



**CLARION  
HOUSING**

**Clarion Housing**

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This report contains information relating to Clarion Housing Group that was requested in preparation for Haringey Scrutiny Committee on the 5<sup>th</sup> of November. And prepared by Felicity Dunmall

## Introduction

Clarion has approximately 22,000 homes across the North London Boroughs across various tenures and property types offering 2137 homes across the Haringey Borough. Below is an overview of the stock and types of homes we are providing across Haringey.

| Tenure Type           | Number of Bedrooms |            |            |           |           |          |           | Grand Total |
|-----------------------|--------------------|------------|------------|-----------|-----------|----------|-----------|-------------|
|                       | 1                  | 2          | 3          | 4         | 5         | 6        | N/A       |             |
| Commercial            | 1                  |            |            |           |           |          |           | 1           |
| General Needs         | 608                | 490        | 284        | 55        | 12        | 5        | 7         | 1461        |
| House Older           | 45                 | 1          | 1          |           |           |          |           | 47          |
| Intermediate          |                    |            |            |           | 1         |          |           | 1           |
| Leaseholder Homeowner | 179                | 138        | 35         |           |           |          | 1         | 353         |
| Non-Social            | 23                 | 21         |            |           |           |          |           | 44          |
| Shared Ownership      | 50                 | 89         | 31         | 1         |           |          |           | 171         |
| Supported             | 38                 | 1          |            |           |           |          | 2         | 41          |
| Temporary Social      | 15                 |            | 1          |           |           |          | 2         | 18          |
| <b>Grand Total</b>    | <b>959</b>         | <b>740</b> | <b>352</b> | <b>56</b> | <b>13</b> | <b>5</b> | <b>12</b> | <b>2137</b> |

## Overview of the local offer – what are the agreed service standards for tenants?

We do not have a local offer that is specific to Haringey, however we do have several teams and avenues for support for residents within Clarion.

**Tenancy Sustainment Team** – This team engage with residents where further support needs may have been identified. They will make the necessary referrals internally and externally to support residents to stay in their homes

**Safeguarding Team** – Where there are concerns raised in relation to safeguarding these are supported through the safeguarding team ensuring that any relevant referrals are made and ensuring all follow up work is completed to ensure the necessary steps have been completed

**Resident Involvement** – This team offer a variety of ways for residents to become involved and shape the services we deliver including Community Inspectors, Task and Finish Groups, Mystery shoppers, Scrutiny committees, Residents groups and committees. Resident consultations

**Clarion Futures** –

**Figures on the number of your properties allocated to the Council– both in terms of previous years and any projections you might have for future years.**

We have a nominations agreement with Haringey for 100% nominations on new developments and a 75% of relet properties with Clarion retaining up to 25% to support management transfers

April 22 – March 23 – 31 lets

April 23 – March 24 – 42 lets

April 24 – to date – 12 lets – (we have an additional 14 voids in the voids works or in the lettings process that will be offered to the local authority

**How are residents able to reach and contact your organisation?**

There are a variety of ways in which residents can contact Clarion. Residents have access to an online portal where they can raise a repair, look at account details or update relevant contact information. This is available 24 hours a day. We can also be contacted via telephone through the Contact Centre. They have the option to use Chat Bot, which can be utilised during working Hours. They can email directly to the contact centre; they are also able to use more traditional methods such as post or make an appointment to attend an office or have an officer complete a home visit.

**Service performance data. Including: Repairs performance inc. Data on response times, average time taken between repair request being reported and the issue being fixed, number of callouts, number of missed appointments**

We are currently operating below our target across our responsive repairs, we are having the lowest scores across completing routine repairs within 28 days. I have added an appendix that shows the position within Haringey and across Clarion Nationally. (Please see Haringey Report)

**Approach to tackling ASB and resolving disputes between neighbours**

The below is in relation to all tenures, and where managing agents manage homes on our behalf, they will be required to meet the ASB requirements. With regards to tackling ASB we adopt a supportive and victim centred approach when dealing with victims, witnesses and be flexible in our approach to managing incidents. We offer an enhanced service for our more vulnerable customers and will offer

to appoint a Resident Liaison Officer (to provide residents with a single point of contact for our more complex cases).

We use a range of interventions to deal with and mitigate ASB such as:

1. Acceptable behaviour agreements
2. Tenancy Warnings
3. Mediation
4. Environment Improvements e.g., fencing, underlay (noise nuisance), anti-vibration matting, ring doorbells, sound reducing headphones.
5. Target Hardening e.g., extra locks, anti-tamper locks, door chains, spyhole, additional lighting, door/window shock alarms, personal alarms
6. Management Transfers
7. Advice and Support e.g., general housing advice, referrals for victim support, CMHT, internal support services such as tenancy sustainment, complex needs team, safeguarding.

Undertaking the above with the aim to balancing proportionately enforcement action and intervention with prevention. Our more intense intervention includes:

1. Civil injunctions (on notice and without notice) which may include exclusion.
2. Committal proceedings should an injunction be breached.
3. Possession (discretionary and mandatory use of ground 7a)

Neighbour disputes are dealt with by the NRO's. In October 2024 we launched our Good Neighbour Policy, which embeds best practice identified in the Housing Ombudsman's Spotlight on Noise report. This clarifies that noise disturbances arising from household noise, that may have a disproportionate impact on residents, will attract a range of interventions including but not limited to referrals to our Noise App, surveyor inspections and/or referrals to an acoustic specialist for insulation recommendations.

### **How do you engage with the council and other key local partners?**

We engage with key partners for the following:

1. Police – disclosures, joint visits, requests for environmental visual inspections, closure orders, CPW, CPN, risks, door knocking exercise support, safeguarding. We engage through SNT's, individual officers directly and through CCA's.
2. CMHT – Referrals, fact finding exercises (particularly around capacity), community treatment orders, supported accommodation. Quite often we engage directly with an individual's care coordinator.

3. MARAC – We attend multi agency risk assessment conferences
4. IDVA – Usually Solace but there are others, to determine risk and support with reducing the risk as well as management transfers.
5. LA's ASB Team – We engage with the LA's ASB team for partnership working, door knocking exercises, information sharing/obtaining, joint visits.
6. LA's noise team – Noise abatement notices, breaches.
7. Social Services (adult and children) – safeguarding, information sharing/obtaining.
8. LA's dog control team – Dangerous dogs and control of dogs
9. Drug and alcohol services –
10. Community Trigger Review – Where a resident is not satisfied with the handling of an ASB case they are able to ask for a review by the LA. We participate in these meetings and undertake any recommendations given.
11. Youth violence reduction team – We actively engage with the team where required, usually to assist with reduction of
12. Youth offending
13. Outreach for rough sleepers - contact, assessment, and support of people sleeping rough in the area
14. Schools – If a student is committing ASB or for safeguarding of a child.

### **Data on what percentage of your stock meets the Decent Homes Standard**

Clarion reported 98.96% decency on the 2024 return: 1,011 units failing.

38 of these units are in Haringey, which against a total unit number of 1555, means a decency rate of 97.56%.

### **How is decency being defined and assessed?**

Clarion follows the definitions and methods set out in the Government Decent Homes Standard; therefore, homes are assessed against the four criteria specified in there:

- a) It meets the current statutory minimum standard for housing
- b) It is in a reasonable state of repair
- c) It has reasonably modern facilities and services
- d) It provides a reasonable degree of thermal comfort

We assess all four criteria within our stock condition survey programme; properties are physically inspected and the data and information gathered is then stored within our system to measure against each year.

**How often are they going into properties to assess?**

We aim to carry out a physical stock condition survey on every unit every five years. 78% of all Clarion's units in Haringey have had a survey within the last five years.

**What is the planned investment to maintain/renovate homes and bring them up to standard?**

We deliver prioritised annual planned investment programmes to complete maintenance and component replacements across all our stock, where homes are highlighted as potentially failing the decent homes standard we undertake further physical investigation, engage with the residents and prioritise works. We also complete compliance inspections to all our homes incl. electrical testing, gas servicing and repair work alongside our investment programmes to ensure our components are in good condition and to relevant standards.

**What is your compliance position?**

I have provided Clarion's compliance position with the big six areas across Haringey and across Clarion Nationally. This is an area of focus for Clarion to ensure that we are delivering on the TSM's and the Consumer standards in delivering safe homes and being a responsible landlord

**Data - % compliance with the different compliance areas**

Please see attached Haringey report

**How is this being checked/monitored?**

This work is underpinned by clear policies and processes which is overseen by the compliance team with support from other areas of the business as required if there are concerns with access or we need to seek a legal remedy

**How are you performing against the new Regulatory standards for social landlords?**

We welcome the implementation of Tenant Satisfaction Measures (TSMs) to ensure accountability and transparency for social landlords. At Clarion, we are committed to monitoring our performance, holding ourselves accountable and being transparent. Our lowest scores align with the areas of our service delivery that we have already identified as key improvement areas and have prioritised as part of our major transformation programme, Connect - which we embarked upon in recognition of our changing operating environment and the mounting pressures the sector faces.

It will take some time to roll out pilot programmes, embed learning and see this reflected in our TSM scores but we are confident these will improve year-on-year. We are already seeing the benefits of some of our changes in repairs and complaints handling reflected in our monthly, independently measured customer satisfaction surveys. As opposed to the TSM surveys, these surveys are triggered by a recent direct transaction a resident has had with us, and therefore influenced by their most recent experience

As Clarion is a national organisation our TSM survey, while representative of our residents, is too small a sample to provide robust breakdowns at individual LA. Similarly for the Management TSM scores, current reporting systems means we are currently only able to provide the national level scores.

These are all available on [Clarion publishes first set of Tenant Satisfaction Measures \(TSM\) scores \(clarionhg.com\)](https://clarionhg.com)

### Overview of Housing Ombudsman complaints, % upheld by Ombudsman, trends in what kinds of cases are going to Ombudsman and what kinds of complaints are most often being upheld

The latest accurate information we have about HOS complaints is from 2022/23 and I attach the report. Below you can see the data which I have pulled out about categories of complaints that are upheld and trends. As you can see from the graph the biggest trend where we find service failure or maladministration is in relation to our repairs service.

#### Findings by Sub-Category | Cases Determined between April 2022 - March 2023

Table 3.4

Highlighted Service Delivery Sub-Categories only:

| Sub-Category                                   | Severe Maladministration | Maladministration | Service failure | Mediation | Redress   | No maladministration | Outside Jurisdiction | Withdrawn | Total     |
|--|--------------------------|-------------------|-----------------|-----------|-----------|----------------------|----------------------|-----------|-----------|
| Responsive repairs - general                   | 0                        | 11                | 3               | 1         | 7         | 3                    | 4                    | 0         | 29        |
| Responsive repairs – leaks / damp / mould      | 0                        | 10                | 8               | 1         | 2         | 3                    | 0                    | 0         | 24        |
| Noise  | 0                        | 1                 | 1               | 0         | 1         | 6                    | 0                    | 0         | 9         |
| Pest control (within property)                 | 0                        | 1                 | 3               | 0         | 1         | 0                    | 0                    | 0         | 5         |
| Responsive repairs – heating and hot water     | 0                        | 3                 | 0               | 1         | 1         | 0                    | 0                    | 0         | 5         |
| Service charges – amount or account management | 0                        | 1                 | 1               | 0         | 2         | 1                    | 0                    | 0         | 5         |
| Staff conduct                                  | 0                        | 0                 | 1               | 0         | 1         | 3                    | 0                    | 0         | 5         |
| Fire Safety                                    | 0                        | 2                 | 1               | 0         | 0         | 1                    | 0                    | 0         | 4         |
| Gas inspections and safety                     | 0                        | 1                 | 1               | 0         | 0         | 0                    | 0                    | 0         | 2         |
| Communal areas – pest control                  |                          | 0                 | 0               | 0         | 0         | 1                    | 0                    |           | 1         |
| Decants (temp. or permanent)                   | 0                        | 1                 | 0               |           | 0         | 0                    | 0                    |           | 1         |
| District heating systems / Heat Networks       | 0                        | 0                 | 0               | 0         | 0         | 0                    | 1                    |           | 1         |
| <b>Total</b>                                   | <b>0</b>                 | <b>31</b>         | <b>19</b>       | <b>3</b>  | <b>15</b> | <b>18</b>            | <b>5</b>             | <b>0</b>  | <b>91</b> |

### Latest tenant satisfaction data

Effective handling of complaints:

- Social residents happy with our approach to handling complaints: 20.3%
- Number of complaints received relative to our size as a landlord (Stage 1) – 46.4
- Number of complaints received relative to our size as a landlord (Stage 2) – 19.5
- Complaints responded to within Complaints Handling Code timescales (Stage 1) – 54.9%
- Complaints responded to within Complaints Handling Code timescales (Stage 2) – 75.2%

## **Approach to complaints handling**

### **Approach to staff training and organisational culture**

Last year we appointed Newton Europe, to analyse every aspect of our organisation and advise us on an efficient and effective change programme. This programme, 'Connect' has already challenged our approach and we have committed to some important changes.

Newton was asked to independently look at our end-to-end complaints handling customer journey and recommend areas for service improvement. As a result of the Connect review, during February/March 2024 we have;

- Committed to, wherever practicable, discussing and agreeing the complaint resolution with the customer
- Ensured a single point of contact within our independent complaints team, Customer Solutions.
- Committed to keeping the customer updated throughout the handling of their complaint as we know that better communication throughout the customer journey is essential to improving the customer experience.
- Customer Solutions colleagues are being upskilled and specialised in key service areas which is improving business relationships across Clarion, and this will help to provide timely and quality complaints resolutions.
- We have reviewed the quality of our complaint responses and made changes to provide improved and summarised outcome letters to outline the resolution agreed with customers.
- As well as upskilling in service areas we are training all our Customer Solutions staff on softer skills needed for successful complaints handling, working with an external trainer.
- A Quality Monitoring Team is already in place to identify key learnings for Clarion in terms of its complaint handling and seeking to embed and address the learnings to improve the quality of our complaints handling.
- A new process has been put in place in our Customer Solutions Team, which ensures complaints are acknowledged in a timely manner. This also enables the team to look to resolve a complaint at the first point of contact.
- We have introduced enhanced reporting, to identify early warning signals where complaints are complex and cannot be resolved quickly or where increased customer contact is needed or an agreed time extension.

As an organisation we need to continue to improve our complaints handling performance including keeping customers updated and providing full resolutions in a timely manner. We will continue to monitor the progress we are making and regularly report our performance to the Customer Committee, Clarion HA Board and publish our performance on our website and through our Clarion Commitments.

