



CLARION
HOUSING GROUP

Strengthening sector leadership: A call to action

The Future Leaders Programme

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Context



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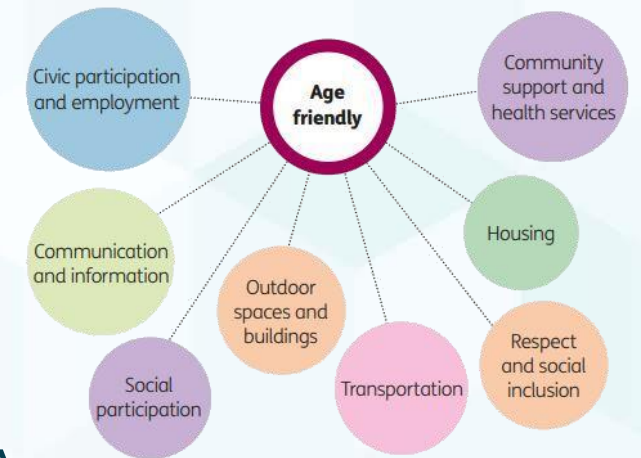
As a Business and Personally

Business

- Newly merged organisation with a new strategy and direction
- New role and new priority – Age Friendly Strategy
- Starting from ground zero/blank canvas
- Need for cross-Group and cross-sector thinking and collaboration
- Leader that could innovate and think creatively

Personally

- Managed a small local team
- A role with scope within my business unit
- Had little space to think about my style in practice after MBA



Need for leadership...



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Clarion already offers residents services at different life stages

Specialist age related housing isn't just for older people (e.g. intergenerational housing)

Some residents will live in their Clarion home for a number of decades

Experiences in early life can have a big impact on how people age

We want to help people plan for the future and avoid age related crises (e.g. a move forced by ill health)





Future Leaders Programme

Future Leaders Programme 2019

Challenges as a leader:

- Having time to think creatively/innovatively
- Situations to explore best practice and learn from others
- Pull from BAU
- Inspiring teams to implement direction
- Think about long-term approaches

Benefits of the programme:

- Practical and theoretical reflection on leadership practice
- Safe and open space to discuss personal leadership
- Time to share and generate ideas with others and then implement in practice
- Understand how other Housing leaders approach key challenges – expert speakers and participants



Thinking into Practice

Clarion age friendly strategy

Our age-friendly commitments

OUR OVERARCHING MISSION IS:

Enabling people to live well in our communities.

Over the last 12 months, we have been collaborating as a cross-business working group to create a set of commitments focused on how we will ensure our communities are places where residents can age positively.



Development

Design and build schemes that enable our residents to live longer, healthier, happier lives.

- ✓ To consider and establish our position on specialist housing; looking at different models, levels of subsidy and specific markets.
- ✓ Ensure our developments are exemplars of age-friendly homes and communities.
- ✓ Cultivate clear design standards and specifications for age-friendly housing.



Housing

Ensure residents have the right home at the right time.

- ✓ Understand how life events could trigger changes in resident needs and explore ways we can prevent a negative impact.
- ✓ Make sure residents know their housing options and help them anticipate changes as they age.
- ✓ Better assist residents to move from one life stage to the next.
- ✓ Understand how we could flex our existing assets to make them more age-friendly.



Clarion Futures

Empower residents to shape their lives and communities, no matter what age.

- ✓ Deliver interventions across resident lifecycles and understand how these contribute to resident wellbeing.
- ✓ Recognise how housing could contribute to improved health outcomes for residents.
- ✓ Specially target a reduction in loneliness and social isolation.



Empowering people



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Benefits for me, Clarion and the wider sector

◆ **Cross-Group Age Friendly Strategy**

- ◆ Launched in 2020
- ◆ Commitments from all business teams

◆ **Replicated approaches with my own team**

- ◆ Space to innovate and think creatively – encourage learning
- ◆ Huddles for open conversation
- ◆ Passion projects
- ◆ Leadership in the pandemic

◆ **Cross-sector working and collaboration - Age Friendly Communities Network**

- ◆ Led to collaboration on a variety of programmes around intergenerational, green spaces and youth social action

◆ **Keep Learning**

- ◆ In-house experts
- ◆ Wider experts



Final Thoughts