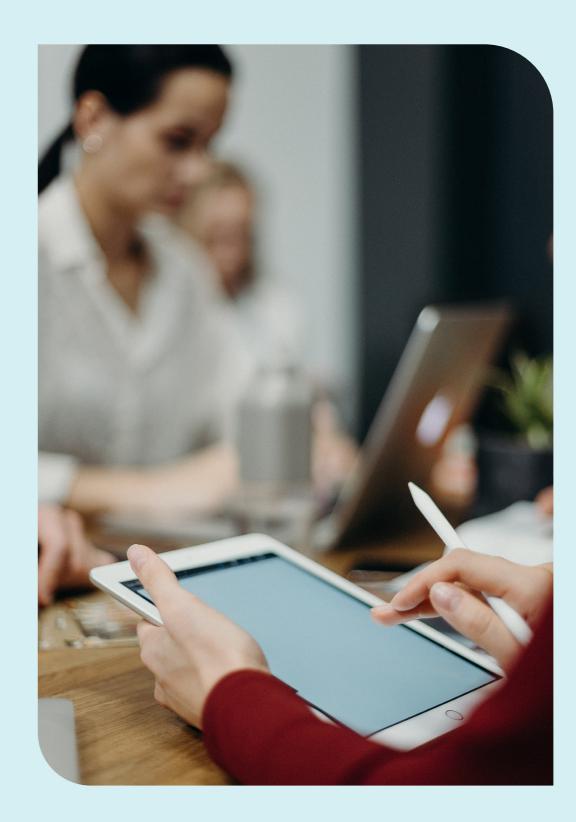
"Looking ahead, I believe we as residents can work closer with Clarion at improving the safety of our homes, such as taking a more



active and empowered role when it comes to gas and electrical checks.

"I strongly recommend that residents get involved in sharing their feedback and shaping Clarion's services. It is not always easy to do when life can so often get in the way, with work and family always being the greater priority. However, there are plenty of opportunities available with a mixture of virtual and face-to-face opportunities, and those that fit in with you."

Gloria Brown Resident Board Member



6

Making a difference for our residents, homes and communities



We look after more than 350,000 residents, with a focus on delivering the best possible service for them. We maintain and invest in our homes to make them more energy efficient and fit for the future. As well as providing homes for those who need them most, we're committed to making a difference for our residents and communities

We make every effort to meet the needs of our residents, and this starts with delivering a good customer service.

We developed a welcome pack to help new residents settle in at home and get off to the best possible start. This was done with the help of feedback from more than 500 new residents and our frontline teams who work directly with them, to ensure we are doing our best by them.

We continued to help thousands of people into jobs and training and support our residents in managing their money and developing digital skills through our charitable foundation, Clarion Futures.

Giving residents a voice

Our residents play a key role in shaping the services we deliver nationally and locally. Last year, around 39,000 residents got involved with meetings, surveys, emails and local events and gave us their feedback, which will help deliver more effective problem-solving and improved services.

We offer lots of ways for residents to share their views and get involved depending on the amount of time they have. From attending virtual meetings at home, to joining a resident association and getting involved in procuring services. Residents can also join our group of Community Inspectors, we have 68 so far and are always looking for more,

to share reports on Grounds Maintenance and Estate Cleaning Services across Clarion, to help us improve services.

In 2022, our customer strategy review involved residents across five regional focus groups. Changes introduced as a direct result of resident feedback include: extending our Contact Centre opening hours for social media and live chat, and redirecting calls to specialist teams in Customer Accounts and Home Ownership.

We ensure residents can access all our opportunities by promoting them through our social media channels, website, and communications, including our resident involvement snapshot publication. Residents have been given the opportunity to become involved in national external consultations and join government panels and groups.



Working with Regional Scrutiny Committees

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



South Mystery shopping Clarion services.

Out and about with the Committee



We support the independent scrutiny of our services, strategies, and policies. In March 2023, our Resident Involvement teams organised an away day for our committee members.

The event provided an opportunity for committee members to network, share their knowledge and present their experience of being involved in scrutiny. It also provided a learning opportunity about new legislation and how it will impact Clarion and our residents. Around 20 regional scrutiny members from across Clarion attended to hear from our Director of Housing and share successes.

We also looked into the future of scrutiny and discussed how we can better promote the committee, using our communication channels, including our website and social media, and take part in a promotional and awareness filming opportunity. We also held a follow up, virtual event for residents who were unable to attend the event in person.

Reports and recommendations

Association Board in May 2023.

were presented to the Clarion Housing

Residents' Annual Report 2022-23

Our Regional Scrutiny Committee (RSC) members

With 40 RSC members across Clarion, here is what just a few of them had to say about the scrutiny reviews and process.



I was able to make changes as part of a group that can make a difference. I was supported in



questioning and investigating subjects and making recommendations that could change current practices.

The experience is great for your personal and professional development. As a member of the scrutiny panel, you will gain a feeling of giving back to society.

I have gained so much as a member, and I hope everyone takes the opportunity to be a part of it.

David Burbidge, London North, Joint Vice Chair I have been a scrutiny member for many years and have really enjoyed making

sure residents' voices are heard.

The South RSC looked into Mystery Shopping as a tool for checking how services are provided, to help with service improvements.

Our research showed how mystery shopping can check on empathy, kindness, warmth, and respect as well as efficiency - a great way of helping to bring about culture change as well as service improvements.

Residents' Annual Report 2022-23

Karen, South RSC Member



In response to resident complaints, the London South RSC investigated

waste disposal on Clarion estates.

Clarion has collaborated with residents nationally, identifying potential improvements like better fly-tipping measures.

When conclusions couldn't be reached in one area, the RSC partnered with Clarion's Estate Services team to continue the work. Waste management is primarily handled by local authorities.

The RSC examined Clarion's interaction with borough councils to uncover shared responsibilities and best practices.

Mike Kelly, London South, RSC Member



My first year in the committee has been great. We had a very successful scrutiny for

2022/2023 in the Community

Trigger and ASB case review, and a great opportunity to present an overview to the Board and answer the many questions everyone had.

Jordan Balderstone, East Chair RSC



As an RSC member, we can help influence change in our communities, as well as nationally.

As a Clarion resident, we have first-hand knowledge of the difficulties residents face in our areas.

It's that knowledge we need to help influence the changes and improve the services that Clarion provides.

Nikki, North RSC Chairperson

Visit **myclarionhousing.com/have-your-say** to read more from our members.



Your feedback helps improve neighbourhoods

We will always let you know the outcome of your feedback, **'You said, we have'** is our commitment to this.

North London - Islington

- You said... Residents at LiveSmart scheme, Minerva Lodge, Islington, requested more engagement with frontline teams.
- We have... Together with residents, we agreed and planned a Partnership Day in order to improve staff engagement and visibility. The event was an opportunity for residents to meet face-to-face with Clarion staff, as well as other service providers requested by residents through a resident survey. It was a successful day with positive feedback and outcomes.

Fantastic day. Everyone from Clarion is so helpful and friendly, hope to see you all here again soon. **Clarion Resident**

South London - Merton

- You said... Unpleasant odours from the bins and an obstruction caused by an overgrown elimbing plant at Gresham House.
- We have... Arranged a professional jet washing of the bins and the removal of a climbing plant that had been concealing the entrance to the communal lounge. (There were differing opinions among residents regarding the climbing plant, but due to its uncontrollable growth, the decision was made to remove it.)

North - George Downing House

- You said... The communal lounge needed some updating.
- We have... Carried out a consultation to establish what residents would like to see in the lounge and replaced some of the furniture and purchased some portable lights. We also purchased and erected a elock.



East - Ipswich

- You said... Change from communal to individual bins.
- We have... Neighbourhood and community wardens worked together and negotiated with Ipswich Borough Council for weekly bin collections for a small service charge increase. A new anti-contamination recycling bin was also installed, free of charge. This has made a big improvement preventing contaminated recycling and ensuring the area is much cleaner, tidier, and easy to use.

South - Brighton

- You said... We would like to have compost bins, allotments in containers and wildflowers.
- We have... Put compost bins in place. Allotment containers and the wild meadow behind the playground have been planted thanks to a group of seven residents who volunteered to be involved in the project.

Connecting further with our residents

In June 2022, we were targeted by a cyberattack, which had an impact on our services and systems, temporarily affecting how we connected with our residents.

Bringing our services back safely and securely was crucial, along with how we communicated with our residents.

Our contact centre phone lines had to temporarily shut down, but we opened up digital services, including social media, Live Chat and Virtual Assistant to respond to residents' needs. Our social media replies were up 93% compared to last year.

We are also improving our systems to ensure our teams have the right tools to support them in their role to handle residents' needs quicker. Our Clarion online account is continuing to grow in popularity. More than 66,000 residents have online accounts and can make payments, view their statements and charges, request repairs, contact us, and update their details 24/7.

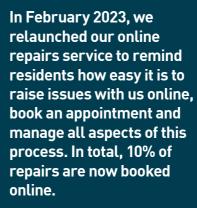
To make our website as accessible as possible, we introduced a new

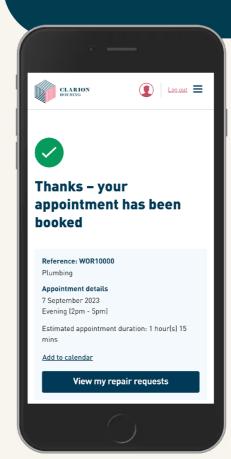


tool called'Recite Me',which allowsusers to

customise the site for their visual needs - such as fonts, language translation and a screen reader.

This service makes a practical difference to our residents' lives by enabling them to access some of our most popular services, from managing money and energy saving advice.





What we achieved in 2022/2023





242,490 online enquiries handled (via social media or live chat)

Delivering our repairs service

When it comes to repairs, we know a good, reliable service matters and in 2022/23 we invested £397million in maintaining and improving residents' homes.

We remain focused on tackling leaks, condensation, damp and mould, and last year we recruited a specialist team to help us prevent and treat the problem. We are investing in technology for managing damp and mould, to help us diagnose problems better and get your repair fixed first-time. We are also ensuring our operatives are fully trained.

We have also created 22 trade apprenticeships over the last 12 months to help train and employ multi-trade individuals to work on our properties.

In August 2023, our repairs teams operating in Kent and Merton (previously known as EQUANS) were brought in-house, to ensure all residents can report repairs online and receive a consistent standard of care from us.

What we have achieved in 2022-2023





We were awarded the President's Safety Award for achieving the Gold Award for 11 consecutive years for both Health & Safety and Fleet Safety.

About EQUANS

EQUANS were delivering repairs services in Kent and Merton up until 31 July 2023, but these are now being delivered in-house by Clarion.



About Clarion Response

Clarion Response, our in-house team, provide repairs and maintenance to more than 103,000 of our properties stretching the length and breadth of the country. We currently complete around 300,000 reactive repairs each year, spending over £50 million.



Supporting residents with additional needs

Clarion has a dedicated Sustainment, Welfare Benefit Advisory and Wellbeing team to help our most vulnerable residents manage their tenancy. Operating nationally, our team is experienced and knowledgeable, which helps to ensure proactive engagement and deliver outcomes for our residents.

Residents referred to the team will be allocated a named, dedicated, specialist officer who will work with them one-on-one to create an action plan that identifies the help they need – this can be for up to six months. This could include assistance with prioritising paying their rent and household expenses, and to claim any benefits they may be entitled to. The team can also assist with any other issue that may be affecting their tenancy and



will work with external services to ensure our residents have successful tenancies. The work they do can be challenging and complex, but they deliver positive results for our residents. The mix of phone and visiting in person, helps this service to respond to the needs of our residents, when they need it most.

Last year, the team made a significant difference for our residents by helping to secure more than \$10 million of income they were entitled to. A total of \$5.1million of this income was gained for our residents, with the remaining income used to pay arrears, avoiding the need for any further action.

With the teams assistance, this enabled 563 residents to go on and have a successful tenancy.

What we have achieved in 2022-2023



Residents' safety continues



Keeping our residents safe is always our top priority, which is why we invest in ensuring our buildings are safe and secure.

During 2022/23 we again spent more than \$40m on building safety work, including cladding improvements and corrections, installing new fire doors and upgrading fire alarms across our buildings.

We developed our building safety regime, which means in blocks that are seven storeys or higher, residents have access to a dedicated Building Safety Manager. They are responsible for keeping residents informed with safety information, to identify fire risks and hazards and regularly visit blocks to review communal areas and fire doors, and monitor the general safety of buildings as part of our customer safety checks.

We have completed 139 investigations to check whether the cladding on our buildings meets government standards. Where there are improvements to be made, we work with the building developer to fix any faults. In some of our older buildings that were built many years ago, we carry out the work ourselves. Last year we completed five buildings of this kind.

We completed more than 4,000 Fire Risk Assessments on all our buildings with flats last year. In addition, we continue to monitor and improve works to make our buildings safer; from repairing fire doors to upgrading fire detectors.

Fire safety: what we have achieved in 2022-2023



4,000+

completed

139

investigations to ensure cladding meets government standards

30,000+

fire safety actions performed to make our buildings safer.



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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. We work alongside three main partnering contractors - EQUANS, United Living and Wates.

Along with the investment we make to residents' homes, we are also working on large and often complex estate-wide projects.

In 2022/23, we invested £122 million in residents' homes. Our overall resident satisfaction average was 82.3%, whilst maintaining high levels of health and safety

for our staff, residents and contractors.

We have introduced a specialist team to deliver our mechanical and electrical replacement programme.

This has enabled us to make significant progress in our investment programme completing more than 95 projects, which include communal heating systems, lifts and door entry systems.

To support our work to combat condensation, damp and mould, they will be responsible for ventilation system renewals in the coming year.

We will continue with the delivery of energy efficiency works and are committed in this area for the coming years.

2022/23 achievements

£122m

invested in improvements and refurbishments 12,067 individual jobs completed

major works projects

332

resident satisfaction rate

82%



What we achieved in 2022/2023



1,598

1,118 bathrooms replaced

electrical upgrades

458

heating upgrades

1,351 external/communal



3,647 windows & doors replaced

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24

Residents' Annual Report 2022-23

Clarion Housing

25

redecorations

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 **3.315** initiatives and training opportunities for residents over the last 12 months, including:





195 apprenticeships 102 work placements

£483,000

donated towards

community programmes

203

iob starts



£55,000 towards the provision of electronic devices, equipment or services



£185,000 spent funding accredited and specialist training



607 people received preemployment training sessions



219 people received digital training



£216,000 towards community facility improvements



410 staff volunteers

Retrofitting our way to net zero carbon

We continue to reduce the carbon footprint of our homes with 'retrofit' through the Social Housing Decarbonisation Fund (SHDF).



grant funding to upgrade the energy efficiency in our hardest-toheat homes

Building on the SHDF

Demonstrator phase in 2021, in 2022 we were awarded a £4.3m grant to deliver the Wave 1 programme - through which we have now upgraded 388 of our least energy efficient homes in Tonbridge, Fenland and Merton.

The grant funds a range of energy efficiency upgrades, including cavity wall, loft and external wall insulation, improved ventilation and the installation of air source heat pumps – all of which collectively make homes cheaper to heat.

"We didn't know what retrofit was at first, but the team was friendly and explained what the work would entail. We were really impressed. Now it's finished, the work has updated our whole home. made it more efficient and brought down running costs. I would recommend it to anyone."

Emma from Wisbech had her home upgraded through SHDF.



We provide residents with guidance around how best to operate their retrofitted home, notably with any technology which is new to them, such as an air source heat pump (ASHP) or updated ventilation systems.

Our work on retrofit is being recognised within the sector, and in early 2023 we won the 'Best Social Housing Retrofit' category at the 2023 Retrofit Academy Awards.

26

Residents' Annual Report 2022-23

Making a difference to our communities

Every year we support thousands of people into work, help people manage their money, improve their digital skills and have built strong connections in the community.

Getting people together

Chatter Tables is one example of the projects we support. Run by a resident-led charity, Leecliffe Big Local, it tackles loneliness and isolation by bringing residents together over a cup of tea and a catch up during weekly sessions at St Michael's and All Angels Church in Borehamwood.

The cost of living crisis continues, with energy bills rising at unprecedented rates. We have funded organisations across the country to provide warm spaces to help people who cannot afford to heat their homes. Places like The Riverside Community Centre in South London were supported to run 'Warm and Well Tuesdays' in January 2023. We want to continue our Warm Spaces grant programme into 2023/24.





What we achieved in 2022/2023

£14.8m

invested in providing support and opportunities to help improve the lives of our residents and their communities

£234,566

hardship grants, white goods, food and energy vouchers were provided to help residents deal with the cost of living crisis

£2m

worth of volunteering time delivered by residents

£598,984

was awarded to organisations, including food banks, community groups, and local charities tackling issues such as loneliess and isolation, from 131 grants.

27,633m²

of communal land and buildings improved or upgraded.

Clarion Housing

28

Creating opportunities all year round

When times are challenging, supporting residents is about more than building and maintaining homes. Our Jobs and Training team offer residents help to develop new skills and connections all year round.

Last year through Clarion Futures we helped 2,114 people find jobs and provided 5,918 training opportunities and 120 people into apprenticeships.

Helping young residents

We have created a new Youth Employment Manager role to help with the mental health and wellbeing of young residents. The role will also support those not in education, employment or training and provide in-work support, training and upskilling. We have also recruited a new Youth Employment Officer to explore opportunities around entrepreneurship and a green skills employment pathways to enable young people to tap into this growing sector.

By providing these dedicated roles, we are adapting the support we provide so that it builds on the legacy founded by Kickstart - a housing partnership scheme led by Clarion - and help the next generation to find their feet in the world of work.





2022/2023 Achievements



You are not alone

This year has been extremely tough for many of our residents, with the cost of living crisis adding to day-to-day financial pressures. We supported 4,349 residents with oneto-one money guidance and energy advice. During the year we also helped residents get almost £11 million in extra income. This included back-dated benefit claims, food and energy vouchers, and grants from charities.

Our Money Guidance team offer help, ranging from budget planning to applying for financial grants. We supported with debt advice for more than 1,000 residents.

The cost of living has made our work even more essential. During the year, 85% of residents were worried about increasing energy bills, with 65% forced to reduce household spending. Some 18% have gone without food in the last year because they couldn't afford it, and 12% of residents have used a food bank.

In November 2022, we launched a Cost of Living Emergency Fund to support residents facing difficulty with rising energy bills.

Fighting food poverty

Last year we gave a number of grants to organisations fighting food poverty, which went towards providing a lifeline for hundreds of people short of food. We supported groups running courses showing people how to cook on a budget - helping to make their money stretch further.





2022/2023 Achievements

residents supported

with debt advice

4,349

residents supported

with one-to-one

money guidance and

energy advice

1,020

17,656

total number of money guidance interventions (both internal and partner)



grants or vouchers provided for food and energy to households experiencing severe hardship

3,552

£88,584

we awarded £88,584 of household fuel vouchers to residents in need.

Growing digital confidence

We help residents get online through our digital inclusion programme. This has helped with a range of ways to bridge the digital divide.

The cost of broadband can be a barrier, however we can help with

free mobile data, which gives you access to the internet, calls and texts.

If eligible, through our Digital Device scheme, we can help you get online by providing a laptop, tablet or smartphone.

2022/23 achievements



264

We lent out 169

laptops and 95 other tablets to those in need

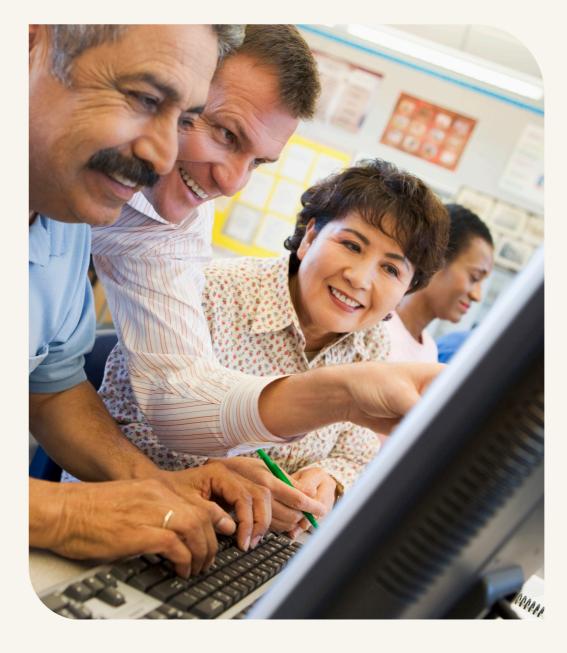
£94k+ 4,392

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Over £94,000 of digital grants have been awarded to 18 groups develop their digital skills over the past year



Digital skills support interventions delivered.





Regeneration

We are breathing new life into neighbourhoods through our major regeneration schemes.

A number of milestones were reached during the year. In May 2022, we obtained planning approval for the first 200 new homes in Eastfields, Mitcham.

This is part of our \$1.3 billion regeneration of several estates in partnership with Merton Borough Council - one of the biggest regeneration projects in the country - which will see around 3,000 new homes built as part of the programme. This is replacing 1,000 existing homes, and providing an additional 2,300 new homes.

At one of our oldest estates, Sutton Dwellings, in Chelsea, work is underway to refurbish four empty apartment blocks and bring back 80 homes into use in the process.

In addition, work started in March 2023 to replace an ageing estate in Barne Barton, Plymouth, with more than 200 affordable homes built amid green spaces.

"I have worked closely with all housing providers in the area and am excited to see the transformation in this close-knit community. Quality of housing has been a problem in this area for some time and I fully support all that Clarion is doing to improve the offering for my constituents."

Johnny Mercer, MP for Plymouth Moor View.

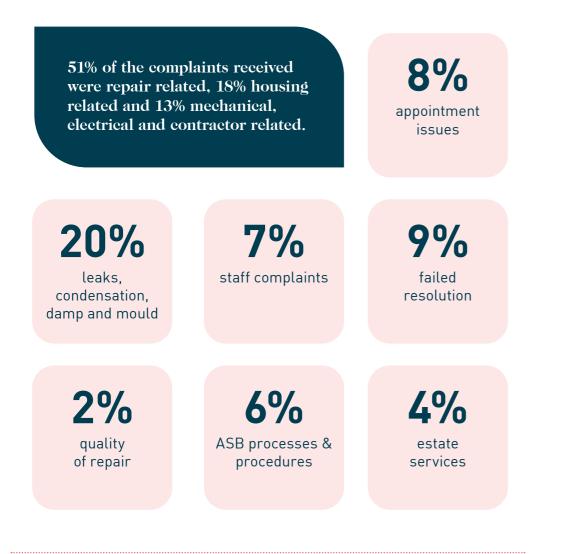
We take an evidence-led approach to investing in homes and communities, with regular assessments of the condition of our homes. By being proactive we are able to focus on those properties at risk of damp and mould. We are trialling new technologies to provide remote readings of the thermal performance, energy usage and humidity of our homes. We have also started using drones to survey our roofs and external walls, saving the time and expense of traditional methods.



Dealing with complaints

We work hard to deliver a good service to all residents and resolved **7,156** complaints last year. However, we accept that sometimes despite our best efforts, things don't go to plan. At the end of 2022/23 we had 556 open complaints and our average time for resolving them was 23.5 days.

Most common resident complaints



Find your perfect swap with House Exchange

Have you considered moving home recently? Maybe for a new job, more space for the family or to downsize? Whatever the reason, House Exchange can help you find your perfect match.

Providing a range of possibilities, House Exchange has thousands of properties from the south west to the Scottish Highlands. With hundreds of social housing landlords partnering with Clarion, this makes House Exchange the UK's leading not-for-profit mutual exchange service. In fact, on average, we help 14,000 residents find a swap through House Exchange each year. "I had a three-way swap in December and found them on House Exchange. Thank you for your help. I will encourage my friends and relatives to use your website for a swap."

Former House Exchange user



houseexchange.org.uk houseexchangehelp@clarionhg.com

Clarion Housing

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