Residents' Annual Report

April 2024 - March 2025

CLARION HOUSING

1900-2025
CLARION HOUSING GROUP

Reviewed by Residents

Clarion in numbers

We have been providing homes for those who need them most for 125 years

360,000 people live in a Clarion home

Our team of 4,000 Clarion staff work together to make a difference

Our Clarion repair teams complete more 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 2024/25

£417m
spent on improving and maintaining our homes

1,727
new homes delivered

84.7%
customer satisfaction

59,751
online enquiries handled via live chat

5,423
customers supported with money guidance and energy advice

1,505
people helped into work.

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A legacy built to last

This year, Clarion Housing marked 125 years since our founder William Sutton set out to give people decent, affordable homes. His vision still guides us today as we continue to provide safe, secure housing and support for communities across the country.

125 years in numbers

360,000
people living in Clarion homes today

125,000+
properties

Working in
170+
local authorities across the country

Over
£125m
invested in community projects over the past decade

1,000+
repairs carried out every working day

2,400
Clarion colleagues helping support residents

Celebrating our communities

To mark this anniversary, we focused on the people who make Clarion what it is. We launched the Local Lives podcast to share residents' stories, held our first Resident Hero Awards, and increased the William Sutton Prize to £125,000 to support fresh ideas that make a difference in communities.

We're also backing more local projects through our Making a Difference fund, giving community groups the tools and funding to bring their own ideas to life.

Looking ahead

As we looked back, we also looked forward. We started big conversations across the organisation about what the next 125 years should look like. From improving the quality and sustainability of our homes, to creating better support for residents, we are working to make sure Clarion continues to be a place people are proud to call home.

Welcome from Kate

I am delighted to introduce myself as Clarion's new Chief Customer Officer.

This autumn marks a new chapter for Clarion as we say a heartfelt thank you to Michelle Reynolds, who retired earlier this year after 35 years of incredible service. Michelle's dedication to residents and colleagues alike has made a lasting difference, and I am proud to build on the strong foundations she helped to create.

I have joined Clarion because I believe deeply that every resident deserves a home that is safe, comfortable, and affordable. My focus will be on listening, learning and acting; understanding what matters most to you and making sure every interaction with us feels fair, responsive and respectful.

Over the past year, we achieved a customer satisfaction score of 84.7%, exceeding our target, and invested more than £417 million in repairs and improvements, with a repairs satisfaction score of 90.4%.

Tackling leaks, damp and mould remain a top priority, and we are continuing to strengthen how we respond when things go wrong.

We are also raising safety standards across all our properties, including cladding remediation, new fire doors and upgraded alarms. This year alone, we have spoken directly with over 1,100 residents in higher-risk buildings to discuss building safety and share updates.

We know that the cost of living continues to put pressure on many households. Through Clarion Futures, we are helping residents navigate these challenges by offering free training, digital skills, employment support, and wellbeing programmes to help ease the pressure.

Looking ahead, we are focused on preparing homes for the future, making them more sustainable and affordable to run. Residents are at the heart of this work, as we aim to create greener communities with greater biodiversity and better access to nature.

But I also know there is much more to do. We don't always get everything right, and I am determined that we keep improving, learning from your experiences and building stronger relationships based on trust and transparency. Above all, I want to make sure we are supporting you and your families to live well in your homes and communities.

With Clarion's 125-year heritage behind us, we will continue to evolve, to serve you better, support your community and build a brighter future together.

Best wishes,

Kate Still
Chief Customer Officer

Customer Committee

The Customer Committee marked its first year in October 2024, a year of learning, challenge, and progress.

Made up of seven resident members, the Committee has explored how Clarion uses performance data and reviewed key areas such as complaints, repairs, and service delivery, always pushing for clear evidence of improvement.

Members joined an away day with Clarion Housing Association's Board and Resident Scrutiny Committee and took part in two joint sessions on the upcoming Consumer Standards from the Regulator of Social Housing. Members also supported local housing initiatives, including a door-knocking event in Warrington to engage with residents.

Strengthening resident voices in governance.

Two Committee members joined our Housing Association Board and two new residents joined the Committee, reinforcing our commitment to resident-led decision making and supporting resident development in governance.

The Committee has worked closely with senior staff to shape an Annual Improvement Plan and increase resident influence in key decisions. A major focus has been improving communication with residents. With the Committee's support, we launched a 'Communications Service Improvement Group', to ensure stronger links with our communities. Communication will now be a standing item at meetings.

Jennifer Morris

"Being a member of the Customer Committee has provided a valuable opportunity to understand the work Clarion is doing to analyse what is going well, as well as what could be improved in its service for residents. It has been very rewarding to be given the chance to share feedback, personal experiences and queries from the residents' perspective and to feel that Clarion is taking these on board in their future communications and services."

Owen Hopkins

"I have found being part of the customer committee an insightful time into how the housing association is run and seeing how initiatives presented to us have helped residents up and down the country. I am looking forward to the upcoming year to see how we can help more people ensure they have access to good quality housing, whoever they may be..."

Laura Tubridge

"Being a part of the Customer Committee has been incredibly rewarding so far. I look forward to learning more about Clarion's processes as well as continuing to advocate and represent the views of residents."

Helen Corbet

"Within the last year, I think the members have had a better understanding and more knowledge of how the Board operates. I look forward to a better understanding of decision making and the long-term aspirations of the HA."

Read the latest Customer Committee updates at:
myclarionhousing.com/customercommittee

Making a difference for our residents, homes and communities

Home is more than just a place - it is the foundation in which lives are built. That is why we do everything we can to ensure all our residents have a comfortable, secure and affordable home within a flourishing community.

We support more than 360,000 residents nationwide, always striving to deliver high-quality services shaped by your needs and feedback, with you at the heart of everything we do. Furthermore, we are committed to maintaining and investing in our homes, and we are intensifying our efforts to make them more energy-efficient, ensuring they are ready for the future.

Since Tenant Satisfaction Measures - a set of measures that assess how effectively social housing landlords meet the needs of their residents and covering crucial areas such as repairs, resident engagement and complaints handling - were introduced by the Regulator of Social Housing in 2024, we have been fully committed to meeting them, ensuring we are fully transparent and accountable. You can read more about our progress in this report.

We are continuing our major transformation programme to improve the services that matter most to you, including repairs and maintenance, managing your home, and complaints handling. This work will deliver faster, more efficient services that meet your needs and although the journey is taking time, we are already seeing promising results. We look forward to sharing our progress and how these changes are benefitting you in the year ahead.

Resident involvement

Residents play an important role in shaping our services. Working together makes it easier to identify and solve local and national issues. Last year, residents were invited to get involved and share their views on 33,956 occasions.

As of March 2025, 1,714 residents signed up to be involved through our menu of opportunities, and took part in 172 local and national consultations.

We want our communities and partners to see the value of working together, so we track the impact of resident involvement.

We know that residents' voices are essential and bring diverse perspectives that help shape decisions across Clarion. To support this, we delivered 54, involvement training sessions to help residents take part in a meaningful way.

We have a strong history of involving residents. Last year, we created a new strategy to give residents more flexible ways to get involved, either by attending meetings or sharing feedback through surveys.

To continue being sector leading, we're committed to improving and expanding these opportunities, making it easier and more accessible for our residents to take part.

Resident feedback helps improve our neighbourhoods.

Through resident consultations and estate inspections, we listen, learn and make improvements.

See what's been happening in your region:
myclarionhousing.com/my-community/have-your-say/you-said-we-have

How Resident Scrutiny Committees are improving our services

Our residents continue to be represented on scrutiny committees across each of the regions we operate in.

Resident Scrutiny Committees (RSCs) are made up of residents who review housing services to ensure they meet the needs of those living in our communities. Their work helps identify areas for improvement, promotes transparency, and supports regulatory standards.

This year, committee members have focused on a range of key projects, providing valuable feedback to our Housing Association Board to help shape future plans.

The RSCs input builds trust, improves communication, and improves the overall quality of Clarion's services.

Regional scrutiny topics: 2024-2025

South
Electrical testing.

London North
How Clarion supports residents with mental health needs.

London South
Humidity and moisture monitoring devices.

North
Clarion's bereavement and succession policies and procedures.

East
Communicating disabled residents' rights for reasonable adjustments.

Reports and recommendations were presented to Board in June 2024.

Want to see what the RSCs have achieved?
Read previous reports and completed projects on our website:
myclarionhousing.com/my-community/have-your-say/resident-involvement-successes

Involved residents leading the conversation

In June 2024, we held a Resident Involvement event, bringing together members of the Resident Scrutiny Committee (RSC), Customer Committee, and Clarion Housing Association Board for the first time.

This in-person event celebrated working together, bringing residents and senior leaders together to look back on what we've achieved and help shape future plans.

RSC members shared their findings from the year's topics with the Customer Committee and Board.

Each of our five Committees submitted detailed reports with recommendations, which went to our Group Executive team for review and action.

The day highlighted just how much of a difference resident groups make to our services and reflected our ongoing commitment to listening, learning and acting on feedback.

We're proud to continue this work and will host another event in 2025. Events like this are an important part of our Clarion Commitments, making sure residents are heard, respected, and able to influence real change.

"The away day was a fantastic opportunity to meet and collaborate with other RSCs, staff, and Board members. The speed dating style sessions added a lovely twist. The day was insightful and productive, offering valuable learnings and fostering stronger connections across teams."

Marylin, RSC member

Regional Scrutiny Committee (RSC) members

With 37 RSC members across Clarion, here are what just a few of them had to say about last year's topic reviews.

Meet Jennine, East region

"This was my first full year on the Committee, and it was insightful to follow a project from the start.

We focused on how accessible information is for disabled residents seeking reasonable adjustments. We found it hard to locate, so suggested a dedicated, easy-to-find web page explaining residents' rights, why sensitive information is collected, and how it's stored and used; without affecting tenancies.

We also proposed webpage pop-ups to guide users to relevant content. I've also taken part in a pilot using Microsoft Teams, which will help RSC members share information and collaborate more effectively on ongoing reviews and tasks."

Meet Clare, North London region

"We reviewed how Clarion supports residents with mental health needs, working closely with the Sustainment, Welfare Benefit Advice & Wellbeing Service team, to scrutinise processes and suggest improvements.

Our aim was to understand how residents, especially those facing mental health challenges, experience Clarion's support and services. The evidence gathered led to nine service improvement recommendations.

I really enjoyed working with passionate teams who are committed to supporting residents. It was interesting to collaborate across different areas of Clarion, and it feels like the Committee genuinely makes a difference in shaping how services are delivered and improved."

Meet Marylin, North region

"Scrutinising Clarion's Bereavement and Succession policies was both engaging and empowering.

We recommended clearer support for residents and colleagues, including a bereavement pack, staff training, and a dedicated contact team.

Working with the Resident Involvement team has been inspiring. Their support creates a truly inclusive and collaborative environment."

Meet Mike, South London region

"The RSC reviewed Clarion's use of moisture and humidity monitoring devices; including input from Vericon, resident surveys, surveyor feedback, and home trials by two members.

Many residents didn't understand the devices' purpose, with some unplugging them, and installations were often delayed, sometimes up to 12 months, with limited follow-up.

With Awaab's Law coming into effect in October 2025, Clarion must take a proactive approach to damp and mould. These devices can support early detection, but only if residents and staff understand and use them effectively."

Meet Yetunde, South region

"The Committee reviewed Clarion's Electrical Testing service, including staff and contractor presentations, benchmarking, and a resident survey.

We were impressed by strong performance, exceeding KPIs with over 97% compliance. To improve resident understanding, we recommended clearer website information on testing frequency, what's involved and next steps if a property fails. This ensures residents are better informed and more confident in the process."

Visit **myclarionhousing.com** to read more from our members and find about involvement opportunities.

Delivering on our promises: Clarion Commitments in action

Our Clarion Commitments set out the service standards you can expect from us, and we're proud of the progress we've made over the past year. From April 2024 to March 2025, we continued to focus on the issues that matter most to you, reporting on our performance each month.

We achieved strong results in key areas. We maintained 24/7 online access to our repair reporting service for over 99.9% of the year, ensuring residents could reach us anytime, day or night. We also responded promptly to emails and online enquiries, with average reply times well within our five working day target. We delivered consistently high performance across several safety and compliance commitments too, from regular fire risk assessments and asbestos surveys, to lift inspections and water safety checks, all completed with over 97% reliability. We also continued to maximise the use of our homes, achieving strong results in occupancy levels across our stock.

However, we know we haven't met expectations in every area. Satisfaction with how we handle antisocial behaviour, complaints, and the upkeep of communal areas shows there is more to do. In response, we're strengthening our follow-up processes, expanding resident scrutiny, and improving how we communicate the outcomes of your feedback.

We're also investing in better systems and better ways of working through our 'Connect' transformation programme, designed to make services easier to use, more responsive, and joined up.

Your feedback drives this progress. Thank you for helping shape our services.

Visit: **myclarionhousing.com/clarion-commitments**

Year-end performance

97.2%

Complete, or make safe, emergency repairs in your home within 24 hours of them being reported.

99.9%

Carry out all required annual gas safety checks in rented properties.

97.4%

Check the electrical wiring in your block and home every 5 years.

100%

Ensure passenger lifts are inspected every 6 months.

98%

Carry out a fire risk assessment of all blocks of flats with internal communal areas at least every 3 years.

89.9%

Regularly inspect estates and communal areas to ensure they are clean, well maintained and clear of fire hazards and rubbish.

For the full results visit **clarionhousing.shorthandstories.com/clarion-commitments-202425**

Connecting further with our residents

We are committed to delivering a best-in-class customer experience every time you interact with us – whether that's managing your home or getting a question answered quickly.

While we welcome the progress we have made over the last year with an encouraging **84.7%** customer satisfaction score, we know that there is always more we can do to improve.

Our digital services continue to evolve in step with your needs, helping to make life easier and more convenient for you. More than **75,000** of you have now registered for an online account, giving round the clock access to managing your home seamlessly – whether it's making a payment, booking repairs, checking statements, or staying up to date with the latest service updates.

We know how important it is for you to be able to get in touch with us easily. Our Live Chat service is fully accessible on any device, allowing you to connect with us wherever you are and offers personalised support at your fingertips. Our team of trained advisors handled **59,751** Live Chats last year, and outside of opening hours, our Virtual Assistant provides instant answers to your questions.

To ensure our services are accessible to everyone, we introduced Recite Me – a tool that allows you to customise how you view and navigate our website. Whether you need to change the font size, switch to a different language, or use a screen reader, Recite Me helps put you in control of your experience.

We are dedicated to continuous improvement. Over the coming year, we will be introducing a new system to create a smoother, more efficient experience for you, ensuring every step of your journey with us is seamless and straightforward.

What we achieved in 2024/2025

84.7%

customer satisfaction

Replied to more than **33,000** social media posts

responded to **59,751** Live Chats

handled **813,000** resident phone calls

4.3 Trustpilot review.

responded to more than **400,000** emails

Customer Satisfaction Benchmarking

Data from The Leadership Factor shows a significant improvement in our customer satisfaction scores, both within the social housing sector and across all sectors. This reflects the positive impact of our continued focus on resident experience.

Delivering our repairs service

We know that a reliable, timely and efficient repairs service that does not compromise on quality is crucial to the smooth management of your home and your peace of mind.

Our goal is to address and resolve issues on the first visit wherever possible and in 2024/25 we invested more than **£417 million** in maintaining and improving your homes, completing an average of **1,268 jobs** (including out-of-hours calls) every day.

Encouragingly, satisfaction with repairs continues to perform well, standing at 90.4%. However, we are not complacent and know there is room for improvement to ensure every time you use our repairs service it meets your expectations.

We have remained laser-focused on prioritising our commitment to tackling leaks, condensation, damp and mould, with a dedicated team managing cases that has led to quicker resolutions.

Our Clarion Response team remains on-hand 24/7 to provide you with the security and reassurance you need if any issues arise, and our online repair booking options offers an easy and flexible way to book an appointment in under five minutes.

Last year, we began the process of wrapping our Clarion Response vans in a bold new livery, encapsulating messaging for the online account and services offered by Clarion Futures. This is part of a phased roll-out over the next few years.

About Clarion Response

Clarion Response, our in-house team, provide repairs and maintenance to more than **113,000** of our homes stretching the length and breadth of the country. During the last 12 months we completed **298,826** responsive repairs, spending over **£99.7 million**.

What we achieved in 2024/2025

90.4%

customer satisfaction.

701

frontline staff, with 135 supporting from our offices

900

fully stocked and branded vans – with 43 in use EV and 17 hybrid

1,268

jobs completed every day

24/7

repairs service

Supporting residents with additional needs

We want every Clarion resident to enjoy living in their home for as long as they wish, comfortably and securely. For residents needing additional support, our specialist teams provide a range of assistance, from supported housing services to help with managing their tenancy.

Supported housing services: Spotlight on domestic abuse

Over the past year our specialist team has assisted 1,305 victims of domestic abuse (DA), housing 187 in refuge accommodation. We are proud to deliver our services to a high standard, scoring 97% overall in our annual customer survey.

We are active in our communities to raise awareness of domestic abuse and our services. Along with weekly 'One Stop Shops' we have set up three community 'Haven' cafes for anyone experiencing domestic abuse to come for a coffee and a chat, and to access specialist advice and support. We also participate in school workshops, and over 1,600 children have attended our 'Healthy relationships' sessions.

To promote partnership working and knowledge sharing, we've hosted over 200 events for partners and specialist agencies, and delivered training to 1,750 delegates across the year, including 120 police.

Specialist supported schemes

Alongside our partnership working with specialist managing agents to deliver support at 69 properties; we continue to provide housing and specialised support to residents in our managed schemes:

- **Amy's Place**: addiction recovery for 19 women
- **Refugee resettlement**: 37 families (165 individuals)
- **Mental health services**: provided to 36 residents
- **Learning disability** support provided to 12 residents

Tenancy support

Our Sustainment and Welfare Benefits Advisory service team continues to provide support to help residents manage their tenancy; working closely with the resident and specialist agencies depending on the circumstances.

The team have assisted more than 15,000 residents in the past year. While support is tailored to each residents' needs, much of the assistance is getting access to benefits, resulting in over £5.7million of income gained. This helps with living costs and rent arrears, and has resulted in the prevention of 864 evictions.

Key highlights in 2024/2025

Supported housing

1,305
domestic abuse victims assisted

2,005
safeguarding investigations carried out

187
domestic abuse victims housed in refuge accommodation

3
community haven cafés set up

Over
1,600
children attended our 'Healthy relationships' workshops

97%
overall customer satisfaction score for domestic abuse

Tenancy sustainment

15,215
residents assisted

£5.76m
total income gained

864
evictions prevented

Building safety

The safety of our residents is our top priority.

With this in mind, we invested £41.5m over the last year to make sure our buildings are safe and secure. Building safety work carried out this year included cladding remediation, the installation of new fire doors and upgrading fire alarms.

To ensure the cladding on our buildings meets government standards, we assessed 2,456 external wall systems this year. Of these 2,417 do not require mitigation or remediation. The 39 buildings that require attention have been added to our remediation programme.

We regularly engage with our residents to ensure they have the right information to make them feel safe in their homes.

Our dedicated resident engagement team sent out fire safety instruction leaflets to over 42,000 households with information about fire door maintenance and what to do in the event of a fire.

In our higher risk blocks we have consulted with 1,120 households about our resident engagement strategy. We have also gone door to door to discuss any building safety concerns that residents may have. 100% of the residents we spoke to said they feel they are provided with the right amount of information about Building Safety to make them feel safe in their homes.

The Building Safety Regulator has awarded us Building Assessment Certificates for 4 of our higher risk buildings. These are the first certificates to be awarded to a social housing provider.

Fire safety: what we achieved in 2024/2025

£41.5m
spent on building safety work

33,770
fire safety actions performed to make our buildings safer

2,819
fire risk assessments completed

Investing in homes

Our Asset Investment team deliver improvement works in your home, and to communal areas.

Renewals and refurbishments include kitchens, bathrooms, heating, windows, external doors, and roofs. We also redecorate communal areas and replace facilities, such as lifts and communal boiler rooms. These improvement works are usually carried out when an item has reached the end of its natural lifespan and is no longer simple or economical to repair. We deliver these works with high standards of health and safety, and a low number of complaints.

In 2024/25 we spent £96.5m on these improvement works, focusing on project based works to deliver more value.

We work alongside five main partnering contractors, Axis, Cardo, Equans, United Living and Wates to deliver works to a high standard; achieving 85.3% overall customer satisfaction (an increase from last year 82.1%).

To assist with planning future programmes of work, we completed more than 18,000 condition surveys.

Improving the energy efficiency of our homes is a priority. We are carrying out a programme of works to bring our lowest rated homes up to EPC rating C; and have delivered 908 energy efficiency works this year.

2024/25 highlights

£96.5m
invested in improvements and refurbishments

85.3%
overall customer satisfaction

16,517
homes benefiting from work

18,083
home condition surveys

New steel balconies at Haysleigh & Wheathill, South London

Working with partners to make a difference

Our commitment to Social Value is rooted in the belief that vibrant, thriving communities enable residents to access opportunities and fulfil their potential.

We have centred our social value strategy around effectively supporting our supply chain to achieve their social value commitments whilst delivering meaningful, high-quality outcomes for our residents and communities.

Ultimately, we believe that meaningful Social Value can only be achieved through collaboration and strong partnerships. By working closely with like-minded suppliers who share our values, we create initiatives that maximise our collective impact, whether it's investing in local projects, providing training and employment opportunities, or contributing to national programmes. These efforts lead to lasting, positive change and demonstrate the power of integrating social value into every aspect of our work.

131
apprenticeships

79
work placements

£99,095
towards the provision of electronic devices, equipment or services

£119,726
spent funding accredited and specialist training

£815,369
donated towards community programmes

221
people received pre-employment training sessions

£181,331
towards community facility improvements

94
job starts

£26,487
total spent funding specialist qualifications

263
staff volunteers

111
community engagement events

£63,900
donated towards Money Guidance and Fuel Poverty

Sustainability

As the climate crisis becomes more urgent, we remain committed to making our homes more energy efficient and reducing our environmental impact.

Retrofitting homes

This year, we once again secured government funding to retrofit our social homes. These upgrades make homes more energy-efficient and better for the environment, while being more comfortable and healthier to live in for our residents.

The funding will be used to install solar panels, increase insulation and upgrade inefficient gas boilers.

Over the last year we have spent more than £21 million on improving the energy efficiency of our homes. We've replaced windows and doors, and installed different forms of insulation, air source heat pumps and solar panels. These upgrades are estimated to save residents £1 million on their energy bills.

Climate Transition Planning

Over the last 18 months we have been working on our Climate Transition Plan. This is our plan for reducing emissions and improving our environmental impact across our homes, new developments and our business.

Our plan focuses on our residents and the benefits the transition brings, such as cheaper to run homes. We've also planned how we will switch our fleet from diesel to electric and save energy in our offices, all in support of our goal to reach net zero by 2050.

Nature Recovery projects

Through our new developments and the greenspaces, we already manage in our communities, we are tackling the Biodiversity Crisis head on.

In May 2024 we published our Nature Recovery Strategy which outlines our approach to increasing biodiversity on our new developments, where we are going beyond the mandatory 10% Biodiversity Net Gain (BNG) aspiring to achieve 20% on all sites, and in our existing communities we are targeting up to five sites per year for a 10% voluntary BNG uplift.

Our Nature Recovery projects in Bow, East London and Maidstone, Kent have delivered over 15 workshops and 4 planting days, we have converted 2,720m² lawn into flower meadow, installed bird and bat boxes, native hedgerows and improved residents' wellbeing.

Working with residents

Residents are at the heart of our approach to sustainability. We are upgrading our homes to make them more comfortable and cheaper to run. To do this, we have been working with residents to gather your thoughts and concerns around retrofitting.

In 2024/25 we've held resident focus groups and workshops to gather residents' views and concerns. We've run targeted surveys on climate change and net zero and added questions relating to sustainability to our annual resident survey – The Clarion Index.

We have begun a series of place-shaping engagement sessions in Bromley, Kent where we are working with residents to co-create our approach to decarbonising homes.

Building stronger communities, one step at a time

We work in partnership with a wide range of local, regional, and national community agencies to deliver services and initiatives that strengthen communities and support resident wellbeing.

In the past year, we awarded over £1.14 million in grant funding to a variety of local projects designed to enhance the lives of our residents. This investment continues to help neighbourhoods thrive through targeted support.

Our #iwill initiative saw 22 partners deliver 24 Intergenerational Social Action Community Ambassador Programmes. These engaged more than 330 young people and 280 older adults, who together contributed over 6,500 hours of volunteering.

Through the Young Residents in Partnership project, developed alongside Partnership for Young London, MTVH, Clarion, and Hyde, young people were trained as peer researchers. Their work helped shape how youth can influence housing sector decisions.

The Wellbeing Spaces initiative, delivered in partnership with the Rothesay Foundation, built on the success of our Warm Spaces programme. It provided inclusive, welcoming environments that reduced social isolation and supported residents during the ongoing cost of living crisis.

More than 179 young residents took part in our Hometruths House workshops, gaining essential tenancy skills and training opportunities. Over £21,700 was also distributed in vouchers and kitchen packs to support independent living.

Finally, we invested in the revitalisation of play, sports, and green spaces across our neighbourhoods. Upgrades included refurbished Multi-Use Games Areas, community gardens, and redesigned public squares, creating more connected and active spaces for all.

What we achieved in 2024/2025

£16.2m

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

£315,836

on beds, white goods, food, energy, school uniform, warm home packs in 24/25

£2.13m

worth of volunteering time delivered by residents

£1.14m

was awarded to organisations, including food banks, community groups, and local charities, tackling issues such as loneliness and isolation, from 169 grants

21,515m²

of communal land and buildings improved or upgraded

Creating opportunities

We are committed to delivering a holistic employment and skills development training programme that is accessible to all our residents. Our service offer is tailored to meet the aspirational needs of our communities and drive tailored, person-centred career pathways leading to meaningful and sustained employment opportunities.

By working closely with regional stakeholders, including employers, training providers, and contractors, we help create clear routes into jobs, training, and apprenticeship opportunities within our supply chain.

Over the past year, our Jobs and Training team supported 1,505 people into employment, 151 into apprenticeships, and helped 66 individuals launch their own businesses. In addition, 5,685 residents attended Clarion-sponsored training courses designed to improve their skills and boost employability.

Clarion is also one of 9 Housing Associations who have been funded by government to deliver Jobs Plus pilots. Jobs Plus brings together a range of support services under one roof, in a community setting. The support provided via Jobs Plus includes housing, employment, health, skills, digital and financial inclusion. While the pilots aim to improve employment outcomes, their core purpose is to test and evaluate the effectiveness of integrated, localised support.

We are delivering Jobs Plus pilots in parts of Cowley Hill, Borehamwood, and in parts of Penge, Bromley. Since launching in August, the programme has supported over 100 residents, with 15 already progressing into employment. An independent evaluation of the pilot's outcomes will be published later this year.

2024/2025 achievements

1,505
people supported into work

151
people placed into apprenticeships

5,685
helped into training

66
people helped to set up their own business

We're here to help

We are committed to helping residents build financial resilience and access the support they need to thrive. This year, our Money Guidance team provided vital advice and interventions that made a meaningful difference in people's lives.

Despite a drop in inflation, the cost of food, energy, and everyday essentials has remained high, leaving many of our residents still feeling the pressure. Through our Money Guidance service and targeted support initiatives, we've continued to help households manage financial hardship and build long-term stability.

Our team offered free, confidential support with budgeting, debt, benefits, and savings. This included in-home assessments for residents living in low EPC-rated homes; 141 households received low-level energy-efficiency improvements and tailored advice to help reduce heating costs.

We awarded over 3,000 special grants totaling £315,836, supporting residents with essential costs such as food, energy, appliances, and school uniforms. Additionally, 53 residents were provided with specialist stop-smoking support, positively impacting both health and household budgets.

To further support those facing high energy costs, we launched a pilot project to help tackle fuel poverty. This initiative supports residents in exploring home energy improvements that can reduce bills and increase comfort.

2024/2025 achievements

5,423

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

578

the sum of Pennysmart and other debt cases

14,033

money guidance interventions

3,039

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

£101,888

in food vouchers

Confidence in a digital world

Staying connected has never been more important. Our digital inclusion programme ensures residents have the tools, skills, and support they need to confidently navigate today's digital world.

Over the past year, we supported 7,831 residents through free courses and workshops, ranging from digital basics to more advanced skills. To remove cost barriers, we provided free mobile data, plus laptops, tablets, smartphones, and smart speakers for eligible residents.

This year, we piloted the use of smart speakers with older residents to help reduce both digital exclusion and social isolation, enabling them to stay connected, access information, and maintain independence.

By investing in digital access, we're helping residents unlock opportunities, improve wellbeing, and feel more confident online.

2024/2025 achievements

1,068

digital devices were lent or donated to those in need

£93,109

digital grants have been awarded to 20 groups

7,831

people have been helped to get online and develop their digital skills over the past year

Regenerating neighbourhoods

At Clarion, residents are at the heart of our regeneration work and play a genuine role in shaping their local areas. Our regeneration projects transform neighbourhoods by building new homes and improving infrastructure, all while keeping communities together.

We currently have seven regeneration schemes across London and the South West, set to deliver thousands of new homes for people in need. Working with our construction partners, we also engage with schools and community groups to promote careers in construction, support training and development, and run programmes for young people.

Sutton Estate, Kensington and Chelsea

This year, residents moved into new homes in four refurbished blocks at the Sutton Estate, a 100% rented neighbourhood in the heart of Chelsea, within the Royal Borough of Kensington and Chelsea.

The regeneration tackled overcrowding and brought previously uninhabitable flats back into use, providing 81 new energy efficient homes for existing residents.

The homes are fossil fuel-free, powered by renewable energy through ground source heat pumps. Across the estate, which includes over 300 homes, we are also investing in improvements such as new windows, kitchens, bathrooms, and lifts.

The redesigned green spaces provide a welcome contrast to the surrounding urban landscape. These include a resident-led sunken garden that has become a social hub, and a dedicated green area exclusively for older residents living in supported housing.

Barne Barton, Plymouth

In March 2025 residents began moving into new homes at Barne Barton in Plymouth. The £50 million regeneration project will transform the estate, delivering more than 200 new homes, which was formerly housing for Royal Naval personnel.

Our resident steering group, made up of residents and local councillors, has remained active and engaged during years of planning despite some households being temporarily relocated away from Barne Barton. Residents influenced the design of the homes and surrounding landscape and chose the names of the new apartment blocks. The project has been recognised with design awards and accreditation. Barne Barton was the first neighbourhood in the UK to achieve Building with Nature accreditation.

High Path, Merton

This year we started preparing the ground where we will build the second phase of new homes for High Path residents in south west London. Demolition of the old properties, which are at the end of their life, began in February 2025 and will make way for around 150 new homes for existing tenants and homeowners. The first stage of regeneration provided 134 new modern homes for residents.

The High Path estate is part of a £1.8 billion regeneration project in the London Borough of Merton which will provide 2,800 new homes, two parks, and retail and commercial facilities.

Resident and community engagement are critical to the success of regeneration. Over the past year we had 69,443 online interactions, held 107 events, and supported 11 biodiversity and greening projects for residents and communities. These included public planning consultations, school workshops, and community garden activities.

Dealing with complaints

We want to deliver great customer service and deal with any issues promptly.

Our aim for all enquiries or repairs is to get them resolved as quickly as possible, but if this is not the case, we encourage residents to let us know so we can make things right.

Over the past year we have worked to raise awareness of our complaints process, and have seen a 20% increase in reporting, with 6,898 complaints handled during 2024/25.

Our priority is to resolve your complaint quickly and thoroughly, and we have seen improvements at both stages of the Complaint Handling Code, while acknowledging there is more we can do.

The average resolution time for stage 1 complaints was down to 18.9 working days. It is encouraging to see an improvement on the previous year's figure of 24 working days, yet we still consider this to be too long. We aim to build on this with more consistent and better performance this year as we introduce improved ways of working.

Satisfaction improved in the second half of the year and we achieved above our 50% target in February 2025. Overall for the year our satisfaction was 43%. We want to improve on this position in the year ahead; as we understand our residents' need for both prompt resolution, and being kept informed of progress.

Our Resident Complaints Special Project Group has helped us prepare our Complaints Annual Review, refine policy and create a complaints explainer guide for our website.

Our performance is measured by the Housing Ombudsman. Over the past year we have improved on the maladministration rate from 66% to 60% and pleased to report that there have been no Complaint Handling Failure Orders made.

Resident complaints 2024/2025

6,898 complaints handled

19 working days

43% satisfaction

40% repairs related

20% housing services related

10% mechanical and electrical related

10% multi-topic complaints

9% leaks, condensation damp and mould

7% estate services

6% staff complaints

6% failed resolution

3% ASB processes and procedures

1.5% quality of repair

Tenant Satisfaction Measures performance

Introduced by the Regulator of Social Housing (RSH), the Tenant Satisfaction Measures (TSMs) are a standardised way to check how well social housing landlords meet resident needs.

TSMs cover important areas like property repairs, building safety, complaints handling, resident engagement, and neighbourhood management.

They help residents see how their landlords are performing and hold them accountable. In addition to helping us improve how we deliver our services to you, TSMs also serve to improve services across the wider housing sector.

TSM perception survey

The perception survey is based on what 2,500 randomly selected residents* thought about the service they received, and how they feel we are doing. Here we share some key findings and how these compare to the previous year.

We are pleased to see improvements in overall resident satisfaction, from 61% to 64%.

Satisfaction with complaint handling also increased from 20% to 25%. While this is a positive trend, we know we have a way to go to improve our complaint response times if things go wrong.

Slight improvements of around 2 or 3% are also seen for how well we are keeping residents informed and treating residents fairly and with respect.

How Clarion is handling ASB and keeping communal areas clean and well maintained have dropped by a few points. Both of these will be watched carefully.

Our commitment and next steps

We are committed to increasing tenant satisfaction and continuous improvement. We welcome the TSMs and are already working to improve the services that are most important to you.

Through a major transformation programme, Connect, we are looking into more efficient ways to better serve our communities.

For more information and updates please visit **myclarionhousing.com/TSM**

*these figures are based on social tenants, data for shared owners can be found on our website

House Exchange

House Exchange is Clarion's mutual exchange platform, designed to help social housing residents advertise and swap their homes. With more than 5,000 Clarion residents already registered and thousands of new adverts added daily, the platform offers a wide range of opportunities for those seeking a new home.

Highlights

Trusted by over
100,000
residents during 2024-25.

Partnered with
450
housing providers

Achieved
93.4%
user satisfaction

Resident success stories

Clive from Norwich successfully completed two moves through House Exchange within a single year. His initial move was a four-way swap to London, but he later returned to Norwich using a direct swap, where he is now happy and settled.

Julie's experience also highlights the value of mutual exchange. After four years in Somerset for rehabilitation, she returned to her home city of Manchester using House Exchange. Since her mutual exchange, Julie has continued to receive support from Somerset to help her settle in.

These stories show how House Exchange empowers residents to find the right home - whether they are downsizing, relocating for work, or simply looking for a fresh start.

Ready to start your journey?

Our modern, easy to use platform makes it easier than ever to find your perfect swap. Join House Exchange to find a home that meets your needs by visiting **houseexchange.org.uk**

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Committed to clearer communication
614

Book and manage your repairs online

- Request repairs and contact us quickly and easily
- Make fast, secure online payments
- Update your contact details

If you haven't got an account, register now.

For more information visit:
myclarionhousing.com/get-online
or scan the QR code.

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