

TRANSFORMING LIVES AND COMMUNITIES

Our story,
our ambitions.



LATIMER
by Clarion Housing Group



Latimer
DELIVERS MORE

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LATIMER
by Clarion Housing Group

INTRODUCING LATIMER

Latimer is part of Clarion Housing Group, whose history can be traced back to the early 1900s. Today Clarion is a social landlord and the country's largest housing association. It owns 125,000 properties, homes for more than 350,000 people.

Latimer is Clarion's development arm. It was created to ensure that Clarion has an organisation capable of building homes of all tenures, for multiple communities and locations, realising our mission to play a part in tackling Britain's housing crisis.

With nearly 300 employees, Latimer is a growing and ambitious development company, specialising in the development, project management and delivery of complex projects. We are committed to investing billions of pounds in new housing over the next decade, building at scale and creating vibrant new places to live. Profits

made by Latimer go back into Clarion, giving the Group even more opportunities to build homes and create communities.

Along with these ambitions, we remain mindful of the ideals of Clarion. Social purpose is at the heart of Clarion, as is a passion for maximising the opportunities available to everyone who lives in a Clarion home and community. This is supported by Clarion Futures, the charitable foundation of Clarion Housing Group, with a mission to provide people with the tools and support they need to transform their lives and communities for the better.

TRANSFORMING LIVES AND COMMUNITIES

The Cocoa Works, York.



TRANSFORMING LIVES AND COMMUNITIES

Richmond College, Twickenham.





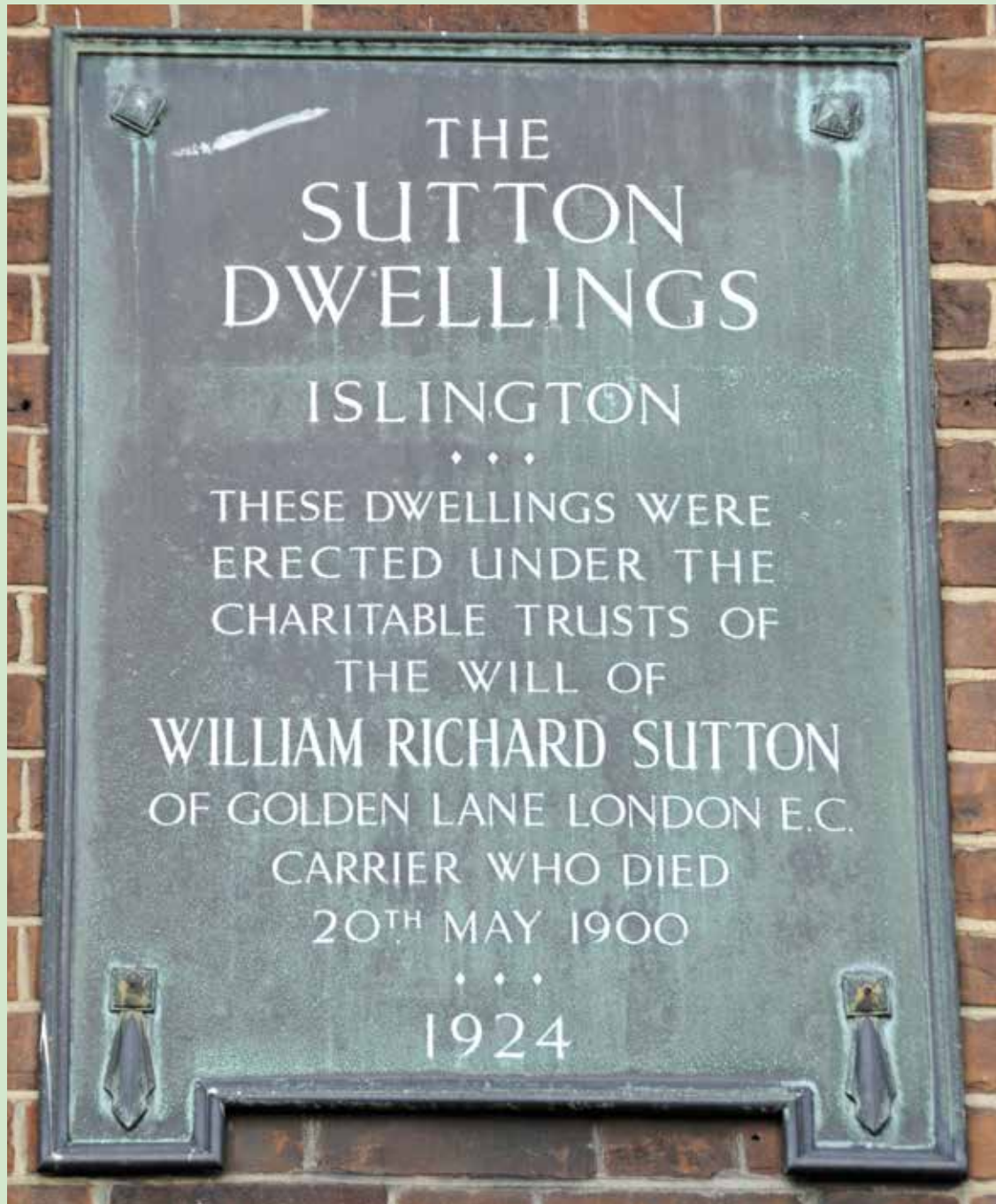
TRANSFORMING LIVES AND COMMUNITIES

100%
of homes to be
NET ZERO CARBON
COMPATIBLE
by 2025.

20,000
NEW HOMES
in our
development
pipeline*.

*2020/21 figure

Within the next **5 YEARS** Latimer
is committed to delivering
25% OF ALL ITS NEW AFFORDABLE
rent homes using
Modern Methods of Construction (MMC).



IT BEGAN WITH SUTTON DWELLINGS

Clarion's history has its roots in Victorian London and the entrepreneurship of William Richard Sutton, born in 1833, who made his money by establishing Britain's first parcel home delivery service.

Although not an active philanthropist during his lifetime, when he died in 1900, William Richard Sutton left his very considerable fortune, more than £200 million in today's values, to be used in trust to build low-rent housing for the poor.

The William Sutton Trust's earliest schemes were in London, but it later expanded operations to more than 30 other towns and cities. By the end of the 20th century the Trust had built or bought 14,500 homes, and from the beginning, the ideals of community coherence were embedded in its housing schemes.

Latimer, as part of Clarion Housing Group, owes its existence and its social ethos to the William Sutton Trust and we celebrate its achievements in the annual William Sutton Prize, awarded for business ideas that make a positive difference to a community.

THE CLARION GROUP IN FIGURES*

£1.1 billion

TOTAL LIQUIDITY

£944 million

TURNOVER

2,126 homes

DELIVERED IN 2020/21
(A RECORD)

90% affordable

HOMES DELIVERED

£502 million

INVESTMENT IN
AFFORDABLE HOMES

£105 million

INVESTMENT IN MARKET
SALE HOMES

£258 million

OPERATING SURPLUS

£122 million

SURPLUS AFTER TAX

3,600 staff

(55% WOMEN)

2,335 homes

UNDER CONSTRUCTION

*2020/21 figures

TRANSFORMING LIVES AND COMMUNITIES

Kings Hill, West Malling, Kent.



The interior is Amplify Apartments.

LATIMER

TRANSFORMING LIVES AND COMMUNITIES

High Definition, Media City.



MORE ABOUT LATIMER

Latimer is a new kind of housing developer with an ambition to deliver more for its communities, residents and partners.

What really sets Latimer apart is the long-term commitment of our people to those who live in our homes. Our model is not to build and then move onto the next site. Instead, we are placemakers, dedicated to making amazing and successful spaces that people will be delighted to live in.

Our vision is to deliver large strategic schemes, sometimes on our own, but often with partners in both the private and public sectors. We know the housing crisis is multi-faceted and we need homes of different tenures to meet diverse needs. We have the in-house capability to deliver affordable, private sale and build-to-rent homes, which we can flex to suit individual sites, accelerate delivery and deliver market need to operate in varied

economic cycles. We are making major investments in digital design and off-site manufacturing, and are focused on being the sector leader for innovation and sustainability, as proved by our Roadmap to Sustainability, launched in 2020.

In all of this we have the mighty support of Clarion, with its strong governance and financial strength, which has earned it the highest possible rating of GV/V1 from the Regulator of Social Housing. Clarion is 100% committed to providing Latimer with all the human and technological resources we need to achieve our aims. It's a two-way process. We don't have shareholders, so all of our surplus profit is returned to Clarion, helping the Group to deliver even more.

WE RESPECT OUR PARTNERS

We can't go it alone. Every successful project is the result of effective collaboration with other organisations that share our vision of developing vibrant, mixed and well-designed communities.

1/ JOINT VENTURE PARTNERS
Excellent relationships with these partners have enabled us to deliver 7,500 homes on large strategic sites, sharing both risk and reward.

2/ HOUSEBUILDING PARTNERS
Sharing expertise with these highly respected housebuilders has facilitated the delivery of 5,000 homes. It has also helped them to deliver their affordable housing commitments through the Section 106 planning process.

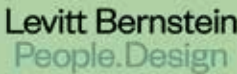
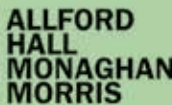
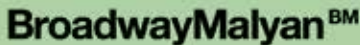
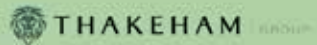
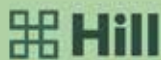
3/ ARCHITECT PARTNERS
We work with exemplar architects, as well as the best consultants in their field, such as engineers, whose quality reflects our aspirations and those of our residents.

4/ LOCAL AUTHORITY PARTNERS
We deliver schemes of all sizes to help local councils and London Boroughs meet their housing needs.

Joint venture partners

Housebuilding partners

Some of the renowned architects
with whom we have worked



WHO WE WORK WITH

Successful partnerships that bring benefits for both parties are key to the way we do business.

VISTRY VENTURES

A relatively newly formed arm of leading regeneration specialist Vistry Partnerships, Vistry Ventures' remit is to deliver high-quality, private sale homes and developments in joint ventures with housing associations. In this they can draw on the expertise of their national sales brands, Bovis Homes and Linden Homes. Vistry is Latimer's joint venture partner at Collingtree in Northampton and Sherford New Town in Dorset (see page 35).

"We're delighted to have reached this agreement with Latimer and look forward to starting work with the new joint venture. This partnership reaffirms Bovis Homes' commitment to the ongoing development of Sherford and means we will see more, much-needed homes being built and more new residents moving into the community in the coming months."

– **Dave Farley**

Regional Managing Director,
Bovis Homes South West region

"We are delighted to be working with Latimer on this inspiring project in Sherford. A genuine partnership has been formed, working together to create a sustainable community and beautifully designed homes with a more balanced mixed tenure offering."

– **Kathryn Pennington**

Regional Development Director,
Vistry Partnerships

LEEDS CITY COUNCIL

In the great northern city of Leeds, we are partnering the Council in the regeneration of a 13-acre site on Kirkstall Road (see page 31). This brownfield land has the advantages of a River Aire frontage and proximity to city-centre shops, businesses and places for education. Permission is sought for more than 1,500 homes, with around 35% of these being affordable accommodation.

“We have been working collaboratively with Clarion to bring forward the delivery of much-needed affordable housing, including shared ownership, in the heart of Leeds. This project will support the regeneration of the Kirkstall Road area by helping to deliver an inclusive, sustainable community, with creative and leisure facilities. It will also provide employment opportunities for local people and the wider area. In addition, the public realm alongside the river enables the scheme to prioritise pedestrian and sustainable travel in close proximity to the city centre. We welcome the opportunity to build our partnership with Clarion Housing Group and to positively impact the lives of Leeds residents through projects like this, building on the theme of inclusive growth in a compassionate city.”

– **Martin Farrington**
Director for City Development,
Leeds City Council

MERSEA HOMES

At the new garden community in east Colchester, we are working in the role of master developer, to bring forward 9,000 homes, amenities, transport infrastructure and commercial space (see page 39). Our partner in the delivery of the housing is Mersea Homes, a three-generation family business established in 1947. This Essex housebuilder shares many of our values relating to quality and customer service, as well as a desire to build flourishing communities in desirable locations.

“I’m really pleased to confirm Latimer as Mersea Homes’ development partner for the garden community. This is the beginning of an exciting and important journey as we work together with local communities, plus Colchester, Tendring and Essex Councils to deliver a high-quality place for people to live and thrive in. Mersea Homes has been building homes locally for over 70 years and I have always been a huge advocate of the local area, having lived here all my life. This is a wonderful opportunity.”

– **Stuart Cock**
Managing Director and grandson
of Mersea Homes’s founder

WHERE WE WORK

Latimer operates across England, with a specific focus on the growth areas of London, the South East, East of England, the North West, West Midlands, Yorkshire and the M62 corridor. In each region we have teams in place who have deep knowledge of their area and communities.

OUR REGIONS:

- ▶ London
- ▶ South
- ▶ Central
- ▶ East
- ▶ Northern

TRANSFORMING LIVES AND COMMUNITIES

HARROGATE

YORK

LEEDS

MANCHESTER

BIRMINGHAM

NORTHAMPTONSHIRE

NORWICH

CAMBRIDGE

COLCHESTER

OXFORD

LONDON

BRISTOL

CROYDON

BRIGHTON
& HOVE

EXETER

PLYMOUTH



Development: **WATERFRONT, HOVE**

Coast, city, countryside: Latimer builds where people really want to live, in communities they are proud to be part of.



Latimer CREATES NEW FUTURES

Development: **COCOA WORKS, YORK**





Mixed-use regeneration for **MERTON**

In 2015, following an independent survey of housing conditions, Clarion and the London Borough of Merton took the decision to regenerate the three estates of High Path, Eastfields and Ravensbury to create an improved environment for those communities.

From this came the Merton Regeneration Programme, a multi-phase project across these three estates.

To solve the overcrowding experienced by the residents of the three estates, we are delivering to current space standards and to market-leading levels of sustainability. We are also strongly committed to providing enhanced public realms to the heart of these regenerated communities.

All of the old social and affordable rented homes are to be replaced, and around 1,000 existing households rehoused.

As a key part of the design and phasing strategy, and as the scale

of the development introduces new residents and families into the community, we are striving to maintain the existing community hubs and the uses made of them by residents.

This major regeneration aims to provide more than homes for its community. A range of different improvements was made to each estate, encompassing new parks, retail and community space, infrastructure, landscaping, innovative energy systems and storm water management.

The development will also provide more than 700 construction jobs per year, along with training and apprenticeship opportunities.

1,000

HOUSEHOLDS REHOUSED

7,000m²

COMMUNITY AND
COMMERCIAL SPACE
INTRODUCED

700

JOBS CREATED EACH YEAR

TRANSFORMING LIVES AND COMMUNITIES



Homes for a new garden city in **EBBSFLEET**

We have a Joint Venture Partnership with Countryside Properties at Ebbsfleet Garden City, delivering homes at Ashmere. It is one of the largest projects we have undertaken of this type.

Ebbsfleet in North Kent is the government's flagship garden city, an ambitious masterplan due to complete in the 2030s. At the Ashmere site, Latimer and Countryside Properties are delivering 2,600 homes for shared ownership and affordable rent.

This adds to the existing 421 completed and inhabited homes we have built in Ebbsfleet Garden City, located in the Castle Hill mixed-tenure development, all of which are affordable rent or shared ownership.

The broader aspirations of Ebbsfleet are a good fit with Latimer's own, and it is a scheme we are proud to be part of. The former quarries are to become an entirely new community with amenities to benefit everyone.

While building the early phase of the development, we are providing initial facilities for the first residents to create a sense of place and to shape the new community.

The facts are impressive: 15,000 new homes, 30,000 jobs, new schools, community facilities, shops, and 50 new parks all created, as well as high-speed rail connections from Ebbsfleet International.

Ashmere will promote sustainable transport, as well as create apprenticeship and employment opportunities for the local community.

The scheme will also provide a £250,000 community fund enabling local Voluntary, Community and Social Enterprises (VCSEs) and third-sector organisations to further support local residents.

2,600

HOMES FOR SHARED OWNERSHIP AND AFFORDABLE RENT

“A sustainable and close-knit community in a flourishing area of Kent.”

– **Mike Woolliscroft**
Chief Executive,
Partnerships South,
Countryside

“With our focus on placemaking, our contribution will not only provide high-quality, affordable homes but also be a great place to live and work. We're excited to see our plans come to life.”

– **Nick Wood**
Director of Development,
Clarion Housing Group



Net zero carbon homes in **TWICKENHAM**

The redevelopment of this site in Twickenham, south west London, is part of a wider regeneration of a brownfield site.

In 2019, detailed planning permission for 180 homes on a site next to Richmond Upon Thames College was granted. This forms part of a wider regeneration plan which includes a school, college and sports facilities. This is an area of high housing costs, so we are seeking to maximise the number of genuinely affordable homes for many in the local community.

The latest proposals increase the numbers of homes on site to 212 with the number of affordable homes increasing from 34 to 108, this being half of the total. In line with our sustainability ambitions, one terrace of houses and one block of flats for affordable rent will be net zero carbon in operation, the remainder of the site achieves an impressive 100% reduction on carbon against part L 2021 standards. This means that not only are the homes better for the environment, they will also be cheaper to run, therefore easing the financial burdens on our residents.

These homes have been designed with a more efficient form, an improved fabric and sustainable heating and cooling technologies. The project aims to demonstrate our ability to deliver highly sustainable homes of different typologies, and Latimer will benefit from the knowledge acquired through the design and delivery so that our homes can become more and more sustainable.

212
HOMES

108
AFFORDABLE HOMES



Placemaking in the centre of **LEEDS**

When Latimer acquired this brownfield site in 2020, we immediately saw the potential for placemaking, to create a new location bringing together living, working, culture and leisure.

This prime project is located on Kirkstall Road, close to Leeds city centre, the River Aire, the Leeds Knowledge Quarter and some of the region's leading employers.

Our exemplar vision is to bring a new lease of life to this site, kick-starting a residential led mixed-use regeneration along the River Aire.

We want to deliver a high-quality, mixed and sustainable community which sets a new benchmark for the provision of affordable homes in Leeds. This is to include private outside space for residents alongside public open spaces, employment opportunities and car-free access into the city centre.

In addition to homes for private sale, this development will deliver student accommodation, much-needed affordable rent and shared ownership homes, enabling more people to benefit from all that the city has to offer.

As with all our schemes, social purpose is paramount and we will ensure that this project provides opportunities for support and growth at every stage. Clarion's founder, William Sutton, whose intentions drive us to improve people's lives, would feel at home here. There are many parallels we can draw between his tenacious, disruptive spirit, which is reflected here in Leeds and on this riverside plot on Kirkstall Road.

POTENTIAL FOR
1,500
NEW HOMES

“It is imperative that we create a lasting legacy for Leeds by working closely with the council to achieve their aims.”

– **Richard Cook**
Group Director of Development,
Clarion Housing Group

TRANSFORMING LIVES AND COMMUNITIES



Restoring and regenerating a landmark in **YORK**

585

NEW HOMES

The word iconic is frequently overused, but for the people of York, Rowntree's former factory on Haxby Road is a much-loved landmark and an important part of the city's history.

Derelict for more than a decade, it was 'rescued' in 2017 when Latimer acquired the site. As an organisation with community values at heart, we welcomed the opportunity to redevelop the site into one that echoes the philanthropic ethos of Joseph Rowntree.

Latimer worked with Joint Venture Partner City of York Council to create 279 apartments within the historic building on Haxby Road, of which 84 were for shared ownership and the remainder for private sale. Renamed The Cocoa Works, and respectful of the building's heritage, many original features were incorporated, giving the apartments high ceilings and spectacular windows.

The original library, one of Rowntree's many facilities for their staff, is to be refurbished for use by today's residents. They will also have a café and community space in the new Pavilion building. The landscaped area at the front of the factory building is to be a space for the community to enjoy and a play area.

Following this highly successful first phase we acquired a further 11-acre site next door, to be marketed as Cocoa West and provide a further 269 homes, of which 30% will be affordable, and include some family homes. At Cocoa West, sustainability is a key feature, providing net zero carbon compatible homes with reduced reliance on mechanical heating and cooling, with electric car charging points, improved biodiversity and plenty of outdoor space. Work is expected to start here in 2022.



▲ The Cocoa Works factory was completed in 1890 and by the 1920s more than 6,000 people worked there, making Rowntree's famous brand of sweets. Joseph Rowntree was renowned as a philanthropic employer.



Combining expertise in **SHERFORD NEW TOWN**

Sherford, near Plymouth, is a brand new community of 5,500 homes, schools, a leisure centre, shops, businesses and employment opportunities, and is due for completion in 2034.

In 2018 we joined forces with Bovis Homes to deliver more much-needed new homes at Sherford. Working with the joint venture, Vistry Partnerships, we will build approximately 1,500 new homes at the Plymouth site over the next 15 to 20 years. Around 18% are to be affordable.

By combining our respective strengths and expertise we will be able to maximise the delivery and quality of the new homes at Sherford. The core of the development is aligned to the principles of the Prince's Trust Design Code, and through Design Town Code standards it will create a high-quality development with distinctive Georgian-style streets at the centre.

1,496

**NEW HOMES
DELIVERED THROUGH
A JOINT VENTURE**

Sherford is a very extensive site, where the proposals include a 500-acre community park with country park green corridors, play facilities for all ages, a leisure centre with sports pitches, skate park, allotments, a business park, town hall, as well as new retail and local shopping facilities.

With families in mind, there are proposals for four schools - three primary and one secondary.

Via the Sherford Skills Training Scheme, the Sherford Consortium is delivering on-site training, work experience and long term employment opportunities.

The planning requires the inclusion of a Community Land Trust which will eventually hand the reins to the local community itself.

TRANSFORMING LIVES AND COMMUNITIES



Homes for a sustainable community in **CAMBRIDGE**

Working in joint venture with Bellway Homes, Latimer is contributing to the development of a new mixed-use, walkable development in Cherry Hinton, Cambridge, which will create a new community to be known as Trinity Fields.

Throughout each phase of Trinity Fields, there will be high-quality homes of all types and tenures, for people of all ages and requirements. Of these, 40% are to be affordable. With a commitment to biodiversity net gain, we are taking a landscape-led approach, giving residents open spaces to enjoy with friends, family and neighbours. The community hub will help to integrate Cherry Hinton old and new, with schooling for all ages, as well as improved transport links to Cambridge and beyond. Most importantly, we want to create a place where people have space to live, work and enjoy their leisure time, all close to home.

The enhancement of the existing public footpath and cycle networks will encourage active, healthy lifestyles, while the new bus route will ensure that the new community becomes an integral part of Cherry Hinton and wider Cambridge.

“This landmark site on the fringes of Cambridge city centre extends to 138 acres and will deliver exceptional designs and a high quality of sustainable living.”

– **Philip Standen**
Managing Director of Bellway
Eastern Counties

The homes are a modern interpretation of the traditional architectural character of Cherry Hinton, with contemporary technologies and design details that meet the needs of modern lifestyles. In line with Latimer’s aspirations for improving the quality of the product with Part L 2021 standards, and with Future Homes Standards, in mind the entire development will benefit from the latest measures in sustainable technologies. Air source heat pumps have been proposed for a site-wide district heating system.

Modern methods of construction are to be used, and will also provide the opportunity for local job creation.



Master developer for the garden community in **COLCHESTER**

This significant new community in North Essex is one of the largest and most innovative projects within our portfolio, and will enable us to leave a lasting legacy, by delivering high-quality sustainable new homes of mixed tenure, that meet the varied needs of people for generations to come.

Working alongside our partners Mersea Homes, Colchester Borough Council, Tendring District Council and Essex County Council, Latimer is acting as master developer to deliver land for up to 9,000 new homes, of which 30% will be affordable.

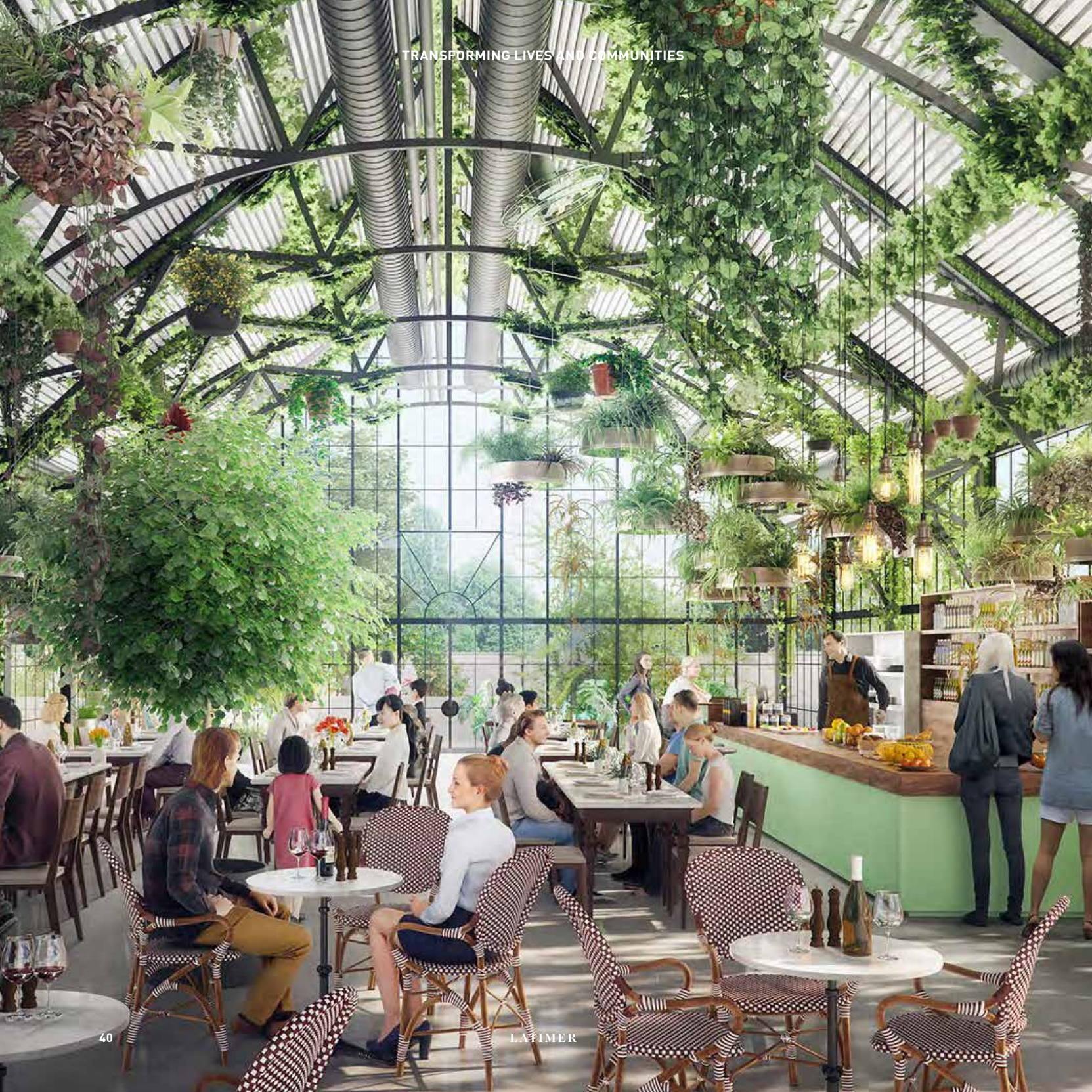
The proposals focus on creating a sustainable 21st-century garden community where people aspire to live, work and visit. Taking an 'infrastructure first' approach to development will be key, working in collaboration with the combined authorities, stakeholders and the local community to deliver local facilities and amenities alongside the new homes.

Local connectivity is to be improved by a new rapid transit system and improved cycling infrastructure, enabling easy access to Colchester and beyond, via a £70million link road joining up the A133 and A120. Future residents will enjoy the use of a country park, commercial space, as well as primary and secondary schools. The proposals also include an extension of the University of Essex campus.

9,000
NEW HOMES

880+
ACRES

TRANSFORMING LIVES AND COMMUNITIES



Strategic development in **HONINGHAM THORPE**

Honingham Thorpe is a new garden village opportunity for Latimer, a project of more than 20 years, that will deliver a new community with a mix of neighbourhoods eight miles west of Norwich.

With a focus on placemaking, sustainability and a landscape-led approach, we will deliver a range of homes, employment, educational and recreational uses, and establish a benchmark for modern 21st-century living.

Latimer chose to take an interest in the land in 2018 and now controls approximately 915 acres. We are now working in partnership with key members of the Local Authority and other public and local stakeholders to promote the site through the Greater Norwich Local Plan. The long-term delivery of this project could provide more than 4,000 homes with a mix of tenures including social rented, shared ownership, private sale, build-to-rent and, potentially, self-build homes.

Honingham Thorpe is also about the creation of a sustainable, vibrant and healthy community. The delivery of high-quality public realm creates biodiversity net gain around a new country park, and a nature reserve. Following the garden community design principles and utilising the neighbouring food enterprise park, our proposals also include the provision of an agrihood, which consists of new and enhanced areas for green spaces and food production. These will be used by local businesses as well as offering dedicated growing spaces for the community. Agrihoods are proven to be multi-functional, acting as a central meeting place, where residents at all stages of life can come together, socialise and learn.

UP TO
5,000
HOMES, 33%
AFFORDABLE

50%
OF HOMES TO BE
DELIVERED BY LATIMER

Public spaces
TO GROW FOOD



Aspirational vision for a famous site in **MANCHESTER**

Manchester's famous Boddington Brewery site is now part of the Great Ducie Street regeneration zone, in which Latimer has acquired a 1.24-acre area of land, as part of our commitment to providing vital affordable homes in the city.

Our vision for Boddington's is to transform an industrial site into a high-quality, well-connected scheme, in which residents will enjoy communal lounges and workspace, communal roof terraces and green public realm. It is within walking distance of the shops, offices and leisure of the lively city centre, and the broader development is to have a brand new campus for The Manchester College and UCEN Manchester. Subject to planning, work is expected to begin in mid-2022, with the first sales from October 2024.

Our proposals include 442 apartments, of which 60% will be available for social rent, affordable rent and shared ownership, as well as around 700 sq m of commercial space. Social value will be incorporated through the delivery of apprenticeships and training opportunities, with a strong incentive to hire local labour for construction.



▲
At one time, Boddington's was the biggest brewery in Manchester. It was established in 1778 and closed in 2004, but the beer is still made by Belgian brewing company ABInBev.

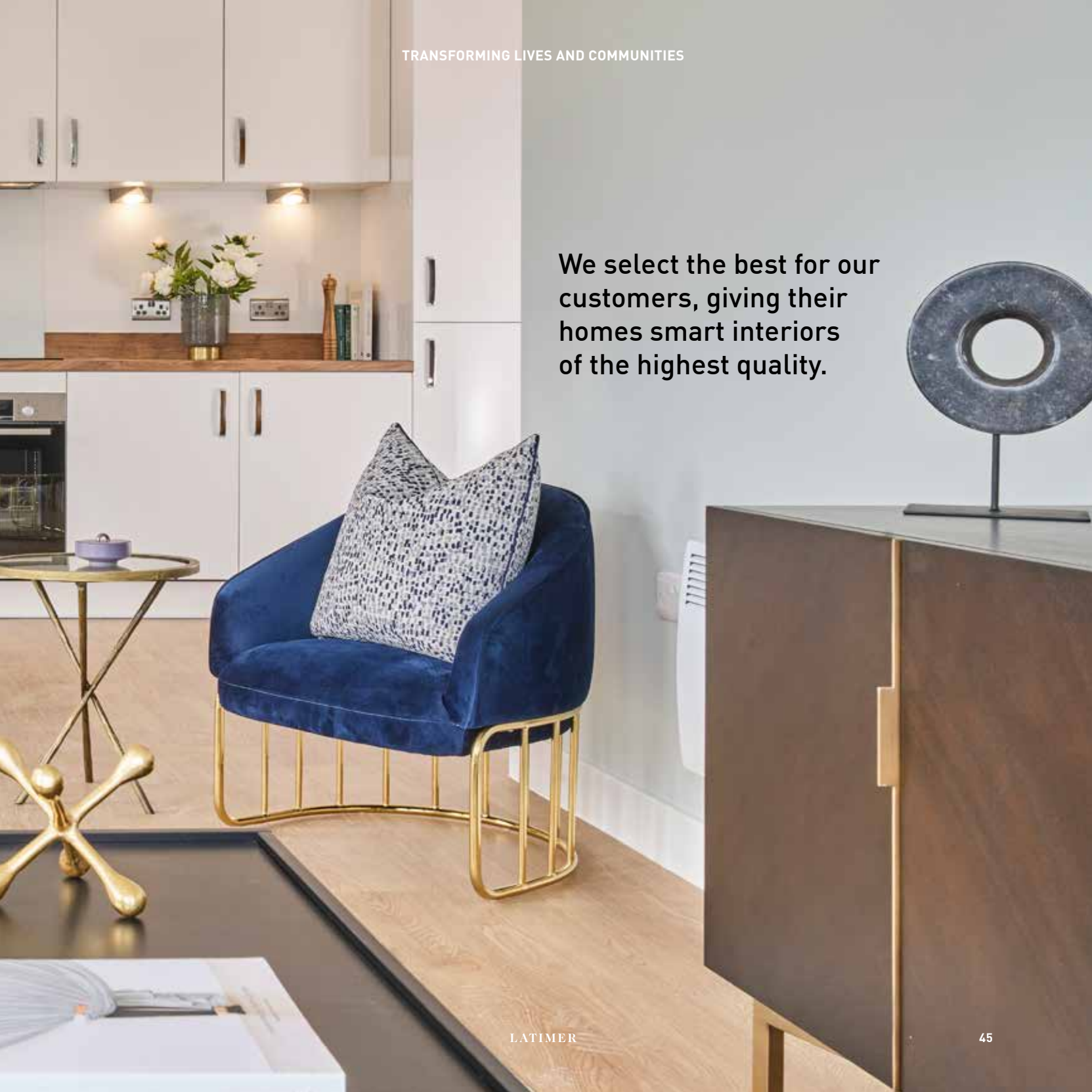
Image credit:
KEITH WILLIAMSON
Strangeways Brewery,
Manchester

TRANSFORMING LIVES AND COMMUNITIES

Amplify Apartments, Salford Quays.



We select the best for our customers, giving their homes smart interiors of the highest quality.





**ZERO
INCIDENT
PLEDGE**

LATIMER GOES BEYOND HEALTH AND SAFETY

We have launched the Zero Incident Pledge (ZIP), a programme which demonstrates our commitment to upholding the utmost diligence in relation to health, safety and wellbeing. We have our own kind of ZIP code: Always Safe, Never Sorry.

At Latimer, having a ZIP environment means having a collective mindset that seeks to avoid accident or injury of any severity or frequency, affecting anyone in our company. As a result, doing something safely will become the same thing as doing it right, and will be ranked equal in importance with all our other criteria of excellence, such as productivity, efficiency, quality and sustainability.

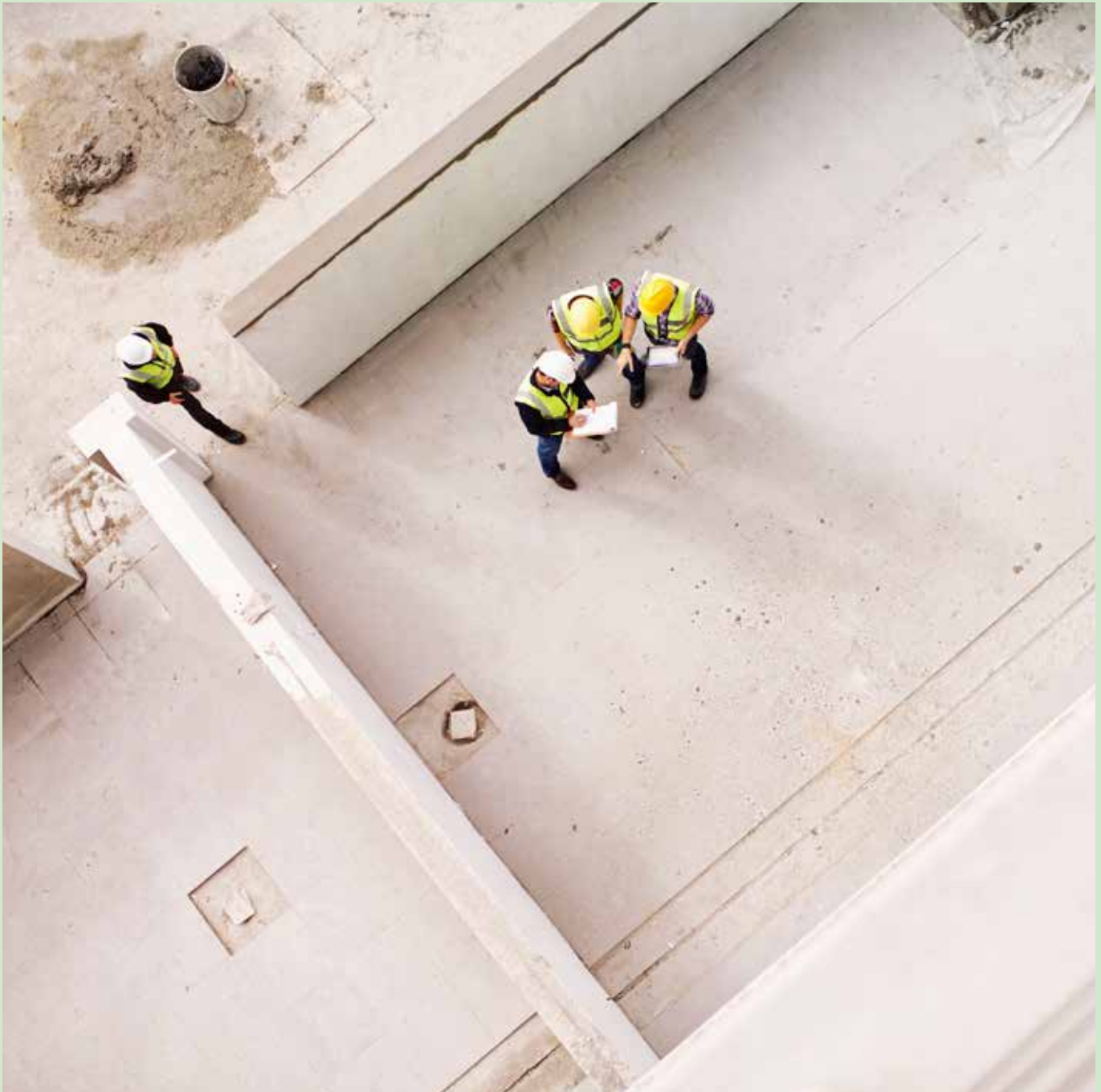
ZIP requires each individual who works for the company to demonstrate commitment to their colleagues. Everyone is recognised as having intrinsic worth, and all our staff should feel responsible for the wellbeing of everyone else. Acting according to ZIP values isn't, therefore, a matter of avoiding reprimand, but of us working as a group to constantly learn, improve, share concern and build strong relationships.

OUR HEALTH, SAFETY AND WELLBEING POLICY

Safety is integral to the success of our business. We take our legal responsibility to ensure the health and welfare of our employees, customers and other people our work impacts upon very seriously.

Every Clarion director and manager has specific responsibility for implementing and achieving health, safety and wellbeing requirements, objectives and targets specific to their area of work. These targets and performance measures form part of a Safety Assurance Framework which is used to monitor the performance of Clarion against established standards and seeks to achieve best practice with continuous improvement through regular planning, implementation, checking and action.

Adherence with this policy and all associated policy, procedures and standards is reviewed and audited at regular intervals with the results reported to Clarion Senior Executives and the Audit Committee as appropriate.



A high-angle, close-up photograph of a fluffy white dog, possibly a Shetland Sheepdog, lying down on a lush green lawn. The dog's head is in the upper right corner, and its body extends towards the center. The grass is vibrant green and interspersed with numerous small white daisies with yellow centers. The lighting is bright, suggesting a sunny day. The overall composition is peaceful and natural.

Latimer **IS A FRIEND TO THE ENVIRONMENT**



TRANSFORMING LIVES AND COMMUNITIES

Richmond College, Twickenham.



DELIVERING ZERO CARBON DEVELOPMENTS

The construction industry can act as a force for good when it comes to reducing carbon output. This is what Latimer plans to do.

Sustainability, climate change, zero carbon - these phrases are heard on a daily basis, relating to almost every facet of human life. The construction industry cannot ignore the damage it does to the natural environment, and it must take decisive action to reduce that damage and replace it with planet-friendly initiatives, products and processes.

This is why we have launched our Roadmap to Sustainability, setting out our goals and ambitions to 2025 and beyond. Focused on five pillars, or areas of action, it's a route towards net zero carbon compatibility on all our new developments and marks an important step change in the way we build our homes and communities.

It's an ambitious programme, but we believe we have a duty to our customers, communities, and – if this doesn't sound too pompous, to the planet – to meet those goals. To quote Richard Cook, our Group Director of Development: "If it's unsustainable, it's out."

All homes net **ZERO**
CARBON COMPATIBLE
by 2025

NO FOSSIL FUELS
in any of our heating
systems

LATIMER MANAGES AND DELIVERS SUSTAINABILITY

We have already set in place a long-term plan for delivering our sustainability ambitions and monitoring the results as they come on stream.

SUSTAINABLE DEVELOPMENT TEAM

Setting sustainability standards for our new developments is the responsibility of a dedicated team within the Design, Technical and Innovation department. These people are experts in their fields, and as well as being custodians of documentation they will support our development teams on the new projects.

SUSTAINABLE DEVELOPMENT STEERING GROUP

This group was formed at the beginning of the Roadmap to Sustainability and is chaired by our Group Director of Development. Staff from across our development teams are also part of the steering group. The group's functions include the sharing of ideas, feedback on project performance and gathering information on new approaches.

REPORTING AND BENCHMARKING

We are part of NextGen Sustainability Benchmarking, so for each project we will be required to collect relevant project data for reporting via our data toolkit and dashboard. Project level reporting will be defined in our Sustainable Development Framework and Briefing document, with a wide range of Key Performance Indicators (KPIs) used to generate both project and group level reporting.

MEETING OUR SUSTAINABILITY TARGETS

Our aspirations and targets are meaningless if we cannot deliver them. So we have identified a series of actions and tools to ensure that our aspirations are realised and targets met.

- **Sustainable Development Framework and Brief.**
- **Next Generation Benchmark.**
- **Research and Trials.**
- **Data Collection and Dashboard.**
- **Sustainability Training.**
- **Expert Panel.**

FIVE PILLARS OF SUSTAINABILITY

We want Latimer be recognised as an industry leader in innovation and sustainability. This is how we intend to achieve it.

All new Latimer developments will be designed and constructed using these five pillars of sustainability. They cover a holistic view of sustainability, capturing what is important to us, to our residents and customers, communities and the broader environment. Each pillar has three overriding principles.



SOCIAL VALUE

- Generating economic growth in the communities we work in.
- Having safe construction sites run by considerate and responsible contractors.
- Engaging with the community to understand their needs.



HEALTHY PLACES

- Creating inclusive communities that are safe and secure.
- Creating healthy, happy and stress-free environments, both inside and out.
- Avoiding isolated developments, focusing on walkable communities, to give everyone easy access to amenities.



ADAPTABLE AND RESILIENT

- Building to reduce the impacts of climate change to a minimum.
- Creating places that are designed and built to minimise maintenance and costs.
- Keeping abreast of future trends, innovation and learning from past projects.



PLANET FRIENDLY

- Creating places that are as good for wildlife as they are for people.
- Reducing the impact on the planet from our construction activities.
- Using materials and products that are ethically and responsibly sourced.

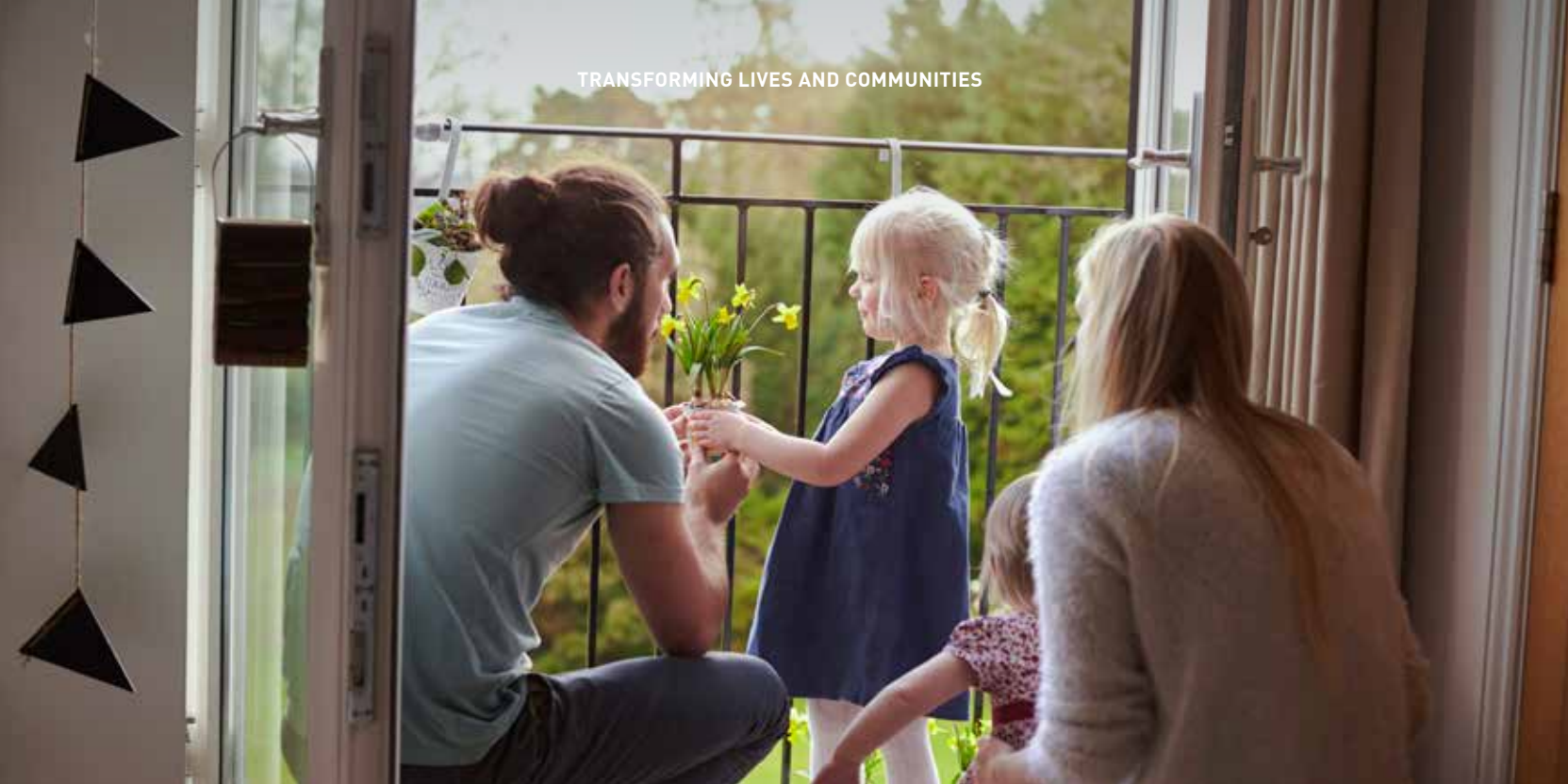


ENERGY AND CARBON

- A roadmap to deliver net zero carbon compatible homes by 2025.
- Reducing the embodied carbon of our homes.
- Reducing significantly the gap between designed performance and in-use performance.

Above all, we are about creating homes where people feel safe, comfortable, contented, and part of a welcoming and friendly community.





FOCUSED ON CUSTOMER SATISFACTION

Everything we do comes down to the fact that we build homes that we want customers to be completely satisfied with. Our customers are individuals and this is how we like to treat them. This includes a seamless purchasing and moving-in journey.

A new home is one of the most exciting and biggest purchases that our customers will make. Mindful of this, we place high priority on standards of service and quality, as we know it isn't only the big issues but the small details that make a difference.

Working with expert legal panels helps to make the purchasing process easy and straightforward. Our customer-facing teams are on hand to provide a smooth and consistent experience across all touchpoints in the journey, from the initial enquiry, right through to reservation, progression, exchange and completion.

We continue to invest in our digital platform, making it easier for customers to use our website to gain information, talk to and contact the team when they need to.

We pay extra attention to the build-up towards completion, to support a smooth moving-in day, and informing our customers of everything they need to know about their new surroundings.

Finally, by using valuable feedback from our customers, and evaluating industry standards, we are able to continually add value where it matters most.

LATIMER LISTENS AND COMMUNICATES

We are not a developer that simply arrives in a location and builds. Instead, we engage fully with communities and local stakeholders before undertaking any project, and listen to their opinions about the ways in which our work will impact on them.

From our earliest days, we have recognised that engagement with the people who live and work in the places we build in is integral to the success of the completed developments. If people know they are involved in their creation, they are more likely to feel pride and ownership in them, and play a part in ensuring their future success. For this reason, we place ongoing dialogue with the community and stakeholders at the top of our agenda.



CONSULTATION FROM THE START

We are firmly committed to starting the consultation process as early as we can, to take as many local people and interested parties as possible along with us on the journey. We use the IAP2 model – guidelines laid down by the International Association for Public Participation – in our approach to engagement, summarised by inform, consult, involve, collaborate, empower.

COMMUNICATION CHANNELS

Each project is unique and so are its impacts on the community of which it is part, so we take different approaches to engaging with those communities and encouraging their feedback. These could include some or all of the following:

- Regular project update newsletters and digital options.
- Regular meetings with our construction team.
- Noticeboards with key contact personnel details, including those relating to emergencies.
- A community engagement contact person who works with the local community to deliver the initiatives.
- Websites, Freephone information lines and email addresses.

OUR COVID-19 RESPONSE

During the COVID-19 emergency a dedicated, bespoke, virtual public exhibition and consultation website was developed to ensure that Latimer was, and remains, able to provide safe and inclusive consultation whilst observing social distancing. Clarion Consults allows communities and stakeholders to explore our proposals in detail and respond to them with views, comments, and suggestions in an accessible, interactive and engaging online medium. It has now become an integral part of our consultation and engagement strategy alongside traditional, face-to-face consultation events.

GOING BEYOND THE BUILDINGS

Every project is linked to a wider range of social, economic and environmental issues. As part of the consultation process, we identify these and aim to work with local people towards a solution. A 'joined up thinking' approach takes us beyond the buildings to look at other opportunities to make a difference. These areas might include:

- Training and employment via our charitable foundation Clarion Futures.
- Health and wellbeing.
- Social isolation and loneliness.
- Youth engagement and education.
- Environmental enhancement.
- Local business tendering and supply chain opportunities.
- Charity and Voluntary Community and Social Enterprise (VCSE) support and donations.



LATIMER ASSURES FUTURE

Clarion Housing Group has long been an advocate of apprenticeships and this is equally important to Latimer. We are committed to helping new candidates join us on an apprenticeship within all sectors of the business.

The Clarion Jobs and Training Apprenticeship Scheme has proved to be a highly successful platform that has supported more than 1,500 Clarion social housing customers into apprenticeships in over 100 industry sectors. Many of these people face greater social and economic disadvantage than the general population. The scheme's in-work support offer, which helps organisations to encourage and support new apprentices into their business, is also widely used by employers.

Closer to home, the Group is keen to encourage staff who want to start an apprenticeship and has put in place

a Learning and Development team to manage this. This is a key part of our approach to developing a highly skilled workforce.

Clarion is also leading the Kickstart Housing Partnership, a Government-funded scheme which is initially offering 800 fully paid, six-month work placements for unemployed 16-24 year olds. Clarion will offer 300 placements.

There's further employment help from Clarion Futures, the charitable arm of the business, whose Jobs and Training team supports people into work; to date, more than 10,000 individuals have benefitted.

10,000

PEOPLE HELPED INTO
EMPLOYMENT BY
CLARION FUTURES

1,500

PEOPLE SUPPORTED
INTO APPRENTICESHIPS

REACHING OUT

Clarion Housing Group's focus on social purpose leads to many good ideas for encouraging residents to get the best from their lives. Some of these initiatives come from Clarion Futures, the Group's charitable arm, which has pledged £150 million over the next 10 years to support residents.

Our financial strength means we are well-placed to respond in times of emergency. During the 2020/21 pandemic, Clarion Futures gave £725,000 to local groups and charities, including food banks, through its Covid response grant programme.



CYCLE 42 BROMPTON BIKES PROJECT

Based in Merton and aiming to encourage sustainable travel, the project provides 50 bikes on loan to local residents, with priority given to those working in frontline key roles.



VARIETY GREAT DAY

The pandemic meant that the Christmas parties normally given by children's charity Variety could not go ahead. Instead, we arranged special Christmas visits to disadvantaged and disabled children in Yorkshire.

£20k

WILLIAM SUTTON PRIZE

An award worth up to £20,000 is given to individuals or organisations with ground-breaking ideas which make a positive impact on communities.



AGE-FRIENDLY PROGRAMME

Championing intergenerational activities and ways in which we can collaborate with our residents to help them live longer, happier and healthier lives.



CLARION FUTURES MONEY

Practical advice and support given to more than 3,000 residents to help them manage their money, reduce debt and increase their financial resilience.



CLARION FUTURES DIGITAL

10,000 residents have been able to improve their digital skills and access all the benefits that come from being online.

OUR SHARED OWNERSHIP STORIES

For many people, shared ownership is the only way they are able to buy a home of their own. Our shared ownership purchasers come from all age groups and all situations.

EWA AND CARMEN

Single mum Ewa and her daughter Carmen have moved into a two bedroom shared ownership apartment in Latimer's Liberty Wharf development in Alperton, west London. They love the nature surrounding them and the views of the Grand Union Canal from their balcony.

"After separating from my partner, I knew that the first thing I needed to do was find a space for us to call home. I am a credit controller, so have always been good at saving for a rainy day, which meant that I had money to put towards a deposit, and I needed a spot that suited our lifestyle and was affordable. When I discovered Liberty Wharf, I immediately knew we had found our home.

"As soon as you enter the courtyard, you're transported to a space that is peaceful and serene, it doesn't feel like London. For us, being close to a natural environment has always been important. We walk to school along the canal and often stop to feed the birds or pick flowers. I never thought I'd be able to purchase a home that ticked every box, but thanks to shared ownership I have been able to, it really is a fantastic scheme.

"I knew that I wanted to have an outlook of the canal and luckily I managed to secure an apartment with long, ranging views from the balcony. Having space for friends to visit as well as room for Carmen to play was a priority. This apartment definitely enriches our lives and reflects my style of living."



“At Liberty Wharf, every day is an adventure.”



JEMMA BROOKES AND BRADLEY WILLIAMS

Despite living at home with their parents and saving hard for two years, home ownership still seemed out of reach for legal assistant Jemma Brookes and teacher Bradley Williams.

Properties they liked kept going up and up in price, and they soon became disheartened with their search. Bradley says: “Everyone says that property prices in the North West are so affordable, but that’s only in comparison to the South. To get a new-build in Cheshire – where we are both from – is still very expensive for first-time buyers.”

Despite knowing little about shared ownership, after coming across Latimer’s Lingley Fields development they saw an opportunity to buy the house they wanted for a much lower deposit.

Jemma says: “We’d seen bits and pieces about shared ownership, but we didn’t really understand it or know that it could be good for us. Once we started learning more about it, we realised it could be the best way for us to buy the home that we wanted, without having to save up for even more years. Plus, we can always increase our share over time.”

The couple were able to purchase a 45% share in a new three bedroom semi-detached home at Lingley Fields, worth £220,000. They paid a £5,100 deposit.

“We wouldn’t have been able to get anything as nice or in as good an area without shared ownership.”

Over 100 years ago the first homes were built by the William Sutton Trust. Decent housing was desperately needed then, and it's still true today. The UK faces a serious housing shortage, particularly of homes that those on modest incomes can afford.

At Latimer we are playing our part in addressing this shortage, as well as putting into place new infrastructure and amenities to help alleviate the problems caused by climate change and social deprivation.



LATIMER
by Clarion Housing Group

GET IN TOUCH

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