



CLARION
HOUSING GROUP

Homes 2017

23 November 2017

Keith Exford
Clarion Housing Group

Keith Exford CBE
Group Chief Executive

Clarion 2040:

- 1. Clarion rationale**
- 2. Real Estate strategy**
- 3. Creating a market**

Clarion – rationale for merger of Affinity Sutton and Circle

- **Service quality, capacity and new homes the drivers**
- **Significant merger efficiencies from a ‘national’ 125,000 home HA**
- **Stock disposal to improve footprint and fund new homes**
- **Anti large HA politics in 2015 - a compelling case to ministers**



Clarion's ambitions – created by merger on 30 November 2016

- **Excellent resident services**
- **50,000 homes– 2/3 affordable**
- **4000 residents pa into jobs, 200 into apprenticeships**
- **15,000 youngsters pa helped to fulfil their potential**
- **Major influence on policy**



Our Vision



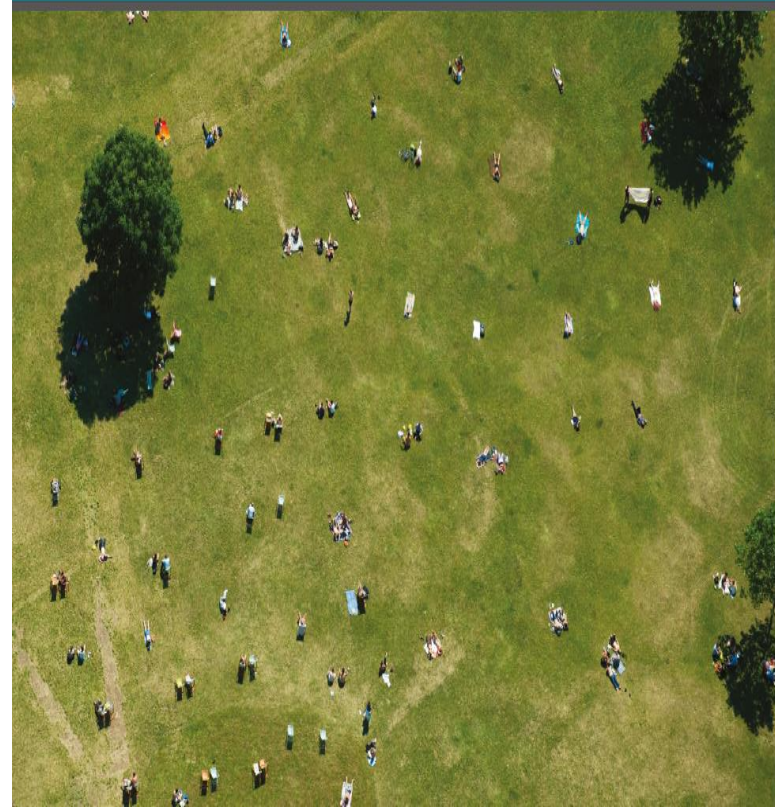
CLARION
HOUSING GROUP

Building Homes. Developing Futures.

We are: Clarion Housing Group.

Why we need a Real Estate strategy

- **Actively shapes our future portfolio, estates and assets**
 - **Sets a baseline ‘standard’**
 - **Underpins a long term vision of the future - ‘Clarion 2040’**
 - **Provides direction for development, asset management strategies**
 - **A framework for asset investment planning and business planning**
 - **Guides our disposal strategy**
-



How is our Real Estate strategy being developed?

Guiding Strategic
principles



Clarion 2040



Strategic Goals

Asset (physical)

- Quality
- Sustainability
- Condition
- Safety
- Design

Financial

- NPV
- Yield

Geographical

- Economic Growth
- Urban Hubs
- Development potential

POLITICS

- Government type and policy
- Funding, grants and initiatives

ECONOMY

- Inflation and interest rates
- Labour and energy costs

SOCIAL

- Population, education, media
- Lifestyle, fashion, culture

TECHNOLOGY

- Emerging technologies, Web
- Information & communication

LEGAL

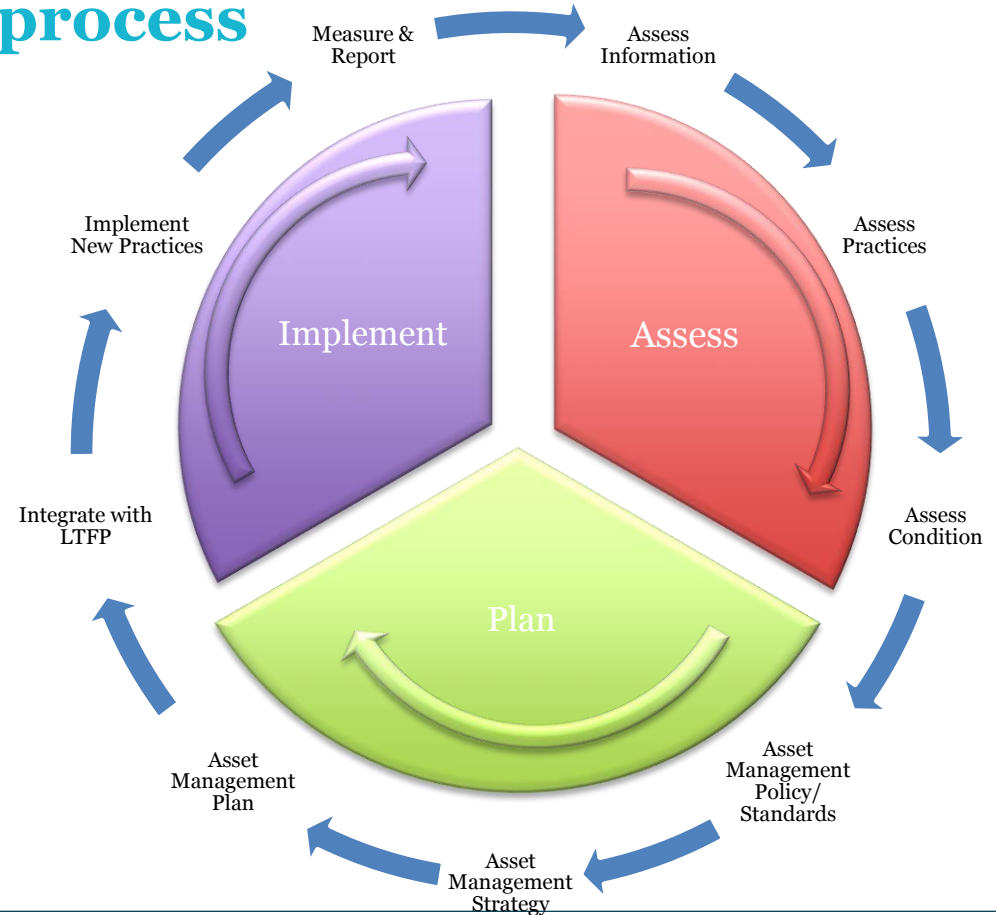
- Regulations and standards
- Employment law

ENVIRONMENT

- Weather, green & ethical issues
- Pollution, waste, recycling

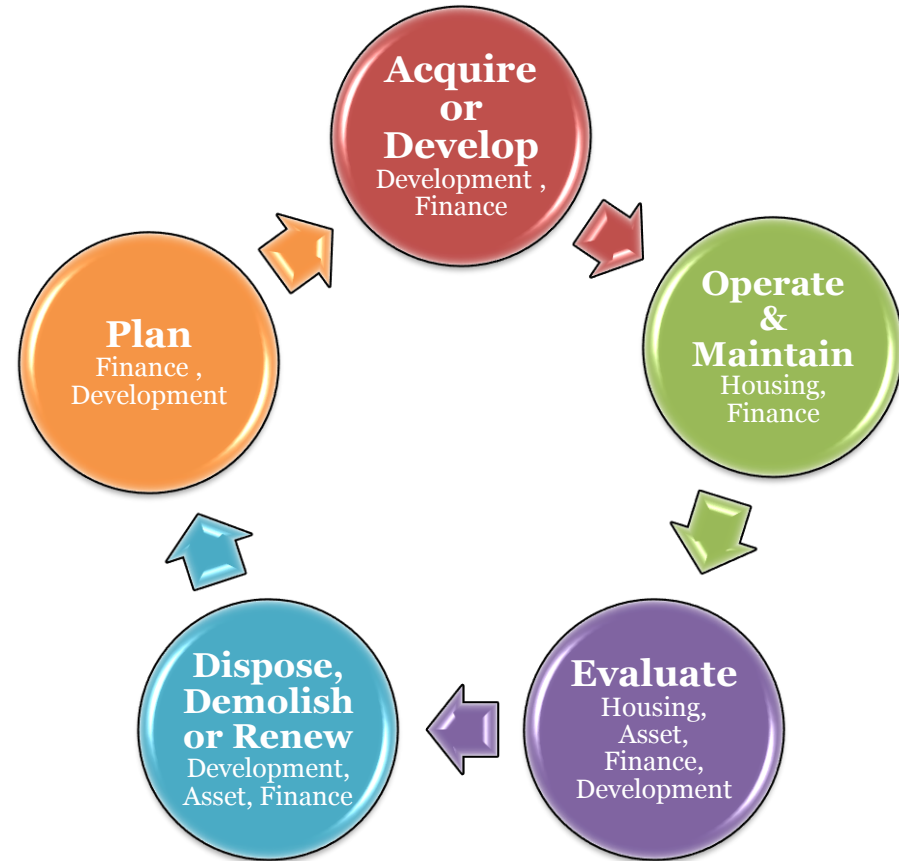
The Asset Management process

- Starts with asset data
- External benchmarks set asset standards, objectives
- Strategy to deliver ‘The Clarion Standard’
- Hold, monitor, improve, regenerate, dispose



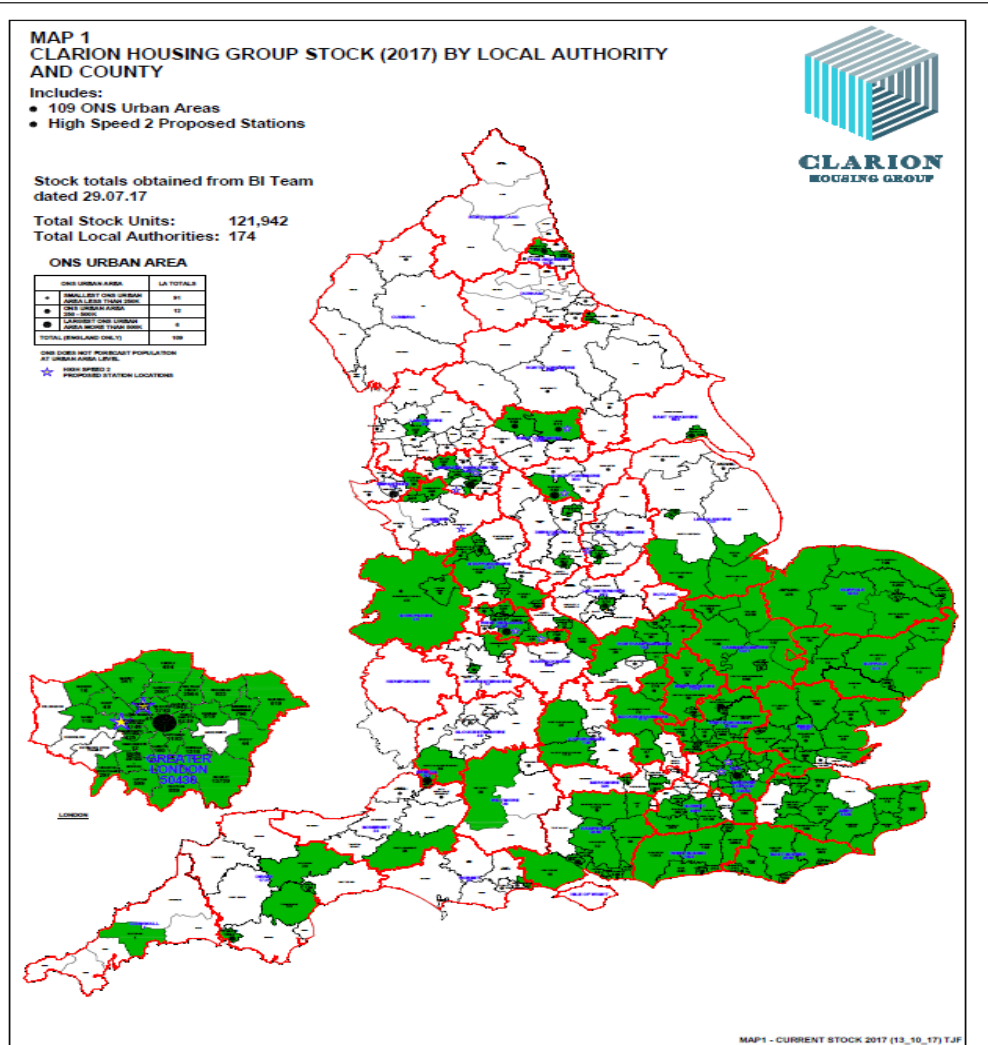
Asset life cycle

- **Our assets have varying life expectancies**
- **Varying adaptability to changing demands**
- **Asset Management Policy governs entire asset life cycle**
- **Corporate-wide engagement ensures a strategic approach**



Where should we be – and why?

- Mapping current locations
- Stock performance, cost in use, liabilities
- Scale of local holdings
- Tenant, LA relationships
- Values
- Housing need, current and predicted demand
- Development ambitions



Creating a market

- **c.10,000 disposals over 10 years plus c.3000 VP sales**
- **Consultation – residents, LAs**
- **Sale conditions, terms**
- **Understanding appetite**
- **Value: OMV (SH) or...**
- **In house vs outsourced**
- **What if...**



THANK YOU

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