



CLARION
HOUSING

Planned Investment Impact Report 2018

Welcome

Clarion Housing is the country's largest housing association, with 125,000 homes across more than 170 local authorities. Our planned investment team is responsible for carrying out ongoing planned maintenance and improvements to residents' homes.

We regularly survey the condition of homes we're responsible for, and plan ahead to make improvements. This may include new kitchens and bathrooms, upgrading heating, electrical testing and rewiring, window replacements, external doors and roof replacements. Larger projects include energy efficiency works or communal improvements, such as lift replacements.

Over the last few years we've worked in partnership with a select number of large and well established contractors (Breyer, Engie, Kier, Mears and United Living) to deliver the work, supported by our consultant Partnering Advisor & Strategic Cost Manager, 4i Solutions. This year we also introduced two small/medium enterprises (SMEs) – PiLON and DW Support Services, to run two pilot schemes within our North London region.



In 2018/19 we invested £89m in improvements to residents' homes and communities, most of which was done via our partnering contractors. We achieved 92% resident satisfaction and carried out nearly 23,000 individual components of work.

Our partners also committed to investing in our local communities by delivering a number of community initiatives and training opportunities for our residents. The case studies in this report will give you a flavour of some of the events they've delivered this year.

We've had a very successful year, and I'd like to thank our surveyor teams, partnering contractors and consultants for their hard work in delivering our 2018/19 programme of work. I'd also like to thank all residents who've had work done, for your cooperation and patience.

I hope you enjoy reading about some of our highlights this year.

Peter Nourse
Director of Assets



1,891

new kitchens

1,782

new bathrooms

637

new windows

1,602

roof replacements

2,056

heating upgrades

2,157

energy efficiency
and other works

1,682

new doors

8,600

electrical tests/
upgrades

2,584

external
decorations

£89m

Total value

We also carried out a number of large and complex projects, including:

- **Albert Gardens, North London:** Retaining walls and gardens.
- **Spring Copse, East Grinstead:** Livesmart rebranding, and conversion of five bedsits into five one-bed flats, new scooter store, reroofing, renewal of external staircases, fire safety works, new carpets, ceilings, lighting, and redecoration.
- **Hampstead Road, Dorking:** Structural repairs works.
- **Atkinson House, Betchworth:** Lift refurbishment in sheltered scheme.
- **Rough Rew, Dorking:** Reroofing and building fabric repairs.
- **Dukes Ride, Dorking:** New land drain and modifications to existing surface water drainage system to address ground water problems affecting private residential properties.
- **Turner Road, Tonbridge:** External wall insulation and roofing.
- **Haverstock Court, Orpington:** Renew lateral and rising mains, redecoration of communal areas, replacement of communal fire doors, concrete and walkway repairs, resurfacing and waterproofing of walkways and patio areas.

Our core partnership values:



Exceptional customer service

We strive for exceptional customer service. This year across our work, we have achieved 92% customer satisfaction against a target to exceed 90%.

Residents are asked to feed back to us on the work we complete. Where residents have told us we need to improve on certain issues, we discuss these with our teams and contractors, and agree and monitor improvement plans.

“I must compliment every step of the way. I am more than delighted with the result. Thank you.”

Mrs M Norwich – replacement kitchen

“Cannot improve on work – spot on!! Pleasure working with the team. Bent over backwards – no job too small. Everyone available for queries. No problems.”

Mr E South Shields – kitchen and bathroom

“The work was carried out professionally by a great team of craftsmen.”

Mr K Exeter – replacement kitchen

“At all times the workmen were polite. When they finished working at night, they came round to make sure all clean and tidy. And when they took the scaffolding down they tidied up again.”

Mrs M Kent – roof



Real Life Harvest community cafe

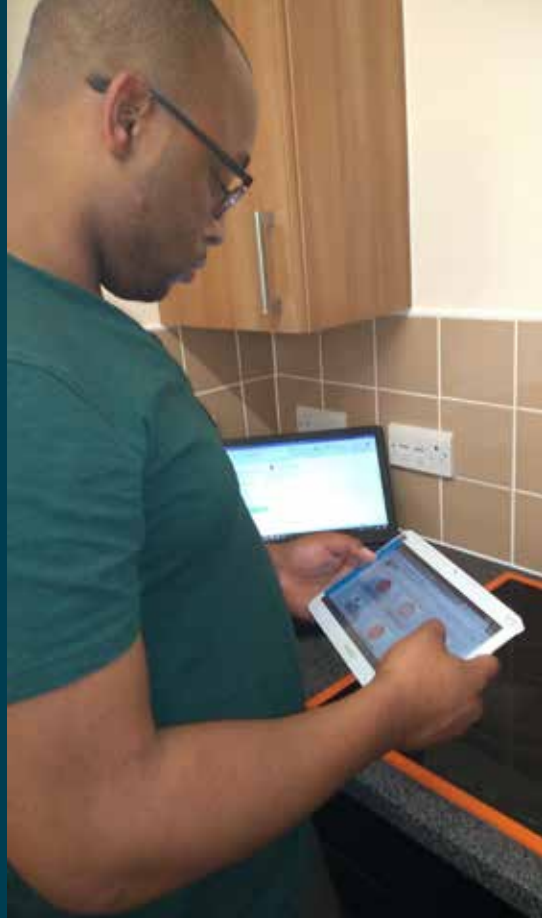
The team at United Living South East is supporting the residents of Goodwyns Estate to set up a community café.

Last summer a fun environmental day was held to help residents de-clutter and learn about recycling. Community fridges were also installed. The high demand helped identify that a community café would benefit the neighbourhood. A space was identified in the Harvest Church and United Living took on the task of making it more suitable and welcoming.

The make over included clearing, cleaning, painting, decoration and installing lighting. Seven community volunteers are now involved in setting up the business and establishing a real community hub.

The next stage is to work with the volunteers to offer e-learning and ongoing support for the community business.





Real Life Customer portal

PiLON has been trialling an online customer portal with some of our residents in North London. The customer portal is a one stop shop for all customer questions and communications before, during and after works.

Residents having work done, such as a kitchen or bathroom refurbishment, are given a free tablet computer from PiLON with the portal preloaded on it. From here they can see their individual programme of works, the colour/style options they've chosen, upcoming appointments and, at the touch of a button, they can make contact with PiLON's site team about any issues or queries they may have.

PiLON's resident liaison officers are all Digital Champions and train residents to use the tablet and the portal. They also offer training for residents in basic IT skills, which supports the government's digital inclusion agenda to get as much of the country online as possible.

"I still can't believe I get to keep this! Not only have I got a new kitchen I've now got a great tablet. I've found that the tablet is such a great way to communicate. It's comforting knowing that my query is being dealt with and that James [RLO] is at the other end letting me know what's happening each day. I work long hours so being able to use this tablet to go straight to the Clarion website to pay my rent is really going to help me in the future. Thank you PiLON and thank you Clarion"

Mr P London

Making the money work

One of the key functions of Clarion's Strategic Cost Management team is to ensure we get value for money from the contractors we partner with. We use a model to agree what we'll pay for a typical component replacement or upgrade. We call this our 'Target Cost Model'. The costs for each component (such as a single front door, an entire kitchen or complete roof) are all agreed at the start of the year so we're able to focus on quality of the work and customer satisfaction.

We monitor the costs we pay for the work against what it costs our partners to actually deliver them, and then at the end of the year we calculate any savings. Providing all our key performance indicators have been met, we share those savings, with Clarion's share going back into further programmes of work.

In 2017/18 the shared saving against the £73.7m investment in homes was £2.7m for Clarion Housing.

At the end of 2018/19, there was a reduction in shared savings generated when compared against previous years. This helps to demonstrate that Clarion isn't paying any more for the delivery of the programme than is needed.

An analysis of the target costs was also carried out by an independent consultant, which proved that the current target costs were among the lowest for the housing sector in general.



Real Life External wall insulation improves heating efficiency for residents

Many of Clarion's older properties are of solid wall construction, which are inefficient at retaining heat, unlike newer homes that are built with cavity walls.

To improve thermal performance for residents, ENGIE fitted external wall insulation (EWI) to 92 properties in Bishop's Stortford.

During the work, the team discovered bats roosting in the roof of one property. Bats and their roost sites are fully protected by law. Even if they aren't present all the time, it was essential that their access wasn't blocked by the roof refurbishment work. ENGIE stopped work whilst they sought advice from the relevant conservation agencies. As a result, the roofing specification and materials had to be adapted, and specialist tiles were installed to allow easy access for the bats nesting within the roof.

EWI reduces the rate that heat escapes from a property and the work has significantly improved the heating efficiency of residents' homes, making them warmer and more comfortable. Outside the buildings have improved weatherproofing and an improved, modern look.

"I'm so happy with the work that's been done. I'm already noticing a difference to my bills and my home looks so much smarter and more modern now too. A few houses have been done in our road and it's made the whole area look and feel better." Resident, Bishop's Stortford



Real Life Cooking healthy meals for £1

Cooking healthy meals can be a challenge. With an ever-increasing number of people reliant on food banks, Mears wanted to show people how to cook healthy meals on a limited budget. Their healthy meals initiative aims to:

- Equip people with the information, knowledge and practical skills to cook healthy meals for £1 per person or less.
- Provide recipes and advice on cheap and healthy food sources.
- Provide an initiative that could be rolled out to other housing association residents and communities across the country.

An estate in Lambeth was identified for the first session. It included a practical cooking demonstration, time for participants to practice cooking themselves, and for everyone to sit and eat lunch together in a relaxed atmosphere. There was also a free online food hygiene course to give a basic understanding of food safety, and a practical test and certificate for everyone who finished. The team was also able to support residents through signposting them to other relevant services.

"Very useful as it has encouraged me to use ingredients I may not usually use".

"I learnt new things about ingredients".

"I found it useful to learn a new recipe I wouldn't usually cook at home".

Delivering the programme

23,000 components of work completed in 2018/19

The size and scale of our planned investment programme is vast. Strong governance and project management ensure our work stays on budget and focused. We continuously monitor and report on customer satisfaction, complaints, health and safety, waste management, training and development, and community investment to the Strategic Core Group.

Our partnering contractors are set key performance indicator targets (KPIs) to track performance within various categories, such as resident satisfaction, complaints, and delivery of the programme. Below is a summary of our achievements in 2018/19.

Category	Targets	Actual score
Collaborating for success	• Customer Satisfaction: 90% overall satisfaction.	91.73%
	• Complaints: less than 1% complaints vs items of work completed.	1.17%
Delivering the programme	• Health & Safety: minimum of 90% score on independent audit.	94.60%
	• Waste Management: less than 3.5% of waste to landfill.	2.16%
Making the money work	• Programme Delivery: within + or – 2% actual spend vs budget.	102.51%
	• Cost Predictability: actual price to be within 2% of target.	0.71%
Leaving a legacy	• Community Investment: minimum of 95% of agreed community investment targets.	105.61%
	• Training & Development: minimum of 95% of agreed training & development initiatives targets.	168.29%



Real Life Air source heat pumps in Norfolk

In Norfolk a number of Clarion's properties are 'off gas network', so they're not compatible with standard gas central heating systems. Residents usually heat their homes using expensive oil or electric heaters.

Clarion was keen to invest in a more environmentally sound solution, so ENGIE was contracted to install Air Source Heat Pumps (ASHP). ASHPs work in all weathers and can harness heat from the air even when temperatures are below freezing. They're installed outside the home, drawing heat from the air in the same way that a fridge works.

ASHPs offer an energy-efficient alternative to traditional heating systems by using 'free' heat from the air. They're extremely efficient, so provide significant reductions in heating costs and environmental emissions.

ASHPs are a relatively new and innovative technology, so all residents received information packs which provided details about the ASHP system and the installation process. And once installation was complete, the site manager visited to explain how the system works and answer any questions; guaranteeing residents felt confident before the job was signed-off.

New electrical consumer units were fitted to ensure they meet the specification for the ASHP equipment.

Residents now have more efficiently heated homes and, depending on other insulation features (such as loft or cavity wall insulation), can expect to increase their energy performance certificate (EPC) grade by up to three points, and benefit from a 10% to 25% reduction in fuel costs.

"Feedback from the residents has been extremely positive, with 100% satisfaction rate on our customer surveys. They've commented that the team have worked cleanly and considerately in their homes. It's been great working with Dodd Group too, as we have a genuine shared commitment to delivering the best quality service for the client and tenants." Martin, Site Manager, ENGIE





Real Life Building better walls

ENGIE carried out work to rebuild a large retaining wall on an estate at Barrack Road in Newcastle. There's a busy main road on the other side of the 150 metre wall. The brickwork wall on top of the retaining wall is designed to withstand impact from vehicles, including buses, if it was hit in an accident.

The original plan was to repoint the brickwork, but on further investigation it was recognised that the wall was in need of major structural repair or replacement.

The existing wall was left in place and its foundations underpinned in sections to avoid disturbance to the road, which remained open throughout the project. New foundations of approximately 1.5 metres deep were dug in along the length of the wall using L-shaped precast units. All the brickwork was replaced, along with new metal railings and stairs leading to the estate. It was a huge project, which took over a year to complete.





Real Life Corner 9

Corner 9 is a youth arts charity in North Kensington, completely funded by grants and charitable donations. The building they use needed refurbishment so they could continue to provide first class social work and important community services.

DW Support Services carried out refurbishment work as part of their continued commitment to asset improvement and social value.

Replacing the windows throughout the whole building has significantly improved the natural light, and the new double glazed windows now offer greater insulation. The new shop front brings curb appeal along with security to ensure Corner 9 is fit for the future.



Leaving a legacy

The value of our work is not only measured in the number of projects completed or the money spent, but on the long-term impact of what we do. We're passionate about delivering social value impact, and our partners share this commitment too.

Across the country we invest in apprenticeships, offer training and skills opportunities for local people, introduce students to careers in construction, support local community and charitable organisations, and invest in home improvements which benefit the environment and residents.

In 2018/19 our partners delivered a large programme of social value events including:

3000

residents attending community initiatives or training opportunities such as work experience, apprenticeships, training and school engagement days.

80+

skip days, and refurbishments of local community halls/facilities events.

130

sponsorships, raffles, competitions, volunteering days, community fayres and fun days.

“Working alongside the Clarion Futures teams, the planned investment partners have delivered some fantastic social value projects this year. Many of these projects wouldn't have been possible without the support of the partners and have made a real difference to Clarion residents and communities. Highlights include installation of outdoor gym equipment, underused land turned into sensory gardens, meals for £1 cooking classes and a day out to a football match at Leyton Orient FA. We have also seen great results from the numerous job, apprenticeship and training opportunities made available for Clarion Futures customers. On behalf of Clarion Futures I'd like to say a big thank you to all of the planned investment partners for their contributions and look forward to another successful year in 2019/20.”

Phil Miles
Director of Clarion Futures





Real Life Construction in the community

The Construction Bus provides visitors with a hands-on practical session and introduces them to the skills and qualities needed for a career in construction.

United Living arranged for the bus to visit Ashcombe School in Dorking. Run by Skills For Employment, the bus welcomed 12 students through its doors, each creating a bird box to take home.

During the day, the pupils worked with a variety of tools, measuring and marking out, sawing wood and joining pieces together to create their bird boxes.

Jenny, Community Development Manager at United Living said **“It’s been great to see our construction bus in action today. The students have worked really hard on creating a quality finished product that they can be proud of, and learn some new skills in the process.”**



Real Life Routes into construction - training in plumbing and tiling

Kier and Clarion joined efforts to offer female residents a trade skills course in plumbing and tiling. Ten women attended the eight-day course, which included four days on tiling and four days on plumbing. The course was designed to promote construction skills and careers to women.

The tiling course delivered practical tiling experience and details about the different types of equipment, materials and surfaces. Participants learned how to use tile spreaders, adhesives and spacers, and applied their new knowledge through practical workshop sessions, carrying out tiling on a range of surfaces at Kier’s dedicated construction training workshop. The training was delivered by Kier’s qualified tiler, Nick, who has 15 years of industry experience in tiling.

We’re delighted that all ten women went on to pass their tiling assessments.

The plumbing sessions included information about plumbing processes, using different tools and the piping and connectors used for domestic installations. Practical demonstrations included installing hand basins and toilets using copper pipes, isolation valves and fittings. Kier’s qualified plumber, Soren (who has over 12 years’ industry experience) delivered this part of the training.

Feedback from Clarion:

“The women attending the Women into Construction course have benefitted greatly from having professional tradespeople attend. Both Nick the tiler and Soren the plumber made extra efforts to ensure a good and worthwhile learning experience and I, as the centre manager, am very grateful for their input. This is a testament to the training they had been given by Kier.”

Feedback from participants:

“This has helped me greatly. Seeing the demonstrations, especially the little trade secrets and their tips on doing the job, has made it much easier for me.”

“Very interesting, I learnt a lot about tiling and plumbing, and really liked the practical aspect. I would like to try and carry out some tiling work at home”

“Brilliant! Thank you to the trainer, very good and patient in answering questions”



Collaborating for success

With over 125,000 homes across the country to maintain and improve, the planned investment programme is a team effort, delivered by a group of partnering contractors with a clear focus on our shared values.

Senior members of these teams took part in a learning and development exercise to improve communication skills, build trust, and find creative solutions to challenges. In just over 24 hours they undertook a range of tasks and activities to develop stronger team working and focus on the future.



Real Life An introduction to construction

Breyer carried out an introduction to construction workshop for ten Clarion residents over a two-week period at one of their local offices. The course included:

- A real-life induction, covering all aspects and roles Breyer has undertaken whilst working with Clarion.
- An insight to all the areas within the construction industry.
- Modules on manual handling, asbestos awareness and working at height, along with a certificate upon successful completion of each module.
- Construction Skills Certification Scheme (CSCS) training and test, in partnership with ENGIE.
- A mock interview on a subject chosen by each candidate, with feedback on improvements to assist candidates in securing future employment or apprenticeships.

So far two of the ten candidates who attended the workshop have secured employment/apprenticeships in their chosen field.



Real Life Mechanical work placement



Salman Haji completed his Level 3 in plumbing at college, but had very little work experience. Clarion's employment opportunities officer, Maria, contacted ENGIE about Salman. ENGIE arranged for him to attend a site in Bolton to work alongside the plumbers fitting kitchens and bathrooms.

ENGIE's site manager, Brian, was so impressed with Salman's attitude and willingness to work, that he also arranged for him to get some experience fitting boilers.

To further increase Salman's chances of getting into his chosen career, ENGIE invited Salman to attend CSCS (Construction Skills Certification Scheme) training, and a one day Health and Safety course. The CSCS card is essential to working in construction.

"I'm really enjoying my experience on site. The team are great and it confirms that this is definitely the career I want." Salman Haji

Sustainable partner performance

Our work is possible because of the excellent delivery organisations who currently partner with us and those that will do so in the future.

To ensure we continue to achieve value for money and high quality delivery of the planned investment programme we've recently undertaken a significant procurement exercise. Our new contracts build upon the success of our previous partnering arrangements, providing long term sustainable commitment, which allows greater investment in our homes.

The long term commitment from Clarion to these contracts provides our new partners and their supply chain with great clarity and certainty, enabling them to invest confidently in the partnership and the services they deliver. This is evidenced through a wide range of benefits including customer satisfaction, high quality service delivery, staff development, innovation, community investment and purchasing power.

The new contracts also continue to provide a flexible platform that allows us to work with our partners and their supply chain to adapt and develop the service that we provide over time. The partnership proactively drives innovation and improvement in both its service delivery and the product it delivers, ensuring we adapt to the sustainability agenda and regulatory changes, as well as delivering ongoing value for money.

Clarion Housing is the largest housing association in the country with 125,000 homes across more than 170 local authorities. Over 360,000 people call a Clarion Housing home their home.

As a landlord, Clarion Housing is committed to providing excellent customer service to all its residents and to maintaining its homes to a good standard - investing significantly in improving them each year.

Clarion Housing also develops and markets homes for affordable rent and low cost home ownership as well as managing homes for private rent.

Clarion Housing is part of Clarion Housing Group, which also comprises a charitable foundation, a property development company and a maintenance contractor.

Clarion Housing

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