



CLYDE VALLEY
GROUP



Shaping Futures Together

Value for Money & Performance Report 2020/21



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A warm welcome from our Chairman, Allan Murray

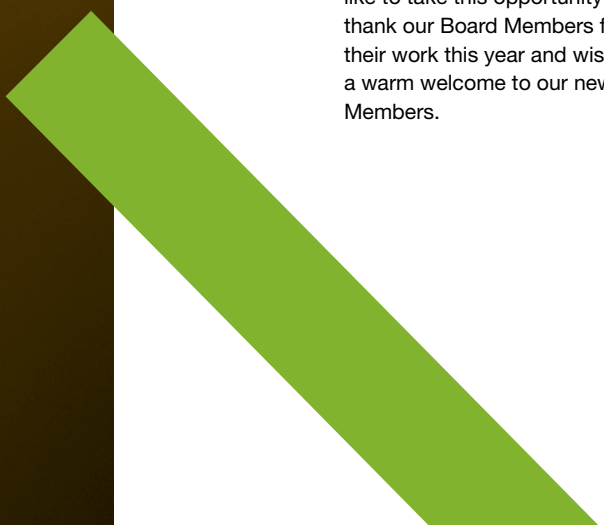
It gives me great pleasure to present our Value for Money and Performance Report for 2020/21, in what has been another successful year for Clyde Valley Housing Association (CVHA) and marks the end of my fourth year as Chairman.

As Chairman I seek to ensure that customers are firmly at the heart of everything we do.

I can confirm that CVHA comply and continue to aim for excellent governance and this can be evidenced through the publication of our Annual Assurance Statement. I would like to take this opportunity to thank our Board Members for their work this year and wish a warm welcome to our new Members.

This report contains results from data submitted to the ARC to reflect our performance from April 2020-March 2021. During the pandemic our teams closely adhered to the Scottish Government Guidelines and this meant a dip in our performance in a number of areas across the Association. However, I am alongside my Board delighted by the passion of Clyde Valley staff, their commitment and dedication to continuing to deliver services and continued support to our customers at this difficult time.

Covid 19 has definitely been at the forefront of everyone's minds this year and this did not deter our staff from continuing to raise funds for their chosen staff charity, St Andrews Hospice. You can read a bit more about this great achievement on page 18.



Our new Business Improvement Team have been integral to the changes in Clyde Valley Group, they have supported the staff move to SharePoint and Microsoft Teams and recently the very successful launch of our Contact Centre and Customer Relationship Management system and the Repairs Team transition.

During 2020, as a result of the pandemic we had to transition our staff to be able to work from home and a move to mobile working was accelerated to allow this to happen. We are now in a strong position going

“As Chairman I seek to ensure that customers are firmly at the heart of everything we do.”

forward to support home and office working and to minimise disruptions to service should further restrictions be imposed.

We continue to put our customers first and our recent Dolphin Index Survey demonstrated our commitment to listening to our customers with further testament to our continued success in our Customer Service Excellence Accreditation.

**Allan Murray
Chairman**



Our newly established Customer Contact Centre allows us to provide all customers with a reliable and consistent experience. Focusing on providing you with the best possible service, whilst reducing customer effort.



I love my new bathroom. I take a lot of pride in my home. I've put a lot of effort into ensuring my garden is looking nice and also having the inside of the home sitting well is lovely. The bathroom is easy to maintain and I love showing it off to friends and family."

Mrs Banks, Airdrie

How we spend your pound

2020/21



- £0.41 Maintaining & Upgrading Your Home
- £0.30 Management & Running Costs
- £0.29 Loan Interest*

*Funding our commitment to building new homes



“To provide high quality homes and services that make a difference to peoples’ lives and their communities.”

Lynn Wassell CEO with the Clyde Valley Lets Team

Our Customer Excellence

Customer Service Accreditation

The assessment carried out by Customer Service Excellence checks performance against a series of measures including Service Design, Learning from Feedback, Customer Promises, Transactional Surveys, Contact Centre and CRM. We were Compliant across 57 categories whilst scoring Compliance Plus in 11, an increase from previous years.

Achieving Compliance Plus across 10 or more elements puts us in the top 5% of organisations holding CSE accreditation. The Accreditation is used across both Public and Private Sector Organisations. We are very proud of this achievement particularly to improve our Compliance Plus in a year of a pandemic.

In 2020/21 our Income Maximisation Team dealt with the following cases:

263

Received New Cases

233

Resolved Cases

£1,591,312

Total Financial Gains

Making Continuous Improvements

Efficiencies & Savings

How are we making it easier for you?

- Risk Based Approach for all customers in arrears completing an assessment to identify those customers who may require additional support to ensure resource is allocated where it is needed most.
- Developing a new customer portal to allow easier access to services for all customers with added enhancement of our Customer Contact Centre to take your phone calls during business hours.
- CVHA offer a variety of different payment methods; Telephone payments, Direct Debit, Standing Order, On-line and All Pay card payments. Easier alternatives to these will be launched during 2021/22.

How are our Repairs Team improving?

- New simple repairs diagnostic for staff to help customers describe the repair accurately and ensure more repairs are completed 'right first time' without the need for multiple visits.
- More clearly defined repairs priority timescale categories, to ensure tighter definition of emergencies and to release contractor capacity to focus and schedule less urgent jobs.
- An improved customer focussed appointment system for repairs.

Spend on our homes

£1,619,619

Spend on reactive repairs

10,690

Carried out reactive repairs

£228,159

Medical adaptations

£925,206

Void upgrades

£1,123,425

Kitchens

£48,614

Bathrooms

£745,033

Boilers & Heating

£45,219

Windows

£200,985

Roof

£70,185

Rewiring

£180,275

Render

£154,000

Buildings

£226,985

General

One of our significant achievements this year has been continuing to deliver on our new supply capital programme to help meet the Group's strategic objectives in relation to tackling the demand for social housing in Scotland and sustaining communities. Covid 19 has caused delay to our development plans in terms of delays in raw material, staff shortages and increased costs. We remain one of the top RSL developers in Scotland, aiming to deliver an additional 700 more new homes by 2022. In 2019/20 we invested £40m in new supply with £24m of this as government grant subsidy.

“Being able to move into a Clyde Valley property which has been adapted to meet the needs of my son has been life-changing. He has found new independence and it’s made a house a home. Simple things like being able to access the sink or hob just makes all the difference. It’s about quality of life and dignity. That’s what a good home can bring.”

Mrs Healy, Cumbernauld

Helping you stay connected with us

Our Customer Panel is an invaluable mix of customers who we engage with on a range of services and seek their independent input to continuing to improve our services, communication methods and how we do things in general. If you want to be part of this fabulous group then do get in touch.

Moving forward the group will

- Continue with virtual meetings and when suitable host meetings in Scott Street Office for specific pieces of work.
- Support role out of Customer engagement planner and provide input to sessions.
- Support recruitment of new customers to Customer Panel.
- Support continuous service improvement through Scrutiny Groups and Customer Panel work.
- Support development and introduction of themed consultation events.
- Contribute to CVHA Customer Bulletins and Newsletters about work on Customer Panel.

We are always looking to increase the range of ways in which you can stay connected with us in a way that suits you. We currently have a variety of options, all of which we are continuing to develop and improve on. We continue to update our website regularly and you can find information and links to our online channels via our homepage.

- Contact Centre
- Twitter
- LinkedIn
- Surveys
- Digital Workshops
- Bi-Annual Newsletter
- Website
- Facebook
- YouTube
- Engagement Workshops
- Monthly E-bulletins
- You Said We Did Quarterly Reports

With our Customer portal (coming soon)



“Being able to offer free ipads to our customers who need these to digitally connect has been wonderful, particularly during a year where restrictions were in place and face to face contact was limited – we aim to continue to connect our customers digitally.”

Frances Stewart, Community Connector

“It’s so important that women feel safe and settled with us but also when it’s time to move we need the support of partners such as Clyde Valley to ensure they have support and build confidence.”

Margaret Ann Jones, Service Manager, Motherwell & District Women’s Aid



Our Effective Partnerships

- North Lanarkshire Council
- South Lanarkshire Council
- East Dunbartonshire Council
- Department for Work and Pensions
- Police Scotland
- Barnardos
- Life Changes Trust Project
- Forever Homes
- Women’s Aid
- Citizens Advice
- Money Advice Services
- Energy Savings Trust
- Scottish Procurement Alliance
- Step Change
- Routes to Work
- Connecting Scotland
- Happy to Translate
- TECH Charter (Technology Enabled Care in Housing Charter)
- Connecting Scotland (220 ipads)
- Step Change (Debt Advice)
- Fuel Bank Foundation (£5k Fuel Vouchers)
- SFHA Community Resilience Fund (Family Support Worker and Community Connector)

“As a Social Landlord providing homes for thousands of people across Lanarkshire the team at Clyde Valley are part of the community and it’s so rewarding to make this contribution to the hospice.”

CSR group

Making a difference

St Andrews Hospice

Each year our staff select a charity to raise funds for and during 2020/21 they raised over £3k for St Andrews Hospice which was matched by £3k from Clyde Valley Group (CVG). Much of the fundraising was virtual however, staff continued to be committed to the charity despite the challenges of the pandemic.

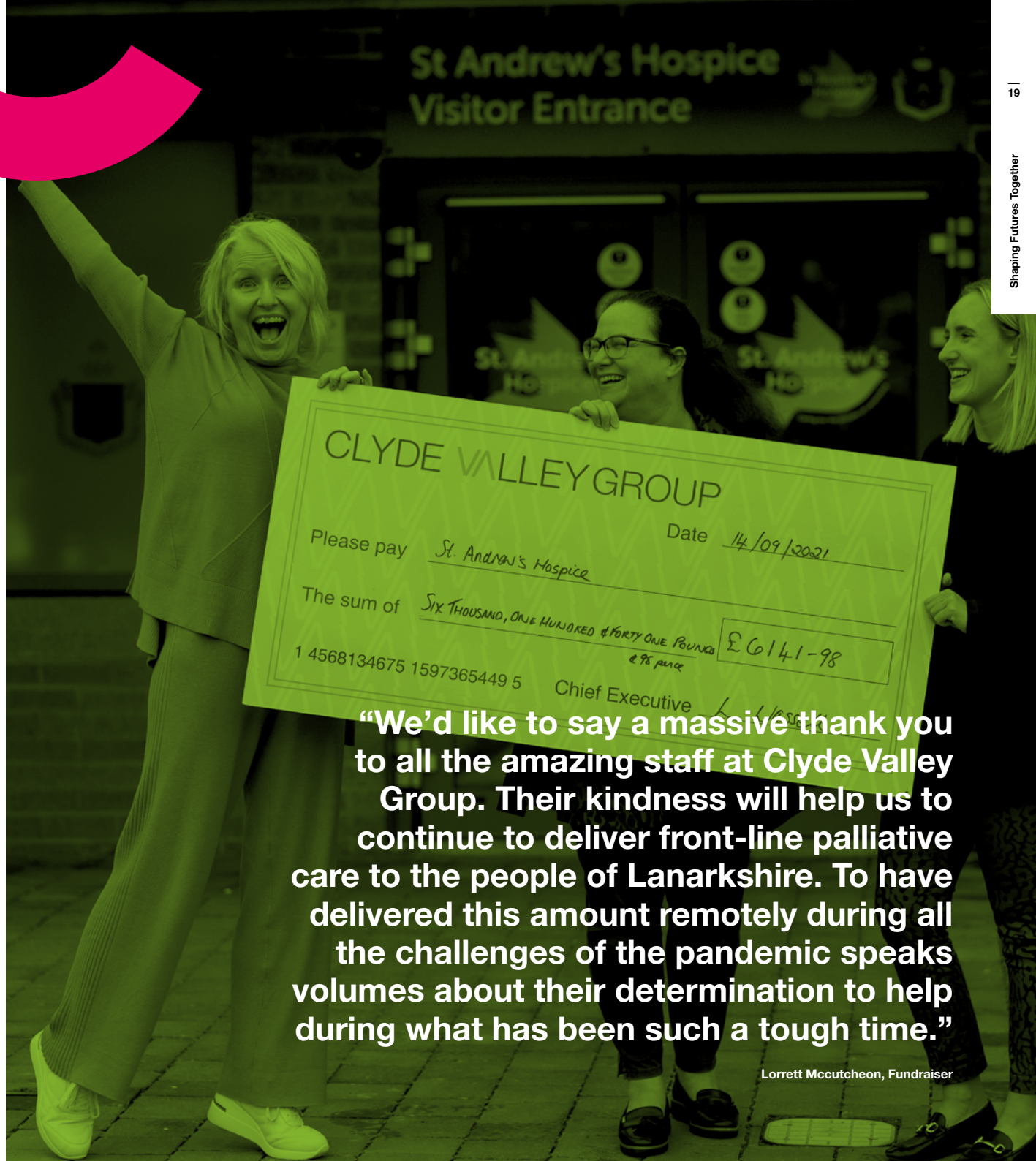
Fundraising

Activity included participation in the annual Kilt Walk, staff raffles, and payroll giving. Recently CVG also secured £10,000

funding from Lintel Trust for the Hospice to support the Hospice Hearty Meals service, a project which provided patients and carers with healthy meals.

Climate Change

Many of our staff have recently attended Climate Emergency Training for Social Landlords hosted by Keep Scotland Beautiful. As we move to EESSH 2 and Net Zero carbon targets understanding by our staff of what they can do to support CVHA is more pressing than ever.



“We’d like to say a massive thank you to all the amazing staff at Clyde Valley Group. Their kindness will help us to continue to deliver front-line palliative care to the people of Lanarkshire. To have delivered this amount remotely during all the challenges of the pandemic speaks volumes about their determination to help during what has been such a tough time.”

Lorrett Mccutcheon, Fundraiser

Performance is at the heart of what we do

2020/21

Every year all Registered Social Landlords (RSL)/Housing Associations submit an Annual Return on the Charter (ARC) to the Scottish Housing Regulator (SHR). The following tables highlight our performance between the years 2019/20 and 2020/21, and compare these against the average for all RSLs and the Scottish average for 2020/21.

These statistics outline how we have performed against the set of standards that are set out by SHR. By using a traffic light system of green, amber and red we have highlighted how we compare to the Scottish Average.

For further information on how we compare against Housing Associations across Scotland you can find out via the Housing Regulator website www.housingregulator.gov.scot

Rent				
Indicator	2019/20	2020/21	All RSL average	Scottish average
Percentage gross rent arrears of rent due	4.61	5.03	4.3	6.1
Percentage of rent lost through properties being empty	0.3	2.11	1.4	1.4
Average days to re-let properties	21.92	107.7	53.4	56.3
Percentage weekly rent increases	3	1	1.5	1.2
Percentage of rent collected due	99.17	99.74	99.5	99.1

Communication				
Indicator	2019/20	2020/21	All RSL average	Scottish average
Percentage of all stage 1 complaints responded to in full	100	100	98.6	96.9
Stage 1 complaints average time to respond (in days)	4.18	4.37	3.8	5
Percentage of all stage 2 complaints responded to in full	91.3	91.67	94.1	92.6
Stage 2 complaints average time to respond (in days)	15.67	17.18	16.7	19

Repairs				
Indicator	2019/20	2020/21	All RSL average	Scottish average
Average hours to complete emergency repairs	1.81	2.3	3.3	4.2
Average days to complete non-emergency repairs	6.1	5.9	6.3	6.7
Percentage properties meeting SHQS year end	95.39	90.4	91.7	91
Percentage reactive repairs completed right first time	96.22	90.8	90.5	91.5
Percentage of tenants satisfied with repairs service	81.19	80	90.3	90.1
Gas safety regulations not met	1	139		

Customer Satisfaction				
Indicator	2019/20	2020/21	All RSL average	Scottish average
Percentage of tenants satisfied with management of neighbourhood	85.88	64	86.5	86.1
Percentage of tenancy offers refused	35.67	35.56	25.2	31.9
ASB cases resolved within local target	96.43	97.37	96.1	94.4
Percentage lettable self-contained houses that became vacant in year	4.8	5.15	7.2	6.9
Percentage of tenancies which began in previous year who remained more than year	94.22	96.43	90.5	90.9
Percentage satisfied with overall service	90.1	80	89.8	88.9
Percentage satisfaction with quality of home	81.1	80	87.8	87.1
Percentage of tenants satisfied with opportunities to participate in landlords decision making	89.12	64	87.7	86.6
Percentage of tenants who feel their property represents good value for money	75	76.21	82.9	82.8
Percentage of tenants who felt that this landlord was good at keeping them informed about its services and outcomes	95	80.1	92.8	91.7

“I continue to remain amazed at my team and look forward to furthering our progress in all aspects of service and customer care over the year ahead.”

I can't believe it's been a year since I wrote the remarks for this report for year ending March 2020. We have come through some really challenging times and I am proud of how my team have handled the changes throughout the year in terms of restrictions and lockdowns. Despite the challenges faced we have achieved so much. I told you last year we would:

- Continue to provide our staff with the tools and support to work remotely, this means more time out in communities when it is safe to do so.
- Move a number of our systems to cloud based technology, allowing for more efficient and agile working.
- Design new Operating Model & Delivery Roadmaps.
- Continue with our Customer Excellence Transition Journey.
- Increase the number of customers getting involved and accessing opportunities to participate.
- Continue our New Build Programme.
- Review of asset management strategy including low demand and deliver our improved repairs service.


And we have done all that plus more. We do however continue to review our asset management strategy particularly around improving standards and the move towards Zero Carbon and well as working on a much more integrated and responsive repairs service so during the coming year we will keep this firmly on our radar alongside our continuation of our new build programme.

We want to continue to engage with as many of our customers as we can and we have refreshed our customer engagement plans and I know you will have many more opportunities to come along to steering groups both virtually and face to face in a safe environment.

I continue to remain amazed at my team and look forward to furthering our progress in all aspects of service and customer care over the year ahead.

Lynn Wassell
CEO





This report lets you see how well we have delivered our services over the past year. We hope this information will give you a good idea of how we are doing and you enjoyed reading this. We would welcome your views and comments you have on the type and level of information provided.

For further information on this year's report or to provide feedback on the content and presentation please contact us.

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HAPPY TO TRANSLATE