



**LATIMER**  
by Clarion Housing Group

**SUSTAINABILITY  
REPORTING ADDENDUM  
2021/22**

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## INTRODUCTION

This document covers areas of sustainability reporting specific to Latimer by Clarion Housing Group for the financial year 2021/2022. This provides some information in advance of the Clarion Housing Group Social Impact Report and annual report for 2021/22.

The structure of reporting enclosed is based around the Next Generation initiative.

The focus of the data is on completed housing developments controlled by Latimer during 2021/22, excluding any home purchases through section 106 agreements.

For 2021/22 there were 12 completed developments under full Latimer control across London and Southern England. These completed projects provided 934 homes. It is important to note that this is a different number to the number of completed homes during 2021/22, as many of the completed homes are part of ongoing developments.

# STRATEGY & GOVERNANCE

## OUR SUSTAINABILITY VISION

Latimer is the development arm of Clarion Housing Group, as such we share Clarion’s vision for sustainability, which is integrated with the Group Strategy. More information can be found on our group website <https://www.clarionhg.com/about/our-strategy/>

Our sustainability approach was driven by a Materiality Review carried out by JLL in 2019. This looked at industry drivers, regulation, and the views of internal and external stakeholders to highlight the most material issues.

The most material issues are listed below, with reference to where they sit in our Sustainable Development Roadmap and Framework documents.

Material Issue	Where referenced in Sustainable Development Roadmap/framework or other documents
Health & Safety	Social value
Human Rights and Labour conditions	Social value
Climate Change	Adaptable and Resilient
Energy & Carbon	Energy & Carbon
Placemaking	Healthy Places + Architectural and placemaking brief
Local Economic Development	Social value
Affordable Housing	Corporate strategy
Sustainable Lifestyles	Healthy Places
Green Infrastructure	Health Places and Planet Friendly
Sustainable transport and connectivity	Healthy Places
Diversity and inclusivity	Social Value
Community health & wellbeing	Healthy Places
Air quality	Healthy Places
Accessibility	Healthy Places
Resource management	Planet Friendly
Corporate governance	Corporate strategy

## GOVERNANCE

Latimer has a Sustainability Governance Committee that meets twice a year to review sustainability performance and update targets. This group is made up of the Latimer Sustainability Lead, The Group Director of Development and Development Leadership Team directors.

Annually a full review of sustainability performance is carried out against both the targets set for the year and the long term objectives. The main focus will be around the KPIs looking at energy/carbon, biodiversity, waste and water.

Sustainability now forms a key part of the business objectives for all departments within Latimer, and the Director leads for each department are accountable for these objectives, which are included in their appraisals.

## INCREASING SUSTAINABILITY KNOWLEDGE

We publish an annual social impact report as Clarion Housing Group that reports on all aspects of sustainability performance across the group; social and environmental. This is available to all staff and external stakeholders and can be found at [https://www.clarionhg.com/media/2321/clarion0003\\_social\\_impact\\_report\\_v8\\_spreads.pdf](https://www.clarionhg.com/media/2321/clarion0003_social_impact_report_v8_spreads.pdf) and our annual report <https://www.clarionhg.com/media/2256/clarion-housing-group-annual-reports-and-accounts-2020-21-final.pdf>

In addition, regular update posts are made to a news stream on an internal technical portal covering sustainability topics. This is accessible to all Clarion and Latimer staff and covers updates to standards, policies, procedures, regulations and technologies. Technical notes are also produced and shared through the technical portal, highlighting the details of technical or regulation changes and the challenges projects will need to overcome. The Internal comms team create a monthly Clarion Community magazine for all clarion staff. This includes regular updates on sustainability including our achievements in projects.

All staff have a generic sustainability related training package online using a bespoke version of the UKGBC’s sustainability essentials course. This is backed up with specific training for teams on the sustainability procedures and standards. During 2022 we are rolling out improved role specific training focused on the specific stages of a project (land, development, commercial, delivery and sales). This will be delivered by a mixture of internal and external sustainability experts to raise the overall knowledge base of the team.

We are currently working on a skills gap assessment that will define the training need for all Latimer staff going forward.

# RESEARCH AND INNOVATION

## ENVIRONMENTAL RESEARCH

Latimer is about to start an exciting programme of environmental research utilising our small sites as test beds to explore different approaches to improve performance in:

- Sustainable construction, principally through offsite construction technologies
- Reducing energy demands and carbon emissions in homes
- Reducing water consumption in homes

One site in Hertfordshire of seven homes we are trialling two different approaches to meet the indicative future homes standard. Two of the homes (a semi-detached pair) will be constructed to the indicative fabric performance in the consultation document for the FHS, with heating and hot water provided by air source heat pumps. The remainder, a terrace of houses, will have an improved fabric performance following the principles of passivhaus, with direct electric heating, smart hot water tank and increased levels of Photovoltaics. All homes will achieve the indicative 75% carbon emissions reduction over the 2013 Building Regulations as indicated as the FHS performance standard.

An independent research consultant will be employed on this project, which starts on site in June, to monitor the performance of the homes in operation. This will include monitoring of the actual energy performance and comparison against the predicted energy use. Full post occupancy evaluation in line with the new British Standard will be carried out including surveying the residents.

A detailed research report will be produced after a year of occupation, with the intention of publishing the results through appropriate media.

We have also collaborated in key pieces of industry research such as the report into the recommendations into the future development of the SAP calculation tool. Our expertise in developing, owning and operating homes was utilised with a consortium of consultants and academics to create a research report for BEIS, which is available from <https://www.etude.co.uk/news/the-future-of-sap-calculations/>

## SOCIAL RESEARCH

Being a business with a social purpose, Clarion Housing Group carries out a number of research projects focused on the social aspects of sustainability each year. These are covered on the Group website <https://www.clarionhg.com/news-research/research/>

The main piece of research carried out each year is the Clarion Index, which surveys the views of at least 1000 residents across our portfolio. The 2021 index included sustainability related questions for the first time, allowing us to benchmark the views of residents on sustainability related issues and track this over time.

Since 2012 Clarion annually undertakes a robust, representative survey with 2,000 of our residents the Index. insight from this is used to inform operational decision making .

For the first time in 2021 this contains a section on our residents opinions vies on various aspects of sustainability

During the pandemic we expanded this research to explore the economic social and wellbeing impacts on our residents in greater detail. This longitudinal study tracking on the ongoing impact, particularly the financial challenges our residents were facing, directly informed and shaped Clarion’s service response to COVID, how and to who we were providing support , ensuring we were reaching the most vulnerable.

- Index 2021 <https://www.clarionhg.com/media/2337/2951021-the-index-2021-final-22-dec.pdf>

See The report Clarion Housing Response to COVID-19 for the impact that the customer insight research had on the organisation.

- The Impacts of COVID-19 on Clarion Housing Residents - part 2 of 4 (April 2021) <https://www.clarionhg.com/media/2205/010421-impact-of-covid-19-on-residents-report-2-final.pdf>

- The Impacts of COVID-19 on Clarion Housing Residents A longitudinal study - part 3 of 4 October 2021

<https://www.clarionhg.com/media/2279/october-2021-covid-report-part-3-of-4-final.pdf>

- Clarion Housing Response to COVID-19

<https://www.clarionhg.com/media/2213/0430321-clarion-response-to-covid-report-final.pdf>

## AN UNEVEN RECOVERY? HOW COVID-DEBT AND COVID-SAVING WILL SHAPE POST-PANDEMIC CITIES

We have worked with Centre for Cities to research the impact of the COVID recovery across the country.

This report finds that these Covid-savings are disproportionately spread across the country as people have experienced the pandemic in dramatically different ways.

People living in richer areas have been able to cut back and accumulate savings, whilst people living in less affluent areas have struggled to save as much, with some now facing a bigger debt burden. These differing experiences mean there will be implications for how quickly different places are able to recover.

Based on the above trends, this report analyses how Covid-debt and Covid-saving will shape post-pandemic cities, concluding that:

- 1 In every urban area, there are pockets of winners and losers from the pandemic
- 2 Covid-savings have mostly accumulated in cities and large towns in the South of England
- 3 In cities and large towns in the North and Midlands more people are likely to have been pushed into debt

<https://www.centreforcities.org/publication/an-uneven-recovery/>

#### TUDEFT PHD STUDENT – REDWELL PROJECT.

Study reappraising Affinity Sutton first 'fuel poverty vulnerability indicator' from 2013. Examined how the vulnerability indicator could be aligned and adapted to the latest scientific findings, recent regulatory changes, and daily operations of the business. Providing recommendations on how to revise the indicator and its use, plus survey questions together further information.

This and the field visits to Wisbech and Tonbridge Social Housing Decarbonisation Fund Demonstrator co-financed whole house retrofits advance our practical understanding of lived experiences of tenants in fuel poverty. Student is contributing to Clarion's emergent fuel poverty strategy.

Clarion supported student in a successfully funding bid for 3 focus groups in UK, Holland and France with RPs and policy makers on overcoming barriers use of fuel poverty data in policy and winter 2022.

<https://www.re-dwell.eu/blog/bridging-research-and-practice-during-secondment-at-clarion>

## ENVIRONMENTAL SITE MANAGEMENT

The environmental management of our construction activities are in the hands of our construction partners, primarily our contractors. To ensure we have good management of environmental issues on site, we now ask for our contractors to have a certified Environmental Management system following the principles of ISO 14001 or EMAS.

To ensure that the construction sites deliver on these standards, our contractors are required to carry out planned inspections and spot checks of site against environmental aspects. These should be carried out by company directors and specialist environmental staff.

## DESIGN STANDARDS

All Clarion and Latimer homes are built to a series of design standards that include sustainability. These are covered in our Sustainable Development Framework, as well as design briefs and technical standards.

All new homes must be built to deliver at least a 35% reduction in carbon emissions from the Building Regulations (Part L 2013) as a minimum standard. Our Sustainable Development Roadmap highlights the timeline for further reductions to 2025 where homes will be reaching a 75% carbon reduction target.

Water efficiency is also taken into account with all new homes meeting the 105 litres per person per day standard a 12% improvement over the Building Regulations (Part G) minimum requirements.

All new homes are built to be at least 5 dB better than building regulations (Part E) in terms of the sound transmission through party walls and floors/ceilings, to help create more peaceful places to live.

Our homes also have more healthy indoor environments as all airborne pollutants, such as Volatile Organic Compounds, emitted from products used in construction and fit out will be below the levels defined in the Institute of Air Quality Management Indoor Air Quality Guidance document. All new Latimer homes will be fossil fuel free, so emissions from burning gas for heating and cooking will be removed.

Overheating risk is also covered, with all new homes undergoing an overheating assessment using the CIBSE TM59 methodology.

Outside of the home, our developments are required to include sustainable urban drainage systems to reduce the risk of surface water flooding.

## ECOLOGY & BIODIVERSITY

Our Sustainable Development Framework sets out a minimum standard for 10% Biodiversity Net Gain on all projects. We are targeting continual improvements to this with an overall target of achieving an annual 30% biodiversity net gain across all completed Latimer projects by 2025. Our target is to reach this 30% target through onsite measures alone.

As the new Defra metrics and legal Biodiversity net gain requirements come into force, we will review these targets against performance annual to ensure that continual improvement is achieved.

## ENERGY & CARBON

### OPERATIONS

Clarion Housing Group has set a target to become a net zero carbon business by 2050. This covers scopes 1, 2 and 3 emissions. Scopes 1 and 2 have been benchmarked in 2021 (see annual report), with Scope 3 emissions due to be benchmarked in 2022 to establish baseline years.

A detailed roadmap of the route to zero carbon will be published later in the year.

Our Scope 1 and 2 emissions are reported in our Social Impact report - [https://www.clarionhg.com/media/2321/clarion0003\\_social\\_impact\\_report\\_v8\\_spreads.pdf](https://www.clarionhg.com/media/2321/clarion0003_social_impact_report_v8_spreads.pdf)

An update will be published later in the year including the change in performance over the past 2 years.

### OUR HOMES

Our Sustainable Development roadmap highlights our targets for decarbonisation up to 2025. The principle target is a 75% reduction in carbon emissions of our homes in operation.

A net zero target and roadmap will be set shortly, which will focus on whole life carbon of homes – ie covering both the carbon emissions in use and those produced in construction (upfront embodied carbon).

We have carried out a baselining exercise for upfront embodied carbon, indicating a value of 426 kgCO<sub>2</sub>e/m<sup>2</sup> across the homes completed in 2021/22.

The average SAP rating of the homes completed in 2021/22 was 84.6 (excluding those purchased through section 106 agreements). The overall average including S106 homes was 84.2. The data below shows the change

in SAP/EPC ratings over the last three years for homes built under Clarion/Latimer design control.

SAP/EPC Rating (excluding S106 homes)	2019/20	2020/21	2021/22
Average SAP	83.9	84.0	84.6
Highest SAP rating	88	100	105
Lowest SAP rating	71	72	79

The overall average regulated primary energy demand (as calculated in SAP) for homes completed in 2021/22 was 68 kWh/m<sup>2</sup> per year.

## WATER

Reduction in water usage is increasing in importance again, with areas of the country under high levels of water stress due to high extraction rates to meet demands. Our Sustainable Development Roadmap has set a minimum standard for each home to achieve a water efficiency value of 105 litres per person per day, reducing to 90 litres per person per day by 2025.

The average water efficiency rate in homes delivered in 2012/22 was 109 litres per person per day, higher than our minimum standard due to some legacy projects built under old requirements to building regulations minimum standards.

On our construction sites we are now monitoring water usage of our contractors with a target of a reduction of 80% in site water usage by 2025 compared to the industry benchmark of 148 m<sup>3</sup> per £million project spend.

# WASTE & CIRCULAR ECONOMY

## WASTE TARGETS

In our Sustainable Development Roadmap we have targeted zero waste to landfill by 2025 on the development projects where we have full control. This will also be a target we will encourage our partners delivering Section 106 affordable homes to us to take up as well. This target includes construction, demolition and excavation waste.

Our Roadmap to waste reduction is shown below

2021	2022	2023	2024	2025
Introduction of the use of Smartwaste to collect construction waste data from sites to benchmark performance	Target 97% of construction waste diverted from Landfill	Target 98% of construction waste diverted from Landfill	Target 99% of construction waste diverted from Landfill	Target 100% of construction waste diverted from Landfill
	Benchmark demolition and excavation waste from landfill through reporting through smartwaste	Target 98% of demolition and excavation waste diverted from landfill	Target 99% of demolition and excavation waste diverted from landfill	Target 100% of demolition and excavation waste diverted from landfill

## CONSTRUCTION WASTE DATA FROM FY 2021/22

Across all Clarion/Latimer controlled projects during the last financial year a total of 98.2% of all construction waste was diverted from Landfill.

Only one project had data reported for demolition and excavation waste; phase 1 of our regeneration project at High Path in South Wimbledon. Here the contractor had managed to divert 100% of this waste from landfill.

The normalised construction waste produced on Clarion/Latimer controlled projects completed in 2021/22 was 12.4 tonnes/100 m<sup>2</sup>.

# TRANSPORT AND CONNECTIVITY

Latimer values creating well connected places so the occupants of our homes aren't isolated if they do not have a car. We aim to provide the facilities to enable safe cycling.

93% of the homes in Latimer developments completed in 2021/22 had access to secure cycle storage. This is either a resident only communal cycle shed/store or individual facilities in their property.

Looking at wider initiatives to reduce car dependency, 58% of the developments completed in the last financial year had sustainable transport plans produced, 17% of which included the provision of car clubs.

Access to public transport is also important, with bus stops and railway stations ideally within walking distance of every home. Of the developments completed in 2021/22, 80.5% of homes were within 500 m of a transport node and 100% of homes were within 1000 m of a transport node. This is measured via safe, recognised pedestrian routes.

## PROCUREMENT

Clarion Housing Group has sustainability integrated into its Group Procurement Strategy. The strategy supports the Clarion Housing Group Sustainability Strategy, Goals & Workstreams (based on a materiality review – see Social impact report):

- Healthy Environment
- Resilient Society
- Good Governance

The Sustainable Procurement Policy holds the Supply Chain to account through:

- Supply Chain Emissions Impact - Measurement & Reduction
- Supply Chain Waste Impact - Measurement and Reduction
- Collation and sharing of innovative ideas from supply base to support Clarion's initiatives

Our supplier code of conduct can be found on our website here.

<https://www.clarionhg.com/media/2198/clarion-supplier-code-of-conduct-21.pdf>

This describes the approach we expect of all our suppliers and development partners, in terms of working professionally and responsibly.

Our statements related to Modern Slavery and Human Trafficking are available here <https://www.clarionhg.com/about/our-values/anti-slavery-and-human-trafficking/>

Our Sustainability policies include a requirement for FSC or PEFC certification for all timber used in construction. This is included as a contractual requirement for all construction projects. This is included in every project and is monitored through the BRE Smartwaste system by our contractors. The reporting is audited internally.

## HEALTH & SAFETY

At Latimer health & safety is one of our core principles driving everything we do. While we don't directly employ the people working on our construction sites, we do require that our contractors who do maintain a formally certified Health & Safety Management System based on ISO45001. We also contractually require that our contractors have a health & safety led site inspection strategy that involves both regular inspections and spot checks made by their directors.

For our own staff we have a role specific Health & Safety training matrix. Every member of Latimer staff also goes through training on our Zero Incident Pledge – a behavioural change programme focussing on health & Safety and reducing incidents on our projects. We also offer this training to our construction partners where they do not have something similar in place.

To help support operatives on our sites, we have developed and deliver tool box talks on Wellbeing and modern slavery.

## COMMUNITY AND CUSTOMER ENGAGEMENT

Latimer has a community engagement approach for all our new build projects. This is detailed in our Community Engagement Statement, which can be found on our website.

Many of our projects now contain initiatives that promote community well-being. An example of this is the Brompton Cycle Hire scheme we are offering residents in Colliers Wood – see case study.

### CUSTOMER ENGAGEMENT

All new homes come with a home user guide detailing the features of the home and how best to operate them. This is given to the occupier as they move in. As we install more new technologies into the home and energy efficiency is becoming more important, these guides will contain full details of the sustainable technologies, such as heat pumps, PV and MVHR, as well as step by step guides on how to operate the home most effectively. For some technologies this also includes links to manufactures videos that explain the operation, such as those that Mitsubishi provide on using heat pumps <https://es.mitsubishielectric.co.uk/homeowners/homeowner-welcome-pack/getstarted/homeowner-videos>

In addition to the information handed over, our customer experience team provide home demonstrations. In most cases these are carried out the day before purchase completion so the customer has more time to focus on the details. It covers how to use their heating, hot water systems, ventilation system, water shut of valves, controls and locations of bike and bin stores.

### AFFORDABLE HOUSING PROVISION

The breakdown of tenures of the homes completed are included in the Clarion Social Impact Report on our website.

Of the projects that completed in 2021/2022 which were not part of a section 106 purchase, affordable housing (rent and shared ownership) provision was 89% higher than the local authority targets.

## DESIGN AND PLACE-MAKING

As well as having standard house types designed by a registered architect, we appoint registered architects and urban designers on all Latimer projects. This helps ensure that placemaking stays high on the agenda, helping build communities that last.

Our Dyecoats project on Kirkstall Road in Leeds is a great example of our holist approach to sustainable placemaking, covering environmental, community and economic aspects in the masterplan.

Building sustainable communities is a driving principle for our developments. A process has been written to guide the design teams to include these principles in all of our designs – see Sustainable Community Considerations process document on the Clarion Housing Group website.

Of the projects completed in 2021/2022 14% had completed a Building for Life review either by the project team or via an independent review.

Half of the completed projects in 2021/22 included community infrastructure as part of the development. This included:

- Sustainable urban drainage features such as swales and balancing ponds to reduce flood risk
- Flexible work spaces and café
- Convenience stores
- Open green spaces
- Public art installations from local artists
- Traffic calming measures



## CASE STUDY CLARION HOUSING GROUP, HADLEY PROPERTY GROUP AND BROMPTON BIKE HIRE LAUNCH CYCLE 42, A NEW CYCLING INITIATIVE FOR MERTON RESIDENTS

Brompton Bike Hire is joining forces with Clarion Housing Group and Hadley Property Group to open CYCLE 42, the partners' first ever pop-up cycle hub, offering 50 Brompton folding bicycles to Merton residents on a free 90-day trial basis from March 2022.

All three CYCLE 42 partners believe in the power of cycling to improve physical and mental health, and recognise its crucial role in making our communities more environmentally friendly. Inspired by Brompton's Wheels For Heroes campaign, started in April 2020 to provide free cycle hire for NHS workers, this new initiative has been developed to help improve the mental

and physical health of Merton residents.

The CYCLE 42 scheme is open to people who do not currently have a bicycle. Applications were assessed using a set of needs-based criteria, with priority groups including key workers. Those not allocated a bike in the first round were added to a waiting list and contacted when bikes became available. Costs were subsidised by Clarion Housing Group, Hadley Property Group and Brompton Bikes.

Brompton found that a significant proportion of people who tried its Covid-19 response Wheels for Heroes campaign scheme went on to buy their own bicycle, demonstrating that allowing people to dip their toe into

cycling for free is an important way to get more people using bikes.

**Julian Scriven, Managing Director, Brompton Bike Hire, says:**

"We are delighted that Hadley and Clarion have partnered with us to keep the Wheels For Heroes initiative going, and that we can support CYCLE 42 in Merton. These bikes were funded by charitable donations from the public, the places to ride fund and partially by Brompton Bicycle. From day one we have been insistent that the story shouldn't end when Covid-19 is over. We will be using these bikes to create a change in people's travel habits across the nation."

Located on currently unused land at 42 Station Road in Colliers Wood, CYCLE 42 is a new community hub providing space for cycling, upcycling and recycling activities, including the new Brompton Bike Hire scheme. After registering online, the first 50 Merton residents will pick up their bikes from the hub during socially-distanced, bookable induction slots from 19-21 March. Thanks to Clarion Futures, the charitable foundation of Clarion Housing Group, each participant will receive a helmet and high-vis vest, as well as an information pack covering cycle safety and FAQs.

'If we make more journeys on foot or by bicycle and design our local environments to facilitate this, we deliver a more attractive public realm and a raft of associated environmental and physical benefits.' Active Transport for Healthy Living 2014

After the 90-day free hire period, residents will be able to purchase a discounted refurbished bicycle from Hadley's charitable partners The Bike Project, also based at 42 Station Road, who repair and upcycle second-hand bicycles, donating the majority to refugees and asylum seekers across London. The Brompton bicycles will then be redistributed to the next 50 Merton residents on the waiting list. The scheme at CYCLE 42 will run for 12 months, with the aim of enabling around 200 local residents to benefit.

Developer Hadley is currently in the process of preparing a planning submission to redevelop the site at Station Road. The development proposals include a number of sustainable transport initiatives, in line with its strong commitment to sustainability and to promoting the use of active and affordable travel in its development locations. These will include the provision of affordable cycle hire, a bike café, water fountains and information boards for cyclists and pedestrians, and generous resident and visitor bike parking.

Clarion Housing Group is the UK's largest provider of affordable housing and owns and manages more than 9,700 homes across the London Borough of Merton, making this initiative one that will directly benefit many of its residents. Clarion and Hadley formed a strategic partnership in 2020 to deliver high-quality, mixed-use developments across London and in other major urban centers, with developments planned in Goodmayes and Streatham Vale.

**Richard Cook, Group Director of Development at Clarion Housing Group, commented:**

“At Clarion, we're not just about bricks and mortar, but building thriving and vibrant communities. We have thousands of homes in Merton and are delighted to be working in partnership with Hadley and Brompton Bike Hire to launch a new initiative that will improve the health and wellbeing of our residents, through lockdown and beyond.”

**Matt Griffiths-Rimmer, Director of Communications and Partnerships at Hadley Property Group:**

“This piece of land has been standing unused, and we are really pleased to join forces with Clarion and Brompton Bike Hire to provide a service which makes such a positive difference to local residents, particularly at a time when good news is in short supply. CYCLE 42 will create a new hub of community activity on a site which was in real need of activating. It will be great to see more people trying out cycling, and hopefully this will help a significant amount of people to make a permanent switch away from cars for the majority of their journeys.”



## CASE STUDY DYECOATS, LEEDS

Clarion believe that good design gives a development a sense of place, helps residents to feel part of a neighbourhood, and makes properties feel like home.

As a housing association, we are invested in the long-term wellbeing of our residents and neighbourhoods. We are committed to delivering quality homes for our residents, working with local communities and stakeholders to ensure we create successful places. Good design is fundamental to our success and is therefore embedded in our corporate strategies, both at a group level, and within the Development business which is focused on the creation of new homes and communities. Clarion schemes should be places that last, which means that they are resilient, designed for our changing world, built to be socially, economically and environmentally sustainable. They should be places where people are proud to live and work.

Creating successful places is complex. We welcomed the Government's National Design guide for setting clear parameters of good design which can be used by developers, local communities and planning authorities to positively shape the places we create. Good design is more than architecture, and the National Design Guide sets out many of the other considerations which are critical to a scheme's success.

To ensure we deliver good design it's crucial that all of the identified characteristics are considered from the outset, not just by the project team, but also through engagement with local communities and key stakeholders.

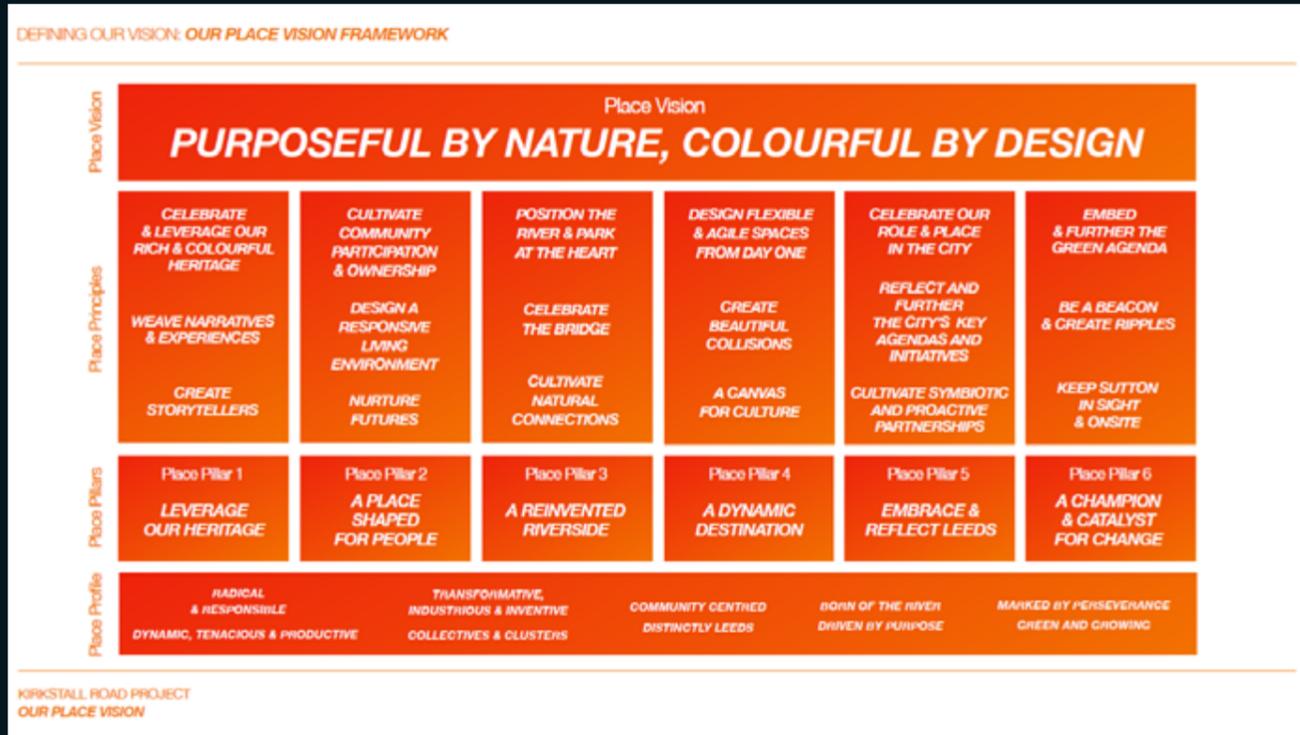
Well-designed places improve people's quality of life. They bring health and wellbeing benefits, create economic opportunities, deliver community cohesion and can reconnect people to nature whilst improving biodiversity.

### DYECOATS EXAMPLE:

To ensure placemaking and sustainable design was embedded from the outset of the project, one of the first things we undertook following the acquisition of the site was undertaking a Vision Workshop. We ran this workshop for a full day, on the site which was attended by the Local Council, Latimer and the Design Team. We used an external facilitator to undertake research of Leeds, the site history and local area. Presenting this back set the scene for open discussion and working groups which was overlaid with Latimer's aspirations for the site, as well as the Council's aspirations.

### THE VISION

All this material was consolidated into a Vision document for the site. This established the overarching vision, as well as 7 key place pillars. These then serve as key decision making tools, informing the design and decision to ensure we work to deliver on the collective aspiration. As the scheme developed, this was further supplemented through feedback during the public consultation process and engagement with a wider stakeholder group.



The 'Place Pillars' and 'Place Principles' listed in the vision document set design and operational outcomes which deliver environmental, community and economic development ambitions. As part of the design process there were regular checks to ensure we were still delivering on the placemaking ambitions of the project.

### Vision Statement

- Place Pillar 1: Leverage our heritage**  
Create a strong identity to colour throughout the scheme by applying colour accents in signature buildings. A new industrial architecture inspired by the heritage and historical context.
- Place Pillar 2: A Place shaped for people**  
Create a face to the community where people will meet incidentally. A place that provides opportunities for diverse uses and activities: work, live, play, shop, meet, rest.
- Place Pillar 3: A reinvented riverside**  
Opening up the riverside for the community through green links. Focal park area with 250 trees to be planted, wetland area and play space as a new community hub.
- Place Pillar 4: A dynamic destination**  
The creation of key character areas provides diversity in how the spaces are experienced with key cross over spaces for interaction opportunity.
- Place Pillar 5: Embrace & reflect Leeds**  
Celebrate our key role and place in the City. Reflect and further the City's key agendas and initiatives. Cultivate symbiotic and proactive partnership.
- Place Pillar 6: A champion & catalyst for change**  
The scheme embeds and drives the green agenda. Clarion Futures training programmes open to residents.

10-81 KIRKSTALL ROAD

### OUR PROCESS

As part of our standard development procedures, the scheme was developed in line with the National Design Guide to ensure key placemaking characteristics were considered throughout the design process. By using the National Design guide, alongside our Visions document, we ensure that environmental, community and economic development considerations were integrated into the design process.



These considerations flow through into the phasing of the project. We were keen to ensure that we create a successful community and place from the first phase of the project. For this reason we purposefully looked to create a diverse and multi-tenured first phase, comprising of almost 700 homes. By delivering a mix of tenures, Affordable Homes, Private Sale Homes, Build to Rent and Student accommodation we would have a scale of development delivered in the first phase to support an active and dynamic place.

### ECONOMIC / COMMERCIAL STRATEGY

To deliver placemaking early on, whilst delivering early social and economic benefits the scheme is looking to progress meanwhile activities on the site. This would enable us to get the site in use and giving new local enterprises the opportunity to establish. The long term aim is that they can move into final retail and commercial units and the meanwhile activity acts as an 'incubator space'.

In line with the Vision for the project we are looking to deliver a commercial strategy which provides spaces for start-ups, maker spaces and cultural uses on the site. Our brief is that we need to create an inclusive space, someone shouldn't feel excluded from the place because they can't afford to spend £3 on a coffee. People regardless of age, gender, religion or economic background should feel welcome, safe and engaged by the place we create; the retail and commercial occupants we let the spaces to be a key consideration in achieving that.

### The Masterplan Phase 1



10-81 KIRKSTALL ROAD

**FURTHER EVIDENCE - ENVIRONMENTAL, COMMUNITY & ECONOMIC OUTPUTS**

The following details a range of initiatives that will produce quantifiable benefits to the local environment, community and economy under our proposals at Dyecoats:



**A project to support homelessness** via on site temporary modular accommodation



Centralised cycle hub being included to encourage active travel and promote healthy living



**New bridge and north/south connection** improving permeability across the site and benefiting wider community – a walkable location



All homes net carbon zero compatible in line with the Clarion Carbon Roadmap,



All electric scheme to reduce reliance on fossil fuels



**Landscaping designed** to encourage social interaction and community building, with resident grow gardens and play spaces.



ASHP/ Photovoltaics and a fabric first approach aimed at reducing fuel poverty



# SOCIO-ECONOMIC DEVELOPMENT

## SOCIAL IMPACT STRATEGY

Latimer’s social impact strategy sets targets for our development activities, while Clarion Futures (the charitable arm of Clarion Housing group) sets the wider social impact strategy including business operations – See Clarion futures section of website and social impact report.

The Latimer strategy sets targets for up to 2027 and includes definition of the measurement of the impact of our initiatives. The targets include the following, which should provide over £1.2 million of social value.

Jobs and training	
Apprenticeship	440
Full time Local Employment	440
Sustained Job (13 weeks or greater)	220
Accredited Training Course	870
Work Experience	880
Work related learning (e.g. school outreach)	6380

The exact set of social value initiatives used on each project is defined on the back of a local needs assessment, defining the approach needed to give the greatest benefit to the local community. A detailed roadmap of the targets will be achieved by 2027 is contained in the strategy.

## JOB CREATION

Latimer believes in developing our employees from early in their career. To aid this we have a graduate training programme, an apprenticeship scheme and have been a part of the Government’s Kickstart programme, giving 6 month placements for young people to give them a helping hand into the workplace. Several of our Kickstarters have gone on to become fulltime employees or have joined our full-time apprentice scheme.

	2021/22	2020/21
No of graduates, apprentices and trainees employed	20	18
Total No of Latimer Staff	280	255
% of employees in trainee positions	7.14%	7.06%

## DIVERSITY AND INCLUSION

Our diversity policies can be found on our group website <https://www.clarionhg.com/about/our-values/equality-diversity-and-inclusion/>. This includes our diversity strategy for working with our supply chain.

Diversity and Inclusion reporting can be found in our annual report, and in our annual gender and ethnicity pay gap reports – <https://www.clarionhg.com/about/our-values/gender-pay-gap/>.

## LOOKING AFTER OUR STAFF

Throughout Clarion housing Group all employees are paid the living wage. In Latimer we also extend this requirement to our contractors as a standard clause in all contracts to ensure everyone involved in building our new homes is paid fairly.

We provide a number of benefits to our employees, including personal development programmes backed by annual reviews. Details are included on our careers page – <https://careers.clarionhg.com/life-at-clarion/>

In 2020 the Wellbeing Matters strategy was launched across the group. This included training for managers, access to a confidential helpline for advice through unum lifeworks, and Mental Health First Aiders. The Additions benefits programme also has options related to wellbeing including health screening checks, cycle to work schemes and health cash plans.

## LOCAL EMPLOYMENT OPPORTUNITIES

On our larger developments, creating employment opportunities is a key principle in creating a new community. One such project is our Graylingwell site in West Sussex. (see case study for inclusion)

# CASE STUDY GETTING WOMEN IN TO CONSTRUCTION IN EALING

Durkan and Clarion Housing Group partnership with Women into Construction offer eleven work placements in London Borough of Ealing.

Aligned to our mutual ambitions, Phase 2 of Sherwood Place project, Ealing have been able to create social value, whilst building quality, sustainable homes for local people. Clarion Housing Group and Durkan have partnered with Women into Construction to create work placements and mentoring for eleven women to gain greater understanding of the built environment.

Women in Construction are an independent not-for-profit organisation that promotes gender equality in construction. They provide bespoke support to women wishing to work in the construction industry, and assist contractors to recruit highly motivated, trained women, helping to reduce skills gaps and create a more gender-equal work force. The vision is to be the construction industry’s organisation of choice for women and contractors, and to change the face of construction, promoting women in the construction industry.

Through the project Durkan has built a relationship with West London College (WLC) to see how they could help support construction and empower the candidates to achieve real work experience in the sector.

The objective was to deliver an employment programme targeted at women who live in the borough of Ealing who were seeking to gain experience in construction, or change career direction. It was important that the course offered employment skills support, CSCS training, mentoring and placements and was tailored by teams to ensure long term employment opportunities.

Between April and May 2022, learners were placed with subcontractors and delivery partners who offered them practical experience of a range of constructions trades.

Placements provided a real insight into how a project is structured, how teams work together to achieve common goals, and advice on how to achieve a career in construction. Richard Saunders, Mike George, and Mario Martinis supported the practical programme alongside host subcontractors, Orchard Plumbing, and Wheeler Electrical. Alongside



the roles that were more practical, one learner spent two weeks working with design professionals in architectural roles and therefore able to utilise her design-based Degree qualifications.

Tangible, meaningful work experience placements are integral to attracting new and returning talent to industry. The opportunity to contribute to and learn on a live project at Sherwood Close also helps confidence which will help them in their future career paths.

According to website Go Construct, more than one-third (37%) of new entrants into the U.K. construction industry from higher education are women, and 14% of construction industry professionals are female. This is encouraging. But there is still work to be done in turning attitudes around. Initiatives to raise the profile of the sector to under-represented groups and attract new talent are essential to drive innovation and address skills shortages.

**Anna Walterskotter Project Manager, Women into Construction**

‘We are so pleased to have Clarion and Durkan on board with ample opportunities on their Sherwood Close project. After taking part in our speed interview session at West London College, Durkan supported eleven women from Ealing, Hounslow, and Harrow in gaining an understanding of site work and career pathways through work placements. The women particularly enjoyed testing out the trades’ roles with Durkan’s subcontractors. Thank you so much to all everyone and especially Clarion and Durkan!’



## CASE STUDY HEADSTART ACTION

Hannah Cowell Community and Social Impact Manager led on the Employers Day with Head Start Action on the 27/10/2021.

The Employers Day supported five Not in Education, Employment or Training (NEET) individuals who identify as care leavers or disadvantaged youths.

Partnership with the Head Start organisation began in 2021, the programme is defined as a personal and social development programme targeted at young people who are at risk of becoming NEET and require greater support to be in education, employment, or training. As part of the Clarions sustainable development road map commitments 'to build inclusive communities and delivering economic growth through jobs and apprenticeships' the social value outputs match those of the business and therefore made way seamlessly for the participation in the program. The youth organisation partnered with Latimer recruited candidates whom most would benefit between the ages of 14-18 who historically engage with the centre, located in New Addington in

Croydon. Play, Place Inno8 is a local youth charity who are a constituted community interest company who provide a range of educational and fun activities for children, young people and communities. Play, Place, Inno8 believe that 'Everyone Counts' and work with local Croydon NEET individuals to upskill and inspire individuals who are unsupported by further education or training.

Rob Copley Region Development Director spoke about Latimer Development as a development business and volunteers from Latimer's apprenticeship/graduate cohort of 2021 including Ayesha Hurley, Cory Squire, Sharon Thompson, Rebecca Ogunmodede, and Tom Mansfield assisted Hannah Cowell on the day. The graduates and apprentices undertook presentations about their own journeys into employment as well as supported the whole day by acting up as line management for the candidates.

Joly Babu Digital Customer Journey Change Manager led an activity on customer experience; the aim was to teach candidates about customer experience and extract the key elements of customer service that are applied when selling homes. By undertaking this exercise, it allowed the candidates to learn about Latimer and how specific teams within the organisation assist residents on their purchasing journey, and minimum expectations that consumers expect when buying a new home and how Clarion and Latimer work to exceed these expectations

The students paired with the graduates/apprentices to help the candidates network with similar aged peers to gain skills in professional development and an informal understanding of the housing sector.

Anjela Entwistle Apprentice Development Officer also completed a briefing on opportunities within the built environment and housing sector through apprenticeship schemes. By undertaking this exercise, the students then had an insight into apprenticeships in all sectors and naturally, this sparked open discussion on what opportunities would be available after the Head Start Action programme ends.

To summarise the employers day was a brilliant success, and following on from this introduction Latimer Developments will be offering assistance with interview practice in November 2021. Once the interview stage is completed, four of the students will be ring-fenced for work experience within the development team, special projects team and customer experience teams in early 2022, line managed by our graduates and apprentices. They will also have the opportunity to visit a live project.

The event benefited candidates living in Croydon, but also supports social value outputs for Morello Place in Croydon, currently in delivery phase.

### Testimonial - Samantha Brough Head Start Action

The employer in site day with Clarion Housing was excellent. Hannah organised a brilliant experience for the young people and invited a range of different speakers and activities, which clearly made a strong

impression on their confidence throughout the day. It was clear that the young people were at the heart of all the planning that went into the day, especially during the customer service activity, which really got the young people talking. Each section of the day was very informative about the work of Clarion Housing but also featured useful career coaching and tips that will be applied to any of the young people's future career aspirations. The graduates and apprentices who volunteered their time were fantastic; they supported the young people 1:1 and talked about their own routes into their current roles and the key skills that got them there in a relatable way, which was a real highlight. Throughout the process of organising the event, it was great working with Hannah as she is very professional and ensured the lines of communication were always open and flowing.

### Testimonial - Annette Adams Play Place Inno8

It was a fantastic day, the young people fed back to say it was a good, interesting and fun day. Specific highlights was the apprenticeship section, it has had such an impact that one of the candidates has asked about the opportunity of completing an apprenticeship with Clarion'





## CASE STUDY INNOVATIVE LOCAL ECONOMIC AND COMMUNITY DEVELOPMENT AT GRAYLINGWELL PARK

Part of the community offer, the Chapel at Graylingwell Park was officially opened March 2022 by the acclaimed actor Hugh Bonneville in front of an audience of sponsors, patrons, friends and volunteers.

Our Graylingwell Park development placed community at the heart of it's aspirations from the outset and were able to provide innovative solutions to community engagement and local economic development.

Graylingwell Park is a multi-award winning development delivered through a joint venture between Vistry Group, formerly Linden Homes, and Clarion Housing Group.

The scheme is transforming a derelict former hospital site into a thriving new neighbourhood with more than 750 homes of mixed tenures alongside community spaces and sports and retail facilities.

As part of the Graylingwell development, the Chichester Community Development Trust (CCDT) was also created. Working with the new communities in NE Chichester, CCDT empowers people by developing skills and supporting projects that create local opportunities, employment and build community spirit. CCDT owns and manages community buildings and land, safeguarding these important spaces for the community, and reinvesting profits to create long-term economic, social and environmental benefits. The Trust work in partnership with local people, other local agencies and stakeholders to improve the quality of life for all residents and the wider Chichester community. The Trust also manages projects and initiatives that raise aspirations and create volunteering and job opportunities for our communities.

One of these community spaces is Graylingwell Chapel, which has been renovated to create a place for local people to come together, with the new design incorporating fascinating insights into the lives of staff and patients at Graylingwell Hospital throughout the 20th century.

The Chapel was a place of quiet reflection for staff and patients of Graylingwell Hospital, initially known as the West Sussex County Asylum, until its closure. In 2019, Clarion and Vistry Group transferred the Chapel to the Chichester Community Development Trust (CCDT), an independent charity that has raised almost £2m to transform the building into a café, meeting and workshop rooms, children's play area and open space used by the community during the day, and functioning as an events space in the evenings.

The refurbishment of the disused Chapel was made possible thanks to the support of both national and local organisations, including £1.3m from the National Lottery

Heritage Fund to ensure the legacy was retained.

Further support was provided by Clarion Futures, the charitable foundation of Clarion Housing Group, as well as many other partners. We were also able to secure financial contributions from two of the Group's contractors, United Living and Wates, to help furnish the Chapel and provide the finishing touches.

£1.4 capital build was spent in Chichester on local suppliers, trades and staffing for our builds at the chapel and pavilion in 2021-22.

The community in new development has 63 active volunteers who collectively volunteered 3000 hours 2021-22. The community supported one another through the COVID-19 pandemic through shopping, collecting prescriptions, dog walking and through the development of the coffee cart. An intergenerational programme working with volunteers to bring community development to the doorstep.

### Hugh Bonneville

"The art of story-telling is something that has brought people together since time began, and I particularly love the way that history has been woven into today's story at the Chapel, using Graylingwell Hospital's past to help people feel better today. It was a pleasure to be a part of the work that has gone on in this community and to see this very positive project brought to life."

### Clare de Bathe, Director of the Chichester Community Development Trust

"Opening the doors of the Chapel at Graylingwell Park is the culmination of many years of work from what feels like a whole village of people. It is our chance to thank the army of people – from the community members consulted initially on what facilities were needed in the area, to the design, build, architectural and labour workforce that made it happen; the volunteers and supporters that have cheered us along the way, lending a hand at every opportunity and the wonderful staff team at CCDT who have worked so tirelessly to bring this project to life.

"All of that positive energy that has been poured into the development can really be felt as you step inside. The building has its own innate ability to provide the sanctuary the Chapel was designed to create and we hope it will help many people to feel more connected – put simply to feel better, in these difficult times."





**LATIMER**  
*by Clarion Housing Group*