



CLYDE VALLEY
GROUP

Value for Money & Performance Report

19/20

Chairman's Welcome & Overview

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It gives me great pleasure to present our Value for Money and Annual Performance Report for 2019/20, in what has been another successful year for Clyde Valley Housing Association and marks the end of my third year as Chairman.

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

Who would have thought that a pandemic would have hit countries across the Globe and that our country went into lockdown for a period of time. This has been a challenging time for all. We want to continue to deliver as many of our services as restrictions allow and will comply with Scottish Governance Guidance at all times and have been actively planning for continued services in each of the Tiers. We will continue to provide messaging via our website and social media.

I, along with my Board have been delighted with the performance of Clyde Valley staff, their commitment and dedication to continuing to deliver services, albeit from home. In unprecedented conditions they approached the situation as always with care, commitment and with the customer at the heart of changes and decisions.

This included carrying out support calls to our more vulnerable customers to implement new systems and processes to provide ease of service for our customers such as Ring Central (cloud telephony), Whereby (ability to have virtual appointments, socially distanced allocations process implemented and CX systems which has allowed us to achieve a better insight to our customers and ultimately provide better support.

In September 2020 we launched our new Corporate Strategy and our 4 supporting strategies - Investment and Growth, Customer Experience Strategy, People and Digital and SmartThink and I would encourage you all to visit our website to read these in more detail.

Visit our website to read these in more detail at [cvha.org.uk/corporate-strategies](https://www.cvha.org.uk/corporate-strategies)

We're in a financially strong position, with our turnover at £21.5m which is broadly in line with March 2019 results.

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. 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. Our biggest year yet.

Affordability of rents is a key priority for us as well as the investment in your homes and getting a balance of both is one of our key objectives. 19/20 saw us at the end of our 5 year rent strategy and we are as a Board looking at the future rent charges. Over the coming months we will be looking to consult with you our customers through a range of platforms including surveys and consultation groups.

We continue to ensure that we invested in our existing customers' homes with planned and reactive programme of works of £6.2m.

We want to continue to invest in your homes to make these as safe and comfortable as we possibly can and during 2020/21 we will invest over £4m in your homes.

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 to The Scottish Housing Regulator. I have signed this statement on behalf of the Board and you can read a copy of the statement on page 9. We as always strive for excellence and you will also see on Page 10 our plans to achieve this.

I would like to take this opportunity to thank our Board Members and our Customer Panel for their work this year and wish a warm welcome to our new Members.

Allan Murray
Chairman

“We want to continue to invest in your homes to make these as safe and comfortable as we possibly can and during 2020/21 we will invest over £4m in your homes.”

“Making the most efficient use of our assets and resources to deliver high quality and innovative services that successfully meet customer needs and expectations at lowest possible cost.”



How we spend your £



- £0.08 Major Improvement
- £0.16 Repairs
- £0.17 Loan Interest
- £0.15 Management & Running Costs
- £0.44 New Homes



Annual Assurance Statement 2020

A regulatory requirement for RSLs is for the Board to confirm to the Scottish Housing Regulator that they have sought assurance that the RSL is compliant or not.

After due and careful enquiry and to the best of its knowledge the Board of Clyde Valley Housing Association confirms that it has obtained the necessary assurance to allow it to confirm that the Association complies with:

- > The regulatory requirements as set out in Chapter 3 of the Regulatory framework;
- > The standards and outcomes in the Scottish Social Housing Charter;
- > Relevant legislative duties;
- > The Standards of Governance and Financial Management for RSLs.

As part of our continuous improvement culture we remain committed to maintaining and delivering on our Governance Excellence Plan.

This Assurance Statement was approved by the Association's Board at a meeting on 5 October 2020.

Allan Murray
Chairman

Efficiencies, Savings & Striving for Excellence

- > Secured funding to support 2 Modern Apprentices working across CVG.
- > Rent sense software implemented to support staff to ensure we are providing an efficient service for our customers.
- > Freedom of information guidance implemented, with advice posted on website.
- > Securing 10K funding for Chris's House from The Lintel Trust to help the vulnerable in communities with a foodbank donation.
- > Money contributions made to Airdrie, East Dunbartonshire, Clydesdale, Cumbernauld and Kilsyth, Clyde, Avon and Nathan foodbanks.

Striving for Excellence

Following our review of our self-assessment our Board have identified a number of areas to continue us on our journey to excellence. These are:

- > Board Succession and Skills – continue to develop board succession planning and training to ensure we always have a strong board looking after your interests.
- > Communication – continue to develop ways of communicating both internally and externally which ensures our message is clear and transparent and you have the channels that work best for you.

- > Procurement – work with Scotland Excel to ensure we have adopted best practice and continue to spend your money wisely.
- > Customer Feedback – continue to take on board your feedback through customer surveys, complaints and compliments and use this insight to develop and improve our services.
- > Rent Levels and Affordability – we continue to keep this at the front of our mind and this is high priority within our Board agendas. We will continue to engage with you and get your feedback in this area.



“Our relationship with Timetra is really important. They have worked with us since the inception of Clyde Valley Housing Association in 1996, so they are very aware of how we work and our house types so they can offer a tailored and efficient service. Timetra has 60 people working for them, contributing to the local economy throughout Lanarkshire.”

Kevin, Repairs & Maintenance Manager

“I’ve lived in Larkhall all my days and when I saw my old Primary School was being refurbished into flats I approached Clyde Valley to put my name down. I kept in touch with the team there and it was a great moment when I heard I’d got a place.”

Mrs Laird, Customer



Return on Assets

Repairs & Maintenance

99.97% of gas services completed on time*

£1,506,498 on reactive repairs

Carried out 10,567 reactive repairs throughout the year

Carried out 154 medical adaptations at a cost of £267,819

£508,489 upgrading void properties

Capital Works



£869,421 on roof and insulated render systems

£123,504 on kitchens

£542,631 upgrading heating systems

£524,502 on window and door installations

£91k on external painter work

*100% not achieved due to lockdown and unable to gain access due to customer self-isolating)

“I was asked to join the Customer Panel and I’ve really enjoyed it. I was slightly nervous at first but it’s not just about meeting for the sake of it. It’s about really seeing what’s going on in the local area and helping to give local people the housing they deserve. Being involved I’ve realised, it’s about showing customers that the Association really does care.”

Margaret McMahon, Customer Panel Member & Customer, Clyde Valley Housing Association



Customer Panel & Participation

Our Customer Panel continue to support our thinking on customer and strategy. The work of the panel is invaluable and their plans going forward are to continue with scrutiny projects and adapting to doing this in a socially distanced way. They will also continue to deliver on the Next Steps programme funded by Scottish Government, a programme working to enhance our customer engagement.

A big thanks to our Customer Panel for all their work and commitment to Clyde Valley and we look forward to working with them in the year ahead.

If you are interested to find out more about how you can get involved, email us at cvha@cvha.org.uk

Some examples of the work our Customer Panel undertakes includes;

- > Input into our Assurance Statement and work we have undertaken to ensure we are compliant. The Panel were very complimentary around the Governance, Financial Management and our Customer Engagement.
- > Scrutiny projects looking at Customer Service, covering areas such as how we deal with customer enquiries, how we induct and train staff and how we measure customer service. They produced a fantastic report that has informed our improvement plans.
- > Input into our Rent Increase consultation and helping us develop and implement community initiatives.



Effective Partnerships

Our key partnerships include:

- > Local authorities – North Lanarkshire Council, South Lanarkshire Council, East Dunbartonshire Council
- > Department for Work and Pensions
- > Police Scotland
- > Barnardos, Life Changes Trust Project: Forever Homes
- > Womens Aid
- > Citizens Advice
- > Money Advice Services
- > Energy Savings Trust
- > Scottish Procurement Alliance
- > Step Change
- > Routes to Work
- > Timetra, helping us to deliver an efficient and effective repairs service
- > Our new build contractors helping us to build and deliver affordable homes

“Our team already does fantastic work with some of the most vulnerable people. Ultimately Housing Associations are community anchors and are really instrumental because they provide more than ‘bricks and mortar’.”

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

“I just needed a hand to help find some training opportunities. It was a difficult time when my Mum passed away but it was reassuring that Clyde Valley and Routes to Work got together to help out. Money is tight and having the option to look at new careers has lifted my spirits and it’s been great to get advice on my tenancy at the same time.”

Gus, Clyde Valley Customer & ‘Routes to Work’ Client

“The relationships developers such as Clyde Valley have with local suppliers is also key to supporting the regional economy when it’s under the most pressure.”

Pamela Humphries, Head of Planning & Regeneration, NLC



Staff raised funds all year for their chosen charity Chris's House, a total of £2680.83 was raised through a variety of events.



Our Added Value

Staff raised funds all year for their chosen charity Chris's House, a total of £2680.83 was raised through a variety of events. Prior to lockdown staff volunteering took place supporting with admin tasks and 10k of funding was secured to support Chris's House with creating an additional post for them.

Clyde Valley staff have selected St Andrew's Hospice as our chosen charity for 2020/21. St Andrew's Hospice is a specialist hospice providing palliative care and providing multidisciplinary support for patient's families and carers in Lanarkshire.

"We're delighted to have support from Clyde Valley, Covid has really hit charities like ours hard as we are unable to fundraise in our usual manner."
Lorett, St Andrew's Hospice Fundraising Manager

We were delighted to achieve Gold Healthy working lives through a series of campaigns and activities held throughout the year.

We achieved re-accreditation for our Customer Service Excellence and moved from 7 compliance plus points to 10 – a great achievement and a testament to our staff.

Finalists in the Lanarkshire Business Awards category for Customer Service Excellence, these awards sadly were unable to take place due to Covid.

2nd Staff Star Awards held, celebrating and recognising our staff achievements.



Our Homes

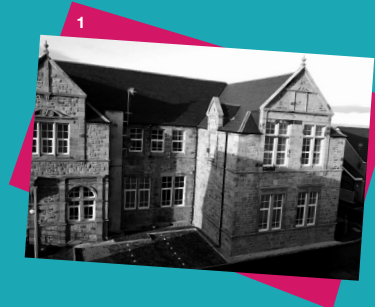
Partnerships – Wilson Developments, Reids Associates, Engie, Rosewood Homes, Lovell Partnerships, Modern Housing, Merchant Homes, McLaughlin Construction, Taylor Wimpey.

We continue to build high quality homes for social rent to assist the Scottish Government to meet their target of 50,000 more homes by March 2022. During 2019/2020 we handed over 189 new build properties across North and South Lanarkshire. A mixture of houses, flats and cottage flats.

Low Waters Road – 12 residential flats due for completion November 2020
Hamilton Road, Bellshill – 24 homes for rent - £2.5million construction project, derelict land transformed into 24 energy efficient affordable homes. Due for completion December 2020.

2020 saw a pause to our development programme due to Covid and lockdown. We re-opened the majority of sites in June following health and safety guidelines and we are now back on track to deliver more affordable homes.

“We are a local company and we have a large team of people many from the Clyde Valley area working with us. We are steeped in this community and I think that’s one of the reasons we have worked so successfully building new homes with the Clyde Valley Housing Association.”
Lou Lauder, Construction Director, Rosewood Homes



- 1 Glengowan transformation of an old primary school into social rented accommodation
- 2 16 homes for rent in Caldercruix
- 3 25 houses for social rent Kilsyth
- 4 Daks site our 4000th home was let here



Our 19/20 Performance

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 2018/19 – 2019/20, and compare these against the average for all RSLs and the Scottish average for 2019/20.

These statistics outlines how we have performed against the set of standards that are set out by SHR. By using a traffic light system of green, amber, red we have highlighted where we have improved performance from the previous year and where our performance has dipped.

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	2018/2019	2019/2020	All RSL average 2019/20	Scottish average 2019/20
Percentage gross rent arrears of rent due	4.35	4.61	4.38	5.81
Percentage of rent lost through properties being empty	0.32	0.30	0.85	0.92
Average days to relet properties	18.35	21.92	27.22	31.80
Percentage weekly rent increases	3	3	2.40	2.49
Percentage of rent collected due	98.81	99.17	99.48	99.30

Communication				
Indicator	2018/2019	2019/2020	All RSL average 2019/20	Scottish average 2019/20
Percentage of all stage 1 complaints responded to in full	100	100	98.79	97.74
Stage 1 complaints average time to respond	n/a (didn't report last year)	4.18	3.31	4.81
Percentage of all stage 2 complaints responded to in full	100	91.3	94.06	92.14
Stage 2 complaints average time to respond	n/a (didn't report last year)	15.67	15.72	17.91

Repairs				
Indicator	2018/2019	2019/2020	All RSL average 2019/20	Scottish average 2019/20
Average hours to complete emergency repairs	1.77	1.81	2.64	3.64
Average working days to complete non-emergency repairs	6.4	6.14	5.7	6.43
Percentage properties meeting SHQS year end	95.23	95.39	92.91	94.36
Percentage reactive repairs completed right first time	93.65	96.22	92.34	92.36
Percentage of tenants satisfied with repairs service	88	81.19	91.64	91.33

Estate Management/Tenancy Sustainment				
Indicator	2018/2019	2019/2020	All RSL average 2019/20	Scottish average 2019/20
Percentage of tenants satisfied with management of neighbourhood	83.06	85.88	87.81	87.40
Percentage of tenancy offers refused	11.96	35.67	29.52	34.20
ASB cases resolved within local target	88.39	96.43	94.14	94.11
Percentage lettable self-contained houses that became vacant in year	5.73	4.8	8.75	8.42
Tenancies which began in previous year who remained more than year	94.12	94.22	88.94	89.14
Percentage satisfied with overall service	89%	90.08	90.51	89.19
Satisfaction with quality of home	83.96	81.11	88.39	87.15
Satisfaction with opportunities to participate in landlords decision making	84.02	89.12	89.64	87.21
Tenants feel their property represents good value for money	71.99	75	83.48	83.56

“Our Performance is important to us and we continue to strive for excellence. We are delighted that a number of our key indicators have improved on last year and we continue to work to better our performance. During 2020 we created a Business Improvement Team with the key skills to help us identify where we can do better and make the change to be better.”

Carron Garmory, Finance, IT & Corporate Services Director



Message from our Chief Executive

Our Future Plans

In September 2020 we launched our new Corporate Strategy and our 4 supporting strategies:

- > Customer Experience
- > Investment & Growth
- > People
- > Digital and SmartThink

These strategies have been developed following input from customers, stakeholders and staff and we will continue to engage with you to develop the key areas of delivery within the strategies.

During 2020/21 we have embarked on a number of initiatives to enhance our service delivery to you:

- > 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 New Build Programme.
- > Review of asset management strategy including low demand and deliver our improved repairs service.

I continue to be amazed at the resilience of my team and how staff work diligently to provide great services to you and I make it my personal goal to ensure this continues.

Thank you for your continued support of Clyde Valley and I hope you enjoyed reading our annual VFM report.

Lynn Wassell
Chief Executive



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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